



**Metro**

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

**Agenda - Final**

**Thursday, June 15, 2023**

**12:30 PM**

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

*Holly J. Mitchell, Chair*

*Tim Sandoval, Vice Chair*

*Lindsey Horvath*

*Paul Krekorian*

*Katy Yaroslavsky*

*Gloria Roberts (Interim), non-voting member*

*Stephanie Wiggins, Chief Executive Officer*

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

**PUBLIC INPUT**

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

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

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

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

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

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

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

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## 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.

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

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

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

The Committee Meeting begins at 12:30 PM Pacific Time on June 15, 2023; 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#  
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***Public comment will be taken as the Board takes up each item. To give public comment on an item, enter #2 (pound-two) when prompted. Please note that the live video feed lags about 30 seconds behind the actual meeting. There is no lag on the public comment dial-in line.***

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

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

La Reunion de la Junta comienza a las 12:30 PM, hora del Pacifico, el 15 de Junio de 2023. Puedes unirte 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#  
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***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: 29, 30, 31, 32, and 33.

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

## CONSENT CALENDAR

- 29. SUBJECT: MEMBERSHIP ON METRO'S REGIONAL SERVICE COUNCILS** [2023-0088](#)

### RECOMMENDATION

APPROVE nominees for membership on Metro's Gateway Cities, San Fernando Valley, San Gabriel Valley, South Bay Cities and Westside Central Service Councils.

Attachments: [Attachment A - Nominee Qualifications](#)  
[Attachment B - Nomination Letters 6-2023](#)

- 30. SUBJECT: ULTRA-LOW SULFUR AND RENEWABLE DIESEL FUEL** [2023-0267](#)

### RECOMMENDATION

AUTHORIZE the Chief Executive Officer (CEO) to award a four-year, Indefinite Delivery/Indefinite Quantity (IDIQ) Contract No. FY98248000 to AAA Oil, Inc. DBA California Fuels and Lubricants, the lowest responsive and responsible bidder, for ultra-low sulfur diesel fuel and renewable diesel fuel. The contract three-year base amount is \$2,492,594.68, inclusive of sales tax, and the one-year option amount is \$825,768.17, inclusive of sales tax, for a total contract amount of \$3,318,362.85, subject to resolution of any properly submitted protest(s), if any.

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

- 31. SUBJECT: TRASH AND OVERGROWN VEGETATION REMOVAL SERVICES FOR REGIONS 1 THROUGH 3** [2023-0290](#)

### RECOMMENDATION

AUTHORIZE the Chief Executive Officer to:

- A. AWARD a firm fixed unit rate Contract No. OP911660008370, for Region 1 to Urban Graffiti Enterprises Inc., to provide trash and overgrown vegetation removal services in the not-to-exceed (NTE) amount of \$2,653,488 for the three-year base, and \$1,556,296 for the

one, two-year option, for a total combined NTE amount of \$4,209,784, effective August 1, 2023, subject to resolution of timely protest(s), if any;

B. AWARD a firm fixed unit rate Contract No. OP911660018370, for Regions 2 and 3 to Parkwood Landscape Maintenance, Inc., to provide trash and overgrown vegetation removal services in the NTE amount of \$32,708,116 for the three-year base, and \$21,762,707 for the one, two-year option, for a combined not-to-exceed amount of \$54,470,823, effective August 1, 2023, subject to resolution of timely protest(s), if any; and

C. EXECUTE individual contract modifications within the Board approved contract modification authority.

**Attachments:**      [Attachment A - Procurement Summary](#)  
                                 [Attachment B - DEOD Summary](#)  
                                 [Attachment C - Three \(3\) Regions' Maps](#)

**32. SUBJECT:      JUNE 2023 SERVICE CHANGE** [2023-0298](#)

**RECOMMENDATION**

RECEIVE AND FILE a status report on the June 2023 bus and rail service changes effective Sunday June 25, 2023.

**Attachments:**      [Attachment A - Description of June 2023 Service Change](#)

**33. SUBJECT:      AUDIT OF CONTROLS OVER METRO NON-REVENUE  
                                 VEHICLES (PHASE II)** [2023-0302](#)

**RECOMMENDATION**

RECEIVE AND FILE Office of the Inspector General (OIG) Final Report on Controls Over Metro Non-Revenue Vehicles - Phase II.

**Attachments:**      [Attachment A - Final Rpt on Audit of Controls over Metro Non-Rev - Phase II  
                                 Presentation](#)

**NON-CONSENT**

**34. SUBJECT:      OPERATIONS EMPLOYEES OF THE MONTH** [2023-0333](#)

**RECOMMENDATION**

RECOGNIZE Operations Employees of the Month.

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

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35. SUBJECT: COO MONTHLY REPORT [2023-0334](#)

**RECOMMENDATION**

RECEIVE oral report on Operations.

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

21. SUBJECT: IN-HOUSE PUBLIC SAFETY DEPARTMENT FEASIBILITY STUDY [2023-0286](#)

**RECOMMENDATION**

RECEIVE AND FILE the In-House Public Safety Department Feasibility Study (Attachment A).

**Attachments:** [Attachment A - Public Safety Department Feasibility Study Report - Final](#)  
[Attachment B - Homeless Feasibility](#)

(ALSO ON EXECUTIVE MANAGEMENT COMMITTEE)

36. SUBJECT: INFRASTRUCTURE PROTECTION SERVICES - NORTH AND SOUTH REGIONS [2022-0869](#)

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to:

- A. AWARD a firm fixed unit rate Contract No. PS93158000 to Universal Protection Service LP dba Allied Universal Security Services to provide infrastructure protection services in the North Region of Los Angeles County in an amount not-to-exceed \$111,266,844 for the five-year base term, effective July 1, 2023 to allow for a three-month mobilization period, subject to resolution of protest(s), if any.
- B. AWARD a firm fixed unit rate Contract No. PS93158001 to Inter-Con Security Systems, Inc., to provide infrastructure protection services in the South Region of Los Angeles County in an amount not-to-exceed \$85,972,439 for the five-year base term, effective July 1, 2023, to allow for a three-month mobilization period, subject to resolution of protest(s), if any.

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

37. SUBJECT: C LINE AND K LINE OPERATING PLAN UPDATE [2023-0299](#)

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to implement a new recommended Option 2 (C2 Alternative) for the C and K Line Operating Plan based on

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public outreach and technical background informing the recommendation on Motion 28.1 - Crenshaw/LAX - Green Line Operating Plan.. (Attachment A)

**Attachments:**      [Attachment A - Motion 28.1](#)  
[Attachment B - C & K Line Operating Plan Options](#)  
[Attachment C - Travel and Transit Demand](#)  
[Attachment D - C & K Line Operating Plan Survey E-blast](#)  
[Attachment E - Public Comments](#)  
[Attachment F - Community Meetings and Survey Flyer](#)  
[Attachment G - C & K Line Operating Plan Survey and Results](#)  
[Attachment H - Distribution of C & K Line Operating Plan Survey Responses](#)  
[Attachment I - Public Meetings Report final](#)  
[Presentation](#)

**23. SUBJECT:      STATUS UPDATE - BUS STOP IMPROVEMENT PROGRAM      [2023-0319](#)**

**RECOMMENDATION**

RECEIVE AND FILE Bus Stop Improvement Plan status report.

**Attachments:**      [Attachment A - Motion 20, Bus Stop Shelter Motion](#)  
[Attachment B - Priority Stop Locations in the Region](#)  
[Presentation](#)

(ALSO ON EXECUTIVE MANAGEMENT COMMITTEE)

**25. SUBJECT:      BUS SENSOR TECHNOLOGY      [2023-0160](#)**

**RECOMMENDATION**

RECEIVE AND FILE status report on Bus Sensor Technology.

**Attachments:**      [Attachment A - Motion 2023-0102 by Hahn, Horvath, Mitchell, Solis & Krekorian](#)  
[Attachment B - "Mobileye Shield V4 W/ Apas" Operator Reference](#)  
[Attachment C - SAE J3016 Levels of Driving Automation](#)  
[Attachment D - Equity Platform Figures 3 - 5](#)

(ALSO ON EXECUTIVE MANAGEMENT COMMITTEE)

**SUBJECT:      GENERAL PUBLIC COMMENT      [2023-0371](#)**

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

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**File #:** 2023-0088, **File Type:** Informational Report

**Agenda Number:** 29.

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**OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE  
JUNE 15, 2023**

**SUBJECT: MEMBERSHIP ON METRO'S REGIONAL SERVICE COUNCILS**

**ACTION: APPROVE NOMINATIONS**

**RECOMMENDATION**

APPROVE nominees for membership on Metro's Gateway Cities, San Fernando Valley, San Gabriel Valley, South Bay Cities and Westside Central Service Councils.

**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 Gateway Cities, San Fernando Valley, and Westside Central Service Councils also have vacancies created by Councilmembers who have resigned or are resigning prior to the end of their current terms.

**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 MSCs 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 individuals listed below have been nominated to serve by the Councils’ appointing authorities. If approved by the Board, these appointments will serve for the three-year term specified below; one nominee is being appointed to complete the term of a Councilmember who had to resign prior to the end of his term. The Gateway Cities Council of Governments has requested that this nominee be appointed to complete the current term and the subsequent three-year term of July 1, 2024 - June 30, 2027. A brief listing of qualifications for the new nominees and the nomination letters from the nominating authorities are provided in Attachments A and B.

For your reference, the 2021 American Community Survey demographics and 2019 Metro Ridership Survey demographics for each region are compared to the membership, should these nominees be appointed, for each region.

Gateway Cities

- A. Maria Davila, Re-Appointment  
Nominated by: Gateway Cities Council of Governments  
Term: July 1, 2023 - June 30, 2026
  
- B. Samuel Peña, Re-Appointment  
Nominated by: Gateway Cities Council of Governments  
Term: July 1, 2023 - June 30, 2026
  
- C. Mary Zendejas, New Appointment  
Nominated by: Gateway Cities Council of Governments  
Term: July 1, 2023 - June 30, 2026
  
- D. Raul Añorve, New Appointment  
Nominated by: Gateway Cities Council of Governments  
Term: July 1, 2021 - June 30, 2024, and July 1, 2024 - June 30, 2027

Should these nominees be appointed, the Gateway Cities (GWC) Service Council membership will compare to the region and the region’s ridership as follows:

Region Demographics	Hispanic	White	Asian/Pacific Islander	Black	Native American	Other
GWC Council Region	64.6%	14.6%	9.4%	7.9%	0.2%	2.2%
GWC Region Ridership	66%	6%	3%	21%	0%	4%
GWC Membership/No.	77.7% / 7	11.1% / 1	0% / 0	0% / 0	0% / 0	11% / 1

The gender makeup of the GWC Service Council will be as follows:

Gender	GWC Membership/No.	Los Angeles County
Male	44.4% / 4	49.7%

Female	55.5% / 5	50.3%
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San Fernando Valley

- E. Erin Nash, Re-Appointment  
Nominated by: Los Angeles Mayor Karen Bass  
Term: July 1, 2023 - June 30, 2026
  
- F. Perri Sloane Goodman, Re-Appointment  
Nominated by: Los Angeles Mayor Karen Bass  
Term: July 1, 2023 - June 30, 2026
  
- G. Rudy Trujillo, New Appointment  
Nominated by: Cities of Burbank, Glendale, and San Fernando  
Term: July 1, 2023 - June 30, 2026

Should these nominees be appointed, the San Fernando Valley (SFV) Service Council membership will compare to the region and the region’s ridership as follows:

Region Demographics	Hispanic	White	Asian/Pacific Islander	Black	Native American	Other
SFV Council Region	41.3%	40.1%	11.0%	3.7%	0.2%	3.7%
SFV Region Ridership	63%	13%	9%	9%	1%	5%
SFV Membership/No.*	50% / 4	37.5% / 3	0% / 0	12.5% / 1	0% / 0	0% / 0

The gender makeup of the SFV Service Council with the above listed nominees and the current vacancy will be as follows:

Gender	SFV Membership/No.*	Los Angeles County
Male	75% / 6	49.7%
Female	25% / 2	50.3%

There will remain one vacant seat on this Council to be nominated by Third District Supervisor/Board Director Lindsey P. Horvath. The vacant seat has a term of July 1, 2022 - June 30, 2025 and will be vacated upon the current Councilmember’s resignation as of June 30, 2023.

San Gabriel Valley

- H. John Harrington, Re-Appointment  
Nominated by: Cities of Alhambra, South Pasadena, San Gabriel, and San Marino  
Term: July 1, 2023 - June 30, 2026
  
- I. Gary Floyd, Re-Appointment  
Nominated by: Cities of Pasadena, Sierra Madre, La Cañada Flintridge  
Term: July 1, 2023 - June 30, 2026

- J. Alex Gonzalez, Re-Appointment  
 Nominated by: San Gabriel Valley Council of Governments  
 Term: July 1, 2023 - June 30, 2026

Should these nominees be appointed, the San Gabriel Valley (SGV) Service Council membership will compare to the region and the region’s ridership as follows:

Race	Hispanic	White	Asian/Pac Isl	Black	Native Amer	Other
SGV Council Region	49.6%	16.3%	28.4%	3.0%	0.2%	2.4%
SGV Region Ridership	67%	8%	13%	8%	1%	4%
SGV Membership/ No.	55.5% / 5	33.3% / 3	11.1% / 1	0% / 0	0% / 0	0% / 0

The gender makeup of the SGV Council will be as follows:

Gender	SGV Membership/No.	Los Angeles County
Male	77.7% / 7	49.7%
Female	22.2% / 2	50.3%

South Bay Cities

- K. David Mach, Re-Appointment  
 Nominated by: South Bay Cities Council of Governments  
 Term: July 1, 2023 - June 30, 2026
- L. Melissa Molina, New Appointment  
 Nominated by: South Bay Cities Council of Governments  
 Term: July 1, 2023 - June 30, 2026
- M. Bob Wolfe, Re-Appointment  
 Nominated by: South Bay Cities Council of Governments  
 Term: July 1, 2023 - June 30, 2026

Should these nominees be appointed, the South Bay Cities (SBC) Service Council membership will compare to the region and the region’s ridership as follows:

Region Demographics	Hispanic	White	Asian/Pacific Isl	Black	Native Amer	Other
SBC Region	44.6%	21.6%	13%	17%	0.2%	3.7%
SBC Region Ridership	64%	5%	6%	22%	1%	3.7%
SBC Membership/No.	33% / 3	33% / 3	11% / 1	22% / 2	0% / 0	0% / 0

The gender makeup of the South Bay Cities Service Council will be is as follows:

Gender	SBC Membership/No.	Los Angeles County
Male	66.6% / 6	49.7%
Female	33.3% / 3	50.3%

Westside Centra

- N. Desa Philadelphia, Re-Appointment  
Nominated by: Los Angeles Mayor Karen Bass  
Term: July 1, 2023 - June 30, 2026
  
- O. David Feinberg, Re-Appointment  
Nominated by: Westside Cities Council of Governments  
Term: July 1, 2023 - June 30, 2026
  
- P. Dan Wentzel, New Appointment  
Nominated by: Third District Supervisor Lindsey P. Horvath  
Term: July 1, 2023 - June 30, 2026

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

% Region Total	Hispanic	White	Asian/Pac Isl	Black	Native Amer	Other
WSC Council Region	42.4%	30.8%	13.5%	9.5%	0.2%	3.6%
WSC Region Ridership	66%	7%	7%	16%	1%	4%
WSC Membership/No.	42.8% / 3	28.5% / 2	14.2% / 1	14.2% / 1	0% / 0	0% / 0

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

Gender	WSC Membership/No.	Los Angeles County
Male	57.1% / 4	49.7%
Female	42.8% / 3	50.3%

There will remain two vacant seats on this Council:

- One seat to be nominated by Second District Supervisor/Board Director Holly J. Mitchell with a term of July 1, 2023 - June 30, 2026. The previous Councilmember resigned from the Council in March 2023.
  
- One seat to be nominated by Los Angeles Mayor Karen Bass with a remaining term of July 1, 2021 - June 30, 2024. The previous Councilmember resigned from the Council in March 2023.

## **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. To encourage nominating authorities to nominate individuals that will closely reflect the region and its ridership, staff shares regional ridership demographics, regional resident demographics and Service Council membership race/ethnicity and gender demographics with each request for a nomination to the Service Councils. This practice has resulted in the Service Councils becoming much more diverse in terms of both race/ethnicity and gender over the last several years. However, approximately half of LA County residents and Metro riders are women; there is work to be done to achieve gender equity on some of the Service Councils. Staff will continue to share demographic information and encourage nominating authorities to give weight to gender equity when considering individuals for nomination.

## **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 these nominees 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 Councils to formulate and submit their recommendations to the Board. It would also result in the Service Councils having less diverse representation of their respective service areas.

## **NEXT STEPS**

Staff will work with the nominating authorities to fill the outstanding vacancies.

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.

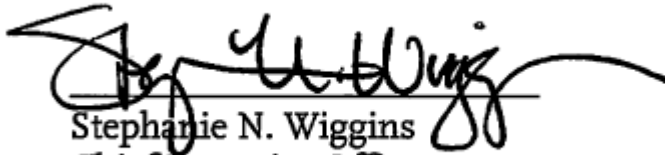
## **ATTACHMENTS**

Attachment A - Nominees Listing of Qualifications

Attachment B - Nomination Letters

Prepared by: Dolores Ramos, Senior Manager, Regional Service Councils, (213) 922-1210

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



Stephanie N. Wiggins  
Chief Executive Officer



## NEW APPOINTEE BIOGRAPHY AND QUALIFICATIONS

### **Raul Añorve, Nominee to Gateway Cities Service Council**



Commissioner Añorve is a member of Long Beach Transit (LBT) Board of Directors. He has been an active community member by previously serving on the City of Long Beach's Citizens Police Complaint Commission, and Grants Committee Panel for the Arts Council of Long Beach. He was also a Fellow with the Equality California Leadership Program. Mr. Añorve works as a Paralegal for the Los Angeles City Attorney's Office, Safe Neighborhoods & Gang Division. He is a Long Beach Transit customer, a graduate of Leadership Long Beach, and was inducted into the Equality Plaza at Harvey Milk Park in Downtown Long Beach for his work surrounding LGBTQ causes.

### **Mary Zendejas, Nominee to Gateway Cities Service Council**



Mary Zendejas was elected to the Long Beach City Council and sworn into office on December 3, 2019. She is the first Latina wheelchair user to be elected to office in the nation. As an infant, she was diagnosed with polio. Her family immigrated to the U.S. when she was 3 years old in pursuit of better opportunities and medical care. Ms. Zendejas began using a wheelchair while in high school. The daughter of a field hand and factory worker, Mary earned an undergraduate degree in communication studies from California State University, Long Beach (CSULB) and became the first in her family to graduate from college.

Ms. Zendejas is also the founder and Executive Director of Professional Abilities Association of America, an organization created for and by working professionals with disabilities which advocates for better treatment of people with disabilities in the workplace. She also started MAPS 2 College, a mentoring program at CSULB that assists students with special needs in their transition from high school to college. She is a former board member of Housing Long Beach, a tenant's rights group, a former member of the Long Beach Transit Board of Directors, a Board member of the Disabled Resource Center., a two-time graduate of Leadership Long Beach, and served as a member of Mayor Robert Garcia's Transition Team. Mary is also currently a board member of several local non-profits and advocacy organizations.

### **Pastor Rudy Trujillo**



Pastor Rudy Trujillo has served as a Transportation & Public Safety Commissioner for the City of San Fernando since 2012, and as Pastor of Faith Center San Fernando since 1990.

He has also worked with Los Angeles City's (GRYD) Gang Reduction Youth Development as a Case Manager (2007-2019), the Los Angeles County's (DYD) Department of Youth Development Diversion and most recently, with Cal OES Violence Recovery Program. The mission of the program is to provide financial assistance and support to victim service providers to ensure all victims of crime in California receive the services they need, and create programs that are trauma-informed and victim centered. Last but not least, Pastor Trujillo worked as a Metro Bus Operator from 1991-1996 which provided him with firsthand knowledge of the transportation industry.

### **Melissa Molina, Nominee to South Bay Cities Service Council**



Melissa Molina has managed the Rideshare Program at Los Angeles World Airports (LAWA) since July 2019 and has run the LAX Transportation Management Organization (TMO), commuteLAX, since 2021. She directs the Employee Transportation Benefits Programs and leads congestion reduction outreach at Los Angeles International Airport (LAX), which includes telecommute, mass transit, vanpool, carpool, biking, and walking programs that serve approximately 22,000 active commuters from over 167 businesses at LAX. As part of LAWA's Mobility Working Group, she advocates for new mobility initiatives to support our mobility vision, mission and values to improve traffic and congestion at the airport and to help move employees to

and through the airport in a sustainable way. She also oversees the Inglewood Iride program for LAWA, a free on-demand micro-transit service that reduces nearly 600 employee commute trips on a weekly basis.

Ms. Molina has served on the Board of Directors of the Southern California Chapter of the Association for Commuter Transportation (ACT) since 2014 and as the Board Secretary from 2015 to present. Ms. Molina has a Bachelor of Arts degree in History from California State University, Fullerton and is an AQMD-certified Employee Transportation Coordinator (ETC).

## **Dan Wentzel, Nominee to Westside Central Service Council**



Dan Wentzel is an actor, writer, self-described mystic, gay pride activist, and public transit advocate living in Southern California. Mr. Wentzel has served as the Advocacy and Communications Coordinator of the AJC (American Jewish Committee) since 2008. He is the author of a public transit issues blog ([ridethepinkline.blogspot.com](http://ridethepinkline.blogspot.com)) and has served as a member of the City of West Hollywood's Transportation Commission, since 2015. He served as Chair from Chair 2017-2018.

Mr. Wentzel is a member of SAG-AFTRA. An avid cyclist, he has also served as a Training Ride Leader, and Team Co-Captain Cyclist for AIDS/LifeCycleAIDS/LifeCycle since 2012. Mr. Wentzel holds a Bachelor of Arts degree in Drama / Political Science from UC Santa Barbara, and a Master of Public Administration degree in urban policy from Columbia University School of International and Public Affairs.

APPOINTING AUTHORITY NOMINATION LETTERS

Gateway Cities Service Council

SOUTHEAST LOS ANGELES COUNTY

Artasia

Avalon

Bell

Bellflower

Bell Gardens

Cerritos

Commerca

Compton

Cudahy

Downey

Hawaiian Gardens

Huntington Park

Industry

La Habra Heights

La Mirada

Lakewood

Long Beach

Lynwood

Maywood

Montebello

Norwalk

Paramount

Pico Rivera

Santa Fe Springs

Signal Hill


South Gate

Vernon

Whittier

County of Los Angeles

Port of Long Beach



**GATEWAY CITIES**  
COUNCIL OF GOVERNMENTS

May 5, 2022

Ms. Stephanie Wiggins, CEO  
Los Angeles County Metropolitan Transportation Authority  
One Gateway Plaza  
Los Angeles, CA 90012

Dear Ms. Wiggins:

**Nominees for the Metro Gateway Cities Service Council**

Acting in its capacity as the convening coalition of the Metro Gateway Cities Service Council, the Board of Directors of the Gateway Cities Council of Governments has nominated three elected officials to fill 3 seats expiring on June 30, 2023, and one (1) seat expiring June 30, 2024.


At its regularly scheduled meeting of May 3, 2023, the Gateway Cities Council of Governments Board of Directors nominated the following applicants:

- Council Member Maria Davila, a current member of the Council;
- Council Member Mary Zendejas, City of Long Beach, a new applicant;
- Sam Pena, a current member of the Council; and
- Raul Anorve, a community member and new applicant from Long Beach. Raul will fill the vacancy expiring June 30, 2024, and will also serve the subsequent term expiring June 30, 2027.

A copy of the nominee’s applications is enclosed.

We would appreciate your assistance in agendizing the nominations for confirmation by the MTA Board of Directors at the next regularly scheduled meeting.

Sincerely,



Nancy Pfeffer  
Executive Director

Enclosure

Cc: Ms. Dolores Ramos, Sr. Administrative Analyst, Regional Service Councils

## San Fernando Valley Service Council



### CITY COUNCIL

MAYOR  
CELESTE T. RODRIGUEZ

March 27, 2023

VICE MAYOR  
MARY MENDOZA

Board of Directors

COUNCILMEMBER  
JOEL FAJARDO

Metro San Fernando Valley Service Council  
Los Angeles County Metropolitan Transportation Authority  
One Gateway Plaza

COUNCILMEMBER  
CINDY MONTAÑEZ

Los Angeles, CA 90012

COUNCILMEMBER  
MARY SOLORIO

**SUBJECT: Nomination of Pastor Rudy Trujillo to serve on the Metro San Fernando Valley Service Council Board of Directors**

Dear Members of the Board of Directors:

The San Fernando City Council has approved the nomination and endorsement of Pastor Rudy Trujillo to serve as a representative to the Board of Directors of the Metro San Fernando Valley (SFV) Service Council. We understand that the Board of Directors will consider nominees at their June 22, 2023 Board meeting to replace the current representative, Robert Gonzales. The newly appointed representative will serve for the term of July 1, 2023 through June 30, 2026.

Pastor Trujillo currently serves as a Transportation & Public Safety Commissioner for the City of San Fernando with extensive experience in public safety that includes valuable expertise with his background as a former bus operator with Metropolitan Transportation Authority. As Pastor Trujillo's appointing authority, San Fernando is proud to endorse his election to the Metro San Fernando Valley Service Council Board of Directors.

Sincerely,

Nick Kimball  
City Manager

ADMINISTRATION  
DEPARTMENT

117 MACNEIL STREET  
SAN FERNANDO  
CALIFORNIA  
91340

Enclosure: Statement of Qualifications for Pastor Rudy Trujillo

OFFICE OF THE  
CITY MANAGER  
(818) 898-1202

PERSONNEL DIVISION  
(818) 898-1220

WWW.SFCITY.ORG



KAREN BASS  
MAYOR

April 27, 2023

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

Dear Ms. Ramos:

I hereby reappoint Ms. Erin Nash to serve as a representative on the San Fernando Valley Service Council, for a three year term ending on June 30, 2026. Ms. Nash's current term will expire on June 30, 2023. Her bio is attached.

I certify that in my opinion Ms. Nash is especially qualified by reason of training and experience for the work which shall devolve upon her, and that I make this appointment solely in the interest of the City.

Please let me know if you need any additional information.

Sincerely,

KAREN BASS  
Mayor

KB:tga

Attachment





KAREN BASS  
MAYOR

April 27, 2023

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

Dear Ms. Ramos:

I hereby reappoint Ms. Perri Sloane Goodman to serve as a representative on the San Fernando Valley Service Council, for a three year term ending on June 30, 2026. Ms. Goodman's current term will expire on June 30, 2023. Her bio is attached.

I certify that in my opinion Ms. Goodman is especially qualified by reason of training and experience for the work which shall devolve upon her, and that I make this appointment solely in the interest of the City.

Please let me know if you need any additional information.

Sincerely,

KAREN BASS  
Mayor

KB:tga

Attachment



200 N. SPRING STREET, ROOM 303 LOS ANGELES, CA 90012 (213) 978-0600  
MAYOR.LACITY.ORG



# San Gabriel Valley Service Council



February 21, 2023

#### OFFICERS

*President*  
Becky Shevlin

*1<sup>st</sup> Vice President*  
Tim Hepburn

*2<sup>nd</sup> Vice President*  
Ed Reece

*3<sup>rd</sup> Vice President*  
April Verlato

#### MEMBERS

*Alhambra*

*Arcadia*

*Azusa*

*Baldwin Park*

*Bradbury*

*Claremont*

*Covina*

*Diamond Bar*

*Duarte*

*El Monte*

*Glendora*

*Industry*

*Irwindale*

*La Cañada Flintridge*

*La Puente*

*La Verne*

*Monrovia*

*Montebello*

*Monterey Park*

*Pasadena*

*Pomona*

*Rosemead*

*San Dimas*

*San Gabriel*

*San Marino*

*Sierra Madre*

*South El Monte*

*South Pasadena*

*Temple City*

*Walnut*

*West Covina*

*First District, LA County*

*Unincorporated Communities*

*Fourth District, LA County*

*Unincorporated Communities*

*Fifth District, LA County*

*Unincorporated Communities*

*SGV Water Districts*

Ms. Dolores Ramos  
Manager, Regional Service Councils  
1 Gateway Plaza, MS 99-7-2  
Los Angeles, CA 90012

#### **RE: Metro's San Gabriel Valley Service Council Representative**

Dear Ms. Ramos:

At their February 16, 2023 meeting, the San Gabriel Valley Council of Governments' Governing Board appointed Alex Gonzalez to serve on the San Gabriel Valley Metro Service Council. The effective term will be July 1, 2023 – June 30, 2026.

Should you have any questions, please feel free to contact me at [mcreter@sgvcog.org](mailto:mcreter@sgvcog.org).

Sincerely,

Marisa Creter  
Executive Director  
San Gabriel Valley Council of Governments

cc: Alex Gonzalez

San Gabriel Valley Council of Governments  
1333 S. Mayflower Avenue, Suite 360 Monrovia CA 91016





**CITY OF SOUTH PASADENA**

CITY MANAGER'S OFFICE  
1414 MISSION STREET, SOUTH PASADENA, CA 91030  
TEL: (626) 403-7210 • FAX: (626) 403-7211  
WWW.SOUTHPASADENACA.GOV

April 30, 2023

Dolores Ramos  
Manager  
Regional Service Councils  
Metropolitan Transportation Authority  
One Gateway Plaza  
Los Angeles, CA 90012-2952

Re: Nomination for the Metro San Gabriel Valley Service Council

The City of South Pasadena nominates the Incumbent Councilmember John Harrington for the July 1, 2023 - June 30, 2026 term of the Metro San Gabriel Valley Service Council.

Sincerely,

Arminé Chaparyan  
City Manager  
City of South Pasadena





OFFICE OF THE CITY MANAGER

May 17, 2023

Ms. Dolores Ramos  
Senior Manager, Transportation Planning  
Metro Regional Service Councils  
One Gateway Plaza  
Los Angeles, CA 90012

Dear Ms. Ramos:

This letter serves as the nomination to reappoint Gary Floyd to serve as the representative for the Cities of La Canada Flintridge, Pasadena, and Sierra Madre on the San Gabriel Valley Service Council for the term of July 1, 2023 - June 30, 2026.

The Cities of La Canada Flintridge and Sierra Madre have neither recommended an alternate nominee nor voiced objections to our nomination of Gary Floyd, and we are confident that Mr. Floyd's knowledge and experience will serve the San Gabriel Valley Service Council well.

Please let me know if you need any additional information. Thank you for your consideration.

Sincerely,

Miguel Márquez  
City Manager

*City Hall • 100 N. Garfield Avenue • Pasadena, CA 91109  
(626) 744-4333 • Fax (626) 744-4774*

## South Bay Cities Service Council



2355 Crenshaw Blvd., #125  
Torrance, CA 90501  
(310) 371-7222  
[sbccog@southbaycities.org](mailto:sbccog@southbaycities.org)  
[www.southbaycities.org](http://www.southbaycities.org)

April 28, 2023

The Honorable Ara Najarian, Chair  
& Members of the Board  
Los Angeles County  
Metropolitan Transportation Authority  
1 Gateway Plaza  
Los Angeles, CA 90012

Re: Nominations for the Members of the South Bay Service Council

Dear Chair Najarian:

At their April 27<sup>th</sup> meeting, the South Bay Cities Council of Governments (SBCCOG) Board of Directors approved recommendations for appointments to the South Bay Metro Service Council. The Service Council has been extremely successful since its inception and the SBCCOG takes its responsibility to nominate members seriously.

Upon interviewing the candidates, the SBCCOG Board of Directors recommends the following nominees:

- David Mach (Incumbent), Transit Planning Manager for the City of Torrance
- Bob Wolfe (Incumbent), Transit Rider
- Melissa Molina, Rideshare Program Administrator for Los Angeles World Airports

We request that you agendize the appointment of these representatives as soon as possible so they can be seated in July 2023.

Should you have any questions, please feel free to contact SBCCOG Executive Director, Jacki Bacharach, at (310) 371-7222.

Sincerely,

A handwritten signature in black ink, appearing to read "John Cruikshank", with a long horizontal stroke extending to the right.

John Cruikshank  
Chair, SBCCOG Board of Directors  
Mayor Pro Tem, City of Rancho Palos Verdes

LOCAL GOVERNMENTS IN ACTION

Carson El Segundo Gardena Hawthorne Hermosa Beach Inglewood Lawndale Lomita  
Manhattan Beach Palos Verdes Estates Rancho Palos Verdes Redondo Beach Rolling Hills  
Rolling Hills Estates Torrance Los Angeles District #15 Los Angeles County

## Westside Central Service Council



KAREN BASS  
MAYOR

April 27, 2023

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

Dear Ms. Ramos:

I hereby reappoint Ms. Desa Philadelphia to serve as a representative on the Westside/Central Service Council, for a three year term ending on June 30, 2026. Ms. Philadelphia's current term will expire on June 30, 2023. Her bio is attached.

I certify that in my opinion Ms. Philadelphia is especially qualified by reason of training and experience for the work which shall devolve upon her, and that I make this appointment solely in the interest of the City.

Please let me know if you need any additional information.

Sincerely,

A handwritten signature in black ink that reads 'Karen Bass'.

KAREN BASS  
Mayor

KB:tga

Attachment



200 N. SPRING STREET, ROOM 303 LOS ANGELES, CA 90012 (213) 978-0600  
MAYOR.LACITY.ORG





**Date:** April 24, 2023  
**To:** Dolores Ramos, Metro Administrator Regional Service Council  
**From:** Winnie Fong, WSCCOG Project Director  
**CC:** David Feinberg, Transit Government Relations Officer, Santa Monica Big Blue Bus  
**Subject:** Westside Cities COG Nomination to the Metro Westside/Central Service Council  
for David Feinberg (July 1, 2023 – June 30, 2026)

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On April 20, 2023, the Westside Cities Council of Governments (WSCCOG) Board nominated David Feinberg, Transit Government Relations Officer, Santa Monica Big Blue Bus, to continue serving another 3-year term as the WSCCOG representative to the Metro Westside/Central Service Council beginning July 1, 2023 and ending June 30, 2026. The WSCCOG Board voted unanimously to approve Mr. Gomez's nomination.

Attached, please find the agenda item with Gomez's letter of interest and qualifications. Please contact the WSCCOG Project Director Winnie Fong if you have any questions at [winnie@estolanoadvisors.com](mailto:winnie@estolanoadvisors.com) or 213-612-4545.



## BOARD OF SUPERVISORS COUNTY OF LOS ANGELES

821 Kenneth Hahn Hall Of Administration, Los Angeles, CA  
90012 PHONE: 213-974-3333 | FAX: 213-625-7360

**LINDSEY P. HORVATH**  
SUPERVISOR, THIRD DISTRICT

May 4, 2023

Collette Langston, Board Clerk  
Metropolitan Transportation Authority  
One Gateway Plaza  
Los Angeles, CA 90012

**Re: Appointment of Mr. Dan Wentzel to Westside Central Service Council**

Dear Ms. Langston:

It is my understanding that as a member of the Metro Board of Directors, I may appoint a member of the Westside Central Service Council. I would like to take this opportunity to appoint Mr. Dan Wentzel as my representative. Mr. Wentzel currently serves as a member of the City of West Hollywood Transportation Commission, is an active user of Metro bus and rail services, and is highly knowledgeable on a wide range of transportation issues.

Mr. Wentzel may be contacted at [danwentzeljr@yahoo.com](mailto:danwentzeljr@yahoo.com) or (310) 413-8653. Should you need any additional information or assistance with this matter, please do not hesitate to contact my Transportation Deputy, Justin Orenstein. He can be reached at (213) 974-3333.

Sincerely,

A handwritten signature in black ink, appearing to read "Lindsey P. Horvath".

Lindsey P. Horvath  
Los Angeles County Supervisor, Third District  
Member, Metro Board of Director

**EAST SAN FERNANDO VALLEY  
DISTRICT OFFICE**  
7555 Van Nuys Boulevard, Suite 1  
Van Nuys, CA 91405

**WEST VALLEY/ MOUNTAIN COMMUNITIES  
DISTRICT OFFICE**  
26600 Agoura Road, Suite 100  
Calabasas, CA 91302

**WEST/ METRO LA  
DISTRICT OFFICE**  
1645 Corinth Avenue, Suite 102  
Los Angeles, CA 90025



## Board Report

File #: 2023-0267, File Type: Contract

Agenda Number: 30.

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### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE JUNE 15, 2023

**SUBJECT: ULTRA-LOW SULFUR AND RENEWABLE DIESEL FUEL**

**ACTION: APPROVE CONTRACT AWARD**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer (CEO) to award a four-year, Indefinite Delivery/Indefinite Quantity (IDIQ) Contract No. FY98248000 to AAA Oil, Inc. DBA California Fuels and Lubricants, the lowest responsive and responsible bidder, for ultra-low sulfur diesel fuel and renewable diesel fuel. The contract three-year base amount is \$2,492,594.68, inclusive of sales tax, and the one-year option amount is \$825,768.17, inclusive of sales tax, for a total contract amount of \$3,318,362.85, subject to resolution of any properly submitted protest(s), if any.

#### **ISSUE**

Metro has a fleet of tow trucks, tractors, hi-rail vehicles, emergency generators, and other non-revenue equipment used to support the maintenance of the bus and rail fleets. Facilities Maintenance uses specialized non-revenue vehicles to maintain the bus and rail infrastructure and perform light construction work. Materials Management operates heavy-duty, non-revenue equipment to transfer major components and subsystems between warehouses and bus and rail maintenance divisions. Diesel fuel is required for many of these support vehicles.

The award of this contract will ensure that bus, rail, non-revenue, and other support departments have an adequate supply of ultra-low sulfur diesel fuel and renewable diesel fuel for non-revenue vehicles, including tow trucks, tractors, hi-rail vehicles, emergency generators, and other diesel-fueled equipment.

#### **BACKGROUND**

Metro's medium and heavy-duty non-revenue vehicles that support the maintenance of the compressed natural gas bus fleet, rail vehicles, and the infrastructure that supports these vehicles primarily operate on ultra-low sulfur and renewable diesel fuels. These non-revenue vehicles are essential to support the daily operations of the bus and rail systems. They are used by maintenance departments to respond to accidents or incidents with buses and rail cars that occur on both surface streets and rail lines. The non-revenue vehicles also support construction and maintenance activities at bus and rail operating facilities.

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Low sulfur diesel fuel is required for these vehicles until support vehicles can be replaced with either compressed natural gas or zero emission vehicles. Alternative fuel and zero emission medium and heavy-duty vehicles only recently became available for fleet operations. Metro is procuring compressed natural gas tow trucks and vault trucks to support bus maintenance and revenue collection activities. Metro will begin receiving these heavy-duty compressed natural gas trucks by the end of 2023.

Metro is committed to pursuing sustainable practices in bus and rail operations. The purchase of renewable diesel fuel supports this goal since low sulfur and renewable diesel fuel have lower emissions than standard diesel fuel. Metro currently operates seventy-seven non-revenue medium and heavy duty vehicles that use diesel fuel due to their duty cycles, including heavy-duty torque requirements for hauling and towing and fuel type restrictions for maintenance operations in rail tunnels. Metro will continue to require diesel fuel to operate these medium and heavy-duty vehicles until alternative fuel and/or zero emission vehicles are available to replace the diesel vehicles in the coming years. Based upon current trends, it is expected that conversion of medium and heavy duty vehicles to zero emission vehicles can be accomplished by 2035.

## **DISCUSSION**

The award of this contract to AAA Oil, Inc. DBA California Fuels, and Lubricants will allow procurement of approximately 796,000 gallons of diesel fuel over a four-year period at prevailing Oil Price Information Service (OPIS) pricing. OPIS is a widely accepted fuel price index published daily to reflect current market prices in the Los Angeles area for petroleum products. OPIS is a private, independent company with no stake in fuel transactions and is not funded by the oil industry.

The use of an Indefinite Delivery/Indefinite Quantity Contract provides Metro with fuel on an as-needed basis at prevailing OPIS pricing with the application of state and federal taxes and fees associated with diesel fuel. The procurement projections in the bid documents are estimates only, and Metro has no obligation or commitment to order any or all of the diesel fuel estimated in the bid documents.

Metro is actively working towards transitioning the non-revenue fleet from standard diesel fuel to renewable diesel and alternative fuels to reduce its carbon footprint significantly. The use of ultra-low sulfur diesel, renewable diesel, and alternative fuel non-revenue vehicles will reduce greenhouse gas emissions while simultaneously promoting an environmentally responsible approach for operations.

Metro is also in the process of converting revenue and non-revenue fleets to zero emission vehicles. As zero emission medium and heavy-duty non-revenue vehicles become more readily available and the charging infrastructure is developed to support a zero emissions fleet, Metro will continue replacing diesel vehicles with zero-emission non-revenue vehicles. Based upon current trends, it is expected that conversion of the medium and heavy-duty vehicles to zero emission vehicles can be accomplished by 2035. Currently, ten compressed natural gas heavy-duty non-revenue vehicles and fifty-eight zero emission light-duty non-revenue vehicles are in procurement, along with ongoing procurements for zero emission electric buses. Hybrid and zero-emission non-revenue vehicles currently account for 40% of the total non-revenue vehicle fleet.



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## **DETERMINATION OF SAFETY IMPACT**

The award of this contract will ensure that all operating divisions have an adequate supply of diesel fuel for the non-revenue vehicles used to support the bus, rail, facilities, and support departments focused on providing safe, clean, and reliable transportation services for Metro customers.

## **FINANCIAL IMPACT**

Funding in the amount of \$830,864.89 is included in the FY24 budget in account 50405 Fuel Non-Rev. Equipment under multiple bus and rail cost centers. Since this is a multi-year Contract, the cost center managers and Chief Operations Officer will be responsible for budgeting the cost in future years.

### **Impact to Budget**

The current source of funds for this action includes Fares, Proposition A/C, Measure R/M, and Transportation Development Act. The proposed source of funding are operating eligible funds.

## **EQUITY PLATFORM**

The benefits of this action are to ensure non-revenue vehicles have adequate fueling capacity to support the bus and rail fleet operations that serve Los Angeles County residents and disproportionately serve marginalized and vulnerable transit riders. The contract for diesel fuel used in non-revenue support vehicles helps to ensure clean, dependable, and safe bus and rail fleet services.

The Diversity and Economic Opportunity Department (DEOD) did not establish a DBE goal for this contract due to a lack of subcontracting opportunities.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The contract for diesel fuel supports Strategic Goal 2.3: Metro will support a customer-centric culture where exceptional experiences are created at every opportunity for internal and external customers. Diesel fuel is required for support vehicles used by Bus & Rail Operations, Facilities Maintenance, Rail Maintenance of Way, and other departments to support the various operations throughout the Metro transit system. These departments are focused on providing clean, safe, and reliable transportation services for all Metro customers.

## **ALTERNATIVES CONSIDERED**

The alternative is not to award the contract. This approach is not recommended due to the operational necessity of the support vehicles that make up the non-revenue fleet that rely on diesel fuel and must be kept in service to meet the agency's Operational support requirements and demands.

## **NEXT STEPS**

Upon approval, staff will award Contract No. FY98248000 to AAA Oil, Inc. DBA California Fuels and

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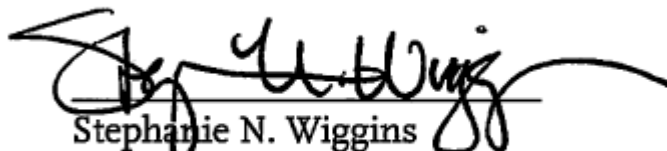
Lubricants to supply ultra-low sulfur diesel fuel and renewable diesel fuel for Metro's non-revenue fleet starting July 1, 2023.

**ATTACHMENTS**

Attachment A - Procurement Summary  
Attachment B - DEOD Summary

Prepared by: Irina Conway, Chief Administrative Analyst, (213) 922-5934  
Daniel Ramirez, Division Maintenance Superintendent (213) 922-5797  
James Pachan, Senior Executive Officer, Bus Maintenance, (213) 922-5804  
Debra Avila, Deputy Chief Vendor/Contract Management Officer, (213) 418-3051

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



Stephanie N. Wiggins  
Chief Executive Officer



**Metro**

Los Angeles County  
Metropolitan Transportation Authority

One Gateway Plaza  
Los Angeles, CA 90012-2952

213.922.2000 Tel  
metro.net

**ATTACHMENT A**

**PROCUREMENT SUMMARY**

**ULTRA-LOW SULFUR AND RENEWABLE DIESEL FUEL  
CONTRACT NO. FY98248000**

1.	Contract Number: FY98248000	
2.	Recommended Vendor(s): AAA Oil, Inc.	
3.	Type of Procurement (check one): <input checked="" type="checkbox"/> IFB <input type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	Procurement Dates:	
	A. Issued: 2/27/2023	
	B. Advertised/Publicized: 2/23/23, 2/27/23	
	C. Pre-Bid Conference: 3/6/23	
	D. Bids Due: 3/27/23	
	E. Pre-Qualification Completed: 4/12/23	
	F. Conflict of Interest Form Submitted to Ethics: 4/10/23	
	G. Protest Period End Date: 6/16/23	
5.	Solicitations Picked up/Downloaded: 13	Bids/Proposals Received: 4
6.	Contract Administrator: Lorretta Norris	Telephone Number: (213) 922-2632
7.	Project Manager: Irina Conway	Telephone Number: (213) 922-5934

**A. Procurement Background**

This Board Action is to approve Contract No. FY98248000 for the procurement of Ultra-Low Sulfur and Renewable Diesel Fuel in support of Metro’s non-revenue fleet vehicles. Contract award is subject to resolution of any properly submitted protest.

The IFB was issued in accordance with Metro’s Acquisition Policy and the contract type is an Indefinite Delivery, Indefinite Quantity (IDIQ).

One amendment was issued during the solicitation phase of this IFB:

- Amendment No. 1, issued on March 20, 2023, to update Metro’s scope of work, standard terms and conditions, and bid price form.

A total of four (4) bids were received on March 27, 2023.

**B. Evaluation of Bids**

This procurement was conducted in accordance and complies with Metro’s Acquisition Policy for a competitive sealed bid. One bidder, Pinnacle Petroleum, Inc. rescinded their bid offer after bid opening due to past ordering issues on a previous contract for unleaded fuel. The other three (3) bids were deemed responsive and responsible to the IFB requirements.

The recommended firm, AAA Oil, Inc., the lowest responsive and responsible bidder, was found to be in full compliance in meeting the bid and technical requirements of the IFB.

**C. Price Analysis**

The recommended bid price from AAA Oil, Inc., has been determined to be fair and reasonable based upon adequate price competition, Independent Cost Estimate (ICE), historical purchases and selection of the lowest responsive and responsible bidder.

<b>Bidder’s Name</b>	<b>Total Bid Amount</b>	<b>Metro ICE</b>
AAA Oil, Inc.	\$3,318,362.85	\$3,920,000.00
Mansfield Oil Company of Gainesville, Inc.	\$3,337,043.44	
SC Fuels	\$3,443,742.14	

**D. Background on Recommended Contractor**

The recommended firm, AAA Oil, Inc., is in Westminster, California and has been in the petroleum business since 2004. AAA Oil, Inc., is Metro’s incumbent diesel fuel provider and has been performing satisfactorily. AAA Oil, Inc., has provided fueling and lubricants services to various agencies including Orange County Transportation Authority, North County Transit District, Metropolitan Water District of Southern California, Southern California Edison, and Kern High School District.

**DEOD SUMMARY**

**ULTRA-LOW SULFUR AND RENEWABLE DIESEL FUEL / CONTRACT NO.  
FY98248000**

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) did not establish a Disadvantaged Business Enterprise (DBE) goal for this solicitation due to lack of subcontracting opportunities. AAA Oil, Inc. DBA California Fuels and Lubricant did not make a DBE commitment. It is expected that the firm will perform the services of this contract with their own workforce.

**B. Living Wage / 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 #: 2023-0290, File Type: Contract

Agenda Number: 7.

**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE  
JUNE 15, 2023**

**SUBJECT: TRASH AND OVERGROWN VEGETATION REMOVAL SERVICES FOR REGIONS 1 THROUGH 3**

**ACTION: APPROVE CONTRACT AWARDS**

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to:

- A. AWARD a firm fixed unit rate Contract No. OP911660008370, for Region 1 to Urban Graffiti Enterprises Inc., to provide trash and overgrown vegetation removal services in the not-to-exceed (NTE) amount of \$2,653,488 for the three-year base, and \$1,556,296 for the one, two-year option, for a total combined NTE amount of \$4,209,784, effective August 1, 2023, subject to resolution of timely protest(s), if any;
- B. AWARD a firm fixed unit rate Contract No. OP911660018370, for Regions 2 and 3 to Parkwood Landscape Maintenance, Inc., to provide trash and overgrown vegetation removal services in the NTE amount of \$32,708,116 for the three-year base, and \$21,762,707 for the one, two-year option, for a combined not-to-exceed amount of \$54,470,823, effective August 1, 2023, subject to resolution of timely protest(s), if any; and
- C. EXECUTE individual contract modifications within the Board approved contract modification authority.

**ISSUE**

The existing four (4) regional contracts provide combined services for graffiti abatement, landscape and irrigation maintenance, and trash and overgrown vegetation removal services per region.

To ensure continuity of maintenance services, two (2) new contract awards are required effective August 1, 2023, for trash and vegetation removal services throughout Metro’s service area, restructured and split geographically into three (3) regions (Attachment C). One contract will provide services for Region 1, while the other contract will provide services for Regions 2 and 3 combined.

## **BACKGROUND**

On September 17, 2015, the Metro Board of Directors awarded four (4) contracts for regions 1 through 4, to maintain Metro's service area split geographically into four (4) regions. Each contract provided combined services for graffiti abatement, landscape and irrigation maintenance, and trash and overgrown vegetation removal services.

On May 20, 2021, in lieu of new contract awards, Metro Operations, Safety, and Customer Experience Committee directed staff to extend the existing four (4) regional contracts on a month-to-month basis with the required additional authority to continue providing the critical maintenance services, survey small businesses to solicit feedback related to doing business with Metro and re-evaluate Metro's service area to further enhance competition and increase small business participation.

On June 24, 2021, the Metro Board of Directors approved recommendations for a new enhanced Medium-Size Business Enterprise (MSZ) Program and Small Business Enterprise (SBE) Program.

Based on staff's evaluation of Metro's service area and frequency levels, the input received from the small businesses survey conducted, and the new enhanced MSZ and SBE programs policy, revised solicitations were issued splitting Metro's service area into three (3) geographical regions. Each region will be maintained by three (3) service specific contracts for graffiti abatement, landscape and irrigation maintenance, and trash and overgrown vegetation removal services. These new contracts will replace the existing combined services contracts and will incorporate the addition of the Metro K line (Crenshaw/LAX) as well as the future stations, facilities, and locations for the Regional Connector, Rail to Rail, D line (Purple) Westside Extension, and L Line (Gold) Foothill Extension Phase 2B construction projects, as they become operational.

## **DISCUSSION**

Under these new trash and overgrown vegetation removal services contracts, the contractor is required to provide general maintenance and clean-up services for Metro Rights-Of-Way (ROWs), facilities, parking lots, and parcel properties, clearing trash, illegal dumping, and removing overgrown vegetation.

Regular trash, bulky item, and overgrown vegetation removal services are essential for Metro facilities to ensure maintaining smooth operations, compliance with CPUC guidelines, providing safe and clean facilities, and enhancing customer experience systemwide. On a monthly basis, approximately 123 tons of trash and overgrown vegetation is removed from Metro ROWs, facilities, parking lots, and parcel properties, including approximately 15 tons of trash removed from an average of four (4) cleared homeless encampments.

While homelessness continues to pose a challenge to the Los Angeles region, Metro has taken a human-centered approach to addressing homelessness by dedicating resources to connect individuals to services and housing. Under these new contracts, following Metro's homeless

encampment clearing protocol, additional labor hours are included to ensure safe operations, timely response, and clean-up of homeless encampment sites.

The service frequencies for the new contracts have been adjusted, reflecting service increases from monthly to weekly for all stations, monthly to twice per month for parking lots and Caltrans P&R lots, and quarterly to every two months for active and inactive ROWs. Also, service levels have been evaluated and aligned based on site specific needs for Metro's divisions, terminals, and locations to ensure providing a clean and safe environment for Metro's patrons and staff.

### **DETERMINATION OF SAFETY IMPACT**

The approval of this item will ensure the continuity of maintenance services, meeting Metro maintenance standards while providing a proactive approach to maintenance needs and ensuring delivery of safe, clean, on-time, and reliable services systemwide.

### **FINANCIAL IMPACT**

Upon Board approval of the FY24 budget, funding in the amount of \$11,625,779 for trash and overgrown vegetation removal services is included under cost center 8370 - Facilities Contracted Maintenance Services, account 50308, Service Contract Maintenance, under various projects.

Since these are multi-year contracts, the cost center manager, Deputy Chief Operations Officer, Shared Mobility will be accountable for budgeting the cost in future years.

#### **Impact to Budget**

The current source of funds for this action includes operating eligible sales tax funding, including Propositions A/C, Measures R/M, and Transportation Development Act. These fund sources are eligible for bus and rail operations.

### **EQUITY PLATFORM**

Regularly scheduled and as-needed trash and overgrown vegetation removal services contribute to improving bus and rail stations' cleanliness and providing a safe environment for Metro's patrons. Bus and Rail stations' cleanliness was identified as one of the top areas of concern in the 2020 Customer Experience survey conducted to develop the Metro Customer Experience Plan 2022 and the FY23 Metro Budget and assist with funds allocation for the FY23 budget.

Metro customers, Metro staff, and Transit Ambassadors can report cleanliness and maintenance issues through the Customer Relations numbers posted throughout the rail and bus system. Customers have the option of communicating with Metro in nine (9) different languages using our translation service. Metro also ensures translated signage is posted for those reporting cleanliness and maintenance issues on the Metro system.

As part of these solicitations, five (5) Systemwide Metro Connect Industry Forum Outreach events



were conducted; three (3) events were held in 2021 on October 20, October 27, and November 3, and two (2) in 2022 on July 13 and 27. During the outreach events, staff provided an overview detailing the new enhanced MSZ and SBE Programs policy for competitively negotiated procurements.

The Diversity and Economic Opportunity Department (DEOD) applied the Small Business Enterprise (SBE) Set Aside Program for Region 1 and established a 22% SBE goal and a 3% DVBE goal for Regions 2 and 3 under DEOD Medium Size Business Tier 2 Program. Urban Graffiti Enterprises, Inc is a Metro certified SBE firm and made a 100% SBE commitment as the Prime for Region 1, and Parkwood Landscape Maintenance, Inc. made a 24% SBE and a 3% DVBE commitment for Regions 2 and 3.

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

This Board action supports Strategic Goal 5: Provide responsive, accountable, and trustworthy governance within the Metro organization. Performing ongoing scheduled and as-needed trash and overgrown vegetation removal services will ensure providing a safe and clean environment to our patrons along with accessibility, service reliability, and enhancing customers' overall experience.

### **ALTERNATIVES CONSIDERED**

The Board may elect not to approve the recommendation to award the contracts. This is not recommended because the average hourly rate for the two (2) new contracts recommended for award is comparable to the existing trash and overgrown vegetation removal service hourly rate within the combined services contracts and is 9% below the independent cost estimate (ICE), therefore the recommended contract pricing is deemed fair and reasonable.

With the completion of a financial based insourcing/outsourcing study based on a quantitative and qualitative assessment, staff has analyzed insourcing/outsourcing options for trash and overgrown vegetation removal among other services. Based on the findings, trash and overgrown vegetation removal services are being considered for insourcing. Approving this recommendation to award the contracts will allow staff the time during the three-year base contract term to take the necessary steps for the planning, allocation of resources, training, acquisition of equipment and materials and the execution to bring the trash and overgrown vegetation removal services in-house.

### **NEXT STEPS**

Upon approval by the Board, staff will execute Contract No. OP911660008370 for Region 1 to Urban Graffiti Enterprises, Inc., and Contract No. OP911660018370 for Regions 2 and 3 to Parkwood Landscape Maintenance, Inc., to provide trash and overgrown vegetation removal services systemwide, effective August 1, 2023.

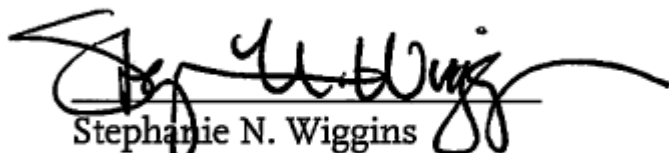
### **ATTACHMENTS**

Attachment A - Procurement Summary  
Attachment B - DEOD Summary

Attachment C - Three (3) Regions' Maps

Prepared by: Lena Babayan, Executive Officer, Operations Administration (Interim), (213) 922-6765  
Carlos Martinez, Director, Facilities Contracted Maintenance Services, (213) 922-6761  
Shahrzad Amiri, Deputy Chief Operations Officer, Shared Mobility, (213) 922-3061  
Debra Avila, Deputy Chief Vendor/Contract Management Officer (213) 418-3051

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



Stephanie N. Wiggins  
Chief Executive Officer

## PROCUREMENT SUMMARY

TRASH AND VEGETATION REMOVAL SERVICES / OP911660008370 and  
OP911660018370

1.	<b>Contract Number:</b> A. OP911660008370 (Region 1) B. OP911660018370 (Regions 2 & 3)	
2.	<b>Recommended Vendor:</b> A. Urban Graffiti Enterprises, Inc. (Region 1) B. Parkwood Landscape Maintenance, Inc. (Region 2 & 3)	
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>	
	A. <b>Issued:</b> August 18, 2022	
	B. <b>Advertised/Publicized:</b> August 18, 2022	
	C. <b>Pre-Proposal Conference:</b> August 25, 2022	
	D. <b>Proposals Due:</b> October 7, 2022	
	E. <b>Pre-Qualification Completed:</b> March 29, 2023	
	F. <b>Conflict of Interest Form Submitted to Ethics:</b> February 1, 2023	
	G. <b>Protest Period End Date:</b> June 20, 2023	
5.	<b>Solicitations Picked up/Downloaded:</b> 19	<b>Bids/Proposals Received:</b> Region 1: 3 proposals Region 2: 2 proposals Region 3: 2 proposals
6.	<b>Contract Administrator:</b> Marc Margoni	<b>Telephone Number:</b> 213-922-1304
7.	<b>Project Manager:</b> Rommel Hilario	<b>Telephone Number:</b> 213-922-6733

**A. Procurement Background**

This Board action is to approve the award of Contract No. OP911660008370 (Region 1) to Urban Graffiti Enterprises, Inc. and Contract No. OP911660018370 (Regions 2 & 3) to Parkwood Landscape Maintenance, Inc., to provide trash removal, bulky item pick-up and overgrown vegetation removal services throughout Metro rail and bus facilities, active and inactive Right-of-Ways (ROW), Metro Park & Ride (P&R) Lots, and Caltrans P&R Lots. The service is split into three geographical regions: Regions 1, 2, and 3. Board approval of contract awards is subject to the resolution of any properly submitted protest(s).

Prior to the release of the solicitation, Metro conducted five virtual Systemwide Metro Connect Industry Forum Outreach events: October 20, October 27, and November 3, 2021, and July 13 and 27, 2022. During the outreach events, staff provided an overview detailing the new enhanced MSZ and SBE Program policy for competitively negotiated procurements. These events also informed the small business community of the upcoming contracting opportunity and to increase and promote small business participation.

On August 18, 2022, Request for Proposal (RFP) No. OP91166 was issued as a competitive procurement in accordance with Metro's Acquisition Policy and the contract type is firm-fixed unit rate.

Region 1 was issued under Metro's Small Business Prime Set-Aside Program and was open only to Metro-Certified Small Business Enterprise (SBE) firms. An SBE submitting a proposal must perform a commercially useful function (CUF) or at least 30% of the total cost of the contract to be eligible for contract award.

Regions 2 and 3 were issued under Metro's Medium-Size Business Enterprise II (MSZ-II) Program. Under the MSZ-II Program, other-sized firms may submit proposals, however, if more than one responsive and responsible MSZ proposal is received, Metro may make an award to an MSZ. Metro will only consider proposals from other-sized firms if only one MSZ-II proposal is received, or no MSZ-II proposals are received. Further, proposers were required to meet the 22% SBE goal and a 3% Disabled Veteran Business Enterprise (DVBE) goal.

Trash and vegetation removal are among the services that are part of Metro's agency-wide strategy to provide partnering opportunities to Community-Based Organizations (CBOs). RFP No. OP91166 encouraged potential proposers to work with CBOs that have direct experience, relationships, and expertise in the geographical locations where trash and vegetation removal services shall be performed.

Four amendments were issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on August 24, 2022, extended the proposal due date to September 19, 2022;
- Amendment No. 2, issued on September 9, 2022, extended the proposal due date to September 26, 2022;
- Amendment No. 3, issued on September 22, 2022, deleted the requirement for Contractor's Pollution Liability Insurance; and
- Amendment No. 4, issued on September 27, 2022, extended the proposal due date to October 7, 2022.

A virtual pre-proposal conference was held on August 25, 2022, and was attended by two participants, representing two firms. There were four questions received, and responses were provided prior to the proposal due date.

A total of 19 firms downloaded the RFP and were included on the planholders' list.

On October 7, 2022, Metro received the following proposals which are listed below in alphabetical order:

### Region 1

1. Bread & Water Landscaping, LLC.
2. Far East Landscape and Maintenance, Inc.
3. Urban Graffiti Enterprises, Inc.

## Region 2

1. Parkwood Landscape Maintenance, Inc.
2. Woods Maintenance Services, Inc.

## Region 3

1. Parkwood Landscape Maintenance, Inc.
2. Woods Maintenance Services, Inc.

### **B. Evaluation of Proposals**

A Proposal Evaluation Team (PET) consisting of staff from Metro's Facilities Contracted Maintenance Services, Facilities/Properties Maintenance and Service Planning Departments was convened and conducted a comprehensive technical evaluation of the proposals received for all three regions.

On October 26, 2022, the PET met to review the evaluation criteria package, process confidentiality and conflict of interest forms and take receipt of the proposals to initiate the evaluation phase. Evaluations were conducted from October 26, 2022, through February 2, 2023.

The proposals were evaluated based on the following evaluation criteria.

Phase I Evaluation – Minimum Qualification Review: This is a pass/fail criteria. To be responsive to the RFP minimum qualification requirements, proposers must meet the following:

- a) Must have at least three years of experience performing trash and vegetation removal services;
- b) Must have a valid and active Los Angeles County Haulers' permit
- c) Must own or lease one dump truck with 2 ½ ton capacity and one Ford 445 tractor, or equivalent, with mechanized mower and skip loader attachments; and
- d) Proposed Project Manager/Supervisor must have received safety training within the past three years.

For Region 1, the PET deemed two proposers non-responsive to the minimum qualification requirements for failure to provide a current and valid Los Angeles County Waste Hauler's permit at the time of proposal submittal. Hence, both firms were excluded from further consideration.

For Regions 2 and 3, Metro's Prequalification Office determined that both proposers did not meet the definition of an MSZ-II firm. However, since Metro did not receive proposals from any MSZ-II firms, the PET proceeded with the evaluation of all proposals received. Metro's Medium-Size Business Enterprise Program Policy provides that if Metro does not receive proposals from more than one responsive MSZ-II firm, it will consider offers from non-MSZ firms.

In view of the above, the PET proceeded with Phase II – Technical Evaluation of proposals received from the following firms:

Region 1

1. Urban Graffiti Enterprises, Inc.

Regions 2 and 3

1. Parkwood Landscape Maintenance, Inc.
2. Woods Maintenance Services, Inc.

Proposals were evaluated based on the following evaluation criteria and weights:

- Qualification of the Firm/Team 15%
- Qualifications and Experience of Key Personnel 20%
- Work Plan/Approach 35%
- Price Proposal 30%

The evaluation criteria are appropriate and consistent with criteria developed for similar procurements. Several factors were considered in developing these weights, giving the greatest importance to the proposer’s Work Plan and Approach.

At the conclusion of the evaluation process, the PET determined Urban Graffiti Enterprises, Inc. to be technically qualified to perform trash and vegetation removal services for Region 1. For Regions 2 and 3, the PET determined Parkwood Landscape Maintenance, Inc. to be the top-ranked firm.

**Qualifications Summary of Firms:**

**Urban Graffiti Enterprises, Inc.**

Urban Graffiti Enterprises, Inc., headquartered in Azusa, CA, has been in business for 33 years. It currently provides graffiti removal, anti-graffiti coating, steam cleaning, pressure washing and trash collection services to Metrolink, City of San Fernando, City of Burbank, City of West Hollywood, City of Covina, Compton, Arcadia, and various municipalities in Orange and Riverside Counties.

**Parkwood Landscape Maintenance, Inc.**

Parkwood Landscape Maintenance, Inc, headquartered in Van Nuys, CA, has been servicing the Los Angeles, Ventura and Orange County areas for over 55 years and has relevant public transit system experience. Its current clients include the City of Long Beach Blue Line, the City of Irvine, the County of Los Angeles, the City of South Gate, and the City of Ventura.

**Woods Maintenance Services, Inc.**

Woods Maintenance Services, Inc. (Woods), located in North Hollywood, CA, has been in business for over 35 years. It provides graffiti removal, weed abatement, pressure washing, right-of-way clearance, landscape and irrigation maintenance services, and homeless encampment cleanup. Woods' clients include Metrolink, Orange County Transportation Authority, the California Department of Transportation, and the Los Angeles County Department of Public Works. Woods has been providing trash and vegetation removal services to Metro since 2001 and has performed satisfactorily.

The following is a summary of the PET scores.

**Region 1**

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	<b>Urban Graffiti Enterprises, Inc.</b>				
3	Qualifications of the Firm/Team	60.67	15%	9.10	
4	Qualifications and Experience of Key Personnel	68.90	20%	13.78	
5	Work/Plan Approach	80.66	35%	28.23	
6	Price Proposal	100.00	30%	30.00	
7	<b>Total</b>		<b>100.00%</b>	81.11	<b>1</b>

**Region 2**

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	<b>Parkwood Landscape Maintenance, Inc.</b>				
3	Qualifications of the Firm/Team	97.33	15%	14.60	
4	Qualifications and Experience of Key Personnel	97.75	20%	19.55	
5	Work Plan/Approach	94.00	35%	32.90	
6	Price Proposal	100.00	30%	30.00	
7	<b>Total</b>		<b>100.00%</b>	<b>97.05</b>	<b>1</b>
8	<b>Woods Maintenance Services, Inc.</b>				
9	Qualifications of the Firm/Team	88.00	15%	13.20	

<b>10</b>	Qualifications and Experience of Key Personnel	88.90	20%	17.78	
<b>11</b>	Work Plan/Approach	87.34	35%	30.57	
<b>12</b>	Price Proposal	90.60	30%	27.18	
<b>13</b>	<b>Total</b>		<b>100.00%</b>	<b>88.73</b>	<b>2</b>

**Region 3**

<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>Parkwood Landscape Maintenance, Inc.</b>				
<b>3</b>	Qualifications of the Firm/Team	97.33	15%	14.60	
<b>4</b>	Qualifications and Experience of Key Personnel	97.75	20%	19.55	
<b>5</b>	Work Plan/Approach	94.00	35%	32.90	
<b>6</b>	Price Proposal	100.00	30%	30.00	
<b>7</b>	<b>Total</b>		<b>100.00%</b>	<b>97.05</b>	<b>1</b>
<b>8</b>	<b>Woods Maintenance Services, Inc.</b>				
<b>9</b>	Qualifications of the Firm/Team	88.00	15%	13.20	
<b>10</b>	Qualifications and Experience of Key Personnel	88.90	20%	17.78	
<b>11</b>	Work Plan/Approach	87.34	35%	30.57	
<b>12</b>	Price Proposal	91.40	30%	27.42	
<b>13</b>	<b>Total</b>		<b>100.00%</b>	<b>88.97</b>	<b>2</b>

**C. Price Analysis**

Region 1

The recommended price has been determined to be fair and reasonable based on price analysis, technical analysis, and fact-finding. Urban Graffiti Enterprises, Inc.'s price is approximately 9.43% lower than Metro's independent cost estimate (ICE).

	<b>Proposer Name</b>	<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>Recommended Amount</b>
1	Urban Graffiti Enterprises	\$4,209,784	\$4,648,268	\$4,209,784



## Region 2

The recommended price has been determined to be fair and reasonable based on adequate price competition, price analysis, technical analysis, and fact-finding. Parkwood Landscape Maintenance, Inc.'s negotiated price is 11.93% lower than Metro's ICE.

Staff successfully negotiated a cost savings of \$58,881.

	<b>Proposer Name</b>	<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>Negotiated Amount</b>
1	Parkwood Landscape Maintenance, Inc.	\$29,678,106	\$33,630,280	\$29,619,225
2	Woods Maintenance Services, Inc.	\$32,761,838		

## Region 3

The recommended price has been determined to be fair and reasonable based on adequate price competition, price analysis, technical analysis, and fact-finding. Parkwood Landscape Maintenance, Inc.'s negotiated price is 11.86% lower than Metro's ICE.

Staff successfully negotiated a cost savings of \$49,450.

	<b>Proposer Name</b>	<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>Negotiated Amount</b>
1	Parkwood Landscape Maintenance, Inc.	\$24,901,048	\$28,196,736	\$24,851,598
2	Woods Maintenance Services, Inc.	\$27,242,800		

## **D. Background on Recommended Contractors**

### Region 1

#### Urban Graffiti Enterprises, Inc.

Urban Graffiti Enterprises (Urban Graffiti), headquartered in Azusa, California, has been providing graffiti removal, anti-graffiti coating, steam cleaning, pressure washing, and trash collection services since 1990. Urban Graffiti is a Metro-certified small business firm.

Urban Graffiti's proposed Project Manager has nearly 20 years of operational experience.

## Regions 2 and 3

### Parkwood Landscape Maintenance, Inc.

Parkwood Landscape Maintenance, Inc. (Parkwood), headquartered in Van Nuys, California, has satellite offices in Bellflower, Long Beach, El Segundo, Alhambra, Lancaster, and Garden Grove. Founded in 1967, Parkwood has been providing professional landscape management services for municipalities, public works, and commercial projects for over 55 years. Parkwood has been providing trash and vegetation removal services to Metro since 2015 and performance has been satisfactory.

The Parkwood team includes one SBE firm, Far East Landscape, Inc. and one DVBE firm, IECLT, Inc. Both subcontractors have experience providing trash and vegetation removal services to Metro and performance has been satisfactory.

Parkwood's Project Manager has over 26 years of experience overseeing trash and vegetation removal services contracts. He is the project manager of Parkwood's current trash and vegetation removal services contract with Metro.

**DEOD SUMMARY**

**TRASH AND VEGETATION REMOVAL SERVICES / OP911660008370 and  
OP911660018370**

**A. Small Business Participation – Region 1**

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

Urban Graffiti, an SBE Prime, made a 100% SBE commitment.

**SMALL BUSINESS SET-ASIDE**

	<b>SBE Prime Contractor</b>	<b>SBE % Committed</b>
1.	Urban Graffiti (SBE Prime)	100%
	<b>Total Commitment</b>	100%

**B. Small Business Participation – Regions 2 and 3**

The Diversity and Economic Opportunity Department (DEOD) recommended a 22% Small Business Enterprise (SBE) and a 3% Disabled Veteran Business Enterprise (DVBE) participation goal for this Medium Sized Business (MSZ-II) solicitation. No proposals were received from MSZ-II firms. Parkwood Landscape Maintenance made a 22% SBE and 3% DVBE commitment on regions 2 and 3.

<b>Small Business Goal</b>	<b>22% SBE 3% DVBE</b>	<b>Small Business Commitment</b>	<b>22% SBE 3% DVBE</b>

	<b>SBE Subcontractor</b>	<b>% Committed</b>
1.	Far East Landscape & Maintenance Inc.	22%
	<b>Total SBE Commitment</b>	<b>22%</b>

	<b>DVBE Subcontractor</b>	<b>% Committed</b>
1.	IECLT, Inc.	3%
	<b>Total DVBE Commitment</b>	<b>3%</b>

**C. Local Small Business Enterprise (LSBE) Preference**

Advertisement for the procurement was issued prior to implementation of the LSBE Preference.

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

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

**E. Prevailing Wage Applicability**

Prevailing Wage requirements are applicable to this project. DEOD will monitor contractors' compliance with the State of California Department of Industrial Relations (DIR), California Labor Code, and, if federally funded, the U S Department of Labor (DOL) Davis Bacon and Related Acts (DBRA).

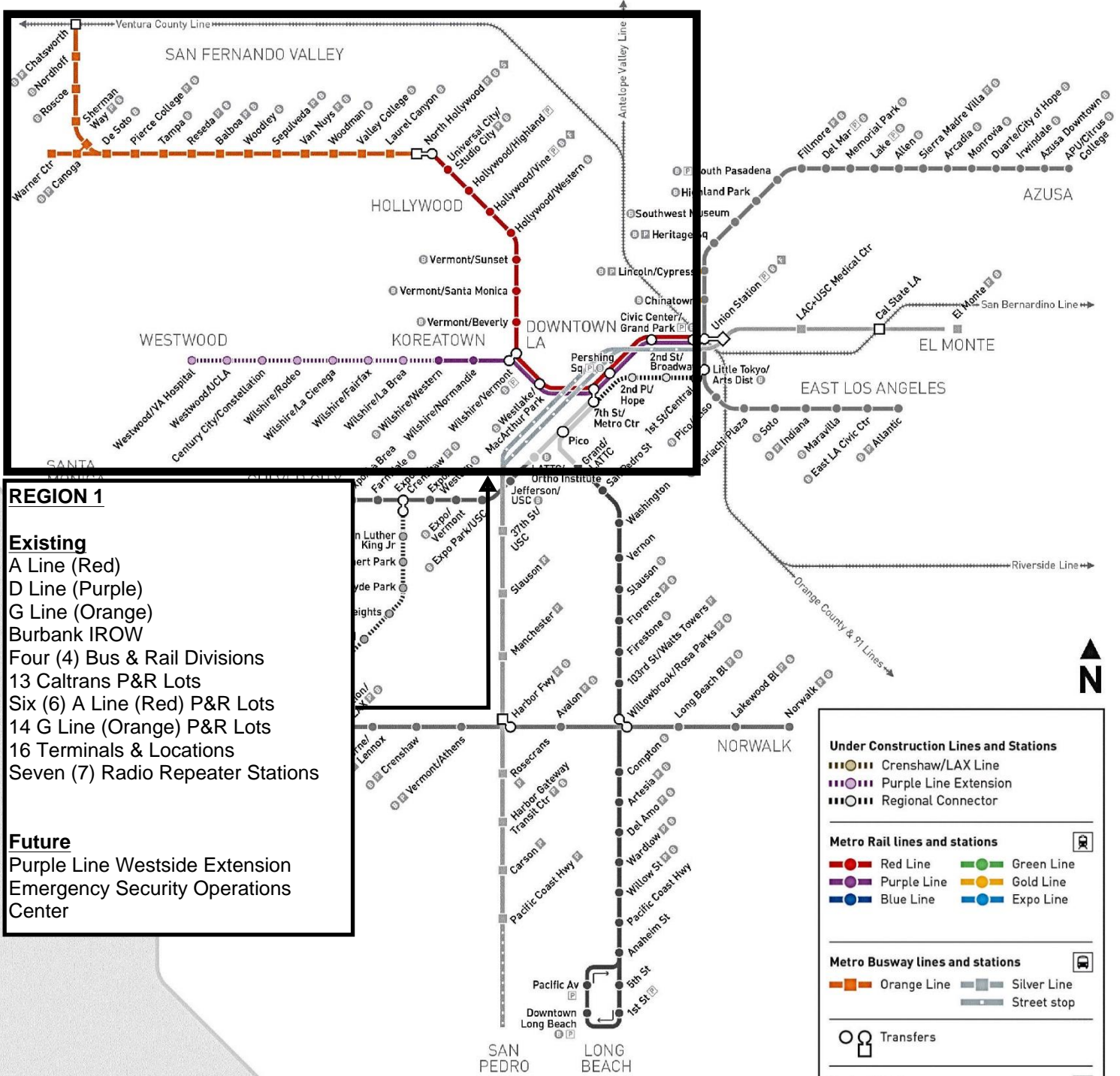
**F. Project Labor Agreement/Construction Careers Policy**

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.

# TRASH & OVERGROWN VEGETATION REMOVAL SERVICES

## Go Metro REGION 1

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### REGION 1

- Existing**
- A Line (Red)
  - D Line (Purple)
  - G Line (Orange)
  - Burbank IROW
  - Four (4) Bus & Rail Divisions
  - 13 Caltrans P&R Lots
  - Six (6) A Line (Red) P&R Lots
  - 14 G Line (Orange) P&R Lots
  - 16 Terminals & Locations
  - Seven (7) Radio Repeater Stations

- Future**
- Purple Line Westside Extension
  - Emergency Security Operations Center

**Under Construction Lines and Stations**

- Crenshaw/LAX Line
- Purple Line Extension
- Regional Connector

**Metro Rail lines and stations**

- Red Line
- Purple Line
- Blue Line
- Green Line
- Gold Line
- Expo Line

**Metro Busway lines and stations**

- Orange Line
- Silver Line
- Street stop

**Transfers**

**Regional Rail**

- Metrolink & Amtrak

**Airport Shuttle**

- LAX Shuttle (free)
- LAX FlyAway
- BUR SuperShuttle (free)

**Parking**

- Free
- Paid
- Bike



# Go Metro



**Under Construction Lines and Stations**

- Crenshaw/LAX Line
- Purple Line Extension
- Regional Connector

**Metro Rail lines and stations**

- Red Line
- Purple Line
- Blue Line
- Green Line
- Gold Line
- Expo Line

**Metro Busway lines and stations**

- Orange Line
- Silver Line
- Street stop

**Transfers**

**Regional Rail**

**Airport Shuttle**

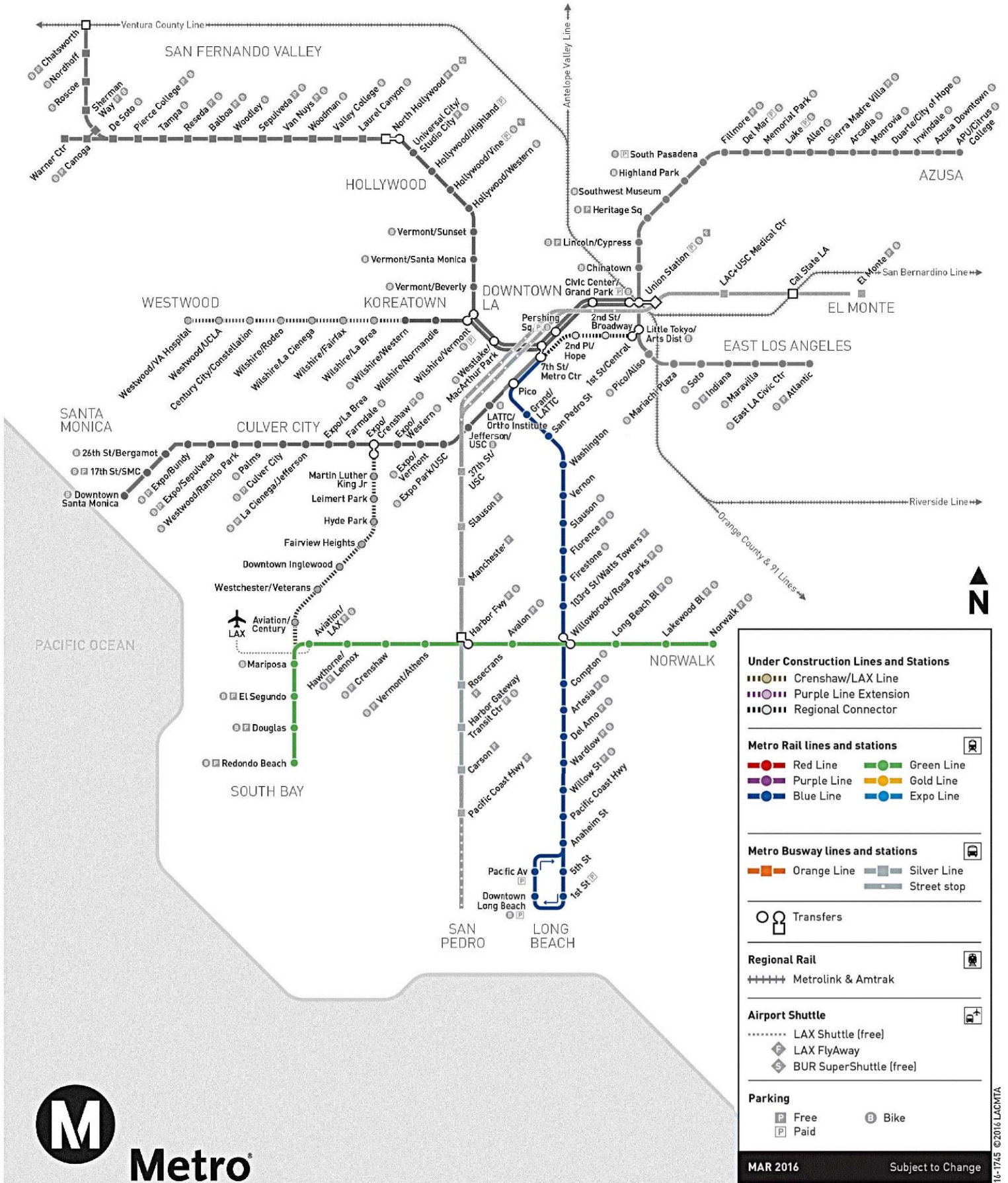
- LAX Shuttle (free)
- LAX FlyAway
- BUR SuperShuttle (free)

**Parking**

- Free
- Paid
- Bike



# Go Metro





## Board Report

File #: 2023-0298, File Type: Informational Report

Agenda Number: 32.

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### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE JUNE 15, 2023

**SUBJECT: JUNE 2023 SERVICE CHANGE**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE a status report on the June 2023 bus and rail service changes effective Sunday June 25, 2023.

#### **ISSUE**

Metro regularly makes service changes each June and December, to improve service for our riders on a predictable schedule without an excessive number significant changes each year. These changes are also coordinated with bus and rail operator assignment changes required by labor contract. In December 2022, Metro restored the full scheduled 7 million revenue service hours (annualized) of bus service, based on the NextGen Bus Plan approved by the Metro Board in October 2020.

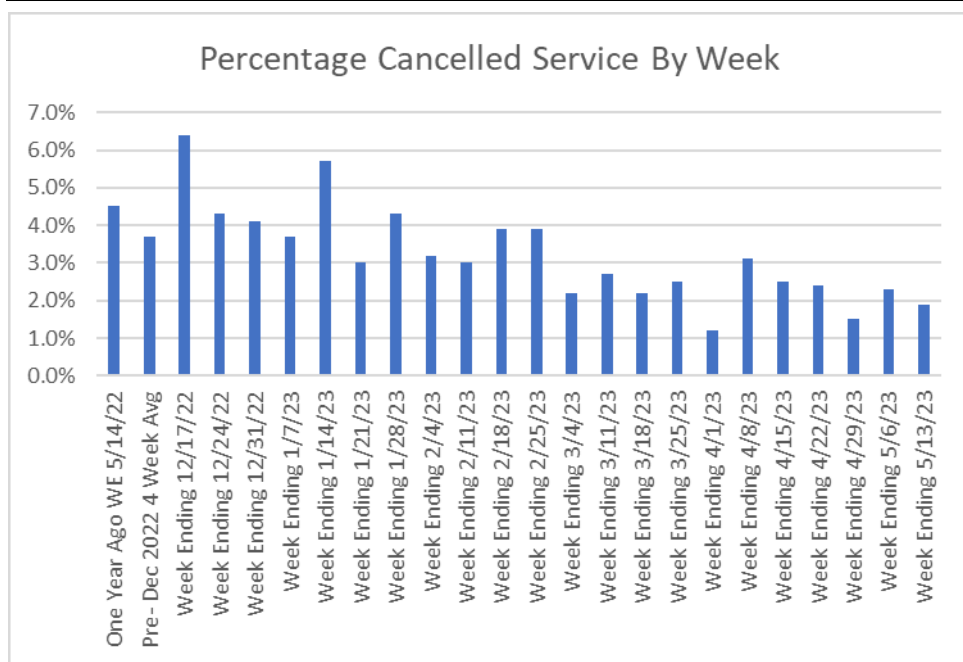
This report describes Metro bus and rail service changes being implemented in June 2023, with a primary focus on service reliability.

#### **BACKGROUND**

With the COVID-19 cases now having much less impact on the community and Metro transit system, in 2023, Metro is resuming the usual practice of twice-annual service changes. This allows Metro to improve the customer experience through revised transit routes and schedules. Metro is seeing few cases of COVID among the workforce, and the hiring and training of many new transit operators continues. Metro looks forward to being fully staffed with bus operators by mid-year. As Table 1 below shows, service cancellations have declined steadily since the December 2022 service change. Cancellations will continue to decline as more new operators are hired and trained.

#### **Chart 1: Weekly Bus Service Cancellation Rates Dec 22 to Apr 23**





**DISCUSSION**

For the June 2023 service change, Metro will continue to schedule the full 7.0 million revenue service hours (annualized) that were restored in December 2022. This followed a ten percent temporary reduction in bus services in February 2022 due to the acute bus operator shortage and impacts to operator availability from the spike in COVID-19 Omicron variant cases.

The main focus of the June 2023 service change is to improve the on-time performance of bus and rail service. On time performance has averaged 70.8 percent in 2023, below the goal of 78.5 percent. A total of 65 weekday, 43 Saturday, and 42 Sunday bus schedules, and the Red (B) and Purple (D) Line subway rail schedules have been reviewed and adjusted to better match current traffic levels and travel times in support of improved on time performance towards achieving the goal of 78.5 percent. Staff is committed to the safety and satisfaction of both Metro operators and customers. To meet this commitment, staff plan enough time for operators to drive safely on each trip and take rest breaks at the end of each trip. Staff may slightly adjust some trip times and numbers in order to give our valued customers a more reliable service with reduced wait times overall for riders.

There are also ten bus lines that will have route changes either associated with new Regional Connector light rail service through downtown LA, the NextGen Bus Plan to improve service connections, or address long term construction impacts. Eight lines have trips added or extended to better service our customers by offering more frequent service direct to key destinations.

The June 2023 service change also includes a 6-month pilot program for an operating concept, known as “Headway-Based Service Management.” This pilot will be conducted on Line 16 on West 3<sup>rd</sup> St between Downtown LA and West Hollywood, beginning on Monday, July 10. Under this pilot, service will be managed based on regularity and of headways rather than a focus on adherence to

timepoints. This line is one of Metro's highest frequency well used bus services, but it experiences a relatively low on time performance of 64.1 percent (2023 year to date) versus system average of 70.5 percent and goal of 78.5 percent). The line can also frequently see bunching of buses, all of which results in less reliable service for riders.

For high frequency lines, such as Line 16, headway based service management provides dedicated supervision at terminals and managing the line from Bus Operations Center. A tool is also provided to each operator's bus to help communicate their position in relation to the bus before and after them and help them adjust to maintain more even intervals between buses. This provides the advantage of operating at the current speed of traffic, vs. adhering to a schedule that may require buses to hold at a timepoint if traffic is faster. It also ensures that buses will arrive at more consistent intervals, reducing average wait times for riders, reducing bunching, and balancing the loads between buses and improving the consistency of service. Buses will operate on a scheduled start and end times for each trip weekdays between 5 a.m. and 9 p.m., eastbound and westbound. There will not be intermediate timepoints as the high frequency of service of the line (every 5-6 minutes at peak times morning and afternoon and every 8 minutes in the midday period) mean riders can walk to their local stop and experience a more consistently short average wait time to board the next Line 16 bus.

The goal of the pilot is to test whether this operating format can improve the customer experience with overall lower wait times, more consistent intervals between buses, and increased speeds when traffic is lighter. Instead of an overall target of 78.5 percent on time for each trip at timepoints (1 minute early to 5 minutes late), this program targets intervals between buses, such as 8-minute scheduled intervals with actual interval targeted to be between 6 and 10 minutes 80 percent of the time. The program will also target an on-time departure within one minute of schedule from the first stop on each trip, achieved through more line supervision. For trips departing weekdays outside of the hours of 5 a.m. and 9 p.m., and all-day weekends, operators will still observe intermediate timepoints for Line 16.

For more details on these changes, please refer to Attachment A.

As is the practice for all service changes, implementation will be supported by staff assigned to stops with more significant changes as well as Metro Ambassadors throughout the system during the week leading up to the change to inform riders of route changes. In addition, printed materials on the changes will be distributed starting two weeks ahead of the service change (summary brochure, service change notices, and updated schedules for each impacted line) on buses, a dedicated service change section on Metro.net, social media and Source posts, and on signage installed at all impacted bus stops informing riders of the changes. This will also occur for the launch of the Line 16 headway-based service management pilot that begins July 10.

Metro continues to focus on new operator hiring and retention to maintain a high level of reliability in delivering scheduled service with minimal cancellations.

## **EQUITY PLATFORM**

The June 2023 service change focuses on improving the reliability of service delivery with increased on time performance. Lines are reviewed based on need, as determined by documented lower on

time performance and feedback from operators and customers. Of the 65 weekday, 43 Saturday, and 42 Sunday lines with revised schedules for improved reliability, 27 weekday, 18 Saturday, and 17 Sunday lines have over 50% of their route miles operating in EFCs. Overall service cancellations are low, as reflected in Table 1, and should continue to decline as additional new bus operators are hired to achieve and maintain full operator staffing levels.

The continued operation of the full 7 million revenue hours of service based on the NextGen Bus Plan allocates the highest service levels to EFCs where high-quality transit is a key to enhanced mobility for residents. Metro will continue to receive feedback on the changes directly from riders at bus stops, from Metro Ambassadors, through the Metro Customer Service call center, the Metro website, social media blog (The Source), and at the five Metro Regional Service Council meetings each month.

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

These service changes support 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**

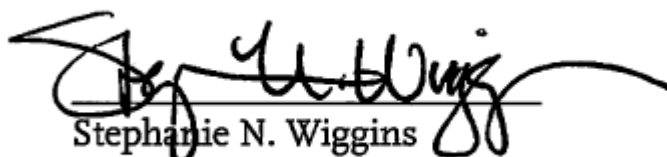
Staff will implement the June 2023 service change on Sunday, June 25, 2023. with the marketing of the changes occurring beginning June 11, and continuing up to and beyond the implementation date. Additional outreach will also be conducted for Line 16 pilot of headway-based service management, which is planned to launch Monday July 10, 2023.

### **ATTACHMENTS**

Attachment A - Description of June 2023 Service Change

Prepared by: Joseph Forgiarini, Senior Executive Officer, Service Development (213) 418-3400

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

  
Stephanie N. Wiggins  
Chief Executive Officer

## Attachment A - Description of June 2023 Service Change

The main focus of the June 2023 bus and rail service changes is to improve service reliability. A total of 65 weekday, 43 Saturday, and 42 Sunday bus schedules as well as the B and D Line subway rail schedules, have been reviewed and adjusted for improved reliability.

For some bus lines (bolded below), the number of trips has been adjusted slightly to reallocate service hours to help scheduled trips operate more reliably while maintaining enough service to accommodate all ridership within load standard. The list of impacted bus lines is as follows:

### Weekday:

**2, 4, 10, 14, 16, 18, 20, 28, 30, 33, 40, 45, 51, 53, 55, 60, 66, 70, 76, 78, 81, 90, 94, 102, 106, 110, 111, 120, 150, 152, 155, 161, 162, 166, 167, 169, 177, 180, 182, 205, 206, 207, 210, 211/215, 212, 217, 232, 235/236, 240, 242/243, 244, 246, 251, 256, 260, 265, 267, 344, 501, 720, 761, 901.**

### Saturday:

**2, 4, 10, 14, 16, 18, 20, 28, 30, 40, 53, 60, 66, 76, 78, 81, 94, 102, 108, 111, 128, 134, 150, 152, 166, 169, 180, 182, 205, 206, 210, 212, 217, 232, 236, 240, 246, 251, 256, 267, 501, 720, 901**

### Sunday:

**2, 4, 10, 14, 16, 18, 20, 28, 30, 40, 53, 60, 62, 66, 76, 78, 81, 102, 111, 128, 134, 150, 152, 166, 169, 180, 182, 205, 206, 210, 212, 217, 232, 240, 246, 251, 256, 267, 460, 501, 720, 901**

In addition, the following lines have an adjusted number of trips in line with ridership and load standards but do not have changes to run times:

- Weekdays: Lines 164, 179, 233, 234, 910
- Saturday: Lines 51, 207, 234
- Sunday: Lines 207, 234

There are also eighteen bus lines with route and/or service level changes as follows:

- **Line 16** eastbound between West Hollywood and Downtown LA via West 3<sup>rd</sup> St will have increased service every 15 minutes instead of every 20-30 minutes between 10 pm and midnight weekdays and weekends due to high ridership.

Line 16 will also be extended east to Central Av in downtown LA via 6<sup>th</sup> St eastbound and 5<sup>th</sup> St westbound, with buses laying over inside Division 1 between trips (buses already lay over at Division 7 in West Hollywood at the western end of the line).

This change will prepare the line for the 6-month Headway Based Service Management pilot on Line 16, a new operational format with a goal of improving reliability of service for riders. This pilot is proposed to launch on Monday July 10. Under this pilot, this line will be altered to operate with just a scheduled start and end time for each trip weekdays between 5 am and 9 pm eastbound and

westbound when the line operates generally every 6 to 10 minutes. Additional supervisors will be assigned to manage the line, and equipment will be used on each bus to help the operators maintain short intervals between buses, and avoid bunching or any unnecessary delays to buses waiting at intermediate timepoints.

For weekday trips departing outside 5 am and 9 pm, and for all weekend trips, operators will observe intermediate timepoints for Line 16.

- **Line 30** all trips will be altered to operate weekdays and weekends between Little Tokyo in downtown LA and Pico Rimpau Transit Center via the existing route on Pico Bl. With the opening of Regional Connector and new E Line rail service between downtown LA and East LA, Line 30 trips will no longer operate further east of Little Tokyo to either Union Station or Indiana Station via 1<sup>st</sup> Street. Line 106 will still serve 1<sup>st</sup> St between Indiana Station and Little Tokyo.
- **Line 51**, the first or final stop for Line 51 trips starting/ending in downtown LA will now include stops as far west as 7<sup>th</sup>/Bixel St west of the I-110 freeway due to a new layover established for this line. Other trips will continue to operate to/from Westlake/MacArthur Park Station.
- **Line 78** between Arcadia and downtown LA via La Tunas and Huntington Dr weekends will be adjusted to operate every 20 minutes weekends instead of every 15 minutes consistent with ridership levels and the NextGen Bus Plan.
- **Line 92** between downtown LA, Burbank, and Sylmar Station via Glenoaks Bl will have all trips between 9 am and 6 pm weekdays extended to serve the Burbank–Sylmar segment, so that service will operate every 20 minutes during this period. A new stop will also be added on Spring St nearside 6<sup>th</sup> St to improve access to downtown LA.
- **Line 111** will now travel to/from LAX City Bus Center via Arbor Vitae and Jetway, and will no longer serve 96<sup>th</sup> St and Airport Bl due to construction impacting these streets.
- **Line 115** buses will turn around at Playa Del Rey via Vista Del Mar, Pacific Av, and Culver Bl, and will no longer need to utilize Convoy St due to completion of construction. No impact to stops.
- **Line 169** (Saticoy St) weekend service will extend beyond Saticoy St/Topanga Canyon Bl to Canoga Station via Valley Circle to match the weekday service and improve access to/from the Valley Circle area.
- **Line 177** will have a new terminus location away from residential buildings near CalTech at Pasadena.
- **Line 179** late evening trips on Huntington Dr between El Sereno and Arcadia will be extended to match daytime trips that operate between Rose Hill Transit Center and Arcadia Station, providing improved late evening service for riders.
- **Line 205** will have the last southbound trip between Willowbrook/Rosa Parks Station, Harbor Gateway Transit Center, and Vermont/Pacific Coast Highway

extended to San Pedro weekdays and weekends to improve late night access to San Pedro.

- **Line 251** between Huntington Park and Cypress Park/Eagle Rock via Soto St will have adjusted frequencies of every 10 minutes weekdays (every 20 minutes to/from Eagle Rock and 10-minute peak/20-minute midday service to/from C Line (Green)) and weekends every 15 minutes weekends (every 30 minutes to/from Eagle Rock and the C Line (Green)). This change aligns service with ridership levels and improves the balance of service between Huntington Park - Cypress Park trips and trips to/from Eagle Rock and the C Line (Green).
- **Lines 256 and 665.** In preparation for transfer to operation by Pasadena Transit in 2024, Line 256 will be altered to operate the current route between Pasadena (Sierra Madre Villa Station) and Highland Park Station. Line 665 will be extended north from Cal State LA via Eastern Av to Rose Hill Transit Center in place of Line 256, with expanded hours of service. Metro Micro will serve the low ridership former Line 256 segment on Collis Av/Av 60. Line 665 will also establish a new terminus at the market at Calada St/Olympic Bl.
- **Line 267** will extend north to serve Memorial Park Station (Raymond/Walnut) to expand service and connections within Pasadena from Del Mar Station with new bus stops for connections at Colorado Bl.
- **Line 550** will have schedule changes to improve connections with Lines 205, 246 between Harbor Gateway Transit Center and USC/Exposition Park, Line 550.
- **Line 854** will cease bus bridge operation between LA Union Station and Pico Aliso Station when Regional Connector rail link opens through downtown LA (opening date to be announced).
- **Line 910** An additional trip will be added early AM Saturday and Sunday northbound from Harbor Gateway Transit Center to El Monte Station to improve connections with Line 246.



## Board Report

File #: 2023-0302, File Type: Informational Report

Agenda Number: 33.

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### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE JUNE 15, 2023

**SUBJECT: AUDIT OF CONTROLS OVER METRO NON-REVENUE VEHICLES (PHASE II)**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE Office of the Inspector General (OIG) Final Report on Controls Over Metro Non-Revenue Vehicles - Phase II.

#### **ISSUE**

The Office of the Inspector General (OIG) audited Metro's internal controls over non-revenue vehicles (NRVs). This audit was conducted to assist Metro to improve its internal control over non-revenue vehicles to deter fraud, waste, and abuse and in support of Metro's core business goal to provide responsive, accountable, and trustworthy governance within the Metro organization.

The overall objective of this project is to determine whether internal controls over Metro non-revenue vehicles (NRVs) are adequate and effective.

Because there are many control areas related to Metro NRVs, staff separated this audit into two phases. Phase I focused on controls on NRVs acquisition, retirement or disposal, 24-hour assigned vehicles, department pool vehicles, General Services pool vehicles, and IRS reporting of non-cash taxable benefits. The audit for Phase I was released on March 9, 2023 (Report Number 2023-AUD-04) and resulted in 29 recommendations.

This report covers Phase II of the audit, which focused on determining if NRV drivers complied with the ExpressLanes usage policy and observed vehicle, traffic, and parking codes, as required in GEN 16 - General Management Policy on NRVs. Staff also verified if controls in handling and reporting NRV accidents are in place and adequate. The audit for Phase II resulted in 31 recommendations.

#### **BACKGROUND**

Los Angeles County Metropolitan Transportation Agency (Metro) provides non-revenue passenger vehicles for employees' use to carry out Metro business. Non-revenue vehicles (NRVs) are assigned in pools at various Metro locations or assigned to individual Metro employees.

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As of June 30, 2022, Metro's non-revenue fleet consisted of 1,416 vehicles, which includes sedans, mini vans, sport utility vehicles, trucks, and full-size vans allocated to departmental pools, Company Equipment Assigned (CEA), General Services' pool and 24-hour assignments.

Metro's policy for Non-Revenue Passenger Vehicles (GEN 16) provides guidance to employees who use an NRV to carry out Metro business. The policy describes eligibility for vehicle assignments, reporting requirements for personal use, vehicle operation, use in ExpressLanes, reporting accidents, and traffic citations.

When Metro receives notification of ExpressLanes and traffic violations from their respective authority, they are reviewed and resolved by one of two departments, the Maintenance Administration or Fleet Management Department.

The Maintenance Administration (MA) Department, formerly called Non-Revenue Maintenance Department, receives all ExpressLanes violations issued to Metro. To properly assign responsibility for ExpressLanes violations, MA identifies the cost center based on the license number indicated on the ticket and distributes them to the supervisor, who identifies the driver responsible for payment of the violation. GEN 16 states, "*LACMTA funds may not be used for ExpressLanes tolls in the absence of a demonstrable business case.*"

MA also receives notifications of all NRVs that were involved in accidents which are then sent to outside vendors/body shops for repair. This is in accordance with the provisions of the Collective Bargaining Agreement with ATU, which requires subcontracting for "*Non-revenue body repair, radiator repair, upholstery, paint, and chassis work related to accident repairs.*"

The Fleet Management (FM) Department receives all traffic and parking citations for both revenue and non-revenue vehicles. FM identifies the cost center based on the license number indicated on the citation and forwards it to the supervisor, together with instructions to satisfy the citations. The supervisor then identifies the driver responsible for payment of the citation. GEN 16 policy states that employees are personally responsible for all traffic and parking citations. "*LACMTA will not reimburse for traffic and parking citations.*"

## **DISCUSSION**

### **Findings**

The Phase II audit found the following ten issues that warrant Metro management's attention and improvement:

1. Tickets and delinquent notices for ExpressLanes violations, amounting to \$35,443 from January 2020 to November 2022 (35 months), remain unpaid
2. ExpressLanes violations incorrectly paid through Metro's Purchase Card
3. Procedures in resolving citations not followed properly
4. No standard operating procedures in handling citations
5. Non-compliance with Purchase Card policy (card sharing)
6. Insufficient documentation for Purchase Card payments



7. Multiple bids for NRV repairs were not obtained
8. Invoice amounts higher than the original bids received and awarded
9. Incorrect expense account was used in some transactions
10. No standard operating procedures for accident-related repairs of NRVs

Operations Maintenance Administration, formerly called Non-Revenue Department, has implemented procedures in handling ExpressLanes violations and implemented some controls on accident-related repairs of non-revenue vehicles. The Fleet Management Department has also drafted procedures in handling traffic citations. However, staff found some issues that warrant Metro management attention to improve controls over NRVs.

The audit found some occasions when staff did not comply with the ExpressLanes usage policy because of oversight or unfamiliarity with Metro GEN 16 and Purchase Card policies. There were also a number of ExpressLanes tickets and delinquent notices which remained unresolved or unpaid for a long time.

Staff noted two instances where the use of an affidavit to transfer responsibility to pay citations for traffic tickets from Metro to the offending employee was not carried out properly.

For repairs of NRVs involved in accidents, processes, and controls can be improved in the areas of vendor selection and documentation. This is important to ensure that Metro obtains the most qualified vendor with the most reasonable repair cost.

The audit also found that Maintenance Administration and Fleet Management have not yet developed standard operating procedures (SOPs) that will serve as instructions for employee work processes and help achieve efficient operations for their departments. Staff reiterate the recommendation in a prior audit report, "Review of Metro Standard Operating Procedures" (21-AUD-04), dated February 10, 2021, that departments develop SOPs for all positions. This will be helpful in succession planning and facilitate institutional knowledge capture and transfer.

Maintenance Administration and Fleet Management should closely coordinate with ExpressLanes and other departments to clear all violations/citations in a timely manner, thus, reducing charges for outstanding citations. The Department Heads should remind their staff to comply with agency policies and procedures and review their respective department's processes for efficient and effective implementation.

### **Recommendations**

The Office of the Inspector General provided 31 recommendations to address the issues identified in this audit. Selected systemic recommendations from this audit include:

#### Transportation Divisions and Facilities/Property Maintenance

1. Continue to remind employees who drive NRVs in an ExpressLane without a legitimate business reason or a transponder are personally liable for any accumulated fees and tolls unless it is registered as an "Exempt" vehicle with the FasTrak program.

#### Central Electronics Maintenance Shops / Rail Fleet Services Maintenance / Maintenance Administration

2. Place payments for ExpressLanes violations on the prohibited purchases list with the bank so such payments are automatically declined.
3. Remind the P-Cardholder and Approving Official to comply with the Purchase Card policy; (i.e., ExpressLanes violations cannot be paid through Metro's P-Card). Direct them to take P-Card training within 30 days.

#### Fleet Management

4. Consider updating the provision on traffic and parking citations in Metro's GEN 16 policy to guide the employees accordingly. Add the requirement of completing the Affidavit of Non-Liability and other procedures concerning citations.

#### Maintenance Administration

5. Ensure that the winning bid is complete and accurate to avoid a supplementary invoice that may result in paying more than the other bids previously received.
6. Verify accuracy and completeness of invoices (e.g., breakdown of parts and materials) before making the payment.

### **EQUITY PLATFORM**

It is OIG's opinion that there is no equity consideration or impact in this audit.

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

Recommendations support strategic plan goal no. 5.2: Metro will exercise good public policy judgment and sound fiscal stewardship.

### **NEXT STEPS**

Metro management will implement corrective action plans.

### **ATTACHMENTS**

Attachment A - Final Report on Audit of Controls over Metro Non-Revenue Vehicles - Phase II (Report No. 23-AUD-05)

Prepared by: Asuncion Dimaculangan, Senior Auditor, (213) 244-7311  
Yvonne Zheng, Senior Manager, Audit, (213) 244-7301  
George Maycott, Senior Director, Special Projects, (213) 244-7310  
Reviewed by: Karen Gorman, Inspector General, (213) 922-2975

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

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**Audit of Controls Over**  
**Metro Non-Revenue Vehicles**  
**(Phase II)**

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**Report No. 23-AUD-05**

**May 8, 2023**



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**Metro**

**Los Angeles County  
Metropolitan Transportation Authority**

Office of the Inspector General  
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213.244.7300 Tel  
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**DATE:** May 8, 2023

**TO:** Metro Board of Directors  
Metro Chief Executive Officer

**FROM:** Yvonne Zheng, Senior Manager, Audit  
Office of the Inspector General

**E-SIGNED** by Yvonne Zheng  
on 2023-05-08 09:28:49 PDT

**SUBJECT:** Final Report: Audit of Controls over Metro Non-Revenue Vehicles (Phase II)  
(Report No. 23-AUD-05)

## **INTRODUCTION**

The Office of Inspector General (OIG) performed an audit of Metro’s internal controls over non-revenue vehicles (NRVs). This audit was conducted to assist Metro to improve its internal control over non-revenue vehicles to deter fraud, waste, and abuse and in support of Metro’s core business goal to provide responsive, accountable, and trustworthy governance within the Metro organization.

The results of our audit for Phase I were released on March 9, 2023 (Report Number 2023-AUD-04). Phase I focused on controls on NRVs acquisition, disposal, 24-hour assigned vehicles, department pool vehicles, General Services pool vehicles, and IRS reporting of non-cash taxable benefits.

This report covers Phase II of our audit, which focused on determining if NRV drivers complied with the ExpressLanes usage policy and observed vehicle, traffic and parking codes, as required in GEN 16 – General Management Policy on NRVs. We also verified if controls in handling and reporting NRV accidents are in place and adequate.

## **OBJECTIVES, METHODOLOGY AND SCOPE OF AUDIT**

The overall objective of this audit is to determine whether internal controls over Metro’s non-revenue vehicles (NRVs) are adequate and effective.

The specific objectives of our Phase II audit are to determine whether:

1. Metro employees assigned and utilizing Metro NRVs are in compliance with the ExpressLanes usage policy;
2. Drivers of NRVs observe vehicle, traffic and parking codes; and
3. Controls in handling and reporting accidents are adequate.

To achieve the above audit objectives, we gained our understanding of Metro's management controls in NRVs processes by reviewing applicable policies and procedures, and interviewing Metro personnel in Maintenance Administration, Facilities/Property Maintenance, ExpressLanes Department, Fleet Management, and other departments. We also reviewed and analyzed reports received from various departments, examined invoices, memos, and other supporting documents.

This audit covers Metro's non-revenue vehicles (NRVs) usage and records from July 1, 2021 to June 30, 2022. Based on Metro's accounting records, NRVs' totaled \$9.6 million as of June 30, 2022, net of accumulated depreciation of \$72.6 million.

This audit was conducted in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusion based on our audit objectives. We believe that the evidence we obtained provides a reasonable basis for our findings and conclusion based on our audit objectives.

## **BACKGROUND**

Los Angeles County Metropolitan Transportation Agency (Metro) provides non-revenue passenger vehicles for employees' use to carry out Metro business. Non-revenue vehicles (NRVs) are assigned in pools at various Metro locations or assigned to an individual Metro employee.

As of June 30, 2022, Metro's non-revenue fleet consisted of 1,416 vehicles, which includes sedans, mini vans, sport utility vehicles, trucks, and full-size vans allocated to departmental pools, Company Equipment Assigned (CEA), General Services' pool and 24-hour assignments.

Metro's policy for Non-Revenue Passenger Vehicles (GEN 16) provides guidance to employees who use an NRV to carry out Metro business. The policy describes eligibility for vehicle assignments, reporting requirements for personal use, vehicle operation, use in ExpressLanes, reporting accidents, and traffic citations.

When Metro receives notification of ExpressLanes and traffic violations from their respective authority, they are reviewed and resolved by one of two departments, the Maintenance Administration or Fleet Management departments.

The Maintenance Administration (MA) Department, formerly called Non-Revenue Maintenance Department, receives all ExpressLanes violations issued to Metro. To properly assign responsibility for ExpressLanes violations, MA identifies the cost center based on the license number indicated on the ticket, and distributes them to the supervisor who identifies the driver responsible for payment of the violation. GEN 16 states, "*LACMTA funds may not be used for ExpressLanes tolls in the absence of a demonstrable business case.*" See Attachment A.

MA also receives notifications of all NRVs that were involved in accidents which are then sent to outside vendors/body shops for repair. This is in accordance with the provisions of the Collective Bargaining Agreement with ATU which requires subcontracting for "*Non-revenue body repair, radiator repair, upholstery, paint, and chassis work related to accident repairs.*"

The Fleet Management (FM) Department receives all traffic and parking citations for both revenue and non-revenue vehicles. FM identifies the cost center based on the license number indicated on the citation and forwards it to the supervisor together with instructions to satisfy the citations. The supervisor then identifies the driver responsible for payment of the citation. GEN 16 policy states that employees are personally responsible for all traffic and parking citations. *“LACMTA will not reimburse for traffic and parking citations.”*

## **RESULTS OF AUDIT**

The audit found the following 10 issues that warrant Metro management attention for improvement:

### **EXPRESSLANES**

#### **1. Tickets and Delinquent Notices for ExpressLanes Violations, Amounting to \$35,443 from January 2020 to November 2022 (35 Months), Remain Unpaid**

Metro ExpressLanes are managed lanes where toll prices are based on real-time traffic conditions and vary according to the level of congestion using dynamic pricing. Vehicles are required to pay a toll when using ExpressLanes and failure to make payment results in an ExpressLanes violation and ticket. Prior to the introduction of the new Pay as you Go in 2023, all vehicles riding in the ExpressLanes had to have an account, an email address, and a transponder.

According to Metro’s process, the Maintenance Administration (MA) Department, formerly called Non-Revenue Department, receives all tickets and delinquent notices for ExpressLanes violations. Based on the license number indicated on the ticket, the NR Supervisor searches for the vehicle unit number in the Maintenance and Materials Management (M3) system to determine the cost center and the director-in-charge. The NR Supervisor then prepares a spreadsheet for each cost center with information such as date and time of violation, toll fee and penalties, and then forwards the tickets and delinquent notices to the cost centers. The Senior Director of NR stated, *“By the number of violations [they received,], this is an abundance of work (in addition to other tasks) for one person.”*

GEN 16 states, *“Employees may not drive NRVs in ExpressLanes without a Fastrak transponder, unless the vehicle has been registered as an “Exempt “ vehicle with the Fastrak program. Exempt vehicles include: law enforcement and emergency vehicles; and service vehicles required to service/repair buses or rail cars, facilities or equipment located in ExpressLanes.”*

Use of Metro funds are not allowed for payment of ExpressLane tolls as stated in Section 1.4.1 of GEN 16. *“LACMTA funds may not be used for ExpressLanes tolls in the absence of a demonstrable business case. Such cases include: Reducing travel time as a convenience; or commuting between home and work. An employee driving an NRV in an ExpressLane without a legitimate business reason will be personally liable for any accumulated fees and tolls. A non-exempt Metro NRV will receive a ticket when it uses the ExpressLanes and does not have the Fastrak transponder.*

We obtained a list of unpaid tickets/delinquent notices issued to Metro NRVs as of November 30, 2022 from the ExpressLanes Department. The list showed 673 unpaid violations for a total of \$35,443 in toll, assessment fees and penalties, with violations dated as far back as January 2020 (over three years). Penalties are added when a ticket is not paid on time. The summary of unpaid violations is shown below:

Description	Amount
673 Toll Fees	\$ 1,012
Processing Fees	2,568
Past Due Penalties	13,293
Delinquent Penalties	18,570
<b>Total</b>	<b>\$ 35,443</b>

Below is an example of an unpaid ExpressLanes violation ticket:

Description	Amount
Toll Fee	\$ 0.30
Processing Fee	4.00
Past Due Penalty	21.00
Delinquent Penalty	30.00
<b>Total</b>	<b>\$ 55.30</b>

*Note: Processing fee and penalties are fixed, regardless of the amount of toll fee.*

The first ExpressLane violation notice includes the toll violation fee plus a \$4 processing fee for each trip. If the violation notice remains unpaid after 30 days, a second notice will include the toll, a \$4 processing fee and a \$21 past due penalty. If the second violation notice remains unpaid after 30 days, a third notice will be sent with an additional delinquent penalty of \$30.

Metro cost centers with the highest unpaid ExpressLanes violations are listed below, which account for \$20,725.80 or 58% of the total outstanding amount.

Cost Center	Number of Violations	Date of Violation	Amount
3209 – Transportation Division 9	78	Feb 2020 - Aug 2022	\$4,344.20
3218 – Transportation Division 18	83	Feb 2020 - Oct 2022	\$4,598.90
3367 – Facilities/Property Maintenance	122	Aug 2020 - Nov 2022	\$6,745.35
3925 – Wayside Systems Custodial	90	Mar 2020 - Sep 2022	\$5,037.35

We received the following explanations from the cost center managers:

**Cost Center 3209 – Transportation Division 9:** The current Director stated that he was assigned to Division 9 in September 2022 and all the violations occurred under the leadership of the former



Director. He added that he has taken some steps such as “*flyers are posted in all bus operating divisions to educate the drivers/operators regarding the use of ExpressLanes.*” We asked the former Director for his feedback but he did not provide an explanation.

**Cost Center 3218 – Transportation Division 18:** The current Director informed us that she was transferred to Division 18 in mid-September of 2022. Thus, all violations were incurred under the leadership of the former Director. She stated that she “*will not be familiar with any violations that occurred prior to then.*”

**Cost Center 3367 – Facilities/Property Maintenance:** The DEO, Facilities Maintenance explained that “*the cited vehicles were added to the Fastrak vehicle exempt list and some cited vehicles were already on the exempt list but cited in error. Those vehicles were addressed with Fastrak and will be overturned, if not already done.*” He stated that “*Citations occurred while employees were performing business related duties. Facilities Operations is responsible for all electro/mechanical duties, and housekeeping services that are performed at all J Line (Silver Line) stations. Housekeeping services are provided 24/7.*” He said that Directors and Managers work with their liaison, the Sr. Director, Facility Contract Maintenance and ExpressLanes to clear the citations.

The timing of when ExpressLanes was notified or agrees to consider the NRVs exempt plays a critical role in determining whether a violation occurred as a result of ExpressLanes not updating their records or Metro not informing them in a timely fashion. Each violation would need to be reviewed independently. The decision to “exempt” a Metro NRV is determined by ExpressLanes at the request of Metro department(s) using NRVs. The adjudication process is out of scope.

The DEO, Facilities Maintenance added that they are developing standard operating procedures (SOPs) to address ExpressLane violations for their department. The SOPs are “*to define the roles of all staff from the Department Head to frontline employees. Some procedures will include ensuring maintenance vehicles are listed on the exempt list and staff knowing which vehicles are available for Fastrak lane use.*”

**Cost Center 3925 – Wayside Systems Custodial:** The Assistant Manager stated “*there were some vehicles that were already registered as exempt and the citations should have been dismissed. However, they were not captured in the ExpressLanes system.*”

An ExpressLanes violation would not have been issued if a Metro NRV was designated as “exempt.” Division/Department Managers should apply for exemption proactively if qualified, not retroactively. NRV drivers cannot avoid responsibility for ExpressLanes violations and tickets by designating an exempt status to the NRV after the ticket is issued.

It is important to settle the tickets promptly to avoid late charges and penalties. Also, late payment of the tickets results in more work and time spent by the Maintenance Administration Department in handling the unpaid tickets and delinquent notices, which are forwarded to different cost centers.

### ***Recommendations for Issue 1***

#### Operations (Transportation Divisions and Facilities/Property Maintenance):

- Ensure that all ExpressLanes violation tickets are settled immediately to avoid additional fees and penalties.
- Continue to remind the drivers about the use of ExpressLanes policy, GEN-16.
- Continue to remind employees who drive NRVs in an ExpressLane without a legitimate business reason or a transponder will be personally liable for any accumulated fees and tolls, unless it is registered as an “Exempt” vehicle with the FasTrak program.
- Coordinate with Metro’s ExpressLanes Department to obtain vehicle exemptions, if qualified; and clear the citations for exempt vehicles.

#### Maintenance Administration:

- Coordinate with ExpressLanes Department and obtain a monthly list of unpaid violations to facilitate payment of the tickets.

## **2. ExpressLanes Violations Paid Through Metro’s Purchase Card**

Based on Metro’s Purchase Card (P-Card) policy, a P-Card cannot be used for the payment of an ExpressLanes violation; it is a restricted purchase payment. Tolls and fines incurred by an employee are the responsibility of the employee. However, we found six instances when a Metro P-Card was used to pay the delinquent ExpressLanes notices during Fiscal Year 2022 for a total amount of \$145.50.

We received the following explanations from three cost centers that paid the ExpressLanes tickets tolls and fines using a P-Card:

**Cost Center 5430 – Central Electronics Maintenance Shops:** The Approving Official stated that the Fastrak transponder was on the vehicle when the employee entered the ExpressLanes; however, the transponder was previously assigned to another vehicle. He added that “*the database was not updated to reflect the new vehicle.*” The total amount paid using a P-Card was \$10.60 for two tickets.

The ExpressLanes tickets could have been dismissed by providing the new vehicle assignment to the ExpressLanes Department. It was not permissible to use the P-Card for an unauthorized purpose.

**Cost Center 3947 – Rail Fleet Services Maintenance:** The Approving Official explained that Metro’s 12-passenger van that received the violation was loaned by Division 14 to Division 11, and was used to transport employees for training from Division 11 to Division 16. He stated, “*Driver in this case thought since he had multiple passengers in the van they could use the HOV*”

*lane, not knowing the van did not have a transponder.” He added that there are no transponders on non-revenue vehicles assigned to Division 14 since they have no need to travel on toll roads. He further said that “Utilizing the van to shuttle employees from one location to the other reduces the need to pay Overtime & Travel Time to the contract hourly employees, driver also felt he would not make it back to D11 due to traffic congestion. Although it is a \$15 violation, it is considerably cheaper than paying Overtime and Travel pay for 10 contracted employees.”*

This circumstance would likely qualify as a valid exception to Metro’s GEN 16 policy that states, “avoiding overtime pay that would exceed the toll” as one of the legitimate business reasons. However, the P-Card policy restricts them from using the P-Card to pay the ExpressLanes violation. The amount paid through P-Card for this single violation was \$15.30. The Approving Official said he did not notice the restriction in the P-Card policy. On February 22, 2023, the Approving Official did the ethical thing and reimbursed Metro for the said amount.

**Cost Center 3790 – Maintenance Administration:** The employee explained, “*I was driving South on the 110 in the far left lane nearest to the Express Lane and I was forced to the Express Lane to pass a stalled vehicle in the far left lane nearest to the Express Lane. Other cars also evaded in this manner. I returned to the far left lane after I cleared the stall.*” He added, “*Being unavoidable, this incident appears to be a “legitimate business reason”, as I did not continue in the fast track further than necessary.*” The amount of the delinquent notice paid through P-Card was \$57.45. The employee offered to reimburse Metro for this amount.

ExpressLane charges should be placed on the prohibited purchase list with the bank so that attempts to pay such charges are automatically declined.

Metro ExpressLanes does provide several methods to contest the ticket, in writing, by telephone and on the web site. The employee should have filed for a dismissal based on the temporary, emergency use of the ExpressLane.

There were two other violations paid by the MA Department for a total amount of \$62.15. The Approving Official stated that “*occasionally, it is a pool car and the user on that day cannot be determined so NR will pay for it.*”

Payments of these ExpressLane violations should be made by checks.

Identifying the driver of a pool vehicle could have been done with a vehicle usage log. In our prior audit report, Audit of Controls Over Metro Non-Revenue Vehicles – Phase I (Report No. 23-AUD-04) dated March 9, 2023, we recommended monitoring pool vehicle usage by using a vehicle usage log with all pertinent information such as the operator, destination, date, time, etc. The Operations Department agreed to implement the recommendation and informed us that they will modify the GEN 16 policy with anticipated approval not later than June 30, 2023.

We reminded the above employees that payment of ExpressLanes violation cannot be made through Metro’s P-Card. They stated that they would comply with the P-Card policy in the future.

## ***Recommendations for Issue 2***

Central Electronics Maintenance Shops

- Inform the ExpressLanes Department of new vehicles and reassignment of transponders, as they occur.
- Place ExpressLane payment on the prohibited purchases list with the bank so such payments are automatically declined.
- Remind the P-Cardholder and Approving Official to comply with the Purchase Card policy; (i.e. ExpressLanes violations cannot be paid through Metro's P-Card). Send them to training on P-Card use within 30 days.

Rail Fleet Services Maintenance

- Continue to remind NRV drivers not to use the ExpressLanes if there is no Fastrak transponder and no business necessity to use the ExpressLanes.
- Remind the P-Cardholder and Approving Official to comply with the Purchase Card policy; i.e. ExpressLanes violations cannot be paid through Metro's P-Card. Direct them to take P-Card training within 30 days.
- When an ExpressLanes violation ticket is received, and there is a legitimate business reason for using the ExpressLanes, make sure the ticket is paid for with an alternative method promptly. When there is no legitimate business reason, instruct the employee to pay the ticket.

Maintenance Administration:

- Ask the employee to reimburse Metro for the ExpressLane violation that was paid by using the P-card.
- Remind the P-Cardholder and Approving Official to comply with the Purchase Card policy; i.e. ExpressLanes violations cannot be paid through Metro's P-Card. Direct them to take P-Card training within 30 days.

**CITATIONS**

**3. Procedures in Resolving Citations Not Followed Properly**

Section 1.5.3 of GEN 16 states, "*Drivers of LACMTA vehicles must observe all vehicle, traffic and parking codes. Employees are personally responsible for all traffic and parking citations, and must immediately notify their supervisor of a citation upon return to their department or division. LACMTA will not reimburse for traffic and parking citations.*"

Metro's Operations Fleet Management Department receives all notices for traffic and parking violations issued by various vehicle code enforcement agencies for both revenue and non-revenue

vehicles. All citations are issued to Metro as the registered owner of the vehicles and lists the agency as the violator.

Upon receipt of the Notice of Violation (citation/ticket) and based on the license number, the Vehicle Verification Clerk (VVC) searches for the division responsible for the named vehicle in the Maintenance and Materials Management (M3) system and emails a copy of the citation/ticket to the Division Supervisor who identifies the driver of the vehicle at the time of the violation. The Director/Manager is instructed to complete the provided Affidavit of Non-Liability and return the same to the VVC who mails it to the court so the ticket issued to Metro can be dismissed and transferred to the driver who is responsible for payment.

We asked for the schedule of citations received in fiscal year 2022.

Based on the schedule prepared, there were fifty citations issued for both revenue and non-revenue vehicles during August 2022 through February 2023. Eight of the citations involved non-revenue vehicles, four of which were parking violations which were already paid at the time of the audit.

We noted the following in the audit of traffic violations:

- a. Metro received a citation dated September 16, 2022 for a traffic violation involving a Metro non-revenue vehicle driven by an employee of the Shared Mobility Department. The citation was issued for the driver's failure to stop at a red signal.

On February 28, 2023, the Warranty Processing Specialist (WPS) notified the employee's department and gave instructions to identify the driver and complete and return the Affidavit of Non-Liability so the citation can be transferred from Metro to the employee. However, the affidavit was not completed nor returned to the WPS; instead, on March 13, 2023, the employee paid \$490.00 (plus online processing fee of \$5.00) to settle the citation, while it was still in Metro's name.

- b. Metro received a citation dated September 29, 2022 for a traffic violation involving a Metro non-revenue vehicle driven by an employee in Facilities/Property Maintenance. The citation was issued for the driver's failure to stop at a red signal.

On February 1, 2023, the driver completed and signed the Affidavit of Non-Liability for Metro despite the Fleet Management Department's instruction that completion of the Affidavit should be done by his Supervisor or Manager.

While the Affidavit was completed, it was not supposed to be given to the employee. It is important that the Affidavit of Non-Liability be handled by the department manager and is submitted in order to transfer the responsibility and liability for the citation/ticket from Metro to the employee. The proper procedures were not followed, as directed. If the Affidavit is not properly completed and submitted, it may leave the agency holding the risk and leaving the appearance of responsibility with Metro since the ticket listed Metro as the violator.

There appears to be confusion in processing the Affidavit despite the detailed instructions given by the Fleet Management Department. GEN 16 policy states that employees are responsible for

“paying for all tickets incurred when violating applicable vehicular laws.” The citations we reviewed were all resolved by the employees; no Metro funds were used to pay the citations.

GEN 16 policy requires that employees “*must immediately notify their supervisor of a citation upon return to their department or division.*” We noted that there was no documentation whether the drivers immediately notified their supervisors. We asked the Division Managers if the drivers complied with this policy; however, no information was provided to us. While the drivers acknowledged their citations, there was no documentation or confirmation that the Division Supervisors were notified by employees. It appears that the supervisors only learned of the citation when they received an email from the Fleet Management Department. As an example, one supervisor only learned on February 28, 2023 of a citation dated August 24, 2022, six months later, when the Warranty Processing Specialist emailed him the Notice of Traffic Violation. An employee who receives a citation for a moving violation directly from a law enforcement officer would know of the citation immediately. NRV drivers may not immediately know of a photo enforced traffic violation that only goes directly to a vehicle owner, Metro.

### ***Recommendations for Issue 3***

#### Shared Mobility and Facilities/Property Maintenance

- Remind staff to comply with Metro’s GEN 16 policy - observe all vehicle, traffic and parking codes and that employees are responsible for all traffic and parking violations.
- Remind staff to follow the department instructions in resolving citations on NRVs.
- Remind staff driving Metro NRVs to notify their supervisors of citations upon return to the division or department according to policy, whenever applicable.

#### **4. No Standard Operating Procedures in Handling Citations**

We were provided with the list of procedures on handling citations which was drafted by the Vehicle Verification Clerk; however, no official standard operating procedures (SOPs) have been adopted. The Division Maintenance Superintendent stated that he was planning to prepare SOPs. He acknowledged their importance to the department functioning effectively in the absence of the staff-in-charge or when long-term employees with institutional knowledge depart from the Agency.

In our prior report, “Review of Metro Standard Operating Procedures (21-AUD-04) dated February 10, 2021, we recommended that departments develop SOPs for all positions. This will be helpful in succession planning and facilitate institutional knowledge capture and transfer.

### ***Recommendations for Issue 4***

Fleet Management Department

- Send traffic and parking citations to divisions in a timely manner with complete instructions; continue to prepare a schedule of citations with all the pertinent data and monitor action taken by the division and/or operator.
- Consider updating the provision on traffic and parking citations in GEN 16 policy to guide the employees accordingly.
- Issue a memo to remind NRV drivers about the policy on citations and the consequences for traffic and parking violations.
- Prepare and submit a report of citations to Division Managers quarterly, summarized by division, including responsible department, citation description, violation fee and current resolution status.
- Develop standard operating procedures (SOPs) to facilitate knowledge transfer and smooth transitions when staff depart from the agency.
- Maintain electronic records, documents, and information of citations centrally for authorized department users, allowing others access in the event of staff changes and/or extended absences of the staff.

**ACCIDENT-RELATED REPAIRS OF NRVs**

All non-revenue vehicles that were involved in accidents are brought to the Maintenance Administration (MA) Department. According to the Senior Director, Non-Revenue Fleet Maintenance, all repair work for non-revenue vehicles (NRV) involved in accidents should be subcontracted. This is in accordance with the provisions of the Collective Bargaining Agreement with ATU which requires subcontracting for *“Non-revenue body repair, radiator repair, upholstery, paint, and chassis work related to accident repairs. Maintenance and repair work regularly performed by the non-revenue unit will continue to be performed by the ATU and will include brake work (turning drums, rotors, and shoes), smog checks and wheel alignment.”*

The MA Department solicits bids from at least five outside vendors and grants the repair work to the lowest bidder. According to the Senior Director of MA Department, they require all vendors to be present at the designated time to maintain fairness and integrity. Payment to vendors/body shops is made through the use of the department’s Purchase Card (P-Card). Damaged non-revenue vehicles that require extensive repair and maintenance, or have been in major accidents (“totaled”) that render the units unfit for operation are sent to auction.

We obtained a list of NRVs involved in accidents for the fiscal year ended June 30, 2022. Out of 89 reported NRVs, we selected 25 vehicles for our audit samples. Our audit found the following issues:

## **5. Non-compliance with Purchase Card Policy**

The Metro P-Card policy states that *“The P-Card may not be used by anyone other than the person to whom it is issued. No one else may sign the credit card receipt or otherwise authorize a purchase, although other employees may receive purchases made with the card and sign other receiving documentation. The card may not be used as a “group or ghost” card. The Cardholder remains responsible for ensuring the material has been properly received before approving the monthly statement.”*

Our audit found that the P-Card holder, in several instances, gave the P-Card to other staff who picked up the non-revenue vehicles from the body shops. He stated that he was not aware that P-Card sharing is prohibited. We informed him that payments can only be made by the P-Cardholder in person, over the phone, or online.

The P-Cardholder should be reminded that he is the only authorized user and is responsible for the security of the P-Card. Sharing the P-Card with other employees poses a threat that it may be misused or unauthorized purchases may be made and is prohibited by the P-Card policy.

According to the P-Card policy, the Business Unit Coordinator (BUC) is responsible for *“overseeing the Cardholder and Approving Official’s compliance with the P-Card Program requirements and restrictions established within the Business Unit.”* The BUC should ensure the overall compliance of his/her Business Unit with the P-Card Policies and Procedures.

## **6. Insufficient Documentation for Purchase Card Payments**

We found that 6 of 25 audit samples we selected and examined were without invoices; only the preliminary estimates with no final invoices were attached to support the P-Card payments made for repairs of non-revenue vehicles.

The P-Cardholder explained that they have previously instructed the vendors/body shops to submit the final invoice, but he said that *“they don’t always comply.”*

Based on the P-Card Policies and Procedures, one of the responsibilities of the Business Unit Coordinator and the Approving Official is to ensure appropriate documentation of P-Card activities. The P-Cardholder should be reminded of this requirement and should be instructed not to make any payment unless all appropriate documents are received from the vendor, including a valid final and correct invoice.

## **7. Multiple Bids for NRV Repairs Were Not Obtained**

We noted four instances when there was no other bid aside from the vendor who performed the repair work. The P-Cardholder explained that they did not receive any other quotations at the time of bidding. He stated that the Equipment Maintenance Supervisor (EMS) approved the lowest bid and supplementary invoices.



The MA Department should ensure that all vendors are informed in a timely manner to enable all repair bidding vendors to come on the bidding date; this will enable the agency to get the best price.

#### **8. Invoice Amounts Higher Than Original Bids Received and Awarded**

We noted four NRV repair jobs in which the actual invoices paid were higher than the bids received when they were awarded. The P-Cardholder explained that the higher invoices were due to a difference in prices or additional repair work that was not included in the preliminary estimate which was the lowest bid at the time of bidding. He stated that the Equipment Maintenance Supervisor (EMS) approved the lowest bid and supplementary invoices.

We noted one instance when a supplementary invoice was submitted and paid by Metro for the NRV repair. This invoice turned out to have the highest repair cost, compared to the other four bids initially submitted,

The MA Department should ensure bids received during the bidding are complete and accurate to ensure that the selection of an NRV repair vendor is done in a fair manner and the agency gets the repair work done for a reasonable amount. All repair work should require additional approvals if they go over a not-to-exceed amount.

The bids should be reviewed by a person other than the EMS. The supplementary invoice should have a justification memo explaining the reason for any increase in unit price or overall cost and should also be approved by the Senior Director, not just the EMS.

#### **9. Incorrect Expense Account Was Used in Some Transactions**

We noted payments to vendors which were incorrectly charged to account number 50439 – Materials and Supplies – Non-Revenue Vehicle, instead of account number 50320 – Contract Services. Based on Metro’s Chart of Accounts, account number 50439 is used to record “*expenses for purchases of parts, supplies and other materials for the repair of non-revenue vehicles.*” However, this account pertains to in-house repairs and maintenance. Repairs done by outside vendors should be recorded as Contract Services.

Pursuant to P-Card Policies and Procedures, the Approving Official should ensure that “*all charges are appropriate, and charged to the proper account, cost center, project, and task number.*”

It is important to record the transactions correctly to facilitate review and monitoring of accident-related repairs. While it is easy to make such an error, if a person is charging to accounts regularly for a particular service, they should be aware of the correct account. This could be covered in the department standard operating procedures when they are completed.

## **10. No Standard Operating Procedures for Accident-Related Repairs of Non-Revenue Vehicles**

The MA Department has internal procedures on how to handle accident-related repairs of non-revenue vehicles. However, there are no standard operating procedures, other than the provision in GEN 16 policy.

It will be helpful if the MA Department develops written policies, procedures, and forms that include: receipt of non-revenue vehicles for repair, obtaining and approving bids, inspecting vehicles after repair, release to the end users, the correct account code for different types of repairs, no P-Card sharing, a rotation of who awards repair work and who reviews invoices, and other pertinent processes.

### ***Recommendations for Issues 5 through 10***

#### Maintenance Administration

- Remind the P-Card holder that the P-Card may not be used by anyone other than the person to whom it is issued.
- Require P-Card holder to obtain complete and appropriate documentation prior to payment.
- Inform NRV repair vendors/bidders of the bidding date in a timely manner and obtain confirmation of their attendance in an effort to obtain more than one bid for NRV repair work. Ensure notices of bidding are sent to several eligible vendors.
- Document and specify the reason for vendor selection, especially if it is not the lowest bid (e.g., other bids which are lower are not complete, list the areas that were not included in the bid, etc.). Rotate contract/task awarding staff and have two persons review all awards.
- Ensure that the winning bid is complete and accurate to avoid a supplementary invoice which may result in paying an amount higher than the other bids previously received.
- Verify accuracy and completeness of invoices (e.g., breakdown of parts and materials) before making the payment.
- In addition to initial and supplementary invoice approval by the Equipment Maintenance Supervisor, obtain written approval from another manager to countersign for the MA Department when awarding NRV repair work to ensure checks and balances exist.
- Identify and monitor that the correct expense account is used for accident-related repairs to ensure that transactions are recorded correctly.

- Prepare and submit a monthly report of repair costs (with information on vendor, number of bids received, and other pertinent information) to the Senior Executive Officer, Maintenance to identify and analyze repair cost trends.

## **CONCLUSION**

Operations Maintenance Administration, formerly called Non-Revenue Department, has implemented procedures in handling ExpressLanes violations and implemented some controls on accident-related repairs of non-revenue vehicles (NRVs). The Fleet Management Department has also drafted procedures in handling traffic citations. However, we found some issues that warrant Metro management attention to improve controls over NRVs.

The audit found some occasions when staff did not comply with the ExpressLanes usage policy because of oversight or unfamiliarity with Metro's GEN 16 and Purchase Card policies. There was also a number of ExpressLanes tickets and delinquent notices which remained unresolved or unpaid for a long time.

We noted two instances where the use of an affidavit to transfer responsibility to pay citations for traffic tickets from Metro to the offending employee was not carried out properly.

For repairs of NRVs involved in accidents, processes and controls can be improved in the areas of vendor selection and documentation. This is important to ensure that Metro obtains the most qualified vendor with the most reasonable repair cost.

The audit also found that Maintenance Administration and Fleet Management have not yet developed standard operating procedures (SOPs) that will serve as instructions for employee work processes and help achieve efficient operations for their departments. We reiterate our recommendation in our prior audit report, "Review of Metro Standard Operating Procedures (21-AUD-04) dated February 10, 2021, that departments develop SOPs for all positions. This will be helpful in succession planning and facilitate institutional knowledge capture and transfer.

Maintenance Administration and Fleet Management should closely coordinate with ExpressLanes and other departments to clear all violations/citations in a timely manner; thus, reducing charges for outstanding citations. The Department Heads should remind their staff to comply with agency policies and procedures and review their respective department's processes for efficient and effective implementation.

## **SUMMARY OF RECOMMENDATIONS**

The following is the summary of our recommendations:

### Transportation Divisions and Facilities/Property Maintenance

1. Ensure that all ExpressLanes violation tickets are settled immediately to avoid additional fees and penalties.
2. Continue to remind the drivers about the use of ExpressLanes policy, GEN-16.
3. Continue to remind employees, who drive NRVs in an ExpressLane without a legitimate business reason or a transponder, are personally liable for any accumulated fees and tolls, unless it is registered as an “Exempt” vehicle with the FasTrak program.
4. Coordinate with Metro ExpressLanes Department to obtain vehicle exemptions, if qualified; and clear the citations for exempt vehicles.

### Central Electronics Maintenance Shops

5. Inform the ExpressLanes Department of new vehicles and reassignment of transponders, as they occur.
6. Place payments for ExpressLanes violations on the prohibited purchases list with the bank so such payments are automatically declined.
7. Remind the P-Cardholder and Approving Officials to comply with the Purchase Card policy; (i.e. ExpressLanes violations cannot be paid through Metro’s P-Card). Send them to training on P-Card use within 30 days.

### Rail Fleet Services Maintenance

8. Continue to remind NRV drivers that ExpressLanes are to be used only if the vehicle has a Fastrack transponder or there is a demonstrable business case.
9. Remind the P-Cardholder and Approving Official to comply with the Purchase Card policy; (i.e. ExpressLanes violations cannot be paid through Metro’s P-Card). Direct them to take P-Card training within 30 days.
10. When an ExpressLanes violation ticket is received, and there is a legitimate business reason for using the ExpressLanes, make sure the ticket is paid for with an alternative method promptly. When there is no legitimate business reason, instruct the employee to pay the ticket.

Shared Mobility and Facilities/Property Maintenance

11. Remind staff to comply with Metro's GEN 16 policy - observe all vehicle, traffic and parking codes and that employees are responsible for all traffic and parking violations.
12. Remind staff to follow the department instructions in resolving citations on NRVs.
13. Remind staff driving Metro NRVs to notify their supervisors of citations upon return to the division or department according to policy, whenever applicable.

Fleet Management

14. Send traffic and parking citations to divisions in a timely manner with complete instructions; continue to prepare a schedule of citations with all the pertinent data and monitor action taken by the division and/or operator.
15. Consider updating the provision on traffic and parking citations in Metro's GEN 16 policy to guide the employees accordingly. Add the requirement of completing the Affidavit of Non-Liability and other procedures concerning citations.
16. Issue a memo to remind NRV drivers about the policy on citations and the consequences for traffic and parking violations.
17. Prepare and submit a report of citations to Division Managers quarterly, summarized by division, including responsible department, citation description, violation fee and current resolution status.
18. Develop standard operating procedures (SOPs) to facilitate knowledge transfer and smooth transitions when staff depart from the agency.
19. Maintain electronic records, documents, and information of citations centrally for authorized department users, allowing others access in the event of staff changes and/or extended absences of staff.

Maintenance Administration

20. Coordinate with Metro ExpressLanes Department and obtain a monthly list of unpaid violations to facilitate payment of the tickets.
21. Ask the employee to reimburse Metro for the ExpressLane violation that was paid by using the P-Card.
22. Remind the P-Cardholder and Approving Officials to comply with the Purchase Card policy; (i.e. ExpressLanes violations cannot be paid through Metro's P-Card). Direct them to take P-Card training within 30 days.

23. Remind the P-Cardholder that the P-Card may not be used by anyone other than the person to whom it is issued.
24. Require P-Cardholder to obtain complete and appropriate documentation prior to payment.
25. Inform NRV repair vendors/bidders of the bidding date in a timely manner and obtain confirmation of their attendance in an effort to obtain more than one bid for NRV repair work. Ensure notices of bidding are sent to several eligible vendors.
26. Document and specify the reason for vendor selection, especially if it is not the lowest bid (e.g., other bids which are lower are not complete, list the areas that were not included in the bid, etc.). Rotate contract/task awarding staff and have two people review all awards.
27. Ensure that the winning bid is complete and accurate to avoid a supplementary invoice which may result in paying an amount higher than the other bids previously received.
28. Verify accuracy and completeness of invoices (e.g., breakdown of parts and materials) before making the payment.
29. In addition to initial and supplementary invoice approval by the Equipment Maintenance Supervisor, obtain written approval from another manager of the MA Department when awarding NRV repair work to ensure checks and balances exist.
30. Identify and monitor that the correct expense account is used for accident-related repairs to ensure that transactions are recorded correctly.
31. Prepare and submit a monthly report of repair costs (with information on vendor, number of bids received, and other pertinent information) to the Senior Executive Officer, Maintenance to identify and analyze repair cost trends.

## **MANAGEMENT COMMENTS TO RECOMMENDATIONS**

On April 20, 2023, we provided Metro Management a draft report. By May 5, 2023, Metro Management had submitted their responses summarizing their corrective actions as shown in Attachment B.

## **OIG EVALUATION OF MANAGEMENT RESPONSE**

Metro Management's responses and corrective actions taken are responsive to the findings and recommendations in the report. Therefore, we consider all issues related to the recommendations resolved and closed based on the corrective actions taken.

# Non-Revenue Passenger Vehicles Policy (GEN 16)



Los Angeles County  
Metropolitan Transportation Authority

## Metro

### GENERAL MANAGEMENT Non-Revenue Passenger Vehicles

(GEN 16)

#### POLICY STATEMENT

The Los Angeles County Metropolitan Transportation Authority (LACMTA) strongly encourages employees to use public transportation. Where the use of public transportation service is impractical, LACMTA may provide non-revenue passenger vehicles (NRVs) for employees' use to carry out LACMTA business. NRVs will be assigned in pools at various locations or assigned to an individual employee for LACMTA business.

**Unauthorized, improper or illegal use of an LACMTA NRV is a serious offense and may result in disciplinary action, up to and including loss of access to NRV use and termination.**

#### PURPOSE

This policy provides guidelines when LACMTA employees use a NRV to conduct LACMTA business.

#### APPLICATION

This policy applies to all LACMTA employees who use NRVs.

  
APPROVED: County Counsel or N/A

  
Department Head

  
ADOPTED: CEO

Effective Date: 10/16/20


Date of Last Review: \_\_\_\_\_

# Management Comments to Draft Report



**Metro**

## Interoffice Memo

<b>Date</b>	May 4, 2023
<b>To</b>	Karen Gorman Inspector General
<b>From</b>	Conan Cheung Chief Operations Officer 
<b>Subject</b>	Management Response to Draft Report on Controls Over Metro's Non-Revenue Vehicles – Phase II; Audit Report No. 23-AUD-05

Operations Management reviewed the Draft Report on Controls Over Metro's Non-Revenue Vehicles – Phase II; Audit Report No. 23-AUD-05. Operations will update and monitor policies and procedures to comply with the recommendations outlined in the draft report for departments within Operations and partner with other Metro Departments in support of their efforts to address the recommendations to improve processes relative to Express Lanes violations, Purchase Card usage and documentation, handling and reporting accident repairs related to non-revenue vehicles. The following identifies actions to be taken by Operations Central Electronics Maintenance Shops, Fleet Management, and Maintenance Administration to comply with the recommendations from the audit:

### Operations (Transportation Divisions and Facilities/Property Maintenance)

#### Recommendation # 1

Ensure that all ExpressLanes violation tickets are settled immediately to avoid additional fees and penalties.

**Management Response:** Agree; Employees will be notified immediately upon receipt of the violation and will be required to present proof of payment. Violations of the ExpressLanes procedures will result in disciplinary action.

**Completion Date:** June 19, 2023

#### Recommendation # 2

Continue to remind the drivers about the use of ExpressLanes policy, GEN-16.

**Management Response:** Agree; Current and new division employees will be required to sign Receipt, Acknowledgement and Affirmation-GEN-16 Policy

**Completion Date:** Ongoing



## Management Comments to Draft Report

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### **Recommendation # 3**

Continue to remind employees who drive NRVs in an ExpressLane without a legitimate business reason or a transponder will be personally liable for any accumulated fees and tolls, unless it is registered as an "Exempt" vehicle with the FasTrak program.

**Management Response:** Agree; Operation General Notice #12-079 Metro Expresslanes will be revised and distributed to all Operations Departments.

**Completion Date:** May 15, 2023

### **Recommendation # 4**

Coordinate with Metro's ExpressLanes Department to obtain vehicle exemptions, if qualified; and clear the citations for exempt vehicles.

**Management Response:** Agree; Received list of citations from Metro's ExpressLanes Department and currently reviewing exempt vehicles to clear citations.

**Completion Date:** July 3, 2023

### **Operations (Central Electronics Maintenance Shops)**

#### **Recommendation # 5**

Inform the Express Lanes Department of new vehicles and reassignment of transponders, as they occur.

**Management Response:** Agree; Central Electronics Maintenance management will advise Express Lanes staff when any transponder reassignments are made in the department.

**Completion Date:** Complete and ongoing

#### **Recommendation # 6**

Place Express Lane payment on the prohibited purchases list with the bank so such payments are automatically declined.

**Management Response:** Agree; Maintenance Administration will ask the P-Card Administrator to contact U.S. Bank and have Express Lanes payments placed on the list of prohibited purchases so they are automatically declined.

**Completion Date:** June 1, 2023

#### **Recommendation # 7**

Remind the P-Cardholder and Approving Officials to comply with the Purchase Card policy; (i.e. Express Lanes violations cannot be paid through Metro's P-Card). Send them to training on P-Card use within 30 days.

**Management Response:** Agree; Maintenance Administration will ask the P-Card Administrator to add a specific reminder with annual Purchase Card renewal training that payment of Express Lanes

## Management Comments to Draft Report

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violations is strictly prohibited. Any employee identified within Maintenance using a P-Card for Express Lanes violation payment will be sent to training within 30 days of notice.

**Completion Date:** June 1, 2023

### Operations (Rail Fleet Services Maintenance)

#### **Recommendation # 8**

Continue to remind NRV drivers not to use the ExpressLanes if there is no Fastrak transponder and no business necessities to use the ExpressLanes.

**Management Response:** Agree; Sent an email reminder to RFS Management and will also discuss this at Rail Fleet Services (RFS) Staff meeting.

**Completion Date:** May 19, 2023

#### **Recommendation # 9**

Remind the P-Cardholder and Approving Official to comply with the Purchase Card policy; (i.e. ExpressLanes violations cannot be paid through Metro's P-Card). Direct them to take PCard training within 30 days.

**Management Response:** Agree; Sent an email reminder to Rail Fleet Services (RFS) Management and will also discuss this with personnel.

**Completion Date:** May 31, 2023

#### **Recommendation # 10**

When an ExpressLanes violation ticket is received, and there is a legitimate business reason for using the ExpressLanes, make sure the ticket is paid for with an alternative method promptly. When there is no legitimate business reason, instruct the employee to pay the ticket.

**Management Response:** Agree; Sent an email reminder to Rail Fleet Services (RFS) to discuss this with personnel.

**Completion Date:** May 31, 2023

### Operations (Shared Mobility and Facilities/Property Maintenance)

#### **Recommendation # 11**

Remind staff to comply with Metro's GEN 16 policy - observe all vehicle, traffic and parking codes and that employees are responsible for all traffic and parking violations.

**Management Response:** Agree; Operations staff will be reminded of Metro's Gen 16 policy - observe all vehicle, traffic and parking codes and that employees are responsible for all traffic and parking violations.

**Completion Date:** June 30, 2023

## Management Comments to Draft Report

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### Recommendation # 12

Remind staff to follow the department instructions in resolving citations on NRVs.

**Management Response:** Agree; Operations staff will be reminded of the instructions in resolving citations on NRVs.

**Completion Date:** June 30, 2023

### Recommendation # 13

Remind staff driving Metro NRVs to notify their supervisors of citations upon return to the division or department according to policy, whenever applicable.

**Management Response:** Agree, Operations staff will be reminded that when driving NRVs, to notify their supervisors of citations upon return to the division or department.

**Completion Date:** June 30, 2023

### Operations (Fleet Management)

#### Recommendation # 14

Send traffic and parking citations to divisions in a timely manner with complete instructions; continue to prepare a schedule of citations with all the pertinent data and monitor action taken by the division and/or operator.

**Management Response:** Agree; Fleet Management will continue to send parking citations to divisions in a timely manner with complete instructions; and continue to prepare a schedule of citations with all the pertinent data and monitor action taken by the division and/or operator.

**Completion Date:**      **Completed and ongoing**

#### Recommendation # 15

Consider updating the provision on traffic and parking citations in GEN 16 policy to guide the employees accordingly. Add the requirement of completing the Affidavit of Non-Liability and other procedures concerning citations. (update page 10)

**Management Response:** Agree; Fleet Management will recommend updating the provision on traffic and parking citations in GEN 16 policy to guide management and employees on the payment of citations and include language regarding the requirement for completing the Affidavit of Non-Liability and other procedures concerning citations.

**Completion Date:**      **July 1, 2023**

#### Recommendation # 16

Issue a memo to remind NRV drivers about the policy on citations and the consequences for traffic and parking violations.

## Management Comments to Draft Report

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**Management Response:** Agree; Fleet Management will develop a memo for the Chief Operating Officer to remind NRV drivers about the policy on citations and the consequences for traffic and parking violations. Bus Maintenance will also issue a memo for Bus Maintenance employees to remind them about the policy on citations and the consequences for traffic and parking violations.

**Completion Date:** June 1, 2023

**Recommendation # 17**

Prepare and submit a report of citations to Division Managers quarterly, summarized by division, including responsible department, citation description, violation fee and current resolution status.

**Management Response:** Agree; Fleet Management will request an electronic download of Express Lanes citations, responsible departments, and the status of the citations. Fleet Management will prepare a report of citations to Division Managers quarterly, summarized by division, including responsible department, citation description, violation fee and current resolution status.

**Completion Date:** Q1 of FY24

**Recommendation # 18**

Develop standard operating procedures (SOPs) to facilitate knowledge transfer and smooth transitions when staff depart from the agency.

**Management Response:** Agree; Fleet Management will update standard operating procedures (SOPs) to facilitate knowledge transfer and smooth transitions when staff depart from the agency.

**Completion Date:** July 1, 2023

**Recommendation # 19**

Maintain electronic records, documents, and information of citations centrally for authorized department users, allowing others access in the event of staff changes and/or extended absences of staff.

**Management Response:** Agree; Fleet Management will relocate and continue to maintain records, documents, and information of citations on a Metro share drive to allow authorized department users access and allow knowledge transfer in the event of staff changes and/or extended absences of staff.

**Completion Date:** July 1, 2023

**Operations (Maintenance Administration)**

**Recommendation # 20**

Coordinate with Metro's Express Lanes Department and obtain a monthly list of unpaid violations to facilitate payment of the tickets.

**Management Response:** Agree; Maintenance Administration will work with Express Lanes Department to identify unpaid violations and facilitate payment of the tickets by either the Express Lanes Department identifying the driver of the vehicle and sending out the notice directly to the driver

## Management Comments to Draft Report

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or by Maintenance Administration obtaining a monthly list of unpaid violations to facilitate payment of the tickets.

**Completion Date:** July 1, 2023

**Recommendation # 21**

Ask the employee to reimburse Metro for the Express Lane violation that was paid by using the P-Card.

**Management Response:** Agree; employee has agreed to reimburse Metro for Express Lane Violation.

**Completion Date:** June 1, 2023

**Recommendation # 22**

Remind the P-Cardholder and Approving Officials to comply with the Purchase Card policy; (i.e. Express Lanes violations cannot be paid through Metro's P-Card). Direct them to take P-Card training within 30 days.

**Management Response:** Agree; Maintenance Administration will remind the P-Cardholder and Approving Officials to comply with the Purchase Card policy. Employees who violate the provisions of the policy will be directed to take P-Card training within 30 days.

**Completion Date:** June 1, 2023

**Recommendation # 23**

Remind the P-Cardholder that the P-Card may not be used by anyone other than the person to whom it is issued.

**Management Response:** Agree; Maintenance Administration will remind P-Cardholders that the P-Card may not be used by anyone other than the person to whom it is issued.

**Completion Date:** Completed

**Recommendation # 24**

Require P-Cardholder to obtain complete and appropriate documentation prior to payment.

**Management Response:** Agree; Maintenance Administration's P-Card Approving Official will require all P-Card holders to obtain the required documentation prior to making payments.

**Completion Date:** Completed

**Recommendation # 25**

Inform NRV repair vendors/bidders of the bidding date in a timely manner and obtain confirmation of their attendance in an effort to obtain more than one bid for NRV repair work. Ensure notices of bidding are sent to several eligible vendors.

**Management Response:** Agree; Maintenance Administration will continue to inform NRV repair vendors/bidders of the bidding date in a timely manner and obtain confirmation of their attendance in an effort to obtain multiple bids for NRV repair work and will also ensure notices of bidding will continue to be sent to several eligible vendors.

## Management Comments to Draft Report

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**Completion Date:**      **Completed**

**Recommendation # 26**

Document and specify the reason for vendor selection, especially if it is not the lowest bid (e.g., other bids which are lower are not complete, list the areas that were not included in the bid, etc.). Rotate contract/task awarding staff and have two persons review all awards.

**Management Response:** Agree; Maintenance Administration will document and specify the reason for vendor selection, especially if it is not the lowest bid (e.g., other bids which are lower are not complete, list the areas that were not included in the bid, etc.). Maintenance Administration will attempt to rotate contract/task awarding staff when adequate staffing levels are available, and will always have two persons review all awards.

**Completion Date:**      **July 1, 2023**

**Recommendation # 27**

Ensure that the winning bid is complete and accurate to avoid a supplementary invoice which may result in paying an amount higher than the other bids previously received.

**Management Response:** Agree; Maintenance Administration will ensure that the winning bid is complete and accurate to avoid a supplementary invoice which may result in paying an amount higher than the other bids previously received. Maintenance Administration will work with Procurement to disqualify for 6 months any bidder/vendor submitting a supplemental estimate of 10% or more variance in excess of their initial bid twice in a 6 month period.

**Completion Date:**      **July 1, 2023**

**Recommendation # 28**

Verify accuracy and completeness of invoices (e.g., breakdown of parts and materials) before making the payment.

**Management Response:** Agree; Maintenance Administration will verify the accuracy and completeness of invoices (e.g., breakdown of parts and materials) before making the payment.

**Completion Date:**      **July 1, 2023**

**Recommendation # 29**

In addition to initial and supplementary invoice approval by the Equipment Maintenance Supervisor, obtain written approval from another manager of the MA Department when awarding NRV repair work to ensure checks and balances exist.

**Management Response:** Agree; Maintenance Administration will obtain written approval from another manager to countersign for the Maintenance Administration Department when awarding NRV repair work to ensure checks and balances exist.

**Completion Date:**      **July 1, 2023**

**Recommendation # 30**

Identify and monitor that the correct expense account is used for accident-related repairs to

## Management Comments to Draft Report

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ensure that transactions are recorded correctly.

**Management Response:** Agree; Maintenance Administration will identify and monitor that the correct expense account is used for accident related repairs to ensure that transactions are recorded correctly.

**Completion Date:** June 1, 2023

**Recommendation # 31**

Prepare and submit a monthly report of repair costs (with information on vendor, number of bids received, and other pertinent information) to the Senior Executive Officer, Maintenance to identify and analyze repair cost trends.

**Management Response:** Agree; Maintenance Administration will also prepare and submit a quarterly report of repair costs (with information on vendor, number of bids received, and other pertinent information) to the Senior Executive Officer, Maintenance to identify and analyze repair cost trends.

**Completion Date:** July 1, 2023

CC: Diane Corral-Lopez  
James Pachan  
Gary Jolly  
Daniel Ramirez  
Donell Harris  
Adam Robertson

## Final Report Distribution

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### Board of Directors

Kathryn Barger  
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Jacquelyn Dupont-Walker  
Fernando Dutra  
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Lindsey Horvath  
Paul Krekorian  
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Ara Najarian  
Gloria Roberts  
Tim Sandoval  
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### Metro

Chief Executive Officer  
Chief of Staff  
Deputy Chief Executive Officer  
Inspector General  
Chief Financial Officer  
Chief Operations Officer  
Deputy Chief Vendor/Contract Management Officer  
Deputy Executive Officer, Administration (Interim), Management Audit Services



# **Audit of Controls Over Metro Non-Revenue Vehicles (Phase II)**

**OIG Report No. 23-AUD-05  
Karen Gorman, Inspector General**

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**June 15, 2023**



# Objectives

The objectives of the audit were to determine whether:

- Metro employees assigned and utilizing Metro NRVs are in compliance with the ExpressLanes usage policy;
- Drivers of NRVs observe vehicle, traffic and parking codes; and
- Controls in handling and reporting accidents are adequate.



# Results

- Instances of non-compliance with the ExpressLanes usage policy  
((\$35k in outstanding tickets dating back to February 2020))
  - Procedures in resolving traffic citations not followed properly  
(Develop procedures for ExpressLanes and Citations)
  - Controls can be strengthened in processing accident-related repairs for NRVs  
(Obtain and approve the most competitive bids)
- ❖ **The OIG Audit results include 31 recommendations.**





**Board Report**

**File #:** 2023-0333, **File Type:** Oral Report / Presentation

**Agenda Number:** 34.

**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE  
JUNE 15, 2023**

**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 employees or field supervisors 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 the 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 work with Logistics, Maintenance, and System Security & Law Enforcement who nominates employees who work at our various Metro locations.

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

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

Stephanie N. Wiggins  
Chief Executive Officer

**June 2023**

**Rail Fleet Services (RFS) and System  
Security & Law Enforcement (SSLE)  
Employees of the Month**



**Metro**

Operations, Safety, and Customer Experience Committee

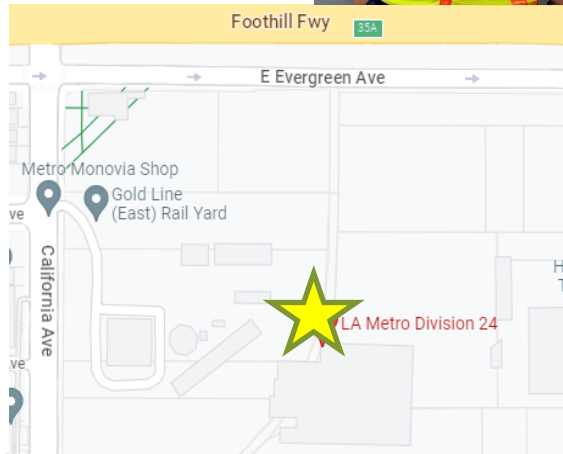
June 15, 2023

# Employees of the Month



## RFS

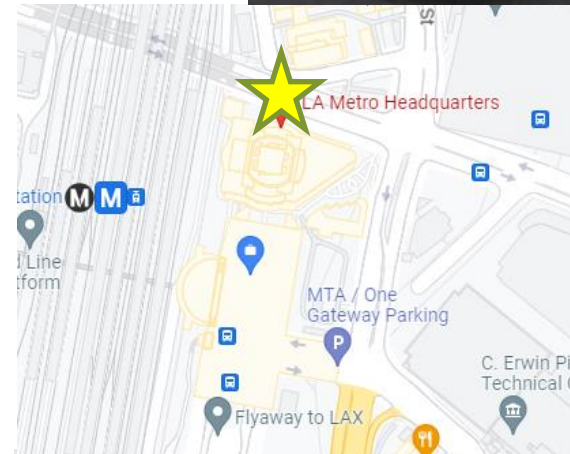
Maintenance Specialist  
**Juan Quintero**



**Division 24 – Monrovia**

## SSLE

Transit Security Officer II  
**John Jung Jr.**



**USG – Downtown Los Angeles**



**Metro**



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File #: 2023-0334, File Type: Informational Report

Agenda Number: 35.

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**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE  
JUNE 15, 2023**

**SUBJECT: COO MONTHLY REPORT  
ACTION: ORAL REPORT**

**RECOMMENDATION**

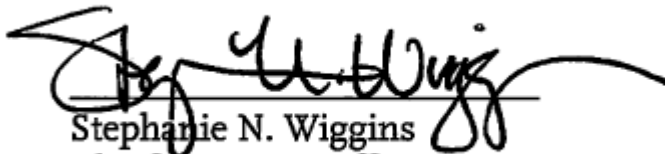
RECEIVE oral report on Operations.

**EQUITY PLATFORM**

Operations collaborates 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 Admin, (213) 922-7676

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

  
Stephanie N. Wiggins  
Chief Executive Officer



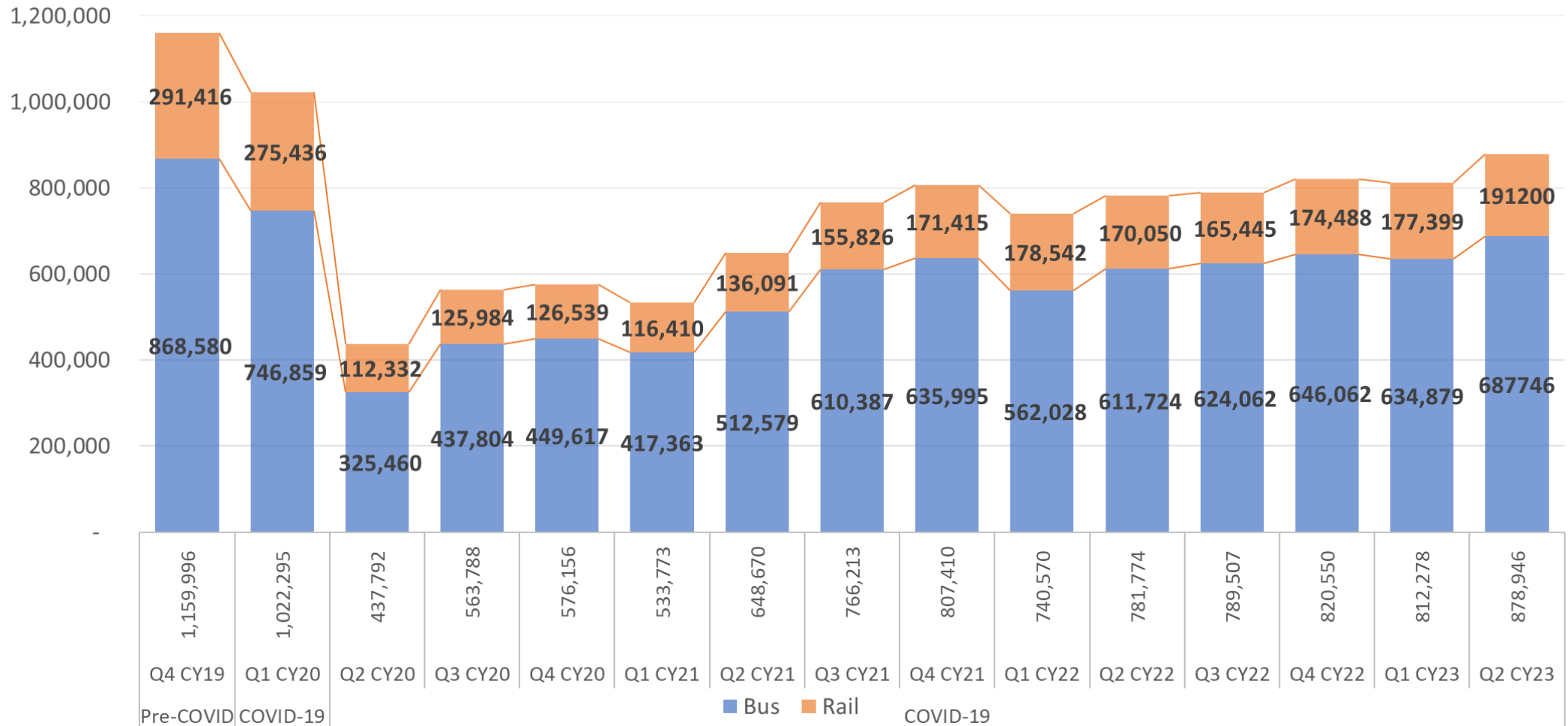
# **COO Monthly Report**

Operations, Safety & Customer Experience Committee Meeting  
June 15, 2023



# Ridership Update

## SYSTEMWIDE AVERAGE WEEKDAY RIDERSHIP BY QUARTER



### Ridership Analysis Relative to Equity Focused Communities (Metro 2022 EFC Map):

- Bus – Percent of all weekday bus activity within Equity Focus Communities increased from 73% in Oct 2019 to an 79.5% in May 2023 (bus stop data available month to month)
- Rail – Percent of all weekday rail activity within Equity Focus Communities increased from 51.7% to 71.2% from FY19 to FY22 (rail station data available Fiscal Year level)

# Cancelled Service

- **Metro fully restored scheduled bus service to 7 million revenue service hours (annualized), effective December 11, 2022. This will help our riders receive more frequent and reliable service.**
- **Cancellation rates are now below pre-service change and from one year ago.**

% Cancelled Service	Weekday	Saturday	Sunday
Pre- Dec 2022 Service Change 4 week Average	3.2%	3.9%	7.4%
One Year Ago WE 6/4/22	2.3%	5.3%	5.2%
Week Ending 6/3/23	1.3%	2.0%	2.5%
Week Ending 5/27/23	1.0%	0.4%	4.6%
Week Ending 5/20/23	1.6%	2.3%	9.3%
Week Ending 5/13/23	1.6%	2.5%	3.6%
Week Ending 5/6/23	1.8%	2.4%	5.5%
April 2023	1.9%	1.9%	5.8%
March 2023	2.0%	1.3%	4.5%
February 2023	3.2%	3.1%	5.0%
January 2023	3.8%	3.2%	6.7%
December 2022 (from 12/11 service change)	4.2%	3.4%	11.4%

# May Top 10 Highest Service Cancellations by Line

## Directly Operated

Division	Line	Name	NextGen Tier	May 2023 Highest Ten Lines % Cancelled Trips 5/1/23 to 5/31/23	Same Ten Lines % Cancelled Trips 5/1/22 to 5/31/22	% Trips on Average Exceeding Target Load Factor May 2023	Average Reported Pass Ups Per Day May 2023	% within EFC*	Area
1, 7	20	Wilshire Bl Local	1	6.1%	15.3%	0.1%	7	29%	Downtown – Westside
2, 7	2	Sunset Alvarado	1	5.6%	6.2%	0.7%	15	48%	UCLA - USC
1, 7	16	W. 3rd St	1	5.4%	7.6%	3.6%	29	38%	Downtown – Westside
1	18	Whittier Bl/ W. 6th St	1	3.9%	11.8%	0.2%	12	83%	Commerce - Wilshire/Western
2	60	Long Beach Bl	1	3.7%	5.2%	0.6%	9	61%	Downtown - Southeast LA
7	14-37	Beverly Bl/W. Adams St.	2	3.6%	5.8%	0.7%	5	38%	Westside - Downtown
1, 3	45	Broadway	1	3.5%	9.2%	3.6%	21	87%	Northeast LA - South LA
1	53	Central Av	1	3.5%	11.8%	0.6%	9	82%	Downtown - South LA
5, 18	207	Western Av	1	3.4%	6.6%	0.0%	17	89%	Hollywood - South LA
5	754	Vermont Av Rapid	1	3.3%	9.3%	0.3%	2	98%	Hollywood - South LA

## Contracted Services

Division	Line	Name	Next Gen Tier	% Cancelled Trips above 2% 5/01/23 to 5/31/23	Same Lines Previous Year % Cancelled Trips 5/01/22 to 5/31/22	% Trips on Average Exceeding Target Load Factor May 2023	Average Reported Pass Ups Per Day May 2023	% within EFC	Area
97	232	Sepulveda Bl - PCH	3	8.17%	21.84%	0.0%	0.2	29%	LAX - Long Beach
97	205	Wilmington Av - Vermont Av	3	6.80%	14.73%	0.0%	0.1	29%	Willowbrook - San Pedro
97	125	Rosecrans Av	3	6.12%	13.66%	0.3%	0.1	42%	El Segundo - Norwalk
97	128	Alondra Bl	4	4.35%	4.12%	0.0%	0.0	34%	Compton - Cerritos
98	177	JPL	4	2.29%	4.55%	0.0%	0.0	15%	Pasadena
98	603	San Fernando Rd - Hoover St	2	2.14%	21.76%	0.0%	0.1	73%	Glendale - Downtown LA

# Hiring & Recruitment

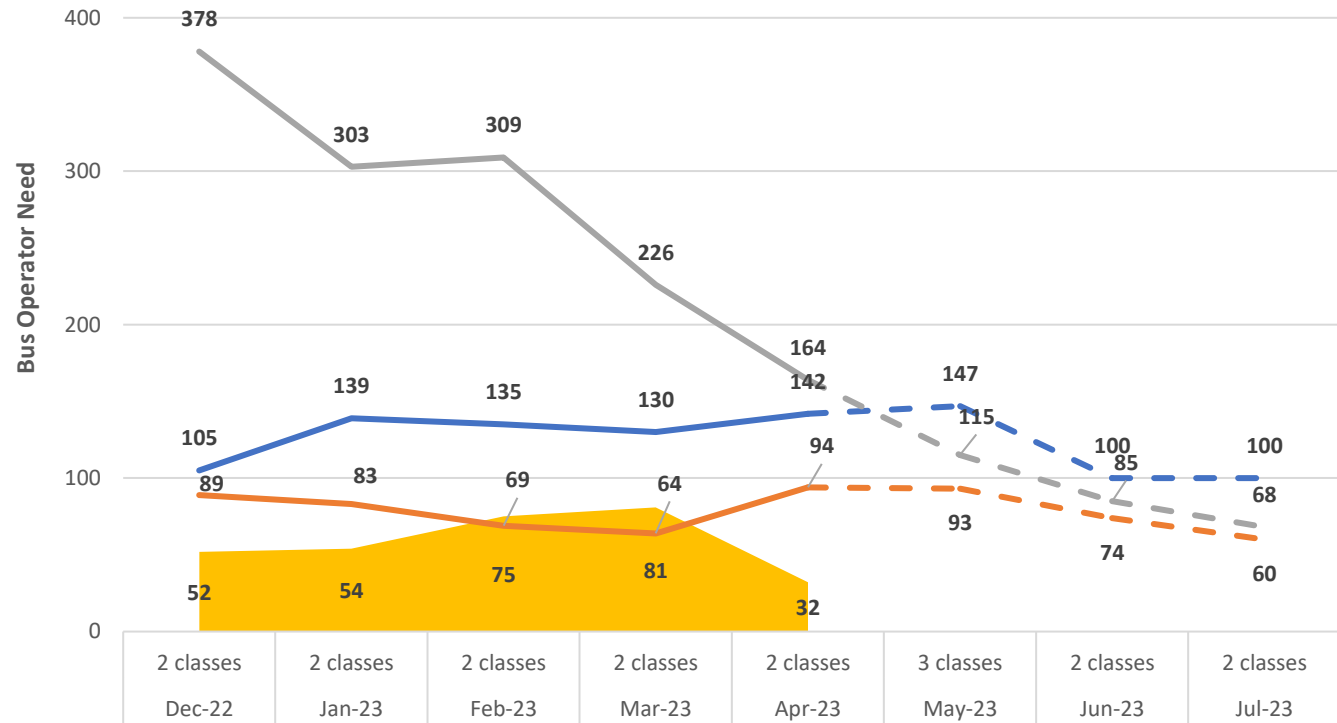
## Hiring Initiatives

- Hiring Event on Saturday, February 25, 2023 yielded 431 attendees and 407 conditional offers
- The Chief People Office will be scheduling an “Abbreviated Hiring Event” which will consist of applicants reporting to Operations Central Instruction for the BOCAT assessment. After successfully passing the BOCAT assessment, the applicants will be referred to our Gateway location where the Talent Acquisition Team will complete the processing for employment.

## 2/25 Hiring Event Data (Compton College):

- Candidates showed up: 431
- Interviewed: 383 (363 pass/ 20 fail)
- BOCAT: 408 tested (407pass/ 1 fail) - 45 out of the 408 were previously interviewed and were invited by the High Volume team to do the BOCAT assessment
- Fingerprinted: 222 fingerprints conducted and 185 scheduled to be fingerprinted
- Conditional Offers: 407

Bus Operator Need Projection Look Ahead



\*Attrition includes retirements, separations, transfers & promotions - not related to training

Attrition Started Training Completed Training Bus Operator Need

# End of Line Cleaning

- All Rail Lines: Trash Pick-Up & Light Spill Cleaning Only.
- Cleaning Time: 2 to 7 Minutes Pending Schedule and Security Sweep.
- Number of Service Attendants: 1-2 for Light Rail; 2-4 for Subway.
- Station Coverage: (Shifts 1 & 2; AM/PM Rush; 4 Hour/Shift).
  - A-Line (Long Beach Transit Mall).
  - B/D Lines (North Hollywood).
  - C-Line (Marine).
  - E-Line (Santa Monica).
  - L-Lines (Atlantic and APU).
  - K-Line (Expo).



# Other Rail Cleaning

## Division Cleaning Activities – All Lines

- Daily: (All Revenue Service Cars)
  - Interior cleaning – sweep/mop floors, trash pick-up, wipe down/disinfectant of seats, windows, handrails, stanchions, walls, doors and passenger amenities; remove graffiti if present.
  - Exterior cleaning: Carwash Facilities
- Monthly: (Deep Clean 8 to 12 cars)
  - Interior cleaning – floor scrub, detail cleaning of seats, windows, handrails, stanchions, walls, doors and passenger amenities; update air fresheners.





## Board Report

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File #: 2023-0286, File Type: Informational Report

Agenda Number: 21.

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**EXECUTIVE MANAGEMENT COMMITTEE  
OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE  
JUNE 15, 2023**

**SUBJECT: IN-HOUSE PUBLIC SAFETY DEPARTMENT FEASIBILITY STUDY**

**ACTION: RECEIVE AND FILE**

### **RECOMMENDATION**

RECEIVE AND FILE the In-House Public Safety Department Feasibility Study (Attachment A).

### **ISSUE**

At its March 2023 Meeting, the Board approved the staff recommendation to report back on the feasibility of establishing an in-house Metro Transit Public Safety Department to support Metro's public safety mission and values statements.

The study examines the viability of establishing an internal Transit Public Safety Department as a potential alternative to the existing multi-agency law enforcement services rendered by the Los Angeles Police Department (LAPD), the Los Angeles County Sheriff's Department (LASD), and the Long Beach Police Department (LBPD).

### **BACKGROUND**

At its December 2021 meeting, the Board adopted the following Public Safety Mission and Value Statements:

#### *Mission Statement*

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

#### *Values Statements*

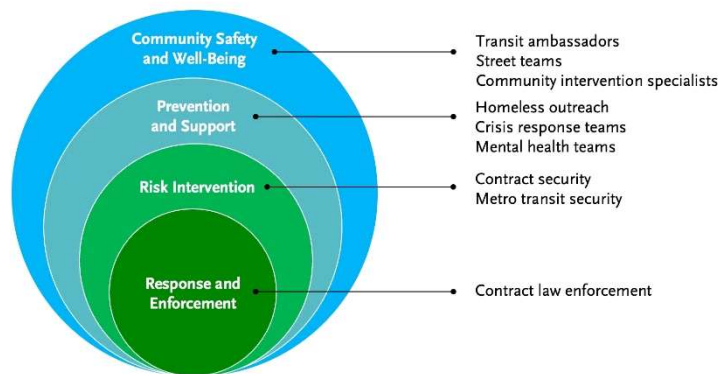
- Implement a Human-Centered Approach
- Emphasize Compassion and a Culture of Care
- Recognize Diversity

- Acknowledge Context
- Committed to Openness and Accountability

### **Metro's Layered Public Safety Ecosystem**

In 2022 Metro established a comprehensive approach to ensuring public safety on the system by implementing a multi-layered safety program to address the different aspects of safety. Each layer in the public safety ecosystem adds value and enhances the overall security and safety of the Metro system. Instead of relying solely on a single strategy, a layered approach provides a more effective response to each safety issue by deploying the right resource to best address the specific safety concern.

Metro's Layered Public Safety Ecosystem



Metro's public safety ecosystem comprises four layers and utilizes six resource strategies:

Community Safety and Well-Being - Provides a visible presence, assistance, guidance, and support to individuals.

1. Transit Ambassadors - customer information, maintenance reporting, security awareness, and visibility. Ambassadors include the following groups: transit ambassadors, community



intervention specialists, and street team personnel.

Prevention and Support - Care response to social issues specifically related to individuals experiencing homelessness, untreated mental health, and addiction issues.

2. Homeless Outreach - outreach to riders, connection to services
3. Crisis Response Teams - response to mental health crisis incidents

Risk Intervention - Maintain a safe and secure environment, protect people and property, and deter criminal activity.

4. Contract Security - patrol and secure facilities, crowd control for special events, and bus bridges
5. Metro Transit Security -vehicle patrol, revenue collection, code of conduct enforcement, open/close stations, and bus and train riding

Response and Enforcement - Swift and effective responses to incidents and criminal activity.

6. Contract Law Enforcement - responding to calls needing law enforcement intervention including safety emergencies, partnering on ancillary clean-up teams, supplementing field patrol with homelessness and mental health teams

### ***Metro Law Enforcement Contract Services***

In February 2017, the Metro Board approved the multi-agency law enforcement services contract for a five-year base period with a not to exceed amount of \$645 million through June 30, 2022. The contracts have been amended seven times (including a one-year contract extension), and the current total contract value for the six years is \$916,511,952 through June 30, 2023.

In April 2022, staff initiated a competitive procurement process for law enforcement services as the contract was set to expire on June 30, 2023. Proposals were received in October 2022 and were evaluated in accordance with the terms of the RFP, which sought to incorporate the lens of the new Public Safety Mission and Value Statements. However, two of the proposing agencies took material exceptions to the scope of work as well as Metro's contract terms and conditions.

As a result, staff determined that it was in the best interest of Metro to cancel the RFP, extend modified versions of the current contracts, and explore the feasibility of creating an in-house Transit Public Safety Department that could serve as an effective approach to implementing Metro's reimagined public safety plan and uphold Metro's Public Safety Mission and Value Statements.

### ***Office of the Inspector General (OIG) Audit Findings***

At the February 2017 Board meeting, then Director Fasana included an amendment to the Multi-Agency Law Enforcement Contract board action that the Inspector General be tasked with annually auditing each law enforcement services contract to determine how actual performance metrics are measuring up against key performance indicators. The audit is to ensure that Metro is receiving the services it is paying for.

Over the past several years, the annual OIG audits have consistently identified concerns regarding the deployment of police personnel on the Metro system. These concerns include poor police visibility on buses, trains, and at stations as well as inconsistent staffing at key critical infrastructure locations. Transit police officers must be visible, accessible, and responsive to the needs of riders and employees, to build trust and provide a deterrent to crime and disorder on the transit system.

The OIG audit findings, which indicate that the contract police agencies spend a relatively small percentage of their time on engaged visibility, are concerning. The OIG audit illustrated that the contract police agencies have significant time to accomplish the objective of engaged visibility, with officers spending 3% (LBPD), 5% (LASD), and 18% (LAPD) of their time answering calls for service on Metro.

***Current Safety and Security Staffing Levels and Budget***

The table below illustrates the current number of budgeted personnel, including field personnel, and the average number of personnel deployed in the field each weekday for the six public safety ecosystem resource strategies as well as their respective FY23 budget.

For example, a total of 645 budgeted police personnel are provided by the three contract police agencies for Metro. This includes 290 LAPD personnel, 326 LASD personnel, and 29 LBPD personnel. On average, there are 263 police officers/deputies patrolling the Metro system daily.

Public Safety Ecosystem Resource Strategy	FY23 Staffing Levels and Budget			Annual Budget (millions)
	Number of Budgeted Personnel	Personnel Pool Field/Patrol Deployment	Avg. Deployed Daily on System	
<b>Contract Police</b>	<b>645</b>	<b>344</b>	<b>263</b>	<b>\$172.9</b>
<i>LAPD*</i>	290	138	138	
<i>Patrol Officers</i>	138			
<i>Special Units</i>	39			
<i>Patrol/Special Unit Sergeants</i>	32			
<i>Support Staff</i>	81			
<i>LASD</i>	326	188	115	
<i>Patrol Deputies</i>	188			
<i>Special Units</i>	41			
<i>Patrol/Special Unit Sergeants</i>	34			
<i>Support Staff</i>	63			
<i>LBPD</i>	29	18	10	
<i>Patrol Officers</i>	18			
<i>Special Units</i>	2			
<i>Patrol Sergeants</i>	4			
<i>Support Staff</i>	5			
<b>Metro Transit Security**</b>	<b>290</b>	<b>138</b>	<b>133</b>	<b>\$40.2</b>
<b>Contract Security</b>	<b>322</b>	<b>251</b>	<b>241</b>	<b>\$24.5</b>
<b>Transit Ambassador Program***</b>	<b>437</b>	<b>424</b>	<b>265</b>	<b>\$33.0</b>
<b>Homeless Outreach</b>	<b>85</b>	<b>85</b>	<b>85</b>	<b>\$15.3</b>
<b>Mental Health Crisis Outreach</b>	<b>30</b>	<b>30</b>	<b>-</b>	<b>\$10.0</b>
<b>Totals</b>	<b>1,809</b>	<b>1,272</b>	<b>987</b>	<b>\$295.90</b>

Support staff = Administrative, management, detectives, analytics

Personnel Pool = Number needed to provide 24/7 support/relief officers

Special Units = K9, SAU, MET, HOPE, Quality of Life, Senior Lead Officers, Team Leaders

\* LAPD officers work for Metro on an overtime basis, the number of daily deployable LAPD police officers is the same as budgeted.

\*\*The 276 total budgeted personnel includes 30 SSLE non-contract staff

\*\*\*The 437 total budgeted personnel includes 2 Metro FTEs, 15 vendor program administrators, 359 transit ambassadors, 28 community intervention specialists, and 33 street team personnel

\*\*\*The 85 total budgeted personnel, including supervisors, are all deployed in the field

### Review of Large Transit Agencies

It is common for large transit agencies to have their own police department. These specialized police departments are responsible for ensuring the safety and security of passengers, employees, and the transit system itself. In-house transit police proactively address the specific challenges and dynamics

of transit environments.

Having an in-house police department allows transit agencies to have greater control and accountability over the safety and security of their services. It enables a more direct and immediate response to incidents, as well as a deeper understanding of the specific safety concerns and needs of the transit system. Transit police departments can develop specialized strategies and partnerships to address issues such as fare evasion, disorderly conduct, and other offenses that are unique to public transportation.

Six of the largest U.S. transit agencies have a transit police department, as shown in the table below. The Chicago Transit Authority utilizes contract police services provided by the Chicago Police Department, while the San Francisco Municipal Railway receives police services through the San Francisco Police Department. The King County Metro Transit receives law enforcement services through a contract with the Sheriff's Office. New York's Metropolitan Transit Authority utilizes a hybrid model that includes reliance on police officers within the MTA Police Department for law enforcement services at Grand Central Terminal, Penn Station, and all MTA infrastructure (i.e., track, yards, shops, stations, and railroad crossings), while enforcement services for the MTA subway lines, trains, and stations within New York City are provided by NYPD. The remaining transit agencies all have their own transit police department.

**Police Departments within the Largest U.S. Transit Agencies**

Transit Agency	Unlinked Passenger Trips* 2019 (Thousands)	Has Transit PD	Number of Personnel
Metropolitan Transit Authority – New York City (NYCT)	3,451,139	✓	1,095 sworn & 56 non-sworn
Chicago Transit Authority (CTA)	455,743		
Los Angeles County Metropolitan Transit Authority (Metro)	379,718		
Massachusetts Bay Transportation Authority (MBTA)	366,716	✓	264 sworn & 50 non-sworn
Washington Metropolitan Area Transit Authority (WMATA)	354,656	✓	468 sworn, 140 security guards & 101 non-sworn
Southeastern Pennsylvania Transportation Authority (SEPTA)	308,266	✓	260 sworn & 10 non-sworn
New Jersey Transit Corporation (NJ TRANSIT)	267,270	✓	250 sworn & 70 non-sworn
San Francisco Municipal Railway (Muni)	223,338		
King County Metro Transit (KCMT)	128,666		
San Francisco Bay Area Rapid Transit (BART)	128,217	✓	206 sworn & 90 non-sworn

\*American Public Transportation Association (APTA) defines unlinked passenger trips as “The number of passengers who board public transportation vehicles. Passengers are counted each time they board vehicles no matter how many vehicles they use to travel from their origin to their destination.”

**DISCUSSION**

Metro recognizes that ensuring a safe transit system is of utmost importance to deliver a world-class transportation experience that enhances the quality of life for all who utilize our services. Staff acknowledges the diverse range of safety concerns expressed by the public and our employees and bears the responsibility to guarantee a secure and comfortable journey for every Metro rider.

Providing a safe transit environment is the cornerstone of Metro’s public safety mission statement. While police services are an important aspect of Metro's public safety ecosystem, it is just one part of a broader approach to safety and security. Effective public safety requires a multilayered approach that Metro has implemented. Some of the current safety and security issues on the Metro system

reflect the problems facing our society: a housing crisis, a mental health crisis, and an opioid epidemic. A recent article about homelessness and transit notes, “There is no debate that visible homelessness on transit systems is a problem. For transit agencies themselves, there is a connection between visible homelessness, riders feeling unsafe, and a drop in ridership, even if the connection between homelessness and crime is statistically unproven.”

Metro conducted a comprehensive feasibility study of an in-house Public Safety Department to address various concerns and complaints regarding the current service. The study focused on six key areas of concern with contract multi-agency law enforcement:

1. Engaged Visibility: Ensure sufficient visibility and presence of law enforcement on the system.
2. Alignment with Metro’s Safety Mission and Values: Ensure that our public safety employees are working in alignment with our Agency values.
3. Response times: Ensure that the needs of all riders and employees are met promptly and efficiently.
4. Dedicated staffing: Provide greater stability and continuity in law enforcement services. It fosters a stronger sense of ownership regarding safety on the transit system.
5. Transparency: Foster accountability, real-time data, and effective collaboration and communication.
6. Cost of services: Understand the financial implications of the existing multi-agency law enforcement contract services and the ability of that service to meet the rider needs effectively.

## **Strengths of an In-House Public Safety Department**

### ***Engaged Visibility***

The OIG audits over the past several years illustrate the persistent challenges with contract police services, including an inability to provide information on the following deployment metrics: number of train and bus boardings, how much time is spent riding trains and buses, and how much time is spent at train stations. The report also found that deployment practices “provide little visible security presence on the Metro Bus System.”

These issues are more readily addressed with an in-house Transit Public Safety Department, which can adopt a policing style that emphasizes service and allows the transit agency to manage deployment locations and times directly. Transit policing is different from local policing, with the former emphasizing “engaged visibility” and the latter emphasizing response to calls for service. Commonly, an emphasis on “engaged visibility” leads to the provision of service, while an emphasis on responding to calls for service leads to law enforcement.

The primary objective of a transit Public Safety Department is engaged visibility. By having a

dedicated Public Safety Department, Metro can better manage the officer's role to be visible on the system and proactively engage and build relationships with the riding community, while still being able to respond to calls for service as needed.

The purpose of engaged visibility is to foster trust, promote positive police relationships with Metro riders, and enhance the effectiveness of law enforcement efforts. By being present and involved on the system, officers can gain a better understanding of the rider's concerns, build rapport, and establish open lines of communication. This can lead to improved collaboration, increased support, and more effective crime prevention and problem-solving initiatives.

### ***Cultural Alignment***

An agency's mission and values can serve as the foundation for its practices, such as training, performance, discipline, and hiring. Cultural alignment with an organization's mission and values is crucial for achieving success. The Feasibility Study highlighted that a key advantage of an in-house Public Safety Department would be cultural alignment with Metro's organizational mission and values. By having an in-house Public Safety Department, Metro would have the authority to set required training, performance expectations, and disciplinary processes, and shape the recruitment and selection process to ensure the hiring of employees aligned with Metro's mission and values. This would enable Metro to establish a solid foundation for our safety practices and ensure that our public safety employees are working in alignment with our values. The Metro mission and values recognize that policing is not the only way to keep people safe.

Transit public safety officers work in a unique environment that requires specialized skills and knowledge. In addition to the mandatory basic law enforcement training required by the California Commission on Peace Officer Standards and Training (POST), Metro transit officers would be required to take enhanced transit-specific training to include de-escalation, trauma-informed response, cultural diversity awareness, implicit bias, duty to intervene, crisis intervention, interpersonal communications, customer experience, and community engagement. The recently adopted Bias-Free Policing Policy and Public Safety Analytics Policy would also apply to the in-house Public Safety Department.

### ***Fiscal Sustainability***

One of the challenges faced by Metro today in providing contract police services is the rising cost of those services. Over the past 25 years, Metro has experienced significant cost increases for police services. Initially awarded at \$645,675,758, the multi-agency law enforcement services contract awarded to LBPD, LAPD, and LASD in 2017 has been modified seven times, increasing the total contract value to \$916,511,952 for the six-year contract period ending on June 30, 2023.

In FY96, the in-house Metro transit police department had a budget of \$44,255,343 employing 501 personnel, including 383 transit police officers, 63 security guards, and 55 civilian support personnel. Among the officers, 328 (65%) were budgeted for field deployment. In contrast, the FY23 budget of \$172,970,664, supports a total of 645 staff, 344 (53%) are budgeted for field deployment.

The multi-agency service contrasts sharply with the FY96 in-house Metro transit police budget showing a 290% increase in annual cost despite having a lower percentage of officers in the field compared to FY96. The service level becomes even more apparent when considering the

substantial growth of the Metro system. In 1996, Metro operated three rail lines and nearly 200 bus lines, whereas, in 2023, we operate seven rail lines and 121 bus lines.

The recent procurement yielded significantly higher bids valued at \$1,482,242,081 for a 5-year period (FY24 - FY29) in contrast to the Independent Cost Estimate of \$829,492,481. The significantly higher bids are in part due to coverage needed for the continued expansion of the Metro service area (i.e. new rail lines) and the cost structure where all LAPD costs are charged at an overtime rate rather than a straight time rate. Though we see a 62% increase in cost from the current contract value we only see a 30.9% growth in personnel available for deployment and a 28.1% increase in Admin Support/Mgmt that includes specialized units. The below table depicts the overall increase per agency during the recent procurement:

Agency	Current Contract Original Amount Awarded (5 yrs)	Current Contract Modifications (6 yrs)	Variance	% Change
LAPD	\$ 369,330,499.00	\$ 511,991,742.36	\$ 142,661,243.36	38.6%
LASD	\$ 246,270,631.00	\$ 360,438,587.00	\$ 114,167,956.00	46.4%
LBPD	\$ 30,074,628.00	\$ 44,081,623.00	\$ 14,006,995.00	46.6%
<b>Totals:</b>	<b>\$ 645,675,758.00</b>	<b>\$ 916,511,952.36</b>	<b>\$ 270,836,194.36</b>	<b>41.9%</b>

One of the advantages of an in-house Public Safety Department is that it provides greater control over costs while still providing high-quality police services that meet the needs of all Metro customers and employees.

Agency	Current Contract Awarded (6 yrs)	RFP Proposal (5 yrs.)	Variance	% Change
LBPD	\$ 44,081,623.00	\$ 60,297,042.00	\$ 16,215,419.00	37%
LAPD	\$ 511,991,742.36	\$ 830,352,190.00	\$ 318,360,447.64	62%
LASD	\$ 360,438,587.00	\$ 536,584,865.00	\$ 176,146,278.00	49%
BHPD	\$ -	\$ 55,007,983.00	\$ 55,007,983.00	N/A
<b>Totals:</b>	<b>\$ 916,511,952.36</b>	<b>\$1,482,242,080.00</b>	<b>\$ 565,730,127.64</b>	<b>62%</b>

The consolidation of law enforcement contract services into a single, in-house Public Safety Department presents significant opportunities for enhancing efficiency and reducing expenses. Currently, the multi-agency model results in unnecessary duplication of management and administrative efforts. Each of the three law enforcement agencies performs identical support functions. Metro is paying three times for what could be effectively managed within a single entity. In the current FY23 Budgeted Personnel, 47% of the 645 are admin support /mgmt. /sergeants / specialized units. The savings resulting from the elimination of duplicated services can then be reinvested into the system.

In addition, such a consolidation effort could improve the overall consistency of service delivery. Multiple agencies with their own unique culture, policies, and procedures create additional complexities in deployment which result in conflicting approaches to policing strategies throughout the system. This often leads to confusion, inconsistency, and inefficiency in service delivery. However, by consolidating under a single leadership structure, Metro can ensure more streamlined and unified directives. Through an in-house Public Safety Department, Metro can eliminate redundancy, streamline communication, and better allocate resource strategies.



Prior industry studies and assessments reflect that the cost of an in-house transit police department in the U.S. is typically 20-40% less than contract police services. To test this expectation of decreased costs with a new in-house Metro Public Safety Department, a budget was developed. The salaries for the myriad positions, with their fully burdened rates, were identified, along with the costs for training, equipment, and retirement benefits. In addition, costs for liability, insurance, and workers' compensation were estimated by Metro Risk Management.

Typically, space, vehicles, and equipment are among the costliest acquisitions for a new Public Safety Department. Currently, Metro provides space, vehicles, and equipment for the contract law enforcement agencies which can be used for the new in-house Public Safety Department, resulting in minimal start-up costs. Even at a time in which the Metro rail system is expanding to include the Regional Connector, Purple Line extension, and Airport Connector, the cost of policing services would not necessarily increase with an in-house Public Safety Department.

### ***Response Time***

Response time to calls for service is dependent on having police officers geographically disbursed throughout the Metro system so they are able to respond rapidly to emergency calls for service. Emergency calls can involve crimes in-progress and incidents that put riders and employees in imminent danger. These incidents are critical, where minutes, and even seconds, can have a major impact on the outcome of the incident. Rapid response to emergency calls for service can decrease injuries suffered by the victim, increase the probability of arrest of the suspect at the scene of the offense, decrease property loss and destruction, and de-escalate the situation due to officer presence.

Presently, radio communications between contracted law enforcement and Metro are not interoperable. This presents a vulnerability issue related to officer, customer and employee safety. In short, an MTS officer cannot utilize his or her issued handheld radio to immediately communicate with any of the law enforcement entities and vice versa. Effective, reliable, and interoperable radio communications are the most important factor in ensuring rapid response to life-threatening public safety events.

The annual OIG audits have consistently identified concerns regarding the deployment of police personnel on the Metro system. When police resources are not adequately deployed, response times increase. With an in-house Public Safety Department, Metro will have control over the deployment of its police resources, remove conflicts with radio communication, and may be able to improve response times.

### ***Dedicated Staffing***

Additionally, an internal department fosters a stronger sense of ownership regarding safety and security on our transit system. Dedicated staff stationed at assigned locations, terminals, and aboard trains and buses can engage with riders and employees consistently.

In contrast, currently, all 138 LAPD patrol officers are selected through a random, blind lottery system

to work in an overtime capacity. Consequently, some officers may work overtime shifts only on a monthly or annual basis, depending on their preferences, which means they do not have the opportunity to learn the nuances of policing on a transit system.

An average of 115 LASD patrol deputies assigned to its Transit Services Bureau are deployed daily. Since these deputies are dedicated to the Metro system, personnel leave is covered through reassignment or overtime which ensures full staffing on each shift. LBPD assigns a total of 10 patrol officers per day on the system. They offer a hybrid approach with some of these officers being permanently assigned to the Metro system and the remaining officers supplementing coverage on an overtime basis. In addition, specialized services such as K-9 (as-needed) and motorcycle patrol are provided by LBPD on an overtime basis.

A key strength of an in-house Public Safety Department is that it can provide more control and customization over the services provided, Metro can tailor the Public Safety Department to its specific needs and priorities. Having an in-house Public Safety Department may create a stronger sense of community and accountability, as the officers are directly employed and are accountable to Metro and the riders they serve.

### ***Transparency***

Moreover, an in-house Public Safety Department enhances transparency and accountability allowing for immediate access to real-time crime data that can be consistently reported. Real-time data empowers Metro to identify patterns and trends in criminal activity, enabling the adjustment of strategies and tactics proactively to prevent future incidents.

Metro would also be able to hold officers accountable for performing in accordance with Metro policies and have the authority to conduct disciplinary action, such as removing officers from working the system, if necessary. With an in-house Public Safety Department, a citizen's oversight committee could be established to provide an independent avenue for complaints, consistent with the Metro Public Safety Mission and Values. An oversight committee would serve as a valuable mechanism for promoting accountability, transparency and trust between a Public Safety Department and the community it serves. By involving citizens in the oversight process, the committee would contribute to the ongoing efforts to improve policing practices and enhance community engagement.

Of the six largest transit agencies with an in-house police department, three (NYCT, WMATA and BART) have civilian oversight committees. NYCT through NYPD has had a long-standing committee, established in 1953, followed by BART in 2011, and WMATA in 2021. Twenty-first-century policing best practices indicate this is an important component for an in-house Public Safety Department to ensure that the agency can maintain the highest standards of safety and security for customers and employees.

### ***In-House Public Safety Department Model***

The study aimed to evaluate the feasibility of creating a transit Public Safety Department within Metro, addressing the pivotal question: *Can Metro establish a transit police department that will result in enhanced police services to Metro riders and employees at a reduced cost?*

By assuming direct management and control over the law enforcement service, Metro gains the

ability to allocate resources, optimize staffing levels, and significantly reduce unnecessary expenses associated with contracted services. This in-house approach ensures a nimble and more efficient utilization of resources. In short, the study found that through the implementation of an in-house Public Safety Department, Metro could see enhanced services along with substantial cost savings compared to reliance on multi-agency law enforcement contract services.

Currently, the contract police officers are almost exclusively deployed as two officer/deputy units with the exception of LASD who has the ability to deploy a one officer unit. Two officer units should be strategically deployed based on conditions and initiatives, but overall, they should be minimally utilized.

To illustrate an in-house Public Safety Department a personnel structure was developed to demonstrate an efficient and comprehensive Public Safety Department. Under the in-house model, the focus is on increased visibility, and as a result, the assumption of patrol deployment would be primarily one officer units. The primary one officer unit approach is typical in a transit policing environment and consistent with most LA County police agencies. Accordingly, under the in-house public safety model this number is 381 patrol officers/sergeants/specialized units. By reallocating the use of two officer units, the in-house Public Safety Department model will be able to right size the overall number of police personnel, as well as increase system coverage in comparison to current contract deployment practices.

The in-house Public Safety Department model also significantly streamlines the number of administrative/support personnel from 149 under the current contract services model to 72. Therefore, the administrative overhead to operate an in-house Public Safety Department is more cost-effective without compromising safety. In addition, Metro currently owns and provides the contract law enforcement agencies with facilities, vehicles, and equipment which significantly reduces any start-up costs associated with an in-house Public Safety Department.

As shown in the table below, an in-house Public Safety Department could require a total of 464 (381 patrol officers/sergeants/specialized units) personnel dedicated to the provision of police services. This includes 290 patrol officers and 32 patrol sergeants, 52 specialized assignment police officers (e.g., K-9, problem response, and community policing) and 7 sergeants for specialized units, 9 detectives and 2 detective sergeants, and 72 administrative/support staff. Of the 72 administrative and support personnel, 26 are command staff and other police personnel and 46 are non-sworn support personnel.

### **Number Of In-House Public Safety Department Personnel**

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Personnel Category	Number of Budgeted Personnel
<b>Patrol Officers</b>	<b>290</b>
<b>Specialized Unit Officers</b>	<b>52</b>
<b>Patrol/Specialized Unit Sergeants</b>	<b>39</b>
<b>Administrative/Support Staff</b>	<b>83</b>
<i>Police Detective</i>	9
<i>Police Officer – Specialized Assignment (e.g., training, recruitment, &amp; backgrounds)</i>	8
<i>Police Sergeant</i>	3
<i>Police Lieutenant</i>	10
<i>Police Captain</i>	4
<i>Police Assistant Chief</i>	2
<i>Police Chief</i>	1
<i>Crime &amp; Intelligence Analyst</i>	8
<i>Management Analyst</i>	12
<i>Administrative Assistant</i>	9
<i>Administrative Clerk</i>	17
<b>Total</b>	<b>464</b>

As illustrated in the below table, it is estimated the total annual budget for a Metro Public Safety Department will be \$135.4 million if Metro were to implement one today. The estimated budget for an in-house public safety department is 21.7% less than the \$172.9 million that Metro has budgeted for policing contracts in FY23. Therefore, cost savings from a Metro Public Safety Department in comparison to contract police services are expected.

The in-house Public Safety Department model presented in the below table maintains the FY23 personnel levels and budgets for the other five components of the Metro public safety ecosystem. It only changes the personnel levels and budget for police services.

Public Safety Ecosystem Component	FY23 Staffing and Budget Model		In-House Public Safety Department Model	
	Number of Personnel	Annual Budget (millions)	Number of Personnel	Annual Budget (millions)
<b>Police</b>	<b>645</b>	<b>\$172.9</b>	<b>464</b>	<b>\$135.4</b>
<i>Patrol Officers</i>	344		290	
<i>Specialized Unit Officers</i>	82		52	
<i>Patrol/Specialized Unit Sergeants</i>	70		39	
<i>Administrative/Support Staff</i>	149		83	
<b>Metro Transit Security</b>	<b>290</b>	<b>\$40.2</b>	<b>290</b>	<b>\$40.2</b>
<b>Contract Security</b>	<b>322</b>	<b>\$24.5</b>	<b>322</b>	<b>\$24.5</b>
<b>Transit Ambassador Program</b>	<b>437</b>	<b>\$33.0</b>	<b>437</b>	<b>\$33.0</b>
<b>Homeless Outreach</b>	<b>85</b>	<b>\$15.3</b>	<b>85</b>	<b>\$15.3</b>
<b>Mental Health Crisis Outreach</b>	<b>30</b>	<b>\$10.0</b>	<b>30</b>	<b>\$10.0</b>
<b>Total</b>	<b>1,809</b>	<b>\$295.9</b>	<b>1,628</b>	<b>\$258.4</b>

By adopting an in-house Public Safety Department model, Metro can leverage the potential minimum of \$37.5 million in annual savings to enhance the current public safety ecosystem. This approach will not only create a stronger and more efficient safety framework but also allows Metro to reallocate its resources in a proactive and cost-effective manner that aligns with agency safety mission and values. This will ultimately lead to a safer and more secure transit experience for riders and employees.

The availability of these savings opens up avenues for enhancing safety and security measures in various ways: Community Safety & Well Being, Risk Intervention, and Prevention & Support. For instance, allocating additional resources towards homeless outreach programs could further help address the complex challenges faced by Metro to provide a care response to social issues specifically related to individuals experiencing homelessness, untreated mental health, and addiction issues within the transit system (Prevention and Support). Metro's homeless services program is a key component of the multi-layered public safety model (Attachment B). The expansion of outreach services would be a critical component of standing up an in-house Public Safety Department. By strategically reallocating resources, Metro can not only strengthen its safety priorities but also create a safer and more secure transit experience for all.

## Weaknesses of Establishing an In-House Public Safety Department

### *Increased Insurance*

The Feasibility Study also analyzed the potential disadvantages of an in-house Public Safety Department and identified the financial risk associated with increased insurance and lawsuits against the police as a significant concern. The most common lawsuits regarding the interaction between a police officer and an individual involve the use of force and the operation of motor vehicles. Since transit policing differs from municipal and county policing, the threat of liability is reduced. This is primarily due to the clearly defined area of responsibility associated with transit policing, which minimizes exposure to the types of incidents that lead to lawsuits against the police.

The use of force is the most common basis for a lawsuit, and it is most often utilized by the police during arrests. Transit police departments make far fewer arrests than municipal and county agencies, thus limiting liability exposure. Regarding Metro, there were about 2,800 arrests in 2022, as compared to 255,253,370 riders for the same year. In addition, transit police officers are commonly assigned to foot patrol instead of vehicles, which reduces potential liability for traffic-related claims. Because of these two factors, transit policing carries substantially less liability risk than municipal policing. Of note, over the last six years of the law enforcement contracts, LAPD has had three officer involved shootings and no transit-related lawsuits, LASD has had two officer involved shootings and no transit-related lawsuits, and LBPD has had zero officer involved shootings and one transit-related lawsuit. Over the last decade, Metro's Transit Security Officers have not discharged their weapons and no transit-related lawsuits.

### ***Critical Staffing Shortages***

A key challenge for police agencies, in general, is staffing. Many large police departments throughout the U.S. are having trouble attracting, hiring, and retaining police officers. To be competitive in the labor market, a Metro Public Safety Department would require a multifaceted approach that takes into account the unique needs and expectations of the labor market.

Of note, lateral transfers are not expected due to pension compatibility issues. To be competitive in the labor market, Metro would need to develop proactive recruitment strategies that would attract a diverse pool of qualified candidates. This could involve targeted advertising and outreach efforts to reach potential candidates who prioritize social impact and a service-oriented environment. By implementing these strategies and offering favorable compensation, Metro could attract and retain a qualified and motivated workforce that is committed to serving our transit riders.

The establishment of a large, fully staffed Public Safety Department typically takes 3-5 years. A full implementation plan would be needed to finalize a timeline.

### ***Legal Authorization to Establish a Metro Public Safety Department***

The enabling legislation for Metro to have its own Public Safety Department exists in the State of California Public Utilities Code Section 30504. However, the enabling legislation uses the term "district", referring to the Southern California Rapid Transit District, which is a predecessor agency of Metro. The legislation should be changed to reflect the agency's current name and mirror the enabling legislation for the Bay Area Rapid Transit (BART) Police Department, which, unlike the current language that applies to Metro, does not include specific position requirements for the Chief of Police, and established outdated requirements related to police officer certifications.

### ***Establish and maintain in-house Specialized Units***

In any law enforcement agency, specialized units serve crucial roles. They bring a level of expertise and dedicated focus that's typically beyond the scope of regular police duties. However, establishing and maintaining these specialized units within Metro could present challenges. Each of these units requires officers with specific training, skills, and competencies as well as experienced leadership and management for each of these units. This means Metro will need to invest in extensive, ongoing training and new hiring to fill these roles adequately. It can take time to fully operationalize these specialized units, during which Metro may have to rely on external support. In addition to personnel training, each of these units requires unique resources, and specialized equipment. Procuring, maintaining, and updating such equipment can add budget costs.

One mitigating strategy could be to build strategic partnerships with other law enforcement agencies to share resources and expertise. It could also use contracted services for certain specialized areas where it might be more cost-effective and efficient.

### ***Obtaining and Maintaining CA POST Certification***

Peace Officer Standards and Training (POST) Certification is a requirement for law enforcement officers. It ensures that officers meet minimum competency standards and are equipped with the necessary skills to carry out their duties. The need to obtain and maintain this certification for all its officers can be a challenging and resource-intensive process. To mitigate this weakness, there are several strategies Metro could consider to include seeking out such opportunities to offset the costs associated with POST certification and partnering with local universities or training institutions that might be willing to provide reduced-cost training in exchange for a long-term partnership. Metro could develop an ongoing training plan to ensure POST certification attainment to ensure Metro stays compliant with POST requirements.

### ***Increased Risk Management and Workers Compensation Exposure***

Metro will need to consider the increased risk management and workers' compensation exposure in policing arising from the inherent risks associated with workplace injuries and illnesses faced by police officers in the line of duty.

Metro can effectively manage risk, reduce workplace injuries, and enhance the overall safety and well-being of its police officers. Prioritizing comprehensive risk management, investing in training and protective equipment, and addressing mental health concerns will ultimately contribute to a safer work environment.

### **Opportunities**

The establishment of an in-house police department presents significant opportunities for Metro. One of the key advantages is the ability to provide customized service tailored to the unique safety needs of the transit community. With an in-house Public Safety Department, Metro can provide a service that aligns with Metro's Safety Mission and value statements, ensuring a more effective approach to public safety on our system.

Having an in-house Public Safety Department opens doors to enhanced customer relations. By building direct relationships and fostering trust with riders and front line employees, through engaged visibility, Metro can create a stronger bond with the public and safeguard Metro employees. This can lead to improved communication, collaboration, and cooperation, ultimately resulting in a safer transit

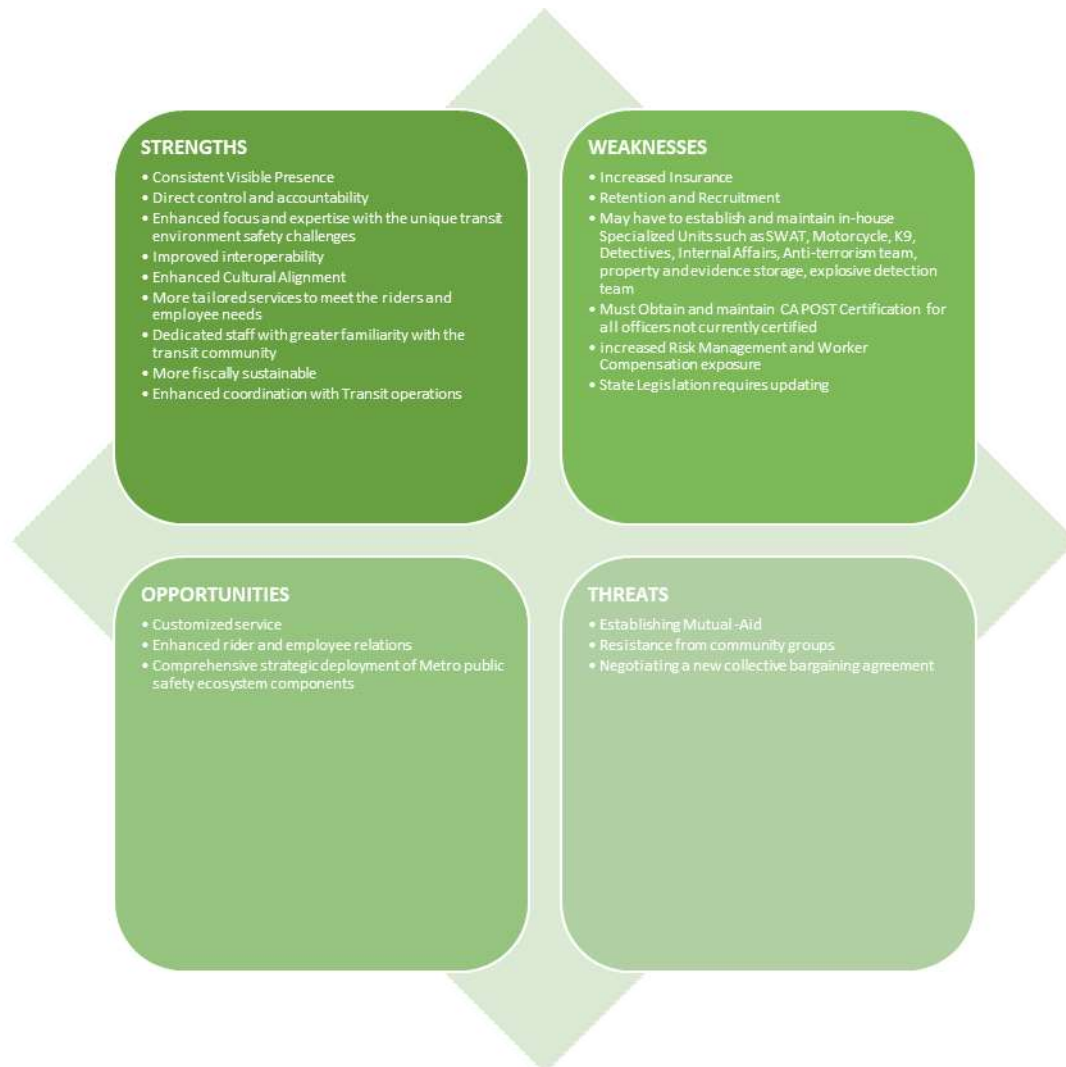
environment for everyone.

In addition, the establishment of an in-house Public Safety Department allows for a comprehensive strategic deployment of the various resources outlined in Metro's public safety ecosystem. By leveraging existing resources and integrating various elements such as Transit Ambassadors, Homeless Outreach, and Contract Security, Metro can create a holistic approach to public safety. This strategic deployment ensures a more efficient and coordinated response to safety incidents on the system. In short, we can deploy the right response to the specific safety incident.

### **Threats**

There is a risk of encountering resistance from community groups who oppose the establishment of another police department. Addressing these concerns and building trust with riders will be crucial in navigating this challenge. The establishment of mutual aid may face resistance from local law enforcement agencies that currently provide paid services. Also, the process of negotiating new collective bargaining agreements (CBAs) presents its own set of complexities. Overall, these threats highlight the potential challenges when considering the establishment of an in-house Public Safety Department. Identifying these obstacles now allows for proactive planning and strategies to mitigate the threats and ensure a smooth implementation process.





See Attachment A for the full Feasibility Report.

### **DETERMINATION OF SAFETY IMPACT**

Based on the findings of the Feasibility Study, transitioning to an in-house Public Safety Department could enhance safety.

### **EQUITY PLATFORM**

Metro recognizes that relationships between law enforcement and people of color have been strained due to unjust actions such as racial profiling, and a disproportionate number of incidents, tickets and arrests being issued to people of color. An in-house Public Safety Department could potentially give

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the agency the authority to implement safeguards, oversight and training of officers in a way that prioritizes the treatment of all riders with dignity and respect, in accordance with the Board approved Bias-Free Policing policy. Furthermore, an in-house Public Safety Department would allow for a transit policing style of engaged visibility where officers are more visible across the system, thus increasing the feeling of safety for riders and employees.

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

The recommendation supports strategic plan goal 2.1 of committing to improving security. Metro will continue to utilize a multi-layered safety model to achieve this goal.

### **NEXT STEPS**

If there is interest by the Board to advance the concept of an in-house Public Safety Department, the next step is to complete a formal implementation plan which would outline a phased approach for establishing the department and a transition plan with milestones. This could include:

- Developing an operating framework for the new Public Safety Department.
  - Create a strategic plan outlining the department's goals and objectives.
  - Establish the organizational structure, including departmental divisions and reporting relationships.
- Conducting market analysis to determine appropriate job descriptions and pay ranges for police officer positions.
- Assess community support through engagement and meetings with transit riders and stakeholders.
- Establishing interagency agreements for mutual aid and cooperation with neighboring law enforcement agencies to facilitate collaboration and support in emergency situations.

### **ATTACHMENTS**

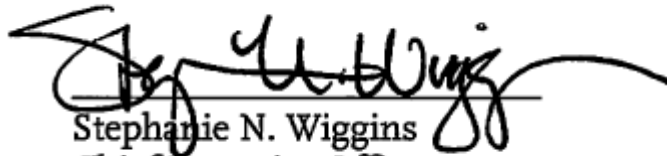
Attachment A - Feasibility Study

Attachment B - Homeless Outreach Summary

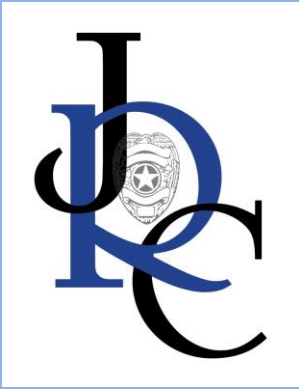
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**LACMTA  
In-House Public  
Safety Department  
Feasibility Study**

**Final Report**

**June 2023**

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## **INTRODUCTION**

Between 1989 and 1997, the LACMTA (i.e., Metro) and its predecessor agencies conducted numerous studies to establish an effective and efficient policing model. In 1996, the Metro Board opted to assimilate the existing MTA Transit Police Department (MTA PD) into the Los Angeles Police Department (LAPD) and the Los Angeles County Sheriff's Department (LASD) and then contract with these agencies for transit policing services. In June 1997, the merger of 300 MTA PD officers was completed and the MTA PD was disbanded.

Currently, policing services are provided to Metro riders and employees through contracts with LAPD, LASD, and Long Beach Police Department (LBPD). In FY22, the actual Metro expenditures on policing contracts was \$154 million. The approved FY23 Metro budget for the policing contracts is \$172.9 million; a 12.3% increase from FY22 expenditures. These contracts were approved for five years with an optional one-year extension and are currently in their sixth and final year. In March 2023, the Metro Board authorized the negotiation and execution of contract modifications to extend the current contracts annually through June 30, 2026. In addition, the Board approved an assessment of the feasibility of establishing an in-house public safety department to support Metro's public safety mission and values statements.

Metro engaged Justice Research Consultants, LLC to prepare this feasibility study for developing a public safety department within Metro as a potential alternative to the existing multi-agency law enforcement services rendered by LAPD, LASD, and LBPD. The feasibility study identifies the law enforcement models of other large U.S. transit agencies and addresses the question of whether Metro can establish an in-house public safety department which will result in enhanced safety and security to Metro riders and employees at a reduced cost.

### **Metro's Layered Public Safety Ecosystem Components**

As part of its reimagining public safety initiative, the safety of Metro riders and employees is viewed as part of an ecosystem of varied services that provide a comprehensive care-based approach to safety and security. In 2022, Metro established a comprehensive approach to ensuring public safety on the system by implementing a multi-layered safety program to address the different aspects of safety. Each layer in the public safety ecosystem adds value and enhances the overall security and safety of the Metro system. Instead of relying solely on a single strategy, a layered approach provides a more effective response to the safety issue by having the right response deployed to the safety concern. The six components of the ecosystem and their core responsibilities are noted below.

**1) Contract Police** - The core responsibilities of contract police are visibility, deterrence, and crime response.



**2) Metro Transit Security**– The core responsibilities of Metro transit security are fare and code of conduct enforcement, revenue protection, bus and rail security, employee escorts, and facility patrol (including opening and closing rail stations).

**3) Contract Security** – The core responsibilities of contract security are providing safety and security services at Metro rail stations, bus divisions, maintenance facilities, terminals, and parking lots.

**4) Transit Ambassador Program**– The core responsibilities of the transit ambassador program are customer information, security awareness, and visibility.

**5) Homeless Outreach** – The core responsibilities of homeless outreach are engagement with unhoused riders on the Metro system and connection to social and behavioral services.

**6) Mental Health Crisis Outreach** – The core responsibility of mental health crisis outreach is response to mental health crisis incidents.

### **TRANSIT POLICING MODELS**

In this section, the FY23 staffing levels and costs for each of the Metro public safety ecosystem components is discussed as well as the police service models within large U.S. transit agencies.

#### **FY23 Safety and Security Staffing Levels and Budgets**

Table 1 illustrates the current number of budgeted personnel for each of the six public safety ecosystem components as well as their respective FY23 budget. This includes field personnel as well as supervisory, administrative, and support personnel. In addition, the number of personnel available for field and specialized unit deployment and the average number of personnel deployed in the field each day are provided.

The personnel and budget numbers were provided and validated by Metro personnel. They serve as the baseline in this report, since it is the current level of safety and security personnel provided for the Metro system.

The three contract agencies provide a total of 645 budgeted personnel to Metro. This includes 344 patrol officers/deputies, 82 officers/deputies assigned to specialized units, 70 patrol and specialized unit sergeants, and 149 administrative and support personnel, including detectives. Of the 344 patrol officers, an average of 263 officers are patrolling the Metro system daily. The 82 officers assigned to specialized units include K-9, homeless and mental health crisis outreach, community policing, and problem response.

**Table 1: FY23 Safety and Security Staffing Levels and Budgets**

Public Safety Ecosystem Component	FY23 Authorized Staffing Levels and Budgets			
	Number of Budgeted Personnel	Personnel Pool for Field/Patrol Deployment	Avg. Deployed Daily on System	Annual Budget (millions)
Contract Police	645	344	263	\$172.9
<i>Patrol Officers</i>	<i>344</i>			
<i>Specialized Unit Officers</i>	<i>82</i>			
<i>Patrol/Specialized Unit Sergeants</i>	<i>70</i>			
<i>Administrative/Support Staff</i>	<i>149</i>			
Metro Transit Security*	290	138	133	\$40.2
Contract Security	322	251	241	\$24.5
Transit Ambassador Program**	437	424	265	\$33.0
Homeless Outreach***	85	85	85	\$15.3
Mental Health Crisis Outreach****	30	30	-	\$10.0
<b>Total</b>	<b>1,809</b>	<b>1,272</b>	<b>987</b>	<b>\$295.9</b>

\*Includes 30 SSLE non-contract staff

\*\*Includes 2 Metro FTEs, 15 vendor program administrators, 359 transit ambassadors, 28 community intervention specialists, and 33 street team personnel

\*\*\*The 85 total budgeted personnel, including supervisors, are all deployed in the field

\*\*\*\*Metro staff has been unable to get responses to the RFP to fill the mental health crisis outreach teams.

Table 2 provides the number of personnel provided by each contract police agency. Metro contracts with LAPD for 290 total personnel. Of these personnel, 138 are patrol officers, 39 are police officers assigned to specialized units (e.g., K-9 Unit and Special Problems Unit), 32 are patrol and specialized unit sergeants, and 81 are administrative and support personnel, including detectives. An average of 138 LAPD patrol officers are deployed daily on the Metro system. Since LAPD patrol officers work for Metro on an overtime basis, the average number of daily deployable patrol personnel is the same as the available patrol personnel pool in Table 2.

Metro contracts with LASD for 326 total personnel. Of these personnel, 188 are patrol deputies, 41 are deputies assigned to specialized units (e.g., K-9 Unit and Mental Evaluation Team Unit), 34 are patrol and specialized unit sergeants, and 63 are administrative and support personnel, including detectives. An average of 115 LASD patrol deputies are deployed daily on the Metro system. Since LASD provides full-time patrol deputies, a total of 188 personnel is available for patrol deployment to provide 7 day a week deployment and cover personnel leave.

Metro contracts with LBPD for 29 total personnel. Of these personnel, 18 are patrol officers, 2 are police officers assigned to a specialized unit (i.e., Quality of Life Unit), 4 are patrol sergeants, and 5 are administrative and support personnel, including a detective. An average of 10 LBPD patrol officers are deployed daily on the Metro system.

Overall, on average, there are 263 police officers patrolling the Metro system daily.

**Table 2: FY23 Contract Police Agency Personnel by Category**

Contract Police Agency	FY23 Authorized Staffing Levels and Budgets		
	Number of Budgeted Personnel	Personnel Pool for Patrol Deployment	Avg. Patrol Deployed Daily on System
LAPD*	290	138	138
<i>Patrol Officers</i>	138		
<i>Specialized Unit Officers</i>	39		
<i>Patrol/Specialized Unit Sergeants</i>	32		
<i>Administrative/Support Staff</i>	81		
LASD	326	188	115
<i>Patrol Officers</i>	188		
<i>Specialized Unit Officers</i>	41		
<i>Patrol/Specialized Unit Sergeants</i>	34		
<i>Administrative/Support Staff</i>	63		
LBPD	29	18	10
<i>Patrol Officers</i>	18		
<i>Specialized Unit Officers</i>	2		
<i>Patrol/Specialized Unit Sergeants</i>	4		
<i>Administrative/Support Staff</i>	5		
<b>Total</b>	<b>645</b>	<b>344</b>	<b>263</b>

\*Since LAPD patrol officers/sergeants work for Metro on an overtime basis, the number of daily deployable LAPD patrol personnel is the same as available personnel pool.

**Policing Models in Large Transit Agencies**

It is common for large transit agencies to have their own police department. These specialized police departments are responsible for ensuring the safety and security of passengers, employees,

and the transit system itself. In-house transit police proactively address the specific challenges and dynamics of transit environments.

Having an in-house police department allows transit agencies to have greater control and accountability over the safety and security of their services. It enables a more direct and immediate response to incidents, as well as a deeper understanding of the specific safety concerns and needs of the transit system. Transit police departments can develop specialized strategies and partnerships to address issues such as fare evasion, disorderly conduct, and other offenses that are unique to public transportation.

As illustrated in Table 3, six of the 10 largest U.S. transit agencies have a transit police department. Of those that do not, the Chicago Transit Authority utilizes contract police services provided by the Chicago Police Department, the San Francisco Municipal Railway receives police services through the San Francisco Police Department, LACMTA contracts with three law enforcement agencies, and King County Metro Transit receives police services through a contract with the Sheriff's Office. The remaining transit agencies have a transit police department.

However, the Metropolitan Transit Authority (MTA) in New York utilizes a hybrid approach to police services by having a transit police department as well as contracting with a municipal police department. The 1,095 police officers within the MTA Police Department provide law enforcement services for Grand Central Terminal, Penn Station, and all MTA infrastructure (i.e., track, yards, shops, stations, and railroad crossings) of the Metro-North Railroad, the Long Island Rail Road, and the Staten Island Railway. Complementary, the police officers assigned to the New York City Police Department Transit Bureau provide law enforcement services for the MTA subway lines, trains, and stations within New York City.

**Table 3: Police Departments within Ten Largest U.S. Transit Agencies**

<b>Transit Agency</b>	<b>Unlinked Passenger Trips* 2019 (Thousands)</b>	<b>Has Transit PD</b>	<b>Number of Personnel</b>
1) Metropolitan Transit Authority – New York City (NYCT)	3,451,139	✓	1,095 sworn & 56 non-sworn
2) Chicago Transit Authority (CTA)	455,743		
3) Los Angeles County Metropolitan Transit Authority (LACMTA)	379,718		
4) Massachusetts Bay Transportation Authority (MBTA)	366,716	✓	264 sworn & 50 non-sworn
5) Washington Metropolitan Area Transit Authority (WMATA)	354,656	✓	468 sworn, 140 security guards & 101 non-sworn
6) Southeastern Pennsylvania Transportation Authority (SEPTA)	308,266	✓	260 sworn & 10 non-sworn
7) New Jersey Transit Corporation (NJ TRANSIT)	267,270	✓	250 sworn & 70 non-sworn
8) San Francisco Municipal Railway (Muni)	223,338		
9) King County Metro Transit (KCMT)	128,666		
10) San Francisco Bay Area Rapid Transit (BART)	128,217	✓	206 sworn & 90 non-sworn

\*American Public Transportation Association (APTA) defines unlinked passenger trips as “The number of passengers who board public transportation vehicles. Passengers are counted each time they board vehicles no matter how many vehicles they use to travel from their origin to their destination.”

**BENEFITS OF IN-HOUSE PUBLIC SAFETY DEPARTMENT**

Six primary benefits of an in-house transit public safety department are discussed below: cultural alignment; engaged visibility; fiscal sustainability; dedicated staffing; accountability & transparency; and response time.

**Cultural Alignment**

An agency’s mission and values can serve as the foundation for its practices, such as training, performance, discipline, and hiring. Cultural alignment with an organization’s mission and values is crucial for achieving success. An in-house public safety department can align culturally with Metro’s organizational mission and values. By having an in-house public safety department, Metro would have the authority to set required trainings, performance expectations, and disciplinary processes, and shape the recruitment and selection process to ensure the hiring of employees aligned with Metro’s mission and values. This will enable Metro to establish a solid foundation

for safety practices and ensure that public safety employees are working in alignment with Metro values. The Metro mission and values recognize that policing is not the only way to keep people safe which is reflected in the six components of the Metro public safety ecosystem.

Transit public safety officers work in a unique environment that requires specialized skills and knowledge. In addition to the mandatory basic law enforcement training required by the California Commission on Peace Officer Standards and Training (POST), Metro transit officers would be required to take enhanced transit-specific training to include de-escalation, trauma-informed response, cultural diversity awareness, implicit bias, duty to intervene, crisis intervention, interpersonal communications, customer experience, and community engagement. The recently adopted Bias-Free Policing Policy and Public Safety Analytics Policy would also apply to the in-house public safety department.

### **Engaged Visibility**

The OIG's audit reports over the past several years illustrate the persistent challenges with contract police services, including an inability to provide information on the following deployment metrics: number of train and bus boardings, how much time is spent riding trains and buses, and how much time is spent at train stations. The report also found that deployment practices "provide little visible security presence on the Metro Bus System." Many of the deployment challenges with contract police services are intractable, recurring year after year in the annual OIG audit reports, without remedy. These challenges have included poor police visibility on buses, trains, and at stations as well as inconsistent staffing at key critical infrastructure locations.

These issues are more readily addressed with an in-house public safety department, which can adopt a policing style that emphasizes service and allows the transit agency to manage deployment locations and times directly. Due to a greater degree of oversight, accountability, and control over police resources with an in-house public safety department, Metro can increase service provision to riders and employees. Transit policing is different from local policing, with the former emphasizing "engaged visibility" and the latter emphasizing response to calls for service. Commonly, an emphasis on "engaged visibility" leads to the provision of service, while an emphasis on responding to calls for service leads to law enforcement.

The primary objective of a transit public safety department is engaged visibility. By having a dedicated public safety department, Metro can better manage the officer's role to be visible on the system and proactively engage and build relationships with the riding community, while still being able to respond to calls for service as needed.

The purpose of engaged visibility is to foster trust, promote positive police-community relationships, and enhance the effectiveness of law enforcement efforts. By being present and

involved throughout the Metro system, officers can gain a better understanding of the concerns of riders and employees, build rapport, and establish open lines of communication. This can lead to improved collaboration, increased community support, and more effective crime prevention and problem-solving initiatives.

## **Fiscal Sustainability**

One of the challenges faced by Metro today in providing contract police services is the rising cost of those services. Over the past several years, Metro has experienced significant cost increases for police services. Initially awarded for five years at \$645.6 million, the multi-agency law enforcement services contract awarded to LBPd, LAPD, and LASD in 2017 has been modified seven times, increasing the total contract value to \$916.5 for the six-year contract period ending on June 30, 2023.

The recent procurement yielded significantly higher bids valued at \$1.48 billion for a 5-year period (FY24 – FY29) in contrast to the Independent Cost Estimate of \$829.5 million. The significantly higher bids are partially due to coverage needed for the continued expansion of the Metro service area (i.e. new rail lines) and the cost structure where all LAPD costs are charged at an overtime rate rather than a straight time rate.

However, the cost for contract police services is escalating at an unsustainable rate. In comparison, Metro OMB estimates an average annual increase of about 5% with an in-house public safety department. This includes increases for wages, fringe benefits, insurance, workers' compensation, liability, non-labor costs, administrative and overhead allocation, and wages for on-board training.

One of the advantages of an in-house public safety department is that it provides greater control over costs while still providing high-quality police services that meet the needs of Metro customers and employees. The consolidation of law enforcement contract services into a single, in-house public safety department presents significant opportunities for enhancing efficiency and reducing expenses. Currently, Metro's multi-agency model results in unnecessary duplication of management and administrative efforts. Each of the three law enforcement agencies performs identical support functions. The savings resulting from the elimination of duplicated services can be reinvested into the system.

In addition, such a consolidation effort could improve the overall consistency of service delivery. Multiple agencies can result in conflicting approaches to policing strategies throughout the system. This can lead to confusion, inconsistency, and inefficiency in service delivery. However, by consolidating under a single leadership structure, Metro can ensure more streamlined and unified directives. Through an in-house public safety department, Metro can eliminate redundancy, streamline communication, and provide better resource allocation.

Prior industry studies and assessments reflect that the cost of an in-house transit public safety department in the U.S. is typically 20-40% less than contract police services. To test this expectation of decreased costs with a new in-house Metro public safety department, a budget was developed in a later section of this report. The salaries for the myriad positions, with their fully burdened rates, were identified, along with the costs for training, equipment, and retirement benefits. In addition, costs for liability, insurance, and workers' compensation were estimated by Metro Risk Management and an administrative and overhead allocation was estimated by Metro OMB.

Typically, space, vehicles, and equipment are among the costliest acquisitions for a new public safety department. Currently, Metro provides space, vehicles, and equipment for the contract law enforcement agencies which can be used for the new in-house public safety department, resulting in minimal start-up costs. Even at a time in which the Metro rail system is expanding to include the Regional Connector, Purple Line extension, and Airport Connector, the cost of policing services would not necessarily increase with an in-house public safety department.

### **Dedicated Staffing**

Additionally, an internal department fosters a stronger sense of ownership regarding safety and security on the transit system. Dedicated staff stationed at assigned locations, terminals, and aboard trains and buses can engage with riders and employees consistently and will get to know Metro riders and employees.

In contrast, currently, all 138 LAPD daily patrol officers are selected through a random, blind lottery system to work in an overtime capacity. Consequently, some officers may work overtime shifts only on a monthly or annual basis, depending on their preferences, which means they do not have the opportunity to learn the nuances of policing on a transit system or get to know riders and employees.

An average of 115 LASD patrol deputies assigned to its Transit Services Bureau are deployed daily. Since these deputies are dedicated to the Metro system, personnel leave is covered through relief patrol personnel or overtime which ensures full staffing on each shift. However, the OIG audit report stated: "The visible presence of LASD contracted law enforcement personnel on the Metro System is very limited." This is due to the deployment of LASD patrol deputies in vehicles, as opposed to foot patrol, because of the need to respond to calls for service. According to the OIG audit report, LASD patrol deputies are assigned to ride trains on only 12 of the 178 weekly shifts. The opportunity for LASD patrol deputies to engage with Metro riders and employees is minimal with its current deployment method.

An average of 10 LBPD patrol officers are assigned to Metro daily. LBPD offers a hybrid approach to Metro assignment with some of these officers being permanently assigned to work the Metro



system and the remaining officers supplementing coverage on an overtime basis. In addition, specialized services such as K-9 (as needed) and motorcycle patrol are provided by LBPD on an overtime basis.

A key strength of an in-house public safety department is that it can provide more control and customization over the services provided, Metro can tailor the public safety department to its specific needs and priorities. Having an in-house public safety department may create a stronger sense of community and accountability, as the officers are directly employed and are accountable to Metro and the riders they serve.

### **Accountability & Transparency**

Moreover, an in-house public safety department enhances transparency and accountability allowing for immediate access to real-time crime data that can be consistently reported. Real-time data empowers Metro to identify patterns and trends in criminal activity, enabling the adjustment of strategies and tactics proactively to prevent future incidents.

Metro could also consider establishing a citizen's oversight committee to provide an independent avenue for complaints, consistent with the public safety mission and values. Metro would also be able to hold officers accountable for performing in accordance with Metro policies and have the authority to conduct disciplinary action, such as removing officers from working the system, if necessary. An oversight committee would serve as a valuable mechanism for promoting accountability, transparency and trust between a public safety department and the community it serves. By involving citizens in the oversight process, the committee would contribute to the ongoing efforts to improve policing practices and enhance community engagement.

### **Response Time**

Response time to calls for service is dependent on having police officers geographically disbursed throughout the Metro system so they are able to respond rapidly to emergency calls for service. Emergency calls can involve crimes in-progress and incidents that put riders and employees in imminent danger. These incidents are critical, where minutes, and even seconds, can have a major impact on the outcome of the incident. Rapid response to emergency calls for service can decrease injuries suffered by the victim, increase the probability of arrest of the suspect at the scene of the offense, decrease property loss and destruction, and de-escalate the situation due to officer presence.

The annual OIG audit reports have consistently identified concerns regarding the deployment of police personnel on the Metro system. When police resources are not adequately deployed,

response times increase. With an in-house public safety department, Metro will have control over the deployment of its police resources and may be able to improve response times.

## **PUBLIC SAFETY SERVICE DELIVERY MODELS**

In this section, the in-house public safety department model is presented as well as an enhanced safety and security model which reinvests costs savings for moving away from contract law enforcement into other Metro public safety ecosystem components.

### **In-House Public Safety Department Model**

This study aimed to assess the feasibility of creating a public safety department within Metro, addressing the pivotal question: *Can Metro establish an in-house public safety department that will result in enhanced police services to Metro riders and employees at a reduced cost?*

By assuming direct management and control over law enforcement service, Metro gains the ability to allocate resources, optimize staffing levels, and significantly reduce unnecessary expenses associated with contracted services. This in-house approach ensures a leaner and more efficient utilization of resources. In short, this study found that through the implementation of an in-house public safety department, Metro could see substantial cost savings compared to reliance on contract services.

To effectively illustrate a consolidated in-house public safety department, a detailed personnel structure was developed to demonstrate an efficient and comprehensive public safety department. As illustrated in Table 4, an in-house public safety department could require 464 personnel dedicated to the provision of police services. This includes 290 patrol officers, 52 specialized unit officers (e.g., K-9, problem response, and community policing), 39 patrol and specialized unit sergeants, and 83 administrative/support staff, including detectives. Of the 83 administrative and support personnel, 17 are command staff personnel, 3 are sergeants, 9 are detectives, 8 are specialized assignment officers, and 46 are non-sworn support personnel.

Under the current contract law enforcement system, 426 officers are assigned to patrol or specialized units. Under the in-house public safety department model, this number has been reduced to 342 as illustrated in Table 4. The reduction is due largely to the expected minimal deployment of two officer units under the in-house model. Currently, the contract police officers are almost exclusively deployed as two officer/deputy units. Two officer units should be strategically deployed based on conditions and initiatives, but overall, they should be minimally utilized. By reducing the use of two officer units, the in-house public safety department model will not only be able to reduce the overall number of police personnel but increase system coverage in comparison to current contract deployment practices.

The in-house public safety department model also significantly reduces the number of administrative/support personnel from 149 under the current contract services model to 83 (see Table 4). Therefore, the administrative overhead to operate an in-house public safety department is less costly. In addition, Metro currently provides the contract law enforcement agencies with facilities, vehicles, and equipment which can be used by the in-house public safety department, significantly reducing start-up costs.

**Table 4: Number of In-House Public Safety Department Personnel**

<b>Personnel Category</b>	<b>Number of Budgeted Personnel</b>
<b>Patrol Officers</b>	<b>290</b>
<b>Specialized Unit Officers</b>	<b>52</b>
<b>Patrol/Specialized Unit Sergeants</b>	<b>39</b>
<b>Administrative/Support Staff</b>	<b>83</b>
<i>Police Detective</i>	9
<i>Police Officer – Specialized Assignment (e.g., training, recruitment, &amp; backgrounds)</i>	8
<i>Police Sergeant</i>	3
<i>Police Lieutenant</i>	10
<i>Police Captain</i>	4
<i>Police Assistant Chief</i>	2
<i>Police Chief</i>	1
<i>Crime &amp; Intelligence Analyst</i>	8
<i>Management Analyst</i>	12
<i>Administrative Assistant</i>	9
<i>Administrative Clerk</i>	17
<b>Total</b>	<b>464</b>

To test the expectation of decreased costs with an in-house public safety department, an estimated budget was developed based on the personnel categories depicted in Table 4. Salaries, burdened rates, training and equipment costs, and retirement benefits were budgeted at \$100.8 million. Metro Risk Management estimated the annual costs for insurance (\$20 million), workers' compensation (\$3.1 million), and general liability (\$2.9 million) for operating a public safety department. The general liability costs align with the same for BART PD. Over the past 6 years, BART PD has averaged \$2 million per year for third party liability claims and lawsuits filed against the District for police actions. In addition, Metro OMB estimated costs for administrative overhead allocation (\$6.3 million) and on-board training wages (\$2.3 million).

As illustrated in Table 5, it is estimated the total annual budget for a Metro public safety department will be \$135.4 million if Metro were to implement one today. The estimated budget for an in-house public safety department is 21.7% less than the \$172.9 million that Metro has budgeted for policing contracts in FY23. Therefore, cost savings from a Metro public safety department in comparison to contract police services are expected.

The in-house public safety department model presented in Table 5 maintains the FY23 personnel levels and budgets for the other five components of the Metro public safety ecosystem. It only changes the personnel levels and budget for police services. As indicated, the costs decrease \$37.5 million per year.

**Table 5: In-House Public Safety Department Model – Personnel and Budgets**

Public Safety Ecosystem Component	FY23 Staffing and Budget Model		In-House Public Safety Department Model	
	Number of Personnel	Annual Budget (millions)	Number of Personnel	Annual Budget (millions)
<b>Police</b>	<b>645</b>	<b>\$172.9</b>	<b>464</b>	<b>\$135.4</b>
<i>Patrol Officers</i>	344		290	
<i>Specialized Unit Officers</i>	82		52	
<i>Patrol/Specialized Unit Sergeants</i>	70		39	
<i>Administrative/Support Staff</i>	149		83	
<b>Metro Transit Security</b>	<b>290</b>	<b>\$40.2</b>	<b>290</b>	<b>\$40.2</b>
<b>Contract Security</b>	<b>322</b>	<b>\$24.5</b>	<b>322</b>	<b>\$24.5</b>
<b>Transit Ambassador Program</b>	<b>437</b>	<b>\$33.0</b>	<b>437</b>	<b>\$33.0</b>
<b>Homeless Outreach</b>	<b>85</b>	<b>\$15.3</b>	<b>85</b>	<b>\$15.3</b>
<b>Mental Health Crisis Outreach</b>	<b>30</b>	<b>\$10.0</b>	<b>30</b>	<b>\$10.0</b>
<b>Total</b>	<b>1,809</b>	<b>\$295.9</b>	<b>1,628</b>	<b>\$258.4</b>

**Enhanced Safety and Security Model**

Metro riders and employees are concerned about their safety. The need for safety is a fundamental human need, but it is recognized that safety has differential meanings for individuals. In the survey discussed in the Metro Customer Experience Plan 2022, participants expressed concern about their safety at bus stops and train stations as well as on buses and trains, especially at night. Overall, out of the 40 service factors rated by Metro riders, all but one of the bottom ranked issues involve safety. The bottom ranked issues are below.

- Presence of security staff on *buses* and *trains*
- Enforcement of Metro rules on *trains*
- Personal security on Metro *trains* and *buses* at night
- Personal security at Metro *train stations* and *bus stops* at night
- How well Metro addresses homelessness on *buses* and *trains*
- Shade at bus stops

Safety related findings from a survey completed in summer 2021, which included both customers and employees, found that women and nonbinary individuals tend to feel less safe than men on the Metro system. This was further illustrated in Metro's *Understanding How Women Travel* report (2019) which stated:

Women feel unsafe on public transit, and it is impacting how often they ride, when they ride, and if they ride at all. Among women, safety on transit is a top concern voiced across every mode of data collection, and their concerns center around harassment and personal security, as well as physical safety and design of vehicles, stations, and stops. ***These concerns collectively obstruct women's freedom of movement*** [emphasis added].

The results of the customer experience survey illustrated that most riders support both additional armed and unarmed security personnel throughout the Metro system. Over 60% of the riders surveyed want additional armed security officers, and this result is consistent across all racial/ethnic groups. In addition, over 70% of the riders surveyed want additional unarmed security officers. Furthermore, of the Metro employees surveyed, ***39% reported feeling safe rarely or never.***

By adopting an in-house public safety department model, Metro can leverage the potential \$37.5 million in savings to enhance the current public safety ecosystem. This approach will not only create a stronger and more efficient safety framework but also allows Metro to reallocate its resources in a proactive and cost-effective manner that aligns with agency safety priorities. This will ultimately lead to a safer and more secure transit experience for riders and employees.

The availability of these savings opens avenues for enhancing safety and security measures in various ways. For instance, investing a portion of the savings into hiring additional Metro transit security and contract security would enhance Metro's efforts to maintain a safe and secure environment, protect people and property, and deter criminal activities. Furthermore, allocating additional resources towards homeless outreach programs could further help address the complex challenges faced by Metro to provide a care response to social issues specifically related to individuals experiencing homelessness, untreated mental health, and addiction issues within the

transit system. Additionally, the Metro ambassador program provides welcome customer service, helps customers feel safer aboard trains and buses and on platforms, helps de-escalate any potential situations, and serves as eyes and ears on the system that were previously not there. Providing additional resources for each of these components is discussed below.

### **Transit Security**

Since the role of Metro transit security has evolved into a customer-facing role, additional personnel can be utilized which not only reflects the responsibility for fare and code of conduct enforcement but also the need to increase security and visibility throughout the Metro system. Transit security should adopt the primary objective of engaged visibility as discussed regarding transit policing. Transit security should positively interact with Metro riders and employees and provide a deterrent to crime and disorder. Strategic deployment throughout the Metro system including critical infrastructure locations as well as the bus and rail system is needed.

Metro could consider an increase in the number of Metro transit security personnel from the 290 positions that are currently budgeted, to 432. Of these 142 additional personnel, 128 include transit security officers that would be deployed on the Metro system including 38 additional officers for code of conduct compliance initiatives, 32 additional officers for bus riding teams, 30 additional officers for a visible security presence at Union Station, and 28 additional officers for rail riding teams. The remaining 14 additional personnel include 11 transit security sergeants, 2 lieutenants, and 1 captain. The estimated annual budget for enhanced staffing levels for Metro transit security would be \$60.9 million based on the FY23 budget.

### **Contract Security**

Within the enhanced safety and security model, the number of contract security officers could increase from 322 to 394 to support rail system growth. Of the 72 additional contract security officers, 18 officers would be assigned to the Regional Connector, 42 officers would be assigned to the Purple Line extension, and 12 officers would be assigned to the Airport Connector. The estimated annual budget for enhanced contract security would be \$29.9 million based on the FY23 budget.

### **Transit Ambassador Program**

Under the enhanced safety and security model, the number of ambassador program staff could increase from 437 to 501. The increase in staffing allows for broader deployment of staff riding trains and buses across the system. The 64 additional personnel allow for the deployment of 36 additional transit ambassadors on the bus and rail systems. It also provides 28 transit ambassadors for the deployment of “surge teams” to support special operations such as the Drug-Free Metro campaign, as well as support for unexpected service disruptions or planned sporting or

entertainment events, without disrupting coverage across the system. The increase could also help support service expansion. The estimated annual budget for enhanced transit ambassador program personnel would be \$37.8 million based on the FY23 budget.

### Homeless Outreach/Crisis Response

Metro’s homeless services program is a key component of the multi-layered public safety model. The expansion of outreach services would be a critical component of standing up an in-house public safety department. With the enhanced safety and security model, Metro could increase the number of homeless outreach personnel from the current 85 personnel to 118. Homeless outreach personnel are deployed in multidisciplinary teams which consist of an outreach worker, a case manager, and several specialized personnel such as an addiction specialist, mental health worker, or medical personnel. The increase in homeless outreach personnel could improve Metro’s ability to compassionately engage with unhoused riders and connect them with social and behavioral services. The estimated annual budget for enhanced homeless outreach personnel would be \$21.2 million based on the FY23 budget.

As illustrated in Table 6, the current FY23 public safety staffing and budget model includes 1,809 personnel and a budget of \$295.9 million. The enhanced safety and security model which includes an in-house public safety department provides 1,939 personnel and a budget of \$295.2 million. By strategically reallocating resources, Metro can not only strengthen its safety priorities but also create a safer and more secure transit experience for all.

**Table 6: Public Safety Service Delivery Models – Personnel and Budgets**

Public Safety Ecosystem Component	FY23 Staffing and Budget Model		In-House Public Safety Department Model		Enhanced Safety and Security Model	
	Number of Personnel	Annual Budget (millions)	Number of Personnel	Annual Budget (millions)	Number of Personnel	Annual Budget (millions)
Police	645	\$172.9	464	\$135.4	464	\$135.4
Metro Transit Security	290	\$40.2	290	\$40.2	432	\$60.9
Contract Security	322	\$24.5	322	\$24.5	394	\$29.9
Transit Ambassador Program	437	\$33.0	437	\$33.0	501	\$37.8
Homeless Outreach	85	\$15.3	85	\$15.3	118	\$21.2
Mental Health Crisis Outreach	30	\$10.0	30	\$10.0	30	\$10.0
<b>Total</b>	<b>1,809</b>	<b>\$295.9</b>	<b>1,628</b>	<b>\$258.4</b>	<b>1,939</b>	<b>\$295.2</b>

## **PUBLIC SAFETY SERVICE DELIVERY SUMMARY**

Table 6 compares the three staffing and budget models developed in this report.

The FY23 staffing and budget model includes the current number of *authorized/budgeted* personnel for each of the six public safety ecosystem components and the FY23 budget for each. Overall, there are 1,809 positions with an annual budget of \$295.9 million.

The in-house public safety department model reduces the number of police personnel by 181, from the FY23 staffing and budget model of 645 to 464 and maintains the current level of staffing and budget for each of the other five public safety ecosystem components. The total number of positions is 1,628 with an annual estimated budget of \$258.4 million. The estimated annual budget has been reduced by \$37.5 million in comparison to the FY23 current budget.

The enhanced safety and security model builds upon the in-house public safety department model by leveraging the potential \$37.5 million in savings to enhance the current public safety ecosystem. The total number of personnel has increased from 1,628 in the in-house public safety department model to 1,939 in the enhanced safety and security model. In sum, 311 personnel are added to the Metro public safety ecosystem including 142 transit security personnel, 72 contract security personnel, 64 transit ambassador program personnel, and 33 homeless outreach personnel. The estimated budget for the 1,939 personnel is \$295.2 million - \$700,000 less than the FY23 current budget of \$295.9.

### **CONCLUSION**

This feasibility study report concludes with a discussion of the challenges with developing an in-house public safety department and Metro's legal authority to have its own police department.

#### **In-House Public Safety Department Challenges**

It is important to discuss the challenges Metro will face if it develops an in-house public safety department. The challenges include liability, personnel recruitment and retention, and establishing and maintaining in-house specialized units.

##### **Liability**

There are financial risks associated with lawsuits against the police. The most common lawsuits regarding the interaction between a police officer and an individual involve the use of force and the operation of motor vehicles. Since transit policing differs from municipal and county policing, the threat of liability is reduced. This is primarily due to the clearly defined area of responsibility



associated with transit policing, which minimizes exposure to the types of incidents that lead to lawsuits against the police.

The use of force is the most common basis for a lawsuit. Use of force most commonly occurs during arrests. Transit police departments make far fewer arrests than municipal and county agencies, thus limiting liability exposure. Regarding Metro, there were about 2,800 arrests in 2022, in comparison to over 255 million riders for the same year. In addition, transit police officers are commonly assigned to foot patrol instead of vehicles, which reduces potential liability for traffic related claims. Because of these two factors, transit policing carries less liability risk than municipal and county policing.

Of note, over the last six years of the law enforcement contracts, LAPD has had three officer involved shootings and no transit-related lawsuits, LASD has had two officer involved shootings and no transit-related lawsuits, and LBPD has had zero officer involved shootings and one transit-related lawsuit. Over the last decade, Metro's transit security officers have not discharged their weapons and no transit-related lawsuits.

Furthermore, Metro Risk Management estimates the annual costs for general liability for an in-house public safety department at \$2.9 million. For comparison, over the past 6 years, BART PD has averaged \$2 million per year for third party liability claims and lawsuits filed against the District for police actions.

### **Personnel Recruitment and Retention**

It is recognized that each component of the Metro public safety ecosystem faces recruitment challenges including Metro contract providers such as contract security, homeless outreach, and mental health crisis outreach. Regarding police departments specifically, most large police departments throughout the U.S. are having difficulty attracting, hiring, and retaining police officers. To be competitive in the labor market, a Metro public safety department would require a multifaceted approach that considers the unique needs and expectations of the labor market.

Of note, lateral transfers are not expected due to pension compatibility issues. To be competitive in the labor market, Metro would need to develop proactive recruitment strategies that would attract a diverse pool of qualified candidates. This could involve targeted advertising and outreach efforts to reach potential candidates who prioritize social impact and a service-oriented environment. By implementing these strategies and offering favorable compensation, Metro could attract and retain a qualified and motivated workforce that is committed to serving riders and employees.

The development of a large fully staffed police department typically takes 3-5 years. This timeframe is feasible in the context of Metro's current policing contracts, which can be extended

for up to 3 years and can be modified at any time, in whole or in part, as Metro implements new public safety programs. Therefore, as Metro public safety officers are released from field training, a commensurate decrease in contract police services can occur, thus ensuring full police staffing on the Metro system as the transition to an in-house public safety department occurs.

### **Establishing and Maintaining In-House Specialized Units**

In large law enforcement agencies, specialized units serve crucial roles. They bring a level of expertise and dedicated focus that's typically beyond the scope of regular police duties. However, establishing and maintaining these specialized units within Metro could present challenges. Each of these units requires officers with specific training, skills, and competencies as well as experienced leadership and management for each of these units. This means Metro will need to invest in extensive, ongoing training and new hiring to fill these roles adequately. It can take time to fully operationalize these specialized units, during which Metro may have to rely on external support. In addition to personnel training, each of these units requires unique resources and specialized equipment. Procuring, maintaining, and updating such equipment can add budget costs.

### **Legal Authorization to Establish a Metro Public Safety Department**

The enabling legislation for Metro to have its own police department exists in the State of California Public Utilities Code Section 30504. However, the enabling legislation uses the term “district”, referring to the Southern California Rapid Transit District which is a predecessor agency of Metro. The legislation should be changed to reflect the agency’s current name and mirror the enabling legislation for the Bay Area Rapid Transit (BART) Police Department which, unlike the current language that applies to Metro, does not include specific position requirements for the Chief of Police and does not have outdated time requirements related to police officer certifications.

# **Appendix**

## **Metro Board of Directors Question Responses**

This appendix includes the questions raised by Metro Board members about the law enforcement feasibility study during the March 23, 2023 Board meeting. The responses are provided by Wanda Dunham Consulting.

**Questions from Board Member Karen Bass**

Overall question - How do transit agencies across the nation do in-house law enforcement?

**1) When did those in-house law enforcement departments form and how long have they existed?**

According to the American Public Transportation Association (APTA), numerous transit police departments were established more than 40 years ago. Below is a list of transit police departments, the year they were established, and the number of years they have been in existence.

• MBTA-Boston, MA	1968	55 years
• Port Authority Allegheny County-Pittsburgh, PA	1968	55 years
• MTA-Baltimore, MD	1971	52 years
• BART-Oakland, CA	1972	51 years
• WMATA-Washington, DC	1976	47 years
• MARTA-Atlanta, GA	1977	46 years
• Greater Cleveland, OH RTA	1977	46 years
• Houston Metro-Houston, TX	1979	44 years
• SEPTA-Philadelphia, PA	1981	42 years
• DART-Dallas, TX	1989	34 years
• UTA-St. Lake City, UT	2002	19 years
• VIA-San Antonio, TX	2003	20 years
• RTD-Denver, CO	2004	19 years
• METRO RTA-Akron, OH	2017	6 years
• CAPMETRO-Austin, TX	2021	2 years

**2) How are other transit agencies handling the national increase in homelessness and substance abuse?**

In 2022, Dallas Area Rapid Transit (DART) entered into an agreement with Downtown Dallas, Inc. to create a private-public partnership to address an increased homelessness issue in the downtown area.

Houston Metro launched a Homeless Action Team (HAT) in 2018 because they recognized a need to connect community members experiencing homelessness with several services. HAT officers have worked with the Metropolitan Council’s Housing and Redevelopment Authority to place more than 300 people in more permanent housing thanks to the HRA’s federally funded rental assistance program. Metro currently has six officers assigned to the HAT team.

In April 2021, as the vulnerable population increased on their system, SEPTA-Philadelphia launched its SCOPE program, a comprehensive and compassionate response to the challenges of the vulnerable population. SCOPE stands for: Safety, Cleaning, Ownership, and Partnership Engagement.

## TRANSIT COOPERATIVE RESEARCH PROGRAM (TCRP) SYNTHESIS 121

Research Sponsored by the Federal Transit Administration in Cooperation with the Transit Development Corporation

Transit Agency Practices in Interacting with Who Are Homeless

Case examples provide additional details on challenges, solutions, partnerships, and lessons learned at six agencies:

- Fort Worth, Texas: Fort Worth Transportation Authority
- Madison, Wisconsin: Metro Transit
- Oakland, California: Bay Area Rapid Transit
- Philadelphia, Pennsylvania: Southeastern Pennsylvania Transportation Authority
- Phoenix, Arizona: Valley Metro
- Washington, D.C.: Washington Metropolitan Area Transit Authority

*Findings suggest that people who are homeless are an issue for transit agencies regardless of size, although larger agencies are more likely to characterize homelessness as a major issue. Successful policies target behavior rather than groups or individuals. Codes of conduct and consistent enforcement clarify agency expectations.*

*Findings also suggest that partnerships are essential, and that enforcement is necessary but not sufficient. People who are homeless are often incorrectly viewed as a homogeneous group. Case workers and others at social service and nonprofit agencies have a much greater understanding of people who are homeless, and they can persuade these individuals, who may initially be service-resistant, to accept services. Among survey respondents, law enforcement personnel from transit police or security departments consistently emphasized the need for partnerships and the options for these partnerships offered to their police officers. Transit agencies reported that partnerships result in enhanced customer security and perceptions, provision of help for those who need it, and increased sensitivity to the people and issues involved.*

*Transit agencies and their social service and nonprofit partners are experimenting with new approaches to interactions with people who are homeless. One promising practice is to set up drop-in centers staffed by social workers in transit facilities and stations. Initial results suggest that the ability to do client intake onsite at the transit station or center is very effective in persuading people who are homeless to seek and accept help.*

*Actions taken by transit agencies have resulted in enhanced safety and comfort for all customers. In addition, many respondents and nearly all case examples reported successful outcomes for specific individuals who are homeless, along with improved customer satisfaction. In the absence*

*of a broader societal fix for homelessness, agencies can (and deserve to) acknowledge their role in these success stories.*

### **3) Do agencies combine law enforcement with social services and if so, how?**

While crisis intervention is not a new concept, it is a relatively new concept for transit agencies. As a part of the recent pandemic, law enforcement agencies were in search of creative solutions to address mental health, homelessness, and substance abuse issues which were heightened due to reduced ridership. Agencies went in search of proven programs such as the CAHOOTS (Crisis Assistance Helping Out On The Streets) program. The CAHOOTS program has been in existence for over 30 years and has a proven record of success. CAHOOTS is a collaboration between local police and a community service group called White Bird Clinic in Eugene, Oregon. Others have also made a name for themselves such as the STAR (Support Team Assisted Response) program in Denver, Colorado. Their goal is to send the right people to help with crisis related calls.

Today, transit agencies are getting onboard with integrating mental health professionals into their agencies, such as the Houston Metro CARES unit which officially launched in 2021 and consists of 2 shifts with a police officer and clinician working together. Regional Transit District (RTD) Denver launched their program in 2019 with the assistance of grant funding and hired four mental health clinicians and 1 homeless outreach coordinator. Every transit agency has adopted a unique approach to the combination of social services and law enforcement officers. For example, at RTD Denver and Houston Metro their mental health clinicians are paired with law enforcement officers.

### **4) Did they start as pure law enforcement or were they combined with social services to begin with?**

In 2021, CAPMETRO-Austin launched its multi-phased public safety approach with the addition of 4 mental health clinicians, 15 ambassadors and established a new in-house Police Department. The clinicians, ambassadors and law enforcement are all separate with their own supervisors who report up to the head of the Public Safety Division.

### **5) How are these agencies' law enforcement officers trained?**

All law enforcement officers are required to comply with accredited training through the state Peace Officer Standards and Training (POST). The current requirement for the Basic POST certification to become a certified Peace Officer in CA is a minimum of 664 hours which covers 42 separate areas of instruction.

The following colleges and law enforcement academies offer Basic POST Academy Training in the Los Angeles area:

Sheriff's Departments:

- Los Angeles County, Orange County, San Bernardino County, Riverside County

Colleges:

- Rio Hondo College
- Golden West College

Police academy time frame ranges from 22-24 weeks depending on location. Upon completion of the Basic Peace Officer Course, agencies will provide a field officer training process to familiarize the officers with the Metro system. In addition, they will provide expanded transit specific training with a care-based focus to include mental health crisis intervention, anti-bias, de-escalation, conflict resolution, and exceptional customer service training to align with Metro's core values.

#### **6) Have the in-house forces been effective?**

The number one benefit according to transit law enforcement agencies surveyed to having in-house police departments was it resulted in cost savings. The effectiveness of in-house police departments is difficult to answer, however, we could say that transit agencies are finding ways to enhance the existing security forces by introducing a re-imagined public safety model to address the needs of riders. The primary goal of transit systems should be for law enforcement to have engaged visibility. This objective is accomplished when police officers positively interact with riders and employees and provide a deterrent to crime and disorder.

When dealing with contract policing some of the more common complaints have included poor police visibility on buses, trains, and at stations, extended response times, and inconsistent staffing at key critical infrastructure locations. These issues are more readily addressed within an in-house transit police department.

In-house transit police departments are also enhanced through the adoption of a policing style which emphasizes service. Due to the decentralized nature of law enforcement in the U.S., police departments can adopt policing styles which fit the needs of the community. Transit policing is different than local policing with the former emphasizing engaged visibility and the latter emphasizing response to calls for service. Commonly, an emphasis on engaged visibility leads to the provision of service while an emphasis on responding to calls for service leads to law enforcement. A transit police department allows the agency to hire and train police officers who fit the service mission of the department.

#### **Question from Board Member Fernando Dutra**

##### **1) Why was the prior Metro PD disbanded?**

At the Metro Transit Policing Ad Hoc Committee, held on October 4, 1996, the merger of the MTA Transit Police Department with the Los Angeles Police Department (LAPD) and the Los Angeles County Sheriff's Department (LASD) was approved. This would be known as the Transit Policing Partnership. As part of the MTA Transit Law Enforcement Transition Action Plan, MTA would transfer appropriate MTA police and security personnel, assets, and functions to the Transit

Policing Partnership except for the MTA's in-house security guards, with full implementation effective January 5, 1997. After several delays, the actual mergers occurred in November of that year.

*According to the Board document, the purpose of the law enforcement merger was an opportunity to enhance the public service of all three agencies. Staff analyses had revealed that the partnership would be a significant enhancement of law enforcement service for the MTA and its passengers. At the same time, this consolidation of law enforcement agencies would be an enhancement of general law enforcement for the people of the City and County of Los Angeles.*

### **Questions from Board Member Holly Mitchell**

#### **1) How are multidisciplinary teams incorporated?**

For the multidisciplinary teams to be incorporated effectively, there would need to be a clearly defined deployment and operational plan created that would identify each of the areas roles and responsibilities and having adequate oversight and accountability to ensure that everyone is aligned and productive.

Transit agencies are searching for creative ways in which to enhance transit visibility and improve the perception of security. In 2020, MARTA launched its ambassador team with 15 non-sworn individuals to serve as additional eyes and ears for law enforcement and to perform duties that would free up sworn law enforcement officers to handle the more serious activities. MARTA ambassadors are called "Protective Specialist" and they are embedded within each of the police precincts and work within that zone to get to know the regular riders and create a community policing type rapport with the riders and gain the trust and camaraderie with the police officers they will be assisting. MARTA also created this position to serve as a pipeline for potential recruiting opportunities for those non-sworn community members who were looking for a job but did not meet the current law enforcement qualifications. Since the program's inception, several of the Protective Specialists have gone on to become sworn police officers with MARTA.

Also, in 2020, Bay Area Rapid Transit (BART) launched a new ambassador program deployed on trains to increase the presence of uniformed personnel on trains to address customers' concerns about safety and security. The unarmed ambassadors are recruited from the ranks of the BART Police Department's Community Service Officers, non-sworn personnel who perform a variety of police services. The ambassadors received additional de-escalation and anti-bias training before the program launched. The ambassadors are also trained to respond to customers' questions, complaints, or requests for service. They will observe and report and call upon an officer when enforcement is needed.

SEPTA moved uniformed ambassadors into place to help riders with no destination. According to SEPTA, their ambassadors work with those who need social services. They report that this is a



new effort to improve safety on SEPTA and designed to supplement police and help with unruly passengers and fare evaders.

**2) What percentage of the total staff would be unarmed in a new Safety department?**

Under the enhanced safety and security model option presented in the feasibility study, there will be 206 Transit Security Officer I positions (unarmed), 127 Transit Security Officer II positions (armed), and 15 Transit Senior Security Officer positions (armed) when Metro Transit Security is fully staffed. Of these 348 positions, 206 are unarmed (59.2%).

**3) What training will they receive and how will they work with transit ambassadors?**

This question was answered above regarding training. However, Metro transit police and the transit ambassadors can have an excellent working relationship. The supervisory teams for both units can collaborate on deployment needs and share information. Metro staff can participate in the orientation process for all new ambassadors.

**4) How are they sourced/where they are recruited from?**

For Metro to develop a professional transit police department, the unit must be able to attract and retain high quality personnel. To be competitive in the labor market, Metro will have to offer favorable incentives, salary and benefits comparable to that offered by the LAPD, LASD and other local law enforcement agencies.

Studies have shown that retired military personnel make excellent transit police officers due to the similarities of their duties of standing watch in the military. Therefore, the Metro police department can partner with Metro's existing military recruiter to help identify interested soldiers who may be approaching retirement or have a desire to leave the military but wish to remain in the area.

Existing law enforcement officers from neighboring departments who may have an interest in transit policing are another source. Existing Transit Security Officers II's or above may have a desire to transition to a sworn law enforcement position and meet all POST selection qualifications.

MTS will partner with internal communications and recruiting to develop a recruitment strategy to leverage their expertise and suggestions on innovative methods that could be used to garner qualified candidates.

**5) What kinds of workforce development opportunities could flow from bringing more people into the agency, as opposed to contracted through our partners?**

Having a Metro PD will allow Metro to provide people interested in a law enforcement career opportunities to pursue this interest. These opportunities could include community service officer,

cadet, and police explorer programs. Metro could also develop a unique workforce development opportunity to hire transit security officers and transition them into police officers.

**6) Are there cost savings to this approach, and can those cost savings go toward more rider amenities like clean and secure bathrooms, more ambassadors, or spaces for vendors and entertainers to perform near the system?**

Overall, it is estimated the total annual budget for a Metro PD will be \$135.4 million. The FY23 Metro budget for contract police services is \$172.9 million. Therefore, cost savings from a Metro PD in comparison to contract police services are expected. How cost savings are reallocated to other Metro initiatives will be determined by the Metro Board and the CEO.

**Question from Board Member Tim Sandoval**

**1) Financial analysis**

The FY23 Metro budget for contract police services is \$172.9 million. The feasibility report estimated the annual costs for a Metro PD at \$135.4 million.

## **Homeless Services**

The homelessness crisis continues to challenge communities nationwide, including their respective transit agencies. In Los Angeles, the crisis is among the most severe in the country, with more than 69,000 people experiencing homelessness (PEH) throughout the County. Over the last three years, there has been a noticeable increase in people experiencing homelessness seeking shelter on the transit system. Metro conducted its point-in-time count in March 2022 and estimated that approximately 800 individuals experiencing homelessness were sheltering at the rail and bus rapid transit stations on any night.

In January 2023, Metro commenced an evaluation at Metro end of line stations and an assessment of impacts on nearby local communities. This evaluation included point-in-time counts of PEH at the end of line rail stations and a demographic survey to better identify the need for social services to support unhoused riders. The count revealed that, on average, 555 unhoused individuals deboard nightly at Metro's 12 end of line rail stations. While transit vehicles and stations are not designed to be used as a shelter, they can be viewed as an encampment as they provide refuge from the cold winter weather and the summer heat.

Metro's primary role is that of a transit operator, not a homeless service provider, yet the magnitude of the crisis requires all hands on deck. Metro customers are concerned about homelessness on the system. We have heard from our customers through various channels, surveys, social media, customer care, and community meetings that homelessness is a top priority area for improvement. Metro riders told us that homelessness significantly impacts their customer experience.

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 daily in LA County. It also threatens to undermine the willingness of residents to take public transit, even as the system rapidly expands via the most extensive transit construction program in the country.

The impact of the homeless crisis on our system is well documented. In a 2018 brand survey, 64% of respondents felt that there were too many homeless people on the system, and some responded that they avoid Metro entirely due to widespread homelessness on the system. Metro also recognizes the urgency of curtailing behaviors and conditions that adversely affect the health and safety of other customers and employees. Metro's 2020 and 2022 Customer Experience Survey found that how Metro addresses homelessness on buses was one of the top 5 improvements that our bus and rail customers want to see. Based on the How Women Travel survey, the top reason

that women find it difficult to ride transit is that they do not feel it is safe. Safety perceptions for waiting at a station were even lower.

The presence of homeless individuals on public transit can create a range of problems that can negatively affect the customer experience. Some of the challenges include:

Safety concerns, sanitation and hygiene issues, increased maintenance costs, and decreased ridership. Homelessness often coincides with mental illness, substance abuse, and criminal activity. This can lead to situations where customers on public transit feel threatened or unsafe. Many homeless individuals lack access to proper sanitation and hygiene facilities, which can result in unpleasant smells and unsanitary conditions. This can make it difficult for other customers to use public transit comfortably. Homeless individuals on the Metro system deter other riders from using transit, either through their behavior or through their presence on transit vehicles or facilities.

Metro has increased its security presence, outreach, support programs for homeless individuals, and sanitation efforts to address these challenges. Metro has had to expand custodian crews on trains, stations, and ancillary areas to address cleanliness issues caused by PEH. In FY 24 Metro estimates the agency will spend \$200.9 million on cleaning efforts, an increase of 13% over FY 23. Recently, Metro's Director of Safety Certifications determined that custodians must wear Tyvek suits and Powered Air Purifying Respirators (PAPR) when cleaning in ancillary areas due to potential health risks. The agency has seen a drastic increase in homeless individuals living in ancillary areas in the rail stations where tremendous amounts of human waste and drug paraphernalia are left behind. PAPRs provide a higher level of respiratory protection by filtering out harmful airborne particles and reducing the risk of inhaling contaminants such as fecal matter. This helps protect custodians from exposure to pathogens, bacteria, and unpleasant odors associated with human waste, ensuring their safety and well-being while performing their cleaning duties.

Over the past five years, Metro allocated more than \$28 million in advancing solutions to support unhoused individuals who take shelter on the Metro system. Since 2017, Metro has funded dedicated multidisciplinary outreach teams (MDTs), contracted through the County of Los Angeles Department of Health Services' (DHS) Housing for Health Program, to provide service on the Metro system. Metro is on track to double that amount, with FY 24 spending projected to exceed \$15 million annually.

Non-profit community-based organizations staff the MDTs and specialize in supporting PEH dealing with mental health concerns and addiction. The program recently expanded from eight teams to sixteen teams. Ninety-four outreach staff are working for six CBOs (Path, CCM, LA Mission, USHS, HOPICS, and LAFH) providing homeless services on the Metro system. MDTs are deployed 7 days a week, between 3:00 a.m. - 6:00 p.m. on weekdays and 7:00 a.m. - 6:00 p.m. on weekends. The teams assess the needs of unhoused riders and connect them with services such as medical care, social

services, and food in addition to emergency, short-term, interim, and long-term/permanent supportive housing (including family reunification) when available. Despite the significant efforts, the scale of homelessness on the system far exceeds Metro's ability.

The County of Los Angeles Department of Health Services' Housing for Health Program sets the key performance indicators (KPIs) for Metro's MDTs. The KPIs include metrics such as outreach contacts, Homeless Management Information System enrollments, referrals, and placements interim and permanent housing. Metro's street-based outreach teams consistently surpass county metrics for engagement and housing. Since 2018, Metro's outreach teams have connected 4,609 people to interim and permanent housing. For FY 23, Metro is at 106% of the KPI related to connections to interim and permanent housing with 524 individuals connected to housing. DHS sets the outreach contacts KPI based on service area size. In FY 23, Metro's MDTs are at 43% of the KPI target for outreach contacts. Given the expansive size of Metro's system, the MDTs struggle to meet this KPI, indicating the need for additional MDTs on the system.

Homelessness on public transit is a complex issue that requires a multifaceted approach. While providing security personnel and sanitation efforts can help address some of the immediate challenges of homelessness on public transit, these measures alone are not enough to fully address the problem. More comprehensive solutions are needed to address the underlying causes of homelessness and provide the support and resources that homeless individuals need to maintain stable housing and improve their overall well-being.

As a public transit agency, Metro has limited resources to address the issue of homelessness. The crisis is a complex issue that requires a multifaceted approach. While providing security personnel and sanitation efforts can help address some of the immediate challenges of homelessness on public transit, these measures alone are not enough to fully address the problem. More comprehensive solutions are needed to address the underlying causes of homelessness and provide the support and resources that homeless individuals need to access and maintain stable housing and improve their overall well-being.



# IN-HOUSE PUBLIC SAFETY DEPARTMENT FEASIBILITY STUDY

Gina Osborn

Chief Safety Officer

# Metro's Layered Public Safety Ecosystem

- In 2022 Metro established a comprehensive approach to ensuring public safety on the system by implementing a multi-layered safety program to address the different aspects of safety.
- Each layer in the public safety ecosystem adds value and enhances the overall security and safety of the Metro system.



# Strengths of an In-House Public Safety Department



ENGAGED  
VISIBILITY



CULTURAL  
ALIGNMENT



TRANSPARENCY



RESPONSE  
TIME



DEDICATED  
STAFFING



FISCAL  
SUSTAINABILITY



# In-House Public Safety Department Model

Public Safety Ecosystem Component	FY23 Staffing and Budget Model		In-House Public Safety Department Model	
	Number of Personnel	Annual Budget (millions)	Number of Personnel	Annual Budget (millions)
<b>Police</b>	<b>645</b>	<b>\$172.9</b>	<b>464</b>	<b>\$135.4</b>
<i>Patrol Officers</i>	344		290	
<i>Specialized Unit Officers</i>	82		52	
<i>Patrol/Specialized Unit Sergeants</i>	70		39	
<i>Administrative/Support Staff</i>	149		83	
<b>Metro Transit Security</b>	<b>290</b>	<b>\$40.2</b>	<b>290</b>	<b>\$40.2</b>
<b>Contract Security</b>	<b>322</b>	<b>\$24.5</b>	<b>322</b>	<b>\$24.5</b>
<b>Transit Ambassador Program</b>	<b>437</b>	<b>\$33.0</b>	<b>437</b>	<b>\$33.0</b>
<b>Homeless Outreach</b>	<b>85</b>	<b>\$15.3</b>	<b>85</b>	<b>\$15.3</b>
<b>Mental Health Crisis Outreach</b>	<b>30</b>	<b>\$10.0</b>	<b>30</b>	<b>\$10.0</b>
<b>Total</b>	<b>1,809</b>	<b>\$295.9</b>	<b>1,628</b>	<b>\$258.4</b>

- Under the current contract law enforcement, police officers are almost exclusively deployed as two officer/deputy units except for LASD who has the ability to deploy a one officer unit.
- Under the in-house model, the focus is on increased visibility and coverage, and as a result, the assumption of patrol deployment would be primarily one officer units.
- The primary one officer unit approach is typical in a transit policing environment and consistent with most LA County police agencies.
- The in-house model streamlines redundancies reducing the number of administrative/support personnel by almost 60% .
- The estimated budget for an in-house public safety department is **\$135.4M** or **21.7%** less than the \$172.9M that Metro has budgeted for policing contracts in FY23.

# Weaknesses of Establishing an In-House Public Safety Department



LIABILITY



CRITICAL STAFFING  
SHORTAGES



ESTABLISH AND  
MAINTAIN IN-HOUSE  
SPECIALIZED UNITS



OBTAINING AND  
MAINTAINING CA  
POST CERTIFICATION



INCREASED RISK  
MANAGEMENT  
AND WORKERS  
COMPENSATION  
EXPOSURE

# Opportunities of Establishing an In-House Public Safety Department



CUSTOMIZED SERVICE



ENHANCED RIDER AND EMPLOYEE  
RELATIONS



COMPREHENSIVE STRATEGIC DEPLOYMENT  
OF METRO PUBLIC SAFETY ECOSYSTEM  
RESOURCE STRATEGIES

# Threats of Establishing an In-House Public Safety Department



ESTABLISHING MUTUAL -AID



RESISTANCE FROM COMMUNITY  
GROUPS



NEGOTIATING A NEW COLLECTIVE  
BARGAINING AGREEMENT

# Next Steps

If there is interest by the Board to advance the concept of an in-house public safety department, the next step is to complete a formal implementation plan which would outline a phased approach for establishing the department and a transition plan with milestones. This could include:

- Developing an operating framework for the new public safety department.
- Create a strategic plan outlining the department's goals and objectives.
- Establish the organizational structure, including departmental divisions and reporting relationships.
- Conducting market analysis to determine appropriate job descriptions and pay ranges for police officer positions.
- Assess community support through engagement and meetings with transit riders and stakeholders.
- Establishing interagency agreements for mutual aid and cooperation with neighboring law enforcement agencies to facilitate collaboration and support in emergency situations.



## Board Report

File #: 2022-0869, File Type: Contract

Agenda Number: 36.

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE JUNE 15, 2023

SUBJECT: INFRASTRUCTURE PROTECTION SERVICES - NORTH AND SOUTH REGIONS

ACTION: APPROVE CONTRACT AWARDS

#### RECOMMENDATION

AUTHORIZE the Chief Executive Officer to:

- A. AWARD a firm fixed unit rate Contract No. PS93158000 to Universal Protection Service LP dba Allied Universal Security Services to provide infrastructure protection services in the North Region of Los Angeles County in an amount not-to-exceed \$111,266,844 for the five-year base term, effective July 1, 2023 to allow for a three-month mobilization period, subject to resolution of protest(s), if any.
- B. AWARD a firm fixed unit rate Contract No. PS93158001 to Inter-Con Security Systems, Inc., to provide infrastructure protection services in the South Region of Los Angeles County in an amount not-to-exceed \$85,972,439 for the five-year base term, effective July 1, 2023, to allow for a three-month mobilization period, subject to resolution of protest(s), if any.

#### ISSUE

This Board action approves the contract awards to provide infrastructure protection services for the Metro System, which includes rail and bus lines, stations, transit facilities, parking lots, construction sites, bus and rail operating divisions, and maintenance facilities. Infrastructure protection services may also be required at special functions or during emergencies as needed.

#### BACKGROUND

Metro's multi-layered public safety framework consists of the following elements to support the strategy:

- Infrastructure protection services - Responsible for the physical security of our stations, divisions, and terminals.
- In-House Metro Security - Responsible for conducting fare and code of conduct enforcement and ensuring a respectful experience for all riders.
- Contract Law Enforcement - Responsible for providing visibility to prevent crime and responding to calls for service.

- Transit Ambassadors - Responsible for creating a safer environment on the system and providing an improved customer experience through visibility and aiding riders with wayfinding and general assistance. In addition, they are the “eyes and ears” of the system, reporting safety, security, and maintenance issues that need to be addressed.
- Homeless Outreach Teams - Responsible for coordinating services for the unhoused on our system.

Infrastructure Protection Services provide critical infrastructure protection at selected locations of the Metro System to protect Metro assets and to prevent unlawful entry into secured areas, which, if breached, can disrupt Metro Operations and put Metro staff at risk.

The contracted infrastructure protection services component is designed and deployed as a fully integrated and mutually supportive part of the multi-layered approach by providing dedicated fixed-post security protection to Metro properties, including employee parking facilities, Metro Rail and Metro Bus System parking lots, Metro support facilities, and short-term assignments and special security operations, as necessary. Services are deployed at Metro facilities and properties based on the analysis of overall risks, vulnerability assessments, area crime rates, the configuration of facilities, and special identified needs. They are an added layer of visibility and presence and will collaborate with Metro Transit Security and law enforcement by informing them of Code of Conduct violations and criminal activity for follow-up action.

## DISCUSSION

Providing a visible security presence is an effective deterrent to crime and disorder, as well as mitigating acts of terrorism. Toward that end, Metro’s infrastructure protection services are important in safeguarding patrons, employees, and facilities.

With the need to increase the visible protection presence throughout the Metro system, moving from one (1) contract to two (2) contracts will allow an increase in regional staffing coverage. The contracts will consist of the North and South Regions. Awarding a separate contract to each region will allow each contractor to focus on a smaller region which will mitigate the staffing challenges seen with one contractor for the entire system.

The North and South Region award recommendations are key to supplement 11 end of line stations, 19 underground stations with ancillary areas, and the expansion of the Purple (D) Line of 7 stations and Regional Connector of 3 stations by adding 111 guards to current staff levels, and mitigate the understaffing of assignments. By awarding two (2) separate infrastructure protection service contracts to provide coverage within their assigned regions will help ensure security assignments are filled because their resources will be deployed to two smaller regions.

	STAFF COUNT	DAILY HOURS	ANNUAL HOURS
CURRENT CONTRACT	261	2093	763,984

	STAFF COUNT	DAILY HOURS	ANNUAL HOURS
NORTH REGION	222	1488	543,120
SOUTH REGION	150	1104	402,960
TOTAL	372	2,592	946,080

This model will add protection services throughout the system’s infrastructure 24 hours a day / 7 days a week. This model includes coverage at 54 rail stations and 32 infrastructure facilities. Year two (2) of the contract incorporates the expansion of the Purple (D Line) of 7 stations and 3 stations for the addition of the Regional Connector.

The North and South Region contract award recommendations support the following priorities:

1. Increasing physical security at stations and parking lots/structures
2. Safeguarding critical infrastructure
3. Improving security at bus/rail maintenance facilities

Under this new contract model, each region will provide infrastructure protection services at selected locations of the Metro system, including rail and bus lines, stations, transit facilities, parking lots, construction sites, bus and rail operating divisions, and maintenance facilities. In addition, these resources will address security for the ancillary areas. Each region will also provide preventative physical security by inspecting station ancillary structures and hatches, as needed, which deters damage to critical infrastructure. This contract model also provides additional protection services as needed for emergencies. The extra security visibility positively impacts the presence of security felt by patrons and employees.

Each region’s security staffing considers Metro’s recent and continuing expansion of services and infrastructure and improves system-wide security visibility.

This contract model also recognizes the importance of the direction from our Board of Directors, Public Safety Advisory Committee (PSAC), and sentiments from the communities we serve to focus on a complete and thorough re-envisioning of public safety on the Metro system, ensuring an environment where everyone feels safe and respected.

To continue to align with the Public Safety Mission and Values Statements, this contract model has included the following recommendations:

1. Acknowledging Context:
  - Expanding background checks to include psychological testing.
  - Utilizing a software system that flags multiple complaints and/or use of force incidents.
  - Shifts from the current 100% armed security response to 50% unarmed and 50% armed.
2. Emphasizing Compassion:
  - Enhanced training modules to include Implicit Bias, How to Better Serve Persons with Disabilities, including Mental and Development Disabilities, How to Assist Persons Who are Unsheltered, and Excellence in Customer Service.



- These training modules center on the lived experiences of marginalized communities and put into practice the public safety mission and values statements to ensure all riders are treated with dignity and respect.
3. Implement a Community-Centered Approach:
    - New uniforms to promote a more approachable, less militaristic appearance and assist the visually impaired for easier identification.
  4. Transparency:
    - Utilizing software technology that provides instant incident reporting, video recording, and data collection reflecting their daily activities.
  5. Committing to Openness:
    - Continued consistency with the principles of Campaign Zero, “Eight Can’t Wait.”

As we continue to reimagine our public safety efforts and embrace the expansion of community engagement opportunities, this contract model promotes safety, enhances transparency, and strengthens accountability.

#### *Accountability Measures*

As part of the contract, the contractors will be responsible for providing a guard tour system, or an equal system, that includes a proximity scanner or "wand". The system shall be capable of downloading each Security Guard's tour proximity while ensuring that the post is covered in accordance with deployment plans. The contractors shall collect and compile performance data, daily log summary data, incident report data, and other appropriate information as specified by Metro. Furthermore, the contractors shall provide patrolling Field Supervisors for coverage of all areas of assignment. Each supervisor shall spend at least 80% of their time in the field.

In addition, Metro Transit Security will be assigning this new contract to the SSLE Special Projects team who will put additional accountability measures in place to include: scheduled onsite inspections, weekly analysis of guard tour system reports by a Metro Quality Assurance Analyst, and setting up a quality assurance program to ensure accountability that individual guards are adhering to Metro's standards of service and ensure contractors' management attendance of quarterly meetings with Metro management to discuss continuous process improvement.

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

Authorizing these contracts will provide a positive safety impact for our employees and patrons by assisting in efforts to safeguard Metro's infrastructure, such as the ancillary areas. Providing a safe environment for our front-line employees will help employees feel their safety concerns are being heard and acted on. Furthermore, these services are key in Metro's multi-layered public safety model. Lastly, these contracts will not have any negative impact on establishing safety standards.

#### **FINANCIAL IMPACT**

The total funding needed for the five-year base term for the North and South Regions is

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\$197,239,283. For the first year of the contracts, the estimated cost will be \$37,312,758. The FY24 Budget currently includes \$25,746,024 in multiple bus and rail operating projects under Cost Center 2612. Upon approval of this action, the FY24 Budget will be updated accordingly to reflect the first year's financial need.

Since these are multi-year contracts, the cost center manager and the Chief Safety Officer will be accountable for budgeting the costs in future years.

### Impact To Budget

The current source of funds for this action includes Fares, Proposition A/C, Measure R/M, Transportation Development Act, and federal and state grants eligible for bus/rail operating expenses. Use of these funding sources currently maximizes funding allocations given approved funding provisions and guidelines.

...Equity Platform

### **EQUITY PLATFORM**

The first cohort of the Public Safety Advisory Committee (PSAC) was engaged in providing feedback on the scope of work for the infrastructure protection services contract. Through their feedback, included an enhanced training module, as noted above, to give security officers the tools and knowledge to be able to address the diverse needs of our riders. As part of the multi-layered security model, it is imperative that all front-line security presence working on the Metro system are sensible and properly trained to address the complex social issues that many of our customers face. Thus, through an enhanced training model, we can re-imagine public safety by training security officers beyond tactical training, including emotional intelligence.

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

The recommendation supports strategic plan goal 2.1 of committing to improving security. Metro will continue to utilize a multi-layered safety model to achieve this goal.

### **ALTERNATIVES CONSIDERED**

The Board may decline to approve the award of these contracts. This alternative is not recommended because Metro currently does not have the internal resources to provide the necessary level of staffing needed system-wide, to safeguard infrastructure, employees, and patrons.

### **NEXT STEPS**

Upon Board approval, staff will execute Contract No. PS93158000 with Universal Protection Service LP, dba Allied Universal Security Services, and Contract No. PS93158001 with Inter-Con Security Systems, Inc, to provide infrastructure protection services in the North and South Regions of Los Angeles County.

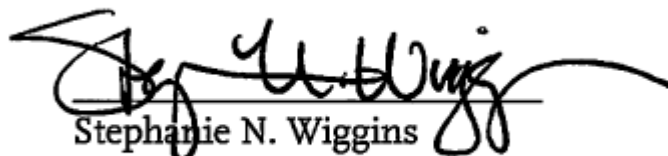
### **ATTACHMENTS**

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared by: Cathryn Banuelos, Chief Administrative Analyst, System Security and Law Enforcement Officer, (213) 922-7650  
Debra Avila, Deputy Chief Vendor/Contract Management Officer (213) 418-3051

Reviewed by: Gina Osborn, Chief Safety Officer, System Security and Law Enforcement, (213) 922-3055



Stephanie N. Wiggins  
Chief Executive Officer

## PROCUREMENT SUMMARY

## INFRASTRUCTURE PROTECTION SERVICES / PS93158000 and PS93158001

1.	<b>Contract Number:</b> A. PS93158000 (North Region) B. PS93158001 (South Region)	
2.	<b>Recommended Vendor:</b> A. Universal Protection Service LP, dba Allied Universal Security Services (North Region) B. Inter-Con Security Systems, Inc. (South Region)	
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>	
	A. <b>Issued:</b> September 20, 2022	
	B. <b>Advertised/Publicized:</b> September 20, 2022	
	C. <b>Pre-Proposal Conference:</b> September 29, 2022	
	D. <b>Proposals Due:</b> November 16, 2022	
	E. <b>Pre-Qualification Completed:</b> January 25, 2023	
	F. <b>Conflict of Interest Form Submitted to Ethics:</b> December 22, 2022	
	G. <b>Protest Period End Date:</b> June 26, 2023	
5.	<b>Solicitations Picked up/Downloaded:</b> 47	<b>Bids/Proposals Received:</b> North Region: 4 South Region: 4
6.	<b>Contract Administrator:</b> Antonio Monreal	<b>Telephone Number:</b> 213-922-4679
7.	<b>Project Manager:</b> Cathryn Banuelos	<b>Telephone Number:</b> 213-922-7650

**A. Procurement Background**

This Board action is to approve the award of Contract No. PS93158000 (North Region) to Universal Protection Service LP, dba Allied Universal Security Services, and Contract No. PS93158001 (South Region) to Inter-Con Security Systems, Inc. to provide infrastructure protection services for selected portions of the regional Metro System, which includes rail and bus lines, stations, transit facilities, parking lots, construction sites, bus and rail operating divisions, and maintenance facilities. Infrastructure protection services may also be required at special functions or during emergencies on an as-needed basis. Board approval of contract awards is subject to resolution of any properly submitted protest(s).

On September 20, 2022, Request for Proposal (RFP) No. PS93158 was issued as a competitive procurement in accordance with Metro's Acquisition Policy. The proposed contract type is firm-fixed unit rate. Proposers were allowed to submit offers for either one or both regions, but a Proposer cannot be recommended for contract award for more than one region.

The RFP was issued with a Race Conscious Disadvantaged Business Enterprise (RC DBE) goal of 30%. It was also subject to the DBE Contracting Outreach and Mentoring Plan (COMP), which requires selected contractors to mentor at least two (2) DBE firms for protégé development.

Six amendments were issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on October 25, 2022, waived the required 10% payment retention, revised Exhibit A - Scope of Services, updated Exhibit A.1 - Service Levels and Requirements, and revised Exhibit 2 - Schedule of Quantities and Prices;
- Amendment No. 2, issued on November 2, 2022, extended the proposal due date, updated Exhibit A.1 – Service Levels and Requirements, and revised Exhibit 2 - Schedule of Quantities and Prices;
- Amendment No. 3, issued on November 9, 2022, extended the proposal due date, updated Exhibit A - Scope of Services and revised Exhibit 2 - Schedule of Quantities and Prices;
- Amendment No. 4, issued on April 4, 2023, updated Exhibit A - Scope of Services, adjusted Exhibit A.1 – Services Levels and Requirements, and amended Exhibit 2 - Schedule of Quantities and Prices;
- Amendment No. 5, issued on April 5, 2023, revised Exhibit 2 – Schedule of Quantities and Prices – South Region only to adjust vehicle count; and
- Amendment No. 6, issued on May 31, 2023, adjusted Exhibit A.1 – Services Levels and Requirements and revised Exhibit 2 – Schedule of Quantities and Prices.

A virtual Pre-Proposal Conference was held on September 29, 2022, and was attended by 11 participants, representing five firms. There were 60 questions received, and responses were provided prior to the proposal due date.

A total of 47 firms downloaded the RFP and were included on the planholders' list.

Proposals were received by November 16, 2022, and are listed below in alphabetical order:

#### North Region

1. Diligent Protection Group Inc.
2. Inter-Con Security Systems, Inc.
3. RMI International, Inc.
4. Universal Protection Service LP, dba Allied Universal Security Services

#### South Region

1. Diligent Protection Group Inc.
2. Inter-Con Security Systems, Inc.
3. RMI International, Inc.
4. Universal Protection Service LP, dba Allied Universal Security Services

### **B. Evaluation of Proposals**

A Proposal Evaluation Team (PET) consisting of staff from System Security and Law Enforcement, Office of the Chief Executive Officer, Operations, and Office of

Management and Budget, was convened and conducted a comprehensive technical evaluation of the proposals received.

On November 18, 2022, the PET met to review the evaluation criteria package, process confidentiality and conflict of interest forms and take receipt of the proposals to initiate the evaluation phase. Evaluations were conducted from November 18, 2022, through December 12, 2022.

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

- Experience and Qualifications of the Firm 20%
- Experience and Qualifications of Key Personnel 20%
- Understanding and Approach to the Work 36%
- DBE Contracting Outreach & Mentor Protégé Approach 4%
- Price Proposal 20%

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

On December 12, 2022, the PET reconvened and determined proposals within the competitive range per region that are listed below in alphabetical order:

#### North Region

1. Inter-Con Security Systems, Inc.
2. RMI International, Inc.
3. Universal Protection Service LP, dba Allied Universal Security Services

#### South Region

1. Inter-Con Security Systems, Inc.
2. RMI International, Inc.
3. Universal Protection Service LP, dba Allied Universal Security Services

The proposals submitted by Diligent Protection Group Inc. for the North and South Regions were determined to be outside of the competitive range and were excluded from further consideration.

All firms within the competitive range were invited to make oral presentations on December 16, 2022. The Proposers' key team members had an opportunity to present their team's qualifications and to respond to the PET's questions.

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

**Inter-Con Security Systems, Inc.**

Inter-Con Security Systems, Inc., has been in business for 50 years. It currently provides security solutions to a number of local, state, and federal agencies across the United States, including transit authorities such as the Port Authority of New York and New Jersey (PANYNJ), the Chicago Transit Authority (CTA), and the San Diego Metropolitan Transit System (SDMTS).

**Universal Protection Service LP, dba Allied Universal Security Services**

Universal Protection Service LP, dba Allied Universal Security Services, has been operating in the Los Angeles market since 1970 and provides security services to local and county government clients, including the County of Los Angeles Sheriff, County of Los Angeles Department of Health Services, and Southern California Regional Rail Authority (Metrolink).

**RMI International, Inc.**

RMI International, Inc., has been in business for 26 years and has been providing infrastructure protection services to Metro since 2008. It has provided security services to numerous entities in the private and public sectors, including the City of Los Angeles Department of General Services and Department of Transportation, the Port of Long Beach, and the City of Downey.

Subsequently, Metro issued Amendments No. 4, 5 and 6 to adjust staffing levels to 50% unarmed protection guards and 50% armed protection guards and revise service level requirements. Revised proposals were requested from the firms within the competitive range only, in accordance with Metro's Acquisition Policy.

On June 2, 2023, Metro scored the revised price proposals in accordance with the RFP evaluation criteria and concluded the evaluation process. In consideration of the RFP cap which limited the number of contracts that may be awarded to a proposer to a single contract, the following firms are being recommended for contract award:

<b>Region</b>	<b>Recommended Firm</b>
North Region	Universal Protection Service LP, dba Allied Universal Security Services
South Region	Inter-Con Security Systems, Inc.

For the South Region, contract award is being recommended to the second ranked firm because of the RFP cap, which limited the number of contracts that may be awarded to a proposer.

The following is a summary of the PET scores.

**North Region**

<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>Universal Protection Service LP, dba Allied Universal</b>				
<b>3</b>	Experience and Qualifications of the Firm	91.00	20%	18.20	
<b>4</b>	Experience and Qualifications of Key Personnel	90.65	20%	18.13	
<b>5</b>	Understanding and Approach to the Work	87.33	36%	31.44	
<b>6</b>	DBE Contracting Outreach & Mentor Protégé Approach	50.00	4%	2.00	
<b>7</b>	Price Proposal	100.00	20%	20.00	
<b>8</b>	<b>Total</b>		<b>100.00%</b>	<b>89.77</b>	<b>1</b>
<b>9</b>	<b>Inter-Con Security Systems, Inc.</b>				
<b>10</b>	Experience and Qualifications of the Firm	93.00	20%	18.60	
<b>11</b>	Experience and Qualifications of Key Personnel	90.65	20%	18.13	
<b>12</b>	Understanding and Approach to the Work	87.33	36%	31.44	
<b>13</b>	DBE Contracting Outreach & Mentor protégé Approach	25.00	4%	1.00	
<b>14</b>	Price Proposal	98.90	20%	19.78	
<b>15</b>	<b>Total</b>		<b>100.00%</b>	<b>88.95</b>	<b>2</b>
<b>16</b>	<b>RMI International, Inc.</b>				
<b>17</b>	Experience and Qualifications of the Firm	84.00	20%	16.80	
<b>18</b>	Experience and Qualifications of Key Personnel	84.65	20%	16.93	
<b>19</b>	Understanding and Approach to the Work	83.33	36%	30.00	
<b>20</b>	DBE Contracting Outreach & Mentor Protégé Approach	75.00	4%	3.00	
<b>21</b>	Price Proposal	94.75	20%	18.95	
<b>22</b>	<b>Total</b>		<b>100.00%</b>	<b>85.68</b>	<b>3</b>



**South Region** <sup>1/</sup>

<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>Universal Protection Service LP, dba Allied Universal</b>				
<b>3</b>	Experience and Qualifications of the Firm	91.00	20%	18.20	
<b>4</b>	Experience and Qualifications of Key Personnel	90.00	20%	18.00	
<b>5</b>	Understanding and Approach to the Work	87.33	36%	31.44	
<b>6</b>	DBE Contracting Outreach & Mentor Protégé Approach	50.00	4%	2.00	
<b>7</b>	Price Proposal	100.00	20%	20.00	
<b>8</b>	<b>Total</b>		<b>100.00%</b>	<b>89.64</b>	<b>1</b> <sup>1/</sup>
<b>9</b>	<b>Inter-Con Security Systems, Inc.</b>				
<b>10</b>	Experience and Qualifications of the Firm	93.00	20%	18.60	
<b>11</b>	Experience and Qualifications of Key Personnel	90.65	20%	18.13	
<b>12</b>	Understanding and Approach to the Work	87.33	36%	31.44	
<b>13</b>	DBE Contracting Outreach & Mentor Protege Approach	25.00	4%	1.00	
<b>14</b>	Price Proposal	99.05	20%	19.81	
<b>15</b>	<b>Total</b>		<b>100.00%</b>	<b>88.98</b>	<b>2</b> <sup>1/</sup>
<b>16</b>	<b>RMI International, Inc.</b>				
<b>17</b>	Experience and Qualifications of the Firm	85.00	20%	17.00	
<b>18</b>	Experience and Qualifications of Key Personnel	86.65	20%	17.33	
<b>19</b>	Understanding and Approach to the Work	83.33	36%	30.00	
<b>20</b>	DBE Contracting Outreach & Mentor Protégé Approach	75.00	4%	3.00	
<b>21</b>	Price Proposal	94.95	20%	18.99	
<b>22</b>	<b>Total</b>		<b>100.00%</b>	<b>86.32</b>	<b>3</b>

1/ Award is being recommended to the second top-ranked firm due to the RFP cap which limited the number of contracts that may be awarded to a proposer to a single contract.

### C. Price Analysis

#### North Region

The recommended award amount has been determined to be fair and reasonable based on adequate price competition, Independent Cost Estimate (ICE), price analysis, technical analysis, and fact-finding. Universal Protection Service LP, dba Allied Universal Security Services' total price is 4% lower than Metro's ICE.

	Proposer Name	Proposal Amount			Metro ICE	Award Amount
		Base	Option	Total		
1.	Universal Protection Service LP, dba Allied Universal Security Services	\$111,266,844	\$49,171,427	\$160,438,271	\$167,555,826	\$111,266,844
2.	Inter-Con Security Systems, Inc.	\$112,418,657	\$49,767,399	\$162,186,056		
3.	RMI International, Inc.	\$117,365,925	51,941,707	\$169,307,632		

The price proposal evaluation was based on the total proposal amount, inclusive of one, two-year option. This Board action recommends contract award for the base term only.

#### South Region

The recommended award amount has been determined to be fair and reasonable based on adequate price competition, ICE, price analysis, technical analysis, and fact-finding. Inter-Con Security Systems, Inc.'s total price is 3% lower than Metro's ICE.

	Proposer Name	Proposal Amount			Metro ICE	Award Amount
		Base	Option	Total		
1.	Inter-Con Security Systems, Inc.	\$85,972,439	\$38,052,267	\$124,024,706	\$127,972,883	\$85,972,439
2.	Universal Protection Service LP, dba Allied Universal Security Services	\$85,217,792	\$37,604,298	\$122,822,090		
3.	RMI International, Inc.	\$89,670,127	\$39,676,057	\$129,346,184		

The price proposal evaluation was based on the total proposal amount, inclusive of one, two-year option. This Board action recommends contract award for the base term only.

#### **D. Background on Recommended Contractors**

##### North Region

The recommended firm for the North region, Universal Protection Service LP, dba Allied Universal Security Services (Allied Universal), headquartered in Santa Ana, California, has been providing security services in the County of Los Angeles since 1970.

Allied Universal's proposed Project Manager has nearly 40 years of combined military and law enforcement experience. The Allied Universal team includes three DBE subcontractors: Cherub Executive Service, National Eagle Security, Inc., and Montano Security.

##### South Region

The recommended firm for the South region, Inter-Con Security Systems, Inc., (Inter-Con), headquartered in Pasadena, California, was founded in 1973. Inter-Con is a family-owned and operated company that operates in North and South America, Africa, and Europe.

Inter-Con's proposed Project Manager has 13 years of combined military and security experience serving numerous industries and regions within California, including public transit, utilities, and banking. The Inter-Con team includes two DBE subcontractors: Supreme Security Services, Inc., and Absolute International Security.

Inter-Con supported Metro's Infrastructure Protection Program from 2003 until 2008, during which time they provided armed personnel to select portions of the rail system, inclusive of the A and C lines, Park-N-Ride lots, Metro construction sites, Metro operating divisions, and other Metro properties.

## DEOD SUMMARY

## INFRASTRUCTURE PROTECTION SERVICES / PS93158000 and PS93158001

**A. Small Business Participation (North Region)**

The Diversity and Economic Opportunity Department (DEOD) established a 30% Disadvantaged Business Enterprise (DBE) goal for this solicitation. Universal Protection Service LP dba Allied Universal exceeded the goal by making a 32% DBE commitment.

<b>Small Business Goal</b>	<b>30% DBE</b>	<b>Small Business Commitment</b>	<b>32% DBE</b>
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	<b>DBE Subcontractors</b>	<b>Ethnicity</b>	<b>% Committed</b>
1.	Cherub Executive Service	African American	10.66%
2.	National Eagle Security	African American	10.66%
3.	Montano Security	Hispanic American	10.66%
<b>Total Commitment</b>			<b>32% (rounded)</b>

**B. Small Business Participation (South Region)**

The Diversity and Economic Opportunity Department (DEOD) established a 30% Disadvantaged Business Enterprise (DBE) goal for this solicitation. Inter-Con Security made a 30% DBE commitment.

<b>Small Business Goal</b>	<b>30% DBE</b>	<b>Small Business Commitment</b>	<b>30% DBE</b>
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	<b>DBE Subcontractors</b>	<b>Ethnicity</b>	<b>% Committed</b>
1.	Supreme Security Services	African American	22%
2.	Absolute International Security	Asian Pacific American	8%
<b>Total Commitment</b>			<b>30%</b>

**C. Local Small Business (LSBE) Preference**

The LSBE Preference program is not applicable on this federally funded solicitation (North and South Regions), as federal law prohibits the use of local preferences in contracting. For informational purposes only, the following DBE firms are also

LSBE: National Eagle Security, Montano Security, and Absolute International Security.

**D. Contracting Outreach Mentoring Plan (COMP)**

To be responsive, Proposers were required to submit a Contracting Outreach and Mentoring Plan (COMP) including strategies to mentor for protégé development two (2) DBE firms for Mentor-Protégé development. Inter-Con Security proposed to mentor the following (2) protégés: Supreme Security Services (DBE), and Absolute International Security (DBE). Allied Universal proposed to mentor the following (3) protégés: Cherub Executive Service (DBE), National Eagle Security (DBE), and Montano Security (DBE).

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

The Living Wage and Service Contract Worker Retention Policy (LW/SCWRP) is applicable to this contract. Metro staff will monitor and enforce the policy guidelines to ensure that applicable workers are paid at minimum, the current Living Wage rate of \$23.81 per hour (\$18.04 base + \$5.77 health benefits), including yearly increases. The increase may be up to 3% of the total wage, annually. In addition, contractors will be responsible for submitting the required reports for the Living Wage and Service Contract Worker Retention Policy and other related documentation to staff to determine overall compliance with the policy.

**F. Prevailing Wage Applicability**

Prevailing wage is not applicable to this contract.

**G. 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.



# Infrastructure Protection Services Contract Award

GINA OSBORN

CHIEF SAFETY OFFICER

# Proposed Action and Recommendations

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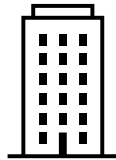
- Award two (2) contracts to provide infrastructure protection services to the North and South Regions of the Metro system for five-year base term, effective July 1, 2023, to allow for a three-month mobilization period.
- North Region:  
Universal Protection Service LP dba Allied Universal Security Services, in an amount not-to-exceed **\$111,266,844** for the five-year base period.
- South Region:  
Inter-Con Security Systems, Inc., in an amount not-to exceed **\$85,972,439** for the five-year base period.

# IPS – North and South Regions

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- With the need to increase the visible protection presence throughout the system, it has been determined that proposing two (2) separate contracts for security services will allow for increased coverage of staffing.
- The North and South award recommendation is a key enhancement to existing staff levels and assigning security protection in areas previously understaffed.
- This recommendation supports the following priorities:

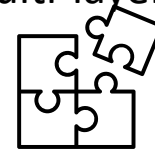
Safeguarding critical infrastructure



Improving security at bus/rail maintenance facilities



Engagement with Metro Transit Ambassadors and Homeless Outreach Teams as part of the multi-layered safety strategy





# Contract Staffing Model

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- This new contract model will allow for increased coverage of our infrastructure needs.
- By having two separate security contracts to provide coverage within their assigned regions will ensure posts are filled.

	STAFF COUNT	DAILY HOURS	ANNUAL HOURS
<b>CURRENT CONTRACT</b>	261	2,093	763,984

	STAFF COUNT	DAILY HOURS	ANNUAL HOURS
<b>NORTH</b>	222	1,488	543,120
<b>SOUTH</b>	150	1,104	402,960
<b>TOTAL</b>	372	2,592	946,080

**Board Report**

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**File #:** 2023-0299, **File Type:** Informational Report**Agenda Number:** 37.

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**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE  
JUNE 15, 2023****SUBJECT: C LINE AND K LINE OPERATING PLAN UPDATE****ACTION: APPROVE OPERATING PLAN RECOMMENDATION FOR C AND K LINES****RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to implement a new recommended Option 2 (C2 Alternative) for the C and K Line Operating Plan based on public outreach and technical background informing the recommendation on Motion 28.1 - Crenshaw/LAX - Green Line Operating Plan.. (Attachment A)

**ISSUE**

In December 2018, the Metro Board adopted Motion 28.1 by Directors Hahn, Butts, Solis, Najarian, Fasana, and Garcia setting an initial one-year pilot operating plan for the K Line (Crenshaw/LAX) new light rail link (See Attachment A). The current inability to connect the C and K Lines due to Airport Metro Connector (AMC) station construction, there is no longer an opportunity to pilot Alternative C-3 (Norwalk - Crenshaw/Expo and Willowbrook/Rosa Parks - Redondo Beach) for 1 year, evaluate the performance, and recommend any changes prior to the AMC opening.

In addition, other factors include planned transit connections at the new AMC station, improvements to C Line connecting bus service through the NextGen Bus Plan, the ongoing operator shortage, and planning for future extensions of the C and K Lines warrant a review of the Crenshaw/LAX operating plan. As a result, in April 2022, the Metro Board of Directors authorized staff to review the Crenshaw/LAX operating plan, conduct necessary public outreach, and report back to Board with findings and a recommendation to maintain or change the Operating Plan.

**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, with eight new stations. An associated project, the AMC Station, will add a ninth station to provide a direct connection to the new Los Angeles World Airports (LAWA) People Mover train system.

The C-3 pilot operating plan that was approved for the new Crenshaw/LAX line as outlined below would have provided a one-year pilot of two service patterns with double service along the I-105

corridor:

- New CLAX east/west service between Norwalk and Crenshaw/Expo Stations via Aviation/LAX C Line station
- C Line (Green) east/west service between Willowbrook/Rosa Parks and Aviation/LAX, continuing south to serve Redondo Beach Stations

There were four key factors that pointed to the need to revisit the original C & K Line Operating Plan decision from 2018.

1. Project Sequencing:

At the time Motion 28.1 was adopted, it was expected that the full K (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. This would have allowed ample time to test the pilot operating plan for a year, review results, and report back to the Board regarding ridership and travel patterns to determine whether operating plan changes were warranted.

However, the K Line did not begin revenue service until October 2022. At the same time, AMC Station construction had already broken ground, meaning the Crenshaw/LAX line opening would have to occur in multiple phases:

Phase 1: October 2022: Westchester/Veterans - Expo/Crenshaw (7 stations), with a bus bridge Westchester/Veterans Station - Aviation/LAX Station on the C Line (Green)

Phase 2: Late 2023: Full Crenshaw/LAX line open through Airport Metro Connector Station, though that station will not be completed for passenger service

Phase 3: Late 2024: Airport Metro Connector station to open for passenger service

Board Motion 28.1 established a one-year trial of the C-3 operating plan and directed staff to review the operating plan prior to completion of AMC Station construction. However, while a pilot consistent with the original Board motion could begin in Phase 2 as described above, this would provide only a 14-month period before the AMC Station opens to passengers. This leaves no time to evaluate the performance of a 12-month pilot of the C-3 option or to consider any adjustments for permanent, ongoing operations before AMC Station opens.

Metro AMC station Project team continues to coordinate closely with LAWA People Mover Train project to determine an appropriate implementation schedule for each project. The C & K Line Operating Plan implementation will be coordinated with these two projects.

2. Regional Travel and the NextGen Bus Plan

The K (Crenshaw/LAX) Line helps build a network both for the Metro rail system and as part of an overall regional transit network that includes 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 this segment of the C Line (Green). These areas are served by many of Metro's highest ridership transit lines proceeding north and south of this rail line (see Attachment C).

By December 2021, much of the NextGen Bus Plan was implemented, providing fast, frequent north-south bus connections. This includes connections between the C Line (Green) and many key north-south transit lines serving many Equity Focus Communities throughout South and Southeast LA, where transit service is key to community mobility. These include key corridors such as Long Beach Bl, Central Av, Avalon Bl, Vermont Av, Western Av, Crenshaw Bl, and Hawthorne Bl, Metro’s A Line (Blue) light rail service, and J Line (Silver) BRT service, which 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 Attachment C). Options 1, 2, and 3 (Alternatives C-1, C-2, and C-3) for the Crenshaw/LAX Operating plan all serve the existing C Line segment between Norwalk and Aviation/LAX Stations, maintaining the well-utilized connections to north-south transit lines at the ten stations along this segment.

The LAX area is a key regional destination. Both Options 1 and 2 provide direct access to AMC for LAX access from all three directions (all stations) of the C and K Lines. Option 3 provides a direct link to the AMC from the Crenshaw and Norwalk segments, but does not provide a direct link to the AMC from the Redondo Beach segment (4 stations). The AMC will also act as the regional transit hub for the area, consolidating the services currently serving the LAX City Bus center and Aviation/LAX Transit Center. The AMC will provide connections from both the C and K light rail lines to a range of Metro and municipal bus lines, including lines such as the Rapid 3 provided by Big Blue Bus via Lincoln Bl to Santa Monica and Culver City Bus Rapid 6 via Sepulveda Bl to Culver City. Bus speed improvement measures are also being planned or have already been implemented for Lincoln Bl and Sepulveda Rapid buses and other key bus corridors connecting with light rail at the AMC. Examples of such measures include bus lane extensions on Lincoln Bl and transit signal priority on Sepulveda Bl at Culver City. These two services can be connected two seamlessly using the EZ transit pass.

Travel patterns for the South Bay areas along the Redondo Beach segment of the C Line (Green), as shown in Figure 4 in Attachment C, are aligned largely north-south to the LAX region and areas north and west.

3. Operational Resource Requirements:

The three main options considered have a range of resource requirements and operating costs based on the 8-minute peak and 10-minute off peak service frequencies planned for the Metro light rail network when this plan will be implemented in 2024.

Option (2018 Alternative)	Railcar Fleets	Annual Operating Cost (\$ Million)
1 (C-1)	46	\$99.5
2 (C-2)	46	\$102.9
3 (C-3)	50	\$113.2

Option 1 and 2 have an overlap of 1.3 miles for the two rail services between Aviation/LAX and AMC

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stations. The Option 3 has a much larger overlap of 8.3 miles for the two rail services along the I-105 corridor between Willowbrook/Rosa Parks and Aviation/LAX Stations, requiring more rail cars and resulting in a higher annual operating cost. Modelling of ridership potential showed a less than 3% difference in ridership between the Options 1, 2, and 3 (C-1, C-2, and C-3 alternatives), with Option 3 showing the highest ridership as it has the most service operated with two lines operating over the existing C Line between Aviation/LAX Station and Willowbrook/Rosa Parks Station.

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 of this rail project will take from bus operator ranks, leaving fewer operators available for bus service. This issue is most significant for Option 3 as it requires the larger amount of trains and operators.

#### 4. Future C and K Rail Corridors:

Two Measure M rail extension projects related to the K Line and C Line are in the planning phase:

- 1) C Line 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 was released in early 2023 with an estimated project opening for revenue service in 2030-2033.
- 2) Crenshaw Northern Extension: Extends the K 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, as an adaptation of Option 2 (C-2 alternative).

The extension of platforms to accommodate three car trains at four existing C Line stations (Redondo Beach, Douglas, Mariposa, and Aviation/LAX) can be addressed in anticipation of the above two planned rail network expansion projects. This will ensure network capacity is maximized for future needs. Two car trains are expected to meet the ridership levels for the C and K Line prior to these projects opening.

#### Network Simplicity, Operating Resources/Costs/Impacts, Frequency, and Connections:

Concerns around having a direct connection to the E Line at Expo/Crenshaw often is mentioned by riders, since each option only has one proposed line having a direct connection with the E Line. Having more overlap between lines not only adds costs, but also adds complexity for riders navigating the system needing to understand the operation of multiple lines at their station. To extend both the C and K Lines to Expo/Crenshaw would require 55 rail cars (+12 over Option 2) and an annual operating cost of \$125 million (+\$25 million). This scenario would also result in combined 4-minute service on the K Line, with gate down times likely to reach up to 60% of the time. This would require no more than a combined 5-minute peak service (10 minutes on each line) to keep gate times reasonable. These frequencies would also not match the E Line 8-minute planned frequency. In the absence of both lines extending to the E Line, schedules between the two lines can be coordinated

for a very convenient 3-minute transfer all times of day at AMC Station for passengers transferring between trains there in each direction. Each line could then operate the 8-minute peak, 10-minute off-peak frequency consistent with the rest of the light rail network.

## **DISCUSSION**

Since the Board adoption of Motion 28.1, circumstances have changed, making it timely for a review of the original decision. The review begins with a discussion of four key factors that have changed since the original Board decision in 2018. Following this discussion, the results of new public outreach conducted to inform the Board on this operating plan decision are shared. Outreach focused on the C-3 alternative selected in Motion 28.1, and the other two options (the C-1 and C-2 alternatives) that received final consideration in 2018. These three options are referred to as Options 1, 2, and 3, and each shown in Attachment B.

### **Public Outreach**

As directed by the Metro Board, Metro staff conducted significant public outreach in March and April 2023 to provide robust public input in support of an updated C and K Lines operating plan recommendation. Outreach was conducted after five months of operation of the new K Line.

The primary method of gathering input was through an on-line survey instrument (see Attachment D) which presented the three Options and asked respondents to select their preferred option. The survey was promoted as follows:

- Email with survey link sent to 120,609 registered TAP card holders (prize of 30 day TAP card offered) which included a link to sign up to participate in on-line focus groups. (See Attachment D)
- Postings on Metro's social media channels such as The Source, El Pasajero, Facebook, and Twitter (See Attachment E)
- Signs placed at the entrance to all 14 C Line and 7 K Line stations with details including QR code link to the survey.
- Metro Ambassadors and Blue Shirts staff distributing flyers for the survey and community meetings at stations and onboard C and K Line trains. (See Attachment F)
- Presentations at the following Metro Regional Service Council Meetings: Westside Central (March 8, 2023), Gateway Cities (March 9, 2023) and South Bay Cities (March 10, 2023).
- Presentations to Gateway Cities Council of Government Transportation Committee and Board of Directors Meetings (March 1) and City Managers Meeting (March 9).
- Presentation to South Bay Cities Council of Government.
- Presentation to Airport Metro Connector Community Meeting (March 23)
- Presentation to CLAX Community Meeting (March 29)
- In-person and virtual community meetings at Norwalk City Hall (April 24), in Redondo Beach (April 26), at Earvin Magic Johnson Recreation Center in South LA (April 29), and a virtual meeting (May 2).
- Two virtual focus groups (April 25, April 29).

The full results of the 20-question survey are provided in Attachment G. The survey presented the three options and asked respondents how they expected each option would impact their travel:

- 5,759 people responded about their use of Metro, with 93.4% having used Metro at least once in the last year, 76.9% used Metro in the last month, and 59% used Metro in the last week. Of those who used Metro in the last week, 42.4% used Metro 5+ times in the last week.
- 5,380 people responded to a question about whether they knew about the Airport Metro Connector project; 73.8% were aware of it. Of those 5,380, 55.6% were very likely and 28.3% were likely to use Metro bus and rail services to LAX as a result of this project.

Table 2 below shows the results for how each option might impact how the 5,380 people who stated they use Metro at least once per year, as well as those who stated that they do not ride Metro but would expect to ride Metro in the future:

Table 2: Metro Rider (5,380) Expectation of Frequency of Usage of Metro By Option

Option/Metro Usage	More Often	About the Same	Less Often
Option 1 (C-1)	33.4%	52.5%	14.1%
Option 2 (C-2)	43.4%	45.0%	11.6%
Option 3 (C-3)	25.5%	46.1%	28.4%

Table 3: Non-Rider (379) Expectation of Frequency of Usage

Option/Metro Usage	More Often	About the Same	Less Often
Option 1 (C-1)	29.0%	48.3%	22.7%
Option 2 (C-2)	40.1%	41.2%	18.7%
Option 3 (C-3)	20.0%	42.5%	37.5%

Both riders and non-riders suggest Option 2 would see them riding more while Option 1 would see the most riders maintaining existing levels of usage. Option 3 would see the largest chance of riders' usage declining.

Table 4 below presents results for riders (5,380) and non-riders (379) preference for an option.

Table 4: Option Preference of Riders and Non-Riders

Option	Option 1	Option 2	Option 3
Rider (5380)	30.9%	47.3%	21.8%
Non-Rider (379)	31.9%	45.6%	22.4%

Results were similar for each group with Option 2 showing as preferred by the most respondents and Option 3 being the least preferred.

Respondents were then asked if they had ridden the C or K Line in the last 6 months. The 2,648 people that responded were asked their option preference based on their most recent ride, including if they had no preference between the three options or preferred an option other than the three

options offered. These additional two options were added to identify if riders showed either no preferences among the three options or a strong preference for other options from the three presented options. The earlier question in the survey focused on identifying the difference levels of support for the three presented options.

Table 5: Option Preference of Recent C & K Line Riders

Option	Option 1	Option 2	Option 3	All are Okay	Other Option
Recent C or K Line Rider (2,548)	19.5%	37.3%	15.6%	20.3%	7.3%

Again, Option 2 ranked highest. Combining Option 2 with those who stated all options would be okay equates to 57.6% of all respondents.

In looking at distribution of responses by area for these last two questions, as shown in the maps in Attachment H, the data reflects some density of responses in the Norwalk area favoring a direct connection to the Expo Line through Option 1 or 3. A significant density of responses throughout the Westside and Inglewood areas showed support for Option 2.

In terms of the employment profile of respondents, 66.4% of riders (5,380) were employed, and 12.0% were retired. Of non-riders (378), 62.5% were employed and 25.9% were retired.

In terms of age, 76.4% of riders were aged 25-64 years, and 69.9% of non-riders fell within that age range. This was broken out by ranges 25-34 (23.6% of riders, 19% of non-riders), 35-44 (22.1% of riders, 19.8% of non-riders), and 45-64 (30.7% of riders, 31.1% of non-riders). 9.1% riders were in the 18-24 range, and 12.0% fell within the 65+ years category, while 3.7% of non-riders were in the 18-24 range, and 25.1% from the 65+ age range. Overall, 47% supported Option 2, making it the most popular option. The percentage of support grew as age reduced, with those 65+ being the least supportive of Option 2, though even this group or respondents supported Option 2 more than other options.

In terms of household income, Table 6 shows a high rate of response from both ends of the income range, though higher income households were overrepresented for non-riders:

Table 6: Respondent Household Income/Option Preference

Annual Household Income and Rider/Non-Rider	<\$25,000	\$25,000 to <\$50,000	\$50,000 to under \$100,000	\$100,000 and above
Rider	29.8%	18.2%	21.5%	30.4%
Non-Rider	17.9%	13.5%	24.3%	44.3%
Option 1 (C-1)	32.1%	31.7%	33.2%	27.6%
Option 2 (C-2)	42.7%	44.7%	46.8%	56.1%
Option 3 (C-3)	25.2%	23.6%	20.0%	16.3%



The above data shows that all income ranges supported Option 2 the most, though support for this option increased as income increased.

The survey also collected data on ethnicity, as shown in Table 7 below:

Table 7: Respondent Ethnicity/Option Preference

Ethnicity/Rider-Non-Rider and Option	Latinx/Hispanic	Black/African American	White/Caucasian	Asian American/Pacific Islander	Native American	Other
Rider	32.7%	11.3%	33.0%	13.7%	0.8%	8.5%
Non-Rider	24.0%	6.1%	43.5%	17.2%	0.0%	9.2%
Option 1 (C-1)	32.6%	31.4%	29.1%	32.7%	30.2%	28.8%
Option 2 (C-2)	41.1%	41.8%	54.4%	46.8%	39.5%	49.4%
Option 3 (C-3)	26.3%	26.8%	16.5%	20.5%	30.2%	21.8%

The above data shows that people of color supported Option 2 the most among the three options, though not as strongly as White Caucasian, and Other respondents did. The Asian American/Pacific Islander respondents supported Option C2 notably more strongly than other minority groups.

The survey also collected data on gender as shown in Table 8 below.

Gender Rider/Non-Rider and Preferred Option	Male	Female	Non-Binary	Prefer to Self Describe
Rider	60.7%	35.8%	2.6%	0.9%
Non-Rider	53.3%	43.5%	2.1%	1.1%
Option 1 (C-1)	30.3%	32.7%	25.7%	24.6%
Option 2 (C-2)	49.0%	44.1%	48.7%	36.8%
Option 3 (C-3)	36.8%	23.3%	25.7%	38.8%

The above data shows that all genders preferred Option 2 except the Prefer to Self Describe group that preferred Option 3 slightly more. The Male and Non-binary groups had the largest percentages supporting Option 2.

**RECOMMENDATION**

Staff recommends the Board adopt Option 2 (C-2 Alternative), creating a K Line operating between Redondo Beach and Expo/Crenshaw and a C Line operating between Norwalk and the LAX/Metro Transit Center. This recommendation is based on the following factors:

- Simple, easy-to-understand network
- Most supported option from community outreach
- Provides direct connection to LAX/Metro Transit Center from all C and K Line stations
- Creates north-south (K) and east-west (C) lines in line with regional travel patterns

- 
- Lower resources (less trains/operators) and operating costs than previous C-3 pilot option
  - North-south corridor consistent with Torrance and Hollywood future extensions

This Operating Plan is recommended to be implemented in coordination with the AMC project and LAX People Mover Train projects.

### **FINANCIAL IMPACT**

This item is to seek Board authorization for CEO to implement an updated operating plan for the C and K Lines.

#### **Impact to Budget**

While there is no impact to the proposed FY24 budget directly from this item. Revenue service based on Board direction for this Operating Plan will be included in the Metro FY25 budget request as the planned opening would fall in the first half of FY25 in conjunction with the AMC opening. Option 2 (C-2 alternative) would have a lower impact on the operating budget per year at \$102.9 million, compared to the previously recommended pilot Option 3 (C-3 Alternative) at \$113.2, an saving annual saving of \$10.3 million. Option 1 (C-1 alternative) is only slightly less costly than Option 2 at \$99.5 million.

### **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 described in this Board item, has shown consistently high support for Option 2 among all groups, including people of color and low-income households. Option 2 is the most supported option in the survey results. In recognition of common other concerns raised, well timed connections between trains on the two lines will allow minimal transfer times of three minutes for those riders from the Norwalk Segment to travel to/from areas of north of the LAX/Metro Transit Center Station. This would ensure convenient connections for serving riders on the Metro C & K Lines transit network, especially those who live and work within Equity Focus Communities along the existing C Line that rely most on transit. The recommendation will also allow communities served by the K Line (Crenshaw/LAX) to enjoy new direct access to the South Bay areas.

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

The 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 preparation for the implementation of the approved operating plan. Staff would return to the Board with an update regarding the

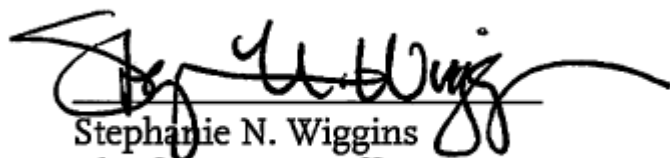
implementation of the Operating Plan consistent with AMC and Airport People Mover Train construction and testing completion ready for revenue service as soon as possible in 2024.

**ATTACHMENTS**

- Attachment A - Motion 28.1
- Attachment B - C and K Line Operating Plan Options
- Attachment C - Travel and Transit Demand
- Attachment D - C & K Line Operating Plan Survey E-blast
- Attachment E - Social Media Comments on C & K Lines Operating Plan
- Attachment F - Community Meetings and Survey Flyer
- Attachment G - C & K Line Operating Plan Survey and Results
- Attachment H - Distribution of C & K Line Operating Plan Survey Responses
- Attachment I - Public Meetings Report Final

Prepared by: Joe Forgiarini, Senior Executive Officer, Service Development, Scheduling, and Analysis (213) 418-3400

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



Stephanie N. Wiggins  
Chief Executive Officer



## Board Report

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**File #:** 2018-0730, **File Type:** Motion / Motion Response

**Agenda Number:** 28.1

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### **OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE NOVEMBER 15, 2018**

#### **Motion by:**

**HAHN, BUTTS, SOLIS, NAJARIAN, FASANA & GARCIA**

Related to Item 28: Crenshaw/LAX - Green Line Operating Plan

The Crenshaw/LAX-Green Line Operating Plan creates a challenging scenario of having to realign existing and long established service routes. The C-1 alternative recommended by Metro staff would dramatically shorten the segment of the Green Line that services the South Bay, further separating the region from the rest of the rail network and introducing new problems for Green Line riders.

The thousands of daily riders who travel to and from the South Bay would, under C-1, be diverted northward to a temporary station stop at Aviation/Century and wait for another train to finish their commute. With the major job centers in technology, aerospace, and at the Los Angeles Air Force Base, the inconvenience of a forced transfer effectively cuts off the South Bay from the rest of our light rail system. Moreover, this forced transfer would not add any new connections, as the planned Airport Metro Connector and LAX's Automated People Mover will not be completed until 2023.

Until the airport connections are built, there is little reason to cut the established Green Line service on which many daily riders rely. That is why the C-3 alternative, which has been endorsed by both the South Bay Cities Council of Governments and Gateway Cities Council of Governments, is the superior alternative for opening day. C-3 would keep the one-seat ride from Norwalk to the Expo Line as proposed under C-1 yet would preserve most of the current Green Line service, ensuring the South Bay remains connected to the larger transit system.

There is a perceived \$11 million cost difference between alternatives C-1 and C-3. The reality is that the 'savings' comes from the dramatic shortening of the existing Green Line by ten fewer stations. As Metro continues to face declining ridership, it makes no sense to cut back on service while simultaneously forcing a transfer.

**SUBJECT: PROPOSED CRENSHAW/LAX - GREEN LINE OPERATING  
PLAN**

**RECOMMENDATION**

APPROVE 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 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.”

C and K Line Operating Plan Options

C-1

Option 1



C-2

Option 2



### Option 3

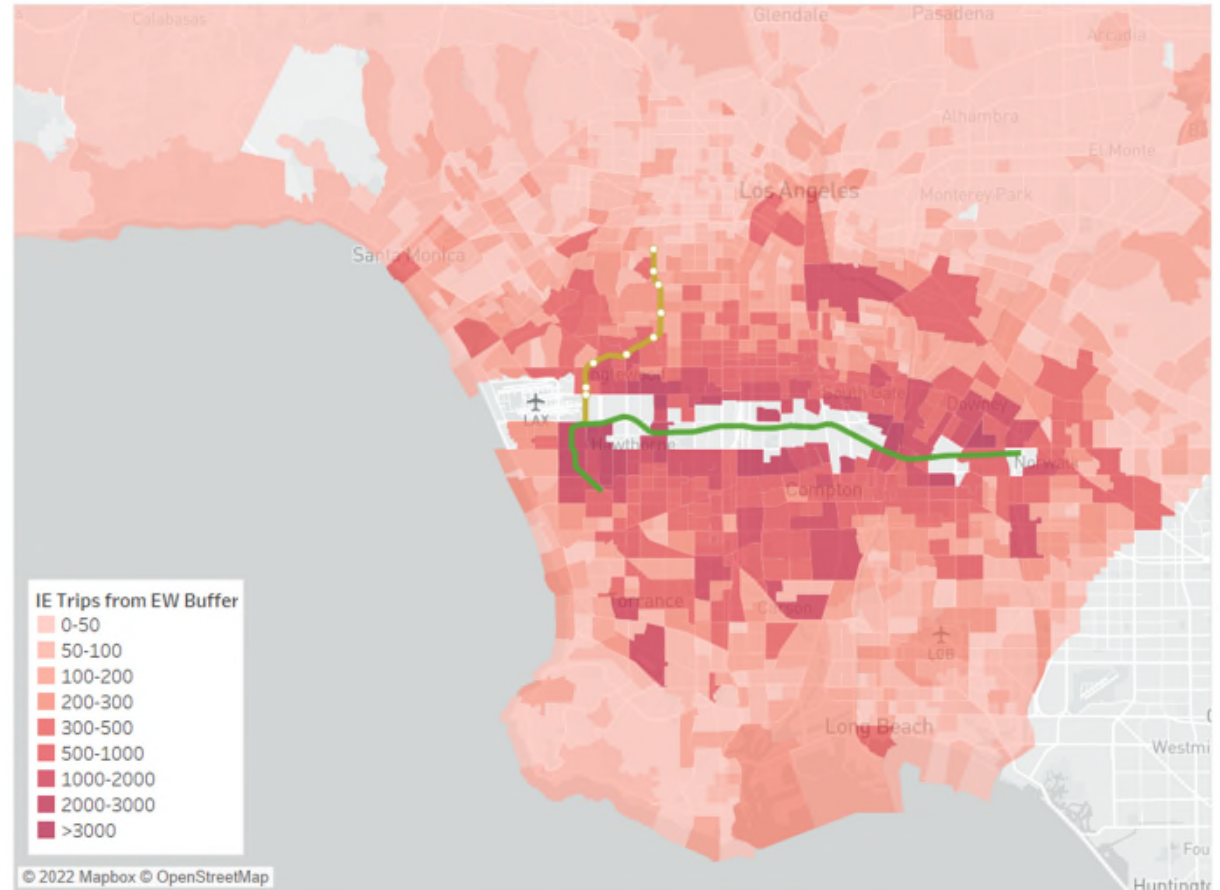


# Travel and Transit Demand

## 2021 Travel Patterns – C Line (Green) East

- This map illustrates all trips (not just transit trips) in 2021 (COVID) originating in the catchment zone (grey area) around the C Line between Norwalk and Aviation/LAX Stations.
- In 2021, similar to 2019 (pre-COVID), travel from this zone was mostly destined for areas surrounding C Line (Green).

Figure 1



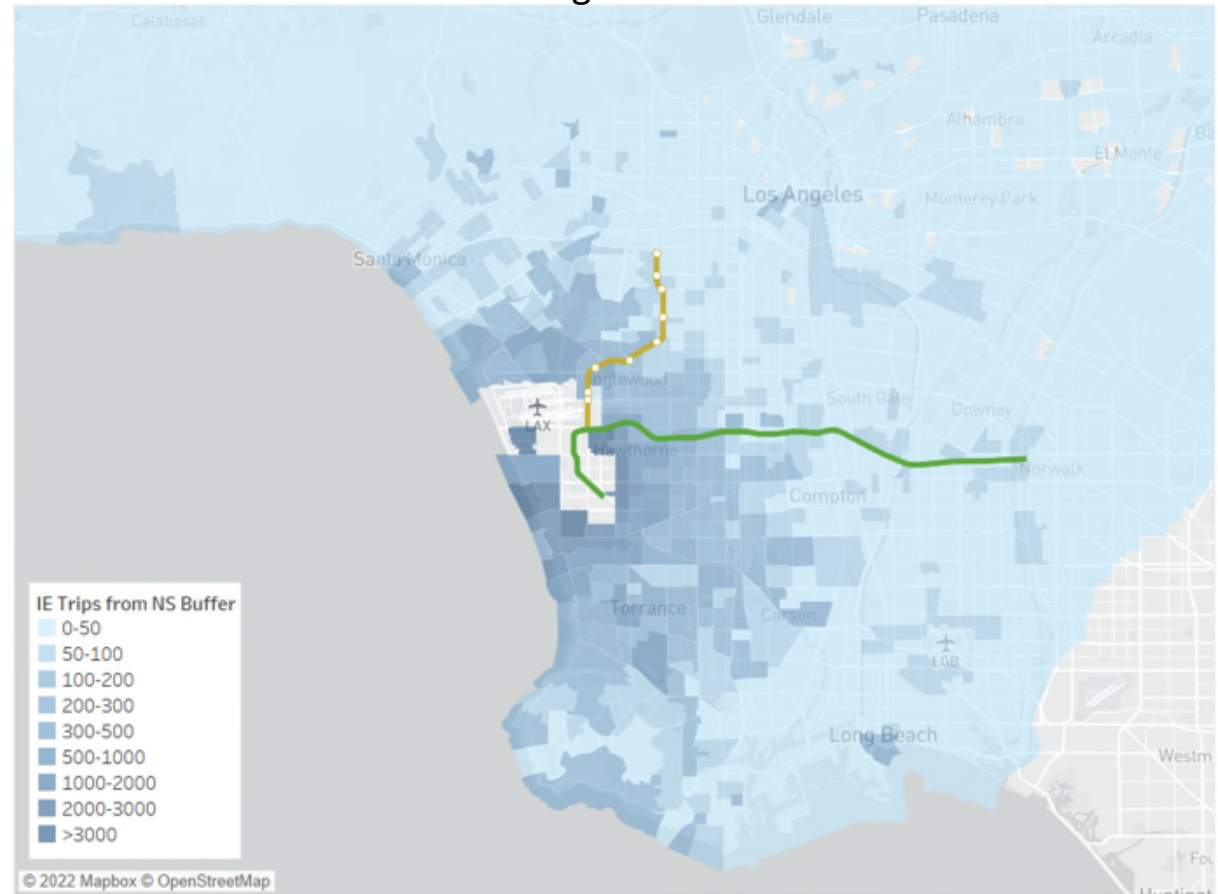


# Travel and Transit Demand

## 2021 Travel Patterns – C Line (Green) West

- This map illustrates all trips (not just transit trips) in 2021 (COVID) originating in the catchment zone around the C Line (Green) between Aviation/LAX and Redondo Beach Stations (area shown in light grey)
- In 2021, similar to 2019 (pre-COVID), trips from this zone are primarily destined for areas to the north and south of the zone

Figure 2

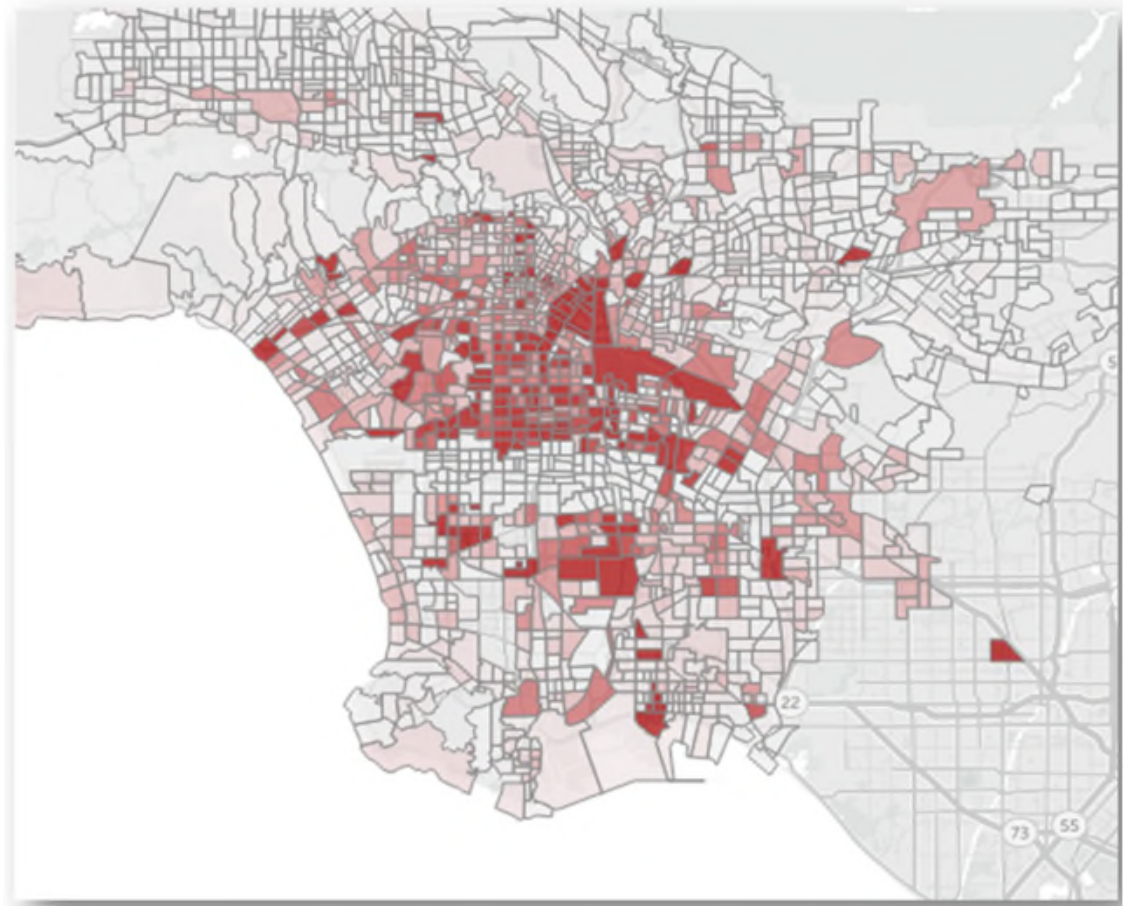


# Travel and Transit Demand

## C Line (Green) Ridership (TAP data)

- This map illustrates transit trips based on TAP data for C Line between Norwalk and Aviation/LAX Stations.
- C Line riders travel to Equity Focus Communities primarily north of the C Line in South LA, and to downtown LA (Red).
- The NextGen Bus Plan (October 2020) has now created an all-day frequent network of 10-minute service, with better bus services connecting C Line riders to their final destinations.

Figure 3

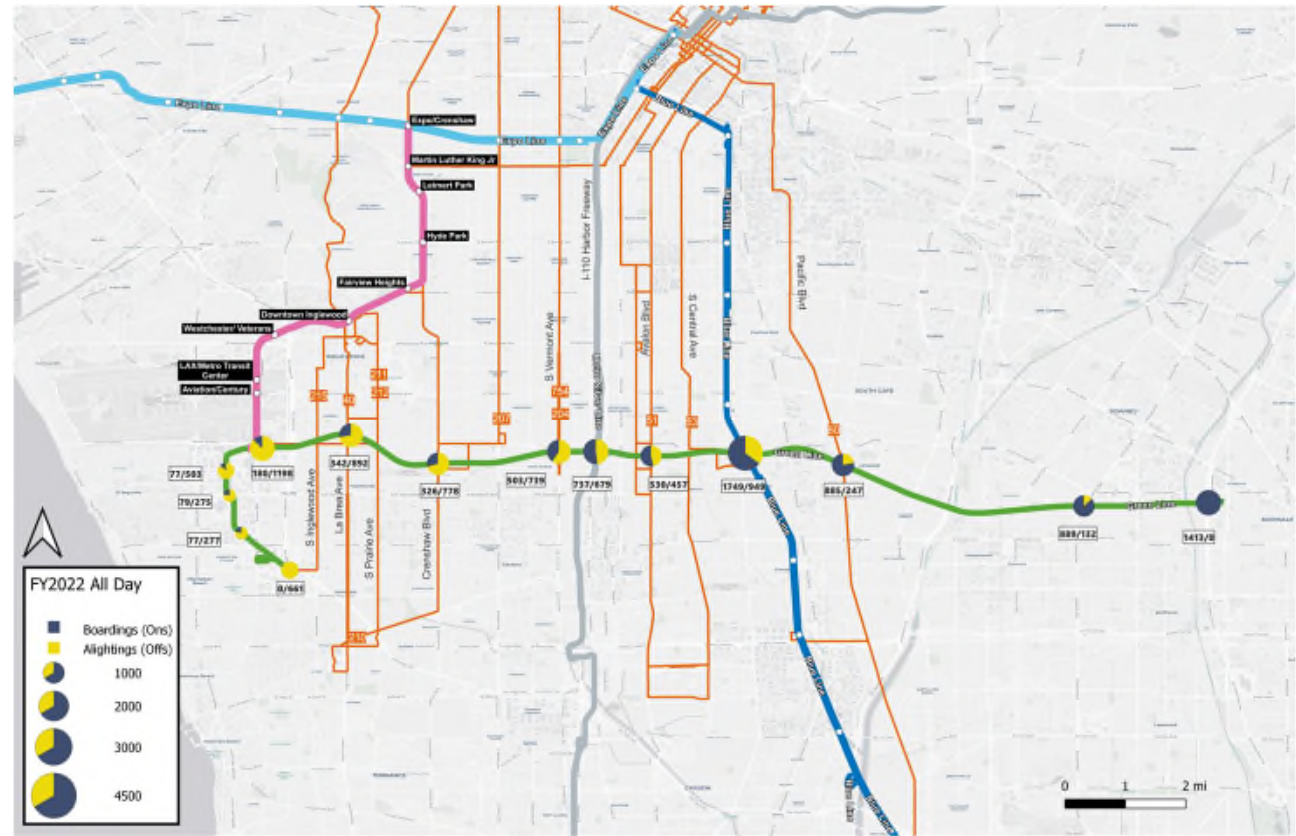


# Travel and Transit Demand 2022 C Line (Green) – Westbound All Day

# ATTACHMENT C

- In 2022, C Line ridership shows the same patterns as 2019.
  - High turnover (boarding/alighting) of C Line riders occurs at stations between Willowbrook/Rosa Parks and Aviation/LAX
  - These stations link C Line riders with Metro A Line (Blue) Rail, J Line (Silver) BRT, and other key NextGen north-south bus corridors (Central, Avalon, Vermont, Western, Crenshaw, Hawthorne)
  - These NextGen Tier 1 all day high frequency (10-minute or better weekdays) north-south bus corridors link with Equity Focus Communities

Figure 4



## C &amp; K Line Operating Plan Survey E-Blast

A Message from Metro



March 21, 2023

Dear Metro Rider,

Metro needs your input as we plan the redesign of the operation of the C Line (Green) Norwalk to Redondo Beach and K Line from Expo/Crenshaw to Westchester/Veterans light rail lines with a new station connection with the LAX Automated People Mover opens in late 2024. This connection will provide a very convenient new option for accessing LAX on Metro.



Please take the survey below to share your opinion on how best to integrate the C and K Lines. By completing this survey, you can enter to win a free Metro 30-Day pass. You will also have the opportunity to sign up for a focus group to provide further feedback.

Thank you for your help in informing the planning of the future operation of the C and K Lines.

[Take the Survey](#)

Thank you for riding Metro.

Joseph Forgiarini

Senior Executive Officer  
Metro Service Development and Planning



Estimado pasajero de Metro,

Metro necesita su opinión ya que planeamos el rediseño de la operación de las líneas C y K una vez que se unan y se abra una nueva conexión de estación con LAX Automated People Mover a fines de 2024. Esta conexión proporcionará una nueva opción muy conveniente para acceder a LAX en Metro.



Complete la encuesta abajo para compartir su opinión sobre la mejor manera de integrar las líneas C y K. Al completar esta encuesta, puede participar para ganar un pase gratuito de Metro de 30 días. También tendrá la oportunidad de inscribirse en un grupo de enfoque para proporcionar más comentarios.

Los Metro Ambassadors están aquí para ayudar. Vienen de diversos orígenes que reflejan las comunidades a las que servimos. Tienen experiencias personales y profesionales que les permiten desempeñar su trabajo con compasión, respeto y habilidad.

Gracias por su ayuda para informar la planificación de la operación futura de las líneas C y K.

[Take the Survey](#)

Gracias por viajar en Metro.

Joseph Forgiarini

Senior Executive Officer  
Metro Service Development and Planning



TAP Customer Service • One Gateway Plaza • Los Angeles, CA 90012 • [Contact Us](#)

## Public Comments C & K Lines Operating Plan

**Facebook Post: Community Meetings on C & K Line Operating Plan  
Posted April 4, 2023**

Option 1: 3  
Option 2: 40  
Option 3: 9  
Other: 4  
NPE (NPE): 128

Commenter	Comment	Preferred Option
Bob Ela	Definitely not 3. Riders from the South Bay should be able to get to LAX Connector in one seat. Also, that station will presumably be quite busy with pax toting luggage. Pax will be going towards Norwalk, South Bay, or Expo/Crenshaw. Option 3 will crowd South Bay pax with Norwalk pax. Option 1 or 2 will distribute pax more-or-less equally.	NPE
David James Henry	Bob Ela Especially with their plans to extend the line further towards San Pedro	NPE
Hoe Neb	I don't know who planned this survey, but it really misses the point which should be centered around using lax. Thank god swa now flies out of lgb becuz prior to that I would endure the miserableness of using the Norwalk station to save on parking and the numerous transfers of the g-line bus I always felt good after taking that trip due to the face if I encountered a nuclear war I had the preparation after putting up with that trip. Obviously my only decision to use lax has to be a large price difference. I would think providing this option would relieve the lax car traffic, but a caveat with the way the current system is viewed I would only wish it on my enemy a ride on the train comes to mind	NPE
Phoebe Kiekhofer	There really, really needs to be a direct bus from Westchester/Veterans to the LAX terminals in the meantime. It takes no less than 45 minutes to get from the LAX terminals to the K line because of the forced transfer all the way down to the C line. Nobody flying in is using the K line because nobody has that kind of time. Please listen...	NPE
David Galvan	This.	NPE
Paul Yelder	Phoebe Kiekhofer I agree. The current shuttle to the existing bus center could easily be extended to the Veterans station. In the meantime, it's easier/quicker for me to take a bus to LAX and I live right off the new K line. 🙄	NPE
Author Metro Los Angeles	Hi Phoebe. At this time there are no transit buses serving the LAX horseshoe -- from Metro or other agencies. One big issue is that's a very challenging environment with traffic, luggage, keeping buses on any kind of schedule. We know it's not ideal but thankfully not terribly far from much better way to get there via the new station and people mover. ^SH	NPE

Commenter	Comment	Preferred Option
Michelle Bradley	As long as there is no one seat ride from LA Union Station, many stops and crappy seats, this will be used more by airline employees than airline passengers. When I come to Los Angeles, I am still on the Flyaway. LA has not reached the point of London and Tokyo, even Denver. LA had a perfect route to do a one seat semi-express from LAX to LAUS (the Slauson alignment), but they decided to turn that into a bike trail.	NPE
Sabino Cobos	Metro Los Angeles someone told me that is a very old man. RTD use to have services like that. Why can't you do that MTA?	NPE
Sabino Cobos	There are many streets that no longer have buses on it and we're all cancelled over the past 30 years. Why is that MTA. I guess your telling me to go buy a car and not use your system anymore.	NPE
Paul Yelder.	Metro Los Angeles - I take the 102 bus to the bus transit center, and then jump on the terminal shuttle. Temporarily extending this terminal shuttle service to Veterans Station (via Arbor Vitae to Hindry or Aviation/Florence) would be more efficient for K Line riders than the current arrangement. Once the transit center is completed, this leg would be eliminated.	NPE
Phil Obaza	Hold on, back up - 2024? So no K line link to the C line in 2023 anymore? Am I reading this right?	NPE
Joaquin Palacios Zavala	Why don't you take into account what the subway in New York did on their designing so that what was wrong there may be bettered in your designing of the Metro for Los Angeles people? They may have exceptional input to share with you, i believe.Well just an opinion! Thanks for considering the public opinion!	NPE
Jesse Budlong	Joaquin Palacios Zavala NYC subways only cost \$1,000,000,000 per mile.	NPE
Kevin Wheeler	Whichever option, prioritize that trains are clean and safe for children. Are you Metro or Urban Refugee Mobile Housing (URMH)?	NPE
Vince Downing	Honestly Mariposa through Redondo Beach C-Line Stations are used almost exclusively by commuters from the East. There should be an Option 4 that keeps the C line in-tact from Norwalk to Redondo Beach. The K branch should be the line that terminates at Rosa Parks. The Green Line (C) was horribly executed but does one thing well: transport commuters from the East to the (now just somewhat) commercially-rich El Segundo area. All of the proposed options make it bad at the only thing it ever did well.	NPE
Mari Diaz	QUE TNGAN MEJOR SERVICIO PORQUE HOY ESTE DIA MIÉRCOLES 4/5/2022 A LAS 4:5 AM SALI DE CASA Y LA LINIA 4 QUE CORRE DE SANTA MONICA ASIA SENTRO DE LOS ANGELES ESPERE 50 MINUTOS PARA QUE PASA EL BUS ES DE MASODO TIEMPO DE ESPERA Y DISEN QUE TIENEN BUEN SERNVICIO NO ES BERDAD PORQUE UNO TIENE HORA PARA ENTRAR AL TRABAJO ASI COMO LOS EMPLEADOS DE METRO TIENEN SU HORIO TAMBIEN UNO TIENE HORARIO DE ENTRADA AL	NPE

Commenter	Comment	Preferred Option
	<p>TRABAJO SE LES PIDE DE FAVOR MEJORAR EL SERVICIO POR LA MAÑANA GRACIAS FELIZ DIA MIERCOLES DIOS LOS BENDIGA A TODO EL PERSONAL DE METRO 🙏🙏</p> <p><i>THAT THEY HAVE BETTER SERVICE BECAUSE TODAY THIS DAY WEDNESDAY 5/4/2022 AT 4:5 AM I LEFT HOME AND LINE 4 RUNS FROM SANTA MONICA TO DOWNTOWN LOS ANGELES WAIT 50 MINUTES FOR THE BUS TO PASS IT IS TOO MUCH TIME TPO WAIT AND THEY SAY THAT THEY HAVE GOOD SERVICE IT IS NOT TRUE BECAUSE ONE HAS A TIME TO GET IN TO WORK JUST LIKE THE METRO EMPLOYEES HAVE THEIR SCHEDULE, ONE ALSO HAS A TIME TO GET IN TO WORK WE ASK THEM TO PLEASE IMPROVE THE SERVICE IN THE MORNING THANK YOU HAPPY WEDNESDAY GOD BLESS ALL THE METRO STAFF</i></p>	
James McCollum	K Line need to be extended through Mid-city, La Brea, Fairfax to West Hollywood! Also an opportunity was missed by not making a junction a few blocks away from Crenshaw/Expo for the Lines to connect and bring the line to the surface via Obama Blvd	NPE
Victoria Bazlamit	James McCollum Those are only going to be covered in extensions of the purple line over the next several years, unfortunately	NPE
David James Henry	Victoria Bazlamit k line is being extended north actually. They will extend it to the Hollywood Bowl (mostly because it makes the digging cheaper)	NPE
Cee Fitz	James McCollum, yah, the city of West Hollywood, Santa Monica, Beverly Hills, and the area of Cheviot Hills, which is NOT its own city simply because it possesses an "incorporated" sign - fought against public transport - delay delay delay - and there are other incorporated towns in Los Angeles County that gave the finger to Metro trains passing through "their" precious parts of town. No objection to plowing under businesses and roads in "other" people's parts of town.	NPE
Victoria Bazlamit	David James Henry I guess technically it's a K line extension but there are 3~ different lines pending. The purple is the only one 100% approved to extend	NPE
Author Metro Los Angeles	James McCollum Hi everyone. We do have a project to extend the K Line north to Hollywood/Highland and potentially the Hollywood Bowl. At present it's a long-term project but there's already been planning work on potential routes, etc. Here's the project page with map of routes under study. Pretty interesting stuff and sure seems like a line that would attract a lot of riders. Take a gander: <a href="https://www.metro.net/projects/crenshaw-northern-extension/">https://www.metro.net/projects/crenshaw-northern-extension/</a> ^SH	NPE
Eduardo Calderon	Cee Fitz west Hollywood wants the K Line through their city though	NPE
Cee Fitz	Eduardo Calderon, it ought never have purposefully covered up the original tracks. 🙄 Let WeHo pay for it.	NPE



<b>Commenter</b>	<b>Comment</b>	<b>Preferred Option</b>
David James Henry	Victoria Bazlamit well the purple line is almost completely finished.	NPE
Ashish Gupta	Metro Los Angeles 2047?!?	NPE
Victoria Bazlamit	David James Henry Nah, it won't be fully completed until 2027. It has extensions planned too <a href="https://www.metro.net/projects/westside/">https://www.metro.net/projects/westside/</a>	NPE
David James Henry	Victoria Bazlamit i was misinformed. I spoke to a guy who works on the D Line project, he was very confident we would be riding on it like next year at the latest.	NPE
Victoria Bazlamit	David James Henry For like 3 stops only, unfortunately. I think it was originally slated to be done in 2019, then 2021, then 2023 and now 2024. They approved the project altogether in 2012. Thats 7 years to even START construction. I can only imagine the delay on the other extensions. I know they act like they can get it together before the Olympics but they've got too much to be squished into 5 years	NPE
Donald Russell	Why didn't anyone think about building the LAX station BEFORE construction of the station began??? It's not like the people mover was something they just came up with!	NPE
Tyra Whoasking	I voted already I chose option 2	Option 2
Mark Montoya	Tyra Whoasking me too.	Option 2
Nawaday Lee	Option 1 Majority go to Lax, are not from local.	Option 1
Mitch Dorf	Metro Los Angeles why isn't there a direct station at Sofi? Did they lobby so they can charge \$70 to park? I've asked this before and all I got was crickets from you. Also, why on earth did you not plan to connect the D and E and create the "Santa Monica Loop?" And, thank you Pammie O' for not having ALL Santa Monica trains elevated, as funded and approved. Couldn't help but get that \$\$ grab for train skin advertisement at grade could you? Hope you made out well with that.	NPE
Sam Antell	Mitch Dorf sofi will be served by a people mover, similar to how LAX will be served. <a href="https://en.m.wikipedia.org/wiki/Inglewood_Transit_Connector">https://en.m.wikipedia.org/wiki/Inglewood_Transit_Connector</a>	NPE
David Galvan	re this statement: "Constructing the station involves track work -- thus the reason we can't run trains through the site." Why does construction work on the LAX People mover involve track-work on the K-line tracks?	NPE
David James Henry	David Galvan The people mover will be completed before this station is finished	NPE
David Galvan	David James Henry Oh I see. I misunderstood and thought the people mover construction was the holdup, but it's the Metro station at LAX/Metro Transit Center. Thanks for clearing that up.	NPE
Author Metro Los Angeles	Hey David. The people mover is elevated and above our tracks. The issue is we had to build new track, move some track and the construction work is right next to our tracks and we can't be sending trains through every few minutes while building. Not ideal but that's	NPE

Commenter	Comment	Preferred Option
	how the timing of everything worked out. Good news is we're a lot closer to finish line than start line. ^SH	
Jonathan Chue	The last I heard, the remaining segment of the K line will be open sometime in 2023, but the LAX APM station won't be operational until 2024. Has that officially changed? Will both not be open until 2024?	NPE
Cmb Bryant	Great, because now it's a train to nowhere	NPE
Jerry Puga	So if I'm using the metro line to go from Pasadena to LAX, which one would be the most direct with the least amount of transfers? Getting people from the SGV to LAX in the best option possible	NPE
David James Henry	Jerry Puga After the Regional Connector is built, you will take the E Line (Gold) all the way to Expo/Crenshaw, transfer to the K Line (Pink) and ride to the end of the line. When the airport station is finished, you'll transfer to the LAX people mover. Two transfers.	NPE
David Manciatì	David James Henry no he would need to go from Pasadena to a Little Tokyo on the A line then transfer to the E to Expo/Crenshaw then Transfer to the K line and then transfer to the LAX people mover. But honestly it would be faster and more convenient to just go from Pasadena to Union and go on the LAX Flyaway.	NPE
David James Henry	David Manciatì you're right, I had to double check. It's really confusing to figure out since the colors are changing	NPE
Jerry Purga	David Manciatì correct. That is why I would not take the metro from here. But just imagine if they had a more direct way to LAX. I would get rid of lots of traffic on the streets.	NPE
Hal Corbo	Metro Los Angeles ... - Hear me out on this suggestion... Add a connector from the current EXPO line to the K Line.... then L (Gold Line) East LA - Downtown LA - LAX - South Bay ... Run the A (Blue Line) Long Beach - Downtown LA - Pasadena - Pomona and transition the EXPO line to run Santa Monica - LAX - Norwalk ..... Running a line from Downtown LA to the South Bay via LAX/K Line would be far more popular than these 3 options.	Other
Alexander Banos	The E Line (Expo) route on these proposed maps are still colored light blue along with it's easternmost final destination set to Downtown LA. But the A Line (Blue) route in the proposed maps already has its new northernmost final destination set to Azusa. By then, the new E Line will be colored gold along with its new easternmost final destination set to East Los Angeles.	NPE
Wayne Wright	Option 3	Option 3
Yvette Benner	Option 2	Option 2
Mark Morataya	Yvette Benner me too.	Option 2
Oscar Perez	Ok pero es otro hotel para los homeless porque en todos los trenes que uno se sube parecen dormitorios públicos llenos de homeless y van fumando y tomando es un peligro para los pasajeros	NPE

Commenter	Comment	Preferred Option
	<i>Ok but it's a hotel for the homeless because in all of the trains that one boards they look like public dormitories full of homeless and they go on smoking and drinking its dangerous for passengers.</i>	
Dylan Neidorff	Is there no junction at Crenshaw that would allow K trains to go east down the Expo line to 7th/Metro for a one train, no change, service between Downtown LA and LAX?	NPE
David James Henry	Dylan Neidorff No because the K Line is underground at Expo/Crenshaw	NPE
Sabino Cobos	Here is my input. 24 HOUR SERVICE ON ALL TRAINS!!!!	NPE
Abraham Gonzalez	Option 3 sounds nice! It would be like the red and purple lines!!	Option 3
Longo Chu	Option 2!	Option 2
David Keenan	Option 2 and extend the K Line to Long Beach. The 405 Corridor needs rail transit all the way through.	Option 2
Steve Sichi	Done. Thanks for the opportunity! Love Metro!	NPE
Christopher Ide	option 2	Option 2
Mike Madison	Option 2 for sure	Option 2
Mark Morataya	Mike Madison me too.	Option 2
Richard Snyder	Option 2's the best of the three. Having dedicated north/south and east/west lines make the Metro system more intuitive and easier to navigate, and it still gives direct LAX access for two lines.	Option 2
Mark Morataya	Richard Snyder I agree.	Option 2
David James Henry	Richard Snyder i didn't think of this, you're right	Option 2
Earnest McCall	Great work being doing!! 😊	NPE
Ai Lyn Young	Option 2 Or you keep GREEN line as it is.,	Option 2
Mark Morataya	Ai Lyn Young I agree	Option 2
LuvErica Turner	I like option 2	Option 2
Mark Morataya	LuvErica Turner me too	Option 2
Oscar Martinez	I don't mind as long it can me get there	NPE
Lennie Simpson Lafaurie	Option 2 makes more sense.	Option 2
At Toyzume	Option 2	Option 2
Mark Morataya	At Toyzume me too	Option 2
Sherwin Easly	Option 2....Is The Best....	Option 2
Mark Morataya	Sherwin Easly I agree.	Option 2
Oscar Flores	Sherwin Easly this id gonna be fun when I ride the metro lines again	NPE
Jon Bush	Option 2	Option 2

Commenter	Comment	Preferred Option
Mark Morataya	Jon Bush me too	Option 2
John Bellagiolake	Metro K line from Redondo Beach station to Expo Crenshaw and Metro C line from Norwalk to Expo Crenshaw Is the best solution idea. So LAX/Metro Transit station is the best station hub for easy transfer.	Other
Keke Robinson	Option 2 looks more interesting	Option 2
Bill Lam	Option 3 is the best choice than the other options with the modification of option 3 is that the C Line service would still run between Norwalk and Redondo Beach, the K Line service would run between Expo/Crenshaw and Norwalk, and the new Olive Line service(whatever the new line letter is) would run between Expo/Crenshaw and Redondo Beach. That way people can potentially avoid transferring trains at Aviation/LAX(later renamed to Aviation/Imperial) and Aviation/Century so that riders can save more travel time and enjoying a one seat ride around as well	Option 3
Jose Luis Acevedo	Muchas gracias por todo lo que ase METRO que DIOS BENDIGA a todos los trabajadores por que asen un trabajo pesado y peligroso y para no tener contratiempos ay que salir más temprano de casa para ir a trabajar oh a las actividades que uno haga a diario principal mente donde están trabajando los de METRO QUE DIOS LOS BENDIGA SALUDOS Y ÁNIMO METRO <i>Thank you for everything. What METRO does may GOD Bless all the workers because they do a hard and dangerous job and to avoid setbacks one has to leave home earlier to go to work or activities that one does daily especially where theyre working those from METRO MAY GOD BLESS SALUTATIONS AND KEEP IT UP METRO</i>	NPE
Jay Rosa	Eyana Wright looks like we will be able to just take the train and beat traffic 🤔	NPE
John Huang	Thank you for the information I hope that the signals will work if that's possible	NPE
Sunny Chen	I meant 4 stations by extending light green like to transfer at Inglewood station	NPE
Daryl MY	Option 2 for sure 😊	Option 2
Jelani Davis	Option 3 hands down	Option 3
Jordan Lee	Option 4: Blow up Los Angeles and start over. We'll have a cleaner city and we can plan the replacement much better!	NPE
Michael Stocker	Definitely not option 3. Option 1 is good as long as you have the C Line end at Expo/Crenshaw instead of LAX/Metro transit Center. Option 2 is good as long as you have the C Line end at Expo/Crenshaw instead of LAX/Metro Transit Center.	Option 1 or 2
Jim Johnson	Option 3 looks like it makes the most sense.	Option 3
Jeriteri Tenorio	3rd choice	Option 3
Elvis Vallejo	we need more metros and light rails in our country !!!! thank you for trying los angeles	NPE

Commenter	Comment	Preferred Option
Bee Dubb	Open Century and Airport... 🙄	NPE
Metro Los Angeles	Bee Dubb When we can get trains through construction site safely we will. Appreciate the patience. We're eager for everyone to be good-and-done too! ^SH	NPE
David James Henry	Metro Los Angeles hey Metro? Good job responding to comments, y'all weren't nearly this responsive last year.	NPE
Bee Dubb	Metro Los Angeles THE TRAINS TRAVEL THROUGH AND HAVE BEEN TRAVELING THROUGH. YOU JUST CHOOSE TO NOT LET PASSENGERS ON. WHAT IS YOUR NEXT LIE???	NPE
David James Henry	Bee Dubb did you not read what they said	NPE
Bee Dubb	It is running empty.	NPE
Jordan Lee	Thank you for building all this new housing for the homeless!	NPE
Ill E Go	Y isn't this promoted on the Green line only on the k line. ? 🙄	NPE
Kahlil James Menilek II	I think option three is the worst.	NPE
Jose Luis Acevedo	Thank you	NPE
Helen Pal	Christopher Corrasa	NPE
Iker Castaño	3	Option 3
Josue Ezequiel Gonzalez Osoria	3	Option 3
Kevin Wheeler	3	Option 3
Julio Altonio	Option 1. You have more ridership coming via the A line from Long Beach so it would make sense to prioritize having more riders be able to take a one seat trip from Willowbrook to LAX and Expo (where they can then transfer to the E line) I don't like option 3. That branch of the C line along the 105 doesn't seem that busy or important enough to me to have interlined with two lines and double wait times for people coming from Willowbrook and heading to either Redondo Beach or Expo (most will be heading toward expo anyway)	Option 1
David James Henry	Julio Altonio with your concerns in mind, I think option 2 fits better because option 1 would force all Redondo Beach residents who want to travel someplace other than the airport to transfer	Option 2
David Güldenpfennig	Why the K doesn't connect Downtown, the American transit are so bad.	NPE
Serena Delgadillo	David James Henry or even the A line if options 1 or 3 are picked!	NPE
Jeriteri Tenorio	David Güldenpfennig it will connect to Hollywood instead	NPE

Commenter	Comment	Preferred Option
Michail Takach	I can understand the question: why would an AIRPORT line not connect directly to downtown? Are residents (or even tourists) really going to transfer 2-3-4 times from the LAX People Mover to their destination -- with luggage or children? As an alternative to driving to the airport, the K Line is not an especially viable alternative.	NPE
Richard Mancilla	David Güldenpfennig there's nothing to do in downtown la,	NPE
Jane Shevtsov	Michail Takach Downtown is pretty far from where most people live. You want to run closer to residential areas.	NPE
Michelle Bradley	Metro had the perfect alignment to run semi-express trains from DTLA to LAX (the Slauson alignment), but it looks like that's going to be a bike trail instead. <a href="#">#priorities</a>	NPE
David James Henry	Serena Delgadillo Gotta be honest, i prefer option 2 because option 1 would relegate the C line into becoming a branch line of the K line (inconvenient for anyone in Redondo Beach) and Option 3 would leave room for only one line at LAX Transit Center, meaning that C Line passengers would need to transfer for the trip to the airport.	Option 2
David James Henry	David Güldenpfennig The K Line doesn't need to connect downtown. Transfer to the E line to get to Downtown.	NPE
St Brendan	Are you going to stop junkies from shooting up in the stations? That would be cool if you did that.	NPE
Tony Hoover	<a href="https://www.cbsnews.com/.../1-person-stabbed-multiple.../...CBSNEWS.COM">https://www.cbsnews.com/.../1-person-stabbed-multiple.../...CBSNEWS.COM</a> person stabbed multiple times on Metro train headed to MacArthur Park	NPE
Majed Zeidan	Option 2	Option 2
Kevin Villagomez Valencia	Option 2	Option 2
Mark Morataya	Kevin Villagomez Valencia me too	Option 2
Daniel Perez	Add security	NPE
David Galvan	Option 1	Option 1
Michael Stocker	How come none of the options have both the C Line and the K Line terminating at Expo/Crenshaw so that they can both connect with the E Line?	NPE
Joseph Gorla	Excited to see getting built	NPE
Frank Alvarez Delgado	Hmm interesting. What about if you live in the San Gabriel Valley, which one would be the best option? Any options?	NPE
Matt Lashbrook	David James Henry *** Pasadena (Azusa) -> Long Beach & East LA -> Santa Monica. I would much rather prefer Pasadena (Azusa) -> Santa Monica though. Hopefully the data will suggest that they change that.	NPE

<b>Commenter</b>	<b>Comment</b>	<b>Preferred Option</b>
David James Henry	Frank Alvarez Delgado After the Regional Connector is built this year, the E Line will travel all the way from Santa Monica to Pasadena, you'll take that train to Expo/Crenshaw and then transfer to the K Line	NPE
Kevin Chu	Frank Alvarez Delgado Maybe take the Silver line from El Monte and change K line at Harbor Hwy, then change to people mover?	NPE
Marshall Knight	Voted. But it bears mentioning that the actual best solution — interlining both the C and K between LAX and Expo/Crenshaw — is considered impossible because of poor planning. Hopefully the power and throughput constraints can be solved someday but for now we're stuck choosing between several lesser options.	NPE
✍️ Author Metro Los Angeles	Marshall Knight Thanks for taking the survey Marshall. Appreciate the interest and input! ^SH	NPE
Jonathan Kaslow	Marshall Knight this is the correct take.	NPE
Ronny Rueda	Marshall Knight it's the limitation of having a mostly at grade system. If expo had been had been designed will full grade separation from Crenshaw all the way to 7th/metro center the interlining scenario with the k line would have been more likely.	NPE
Drew Reed	Option 2! Then if they eventually do a line over the Sepulveda pass they can extend it down to connect with the green line/C.	Option 2
Mark Morataya	Drew Reed me too	Option 2
David James Henry	Drew Reed Hopefully it will be heavy rail so we will have 3 different lines intersecting at LAX/Metro Transit Center and Aviation/Century	NPE
Drew Reed	David James Henry Good point.	NPE
Owen Reese	Drew Reed More likely the Sepulveda line will be heavy rail metro, unable to connect to C line. Instead, the C line could connect to a new line up Lincoln Blvd to Santa Monica.	NPE
Ferez Khavarian	Lance Mako Linden when I visited SFO. I loved how the BART picks right up at the airport. Easy transfer with such heavy luggage.	NPE
Michael joseph Beaman	Option 2 is best. The others inconvenience people too much. People need direct routes to important places as much as possible. Too many transfers and they'll just drive. Public transit needs to be shown as a better option than driving. Get people out of their cars as much as possible.	Option 2
Mark Morataya	Michael Joseph Beaman I'm going with option 2.	Option 2
GoGetta Montana	#2	Option 2
Joshua Fruhlinger	Has the opening of the connection between the K and the C now been pushed back to 2024? For a while Metro was saying that the connection would open in late 2023, with LAX/MTC opening in 2024.	NPE
Mark Bonilla	Option 2, if C Line could also extend east to Santa Fe Springs and north to Santa Monica	Option 2

Commenter	Comment	Preferred Option
Christian Anthony Horvath	Option 2	Option 2
Maksymilian Ormianin	2 sounds logical, yet I don't understand why C shouldn't go all the way to Expo. I don't know how the track layout is like at LAX, but I guess it would be better to allow people to use transit with least changes possible. For that see Munich's U-Bahn as an example, many lines run parallel with each other	Option 2
Ken Francis	Make the trains clean and safe, otherwise the ridership you want will not use the system.	NPE
Lance Mako Linden	This is long overdue Why doesn't the K Line go directly into LAX?? it's just poor planning on the city and Airport Authority's LAWA's part other cities have had rail to their airports for years just look at SFO DFW NRT HKG LHR OSL ARN JFK CDG PDX SEA all these other cities have a direct rail line to their Airport	NPE
Metro Los Angeles	Lance Mako Linden Long long story there that played out in planning this. Building the K Line or a spur line either under the airport or threading it through the airport would have been difficult. Ultimately the decision was made that a people mover linking to our system was the best way to go. I think it will work well and make it easy to get from new LAX/Metro Transit Center station to the airport terminals. ^SH	NPE
David James Henry	Metro Los Angeles Whoever was in charge of LAX in the 30s should have implemented a rail connection. But that's coulda woulda shoulda thinking. The people mover is an excellent upgrade to what we have now.	NPE
Ferez Khavarian	Lance Mako Linden when I visited SFO. I loved how the BART picks right up at the airport. Easy transfer with such heavy luggage.	NPE
Jimmy Gottlieb	Lance: JFK doesn't have direct rail. It also has a (very expensive and slow) people mover 🙄. HND here in Tokyo used to just have a monorail, but direct real rail was added some years ago.	NPE
Alissa Kate Moore	Honestly it's ridiculous that the you can't go directly from dtla to lax on the metro, too many transfers	NPE
David James Henry	Alissa Kate Moore After this part of the track is finished, it will be one (1) transfer from the K Line to the E Line.	NPE
Riker Muley Bono JohnnyKasitz	Avoid all rail to LAX, extend only 3 miles on of Red line to Burbank Airport done...	NPE
RoseAnn Zirpoli	3 stabbings in 1 week near red line DO BETTER	NPE
Martin Nemeth	Get your act together with the existing lines before any more expansion.	NPE
Keke Jones	Michael Fetaru	NPE
Michael Fetaru	Keke Jones C Line all the way	NPE



Commenter	Comment	Preferred Option
Moss Mini	Strong strong riding. <a href="https://www.foxla.com/.../4-wanted-in-mans-alleged-hate...">https://www.foxla.com/.../4-wanted-in-mans-alleged-hate...</a>	NPE
Jairon Torres	P. T.	NPE
Israfael Diaz	Let build a rail road to eat la where people won't use it at all sold!	NPE
Ben d'Abo	?	NPE
Edgar Luna	Korina Solis	NPE
Korina Solis	Edgar Luna I like K line 😊	NPE
Cris Kun	Keep the green line how it is and end the K line on redondo Beach best option! Metro Los Angeles	Other
Mark Morataya	Cris Kun I agree	NPE
Joseph R. Dutra	Yay...another post having nothing to do with making trains, stations, buses safer for passengers. Metro Los Angeles is a complete joke.	NPE
Wendy Moto	Joseph R. Dutra This country doesn't, and never will, know how to do public transportation right. That's one of the main things I envy when I travel to Australia.	NPE
David Manciatì	Joseph R. Dutra I've been to some of their Board Meetings and you need to telephone in or go in person. Last Operations meeting two board members invited this Organization that was advocating for removal of police and that we should let vagrants alone. I was the only one that was asking for cleaner/ safer and stronger police presence.	NPE
Michael Stocker	Since it's not looking like the K Line will be extended down to the C Line until the end of the upcoming NFL season, you should add a Sofi Stadium Shuttle route between the Downtown Inglewood Station and Sofi Stadium for the 2023 NFL season.	NPE
Allen Carter	Michael Stocker This would have also helped greatly for WrestleMania 39 last weekend at So-Fi. Without this shuttle connection, the only other use that the current K Line segment has outside of The King Day parade, is to go to the original Randy's Donuts.	NPE
Wayne Wright	Michael Stocker You know that Inglewood is Building a People Mover from Downtown Inglewood Station to So-Fi.	NPE
Michael Stocker	Wayne Wright I know. But until it's finished they need a Sofi Stadium Shuttle route between the Downtown Inglewood Station and Sofi Stadium.	NPE
Author Metro Los Angeles	Michael Stocker Definitely something we want to do. One ongoing challenge has been staffing it properly -- we also need to ensure that all our bus routes across the county are adequately staffed. ^SH	NPE
Michael Stocker	Metro Los Angeles starting in the 2023 NFL season, you should also have a shuttle between Los Angeles Union Station and Sofi Stadium. Have this shuttle start taking people from Los Angeles Union Station to Sofi Stadium 3 hours before the scheduled start time of every Rams home game and every Chargers home game. Have buses leave Los Angeles Union Station for Sofi Stadium every 20 minutes with the first	NPE

Commenter	Comment	Preferred Option
	<p>bus leaving Los Angeles Union Station for Sofi Stadium 3 hours before the scheduled start time of every Rams home game and every Chargers home game and the last bus leaving Los Angeles Union Station for Sofi Stadium at the scheduled start time of every Rams home game and every Chargers home game. Then after the end of every Rams home game and every Chargers home game, have the buses take people from Sofi Stadium to Los Angeles Union Station on a continuous basis (each bus leaving once it's full) with the first bus leaving Sofi Stadium for Los Angeles Union Station at the end of every Rams home game and every Chargers home game and the last bus leaving Sofi Stadium for Los Angeles Union Station 2 hours after the end of every Rams home game and every Chargers home game (have the last bus that leaves Sofi Stadium for Los Angeles Union Station leave Sofi Stadium for Los Angeles Union Station 2 hours after the end of every Rams home game and every Chargers home game regardless of how full or empty the bus is).</p> <p>So that it does not interfere with Dodger Stadium Express bus service, at Los Angeles Union Station have this bus pick up and drop off fans at Bay 3 of the Patsaouras Transit Plaza (which is where the Dodger Stadium Express used to pick up and drop off fans before it moved to the Historic side of Los Angeles Union Station).</p> <p>The pregame route this shuttle will take non-stop from Bus Bay 3 of the Patsaouras Transit at Los Angeles Union Station to Sofi Stadium will be via turning right on Vignes street, then taking Vignes Street to the northbound 101 freeway on-ramp, then merging onto the northbound 101 freeway, then taking the northbound 101 freeway to the northbound 101 freeway/southbound 110 freeway interchange, then taking the regular southbound 110 freeway to the southbound 110 freeway Metro Express Lanes, then taking the southbound 110 freeway Metro Express lanes to the southbound 110 freeway Metro express lanes/westbound 105 freeway HOV lane interchange from the southbound 110 freeway Metro Express lanes to the eastbound 105 freeway HOV lane, then exiting the eastbound 105 freeway HOV lane when legally able to do so, then taking the Prairie Street exit, then turning left onto Prairie Street, then taking Prairie Street to East Arbor Vitae Street, turning right onto East Arbor Vitae Street, and then taking East Arbor Vitae Street to the Sofi Stadium bus loading zone to discharge the fans.</p> <p>The post game route this shuttle will take non-stop from the Sofi Stadium bus loading zone to bus bay 3 of the Patsaouras Transit Plaza at Los Angeles Union Station will be via turning left onto Prairie Avenue, taking Prairie Avenue to Imperial Highway, turning right on Imperial Highway, taking Imperial Highway to the eastbound 105 freeway on-ramp, merging onto the eastbound 105 freeway HOV Lane and entering it when legally able to, taking the eastbound 105 freeway HOV Lane to the eastbound 105 freeway HOV Lane/northbound 110 freeway Metro Express lanes interchange, taking the northbound 110 freeway Metro Express lanes, taking the regular northbound 110</p>	

Commenter	Comment	Preferred Option
	<p>freeway to the northbound 110 freeway/southbound 101 freeway interchange, taking the southbound 101 freeway to exit 2A toward Alameda Street/Union Station, turning left onto E Commercial Street, turning left onto Center Street, continuing straight, and then turning left into the Patsaouras Transit Plaza and heading over to bus bay 3 to discharge the fans.</p> <p>Since the Metrolink trains, Flixbus buses, Megabus buses, Greyhound buses, Amtrak trains, and Amtrak thruway buses (all of which go into and out of Los Angeles Union Station) run less frequently than the Metro Rail, Metro bus rapid transit, local Metro buses, and local non-Metro buses, this non-stop shuttle service between Los Angeles Union Station and Sofi Stadium will make it so that people going to and from Sofi Stadium for Rams home games and Chargers home games via Metrolink trains, Flixbus buses, Megabus buses, Greyhound buses, Amtrak trains, and Amtrak Thruway buses will have a better chance of making it to the game on time and then after the game catching their Metrolink train, Flixbus bus, Megabus bus, Greyhound bus, Amtrak train, or Amtrak Thruway bus back than they would if they had to take other transit in addition to one of the current Sofi Stadium Shuttle routes operated by Los Angeles County Metropolitan Transportation Authority or Gardena Transit. The Sofi Stadium Shuttle between Los Angeles Union Station and Sofi Stadium will also connect at Los Angeles Union Station to the B Line, D Line, L Line, J Line, and many other local Metro and non-Metro buses in addition to 3,000 parking spaces. So due to the connections to Metrolink trains, Flixbus buses, Megabus buses, Greyhound buses, Amtrak trains, Amtrak Thruway buses, the B Line, the D Line, the J Line, the L Line, many other local Metro and non-Metro bus routes, and 3,000 parking spaces this Sofi Stadium shuttle route that will go non-stop between Los Angeles Union Station and Sofi Stadium is sure to be at least as popular as the Gardena Transit Sofi Stadium Shuttle route that goes non-stop between the Harbor Gateway Transit Center and Sofi Stadium for every Saturday and Sunday Rams home game and every Saturday and Sunday Chargers home game.</p>	
Mitch Dorf	Michael Stocker People mover? Why wasn't a station just made there? 161,000 people visited Sofi this past weekend and they KILLED it with \$70+ parking. Hmmm, there's your answer.	NPE
Philippe Joffe	We did this last month.	NPE
David James Henry	Philip Joffe it's a continuous process to ensure that more people have a voice	NPE
Brian Carrol	Option 2 👍	Option 2
Mark Morataya	Brian Carroll me too.	Option 2

**Facebook Post: Take our new survey on the C and K Line Operating Plan!  
Posted April 14**

Preferred options expressed:

Option 1: 0  
 Option 2: 1  
 Option 3: 1  
 Other: 1  
 No preference expressed (NPE): 16

Commenter	Comment	Preferred Option
Max Rico	Option 2 for sure. Keep the K Line as a north-south backbone of the system, particularly when it extends into Hollywood 🤔	Option 2
B Rene Poydras	Option #3. It provides two lines of service along the 105 frwy, within the heavily ridden section of the 105 freeway between Aviation/LAX and A Line Willowbrook.	Option 3
Tony Hoover	Right in front of the metro station. Coincidence? I think not. <a href="https://ktla.com/.../1-shot-in-the-head-on-hollywood.../">https://ktla.com/.../1-shot-in-the-head-on-hollywood.../...</a> Person shot in the head on Hollywood Boulevard, suspects at large	NPE
Julia Matulionis	Does it ask if we like the letters more than the colors? Because I hate it 🤔 so confused	NPE
Dennis Sosa	Julia Matulionis We went to letters because as the system grows, colors get fuzzy, and also letters are better for color blind people. They're still keeping colors, along with letters.	NPE
Julia Matulionis	Dennis Sosa color blind people can still read the names of the lines though. It's not like the signs don't say gold line purple line etc	NPE
Dennis Sosa	Many of the signs did not say "BLUE LINE" etc. also, it's simpler a big bold "A" in blue or with a blue background. 🤔	NPE
John Walker	Metro - please make the system safer. The stories on crime are driving people away.	NPE
Richard Torres	Metro is working so hard in building a better and safer projects for the public.	NPE
Ben Herndon	Nothing about schedules at Lincoln/Cypress on monitors or ticker.	NPE
Hal Corbo	Better option: build another connector to expo line & run a South Bay- LAX- Downtown LA- East LA option. Union Station to LAX makes the most sense.	Other
Ildelfonsi Sosa	All the homeless and people sleeping on the Metro we donot find place to seat	NPE

Commenter	Comment	Preferred Option
Edgar Luna	Korina Solis	NPE
T John Edgin	Garbage. Another squandering of taxpayers money to an agency with a proven record of gross mismanagement.	NPE
Marc Papas	T John Edgin Another metro post and another immediate vague whinging comment from T John Edgin. What is garbage about this post in particular 🤔? They are trying to figure out the best alignment of a new line to optimize the system. Sounds like proper management to me!	NPE
T John Edgin	Marc Papas Wait until it actually starts operations.	NPE
Marc Papas	\T John Edgin So it's garbage b/c of what *might* happen in the future 🤔. Sick. I'll look out for it and follow up with you when service begins so we can evaluate it's performance.	NPE
Michael Dyer	I would like my public transportation a little less stabby👤	NPE
Uriel Campos	What you need is a plan to reduce crimes and people getting stabbed 🗡️🩸. Blood is in your hands.	NPE

**Facebook Post: Public meeting on C & K Lines operating plan on Wed at 6:30pm at Hilton Garden Inn Posted 4/26/2023**

Preferred options expressed:

Option 1: 2  
 Option 2: 10  
 Option 3: 3  
 Other 1  
 No preference expressed (NPE): 18

Commenter	Comment	Preferred Option
Hal Corbo	Option 4. Build a tunnel connector to the expo line. Run a South Bay - LAX- Downtown LA - Union Station - East LA train. It would be a one stop from Union Station to LAX.	Other
Dan Gutierrez	Option 3 doesn't penalize existing El Segundo workers who use C to reach A.	Option 3
David Keenan	I like Option 2 -- looks more like a "corridor service" that could be extended in both ends 😊	Option 2
Mark Morataya	David Keenan ME too	Option 2
Joe Rahman	OPTION 1 .More people have fewer transfers.C line can run to the stadiums on game days	Option 1
Kirkle Rama	Stop using the stupid letters!	NPE
Bruce Joycelyn	Kirkle Rama hello 🍌	NPE
Christopher Michel	Option 2 please! Then extend the green line from LAX up Lincoln to Santa Monica!!	Option 2
Mark Kelley	Option 2 really makes more sense	Option 2
Mark Morataya	Mark Kelley I agree	Option 2
Ken Ishiguro	Unless railcars are set up to take luggage and most importantly travelers feel safe when well-dressed and with luggage, the Metro won't be attractive to airline passengers. It will be great for airport employees. Trip time from most points in the LA mmetro area to/from curbside at the terminal will often be faster by car. There needs to be dedicated airport express trains from points in the SFV, DTLA, South Bay, OC, IE, etc. Compare to airport trains in London, Tokyo, and Sydney to name a few....	NPE
Hoe Neb	Ken Ishiguro wrong I ride the metro a lot on weekends the travelers do it to save coin maybe in the case of the Japanese they don't care to put up with driving. I use to use the metro and park at the Norwalk station to save parking fees	NPE
Alexander Banos	Option 2 is the best. This allows the C Line (Green) to run directly to LAX Airport via I-105 Freeway median, just like LA Metro had envisioned since the 1990's. The K Line can take over the existing C Line route towards	Option 2

Commenter	Comment	Preferred Option
	El Segundo and Redondo Beach, basically running along the former Santa Fe Harbor Subdivision tracks. This change of line routes can also allow the C Line to extend north towards Marina Del Rey and Santa Monica, and the K Line to extend south to Torrance.	
William Doll II	Option 3 is best. Going west, you have options before the last transfer stop at Aviation/LAX. Going east to Norwalk, any train will work to get you to Willowbrook. I would make both lines end at Norwalk BUT with plans to extend the track to the Santa Fe Springs Metrolink to add a connection to regional rail services. Takes the pressure off Union Station for those who aren't going to DTLA	Option 3
James Dusenberry	If the big question is what route works best with the new LAX connection, you need to work with LAX to get data on what areas of south and east LA county do frequent flyers come from. Otherwise you could design a route that's less convenient for more people who would potentially opt to take Metro over driving to LAX.	NPE
Michelle Bradley	James Dusenberry a local (as opposed to an express) line is more likely to attract airport employees than airport passengers.	NPE
James Dusenberry	Michelle Bradley Well we didn't just spend several years and billions of dollars just for airport workers to commute via metro, we did it for the millions of passengers a year who pass through LAX. But either way, Metro Los Angeles would need data on where employees live and commute from to make this decision — NOT uninformed public opinion, but data and evidence driven decision making.	NPE
Hoe Neb	James Dusenberry you're assuming most took public transportation to get to lax right now only the ones that are economically challenged ride metro to lax and that would remain the case	NPE
James Dusenberry	Hoe Neb No, actually, I'm saying Metro is trying to decide the best path for these two lines in relation to the new LAX people mover connection. So the best way to choose an option is not a public forum with everyone giving their own biased opinions, but to instead study who most frequently goes to LAX & where they come from, so they can make the most convenient routes cater to people in those areas, which will get the most number of people out of their polluting/traffic-creating cars and onto Metro instead; which is the entire point of this multi billion dollar project.	NPE
Hoe Neb	James Dusenberry I still contend that the only ones who will take metro are the economically challenged or plain cheap. It's still far faster to be dropped off at lax	NPE

Commenter	Comment	Preferred Option
	versus public transport. Also, just basing the study off possible extra revenue to lax without considering existing commute patterns is foolhardy. Besides as there stat shows ridership numbers are dropping. <a href="https://isotp.metro.net/MetroRidership/YearOverYear.aspx">https://isotp.metro.net/MetroRidership/YearOverYear.aspx</a>	
Mike Madison	Option 2. East /West and North South with both stopping at LAX.	Option 2
Toni Reger	This will be known as the gang line with all those stops in bad neighborhoods.	NPE
Mike Antebi	Toni Reger unhelpful	NPE
Hoe Neb	Toni Reger lol, probably a lot of them are your former neighbor from folsom	NPE
Andrew Tse	Option 2 is the best.	Option 2
P.K. Moore	Someone please go with option 2!	Option 2
Coaster Kevin	Option 2	Option 2
Hoe Neb	Option 3 is the right choice. I look at that mismanaged pico station where the a/e line share the same track and all the screw ups with what train is this since not all operators announce their line or the train doesn't display the proper info. At least you have a chance to correct a mistake versus the other options requiring one to backtrack. Also the green line will outweigh usage by the other line since it goes to a major job center in el segundo unless your stats show otherwise	Option 3
Aaron King	Option 1...until the Torrance extension is completed	Option 1
Gabriel Melendez Barton	Option 3	Option 3
Mike Madison	Gabriel Melendez Barton Curious why? Option 3 provides the least connectivity to LAX.	NPE
Dan Gutierrez	Mike Madison - Existing El Segundo workers/commuters who go C to A on the daily do not go to the airport anywhere near as frequently, so a transfer to get to LAX is fine on travel occasions.	NPE
Mike Madison	Dan Gutierrez thanks for the response, that's understandable. Would those daily commuters be going more to downtown on the A, or Long Beach?	NPE
Dan Gutierrez	Mike Madison - Both! Though, I'm south on A.	NPE
Mike Madison	Dan Gutierrez Dan Gutierrez right on. For DTLA I wonder if Option 2 is a good tradeoff by going north to E and then eastbound. For Long Beach commuters from El Segundo I see the issue with #2.	NPE



## Take our new survey on the C and K Line operating plan!

[thesource.metro.net/2023/03/30/take-our-new-survey-on-the-c-and-k-line-operating-plan/](https://thesource.metro.net/2023/03/30/take-our-new-survey-on-the-c-and-k-line-operating-plan/) Posted, March 30, 2023

Totals	Number
Option 1	2
Option 2	10
Option 3	4
No preference expressed (NPE)	8
Other	7

Commenter	Comment	Preferred Option
Alan	Option 2	Option 2
Joshua	Green Line Branches off to Lincoln Blvd to Santa Monica via median.	NPE
Alexander	<p>I think this survey's hiding the ball in not mentioning the Option 3 would hurt frequencies both on the K line and the C line past Willowbrook. Lower frequencies on the Crenshaw line would really hurt regional transit as a whole—it connects to higher-ridership bus lines, goes through walkable neighborhoods, has a direct connection to the high-ridership E Line which is similarly important Metro's rail and bus network as a whole. By hurting the Crenshaw line you're basically sandbagging your new, expensive investments in regional transit.</p> <p>Splitting the K Line doesn't work so well either. People won't sit at park-and-rides twice as long for a one-seat ride to El Segundo—why sit in your car to wait longer for a train when you can just take the 105! It also just increases wait times for people who use transit the whole way.</p> <p>A transfer between two more frequent lines at Aviation/Century and LAX is better for the region than forcing both lines to be less frequent. So *please* don't go for Option 3—it might look nice to people on paper but in practice it just makes everyone's trips longer and results large chunks of the K and C Lines working under-capacity while introducing a new bottleneck at Willowbrook. I understand the political reasons for not offering this option but it's malpractice to not explain the operational issues with it.</p>	NPE
Michelle Bradley	Option 2 makes the most sense here. It will keep the K as primarily a north-south line and the C primarily an east-west, especially with the extensions planned to the north and south. I would never ride Metro from LAX to DTLA because of the two seat ride. Both Willowbrook and Expo/Crenshaw are not exactly safe places. Metro should have either (1) built a connector to the Expo at Crenshaw and ran a reduced headway into DTLA or (2) built rail on the Slauson alignment to provide a one seat ride from the city center to the airport (like many major world cities do). If I need to go from LAX to DTLA, it's the Flyaway for me	Option 2

Commenter	Comment	Preferred Option
Alexandros Martinez	Option 3. From Redondo Beach, one track takes us to Norwalk, while the other track takes us to Expo/Crenshaw	Option 3
Bill Lam	Option 3 would be strongly better than other alternatives with modifications that the C Line would still run between Norwalk and Redondo Beach, the K line would run between Expo/Crenshaw and Norwalk, and a new Olive Line(whatever that new line letter is) would run between Expo/Crenshaw and Redondo Beach so that riders can potentially avoid transfers at Aviation/LAX(later renamed as Aviation/Imperial) and Aviation/Century just to save more journey time and providing a better one seat ride	Option 3
C. Tran's	I pick option 2 would better alternative optional but I am fine for netural with options 1 and 3.	Option 2
AB	I suggest a modified Option 1 where the C line service also operates to Expo/Crenshaw. While this will cost more, it shouldn't be too much more than Option 3 (which also has redundant service) but would increase service on the primary route from LAX to downtown (and to most of the rest of the transit network). It would also increase service along the Crenshaw line's denser areas, including future connectivity at Inglewood while also preserving a one-transfer ride to downtown LA from the Redondo Beach segment. After so much capital investment there really needs to be sufficient investment in service to provide capacity and attract riders.	Other
cliffj4075	I like the idea of a three-line service. As a San Diego based transit nerd, I notice when looking at cities with older and more extensive transit routes often have two lines that share the same route up to a certain point before branching off into their respective destinations. I think that's something LA should always especially since they short sidedly did not make a Vermont avenue spur for the red and purple lines. Because as Steve H. editor said, 'In the future things will change.	Other
Javier Jr Giron	Option 4 finals will take C Line From Norwalk to Redondo Beach and K Line Expo/Crenshaw E Line Station to Norwalk for make planning by 2024 for final planning.	Other
Pat	#2 would make it a bit faster for most people west of DTLA to get to the Redondo Beach area – and eventually Torrance, with the extension. I don't know what the ridership predictions might be, but option 3 could possibly result in overcrowding at the Willowbrook/Rosa Parks station, as well as on A Line trains accepting the additional transfers.	Option 2
Sean Hakam	Option 2 but extend the K line all the way to Expo/Crenshaw to increase the frequency for north/south	Option 2, other
Morris I Warren	Will TAP validators be needed for transfers between the K and C lines?	NPE
Thomas Axberg	Option 2 would encourage me ride the metro line more.	Option 2

Commenter	Comment	Preferred Option
Kristopher W	All of these alternatives are contingent on the caveat that you ensure the safety of the riders. I ride from Hyde Park (k) to DTLA (expo) 4 days a week. I'd love a direct connection to redondo beach. There are still way to many incidents of threats, borderline violence, obvious drug use, people smoking, people passed out, homeless sleeping on the seats, etc on all of these lines. I have recently noticed an increased police presence, which I think is helping. But it's still scaring people away.	NPE
Tanner Vandebosch	What would the proposed frequencies look like with the interlining?	NPE
TimW	Option 3 would be better compromise to go to Redondo from Norwalk from using the existing route for Line C, Greenline. You can switch trains from Aviation/LAX instead of going further up to Aviation/Century.	Option 3
fine7760	Option 3 maintains the current operation of the "C" line while extending the "K" east along the majority of the "C" line right of way. In addition it allows the Redondo Beach segment to also be tied into the northbound "K" line in the future. This is an excellent advantage to prove the MTA is a professional operating agency and not the amateurs they have proved to be currently.	Option 3
Ricky Courtney	I thought the Westchester/Veterans station was going to open in Fall 2023 (per kline.metro.net) — has the opening been delayed to 2024 or is that a typo? If not, please update your site, the inconsistency in messaging is frustrating.	NPE
Dave	Option 2 – The Crenshaw Line was sold as a North-South Line, so I expect that to continue as a North-South Line from Hollywood (Possibly Sylmar via Valley connection to Van Nuys Line) to Torrance. The Green Line was also sold as an eventual Santa Monica extension. Option 2 will allow for such an extension to become a reality. Ehh, I'll be out of LA before any of that is ever a reality. Still, option 2	Option 2
Albert Carello	Badly needed transportation expansions due to forever worsening freeway congestion. The Pacific Electric should have never been discontinued and should have had a transit agency funding source.	NPE
Mark R Johnston	My choices in order would be #2, #1, then #3. If the K line finally gets to Torrance and then the northern end gets to Wilshire, and ultimately Hollywood, it would create another major north/south line to connect all the east west lines we have (Green, Expo, Wilshire). I believe more people will go to LAX than Torrance on the C line (heavily employees of the airport). The folks that still need to go Redondo will still have to transfer at Century which is ok as I don't think that station will be as busy as say making the transfer at LAX transfer station	Option 2
MarkJB	There should be a fourth alternative: a 3-line service Norwalk-Expo/Crenshaw, Norwalk-Redondo Beach, and Expo/Crenshaw-Redondo Beach. This would provide balanced headways and give all riders access to all stations on a 1-seat ride.	Other

Commenter	Comment	Preferred Option
Marshall Knight	That would make too much sense! Unfortunately Metro did not design the ROW to accommodate the frequencies necessary to interline two services between LAX and Expo/Crenshaw, so per tradition, we get to choose between several inferior alternatives.	Other
Clifford Jones	Excellent idea!!!	Other
Christian Fort	I also wish this was possible. But power constraints cancelled this possibility.	Other
Justin Yen	Isn't the E Line supposed to say East LA as it's destination & have it's symbol colored gold instead of the current aqua color?	NPE
Jose Escobar	Option 1 or 2 would work well. The new LAX/Transit Center Station is being built with 3 platforms and spur tracks, which is ideal for the C Line to turn back to Norwalk (Option) or Redondo Beach (Option 1). It would also give travelers up to 3 direct no-transfer destinations to choose from.	Option 1 or 2
d	OPTION 1	Option 1
Con G	Option 2. Once the green line is extended further south from its current terminus, there will be more ridership demand and it will be important to have a more north / south oriented line running from the south bay to mid city and Hollywood. The current C line would be the east / west service which connects the north / south lines and metrolink (whenever its extended to norwalk / santa fe springs station) though ideally there should be all 3 directions as another commenter pointed out. But for now, given the proposals, option 2 makes the most sense from a route layout and transit grid perspective. Also, this allows the current C line to continue northwest potentially as a line along Lincoln Blvd. towards Santa Monica if the BRT plans are ever converted to LRT. So LAX transit centre would become the key transfer point between the northwest / east line and the north / south line per se.	Option 2

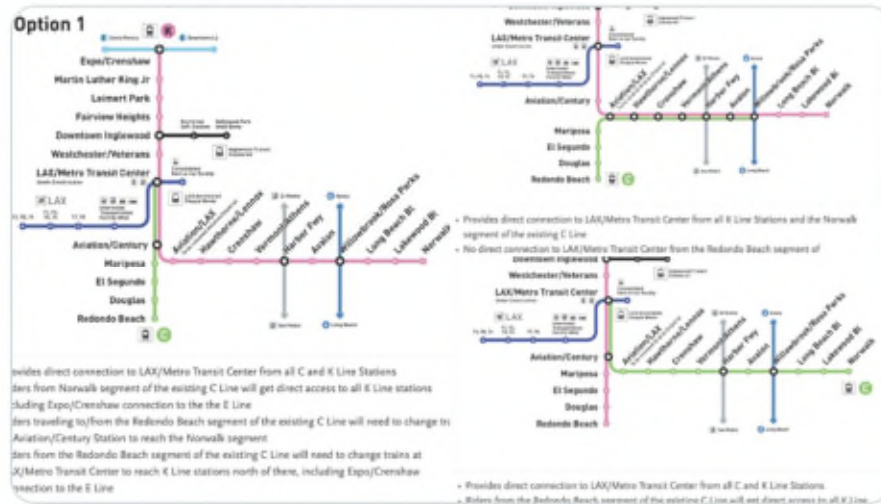
Twitter post – April 30, 2023



We've added a virtual-only community meeting this Tuesday, May 2, at 6:30 p.m. to learn more about the 3 options for the C & K Line operating plan.

To participate: [metro.la/pxIH50NYLHS](https://metro.la/pxIH50NYLHS) or log in with Zoom ID 828 1732 7235

The options we're looking at are below.












7:00 PM · Apr 30, 2023 · 15.6K Views




(Multiple posts, compiled responses related to operating plan) Preferred options expressed:

- Option 1: 1
- Option 2: 16
- Option 3: 1
- No preference expressed (NPE): 3

Username	Comment	Preference
Mobility For Who?	Option 2 FOR SURE	Option 2
Miguel Garcia	Option 3	Option 3
#stopcopcity @kdeleon - Pardon my typos	Option 2 is looking like the best. No need to double up on the rail and make an unnecessary connection like in option 3.	Option 2

Username	Comment	Preference
	 <p><b>#stopcopcity</b> 🙌 @kdeleon - Pardon my typos @UncommonSENSEx</p> <p>Option one is great. However, the community of Inglewood is <b>STRONGLY</b> opposed to the Inglewood connector. Disenfranchisement of 40+ business to cater to oppressive elites in the entertainment industry.</p> <p>2:19 PM · Apr 15, 2023 · 213 Views</p>	
@averyhatestwt	agree	Option 2
Lighten Up Francis	It isn't going to be option 2 folks	NPE
 <p><b>Aaron</b> 🇺🇸 🇩🇪 🇬🇧 🇦🇺 🇯🇵 🇰🇷 🇮🇳 🇮🇹 🇪🇸 🇦🇪 @rhysrenouille</p>	<p>Option 1 is *terrible*, it would kill ridership down El Segundo Blvd and beyond. I used to commute to El Segundo from KTown via Purple/Blue/Green and Option 2 seems like it's the only one that doesn't make a hash of South Bay transit below LAX.</p> <p>12:12 AM · May 1, 2023 · 130 Views</p>	Option 2
Gus Snowdon	yeah	Option 2
 <p><b>the they/them causing may/hem</b> @kyliesparks</p>	<p>3 is just asking for beyond two free transfers and is ridiculous to be honest. Fan of 2, hoping to be able to attend Tuesday</p> <p>8:10 PM · Apr 30, 2023 · 213 Views</p>	Option 2
 <p><b>Isles of Mets//Bristol//#LGM</b> @islesofmets</p>	<p>Option 2 seems like the best bet, you have both lines accessing LAX/not feel like a Shuttle. However, down the road, the smoking, and drug use should be relocated to designated surface street areas. I felt sick after riding LA Metro B &amp; D Lines when I was visiting last month.</p> <p>10:42 PM · Apr 30, 2023 · 159 Views</p> <p>5 Likes</p>	Option 2
 <p><b>Danny</b> 🌟 @Musicnerddanny</p>	<p>Option 2 would be best because it requires only 1 transfer from the South Bay to DLTA and the west side, plus providing a 1 seat ride to LAX from all 3 directions.</p> <p>2:54 AM · May 1, 2023 · 212 Views</p>	Option 2
 <p><b>Roberto Ignacio Díaz</b> 🎸 @robertissimus</p>	<p>Option 2, please: nothing like a straight line, plus it makes it easier for people to travel between USC and the South Bay.</p> <p>9:34 PM · Apr 30, 2023 · 197 Views</p>	Option 2
J @train_enjoyer69	Opton 2 for a coherent North-South Corridor plz	Option 2

Username	Comment	Preference						
 <b>Mike Ayala</b> @ExtraMayonaise	<p>Option 2. K line should only operate N &amp; S (less confusing). While also giving riders coming from Norwalk (green line) the opportunity to go directly to LAX center. Let's not share tracks between different lines (option 3), this will confuse riders especially when they are limited on time to make it the nations 5th busiest airport. Also, having green line operate between 6 stations is foolish.</p> <p>9:36 PM · Apr 25, 2023 · 98 Views</p>	Option 2						
Lighten Up Francis	Expo Crenshaw is heading to Norwalk everybody. Everything else is ancillary.	NPE						
Latesha Parker	I like Option 2 map	Option 2						
Jan	Option 2 plsss South Bay needs better north-south rail service	Option 2						
The they/them causing may/hem	Metro folks, are we in agreement 2 is the best option because it streamlines transfers? For example, if I wanted to go to LAX or Intuit I hop Red-Expo-K and then pick the regional connector of my choice?	Option 2						
Jose Alberto Hermosillo	2 is the best option	Option 2						
Miguel Garcia	Option 1	Option 1						
 <b>Edsterr</b> (🇪🇸🇩🇪) @Edsterr5198	<p>I say Option 2 is better, sir/ma'am! (Let me run the poll real quick)</p> <table border="1"> <tr> <td>Option 1</td> <td>5.7%</td> </tr> <tr> <td><b>Option 2</b></td> <td><b>89.7%</b></td> </tr> <tr> <td>Option 3</td> <td>4.6%</td> </tr> </table> <p>87 votes · Final results</p> <p>2:28 PM · Apr 15, 2023 · 352 Views</p>	Option 1	5.7%	<b>Option 2</b>	<b>89.7%</b>	Option 3	4.6%	
Option 1	5.7%							
<b>Option 2</b>	<b>89.7%</b>							
Option 3	4.6%							
 <b>Sina K.</b> @Sinakarachiani	<p>Option #2. More easily connects LA and the beach cities and is a straightforward north-south line.</p> <p>6:20 PM · Apr 15, 2023 · 247 Views</p>	Option 2						

Username	Comment	Preference
	<p><b>Arthur Lewis III</b> 🇺🇸 🇯🇲 🇵🇸 @arthurlewisiii ...</p> <p>Option 1 makes sense but it means extending the 4 platforms in the South Bay to handle 3 car trains. Option 3 would be the least disruptive but cost the most to operate.</p> <p>9:30 PM · Apr 23, 2023 · 117 Views</p> <p>🗨️ ↻️ ❤️ 📌 ⬆️</p>	NPE
	<p><b>Mr G</b> @MrG59845239 · Apr 24 ...</p> <p>They could just run only two car trains for the C line shuttle, couldn't they? And run three cars on the K. Which would make it easier at the shared stations to identify which are which. Right?</p> <p>🗨️ 1 ↻️ ❤️ 📊 34 ⬆️</p>	
	<p><b>Arthur Lewis III</b> 🇺🇸 🇯🇲 🇵🇸 @arthurlewisiii · Apr 24 ...</p> <p>They could, and that would eliminate 2. So between 1 and 3, I think they would go with 3.</p> <p>🗨️ ↻️ ❤️ 📊 9 ⬆️</p>	





Los Angeles County  
Metropolitan Transportation Authority

One Gateway Plaza  
Los Angeles, CA 90012-2952

213.922.2000 Tel  
metro.net

**Metro**

May 17, 2023

The Honorable Ara J. Najarian, Chair,  
Members of the Metro Board of Directors  
Los Angeles County Metro  
One Gateway Plaza  
Los Angeles, CA 90012-2952

Re: C and K Line Operating Plan

Honorable Chair and Metro Board Members,

Metro's Service Councils are appointed by the Metro Board to review and approve bus service changes. They also offer monthly opportunities for the public to engage with Metro about service, policies, and programs. The Gateway Cities Service Council (GWC) Service Council received an overview of the options being considered at our April meeting. Based on this discussion, at our May 11, 2023 meeting, our Council adopted the following resolution to support Option C-1 for the C and K Line Operating Plan and formally inform the Board of Directors of our position:

Whereas LACMTA construction efforts to expand the Metro Rail network will soon result in the completion of two new stations on the southern portion of the K Line;

Whereas the Metro K Line was funded by the residents of Los Angeles County to enhance connections to and between some of the region's most important job centers and travel destinations for transit-dependent households, including:

- LAX
- The Inglewood Entertainment District
- The Crenshaw Corridor

Whereas completion of K Line construction will allow service to directly connect stations on the existing C and K Lines, as determined by Metro's ridership needs;

Whereas currently the C Line provides east-west service for and between multiple communities in the Gateway Cities region, such as Willowbrook, Lynwood, South Gate, Paramount, Downey, Norwalk; and numerous nearby cities;

Whereas the Metro network's high past and current weekday ridership is driven by Los Angeles County commuters, particularly workers designated as "essential," and serves to connect transit-reliant populations to economic opportunity;

***Be it resolved that*** the Gateway Cities Service Council recognizes that investments in the Metro Rail network can positively benefit the mobility of local equity populations;

Further resolved that a one-seat ride to bring Gateway Cities riders from their current points of origin to current K Line stations and transfer points to E Line stations and western C Line stations would enhance travel for many current customers;

Further resolved that the operations Alternative C-1 presented by Metro staff to the Board of directors serves travel from the eastern Gateway Cities in this direction;

Further resolved that the C-1 operational configuration is compatible with the present-day travel patterns of many residents of Metro's equity communities;

Further resolved that Metro should invest in effective and equitable economic recovery in frontline communities by accelerating travel from low-income neighborhoods to jobs and essential services;

The Gateway Cities Service Council calls upon the Metro Board to give preference to Alternative C-1.

We hope that the Metro Board will take the concerns of our region into consideration and select Option C-1 as the alternative for the full operation of the C and K Lines. Our Service Council stands ready to continue to work with Metro to address community transportation concerns and improvements.

Sincerely,



Danny Hom  
Chair, Gateway Cities Service Council



Maria Davila  
Vice Chair, Gateway Cities Service Council

cc: Stephanie Wiggins

Daniel K. Hom  
16815 Maurice Court  
Cerritos, CA 90703  
April 29, 2023

LACMTA Board of Directors  
Los Angeles, CA

Dear Board,

You have the chance to configure the connection linking the Metro C Line between Norwalk and the South Bay and the K Line between Expo/Crenshaw and the LAX area. Option 1, which provides a one-seat ride to the airport transfer for the maximum number of stations while opening up the most economic opportunity for regular riders, is clearly the most intelligent choice presented to the Board. I am one of many regular riders who rely on rail to accelerate my long trips to the Westside; I have tolerated the painstaking process of riding and making multiple transfers for years, even prior to joining the Metro Gateway Cities Gateway Service Council (2019) with hopes I could improve the system.

Communities south and east of the Los Angeles job centers desire and deserve more accessible travel patterns to go to where opportunity is most present. Unlike the preponderance of communities west of the 405 Freeway, these Gateway Cities have not yet fully benefited from regional investments in tech, new media, and the vast resources of institutions like UCLA. Choosing Option 1 would accelerate connections between lower-income communities and the Westside and remedy some of the difficult choices that were made during planning of the original Green Line.

The payoff would be immediate; ridership at Hawthorne/Lennox, Crenshaw, Vermont/Athens, Willowbrook, Long Beach, Lakewood, etc. is already impressive, and you only have to invest in our region for it to be better.

Option 2 is an undesirable snub of Black and brown communities east of the K Line. Its primary appeal is to choice riders, but their needs should not be met on the backs of working-class commuters. Ridership from origin points west of Aviation/LAX is unimpressive and the simple fact is that Metro should help the most people with the most need go where they need to go most, now.

Please select Option 1.

Yours sincerely,

  
Daniel K. Hom

Gateway Cities Service Council, Chair

## ROBERT S. WOLFE

Bob.Wolfe@outlook.com

May 30, 2023

Joseph Forgiarini, Senior Executive Officer, Metro Service Development & Planning  
Los Angeles County Metropolitan Transportation Authority  
1 Gateway Plaza  
Los Angeles, CA 90012

### Comments on C & K Line Operating Plan

Dear Mr. Forgiarini,

I write to explain why I support Option #2 (Alt. C-2) as the best alternative for operation of the C & K Lines to meet Metro's transit objectives.

Metro's C & K Operating Plan Update itself provides reason enough for choosing Option 2:

*"Combination of the existing K Line, the C Line west of Aviation/LAX Station, and the Torrance and Hollywood extensions creates an easy-to-understand north-south corridor that matches overall regional travel demand."*

(Emphasis added.)

This is precisely what is needed – both now and in the foreseeable future – an "easy to understand" north-south light rail system from the South Bay to the Westside – an area which parallels the iconic, and much-maligned I-405 corridor.

Here's why.

Metro's 2022 I-405 Comprehensive Multimodal Corridor Plan ("CMCP") describes the I-405 corridor as having "staggering levels of traffic congestion" – among the highest in California and the U.S., with "crippling traffic congestion and delay." (CMCP, pp. 5, 67.) Indeed, the Metro K Line was developed in part as a "near-term" effort to reduce the I-405 Corridor's unsustainable congestion. (*Id.*, p. 8.)

Not surprisingly, the Corridor's arterials like Sepulveda Blvd., La Cienega Blvd., La Brea, etc. are themselves heavily congested, not just during peak travel periods, "but around the clock, causing travelers to spend a significant amount of additional time in their cars," leading to environmental degradation and a diminished quality of life. (*Id.*, p. 69.)

ROBERT S. WOLFE

Comments on C & K Line Operating Plan  
May 30, 2023  
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In like fashion, the final EIR for the K (Crenshaw-LAX) Line emphasizes “the lack of north-south mobility. Major sections of the arterial network in the corridor are at or near capacity, resulting in severe congestion and a bottlenecked corridor.” (Final Crenshaw-LAX Line EIR, Aug. 2011, p. ES-8.)

“The corridor currently has poor connections to the regional transportation system, as there are no north-south high-capacity transportation connections within the corridor. This limits mobility and transportation choices.” (*Id.* at p. ES-9.)

Echoing these concerns, the draft EIR for the C Line extension to Torrance, released in January 2023, identifies as a project objective “[p]roviding an alternative mode of transportation for commuters traveling along congested arterials and I-405” and “[r]educing air pollution and greenhouse gas emissions by making transit a more viable transportation choice.” (C Line Draft EIR, p. 2-5.)

In the immediate term, Option #2 creates a viable 12-station light rail line from Redondo Beach to the E (Expo) Line. This has the best potential for attracting new ridership to Metro and thereby reducing VMT.

Equally importantly, Option #2 will serve as a catalyst to crystallize political and public support for one-seat light rail service from Torrance to Hollywood through southern and northern extensions that now are in the EIR stage. Such light rail service can be a game changer from the standpoint of sustainability and for attracting new public transit users.

By contrast, Option #1 may have the opposite effect by defeating the goal of “seamless” rides in Metro’s 2020 Long Range Transportation Plan. It creates what would be Metro’s shortest light-rail transit stub from Redondo Beach to the 96th St / LAX station. Riders to / from the South Bay would be required to make at least 2 transfers, if not more, to reach job-rich destinations like Culver City, Santa Monica, USC or Downtown L.A.

I fear that such a light rail stub would send the wrong message to potential transit users – that they at most are entitled to substandard transit service. According to the CMCP, uncompetitive transit travel times, network gaps and lack of viable alternatives, are leading reasons why transit ridership remains low in communities within the I-405 corridor. (CMCP, p. 71.)

Option #2 still provides a one-seat 12-station service from Norwalk to the 96th St. / LAX station. If possible, it would be preferable if this service could be extended to the Downtown Inglewood station, with its future connection to the Inglewood Transit Connector, either at all times or during sporting events.

ROBERT S. WOLFE

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Anticipated construction of the Santa Ana Branch Line also will provide C line transit users in Aviation / Imperial Highway-Norwalk segment additional north-south connections besides those available on the A, J and K lines.

I initially supported Option #3 when proposed as a 1-year pilot plan in 2018 and so testified before the Metro Board. The viability of this plan, however, has been overtaken by events, including increased operating costs, and the inconvenient transfer requirements, both for riders from Redondo Beach to the 96th St. / LAX Station and from Norwalk to Redondo Beach.

Thank you for your consideration of these matters.

Very truly yours,



**Writer's background:** For informational purposes, I am an engaged and active Metro rider, who actively campaigned for passage of Measure "M" in 2016 and who regularly uses the C, K and J Lines. I am a board member of the L.A. Metro Community Advisory Council and the Metro South Bay Service Council. I also am a board member of Public Counsel, the largest pro bono organization in the U.S., and serve as a Civil Service Commissioner for the City of Hermosa Beach. I write purely in my individual capacity, and do not purport to represent the views or opinions of any of the above-mentioned organizations.



# Metro would like to hear from you!

The C Line (Green) and K Line can be redesigned when the portion of the K Line between Westchester/Veterans and Aviation/LAX stations open for service in late 2023. A new station will also be added around the end of 2024 to connect to the new LAX People Mover (APM).

**Scan the QR code below** to take a quick survey showing three options for new C and K Lines that were previously considered.

Your input on these options will help advise the Metro Board as they make a final decision on how to operate the C and K Lines once they are joined.

**Join us for a Community Meeting in person or via Zoom.**

Zoom info below will be the same for all three meetings:

ID: 897 6447 0425#

Passcode: 546462#



**Monday, April 24 at 6:30pm**

Norwalk City Hall  
12700 Norwalk Blvd,  
Norwalk, CA 90650

**Wednesday, April 26 at 6:30pm**

Hilton Garden Inn  
2410 Marine Ave,  
Redondo Beach, CA 90278

**Saturday, April 29 at 10am**

Magic Johnson Recreation Center  
12645 Wadsworth Av,  
Los Angeles, CA 90059

You can also take the survey by visiting [metro.net/CandKLineOperatingPlan](https://metro.net/CandKLineOperatingPlan) or by calling 323.GO.METRO.



**Metro**<sup>®</sup>

**Thanks for  
going Metro.**



# ¡Metro quiere saber de usted!

La C Line (Green) y la K Line se pueden rediseñar cuando la parte de la K Line entre las estaciones Westchester/Veterans y Aviation/LAX abra para el servicio a fines de 2023. También se agregará una nueva estación a fines de 2024 para conectarse al nuevo Automated People Mover (APM) de LAX.

**Escanee el código QR** a continuación para tomar una encuesta rápida que muestra tres opciones para las nuevas Líneas C y K que se consideraron anteriormente.

Su opinión sobre estas opciones ayudará a aconsejar a la Junta de Metro mientras toman una decisión final sobre cómo operar las Líneas C y K una vez que se unan.

**Únase a nosotros para una reunión comunitaria en persona o en Zoom.**

La información de Zoom a continuación será la misma para las tres reuniones:

Identificación: 897 6447 0425#

Código de acceso: 546462#



**Lunes 24 de abril  
a las 6:30pm**

Norwalk City Hall  
12700 Norwalk Blvd,  
Norwalk, CA 90650

**Wednesday, April 26 at 6:30pm**

Hilton Garden Inn  
2410 Marine Ave,  
Redondo Beach, CA 90278

**Sábado 29 de abril  
a las 10am**

Magic Johnson Recreation Center  
12645 Wadsworth Av,  
Los Angeles, CA 90059

También puede completar la encuesta visitando [metro.net/CandKLineOperatingPlan](https://metro.net/CandKLineOperatingPlan) o llamando al 323.466.3876.



**Metro**

**Gracias por  
viajar en Metro.**

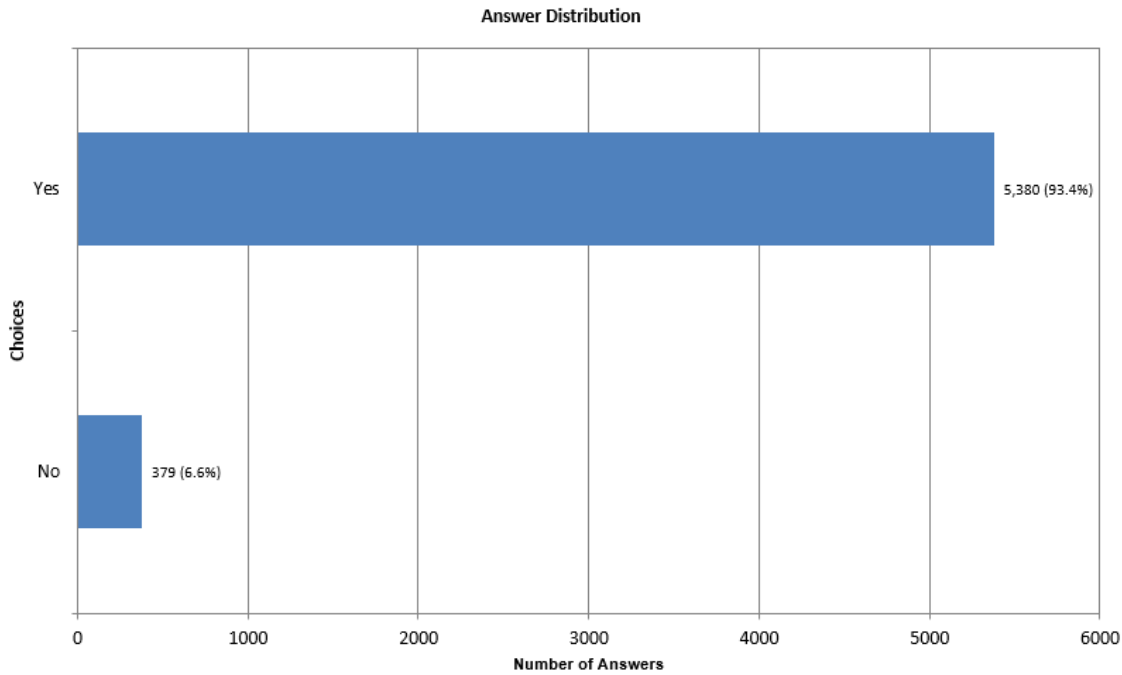


### C and K Line Operating Plan Survey and Results

**\*1. 1. Have you taken a Metro bus or a Metro rail trip in LA County in the past year?(\*Required)**

	Choice
<input type="radio"/>	Yes
<input type="radio"/>	No

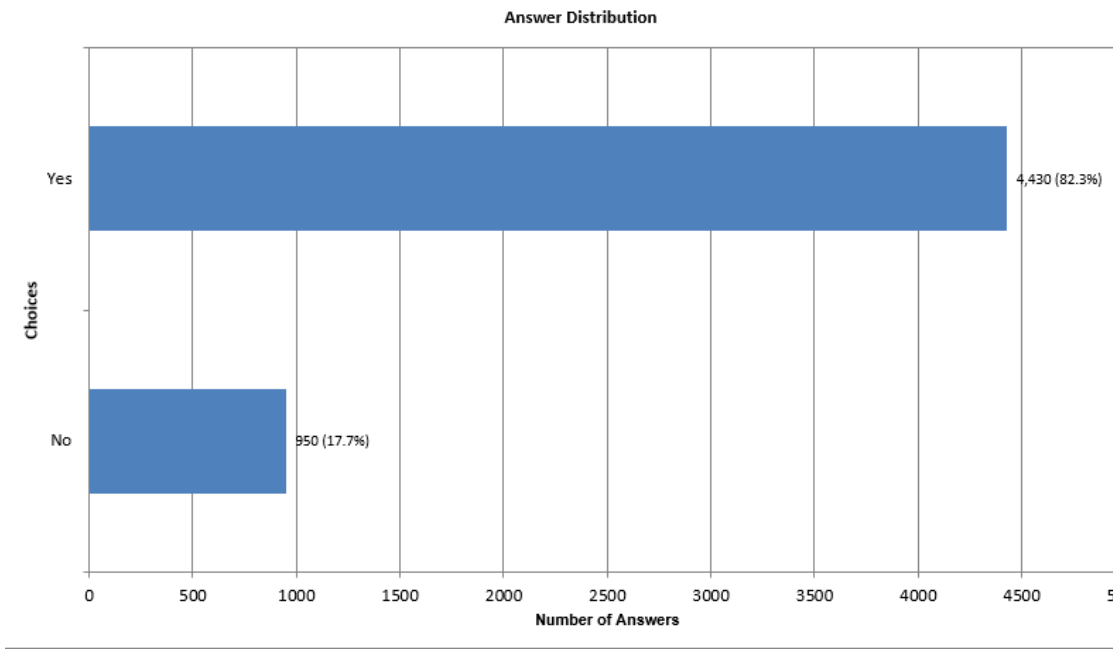
**Filter Riders1: 1. Have you taken a Metro bus or a Metro rail trip in LA County in the past year?**



**\*2. 2. Have you taken a Metro bus or a Metro rail trip in LA County in the past month?(\*Required)**

	Choice
<input type="radio"/>	Yes
<input type="radio"/>	No

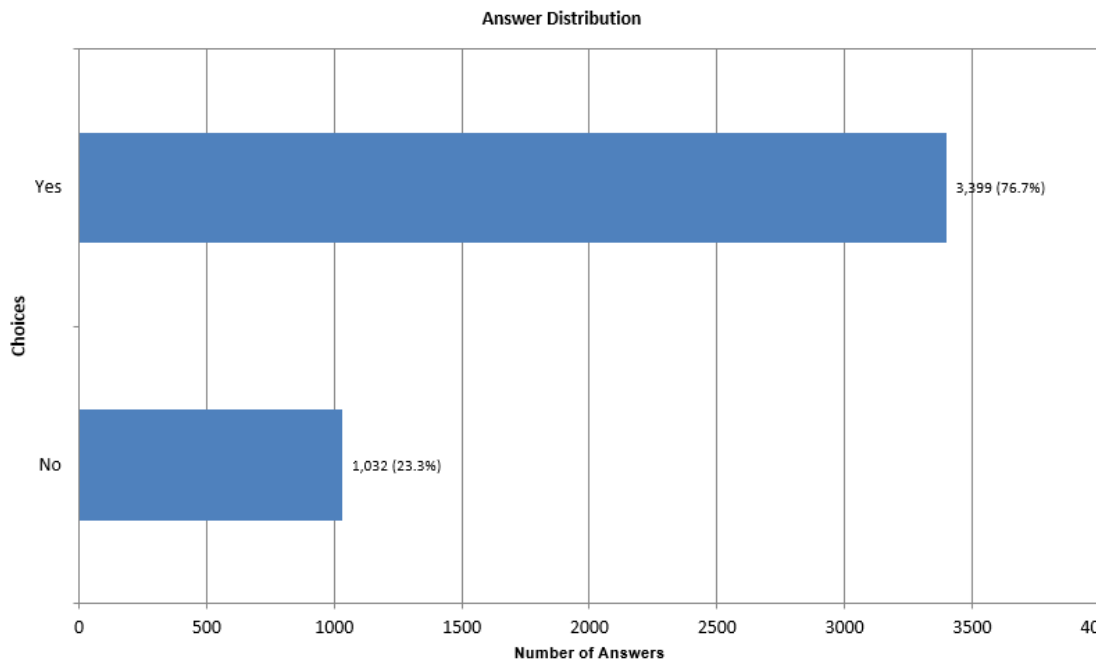
**Filter Riders2: 2. Have you taken a Metro bus or a Metro rail trip in LA County in the past mo**



**\*3. 3. Have you taken a Metro bus or a Metro rail trip in LA County in the past week?(\*Required)**

	Choice
<input type="radio"/>	Yes
<input type="radio"/>	No

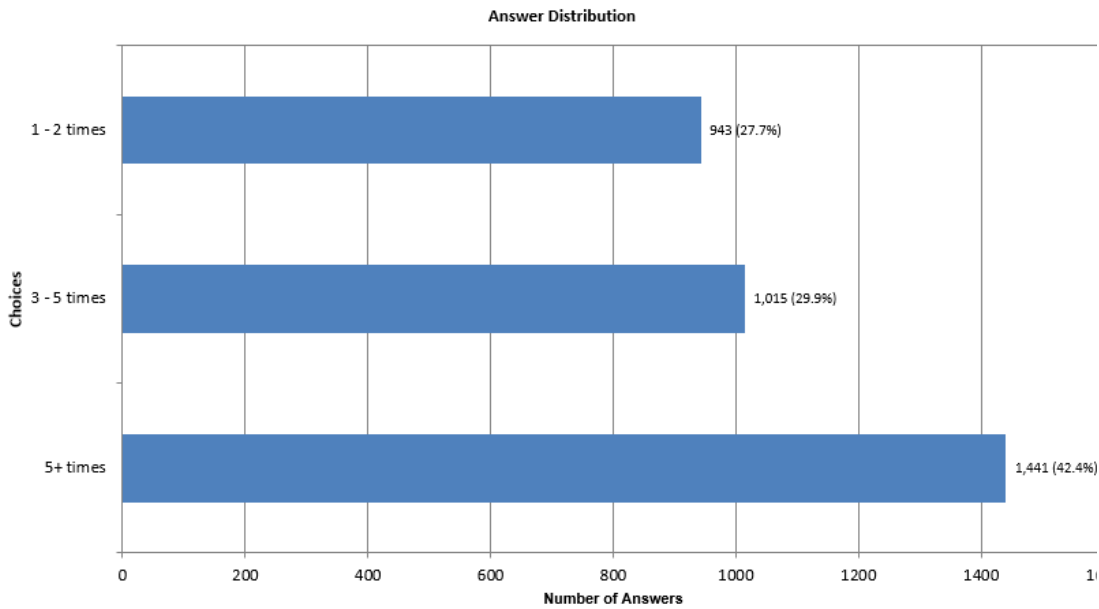
**Filter Riders3: 3. Have you taken a Metro bus or a Metro rail trip in LA County in the past we**



**\*4. 4. How many times have you taken a Metro bus or a Metro rail trip in the past week?(\*Required)**

	Choice
<input type="radio"/>	1 - 2 times
<input type="radio"/>	3 - 5 times
<input type="radio"/>	5+ times

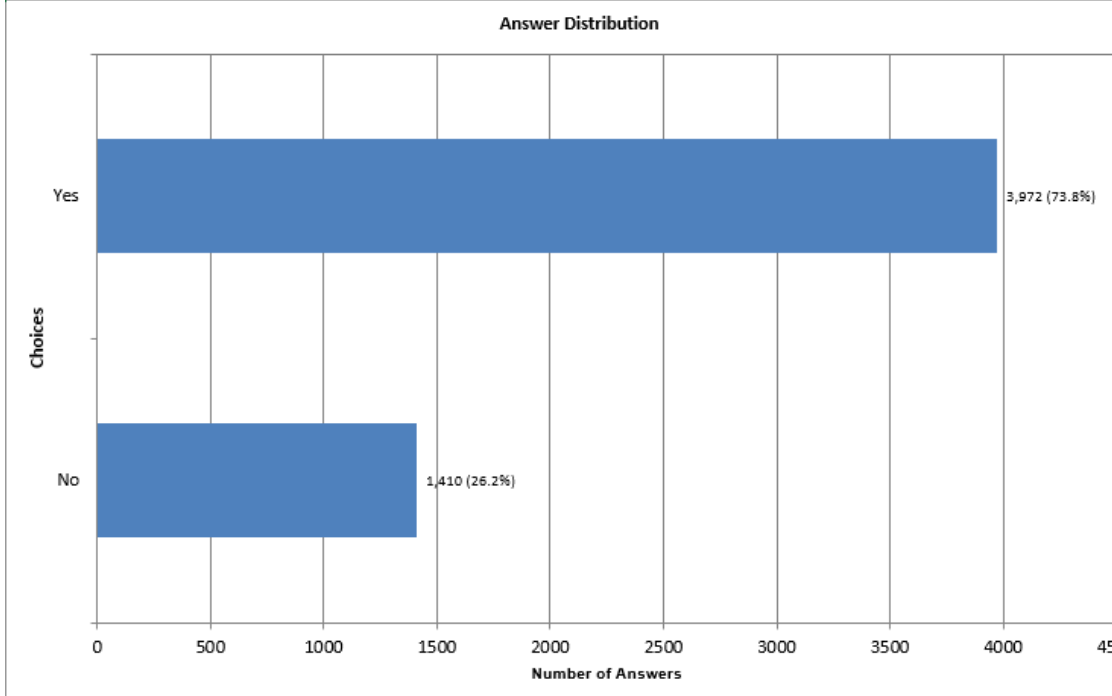
**Filter Riders4: 4. How many times have you taken a Metro bus or a Metro rail trip in the past week**



**\*5. 5. Have you heard of the Airport Metro Connector (AMC) that will transfer riders more efficiently between LAX and the Metro Rail network?(\*Required)**

	Choice
<input type="radio"/>	Yes
<input type="radio"/>	No

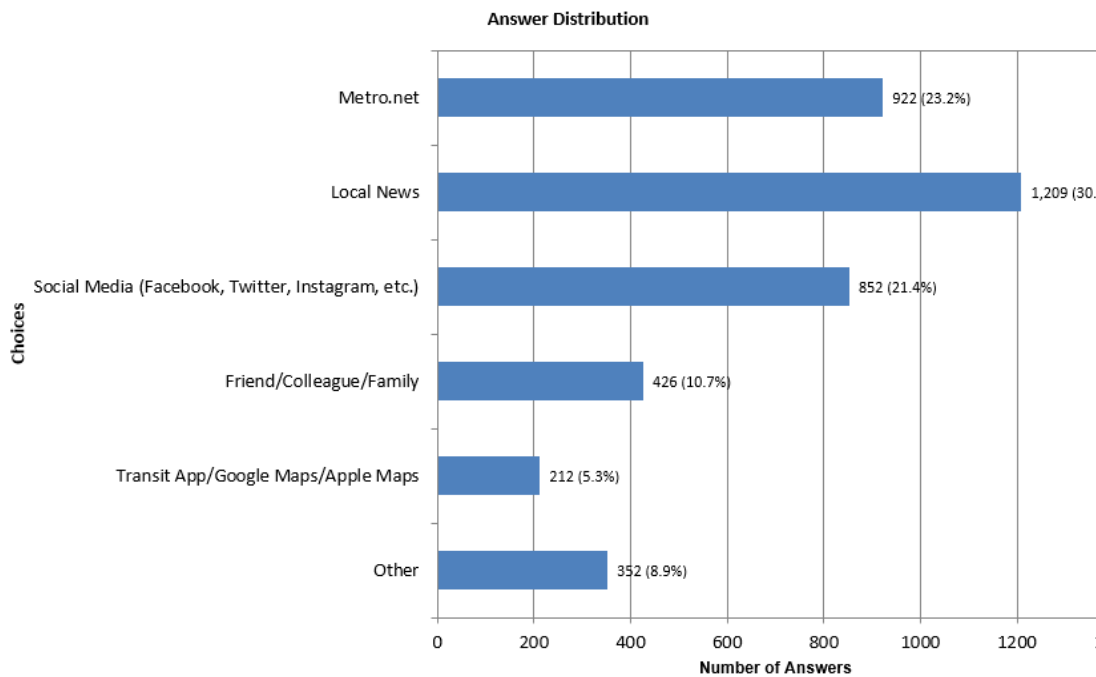
**5. Have you heard of the Airport Metro Connector (AMC) that will transfer riders more efficiently between LAX and the Metro Rail network?**



**\*6. 6. How did you hear about Airport Metro Connector (AMC)?(\*Required)**

	<b>Choice</b>
<input type="radio"/>	Metro.net
<input type="radio"/>	Local News
<input type="radio"/>	Social Media (Facebook, Twitter, Instagram, etc.)
<input type="radio"/>	Friend/Colleague/Family
<input type="radio"/>	Transit App/Google Maps/Apple Maps
<input type="radio"/>	Other

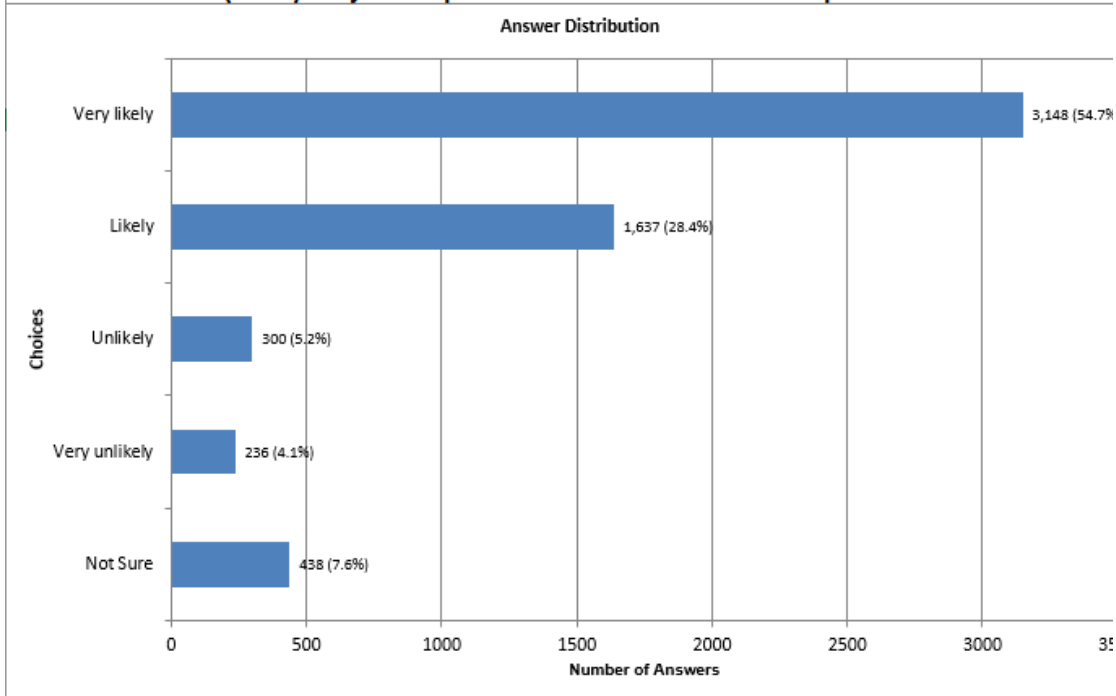
**6. How did you hear about Airport Metro Connector (AMC)?**



**\*7. 7. How likely will you ride Metro Rail and/or Bus Services to LAX once the new LAX/Airport Metro Connector(AMC) Project is opened and links to the LAX People Mover?(\*Required)**

	Choice
<input type="radio"/>	Very likely
<input type="radio"/>	Likely
<input type="radio"/>	Unlikely
<input type="radio"/>	Very unlikely
<input type="radio"/>	Not Sure

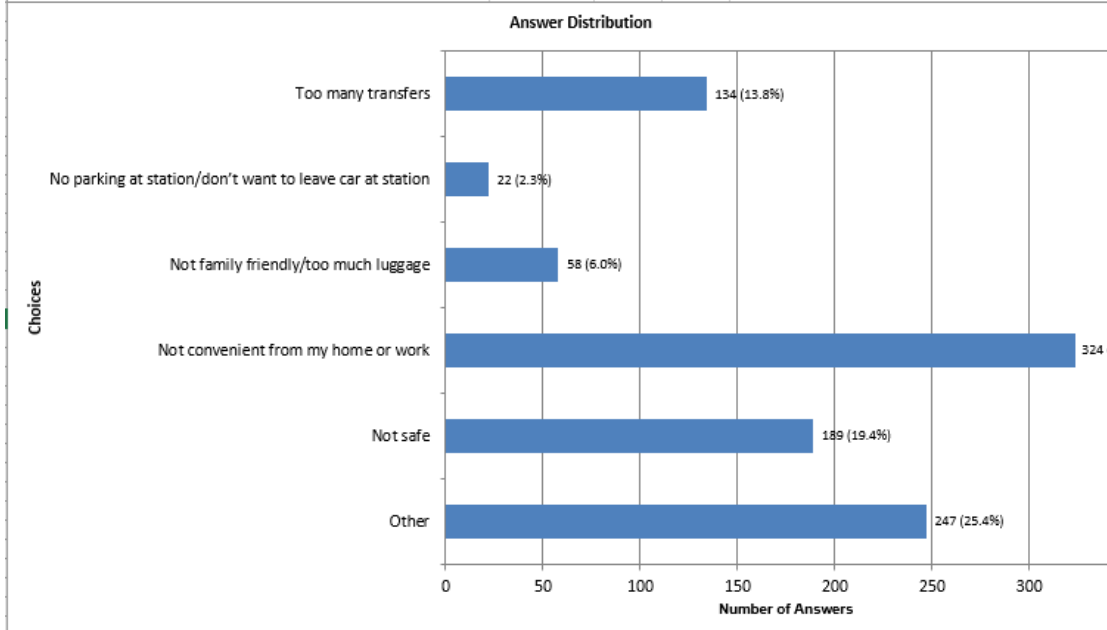
**7. How likely will you ride Metro Rail and/or Bus Services to LAX once the new LAX/Airport Metro Connector(AMC) Project is opened and links to the LAX People Mover?**



**\*8. 8. Why not?(\*Required)**

Choice
<input type="radio"/> Too many transfers
<input type="radio"/> No parking at station/don't want to leave car at station
<input type="radio"/> Not family friendly/too much luggage
<input type="radio"/> Not convenient from my home or work
<input type="radio"/> Not safe
<input type="radio"/> Other

**8. Why not?**





Metro is considering three alternatives to how the LAX/Metro Transit Center connects with the Metro rail system C and K Lines. Here is a close up of the existing system with the recently opened K (Crenshaw) Line as it is now:

**THREE OPTIONS FOR REDESIGNED METRO C LINE AND K LINE RAIL SERVICE**

Metro is exploring the best service for our riders to conveniently navigate around Los Angeles County. Three alternatives have been proposed for connecting LAX/Metro Transit Center and Metro's C & K Lines - each one offering new options in traveling throughout LA County!

Metro commuters can expect reliable service on both the C and K light rail lines - with peak periods running at 10 minutes or better during weekdays, 12 minute intervals off-peak weekday & weekends, plus a 20 minute frequency at night.

**Option 1**

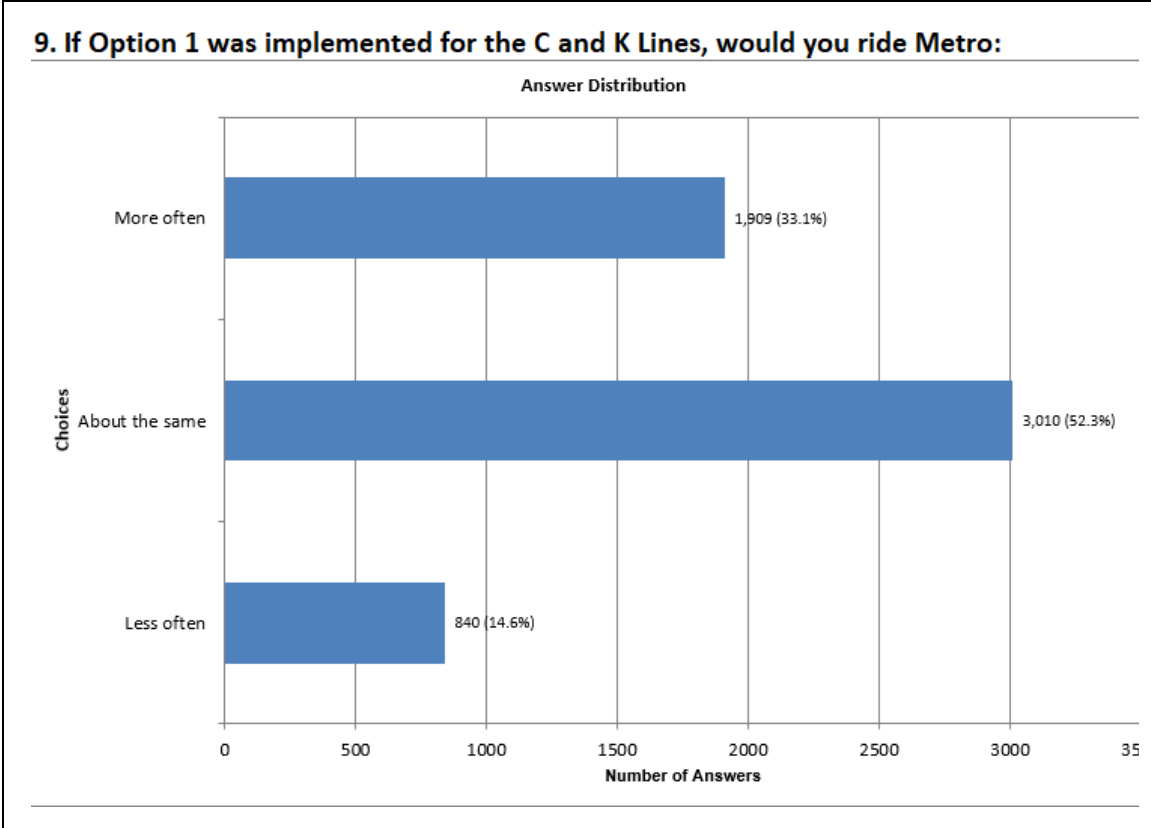
Provides direct connection to LAX/Metro Transit Center from all C and K Line Stations

Riders from Norwalk segment of the existing C Line will get direct access to all K Line stations including Expo/Crenshaw connection to the the E Line

Riders traveling to/from the Redondo Beach segment of the existing C Line will need to change trains at Aviation/Century Station to reach the Norwalk segment

Riders from the Redondo Beach segment of the existing C Line will need to change trains at LAX/Metro Transit Center to reach K Line stations north of there, including Expo/Crenshaw connection to the E Line

<b>*9. 9. If Option 1 was implemented for the C and K Lines, would you ride Metro: (*Required)</b>	
	<b>Choice</b>
<input type="radio"/>	More often
<input type="radio"/>	About the same
<input type="radio"/>	Less often



**Option 2**

Provides direct connection to LAX/Metro Transit Center from all C and K Line Stations

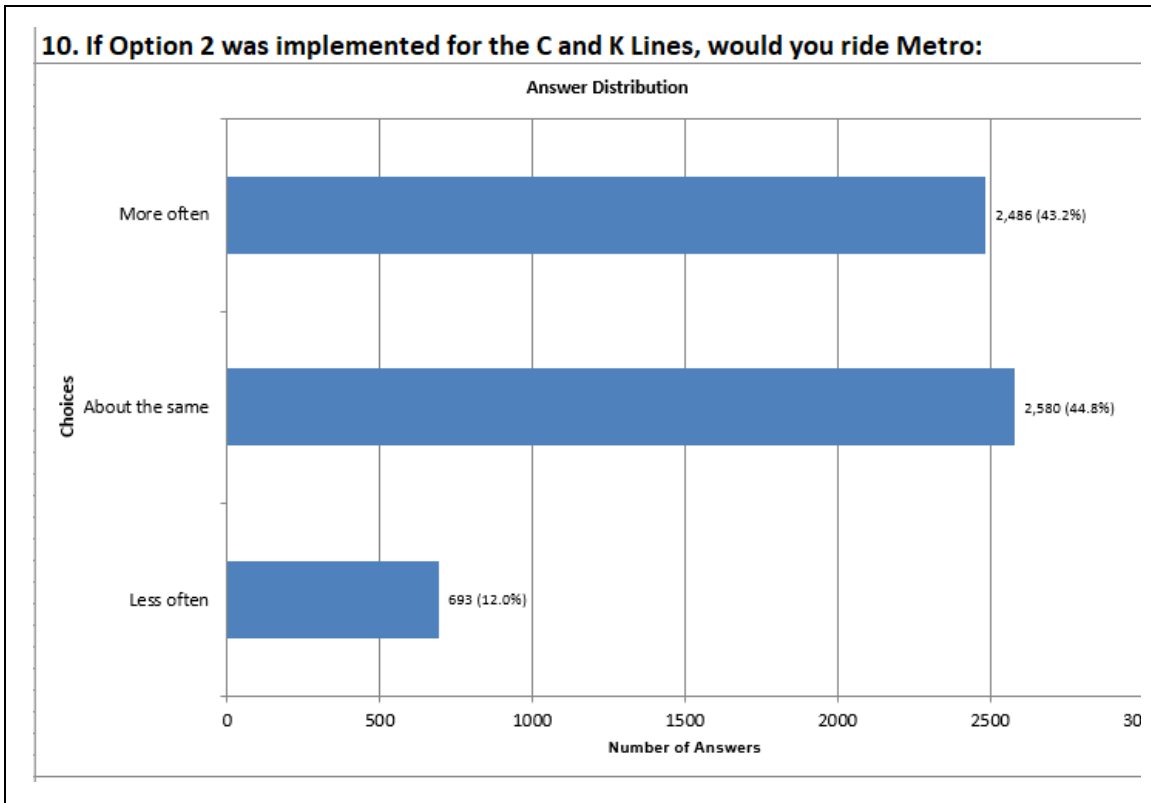
Riders from the Redondo Beach segment of the existing C Line will get direct access to all K Line stations including Expo/Crenshaw connection to the E Line

Riders traveling from the Norwalk segment of the existing C Line to the Redondo Beach segment of the C Line will need to change trains at Aviation/Century Station

Riders from the Norwalk segment of the existing C Line will need to change trains at LAX/Metro Transit Center to reach K Line stations north of there, including Expo/Crenshaw connection to the E Line

**\*10. 10. If Option 2 was implemented for the C and K Lines, would you ride Metro: (\*Required)**

	Choice
<input type="radio"/>	More often
<input type="radio"/>	About the same
<input type="radio"/>	Less often



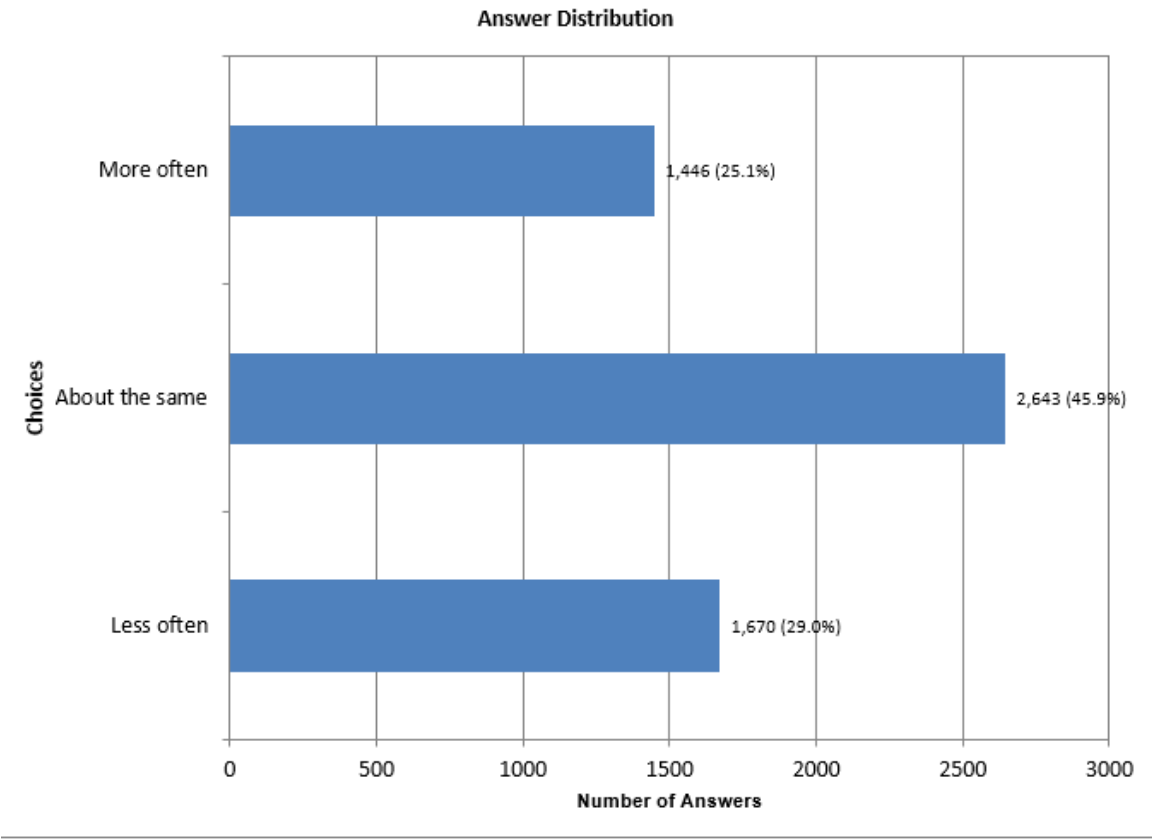
**Option 3**

- Provides direct connection to LAX/Metro Transit Center from all K Line Stations and the Norwalk segment of the existing C Line
- No direct connection to LAX/Metro Transit Center from the Redondo Beach segment of the existing C Line
- Riders from Norwalk segment of the existing C Line will get direct access to all K Line stations, including Expo/Crenshaw connection to the E Line
- Riders traveling from existing C Line stations between Willowbrook/Rosa Parks and Aviation/LAX will have a direct connection to the Redondo Beach segment of the existing C Line
- Riders travelling from Norwalk, Lakewood Bl and Long Beach Bl stations will need to change trains at Aviation/LAX Station to reach the Redondo Beach segment of the existing C Line

<b>*11. 11. If Option 3 was implemented for the C and K Lines, would you ride Metro: (*Required)</b>	
	<b>Choice</b>
<input type="radio"/>	More often
<input type="radio"/>	About the same

Less often

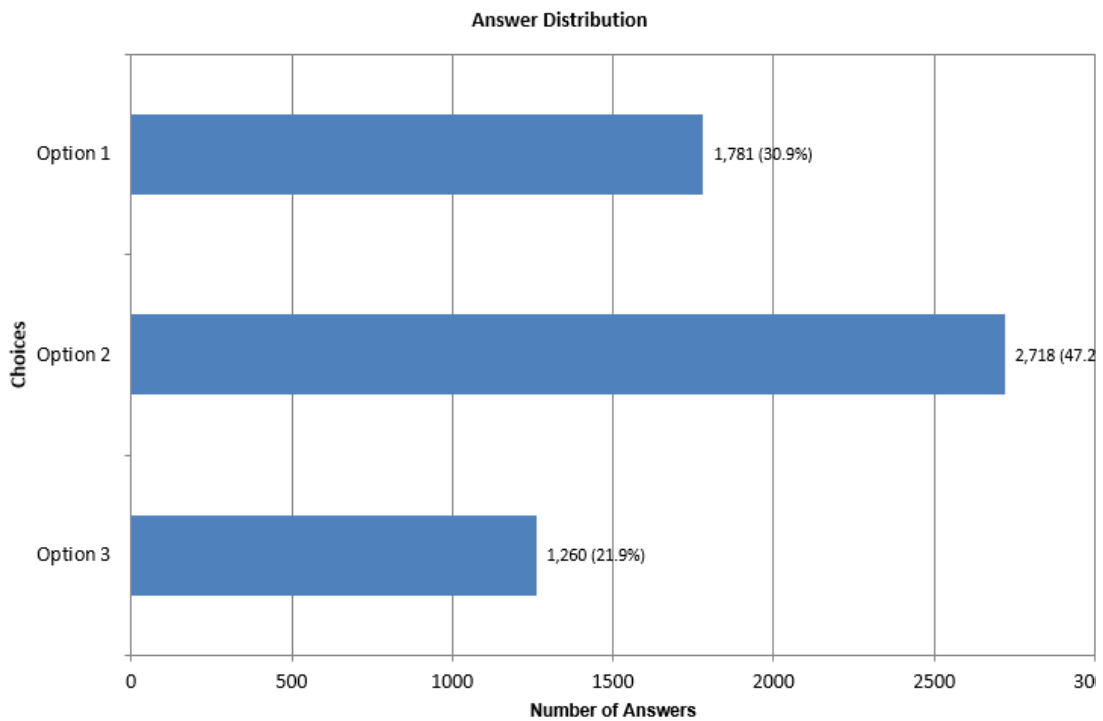
**11. If Option 3 was implemented for the C and K Lines, would you ride Metro:**



**\*12. 12. Please select the option you prefer:(\*Required)**

	<b>Choice</b>
<input type="radio"/>	Option 1
<input type="radio"/>	Option 2
<input type="radio"/>	Option 3

**Q12: 12. Please select the option you prefer:**

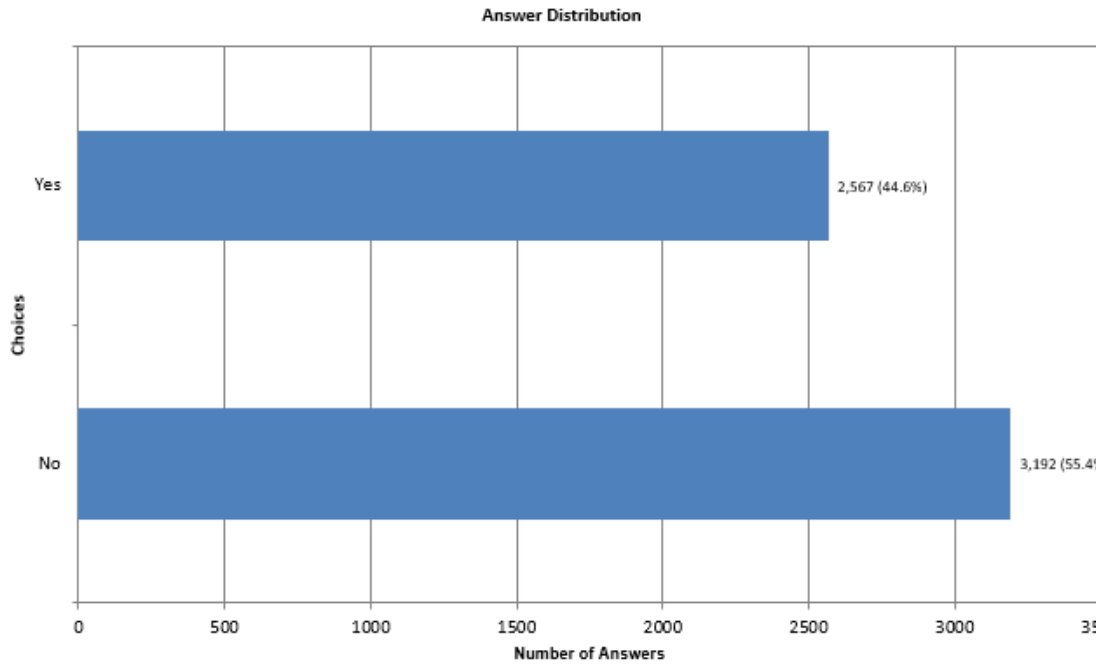


**13. Why?**

**\*14. 13. Have you taken the new K (Crenshaw) Line or the C (Green) Line in the past 6 months?(\*Required)**

	Choice
<input type="radio"/>	Yes
<input type="radio"/>	No

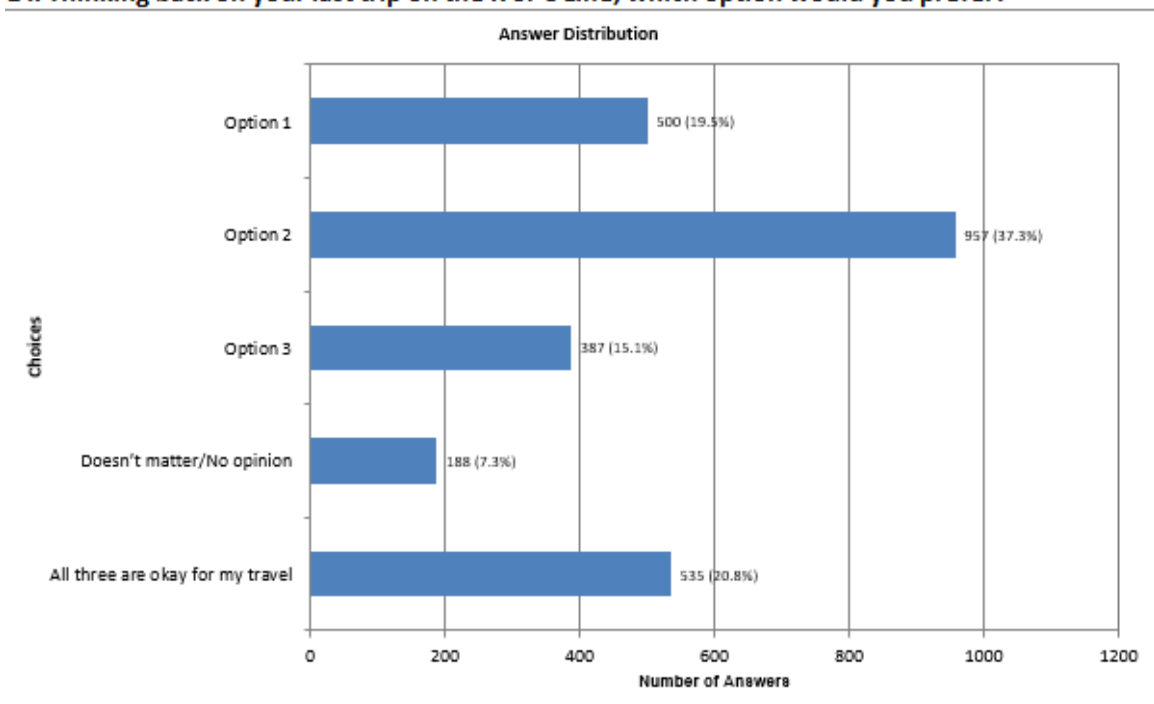
**13. Have you taken the new K (Crenshaw) Line or the C (Green) Line in the past 6 months?**



**\*15. 14. Thinking back on your last trip on the K or C Line, which option would you prefer?(\*Required)**

	Choice
<input type="radio"/>	Option 1
<input type="radio"/>	Option 2
<input type="radio"/>	Option 3
<input type="radio"/>	Doesn't matter/No opinion
<input type="radio"/>	All three are okay for my travel

**14. Thinking back on your last trip on the K or C Line, which option would you prefer?**



**16. Why?**

Rider Profile	
<b>*17. 15. What is your home zip code?(*Required)</b>	
<input type="text"/>	
<b>*18. 16. What is your current employment status?(*Required)</b>	
	<b>Choice</b>
<input type="radio"/>	Employed
<input type="radio"/>	Retired
<input type="radio"/>	K-12 student
<input type="radio"/>	College/University student
<input type="radio"/>	Other
<b>*19. 17. What is your age?(*Required)</b>	
	<b>Choice</b>
<input type="radio"/>	Under 18
<input type="radio"/>	18-24
<input type="radio"/>	25-34
<input type="radio"/>	35-44
<input type="radio"/>	45-64
<input type="radio"/>	65+
<b>*20. 18. What is your household's annual income?(*Required)</b>	
	<b>Choice</b>
<input type="radio"/>	Under \$15,000
<input type="radio"/>	\$15,000 - \$24,999
<input type="radio"/>	\$25,000- \$49,999
<input type="radio"/>	\$50,000- \$99,999
<input type="radio"/>	\$100,000-\$149,999
<input type="radio"/>	\$150,000+



**\*21. 19. What is your race or ethnic identification?(\*Required)**

	<b>Choice</b>
<input type="radio"/>	Latinx/Hispanic
<input type="radio"/>	Black/African American
<input type="radio"/>	White/Caucasian
<input type="radio"/>	Asian American/Pacific Islander
<input type="radio"/>	Native American
<input type="radio"/>	Other

**\*22. 20. What is your gender identity?(\*Required)**

	<b>Choice</b>
<input type="radio"/>	Male
<input type="radio"/>	Female
<input type="radio"/>	Non-binary
<input type="radio"/>	Prefer to self-describe

**23. 21. Would you like to participate in a drawing for a free Metro 30-Day pass?**

	<b>Choice</b>
<input type="radio"/>	Yes
<input type="radio"/>	No

**24. 22. Would you be willing to participate in an on-line focus group to explore this topic in more detail a group discussion?**

	<b>Choice</b>
<input type="radio"/>	Yes
<input type="radio"/>	No

**Contact info**

Consider it, If any of the below is Correct :

- 22. Would you be willing to participate in an on-line focus group to explore this topic in more detail a group discussion? equals "Yes"
- 21. Would you like to participate in a drawing for a free Metro 30-Day pass? equals "Yes"

Please provide your contact details to enter the drawing for a free 30-Day Metro pass (winner will be contacted in early April). This will also allow Metro to connect with you if you indicated you wanted to be part of a focus group.

**\*25. Name: (\*Required)**

**\*26. Email: (\*Required)**

**27. Phone:**

# Distribution of C and K Line Operating Plan Survey Responses

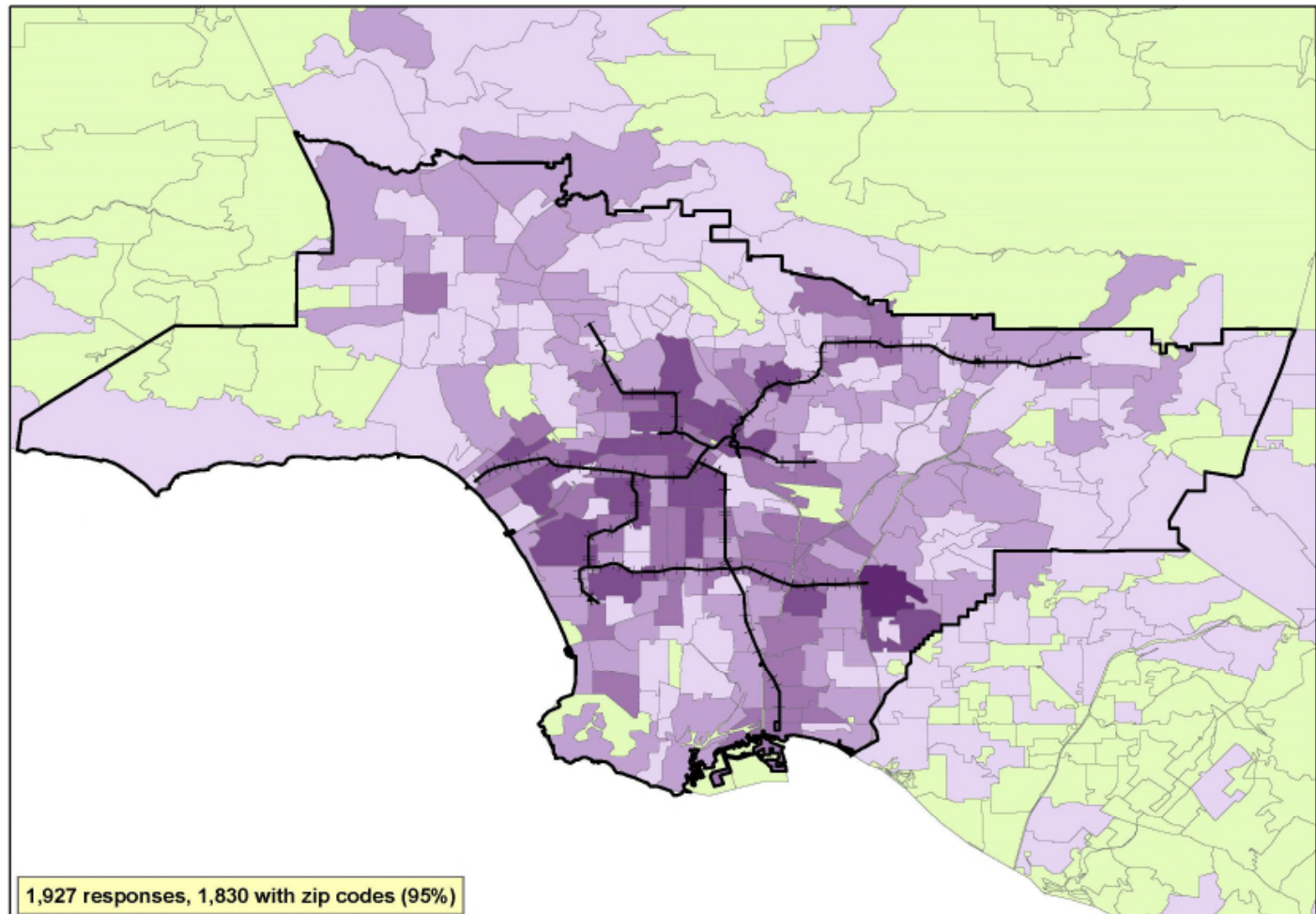


## C/K Line Operating Plan Preference: Option 1 by Zip Code

### Legend

Q12: Option 1 Count

- 1 <= 3
- 3 <= 8
- 8 <= 16
- 16 <= 32
- 32 <= 66
- No Data
- Metro Service Area
- Metro Rail System



Prepared by Metro Service Development

May, 2023

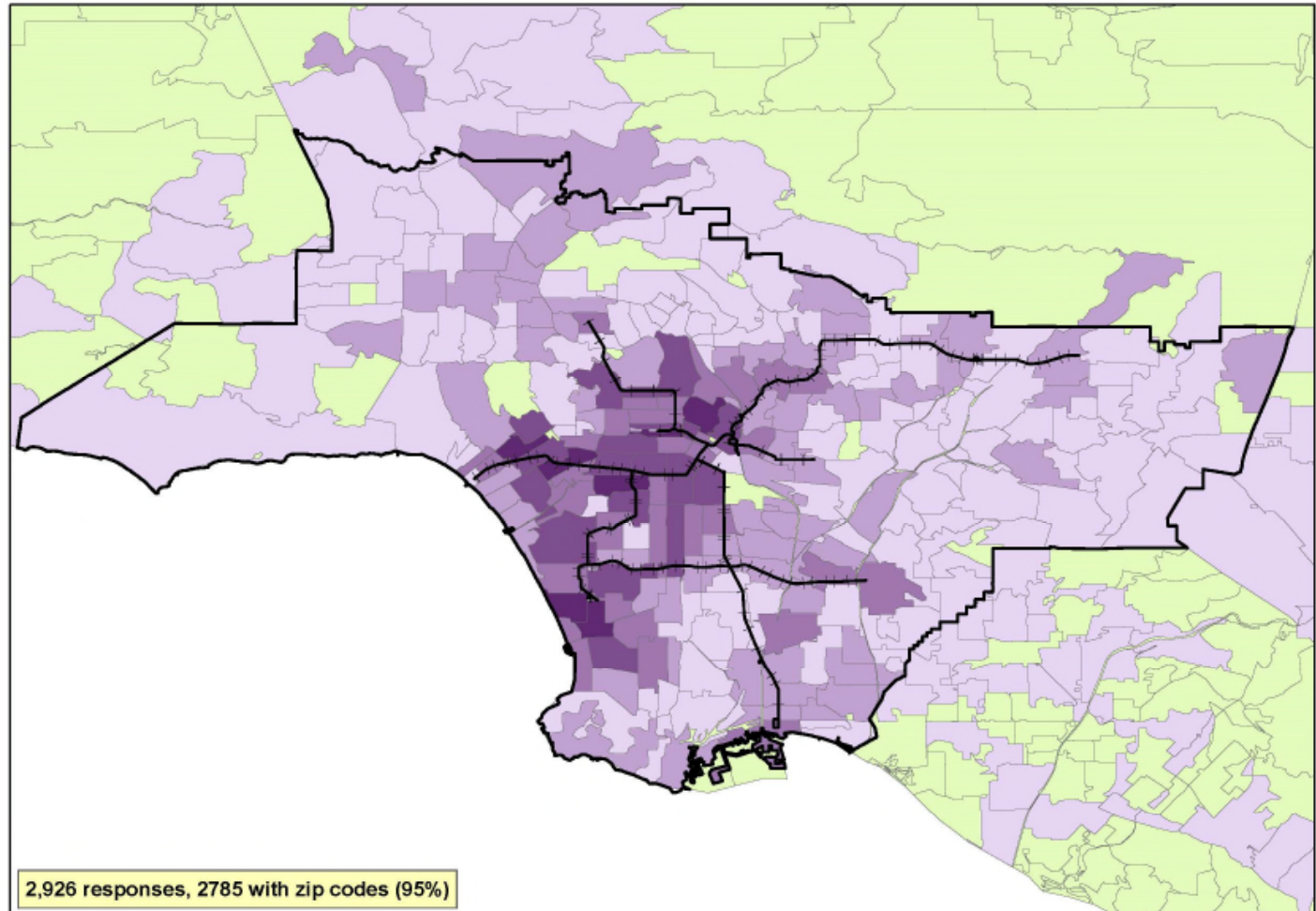


# C/K Line Operating Plan Preference: Option 2 by Zip Code

## Legend

### Q12: Option 2 County

- 1 <= 5
- 5 <= 13
- 13 <= 24
- 24 <= 38
- 38 <= 70
- No Data
- Metro Service Area
- Metro Rail System



Prepared by Metro Service Development

May, 2023

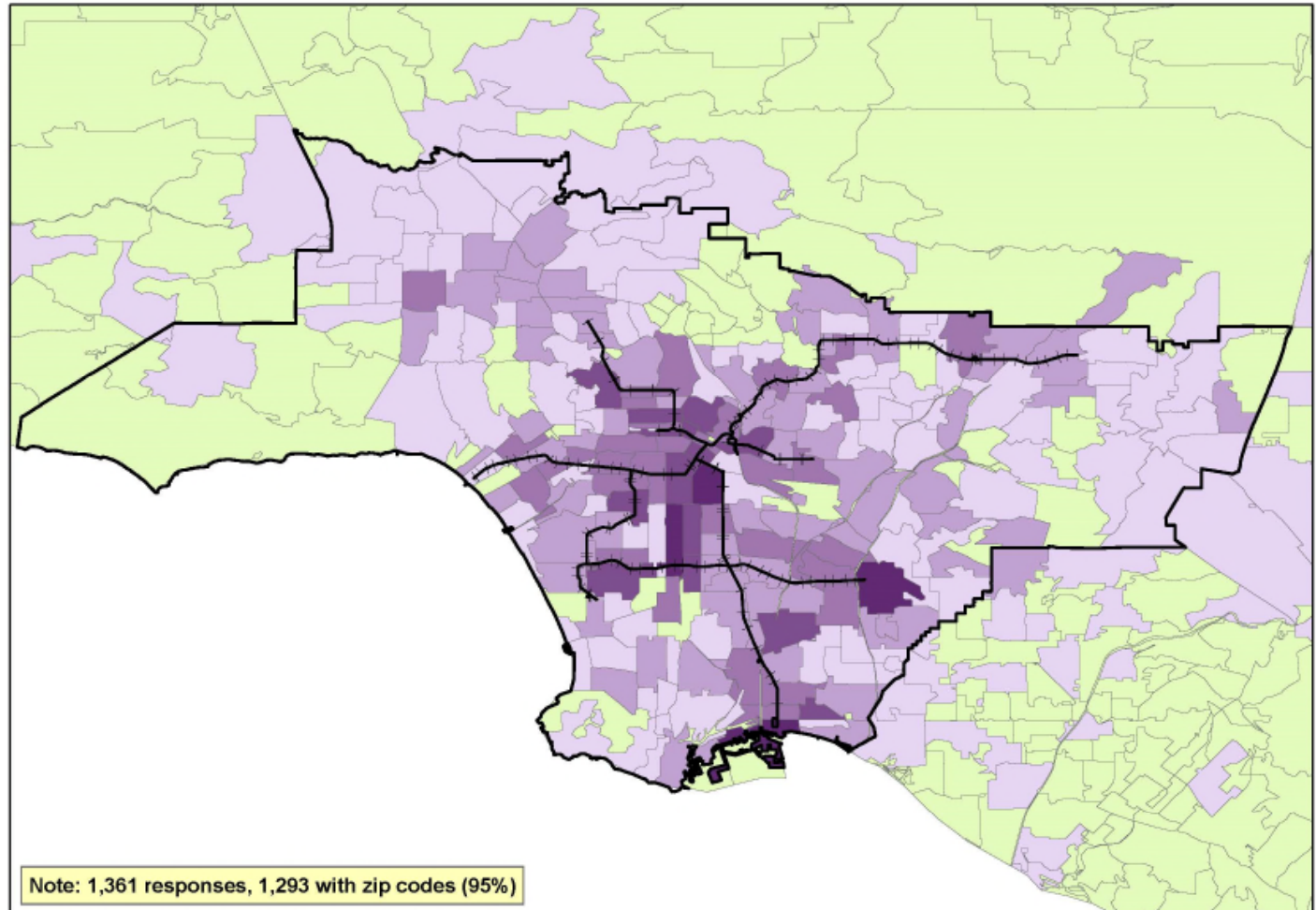


# C/K Line Operating Plan Preference: Option 3 by Zip Code

## Legend

### Q12: Option 3 Count

- 1 <= 3
- 3 <= 7
- 7 <= 12
- 12 <= 21
- 21 <= 28
- No Data
- Metro Service Area
- Metro Rail System

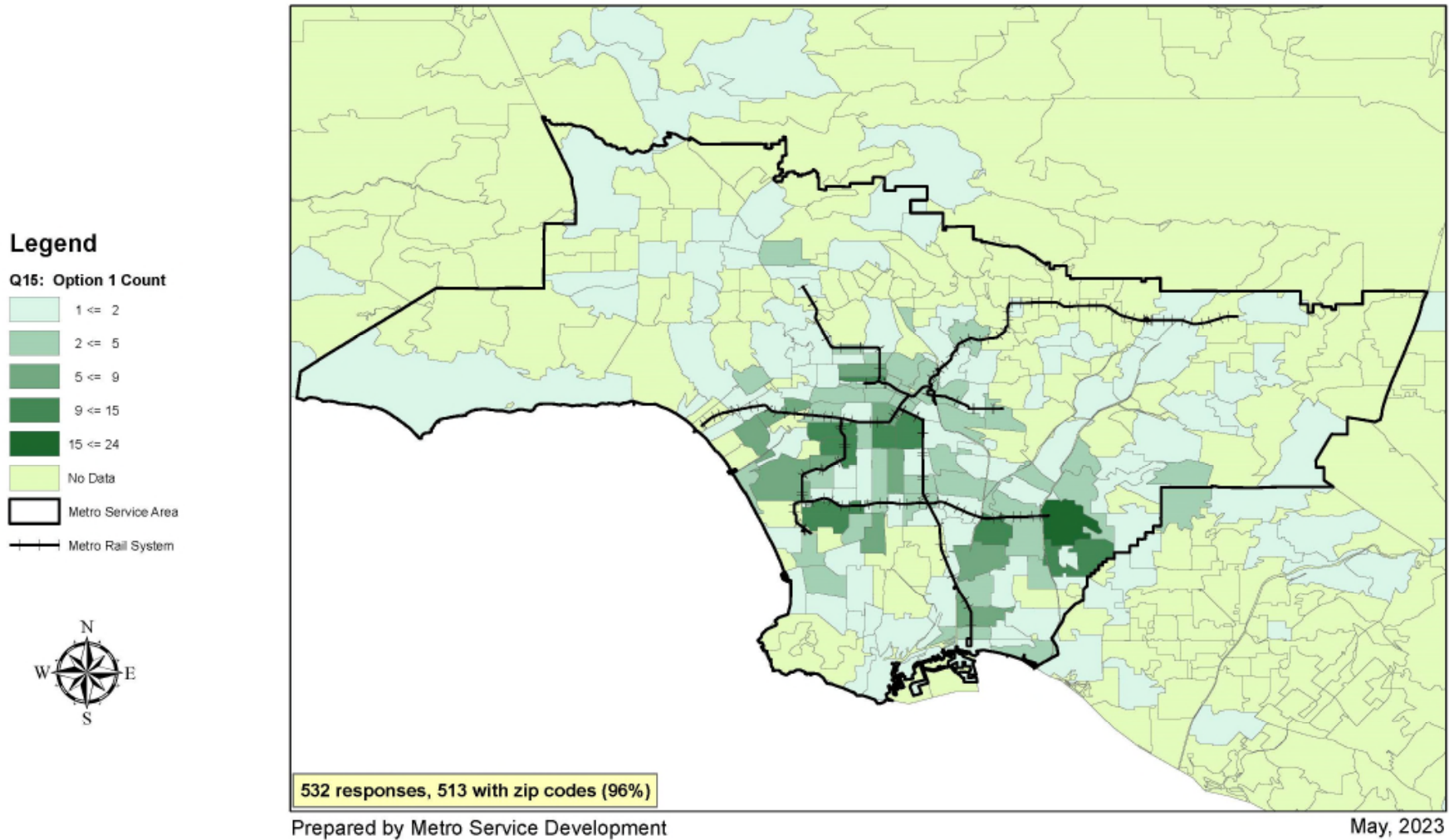


Prepared by Metro Service Development

May, 2023



## C/K Line Operating Plan Preference: Option 1 by Zip Code Question 15: Based on Their Last Trip Experience

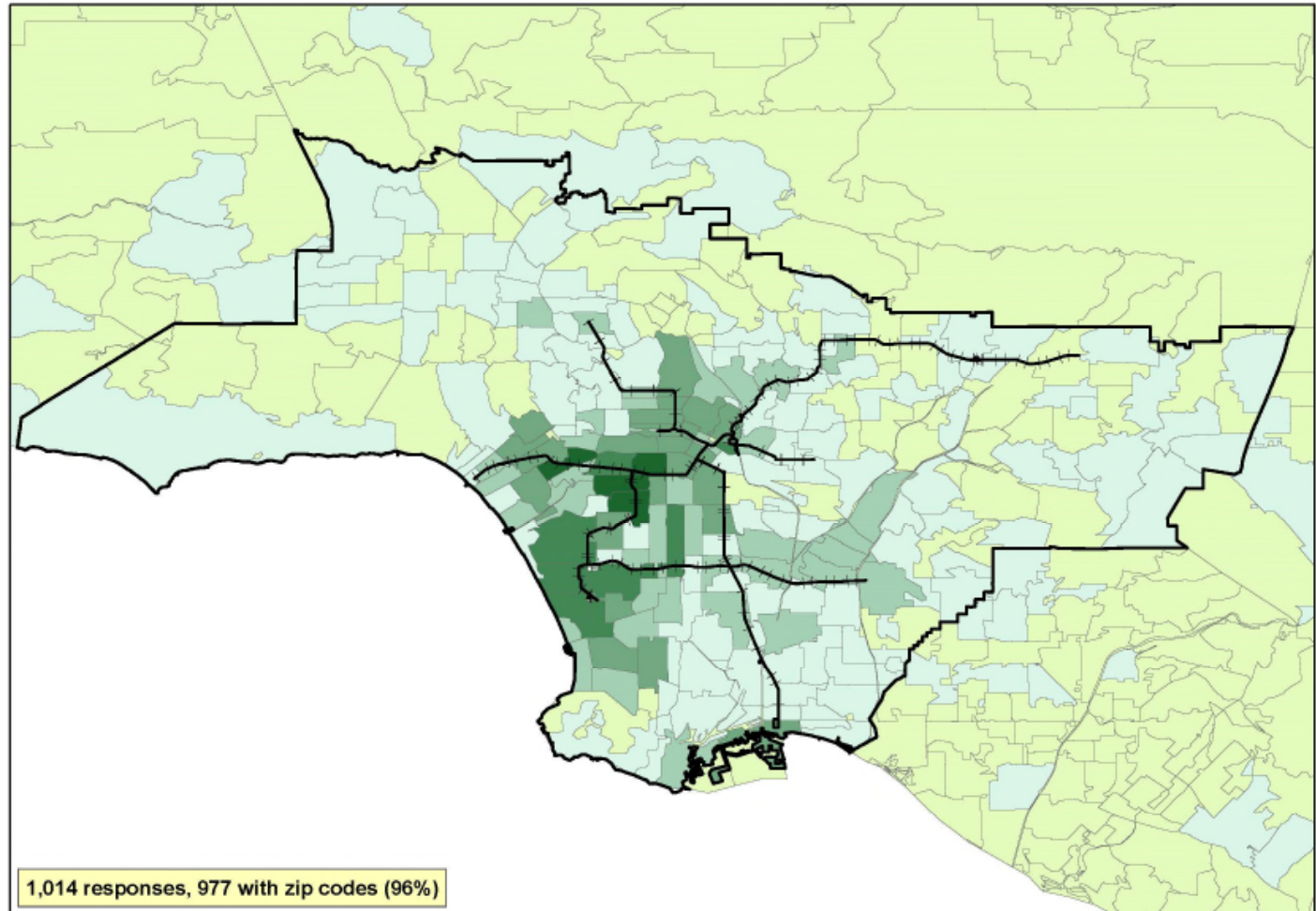
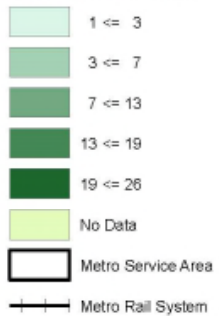




## C/K Line Operating Plan Preference: Option 2 by Zip Code Question 15: Based on Their Last Trip Experience

### Legend

#### Q15: Option 2 Count

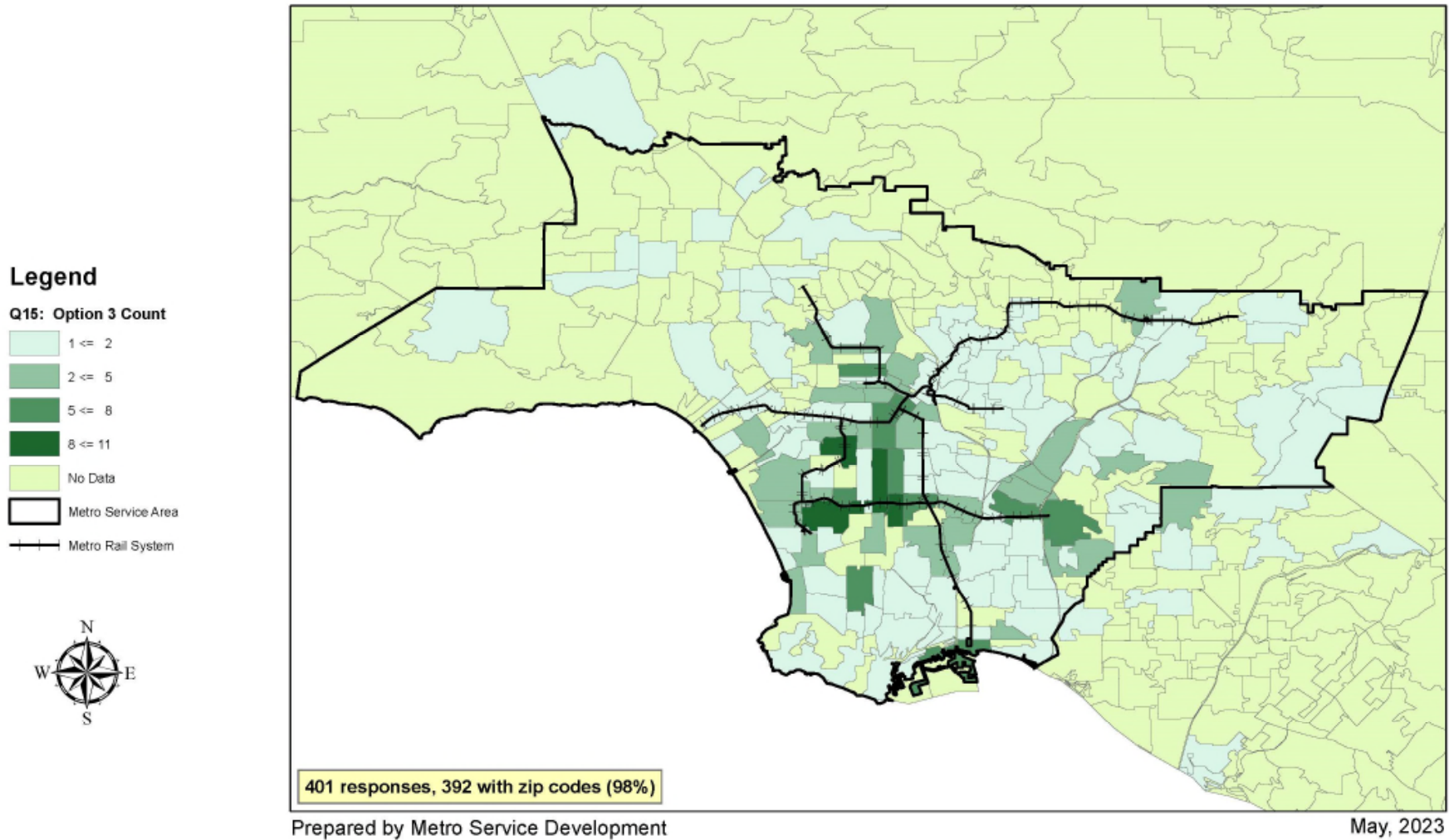


Prepared by Metro Service Development

May, 2023



## C/K Line Operating Plan Preference: Option 3 by Zip Code Question 15: Based on Their Last Trip Experience





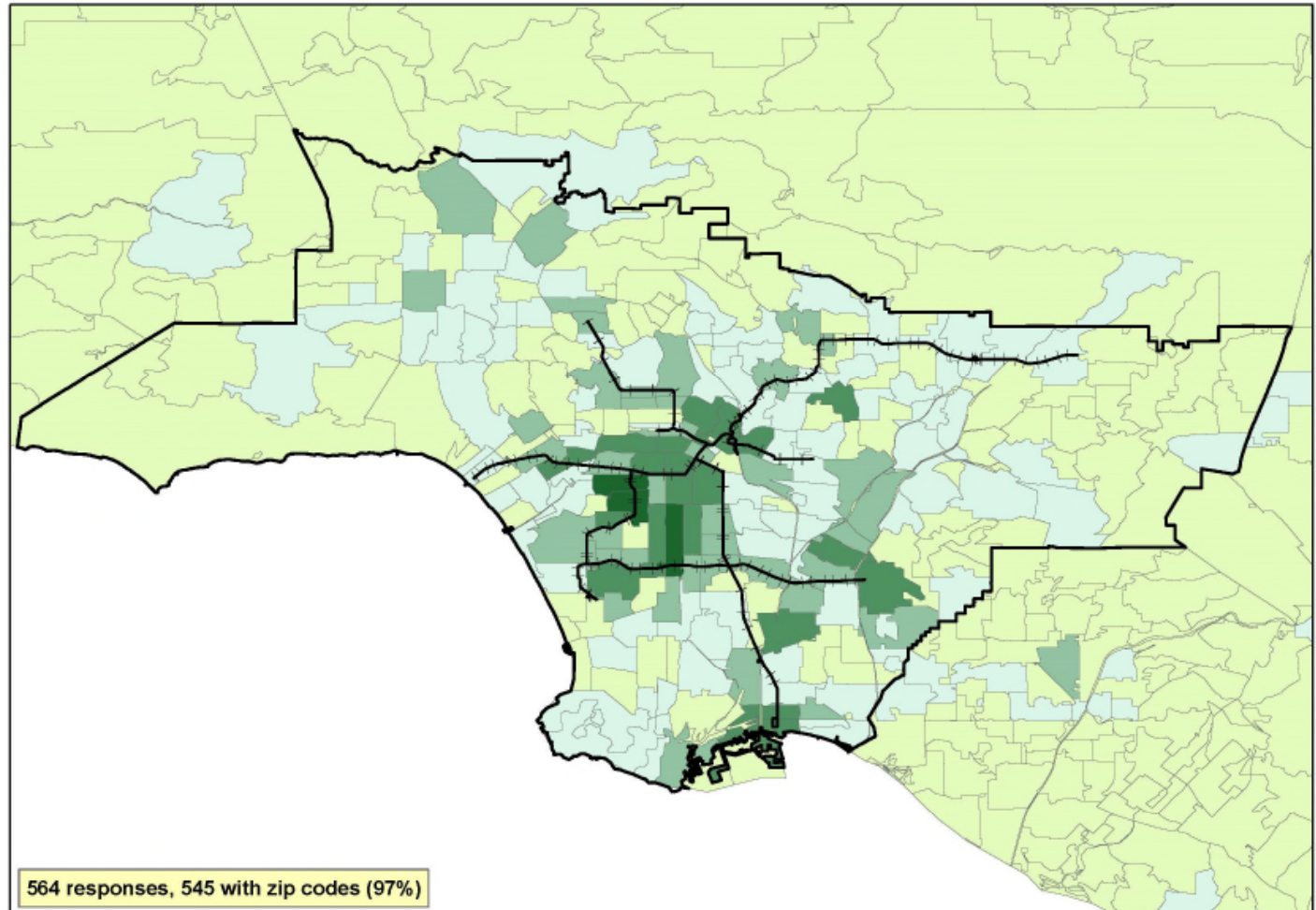


## C/K Line Operating Plan Preference: "Any" Option by Zip Code Question 15: Based on Their Last Trip Experience

### Legend

#### Q15: Any Option Count

- 1 <= 2
- 2 <= 5
- 5 <= 11
- 11 <= 18
- No Data
- Metro Service Area
- Metro Rail System



Prepared by Metro Service Development

May, 2023



# C/K Line Operating Plan Preference: "Doesn't Matter/No Opinion" Option by Zip Code Question 15: Based on Their Last Trip Experience

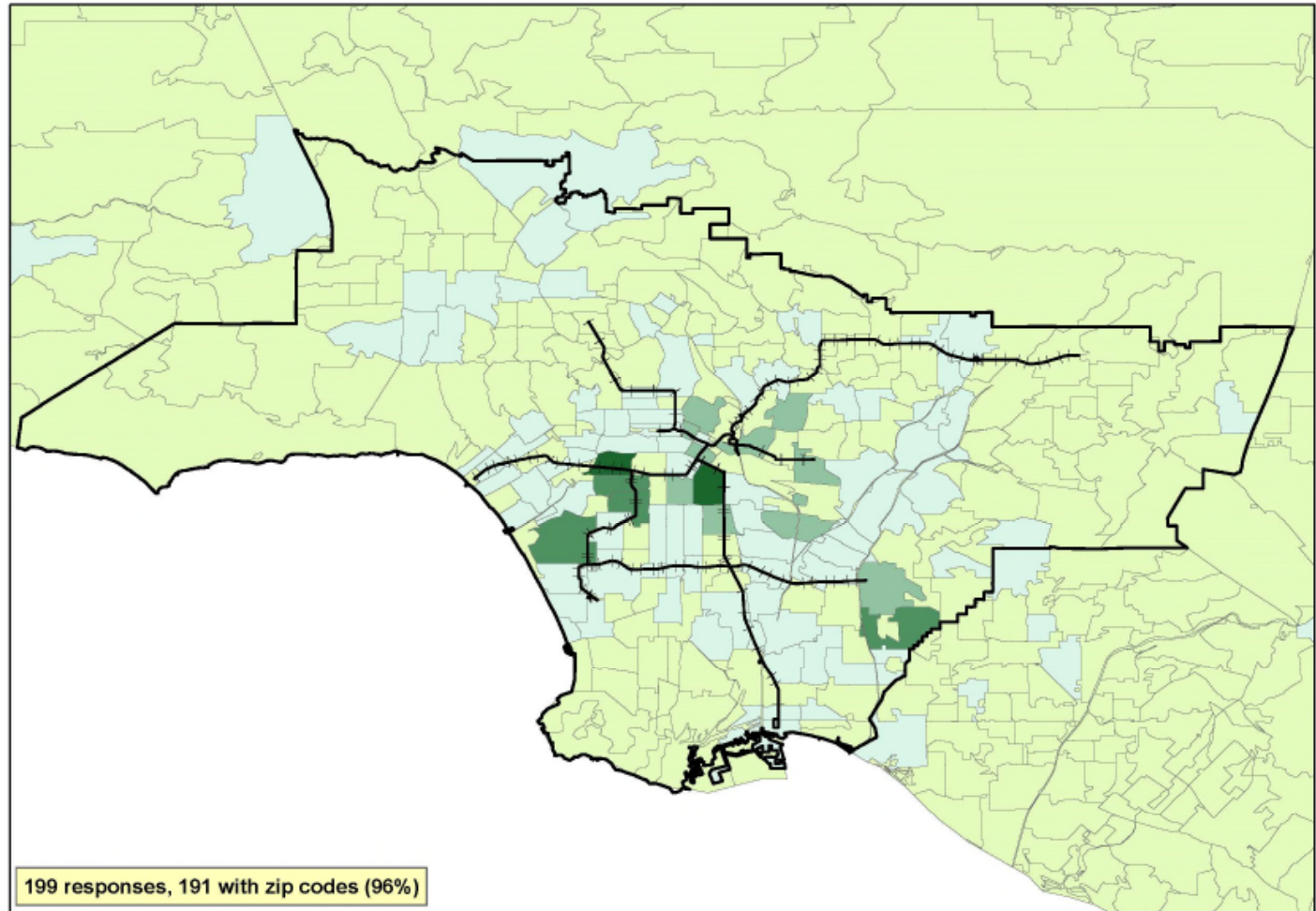
## Legend

Q15: Doesn't Matter Count

- 1 <= 2
- 2 <= 4
- 4 <= 6
- 6 <= 8
- No Data

Metro Service Area

Metro Rail System



Prepared by Metro Service Development

May, 2023



# Metro C and K Line Operating Plan Update Community Engagement Summary

*prepared for*

**Los Angeles Metropolitan Transportation Authority**

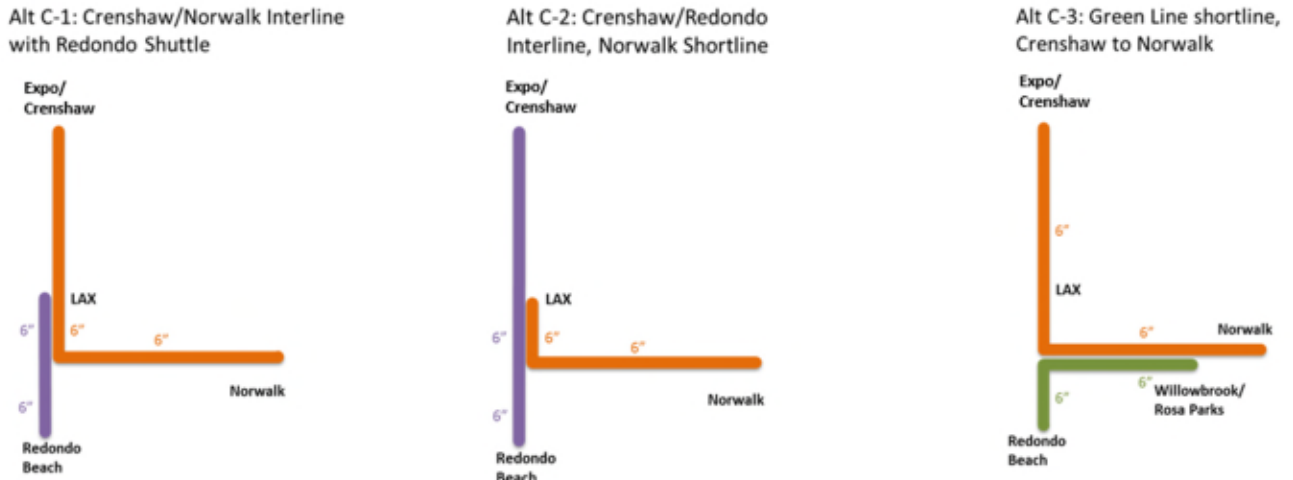
*prepared by*

**Cambridge Systematics, Inc.**

# 1.0 Background

Los Angeles Metropolitan Transportation Authority (Metro) is in the process of updating an operating plan decision for the C and K rail lines once the lines connect. As part of the plan updating process, Metro conducted a series of community engagement events to help obtain public input on three alternatives (shown below) for combining the two lines as part of an updated operating plan.

Figure 1. Option for C and K Line Operations



This report summarizes the views and feedback shared by participants during a series of public meetings discussing the proposed alternatives for combining the C and K Lines. The engagement process consisted of three in-person community meetings organized in Norwalk, Redondo Beach, and South LA, with an online option made available for participants joining virtually. Additionally, two focus group meetings were conducted online, allowing participants to provide feedback in a smaller online-only setting.

<b>Public Meeting</b>	<b>Venue</b>	<b>Date and Time</b>	<b>Number of Attendees</b>
<i>Community Meeting 1</i>	Norwalk City Hall 12700 Norwalk Bl Norwalk	April 24, 2023 6:00 pm	13 in person participants
<i>Community Meeting 2</i>	Hilton Garden Inn 2410 Marine Av Redondo Beach	April 26, 2023 6:00 pm	9 in-person participants 39 online participants
<i>Community Meeting 3</i>	Magic Johnson Recreational Center 1050 E 120th St Willowbrook	April 29, 2023 10:00 am	4 in person participants 10 online participants
<i>Community Meeting 4</i>	Zoom	May 2, 2023 6:30 pm	20 participants
<i>Focus Group 1</i>	Zoom	April 27, 2023 6:00 pm	12 participants
<i>Focus Group 2</i>	Zoom	April 29, 2023 1:00 pm	7 participants

## 2.0 Key Takeaways

Throughout these public meetings, a few consistent themes emerged:

- Support for each alternative varied depending on the location. Participants from the first community meeting held at Norwalk expressed strong support for Option 1. For the remaining public meetings, more attendees preferred Option 2.
- Participants who preferred Option 1 said that having a one-seat ride from Norwalk to the Westside would minimize transfers and encourage more people to use the system. The first option would also benefit the equity-focused communities that are concentrated in certain sections of the C Line.
- Those who opted for Option 2 said that it provided a North-South connection on the Westside, which can help alleviate traffic congestion on the 405. Connectivity to LAX was also one of the reasons participants chose either Option 1 or 2.
- Some participants noted that with the redundancies in Option 3, this alternative might not be the best use of limited public resources. However, those who were traveling from the east to the South Bay shared that Option 3 was the most convenient alternative for them.
- Participants offered suggestions to expand the coverage of all the proposed alternatives. Metro representatives explained that while this was operationally possible, such alternatives would be resource intensive, and there would likely have to be a trade-off with frequency for each line included in such alternatives.
- Improving the transit experience is important to encourage more people to ride Metro. This includes minimizing transfers and increasing the frequency of trains, improving safety, increasing connectivity with other lines, and improving station facilities and pedestrian access.
- Participants were also interested in future expansion plans. Several attendees inquired about Metro's plans to connect the C Line to Metrolink's Norwalk Station.

## 3.0 Highlights of the Public Meetings

The public meetings started with presentations given by Metro staff and Cambridge Systematics facilitators. Metro shared a brief history of the project and explained how certain events led to changes in project sequencing and other factors such as travel patterns, operational issues, and future rail expansion that necessitated or promoted the need for a review of the operating plan. The presenters also showed the travel volumes and ridership patterns along the C Line, and the implications of the various options in terms of resource requirements. The future extensions funded by Measure M were also shared with the participants.

Throughout these meetings, Metro responded to a series of questions posed by the attendees. Several participants asked about the possibility of increasing coverage. Metro explained that the “everywhere to everywhere option” was far more resource intensive (many more trains, operators needed) than the options under consideration. While this would increase one-seat connectivity, there would be a trade-off with train

frequency on each line if existing resources were to be maintained. Metro also elaborated on future plans to connect different rail lines across the County. In response to participants' questions on plans to serve all C Line stations with operation of three-car trains in the future, Metro staff shared that there are four stations with platforms only long enough for two-car trains but that a recently secured grant will cover station upgrades to accommodate three-car trains.

### 3.1 Community Meeting 1

During the first community meeting, where most participants were residents of the Gateway Cities, there was overwhelming support for Option 1. The attendees noted that with Option 1, passengers will have the opportunity to take one seat rides, increasing their access to opportunities. Option 1 would also serve several low-income communities. The participants underscored that transfers are inconvenient and can discourage potential riders from taking public transit since they have to wait for longer periods. For this reason, some participants preferred Option 1 over Option 2. Since there were some redundancies in Option 3, the participants agreed that it would not be the best use of Metro's limited resources.

A few participants also suggested piloting different options and gathering ridership data before deciding which alternative to pursue. Several attendees also shared that pedestrian access to Norwalk Station is limited, forcing riders to walk along the 105-freeway ramp. There was also an inquiry on Metro's plans to connect the C Line to the Metrolink Norwalk Station.

### 3.2 Community Meeting 2

The majority of participants expressed support for Option 2. Option 2 appealed to several attendees who felt that having a north-south line on the Westside would be beneficial. A participant pointed out that Option 2 would be the most cost-effective alternative to operate and would make the most sense considering future connections to Torrance. Attendees who preferred Option 1 or 2 noted that the connectivity to LAX would be a huge draw to South Bay riders. A participant added that Option 2, in particular, would be more convenient for South Bay residents traveling to LAX and Inglewood. A Lawndale resident preferred Option 2 since Option 1 would require more transfers. An operator on the Green Line suspected that ridership for Option 1 would be limited.

Some attendees were concerned about how the different alternatives will affect travel times and the frequency of trains. Some participants asked Metro to expedite the connection to Metrolink's Norwalk Station, citing its potential to connect LAX to riders from Orange County and the Inland Empire. A few participants also asked Metro to consider using three rail cars.

In addition to discussing the preferred alternatives, some participants also shared their experiences while riding the Metro, including concerns about the homeless population, challenges face by riders with mobility issues, and the lack of station facilities.

### 3.3 Community Meeting 3

The attendees of the third community meeting mostly leaned towards Option 1 or 2. Option 1 gives access to the Westside and Redondo Beach and serves several low-income communities. However, since it is a long ride, the homeless population might be more enticed to use the system as a shelter. A participant shared that Option 1 offers the most value for money and if Option 2 was selected, the train headways would not improve. Another participant explained that travel time under Option 1 would take much longer, especially

with the planned Hollywood and Torrance extensions. The same participant preferred Option 3, stating that they thought the ridership between Aviation and Rosa Parks was the highest in the C Line.

Other suggestions raised during the meeting include merging all three options similar to how San Francisco operates its Red Lines, avoiding transfer points at Aviation/Imperial Station which may cause delays, and interlining the C and K Lines. As in the previous community meetings, some participants also asked Metro to extend the C Line to connect to Metrolink's Norwalk Station.

### 3.4 Community Meeting 4

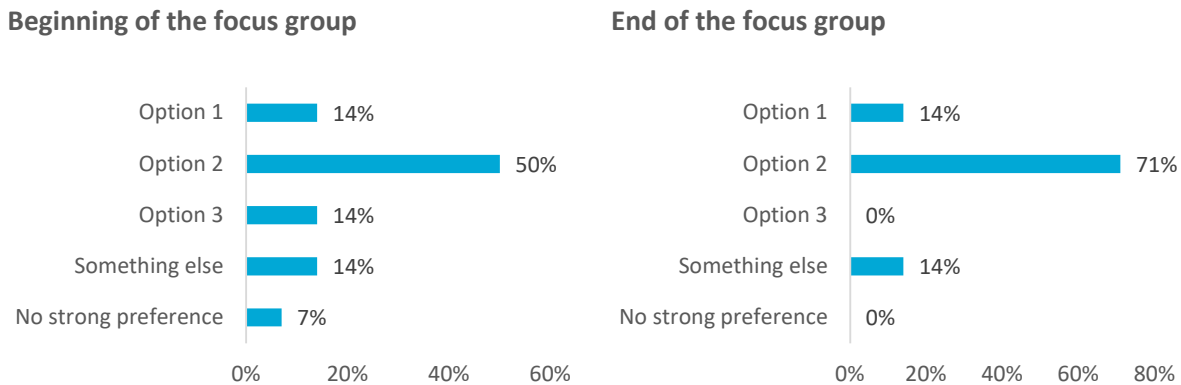
The majority of participants who expressed a preferred alternative supported the C-2 option citing budgetary and operator concerns. Participants also thought that having one north-south and one east-west line would allow for easier connections, make the system easier to understand, and would align well for easier operation of future extensions.

Many of the questions asked during the session were centered around overall system connectivity and operational considerations once the full line is operating. Questions asked included whether the LAX People Mover will have 24 hour service, how long it will take to make the trip between downtown LA and the LAX Airport once the line is complete, how the Inglewood People Mover should connect to the Green Line, and when the Regional Connector will open.

### 3.5 Focus Group 1

Focus group participants were asked to vote at the beginning and end of each session to say which option they preferred. At the start of Focus Group 1, half of the attendees chose Option 2 as their preferred alternative, with all other options receiving votes. By the end of the meeting, the votes for Option 3 and “no strong preference” shifted to Option 2, with the Option 1 and “something else” maintaining their votes. As a participant noted, the focus group likely has an overrepresentation of attendees riding in the Westside and South Bay. Those who chose Option 2 indicated that this alternative will provide a North-South rapid transit route in the Westside, while those who chose Option 1 liked that it entailed the least transfers. Option 3 was the least preferred alternative since riders have to take transfers to reach their destinations.

Figure 2. Which option would you prefer for combining the C and K Line Operations? (n=12)

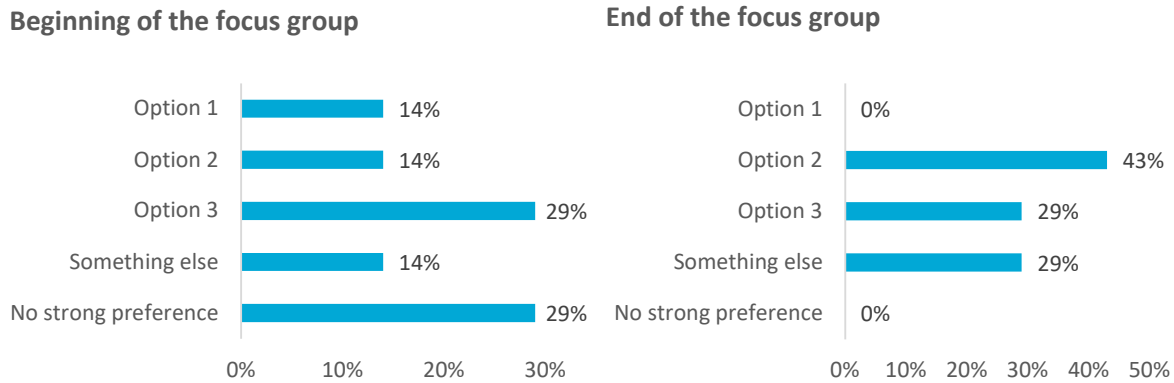


There were a number of questions on how the different options would impact the frequency of trains. A few participants emphasized that minimizing transfers would encourage riders to use the rail. Participants also offered suggestions to expand rail coverage such as a hybrid of Option 1 and 2, combining Option 2 and 3, and extending Option 1 and 2 north. Participants also touched on the connectivity with municipal bus lines, the possibility of infill stations in the future, and discrepancies in the platform length.

### 3.6 Focus Group 2

The poll conducted at the start of the meeting showed that Option 3 was the most preferred alternative. After the presentation at the end of the focus group when the poll was retaken, Option 2 emerged as the most popular choice. As part of the discussion, a participant was interested in the other options considered by Metro before the alternatives were narrowed down to three. Additionally, a resident from Orange County shared that while all three alternatives were untenable for him, Option 3 would be the most acceptable alternative. The participant thought that the ridership emphasis is misplaced and that the alternatives presented seemed to prioritize the occasional LAX traveler over everyday Metro riders. Other participants, however, noted that several workers use the C Line to get to the airport. There was also a discussion on the future of remote work and how that will impact ridership.

Figure 3. Which option would you prefer for combining the C and K Line Operations? (n=7)





## Appendix A. Meeting Notes

Below is a summary of the discussion during the Question & Answer section of each meeting. Metro staff and the facilitation team responded to questions and comments providing information to help participants understand the three alternatives.

### A.1 Community Meeting 1

- Consolidating resources behind Option 1 would benefit people currently riding the network and get them to less accessible places. It should be a high priority to maintain one-seat connection to most stations per person in the middle section of the C Line, where the equity community is most concentrated. With this option, particularly west approaching the Aviation corridor, it would be accessible to people in Hawthorne, Watts, etc. This would be the speediest connection to the E Line. Currently, the East and Central areas of the C Line have a well-defined ridership and with Option 1, there's the opportunity to take it north. In contrast, on the Aviation corridor of the current C Line, the ridership market developed less robustly and has seen less recovery post pandemic.
  - C1 and C3 offer that connection to the E Line and has larger regional catchment
- Most Gateway cities will support Option 1; take that line and extend further south if needed and leave the Green Line with a one ticket seat all the way to Crenshaw stop. A lot of common sense to design it such that those riding the Green Line can go to Crenshaw with one ticket, otherwise riders have to take a transfer and it's more inconvenient. Transfers are discouraging because people have to wait for longer periods. Those wait times are delays for those riding transit.
- Supports Option 1 because of the one-seat ride to LAX and Inglewood. Hopefully, there will be a good connection to SoFi and Inglewood. What other outreach activities are you doing in Gateway Cities?
  - Other outreach activities include survey teams riding the lines and working with partners from Council of Governments before going to the Board with final recommendation
- Is there any way we can trial both Option 1 and 2 (or a combination of both) for six months and see actual ridership numbers and come to a conclusion to which option is best? You never really know until you try it out. It's one thing to see it on paper but people need to see how it actually works.
  - The Board can direct Metro to operate one of the options for a trial period. For the C3 option, Redondo Beach does not enjoy direct connection to LAX unlike C1 and C2 with direct ride to LAX People Mover without having to change light rail trains. C3 preserves the majority of existing C Line.
- Doesn't like Option 3. Lots of redundancies; funds should be used as efficiently as possible. Option 2 is not bad, but it is better to have one-seat rides.
- Is there a possibility for Option 4? Every other Green Line train to continue doing what it does now and every other K Line train to continue so there's still through service to existing Green Line and

there's through service north and south in addition to connecting routes. How will the system connect to West Santa Ana branch (WSAB)?

- WSAB is new project from Artesia to DTLA as new light rail line. Proposal to create new Green Line station where West Santa Ana branch would cross over the Green Line alignment, just to the east of 710 freeway in Gardendale area. West Santa Ana branch documentation shows the proposed C Line station in their maps.
- Everywhere to everywhere option – Norwalk to Redondo Beach, Norwalk to Expo, Redondo Beach to Expo for example. It is operationally doable, but the frequency would be half what you would get compared to the three options if budget is limited
- Extend existing Green Line to connect the gap between Norwalk Metrolink and the Green Line station
  - Measure M funding plan to connect to Norwalk. Extension project exists but further out to 2057.
- Will your extension of existing east side lines have third phase to continue out to the border of La Habra to connect to OCTA lines?
  - A lot of potential future options to connect to other systems but only Green Line to Norwalk Metrolink is in Measure M
- Noticed pedestrians using the 105 freeway to get to the Green Line station. Any plans to make it more pedestrian accessible? There's pedestrian access but people usually have to go all the way around or walk on the ramp
  - A brief history on the 105 freeway – the rail line was a mitigation measure that helped the authorities gain approval to build the rail line in the middle of the freeway. Comes with some positives in that it is visible, but it's not the greatest passenger environment in terms of access and the freeway traffic noise
- How about the parking traffic at Studebaker? There are too many cars parked on the residential street
  - This may be because there's a fee associated with parking at Norwalk Station. Parking fees were introduced when demand was starting to overwhelm the station.
- The Regional Connector will help with a lot of the passenger congestion on the B and D Lines in DTLA
  - The new rail line will go through DTLA; currently light rail lines are separated. Lines will be joined together. Metro is currently testing the system but has no set opening date yet.
- What options are there for extending the K Line further north to the D and B Lines to make a complete line so you can go up to San Fernando Valley without having to pass through DTLA?

- Any of the options would bring the line from Expo/Crenshaw up to Hollywood. There will be connection to both B and D subway lines.
- The Green Line is really slow and takes forever to get to DTLA and Hollywood and change from the Blue to the Green Line; long waits are discouraging to riders. Works in Long Beach pre-pandemic and gets there faster even with traffic by car.
  - Working on improved frequency for light rail. Hoping to improve frequency from 15 to 10 minutes on the C Line for off peak weekday and weekends.

## A.2 Community Meeting 2

- Definitely in favor of Option 1 or Option 3 because connection to LAX is a huge priority. After spending time in Europe, it was disappointing to come back to LAX.
  - A critical difference between the three options is that Option 3 does not provide connectivity to LAX Station from all segments. Redondo Beach leg would not be connected to LAX Station. Option 3 prioritizes existing C Line instead of connecting to LAX.
- Prefers Options 1 and 2 with connectivity to LAX; this is a big draw for South Bay riders. Few people from South Bay ride eastbound during work hours. Is Metro planning to run trains through K Line before airport connection is open?
  - Construction at AMC Station to operate trains through the station. This was the original plan but more recently, construction is more focused on coordinating LAX and the People Mover train opening days. Not opening K Line operations as soon through AMC and working faster on the AMC project to align opening days is now being explored.
- Supports Option 2. West side of LA is developing quickly and having a coherent north-south line would be beneficial especially with transfers having to be made; LA roads based on a grid. Not sure if South Bay density deserves that quite yet so Option 2 is better; also considering future connections to Torrance.
- A Lawndale resident shared their reservations with Option 1, favors Option 2, and indifferent to Option 3. For C-1 and C-2, riders have one-seat ride to LAX. One-seat ride is beneficial, might be confusing if they have to transfer. If C-1 were to be implemented, riders would have to take the train from Redondo to LAX and from there, take the K Line or C Line. Riders would end up taking three instead of two light rail trips.
- A current operator on the Green Line shared that they don't expect to see enough ridership for Option 1. For Option 2, does Metro anticipate the ridership to increase? Operating two cars between Crenshaw to existing westbound to Redondo Beach – ridership will be packed between the two cars. Option 3 is the best option except passengers don't read signs and they might go past Wilmington to Norwalk. Suggested that one side Norwalk going to Expo, and one side to Marine Station. With Option 3, if you have a train stop, how long will it stay before going westbound?
  - Trains would go further east of Willowbrook/Rosa Parks to use crossover to come back. Dwell won't take place on platform.

- Likes C-2. Looking at the bigger picture and future projects, C-2 keeps operations in check for the short and long term. It might be most cost-effective to operate and get more people to use it.
- A lot of people from South Bay supporting C-2 makes most sense to move people from South Bay going to LAX and Inglewood. People are aware of the extension to Torrance; hopes everyone is also considering options.
- LA is hosting the Olympics. How will these lines bring people to and from Olympic areas?
  - Some of the venues such as the SoFi stadium are close to the C and K Lines; these lines definitely have a role to play. There will be a substantial influx of people so LAX will be challenged to move more people. Events are scattered across the region. Opening and closing ceremonies will be at SoFi. There are also events at the Coliseum, Crypto Arena, and Downtown Long Beach.
- How much time will it take for the train to get from Norwalk to Crenshaw Station?
  - Around 43 minutes, from Norwalk to Expo/Crenshaw Station
- Is the K Line a three-car line?
  - The K Line was built to accommodate three-car trains. We have stations on the existing C Line that were built to accommodate two-car trains. LA Metro recently secured a state grant to expand the four stations that currently have two-car platforms to be three-car platforms.
- Option 3: Will the frequency of trains remain the same? Will they share the same track, from Aviation to Willowbrook Station?
  - Metro tries to use the same frequency across all lines. Currently, the headway is around ten minutes in peak periods. Pre-COVID, six minutes was the traditional peak headway. It is still feasible to operate the same LOS. We are going through a transitional period for rail. Rebound still not strong on the rail network; unsure when Metro can go back to the six-minute headway.
- We all know Options 1 and 2 are at-grade because of the K Line, is that going to affect travel times compared to Option 3 which is grade separated?
  - It would not impact travel times; will be using same speed and equipment, trains scheduled three minutes apart to keep distance between them
- A participant recalled that Option 3 was not the option Metro recommended to the Board. South Bay recommended the option.
  - The staff recommendation was C-1 alternative but after deliberation with the Board, they wanted to preserve the C Line, hence, Option 3 was chosen. The critical difference is also that LAX-AMC connector is in place. South Bay has interest in the north-south alignment, but they have to take a position as they make their option. LA Metro meets with them and is waiting for a formal response from South Bay and the Gateway Cities.

- The C Line provides single seat service between Norwalk and Redondo Beach, the Metro Board may want to consider at least a new single seat line between Aviation LAX and Redondo Beach in addition to existing options.
  - This is our moment for the Metro network to have a meaningful connection to LAX. One of the characteristics of the network is simplicity and avoiding too many patterns since this adds to the operating cost. Point-to-point service is definitely customer-friendly but extremely expensive because every section of the line is duplicated.
- What about extending the C Line to the Westside to Expo/Bundy and eventually to Veterans Hospital to connect to the E and D Lines?
  - We have Torrance extension planned, that will happen first. The second project will extend the K Line further north, these are in the funding measures and have future funding dollars allocated to them.
- Other than the three alternatives, what were the other operating scenarios? Hopes that C Line can still run between Norwalk and Redondo Beach because people will have to connect with A and J Lines. Would prefer C-3 with modifications on the C Line continuing to Norwalk because people have to get off the train at Rosa Parks and transfer to Norwalk using the K Line.
  - Everywhere to everywhere option, feasible to do it operationally but the challenge is affordability. This would double the number of rail services that Metro is running. Instead of eight-minute frequency, it may reach twelve or fifteen minutes. A lot of riders make transfers, depends on how convenient Metro could make those transfers.
- The People Mover Station and LA Metro Station are far from each other, especially for those with luggage. How do you go from the Metro Station to the People Mover?
  - There are escalators and elevators to connect these systems since they will be on different levels; there are vertical transfer opportunities. One station platform is underneath the other.
- Please make it a priority to connect the K Line to the Expo Line. We can go past LAX. If you get on Red Line to North Hollywood, you have to take the Green Line, Blue Line, and Red Line to North Hollywood. At least 4 transfers.
- West Santa Ana Branch Gardendale Station - Green Line trips can terminate there and be out of way; similar design to San Diego station
- C Line from Torrance – Redondo Beach extension down to Hawthorne Boulevard. Ridership will be higher if it goes down the road.
  - Project team has received feedback on this issue
- C Line –Is it possible to start with LAX station?
  - timeline for construction of platform extensions not yet clear but we have funding stream for the project

- Bus from Westchester to Green Line – bus transfers have diminished ridership vs one seat ridership
  - We operate a bus bridge so people can move between two lines, but it does take an effort to transfer
- Is Metro planning for the future? By 2030, West Santa Ana branch is going to have a station, maybe extend to Norwalk and Santa Fe Metrolink Station. How is this going to impact the lines Metro will use?
  - Metro has the West Santa Ana project, other projects in development – opening in early 2030s. Will have brand new station adjacent to C Line and building C Line station to connect those two lines. Whatever option is chosen will accommodate future development. Extension from Norwalk C Line to Norwalk Metrolink is another Measure M project but in the 2050s.
- Downtown Regional Connector project – Blue Line to Pasadena. How long will two new routes take in terms of total round trip time and how many new train sets will be required?
  - 168 rail cars when service is launched, we will increase operating train sets. We are testing these two new lines – opening maybe later this year.
- Volunteers for Metro's on the Move Program. Unpleasant experience riding the C Line especially with the homeless population.
  - Current challenge with homeless population being discussed with the Board – policy involves how to deploy law enforcement and other resources to get people who are not using the system for transportation out of the trains and stations. Major issue for the Metro Board.
  - Use Transit Watch app to make reports – take pictures of elevators that are not working; data also used by security to direct resources.
- The elevator goes out of order, it is difficult for the handicapped. Has mixed feelings about the new drivers. The drivers don't want to lower the ramp. Keep in mind the handicapped in whatever service you provide.
  - Please report through comment opportunities and note time and vehicle number
- When will Metro start switching signs to reflect patterns from new lines? Union Station still has the yellow circle.
  - Metro is working overtime to update the signages
- Appreciates what Metro is doing with the ambassadors, their visibility and presence makes the trains feel safer

### A.3 Community Meeting 3

- At Aviation LAX, there's a shuttle that goes to Westchester/Veterans from the Green Line. Is the use of that shuttle overwhelming? Curious if there are a lot of trips and transfer activities. Pico Station on

Blue Line where people from the south would switch to the Expo Line. Are people coming from South LA to get to the Expo Line and ride it?

- Shuttle bus typically has 250 riders by day by direction compared to K Line of about 2,000 riders a day. We have seen a small volume transfer off K Line to travel across the C Line. Every Crenshaw line has a bus arriving, but we haven't seen that as the most substantial volume. Expo/Crenshaw and Westchester/Veterans busiest station of the line. Interested in how this will change with direct connection to LAX.
- Looking at shuttle numbers misrepresents what the situation could be because it could affect how people choose to use transit if they didn't have to do that extra step. With numbers being modest, it would be a growth challenge to get people coming from Redondo Beach. One reason that Option 1 is attractive is that information on budget and resources for all three operating patterns is useful and those wanting to use those resources to get the best value. But also, the relatively lean number of train sets for Option 2, we could do Option 1 with less. If Option 2 is selected, the headways on the Green Line as they are today wouldn't get any better. Wants to see a shift for shorter wait times on the Green Line.
  - Rail frequency standard across all light rail lines. For any of these options, Metro would offer the same frequency. Right now, Metro operates light rail every ten minutes at peak period, generally twelve minutes frequency off peak. C Line generally has fifteen minutes of frequency off peak but expect to correct that to match headway of other lines. Hopes for eight-minute peak frequency, ten minutes off peak.
- Option 1 and 2 preferred. Option 3 is similar to how B and D Lines are right now. Thinking about municipal buses on the C Line (Torrance to Redondo Beach Station) – GTrans going between Aviation and Willowbrook/Rosa Parks Station, DASH buses available too. There are several Long Beach Transit buses. Connections of these municipal bus lines to C Line?
  - Metro has a lot of municipal transit activity providing connections to C and K Lines, would continue to have those lines connect. Lots of opportunities to partner with municipalities and not duplicate their efforts. TAP card option available for municipal agencies
- Density with the section of track between Aviation and Rosa/Parks being the highest in the C Line - also one of the slowest parts of the system is why Option 3 is preferable, but merging all three options would be better – keeping the C Line intact and piggybacking off of what San Francisco does with their Red Line, where a specific train goes to the airport, turns around, driver switches ends, and continues on the same route. K Line will also serve Aviation to Rosa Parks which would make Rosa Parks a major transfer point in the system. However, this includes construction along the upper platforms of the station which Metro might not consider, given their budget cuts. With Hollywood and Torrance extensions, Option 1 would take a lot longer and a lot of trains coming out of the K Line division.
  - Preserving C Line – everywhere to everywhere option, Norwalk to Redondo Beach, expanded version of C-3. Goes to every station without having to change trains. Physically possible, but doubles operations. Likely looking at less frequency for each line due to budget limits which matters for people's willingness to use the system.

- Avoid transfer points at Aviation/Imperial Station which may cause delays to the airport. That route can stop at existing Aviation/Century so people do not have to transfer all the way to Imperial
  - The reason Metro didn't add stops is that the physical conditions are not set up for a bus stop. Alignment is often subject to road closures, so we have to detour as they get closer to the opening of AMC.
- Interlining C and K Line – how the B and D Lines are now. If that were implemented, would it have the same frequency as B and D Line? Would K Line become C Line at Expo/Crenshaw?
  - Metro has to develop a schedule to see if interlining would be required. Can easily train operators. If deemed the best way, it would be great if both division operators trained on both lines.
- Likes Option 1 and Option 2, but has safety concerns on these very long rail trips. The breakup and transfers help alleviate those safety concerns. Option 1 is reaching some of the lowest income communities and it would be no transfers for them. Preference for what's best for the community. Lowest hanging fruit is riding the line. Doesn't like that the C Line makes a curve going north and stops. C Line is central to a few communities and for them to transfer might be an issue but might also be safer.
  - It might create a more convenient environment for the homeless to shelter in, a challenge for longer rail lines. Equity focused communities where transit is more vital. The ability to travel further on one train ride is more convenient for the riders.
- How does Metro plan to get railcars from there all the way to Atlantic? Also proposed extending the Green Line to Metrolink Norwalk Station
  - Norwalk project in Measure M, further out in the timeline. In terms of regional connector - opens in a few months – Board selected combining A and L line. Launching this format end to end. A case of getting used to running this system comes with some complexities but Metro is already in test mode. Homeless issues have to be monitored. Ambassadors are deployed on the C Line.
- Will there be a station near the Commerce Shopping Center?
  - Eastside Extension project - Atlantic Station travelling further east. Probably will be implemented in a couple of stages which plans to include a stop at the Citadel Outlets.

## A.4 Community Meeting 4

- Favors C-3 with a modification of the C Line to continue down to Norwalk so that riders don't forget to get off the train and transfer. Thinks they would have a better travel experience from Redondo Beach to connect to the A and J Lines to or from DTLA. The K Line should operate from Expo/Crenshaw to Norwalk, and Redondo Beach to Norwalk.
  - Metro has the tracks and infrastructure; it would be more expensive and would require additional train sets. Providing everywhere to everywhere service would be a full duplication of existing service levels and would require reducing frequency.



- Will the LAX People Mover have 24 hour service?
  - That will be up to LAX as they will operate that service. It is likely that if they do not operate a full 24 hours, then they will operate close to that as it will provide a key link for their employees and to things like the rental car facilities.
- How long it will take to make the trip between downtown LA and the LAX Airport once the line is complete?
  - The trip will take approximately 45 minutes. Riders would connect to the LAX People Mover train which would be located at the station and would operate very frequently.
- In Options 1 and 2, the C Line stops short of where it would meet with the Inglewood People Mover. Anyone coming up to SoFi or the Forum from South Bay will have to transfer after transferring trains at LAX. It seems clumsy to require a transfer to go 2 more stops to get to the Stadium. Why not run the first train all the way up to the Inglewood People Mover? The Inglewood People Mover will run around ½ mile from the Green Line. It would make sense to connect it directly to the Green Line, but it seems to have been designed in isolation and not considered in network planning. Is it possible to extend the C Line north to DT Inglewood Station?
  - A subsequent phase would extend Inglewood People Mover to the C Line. Neither the initial or future phases are fully funded. That operation would be revisited when there is more certainty about the Inglewood People Mover project. Metro typically operates shuttles from Hawthorne/Lennox Station to the Stadium. That service would continue until the Inglewood People Mover opened.
- Why can't both be extended up to Expo/Crenshaw?
  - There is a short-term power supply issue, but Metro recently received notice of a state grant award to address platform lengths and power issues. In 2018, C-1 and C-2 were designed to have minimum overlap and maximize frequency to allow easy connections.
- Supports C-2 due to budgetary and operator concerns. Also thinks having one north-south and one east-west line will allow for easier connections, and that keeping as east-west and north-south lines sets up for easier operation of future extensions. A short-term solution until phase 2 Inglewood People Mover is completed could be to operate special event trains for events held at the Forum or other nearby venues. LAWA has moved the People Mover opening to 2024 to LAX/Metro Center. Is it possible that the C Line to Aviation/Century will open before the end of 2023, or will its opening be delayed until the entire extension can open?
  - Metro had expected ability to operate through LAX Transit Center Station, LAX People Mover train completion date has moved a little. Have found that if Metro delays operating trains through the station, construction would be able to advance more quickly. Metro is working with LAX to align dates. Metro would not open to Aviation/Century Station alone.
- Favors option C-2. What is the relative cost savings are for C-2 compared to C-1 and C-3?
  - Metro did not want cost to be the major discussion point for the public outreach, but wanted the discussion to be centered around functionality, which is why the options are discussed in

terms of resources. The operational costs would vary by multiple millions of dollars each year. The C-3 option would require around 19 2-car trains, C-2 would use 16 car train sets, and C-1 would use 17.

- Uses Metro one-two times per month from Azusa to LAX by riding to Union Station, transferring to the Blue Line towards Long Beach, then transferring at Willowbrook all for \$1.75. C-3 would be his choice, but coming from Azusa, what would be his alternative to get to LAX once Regional Connector opens?
  - When Regional Connector opens, L Line will become the A Line and he would be able to ride to Willowbrook and take the train across from there to the People Mover. All three options would be equivalent. C-3 wouldn't benefit turns south and doesn't reach the People Mover. Another option would be to ride to downtown, transfer to the E Line and ride south to the People Mover. That trip may be slightly shorter but does involve an additional transfer.
- One of the presentation slides says that over 20 operational scenarios were originally considered – what were they?
  - Those scenarios date back to the 2018 discussion. Staff can follow up to provide more information. Many of the options were ruled out due to technical reasons.
- Happened across the meeting notification on Twitter, but it was not reflected on metro.net/calendar. Hopes in future will consider having added to the calendar.
- What is the opening date for the Regional Connector?
  - Trains have been operating a full schedule in testing mode since April 9. Once Metro can obtain CPUC approvals, an opening date can be established. An announcement from the CEO is pending, but it will be coming soon within 2023.

## A.5 Focus Group 1

- C-2 is the most useful and practical option because people are coming from east/west and trying to go to LAX and if they want to go north, they can transfer. Feels like having as many transit options as possible is important. LAX is a big transportation hub; there's opportunities. Short-term worker availability and feasibility might be an issue, but maybe next time there could be 3 lines. Maybe one that could go to Torrance or a combination of C-2 and C-3. Doesn't understand why Norwalk Station isn't connected to Metrolink.
  - There is a project, but still in the distant future to link the existing Norwalk Station from the C Line to the Metrolink station.
  - Everywhere to everywhere alternative – expand the C-3 option by expanding the Green Line alignment to Norwalk and north-south alignment at Redondo Beach. It's not an infrastructure challenge but Metro would double the amount of rail service and increase the operating budget. The other way to do it would be to reduce the service and the frequency would be less. There's a tradeoff between one seat rides and more frequency of lines.

- For Option 2, one thing to consider is the combination of LAX and Marina del Rey. The extended chokepoint for traffic from Santa Monica to South Bay would be an advantage for Option 2. With regards to Option 3, it's cutting usefulness. Transit riders are taking routes with more than one transfer. Doesn't see any benefit of extending to Torrance if it doesn't connect anywhere other than taking transfers.
  - One of the notable differences is that for C-3 not all stations have direct access to LAX. With the other two alternatives, all stations on any part of the network enjoy a direct connection to LAX. C-2 does align with the regional travel pattern for the western end with north-south concentrations of movement.
- Shoutout for C-1 option. Takes C Line from end to end. Choosing C-1 gives riders the option not to transfer to go all the way up to the Expo Line. For these surveys and focus groups, do you capture where people start from where they live to ensure that results aren't skewed?
  - Yes, survey includes home zip code to cross check the different lines and see what the distribution is for the zip codes.
- Thinks Option 3 is the worst. Strong transit network has short headways to minimize time, especially if riders have several transfers. For people waiting at stations, this can be a strong deterrent.
- Likes idea of the line going past LAX Station to Inglewood; would facilitate people going to games. Metro has to facilitate many rides north of Expo Station. A lot of factors outside of Metro make it hard to use the lower end of C Line. Would like Options C-1 and C-2 extended north. Is there precedent for ending a train midline? Like C-3 and C-2 stopping and going back around?
  - Not sure what LAX's plans are for the flyaway network – most rail operation has been end to end without active use of short lines. It is doable and feasible but adds complexity with mix of protocols and switch tracks.
  - On K Line portion – at grade, while operationally you can move trains faster there might be standards that Metro abides by.
- Is it possible for any one of these options anytime in the future?
  - The Board's intent was to select the option that could be piloted and consider the results of testing. Interested in a permanent option since it's expensive to redo signage and other arrangements. Definitely some challenges with conducting a pilot and reinstating a different operating plan.
- Platform length discrepancy between different parts of line.
  - C Line was built in 1995 as part of the mitigation measures to allow for building 105 freeway. At the time, there were engineering actions which were to build 4 stations with limit of two car vs three-car platforms. All two-car length stations are in the west end of existing line - Aviation LAX, Redondo Beach, Mariposa, and Douglas. Metro received state funding to address platform length discrepancy at those four stations.

- Are the anticipated headways six minutes regardless of service pattern? Is there a possibility of making infill stations on C Line in the future? And the line that connects C to K – in the future, can Metro extend the C Line westward?
  - Six minutes was traditionally Metro's light rail maximum peak frequency pre-COVID. Metro has the capacity to build back to that level of frequency, but ridership remains subdued. Recovery is 67 percent. The current headway is ten minutes during peak periods. We're looking to get to eight minutes peak frequency but need to hire more operators and more ridership. We have another rail initiative that will open – the Regional Connector through DTLA. Only definite infill station is Santa Ana branch
- Can C-2 continue north to at least the People Mover or K Line north?
  - If we look at C-2 option whether Norwalk continued north – yes, additional train sets required. Physically, yes, we can operate further north but operation costs will be higher.
- Excited for the Regional Connector. When looking at arrangements for trains, we need to get people where they want to go and minimize transfers. You have to transfer so many times; as a lifelong Metro rider, doesn't trust transfers. Prefers Option 1 since it requires the least transfers. The goal of light rail is to minimize car travel, the opportunity to travel long distances without transfer. C Line doesn't really take you anywhere. Supports extending the C Line all the way to K Line, hybrid of C-1 and C-2 option. Minimizes transfer and gets people to farther places.
  - On extending C-2 option to Expo/Crenshaw Station, Metro can set up more efficient transfers and set trains up to be three to five minutes apart so there can be quick easy transfers between each line if necessary.
- This focus group likely has an overrepresentation of folks riding in the west side and South Bay. Reducing miles traveled by car should focus on getting folks long distances easily. Lots of traffic in the west of the county due to workers from the east (that's why the 10, 105, and 405 freeways are always jammed). If Metro can run long distance lines like Azusa to Long Beach then a line from Norwalk to Hollywood is now a problem (though you could conceivably do this by taking C, to A, to B).
  - Challenge is Norwalk to Hollywood - problematic and would offer larger regional catchment.
- What would it take for Metro to consider new heavy rail lines?
  - Metro flagging for heavy rail format. The Sepulveda Transit Corridor is an active project under the study. Hopefully operational by mid-2030, minor extension east side in DLTA.
- Sepulveda pass – please don't use monorail since it's completely different infrastructure. Alternate C-2 option for the rest of the day, but during peak hours add dashed line instead of stopping at LAX for a period of three and four hours. Would this be a feasible option since there would be more riders coming in anyway?
  - Operationally doable – move the train so they can switch directions.
- What are the future plans of Metro rail? To what extent can Metro proactively plan?

- No overall rail vision plan but Metro needs it. The future rail initiatives already in planning include the Sepulveda Transit Corridor, West Santa Ana Branch, and East San Fernando Valley corridor. Several projects for Metro rail expansion are in the pipeline. There's a framework for continued expansion but other corridors such as Vermont have to be developed as a project. Metro can create a rail vision.

## A.6 Focus Group 2

- Operating plan of C and J Lines – most important is to keep C Line service between Norwalk and Redondo Beach because Redondo Beach and Torrance people need to make connections at A & J Lines traveling to DTLA. Suggests one route, Norwalk to Redondo Beach, which would be the C Line. If Option C3 is chosen, it's an okay option with C Line being able to continue to Norwalk. If it starts at Rosa Parks Station, riders will forget to transfer to another train to Norwalk. What were the other 20 operating scenarios considered?
  - Option described is the everywhere-to-everywhere option. One of the options the Board considered earlier on was to preserve the full C Line, keep Norwalk to Expo/Crenshaw, but take the north-south alignment from the C-2 alignment. This doubles the amount of rail service. There would likely need to be a tradeoff with reduced frequency for each line to be able to budget for operation of that network of lines.
- Suspects that support for Option 3 is because of the audience. Lives in north OC, commutes to South Bay – all 3 options are really bad. If Option 1 or 2 is adopted, can't ride Metro. Option 3 is the least evil. Commute is not shorter using Metro today, but having to transfer adds another 20-30 minutes to the commute time and is untenable. If Option 3 is chosen, might still continue riding Metro. Glad the Metro system is being expanded but ridership emphasis might be misplaced. Metro is forsaking regular riders to give preference to the occasional LAX traveler.
- Anything but Option 3, because getting workers to the airport is an important component of what's happening here. Lives in Long Beach to go to LA. Given the route, travel time with the C Line takes much longer than driving. You stand on the platform, and you can't have a conversation with someone. The system isn't serious about luring people out of cars.
  - LAX travel market – AMC connection to the People Mover. C Line was built as mitigation measure for the new 105-freeway construction but it's designed at the heart of the freeway and picks up noise from surrounding traffic. Acknowledges that waiting environment is not great because of the noise.
- Used to work in El Segundo, takes the Metro at Lakewood Station and gets off at Mariposa. Started working in Venice last year. Commutes from Downey to Venice, is only 15 minutes longer by transit than by car. Can take a ride at Lakewood Station and go to LAX. Get off at Aviation, take Santa Monica bus and use the Metro bike share. Any of the routes will serve airport staff; sees a lot of airport staff taking the C Line, getting off Aviation and taking a shuttle to the airport.
- Remote work will go away, and in-person work will go back soon. Planning for ridership based on COVID is a mistake.

## Appendix B. Sign-in Sheets



### C & K Line Operating Plan Public Meeting

*Monday, April 24, 2023*

NAME (Please print)	EMAIL <i>Print clearly if you'd like to be added to email list</i>	Add to Service Council Email List?	How did you learn about the meeting?
VANESSA PAPADISIA	VBMEZA@YAHOO.COM	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input checked="" type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
Edgar Flores	Edguri6424@gmail.com	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
Stephanie Tepica	stapra@norwalkca.gov	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input checked="" type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
P. Warner	PETER WARNER	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
TORIBIO SALVACION	tsalvacorn87@yahoo.com	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input checked="" type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog

Please print your email address clearly if you wish to be added to the email list.



### C & K Line Operating Plan Public Meeting

*Monday, April 24, 2023*

NAME (Please print)	EMAIL <i>Print clearly if you'd like to be added to email list</i>	Add to Service Council Email List?	How did you learn about the meeting?
Jim + Jacque NAVARRO	JJ65CHEVY@HOTMAIL.COM	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input checked="" type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input checked="" type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
Alejandro Alvarado	alejandro.alvarado6656144@gmail.com	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Email <input checked="" type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
Vincent Perez	814671044@msn.com	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Email <input type="checkbox"/> Friend <input checked="" type="checkbox"/> The Source Blog
Jesus Gomez	JGOMEZ@NORWALKCA.GOV	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
Danny Hoan	already on	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input checked="" type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
Serona Liu	mail.seronaliu@gmail.com	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input checked="" type="checkbox"/> Email <input checked="" type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
Francisco Mojica	cmojica88@gmail.com	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
Viviana Gomez	vgomez@bos.lacounty.gov	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog

Please print your email address clearly if you wish to be added to the email list.



### C & K Line Operating Plan Public Meeting

*Wednesday, April 27, 2022*

NAME (Please print)	EMAIL <i>Print clearly if you'd like to be added to email list</i>	Add to Service Council Email List?	How did you learn about the meeting?
<i>Tolly Osborne</i>	<i>B n red school@yahoo.com</i>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input checked="" type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
<i>SHAWN GRATHAM</i>		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input checked="" type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
<i>MICHELL GRATHAM</i>		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input checked="" type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
<i>PETER WAZNAR</i>		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
<i>Joaquin Gonzalez</i>	<i>joaquinonz.7@gmail.com</i>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input checked="" type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
<i>Christy G</i>	<i>Christy.g.aj@gmail.com</i>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input checked="" type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input checked="" type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
<i>Kim WONG</i>	<i>KIM Fan Wong@yahoo.com</i>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input checked="" type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog

*Please print your email address clearly if you wish to be added to the email list.*



### C & K Line Operating Plan Public Meeting

*Wednesday, April 27, 2022*

NAME (Please print)	EMAIL <i>Print clearly if you'd like to be added to email list</i>	Add to Service Council Email List?	How did you learn about the meeting?
<i>Nunila Sagisi</i>	<i>nusagisi@hotmail.com</i>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input checked="" type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
<i>Wayne WRIGHT</i>	<i>74 IMAGES @GMAIL.COM</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog

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## C & K Line Operating Plan Public Meeting

*Saturday April 29, 2023*

NAME (Please print)	EMAIL <i>Print clearly if you'd like to be added to email list</i>	Add to Service Council Email List?	How did you learn about the meeting?
Randy wheeler	Randy wheeler 422@gmail	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input checked="" type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
Daniel Horn	no thanks	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input checked="" type="checkbox"/> Twitter <input type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
Rochelle Mackabe	miss MACKABEE@gmail.com on file	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input checked="" type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
Jerimiah Phillips	westcoastmetrotransit@gmail.com	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input checked="" type="checkbox"/> Email <input type="checkbox"/> Friend <input checked="" type="checkbox"/> The Source Blog
		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog
		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Brochure/Flyer <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> Email <input type="checkbox"/> Friend <input type="checkbox"/> The Source Blog

*Please print your email address clearly if you wish to be added to the email list.*



# Appendix C. Public Comment Cards Received

## Metro C & K Line Public Meeting

Date: 4/26/23 Name(optional): P WARD  
 Most frequently used Bus/Rail Lines: B,D,K,10,80,6,1,C  
 Times of day most frequently ride: VARIABLE

Please pick your preferred option for the redesigned Metro C Line and K Line rail service:

Option 1

Option 2



Option 3



Comments: Inglewood People may want to be the "S" Line  
with a Bronze Gear  
LA Airport could be "L" Line (Aqua)  
-How Long will the trip take between Expo Crenshaw  
to Norwalk

## Metro Reunión pública de la línea C & K

Fecha: \_\_\_\_\_ Nombre(opcional): \_\_\_\_\_

Líneas de autobús/tren más utilizadas: \_\_\_\_\_

Horario del día con más frecuencia de paseo: \_\_\_\_\_

Elija su opción preferida para el servicio de trenes Metro C Line y K Line rediseñado:

Opción 1

Opción 2



Opción 3



Comentarios: This is Reminiscent of Metrolink LEX  
(San Bernardino to Oceanside) and BART Orange  
line (Richmond to North San Jose) as it  
it does not pass through DTLA (or DTP?)

# Metro C & K Line Public Meeting

Date: 4/24/2023 Name(optional): Alejandro Alvarado

Most frequently used Bus/Rail Lines: 460, C Line, B line, E line

Times of day most frequently ride: \_\_\_\_\_

Please pick your preferred option for the redesigned Metro C Line and K Line rail service:

Option 1

Option 2



Option 3



Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**M Metro C & K Line Public Meeting**

Date: 4/27/23 Name(optional): Yvette X.

Most frequently used Bus/Rail Lines: Used to ride 910, 81, & 460

Times of day most frequently ride: 8-9am + 5-7pm M-F

Please pick your preferred option for the redesigned Metro C Line and K Line rail service:

Option 1

Option 2



Option 3



Comments: I prefer this route b/c it would provide more access to the Westside + the rest of the Metro system. One seat ride potential.

Option 3 is too redundant + I don't support it.

**M Metro C & K Line Public Meeting**

Date: APRIL 2023 Name(optional): GAIL MURAKAMI  
 Most frequently used Bus/Rail Lines: C/BLUE LINE/RED LINE/SILVER LINE  
 Times of day most frequently ride: AM/EVENING

Please pick your preferred option for the redesigned Metro C Line and K Line rail service:

Option 1



*GREEN LINE TOO SHORT & BETTER USE OF DRIVER*

Option 2



*GO PAST LAX FOR GREEN LINE BUT GO TO LAX TO CONGESTION*

Option 3



*WHY USE TWO LINES SHORT DRIVERS*

*SHORT LINES ON HIGH CONGESTION*

Comments: DON'T STOP AT LAX.  
ITS ALREADY CONGESTED  
CONTINUE PAST LAX, BUT GO TO LAX.

# Metro C & K Line Public Meeting

Date: 4/26/2023 Name(optional): \_\_\_\_\_

Most frequently used Bus/Rail Lines: C and silver bus

Times of day most frequently ride: 9am and 2pm

Please pick your preferred option for the redesigned Metro C Line and K Line rail service:

Option 1

Option 2



Option 3



Comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

# Metro C & K Line Public Meeting

Date: 4/26/2023 Name(optional): \_\_\_\_\_

Most frequently used Bus/Rail Lines: C, K, L, C-k bus

Times of day most frequently ride: morning

Please pick your preferred option for the redesigned Metro C Line and K Line rail service:

Option 1

Option 2



Option 3



Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**M Metro C & K Line Public Meeting**

Date: 4/26/23 Name(optional): Steven

Most frequently used Bus/Rail Lines: C Line, 40 Metro Bus

Times of day most frequently ride: Varies

Please pick your preferred option for the redesigned Metro C Line and K Line rail service:

Option 1

Option 2



Option 3



Comments: In favor of Option 2. Option 1 would make it more difficult to get to 74th Street Metro station.



# Metro C & K Line Public Meeting

Date: 4/29/23 Name(optional): \_\_\_\_\_

Most frequently used Bus/Rail Lines: C

Times of day most frequently ride: rush hour, evening

Please pick your preferred option for the redesigned Metro C Line and K Line rail service:

Option 1

Option 2



Option 3



Comments: Option 1 only

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**M Metro C & K Line Public Meeting**

Date: 4-29-23 Name(optional): Randy wheeler  
 Most frequently used Bus/Rail Lines: K-Line Because I live in Inglewood <sup>also green line</sup> (Crenshaw)  
 Times of day most frequently ride: when receiving a haircut / or going to family law court in LA

Please pick your preferred option for the redesigned Metro C Line and K Line rail service:

Option 1

Option 2



Option 3



Comments: option 3 because of less congestion of people from traveling to work on the greenline as well also goes from expo / crenshaw to Norwalk, people can save gas arrive at work on time also freeways won't be to congested as well

From parking at different train K line stops get to destination faster making time our friend

**Metro C & K Line Public Meeting**

Date: 04/29/2023 Name(optional): Miss Mackabee

Most frequently used Bus/Rail Lines: A, B, C

Times of day most frequently ride: Am - late pm

Please pick your preferred option for the redesigned Metro C Line and K Line rail service:

Option 1

Option 2



Option 3



Comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**Metro C & K Line Public Meeting**

Date: 2023/04/29

Name (optional): Jeremiah Phillips

Most frequently used Bus/Rail Lines: 204 / 754 / 720 / 901 / 802 / 803 / 804 / 761

Times of day most frequently ride: \_\_\_\_\_

Please pick your preferred option for the redesigned Metro C Line and K Line rail service:

Option 1

Option 2



Option 3



Comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**Tally of comment cards received:**

Option 1	6
Option 2	4
Option 3	1
Selected more than one option	1
Total comment cards completed	12 from 46 total in-person participants

# C & K Line Operating Plan Update



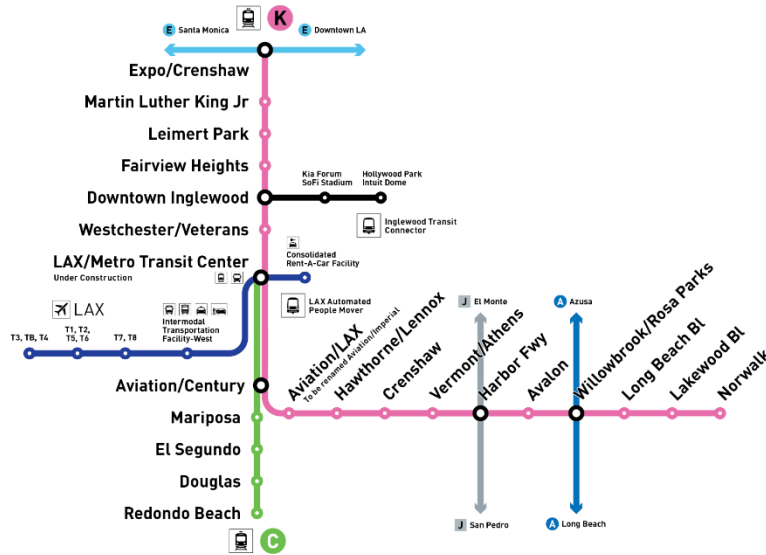
Operations, Safety, and  
Customer Experience Committee  
June 15, 2023

# Background: 2018 Board Motion

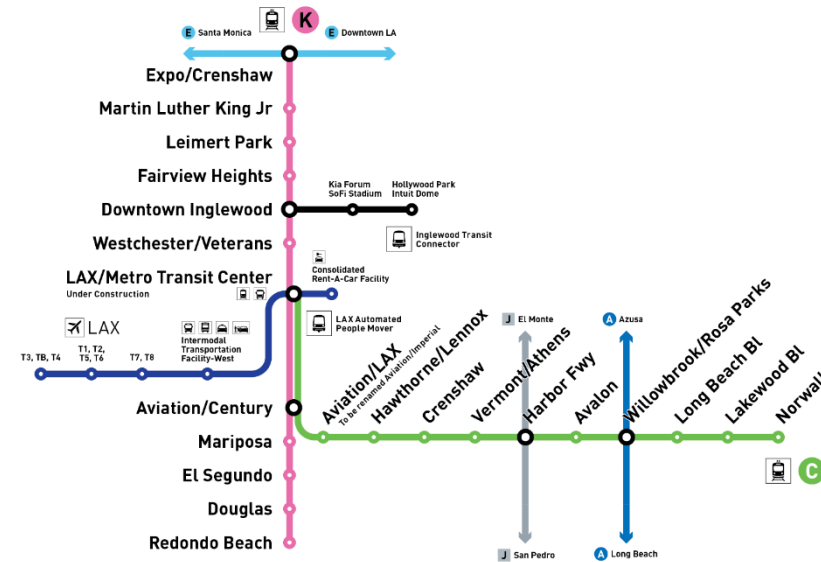
Motion 28.1 from Board Item 2018-0730 in December 2018: that the Board instruct the CEO to:

- 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 People Train and 96th Street Station, maintaining the existing headways on the 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.”

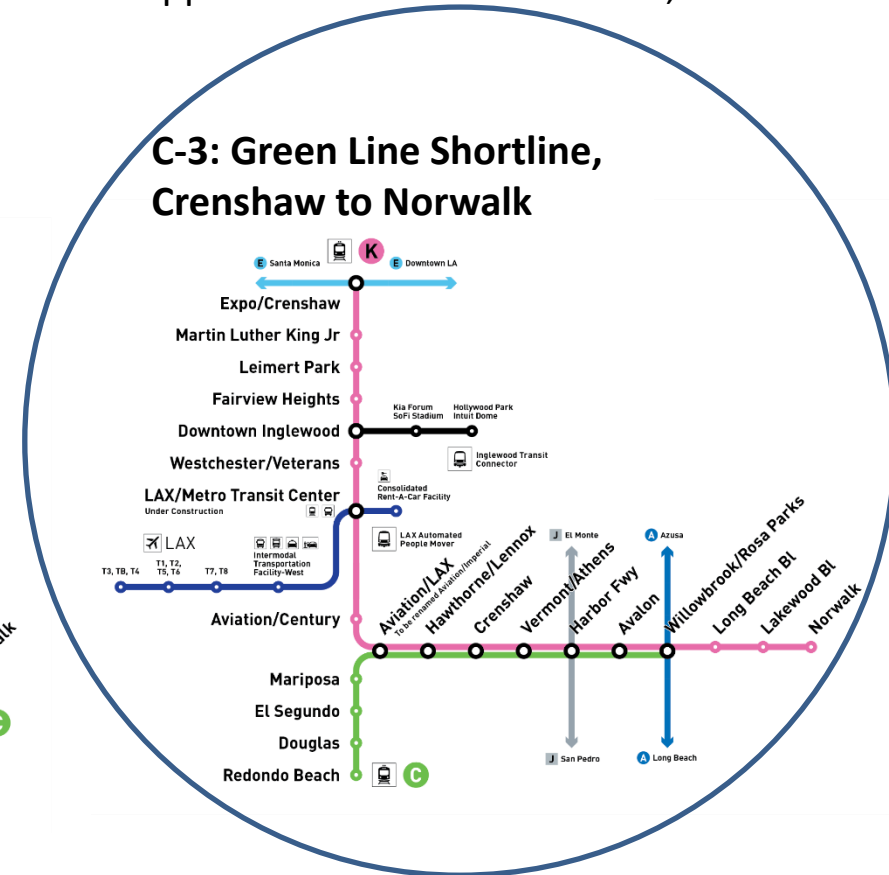
## Option C-1: Crenshaw/Norwalk Interline with Redondo Shuttle



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



## C-3: Green Line Shortline, Crenshaw to Norwalk



# Operating Plan Update – Four Key Factors

## Project Sequencing

Not able to conduct a one-year pilot before AMC opens.

## Operational Impacts

Challenges of operator hiring. Resources vary by option.

## Regional Travel

Patterns differ by area. NextGen and AMC provide key bus connections.

## Future Rail Plans

Torrance and Hollywood extensions, creating a network.

**April 2022: Board directed staff to conduct community outreach to inform the Board in revisiting the C & K Line Operating Plan.**

# Outreach Efforts

- Outreach conducted March-May 2023 once new K Line (opened October 2022) was well established.
- Public input collected through:
  - Online survey (in person/signage at C & K Line Stations, on-line at website, pushed through 120K registered TAP card holders, email lists, The Source, Twitter, Facebook. Survey open Feb 28-Apr 30, 2023. Over 5,700 responses.
  - Public/Stakeholder Meetings (March-May): 4 in-person/virtual public meetings, 2 focus groups; presentations at Metro Service Councils, CAC, CLC; Stakeholders (COGs, LAWA, Municipalities).



# Survey Results

Preference	Option 1 (Alt C-1)	Option 2 (Alt C-2)	Option 3 (Alt C-3)
Metro Rider (Last 12 months) (5,380)	30.9%	47.3%	21.8%
Non-Rider (379)	31.9%	45.6%	22.4%

Preference	Option 1 (Alt C-1)	Option 2 (Alt C-2)	Option 3 (Alt C-3)	All Options are Okay	Other Option Preferred
Recent C or K Line Rider (2,548)	19.5%	37.3%	15.6%	20.3%	7.3%

Option 2 was most popular option, both among the broader group of those surveyed and those who are C & K Line riders, especially when including those who stated any option met their need.

# Survey Results

Ethnicity/ Rider-Non-Rider Option	Latinx/ Hispanic	Black/ African American	White/ Caucasian	Asian American/ Pacific Islander	Native American	Other
Rider	32.7%	11.3%	33.0%	13.7%	0.8%	8.5%
Non-Rider	24.0%	6.1%	43.5%	17.2%	0.0%	9.2%
Option 1 (Alt C-1)	32.6%	31.4%	29.1%	32.7%	30.2%	28.8%
Option 2 (Alt C-2)	41.1%	41.8%	54.4%	46.8%	39.5%	49.4%
Option 3 (Alt C-3)	26.3%	26.8%	16.5%	20.5%	30.2%	21.8%

Annual Household Income Rider/Non-Rider	<\$25,000	\$25,000 to <\$50,000	\$50,000 to under \$100,000	\$100,000 and above
Rider	29.8%	18.2%	21.5%	30.4%
Non-Rider	17.9%	13.5%	24.3%	44.3%
Option 1 (Alt. C-1)	32.1%	31.7%	33.2%	27.6%
Option 2 (Alt. C-2)	42.7%	44.7%	46.8%	56.1%
Option 3 (Alt. C-3)	25.2%	23.6%	20.0%	16.3%

When reviewing the survey results with an equity lens, Option 2 consistently ranked highest among all ethnicities and income brackets.

# Survey Results By Service Council Area

## All Survey Responses with Zip Code

Region	Gateway Cities		South Bay Cities		Westside Central	
	Count	Percent	Count	Percent	Count	Percent
Option 1	383	38%	240	26%	715	29%
Option 2	319	32%	507	55%	1,253	52%
Option 3	306	30%	175	19%	463	19%
Total	1,008	100%	922	100%	2,431	100%

## Responses from C & K Line Riders with Zip Code

Region	Gateway Cities		South Bay Cities		Westside Central	
	Count	Percent	Count	Percent	Count	Percent
Option 1	147	27%	92	17%	195	18%
Option 2	137	26%	235	44%	442	42%
Option 3	111	21%	85	16%	132	12%
Any Option	97	18%	97	18%	216	20%
Prefer Other Option	44	8%	24	5%	78	7%
Total	536	100%	533	100%	1,063	100%

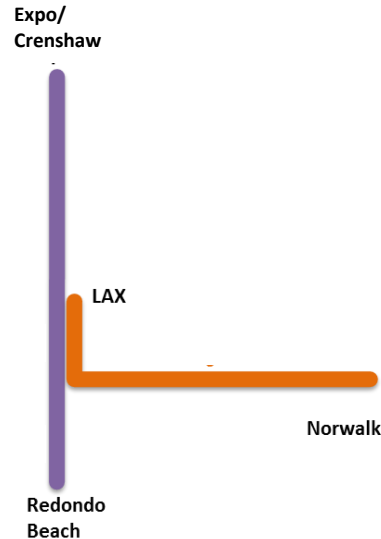
# Evaluation of Options

Evaluation Criteria	Option 1 (Alt C-1)	Option 2 (Alt C-2)	Option 3 (Alt C-3)
Simple network	Green	Green	Yellow
All branches have direct access to LAX People Mover/AMC Regional Hub	Green	Green	Red
Matching regional travel patterns	Yellow	Green	Yellow
Minimized extra resources (Required rail cars/Annual operating cost)	<b>46/\$99.5 mil</b>	<b>46/\$102.9 mil</b>	<b>50/\$113.2 mil</b>
Expansion south & north creates simple new north-south line	Yellow	Green	Red

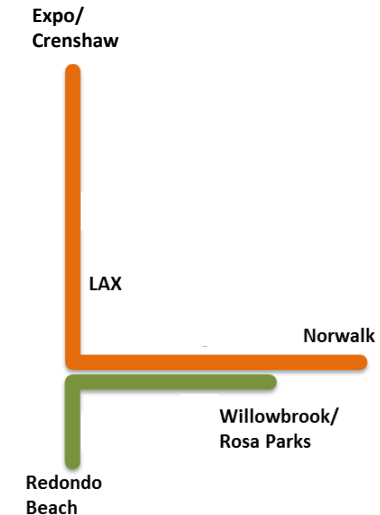
Alt C-1: Crenshaw/Norwalk Interline with Redondo Shuttle



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



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

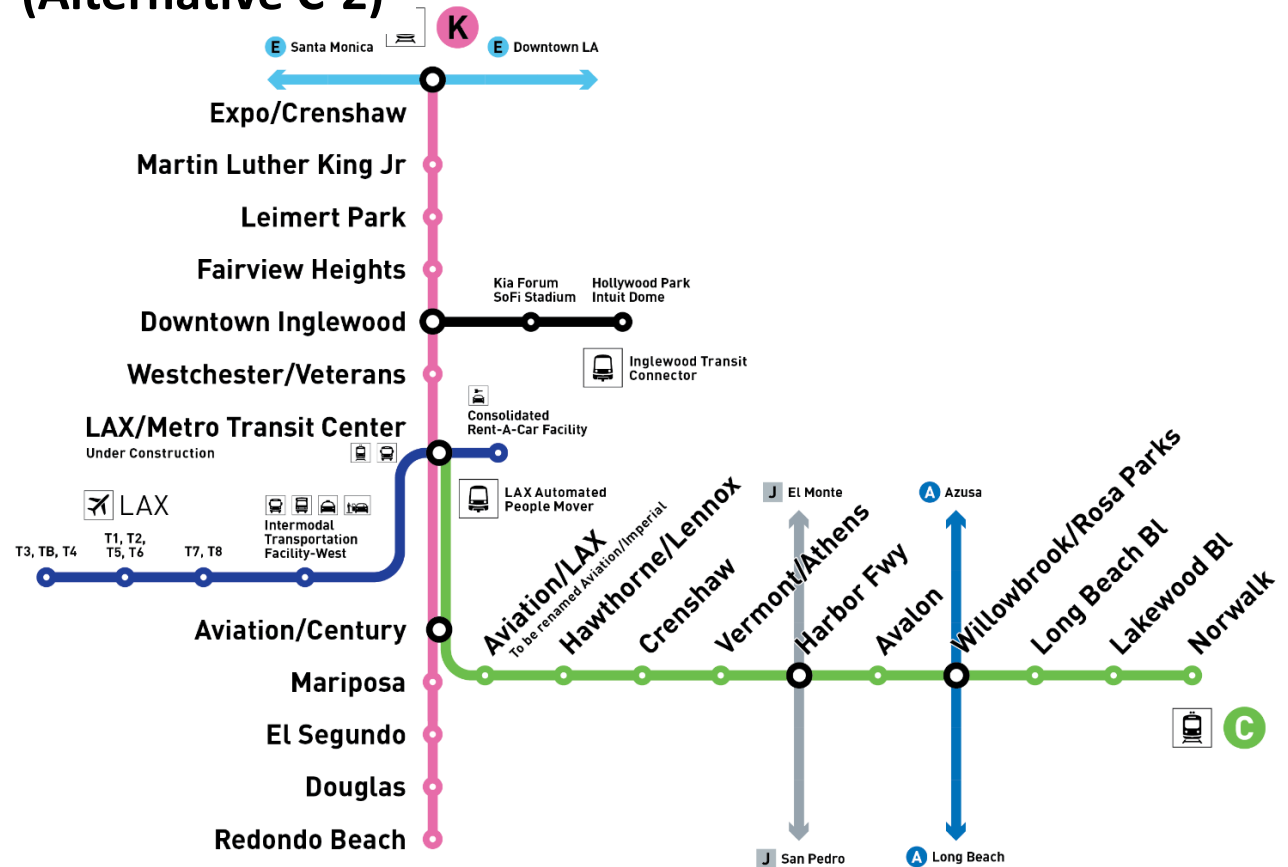


# Recommendation

Option 2 (C-2) as shown in diagram is recommended for the following reasons:

- Simple, easy-to-understand network
- Most supported option from community outreach
- Provides direct connection to LAX/Metro Transit Center Regional Hub from all C & K Line stations with key connections there to LAX & regional bus network
- Creates north-south (K) and east-west (C) lines in line with regional travel patterns
- Lower resources (less trains/operators) and operating cost (\$10.3 million less per year vs Option 3)
- North-south corridor consistent with Torrance and Hollywood future extensions; extensions required at four stations for future capacity enhancement
- Can provide quick 3-minute transfers between C & K Lines at LAX/Metro Transit Center

## Option 2 (Alternative C-2)





## Board Report

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**File #:** 2023-0319, **File Type:** Motion / Motion Response

**Agenda Number:** 23.

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**EXECUTIVE MANAGEMENT COMMITTEE  
OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE  
JUNE 15, 2023**

**SUBJECT: STATUS UPDATE - BUS STOP IMPROVEMENT PROGRAM**

**ACTION: RECEIVE AND FILE**

**RECOMMENDATION**

RECEIVE AND FILE Bus Stop Improvement Plan status report.

**ISSUE**

A great transit experience starts at the bus stop or rail station. While Metro provides the transit service, the responsibility for maintaining bus stops falls on the 88 local cities and unincorporated areas of LA County that Metro and local bus lines serve. However, Metro is committed to improving the experience of the region's bus customers by collaborating and coordinating with local jurisdictions to ensure their residents who ride Metro and local buses have access to bus stops that are comfortable, well-designed and well-maintained.

Staff researched bus stop locations throughout the County and identified several areas where coordination between Metro and local jurisdictions is limited. In response to Motion 20 (2023-0184) by Directors Hahn, Mitchell, Najarian, Dupont-Walker and Horvath (Attachment A), staff is developing a Bus Stop Improvement Program (BSIP) that will provide regional coordination and inspire local jurisdictions to install bus stops that meet bus customers' needs and expectations. These are in addition to the ongoing efforts already underway in multiple jurisdictions throughout Los Angeles County.

This Receive and File report provides a status on the Bus Stop Improvement Program.

**BACKGROUND**

Metro is Los Angeles County's largest transit provider, with over 110 local bus routes that serve customers at more than 12,000 bus stops that are owned by various local jurisdictions. Metro's extensive service coverage provides essential transportation for residents across the County, with bus riders accounting for at least 70% of total Metro ridership. In 2022, 83% of Metro Bus riders used the service at least three days a week.

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Customers rely on Metro's service for a safe, reliable, and convenient transportation experience, and the agency is constantly working to improve services. Bus stop amenities that enhance the customer experience include street lighting, benches, shelters, and trash receptacles. However, Metro does not own or maintain the majority of bus stops served by Metro buses. While Metro owns the bus stop signs and signposts at most bus stops, each municipality is responsible for installing and maintaining bus stop infrastructure, including amenities and furniture. This leads to inconsistencies in the quality of bus stops across the region with many lacking the most basic amenities. Metro recognizes that municipalities have their unique priorities and competing needs.

There are numerous examples of Metro-initiated efforts that already provide guidance on how to enhance infrastructure, access, and experience at bus stops. These include:

- First/Last Mile Strategic Plan (2014),
- Transfers Design Guide (2018),
- Metro Program Management Plan (2016),
- Metro Vision 2028 Strategic Plan (2018),
- Understanding How Women Travel (2019),
- Metro Integrated Station Design Solutions (2018-2021),
- Customer Experience Plan (2020, 2022),
- Metro Sustainability Strategic Plan (2020),
- Metro Long-Range Transportation Plan (2020),
- Metro Transit Service Policies and Standards (2020),
- Better Bus Program Full Strategy (2021),
- Metro Adjacent Development Handbook (2021),
- LA28 Mobility Concept Plan (2022/23), and
- Gender Action Plan (2022).

Local jurisdictions develop guidelines for bus stop enhancements and determine funding sources as a possible means to implement bus stop improvements. Through the preceding programs, studies, and initiatives, Metro is committed to proactively continue working with local municipalities in finding ways to improve the customer experience at all bus stops in our region.

Funding sources such as Local Return from Proposition A, Proposition C, Measure R, and Measure M are eligible for bus stop improvements. Working together, Metro and local leaders can ensure that customers have access to safe and well-maintained bus stops that meet their needs.

By building strong relationships with municipalities and other regional transit providers who use city bus stops, Metro can work collaboratively to find innovative solutions to enhance bus stop infrastructure and amenities.

## **DISCUSSION**

For the majority of Metro customers, bus stops are the point of entry into the Metro system, and a safe and comfortable waiting space is essential in encouraging people to choose public transit as their preferred mode of transportation. Prioritizing improvements at high-ridership bus stops and ensuring they are safe, accessible, and clean is of utmost importance. The absence of lighting at bus

stops creates a feeling of an unsafe environment, while the lack of shelters or shade exposes riders to extreme weather conditions. Additionally, a lack of seating can be particularly challenging for people with limited mobility and for older adults. Unclean bus stops also discourage residents from fully utilizing the Metro system. Waiting in the heat with no protection from the sun and no seat can be a difficult daily experience for many bus riders and can even deter some from taking public transit altogether. Considering that the average trip taken on Metro Bus is less than five miles, and around half of the journey time is spent waiting for the bus, the waiting environment significantly affects a bus rider's experience. Bus stops are also the visible face of Metro in many communities, and when the waiting environment is inviting and comfortable, it enhances the image of public transportation and Metro as a whole.

According to Metro's 2022 *Customer Experience Plan*, of the 12,268 bus stops, only 46% have seating, 24% have a shelter, 56% have streetlights within 50 feet, and more than half of stops lack important provisions for people with limited mobility.

To improve the regional bus stop infrastructure, staff continues to actively collaborate with the region's Councils of Government (COGs) and local jurisdictions and coordinate with other transit agencies that share bus stops with Metro. Working together is the key to ensuring the region's transit customers have access to safe, clean, and convenient bus stops that meet their needs.

In addition, the BSIP aims to improve regional bus stop infrastructure by gathering all available technical information and potential funding sources related to bus stops and their improvements and making it available in a portal. The BSIP provides a collective vision and approach that considers the needs of county residents who use Metro and other transit partners options daily, while balancing local jurisdictions operational constraints and realities. Through the BSIP, Metro aims to facilitate the implementation of strategies that will improve regional bus stop locations and enhance the overall transit experience for all bus riders.

Working with stakeholders in the City and County of Los Angeles, representatives from non-governmental and community-based organizations, and other stakeholders, Metro is developing the Bus Stop Improvement Program that includes the following:

- Methodology on how to prioritize bus stop investments in our region;
- Exploration of applicable *global* best practices that could further enhance the bus stop experience and increase bus stop investments;
- Partnering strategies with regional stakeholders to create community support and accountability in installing and maintaining bus stop investment benefits over time; and
- Explanation of Metro's funding role for bus stop investments.

Metro envisions bus stops as functioning community assets. Bus stops should inform users of upcoming arrivals or service disruptions; they should shelter riders from heat and rain; and they should be activated and transformed into points of civic pride. Metro is prioritizing improvements to bus stops in Equity Focused Communities (EFC).

In an attempt to develop an initial prioritized list of bus stop improvement locations to assist local



jurisdictions, Metro enhanced its existing GIS tool to map all the bus stops that are used by Metro including those shared with other transit providers in the region with multiple layers of data that include:

- Equity Focused Communities and Disadvantaged Communities (DAC) data,
- California Heat Assessment Tool (CHAT) data,
- Public Safety Incident reports from national, state, and local law enforcement agencies,
- Street Light Proximity,
- Tree canopy coverage, and
- Ridership.

Staff used the preceding as equally weighted criteria to rank the over 12,000 Metro bus stops. A total score was calculated for each bus stop, with a maximum possible normalized value of 100. All 12,000+ stops were then sorted by the total score; the bus stop with the highest score ranked first.

An initial list of 1,500 priority bus stop locations was identified. These include 750 stops within the City of Los Angeles, and 750 bus stops in unincorporated Los Angeles County. Staff has also mapped onto the GIS tool using the above criteria priority locations that could be found in each of the 62 other jurisdictions where Metro's buses stop. The intent of the initial mapping effort is to understand how bus stop investments already being addressed by the cities and the County of Los Angeles could align with those bus stops that Metro identified as high priority.

Attachment B lists the 153 bus stops in the region that have scored the highest based on the above criteria. This is an initial list based on the data available to staff and using the criteria and prioritization process described above. *The list is subject to re-prioritization as we engage with stakeholders based on location-specific information.*

### REGIONAL BUS STOP PORTAL

Staff is developing a Bus Stop Resource Portal that will be a one-stop-shop for all the tools, resources, and information necessary to carry out regional bus stop improvement efforts. The portal will feature the Metro GIS tool with multiple analytical capabilities and map outputs, the documents previously mentioned, and other technical tools and best practice resources for bus stop design.

Additionally, the portal will include information on potential funding and grant sources for bus stop improvements and a directory of key staff working on bus stops in each of the local jurisdictions. Staff anticipates launching the portal in Fall 2023 and looks forward to providing this valuable resource to our stakeholders. This portal will be public facing with all the resources downloadable for use by anyone in the region; especially by our strategic partners who are involved in regional bus stop work and improvements.

### BUS STOP SUMMIT

Metro serves a vast population of 13 million people, which necessitates the provision of inclusive services for all abilities.

On May 8, 2023, Metro staff kicked off the development of a bus stop summit to bring together stakeholders interested in improving bus stops. The summit will be held in Winter 2023/24. The summit is expected to consist of a series of charettes, plenary sessions, technical sessions, exhibitions, and field trips.

The charettes are planned to involve advocacy organizations, youth groups, staff from local jurisdictions, academic partners, and residents to discuss the needs of customers, particularly older adults and people with mobility impairments; and how bus stops can be improved to enhance access and safety for these users. The summit is also anticipated to feature several sessions, including plenary sessions, technical sessions, an exhibition of prototypes of bus stop amenities, and site visit field trips. The plenary sessions will have keynote speakers and industry leaders discussing a wide range of topics, such as new technologies, policy trends, and sustainable development related to bus stops. The technical sessions will have focused discussions on specific aspects of bus stops, allowing experts to share their knowledge and expertise.

Additionally, the exhibition is also expected to showcase the latest products and innovations related to bus stops. This will allow attendees to experience new technologies and products that can help improve bus stops and make them more accessible and user-friendly. Finally, the site visit field trips will allow participants to visit bus stop locations and better understand site-specific challenges associated with bus stops and amenities.

Staff has begun outreach to organize with and promote the summit to the Metro Sustainability Council, Metro's Technical Advisory Committee, City and County of LA, other cities in the County of LA, General Managers of regional transit providers, various Non-Governmental Organizations and Community-Based Organizations, aging and disabled community members, the region's colleges and universities, potential public and private partnership organizations, and others.

Staff is also exploring bus stop policy and infrastructure research collaboration work with UCLA and USC, alongside research institutions that are not based in universities.

## FUNDING

Metro has implemented sales tax measures R (2008) and M (2016), and Proposition A (1980) and Proposition C (1990) to improve LA County's local public transit, paratransit, and related transportation infrastructure; an apportionment of funding is distributed directly as pass-through funds to municipalities on a per-capita basis as "Local Return" funding. Municipalities may utilize Local Return funding for bus stop improvements, but funding is discretionary, and cities may apply funding for other defined uses. Metro continues to compile an inventory of potential transportation funding sources to share with local jurisdictions and assist them in delivering bus stop improvements. These funding sources include Metro-controlled and pass-through sources as well as formula and competitive programs. Depending on the project, local return funding could be used by cities and municipal transit operators to fund their local bus stop capital, maintenance, and program expenses.

All available funding information, including potential grants, will be made available in the Regional

Bus Stop Portal as well as discussed in more detail during the Bus Stop Summit.

### AUDIT

Metro conducts yearly audits of local return funding. As part of these audits moving forward, Metro will review if local jurisdictions spend their money on bus stop improvements.

The audit will help to identify how much money is being spent on bus stops and could identify areas where a jurisdiction is spending less on bus stops but with a high demand for public transportation. This would help inform which jurisdictions should allocate deobligated funds to improve the public transportation infrastructure in those areas.

Through Metro's intervention, a more coordinated effort could lead to a program that can adequately monitor and improve upon regional bus stop investment.

### OTHER ACTIVITIES

Over and above these activities that respond to Board Motion 20, Metro staff is also tracking AB64 (Bryan) related to street furniture data. This bill requires the California Department of Transportation (Caltrans) to develop guidelines for data sharing, documentation, public access, quality control, and promotion of open-source and accessible platforms and decision support tools related to street furniture data; and requires Caltrans, in consultation with the Office of Planning and Research, to use the California Minimum General Transit feed Specification guidelines to integrate statewide and publicly accessible street furniture data on a statewide integrated data platform.

### EQUITY PLATFORM

Demographic data from Metro's 2022 Customer Experience Rider Survey shows that:

- 83% of Metro riders reported a household income of under \$50,000 a year;
- 83% of riders use Metro Bus at least three days a week;
- Metro Bus service improvements implemented as part of the NextGen Bus Plan increased access to frequent service (10 minutes or better) by 20%.

Metro adopted Equity Focus Communities in 2019 to identify the greatest transportation needs and updated the designation in 2022. EFCs identify and focus improvements on locations where there are higher concentrations of residents with mobility barriers (households earning less than \$60,000 per year), Black, Indigenous, and People of Color (BIPOC) populations, and households that do not have a car. There are 6,559 Metro bus stops located in DACs and 4,673 Metro bus stops located in EFCs. Only approximately 15% of Metro bus stops in EFCs and 19% of Metro bus stops in DACs have a shelter or are located within two feet of tree canopy. Therefore, it is inevitable that these populations are most susceptible to the public health impacts of increasing temperatures brought about by extreme weather events.

The Bus Stop Shelter Improvement Program aims to provide the guidance and support to municipalities to enhance existing bus stop conditions in their jurisdictions. The program will provide the opportunity to improve upon the following baseline conditions based on the 2022 Customer

Experience Plan data:

- 24% Metro bus stops that have shelters;
- 46% Metro bus stops that have seating;
- 56% Metro bus stops that have street lights within 50 feet; and
- 2% Metro bus stops that have real-time information displays.

Many of the initially prioritized bus stop locations identified in EFCs will be receiving the greatest benefits from the implementation of the program. As DACs were also part of the analysis, ensuing programs, outreach, and investments are also areas that will benefit from this program as they also overlap with EFCs.

As Los Angeles prepares to host the 2028 Summer Olympic and Paralympic Games, enhancing regional bus stop infrastructure will require active facilitation with LA County and the 63 jurisdictions Metro serves, along with continuous coordination with the transit agencies that share bus stops with Metro. Metro embraces the opportunity to work collectively with county jurisdictions to provide world-class bus stops that residents of Los Angeles County need and deserve.

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

This report supports Metro's second and fourth Strategic Plan Goals. Goal 2: Deliver outstanding trip experiences for all users of the transportation system. Goal 4: Transform LA County through regional collaboration and national leadership.

Further, the Bus Stop Improvement Program is a direct response to the priority needs outlined in Motion 20, and those needs identified in Metro customer experience surveys and in the 2022 Metro Customer Experience Plan to improve bus stops as gateways to the Metro system. Consequently, improvement on Metro's bus stops will also translate to anticipated improvements on bus stops that Metro shares with other transit agencies.

### **NEXT STEPS**

1. Continue outreach to local stakeholder groups, cities, and Councils of Governments.
2. Launch the bus stop information portal by Fall 2023
3. Host the bus stop summit in Fall/Winter 2023/2024

### **ATTACHMENTS**

Attachment A - Motion 20, Bus Stop Shelter Motion  
Attachment B - List of Prioritized Bus Stops in the Region

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



Stephanie N. Wiggins  
Chief Executive Officer

**Board Report**

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**File #:** 2023-0184, **File Type:** Motion / Motion Response**Agenda Number:** 20.

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**EXECUTIVE MANAGEMENT COMMITTEE  
MARCH 16, 2023****Motion by:****DIRECTORS HAHN, MITCHELL, NAJARIAN, DUPONT-WALKER, AND HORVATH****Metro Bus Shelters Motion**

The overwhelming majority of transit riders taking Metro depend on buses for their travel. In the final three months of 2022, Metro buses handled a weekday average of approximately 646,000 boardings every day. Metro operates more than 110 bus routes and serves over 12,000 bus stops, owned by 63 jurisdictions.

As part of Metro's "Shade for All" effort in its 2022 Customer Experience Plan, Metro estimates that only 24% of bus stops served by Metro buses and other municipal transit operators have shelters, and only 46% have seating, which exacerbates conditions for people with limited mobility and older adults. Moreover, in the summer most of Metro's bus stops are located in areas where temperatures average 97 degrees in the middle of the day, and a shade structure could lower that temperature by 25 to 40 degrees. Additionally, at night, many bus stops lack lighting that make transit riders feel safer and more visible.

Bus shelters are almost always the responsibility of the local jurisdiction in which they are located. Several cities have invested heavily in providing shelters to support transit riders, but more can be done. Each city in LA County receives a local return from LA County's Propositions A and C and Measures R and M, which helps fund things like bus shelters, benches, and other local transit needs.

Metro has committed to providing technical assistance to cities, which is a step in the right direction. However, in many cases, cities may still not recognize the need, or may face other constraints. In these circumstances, Metro can provide its data and expertise to alleviate this glaring challenge across the Metro system. Metro can also help local jurisdictions with scarce resources deliver bus stop improvements.

**SUBJECT: METRO BUS SHELTERS MOTION****RECOMMENDATION****APPROVE** Motion by Directors Hahn, Mitchell, Najarian, Dupont-Walker, and Horvath that the Board

direct the Chief Executive Officer to:

- A. Identify priority bus stops within each local jurisdiction based upon data, including but not limited to:
1. Ridership per line and stop;
  2. Existing bus stop amenities such as seating, shelters, and lighting
  3. Heat island index
  4. EFCs
  5. Safety related incidents over the last three year
- B. Share all available bus stop data with each applicable jurisdiction;
- C. Inventory transportation funding sources which can be leveraged to help local jurisdictions deliver bus stop improvements, including Metro-controlled and pass-through sources as well as both formula and competitive programs;
- D. Recommend technical, financial, and other ways for Metro to support bus stop improvements by local jurisdictions, prioritizing such improvements in Equity Focus Communities;
- E. In consultation with jurisdictions, host a bus stop summit to review the state of bus shelters, including examples of best practices and a vendor showcase;
- F. As part of the annual local return audit, report on the progress of installing and maintaining bus stop amenities by jurisdiction; and
- G. Report back on the above action items in 120 days.

**Attachment B. List of Priority Bus Stop Locations in the Region**

STOP LOCATION	City	Council District	Supervisorial District	SCORE						
				Light	Ridership	Public Safety	CHAT	DAC	EFC	Total Score*
WILSHIRE / ALVARADO	Los Angeles	1	1	20.00	9.33	7.79	15.87	20.00	20.00	77.49
WILSHIRE / ALVARADO	Los Angeles	1	1	20.00	9.48	6.58	15.87	20.00	20.00	76.60
6TH / BONNIE BRAE	Los Angeles	1	1	20.00	2.25	8.28	17.40	20.00	20.00	73.28
PACIFIC / ZOE	Huntington Park	NA	4	20.00	1.29	9.43	15.76	20.00	20.00	72.07
7TH / MAPLE	Los Angeles	14	1	13.90	2.43	11.90	18.16	20.00	20.00	71.99
GAGE / PACIFIC	Huntington Park	NA	4	20.00	2.75	9.43	13.76	20.00	20.00	71.62
8TH / MAPLE	Los Angeles	14	1	20.00	0.78	5.41	18.16	20.00	20.00	70.29
VAN NUYS STATION	Los Angeles	6	3	20.00	10.26	0.74	13.00	20.00	20.00	70.00
7TH / ALVARADO	Los Angeles	1	1	20.00	5.80	4.78	13.36	20.00	20.00	69.95
WESTERN / SLAUSON	Los Angeles	8	2	19.71	5.97	3.84	13.80	20.00	20.00	69.43
8TH / SAN JULIAN	Los Angeles	14	1	20.00	0.42	4.47	18.16	20.00	20.00	69.20
TERMINAL 28 - EAST LOT	Los Angeles	14	1	20.00	4.28	3.64	15.13	20.00	20.00	69.20
SLAUSON / SOTO	Huntington Park	NA	4	20.00	1.83	9.43	11.74	20.00	20.00	69.16
CESAR E CHAVEZ / SOTO	Los Angeles	14	1	18.18	5.90	2.20	16.18	20.00	20.00	68.71
MARENGO / BRITTANIA	Los Angeles	14	1	19.08	7.04	2.20	14.10	20.00	20.00	68.69
SUNSET / WESTERN	Los Angeles	13	3	20.00	3.85	5.97	12.58	20.00	20.00	68.67
VAN NUYS / CHASE	Los Angeles	6	3	20.00	5.81	2.90	13.57	20.00	20.00	68.56
TERMINAL 28 - WEST LOT	Los Angeles	14	1	20.00	3.59	3.55	15.13	20.00	20.00	68.55
VERMONT / VERNON	Los Angeles	9	2	20.00	4.63	2.09	15.51	20.00	20.00	68.52
6TH / WITMER	Los Angeles	1	1	17.69	4.51	4.13	15.81	20.00	20.00	68.45
SANTA MONICA / WESTERN	Los Angeles	13	3	20.00	7.85	1.71	12.49	20.00	20.00	68.37
HARBOR TRANSITWAY \ MANCHESTER	Los Angeles	8	2	20.00	4.78	3.91	13.21	20.00	20.00	68.25
SLAUSON / SEVILLE	Huntington Park	NA	4	20.00	0.73	9.43	11.74	20.00	20.00	68.25
SAN PEDRO / PICO	Los Angeles	14	1	20.00	1.07	2.65	18.16	20.00	20.00	68.23
6TH / GRAND VIEW	Los Angeles	1	1	20.00	0.66	7.83	13.36	20.00	20.00	68.21
CENTRAL / OLYMPIC	Los Angeles	14	1	20.00	1.67	1.98	18.16	20.00	20.00	68.17
SOTO / SLAUSON	Huntington Park	NA	4	20.00	0.61	9.43	11.74	20.00	20.00	68.15
BROADWAY / WASHINGTON	Los Angeles	9	2	20.00	3.33	3.32	14.88	20.00	20.00	67.94
GRAND / 14TH	Los Angeles	14	1	20.00	0.39	5.93	15.13	20.00	20.00	67.87
ALVARADO / WILSHIRE	Los Angeles	1	1	15.40	5.96	6.71	13.36	20.00	20.00	67.86
GAGE / SALT LAKE	Huntington Park	NA	4	20.00	0.12	9.43	11.87	20.00	20.00	67.84
SLAUSON / BICKETT	Huntington Park	NA	4	20.00	0.24	9.43	11.74	20.00	20.00	67.84
FIRESTONE / GARDEN VIEW	South Gate	NA	4	20.00	0.25	9.56	11.54	20.00	20.00	67.79
FIRESTONE / GARDEN VIEW	South Gate	NA	4	20.00	0.21	9.56	11.54	20.00	20.00	67.76
VERMONT / 3RD	Los Angeles	13	2	19.74	6.55	3.14	11.86	20.00	20.00	67.74
CALIFORNIA / SOUTHERN	South Gate	NA	4	20.00	0.18	9.56	11.36	20.00	20.00	67.58
FLORENCE \ PACIFIC	Huntington Park	NA	4	20.00	4.26	1.05	15.76	20.00	20.00	67.56
SOTO / CESAR E CHAVEZ	Los Angeles	14	1	15.65	6.91	2.22	16.18	20.00	20.00	67.47

\*The total score is the sum of the six individual criteria scores, multiplied by a factor of 5/6, which normalizes the six criteria to a scale with a maximum score of 100.



STOP LOCATION	City	Council District	Supervisorial District	SCORE						
				Light	Ridership	Public Safety	CHAT	DAC	EFC	Total Score*
WESTERN / HOLLYWOOD	Los Angeles	13	3	20.00	3.01	5.12	12.58	20.00	20.00	67.26
WESTERN / SLAUSON	Los Angeles	8	2	20.00	3.05	3.84	13.80	20.00	20.00	67.24
FLORENCE \ SEVILLE	Huntington Park	NA	4	20.00	3.62	1.30	15.76	20.00	20.00	67.23
SAN PEDRO / 14TH	Los Angeles	14	1	20.00	0.38	2.07	18.16	20.00	20.00	67.17
7TH / GARLAND	Los Angeles	1	1	20.00	1.04	7.05	12.51	20.00	20.00	67.16
HARBOR TRANSITWAY \ SLAUSON	Los Angeles	9	2	20.00	3.48	2.60	14.51	20.00	20.00	67.16
VERMONT / VENICE	Los Angeles	1	1	20.00	4.77	1.82	13.96	20.00	20.00	67.12
MAIN / CESAR E CHAVEZ	Los Angeles	14	1	20.00	0.00	6.98	13.55	20.00	20.00	67.11
FIRESTONE / RHEEM	South Gate	NA	4	20.00	0.27	9.56	10.68	20.00	20.00	67.10
FIRESTONE / ALEXANDER	South Gate	NA	4	20.00	0.27	9.56	10.68	20.00	20.00	67.10
GAGE / PACIFIC	Huntington Park	NA	4	14.56	2.68	9.43	13.76	20.00	20.00	67.02
WILSHIRE / VERMONT	Los Angeles	10	2	14.48	4.62	5.32	15.94	20.00	20.00	66.96
WESTERN / OLYMPIC	Los Angeles	10	2	20.00	4.35	3.03	12.95	20.00	20.00	66.94
SAN PEDRO / 12TH	Los Angeles	14	1	18.34	0.61	3.21	18.16	20.00	20.00	66.93
PICO / UNION	Los Angeles	1	1	20.00	3.23	2.20	14.86	20.00	20.00	66.91
VERMONT / MARTIN LUTHER KING JR	Los Angeles	9	2	20.00	5.45	1.41	13.40	20.00	20.00	66.88
VENICE / WESTERN	Los Angeles	10	2	20.00	4.82	1.75	13.66	20.00	20.00	66.86
WESTERN / EXPOSITION	Los Angeles	8	2	17.14	8.72	1.84	12.49	20.00	20.00	66.82
WILLOWBROOK - ROSA PARKS STATION - WEST	Unincorporated	NA	2	20.00	6.94	2.72	10.48	20.00	20.00	66.78
8TH / ALVARADO	Los Angeles	1	1	14.78	2.66	4.62	17.85	20.00	20.00	66.60
CRENSHAW / SLAUSON	Los Angeles	8	2	20.00	5.17	1.98	12.71	20.00	20.00	66.55
GRAND / PICO	Los Angeles	14	1	16.45	0.24	8.01	15.13	20.00	20.00	66.52
PACIFIC / FLORENCE	Unincorporated	NA	4	20.00	7.15	1.10	11.43	20.00	20.00	66.40
CENTRAL / 12TH	Los Angeles	14	1	20.00	0.53	0.97	18.16	20.00	20.00	66.38
VERMONT / ADAMS	Los Angeles	8	2	20.00	5.62	2.18	11.81	20.00	20.00	66.34
FLORENCE \ PACIFIC	Unincorporated	NA	4	20.00	6.77	1.30	11.46	20.00	20.00	66.28
SANTA ANA / CALIFORNIA	Huntington Park	NA	4	20.00	0.13	9.43	9.98	20.00	20.00	66.28
VERMONT / MANCHESTER	Los Angeles	8	2	20.00	3.68	2.27	13.55	20.00	20.00	66.24
FLORENCE / BROADWAY	Los Angeles	9	2	20.00	2.76	2.20	14.53	20.00	20.00	66.24
6TH / BROADWAY	Los Angeles	14	1	16.63	4.57	18.25	0.00	20.00	20.00	66.21
SAN PEDRO / PICO	Los Angeles	14	1	18.36	0.35	2.51	18.16	20.00	20.00	66.16
SANTA MONICA / VINE	Los Angeles	13	3	20.00	4.70	2.42	12.25	20.00	20.00	66.14
7TH / CENTRAL	Los Angeles	14	1	16.66	1.31	3.23	18.16	20.00	20.00	66.13
OLYMPIC / UNION	Los Angeles	1	1	20.00	1.06	3.73	14.46	20.00	20.00	66.04
GRAND / 23RD	Los Angeles	9	1	20.00	1.76	2.60	14.88	20.00	20.00	66.04
PICO / FIGUEROA	Los Angeles	14	1	15.31	2.96	5.79	15.13	20.00	20.00	66.00
TWEEDY / ALEXANDER	South Gate	NA	4	20.00	0.29	9.56	9.29	20.00	20.00	65.95
BROADWAY / VERNON	Los Angeles	9	2	20.00	2.73	1.89	14.49	20.00	20.00	65.92
SAN PEDRO / 9TH	Los Angeles	14	1	17.01	1.97	1.93	18.16	20.00	20.00	65.90
WESTERN / FLORENCE	Los Angeles	8	2	20.00	3.60	2.07	13.41	20.00	20.00	65.90

\*The total score is the sum of the six individual criteria scores, multiplied by a factor of 5/6, which normalizes the six criteria to a scale with a maximum score of 100.

STOP LOCATION	City	Council District	Supervisorial District	SCORE						
				Light	Ridership	Public Safety	CHAT	DAC	EFC	Total Score*
VERMONT / PICO	Los Angeles	1	1	20.00	2.66	2.40	13.96	20.00	20.00	65.85
HILL / ORD	Los Angeles	1	1	20.00	2.04	3.39	13.55	20.00	20.00	65.81
BROADWAY / VENICE	Los Angeles	14	1	13.88	6.71	3.25	15.13	20.00	20.00	65.81
FIGUEROA / 23RD	Los Angeles	9	1	20.00	1.91	2.18	14.88	20.00	20.00	65.81
ARTESIA / OBISPO	Long Beach	NA	4	20.00	0.24	7.83	10.87	20.00	20.00	65.79
GAGE / MARCONI	Huntington Park	NA	4	16.53	0.30	9.43	12.67	20.00	20.00	65.77
HARBOR TRANSITWAY \ SLAUSON	Los Angeles	9	2	20.00	3.88	2.00	13.05	20.00	20.00	65.77
ARTESIA / PARAMOUNT	Long Beach	NA	4	20.00	0.30	7.83	10.72	20.00	20.00	65.71
GAGE / VERMONT	Los Angeles	8	2	20.00	0.96	2.81	15.02	20.00	20.00	65.66
VERNON / AVALON	Los Angeles	9	2	20.00	3.23	1.98	13.54	20.00	20.00	65.62
ARBOR VITAE / HINDRY	Inglewood	NA	2	20.00	0.42	7.30	10.96	20.00	20.00	65.56
FIGUEROA / 41ST	Los Angeles	9	2	20.00	0.58	2.58	15.48	20.00	20.00	65.53
8TH / BURLINGTON	Los Angeles	1	1	17.85	1.69	4.29	14.78	20.00	20.00	65.50
CRENSHAW / HYDE PARK	Los Angeles	8	2	20.00	1.28	3.08	14.16	20.00	20.00	65.43
GRAND / 23RD	Los Angeles	9	1	20.00	1.18	2.45	14.88	20.00	20.00	65.42
COMPTON / FLORENCE	Unincorporated	NA	2	20.00	1.93	2.29	14.21	20.00	20.00	65.36
BROADWAY / SLAUSON	Los Angeles	9	2	20.00	1.88	2.02	14.51	20.00	20.00	65.34
FIGUEROA / VENICE	Los Angeles	9	1	20.00	0.63	2.63	15.13	20.00	20.00	65.32
ATLANTIC / WHITTIER	Unincorporated	NA	1	20.00	3.34	2.63	12.42	20.00	20.00	65.31
VERMONT / 66TH	Los Angeles	8	2	20.00	0.61	2.74	15.02	20.00	20.00	65.31
GAGE / VERMONT	Los Angeles	9	2	20.00	1.11	2.74	14.51	20.00	20.00	65.30
CENTRAL / 114TH	Los Angeles	15	2	20.00	0.49	2.31	15.42	20.00	20.00	65.19
CRENSHAW / 67TH	Los Angeles	8	2	20.00	0.79	2.11	15.31	20.00	20.00	65.17
5TH / MAIN	Los Angeles	14	1	20.00	2.56	15.65	0.00	20.00	20.00	65.17
ATLANTIC / WHITTIER	Unincorporated	NA	1	20.00	3.29	3.05	11.80	20.00	20.00	65.11
FLORENCE / MIRAMONTE	Unincorporated	NA	2	20.00	1.89	2.63	13.61	20.00	20.00	65.11
WASHINGTON / GRAND	Los Angeles	9	1	20.00	0.96	2.27	14.88	20.00	20.00	65.09
VERNON / BROADWAY	Los Angeles	9	2	20.00	1.62	2.00	14.49	20.00	20.00	65.08
VERMONT / VENICE	Los Angeles	1	2	20.00	4.73	1.64	11.71	20.00	20.00	65.06
SANTA MONICA / NORMANDIE	Los Angeles	13	1	20.00	4.21	2.07	11.79	20.00	20.00	65.05
ADAMS / GRAND	Los Angeles	9	2	20.00	1.09	2.07	14.88	20.00	20.00	65.03
23RD / GRAND	Los Angeles	9	1	20.00	0.73	2.40	14.88	20.00	20.00	65.02
SUNSET / VINE	Los Angeles	13	3	20.00	2.09	4.00	11.93	20.00	20.00	65.01
SLAUSON / WESTERN	Los Angeles	8	2	17.72	3.39	3.86	13.04	20.00	20.00	65.01
3RD / UNION	Los Angeles	1	1	20.00	1.76	2.47	13.74	20.00	20.00	64.97
SLAUSON / COMPTON	Unincorporated	NA	2	20.00	2.70	1.23	14.01	20.00	20.00	64.96
AVALON / ANAHEIM	Los Angeles	15	4	20.00	0.98	2.81	14.14	20.00	20.00	64.94
FLORENCE / ALAMEDA	Huntington Park	NA	4	20.00	2.18	2.49	13.22	20.00	20.00	64.91
VERMONT / CENTURY	Los Angeles	8	2	20.00	4.22	1.64	12.03	20.00	20.00	64.90
VERMONT / WASHINGTON	Los Angeles	1	1	20.00	4.42	1.19	12.24	20.00	20.00	64.87

\*The total score is the sum of the six individual criteria scores, multiplied by a factor of 5/6, which normalizes the six criteria to a scale with a maximum score of 100.

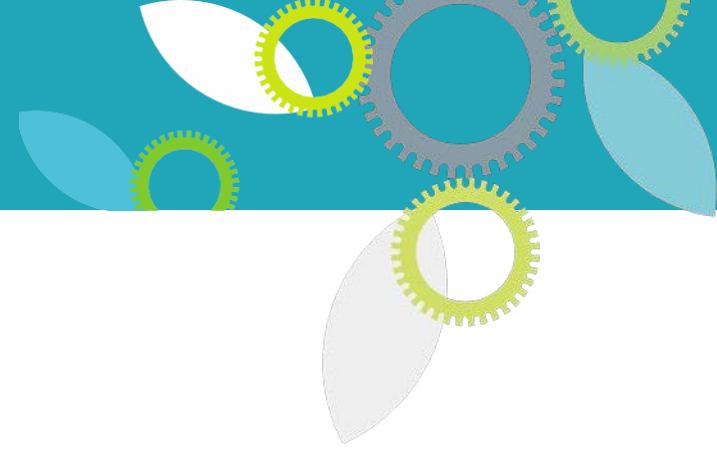
STOP LOCATION	City	Council District	Supervisory District	SCORE						
				Light	Ridership	Public Safety	CHAT	DAC	EFC	Total Score*
WHITTIER / ARIZONA	Unincorporated	NA	1	20.00	2.54	2.85	12.44	20.00	20.00	64.86
VERMONT / 7TH	Los Angeles	10	2	15.86	0.87	5.14	15.94	20.00	20.00	64.84
VERNON / HOOVER	Los Angeles	9	2	20.00	0.63	1.66	15.51	20.00	20.00	64.83
MELROSE / WESTERN	Los Angeles	13	3	20.00	1.73	2.33	13.72	20.00	20.00	64.81
COMPTON / GAGE	Unincorporated	NA	2	20.00	1.37	2.18	14.21	20.00	20.00	64.80
WESTERN / ROMAINE	Los Angeles	13	3	20.00	1.05	2.85	13.80	20.00	20.00	64.76
WESTERN / VERNON	Los Angeles	8	2	20.00	3.82	1.89	11.99	20.00	20.00	64.75
HILL / VENICE	Los Angeles	14	1	17.98	0.94	3.64	15.13	20.00	20.00	64.74
ADAMS / SAN PEDRO	Los Angeles	9	2	20.00	1.41	1.93	14.34	20.00	20.00	64.73
MAPLE LOT	Los Angeles	14	1	20.00	5.02	12.64	0.00	20.00	20.00	64.71
WILLOWBROOK / COMPTON	Compton	NA	2	20.00	0.05	4.20	13.36	20.00	20.00	64.67
VERNON / AVALON	Los Angeles	9	2	20.00	1.49	1.89	14.21	20.00	20.00	64.66
FLORENCE / STAFFORD	Huntington Park	NA	4	20.00	0.92	0.88	15.76	20.00	20.00	64.62
FLORENCE / SANTA FE	Huntington Park	NA	4	20.00	1.85	2.47	13.22	20.00	20.00	64.62
HARBOR TRANSITWAY \ 37TH ST \ USC	Los Angeles	9	2	20.00	2.40	2.07	13.06	20.00	20.00	64.61
FLORENCE / JABONERIA	Bell Gardens	NA	4	20.00	0.85	4.89	11.79	20.00	20.00	64.61
ADAMS / MAPLE	Los Angeles	9	2	20.00	0.93	1.71	14.88	20.00	20.00	64.60
GAGE / ATLANTIC	Bell	NA	4	20.00	1.57	4.53	11.35	20.00	20.00	64.54
HOOVER / PICO	Los Angeles	1	1	19.52	1.08	2.74	14.10	20.00	20.00	64.53
FIGUEROA / 47TH	Los Angeles	9	2	20.00	0.51	1.98	14.95	20.00	20.00	64.53
FIGUEROA / 79TH	Los Angeles	8	2	18.30	1.08	4.06	13.99	20.00	20.00	64.53
CENTRAL / IMPERIAL	Los Angeles	15	2	20.00	0.26	1.71	15.42	20.00	20.00	64.49
MARTIN LUTHER KING JR / WESTERN	Los Angeles	8	2	20.00	2.60	2.78	11.99	20.00	20.00	64.47
PICO / GRAND	Los Angeles	14	1	12.70	0.88	8.64	15.13	20.00	20.00	64.46
FIGUEROA / WASHINGTON	Los Angeles	9	1	17.06	2.61	2.78	14.88	20.00	20.00	64.44
ADAMS / MAPLE	Los Angeles	9	2	20.00	0.87	2.11	14.34	20.00	20.00	64.44
ORD / BROADWAY	Los Angeles	1	1	20.00	0.12	3.66	13.55	20.00	20.00	64.43
GAGE / BROADWAY	Los Angeles	9	2	20.00	0.92	1.91	14.49	20.00	20.00	64.43
VERMONT / ATHENS STATION	Los Angeles	15	2	20.00	3.62	1.57	12.11	20.00	20.00	64.42
ATLANTIC / SLAUSON	Maywood	NA	4	20.00	3.33	1.98	11.98	20.00	20.00	64.40
FIGUEROA / 76TH	Los Angeles	8	2	20.00	0.51	4.20	12.57	20.00	20.00	64.40
CENTRAL / 112TH	Los Angeles	15	2	20.00	0.37	1.48	15.42	20.00	20.00	64.40
FIGUEROA / 76TH	Los Angeles	8	2	20.00	0.51	3.34	13.41	20.00	20.00	64.38
FIGUEROA / 79TH	Los Angeles	8	2	18.95	0.81	4.04	13.41	20.00	20.00	64.34
ROSECRANS / KINGSLEY	Gardena	NA	2	20.00	0.08	6.82	10.30	20.00	20.00	64.34

**California Heat Assessment Tool (CHAT):** CHAT was funded by the California Natural Resources Agency and was developed in 2019 to help state and local public health officials understand how heat vulnerability will change with increasing temperatures due to climate change. Metro's bus stops were rated based on heat index, using data from the CHAT. CHAT's Heat Health Action Index is a statistically weighted result of the social vulnerability, health, and environmental factors (including tree canopy) for each Census Tract and is intended to represent a community's overall heat vulnerability. The Heat Health Action Index ranges from 0 to 100.

*\*The total score is the sum of the six individual criteria scores, multiplied by a factor of 5/6, which normalizes the six criteria to a scale with a maximum score of 100.*



Metro



# Bus Stop Improvements Plan Report Back

Cris Liban, Sustainability Officer

June 15, 2023

**Metro's Commitment:** Improving the experience of our bus riders by collaborating and coordinating with local jurisdictions to ensure their residents who ride Metro and local buses have access to bus stops that are comfortable, well-designed and well-maintained.

## Addressing Bus Stop Needs

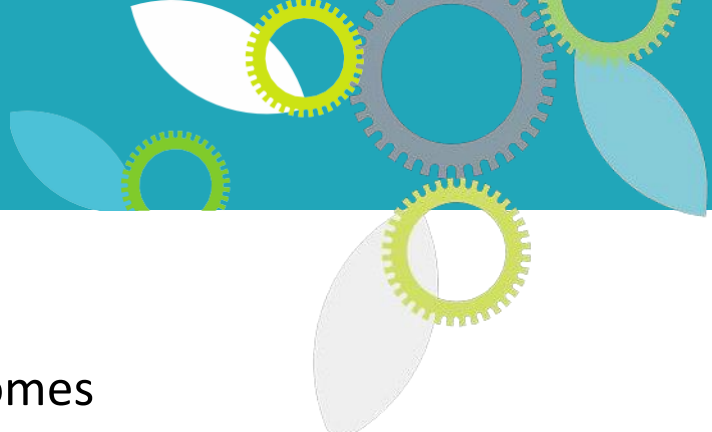
Metro does not own the bus stop locations

- Shelter and Seating: Providing comfort for waiting passengers
- Safety and Security: Ensuring a secure environment
- Customer Experience: Enhancing overall satisfaction

## Key to Success

Collaborating with local jurisdictions

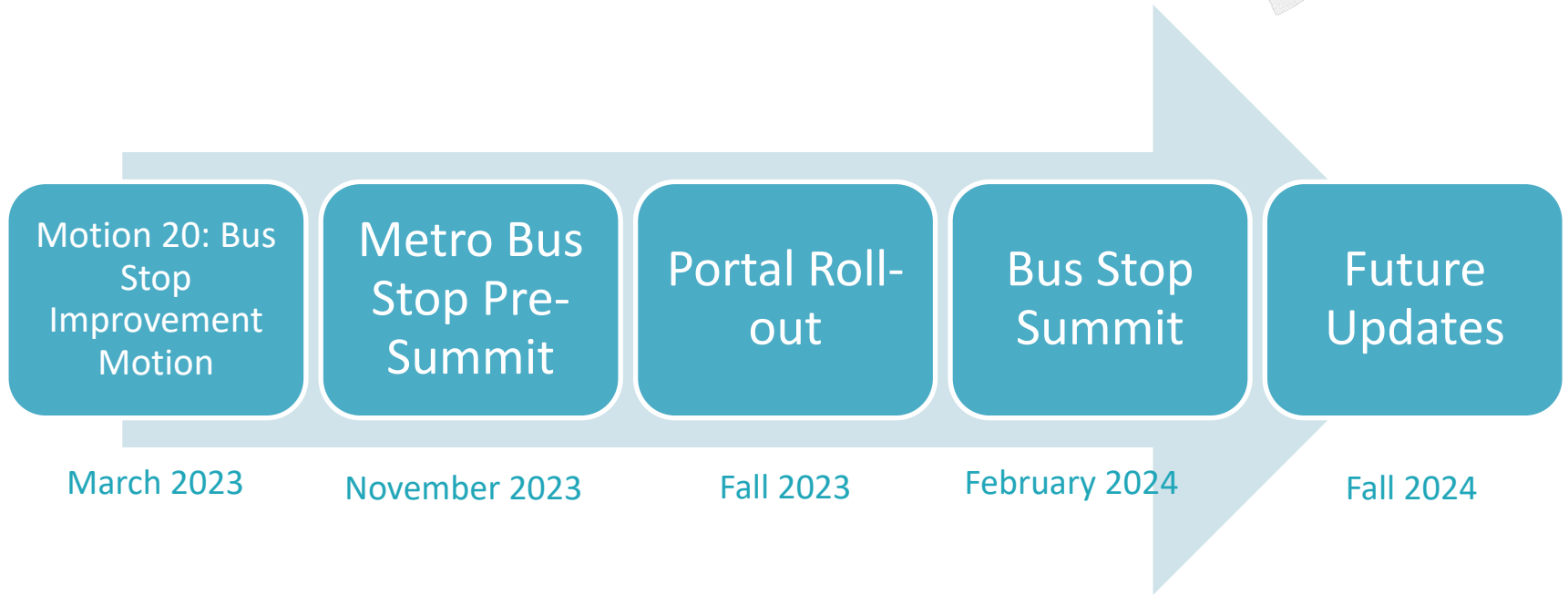
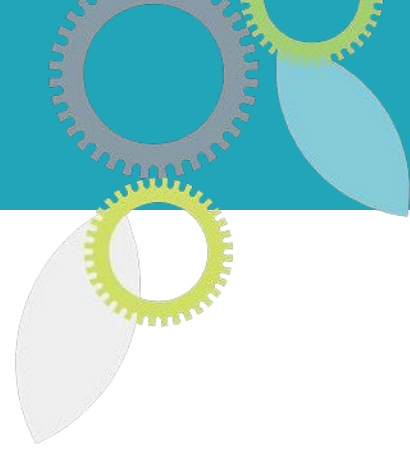
- Jurisdictional Priorities: Recognizing differing needs and preferences
- Scarce Resources: Working together to optimize resource allocation
- Ensuring Sustainability: Maintenance is a crucial factor for long-term benefits

- 
- Metro Initiatives and Technical Documents
  - Metro Board Motions and Staff Response/Outcomes
    - Including Motion 20, March 2023 on Bus Stop Improvements
  - Outreach and collaboration
    - Collaborating with stakeholders for input and feedback, working together to achieve common goals
  - Bus Stop Portal
    - Centralized Information Hub, access to bus stop-related resources, interactive Maps
  - Bus Stop Summit
    - Bringing together stakeholders for discussions and solutions through workshops and presentations, sharing best practices and innovative ideas



# Near Term Timeline

Metro



**Board Report**

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**File #:** 2023-0160, **File Type:** Motion / Motion Response**Agenda Number:** 25.

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**EXECUTIVE MANAGEMENT COMMITTEE  
OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE  
JUNE 15, 2023****SUBJECT: BUS SENSOR TECHNOLOGY****ACTION: RECEIVE AND FILE****RECOMMENDATION**

RECEIVE AND FILE status report on Bus Sensor Technology.

**ISSUE**

At its February 23, 2023 meeting, the Board approved Item 14, Bus Sensor Technology Motion (Attachment A), by Directors Hahn, Horvath, Mitchell, Solis, and Krekorian. The motion directed the Chief Executive Officer to report back in June 2023 with recommendations on safety features such as Pedestrian Detection technology and the feasibility of (1) incorporating them into new bus procurements, (2) installing them into our existing bus fleets, in order to reduce pedestrian collisions and to ensure that bus operators are alerted in the event of a pedestrian-involved collision, and (3) exploring other emerging collision avoidance technologies, pursuant to Metro's Street Safety Data Sharing and Collaboration Policy and Action Plan.

**BACKGROUND**

Metro is in the process of concluding two separate passenger collision avoidance studies. In 2017 Metro partnered with New Flyer (NF), and the Center for Transportation and the Environment (CTE) on a Federal Transit Administration (FTA) grant funded study. The study evaluates commercially available collision avoidance systems on 40-foot transit buses operating in revenue service within downtown Los Angeles. The study was recently concluded, and the final report is anticipated in July 2023. Metro is also currently conducting an internal study with BYD to evaluate the effectiveness of MirrorEye electronic rear/side view monitors.

**DISCUSSION****Mobileye Study with NF and CTE:**

The intent of the FTA grant funded study with NF and CTE was to identify five (5) commercial collision avoidance options and choose two (2) to install and test on Metro's transit buses. It is also important to note that this study was led by the FTA, and analysis led by CTE. Metro's role was to



provide the vehicles and facilitate the study as a participant. After initial vetting, it was determined that of the five options initially considered there was only one that was viable. Accordingly, the team moved forward in September 2019 to test Mobileye Shield + ADAS (Advanced Driver Assistance System) on 50 of Metro's 40' NF buses. Specifically, the features listed below, offered on Mobileye Shield + ADAS, were tested. (Please see Attachment B):

1. Lane Departure Warning with Display
2. Forward Collision Warning with Display
3. Pedestrian Detection/Pedestrian Warning with Left and Right Displays
4. Pedestrian Blindspot Monitoring

APAS (Advanced Pedestrian Alert System) integrates with Mobileye Shield + and provides an exterior audio alert to pedestrians when a bus is approaching.

Numerous technical challenges arose during the system interface and installation process, compounded by the circumstances brought about by the COVID-19 pandemic. These challenges led to delays in engineering support as Mobileye's engineering team was based in Israel. Additionally, the initial data collection was hindered by a high number of false positive and false negative alerts, hampering progress. Consequently, the system had to remain in stealth mode, collecting data without displaying warnings to operators until the project team could ensure its safety for activation.

By May 2021, the installation of Mobileye systems on all 50 buses was completed, with the system operating in stealth mode. In December 2021, 40 buses transitioned to active mode, enabling continued data collection until its conclusion in June 2022. However, the preliminary findings of the study yielded inconclusive results, lacking sufficient evidence to demonstrate safety improvements compared to transit buses without active systems.

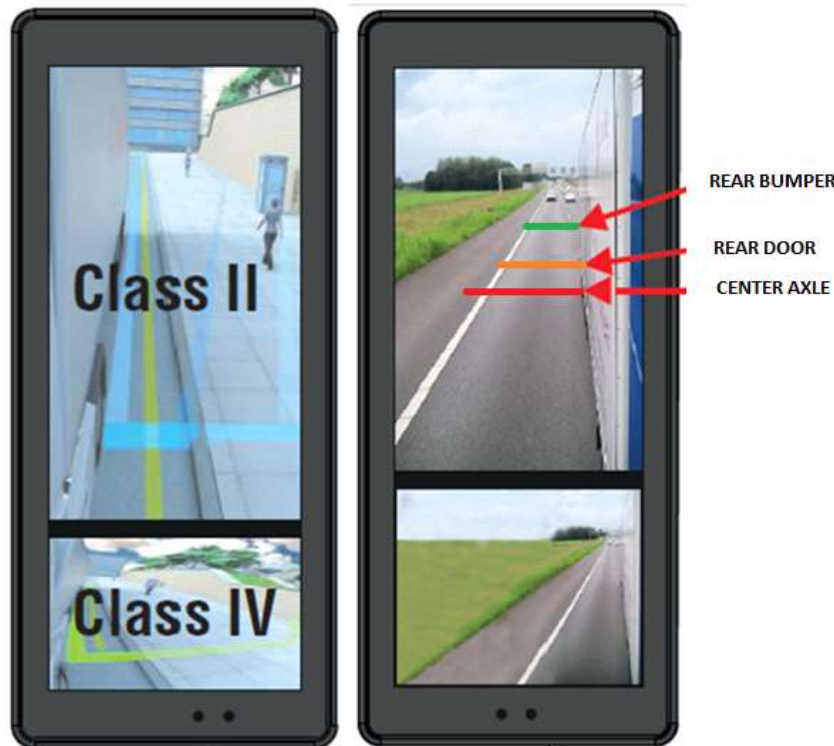
Differentiating performance between the modified and non-modified buses proved challenging, as the observed differences were minor and difficult to attribute solely to the technology. Factors such as operating conditions, environmental variables, limited reliable data collection due to the use of GPS-speed data, assessing operator response, and the limited number of buses and mileage contributed to this difficulty. The project's data gathering and analysis section was not adequately detailed, limiting its ability to provide comprehensive insights.

By the time the project team recognized the necessity of an external data collection methodology to independently evaluate system effectiveness, insufficient budget remained to procure or utilize the required tools, such as wheel speed sensors on each bus. It was initially believed that the existing systems installed on Metro buses would suffice. The final report is expected to be available in July 2023.

#### MirrorEye study with BYD:

In addition to the Mobileye evaluation, Metro is also conducting a study on MirrorEye electronic rear/side view monitors. The California Highway Patrol (CHP) authorized Metro to test the MirrorEye on the G Line (Orange) buses for a period of five years. Metro and BYD are currently evaluating the effectiveness of MirrorEye electronic rear/side view monitors to provide legally required fields of view. Although the system was initially installed to mimic the rear-view mirrors, it enables useful features such as night vision and marking lanes. The system currently being studied does not provide alerts to

the operator but allows bus network integration, potentially enabling sensor automated functions. The evaluation is presently being conducted on five (5) 60-foot BYD buses and five (5) 40-foot BYD buses. This study is expected to conclude with published results by the Summer of 2024. (See **Figure 2**).



**Figure 2**

Staff Response to Board Motion Items:

In response to item (1) *incorporating them [Pedestrian Detection safety technology] into new bus procurements*, staff has included language in the Technical Specification for new bus procurements to include vehicle safety technologies such as: pedestrian detection, lane departure warning, and the capability to integrate Advance Driver Assistance from levels 0 to 5 as defined in SAE J3016\_021806. A supplemental graphic from SAE International of J3016 is provided in Attachment C, but in summary:

- 0 - provides warnings and momentary assistance. Automatic emergency braking, blind spot warning, lane departure warning
- 1 - Provides steering OR brake/acceleration support, lane centering OR adaptive cruise control
- 2 - Provides steering AND brake/acceleration support, lane centering AND adaptive cruise control at the same time
- 3- Driver is not actively operating the vehicle unless instructed to by features. Technology will drive the vehicle under limited conditions. Example is full driving during a traffic jam

- 4 - Automated features will not require you to take over driving. Examples is a local driverless taxi. Vehicle pedals/steering may or may not be installed
- 5- Vehicle can operate autonomously under all conditions

In response to item (2) *installing them into our existing bus fleets, in order to reduce pedestrian collisions and to ensure that bus operators are alerted in the event of a pedestrian-involved collision*, staff is not recommending the retrofit of Mobileye on the existing system as the operational/system benefits are inconclusive, but will continue to assess technologies for the existing bus fleet as they mature and benefits are demonstrated.

In response to item (3) *exploring other emerging collision avoidance technologies* staff will continue to explore new technologies as they emerge and merit additional evaluation.

### **EQUITY PLATFORM**

The technology is intended to improve traffic safety and reduce disproportionate harm for vulnerable road users. As noted in the Street Safety Policy, traffic violence kills and injures "Black, Latino, Native Hawaiian and other Pacific islander and unhoused residents as well as people walking and cycling at greater rates than other people."

There is great overlap between the project's service areas and areas that Metro defines as Equity Focus Communities. The improvements are targeted to benefit communities with some of the greatest mobility needs in Los Angeles County. The Project's service corridors are composed of 88 percent in Low-Income Communities as identified by AB 1550 (Figure 3 - Attachment D), 73 percent disadvantaged Communities as identified by SB 535 (Figure 4 - Attachment D), and 61% Equity Focus Communities as defined by Metro's EFC definition (Figure 5- Attachment D). The investment brings benefits to the community beyond the transit riders themselves: zero emissions, quieter exterior and interior noise not only attracts riders but provides a benefit to the community as well.

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

These recommendations support Goal #2, Deliver outstanding trip experiences for all users of the transportation system, Goal #3, Enhance communities and lives through mobility and access to opportunity, and Goal #5, Provide responsive, accountable, and trustworthy governance within the Metro organization.

### **NEXT STEPS**

Staff will include language in the Technical Specifications for new bus procurements to include Pedestrian Detection safety technology.

Staff will continue to monitor the development of emerging Pedestrian Detection safety technologies and will pilot promising solutions to enhance safety on our bus network.

### **ATTACHMENTS**

Attachment A - Motion # 2023-0102 by Directors Hahn, Horvath, Mitchell, Solis and Krekorian

Attachment B "Mobileye Shield V4 W/ Apas" Operator Reference-

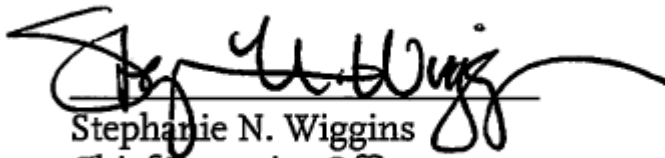
Attachment C - SAE J3016 Levels of Driving Automation

Attachment D - Equity Platform Figures 3 - 5

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Jesus Montes, Senior Executive Officer, Vehicle Engineering & Acquisition, (213) 418-  
3277

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



Stephanie N. Wiggins  
Chief Executive Officer

Metro

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

**Board Report**

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**File #:** 2023-0102, **File Type:** Motion / Motion Response**Agenda Number:** 14.

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**EXECUTIVE MANAGEMENT COMMITTEE  
FEBRUARY 16, 2023****Motion by:****DIRECTORS HAHN, HORVATH, MITCHELL, SOLIS, AND KREKORIAN****Bus Sensor Technology**

The Los Angeles County Metropolitan Transportation Authority (Metro) has a bus fleet of approximately 2,200 buses serving about 800,000 daily passenger boardings. Every day Metro moves hundreds of thousands of Angelenos almost entirely without incident, getting people safely to jobs, to school, and to see family. Metro buses have, on a few rare occasions, struck a pedestrian. In some of those instances, the bus operator was unaware of the collision until sometime later, tragically leaving behind a person who was seriously harmed.

In recent years, vehicle safety technology has become increasingly available, providing drivers with tools such as: pedestrian detection, traffic light detection, and lane marking identification. Integrating safety technology like Pedestrian Detection can help reduce the risk of serious and fatal accidents.

Pedestrian Detection consists of a camera fitted in front of the interior rear-view mirror to identify objects, radar sensor(s) integrated into the vehicle's grille to determine the position of nearby obstacles, and a central control unit to analyze the data collected and coordinate the system functions. When a Pedestrian Detection system identifies a potential collision, the system either provides an alert to the bus operator to apply the brakes or the system can automatically apply the brakes to avoid potential collisions. Emerging technologies that have the potential to complement and enhance commercially available pedestrian detection systems, such as connected vehicle technology, may also soon become available.

While these types of technology may not always be able to help avoid a collision completely, they can help reduce occurrences as well as help minimize injuries if impacts do occur.

**SUBJECT: BUS SENSOR TECHNOLOGY MOTION****RECOMMENDATION**

APPROVE Motion by Directors Hahn, Horvath, Mitchell, Solis, and Krekorian that the Board direct the Chief Executive Officer to report back in June 2023 with recommendations on these new safety features and the feasibility of (1) incorporating them into new bus procurements, (2) installing them

into our existing bus fleets, in order to reduce pedestrian collisions and to ensure that bus operators are alerted in the event of a pedestrian-involved collision, and (3) exploring other emerging collision avoidance technologies, pursuant to Metro's Street Safety Data Sharing and Collaboration Policy and Action Plan.

# "MOBILEYE® SHIELD+™ V4 w/ APAS" OPERATOR REFERENCE



## LEFT SIDE DISPLAY w/ APAS\*

- OFF**
  - No illumination.
  - No pedestrian or cyclist threat on left side of moving bus.
  - With pedestrian / bicyclist in proximity of moving bus the external audio message is 'Caution Bys Approaching'.
- DETECTION**
  - Yellow solid illumination with no sound.
  - Inform the operator a pedestrian or cyclist has been detected near the left front or left side of bus.
  - Operator should exercise additional caution until verifying that the danger of collision has passed.
- ALERT**
  - Red flashing with beeping sound.
  - Inform the operator a pedestrian or cyclist has been detected in the left front or left side of bus and collision is imminent.
  - Operator should take action to carefully stop bus to avoid collision.

\*Advanced Pedestrian Alert System

## RIGHT SIDE DISPLAY w/ APAS\*

- OFF**
  - No illumination.
  - No pedestrian or cyclist threat on right side of moving bus.
  - With pedestrian / bicyclist in proximity of moving bus the external audio message is 'Caution Bus Approaching'.
- DETECTION**
  - Yellow illumination with no sound.
  - Inform the operator a pedestrian or cyclist has been detected near the right side of bus.
  - Operator should exercise additional caution until verifying that the danger of collision has passed.
- ALERT**
  - Red flash with beeping sound and external audio message of 'Danger Step Back'.
  - Inform the operator a pedestrian or cyclist has been detected on the right side of bus and collision is imminent.
  - Operator should take action to carefully stop bus to avoid collision.

\*Advanced Pedestrian Alert System

## CENTER DISPLAY & EYEWATCH

- DETECTION**
  - Contains the Pedestrian Display and EyeWatch.
  - The EyeWatch readouts and explanations can be found below on this document.
  - No pedestrian or cyclist threat in front of moving bus.
  - Illuminated green LED indicates system operational.
- DETECTION**
  - Yellow illumination with no sound.
  - Indicates a pedestrian or cyclist is in front of the moving bus or coming towards the moving bus.
  - Operator should exercise additional caution until verifying that the danger of collision has passed.
  - Illuminated green LED indicates system operational.
- ALERT**
  - Red flashing with beeping sound.
  - Indicates a pedestrian or cyclist is in front of the moving bus or coming towards the moving bus and collision is imminent.
  - Operator should take action to carefully stop bus to avoid collision.
  - Illuminated green LED indicates system operational.

## EYEWATCH READOUTS FOR VEHICLE DETECTION ONLY

<ul style="list-style-type: none"> <li>Solid yellow lines.</li> <li>System is operational with bus at 0 speed.</li> <li>Illuminated green LED in center display indicates system operational (See Center Display and EyeWatch).</li> </ul>	<ul style="list-style-type: none"> <li>Speed Limit Indicator (SLI)</li> <li>Appears when the bus is traveling at least 5 MPH (adjustable) over the last posted speed limit sign.</li> <li>Two vertical white hash lines on each side of the EyeWatch will appear with a white number indicating miles over the last posted speed limit.</li> <li>Operator should reduce speed to keep within the speed limit.</li> </ul>	<ul style="list-style-type: none"> <li>Headway Monitoring (HMW)</li> <li>Appears as green car.</li> <li>Indicates detection of a vehicle in the path of the bus.</li> <li>No number shown if bus is traveling a safe distance behind the vehicle in front or when bus is traveling below 19 MPH.</li> </ul>	<ul style="list-style-type: none"> <li>Headway Monitoring (HMW)</li> <li>Appears as green car and number.</li> <li>Indicates how far the vehicle in front of the bus is in seconds.</li> <li>The 2.5 indicates the seconds until a collision could occur if the front vehicle were to come to a stop.</li> <li>Operator is advised to reduce speed if time to collision falls below preset seconds and car turns red.</li> <li>Has a chime sound (optional).</li> </ul>	<ul style="list-style-type: none"> <li>Headway Monitoring Warning (HMW).</li> <li>Appears as a red car with an audible chime.</li> <li>Indicates the distance between bus and vehicle in front has fallen below a safe threshold.</li> <li>Operator is advised to reduce speed to increase distance to a safe level.</li> </ul>	<ul style="list-style-type: none"> <li>Urban Forward Collision Warning (UFCW)</li> <li>Virtual bumper set as follows:                             <ul style="list-style-type: none"> <li>Without bicycle rack - 39" (1m)</li> <li>With bicycle rack - 78" (2m)</li> </ul> </li> <li>Visual and audio chime when approaching stopped vehicle.</li> <li>Active at 0.6mph.</li> </ul>	<ul style="list-style-type: none"> <li>Forward Collision Warning (FCW)</li> <li>Appears as flashing red car with a high pitched beeping sound.</li> <li>Indicates rear end collision is imminent.</li> <li>Operator must stop the bus immediately.</li> </ul>

T: 718.408.7388

Note: Pedestrian and cyclist detection requires minimum low light of 15 LUX.

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## SAE J3016™ LEVELS OF DRIVING AUTOMATION

	SAE LEVEL 0	SAE LEVEL 1	SAE LEVEL 2	SAE LEVEL 3	SAE LEVEL 4	SAE LEVEL 5
What does the human in the driver's seat have to do?	You <b>are</b> driving whenever these driver support features are engaged – even if your feet are off the pedals and you are not steering			You <b>are not</b> driving when these automated driving features are engaged – even if you are seated in “the driver’s seat”		
	You must constantly supervise these support features; you must steer, brake or accelerate as needed to maintain safety			When the feature requests, you must drive	These automated driving features will not require you to take over driving	
What do these features do?	These are driver support features			These are automated driving features		
	These features are limited to providing warnings and momentary assistance	These features provide steering <b>OR</b> brake/acceleration support to the driver	These features provide steering <b>AND</b> brake/acceleration support to the driver	These features can drive the vehicle under limited conditions and will not operate unless all required conditions are met	This feature can drive the vehicle under all conditions	
Example Features	<ul style="list-style-type: none"> <li>• automatic emergency braking</li> <li>• blind spot warning</li> <li>• lane departure warning</li> </ul>	<ul style="list-style-type: none"> <li>• lane centering <b>OR</b></li> <li>• adaptive cruise control</li> </ul>	<ul style="list-style-type: none"> <li>• lane centering <b>AND</b></li> <li>• adaptive cruise control at the same time</li> </ul>	<ul style="list-style-type: none"> <li>• traffic jam chauffeur</li> </ul>	<ul style="list-style-type: none"> <li>• local driverless taxi</li> <li>• pedals/steering wheel may or may not be installed</li> </ul>	<ul style="list-style-type: none"> <li>• same as level 4, but feature can drive everywhere in all conditions</li> </ul>

For a more complete description, please download a free copy of SAE J3016: [https://www.sae.org/standards/content/J3016\\_201806/](https://www.sae.org/standards/content/J3016_201806/)



EQUITY PLATFORM FIGURES 3 - 5

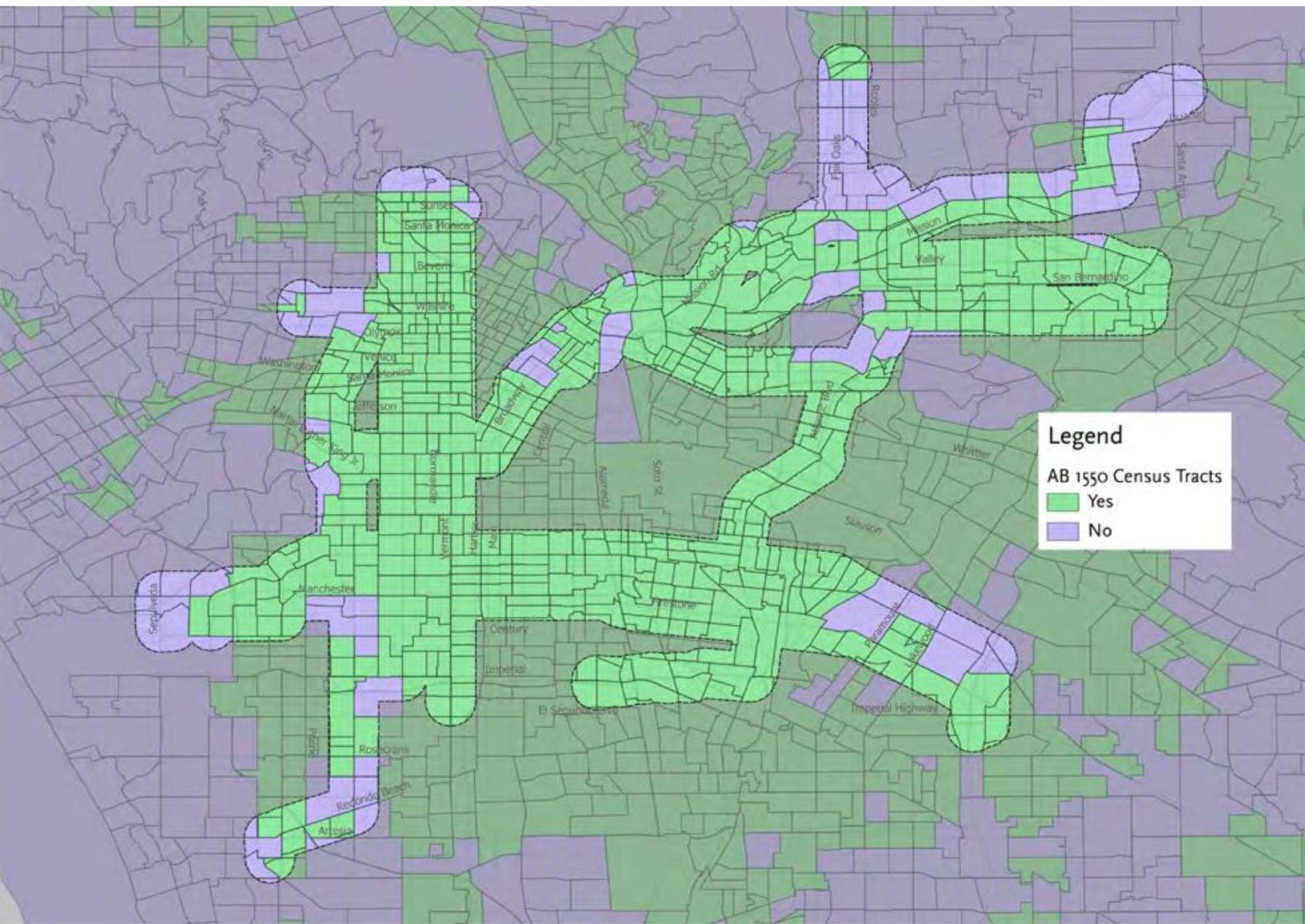


Figure 3: AB 1550 Census Tracts (Green) in the Project Corridors

EQUITY PLATFORM FIGURES 3 - 5

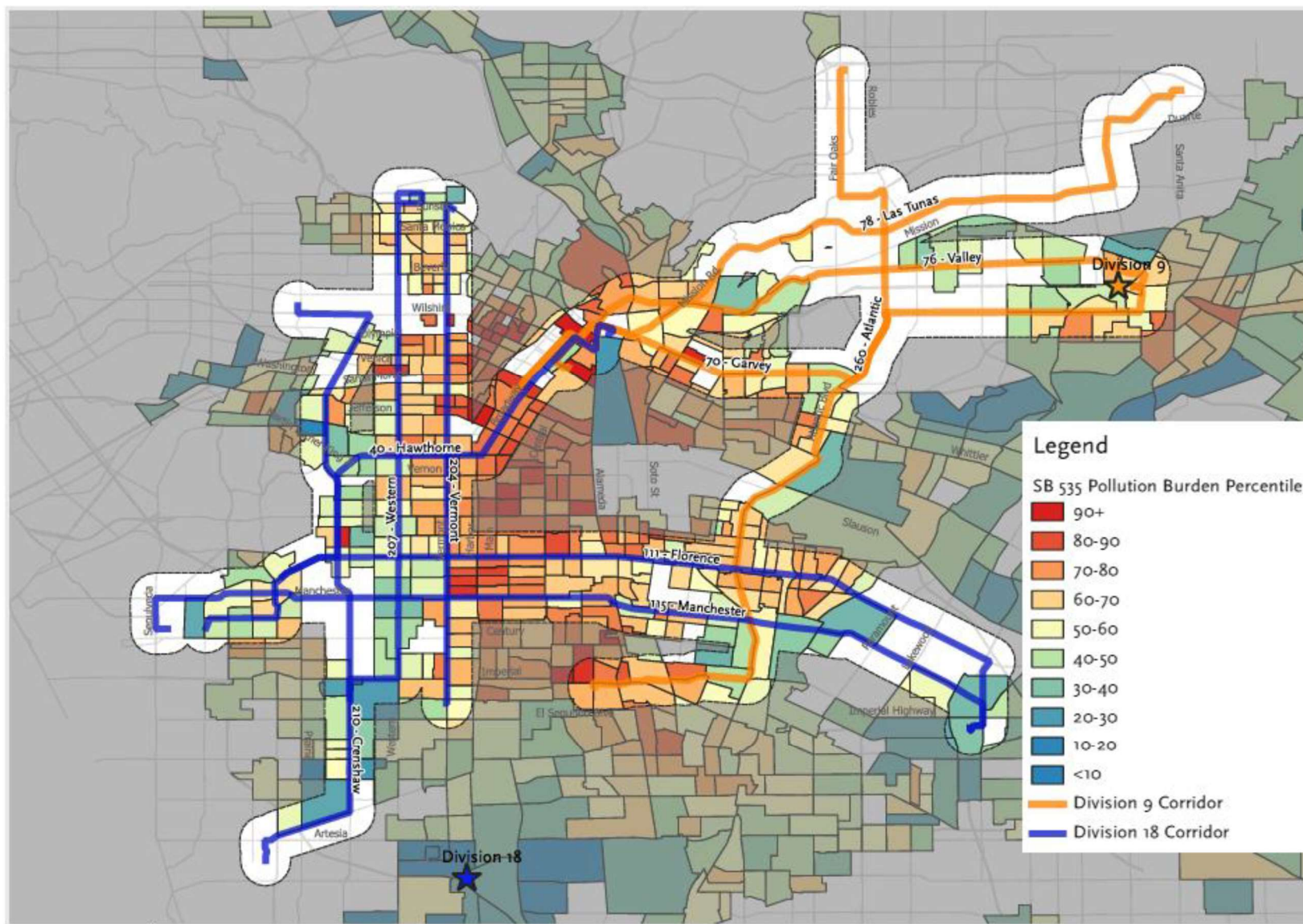


Figure 4: Census Tract Pollution Burden Percentile in the Project Corridors

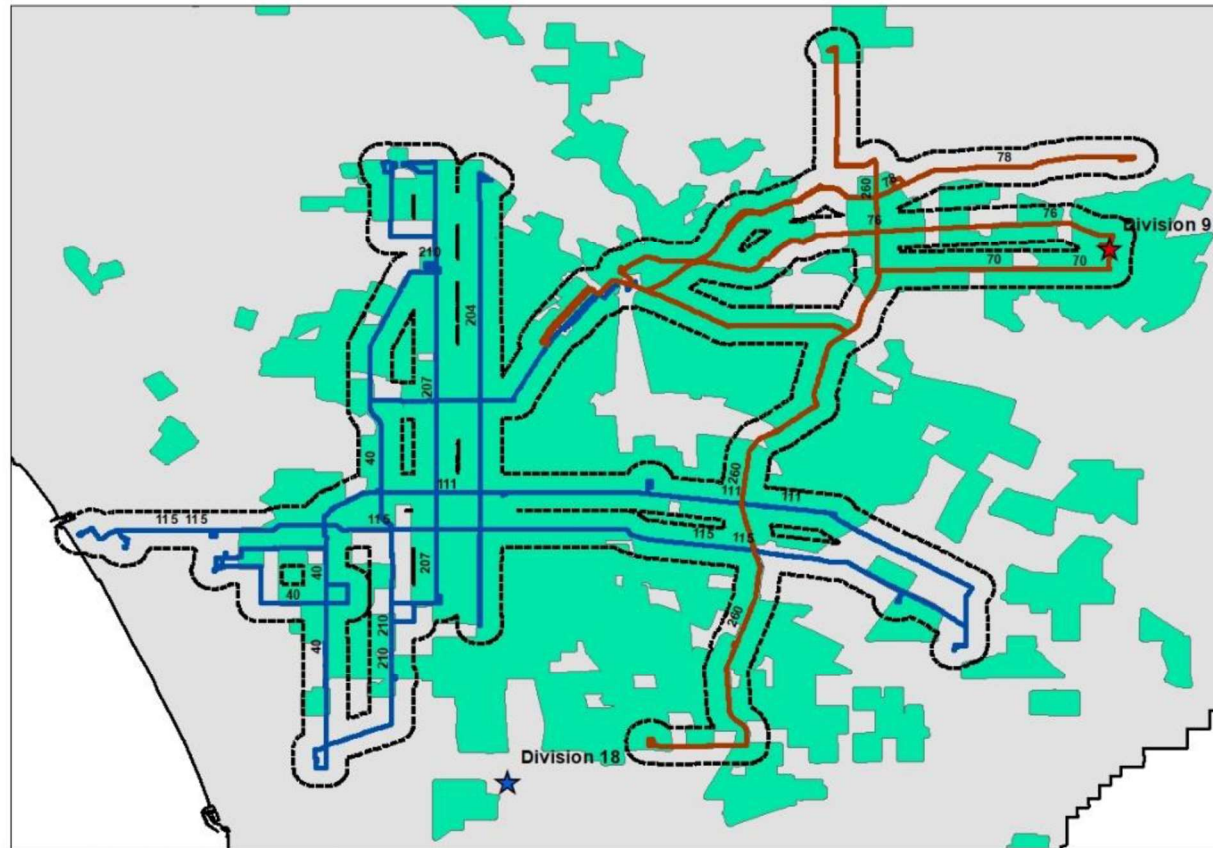
EQUITY PLATFORM FIGURES 3 - 5



### Division 9 and 18 Transit Corridors Overlaid with Equity Focused Communities

**Legend**

- Division 9
- Division 18
- Division 9 Corridors
- Division 18 Corridors
- Division 18 Corridors
- Division 9 and 18 Transit Corridor Service Area
- Equity Focused Communities
- Non Equity Focused Communities



Prepared by Metro Service Planning

December, 2022

Figure 5: EFC Overlay Map

The background features the LA Metro logo, which consists of a stylized 'M' made of white, 3D rectangular blocks on a green circular base. This is set against a larger orange circular background, which is itself on a dark grey/black background.

# LA Metro Bus Sensor Technology

*June 2023*



**Metro**

# Introduction

Metro Board approved Item 14, Bus Sensor Technology Motion. The motion requested Metro Staff to report recommendations on safety features such as pedestrian detection by June 2023. Specifically, the following responses were requested:

1. Determine feasibility of incorporating additional safety features into new procurement.
2. Determine feasibility of installing additional safety features on our existing bus fleets.
3. Explore other emerging collision avoidance technologies.

Further, Metro is in the process of concluding two separate passenger collision avoidance studies.

# Background | MobileEye

FTA Grant Funded study to evaluate commercially available collision avoidance systems. Study evaluated several technologies available in 2017.

1. Selected Mobileye Shield + to test in partnership with NF, CTE, and the FTA on 50 LA Metro buses. Final Report expected to be available July 2023.
2. Preliminary findings are inconclusive, lacking sufficient evidence to demonstrate safety improvements over transit buses without active collision avoidance systems.

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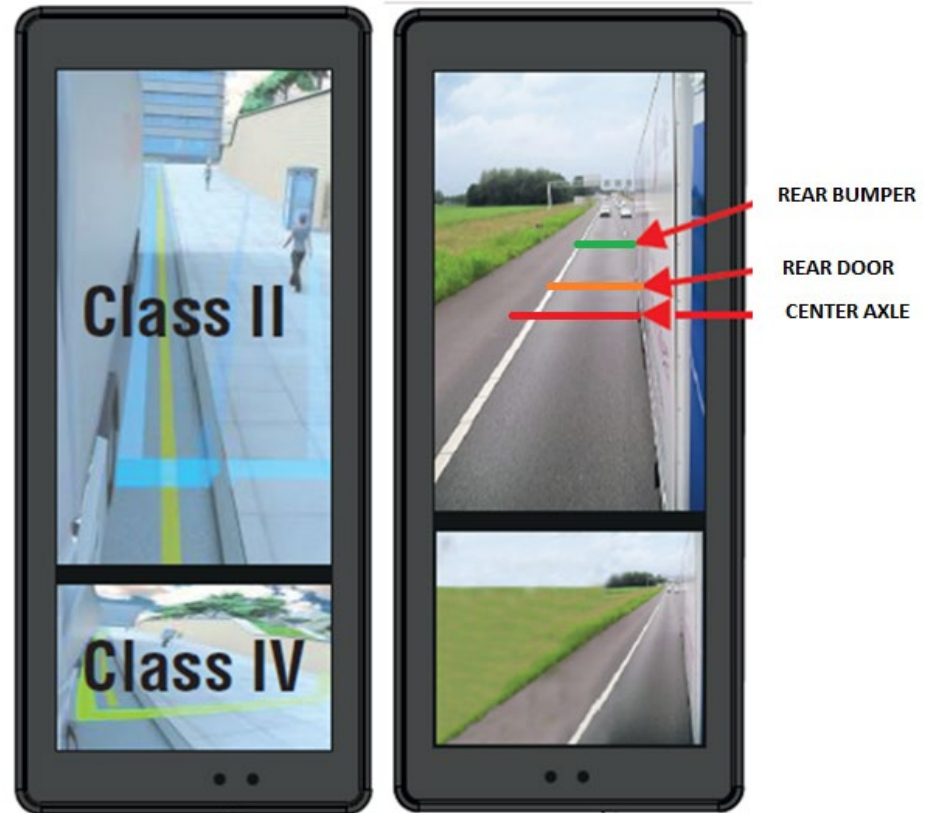


**Metro**

# Background – MirrorEye

## MirrorEye Study with BYD

1. Discussions with BYD and MirrorEye began in June 2019.
2. Electronic rear/side view monitors were tested on 5 BYD 60-foot buses and 5 BYD 40-foot buses. Features include night vision & lane marking.
3. Study ongoing, results expected to be published Summer of 2024.



## Recommendations to Board Motion Responses (1-3)

1. *Determine feasibility of incorporating additional safety features into new procurement.* Staff has included language in the Technical Specification for new bus procurements to include vehicle safety technologies such as pedestrian detection, lane departure warnings, and Advanced Driver Assistance features.
2. *Determine feasibility of installing additional safety features on our existing bus fleets.* Staff is not recommending the retrofit with MobileEye as benefits were inconclusive, but staff will continue to assess technologies for the existing bus fleet as technologies mature.
3. *Explore other emerging collision avoidance technologies.* Staff will continue to explore new technologies as they emerge and merit additional evaluation.







Thank you.

