



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

Agenda - Final

Thursday, September 17, 2026

1:00 PM

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

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Katy Yaroslavsky

Gloria Roberts, non-voting member

Stephanie Wiggins, Chief Executive Officer

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(ALSO APPLIES TO BOARD COMMITTEES)

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

The public may also address the Board on non-agenda items within the subject matter jurisdiction of the Board during the general 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 General 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.

TECHNOLOGY DISRUPTIONS - Although staff will do their due diligence to restore service, if joining the meeting virtually, please be aware that the Committee or Board may continue its meeting notwithstanding a technical disruption that prevents members of the public from attending or observing the meeting via the two-way telephonic service or two-way audio visual platform.

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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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The State Political Reform Act (Government Code Section 84308) requires that a party to a proceeding coming before an agency involving a license, permit, or other entitlement for use including all contracts (other than competitively bid contracts that are required by law, agency policy, or agency rule to be awarded pursuant to a competitive process , labor contracts, personal employment contracts, contracts valued under \$50,000, contracts where no party receives financial compensation, contracts between two or more agencies, the periodic review or renewal of development agreements unless there is a material modification or amendment proposed to the agreement, the periodic review or renewal of competitively bid contracts unless there are material modifications or amendments proposed to the agreement that are valued at more than 10 percent of the value of the contract or fifty thousand dollars (\$50,000), whichever is less, and modifications of or amendments to any of the foregoing contracts, other than competitively bid contracts), shall disclose on the record of the proceeding any contributions in an amount of more than \$500 made within the preceding 12 months by the party, or the party's agent, to any officer of the agency. When a closed corporation is party to, or participant in, such a proceeding, the majority shareholder must make the same disclosure. Failure to comply with this requirement may result in the assessment of civil or criminal penalties.

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The Meeting begins at 1:00 PM Pacific Time on September 17, 2026; you may join the call 5 minutes prior to the start of the meeting.

Dial-in: 888-978-8818 and enter
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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 1:00 PM, hora del Pacifico, el 17 de Septiembre de 2026. Puedes unirse a la llamada 5 minutos antes del comienso de la junta.

Marque: 888-978-8818 y ingrese el codigo
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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:

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Please include the Item # in your comment and your position of "FOR," "AGAINST," "GENERAL COMMENT," or "ITEM NEEDS MORE CONSIDERATION."

Email: BoardClerk@metro.net

Post Office Mail:

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One Gateway Plaza

MS: 99-3-1

Los Angeles, CA 90012

CALL TO ORDER

ROLL CALL

APPROVE Consent Calendar Items: 32, 33, 34, 35 and 36.

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

CONSENT CALENDAR

- 32. SUBJECT: P2000 LIGHT RAIL VEHICLE (LRV) OVERHAUL PROGRAM** [2026-0063](#)
CONSULTANT SUPPORT SERVICES

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to execute Contract Modification No. 34 to Contract No PS20113000, a cost plus fixed-fee contract with CH2M Hill, Inc. for the P2000 Light Rail Vehicle (LRV) Overhaul Program Consultant Support Services, increasing the Not-To-Exceed (NTE) contract price by \$810,985.32, from \$11,012,090.20 to \$11,823,075.52, and extending the period of performance from September 30, 2026 through June 30, 2034. This requested increase to the NTE contract price is within the current P2000 LOP budget.

Attachments: [Attachment A - Procurement Summary](#)
[Attachment B - Contract Modification/Change Order Log](#)
[Attachment C - DEOD Summary](#)
[Presentation](#)

- 33. SUBJECT: APPOINTMENTS TO METRO'S SERVICE COUNCILS** [2026-0479](#)

RECOMMENDATION

APPROVE nominees for membership on Metro's San Fernando Valley and Westside Central Service Councils (Attachment A).

Attachments: [Attachment A - New Appointee Nomination Letters](#)
[Attachment B - New Appointee Biographies and Qualifications](#)
[Attachment C - Service Councils Demographic Information](#)
[Presentation](#)

34. SUBJECT: HI RAIL SWING LOADERS

[2026-0564](#)

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to award a firm fixed price contract, Contract No. DR135489 for six swing loaders with hi-rail gears to SWNG Inc. (DBA Swingmaster), the lowest responsive and responsible bidder, for a total contract amount of \$2,573,400, plus applicable California's use tax, subject to the resolution of any properly submitted protest(s), if any.

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

35. SUBJECT: UNIFORM RENTAL SERVICES

[2026-0566](#)

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to execute Modification No. 2 to Contract No. OP44851-20008370 with Prudential Overall Supply for uniform rental services, to exercise the one, three-year option in the Not-To-Exceed (NTE) amount of \$3,575,446, increasing the total contract NTE amount from \$3,256,271 to \$6,831,717, and extending the period of performance from December 1, 2026 to November 30, 2029.

Attachments: [Attachment A - Procurement Summary](#)
 [Attachment B - Contract Modification/Change Order Log](#)
 [Attachment C - DEOD Summary](#)
 [Presentation](#)

**36. SUBJECT: STAINLESS STEEL ANTI-GRAFFITI FILM INSTALLATION
AND REPLACEMENT SERVICES REGIONS 1 THROUGH 3**

[2026-0567](#)

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to execute Modification No. 4 to Contract No. OP964830008370 with Graffiti Shield, Inc. for stainless steel anti-graffiti film installation and replacement services for Regions 1, 2, and 3, to exercise the first one-year option in the Not-To-Exceed (NTE) amount of \$5,737,859, increasing the total NTE contract amount from \$15,722,845 to \$21,460,704, and extending the period of performance from December 1, 2026, to November 30, 2027.

Attachments: [Attachment A - Procurement Summary](#)
 [Attachment B - Contract Modification/Change Order Log](#)
 [Attachment C - DEOD Summary](#)
 [Presentation](#)

NON-CONSENT

- 37. SUBJECT: OPERATIONS EMPLOYEES OF THE MONTH** [2026-0541](#)

RECOMMENDATION

RECOGNIZE Operations Employees of the Month.

Attachments: [Presentation](#)

- 38. SUBJECT: CHIEF OPERATIONS OFFICER'S MONTHLY REPORT** [2026-0542](#)

RECOMMENDATION

RECEIVE oral report on Metro Operations.

- 39. SUBJECT: METRO C-LINE TRACTION POWER SUBSTATION (TPSS)
REPLACEMENT PROJECT** [2026-0569](#)

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to:

INCREASE the Life of Project Budget (LOP) for the Project 205670 - Metro C Line Traction Power Substations Replacement by \$63,000,000 increasing the Life of Project from \$98,500,000 to \$161,500,000.

Attachments: [Attachment A – Project Expenditure Plan](#)
[Presentation](#)

- 40. SUBJECT: METRO BIKE SHARE** [2026-0672](#)

RECOMMENDATION

AUTHORIZE the Chief Executive Officer (CEO) to execute Modification No. 25 to Contract No. PS272680011357 with Bicycle Transit Systems, Inc., DBA Revolution, to implement and support the grant funded expansion of the Metro Bike Share (MBS) system in the Not-To-Exceed (NTE) amount of \$7,550,000, increasing the total contract value from \$139,830,029 to \$147,380,029.

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

41. SUBJECT: REVIEW OF METRO RAIL STATION REPAIRS [2025-1029](#)

RECOMMENDATION

RECEIVE AND FILE Office of the Inspector General (OIG) Final Report on Review of Metro Rail Station Repairs.

Attachments: [Attachment A - Final Report on Review of Rail Station Repairs \(26-AUD-05\)](#)
[Attachment B - Operations Response to Recommendations](#)
[Attachment C - Customer Experience Response to Recommendations](#)
[Presentation](#)

42. SUBJECT: STATION ACTIVATION QUARTERLY UPDATE [2026-0339](#)

RECOMMENDATION

RECEIVE oral report that provides an update on Metro's efforts to launch a comprehensive Station Activation Program.

Attachments: [Attachment A - Board Motion 29](#)
[Presentation](#)

43. SUBJECT: CUSTOMER EXPERIENCE QUARTERLY UPDATE [2026-0469](#)

RECOMMENDATION

RECEIVE oral report on the quarterly Customer Experience Pulse Survey, customer experience improvements and marketing and communications campaign results.

Attachments: [Presentation](#)

44. SUBJECT: PUBLIC SAFETY ADVISORY COMMITTEE UPDATE [2026-0624](#)

RECOMMENDATION

RECEIVE AND FILE Metro's Public Safety Advisory Committee (PSAC) Update.

Attachments: [Attachment A - Motion 37](#)

45. SUBJECT: MONTHLY UPDATE ON PUBLIC SAFETY [2026-0572](#)

RECOMMENDATION

RECEIVE AND FILE the Public Safety Report.

Attachments: [Attachment A - Station Experience Updates](#)
[Attachment B - HOME FY26 & FY27 Interim & Permanent Housing Placements](#)

SUBJECT: GENERAL PUBLIC COMMENT

[2026-0667](#)

RECEIVE General Public Comment

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

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

Adjournment



Board Report

File #: 2026-0063, **File Type:** Contract

Agenda Number: 32.

OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE SEPTEMBER 17, 2026

**SUBJECT: P2000 LIGHT RAIL VEHICLE (LRV) OVERHAUL PROGRAM CONSULTANT
SUPPORT SERVICES**

ACTION: APPROVE RECOMMENDATION

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to execute Contract Modification No. 34 to Contract No PS20113000, a cost plus fixed-fee contract with CH2M Hill, Inc. for the P2000 Light Rail Vehicle (LRV) Overhaul Program Consultant Support Services, increasing the Not-To-Exceed (NTE) contract price by \$810,985.32, from \$11,012,090.20 to \$11,823,075.52, and extending the period of performance from September 30, 2026 through June 30, 2034. This requested increase to the NTE contract price is within the current P2000 LOP budget.

ISSUE

The current consulting service has provided Metro with program and technical support for the P2000 LRV Modernization Contract, originally awarded in March 2017. Technical consultant support is required throughout the P2000 LRV Modernization warranty period to track the performance of 52 post-modernization vehicles. From the latest project schedule update, it is projected that the final modernized LRV will complete its warranty approximately Q1 2034. A firm end date cannot be set at this time, as the conclusion of the warranty period is dependent on when all warranty issues are satisfactorily resolved. Based on current projections, technical consultant support is expected to be required through June 30, 2034.

In addition, the project has experienced several unforeseen technical challenges that required significant additional effort, investigation, testing, development, and coordination. These included multiple fleet defects and warranty-related issues across multiple systems, as well as software and communications upgrades required to support operational readiness for the P2000 fleet on the A and C Lines.

Lastly, there have been delays in achieving Conditional Acceptance of the final LRVs, primarily due to the need for parts replacement and ongoing fault-finding and troubleshooting, which have continued to extend the project schedule and shift the warranty period.

BACKGROUND

At its March 2017 meeting, the Board approved the award of Contract No. PS20113000, a cost-plus, fixed fee contract to CH2M Hill, Inc. in the amount of \$5,829,626 (base contract) for technical and program management services in support of the P2000 LRV Modernization Project. The base contract duration was five years. A no-cost contract modification was issued in February 2022, extending the base contract from March 2022 through September 2022.

At its September 2022 meeting, the Board approved extending project support activities by an additional \$1,231,187.71, from October 1, 2022, through June 30, 2023. This contract modification was issued through June 2023 to align with anticipated project activities and Metro's fiscal year for project budgeting purposes.

At its May 2023 meeting, the Board approved extending project support activities by an additional \$1,861,372.68 through June 30, 2024, with subsequent contract modifications within staff authority to extend the period of performance to December 31, 2025.

At its July 2025 meeting, the Board approved extending the project support activities for an additional \$1,448,394.00 through June 30, 2026, with subsequent contract modifications within staff authority per Attachment B.

CH2M Hill Inc. currently provides staff support in the following disciplines, as directed by Metro:

- Project Management
- Systems Engineering
- Systems Integration
- Inspection & Testing Activities at LRV Production/Modernization Site
- LRV Commissioning and acceptance Activities
- Quality Assurance
- Document Control

All work and assignments are on an as-needed basis and directed by the Metro P2000 Project Team through issued Task Orders using fixed labor rates. The Consulting staff is managed daily by Metro's P2000 Project Manager. This requested increase to the NTE contract price is within the current P2000 LOP budget.

DISCUSSION

Findings

Since the subject contract was awarded in March 2017, CH2M Hill, Inc. has been providing Metro's Project Team with technical and program management support, including review of all technical documents, oversight of system and combined-system level integration efforts, witness of verification and validation tests, as well as inspection of workmanship at the corresponding Metro Divisions. The Project is now concluding the Conditional Acceptance phase, which enables the Modernized LRVs to enter revenue service (only two of the 52 total LRVs remain pending Conditionally Accepted).

The identification and resolution of fleet defects provide added value by improving fleet reliability, safety, maintainability, and long-term system performance, while ensuring the contractor addresses issues within their contractual responsibilities. The software updates will also ensure the P2000 fleet is ready for operations on the C and K Lines, supporting future fleet relocation plans aligned with Metro Management and Operations objectives.

The next phase includes the LRV's Reliability Demonstration, which measures the performance of the Conditionally Accepted LRVs in revenue service against contractual reliability targets. Also, the project will soon complete the LRV Final Acceptance and enter the warranty period.

Considerations

Approval of the recommendation modifies Contract No. PS20113000 to allow for continuation of technical and program management support on the P2000 LRV Modernization Project. Staff requires this project support to navigate and mitigate the remaining technical issues to achieve final acceptance and completion of the warranty period for 52 modernized P2000 LRVs, which is projected to end by June 2034.

This is an existing professional services support contract required to ensure continuity, seamless project execution, and completion of the LRV Modernization project. Approving the recommendation ensures the successful completion of the Overhaul/Midlife Modernization Project and ensures that technical issues are properly solved during the next project stages. This will help to provide accessible and affordable transportation for all who ride Metro's light rail system.

DETERMINATION OF SAFETY IMPACT

The approval of the additional NTE funds for the consultant services will ensure team continuity and maintain overall system safety, service quality, system reliability, maintainability, and customer satisfaction.

The P2000 LRV Modernization Project permits Metro to maintain the P2000 LRV fleet in a State of Good Repair (SGR).

FINANCIAL IMPACT

The requested new NTE contract price of \$11,823,075.52 is within the overall Board-approved project LOP budget of \$180,853,926.

The Contract Price increase of \$810,985.32 is included in Cost Center 3043, Rail Vehicle Acquisition, Account 50316, under project number CP 206044, P2000 LRV Overhaul Program.

Since this is a multi-year contract, the Cost Center Manager, Sr. Project Manager, and Sr. Executive Officer of Vehicle Acquisitions will be responsible for future fiscal-year budgeting.

Impact to Budget

The current budget for this action includes Proposition A 35% and Federal 5337. These funds are eligible for rail operating and capital projects.

EQUITY PLATFORM

The P2000 LRV Modernization Project enables the successful delivery of these vehicles on Metro's existing LRV lines. These lines serve many Equity Focus Communities (EFCs), including those in Downtown LA, Chinatown, Long Beach, LAX (including the Crenshaw and Aviation areas), Santa Monica, Foothills, etc., as these cars are modernized to run on all of Metro's existing LRV Lines. Having safe, reliable LRVs provides residents of EFCs with options, who are more likely to use public transit to commute seamlessly to work, school, and other opportunities.

CH2M Hill, Inc. (Jacobs Engineering Group) (CH2M) made a 24.81% Disadvantaged Business Enterprise (DBE) commitment on this task-order-based contract. However, the U.S. Department of Transportation has issued an Interim Final Rule that makes changes to the DBE Program, including the suspension of goals, counting participation, and enforcement effective October 3, 2025. While the DBE commitment is not a factor in the staff recommendation, three certified small businesses are participating in this contract.

VEHICLE MILES TRAVELED OUTCOME

VMT and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit.* Metro's Board-adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

As part of these ongoing efforts, this item is expected to contribute to further reductions in VMT. This item supports Metro's systemwide strategy to reduce VMT through investment activities that will improve and further encourage transit ridership, ridesharing, and active transportation. Metro's Board-adopted VMT reduction targets were designed to build on the success of existing investments, and this item aligns with those objectives.

*Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommendation supports strategic plan Goal #1.2 - Optimize the speed, reliability, and performance of the existing system by revitalizing and upgrading Metro's transit assets. The completion and rollout of the P2000 LRVs are state-of-the-art assets that will significantly improve the integrity of Metro's overall transit network.

ALTERNATIVES CONSIDERED

The Board may choose not to approve the recommendation for increasing the contract amount. This is not recommended, as critical project activities currently supported by consulting staff will be interrupted, directly impacting the overall project. These activities include, but are not limited to, witnessing commissioning tests for the last two LRVs, reviewing test reports, reviewing the Project Schedule, providing LRV commissioning acceptance, LRV reliability, and LRV warranty support. The Metro Project Team does not have the in-house resources to undertake all the necessary Project tasks as described.

Not approving the recommendation will also adversely affect the completion of the P2000 LRV Modernization Project due to the loss of the required resources provided under this Consulting Services contract. The potential adverse impacts may include compromised quality and SGR of the Modernized LRVs, and a reduction in the number of LRVs available for rollout to meet current passenger demand.

NEXT STEPS

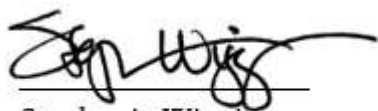
Upon Board approval, staff will execute Contract Modification No. 34 to increase the contract NTE amount by \$810,985.32 with CH2M Hill, Inc. to continue services.

ATTACHMENTS

Attachment A - Procurement Summary
Attachment B - Contract Modification/Change Order Log
Attachment C - DEOD Summary

Prepared by: Cecil Bailey, Senior Manager, Project Control, (213) 922-3188
Annie Yang, Deputy Executive Officer, Rail Vehicle Acquisition, (213) 922-3284
Jesus Montes, Senior Executive Officer, Vehicle Acquisition, 213-418-3277
Debra Avila, Deputy Chief Vendor/Contract Management Officer, (213) 418-3051

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


Stephanie Wiggins
Chief Executive Officer

PROCUREMENT SUMMARY

**P2000 LIGHT RAIL VEHICLE (LRV) OVERHAUL PROGRAM CONSULTANT
SUPPORT SERVICES
/ CONTRACT NO. PS20113000**

1.	Contract Number: PS20113000			
2.	Contractor: CH2M Hill, Inc.			
3.	Mod. Work Description: Increase the Not-To-Exceed (NTE) contract price by \$810,985.32 from \$11,012,090.20 to \$11,823,075.52.			
4.	Contract Work Description: Provide technical and program management support to Metro Project Team managing the existing P2000 Light Rail Vehicle (LRVs) Midlife Modernization Project to ensure timely modernization work and successful delivery of the modernized P2000 LRVs and the associated deliverables.			
5.	The following data is current as of: March 3, 2026			
6.	Contract Completion Status		Financial Status	
	Contract Awarded:	04/17/17	Original Not-to-Exceed Contract Award Amount:	\$5,829,626.00
	Notice to Proceed (NTP):	N/A	Total of Modifications Approved:	\$5,182,464.20
	Original Complete Date:	12/31/21	Pending Modifications (including this action):	\$ 810,985.32
	Current Est. Complete Date:	06/30/34	Current Contract Value (with this action):	\$11,823,075.52
7.	Contract Administrator: Mildred Martinez		Telephone Number: 213-922-4753	
8.	Project Manager: Cecil Bailey		Telephone Number: 213-922-3188	

A. Procurement Background

This Board Action is to approve Contract Modification No. 34 to increase the total authorized funding for Contract No. PS20113000, to CH2M Hill, Inc. for technical and program management support to Metro's P2000 Project Team on the P2000 LRV Midlife Modernization Project, in the Not-to-Exceed (NTE) amount of \$810,985.32, increasing the Contract total from an NTE amount of \$11,012,090.20, to an NTE amount of \$11,823,075.52.

This Contract Modification will be processed in accordance with Metro's Acquisition Policy and the contract type is a cost plus fixed-fee.

On April 17, 2017, the Board awarded Contract No. PS20113000 to CH2M Hill, Inc.

for technical and program management support to Metro's P2000 Project Team on the P2000 LRV Midlife Modernization Project, in the total NTE amount of \$5,829,626.00.

Contract Modification Nos. 1 through 33 were issued with staff delegated authority.

(Refer to Attachment B – Contract Modification/Change Order Log)

B. Cost/Price Analysis

The recommended cost plus fixed-fee price has been determined to be fair and reasonable based upon an Independent Cost Estimate (ICE), negotiations, and a technical evaluation. The negotiation of the NTE amount comprised of validation of CH2M and its subcontractor's current labor rates, audited labor overhead, travel and other direct costs, and a negotiated fixed fee. The approved labor rate for each consultant is based on a cost analysis, which has resulted in a fair and reasonable price determination.

Proposal Amount	Metro ICE	Negotiated Amount
\$997,812.98	\$819,249.00	\$810,985.32

C. Contractor Information

CH2M is an engineering company that provides consulting, design, construction, and operation services for corporations and governments across the world. In 2017, it was acquired by Jacobs Engineering Group but kept its name for existing contracts. Under this Contract, they requested to keep CH2M. For Systems and Rolling Stock, they support bus and rail system projects with a focus on requirements definition, procurement, technical advisory services, modification designs, performance simulations, testing and commissioning efforts, condition assessments, manufacturer audits, maintenance optimization, and major overhaul and modification programs.

In addition to providing technical and program management support for the P2000 LRV Modernization Project, CH2M currently provides program management support for the P3010 LRV Project and is also one of the qualified consulting firms on Metro's Rail Vehicle Bench.

CONTRACT MODIFICATION/CHANGE ORDER LOG

**P2000 LIGHT RAIL (LRV) OVERHAUL PROGRAM CONSULTANT SUPPORT
SERVICES/ CONTRACT NO. PS20113000**

Mod. no.	Description	Status (approved or pending)	Date	\$ Amount
1	Administrative Changes	Approved	11.16.17	\$0.00
2	Update Exhibit 1 with Exhibit 1.1 to add new staff	Approved	12.21.17	\$0.00
3	Update Exhibit 1.1 with Exhibit 1.2 to add new staff	Approved	07.11.22	\$0.00
4	Update Exhibit 1.2 with Exhibit 1.3 to add new staff	Approved	04.18.18	\$0.00
5	Update Exhibit 1.3 with Exhibit 1.4 to add new staff	Approved	08.16.18	\$0.00
6	Update Exhibit 1.4 with Exhibit 1.5 to add new staff	Approved	04.12.19	\$0.00
7	Update Exhibit 1.5 with Exhibit 1.6 to add new staff	Approved	04.16.19	\$0.00
8	Update Exhibit 1.6 with Exhibit 1.7 to add new staff	Approved	07.24.19	\$0.00
9	Update Exhibit 1.7 with Exhibit 1.8 to add new staff	Approved	09.05.19	\$0.00
10	Update Exhibit 1.8 with Exhibit 1.9 to add new staff	Approved	11.13.19	\$0.00
11	Update Exhibit 1.9 with Exhibit 1.10 to add new staff	Approved	03.13.20	\$0.00
12	Update Exhibit 1.10 with Exhibit 1.11 to add new staff	Approved	03.20.20	\$0.00
13	Update Exhibit 1.11 with Exhibit 1.12 to add new staff	Approved	09.09.20	\$0.00
14	Update Exhibit 1.12 with Exhibit 1.13 to add new staff	Approved	11.03.20	\$0.00
15	Update Exhibit 1.13 with Exhibit 1.14 to add new staff and Extend the Period of Performance through December 31, 2023.	Approved	07.12.21	\$0.00
16	Update Exhibit 1.14 with Exhibit 1.15 to add new staff	Approved	02.15.22	\$0.00
17	Update Exhibit 1.15 with Exhibit 1.16 to add new staff	Approved	05.11.22	\$0.00

18	Update Exhibit 1.16 with Exhibit 1.17 to add new staff	Approved	07.06.22	\$0.00
19	Increase \$1,231,187.71 to the Not-to-Exceed Contract Price. Update Exhibit 1.17 with Exhibit 1.18 with increase Not-to-Exceed Contract Price	Approved	09.27.22	\$1,231,187.71
20	Update Exhibit 1.18 with Exhibit 1.19 to add new staff	Approved	09.27.22	\$0.00
21	Update Exhibit 1.19 with Exhibit 1.20 to add new staff	Approved	11.16.22	\$0.00
22	Update Exhibit 1.20 with Exhibit 1.21 with years 8 and 9 labor rates	Approved	02.28.23	\$0.00
23	Extended the Period of Performance through December 31, 2025.	Approved	04.05.23	\$0.00
24	Increase \$1,861,372.68 to the Not-to-Exceed Contract Price	Approved	06.27.23	\$1,861,372.68
25	Update Exhibit 1.22 to add new staff	Approved	08.23.23	\$0.00
26	Update Exhibit 1.22 to add new staff	Approved	04.23.24	\$0.00
27	Update Exhibit 1.22 with Exhibit 1.23 to add new staff	Approved	05.31.24	\$0.00
28	Update Exhibit 1.23 to add new staff	Approved	09.06.24	\$0.00
29	Update Exhibit 1.23 to add new staff	Approved	07.24.25	\$0.00
30	Increase the Not-to-Exceed Contract Price by adding the CMA limit	Approved	08.05.25	\$641,509.81
31	Increase \$1,448,394.00 to the Not-to-Exceed Contract Price and extend the Period of Performance to June 30, 2026	Approved	07.24.25	\$1,448,394.00
32	Update Exhibit 1.23 to add new staff	Approved	03.17.26	\$0.00
33	Extend the Period of Performance to September 30, 2026	Approved	09.01.26	\$0.00
34	Increase \$810,985.32 to the Not-to-Exceed Contract Price and extend the Period of Performance to June 30, 2034	Pending	Pending	\$810,985.32
	Modification Total:			\$5,993,449.52
	Original Contract:			\$5,829,626.00
	Total:			\$11,823,075.52

DEOD SUMMARY**P2000 LIGHT RAIL VEHICLE (LRV) OVERHAUL PROGRAM CONSULTANT
SUPPORT SERVICES/ CONTRACT NO. PS20113000****A. Small Business Participation**

CH2M Hill, Inc. (Jacobs Engineering Group) (CH2M) made a 24.81% Disadvantaged Business Enterprise (DBE) commitment on this task-order based contract. However, the U.S. Department of Transportation (USDOT) has issued an Interim Final Rule (IFR) that makes changes to the DBE Program, including the suspension of goals, counting participation, and enforcement effective October 3, 2025. Metro is currently reviewing the Interim Final Rule (IFR) to identify necessary program and procedural changes to ensure full compliance. While the DBE commitment is not a factor in the staff recommendation, there are three certified small businesses participating in this contract.

B. Living Wage and Service Contract Worker Retention Policy Applicability

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

C. Prevailing Wage Applicability

Prevailing wage is not applicable to this contract.

D. Project Labor Agreement/Construction Careers Policy

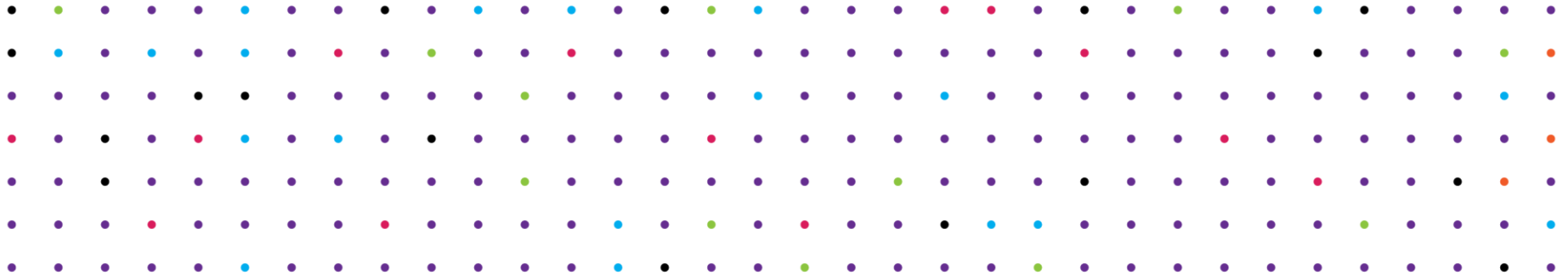
Project Labor Agreement/Construction Careers Policy is not applicable to this Contract. PLA/CCP is applicable only to construction contracts that have a construction related value in excess of \$2.5 million.

E. Manufacturing Careers Policy

The Manufacturing Careers Policy (MCP) does not apply to this contract. The MCP is required on Metro's Rolling Stock RFPs, with an Independent Cost Estimate of at least \$50 million.

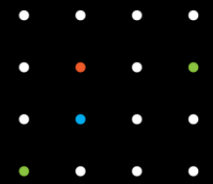
VEHICLE ENGINEERING AND ACQUISITION

P2000 LIGHT RAIL VEHICLE (LRV) OVERHAUL PROGRAM CONSULTANT SUPPORT SERVICES



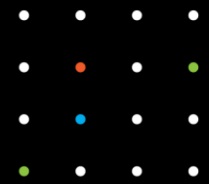
Operations, Safety, and Customer Experience Committee
September 17, 2026

RECOMMENDATION



AUTHORIZE the Chief Executive Officer to execute Contract Modification No. 34 to Contract No PS20113000, a cost plus fixed-fee contract with CH2M Hill, Inc. for the P2000 Light Rail Vehicle (LRV) Overhaul Program Consultant Support Services, increasing the Not-To-Exceed (NTE) contract price by \$810,985.32, from \$11,012,090.20 to \$11,823,075.52, and extending the period of performance from September 30, 2026 through June 30, 2034. This requested increase to the NTE contract price is within the current P2000 LOP budget.

ISSUE & DISCUSSION

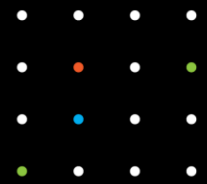


PROJECT: P2000 Light Rail Vehicle Overhaul/Midlife Modernization Program
Consultant Support Services

AWARDEE : CH2M Hill, Inc. (JACOBS)

DEOD COMMITMENT: 24.81% DBE Commitment. However, the U.S. Department of Transportation (USDOT) has issued an Interim Final Rule (IFR) that makes changes to the DBE Program and DBE regulations at 49 C.F.R. Part 26, effective October 3, 2025. During this transition period, certain provisions contained in the contract documents related to contract goals, enforcement, and counting of participation are suspended. While the DBE commitment is not a factor in the staff recommendation, there are three certified small businesses participating in this contract.

ISSUE & DISCUSSION

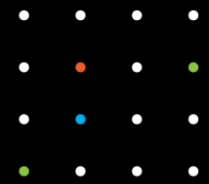


ISSUE

P2000 Midlife Modernization Project has experienced several unforeseen technical challenges that required significant additional effort, investigation, testing, development and coordination; technical challenges were notified to the P2000 Overhaul Contractor via multiple Fleet Defects and Warranty related issues involving multiple systems as well as software and communication upgrades. Therefore, key milestones have been delayed, such as: Conditional Acceptance of the last two LRV's, Final Acceptance and End of Warranty Period.

Consulting services are required through the listed key milestones to support readiness on the A and C Line.

ISSUE & DISCUSSION



DISCUSSION

This existing professional service support provides Metro Project Team both technical and program management supports during the remaining phases of the project, including Conditional Acceptance of remaining two LRVs, Fleet Reliability, Final Acceptance and End of Warranty.

Approval of the recommendation modifies Contract No. PS20113000 to allow continuation of technical and program management supports for the P2000 LRV Midlife Modernization Project. Metro staff requires these professional supports to navigate and mitigate the remaining technical issues to achieve final acceptance of P2000 LRVs and a successful warranty period. The Metro Project Team does not have the in-house resources to undertake the described support.

Based on current projections, consultant support is anticipated through June 30, 2034 (estimated date based on end of extended warranty on final LRV).



Board Report

File #: 2026-0479, **File Type:** Appointment

Agenda Number: 33.

OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE SEPTEMBER 17, 2026

SUBJECT: APPOINTMENTS TO METRO'S SERVICE COUNCILS

ACTION: APPROVE RECOMMENDATION

RECOMMENDATION

APPROVE nominees for membership on Metro's San Fernando Valley and Westside Central Service Councils (Attachment A).

ISSUE

There are currently two vacancies on the San Fernando Valley Service Council and one on the Westside Central Service Council.

BACKGROUND

Metro Service Councils (MSCs) were created in 2002 as community-based bodies that improve bus service and promote service coordination with municipal and local transit providers. The MSC bylaws specify that representatives who live, work, or represent the region should have a basic working knowledge of public transit service within their area and understand 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, rendering decisions for proposed bus route changes, and considering staff recommendations/public comments. All route and major service changes approved by the MSCs will be brought to the Metro Board of Directors as an information item. If the Metro Board moves an MSC-approved service change to an action item, the MSCs will be notified of this change before the next Service Council monthly meeting.

DISCUSSION

The individuals listed below have been nominated by each of the Councils' nominating authorities. If approved by the Board, they will serve for the three-year terms specified below. A brief listing of qualifications for new nominees and the nomination letters are provided in Attachments A and B. Membership of the Councils with these appointees compared to the regions' demographics and ridership are provided in Attachment C. Lastly, the original date of appointment and attendance

record over the previous July 1, 2023 - June 30, 2026 term is provided for all incumbent candidates; the June 2026 Service Council meetings had not yet been held at the time this report was prepared.

San Fernando Valley Service Council

A. Rudy Trujillo, Reappointment

Nominated by: Cities of Burbank, Glendale, and San Fernando

Term: July 1, 2026 - June 30, 2029

Meeting Date	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
FY2024	Dark	Present	Present	Absent	Virtual	Dark	Virtual	Absent	Present	Present	Present	Present
FY2025	Dark	Absent	Absent	Present	Absent	Present	Dark	Present	Present	Absent	Present	Present
FY2026	Absent	Dark	Virtual	Present	Virtual	Dark	Absent	Present	Present	Absent	Present	Present

Mr. Trujillo previously served on this Council from July 1, 2023 - June 30, 2026. During his previous term, Mr. Trujillo's attendance record was as follows:

B. Christopher Rizzotti, New Appointment

Nominated by: Cities of Burbank, Glendale, and San Fernando

Term: July 1, 2024 - June 30, 2027

Westside Central Service Council

C. Ryan Hund, New Appointment

Nominated by: Westside Central Council of Governments

Term: July 1, 2024 - June 30, 2027

DETERMINATION OF SAFETY IMPACT

Maintaining a fully appointed service council of representatives for each service area is important, as each Representative is required to regularly use 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 riders, including the need for safe operation of transit service and the safe location of bus stops.

FINANCIAL IMPACT

Approving the recommended action brings no financial impact to the agency. Service Council members receive a \$150 stipend per meeting, with a limit of two paid meetings each month, under Cost Center 3151, Project 306006, Systemwide Bus Operations Management and Administration.

Impact to Budget

The current source of funds for this action includes operating eligible funds, including Propositions A and C, Measures R and M sales tax revenues, and the Transportation Development Act.

EQUITY PLATFORM

To further encourage nominating authorities to nominate individuals who closely reflect the region and its ridership, Metro staff shares Service Council membership race/ethnicity and gender demographic makeup compared to that of the residents with each nomination request. See Attachment C for details. This practice resulted in greater diversity of race/ethnicity and gender over the last several years of the Service Councils. However, approximately half of LA County residents and Metro riders are women, and work is still required to achieve gender equity in some of the Service Councils. Staff will continue to share demographic information and encourage nominating authorities to consider gender equity when considering individuals for nomination.

VEHICLE MILES TRAVELED OUTCOME

VMT and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit.* Metro's Board-adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

As part of these ongoing efforts, this item is expected to contribute to further reductions in VMT. This item supports Metro's systemwide strategy to reduce VMT through operational activities that will improve and further encourage transit ridership, ridesharing, and active transportation. Metro's Board-adopted VMT reduction targets were designed to build on the success of existing investments, and this item aligns with those objectives.

*Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.

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 the recommendation would be for this nominee not to be approved for appointment. This would reduce the effectiveness of the Service Council, as it would increase the challenge of obtaining a necessary quorum for this Service Council to formulate and submit recommendations to the Board. It would also result in this Service Council having a less diverse representation of their service areas.

NEXT STEPS

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

ATTACHMENTS

Attachment A - New Appointee Nomination Letters

Attachment B - New Appointee Biographies and Qualifications

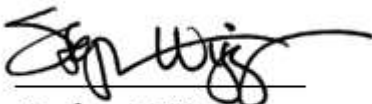
Attachment C - Service Councils Demographic Information

Prepared by:

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

Reviewed by:

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

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

Stephanie Wiggins
Chief Executive Officer

NEW APPOINTEE NOMINATION LETTERS

San Fernando Valley Service Council



CITY OF BURBANK
275 EAST OLIVE AVENUE, P.O.BOX 6459, BURBANK, CALIFORNIA 91510-6459

July 31, 2026

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

Re: Metro San Fernando Valley Service Council Appointee

Dear Ms. Ramos,

This letter is written to formally appoint Christopher Rizzotti to the Metro San Fernando Valley Service Council representing the Cities of Burbank, Glendale and San Fernando.

Christopher Rizzotti will be an excellent choice to represent the three cities on the Service Council and represent transit riders in the region. This nomination will be to complete the term of the current vacant seat through June 30, 2027.

Should you have any questions or require further information, please contact me at (818) 238-5800 or via email at Jhess@burbankca.gov.

Sincerely,

Justin Hess
Burbank City Manager

Cc: Roubik Golanian, City Manager – City of Glendale
Kanika Kith – City Manager – City of San Fernando

THE CITY OF
SAN FERNANDO

CITY COUNCIL

MAYOR
JOEL FAJARDO

VICE MAYOR
VICTORIA GARCIA

COUNCILMEMBER
MARY MENDOZA

COUNCILMEMBER
MARY SOLORIO

COUNCILMEMBER
PATTY LOPEZ

July 6, 2026

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

Dear Ms. Ramos,

On behalf of the East Cluster Cities of Burbank, Glendale and San Fernando, I submit the nomination of Rudy Trujillo to serve on the San Fernando Service Council for the term of July 1, 2026 - June 30, 2029. Mr. Trujillo previously held this seat and will extend for an additional three year term.

The Cities of Burbank, Glendale and San Fernando are all in agreement regarding these nominations to fill the seats allocated to the region.

Please let me know if you need any additional information.

Sincerely,

Kanika Kith



City Manager
City of San Fernando

CC: Justin Hess – City Manager, City of Burbank
Roubik Golanian – City Manager, City of Glendale

CITY MANAGER'S
OFFICE

117 MACNEIL STREET
SAN FERNANDO
CALIFORNIA
91340

(818) 898-1202

WWW.SANFERNANDO.GOV

Westside Central Service Council



Date: August 17, 2026

To: Dolores Ramos, Senior Manager, Metro Service Councils

From: Cecilia Estolano, WSCCOG Executive Director
Riley O'Brien, WSCCOG Project Director

CC: Ryan Hund, Transportation Planner, Culver City Transportation Department

Subject: **Westside Cities COG Nomination to the Metro Westside/Central Service Council (August 2026)**

On August 13, 2026, the Westside Cities Council of Governments (WSCCOG) Board voted unanimously to appoint Ryan Hund, Transportation Planner (Culver City Transportation Department) to the Metro Westside/Central Service Council. Ryan Hund will fill the rest of the three-year term (July 1, 2024, through June 30, 2027) of the WSCCOG representative seat previously held by Martha Eros (City of Beverly Hills). Attached is his letter of interest.

Please accept the WSCCOG's nomination on behalf of the WSCCOG Board. You may contact Ryan Hund by email at Ryan.Hund@culvercity.org or by phone at (310) 253-6506. Should you have any questions regarding this matter, please contact the WSCCOG Project Director Riley O'Brien at riley@estolanoadvisors.com or at (213) 612-4545.

Service Council Nominee Qualifications

Christopher Rizzotti, Nominee to San Fernando Valley Service Council



Christopher John Rizzotti is a lifelong Burbank resident. Chris was appointed to the Burbank City Planning Board in 2013 and was elected to the Burbank City Council in November 2024.

For more than a decade Councilmember Rizzotti has been a broker and owner of Rizzotti Real Estate. Named Realtor of the Year by the Burbank Association of Realtors in 2013 and President of the Association's Community Service Foundation, he was also elected Association President in 2012 and Vice-President in 2011.

Councilmember Rizzotti continues to serve on the boards and committees of various non-profits and organizations including the CSF Burbank Bike Angels, Burbank Airport Study Group, Burbank YMCA, Burbank Disaster Council, Burbank Police Foundation, Family Promise, Burbank Charter Review Committee Chair, Providence Saint Joseph's Medical Center, and McCambridge Park War Memorial. He also graduated in 2009 from Leadership Burbank.

Ryan Hund, Nominee to Westside Central Service Council



Ryan Hund, AICP has worked as a Transportation Planner for the City of Culver City since 2021 and the lead transit planner for Culver City Bus. Prior to joining Culver City, he was a Transportation Policy Intern with the Office of Los Angeles City Councilmember Mike Bonin. He has extensive experience in urban planning, transit operations, and community mobility initiatives. His work emphasizes transportation planning, mobility innovation, and community engagement. He has contributed to transit operations, policy development, and sustainability programs, aligning with Culver City's goals for efficient, equitable, and environmentally friendly transportation systems.

As part of his transit planning work, he coordinates with other local transit agencies such as Metro, Santa Monica's Big Blue Bus, and LADOT Transit. Transit is Mr. Hund's primary mode of travel. Mr. Hund has a Bachelor of Arts in History from Cal Poly San Luis Obispo and a Master of Urban Planning from the University of Southern California.

Service Council Demographic Information

Council Region demographics in the following tables are taken from the 2023 American Community Survey; regional ridership is taken from the 2023 Metro Ridership Survey. With the appointment of these nominees, the San Fernando Valley (SFV) and Westside Central (WSC) Service Councils' membership will compare to the region's demographics and ridership as follows:

Table 1: Comparison of SFV and Service Councils' membership race/ethnicity demographics to the regions and the regions' ridership

Race/Ethnicity	Hispanic or Latino	White	Asian	Pac Isl	Black	Native Amer/ Amer Ind	Other
SFV Council Region	41.3%	39.6%	11.2%	0.2%	3.7%	0.2%	2.2%
SFV Region Ridership	73%	9%	8%	1%	8%	1%	1%
SFV Membership (No.)	33% (3)	44% (4)	11% (1)	0% (0)	11% (1)	0% (0)	0% (0)
WSC Council Region	41.0%	31.1%	13.8%	0.1%	9.0%	0.1%	4.8%
WSC Region Ridership	67%	8%	6%	1%	17%	1%	1%
WSC Membership (No.)*	18% (2)	54% (6)	0% (0)	0% (0)	18% (2)	9% (1)	0% (0)

**Note: Table/percentages does not add to the exact number of Council seats as it incorporates each race Councilmembers self-identified with; some current Councilmembers identify as multi-racial.*

Table 2: SFV and WSC Service Council membership compared to Los Angeles County gender demographics

GWC Sex/Gender	Male/ Man	Female/ Woman	Non-binary/ Non-conforming	Prefer to self-describe/ Decline to respond
Los Angeles County	49.6%	50.4%	*	*
SFV Membership (No.)	66% (6)	33% (3)	0% (0)	0% (0)
WSC Membership (No.)	55% (5)	22% (2)	11% (1)	11% (1)

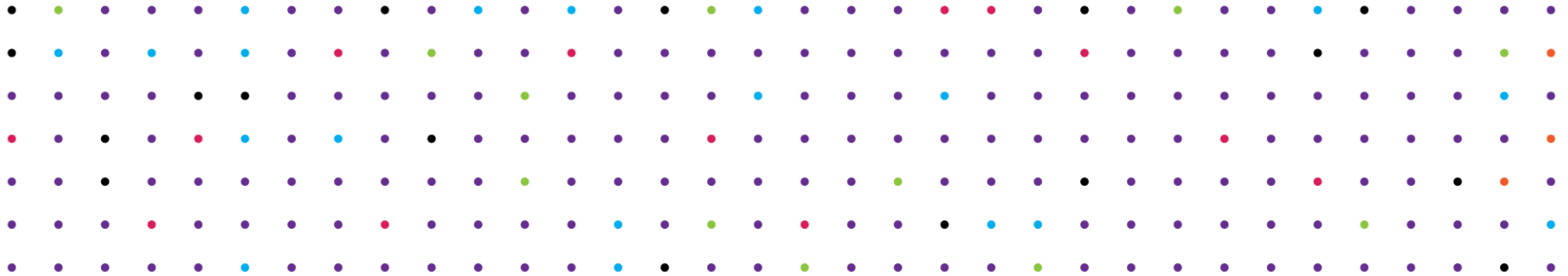
Table 3: Gender representation on all Service Councils

Sex/Gender	Male/ Man	Female/ Woman	Non-binary/ Non-conforming	Prefer to self-describe/ Decline to respond
Los Angeles County	49.6%	50.4%	*	*
SBC Membership (No.)	55% (5)	44% (4)	0% (0)	0% (0)
SFV Membership (No.)	66% (6)	33% (3)	0% (0)	0% (0)
SGV Membership (No.)	66% (6)	33% (3)	0% (0)	0% (0)
GWC Membership (No.)	88% (8)	11% (1)	0% (0)	0% (0)
WSC Membership (No.)	55% (5)	22% (2)	11% (1)	11% (1)

**The sex/gender composition for Los Angeles County is taken from 2022 Census Quick Facts; Census data includes a question that intends to capture current sex; there are no questions about gender, sexual orientation, or sex at birth. This is denoted by an asterisk in the "non-binary/non-conforming" and "prefer to self-describe/decline to state" fields within the table above.*

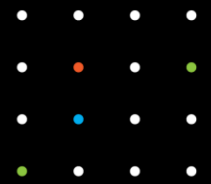
REGIONAL SERVICE COUNCILS

APPOINTMENT TO METRO SERVICE COUNCILS



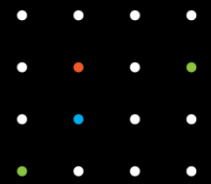
Operations, Safety, & Customer Experience Committee Meeting
September 17, 2026

RECOMMENDATION



APPROVE nominees for membership on Metro's San Fernando Valley and Westside Central Service Councils (Attachment A).

ISSUE & DISCUSSION



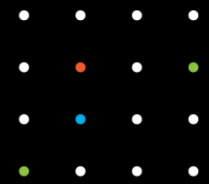
ISSUE

There are currently two vacancies on the San Fernando Valley Service Council and one vacancy on the Westside Central Service Council.

DISCUSSION

If approved by the Board, one San Fernando Valley Service Council nominee will serve a three-year term (July 1, 2026 – June 30, 2029). One San Fernando Valley Service Council nominee and one Westside Central Service Council nominee will serve the remainder of the three-year term tied to the seats they have been nominated to (July 1, 2024 – June 30, 2027).

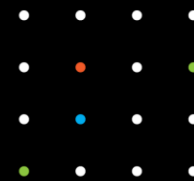
Nominating Authorities



San Fernando Valley and Westside Central Service Councils' nominating authorities and the number of seats they provide nominations for are listed below. The responsible nominating authorities that have forwarded nominations for approval are highlighted below.

Region	Nominating Authorities
San Fernando Valley	<i>Cities of Burbank, Glendale, San Fernando (2)</i> <i>City of Los Angeles Mayor (4)</i> LA County 3 rd District Supervisor (1) LA County 5 th District Supervisor (1) Las Virgenes-Malibu Council of Governments (1)
Westside Central	City of Los Angeles Mayor (4) LA County 2 nd District Supervisor (1) LA County 3 rd District Supervisor (1) <i>Westside Cities Council of Governments (3)</i>

Race/Ethnicity Demographics

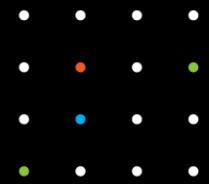


With these nominees, the Service Council composition and representation will be:

Race/Ethnicity	Hispanic or Latino	White	Asian	Pac Isl	Black	Native Amer/ Amer Ind	Other
SFV Council Region	41.3%	39.6%	11.2%	0.2%	3.7%	0.2%	2.2%
SFV Region Ridership	73%	9%	8%	1%	8%	1%	1%
SFV Membership (No.)	33% (3)	44% (4)	11% (1)	0% (0)	11% (1)	0% (0)	0% (0)
WSC Council Region	41.0%	31.1%	13.8%	0.1%	9.0%	0.1%	4.8%
WSC Region Ridership	67%	8%	6%	1%	17%	1%	1%
WSC Membership (No.)*	18% (2)	54% (6)	0% (0)	0% (0)	18% (2)	9% (1)	0% (0)

**Note: Table/percentages does not add to the exact number of Council seats as each race Councilmembers self-identified with is incorporated; some current Councilmembers identify as multi-racial.*

Sex/Gender Demographics



With these nominees, the Service Council composition and representation will be:

Sex/Gender	Male/ Man	Female/ Woman	Non-binary/ Non-conforming	Prefer to self-describe/ Decline to respond
Los Angeles County	49.6%	50.4%	*	*
SFV Membership (No.)	66% (6)	33% (3)	0% (0)	0% (0)
WSC Membership (No.)	55% (5)	22% (2)	11% (1)	11% (1)



Board Report

File #: 2026-0564, **File Type:** Contract

Agenda Number: 34.

OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE SEPTEMBER 17, 2026

SUBJECT: HI RAIL SWING LOADERS

ACTION: AWARD CONTRACT

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to award a firm fixed price contract, Contract No. DR135489 for six swing loaders with hi-rail gears to SWNG Inc. (DBA Swingmaster), the lowest responsive and responsible bidder, for a total contract amount of \$2,573,400, plus applicable California's use tax, subject to the resolution of any properly submitted protest(s), if any.

ISSUE

This procurement is for the replacement and expansion of Metro-owned and operated swing loaders utilized by the Maintenance of Way (MOW) department to support Rail revenue services. This specialized equipment ensures that track maintenance personnel have the reliable tools necessary to perform daily track maintenance and respond to emergencies throughout Los Angeles County.

Given ongoing rail expansion, this equipment is vital to meet system integration milestones, adhering to project timelines, and supporting future maintenance demands. Additionally, the equipment will be used to maintain Metro's rail tracks, ensuring full compliance with California Public Utility Commissions (CPUC) rules and regulations.

BACKGROUND

Swing loaders equipped with hi-rail gearing are highly versatile, specialized vehicles designed to operate both on highway roads and directly on rail tracks. They are the primary workhorses for MOW track crews, used to lift and replace heavy rail ties, clear track debris, distribute ballast, and perform critical rail welding and maintenance operations.

Currently, Metro's MOW department operates an aging fleet of swing loaders that have exceeded their useful life cycle, leading to increased maintenance downtime and higher repair costs. Replacing three of these legacy units is critical to avoiding service delays. Furthermore, with the ongoing expansion of Metro's rail network, including recent and upcoming extensions, three additional units are required to support the increased track mileage and keep pace with system integration milestones. MOW oversees 250 miles of main tracks and seven rail yards, with approximately 67 miles of tracks slated to be added in the near future.

DISCUSSION

Findings

Metro issued an Invitation for Bids (IFB) to secure heavy-duty, utility-grade track maintenance vehicles. Bids were evaluated based on technical compliance, delivery timelines, and cost. SWNG Inc. was determined to be the lowest responsive and responsible bidder meeting all of Metro's technical specifications. The procured units will feature updated emissions-compliant engines, improved cabin safety structures, and advanced hi-rail guidance systems to optimize crew safety and operational efficiency.

Considerations

Without these replacement and expansion units, Metro faces a high risk of operational bottlenecks. Legacy equipment failures directly lead to extended maintenance windows, which can delay morning rail rollouts and disrupt passenger service. Additionally, expanding the fleet by three units is the minimum operational threshold required to properly service the newly added track miles across the expanding system.

DETERMINATION OF SAFETY IMPACT

Approval of this contract will have a direct, positive impact on safety standards across Metro's rail network. Track geometry, rail wear, and track bed stability require daily monitoring and remediation. Providing MOW crews with reliable swing loaders ensures that track defects are repaired swiftly, reducing the risk of slow zones, rail damage, or derailments. Maintaining this equipment is essential to ensuring full compliance with the CPUC General Orders governing track safety.

FINANCIAL IMPACT

The recommended award of \$2,573,400, plus applicable California's use tax, is budgeted within the Life of Project (LOP) limits for Capital Project 205668, 208613, and 208614, under Cost Center 3960 and 3790, Account 53102, Acquisition of Equipment.

Impact to Budget

The current source of funds for this action is funding from the Transportation Development Act. These funds are eligible for use on Capital and Operating expenses. Allocating these funds to this effort maximizes project funding use given approved provisions and guidelines.

EQUITY PLATFORM

This action will provide the support equipment to ensure the system remains in a state of good repair. By deploying these assets throughout the rail service area (A, C, E, B/D, K Lines, and Monrovia Yard), MOW departments can enhance maintenance efficiency and improve service reliability as the system expands. Ensuring a state of good repair is crucial to the system's safety and directly impacts our riders, particularly those in Equity Focus Communities who primarily rely on public transit to meet

their daily needs.

The Diversity and Economic Opportunity Department did not establish a Small Business Enterprise) / Disabled Veteran Business Enterprise goal for this solicitation due to the lack of subcontracting opportunities.

VEHICLE MILES TRAVELED OUTCOME

VMT and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit.* Metro's Board-adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

As part of these ongoing efforts, this item is expected to contribute to further reductions in VMT. This item supports Metro's systemwide strategy to reduce VMT through equipment purchase activities that will provide the essential maintenance machinery required to keep our rail lines safe, reliable, and operational. Metro's Board adopted VMT reduction targets were designed to build on the success of existing investments, and this item aligns with those objectives.

*Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

This recommendation supports Strategic Plan Goal #1: Provide high-quality mobility options that enable people to spend less time traveling. By modernizing and expanding Metro's maintenance fleet, MOW can conduct track repairs faster and more reliably, directly minimizing transit delays, reducing unplanned system disruptions, and improving overall passenger ride quality.

ALTERNATIVES CONSIDERED

An alternative considered but not recommended is to lease the equipment. However, leasing introduces potential end-of-contract costs for wear and tear, body damage, and other liabilities, resulting in total expenses that exceed direct vehicle ownership. Furthermore, Metro would be unable to easily modify and reassign these highly specialized vehicles between different rail departments to meet distinct operational demands. This alternative would also lock Metro into a recurring contract cycle with the vendor, reducing long-term fleet flexibility. Therefore, leasing is not recommended.

NEXT STEPS

Following the execution of the contract, the vendor will place an order for the equipment and commence delivery upon receipt from the manufacturer. The delivery of all six swing loaders is scheduled for mid-year 2027.

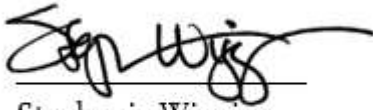
ATTACHMENTS

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared by: Gary Jolly, Senior Executive Officer, (213) 922-5802
Matthew Dake, Deputy Chief Operations Officer, (213) 922-4061

Reviewed by: Conan Cheung, Chief Operations Officer, (213) 418-3034
Mat Antonelli, Chief Vendor/Contract Management Officer,
(213) 893-7114



Stephanie Wiggins
Chief Executive Officer

PROCUREMENT SUMMARY

HI-RAIL SWING LOADERS/DR135489000

1.	Contract Number: DR135489000	
2.	Recommended Vendor: SWNG Inc. (DBA Swingmaster)	
3.	Type of Procurement (check one): ☒ IFB ☐ RFP ☐ RFP-A&E ☐ Non-Competitive ☐ Modification ☐ Task Order	
4.	Procurement Dates:	
	A. Issued: 6/8/2026	
	B. Advertised/Publicized: 6/5/2026	
	C. Pre-Bid Conference: N/A	
	D. Bids Due: 7/9/2026	
	E. Pre-Qualification Completed: 8/21/2026	
	F. Ethics Declaration Forms Submitted to Ethics: 7/9/2026	
	G. Protest Period End Date: 9/22/2026	
5.	Solicitations Downloaded: 13	Bids Received: 1
6.	Contract Administrator: Mark Lu	Telephone Number: 213-922-4689
7.	Project Manager: Alan Tang	Telephone Number: 562-658-0231

A. Procurement Background

This Board Action is to approve Contract No. DR135489000 to SWNG Inc. (DBA Swingmaster) for the purchase of six (6) hi-rail swing loaders to support the Maintenance of Way (MOW) department to replace aging equipment and to meet increasing services demands. Board approval of contract award is subject to the resolution of any properly submitted protest(s), if any.

Invitation for Bids (IFB) No. DR135489 was issued in accordance with Metro's Acquisition Policy and the contract type is a firm fixed price. The Diversity & Economic Opportunity Department did not recommend a Small Business Enterprise (SBE) goal due to the lack of subcontracting opportunities.

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

A total of thirteen (13) firms downloaded the IFB and were included in the planholders' list. There were no questions received for this IFB.

A single bid was received on July 9, 2026 from SWNG Inc., (DBA Swingmaster).

A market survey was conducted of the thirteen (13) firms that downloaded the solicitation. The results of the market survey demonstrate that one firm submitted a bid; three firms were railroad equipment providers and didn't have the equipment that would meet Metro's requirement; one is a railroad materials supplier, and the others were Machinery, Equipment, and Supplies Merchant Wholesalers, a recruitment company, a media company, online auto parts dealer, industrial equipment supplier,

insurance broker, and a bid management company, who were not able to provide the hi-rail swing loaders to Metro.

The results of the market survey indicated that factors beyond Metro's control resulted in a single bid and that the procurement could proceed as there was an adequate expectation of competition.

B. Evaluation of Bids

This procurement was conducted in accordance and complies with LACMTA's Acquisition Policy for a competitive sealed bid.

The recommended firm, SWNG Inc. (DBA Swingmaster), the single 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 SWNG Inc. (DBA Swingmaster) is determined to be fair and reasonable based on the expectation of adequate price competition and the Independent Cost Estimate (ICE).

Bidder Name	Metro ICE	Bid Amount
SWNG Inc. (DBA Singmaster)	\$2,784,438	\$2,573,400

D. Background on Recommended Contractor

The recommended firm, SWNG Inc. (DBA Swingmaster), located in Franklin Park, Illinois, has been in business for 41 years. It specializes in the design, custom engineering, and manufacturing of heavy-duty lifting equipment, specialized attachments, parts, and process machinery. Its primary market is the railroad construction and maintenance industry, supplying major international and domestic rail operators with robust equipment used to lay, maintain, and repair railway tracks.

Since 1996, SWNG Inc. (DBA Swingmaster) has provided services for Metro and performance has been satisfactory.

DEOD SUMMARY**HI-RAIL SWING LOADERS/DR135489000****A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) did not recommend a Small Business Enterprise (SBE)/Disabled Veteran Business Enterprise (DVBE) participation goal for this procurement due to the lack of subcontracting opportunities. SWNG Inc. DBA Swingmaster is expected to perform the work of this contract with its 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.

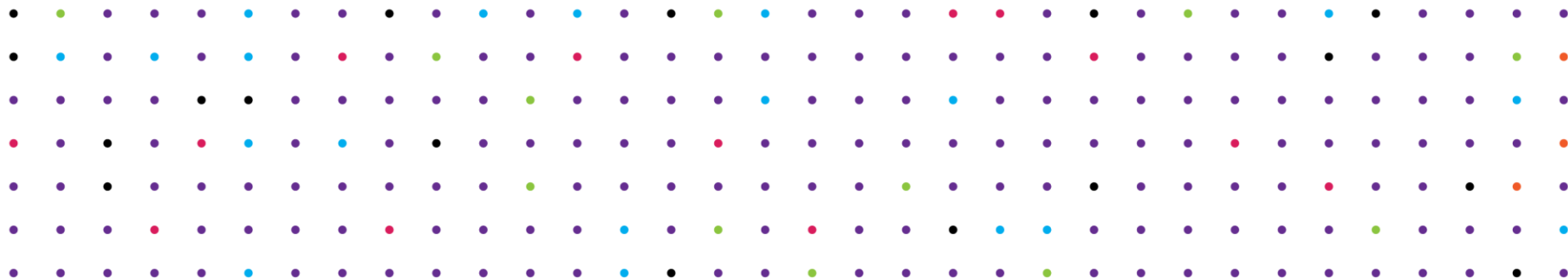
D. Project Labor Agreement/Construction Careers Policy (PLA/CCP)

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.

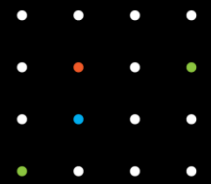
E. Manufacturing Careers Policy

The Manufacturing Careers Policy (MCP) does not apply to this contract. The MCP is required on Metro's Rolling Stock RFPs, with an Independent Cost Estimate of at least \$50 million.

HI RAIL SWING LOADERS

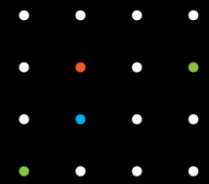


RECOMMENDATION



AUTHORIZE the Chief Executive Officer to award a firm fixed price contract, Contract No. DR135489 for six swing loaders with hi-rail gears to SWNG Inc. (DBA Swingmaster), the lowest responsive and responsible bidder, for a total contract amount of \$2,573,400, plus applicable California's use tax, subject to the resolution of any properly submitted protest(s), if any.

ISSUE & DISCUSSION



AWARDEE

SWNG Inc., DBA Swingmaster

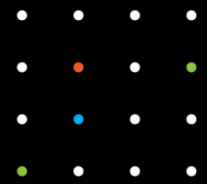
NUMBER OF BIDS/PROPOSALS

A single bid was received on July 9, 2026, from SWNG Inc., (DBA Swingmaster) in the amount of \$2,573,400, following a solicitation of a total of thirteen (13) firms downloaded the Invitation For Bid (IFB).

DEOD COMMITMENT

The Diversity and Economic Opportunity Department did not establish a Small Business Enterprise / Disabled Veteran Business Enterprise goal for this solicitation due to the lack of subcontracting opportunities.

ISSUE & DISCUSSION...continued

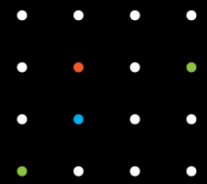


ISSUE

This procurement provides six Metro-owned swing loaders comprising three replacements and three expansions for the Maintenance of Way department to support Rail revenue services and emergency response across Los Angeles County. This specialized equipment is vital for routine track maintenance, meeting rail expansion milestones, adhering to project timelines, and ensuring full compliance with California Public Utilities Commission (CPUC) regulations.

MOW oversees 250 miles of main tracks and seven rail yards, with approximately 67 miles of tracks slated to be added in the near future.

ISSUE & DISCUSSION...continued



DISCUSSION

This purchase delivers essential heavy-duty machinery required to maintain safe, reliable rail infrastructure and prevent service disruptions across Metro's transit corridors. Specifically, these swing loaders will be deployed for ballast handling, material distribution, and emergency track repairs to support ongoing system operations and upcoming network expansions.



Board Report

File #: 2026-0566, **File Type:** Contract

Agenda Number: 35.

OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE SEPTEMBER 17, 2026

SUBJECT: UNIFORM RENTAL SERVICES

ACTION: APPROVE RECOMMENDATION

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to execute Modification No. 2 to Contract No. OP44851-20008370 with Prudential Overall Supply for uniform rental services, to exercise the one, three-year option in the Not-To-Exceed (NTE) amount of \$3,575,446, increasing the total contract NTE amount from \$3,256,271 to \$6,831,717, and extending the period of performance from December 1, 2026 to November 30, 2029.

ISSUE

The existing three-year base contract term expires on November 30, 2026. To avoid uniform rental services interruption, a contract modification is required to exercise the one, three-year option term, increasing the total contract NTE amount and extending the period of performance effective December 1, 2026.

BACKGROUND

At its October 2023 meeting, the Board awarded a firm fixed unit rate Contract No. OP44851-20008370 to Prudential Overall Supply to provide uniform rental and laundry services, vehicle seat covers and laundry services for hand towels and floor mats.

Timely uniform rental, delivery, and laundry services are necessary to ensure compliance with the collective bargaining agreements between Metro and Amalgamated Transit Union (ATU) labor unit, satisfy garment safety requirements for employees in safety-sensitive positions, and provide clear identification of Metro-represented labor employees across their respective trades. ATU represents the agencies mechanics, maintenance workers, and custodians. Pursuant to the applicable ATU collective bargaining agreements, Metro is required to provide each eligible employee with a standard issuance of 11 uniform sets, additional garments as necessary to meet safety requirements, and ongoing laundry services. Uniforms are issued based on job classification and/or safety requirements and include, but are not limited to, short and long sleeve shirts, coveralls, and flame-resistant garments.

Under the existing contract, the contractor has been providing satisfactory uniform rental services.

DISCUSSION

During the base term of the contract, uniform rental services were expanded to support an additional 417 employees hired to maintain the K Line (C/LAX), Regional Connector, Rail to Rail, LAX/MTC, and A Line (Blue) Extension to Pomona projects. As a result, the total number of employees receiving uniform rental services increased from 2,546 to 2,963, reflecting the growth of Metro's transit system and the associated workforce.

Staff continues to work closely with the ATU representatives and employees to ensure delivery of timely and quality services. Under this contract, continued enhancements include but are not limited to, replacing damaged lockers, posting signs throughout Metro facilities to improve employee awareness of the scheduled uniform pick-up dates, along with ongoing oversight of the contractor's performance and service delivery, and maintaining effective communications among all parties to ensure quality and timely service delivery.

DETERMINATION OF SAFETY IMPACT

The approval of this item will ensure the supply of uniforms that clearly identify Metro represented labor employees and continued delivery of safe, quality, on-time and reliable services system-wide.

FINANCIAL IMPACT

Funding of \$747,950 for uniform rental services for the remainder of FY27 is allocated under cost center 8370 - Facilities Contracted Maintenance Services, account 50308, Service Contract Maintenance, under various projects.

Since this is a multi-year contract, the cost center manager and Deputy Chief Operations Officer, Shared Mobility, will be accountable for budgeting the cost in FY27 and future years.

Impact to Budget

The current sources of funds for this action are local funds, which are eligible for rail and bus operations and capital projects.

EQUITY PLATFORM

Contracted uniform rental and laundry services will continue to be applied across all Metro divisions, facilities, and locations, ensuring that all represented labor employees are issued uniforms based on their job classification and the type of work they perform.

The contract provides all eligible employees with access to clean, properly fitted, and job-compliant uniforms that support their health, safety, and professional appearance, particularly for those working in safety-sensitive positions. By maintaining a diverse inventory that includes flame-resistant garments, female-cut uniforms, and pregnancy stretch pants, the contract ensures that Metro's

diverse workforce is provided with the specialized, high-quality protective apparel required for each employee's job classifications. This approach promotes equitable access to required uniforms while maintaining consistent safety standards and compliance with applicable collective bargaining agreements.

At the time of award of this contract, Prudential Overall Supply did not make a Small Business Enterprise /Disabled Veteran Business Enterprise commitment due to the lack of certified firms that perform the required services. It is expected that Prudential Overall Supply will continue to perform the services with its own workforce.

VEHICLE MILES TRAVELED OUTCOME

VMT and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit.* Metro's Board-adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

While this item does not directly encourage taking transit, sharing a ride, or using active transportation, it is a vital part of Metro operations, as it provides reliable uniform rental and laundry services for employees performing operational and maintenance functions supporting workforce readiness, safety, and the continued delivery of reliable bus and rail services. Maintaining a safe and dependable transit system encourages continued transit use and supports Metro's systemwide strategy to reduce VMT. Metro's Board-adopted VMT reduction targets were designed to build on the success of existing investments, and this item aligns with those objectives.

*Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

This Board action supports Strategic Goal 5: Provide responsive, accountable, and trustworthy governance within the Metro organization. By providing uniforms to represented employees, Metro is in compliance with the Collective Bargaining Unit agreements.

ALTERNATIVES CONSIDERED

The Board may elect not to approve this recommendation. This option is not recommended as it would result in a gap in service, impacting Metro's agreements with collective bargaining units, employee safety, cleanliness, operations, and customer experience.

With the completion of financial based insourcing/outourcing study based on quantitative and qualitative assessment, staff has analyzed insourcing/outourcing options for uniform rental services, and considered purchasing uniforms, hand towels, mats, and vehicle seat covers, along with providing in-house laundry services. Based on the findings uniform rental services were not

recommended for insourcing as it would require Metro to renegotiate the existing agreements between Metro and the collective bargaining units, remove the requirement for uniform rental services, along with the purchase of a large quantity of garments, additional equipment, vehicles, and supplies to provide uniforms.

NEXT STEPS

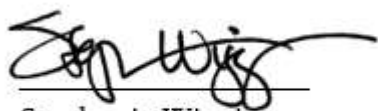
Upon Board approval, staff will execute Modification No. 2 to Contract No. OP44851-20008370 to exercise the one, three-year option for uniform rental and laundry services.

ATTACHMENTS

Attachment A - Procurement Summary
Attachment B - Contract Modification/Change Order Log
Attachment C - DEOD Summary

Prepared by: Lena Babayan, Executive Officer, Operations Administration, (213) 922-6765
Lew Wood, Senior Director, Facilities Contracted Maintenance Services, (213) 922-5261
Steven Gota, Deputy Chief Operations Officer (Interim), Shared Mobility, (213) 922-3043

Reviewed by: Conan Cheung, Chief Operations Officer, (213) 418-3034
Mat Antonelli, Chief Vendor/Contract Management Officer, (213) 922-893-7114


Stephanie Wiggins
Chief Executive Officer

PROCUREMENT SUMMARY

UNIFORM RENTAL SERVICES/OP44851-20008370

1.	Contract Number: OP44851-20008370			
2.	Contractor: Prudential Overall Supply			
3.	Mod. Work Description: Exercise the one, three-year option			
4.	Contract Work Description: Uniform Rental Services Uniform Rental Services			
5.	The following data is current as of: 08/04/2026			
6.	Contract Completion Status		Financial Status	
	Contract Awarded:	10/26/2023	Contract Award Amount:	\$3,256,271
	Notice to Proceed (NTP):	N/A	Total of Modifications	\$0
	Original Complete Date:	11/30/2026	Pending Modification (including this action):	\$3,575,446
	Current Est. Complete Date:	11/30/2029	Current Contract Value (with this action):	\$6,831,717
7.	Contract Administrator: Ricardo E. Narvaez		Telephone Number: (213) 418-3158	
8.	Project Manager: Ruben Cardenas, Jr.		Telephone Number: (213) 922-5932	

A. Procurement Background

This Board Action is to approve Contract Modification No. 2 to exercise the one, three-year option in the Not-To-Exceed (NTE) amount of \$3,575,446, increasing the total contract NTE amount from \$3,256,271 to \$6,831,717, and extending the period of performance from December 1, 2026 to November 30, 2029.

This contract modification will be processed in accordance with Metro's Acquisition Policy and the contract type is a firm fixed unit rate.

On October 26, 2023, the Metro Board of Directors authorized the award of a firm fixed unit rate Contract No. OP44851-20008370 to Prudential Overall Supply to provide uniform rental and laundry services, vehicle seat covers and laundry services for hand towels and floor mats.

Refer to Attachment B – Contract Modification/Change Order Log.

B. Cost/Price Analysis

The recommended price of the option has been determined to be fair and reasonable based upon firm fixed unit rates that were established as part of the original contract and a subsequent assessment of current market pricing. The option pricing is more favorable as there have been increases in the labor rates and the cost of materials to perform the services. Therefore, exercising the option is in the best interest of Metro. The contract was a result of a competitive IFB in which the option pricing was evaluated.

Proposal Amount	Metro ICE	Award Amount
NTE \$3,575,446	NTE \$3,575,446	NTE \$3,575,446

ATTACHMENT B**CONTRACT MODIFICATION/CHANGE ORDER LOG****UNIFORM RENTAL SERVICES/OP44851-20008370**

Mod. No.	Description	Status (approved or pending)	Date	Amount
1	Revise Attachment A - List of Locations and Exhibit B – Pricing Agreement	Approved	1/16/2026	\$0
2	Exercise the one, three-year option and extend the Period of Performance through November 30, 2029.	Pending		\$ 3,575,446
	Modification Total:			\$ 3,575,446
	Original Contract:			\$ 3,256,271
	Total Contract Value:			\$ 6,831,717

DEOD SUMMARY

UNIFORM RENTAL SERVICES/OP44851-20008370

A. Small Business Participation

At the time of award of this contract, Prudential Overall Supply did not make a Small Business Enterprise (SBE) or Disabled Veteran Business Enterprise (DVBE) commitment due to the lack of certified firms that perform the required services. It is expected that Prudential Overall Supply will continue to perform the services with its own workforce.

B. Living Wage and Service Contract Worker Retention Policy Applicability

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

C. Prevailing Wage Applicability

Prevailing wage is not applicable to this modification.

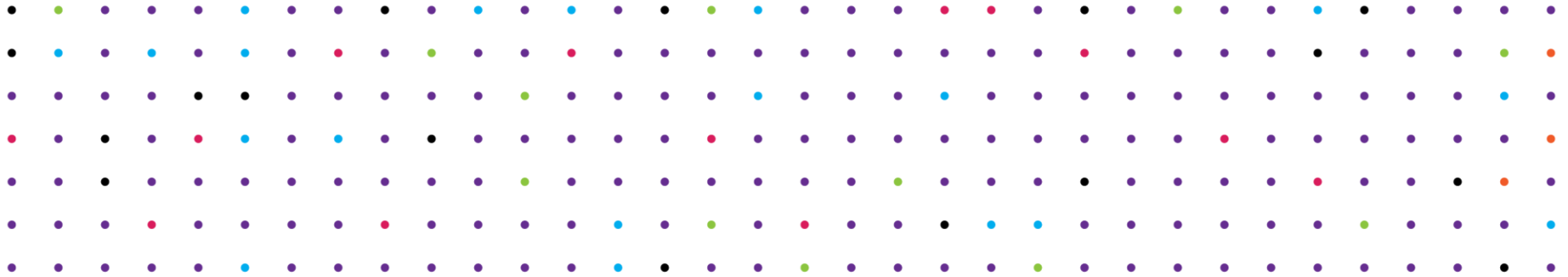
D. Project Labor Agreement/Construction Careers Policy

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.

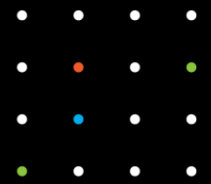
E. Manufacturing Careers Policy

The Manufacturing Careers Policy (MCP) does not apply to this contract. The MCP is required on Metro's Rolling Stock RFPs, with an Independent Cost Estimate of at least \$50 million.

UNIFORM RENTAL SERVICES

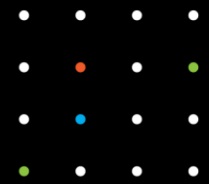


RECOMMENDATION



AUTHORIZE the Chief Executive Officer to execute Modification No. 2 to Contract No. OP44851-20008370 with Prudential Overall Supply for uniform rental services, to exercise the one, three-year option in the Not-To-Exceed (NTE) amount of \$3,575,446, increasing the total contract NTE amount from \$3,256,271 to \$6,831,717, and extending the period of performance from December 1, 2026 to November 30, 2029.

ISSUE & DISCUSSION



AWARDEE

Prudential Overall Supply

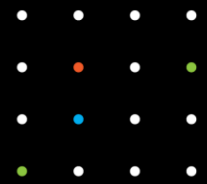
DEOD COMMITMENT

At the time of award of this contract, Prudential Overall Supply did not make a Small Business Enterprise/Disabled Veteran Business Enterprise commitment due to the lack of certified firms that perform the required services. It is expected that Prudential Overall Supply will continue to perform the services with its own workforce.

ISSUE

The existing three-year base contract term expires on November 30, 2026. To avoid uniform rental services interruption, a contract modification is required to exercise the one, three-year option term, increasing the total contract NTE amount and extending the period of performance effective December 1, 2026.

ISSUE & DISCUSSION



DISCUSSION

During the base term of the contract, uniform rental services were expanded to support an additional 417 employees hired to maintain the K Line (C/LAX), Regional Connector, Rail to Rail, LAX/MTC, and A Line (Blue) Extension to Pomona projects. As a result, the total number of employees receiving uniform rental services increased from 2,546 to 2,963, reflecting the growth of Metro's transit system and the associated workforce.

Staff continues to work closely with the ATU representatives and employees to ensure delivery of timely and quality services. Under this contract, continued enhancements include but are not limited to, replacing damaged lockers, posting signs throughout Metro facilities to improve employee awareness of the scheduled uniform pick-up dates, along with ongoing oversight of the contractor's performance and service delivery, and maintaining effective communications among all parties to ensure quality and timely service delivery.



Board Report

File #: 2026-0567, File Type: Contract

Agenda Number: 36.

OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE SEPTEMBER 17, 2026

SUBJECT: STAINLESS STEEL ANTI-GRAFFITI FILM INSTALLATION AND REPLACEMENT SERVICES REGIONS 1 THROUGH 3

ACTION: APPROVE RECOMMENDATION

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to execute Modification No. 4 to Contract No. OP964830008370 with Graffiti Shield, Inc. for stainless steel anti-graffiti film installation and replacement services for Regions 1, 2, and 3, to exercise the first one-year option in the Not-To-Exceed (NTE) amount of \$5,737,859, increasing the total NTE contract amount from \$15,722,845 to \$21,460,704, and extending the period of performance from December 1, 2026, to November 30, 2027.

ISSUE

The existing three-year base contract term expires on November 30, 2026. To avoid stainless steel anti-graffiti film replacement and maintenance services interruption, a contract modification is required to exercise option year one and extend the period of performance effective December 1, 2026.

BACKGROUND

At its September 2023 meeting, the Board awarded a firm fixed unit rate contract, Contract No. OP964830008370, for Regions 1, 2, and 3 combined, to Graffiti Shield, Inc. to provide monthly and as-needed stainless steel anti-graffiti film replacement and maintenance services systemwide.

The stainless steel anti-graffiti film was developed in 2012 exclusively for Metro's use to improve the overall condition of Metro facilities and mitigate vandalism on stainless steel surfaces. Under the existing contract, the contractor performs required inspections at bus and rail facilities systemwide and has replaced an average of 900,000 square feet of vandalized stainless steel film annually. These services have helped ensure that Metro facilities remained clean, well maintained, and free of graffiti and vandalism.

Under the existing contract, the contractor has provided satisfactory stainless steel film installation and replacement services.

DISCUSSION

During the base term of the contract, stainless steel anti-graffiti film replacement and maintenance services were expanded to include the A-Line Foothill Extension Phase 2, D-Line (Purple) Extension Phase I, and K-Line Crenshaw/LAX, including the LAX/Metro Transit Center (MTC), increasing stainless-steel panel surfaces from approximately 200,000 sq. ft. to 285,929 sq. ft. systemwide. During option year one, the existing contract scope of services will further expand to include D-Line (Purple) Extension Phase II.

Under this contract, the contractor will continue to perform routine monthly and as-needed inspections of the stainless steel anti-graffiti film installed systemwide, ensuring 100% replacement of all vandalized stainless steel anti-graffiti film. Continuity of these services is critical to protect Metro's assets and mitigate extended elevator downtime due to vandalized stainless steel surfaces that compromise their integrity with repeated severe etching and engraving requiring costly repair and replacement, and to ensure compliance with ADA requirements and accessibility to Metro's transit system.

DETERMINATION OF SAFETY IMPACT

The approval of this item will ensure the delivery of timely and reliable stainless steel anti-graffiti film installation and replacement services, while improving Metro bus and rail stations' overall appearance and cleanliness, and enhancing customers' experience.

FINANCIAL IMPACT

Funding of \$2,537,500 for stainless steel anti-graffiti film replacement and maintenance services for the remainder of FY27 is allocated under cost center 8370 - Facilities Contracted Maintenance Services, account 50308, Service Contract Maintenance, under various projects.

Since this is a multi-year contract, the cost center manager and Deputy Chief Operations Officer, Shared Mobility, will be accountable for budgeting the cost in FY27 and future years.

Impact to Budget

The current source of funds for this action are local funds, which are eligible for rail operations and capital projects.

EQUITY PLATFORM

This contracted stainless steel anti-graffiti film installation and maintenance service supports equity by helping ensure that all Metro Rail and Bus stations remain clean, safe, and welcoming for all riders. Timely removal and replacement of anti-graffiti film on stainless-steel panel surfaces also preserve the appearance and functionality of station infrastructure while minimizing service disruptions allowing elevators to remain operational, reliable, and accessible for people with disabilities, older adults, and other riders who depend on them, contributing to a safe and dependable

transit environment for all patrons. Prolonged elevator outages resulting from vandalized stainless-steel surfaces can delay trips, disrupt travel, and create accessibility challenges for customers who rely on elevators to complete their journeys. During these outages, Rail Operations must arrange alternate transportation through Access Services, which increases travel times, limits convenient access to Metro's transit system, and negatively affects the overall customer experience.

Graffiti Shield, Inc., an SBE, made a 97% SBE commitment and 3% Disabled Veterans Business Enterprise (DVBE) commitment as the prime contractor for Regions 1, 2, and 3 combined. The current level of SBE and DVBE participation is 97% SBE and 3% DVBE, meeting the SBE/DVBE commitment.

VEHICLE MILES TRAVELED OUTCOME

VMT and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit.* Metro's Board-adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

As part of these ongoing efforts, this item is expected to contribute to further reductions in VMT. While this item does not directly encourage taking transit, sharing a ride, or using active transportation, it is a vital part of Metro operations, as it will maintain and protect Metro assets from vandalism and service disruption. Because the Metro Board has adopted an agency-wide VMT Reduction Target, and this item supports the overall function of the agency, this item is consistent with the goals of reducing VMT.

*Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

This Board action supports Strategic Goal 5: Provide responsive, accountable, and trustworthy governance within the Metro organization. Performing on-going stainless steel anti-graffiti film installation and replacement services contributes to facilities' overall cleanliness and will ensure providing a safe, clean environment for our patrons, service reliability, and enhancing customers' overall experience.

ALTERNATIVES CONSIDERED

The Board may elect not to approve this recommendation. This option is not recommended as it would result in a gap in service impacting Metro's system safety, cleanliness, and customer experience.

With the completion of financial based insourcing/outsourcing study based on quantitative and qualitative assessment, staff has analyzed insourcing/outsourcing options for stainless steel anti-graffiti film installation and replacement services among other services. Based on the preliminary

findings, stainless steel anti-graffiti film installation and replacement services may be considered for insourcing. Based on further evaluation, if the detailed assessment and planning phase reveals that continued outsourcing offers greater long-term cost-effectiveness, staff will re-evaluate the recommendation before final implementation.

NEXT STEPS

Upon Board approval, staff will execute Modification No. 4 to Contract No. OP964830008370 to exercise the first one-year option for continued stainless steel anti-graffiti film installation and replacement services for Regions 1, 2, and 3.

ATTACHMENTS

Attachment A - Procurement Summary
Attachment B - Contract Modification/Change Order Log
Attachment C - DEOD Summary

Prepared by: Lena Babayan, Executive Officer, Operations Administration, (213) 922-6765
Ruben Cardenas, Senior Director, Facilities Contracted Maintenance Services, (213) 922-5932
Steven Gota, Deputy Chief Operations Officer (Interim), Shared Mobility, (213) 922-3043

Reviewed by: Conan Cheung, Chief Operations Officer, Transit Operations, (213) 418-3034
Mat Antonelli, Chief Vendor/Contract Management Officer, (213) 893-7114


Stephanie Wiggins
Chief Executive Officer

PROCUREMENT SUMMARY

**STAINLESS STEEL ANTI-GRAFFITI FILM INSTALLATION AND REPLACEMENT
SERVICES FOR REGIONS 1 THROUGH 3/OP964830008370**

1.	Contract Number: OP964830008370		
2.	Contractor: Graffiti Shield, Inc.		
3.	Mod. Work Description: Exercise Option Year One		
4.	Work Description: Stainless Steel Anti-Graffiti Film Installation and Replacement Services		
5.	The following data is current as of: 08/03/2026		
6.	Contract Completion Status		Financial Status
	Contract Awarded:	09/28/2023	Contract Award Amount: \$15,722,845
	Notice to Proceed (NTP):	N/A	Total of Modifications Approved: \$0
	Original Complete Date:	11/30/2026	Pending Modifications (including this action): \$5,737,859
	Current Est. Complete Date:	11/30/2027	Current Contract Value (with this action): \$21,460,704
7.	Contract Administrator: Lance Duran		Telephone Number: (213) 922-5430
8.	Project Manager: Maral Minasian		Telephone Number: (213) 922-6762

A. Procurement Background

This Board Action is to approve Contract Modification No. 4 to exercise a one-year option, in an amount Not-To-Exceed (NTE) \$5,737,859 increasing the total NTE amount from \$15,722,845 to \$21,460,704.

This contract modification will be processed in accordance with Metro's Acquisition Policy and the contract type is a firm fixed unit rate.

On September 28, 2023, the Metro Board of Directors authorized the award of a firm fixed unit rate Contract No. OP964830008370 to Graffiti Shield, Inc., to provide stainless steel anti-graffiti film installation and replacement services systemwide inclusive of a three-year base period and two one-year options.

Refer to Attachment B – Contract Modification/Change Order Log.

B. Cost/Price Analysis

The recommended price of the option has been determined to be fair and reasonable based upon firm fixed unit rates that were established as part of the original contract and a subsequent assessment of current market pricing. The option pricing is more favorable as there have been increases in the labor rates and the cost of materials that would be required to perform the services. Therefore, exercising the option is in the best interest of Metro. The contract was a result of a competitive IFB in which the option year pricing was evaluated.

Proposal Amount	Metro ICE	Award Amount
NTE \$5,737,859	NTE \$5,737,859	NTE \$5,737,859

CONTRACT MODIFICATION/CHANGE ORDER LOG

**STAINLESS STEEL ANTI-GRAFFITI FILM INSTALLATION AND REPLACEMENT
SERVICES FOR REGIONS 1 THROUGH 3/OP964830008370**

Mod No.	Description	Status (approved or pending)	Date	\$ Amount
1	Revise Attachment B – List of Locations (Region 3)	Approved	6/6/2025	\$0
2	Revise Attachment B – List of Locations (Region 2) and Exhibit B – Pricing Agreement (Region 2)	Approved	10/1/2025	\$0
3	Update Attachment B – List of Locations (Region 1) and Exhibit B – Pricing Agreement (Region 1)	Approved	8/6/22026	\$0
4	Exercise Option 1 (one year) and extend the Period of Performance through November 30, 2027	Pending	Pending	\$5,737,859
	Modification Total:			\$5,737,859
	Original Contract:			\$15,722,845
	Total:			\$21,460,704

DEOD SUMMARY

**STAINLESS STEEL ANTI-GRAFFITI FILM INSTALLATION AND REPLACEMENT
SERVICES REGIONS 1 THROUGH 3/OP964830008370**

A. Small Business Participation

Graffiti Shield, Inc., an SBE, made a 97% Small Business Enterprise (SBE) and 3% Disabled Veteran Business Enterprise (DVBE) commitment for Regions 1, 2, and 3 combined. Based on payments, the project is 62% complete and the current level of SBE and DVBE participation is 97% SBE and 3% DVBE, meeting the SBE/DVBE commitment.

Small Business Commitment	97% SBE 3% DVBE	Small Business Participation	97% SBE 3% DVBE
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	SBE Subcontractors	% Committed	Current Participation¹
1.	Graffiti Shield, Inc. (SBE Prime)	97%	97%
	Total		

	DVBE Subcontractors	% Committed	Current Participation¹
1.	TPRK Consulting	3%	3%
	Total		

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

B. Living Wage Service Contract Worker Retention Policy Applicability

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

C. Prevailing Wage Applicability

Prevailing wage is not applicable to this modification.

D. Project Labor Agreement/Construction Careers Policy (PLA/CCP)

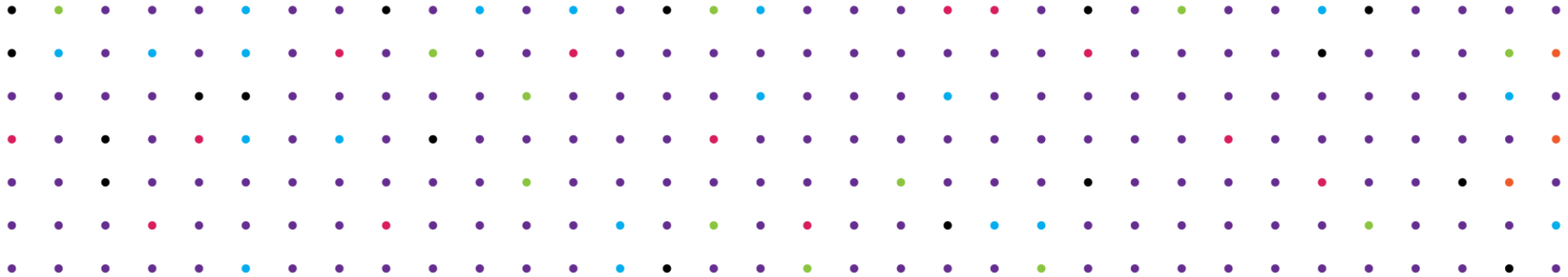
Project Labor Agreement/Construction Careers Policy is not applicable to this Contract. PLA/CCP is applicable only to construction contracts that have a construction related value in excess of \$2.5 million.

E. Manufacturing Careers Policy

The Manufacturing Careers Policy (MCP) does not apply to this contract. The MCP is required on Metro's Rolling Stock RFPs, with an Independent Cost Estimate of at least \$50 million.

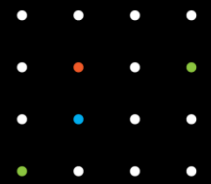
Shared Mobility - Facilities Contracted Maintenance Services

STAINLESS STEEL ANTI-GRAFFITI FILM INSTALLATION AND REPLACEMENT SERVICES REGIONS 1 THROUGH 3



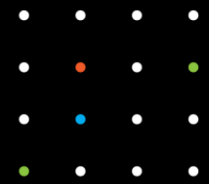
Operations, Safety, and Customer Experience Committee
September 17, 2026

RECOMMENDATION



AUTHORIZE the Chief Executive Officer to execute Modification No. 4 to Contract No. OP964830008370 with Graffiti Shield, Inc. for stainless steel anti-graffiti film installation and replacement services for Regions 1, 2, and 3, to exercise the first one-year option in the Not-To-Exceed (NTE) amount of \$5,737,859, increasing the total NTE contract amount from \$15,722,845 to \$21,460,704, and extending the period of performance from December 1, 2026, to November 30, 2027.

ISSUE & DISCUSSION



AWARDEE

Graffiti Shield, Inc.

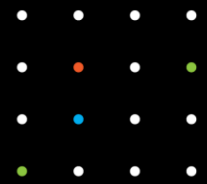
DEOD COMMITMENT

Graffiti Shield, Inc., an SBE, made a 97% SBE commitment and 3% Disabled Veterans Business Enterprise (DVBE) commitment as the prime contractor for Regions 1, 2, and 3 combined. The current level of SBE and DVBE participation is 97% SBE and 3% DVBE, meeting the SBE/DVBE commitment.

ISSUE

The existing three-year base contract term expires on November 30, 2026. To avoid stainless steel anti-graffiti film replacement and maintenance services interruption, a contract modification is required to exercise option year one and extend the period of performance effective December 1, 2026.

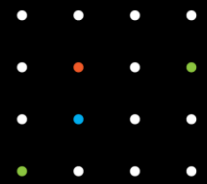
ISSUE & DISCUSSION



DISCUSSION

During the base term of the contract, stainless steel anti-graffiti film replacement and maintenance services were expanded to include the A-Line Foothill Extension Phase 2, D-Line (Purple) Extension Phase I, and K-Line Crenshaw/LAX, including the LAX/Metro Transit Center (MTC), increasing stainless-steel panel surfaces from approximately 200,000 sq. ft. to 285,929 sq. ft. systemwide. During option year one, the existing contract scope of services will further expand to include D-Line (Purple) Extension Phase II.

ISSUE & DISCUSSION



DISCUSSION (Continued...)

Under this contract, the contractor will continue to perform routine monthly and as-needed inspections of the stainless steel anti-graffiti film installed systemwide, ensuring 100% replacement of all vandalized stainless steel anti-graffiti film. Continuity of these services is critical to protect Metro's assets and mitigate extended elevator downtime due to vandalized stainless steel surfaces that compromise their integrity with repeated severe etching and engraving requiring costly repair and replacement, and to ensure compliance with ADA requirements and accessibility to Metro's transit system.



Board Report

File #: 2026-0541, **File Type:** Oral Report / Presentation

Agenda Number: 37.

OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE SEPTEMBER 17, 2026

SUBJECT: OPERATIONS EMPLOYEES OF THE MONTH

ACTION: ORAL REPORT

RECOMMENDATION

RECOGNIZE Operations Employees of the Month.

ISSUE

The Operations Department is celebrating two Employees of the Month (EOM) for September 2026. This presentation will highlight the EOMs' work ethic, tenure, and outstanding achievements, among other respectable attributes.

EQUITY PLATFORM

EOM nominations submitted to the Chief Operations Officer (COO) must be for frontline employees or field supervisors in a customer-facing role. Operations management is encouraged to nominate employees who have achieved excellence, gone above and beyond their assigned job description, and are diverse in both genders/ethnicities. In addition, a review of the location, job responsibilities, and seniority is considered for final selections to ensure diverse representation among the various groups within the department. Operations also works with Vendor Contract Management's Logistics team, Customer Experience's Call Centers, and the Department of Public Safety's (DPS) Transit Security and Ambassador teams to nominate employees at various Metro locations.

VEHICLE MILES TRAVELED OUTCOME

VMT and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit.* Metro's Board-adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

While this item does not directly encourage taking transit, sharing a ride, or using active transportation, it is a vital part of Metro operations, as it highlights frontline employees and field

supervisors in the Operations, Vendor Contract Management, Customer Experience, and Department of Public Safety departments. Because the Metro Board has adopted an agency-wide VMT Reduction Target, which generally supports the agency's overall function, it is consistent with the goal of reducing VMT.

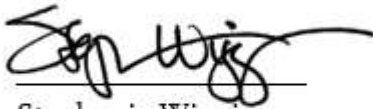
*Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.

Prepared by:

Diane Corral-Lopez, Executive Officer, Operations Administration & Development, (213) 922-7676

Reviewed by:

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

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

Stephanie Wiggins
Chief Executive Officer

September 2026

Employees of the Month

September Employees of the Month



Custodian

Lead Custodian

Raymond Gaitan

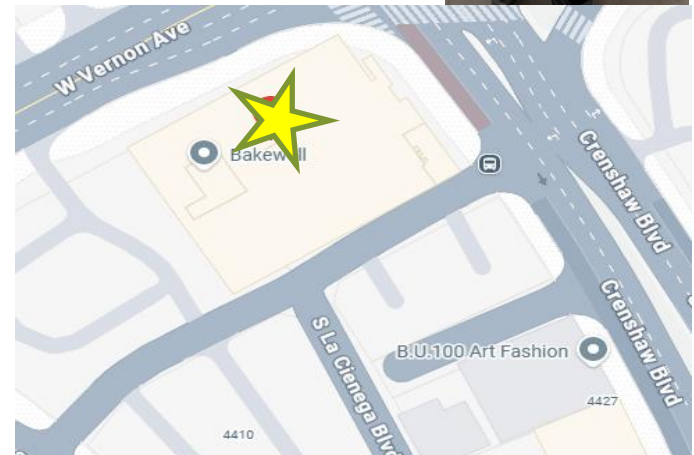
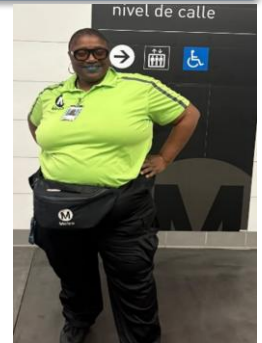


Division 24 – Monrovia

DPS- Ambassadors

Transit Ambassador

Sandra Matthews



Location 520 – Los Angeles

Employees of the Month



Metro[®]



Board Report

File #: 2026-0569, File Type: Budget

Agenda Number: 39.

OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE SEPTEMBER 17, 2026

SUBJECT: METRO C-LINE TRACTION POWER SUBSTATION (TPSS) REPLACEMENT PROJECT

ACTION: APPROVE RECOMMENDATION

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to:

INCREASE the Life of Project Budget (LOP) for the Project 205670 - Metro C Line Traction Power Substations Replacement by \$63,000,000 increasing the Life of Project from \$98,500,000 to \$161,500,000.

ISSUE

The original C Line Traction Power Substations (TPSS) are approximately 31 years old and are nearing the end of useful lives. Although the TPSS remain operational, they require increasing maintenance and repairs, and critical spare parts that are no longer manufactured or readily available in the commercial market. Due to the age of the TPSS, growing maintenance needs, and limited availability of replacement parts, the TPSS must be replaced. In addition, the scope was expanded to include additional requirements critical to the TPSS installation. As a result, the existing LOP budget is insufficient to award the TPSS replacement contract; therefore, an LOP increase is required for project delivery.

BACKGROUND

The original C Line TPSS provides electrical power to trains operating on 18 miles of railroad along the I-105 freeway corridor between Redondo Beach Station and Norwalk Station. The TPSS were constructed in 1990 and began revenue service in 1995. As the equipment ages, its efficiency declines, increasing electrical energy usage and reduces reliability.

Many TPSS parts are no longer manufactured and require custom fabrication to maintain TPSS in service. In addition, the Original Equipment Manufacturer (OEM), Siemens, no longer provides technical maintenance support for the existing TPSS because of their age. The project is to replace aging substations with new energy-efficient TPSS to improve reliability and efficiency of electrical power for train operations.

The original engineering independent cost estimate, developed in 2024, was based on a Scope of Work (SOW) limited to replacing 18 TPSS units using 2024 market prices for materials, labor, and manufacturing. A procurement package was initially prepared in 2024 for a design-build contract delivery method. However, the project scope of work was reassessed to address additional changes needed. The changes applied to the high voltage electrical cables, OCS electrical isolation switches, and substations electrical isolation switches. As a result, the TPSS design and specifications were brought in-house to develop in 2025 to incorporate those changes and transition the procurement to a design-bid-build delivery method. Since the original procurement package was developed, material, labor, and manufacturing costs have increased. The upgrades are intended to improve energy efficiency and reliability by providing remote monitoring alarms for predictive maintenance and are expected to have a service life of 31 years.

DISCUSSION

The original Metro C-Line TPSS are existing facilities and provide traction power to trains operating on the original C-Line. The project involves design, manufacture, construction, removal, and installation of new TPSS equipment that provides traction power to the Metro C Line train operations. These substations are critical to the operation of the rail line and include the installation of the latest TPSS technology to improve efficiency and energy usage. The project is scheduled to begin construction in 2026 and continue through 2030.

A \$161,500,000.00 budget need has been determined based on the project scope. The increase in the Life of Project (LOP) budget reflects both market escalation and additional project scope requirements. The additional project scope was identified through continued design development and a more detailed assessment of the existing system conditions. These requirements were not fully known when the original LOP and cost estimate were developed. As the design progressed, additional requirement needs were identified as necessary to support the reliability of TPSS system. The additional project scope is expanded to include, (1) necessary replacement of the more than 69,000 feet of positive and negative feeder cables due to the age and poor condition of the existing cable system and associated connections; (2) the installation of new Traction Power Positive Isolation Switches to improve electrical safety for maintenance workers and (3) the replacement Overhead Catenary System (OCS) isolation switches to improve single tracking operations.

Inclusion of this additional scope now also minimizes interruption of train operations so that train operations will not be impacted twice (once for TPSS replacement and another time for high voltage cables and high voltage switches). The trend for labor and raw materials had been increasing every year and possible it would cost more if we replace in near future. In addition, substations are only part of the electrification system, and it is more beneficial to replace all electrification systems at once so the agency can save labor cost, bus bridges cost and minimize interruption to customers.

The increase in the LOP budget is attributable to the three additional scope requirements mentioned above, as well as significant increases in construction labor, materials, electrical and traction power equipment costs, supply chain constraints, extended manufacturer lead times, and increased contractor pricing driven by a competitive infrastructure market.

DETERMINATION OF SAFETY IMPACT

In accordance with Metro's State of Good Repair (SGR) requirements and Transit Asset Management (TAM) Plan, the original C-Line TPSS equipment is reaching the end of its useful life and must be replaced promptly to comply with safety and reliability standards. Replacement of the TPSS equipment will enhance safety, improve electricity usage, and ensure reliable power delivery to Light Rail Vehicles (LRVs) on the Metro C Line.

FINANCIAL IMPACT

This action will increase the LOP budget for capital project 205670 - Metro C Line Traction Power Substation Replacement, adjusting it from \$98,500,000.00 to \$161,500,000.00. \$4,168,061.00 is included in the FY27 budget.

Since this is a multi-year project, the Project Manager will ensure that the balance of the funds is budgeted in future fiscal years.

Impact to Budget

The current source of funds for this action is Proposition A 35%, which is eligible for rail operations and Capital Projects. Use of Federal, State, and other local funding sources currently maximizes funding allocations given approved funding provisions and guidelines.

EQUITY PLATFORM

The C Line TPSS units are located along the I-105 freeway throughout Los Angeles County, including within Equity Focus Communities (EFCs) in Norwalk, Downey, Paramount, Lynwood, Rancho Dominguez, Willowbrook, Athens, Westmont, Lennox, and Hawthorne. The primary users of the C Line originate from very low-income households and lack access to personal vehicles. The C Line also serves as a vital transfer point to multiple bus and rail lines, supporting the mobility of workers, students, and residents. Replacing the TPSS units will enhance transportation reliability and efficiency, directly benefiting these riders.

VEHICLE MILES TRAVELED OUTCOME

VMT and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit. * Metro's Board-adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

As part of these ongoing efforts, this item is expected to contribute to further reductions in VMT. This item supports Metro's systemwide strategy to reduce VMT through capital improvement investments to replace the Metro C Line Traction Power Substations. These capital improvement investments further encourage transit ridership, ridesharing, and active transportation. Metro's Board-adopted

VMT reduction targets were designed to build on the success of existing investments, and this item aligns with those objectives.

*Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Approval of this Board Action supports the following Metro Strategic Plan Goals:

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

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.

This project helps maintain system service, reliability and safety standards to provide a world-class transportation system that enhances the quality of life for all who live, work, and play within Los Angeles County.

ALTERNATIVES CONSIDERED

Staff considered not replacing the original C Line TPSS's, but this is not recommended. The existing TPSS equipment was installed during the construction of the original C Line, which began revenue service in 1995. The TPSS equipment is 31 years old and is reaching the end of its useful life and must be replaced to comply with reliability standards. Not replacing this equipment would negatively impact rail operations and result in reliability service interruptions. If this LOP increase is not approved a contract cannot complete all enhancements for the replacement of the original C Line TPSS, which would result in increased risk of service disruptions. Metro would continue to rely on aging TPSS and that would become challenging to maintain for proper operation.

NEXT STEPS

Upon Board approval of the requested LOP increase, Operations - Infrastructure Maintenance and Engineering will proceed with the project scope and delivery.

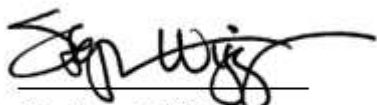
ATTACHMENT

Attachment A - Project Expenditure Plan

Prepared by: Daniela Amores, Deputy Executive Officer, Project Management, (213) 617-6283
Kelvin Zan, Executive Officer, Projects Engineering, (213) 617-6264
Errol Taylor, Deputy Chief Operations Officer, Infrastructure Maintenance and Engineering, (213) 922-3227

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

Mat Antonelli, Chief Vendor/Contract Management Officer, (213) 893-7114

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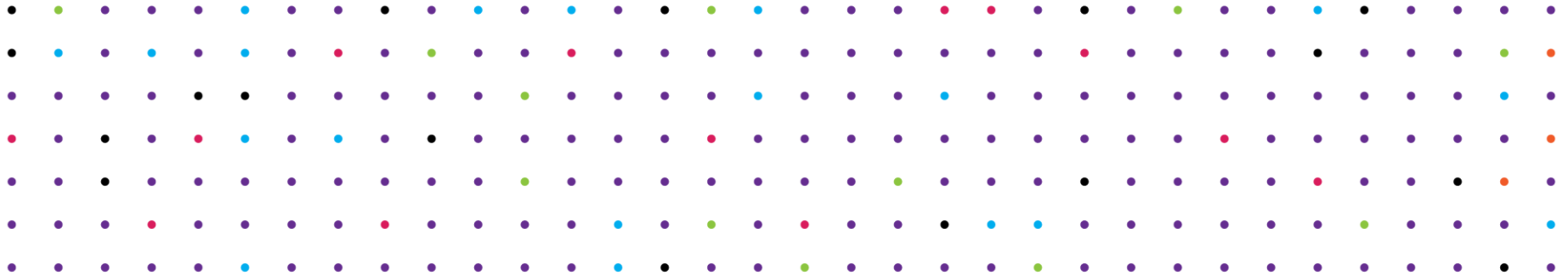
Stephanie Wiggins
Chief Executive Officer

Capital Project 205670 Expenditure Plan
Metro C Line Traction Power Substation Replacement

Use of Funds	ITD	FY27	FY28	FY29	FY30	Total
Metro C Line Traction Power Substations (TPSS) Replacement		\$ 40,000,000	\$ 40,000,000	\$ 42,000,000	\$ 27,000,000	\$ 149,000,000
Metro Wayside Workforces		\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,375	\$ 8,000,375
TPSS Engineering Design and Construction Specifications Development	\$ 944,085	\$ 1,000,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 3,744,085
Agency Costs (Design Support During Construction, Construction Management, Project Management, Procurement, Labor Compliance)	\$ 255,540	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 4,255,540

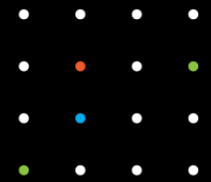
Yearly Cash Flow Forecast \$ 1,199,625 \$ 44,000,000 \$ 43,600,000 \$ 45,600,000 \$ 30,600,375 \$ 165,000,000

METRO C-LINE TRACTION POWER SUBSTATION (TPSS) REPLACEMENT PROJECT



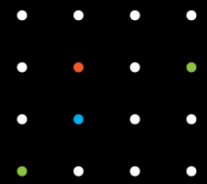
Operations, Safety, & Customer Experience Committee Meeting
September 17, 2026

RECOMMENDATION



AUTHORIZE the Chief Executive Officer to:

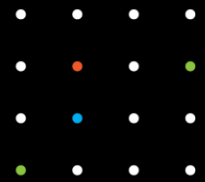
INCREASE the Life of Project Budget (LOP) for the Project 205670 - Metro C Line Traction Power Substations Replacement by \$63,000,000 increasing the Life of Project from \$98,500,000 to \$161,500,000.



ISSUE

The original C Line Traction Power Substations (TPSS) are approximately 31 years old, and although the TPSS remain operational, they are nearing end of useful lives requiring increased maintenance and repairs, and as well as critical spare parts are no longer manufactured or readily available in the commercial market. In addition, the scope was expanded to include additional requirements critical to the TPSS installation. The existing LOP budget is insufficient to award the TPSS replacement contract; therefore, an LOP increase is required for project delivery.

ISSUE & DISCUSSION



DISCUSSION

A \$161,500,000.00 budget need has been determined based on the project scope. The increase in the LOP budget reflects both market escalation and project scope requirements, identified through continued design development and more detailed assessment of the existing system conditions. The project scope has expanded to include a replacement of the positive and negative feeder cables due to the age and poor condition of the existing cable system and associated connections; the installation of new Traction Power Positive Isolation Switches to improve electrical safety for maintenance workers and the replacement Overhead Catenary System (OCS) isolation switches to improve single tracking operations. The increase in LOP budget is attributed to the additional scope requirements as well as significant increases in construction labor, materials, electrical and traction power equipment costs, supply chain constraints, extended manufacturer lead times, and increased contractor pricing driven by a competitive infrastructure market.



Board Report

File #: 2026-0672, **File Type:** Contract

Agenda Number: 40.

OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE SEPTEMBER 17, 2026

SUBJECT: METRO BIKE SHARE

ACTION: APPROVE RECOMMENDATION

RECOMMENDATION

AUTHORIZE the Chief Executive Officer (CEO) to execute Modification No. 25 to Contract No. PS272680011357 with Bicycle Transit Systems, Inc., DBA Revolution, to implement and support the grant funded expansion of the Metro Bike Share (MBS) system in the Not-To-Exceed (NTE) amount of \$7,550,000, increasing the total contract value from \$139,830,029 to \$147,380,029.

ISSUE

MBS was awarded a State funded Regional Early Action Planning Grant (REAP 2.0) in the amount of \$7,550,000, and the Southern California Association of Governments (SCAG), who administers the grant program within their region, has set a September 30, 2026, deadline for Metro to take action or risk the rescinding of the funds. To ensure Metro meets the deadline and retains the REAP grant funds, contract action is needed to authorize the expansion of MBS.

BACKGROUND

MBS launched in July 2016 in partnership with the City of Los Angeles. MBS is currently comprised of 225 stations located in Downtown/Central Los Angeles, Hollywood, Westside, and North Hollywood. MBS operates up to 1,800 on-street bikes (actual numbers vary depending upon inventory, equipment maintenance and bike availability) of which approximately 10% - 15% are Class 1 pedal assist e-bikes. In 2025, over 430,000 trips were taken, representing 1.5 million miles traveled, and 1.5 million pounds of CO2 averted.

SCAG oversees REAP 2.0 grants under the County Transportation Commission (CTC) Partnership Program. REAP 2.0 grants are funds from the California Department of Housing and Community Development (HCD) administered by the Southern California Association of Governments (SCAG) to reduce vehicle miles traveled (VMT) and advance equity in Southern California.

DISCUSSION

Metro is the recipient of a REAP 2.0 grant for the MBS program in the amount of \$7,550,000. This

recommendation is to ensure that Metro retains the REAP funds and expands MBS to provide contiguous service between the Downtown/Central Los Angeles service area and two other service areas. The REAP funds will enable MBS to expand coverage to address two service area gaps:

- 1) Service gap between the Downtown/Central and the Westside service areas. This gap is approximately 8 miles wide from Wilshire Bl. & Western Ave. to Wilshire Bl. & Westwood Bl. MBS has taken initial steps to address this gap by relocating existing stations to the three new D-Line stations; however, additional stations are needed to adequately cover this area.
- 2) Service gap between Downtown and MBS stations located along the Rail-to-Rail active transportation corridor on Slauson Ave. in South Los Angeles. This gap is approximately 1.5 miles from Figueroa St. & Martin Luther King Jr. Bl. to Figueroa St. & Slauson Ave. MBS currently has 5 stations along the Rail-to-Rail corridor from Compton Ave. to Denker Ave. and this expansion will improve the connectivity of these five stations to Exposition Park, USC and the rest of the Downtown/Central service area.

The expansion will consist of 60 stations and between 600 and 650 on-street Class 1 pedal-assisted e-bikes. It is anticipated that 40 stations will be deployed to support the Downtown/Central and Westside service area gap and 20 stations will be used to cover the Downtown to Rail-to-Rail Slauson Ave. service gap.

DETERMINATION OF SAFETY IMPACT

There is no adverse safety impact by approving this recommendation.

FINANCIAL IMPACT

REAP grant funding in the amount of \$7,550,000 will fully cover the cost of this action.

Funding for MBS is included in the FY27 budget in cost center 4540, project number 210186 and project name "4540 MBS Equipment and Expansion".

Impact to Budget

Funding for this action is REAP 2.0 grant funds that are not eligible for bus and rail operations.

EQUITY PLATFORM

In support of this action, Metro along with four community-based organizations, BikeLA, Los Angeles Walks, Walk n' Rollers and CicLAvia, conducted a variety of outreach events to introduce and support the potential expansion. Events included participation at various CicLAvia and other open street events, project meetings and other community-based events. Activities included bike rides, bike safety and education, general MBS information distribution, and the ability of community members to suggest possible MBS station locations. Overall community engagement was positive. More than 50 events were held in different neighborhoods including West Adams, Koreatown, Pico-Union, Westwood and South LA resulting in more than 3,500 engagements. One of the main barriers to using MBS expressed during the events was not having nearby stations. Expanding in these areas

will address this barrier and provide the community with access to MBS.

This modification will allow Metro to provide service to those who live and work in Equity Focus Communities (EFCs) in the new expansion areas and will enhance MBS connectivity between the Downtown/Central LA and South LA as well as the Westside service areas. Currently, 48% of existing MBS stations are located in EFCs, and generate approximately 41% of all trips. The geographic footprint of this expansion area is estimated to be comprised of 52% EFC.

VEHICLE MILES TRAVELED OUTCOME

VTM and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit.* Metro's Board-adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

As part of these ongoing efforts, this item is expected to contribute to further reductions in VMT. Metro conducted a preliminary analysis to show that the net effect of this item is to decrease VMT through investment activities that will improve and further encourage active transportation. To date, more than 10.0 million miles have been traveled by MBS users, which represents a minimum reduction of approximately 2.4 million Vehicle Miles Traveled since the 2025 MBS survey results show that approximately 24% of users would have driven their personal vehicles or used a taxi or equivalent vehicle to complete their travel if not for Metro Bike Share. Enabling MBS to expand service will constitute further decreases in VMT. Metro's Board-adopted VMT reduction targets were designed to build on the success of existing investments, and this item aligns with those objectives.

* Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

MBS program supports the following Vision 2028 Strategic Plan Goals:

1. Provide a high-quality mobility option that enables people to spend less time traveling.
2. Deliver an outstanding trip experience for all users of the transportation system.
3. Enhance communities and lives through mobility and access to opportunity.
4. Transform LA County through regional collaboration and national leadership.
5. Provide responsive, accountable, and trustworthy governance within the organization.

ALTERNATIVES CONSIDERED

The Board may choose not to authorize the requested action. This alternative is not recommended, as it would result in the loss of \$7.55M in REAP 2.0 funds.

NEXT STEPS

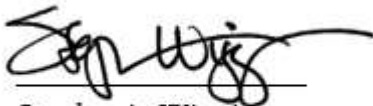
Upon Board approval, staff will execute Modification No. 25 to Contract No. PS272680011357 with Bicycle Transit Systems, Inc., DBA Revolution.

ATTACHMENTS

Attachment A - Procurement Summary
Attachment B - Contract Modification/Change Order Log
Attachment C - DEOD Summary

Prepared by: Paula Carvajal-Paez, Deputy Executive Officer, Shared Mobility, (213) 922-4258
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Reviewed by: Conan Cheung, Chief Operations Officer, (213) 418-3034
Mat Antonelli, Chief Vendor/Contract Management Officer, (213) 893-7114



Stephanie Wiggins
Chief Executive Officer

PROCUREMENT SUMMARY

METRO BIKE SHARE / PS272680011357

1.	Contract Number: PS272680011357			
2.	Contractor: Bicycle Transit Systems, Inc. (DBA Revolution)			
3.	Mod. Work Description: Implement and support the REAP 2.0 grant funded expansion of the Metro Bike Share (MBS) system.			
4.	Contract Work Description: Metro Bike Share Program			
5.	The following data is current as of: 09/11/26			
6.	Contract Completion Status		Financial Status	
	Contract Awarded:	06/25/15	Contract Award Amount:	\$11,065,673
	Notice to Proceed (NTP):	07/31/15	Total of Modifications Approved:	\$128,764,356
	Original Complete Date:	07/29/22	Pending Modifications (including this action):	Not-To-Exceed \$7,550,000
	Current Est. Complete Date:	01/31/27	Current Contract Value (with this action):	\$147,380,029
7.	Contract Administrator: Lily Lopez		Telephone Number: (213) 922-4639	
8.	Project Manager: Paula Carvajal		Telephone Number: (213) 922-4258	

A. Procurement Background

This Board Action is to approve Contract Modification No. 25 to implement and support the REAP 2.0 grant funded expansion of the Metro Bike Share (MBS) system. The project will expand and provide MBS stations and bikes to fill in service gaps between currently disconnected MBS service areas.

This contract modification will be processed in accordance with Metro's Acquisition Policy and the contract type is a firm fixed price.

On June 25, 2015, the Board approved firm fixed Contract No. PS272680011357 to Bicycle Transit Systems, Inc. for the equipment, installation and operations of the Metro Bike Share Phase I Pilot in the amount of \$11,065,673 for a two-year period.

Twenty-four modifications have been issued to date.

Refer to Attachment B – Contract Modification/Change Order Log.

B. Cost Analysis

The Not-To-Exceed (NTE) amount will be determined to be fair and reasonable based on an Independent Cost Estimate (ICE), technical analysis, cost analysis validating existing overhead rates, operational costs, and fact finding prior to executing the contract modification.

Proposal Amount	Metro ICE	NTE Amount
\$7,550,000	\$7,550,000	\$7,550,000

**CONTRACT MODIFICATION/CHANGE ORDER LOG
METRO BIKE SHARE / PS272680011357**

Mod. No.	Description	Status (approved or pending)	Date	Amount
1	Addition of Sponsorship Broker Agreement	Approved	12/30/15	\$0
2	Additional Support for Phase I – Downtown Los Angeles	Approved	06/06/16	\$108,656
3	Addition of 2 Subcontractors	Approved	07/07/16	\$0
4	Extend Phase I (Downtown Los Angeles Pilot), expand and accelerate Phase II (Pasadena) and Phase III (Venice and Port of Los Angeles)	Approved	11/07/16	\$42,618,583
5	Update Exhibit A-1 Milestone Payment Schedule	Approved	03/22/17	\$0
6	Addition of TAP Integration Step 3	Approved	05/31/17	\$610,076
7	Extend and activate Phase III and Phase IV	Approved	10/08/18	\$34,598,747
8	Metro Countywide Bike Share Greenhouse Gas Reduction Fund (GGRF) Grant	Approved	12/06/18	\$6,342,126
9	Revised SOW and Milestones	Approved	12/14/18	\$0
10	Reallocation of bikes and update milestones	Approved	08/21/21	\$0
11	Extended period of performance (POP) through 7/29/23, purchase new bicycles to replenish and stabilize the on-street bicycle fleet, purchase and install GPS equipment, and maintain a 10% inventory.	Approved	05/03/22	\$15,250,213
12	Extended POP by 5 months through 12/31/23.	Approved	05/25/23	\$5,698,010
13	Extended POP through 4/30/24.	Approved	11/02/23	\$0

14	Extended POP through 6/30/24.	Approved	12/21/23	\$0
15	Extended POP through 8/30/24.	Approved	03/07/24	\$0
16	Extended POP through 3/31/25.	Approved	07/23/24	\$0
17	Extended POP through 4/30/25.	Approved	12/11/24	\$0
18	Extended POP through 8/31/25.	Approved	03/27/25	\$4,730,373
19	Exercise up to three, one-month options each separately as needed from September 1, 2025 to November 30, 2025.	Approved	07/24/25	\$3,627,011
20	Loan bikes and extend POP 6 months through May 31, 2026.	Approved	10/29/25	\$6,505,955
21	Exercise three of the six, one-month options, from June 1, 2026 to August 31, 2026.	Approved	03/26/26	\$3,252,977
22	Exercise up to three, one-month options each separately as needed from September 1, 2026 to November 30, 2026.	Approved	06/08/26	\$3,252,977
23	Name change from Bicycle Transit Systems, Inc., to Bicycle Transit Systems, Inc., DBA Revolution.	Approved	06/25/26	\$0.00
24	Exercise two, one-month options each separately as needed from December 1, 2026 to January 31, 2027.	Approved	07/23/26	\$2,168,652
25	Implement and support the grant funded expansion of the MBS system.	Pending	Pending	\$7,550,000 Not-To-Exceed
	Modification Total:			\$136,314,356
	Original Contract:		06/25/15	\$11,065,673
	Total:			\$147,380,029

DEOD SUMMARY**METRO BIKE SHARE / PS272680011357****A. Small Business Participation**

At the time of award, Bicycle Transit Systems, Inc. (BTS) made a 22.37% Disadvantaged Business Enterprise (DBE) commitment on this contract. However, the U.S. Department of Transportation (USDOT) has issued an Interim Final Rule (IFR) that makes changes to the DBE Program, including the suspension of goals, counting participation, and enforcement effective October 3, 2025. While the DBE commitment is not a factor in the staff recommendation, there are three (3) certified small businesses participating in this contract.

B. Living Wage Service Contract Worker Retention Policy Applicability

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

C. Prevailing Wage Applicability

Prevailing wage is not applicable to this modification.

D. Project Labor Agreement/Construction Careers Policy (PLA/CCP)

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.

E. Manufacturing Careers Policy

The Manufacturing Careers Policy (MCP) does not apply to this contract. The MCP is required on Metro's Rolling Stock RFPs, with an Independent Cost Estimate of at least \$50 million.



Board Report

File #: 2025-1029, **File Type:** Informational Report

Agenda Number: 41.

OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE SEPTEMBER 17, 2026

SUBJECT: REVIEW OF METRO RAIL STATION REPAIRS

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE Office of the Inspector General (OIG) Final Report on Review of Metro Rail Station Repairs.

ISSUE

The Office of the Inspector General (OIG) conducted a Review of Metro Rail Station Repairs. The goal of this review was to determine the adequacy of Metro efforts to identify, respond, schedule, and communicate Metro rail station repairs, including rail station graffiti removal. Talson Solutions, LLC was hired as the consultant to conduct this review on behalf of the OIG.

BACKGROUND

Talson Solutions, LLC (Talson) completed a review of Los Angeles County Metropolitan Transportation Authority's (Metro) rail station repair procedures across six rail lines - A, B, C, D, E, and K - for the Office of the Inspector General. The review included a benchmarking analysis of industry best practices using three peer transit agencies: (1) New York City Transit (NYCT), (2) Southeastern Pennsylvania Transportation Authority (SEPTA), and (3) Washington Metropolitan Area Transit Authority (WMATA).

The review period for Metro documentation was calendar year 2024, with site visits to 36 rail stations conducted in July 2025. The review covered Metro's policies and procedures for rail station maintenance, third-party contractors under the Facilities Contracted Maintenance (FCM) department, and in-house activities performed under the direction of Facilities Maintenance (FM) and Wayside departments. Talson presents findings and recommendations across several areas designed to improve communication and reporting of rail station maintenance activities.

DISCUSSION

FINDINGS

The review concluded that Metro's incident reporting system, while serving as the primary system for recording and responding to station incidents, was voluminous, lacked standardization of data entered, and was frequently incomplete.

Key findings are summarized below:

1. **Graffiti Incidents:** 15 of 28 (54%) of sampled incidents were not recorded in the **Graffiti Incidents:** 15 of 28 (54%) of sampled incidents were not recorded in the Tracking and Automated Graffiti Removal System (TAGRS) software, and several were miscoded as other incident types. Several incidents in TAGRS lacked complete information, including photographs. General graffiti incidents are generally addressed within 1-2 days, while offensive graffiti incidents are addressed immediately.
2. **Facilities Contracted Maintenance (FCM):** Issues primarily related to miscoding of incident types. Talson did not identify any issues with responses for repair to broken glass and elevator/escalator incident types.
3. **Facilities Maintenance (FM):** 43 of 251 (17%) of the incidents tested did not generate in-house work orders; several work orders were completed 12 - 18 months after the incident date; and 75% of communication-related (i.e., CCTV) incidents were closed 6 - 9 months after the incident date. Several of the incidents tested were for Ticket Vending Machines (TVMs), Fare Gates, CCTV, routine custodial cleaning cycles, and interactive digital map cases. These incidents are typically sent to individual departments for disposition and resolution, e.g., Revenue Collection, Revenue Generation and Marketing, and do not receive an M3 incident number or work order.
4. **Benchmarking:** Benchmarking indicates that Metro's hybrid model of in-house and contracted resources is consistent with practices observed across peer agencies. Opportunities remain to further optimize this model to address ongoing challenges such as graffiti removal and to improve consistency in incident reporting. While Metro currently does not maintain in-house vertical transportation maintenance capabilities, peer agencies such as NYCT and WMATA utilize in-house personnel for these functions and WMATA reported no significant graffiti issues. Additionally, SEPTA and WMATA utilize manual or hardcopy systems for incident reporting.
5. **2024 Incidents Follow-up:** During the review of incidents reported as closed in 2024 across Metro's six rail lines and 36 stations, a total of 136 incidents were examined. Of these, approximately 12% remained open at the time of the review, and another 20% could not be verified due to limited access to certain station locations. These findings indicate that while the majority of incidents are recorded as closed, a notable portion either remains unresolved or lacks verifiable documentation, highlighting opportunities to strengthen incident tracking and follow-up procedures.

- 6. New Incidents (2025):** During site inspections in July 2025, Talson identified 100 new incidents across Metro rail stations. Of these, 28% were not reflected in the M3 Incident List, indicating a gap in incident reporting. Observed issues included limited visibility of fire extinguishers at outdoor stations and repeated damage to elevator cab films, such as etching, burning, and other forms of vandalism.
- 7. Communication:** Metro has established several mechanisms to monitor station conditions and communicate issues externally related to maintenance and repairs; however, opportunities exist to enhance consistency, coordination, and public feedback integration across the rail lines. Communication to the public on station-level repair activities is generally reactive and focused on service or access disruptions - rather than providing scheduled or periodic maintenance updates. There is no dedicated channel summarizing ongoing, scheduled, completed, or pending repairs for public awareness. Concerns relating to the Americans with Disabilities Act (ADA) are prioritized to ensure that accessibility features, such as elevators and escalators, are addressed and resolved promptly. Metro has recently increased its social media presence, including Instagram and Facebook, as part of its communication efforts. Metro's communication approach, similar to its peers, remains largely reactive, focusing on major service disruptions rather than routine maintenance updates.

Before initiating the rail station inspections, Talson assessed whether Metro's policies and procedures, and operating model align with industry best practices and concluded that they are generally aligned, though certain areas require improvement. Based on interviews and benchmarking discussions with peer agencies (including NYCT, SEPTA, and WMATA), best practice is to assign clear accountability - through a dedicated role and/or centralized unit - for conducting routine, recurring station inspections on a defined schedule. e.g., NYCT performs station inspections as frequently as every 72 hours). In contrast, Metro's current approach is more reactive than proactive and relies heavily on ad hoc observations (e.g., ambassadors or staff who "happen to be there"), rather than a consistent, frequent, standardized inspection program.

RECOMMENDATIONS:

Key recommendations to enhance Metro's Incident Reporting system and related processes, and for consideration in the design refinement and phased implementation of Metro's Enterprise Asset Management Solution (EAMS), include:

- 1. Standardize Incident Reports:** Implement consistent nomenclature and clearly define completion requirements to ensure accuracy and uniformity.
- 2. Enhance Customer Communication:** Use KPIs to update customers on repair status such as tracking the number of graffiti removals completed within a set timeframe or specifying types of repairs (e.g., CCTV maintenance) across the system during a certain period.
- 3. Ensure Supervisor Accountability:** Require all supervisors to fully complete individual incident reports for their respective areas.
- 4. Improve Graffiti Incident Traceability:** Identify and implement a method to track graffiti incidents originating from Metro's Transit Watch application and TAGRS into any incident tracking

system Metro uses.

5. **Implement Heightened Cleanliness Protocols:** Establish stricter cleanliness standards for rail stations to improve customer experience.
6. **Standardize Supervisors' Reporting Templates:** Integrate reporting templates into a unified system to effectively monitor third-party contractors' performance.
7. **Enhance Elevator Maintenance Practices:** Require the elevator maintenance contractor to routinely replace protective film on elevator floors and walls to maintain condition and safety.
8. **Develop In-House Vertical Transportation Maintenance:** Build internal capabilities to maintain elevators and escalators, reducing reliance on external contractors. Determine if any aspects of vertical maintenance can be performed by Metro staff without invalidating any equipment warranties or service contracts. Determine if performing these additional maintenance repairs, Metro might reduce the cost of vendor contracts.
9. **Prioritize Aging Open Incidents:** Track incidents by days open and prioritize resolution for long-standing cases (e.g., 60 days or more), in addition to incidents affecting rail system operations, safety, or ADA compliance.

Supplemental recommendations are provided in each review area of the consultant report.

EQUITY PLATFORM

The effect of this review may result in positive equity outcomes should Metro make efforts to measure and reduce rail system incident response times, enhance customer communication, implement heightened cleanliness protocols, and enhance elevator maintenance practices. Additionally, the proposed enhancements could lead to a more efficient and reliable public transportation system, benefiting all users. By addressing these key areas, Metro can ensure a safer and more satisfying experience for its customers.

VEHICLE MILES TRAVELED OUTCOME

VMT and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit.* Metro's Board-adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

As part of these ongoing efforts, this item is expected to contribute to further reductions in VMT. This item supports Metro's systemwide strategy to reduce VMT through maintenance of rail stations, increasing operational efficiency and safety that will improve and further encourage transit ridership, ridesharing, and active transportation. Metro's Board-adopted VMT reduction targets were designed to build on the success of existing investments, and this item aligns with those objectives.

*Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Recommendations support Metro's strategic plan goal no. 2: Deliver outstanding trip experiences for all users of the transportation system.

NEXT STEPS

Metro management responded and agreed to implement most of the report recommendations. Some have been completed with others to be completed this calendar year.

ATTACHMENTS

Attachment A - Final Report on Review of Rail Station Repairs (Report No. 26-AUD-05)

Attachment B - Operations Response to Recommendations

Attachment C - Customer Experience Response to Recommendations

Prepared by: Asuncion Dimaculangan, Senior Auditor, (213) 244-7311
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George Maycott, Senior Director, Special Projects, (213) 244-7310

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



Karen Gorman
Inspector General

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

Review of Metro Rail Station Repairs

Report No. 26-AUD-05

May 22, 2026





Metro

**Los Angeles County
Metropolitan Transportation Authority**

Office of the Inspector General
818 West 7th Street, Suite 500
Los Angeles, CA 90017

213.244.7300 Tel
213 244-7318 Fax

DATE: May 22, 2026

TO: Metro Board of Directors
Metro Chief Executive Officer

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

Yvonne Zheng

Digitally signed by Yvonne
Zheng
Date: 2026.05.22 11:35:59 -07'00'

SUBJECT: Final Report on Review of Metro Rail Station Repairs
(Report No. 26-AUD-05)

The Office of the Inspector General (OIG) conducted a Review of Metro Rail Station Repairs to assess the adequacy of Metro's efforts to identify, respond to, schedule, and communicate rail station repairs, including graffiti removal. The review included a benchmarking analysis of industry best practices using three peer transit agencies: (1) New York City Transit (NYCT), (2) Southeastern Pennsylvania Transportation Authority (SEPTA), and (3) Washington Metropolitan Area Transit Authority (WMATA). Talson Solutions, LLC was engaged as the consultant to conduct this review on behalf of the OIG.

The review found that Metro's policies, procedures, and operating model are generally aligned with industry best practices; however, certain areas require improvement. The review concluded that Metro's incident reporting system (M3), while serving as the primary tool for recording and responding to station incidents, was voluminous, lacked standardized data entry, and was frequently incomplete. Key findings and recommendations are presented in the report.

If you have any questions, please contact Karen Gorman, Inspector General, at GormanK@metro.net or me at ZhengY@metro.net.

We appreciate the assistance provided by Metro staff during this review.

Enclosure: Final Report

cc: Debra Avila, Deputy Vendor/Contract Management Officer
Conan Cheung, Chief Operations Officer
Nicole Englund, Chief of Staff
Karen Gorman, Inspector General
Kimberly Houston, Deputy Chief Auditor
Aneli-Michelle Navarro, Chief Financial Officer (Interim)
Jennifer Vides, Chief Customer Experience Officer
Stephanie Wiggins, Chief Executive Officer



Review of Metro Rail Station Repairs

Report No. 26-AUD-05

May 1, 2026

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



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EXECUTIVE SUMMARY

Talson Solutions, LLC (Talson) completed a review of Los Angeles County Metropolitan Transportation Authority's (Metro) rail station repairs procedures across six rail lines - A, B, C, D, E, and K - for the Office of the Inspector General. The review included a benchmarking analysis of industry best practices using three peer transit agencies: (1) New York City Transit (NYCT), (2) Southeastern Pennsylvania Transportation Authority (SEPTA), and (3) Washington Metropolitan Area Transit Authority (WMATA).

The review period for Metro documentation was calendar year 2024, with site visits to 36 rail stations conducted in July 2025. The review covered Metro's policies and procedures for rail station maintenance, third-party contractors under the Facilities Contracted Maintenance (FCM) department, and in-house activities performed under the direction of Facilities Maintenance (FM) and Wayside departments. Talson presents findings and recommendations across several areas designed to improve communication and reporting of rail station maintenance activities.

Audit Conclusion

The review concluded that Metro's incident reporting system, while serving as the primary system for recording and responding to station incidents, was voluminous, lacked standardization of data entered, and frequently incomplete. Key findings and recommendations are summarized below:

1. **Graffiti Incidents:** 15 of 28 (54%) of sampled incidents were not recorded in the Tracking and Automated Graffiti Removal System (TAGRS) software, and several were miscoded as other incident types. Several incidents in TAGRS lacked complete information, including photographs. General graffiti incidents are generally addressed within 1-2 days, while offensive graffiti incidents are addressed immediately.
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EXECUTIVE SUMMARY

4. **Benchmarking:** Benchmarking indicates that Metro’s hybrid model of in-house and contracted resources is consistent with practices observed across peer agencies. Opportunities remain to further optimize this model to address ongoing challenges such as graffiti removal and to improve consistency in incident reporting. While Metro currently does not maintain in-house vertical transportation maintenance capabilities, peer agencies such as NYCT and WMATA utilize in-house personnel for these functions and WMATA reported no significant graffiti issues. Additionally, SEPTA and WMATA utilize manual or hardcopy systems for incident reporting
5. **2024 Incidents Follow-up:** During the review of incidents reported as closed in 2024 across Metro’s six rail lines and 36 stations, a total of 136 incidents were examined. Of these, approximately 12% remained open at the time of the review, and another 20% could not be verified due to limited access to certain station locations. These findings indicate that while the majority of incidents are recorded as closed, a notable portion either remains unresolved or lacks verifiable documentation, highlighting opportunities to strengthen incident tracking and follow-up procedures
6. **New Incidents (2025):** During site inspections in July 2025, Talson identified 100 new incidents across Metro rail stations. Of these, 28% were not reflected in the M3 Incident List, indicating a gap in incident reporting. Observed issues included limited visibility of fire extinguishers at outdoor stations and repeated damage to elevator cab films, such as etching, burning, and other forms of vandalism.
7. **Communication:** Metro has established several mechanisms to monitor station conditions and communicate issues externally related to maintenance and repairs; however, opportunities exist to enhance consistency, coordination, and public feedback integration across the rail lines. Communication to the public on station-level repair activities is generally reactive and focused on service or access disruptions – rather than providing scheduled or periodic maintenance updates. There is no dedicated channel summarizing ongoing, scheduled, completed, or pending repairs for public awareness. Concerns relating to the Americans with Disabilities Act (ADA) are prioritized to ensure that accessibility features, such as elevators and escalators, are addressed and resolved promptly. Metro has recently increased its social media presence, including Instagram and Facebook, as part of its communication efforts. Metro's communication approach, similar to its peers, remains largely reactive, focusing on major service disruptions rather than routine maintenance updates.

Key recommendations to enhance Metro’s Incident Reporting system and related processes, and for consideration in the design refinement and phased implementation of Metro’s Enterprise Asset Management Solution (EAMS), include:

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1. **Standardize Incident Reports:** Implement consistent nomenclature and clearly define completion requirements to ensure accuracy and uniformity.
2. **Enhance Customer Communication:** Use KPIs to update customers on repair status such as tracking the number of graffiti removals completed within a set timeframe or specifying types of repairs (e.g., CCTV maintenance) across the system during a certain period.
3. **Ensure Supervisor Accountability:** Require all supervisors to fully complete individual incident reports for their respective areas.
4. **Improve Graffiti Incident Traceability:** Identify and implement a method to track graffiti incidents originating from Metro's Transit Watch application and TAGRS into any incident tracking system Metro uses.
5. **Implement Heightened Cleanliness Protocols:** Establish stricter cleanliness standards for rail stations to improve customer experience.
6. **Standardize Supervisors' Reporting Templates:** Integrate reporting templates into a unified system to effectively monitor third-party contractors' performance.
7. **Enhance Elevator Maintenance Practices:** Require the elevator maintenance contractor to routinely replace protective film on elevator floors and walls to maintain condition and safety.
8. **Develop In-House Vertical Transportation Maintenance:** Build internal capabilities to maintain elevators and escalators, reducing reliance on external contractors. Determine if any aspects of vertical maintenance can be performed by Metro staff without invalidating any equipment warranties or service contracts. Determine if performing these additional maintenance repairs, Metro might reduce the cost of vendor contracts.
9. **Prioritize Aging Open Incidents:** Track incidents by days open and prioritize resolution for long-standing cases (e.g., 60 days or more), in addition to incidents affecting rail system operations, safety, or ADA compliance.

Supplemental recommendations are provided in each review area.

AUDIT RESULTS & CONCLUSION

Task A: Metro Policies and Procedures & Operations/Agency Benchmarking

1.0 Graffiti and Tracking and Automated Graffiti Removal System (TAGRS)

Metro uses the TAGRS software to monitor and receive documentation (e.g., photos) from the third-party contractors engaged for graffiti removal and prevention. The following are Talson audit results on the review of 32 incidents, inclusive of four additional graffiti incidents that were miscoded as FCM elevator or 20% of the graffiti incidents identified for the six rail lines:

- 1.1 There were no recorded incidents associated with the A Line (Blue). This may be attributed to a loss of data when changing the name of the Blue Line to the A Line.
- 1.2 The initial incident number is not the identifiable task order number for use by contractors, making it difficult to correlate an incident number to an assigned task order.
- 1.3 The task orders completed by the contractor lacked the names of the contractors assigned to address incidents.
- 1.4 The system does not support direct searches by incident number without triggering several unhandled exceptions, such as SQL syntax errors or format exceptions, and possibly time out entirely when executing a search.
- 1.5 Multiple TAGRS reports can be associated with a single incident number. Some contractors submit separate TAGRS reports for each instance of graffiti within the same station or area, while others consolidate multiple graffiti removals into a single report.
- 1.6 The reported incident addresses vary from being listed as the station's name, the rail line, or the station's address.
- 1.7 Talson was unable to locate 15 of 28 (54%) incidents in TAGRS to confirm whether work was performed.
 - Ten were identified as incidents for the A Line (Blue).
 - Three were identified for the E Line (Expo).
 - One was identified for the C Line (Green).
 - One was identified for the K Line (Crenshaw).

Reported graffiti incidents from Metro's Transit Watch App are sent to the Operations Contracts Strategic Oversight Services (SOS) desk. An incident is recorded in M3 and a FCM Supervisor will send the incident to one of their graffiti contractors who will abate the incident and enter the incident with before and after pictures into TAGRS. FCM is responsible for follow up with Metro contractors through incident resolution.

AUDIT RESULTS & CONCLUSION

- 1.8 Additionally, there was a gap in Blue Line incident recording between January 2024 and March/April 2024, as noted below:
- Slauson Station has one incident recorded in January, and the next incident recorded was in April 2024.
 - Firestone Station has one incident recorded in January, and the next incident recorded was in March 2024. The reason for this gap in time was undetermined.
- 1.9 Talson identified the four¹ miscoded incident types for FCM, from elevator to graffiti. The graffiti incidents were recorded as closed.
- 1.10 Incomplete TAGRS report (graffiti) lacking completion photograph (October 2024), but actual Incident Report indicated a follow-up inspection date of August 2025 or ten months after initial report date.

Supplemental Recommendations

- 1A Enhance integration between incident reporting and TAGRS.
- 1B Link incident numbers to contractor task orders.
- 1C Remediate search functionality in TAGRS.
- 1D Require complete documentation in TAGRS, including standardized location information and before/after photos to evidence completion.

2.0 FCM Observations (Non-Graffiti)

The following observations for incidents that were initially identified for processing by FCM are:

- 2.1 Miscoding of four incident types from initial description of “elevator” instead of graffiti. Incidents were subsequently addressed by the third-party graffiti removal contractors.
- 2.2 Fence incident partially completed and remained open due to unsafe activity by nearby residents.
- 2.3 Miscoding of FCM Incident for concrete repair that should be for FM.
- 2.4 Miscoding of FCM incident for elevator repair instead of FM.

¹ Incident numbers are (1) 3,826,861, (2) 3,830,328, (3) 3,896,920, and (4) 3,896,356.

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Supplemental Recommendations

- 2A Strengthen incident classification and routing controls by standardizing coding rules.
- 2B Implement supervisory review/quality assurance for high-risk or frequently miscoded categories.
- 2C Establish clear escalation protocols for incidents impacted by safety or access limitations.

3.0 FM Incidents

The following observations for incidents that were initially identified for processing by FM are:

- 3.1 Incident Listing for 26 of 147 (18%) incidents reviewed did not include a work order number, but the Incident Report showed a work order number.
- 3.2 Two work orders for Fire Equipment incident type were open and closed approximately 18 and 19 months after the incident report date.
- 3.3 Lack of documentation to support an incident closed date approximately one year after report date.
- 3.4 Six work orders for Incident Type "Rail Station" had work orders closed six to nine months after incident date. Incidents include exposed map glass panel broken, concrete easement damaged, hand dryer not working, and others.
- 3.5 Nine out of twelve (75%) of communication-related (i.e., CCTV) incidents closed six to nine months after incident date.
- 3.6 Work order for roof repair incident (i.e., rainwater) was created and closed on the same date, June 11, 2025 or approximately one year after the initial incident report.
- 3.7 There was limited or inconsistent visibility for fire extinguishers across the Metro's outdoor stations. This may potentially represent a safety concern, particularly in emergency situations requiring immediate fire response.

Not all incidents are assigned a work order. Those that are may be related to the supporting department to which the incident is assigned (e.g., rail communications). Incidents without work orders are closed once the work is performed. For those with work orders, the detail may only be with the department/unit that performed or handled the incident. Those details of the work performed do not always make it back to the original incident to provide details on how the incident was closed.

AUDIT RESULTS & CONCLUSION

During our review of rail station incident reports and work orders in Metro's M3 system, Talson found that incident open and close information and details were not consistently recorded, limiting the ability to fully assess whether incidents were resolved in timely manner. With this additional information, Metro could analyze the timeliness of incident closure by rail station and rail line.

Supplemental Recommendations

- 3A Strengthen end-to-end incident-to-work-order integration and closure documentation by requiring work order references (or other documented rationale).
- 3B Improve documentation of incident work orders to ensure accountability between FM and the responsible department assigned to make incident repairs. Establish an incident report showing the response and closure with measurable timelines to repair depending on the incident category, such as:
 - a. **Response:** Time from incident reported to work order created/assigned or technician dispatched.
 - b. **Closure:** Time from incident reported or work order opened, to work order closure/verified complete.
- 3C Strengthen data input standard that allow the real time measurement of incident time between opening and closing.
- 3D Develop reporting capabilities to identify incidents by rail station and rail line.

4.0 Metro's Incident List

General findings on the Incident List are:

- 4.1 Miscoding of incident types.
- 4.2 Incident descriptions are vague or incorrect.
- 4.3 Notes section on incident reports not completed.
- 4.4 Completed notes either state "Completed" or just "referred to Contractor/FM/Wayside".
- 4.5 Incident shows closed and assigned an in-house completion code of "10-36" or "10-37", with no additional signoff on notes.

AUDIT RESULTS & CONCLUSION

Supplemental Recommendations

- 4A Standardize incident coding and description requirements (i.e., minimum data fields and definitions by incident types and utilizing the “Notes” section for additional commentary).
- 4B Require meaningful closure notes and evidence (what was done, by whom, date completed, and reference work order/task order, where applicable).
- 4C Implement supervisory quality assurance for incident entry and closure, including periodic data audits and exception reporting for vague descriptions, missing notes, or closure codes without documentation.
- 4D Provide targeted training to employees to improve consistency across EAMS’ users and departments.

5.0 Benchmarking

Talson conducted a benchmarking study comparing Metro’s rail station maintenance and graffiti abatement practices with three peer transit agencies: (1) NYCT, (2) SEPTA, and (3) WMATA. The table below represents key observations from Talson’s review.

Table No. 1: Benchmarking Key Observations

Agency	Key Observations
NYCT	- Centralized operations with 100% internal workforce. - Use of Hexagon Enterprise Asset Manager Solution (EAMS) for incident logging Supervisors validate. - Use of graffiti shields. - Multiple reporting channels for communication. Use of 311 technology.
SEPTA	- Protective films for graffiti, flooring. - Mix of custodial staff and contractors. - Manual reporting system.

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Agency	Key Observations
WMATA	• Heavily paper-based system reporting causes delays. • No issues with graffiti. • 98.4% reliability for vertical transportation maintenance (in-house personnel). • Station managers play a pivotal role.
Metro	• Mix of in-house and contractor personnel. • Graffiti major issue. • Inconsistent reporting in incident system.

Appendix A provides a comparison of the three agencies across the following eight focus areas:

- Organization
- Repair Timelines
- Policies & Accountability
- Incident Reporting
- Graffiti & Vandalism Prevention
- Best Practices
- Strengths
- Challenge

Supplemental Recommendations

- 5A Leverage peer practices to strengthen incident management by moving toward a more integrated asset management platform (similar to NYCT's EAMS) with supervisor validation of entries.
- 5B Expand use of protective measures (e.g., graffiti shields, protective film...etc.) on glass, elevators, and high contact surfaces, to reduce repeat damage and maintenance cost.
- 5C Track and report performance metrics e.g., graffiti response time, vertical transportation uptime, closure aging, to monitor reliability and drive continuous improvement.
- 5D Determine what if any aspects of vertical maintenance can be performed by Metro staff without invalidating any equipment warranties or service contracts.
- 5E Determine if performing these additional maintenance repairs, Metro might reduce the cost of vendor contracts.

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6.0 Rail Station Inspection Policies and Procedures

Prior to initiating the rail station inspections, Talson assessed whether Metro’s policies and procedures, and operating model align with industry best practices and concluded that they are generally aligned, though certain areas require improvement. Based on interviews and benchmarking discussions with peer agencies (including NYCT, SEPTA, and WMATA), best practices are to assign clear accountability – through a dedicated role and/or centralized unit – for conducting routine, recurring station inspections on a defined cadence (e.g., NYCT performs station inspections as frequently as every 72 hours). In contrast, Metro’s current approach is more reactive than proactive and relies heavily on ad hoc observations (e.g., ambassadors or staff who “happen to be there”), rather than a consistent, standardized inspection program.

Supplemental Recommendations

Metro should establish and implement a formal, structured station inspection program that includes, at a minimum:

- 6A A designated inspection unit or assigned personnel responsible for inspections.
- 6B A standard inspection frequency (e.g., daily/weekly) and/or risk-based approach by station type, condition, ridership, and safety considerations.
- 6C Documented Standard Operating Procedures specifying inspection criteria, documentation requirements, reporting protocols, and escalation thresholds.
- 6D A shift toward planned, preventive condition assessment to identify and remediate deficiencies before they are reported or escalate.

7.0 Task B: Rail Stations Incident Follow-Up

Talson conducted station site visits with Metro personnel to verify the status of 136 listed incidents across the six lines or 36 stations that were reported closed in calendar year 2024. While 93 incidents were verified as “Closed”, approximately 12%, or 16 incidents, remained “Open.” The open incident types are primarily related to “Graffiti or Damage Map Case” and may be recurring incidents at the specific station. The remaining 27 incidents were “Unverifiable” due to the lack of access to the known incident location (e.g., bathroom door locked). The below table presents the six rail lines and the listing of “Closed”, “Open”, and “Unverifiable” incidents.

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Table No. 2: Rail Stations Incident Follow-Up

Rail Line	No. of Stations Inspected	Follow-up Status			
		Open	Closed	Unverifiable	Total Incidents
A Line	13	7*	40	8	55
B & D Line	6	3	19	2	24
C Line	4	0	15	2	17
E Line	9	5	12	10	27
K Line	4	1	7	5	13
Total	36	16	93	27	136
% of Total		12%	68%	20%	

*Includes all lines at 7th St./Metro Center

Appendices B and C contain the full listing of the stations containing open and unverifiable incidents, respectively.

Supplemental Recommendations

- 7A Implement periodic spot-checks of “closed” incidents in the field to validate data accuracy and reinforce accountability for closure status.
- 7B Establish a formal process to track and address recurring incidents (e.g., repeat graffiti/damaged map cases) at the same stations, including root-cause analysis and targeted mitigation.
- 7C Require timely updates when field verification shows an incident remains open or unresolved, including revised status, follow-up actions, and target completion dates.

8.0 Task C: Inspection of Rail Stations

In July 2025, Talson conducted station site visits with Metro personnel at 36 stations to identify new incidents requiring repair. Eight stations did not have incidents to report. However, Talson identified 100 incidents and subsequently cross-checked the incidents against the Incident List to determine if the incidents identified were listed during the same period.

The table below illustrates 52, or 52%, of the incidents were included in the July 2025 Incident List. See Appendix D.

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Table No. 3: Summary of 2025 Rail Stations Incidents Inspected

Rail Line	No. of Stations Inspected	Incidents Reported				Station without Incidents
		Yes	No	N/A ¹	Total Incidents	
A Line	13	21	11	9	41	1
B & D Line	6	7	2	1	10	2
C Line	4	9	5	2	16	0
E Line	9	15	9	8	32	1
K Line	4	0	1	0	1	4
Total	36	52	28	20	100	8
% of Total		52%	28%	20%	100%	

¹ Routine custodial matters, including some minor graffiti matters, may not be reported or assigned an M3 incident number.

General comments on incidents noted from the station site inspections include:

- Each rail station had at least one elevator incident (excluding K Line).
- Escalator deficiencies occurred primarily on the C Line.
- Water leaks were minimally reported but need ongoing monitoring.
- Recurring issues include vandalism (especially etching on glass), unpleasant odors (notably urine), broken or missing features (e.g., emergency exits, elevator film).

Appendix E contains the complete list of stations inspected and the incidents reported.

Supplemental Recommendations

- 8A Strengthen field-to-system reporting by requiring all incidents identified during inspection to be promptly entered into the reporting system, with periodic reconciliation between inspection logs and the incident List.
- 8B Develop targeted action plans with emphasis on elevator/escalator reliability, cleanliness, and safety-critical items.
- 8C Enhance strategies to address recurring issues such as odors, vandalism/etching, and damaged finishes by increasing cleaning frequency, deploying deterrents, and using more durable/protective materials.
- 8D Implement a formal, ongoing monitoring program for facility/infrastructure issues, including defined service levels and a clear escalation process for recurring problems.
- 8E Introduce a standardized station condition rating and dashboard to track trends over time and focus resources on the most impacted rail stations and rail lines.

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9.0 Task D: Communication and Benchmarking Other Agencies

Talson's review determined that Metro has established several mechanisms to monitor station conditions and communicate issues externally related to maintenance and repairs; however, opportunities exist to enhance consistency, coordination, and public feedback integration across the rail lines. Specifically:

9.1 Supervisory Oversight and Daily Field Checks

Metro's field supervisors are responsible for the inspection of multiple rail stations across multiple rail lines (i.e., assigned territories). They perform daily inspections of rail stations, which include verifying the operational status of communication and safety systems such as call boxes, public address (PA) systems, and station information displays. While these checks contribute to timely detection of maintenance issues, they are conducted selectively – not at all stations daily, but rather within each supervisor's designated service area.

Moreover, concerns relating to the Americans with Disabilities Act (ADA) are prioritized, ensuring that accessibility features such as elevators, escalators, and information systems remain operational. Issues identified during these inspections are reported to the relevant maintenance teams through Metro's reporting system.

9.2 Centralized Monitoring through CCTV Observers

Metro employs approximately 40 closed-circuit television (CCTV) observers responsible for real-time monitoring of station activities, safety incidents, and equipment conditions. These observers provide an additional layer of situational awareness by identifying issues such as vandalism, system malfunctions, or security concerns. The observers escalate incidents to rail station maintenance teams through reporting system in a timely manner.

9.3 Marketing and Communications

Metro's Marketing and Communications Office serves as the central hub for external communication, responsible for disseminating information to the public on service disruptions, maintenance work, and customer advisories. Communication with riders is facilitated through Metro's website, social media channels, station signage, and the Everbridge Control Platform, which integrates multiple information sources for internal and public updates.

However, the audit noted that communication about station-level repair activities is generally reactive – often shared only when service or access is affected – rather than through scheduled or periodic maintenance updates. Moreover, there is no dedicated

AUDIT RESULTS & CONCLUSION

public channel that regularly summarizes the number of stations repairs ongoing, scheduled, completed, or pending.

9.4 Customer Feedback Mechanism

Metro uses the Customer Comment Analysis and Tracking System (CCATS) as the formal mechanism for collecting and tracking public complaints, comments, and recommendations. Riders can submit feedback via Metro's website, customer service lines, or station staff. CCATS entries are routed to appropriate departments for review and response, though response times vary depending on the issue type and department workload. While the system provides a structural way for riders to report maintenance issues or service concerns, audit interviews indicated inconsistent feedback loops to inform customers of corrective actions taken.

9.5 Benchmarking of Communication Practices

Talson benchmarked Metro's communications and public information practices against three peer transit agencies, NYCT, SEPTA, and WMATA, to identify methods for sharing maintenance and repair information with the public. Metro's communication approach, similar to its peers, remains largely reactive, focusing on major service disruptions rather than routine maintenance updates.

Appendix A provides the detailed benchmarking comparison.

Supplemental Recommendations

Metro should adopt a coordinated, multi-pronged approach to identifying, resolving, and communicating rail station repairs, including:

- 9A Active (Proactive) Measures: – Conduct regular, structured inspections across all stations to identify repair needs early, with clear protocols for logging incidents in and prioritizing life-safety and ADA-related issues.
- 9B Reactive Measures – Promptly address all repair notifications and complaints from patrons, employees, and contractors, and resolve them within defined timeframes.
- 9C Communicate status and closure of these items back to reporting parties through CCATS, social media channels and the Transit Watch (Everbridge) application to enhance transparency and customer confidence.

AUDIT BACKGROUND

Objectives

The objectives of the engagement are as follows:

The goal of this review is to determine the adequacy of Metro efforts to identify, respond, schedule, and communicate Metro rail station repairs, including rail station graffiti removal. Specifically, the objectives of the review are to determine whether:

- A. Metro has policies and procedures in place for Metro to respond to Metro Rail Station repairs and graffiti found or reported in its rail stations, and the policies and procedures are in line with industry best practices.
- B. (1) Metro's Incident List for rail stations is sufficiently and accurately collecting data related to station repairs and graffiti removal in its rail stations; (2) Incidents of station repairs and graffiti are appropriately identified, recorded, categorized, assigned, and reviewed by supervisors; and (3) Incidents of needed station repairs and graffiti are resolved and closed in a timely manner.
- C. Metro's inspection of its rail stations is adequate to ensure its rail stations are properly maintained in a clean, safe, and sanitary condition at all times.
- D. Metro communicates adequately with the public about its identification, scheduling, and making needed repairs in Metro rail stations.

Talson conducted the audit in alignment with the Global Internal Audit Standards component of the International Professional Practices Framework of Internal Auditing issued by the Institute of Internal Auditors (standards). Those standards require planning and performing the audit to obtain sufficient and appropriate evidence to provide a reasonable basis for observations and conclusions within a detailed audit report based on the audit objectives.

Scope

Talson reviewed Metro's Rail Incident List for the period January 1 to December 31, 2024 with the primary analysis on six rail lines A, B, C, D, E, and K. Audit test samples were determined from various incident types such as communication, graffiti, glass repair, fencing, elevator/escalator, wiring, tile, water leak, and plumbing, to name a few. The focal point of the review is on repair responses from the Facilities Maintenance and Facilities Contract Maintenance. FCM manages multi-year maintenance contracts and agreements for glass, graffiti, elevator/escalator, fencing, landscaping, and other types of incidents. Additional repair responses (e.g., secondary electrical) from Wayside Maintenance were reviewed.

AUDIT BACKGROUND

Talson was required to conduct follow-up field/physical inspections on select 2024 incidents and 30% of the 108 rail stations for each of the A, B, C, D, E, and K lines in order to identify potential reportable incidents for comparison to the Incident List. Overall station conditions, focused on cleanliness, were assessed.

Talson's efforts also included the assessment of Metro policies and procedures for rail station maintenance, as well as conducting a benchmarking exercise for rail station maintenance with three similar public transit agencies: (1) NYCT, (2) SEPTA, and (3) WMATA.

Methodology

Graffiti Incident Testing

Metro's Facilities Contract Maintenance engages third-party contractors for all graffiti abatement and preventive maintenance by various methods, such as paint-out/paint-over, chemical removal, pressurized hot water, and the use of anti-graffiti shields on various types of surfaces. The Metro systems are divided into four regions in which contractors are assigned as noted below:

Table No. 4: Graffiti Abatement Region Contracts

Graffiti Abatement Region Contracts by Line		
Region 1	G Line and B/D Rail Line	<i>Woods Maintenance</i>
Region 2	A Line North, E Line East, Union Station	<i>Parkwood Maintenance</i>
Region 3	E Line West, C Line, and K Line	<i>Woods Maintenance</i>
Region 4	A line South and J Line	<i>Parkwood Maintenance</i>
Paint Out	System Wide contract	<i>Woods Maintenance</i>
Film	System Wide contract	<i>Graffiti Shield</i>

Talson reviewed Incident Reporting data and identified 135 unique graffiti incidents. From this pool, we selected a 20% sample from each line, resulting in 28 incidents for the initial testing. Talson cross-checked the status of the graffiti incidents against TAGRS reports, including incident before and after photos.

Incident Selection

The initial Incident List for 2024 contained 120,044 incidents. Removal of duplicate incidents reduced the total number of incidents to 102,384. This number was further reduced to 44,656 incidents for the six rail lines. Upon sorting the six rail lines for "Rail Stations" incidents, the test sample for the audit was selected from 7,775 incidents. Listed below are the primary incident type descriptions contained in the Incident List.

AUDIT BACKGROUND

- Communication
- Elevator/Escalator
- FM Contract Svc
- Rail Station
- Building/Equip
- Building/Struct
- Communication
- Electrical
- Fire Equipment
- FM Contract SVC
- HVAC
- Lighting
- Plumbing
- Rail Station
- RSC Inspection
- Signage

After consultation with the OIG to determine a representative sample for detailed testing, the following incident types were removed from consideration: (1) encampments, intruders, (2) radios not working, (3) Rail Operation Center incidents, (4) alarm signals, (5) traction power, and (6) fence holes that are not at the rail station. The most common incident type within the initial audit sample was Communications (1,640) and Elevators/Escalators (1,520) or vertical transportation, respectively. Communication incidents were primarily for CCTV issues such as camera is dark, markings on camera, wrong position, no answer on telephone lines, and others. Vertical transportation incidents included out of service, elevator stuck, schedule maintenance, glass repair, etching in elevator, urine or foul smell in elevator, water alarm signals, and others.

The below represents the representative testing sample and the respective four categories as sorted by the Incident Listing:

Table No. 5: Testing Sample Sorted by the Incident Listing

Category	No. of Incidents
1. FCM Graffiti	28
2. FCM Non-Graffiti	33
3. FM with Work Orders	43
4. FM Follow-Up without Work Orders	147
Total	251

AUDIT BACKGROUND

Illustrated below is a breakdown of the audit testing samples by rail line and incident type.

Table No. 6: FCM Graffiti Incidents by Type

Incident Type	A Line	K Line	E Line	C Line	B & D Line	Grand Total
Communication			1			1
Elevator/Escalator	1					1
Rail Station				1		1
FM Contract Service	11	1	4	3	6	25
Total	12	1	5	4	6	28

Table No. 7: FCM Non-Graffiti Incidents by Type

Incident Type	A Line	K Line	E Line	C Line	B & D Line	Grand Total
Building/Equip					1	1
Electrical			1		1	2
Fire Equipment			1		1	2
Lighting	2		1			3
Plumbing	1				1	2
Rail Station	1	1	1	2	1	6
FM Contract Service	4		2	4	7	17
Total	8	1	6	6	12	33

Table No. 8: FM Incidents with Work Orders by Type

Incident Type	A Line	K Line	E Line	C Line	B & D Line	Grand Total
Building/Equip		1				1
Building/Struct					4	4
Communication	3	1	4	1	3	12
Electrical	1			1	3	5
Fire Equipment				1	2	3
Lighting	4				5	9
Plumbing	2		1		3	6
Rail Station	2	1		1	4	8
HVAC	1					1
Total	13	3	5	4	24	49

AUDIT BACKGROUND

Table No. 9: FM Incidents without Work Orders by Type

Incident Type	A Line	K Line	E Line	C Line	B & D Line	Grand Total
Building/Equip					1	1
Building/Struct		1		2	6	9
Communication	3		3	1	5	12
Electrical			1			1
Elevator/Escalator	3	1	2	9	17	32
Fire Equipment	3	1	3	1	10	18
Lighting	3		2	3		8
Plumbing	4				4	8
Rail Station	12	2	8	18	15	55
RSC Inspection					1	1
Signage	2					2
Total	30	5	19	34	59	147

Task A: Metro Policies & Procedures, and Operations for Rail Maintenance

To gain and document an understanding of Metro rail station maintenance operations, Talson reviewed Metro's rail station maintenance policies and procedures, other documents, and conducted interviews of Metro officials and rail station maintenance staff.

Metro's policies and procedures and other documents related to rail station maintenance are:

- a. Maintenance Guide Book
- b. Standard Operating Procedures (SOP)
 - i. Elevator and Escalator Malfunctions
 - ii. Infrastructure Maintenance & Engineering

Talson selected three public transportation agencies (1) NYCT, (2) SEPTA, and (3) WMATA, which are similar in budget or size to Metro, to benchmark, and evaluated the adequacy of Metro policies & procedures, and its operations for the rail station maintenance and repair as compared to their peer agencies, and concluded that they are only partially aligned. SEPTA's Facilities Maintenance Plan was included in our review.

Talson reviewed prior Metro audit reports that analyzed internal assessment and external reviews. Additionally, Talson analyzed the prior reports to identify historical issues or recurring challenges in rail station maintenance.

AUDIT BACKGROUND

Task B: Metro Rail Station Incident Report Data and Follow-Up

Talson requested Metro's Incident List for rail stations for the period January 1 to December 31, 2024. The report was then sorted into the various modes of reporting, such as phone, email, or written correspondence. Talson documented how incidents were logged and distributed to the appropriate departments for follow-up.

Talson-selected incident report samples for each rail line for a total of 136 incidents. Talson determined the status of the incidents reported by performing physical observations accompanied by Metro Facility Maintenance personnel. Talson documented the incident samples that were indicated as closed but had not been repaired, and any items that needed repairs that were not included in the log as open incidents. Talson included details and photographs of any incident of repair that was not completed.

Task C: Inspection of Metro Rail Stations

There are 108 Metro rail stations, which consist of A (Blue) Line: 44 (5 shared with E Line); B (Red) Line: 14 (6 shared with D Line); C (Green) Line: 14 (1 shared); D (Purple) Line: 8 (6 shared with B Line); E Line: 29 (5 shared with A Line); K Line: 7. Talson conducted inspection on 36 stations.

Prior to conducting the rail station inspections, Talson evaluated whether Metro's policies and procedures governing rail station inspections align with industry best practices and concluded they are generally aligned but with some exceptions noted.

Talson selected 30% of the 108 rail stations from each of the A, B, C, D, E, and K Lines to perform physical observations with the assistance of Metro personnel during the period of July 29-31, 2025, and identified potential reportable incidents in need of repair for further evaluation. Talson reported on any potential incident and took photographs to record the incident. Subsequently, Talson cross-checked the potential incident against the Incident List to determine if the incident was recorded.

Task D: Metro Communications for the Status of Rail Station Repairs with the Public

Talson reviewed Metro's process for identifying, responding to, scheduling, and communicating rail station repairs, including graffiti removal, to determine the adequacy of Metro's public communication and coordination efforts. Specific activities included:

- Reviewed Metro's policies, procedures, and internal guidelines governing rail station maintenance, graffiti removal, and public communications.
- Examined communication protocols for identifying, scheduling, and reporting repairs, including how maintenance information is shared across Facilities Maintenance, Rail Operations, and Customer Communications.

AUDIT BACKGROUND

- Analyzed public-facing materials – including Metro’s website (alerts.metro.net), social media posts, press releases, mobile app alerts, and station signage – to assess timeliness, consistency, and clarity of repair-related updates.
- Evaluated whether information on scheduled, ongoing, and completed repairs was consistently reflected across multiple communication platforms.
- Interviewed Metro officials from Facilities Maintenance, Customer Communications, and Rail Operations to understand the current process for tracking repair needs and communicating repair status to the public.
- Discussed coordination mechanisms between maintenance and communications teams to identify challenges affecting the accuracy and timeliness of public updates.
- Conducted benchmarking with three peer transit agencies (NYCT, SEPTA, and WMATA) to identify leading practices for communicating maintenance activities and repair progress to the public.

Typical Documents Reviewed

The following documentation was used as the primary source for analysis and evidence to determine findings and conclusions. Described below with each listed document category are the primary areas reviewed as part of the review procedures.

- **Metro’s M3 Incident Reports:** The computerized records created in Incident Reporting System when equipment problems or service requests are reported to the M&E Help Desk and recorded. Talson used the incident reports to verify that the incident was properly recorded (i.e., problem description, location, contact name) and the disposition of the incident (e.g., open, closed, assigned to FCM, FM or Wayside). Additionally, Talson used the incident report to ensure that the electronic record notified maintenance personnel that a corrective action is required, or a service has been requested, and that the incident was properly closed.
- **Work Orders:** A generated corrective work order for repairs performed by Metro personnel that is linked to the incident or to add a note that explains the response. The work order is generated after the incident has been reviewed. The work order status is changed to either “FM Responded” or “Wayside Responded,” which indicates the appropriate department has responded to the incident. Talson reviewed the work orders to ensure that the incident and work order were properly addressed, documented, and closed.

AUDIT BACKGROUND

- **Contracts/Agreements for Third-Parties:** Facilities Contracted Maintenance Services issued contracts/agreements to third-parties to perform work. Talson reviewed various third-party contracts, task orders, proposals, and invoices to determine if the incident had been properly identified, repaired, and documented.
- **Task Orders for Third-Parties:** FCM manages various third-party contractors to perform task orders for work such as graffiti removal, landscaping, and fencing repairs, etc. The incident reports that are routed to the FCM supervisor/manager responsible for managing the particulate contract/agreement. The supervisor/manager issues a task order to the vendor to perform the work.
- **Tracking and Automated Graffiti Removal System:** TAGRS, a third-party vendor system is used by the Graffiti abatement contractors and Metro to store and monitor graffiti incidents. Third-party contractors are required to provide the disposition (e.g., before and after condition) of graffiti incidents through assigned task orders and photographs for Metro verification. Metro uses the TAGRS system to confirm that the graffiti incidents were properly repaired and recorded.

APPENDIX A: Benchmarking Comparison

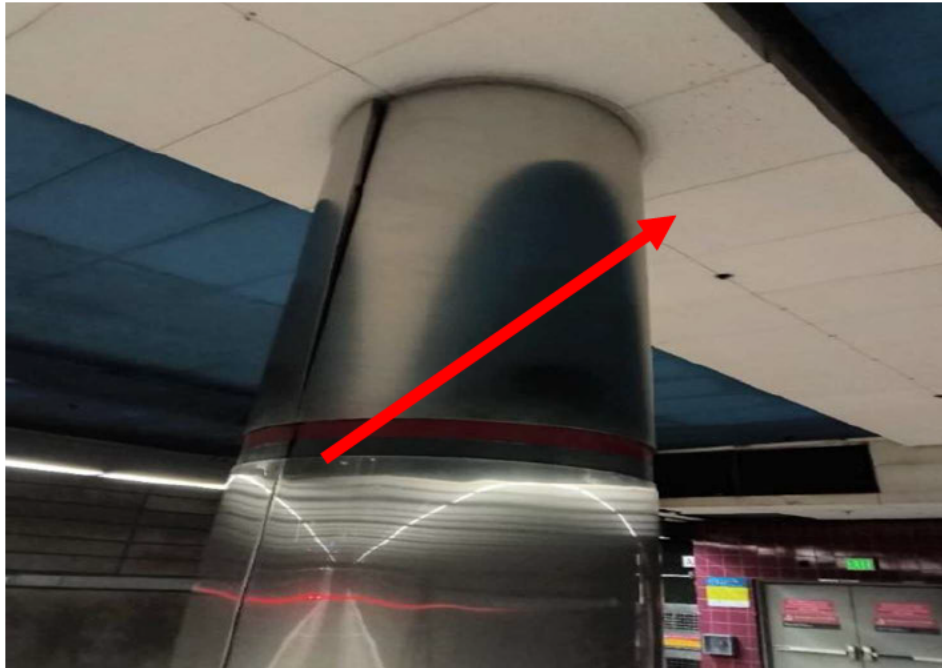
No.	Focus Area	LA Metro	NYCT	SEPTA	WMATA
1	Organization	Centralized under three divisions: Facilities Contract Management (third-party contractors), Facilities Management and Wayside Management (in-house).	Centralized with mobile cleaning teams; external partnerships for communication, 100% internal force.	3 divisions, ~700 custodial staff, mix of internal & contractors.	Station managers, PM teams, WMATA police, and contractors support operations. Contractors for major repairs excl. vertical transportation.
2	Repair Timelines	Response tied to severity level; immediate removal of offensive graffiti and ADA concerns.	Response tied to severity level; immediate removal of offensive graffiti.	Unsightly graffiti: within 1 week; offensive graffiti: immediate; cleanings.	Crews make judgment calls. Janitorial crews handle minor issues.
3	Policies & Accountability	New EAMS system recently implemented.	Hexagon EAM for incident logging; supervisors validate completion. Partnership with 311 system.	Internal system, incidents handled via service calls/emails, ex-police monitor cameras.	Maximo ticketing system. Paper-based process causes delays. Tickets routed to specialized teams.
4	Incident Reporting	Multiple channels: ambassadors, supervisors, employees, public employees; Everbridge Control Platform, CCATS.	Multiple channels: patrons, 311 app, social media, intercoms, employees; app not user-friendly.	Service calls or emails to station desk; internally designed system; limited mobile/photo integration.	Limited customer input. No public sharing of reports. Ambassador system present, but unclear coverage.
5	Graffiti & Vandalism Prevention	Graffiti shields; immediate removal for offensive graffiti.	Graffiti shields; immediate removal for offensive graffiti. Cleaners authorized to make graffiti less offensive.	Protective films on glass/steel; fire-resistant elevator floors & sealed edges.	Reliance on water-only cleaning due to restrictions. In-house signage team supports vandalism prevention.
6	Best Practices	Use of third-party contractors as needed.	Benchmarked with Japanese rail systems; data-driven monitoring & analytics (Data Lake, HxGN). AI for predictive analytics.	Focused on practical facility improvements (odor prevention, protective films) rather than heavy tech.	Strong in-house elevator/ escalator program with 674 escalators and ~300 elevators. Targets 98.4% reliability; currently achieving 94% elevators, 97% escalators.
7	Strengths	The use of specialized, task-specific supervisory roles across the system (such as supervisors focused on graffiti and homelessness impacts).	Technology-driven, transparent, broad reporting network. Stations inspected every 72 hrs. Repeat incidents tracked with police department.	Cost-effective physical solutions, targeted cleaning, strong staff monitoring. Use of fireproof flooring to prevent urine damage.	Reliable. Dedicated Facilities program with focus on system improvements. There is a station manager per location. New technologies.
8	Challenges	Defining incident accuracy and accountability for follow-up reporting. Continuous challenges with graffiti or foul conditions in certain stations.	Hexagon app usability issues. Acid graffiti is a problem.	Manual processes, less data integration, fewer reporting channels. Interim EAM system in place.	Urban logistics, watershed restrictions, and union coordination complicate operations. Resource and staffing gaps. Paper-based Maximo processes.

APPENDIX B: Open 2024 Follow-Up Incidents Photos

Station Name	No. of Open Incidents	Incident Number	Incident Date	Incident Type	Photo ID
7th Metro Center	2	3,844,823 3,855,628	2/12/2024 3/4/2024	Detached Ceiling Panel Graffiti	2024BD-001 2024BD-002
Lincoln/Cypress Station	4	3,874,000 3,956,182 3,993,894 4,012,568	4/10/2024 9/13/2024 11/20/2024 12/25/2024	Graffiti Graffiti Graffiti Graffiti	2024A-002 2024A-003 2024A-004 2024A-005
Pico/Aliso Station	4	3,867,803 3,868,853 3,925,492 4,006,052	3/28/2024 3/31/2024 7/25/2024 12/13/2024	Broken Monitor Graffiti Damaged Map Case Graffiti	2024E-001 2024E-002 No Photo 2024E-003
Slauson Station	2	3,908,301 3,914,997	6/22/2024 7/5/2024	Damaged Map Case Damaged Map Case	No Photo 2024A-006
Compton Station	1	4,006,085	12/13/2024	Damaged Map Case	2024A-007
Leimert Park Station	1	3,941,588	8/21/2024	Broken Latch	2024K-001
Soto Station	1	3,833,444	1/20/2024	Graffiti	2024E-004
Wardlow Station	1	3,854,557	3/2/2024	Damaged Map Case	2024A-008 ⁽¹⁾
Total Incidents (Open)	16				

Note: ⁽¹⁾ Possibly a 2025 event

APPENDIX B: Open 2024 Follow-Up Incidents Photos



7th Metro Center: 2024BD-001
July 31, 2025 - Detached Ceiling Panel



7th Metro Center: 2024BD-002
July 31, 2025 - Graffiti

APPENDIX B: Open 2024 Follow-Up Incidents Photos



Lincoln/Cypress Station: 2024A-002
July 30, 2025 - Graffiti

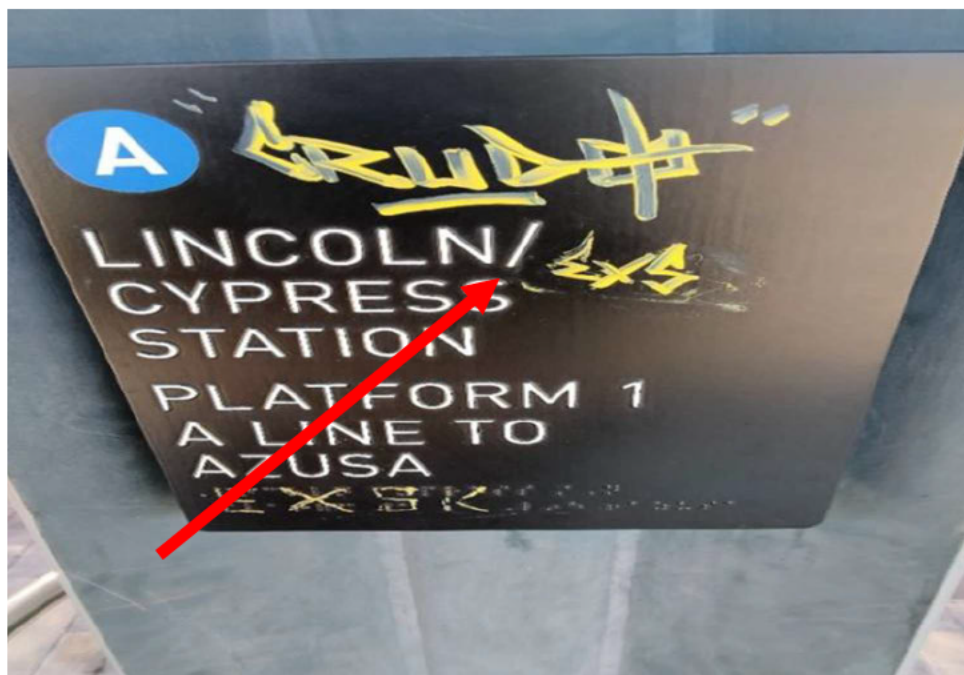


Lincoln/Cypress Station: 2024A-003
July 30, 2025 – Graffiti

APPENDIX B: Open 2024 Follow-Up Incidents Photos



Lincoln/Cypress Station: 2024A-004
July 30, 2025 - Graffiti



Lincoln/Cypress Station: 2024A-005
July 30, 2025 – Graffiti

APPENDIX B: Open 2024 Follow-Up Incidents Photos



Pico/Aliso Station: 2024E-001
July 29, 2025 - Broken Monitor



Pico/Aliso Station: 2024E-002
July 29, 2025 – Graffiti

APPENDIX B: Open 2024 Follow-Up Incidents Photos



Pico/Aliso Station: 2024E-003
July 29, 2025 - Graffiti



Slauson Station: 2024A-006
July 30, 2025 - Damaged Map Case

APPENDIX B: Open 2024 Follow-Up Incidents Photos

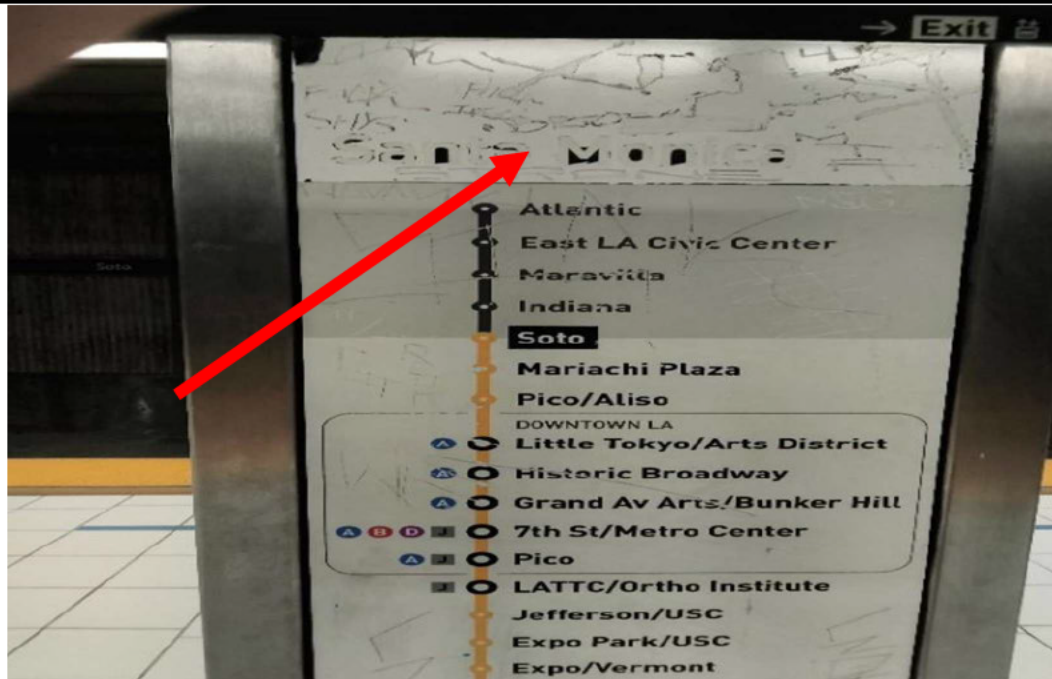


Compton Station: 2024A-007
July 30, 2025 - Damaged Map Case



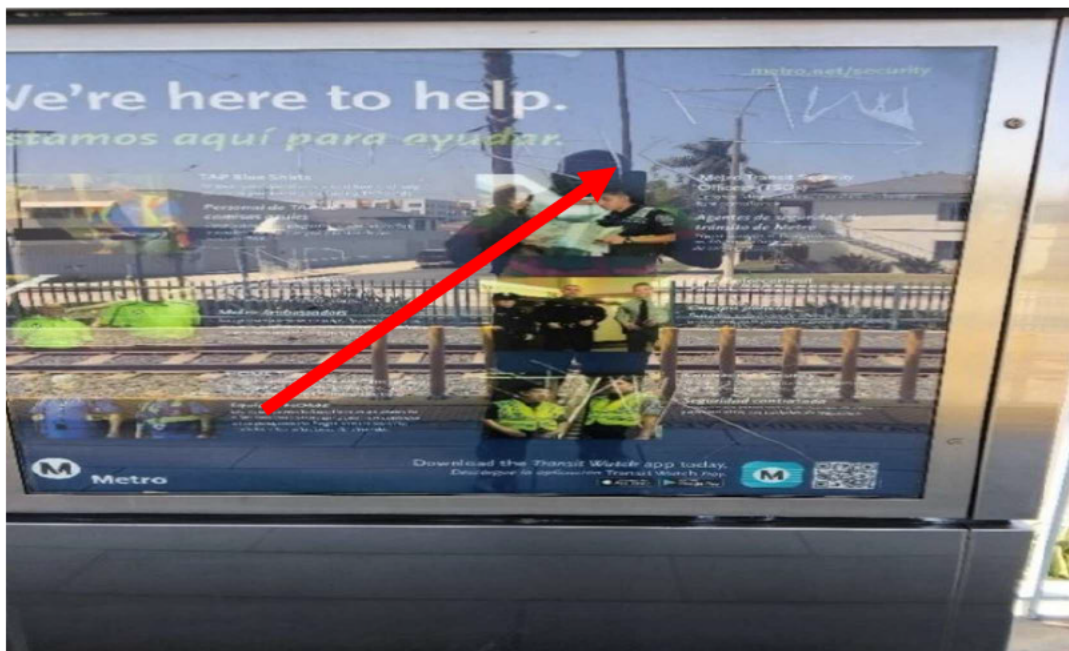
Leimert Park Station: 2024K-001
July 29, 2025 - Broken Latch

APPENDIX B: Open 2024 Follow-Up Incidents Photos



Soto Station: 2024E-004

July 29, 2025 - Graffiti



Wardlow Station: 2024A-008

July 30, 2025 - Damaged Map Case

Review of Metro Rail Station Repairs

APPENDIX C: Unverifiable 2024 Follow-Up Incidents

Station Name	No. of Open Incidents	Incident Number	Incident Type	Incident Date	Date Incident Completed ²	Date Incident Closed ²	Status ²
Compton Station	3	3,890,735	Lighting	5/15/2024	5/22/2024	5/30/2024	Closed
		3,980,860	Lighting	10/29/2024	10/30/2024	11/7/2024	Closed
		3,989,111	Lighting	11/13/2024	6/6/2025	6/14/2025	Closed
East LA Civic Center Station	3	3,946,564	Communication	8/29/2024	9/2/2024	9/11/2024	Closed
		3,955,084	Fire Equipment	9/11/2024	11/17/2025	11/25/2025	Closed
		3,955,268	Communication	9/11/2024	8/2/2025	8/10/2025	Closed
Artesia Station	2	3,882,069	Broken Door	4/26/2024	-	-	Open - FM Follow Up
		3,989,886	Communication	11/14/2024	7/31/2025	8/8/2025	Closed
Downtown Santa Monica Station	2	3,898,678	Plumbing	6/3/2024	6/3/2024	6/11/2024	Closed
		3,971,955	Communication	10/11/2024	-	-	Open
Expo / Crenshaw Station	2	3,946,716	Misaligned Hatch	8/30/2024	9/3/2024	9/11/2024	Closed
		3,951,521	Elevator	9/6/2024	9/17/2024	9/25/2024	Closed
Indiana Station	1	3,871,854	Lighting	4/5/2024	4/10/2024	4/18/2024	Closed
Westchester / Veterans Station	2	3,845,460	Plumbing	2/13/2024	2/25/2024	3/4/2024	Closed
		3,906,826	Plumbing	6/19/2024	6/20/2024	6/28/2024	Closed
Avalon Station	1	4,012,553	Broken Door	12/25/2024	1/21/2025	1/29/2025	Closed
Culver City Station	1	3,860,829	Communication	3/14/2024	-	-	Open
Hyde Park Station	1	3,931,826	Communication	8/6/2024	8/1/2025	8/9/2025	Closed
Irwindale Station	2	3,892,087	Damaged Link Fence	5/19/2024	9/30/2024	10/8/2024	Closed
		3,998,667	Elevator	12/10/2024	11/30/2024	12/10/2024	Closed
Leimert Park Station	1	3,959,841	Plumbing	9/19/2024	10/1/2024	10/9/2024	Closed
Martin Luther King Jr. Station	1	3,948,580	Fire Equipment	9/3/2024	9/2/2025	9/10/2025	Closed
Norwalk Station	1	3,888,353	Missing chain and Lock	5/10/2024	-	-	Open - FM Follow Up
Soto Station	1	3,959,437	Communication	9/19/2024	8/6/2025	8/14/2025	Closed
Wardlow Station	1	3,988,925	Lighting	11/12/2024	11/18/2024	11/26/2024	Closed
Universal City	1	3,850,246	Plumbing	3/16/2024	3/8/2024	3/16/2024	Closed
Hollywood/Vine	1	3,831,452	Plumbing	1/22/2024	8/7/2024	8/15/2024	Closed
Total Incidents (Unverified)	27						

² Information provided by the Office of the Inspector General (OIG)

Review of Metro Rail Station Repairs

APPENDIX D: New 2025 Incidents Analysis

Rail Line and Station Inspected	Observations	Reported on Incident Report? (Yes/No/NA ³)	Incident No.	Incident Date	Photo ID	Comments (Per OIG)
A Line: Blue						
Anaheim	Graffiti on bench	Y	4,144,606	7/30/2025	A-001	
	Digital display not working	N/A			A-002	Ticket not required. MEHelp Desk notifies responsible department directly.
	Missing Anaheim station sign	Y	4,145,528	7/31/2025	No Photo	
Pacific Coast	Digital display is cracked	N/A			A-003, A004	Ticket not required. MEHelp Desk notifies responsible department directly.
	Ceiling of canopy has graffiti paint	Y	4,134,471	7/11/2025	A-005	
Wardlow	Missing map case	N/A			2024A-008	Ticket not required. MEHelp Desk notifies responsible department directly.
	Defective digital signage	Y	4,115,722	6/10/2025	A-007	
	Missing map case	N/A			No Photo	Ticket not required. MEHelp Desk notifies responsible department directly.
	Ceiling is stained	Y	4,131,751	7/7/2025	No Photo	
Artesia	Film was peeling off map case	N			A-008	
Compton	Display case information is missing	N/A			A-010	Ticket not required. MEHelp Desk notifies responsible department directly.
	Two of the metro signs were out on digital display	N			A-011	

³Routine custodial matter.

Review of Metro Rail Station Repairs

APPENDIX D: New 2025 Incidents Analysis

Rail Line and Station Inspected	Observations	Reported on Incident Report? (Yes/No/NA ³)	Incident No.	Incident Date	Photo ID	Comments (Per OIG)
Slauson	Elevator graffiti and etching	Y	4,145,558	7/31/2025	A-012	
	Shadow graffiti	N			A-013	
	Information board not working	N			A-014	
	Graffiti located on map case south end of the platform	Y	4,144,601	7/30/2025	A-015	
Lincoln/Cypress (North)	Graffiti in several spots	Y	4,145,615	7/31/2025	A-016	
	Lights on during the day	N			No Photo	
	Platform sign is missing	Y	4,140,941	7/23/2025	A-018	
	Metro display sign is not working	Y	4,145,271	7/31/2025	A-019	
	Exit door on west end door latch is stuck	N			A-020	
Lincoln/Cypress (South)	Stay behind the yellow line is worn in several areas	N			A-021	
	Graffiti is on the back of a sign located in the parking lot	Y	4,144,086	7/29/2025	A-022	
	Some etching on signage	Y	4,145,615	7/31/2025	A-023, A-024	
Heritage Square (North)	Stay behind the yellow line is worn	N			A-025	
Heritage Square (South)	Graffiti on the information board	Y	4,142,025	7/25/2025	No Photo	

³Routine custodial matter.

Review of Metro Rail Station Repairs

APPENDIX D: New 2025 Incidents Analysis

Rail Line and Station Inspected	Observations	Reported on Incident Report? (Yes/No/NA ³)	Incident No.	Incident Date	Photo ID	Comments (Per OIG)
Fillmore	One of fire extinguishers is damaged	Y	4,139,262	7/21/2025	No Photo	
	Stains on platform	N/A			A-026	Ticket not required; work completed on regular custodial schedule.
	Minor graffiti on floor	Y	4,143,386	7/28/2025	No Photo	
	Signage not working	Y	4,145,431 4,143,819	7/31/2025 7/29/2025	No Photo	
	Ticket Vending Machine area needs cleaning	N/A			No Photo	Ticket not required. MEHelp Desk notifies responsible department directly.
Del Mar	No defects	N/A	N/A	N/A	N/A	
Sierra Madre Villa	Signage is falling down	N/A			A-028, A-029	Ticket not required. MEHelp Desk notifies responsible department directly.
	Elevator glass etching and graffiti	Y	4,144,700	7/30/2025	A-030, A-036	
Irwindale (North)	Loose Tile near Ticket Vending Machine area	Y	4,134,873	7/12/2025	A-037	
	Graffiti located on high voltage and emergency exit sign	N			A-038, A-039	
Irwindale (South)	Loose tile near emergency gates and Ticket Vending Machine area	Y	4,134,873	7/12/2025	A-040	
	No information board present	Y	4,133,415	7/9/2025	No Photo	
Azusa/Citrus College	Loose tile throughout the station	N			A-042, A-043	
	Lighting some bulbs need to be replaced	N			A-045	
	Digital display sign not working	Y	4,141,598	7/24/2025	A-046	
	Emergency gate would not close	N/A			A-047	Ticket not required. MEHelp Desk notifies responsible department directly.

³Routine custodial matter.

Review of Metro Rail Station Repairs

APPENDIX D: New 2025 Incidents Analysis

Rail Line and Station Inspected	Observations	Reported on Incident Report? (Yes/No/NA ³)	Incident No.	Incident Date	Photo ID	Comments (Per OIG)
Union Station						
7th & Metro (North)	Elevators & have major etching and smell of urine	Y	4,138,066	7/18/2025	BD-001	
	2 of 4 of fire extinguishers missing on platform	Y	4,128,680 4,142,490	7/1/2025 7/26/2025	BD-002, BD-003	
	Flooring stained	N/A			No Photo	Ticket not required; work completed on regular custodial schedule.
	Graffiti on inside of elevator	Y	4,133,660	7/10/2025	BD-004	
	Etching located on map case	N			BD-005	
Wilshire/Vermont (North)	Elevator out of service	Y	4,139,897	7/22/2025	BD-006, BD-007	
	Graffiti in threads of escalator	Y	4,144,734	7/30/2025	BD-008	
Wilshire/Vermont (South)	Graffiti on track	Y	4,144,807	7/30/2025	BD-009, BD-010	
Wilshire/Western	Elevator Smelled of urine and some etching inside elevator	Y	4,133,662	7/10/2025	BD-011	
Hollywood/Vine	Cracked Tile	N			BD-012, BD-015	
Universal City/Studio City	No defects	N/A	N/A	N/A	N/A	

³Routine custodial matter.

Review of Metro Rail Station Repairs

APPENDIX D: New 2025 Incidents Analysis

Rail Line and Station Inspected	Observations	Reported on Incident Report? (Yes/No/NA ³)	Incident No.	Incident Date	Photo ID	Comments (Per OIG)
C Line: Green						
Norwalk	Elevator graffiti and etching	Y	4,130,539	7/4/2025	C-001, C-003	
	Missing a fire extinguisher	N			C-004	
	Signage not working on platform side	Y	4,144,475 4,145,333	7/30/2025 7/31/2025	C-005	
	Only one light was on during the day	N			C-006	
Lakewood	Etching on the glass and graffiti in the elevator	Y	4,130,514	7/4/2025	C-007	
	Broken tiles	Y	4,130,604	7/4/2025	C-008	
	Various stains on the flooring	N/A			No Photo	Ticket not required; work completed on regular custodial schedule.
Avalon	Elevator had a smell urine and glass etching	Y	4,140,536 4,143,257	7/23/2025 7/28/2025	C-009, C-010	
	Stand behind yellow sign on the floor is worn	N			C-011	
	Signage not working	Y	4,130,537 4,145,266	7/4/2025 7/31/2025	C-012, C-013	
Harbor Freeway	Elevator had a smell of urine and etching	Y	4,144,285	7/29/2025	C-014	
	Escalator not working	Y	4,144,761	7/30/2025	C-015	
	Stains on floor	N/A			No Photo	Ticket not required; work completed on regular custodial schedule.
	Etching on side panels	Y	4,144,291	7/29/2025	C-016	
	Lights on during the day	N			No Photo	
	Emergency exit platform latch is broken	N			C-018, C-019	

³Routine custodial matter.

Review of Metro Rail Station Repairs

APPENDIX D: New 2025 Incidents Analysis

Rail Line and Station Inspected	Observations	Reported on Incident Report? (Yes/No/NA ³)	Incident No.	Incident Date	Photo ID	Comments (Per OIG)
E Line: Gold						
Downtown Santa Monica (North)	Loose tiles	Y	4,143,743	7/29/2025	E-001	
Downtown Santa Monica (South)	No defects	N/A	N/A	N/A	N/A	
Expo/Bundy	Stains on floor	N/A			E-002	Ticket not required; work completed on regular custodial schedule.
	Graffiti on wall and pillars	Y	4,145,510	7/31/2025	E-003, E-004	
	Stain between film and glass on the information board	Y	4,135,600	7/14/2025	E-005	
Culver City	Flooring, stains at various locations	N/A			E-006, E-007	Ticket not required; work completed on regular custodial schedule.
	Graffiti on information board	Y	4,144,026	7/29/2025	E-008	
	Signage, etching on film	Y	4,143,284	7/28/2025	E-009 - E-011	
Expo/Crenshaw (North)	Heavy etching on signage	Y	4,143,455	7/28/2025	E-013	
	Tac tile is lifted by the street and is a tripping hazard	Y	4,128,922	7/1/2025	E-014	
	Stay behind yellow line is missing and worn in several areas	N			E-015, E-016	
Expo/Crenshaw (South)	Stains on the floor	N/A			E-017	Ticket not required; work completed on regular custodial schedule.
	Looks like the information board was cleaned with an abrasive cleaner	N			E-018	

³Routine custodial matter.

Review of Metro Rail Station Repairs

APPENDIX D: New 2025 Incidents Analysis

Rail Line and Station Inspected	Observations	Reported on Incident Report? (Yes/No/NA ³)	Incident No.	Incident Date	Photo ID	Comments (Per OIG)
Expo/Crenshaw (South)	Scratches on film of Ticket Vending Machine	N/A			No Photo	Ticket not required. MEHelp Desk notifies responsible department directly.
	Stand behind yellow line is worn and missing in several areas	N			E-019	
	Insert for garbage can is missing	N/A			E-020	Ticket not required; work completed on regular custodial schedule.
Pico/Aliso	Graffiti on various benches and various locations	Y	4,144,788	7/30/2025	E-021	
	Lighting was on during the day	N			No Photo	
	Spill in the middle of station	N/A			E-023	Ticket not required; work completed on regular custodial schedule.
	Stay behind the yellow line is worn out in several areas	N			E-024	
	Caution cone of the roof of the station	N			E-025	
Soto	Elevator was out of order	N			E-026	
Soto	Stand behind the yellow line was missing in a spot	N			E-027	
	Signage had some graffiti on it	Y	4,143,444	7/28/2025	E-028	
Indiana	Flooring needs power washing some stains on the platform	Y	4,136,290	7/15/2025	E-029	
	Minimal graffiti in the station	Y	4,145,500	7/31/2025	E-030, E-031	
	Information board, etching still on glass	Y	4,144,591	7/30/2025	E-032	
	Lighting on during the day	N			E-033	

³Routine custodial matter.

Review of Metro Rail Station Repairs

APPENDIX D: New 2025 Incidents Analysis

Rail Line and Station Inspected	Observations	Reported on Incident Report? (Yes/No/NA ³)	Incident No.	Incident Date	Photo ID	Comments (Per OIG)
East Los Angeles Civic Center	Some stains on platform	N/A			E-034	Ticket not required; work completed on regular custodial schedule.
	Minimal graffiti	Y	4,140,613	7/23/2025	E-035	
Atlantic	Flooring stains on platform	N/A			E-036	Ticket not required; work completed on regular custodial schedule.
	Minimal graffiti	Y	4,144,636	7/30/2025	E-037, E-038	
	West End monitor above Ticket Vending Machine is not working	Y	4,143,768 4,128,464	7/29/2025 7/1/2025	E-039	
K Line						
Martin Luther King Jr	No defects	N/A	N/A	N/A	N/A	
Leimert Park	No defects	N/A	N/A	N/A	N/A	
Hyde Park	No defects	N/A	N/A	N/A	N/A	
Westchester/Veterans (North)	No defects	N/A	N/A	N/A	N/A	
Westchester/Veterans (South)	Etching on outside panel of the station	N			K-001	
TOTAL INCIDENTS: 100						

³Routine custodial matter.

APPENDIX E: Incident Type List

Incident Type / Line	A	K	E	C	B & D	Total
Graffiti						
Communication			5			5
Elevator/Escalator	1					1
FM Contract Svc	67	3	22	20	31	143
Rail Station			1	2	1	4
Graffiti Total	68	3	28	22	32	153
Non-Graffiti						
Building/Equip	5	7	2	4	10	28
Building/Struct	16	9	9	11	40	85
Communication	390	129	372	277	467	1,635
Electrical	10	1	4	5	13	33
Elevator/Escalator	316	72	178	234	719	1,519
Fare Equip			1			1
Fire Equipment	136	31	128	39	265	599
Fire/Health	532	49	199	155	407	1,342
FM Contract SVC	379	57	139	95	88	758
Grounds	2	2	5		6	15
HVAC	139	26	55	45	85	350
Lighting	42	5	16	20	35	118
Locksmith Activity	43	18	18	29	101	209
Other	16	2	13	6	5	42
Painting	3		2			5
Plumbing	73	32	22	28	148	303
Property Maintenance				1		1
Rail Station	123	41	89	81	226	560
RSC Inspection					2	2
Signage	4	3	7	3		17
Non-Graffiti Total	2,229	484	1,259	1,033	2,617	7,622
Grand Total	2,297	487	1,287	1,055	2,649	7,775

APPENDIX F: Index of Tables in Report

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APPENDIX G: Glossary

Glossary	
ADA	Americans with Disabilities Act
CCATS	Customer Comment Analysis and Tracking System
CCTV	Closed-Circuit Television
EAMS	Enterprise Asset Management Solution
FCM	Facilities Contracted Maintenance
FM	Facilities Maintenance
Metro	Los Angeles County Metropolitan Transportation Authority
NYCT	New York City Transit
PA System	Public Address System
SEPTA	Southeastern Pennsylvania Transportation Authority
SOP	Standard Operating Procedures
TAGRS	Tracking and Automated Graffiti Removal System
Talson	Talson Solutions, LLC
WMATA	Washington Metropolitan Area Transit Authority

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
Observation 1 – Graffiti and Tracking and Automated Graffiti Removal System (TAGRS) Data integrity gaps by rail line; limited traceability from incident to work performed; system usability and reporting limitations; missing documentation in TAGRS; coding and closeout control issues.	1A Enhance integration between incident reporting and TAGRS.	FCM	Agree	Tracking and Automated Graffiti Reporting System (TAGRS) is used by the third-party contractor to document graffiti tags removed by uploading before and after pictures. TAGRS was initiated to be used by Law Enforcement to analyze graffiti tags to identify and prosecute offenders by documenting and cataloguing graffiti monikers. TAGRS was never intended to track all graffiti tags, except for excessive graffiti monikers entered into TAGRS that can be analyzed by law enforcement. FCM will arrange for a new field to be added into TAGRS to include an incident number field, allowing for improved reconciliation with the EAMS incident number (utilizing the same reference number) when graffiti tags are reported through EAMS and then forwarded to the contractor for removal. Graffiti tags not reported through EAMS would not have a corresponding incident number. In these cases, the incident number field in TAGRS would remain blank when and if the graffiti tags are captured directly in TAGRS. The current system used is M3 for incident tracking and will be replaced by EAMS in the fall of 2026 with improved functionality.	9/01/2026
	1B Link incident numbers to contractor task orders.		Disagree	FCM does not use task orders to follow up on the removal of graffiti tags. Instead, graffiti tags are typically removed during the daily inspections performed by the contractor or removed within 48 hours of being reported, without cataloging all graffiti tags in TAGRS. For reported graffiti, the contractor responds with a completion notice, and FCM staff then proceeds to close out the incident in M3 as complete.	N/A

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	1C Remediate search functionality in TAGRS.		Disagree	Tracking and Automated Graffiti Reporting System (TAGRS) is used by the third-party contractor to document graffiti tags removed by uploading before and after pictures. TAGRS was initiated to be used by Law Enforcement to analyze graffiti tags to identify and prosecute offenders by documenting and cataloguing graffiti monikers. TAGRS was never intended to track all graffiti tags, except for excessive graffiti monikers entered into TAGRS that can be analyzed by law enforcement. The current system used is M3 for incident tracking and will be replaced by EAMS in the fall of 2026 with improved functionality.	N/A
	1D Require complete documentation in TAGRS, including standardized location information and before/after photos to evidence completion.		Disagree	Aside from graffiti tags encountered by the contractor during their daily inspection that are removed, any reported incidents are referred to the contractor for response. Graffiti tags are documented by station name with specific location details as necessary to assist in identifying their exact location. Photographs are provided when available to support removal efforts. FCM will review the drop-down menus within TAGRS to determine whether the station location can be segmented to allow for station areas to be easily identified and consistently labeled.	N/A
Observation 2 – FCM (Non-Graffiti) Recurring incident misclassification and workflow misrouting. Several incidents were incorrectly classified (e.g., elevators coded instead of graffiti, and FCM incidents that should have been assigned to FM).	2A Strengthen incident classification and routing controls by standardizing coding rules.	FCM	Agree	Actions have already been taken to improve incident classification and routing. As of July 2025, FCM created and established its own dedicated Contracts Strategic Oversight Services (Contracts SOS) Service Desk with two (2) new Help Desk Coordinators. The coordinators receive all complaints and/or requests for service to be assigned to FCM, creating incidents in M3 and assigning them to the appropriate FCM	Complete

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	2B Implement supervisory review/quality assurance for high-risk or frequently miscoded categories. 2C Establish clear escalation protocols for incidents impacted by safety or access limitations.		Agree Agree	Supervisor overseeing daily activities and ensuring that requests are entered and routed promptly. With the creation of FCM's dedicated Contracts SOS Service Desk, Senior Managers and Senior Directors are copied on all incidents created when they are assigned to the appropriate FCM Supervisor to ensure timely response and oversight. FCM has developed and is finalizing a Standard Operating Procedure (SOP) to use as a reference guide for Contracts SOS Service Desk help desk coordinators on the proper handling of requests that are entered into M3 as incidents and monitored for response and close-out times. The SOP outlines the process for entering, processing, as well as assigning incidents to the appropriate FCM Supervisor within 24 hours of receipt, and includes priority-based routing for incident assignment.	Complete 6/01/2026
Observation 3 – FM Incidents Work order tracking and closeout practices were inconsistent, limiting oversight of station repairs; some work orders were not reflected in incident listing, documentation was	3A Strengthen end-to-end incident-to-work-order integration and closure documentation by requiring work order references (or other	FM	Agree	Work orders are not generated for every incident type created. For example, Rail Custodial, FCM, as well as Stops and Zones, do not create work orders. This is being addressed as part of the transition to EAMS in Phases 3 and 4.	11/30/2026

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
incomplete; and several incidents remained open for extended periods.	documented rationale). 3B Improve documentation of incident work orders to ensure accountability between FM and the responsible department assigned to make incident repairs. Establish an incident report showing the response and closure with measurable timelines to repair depending on the incident category, such as: a. Response: Time from incident reported to work order created/assigned or technician dispatched.		Agree	A weekly incident report is currently distributed, but it does not include measurable timelines. Facilities Management (FM) will enhance the documentation and tracking of incident-related work orders to improve accountability by the department responsible for performing repairs. A standardized incident reporting and tracking process will be established to document the full lifecycle of each incident, including reporting, work order creation/assignment, response, and final closure. The process will incorporate measurable timelines for response and closure based on incident category. Specifically, the following metrics will be implemented: A. Response: Time from incident reported to work order creation/assignment or technician dispatch. B. Closure: Time from incident reported to work order opening through final work order closure and verification of completion. Documentation requirements will be updated to ensure work orders include sufficient detail on actions taken, responsible parties, and completion verification. Periodic reviews of incident reports and work order data will be conducted to monitor compliance, measure performance against established timelines, and ensure accountability between FM and the responsible departments.	11/30/2026

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	b. Closure: Time from incident reported to work order opened, to work order closure/verified complete. 3C Strengthen data input standard that allows the real time measurement of incident time between opening and closing.		Agree	Management will work on the implementation of real-time measurement as part of the EAMS implementation. Facilities Management will strengthen data input standards for incident reporting and work order entry to ensure accurate and consistent capture of key timestamps. Required fields will be established within the work order system to document the time an incident is reported, when the work order is created or assigned, when response actions begin, and when the repair is completed. These enhancements will support real-time measurement and monitoring of incident response and repair durations during station operating hours. Standardized procedures and guidance will be provided to staff responsible for entering incident and work order information to promote consistency and accuracy. Periodic data quality reviews will also be conducted to monitor compliance and ensure the reliability of incident timing data.	11/30/2026

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	3D Develop reporting capabilities to identify incidents by rail station and rail line.		Agree	The Help Desk currently provides weekly reporting on open incidents. The report can be tailored to pivot based on rail line and by rail station.	5/30/2026
Observation 4 – Metro’s Incident List Recurring data quality and coding issues: insufficient documentation of incidents; incidents were marked closed without corresponding narrative detail or documented signoff to support closure.	4A Standardize incident coding and description requirements (i.e., minimum data fields and definitions by incident types and utilizing the “Notes” section for additional commentary).	FM	Agree	The IM&E and FCM Help Desks do have standardized incident coding and description requirements within the incident reporting. Minimum data fields and standardized definitions are already part of the M3 system and should be further defined as part of the new EAMS system. However, some incidents that are entered by the Rail Operations Control Center (ROCC) are not consistent with how it is entered by FCM and IM&E. This difference will hopefully be addressed as part of the new EAMS system. In addition, staff will be instructed to use the “Notes” section to provide supplemental details regarding incident conditions, response actions, and repair activities when necessary. Updated guidance and training will be provided to personnel responsible for incident reporting and work order entry. Periodic data quality reviews will be conducted to ensure compliance with the standardized coding and documentation requirements.	11/30/2026
	4B Require meaningful closure notes and evidence (what was done, by whom, date completed, and reference work		Agree	Facilities Management will strengthen documentation requirements for the closure of incident-related work orders to ensure repairs are properly recorded and verified. Staff will be required to enter meaningful closure notes describing the work performed, the personnel or contractor responsible for the repair, and the date the work was completed.	5/31/2026

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	order/task order, where applicable).				
	4C Implement supervisory quality assurance for incident entry and closure, including periodic data audits and exception reporting for vague descriptions, missing notes, or closure codes without documentation.		Agree	Supervisory quality assurance procedures will be implemented to strengthen oversight of incident entry and closure within the system. Supervisors will conduct periodic reviews of incident records to ensure entries include clear descriptions, appropriate coding, required notes, and supporting documentation for closure.	7/31/2026
	4D Provide targeted training to employees to improve consistency across EAMS' users and departments.		Agree	Targeted training will be provided to employees who utilize the Enterprise Asset Management System (EAMS) to improve consistency in system usage and data entry across departments. The training will focus on standardized procedures for incident reporting, work order creation and updates, coding requirements, as well as documentation practices. Updated guidance materials and job aids should be provided by the EAMS Project team and training provided.	11/30/2026
Observation 5 –Benchmarking	5A Leverage peer practices to strengthen	FCM/FM	Agree	Metro is in the process of migrating to the new Enterprise Asset Management System (EAMS). The current system	11/30/2026

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
NYCT Fully in-house operations; use Hexagon EAM with supervisor validation: strong protective measures (graffiti shields) and multiple reporting channels, including 311. SEPTA Uses protective films for surfacers; mix of in-house custodial staff and contractors; relies on manual incident reporting. WMATA Predominantly paper-based reporting; reports minimal graffiti issues; high vertical transportation reliability using in-house staff; station managers are central to oversight. Metro Mix of in-house and contracted resources; graffiti remains a major challenge; incident reporting is inconsistent. No in-house vertical transportation maintenance support.	incident management by moving toward a more integrated asset management platform (similar to NYCT's EAMS) with supervisor validation of entries. 5B Expand use of protective measures (e.g., graffiti shields, protective films...etc.) on glass, elevator, and high contact surfaces, to reduce repeat damage and maintenance cost. 5C Track and report performance metrics e.g., graffiti response time, vertical		Agree Agree	used is M3 for incident tracking and is scheduled to be replaced by EAMS in Fall 2026 with improved functionality. For the past 15 years, FCM has held service maintenance contracts for the installation and replacement of anti-graffiti film applied to both glass surfaces and stainless-steel look-alike finishes, installed up to a height of 10 feet. Inspection of the system is performed monthly for the same locations, though crews are on the system daily performing maintenance activities or responding to as-needed requests for service. Vandalized film is replaced within one day for both clear glass film and stainless-steel look-alike film, provided that pre-cut film is available for application. Non-vandalized film is tracked and replaced on a six-month cycle, due to the adhesive glue on the film that could cause surface damage from prolonged use if left on longer than six months. FCM currently compiles data and distributes daily, monthly, and annual reports tracking downtime as a KPI for elevators and escalators. The reports include information on both scheduled and unscheduled work performed, projected	Complete Complete

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	transportation uptime, closure aging, to monitor reliability and drive continuous improvement.			return to service dates, and the actual time it took from when the unit went out of service to the time it was placed back in service. FCM also coordinates with Customer Experience by providing them with the daily elevator and escalator availability report. Customer Experience takes the information in the report and publishes it on a daily basis through social media and the Metro website to assist patrons with trip planning.	
	5D Determine what if any aspects of vertical maintenance can be performed by Metro staff without invalidating any equipment warranties or service contracts.		Agree	Currently, custodial services incidents on Vertical Transportation (VT) systems for elevators and escalators are handled by in-house, Metro union-represented custodial staff under Facilities Maintenance (FM). In addition, painting the elevator frames are handled by in-house Metro union-represented painters' staff under FM. Any VT work beyond this scope must be completed by Certified Competent Conveyance Mechanics/contractors. Through the FCM VT maintenance contract, 31 mechanics throughout different shifts are present on the system daily and perform regular monthly and preventive maintenance.	Complete
	5E Determine if performing these additional maintenance repairs, Metro might reduce the cost of vendor contracts.		Disagree	Metro staff have already analyzed insourcing/outourcing options for VT maintenance services, among other services. Based on initial findings, VT maintenance services were not recommended for insourcing. Providing this service in-house would require Metro to negotiate a contract with the International Union of Elevator Constructors, hire sufficient Certified Competent Conveyance Mechanics, apply for certification as a Certified Qualified Conveyance Company,	N/A

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
				as well as acquire additional equipment, vehicles, and supplies to support the expanded responsibility. Staff's assessment indicates that this is not a cost-effective option for Metro.	
Observation 6 – Rail Station Inspection Policies and Procedures Metro's policies and procedures for station inspections are generally aligned with industry best practices, though certain areas require improvement.	Metro should establish and implement a formal, structured station inspection program that includes, at a minimum: 6A A designated inspection unit or assigned personnel responsible for inspections.	FCM/FM	Agree	Currently, the Station Experience Program, through the Station Experience Team, uses contractors to survey (inspect) 158 rail stations and bus transit centers every three (3) months and report all incidents for maintenance, cleanliness, vandalism, and graffiti abatement accordingly.	Complete
	6B A standard inspection frequency (e.g., daily/weekly) and/or risk-based approach by station type, condition, ridership, and safety considerations.		Agree	Currently, the Station Experience Program, through the Station Experience Team, uses contractors to survey (inspect) 158 rail stations and bus transit centers every three (3) months and report all incidents for maintenance, cleanliness, vandalism, and graffiti abatement accordingly.	Complete
	6C Documented Standard Operating Procedures specifying inspection criteria, documentation		Agree	Aside from the inspection criteria used by the Station Experience Team, FCM has developed and is finalizing a Standard Operating Procedure (SOP) to use as a reference guide for Contracts SOS Service Desk help desk coordinators	6/01/2026

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	requirements, reporting protocols, and escalation thresholds. 6D A shift toward planned, preventive condition assessment to identify and remediate deficiencies before they are reported or escalate.		Agree	on the proper handling of requests that are entered into M3 as incidents and monitored for response and close-out times. The SOP outlines the process for entering, processing, and assigning incidents to the appropriate FCM Supervisor within 24 hours of receipt, and includes priority-based routing for incident assignment. FCM requires FCM Supervisors to perform two (2) field visits per week to ensure contractors are performing work in accordance with the contract scope of services. This is in addition to contractor staff performing daily inspections and other Metro employees who may be conducting their own inspections for their respective departments, and reporting observed incidents to the FM Help Desk or Contracts SOS Service Desk, as applicable.	Complete
Observation 7 – Rail Station Incident Follow-up Site visits to 36 stations (six lines), to field-verify 136 incidents reported as <u>closed in 2024</u>. 93 incidents (68%) were confirmed as closed, 16 incidents (12%) remained open and 27 incidents (20%) were unverifiable due to access limitations (e.g., locked areas). Most open items related to	7A Implement periodic spot-checks of “closed” incidents in the field to validate data accuracy and reinforce accountability for closure status.	FCM/FM	Agree	Currently, a monthly report is generated listing all incidents entered into M3, summarizing incidents by incident type, and whether they are open or closed. The report is distributed to both FCM managers and supervisors. To enhance oversight and ensure timely resolution, the report will now be generated twice per month and reviewed via spot-checks by the Senior Directors to validate/verify closed incidents, track and address recurring incidents, and address open or unresolved incidents.	Complete

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
recurring “graffiti” or “damaged map case” issued at specific stations.	7B Establish a formal process to track and address recurring incidents (e.g., repeat graffiti/damaged map cases) at the same stations, including root-cause analysis and targeted mitigation.		Agree	Currently, a monthly report is generated listing all incidents entered into M3, summarizing incidents by incident type, and whether they are open or closed. The report is distributed to both FCM managers and supervisors. To enhance oversight and ensure timely resolution, the report will now be generated twice per month and reviewed via spot-checks by the Senior Directors to validate/verify closed incidents, track and address recurring incidents, and address open or unresolved incidents. Additionally, recurring locations will be reported to the FCM supervisors for follow-up during weekly field visits to assess further mitigation.	Complete
	7C Require timely updates when field verification shows an incident remains open or unresolved, including revised status, follow-up actions, and target completion dates.		Agree	Currently, a monthly report is generated listing all incidents entered into M3, summarizing incidents by incident type, and whether they are open or closed. The report is distributed to both FCM managers and supervisors. To enhance oversight and ensure timely resolution, the report will now be generated twice per month and reviewed via spot-checks by the Senior Directors to validate/verify closed incidents, track and address recurring incidents, and address open or unresolved incidents.	Complete
Observation 8 – Inspection of Rail Station Site visits to 36 stations (six lines) in July 2025 identified 100 <u>new</u> incidents. Only 31 (31%) were recorded in Incident List. 8 stations had no reportable issues, other stations had recurring problems	8A Strengthen field-to-system reporting by requiring all incidents identified during inspection to be promptly entered into reporting system, with periodic reconciliation	FCM/FM	Agree	Under the Station Experience Program, the Station Experience Team utilizes contractors to survey (inspect) 158 rail stations and bus transit centers every three (3) months and submit all incidents for maintenance, cleanliness, vandalism, and graffiti abatement to be addressed by FCM directly into the M3 system. The Contracts SOS Service Desk then assigns these incidents to the proper FCM staff for resolution. The Station Experience Program also assigns a	11/01/2026

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
including elevator and escalator defects, vandalism, odors, broken features.	between inspection logs and the incident List. 8B Develop targeted action plans with emphasis on elevator/escalator reliability, cleanliness, and safety-critical items.		Agree	condition rating to each facility based on findings for trend tracking purposes. Additionally, contractors perform daily inspections of the system, and FCM Supervisors conduct two (2) field visits per week to ensure work is performed in accordance with contract terms and requirements. Also, as previously mentioned, Metro is in the process of migrating from M3 to the new Enterprise Asset Management System (EAMS). M3 is currently scheduled to be replaced by EAMS in the fall of 2026. Currently, custodial services incidents on Vertical Transportation (VT) systems for elevators and escalators are handled by in-house, Metro union-represented custodial staff under FM. Any VT work beyond this scope must be completed by Certified Competent Conveyance Mechanics/contractors. Through the FCM VT maintenance contract, 31 mechanics throughout different shifts are present on the system daily and perform regular monthly and preventive maintenance. Additionally, protective polycarbonate panels have already been installed on 144 of 171 elevators to protect glass from vandalism that may result in elevators being placed out of service, with the remaining elevators to be completed by late 2026. There is also a Capital Project led by Maintenance of Way (MOW) Engineering to replace and modernize elevators and escalators. Phase 1 of the project, which is at 90% design, will include six (6) escalators and 18 elevators, with completion targeted in time for the LA 2028 Olympics.	12/01/2026

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	8C Enhance strategies to address recurring issues such as odors, vandalism/etching, and damaged finishes by increasing cleaning frequency, deploying deterrents, and using more durable/protective materials.		Agree	FM has partnered with Metro's industrial hygienist to test and implement odor control/neutralizing products. To date, NeoSan has proven to be the most effective product. The use of NeoSan started at the rail stations and is now being used at Bus stations, transit centers, and system-wide elevators. FM is also exploring odor control sensors that would alert FM Management whenever a foul odor is detected.	12/31/2026
	8D Implement a formal, ongoing monitoring program for facility/infrastructure issues, including defined service levels and a clear escalation process for recurring problems.		Agree	FCM currently compiles data and distributes daily, monthly, and annual reports tracking downtime as a KPI for elevators and escalators. The reports include information on both scheduled and unscheduled work performed, projected return to service dates, and the actual time it took from when the unit went out of service to the time it was placed back in service. FCM also coordinates with Customer Experience by providing them with the daily elevator and escalator availability report. Customer Experience takes the information in the report and publishes it on a daily basis through social media and the Metro website to assist patrons with trip planning. FCM utilizes this report to work closely with the contractor to monitor and expedite repairs.	Complete
	8E Introduce a standardized station condition rating and dashboard to track trends over time and		Agree	FCM currently compiles data and distributes daily, monthly, and annual reports tracking downtime as a KPI for elevators and escalators. The reports include information on both scheduled and unscheduled work performed, projected	Complete

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	focus resources on the most impacted stations and lines.			return to service dates, and the actual time it took from when the unit went out of service to the time it was placed back in service. FCM also coordinates with Customer Experience by providing them with the daily elevator and escalator availability report. Customer Experience takes the information in the report and publishes it on a daily basis through social media and the Metro website to assist patrons with trip planning. FCM utilizes this report to work closely with the contractor to monitor and expedite repairs.	
Observation 9 – Communication and Benchmarking Other Agencies Several channels to identify and address stations issues: field checks, real-time CCTV monitoring, and customer feedback captured in the CCATS system. Marketing and Communications communicates with riders via the website, social media (Instagram, Facebook), station signature and Everbridge. Benchmarking shows peers similarly emphasize reactive major service impacts over routine maintenance updates.	Metro should adopt a coordinated, multi-pronged approach to identifying, resolving, and communicating rail station repairs, including: 9A Active (Proactive) Measures: – Conduct regular, structured inspections across all stations to identify repair needs early, with clear protocols for logging incidents in and prioritizing life-safety and ADA-related issues. 9B Reactive Measures – Promptly address all	Marketing & Comm.	Partially Agree	Please note that some of the information contained in the report is incorrect. Metro does not have a Public Affairs Department. (* see <i>OIG Note, Page 60 of 65</i>) Service alerts about service disruptions and long-term, planned maintenance repairs are handled by the social media and digital customer experience teams that sit in the Marketing Department. They coordinate with operations to inform them of customer comments and request information about timing about repairs. This is standard industry practice as noted in the report. While we agree that enhanced transparency is a worthy goal when communicating about station repairs, we must balance responding to every individual comment received	

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	repair notifications and complaints from patrons, employees, and contractors, and resolve them within defined timeframes. 9C Communicate status and closure of these items back to reporting parties through CCATS, social media channels and the Transit Watch (Everbridge) application to enhance transparency and customer confidence.			on social media with the practical staffing constraints that make individualized responses to thousands of inquiries daily unfeasible. Metro currently posts information about substantial and long-term station repairs on https://alerts.metro.net/ which can be accessed from Metro's home page at metro.net. In addition, the team communicates service repairs that impact service on the agency's X and Facebook social media channels. Metro posts information about major station repairs on its blog, <i>The Source</i>. This process helps us to communicate service repairs to all of our customers vs. Individual responses. Soon these alerts will be made available to customers who use the new Metro mobile app that will launch in May. <u>Customer Relations</u> Customer Relations acknowledges the importance of timely communication and closure of customer-reported issues through Customer Relations, which are logged in the CCATS database. While individualized responses for every routine maintenance inquiry may not always be operationally feasible, we have taken steps to strengthen follow-up, accountability, and transparency within the CCATS process. Enhancements include improved internal tracking and monitoring of cases, more consistent follow-up with responsible departments, and the use of escalation protocols when responses are delayed.	

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
				These efforts are designed to reduce response times and ensure that customer concerns are appropriately addressed and documented. As recommended, Customer Relations will work with Operations to establish improved response time guidelines and reinforce expectations with internal stakeholders regarding timely and complete responses, supporting improved coordination across departments. In parallel, we are evaluating opportunities to further standardize response timelines and enhance system visibility and reporting capabilities. Customer Relations remains committed to continuously improving the CCATS process to support timely resolution and enhance the overall customer experience. *OIG Note: In response to Metro Customer Experience's comment, the final report was updated to reflect the correct Metro Department name, changing it from Public Affairs to Marketing and Communications.	

APPENDIX I: Samples of Documents Reviewed

Below is a sample incident report for incident No. 3,882,663 (Work Order No. 9,912,472)

LACMTA
Incident Report
Printed On 9/8/2025 at 10:11:04 AM

Incident Type	: Building/Equip	Date	: 04/28/2024 04:58PM
Equipment Problem	: Door: Door Closer Problem	Incident ID	: 3,882,663
Created By	: [REDACTED]	Incident Status	: Incident Closed
Route Code	: Red Line Main Line	Reported By:	
Incident	: Contract security reported the west end double doors 8 A&B on the Hollywood and Highland platform does not secure and blows open with the wind.		
Location HOLLYWOOD HIGHLAND STATION - 802-(9.7)		Address	
Involved Equipment			
Caused F	Affected F	Equipment MRL-HH MAINT RFM-34	Equip Class STATION (MAINT)
		System	Code
			Equip Type RED LINE STATION
			Problem Door: Door Closer Problem
			Work Order 9912472
			WO Status Closed
Event Log			
Inj/Ill/Fatality		Person Affect:	
Initiator	Date/Time 4/28/2024 4:58PM	Employee	Employee Name [REDACTED]
	Contract security reported the west end double doors 8 A&B on the Hollywood and Highland platform does not secure and blows open with the wind.		
Incident Overview	Date/Time 4/28/2024 5:16PM	Employee	Employee Name [REDACTED]
	Contract security reported the west end double doors 8 A&B on the Hollywood and Highland platform does not secure and blows open with the wind.		
Delays/Impact			
Operator Id	Route	Destination	Direction
			Train #
Primary Delay	Peak Time	Block	Run
			Serv Impact
Comments			Time Delayed
Notes		Created Date	Created By
Reassigned to Rail FM		4/29/2024 10:02:00AM	[REDACTED]

Page: 1 of 1

Review of Metro Rail Station Repairs

APPENDIX I: Samples of Documents Reviewed

Below is a sample incident report for Work Order No. 9,912,472(Incident No. 3,882,663)

Requestor: [REDACTED]
Printed on Oct-09-2025 4:12PM

LACMTA
Maintenance Information System
Work Order

Work Order Nbr

[Barcode]

9912472

By: [REDACTED]
Work Order: 9912472 WO Type: Corrective
Related to Incident: 3882663 Incident

Follow on to:
Created Date: Sep-20-2024 Closed Date: Sep-20-2024
Due Start Date: Sep-20-2024

Equip Nbr

[Barcode]

MRL-HH MAINT RFM-34

Title: BUILDING/EQUIP-DOOR: DOOR CLOSER PROBLEM

WO Note

Vehicle Nbr: MRL-HH MAINT RFM-34
Status Date: Apr-07-2005 Equip Status: In Service Eq Stat Reas:

Task 1 BUILDING/EQUIP-DOOR: DOOR CLOSER PROBLEM

Task Note

Work Order/Task Nbr

[Barcode]

9912472 1

Job 1 Door: Door Closer Problem

Job Info

Job Details Contract security reported the west end double doors 8 A&B on the Hollywood and Highland platform does not secure and blows open with the wind.

System	Component	Defect	Repair	Repair Date	Repaired By	Cost
RFM PROPERTY OTHE	OTHER	REQUIRED	Repaired	09/20/2024	27320	Yes

Note

Assigned Employees

Employee	Name	Employee	Name

Material

Job #	Trn Date	Trans Type	Item Code	Item Description	Posted By	Plan Qty	Act Qty	Cost

Notes: _____

APPENDIX I: Samples of Documents Reviewed

Below is a sample incident report for incident No. 3,930,827 (TARGS Incident No. 6,631,528)

LACMTA Incident Report

Printed On 7/25/2025 at 2:47:00 PM

Incident Type : FM Contract Svc		Date : 08/04/2024 03:48AM	
Equipment Problem : CSV: Graffiti Removal - Rail		Incident ID : 3,930,827	
Created By : [REDACTED]		Incident Status : Incident Closed	
Route Code : Blue Line Main Line		Reported By:	
Incident : Graffiti at Memorial Park Station.			
Location MEMORIAL PARK STATION - 804-(9.59)		Address	
Involved Equipment			
Caused	Affected	Equipment	Equip Class
		System	Code
		Equip Type	Work Order
		Problem	WO Status
Event Log			
Inj/ill/Fatality :		Person Affect :	
Initiator	Date/Time 8/4/2024 3:48AM	Employee [REDACTED]	Employee Name [REDACTED]
Reports Graffiti at Memorial Park Station.			
Incident Overview	Date/Time 8/4/2024 4:07AM	Employee [REDACTED]	Employee Name [REDACTED]
CCTV R-464 reports graffiti at Memorial Park Station on a pillar mid platform of Platform 2, as well as on the south entrance walkway, 0348 hours.			
Delays/Impact			
Operator Id	Route	Destination	Direction
Primary Delay	Peak Time	Block	Run
Comments :			Train #
			Train Date
			Serv Impact
			Trip Impact
			Time Delayed
Notes			
Created Date		Created By	
Referred to Contractor for follow-up		9/16/2024 2:04:00PM [REDACTED]	

Page: 1 of 1

APPENDIX I: Samples of Documents Reviewed

Below is a sample incident report for TARGS Incident No. 6,631,528 (Incident No. 3,930,827)

7/31/25, 2:28 PM Memorial Park Station

Memorial Park Station 

Location: 1000 S. 10th St.
City: Dallas, TX 75215
County: Dallas
Created By: [Redacted]
Updated By: [Redacted]

Address: Memorial Park Station
Property: Other
Type: Unknown
Removal: Unknown
Order: Unknown
Method: Unknown
Reported As: Unknown

Surface Area: Unknown

Removal Process

Description	Unit	Labor	Material	Total
Response Fee	1.00	0.00	0.00	1.00
Equipment Usage	0.00	0.00	0.00	0.00
Non-Hours	1.00	0.00	0.00	1.00
No. Employees	1.00	1.00	0.00	2.00

Labor Cost: \$150.00 Material Cost: \$0.00 Admin: \$0.00 Total: \$150.00
Damage From: 0.00

Image(s)



Agency: ISU PS

Expenditure (Print - Email - Download) | Log: 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End of Report



Metro

Interoffice Memo

Date April 16, 2026

To Karen Gorman
Inspector General

From Conan Cheung
Chief Operations Officer

Conan Cheung

Digitally signed by: Conan Cheung
DN: CN = Conan Cheung email = cheungc@metro.net C = US O = LA Metro OU = Operations
Date: 2026.04.17 07:30:36 -0800

Subject 26-AUD-05 Metro Rail Station Repairs

The Office of the Inspector General (OIG) performed an audit of Metro rail station repairs procedures across six rail lines – A, B, C, D, E, and K. Therefore, the actions below will be taken by Operations to comply with the audit recommendations:

Recommendation #1A: Enhance integration between incident reporting and TAGRS.

Management Response: Agree; Tracking and Automated Graffiti Reporting System (TAGRS) is used by the third-party contractor to document graffiti tags removed by uploading before and after pictures. TAGRS was initiated to be used by Law Enforcement to analyze graffiti tags to identify and prosecute offenders by documenting and cataloguing graffiti monikers. TAGRS was never intended to track all graffiti tags, except for excessive graffiti monikers entered into TAGRS that can be analyzed by law enforcement.

FCM will arrange for a new field to be added into TAGRS to include an incident number field, allowing for improved reconciliation with the EAMS incident number (utilizing the same reference number) when graffiti tags are reported through EAMS and then forwarded to the contractor for removal. Graffiti tags not reported through EAMS would not have a corresponding incident number. In these cases, the incident number field in TAGRS would remain blank when and if the graffiti tags are captured directly in TAGRS. The current system used is M3 for incident tracking and will be replaced by EAMS in the fall of 2026 with improved functionality.

Completion Date: September 1, 2026

Recommendation #1B: Link incident numbers to contractor task orders.

Management Response: Disagree; FCM does not use task orders to follow up on the removal of graffiti tags. Instead, graffiti tags are typically removed during the daily inspections performed by the contractor or removed within 48 hours of being reported, without cataloging all graffiti tags in TAGRS. For reported graffiti, the contractor responds with a completion notice, and FCM staff then proceeds to close out the incident in M3 as complete.

Completion Date: N/A

Recommendation #1C: Remediate search functionality in TAGRS.

Management Response: Disagree; Tracking and Automated Graffiti Reporting System (TAGRS) is used by the third-party contractor to document graffiti tags removed by uploading before and after pictures. TAGRS was initiated to be used by Law Enforcement to analyze graffiti tags to identify and prosecute offenders by documenting and cataloguing graffiti monikers. TAGRS was never intended to track all graffiti tags, except for excessive graffiti monikers entered into TAGRS that can be analyzed by law enforcement. The current system used is M3 for incident tracking and will be replaced by EAMS in the fall of 2026 with improved functionality.

Completion Date: N/A

Recommendation #1D: Require complete documentation in TAGRS, including standardized location information and before/after photos to evidence completion.

Management Response: Disagree; Aside from graffiti tags encountered by the contractor during their daily inspection that are removed, any reported incidents are referred to the contractor for response. Graffiti tags are documented by station name with specific location details as necessary to assist in identifying their exact location. Photographs are provided when available to support removal efforts. FCM will review the drop-down menus within TAGRS to determine whether the station location can be segmented to allow for station areas to be easily identified and consistently labeled.

Completion Date: N/A

Recommendation #2A: Strengthen incident classification and routing controls by standardizing coding rules.

Management Response: Agree; Actions have already been taken to improve incident classification and routing. As of July 2025, FCM created and established its own dedicated Contracts Strategic Oversight Services (Contracts SOS) Service Desk with two (2) new Help Desk Coordinators. The coordinators receive all complaints and/or requests for service to be assigned to FCM, creating incidents in M3 and assigning them to the appropriate FCM Supervisor overseeing daily activities and ensuring that requests are entered and routed promptly.

Completion Date: Complete

Recommendation #2B: Implement supervisory review/quality assurance for high-risk or frequently miscoded categories.

Management Response: Agree; With the creation of FCM's dedicated Contracts SOS Service Desk, Senior Managers and Senior Directors are copied on all incidents created when they are assigned to the appropriate FCM Supervisor to ensure timely response and oversight.

Completion Date: Complete

Recommendation #2C: Establish clear escalation protocols for incidents impacted by safety or access limitations.

Management Response: Agree; FCM has developed and is finalizing a Standard Operating Procedure (SOP) to use as a reference guide for Contracts SOS Service Desk help desk coordinators on the proper handling of requests that are entered into M3 as incidents and monitored for response and close-out times. The SOP outlines the process for entering, processing, as well as assigning incidents

to the appropriate FCM Supervisor within 24 hours of receipt, and includes priority-based routing for incident assignment.

Completion Date: June 1, 2026

Recommendation #3A: Strengthen end-to-end incident-to-work-order integration and closure documentation by requiring work order references (or other documented rationale).

Management Response: Agree; Work orders are not generated for every incident type created. For example, Rail Custodial, FCM, as well as Stops and Zones, do not create work orders. This is being addressed as part of the transition to EAMS in Phases 3 and 4.

Completion Date: November 30, 2026

Recommendation #3B: Improve documentation of incident work orders to ensure accountability between FM and the responsible department assigned to make incident repairs. Establish an incident report showing the response and closure with measurable timelines to repair depending on the incident category, such as:

- A. Response: Time from incident reported to work order created/assigned or technician dispatched
- B. Closure: Time from incident reported to work order opened, to work order closure/verified complete

Management Response: Agree; A weekly incident report is currently distributed, but it does not include measurable timelines. Facilities Management (FM) will enhance the documentation and tracking of incident-related work orders to improve accountability by the department responsible for performing repairs. A standardized incident reporting and tracking process will be established to document the full lifecycle of each incident, including reporting, work order creation/assignment, response, and final closure. The process will incorporate measurable timelines for response and closure based on incident category.

Specifically, the following metrics will be implemented:

- A. Response:** Time from incident reported to work order creation/assignment or technician dispatch.
- B. Closure:** Time from incident reported to work order opening through final work order closure and verification of completion.

Documentation requirements will be updated to ensure work orders include sufficient detail on actions taken, responsible parties, and completion verification. Periodic reviews of incident reports and work order data will be conducted to monitor compliance, measure performance against established timelines, and ensure accountability between FM and the responsible departments.

Completion Date: November 30, 2026

Recommendation #3C: Strengthen data input standard that allows the real time measurement of incident time between opening and closing.

Management Response: Agree; Management will work on the implementation of real-time measurement as part of the EAMS implementation. Facilities Management will strengthen data input standards for incident reporting and work order entry to ensure accurate and consistent capture of key

timestamps. Required fields will be established within the work order system to document the time an incident is reported, when the work order is created or assigned, when response actions begin, and when the repair is completed.

These enhancements will support real-time measurement and monitoring of incident response and repair durations during station operating hours. Standardized procedures and guidance will be provided to staff responsible for entering incident and work order information to promote consistency and accuracy. Periodic data quality reviews will also be conducted to monitor compliance and ensure the reliability of incident timing data.

Completion Date: November 30, 2026

Recommendation #3D: Develop reporting capabilities to identify incidents by rail station and rail line.

Management Response: Agree; The Help Desk currently provides weekly reporting on open incidents. The report can be tailored to pivot based on rail line and by rail station.

Completion Date: May 30, 2026

Recommendation #4A: Standardize incident coding and description requirements (i.e., minimum data fields and definitions by incident types and utilizing the “Notes” section for additional commentary).

Management Response: Agree; The IM&E and FCM Help Desks do have standardized incident coding and description requirements within the incident reporting. Minimum data fields and standardized definitions are already part of the M3 system and should be further defined as part of the new EAMS system. However, some incidents that are entered by the Rail Operations Control Center (ROCC) are not consistent with how it is entered by FCM and IM&E. This difference will hopefully be addressed as part of the new EAMS system.

In addition, staff will be instructed to use the “Notes” section to provide supplemental details regarding incident conditions, response actions, and repair activities when necessary. Updated guidance and training will be provided to personnel responsible for incident reporting and work order entry. Periodic data quality reviews will be conducted to ensure compliance with the standardized coding and documentation requirements.

Completion Date: November 30, 2026

Recommendation #4B: Require meaningful closure notes and evidence (what was done, by whom, date completed, and reference work order/task order, where applicable).

Management Response: Agree; Facilities Management will strengthen documentation requirements for the closure of incident-related work orders to ensure repairs are properly recorded and verified. Staff will be required to enter meaningful closure notes describing the work performed, the personnel or contractor responsible for the repair, and the date the work was completed.

Completion Date: May 31, 2026

Recommendation #4C: Implement supervisory quality assurance for incident entry and closure, including periodic data audits and exception reporting for vague descriptions, missing notes, or closure codes without documentation.

Management Response: Agree; Supervisory quality assurance procedures will be implemented to strengthen oversight of incident entry and closure within the system. Supervisors will conduct periodic reviews of incident records to ensure entries include clear descriptions, appropriate coding, required notes, and supporting documentation for closure.

Completion Date: July 31, 2026

Recommendation #4D: Provide targeted training to employees to improve consistency across EAMS' users and departments.

Management Response: Agree; Targeted training will be provided to employees who utilize the Enterprise Asset Management System (EAMS) to improve consistency in system usage and data entry across departments. The training will focus on standardized procedures for incident reporting, work order creation and updates, coding requirements, as well as documentation practices. Updated guidance materials and job aids should be provided by the EAMS Project team and training provided.

Completion Date: November 30, 2026

Recommendation #5A: Leverage peer practices to strengthen incident management by moving toward a more integrated asset management platform (similar to NYCT's EAMS) with supervisor validation of entries.

Management Response: Agree; Metro is in the process of migrating to the new Enterprise Asset Management System (EAMS). The current system used is M3 for incident tracking and is scheduled to be replaced by EAMS in Fall 2026 with improved functionality.

Completion Date: November 30, 2026

Recommendation #5B: Expand use of protective measures (e.g., graffiti shields, protective films, etc.) on glass, elevator, and high contact surfaces, to reduce repeat damage and maintenance cost.

Management Response: Agree; For the past 15 years, FCM has held service maintenance contracts for the installation and replacement of anti-graffiti film applied to both glass surfaces and stainless-steel look-alike finishes, installed up to a height of 10 feet. Inspection of the system is performed monthly for the same locations, though crews are on the system daily performing maintenance activities or responding to as-needed requests for service. Vandalized film is replaced within one day for both clear glass film and stainless-steel look-alike film, provided that pre-cut film is available for application. Non-vandalized film is tracked and replaced on a six-month cycle, due to the adhesive glue on the film that could cause surface damage from prolonged use if left on longer than six months.

Completion Date: Complete

Recommendation #5C: Track and report performance metrics e.g., graffiti response time, vertical transportation uptime, closure aging, to monitor reliability and drive continuous improvement.

Management Response: Agree; FCM currently compiles data and distributes daily, monthly, and annual reports tracking downtime as a KPI for elevators and escalators. The reports include information on both scheduled and unscheduled work performed, projected return to service dates, and the actual time it took from when the unit went out of service to the time it was placed back in service. FCM also coordinates with Customer Experience by providing them with the daily elevator and

escalator availability report. Customer Experience takes the information in the report and publishes it on a daily basis through social media and the Metro website to assist patrons with trip planning.

Completion Date: Complete

Recommendation #5D: Determine what if any aspects of vertical maintenance can be performed by Metro staff without invalidating any equipment warranties or service contracts.

Management Response: Agree; Currently, custodial services incidents on Vertical Transportation (VT) systems for elevators and escalators are handled by in-house, Metro union-represented custodial staff under Facilities Maintenance (FM). In addition, painting the elevator frames are handled by in-house Metro union-represented painters' staff under FM. Any VT work beyond this scope must be completed by Certified Competent Conveyance Mechanics/contractors. Through the FCM VT maintenance contract, 31 mechanics throughout different shifts are present on the system daily and perform regular monthly and preventive maintenance.

Completion Date: Complete

Recommendation #5E: Determine if performing these additional maintenance repairs, Metro might reduce the cost of vendor contracts.

Management Response: Disagree; Metro staff have already analyzed insourcing/outsourcing options for VT maintenance services, among other services. Based on initial findings, VT maintenance services were not recommended for insourcing. Providing this service in-house would require Metro to negotiate a contract with the International Union of Elevator Constructors, hire sufficient Certified Competent Conveyance Mechanics, apply for certification as a Certified Qualified Conveyance Company, as well as acquire additional equipment, vehicles, and supplies to support the expanded responsibility. Staff's assessment indicates that this is not a cost-effective option for Metro.

Completion Date: N/A

Recommendation #6A: A designated inspection unit or assigned personnel responsible for inspections.

Management Response: Agree; Currently, the Station Experience Program, through the Station Experience Team, uses contractors to survey (inspect) 158 rail stations and bus transit centers every three (3) months and report all incidents for maintenance, cleanliness, vandalism, and graffiti abatement accordingly.

Completion Date: Complete

Recommendation #6B: A standard inspection frequency (e.g., daily/weekly) and/or risk-based approach by station type, condition, ridership, and safety considerations.

Management Response: Agree; Currently, the Station Experience Program, through the Station Experience Team, uses contractors to survey (inspect) 158 rail stations and bus transit centers every three (3) months and report all incidents for maintenance, cleanliness, vandalism, and graffiti abatement accordingly.

Completion Date: Complete

Recommendation #6C: Documented Standard Operating Procedures specifying inspection criteria, documentation requirements, reporting protocols, and escalation thresholds.

Management Response: Agree; Aside from the inspection criteria used by the Station Experience Team, FCM has developed and is finalizing a Standard Operating Procedure (SOP) to use as a reference guide for Contracts SOS Service Desk help desk coordinators on the proper handling of requests that are entered into M3 as incidents and monitored for response and close-out times. The SOP outlines the process for entering, processing, and assigning incidents to the appropriate FCM Supervisor within 24 hours of receipt, and includes priority-based routing for incident assignment.

Completion Date: June 1, 2026

Recommendation #6D: A shift toward planned, preventive condition assessment to identify and remediate deficiencies before they are reported or escalate.

Management Response: Agree; FCM requires FCM Supervisors to perform two (2) field visits per week to ensure contractors are performing work in accordance with the contract scope of services. This is in addition to contractor staff performing daily inspections and other Metro employees who may be conducting their own inspections for their respective departments, and reporting observed incidents to the FM Help Desk or Contracts SOS Service Desk, as applicable.

Completion Date: Complete

Recommendation #7A: Implement periodic spot-checks of “closed” incidents in the field to validate data accuracy and reinforce accountability for closure status.

Management Response: Agree; Currently, a monthly report is generated listing all incidents entered into M3, summarizing incidents by incident type, and whether they are open or closed. The report is distributed to both FCM managers and supervisors. To enhance oversight and ensure timely resolution, the report will now be generated twice per month and reviewed via spot-checks by the Senior Directors to validate/verify closed incidents, track and address recurring incidents, and address open or unresolved incidents.

Completion Date: Complete

Recommendation #7B: Establish a formal process to track and address recurring incidents (e.g., repeat graffiti/damaged map cases) at the same stations, including root-cause analysis and targeted mitigation.

Management Response: Agree; Currently, a monthly report is generated listing all incidents entered into M3, summarizing incidents by incident type, and whether they are open or closed. The report is distributed to both FCM managers and supervisors. To enhance oversight and ensure timely resolution, the report will now be generated twice per month and reviewed via spot-checks by the Senior Directors to validate/verify closed incidents, track and address recurring incidents, and address open or unresolved incidents. Additionally, recurring locations will be reported to the FCM supervisors for follow-up during weekly field visits to assess further mitigation.

Completion Date: Complete

Recommendation #7C: Require timely updates when field verification shows an incident remains open or unresolved, including revised status, follow-up actions, and target completion dates.

Management Response: Agree; Currently, a monthly report is generated listing all incidents entered into M3, summarizing incidents by incident type, and whether they are open or closed. The report is distributed to both FCM managers and supervisors. To enhance oversight and ensure timely resolution, the report will now be generated twice per month and reviewed via spot-checks by the Senior Directors to validate/verify closed incidents, track and address recurring incidents, and address open or unresolved incidents.

Completion Date: Complete

Recommendation #8A: Strengthen field-to-system reporting by requiring all incidents identified during inspection to be promptly entered into the reporting system, with periodic reconciliation between inspection logs and the incident List.

Management Response: Agree; Under the Station Experience Program, the Station Experience Team utilizes contractors to survey (inspect) 158 rail stations and bus transit centers every three (3) months and submit all incidents for maintenance, cleanliness, vandalism, and graffiti abatement to be addressed by FCM directly into the M3 system. The Contracts SOS Service Desk then assigns these incidents to the proper FCM staff for resolution. The Station Experience Program also assigns a condition rating to each facility based on findings for trend tracking purposes. Additionally, contractors perform daily inspections of the system, and FCM Supervisors conduct two (2) field visits per week to ensure work is performed in accordance with contract terms and requirements. Also, as previously mentioned, Metro is in the process of migrating from M3 to the new Enterprise Asset Management System (EAMS). M3 is currently scheduled to be replaced by EAMS in the fall of 2026.

Completion Date: November 1, 2026

Recommendation #8B: Develop targeted action plans with emphasis on elevator/escalator reliability, cleanliness, and safety-critical items.

Management Response: Agree; Currently, custodial services incidents on Vertical Transportation (VT) systems for elevators and escalators are handled by in-house, Metro union-represented custodial staff under FM. Any VT work beyond this scope must be completed by Certified Competent Conveyance Mechanics/contractors. Through the FCM VT maintenance contract, 31 mechanics throughout different shifts are present on the system daily and perform regular monthly and preventive maintenance. Additionally, protective polycarbonate panels have already been installed on 144 of 171 elevators to protect glass from vandalism that may result in elevators being placed out of service, with the remaining elevators to be completed by late 2026. There is also a Capital Project led by Maintenance of Way (MOW) Engineering to replace and modernize elevators and escalators. Phase 1 of the project, which is at 90% design, will include six (6) escalators and 18 elevators, with completion targeted in time for the LA 2028 Olympics.

Completion Date: December 1, 2026

Recommendation #8C: Enhance strategies to address recurring issues such as odors, vandalism/etching, and damaged finishes by increasing cleaning frequency, deploying deterrents, and using more durable/protective materials.

Management Response: Agree; FM has partnered with Metro's industrial hygienist to test and implement odor control/neutralizing products. To date, NeoSan has proven to be the most effective product. The use of NeoSan started at the rail stations and is now being used at Bus stations, transit centers, and system-wide elevators. FM is also exploring odor control sensors that would alert FM Management whenever a foul odor is detected.

Completion Date: December 31, 2026

Recommendation #8D: Implement a formal, ongoing monitoring program for facility/infrastructure issues, including defined service levels and a clear escalation process for recurring problems.

Management Response: Agree; FCM currently compiles data and distributes daily, monthly, and annual reports tracking downtime as a KPI for elevators and escalators. The reports include information on both scheduled and unscheduled work performed, projected return to service dates, and the actual time it took from when the unit went out of service to the time it was placed back in service. FCM also coordinates with Customer Experience by providing them with the daily elevator and escalator availability report. Customer Experience takes the information in the report and publishes it on a daily basis through social media and the Metro website to assist patrons with trip planning. FCM utilizes this report to work closely with the contractor to monitor and expedite repairs.

Completion Date: Complete

Recommendation 8E: Introduce a standardized station condition rating and dashboard to track trends over time and focus resources on the most impacted stations and lines.

Management Response: Agree; FCM currently compiles data and distributes daily, monthly, and annual reports tracking downtime as a KPI for elevators and escalators. The reports include information on both scheduled and unscheduled work performed, projected return to service dates, and the actual time it took from when the unit went out of service to the time it was placed back in service. FCM also coordinates with Customer Experience by providing them with the daily elevator and escalator availability report. Customer Experience takes the information in the report and publishes it on a daily basis through social media and the Metro website to assist patrons with trip planning. FCM utilizes this report to work closely with the contractor to monitor and expedite repairs.

Completion Date: Complete

CC: Conan Cheung
Diane Corral-Lopez
Chris Reyes
Shahrazad Amiri
Lena Babayan
Carlos Martinez
Ruben Cardenas
Errol Taylor
Chris Limon



Metro

Interoffice Memo

Date: May 1, 2026

To: Sr. Manager, Audit
Office of Inspector General

From: Jennifer Vides
Chief Customer Experience Officer

Jennifer Vides

Digitally signed by Jennifer Vides
Date: 2026.05.01 07:18:08 -07'00'

Subject: Response(s) to Audit Recommendations in
Report No. 26-AUD-05: Review of Metro Rail
Station Repairs

Thank you for the opportunity to respond to the finding(s) and recommendation(s) in the draft report 26-AUD-05 Review of Metro Rail Station Repairs prior to the release of the final report. We have reviewed the draft report and provide our response(s) to the recommendation(s) below.

RECOMMENDATION:

9.5 Benchmarking of Communication Practices

Metro should adopt a coordinated, multi-pronged approach to identifying, resolving, and communicating rail station repairs, including:

9A Active (Proactive) Measures: – Conduct regular, structured inspections across all stations to identify repair needs early, with clear protocols for logging incidents in and prioritizing life-safety and ADA-related issues.

9B Reactive Measures –Promptly address all repair notifications and complaints from patrons, employees, and contractors, and resolve them within defined timeframes.

9C Communicate status and closure of these items back to reporting parties through CCATS, social media channels and the Transit Watch (Everbridge) application to enhance transparency and customer confidence.

MANAGEMENT RESPONSE: PARTIALLY AGREE

Please note the some of the information contained in the report is incorrect. Metro does not have a Public Affairs Department.

Service alerts about service disruptions and long-term, planned maintenance repairs are handled by the social media and digital customer experience teams that sit in the Marketing Department. They coordinate with operations to inform them of customer

comments and request information about timing about repairs. This is standard industry practice as noted in the report.

While we agree that enhanced transparency is a worthy goal when communicating about station repairs, we must balance responding to every individual comment received on social media with the practical staffing constraints that make individualized responses to thousands of inquiries daily unfeasible.

Metro currently posts information about substantial and long-term station repairs on <https://alerts.metro.net/> which can be accessed from Metro's home page at metro.net. In addition, the team communicates service repairs that impact service on the agency's X and Facebook social media channels. Metro posts information about major station repairs on its blog, *The Source*. This process helps us to communicate service repairs to all of our customers vs. Individual responses. Soon these alerts will be made available to customers who use the new Metro mobile app that will launch in May.

Customer Relations

Customer Relations acknowledges the importance of timely communication and closure of customer-reported issues through Customer Relations, which are logged in the CCATS database. While individualized responses for every routine maintenance inquiry may not always be operationally feasible, we have taken steps to strengthen follow-up, accountability, and transparency within the CCATS process.

Enhancements include improved internal tracking and monitoring of cases, more consistent follow-up with responsible departments, and the use of escalation protocols when responses are delayed. These efforts are designed to reduce response times and ensure that customer concerns are appropriately addressed and documented.

As recommended, Customer Relations will work with Operations to establish improved response time guidelines and reinforce expectations with internal stakeholders regarding timely and complete responses, supporting improved coordination across departments. In parallel, we are evaluating opportunities to further standardize response timelines and enhance system visibility and reporting capabilities.

Customer Relations remains committed to continuously improving the CCATS process to support timely resolution and enhance the overall customer experience.

* OIG Note: In response to Metro Customer Experience's comment, the final report was updated to reflect the correct Metro department name, changing it from Public Affairs to Marketing and Communications.

OFFICE OF THE INSPECTOR GENERAL

Review of Metro Rail Station Repairs
(OIG Report No. 26-AUD-05)

Karen Gorman, Inspector General
Asuncion Dimaculangan, Senior Auditor

Operations, Safety, and Customer Experience Committee
September 17, 2026



Legistar File # 2025-1029

Objective

To determine the adequacy of Metro efforts to identify, respond, schedule, and communicate Metro rail station repairs.

Results of Review

- Metro's policies, procedures, and operating model are generally aligned with industry best practices; however, certain areas require improvement.
- Metro's incident reporting system (M3) was voluminous, lacked standardized data entry, and was frequently incomplete.

Key findings and recommendations are presented in the report.

Recommendations

**The following key recommendations were provided
(with 35 supplemental recommendations):**

- 1. Standardize incident reports**
- 2. Enhance customer communication**
- 3. Ensure supervisor accountability**
- 4. Improve incident traceability in TAGRS**
- 5. Implement heightened cleanliness protocols**
- 6. Standardize supervisors' reporting templates**
- 7. Enhance elevator maintenance practices**
- 8. Develop in-house vertical transportation maintenance**
- 9. Prioritize aging open incidents**



Metro

Board Report

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

File #: 2026-0469, **File Type:** Oral Report / Presentation

Agenda Number: 43.

OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE SEPTEMBER 17, 2026

SUBJECT: CUSTOMER EXPERIENCE QUARTERLY UPDATE

ACTION: ORAL REPORT

RECOMMENDATION

RECEIVE oral report on the quarterly Customer Experience Pulse Survey, customer experience improvements and marketing and communications campaign results.

ISSUE

Over the past quarter, the Customer Experience (CX) staff continued to advance Metro's strategic priorities by listening to our customers, taking steps to improve the customer journey, building the Metro brand and reputation, and increasing revenue opportunities. This report will provide an update on the most recent customer experience quarterly pulse survey, and share highlights of customer experience improvements, as well as marketing communications campaigns for the quarter.

EQUITY PLATFORM

The Customer Experience staff works to ensure all campaigns, initiatives, and programs are accessible, culturally relevant, and responsive to the needs of Metro's diverse customer base. This collaboration helps embed equitable practices in all aspects of customer communications, engagement, and service delivery. The Customer Experience staff has worked with the Office of Civil Rights, Racial Equity and Inclusion on campaigns including the LIFE and GoPass Programs as well as partnership engagements.

These initiatives underscore Metro's commitment to providing a safer, more reliable, and more welcoming transit experience for all riders. Through the integration of marketing, communications, community partnerships, customer service, and arts programming, the Customer Experience staff continues to elevate Metro's brand, support revenue generation, and strengthen public trust-positioning the agency for upcoming service expansions and major international events.

Additionally, across the Customer Experience cabinet, materials are produced in multiple languages and media relations team can do live interviews to disseminate information in English and Spanish and works across multi-cultural media to ensure news and other updates are distributed in as many languages as possible to reach different cultural groups.

VEHICLE MILES TRAVELED OUTCOME

VMT and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit.* Metro's Board-adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

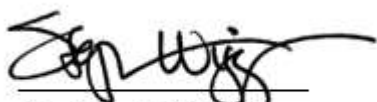
As part of these ongoing efforts, this item is expected to contribute to further reductions in VMT. This item supports Metro's systemwide strategy to reduce VMT through customer experience activities that will improve, benefit and further encourage transit ridership, ridesharing, and active transportation. Metro's Board-adopted VMT reduction targets were designed to build on the success of existing investments, and this item aligns with those objectives.

The work in this report is a vital part of Metro operations as it builds awareness of service through advertising, social media and media relations; improves the overall customer experience through wayfinding and customer service; and better understands customer sentiment and priorities enabling Metro to strengthen its service. Because the Metro Board has adopted an agency-wide VMT Reduction Target, and this item supports the overall function of the agency, this item is consistent with the goals of reducing VMT.

*Based on population estimates from the United States Census and VMT estimates from the highway performance monitoring system data between 2001-2019.

Prepared by: Monica Bouldin, Deputy Chief, Customer Experience, (213) 922-4081
Pam Krebs, Executive Officer, Communications, (213) 922-6931
Zoe Zeigler, Executive Officer, Marketing, (213) 922-5661
Michael Vannozzi, Senior Director, Special Projects, (213) 922- 4056

Reviewed by: Jennifer Vides, Chief Customer Experience Officer, (213) 922-4060



Stephanie Wiggins
Chief Executive Officer

Customer Experience Quarterly Update

September 2026



Listening to our Customers

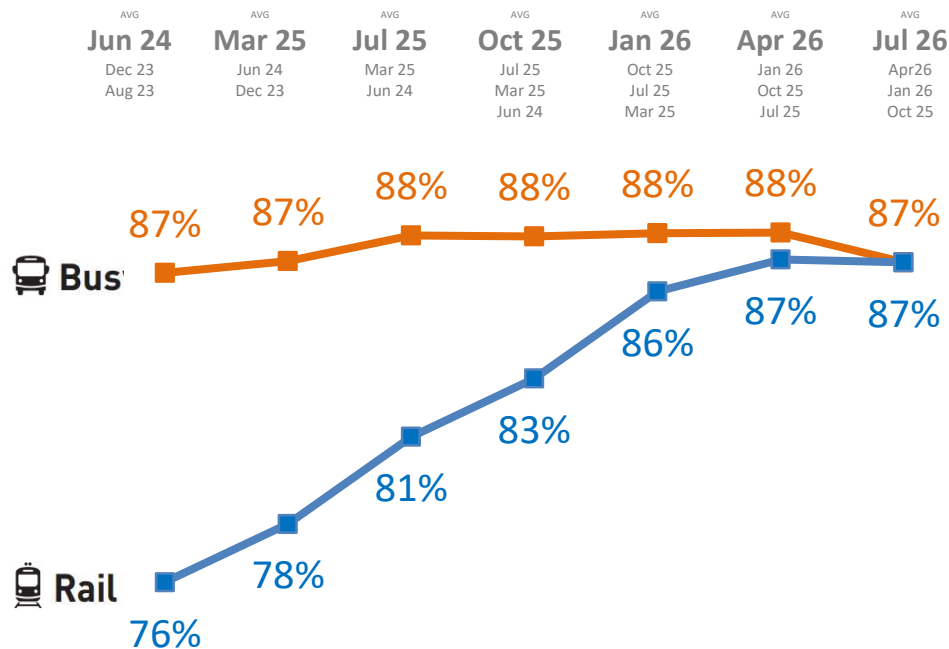
July 2026 CX Customer Pulse Survey – Key Takeaways

(very satisfied + satisfied)

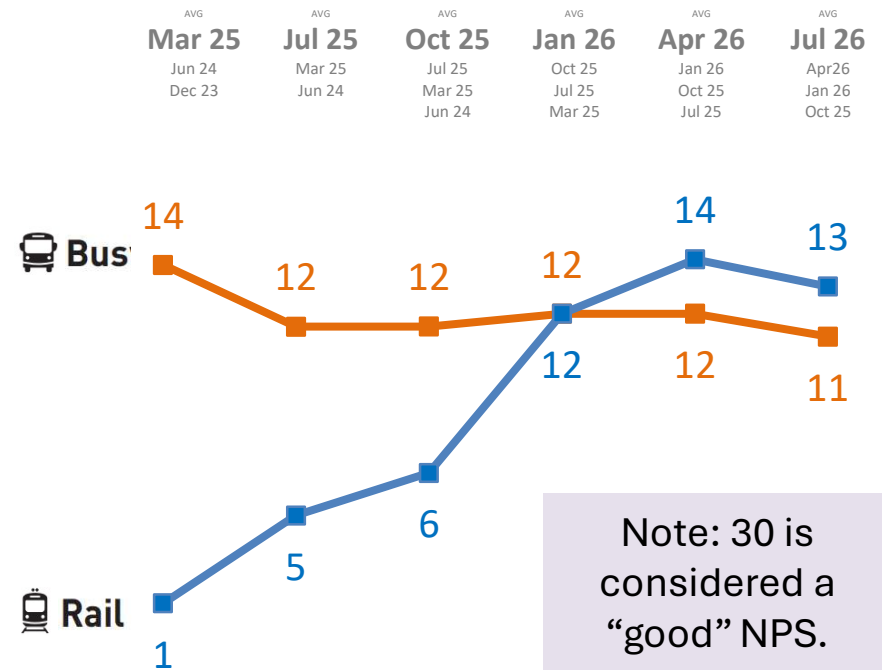
- Overall customer satisfaction was flat in July 2026 at 87%
- Net promoter score (NPS) has risen 12 points in the past year on rail
 - Note: NPS = % who recommend Metro minus % who would not recommend Metro

Overall Satisfaction

NET Satisfied



Net Promoter Score (Recommendation Intent)



Note: 30 is considered a "good" NPS.

Metro Goal: 35

Listening to our Customers

Satisfaction with safety, cleanliness, and addressing homelessness rose in July 2026



(Very Satisfied + Satisfied)

AVG
Jun 24
Dec 23
Aug 23

AVG
Mar 25
Jun 24
Dec 23

AVG
Jul 25
Mar 25
Jun 24

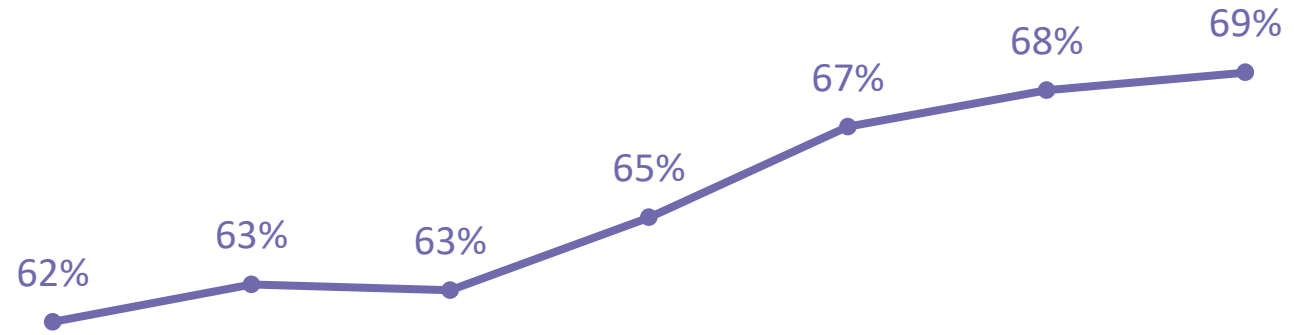
AVG
Oct 25
Jul 25
Mar 25
Jun 24

AVG
Jan 26
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Mar 25

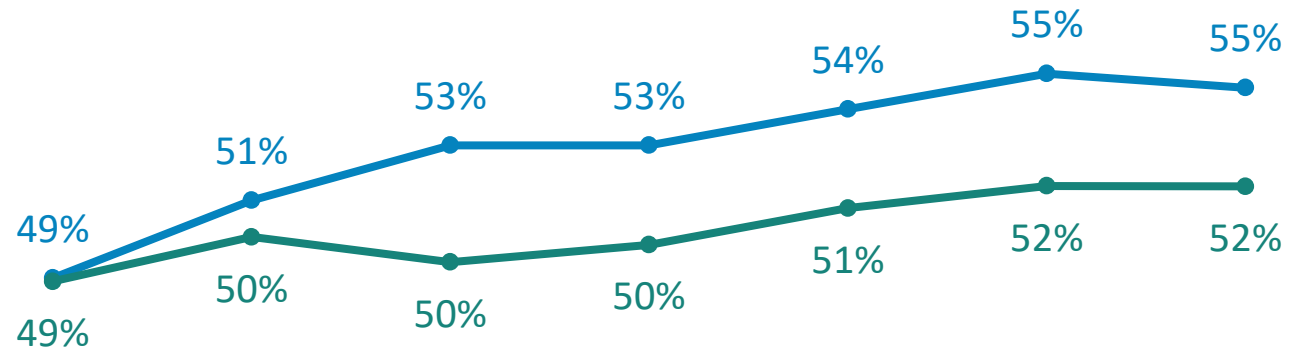
AVG
Apr 26
Jan 26
Oct 25
Jul 25

AVG
Jul 26
Apr 26
Jul 25
Mar 25

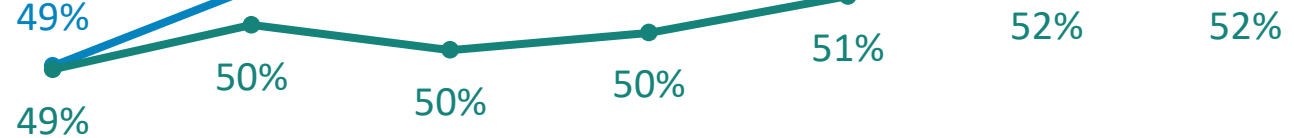
Safety from crime



Cleanliness of the bus stop



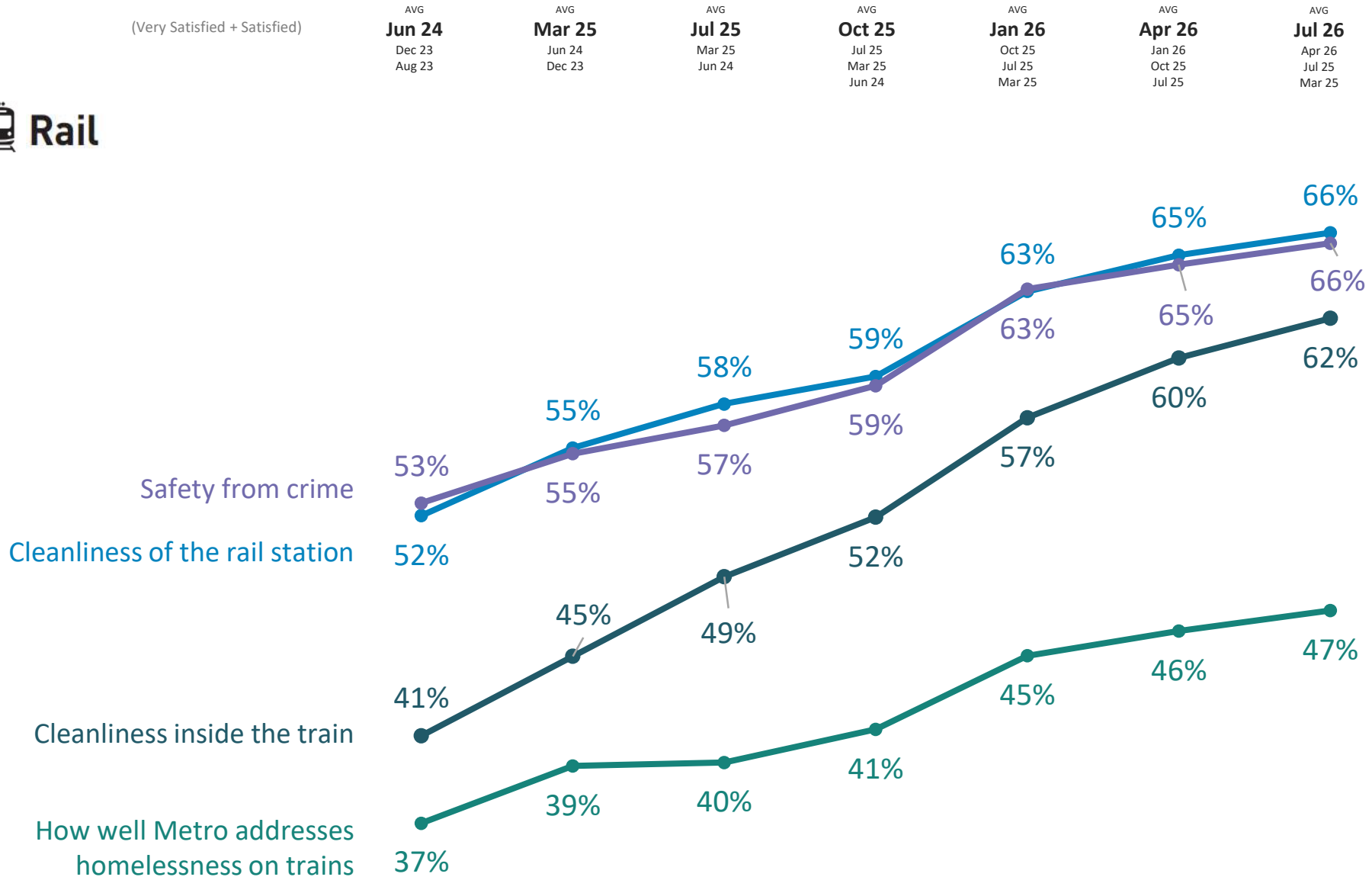
How well Metro addresses homelessness on buses



Listening to our Customers

Satisfaction with safety, cleanliness, and addressing homelessness rose in July 2026

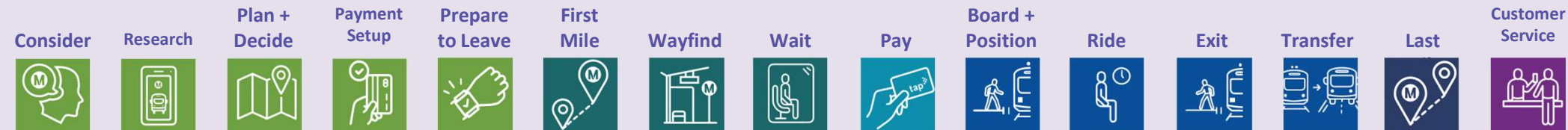
(Very Satisfied + Satisfied)



Improving Every Aspect of the Customer Journey

CX Customer Improvements – Q1 FY27

The Metro Customer Journey



Better Customer Tools



- **150,000+** LA Metro – Official App trips planned during World Cup
- **600,000+** Contactless transactions during World Cup
- New Metro Alerts Beta page launched

Improved Wayfinding



- **Transit Hubs Wayfinding Improvement**
 - ✓ 7th St/Metro Center
 - ✓ Expo/Crenshaw
 - ✓ Willowbrook/Rosa Parks
- **GTFS Pathways Pilot Complete:** Pilot to improve digital directions in navigation apps like Google and Apple Maps

Upgraded Customer Care



- **Customer Care integration** for contactless payment
- Completed Amazon Web Services platform transition
- Ongoing Account-Based Roll-out

Growing Ridership

Building on the Success of the 2026 FIFA World Cup Integrated Campaign



World Cup Integrated Campaign Results

- 4K+ stories (100% positive/neutral)
- 4.2B Print & Online impressions
- 854% organic search lift
- 92% first-time rider satisfaction

Insights:



Early and consistent media outreach and thoughtful planning helped ensure Metro remained at the center of the story.



GETS Locations became most searched on Metro official app – indicating interest in using transit end-to-end.



Social content about World Cup performed best when talking about events with specific transit tie-ins.



Big increases in satisfaction with cleanliness, safety from crime, and customer service/support led to 63% of GETS Riders saying they are “very likely” to ride again.

Building Brand and Reputation

Leveraging Milestones as Proof Points of Metro's Improvement



Metro challenges drivers to leave car at home and take public transit

With more than 2,400 applicants, LA Metro's in-house police department off to strong start

Applicants come from Metro employees, including bus operators, as well as security officers and men and women from other PDs



Metro experienced a 57% decrease in homelessness on its transit system since 2024, marking two straight years of progress, officials announced...

VOGUE

SPORTS

The 5 Best Moments From the Opening Days of the 2026 World Cup

BY EMMA SPECTER

June 12, 2026

TRANSPORTATION & MOBILITY

Metro ridership up

Public transit sees World Cup boost



[Libby Rainey](#) has reporting on the World Cup in Los Angeles.

Published June 23, 2026 5:00 AM



WORLD CUP 26
Amid backlash over World Cup parking and transportation, LA Metro offers a solution



NEWS

Metro LA's 'Throne' public restrooms hit 1 million uses



Throne reached a milestone 1 million uses last week.

Surprising and Delighting our Customers

Metro Art Expands Region's Largest Public Art Collection

- Metro Art delivered nine new immersive D Line station artworks that enhance the customer journey and were well-received by riders and the media.

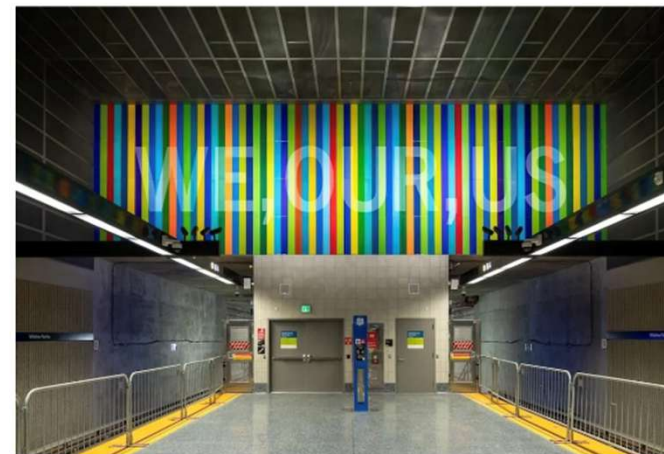


Artist Eamon Ore-Giron stands in front of his artwork at the Wilshire/La Brea Metro station on Friday, May 1, 2026, in Los Angeles. (Carlin Stiehl / For The Times)



Karl Haendel, detail of "Hands and Things," 2026: Installation view at Wilshire/Fairfax Station, LA Metro.

LA Metro's D Line Art Humanizes Public Spaces



Susan Siltan, detail of WE, OUR, US, 2026: Installation view at Wilshire/Fairfax Station, LA Metro.



- New Metro Art Passageway Gallery features an art exhibition celebrating the playful nature of sport to welcome the world for the World Cup.



Board Report

File #: 2026-0624, **File Type:** Informational Report

Agenda Number: 44.

OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE SEPTEMBER 17, 2026

SUBJECT: PUBLIC SAFETY ADVISORY COMMITTEE UPDATE

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE Metro's Public Safety Advisory Committee (PSAC) Update.

ISSUE

In June 2020, the Board approved Motion 37 by Directors Bonin, Garcetti, Hahn, Dupont-Walker, and Solis (Attachment A), directing the CEO to form an advisory committee to help develop a community-based approach to public safety on the transit system. This Board report provides an update on the Public Safety Advisory Committee's work from May through September 2026 (August was dark following the Metro Board schedule).

BACKGROUND

Metro established the first cohort of PSAC on April 7, 2021, with five objectives:

- Advise on the development of a community-based approach to public safety.
- Share input on the development of the multi-agency policing contract renewal.
- Review the Customer Code of Conduct.
- Provide feedback on Metro's mission and value statements regarding public safety.
- Guide the establishment of Metro's Transit Ambassador program.

Now in its fourth cohort, the new group began its term on February 5, 2026, seated the new executive committee leadership in March, and works to achieve the goals outlined in the work plan and advise on Metro's public safety program as it prepares for upcoming national and international events hosted in the greater Los Angeles area, for which Metro serves as the primary transportation provider.

DISCUSSION

During this reporting period (May, June, July, and September), PSAC held four meetings focused on key updates and transitions. Throughout these sessions, the Committee received valuable briefings on Metro's social media strategy and the Department of Public Safety's (DPS) operator safety

following the installation of protective bus barriers. Additionally, members reviewed a proposal from one of the members to establish an ad hoc committee to develop a diversion court proposal for consideration within DPS and received an update on the Rail Safety Education program.

The following summary categorizes the Committee's work over the past few months, as well as items planned for future meetings.

Department of Public Safety (DPS) Operations, Hiring, and Budget

Homeless Outreach

Special Programs Senior Executive Officer Craig Joyce reported on the 24 multidisciplinary outreach teams operating across the system, coordinating services and access to 75 interim housing beds.

PSAC members' discussion & feedback:

Committee members evaluated shelter capacities and requested clarity on the distinction between interim and permanent housing placement metrics. They examined outreach operations by questioning service coverage in North Hollywood and along the D Line extension, raising concerns about permitting LA Family Housing vehicles onto the G Line busway, and suggested a field shadow opportunity to observe outreach teams. Additionally, the committee expressed interest in comprehensive data on family reunification processes, including location methods, timelines, and long-term tracking for individuals relocating to other cities.

Sworn Officer Hiring

Chief Bill Scott shared that DPS is launching recruitment with 500 current Metro employees who have expressed interest and an initial hiring phase of 76 positions. Members expressed concerns that DPS could become more law enforcement-focused than care-focused; Chief Scott clarified that care-based staffing is expected to exceed sworn staffing over time.

PSAC members' discussion & feedback:

Committee members urged greater investment in care staffing to counter perceived law enforcement bias within the DPS, prompting Chief Scott to clarify that care-based services remain a core priority with staffing expected to eventually exceed sworn personnel. Members also questioned officer deployment details, union representation, visibility on transit lines, and coordination protocols with local police jurisdictions to ensure consistent value-based approaches. Additionally, they asked about long-term safety planning and security duration for new expansions like the D Line extension.

Budget and Deployment

Chief Scott provided an update on the FY27 budget, noting DPS received funding for 64 new

positions. He detailed progress on crisis response teams and the development of a zone-based deployment model.

PSAC members' discussion & feedback:

Committee members asked about applicant backgrounds and lateral officer cultural integration, prompting suggestions for public job descriptions, operational manual reviews, and future meet-and-greets with incoming Deputy Executive Officers (DEO), who will be hired in the care-based services area, since various PSAC members have a special interest in how DPS will be serving the unhoused. They also asked whether aggressive recruitment would extend to hundreds of care-based personnel, how care models and sworn officers will coordinate within zone deployments, and how mission alignment will be maintained.

Contract Security

DPS Deputy Chief Robert Gummer explained that DPS is tightening deployment and matching care-based resources to actual needs to support a more coordinated and fiscally responsible approach.

PSAC members' discussion & feedback:

Committee members questioned how contract security forces are deployed alongside emerging care models, how personnel are trained to align with Metro's care-first customer service approach over traditional punitive methods, and what accountability and oversight mechanisms govern third-party contractors.

Transit Safety Initiatives: Bus Barriers

Bus operator and PSAC Ex-Officio member Michael Sweeney shared that fully enclosed bus barriers are generally viewed by Operators as a significant safety improvement, though some Operators have expressed ongoing issues such as glare and entry system usability.

Deputy Chief Gummer reported a 67% decrease in medical transports for injured operators from 2024 to 2025, and zero medical transports so far in 2026.

PSAC members' Discussion & Feedback:

Members supported the barriers, especially on crowded routes like the J Line, but asked whether the barriers escalated tension due to communication difficulties or whether it impacted service for ADA riders.

Update on Hiring, Deployment and the Safety Dashboard

Chief Scott updated the Committee on the continued development of integrating the care-based division, including hiring two Deputy Executive Officers (DEO), searching for dedicated training facilities, recruitment, and stakeholder engagement. Additionally, he demonstrated the Safety Dashboard and showed members how to navigate the site to access specific information about stations, crimes, and other key data.

PSAC members' discussion & feedback:

Committee Members appreciated the dashboard and its transparency, noting that the data helps illustrate safety trends. Several Members expressed interest in crime statistics to be presented in context, such as per million boardings, as well as by bus, line, station, and region. Members also suggested expanding the dashboard to show regional data and potentially information about conditions surrounding Metro stations and first/last-mile areas. Members suggested community-based safety kiosks, substations, or other welcoming spaces where DPS, ambassadors, and riders can interact, and whether Metro could provide dedicated ambassador or officer presence in designated safety/"comfort" spaces. One member shared a recent incident involving a passenger being followed and asked what riders should do in similar situations. DPS advised discreet usage of the train emergency button, platform emergency phones, or Transit Watch when it can be done safely, noting that these connect riders directly to Metro's public safety operations. Members expressed interest in meeting the newly hired DEOs for homeless outreach/social work leadership and clinical staff due to their strong interest in the DPS care-based division. DPS agreed to work with the PSAC Team to arrange an introduction, potentially at the next or a subsequent meeting, depending on staff availability. Members repeatedly expressed appreciation for DPS and emphasized their willingness to help shape public safety initiatives.

Diversion Court Proposal

Proposal Overview

PSAC Chair Leslie Ridings presented a proposed diversion court option, recommended by Vice Chair Jack Inman, to study a program for non-violent, needs-based offenses, emphasizing structured treatment and accountability.

PSAC members' discussion & feedback:

Members debated the approach, with one arguing court-based systems can funnel people with mental illness into the prison system, while others affirmed it could bring existing DPS components under a unified structure. The committee voted to form an ad hoc committee to further explore the proposal.

Transit Court Tour

Diversion Court Ad Hoc Committee Members and General Members participated in a Tour of Metro's Transit Court prior to the September General PSAC Meeting. Members received information on processing citations, how fees are handled, the option of community service for those unable to pay, how attorneys interact, and assist with violations, and other useful information. Six PSAC members attended the tour.

PSAC members' discussion & feedback:

Members expressed appreciation for the informative tour and the closer look at Transit Court's operation and processes. Transit Court staff accommodated members' numerous questions, and the group felt well informed about the court following the tour.

Public Engagement, Events, and Social Media

Social Media Strategy

Social Media Director Bunrort 'Boon' Em shared Metro's approach to human-centered, safety-focused storytelling.

PSAC members' discussion & feedback:

Committee members praised "Safetyville" for blending humor with serious safety messaging to engage younger audiences and suggested expanding regional outreach to areas like the East San Gabriel region and the LA County Fair. They also inquired about external agency partnerships, viral trends, and future content collaboration opportunities. Director Em responded that "Safetyville" updates will be shared, noted that content creation is primarily handled in-house while tracking digital trends, and welcomed ongoing feedback from the committee.

World Cup Fan Zones

Following a presentation from Operations staff in January about upcoming World Cup Activities, members were asked for their thoughts about Metro's execution of World Cup activities, including safety, security, crowd control, transit planning, and overall event coverage and other events across the county. Staff explained the different series of events, including official FIFA Fan Zones with Metro activations at locations like the Coliseum and Union Station, station activations hosted by Metro, and various community events.

PSAC members' discussion & feedback:

Committee members commended Metro's successful World Cup operations while raising affordability and accessibility concerns regarding the \$65 Union Station parking fee. They recommended operational improvements for bus overcrowding, outdated detour signage, shuttle wayfinding, and cooling amenities, and sought clarity on security personnel uniforms, prompting Deputy Chief

Gummer to confirm that deployed staff were Transportation Security Administration (TSA) Visible Intermodal Prevention and Response (VIPR) teams rather than US Immigration Enforcement (ICE) officers, as previously thought by some PSAC members.

Rail Safety Education - Brief Overview & Update for Rail Safety Month (September) - On the Move Riders Program & Metro Youth Summit

Senior Director Jennifer Mendoza (Rail Safety Education and Mobility Programs) shared information on the three programs and past and upcoming outreach and engagement.

Rail Safety Education

Metro provides rail safety education to schools, recreation centers, libraries, and community centers within 1.5 miles of light rail lines. Programs include safety workshops, station orientation tours, and community outreach events. Participants learn how to safely navigate tracks, stations, and platforms and what to do in emergencies.

On the Move Riders

The On the Move Riders program helps older adults build confidence using Metro and other public transit systems. It offers workshops, travel training, one-on-one support, peer-led travel clubs, and community pop-ups. The program currently includes 48 travel buddies, and 33 clubs throughout Los Angeles County.

Youth Council

Metro's Youth Council gives high school students ages 14-17 from across Los Angeles County a voice in shaping the future of transportation. Members develop leadership and civic engagement skills, participate in Metro events, and connect with other youth. The program includes a youth-led annual summit and provides members with a \$300 stipend at the end of their term.

PSAC members' discussion & feedback:

Committee members praised the Youth Council and Youth Summit as impactful opportunities for education, leadership, networking, and learning about Metro programs. Members expressed concern that South LA is underrepresented in Metro's outreach, particularly for older-adult pop-ups and rail safety education. Members offered connections to South LA neighborhood councils, LAUSD representatives, schools, libraries, community organizations, and local government to help Metro gain access to communities. Members offered specific outreach opportunities and connections to key contacts for Dorsey High School, schools in Compton, Inglewood/Hawthorne, and LA Public Libraries. Members also offered connections in Pomona/East San Gabriel Valley, including senior centers and nonprofit organizations. A member suggested incorporating the Transit Watch app into rail safety education, particularly to help riders understand available safety resources and technology.

Members emphasized that safety education should address personal and transit security concerns, not just fare compliance and revenue protection. A suggestion was made to formally require community-facing Metro programs and outreach partners to help inform on infrastructure design. Members reiterated their willingness to help Metro reach underserved communities and schools, particularly in South LA.

The overall message was to leverage PSAC members' community relationships and resources to expand education, safety awareness, and access to Metro programs.

Administrative Activities

Recruitment:

- Applications for PSAC Cohort 5 opened in mid-July 2026, with members participating in community events like CicLAvia and staffing outreach at the KCRW Summer Nights Concert at Union Station to engage potential applicants.

EQUITY PLATFORM

During this reporting period, PSAC continued to focus on its Committee objectives to strengthen its impact on furthering equitable outcomes through community-driven engagement by tabling at public events and Metro-sponsored activities and promotions. Beyond community tabling and promotional events, PSAC is actively advancing its equity mandate by examining systemic reforms through initiatives like the ad hoc committee on diversion court. Concurrently, members continue to debate and refine the balance between traditional enforcement and care-based, supportive safety strategies to ensure public transit solutions address underlying community needs rather than relying solely on punitive measures.

PSAC members helped provide further equitable outcomes by volunteering at events such as Metro's On the Move Riders Program 10th Annual Older Adult Transportation Expo to engage with attendees, and at CicLAvia - Meet the Hollywoods, where they connected with event attendees and shared their experience as PSAC members with prospective applicants. Upcoming events include tabling at the Los Angeles Korean Festival in Koreatown, and the Taste of Soul on Crenshaw.

The PSAC continues to advance Metro's equity platform by strengthening its capacity to provide informed, community-centered advisory input on safety, infrastructure, and system design initiatives. Members received targeted briefings on safety and security-related topics to ensure their recommendations reflect both operational realities and the lived experiences of riders, particularly those from Equity Focus Communities and historically underrepresented populations. This enhanced knowledge base equips PSAC members to engage meaningfully with active and potential riders through one-on-one conversations, community events, and public meetings.

Through diverse representation, proactive field engagement, and data-driven recommendations, PSAC helps shape a transit system that is safe, accessible, and equitable for all residents of Los Angeles County.

VEHICLE MILES TRAVELED OUTCOME

VMT and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit.* Metro's Board-adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

While this item does not directly encourage taking transit, sharing a ride, or using active transportation, it is a vital part of Metro operations, as it provides awareness, transparency, and support for the work of the PSAC- an advisory body for LA Metro focused on customer experience and safety, which may encourage transit ridership. Because the Metro Board has adopted an agency-wide VMT Reduction Target and this item supports the agency's overall function, it is consistent with the goals of reducing VMT.

*Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

PSAC's work supports Metro's Strategic Vision Goal #2, which is to deliver outstanding trip experiences for all transportation system users.

This goal outlines that the agency will specifically take action to improve security and ease of use by preventing crime and enforcing Metro's code of conduct. Metro will rely on a multi-layered, integrated security program that includes technology, people, and partnerships to achieve a safe system. The PSAC is a key component to help reach this goal as the committee will work to safeguard the transit community by taking a holistic, equitable, and welcoming approach to public safety.

NEXT STEPS

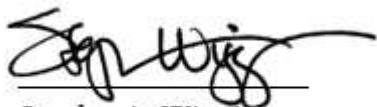
The CEO will continue to meet monthly with the PSAC Executive Committee to ensure that the Board's priorities are met.

ATTACHMENT

Attachment A - Motion 37

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

Stephanie Wiggins
Chief Executive Officer



Metro

Board Report

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

File #: 2020-0429, **File Type:** Motion / Motion Response

Agenda Number: 37.

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

Motion by:

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

A Community Safety Approach to System Security and Law Enforcement

On March 13, 2020, Breonna Taylor, a 26-year-old emergency room technician, was killed in her home by a Louisville police officer who was carrying out a search warrant in the middle of the night. On May 25, 2020, George Floyd was killed by a Minneapolis police officer during an arrest for allegedly using a counterfeit \$20 bill. These deaths and many before them, including here in Los Angeles, have sparked demonstrations for racial justice and a national conversation about the appropriate role of police in our society and the particular threats faced by Black people during interactions with law enforcement.

Community leaders are demanding a shift in how agencies deliver public safety at every level of government. This includes reforming police practices as well as reallocating resources typically devoted to policing to other forms of community safety. In a transit environment, safety is typically provided through design, staff presence, aid station access, and law enforcement. Given recent events, it is prudent for Metro to reevaluate its safety strategies to ensure it is meeting the needs and expectations of our riders. Metro should work in partnership with community leaders to re-envision transit safety and community-based approaches to policing leading up to and as part of the 2022 renewal of the multiagency police contract.

SUBJECT: A COMMUNITY SAFETY APPROACH TO SYSTEM SECURITY AND LAW ENFORCEMENT

RECOMMENDATION

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

- A. Establish a Transit Public Safety Advisory Committee. This committee should incorporate the existing Community Safety & Security Working Group and include additional perspectives that represent Metro's ridership and advocacy organizations, including but not limited to racial,

cultural, gender, income, geography, immigration status, and housing status.

- B. In partnership with the Advisory Committee, Office of Civil Rights, Executive Officer for Equity & Race, and Executive Officer for Customer Experience, develop a community-based approach to public safety on the transit system, including but not limited to:
1. A transit ambassador program that provides staffed presence at Metro facilities and on Metro vehicles.
 2. Alternatives to armed law enforcement response to nonviolent crimes and code of conduct violations.
 3. Greater community stewardship of transit spaces, such as supporting street vending in transit plazas.
 4. The Universal Blue Light program proposed in Metro's June 2018 ridership initiatives (BF 2018-0365).
 5. Education about and expansion of fare discount programs.
 6. Outreach and services for unhoused individuals.
 7. A shift of resources from armed law enforcement to the above strategies.
- C. Consult with the Advisory Committee when developing the new scope of services, budget, and other provisions of the multiagency police contract renewal.
- D. Report back to the Operations, Safety, and Customer Experience Committee in 90 days, and quarterly thereafter until the 2022 contract renewal. In the final quarterly report of 2022, include an external, third-party evaluation of the effectiveness of the Advisory Committee and a recommendation on whether it should continue.



Board Report

File #: 2026-0572, **File Type:** Informational Report

Agenda Number: 45.

OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE SEPTEMBER 17, 2026

SUBJECT: MONTHLY UPDATE ON PUBLIC SAFETY

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the Public Safety Report.

ISSUE

Metro is committed to providing outstanding trip experiences for all transportation system users. The agency implemented a multifaceted plan to improve safety outcomes and safety perceptions for riders and employees. The following summarizes current initiatives to accomplish this objective and recent public safety trends. This report summarizes June and July 2026 activities unless otherwise noted.

BACKGROUND

The Department of Public Safety (DPS) focuses on a human-centered approach, compassion, and a culture of care, recognizing diversity and respecting the wide range of people and communities it serves. DPS seeks a reparative public safety model to address the root causes of crime and disorder that can occur within the system, minimize harm, and promote inclusion. By sharing public safety-related statistics, DPS builds trust in the public safety model, fosters transparency, improves public perception of safety in the system, and encourages community engagement. The [Metro Safety Hub <https://www.metro.net/safety-support/by-the-numbers/>](https://www.metro.net/safety-support/by-the-numbers/) and data dashboard, which provide additional data, are accessible online. This hub demonstrates the department's commitment to openness, accountability, and the safety and well-being of employees and the transit community.

DISCUSSION

THE SAFETY ENVIRONMENT IN JUNE & JULY

Metro successfully provided public transportation during the 2026 FIFA World Cup, with no major incidents reported during this global event. In June, total reported violent crimes were 167, and property crimes totaled 73, equating to approximately 6.36 and 2.78 crimes per million boardings, respectively. Compared to May, violent crimes per million boardings were virtually identical despite

the substantial increases in ridership from the summer and World Cup activities, increasing by only 0.3%, while property crimes per million boardings decreased by 18.5%.

In July, there were 183 reported violent crimes, or approximately 7.08 per million boardings. Though higher than the previous month, this was the lowest total of violent crimes in July since 2023. Property crimes increased from 73 to 90, or approximately 3.48 crimes per million boardings, a 25.3% increase compared to the previous month. Although property crimes decreased in June, law enforcement is aware of the July increase and continues to target these crimes. Law enforcement focused efforts at stations with high rates of robberies, phone thefts, and grand thefts, resulting in the arrest of suspects (one juvenile) wanted for multiple robberies.

Overall, in both months, most incidents were non-violent (related to trespassing, vandalism, and narcotics) and arose when security was enforcing Metro's Code of Conduct. In June, the highest volume of cleanliness issues and Code of Conduct violations were reported from Westlake/MacArthur Park Station, Wilshire/Vermont Station, and LATTC/Ortho Institute Station. In July, they were reported from the 7th Street/Metro Center Station, Westlake/MacArthur Park Station, and Pico Station, which were reviewed and factored into deployment discussions to address them.

METRO'S THREE-PART SAFETY STRATEGY

1. Engaged and Visible Presence

Visible presence contributes directly to order, predictability, and rider confidence across the system. Law enforcement conducted 8,793 and 8,909 bus boardings in June and July, respectively, as part of visible engagement and deterrence efforts.

LAPD and LASD maintained a visible presence throughout both months. In July, LASD conducted several crime-suppression operations on the Metro system, primarily on the A and C lines, with special attention to Willowbrook/Rosa Parks Station, in response to increases in criminal activity. Deputies maintained a high-visibility presence during peak travel hours, patrolled platforms and other station areas, and monitored CCTV cameras, making multiple arrests and issuing citations.

2. Enhancing Access Control & Station Experience

Access control and station improvements, such as fare enforcement and improved signage for wayfinding, improve system integrity and predictability for riders and employees.

Beginning June 8, Metro Transit Security (MTS) has launched a Code of Conduct and fare enforcement operation on the G Line, mainly at North Hollywood Station, where officers check fare compliance on arrival and ensure passengers tap before boarding. Unpaid fare violators receive warnings or citations. An MTS Bus Safety Team also patrols the line to enforce conduct and remind passengers of fare requirements. This ongoing operation runs Monday through Friday with a 90-day review in September to assess improvements. Metro's LIFE Program has been onsite once a week to provide on-the-spot enrollments to qualified riders. With these efforts, TAP data showed major increases in valid entries, including a 40% increase in valid taps at North Hollywood compared to the year prior. See Attachment A for more details.

These access control and station experience efforts will continue to ensure riders are there solely for

transit purposes.

3. Building Partnerships to Address Societal Impacts

To ensure Metro has the right response to every situation, the agency invests in and implements care-based interventions. In June and July, Ambassadors and Community Intervention Specialists engaged with approximately 67,500 and 81,500 individuals, respectively, helping riders navigate the system more effectively, connect to essential Metro resources such as reduced fare programs, bike lockers, Metro Micro, TAP assistance, and be informed of service alerts.

Outreach teams engaged 411 individuals experiencing homelessness in June, resulting in 115 interim and 22 permanent housing placements through coordination with regional service providers. In FY26, the HOME teams placed 2,705 individuals in interim or permanent housing, exceeding their goal of 2,100 housing placements through June.

In July, there were 295 engagements, resulting in 191 interim and 31 permanent housing placements. For FY27, 415 people have been enrolled in HMIS, and 222 have been connected to interim or permanent housing, with the goal of 2,400 housing placements for the new fiscal year. See Attachment B for a detailed breakdown by service provider.

The 2026 point-in-time count, conducted in January, found 31% fewer people experiencing homelessness in the transit system than the previous year and 57% fewer people experiencing homelessness since 2024. This year's count estimates 395 to 517 unhoused individuals on Metro compared to 631 to 684 in 2025 and 1,041 to 1,092 in 2024. As the point-in-time count is not an exact census, it is reported as a range to account for any statistical margins of error.

Observations and experience have shown that individuals who attempt to shelter on the system will ride trains and/or buses until the end of the line. In an effort to have the most impact, outreach teams are deployed in fixed locations at end-of-line stations to provide support and offer services as needed.

Frontline Protection

Any assault on a Metro employee or contractor is unacceptable and is addressed with investigative priority. There were 13 and 11 assaults on Metro employees and contractors in June and July, respectively.

Operator assaults totaled five in June, unchanged from May and up from four in June 2025.

- Three of the five incidents occurred while the operator was behind the operator safety barrier, successfully minimizing any serious injuries.
 - One assault involved a suspect spitting at the barrier as the suspect was exiting the bus, but the fluids did not make contact with the operator.
 - Another assault also involved a suspect spitting at the barrier as he exited the bus. After exiting the bus, the suspect approached the driver's side window and broke the operator's side window.
 - The third assault occurred when a motorist pulled up along the driver's side, jumped out of their vehicle, and threw alcohol in the operator's eyes in an unprovoked assault.
- The remaining two incidents occurred outside the bus barrier, and the operator was pushed

without provocation.

None of the five incidents in June required medical transport. Assaults on other frontline staff, including contract security, MTS, and Ambassadors, totaled eight in June, down from 13 in May and down from 12 in June 2025.

In July, there were six operator assaults, up from five in June and up from two in July 2025.

- Three of the six incidents occurred while the operator was behind the operator safety barrier, successfully minimizing any serious injuries.
 - One assault involved the brandishing of a gun, with the suspect fleeing from the bus; the suspect is still outstanding.
 - Another assault involved pepper spray getting through the operator barrier and on the operator, but the operator received medical treatment on scene and did not require medical transport.
 - The last assault occurred when the suspect threw an object at the windshield, causing it to shatter. The operator sustained cuts from broken glass fragments and was transported for medical treatment.
- The remaining three incidents occurred outside the bus barrier, where the operators were assaulted without provocation.

One of the six incidents in July required medical transport. Assaults on other frontline staff totaled five in July, down from eight in June and down from 18 in July 2025.

Metro takes assaults on any employees or contractors very seriously, and staff works with local law enforcement to ensure that they receive justice if an assault occurs and that the individuals committing assaults on employees are held accountable. Assaults often escalate into physical altercations when enforcing the Code of Conduct or when requesting that a patron get off a bus or train. MTS Bus Safety Teams patrol the top 10 bus lines with the highest rates of operator assaults, and security personnel are stationed at end-of-line stations when service concludes.

Enforcement and Accountability

Maintaining a visible presence is crucial to enhancing both system safety and perceptions of safety. Enforcement activity during June included 480 arrests, 619 citations, and 3,423 Code of Conduct removals. 54% of removals were for attempted fare evasion, and the remaining removals were for loitering by the turnstiles, platform, and mezzanine areas of the station. In July, enforcement activity included 662 arrests, 587 citations, and 4,480 Code of Conduct removals. 45% of removals were for attempted fare evasion, and the remaining removals were for loitering by the turnstiles, platform, and mezzanine areas of the station.

Law enforcement focuses on deterring and stopping crime, while MTS and contract security officers enforce the Code of Conduct and cite and remove individuals who violate Metro's policies. MTS ensures fare compliance during its checks, with the ongoing targeted fare compliance campaign on the G Line since June and a joint train-riding operation with LAPD and LASD on the A Line North that started on July 27. The joint operation will enable a more proactive response to unlawful activity and a more visible uniformed presence throughout the line.

Medical Emergencies

Staff trained in first aid have proven critical for medical emergencies on the system. DPS responded to 149 and 166 medical emergencies experienced by riders or staff in June and July, respectively.

In June, Narcan reversals reported by all DPS staff totaled 18, of which 12 were from contract security, three from CIS, two from law enforcement, and one was reported by Ambassadors. In July, eight Narcan reversals were reported: Ambassadors reported three, CIS reported three, and law enforcement reported two. Overdose incidents fluctuate monthly and reflect broader regional public health conditions. Each reversal reflects trained intervention and rapid-response capability.

Emergency Preparedness and System Readiness

From June 11 through July 10, 2026, DPS increased deployments of uniformed and care-based personnel and activated the Emergency Operations Center (EOC) to support the FIFA World Cup 2026 Fan Festival, Fan Zones, and games at Los Angeles Stadium, including various Transit First Events and Station Activations. The operational success of this activation is best measured by its outcome: no major security incidents were reported at any time during this historic 39-day global event. This achievement reflects the exceptional planning, coordination, and execution by all participating agencies and personnel and represents Metro's most extensive coordination effort for any sporting event, demonstrating the agency's proven crisis response readiness and ability to support millions of visitors while protecting critical infrastructure and ensuring safe transit operations.

EQUITY PLATFORM

The Metro system spans many diverse communities across Los Angeles County. Because Metro serves economically and socially diverse communities and riders, public safety needs across the system are equally varied and require tailored approaches. Metro continues to take a cross-disciplinary approach to sustain and grow ridership, improve customer experience, and, most importantly, ensure the safety of Metro's system is equitable across Los Angeles County. The Care-Based Services Division demonstrates the agency's holistic approach to improving public safety by bringing together all of Metro's care-centered programs. Metro Ambassadors provide a highly visible, uniformed presence across the system with a focus on customer support, wayfinding, and helping riders feel safe. Homeless outreach teams complement this work by engaging vulnerable individuals with a focus on connection to appropriate services. Care-based program workers coordinate closely with sworn officers when needed to ensure situations are handled safely and effectively.

VEHICLE MILES TRAVELED OUTCOME

VMT and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit.* Metro's Board-adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

As part of these ongoing efforts, this item is expected to contribute to further reductions in VMT. This item supports Metro's systemwide strategy to reduce VMT through operational activities that will

improve public safety and customer experience on Metro's bus and rail system and further encourage transit ridership. Metro's Board-adopted VMT reduction targets were designed to build on the success of existing investments, and this item aligns with those objectives.

*Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommendation supports Strategic Plan Goals #2.1: Deliver outstanding trip experiences for all users of the transportation system; Metro is committed to improving security and #5.6: Provide responsive, accountable, and trustworthy governance within the Metro organization; Metro will foster and maintain a strong safety culture.

NEXT STEPS

DPS will continue to monitor the performance of its law enforcement partners, private security, and in-house public safety team, as well as the agency's crime statistics. It also considers information from system operations, surveys, customer complaints, and physical security assessments, amongst other sources, to analyze safety-related issues, adjust deployment strategies, and formulate new interventions.

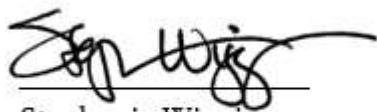
ATTACHMENTS

Attachment A - Station Experience Updates

Attachment B - HOME FY26 & FY27 Interim & Permanent Housing Placements
Breakdown

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Station Experience Updates

G Line Fare Compliance Campaign Brings 40% Increase in TAPs at NoHo

Last month, Station Experience upgraded signage at the temporary Van Nuys [G] and Sepulveda [G] stations, which have not had TAP equipment at the boarding platforms due to the G Line Improvements construction project.

This month, the Department of Public Safety (DPS) began a targeted fare compliance campaign to check riders exiting G Line buses at North Hollywood Station, which is the busiest G Line station as it provides a key transfer to the B Line subway to Los Angeles.

As with all fare compliance efforts, Metro's LIFE Program was onsite to provide on-the-spot enrollments to qualified riders.

With these combined efforts, staff is seeing TAP data show major increases in valid entries, including a year-over-year weeklong comparison between 6/15-6/21/26 vs. 6/16-6/22/25:

- Over +40% increase in valid TAPs at North Hollywood
- Nearly +20% increase in valid TAPs across the entire G Line from North Hollywood to Chatsworth
- In total, these efforts have brought over +1,300 additional TAPs across the G Line in just a one-week sample.
- World Cup match days were filtered out to ensure increased TAPs were not attributed to special event factors.

Innovative Partnership Improves Safety at 7th St/Metro Center Figueroa Entrance

Staff previously reported recent improvements to missing signage at the entrances to the busiest station in the system, 7th St/Metro Center. Over the past several months, staff has worked in tandem with Customer Experience, Local Government Relations, and Rail Facilities Maintenance to bring practical solutions to a complex issue: Metro does not have jurisdictional authority over any of these street-level entrances.

With all these station entrances now well marked with visible Metro signage, staff is now taking the next step to improve the resiliency of the signs and appropriate use of the areas immediately surrounding the station entrances.

A longstanding issue that has lingered for several years, raised by key property owners and advocacy groups in this area, has been the persistent loitering and unwanted activity on the City of LA's bus boarding island that serves the Metro J Line to El Monte Station. Because the boarding island features an inset railing to keep bus riders contained to the waiting area, it has created an inviting setback on the opposite side of the protected bike lane that has now become unusable for people riding bikes because of people obstructing the area.

Despite this area residing outside of Metro's jurisdiction, the persistent loitering has

generated complaints to Metro that people feel unsafe entering, exiting, and passing by this station entrance. Discarded debris like empty beer cans and drug paraphernalia are often littered right in front of the entrance, with evidence of Metro signage being seared by fire.

Thanks to Metro's NextGen Speed & Reliability partnership with the City of LA, staff was able to implement an innovative solution with LADOT to install raised bike lane separators to improve visibility and encourage appropriate use of the protected bike lane. LADOT crews installed these bike lane separators over the past week, and the Station Experience team visited the area and confirmed that LADOT's improvement has resulted in the bike lane and bus boarding island now being appropriately used.

Environmental Improvements for Patsaouras Bus Plaza at Union Station

Metro successfully completed a refresh to the arroyo rampway under Patsaouras Bus Plaza, which serves 24/7 Metro bus service, LAX FlyAway, Greyhound, USC shuttles, LADOT DASH & Commuter Express, and others. Previously, this arroyo rampway had long been known for loitering and safety concerns.

As a result, many bus riders connecting between Metro Rail, Metrolink, and Amtrak trains preferred to use the stairwells adjacent to the VenHub, and then cross the bus plaza in front of Metro buses, LAX FlyAway, and shuttles. Unfortunately, this creates unnecessary delays for bus service and increased friction between bus movement and people crossing the plaza, even though an underground crossing has always existed.

By repairing the speakers, staff has been able to expand a successful environmental improvement program to this area, improving perceptions of safety and cleanliness and inviting bus riders back to the way Patsaouras Bus Plaza was originally intended to be used. This is a key pathway for LAX FlyAway and other travelers who no longer need to lug their luggage up the stairs and can instead use the expansive rampway directly to Bus Bay 1.

A week after completing this upgrade inside the lower arroyo of Patsaouras Bus Plaza at Union Station East, staff returned to assess conditions. Staff observed that all audible areas of the lower arroyo remained exceptionally clean and appropriately used. Instead of a desolate area that invited misuse, staff observed appropriate activity by transit riders and travelers that mirrored the main concourse at Union Station West, which has much greater visibility and security.

In an area that was previously misused, travelers with luggage are now observed safely and comfortably waiting in shaded areas, surrounded by mosaic tiles and luggage, within the lower arroyo of Patsaouras Bus Plaza for their next Union Station departures on LAX FlyAway, Greyhound, and connecting trains.

Staff will also conduct an evening audit to assess whether these improvements also help during the overnight period, as bus service operates 24/7 at Patsaouras Bus Plaza.

Looking ahead, Metro ITS is also working to improve CCTV camera coverage in this area to meet the latest standards.

Loitering Drops by 80% in First Week of Nighttime Safety Improvements at Lyon St Cul-De-Sac Outside Union Station East

Over the past two years, Metro has implemented interventions to address specific safety concerns that employees have raised when walking in and around the Union Station East area, including the perimeter of the Gateway Headquarters and the arroyo passageway that leads to Division 13 and the Cesar Chavez Bus Pavilion. Brighter lighting, environmental improvements, and improved CCTV cameras have helped dramatically improve conditions for employees and customers making transit connections at this regional hub.

As Metro continues making improvements to restore safety and cleanliness in and around the Union Station complex, staff have heard from Metro employees and contractors about safety concerns on the Lyon St public right-of-way behind the Union Station East parking helical entrance. In recent listening sessions with frontline personnel, Transit Ambassadors and other employees have voiced safety and cleanliness concerns when parking their vehicles here and walking to and from their personal vehicles when reporting to work at Union Station. Specifically, there have been numerous reports of vandalized light fixtures and stolen copper wire, resulting in inoperable city streetlights. While the team attempts to report these issues for the City to resolve, staff also know that this hidden cul-de-sac is difficult to patrol and outside of Metro's jurisdiction.

However, because Metro has property that abuts this street, staff worked collaboratively with DPS and General Services to install brighter lighting to illuminate and reinforce appropriate activity in this area. With the new lighting installed, staff went out on multiple nights this week and observed a substantial improvement in conditions, as people returning to their cars during the evening, overnight, and early morning now have brightly illuminated conditions that keep the sidewalk and street safe and visible. Specifically, staff observed five instances of persistent loitering before installation and only one instance since the newly installed Metro lights were completed, representing an **80% reduction**.

Next, crews will complete the installation of additional environmental improvements, like the successful deployment at several Metro parking structures across the system, which has been shown to inspire appropriate activity so the street is accessible to all.

Staff Participate in Onsite Tour of Lynwood/I-105 C Line Station with Local City Officials

At the request of LA County Supervisor and Metro Board Director Janice Hahn, the Office of the Chief of Staff organized a site visit to Lynwood/I-105 C Line Station for City of Lynwood elected officials and their city leadership. The station was recently renamed from Long Beach Blvd Station. Key departments joining this tour included Local

Government Relations, DPS, law enforcement partners, parking management, and Station Experience.

Specifically, Councilmember Muñoz Guevara acknowledged and highlighted some of the known challenges of this 31-year-old station, which resides directly in the median and underneath the I-105 Century Freeway: "I think the general problem with the station is that it struggles because it is under a freeway and it feels so isolated/empty. It is surrounded by these giant Park & Ride lots that don't really have much activity. The station's colors and art are dull. There are no passenger activations."

In mid-August, Metro staff across multiple departments teamed up to lead a tour and onsite discussion of the entire station footprint, which covered the following topics:

- Augmenting legacy Caltrans lighting to better illuminate the freeway-covered station plaza entrance along Long Beach Blvd
- Refreshing the bleak, cement freeway structures with better station identity, similar to recent branding improvements at Sierra Madre Villa bus terminal and the Hope St entrance to 7th Street/Metro Center Station
- Strong support for Throne Restroom at this station
- City request to introduce environmental improvements to the plaza entrance
- Reprogramming the older, legacy elevators to the safer and cleaner open-door standard, which is eventually coming through last year's Board approval
- Hosting station activations in the northwest parking lot, such as a Farmers Market, further away from the freeway traffic and noise
- Promoting active transportation options to this auto-oriented station, including modernized BikeLink lockers and improved customer messaging

Looking ahead, staff will incorporate input from this site visit to expand quick-build improvements based on best practices from similar stations.

FY26 Interim and Permanent Housing Placements						
Metro Multi- Disciplinary Team (MDT)	Lines Covered	Number of Teams Funded by Metro	Placed Into Interim Housing		Placed Into Permanent Housing	
			YTD	Jun-26	YTD	Jun-26
Christ Centered Ministries (CCM)	A, E (East), J, B, D, Swing Shift	9	1138	64	231	21
Helpline Youth Counseling (HYC)	A South	2	158	12	13	0
HOPICS	C, K	2	80	5	1	0
LA Family Housing (LAFH)	G	2	51	6	2	0
Union Station Homeless Services	A (North)	2	52	0	3	0
PATH	A, B, D, E (West)	7	872	28	104	1
		TOTAL	2351	115	354	22

FY27 Interim and Permanent Housing Placements						
Metro Multi- Disciplinary Team (MDT)	Lines Covered	Number of Teams Funded by Metro	Placed Into Interim Housing		Placed Into Permanent Housing	
			YTD	Jul-26	YTD	Jul-26
Christ Centered Ministries (CCM)	A, E (East), J, B, D, Swing Shift	9	97	97	23	23
Helpline Youth Counseling (HYC)	A South	2	5	5	1	1
HOPICS	C, K	2	20	20	1	1
LA Family Housing (LAFH)	G	2	5	5	0	0
Union Station Homeless Services	A (North)	2	0	0	0	0
PATH	A, B, D, E (West)	7	64	64	6	6
		TOTAL	191	191	31	31