



BEST PRACTICES REPORT

Volume 1 | May 2021



Metro

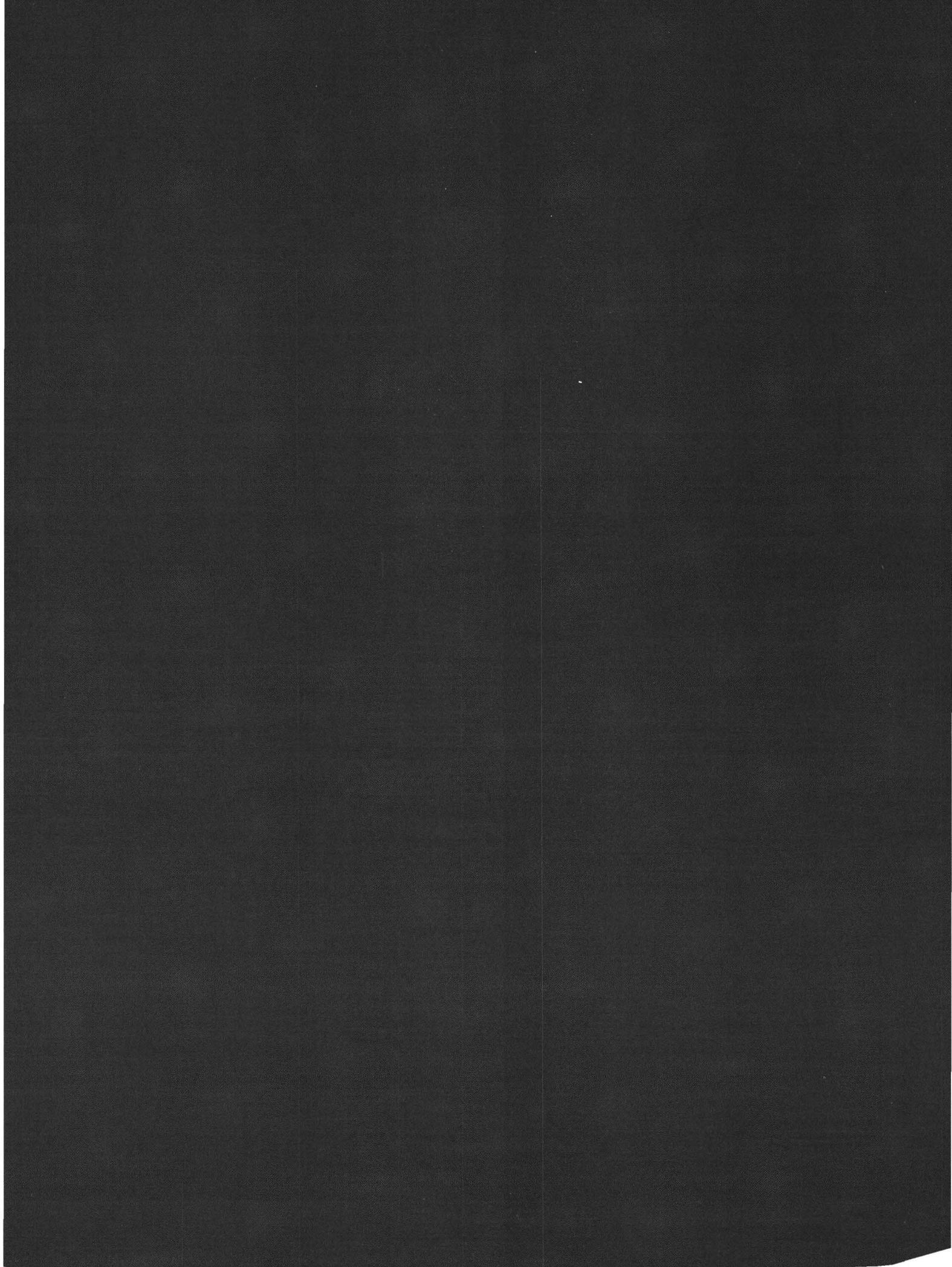


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**Dear Metro Stakeholders, Customers, Staff,
Board Members and Fellow Transit Agencies,**

A few months ago, a journalist asked me a question that really made me think. She said, “Phil, what exactly has Metro accomplished during your tenure?”

I replied with a general answer about building infrastructure, striving for equity and connecting communities. But she persisted, “What specific accomplishments has Metro achieved during your tenure as CEO that you think are worth sharing with the community, the industry and the nation?”

What a great question.

As I thought about my response, I knew she was onto something important. It is truly stunning what Metro has accomplished over the past six years. From workforce development to the Office of Extraordinary Innovation, Measure M to Metro Micro, the Traffic Reduction Study to sustainability and fleet electrification, the list is impressive. It’s way too much to mention in an interview, but it’s certainly a list worthy of writing down and sharing with the world.

Everything we accomplish at Metro takes tremendous collaboration and is a team effort. So, I thought it would be worthwhile to prepare a list of some of the key accomplishments we’ve achieved together over the last six years. I envisioned a document that would not only catalog Metro’s most successful initiatives, processes and programs, but also one that could help others in the industry emulate our successes. Many of the best practices we’ve employed at Metro can serve as models for other transit agencies around the country and the world.

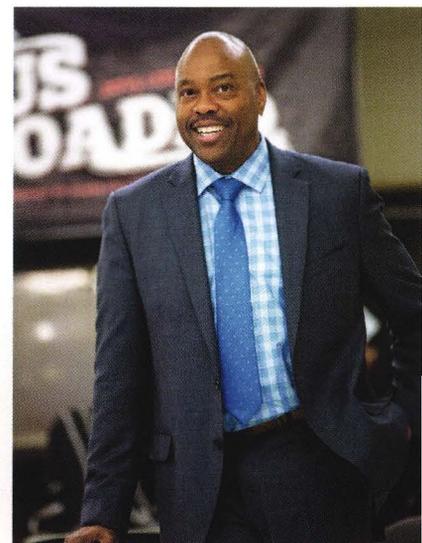
It is amazing what we can achieve when we establish a strategic vision, set ambitious goals, build a dedicated and talented staff, foster innovation, and strive to always serve our customers and community.

In that spirit, I am delighted to present to you the inaugural Metro Best Practices Report.

Sincerely,



Phillip A. Washington
CEO



The Los Angeles County Metropolitan Transportation Authority (Metro) has established a reputation for excellence throughout the public transportation industry. In this report, we will summarize 50 of our recent successes. Each best practice focuses on an initiative, program, problem/solution or methodology that has been particularly successful in helping the agency achieve the goals laid out in the Vision 2028 Strategic Plan.

Every best practice will include a discussion of the goal, background, process and results. We also list key contacts and additional resources where readers can find further information. We are producing this report both to illuminate key accomplishments of the agency, as well as to provide a roadmap for other transit agencies, transportation leaders or government agencies that may be interested in emulating Metro's success.



METHODOLOGY

Many of the best practices described in this report have been reported, and often praised, in both internal and external media. Metro's blogs *The Source* and *El Pasajero* have covered some of these initiatives. And both local and national news media continue to report on Metro's innovative programs and initiatives. So we felt it would be a worthwhile endeavor to collect the top 50 most successful best practices across the agency and publish them in a formal report.

The Best Practices Report team first established a scope of work and guidelines for inclusion in the report. The team then reached out to every department head and requested that they form a team to research and determine a list of their most significant accomplishments and initiatives over the past six years. That data was compiled into a list of more than 100 best practices for potential inclusion in the report. Senior Leadership and the Office of the CEO helped narrow the list to the top 50. Once key personnel for each best practice were identified, Communications Department staff scheduled interviews to collect detailed information and supporting data for the best practices.

A team of a dozen of Metro's best writers were recruited to turn the information in those interviews into succinct explanations of each best practice, following a set structure and format. The Best Practices Report team then edited, fact checked, reviewed, organized and compiled the individual best practices into this report.

ORGANIZATION OF THE REPORT

The Best Practices Report team considered a number of organization structures for the report. Considering the large number of best practices spread across all departments of the agency, the project team decided to group the best practices by department. This makes sense from a content perspective since many best practices within a department are interrelated.

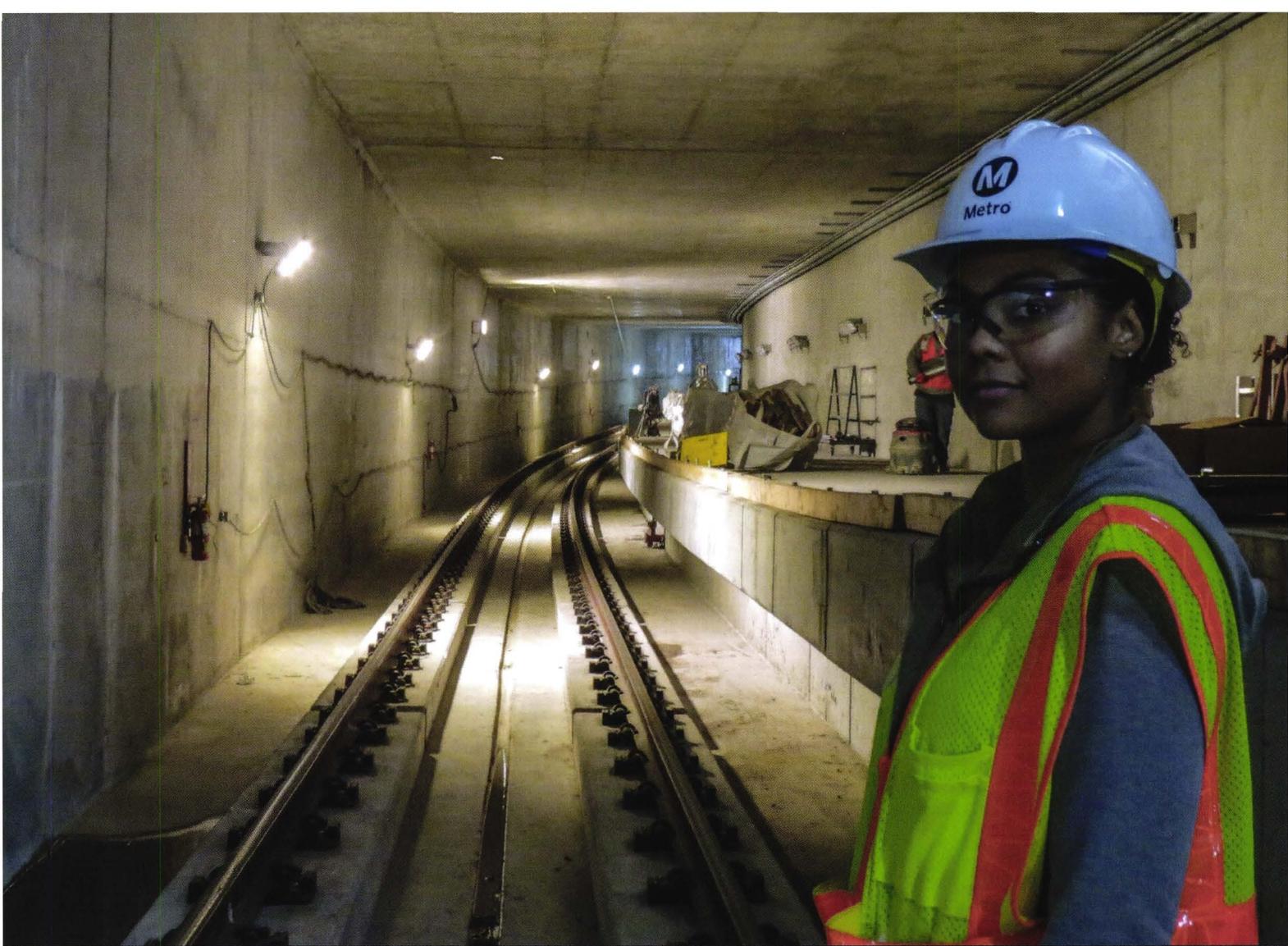
Each section of the report begins with a brief description of the department. Within each section, the best practices are ordered alphabetically.

FINDINGS

This report is a collection of the 50 most effective innovations, actions, initiatives and process improvements that Metro has implemented in recent years under the visionary leadership of CEO Phillip A. Washington. The hallmarks of Mr. Washington's six-year tenure as Metro's CEO include innovation, infrastructure, equity, workforce development, sustainability and stepping into leadership voids. You will see these themes illuminated in the 50 best practices contained in the following pages. Here are a few brief highlights from the report:

- > Metro has a track record of success in developing our most important asset—our human capital. This agency is so respected around the country it has become the “farm team” for leaders of the industry. We have trained and developed six Metro employees who have left us to become CEOs for other transportation agencies. And in the last six years we've issued 5,000 promotions to deserving Metro staff, the majority of them to women and people of color.

- > Voters approved Measure M with 71.15 percent of the vote on Nov. 8, 2016. This ballot initiative has no sunset. Of Metro's four sales tax measures, Measure M received the highest percentage of support. The measure was also the largest transportation investment ballot measure in North America. Measure M will increase economic benefits to the entire region through job creation and infrastructure enhancements and improvements.
- > Metro set an aggressive goal that 35 percent of the housing built on land the agency owns would be affordable to households earning less than 60 percent of the average median income. Metro has built 2,200 housing units to date, with 3,200 more units in construction or in the pipeline. And we are meeting the 35 percent target. Also, Metro has provided \$24.6 million dollars in grant funding to cities to develop transit supportive plans for nearly 100 rail and bus rapid transit (BRT) stations throughout the county.
- > Metro has established some of the most innovative small business programs in the industry. Metro's Small Business Prime Program has been vital to increasing small business participation and competition in Metro's contracting, demonstrating measurable growth since program launch. Metro has awarded more than \$170 million in over 1,400 Small Business Enterprise (SBE) awards for 50 percent growth year-over-year. In FY20, of the 167 SBEs that received prime contract awards, 157 (or 94 percent) were also Disadvantaged Business Enterprises.
- > Metro has continued to provide financial assistance to directly impacted eligible "mom and pop" businesses through the Business Interruption Fund (BIF). A total of 1,234 BIF grants have been awarded and 422 businesses have received BIF grants. The total amount of BIF grants awarded is over \$31 million.
- > Metro established the Office of Equity and Race and developed the Rapid Equity Assessment tool, which is a set of questions to assist Metro staff in identifying and prioritizing equity opportunities. Staff also developed the Metro Budget Equity Assessment Tool (MBEAT), the first-ever agencywide equity assessment. The MBEAT process challenges staff to apply an equity lens to their budgetary requests and identify opportunities to engage with communities.
- > We launched our Traffic Reduction Study to improve mobility by reducing traffic through congestion pricing and providing more high-quality transportation options. The Traffic Reduction Study will focus on determining if, where and how a potential pilot program would be successful somewhere in LA County.
- > Metro was proud to announce the deployment of our first zero emission, electric 60-foot bus to the popular G Line—previously called the Orange Line. These new state-of-the-art electric buses are the future of transportation here in LA County. The G Line has now been fully converted to all electric buses, complete with en route charging stations. It's a first for the region, and a first for Metro. The J Line will be converted next.
- > The 2020 Customer Experience Plan—Metro's first such plan—focuses on Metro bus and rail riders and what we can do to improve their transit trips. As Metro works to improve the customer experience, this vision guides us: "Our goal is to put riders first—their safety, time, comfort and peace of mind." Metro hired an Executive Officer of Customer Experience in the Office of the CEO to spearhead these efforts.



How to Use This Report

The report is organized to make accessing the information as quick and easy as possible. The Table of Contents includes page numbers and the title of each best practice, so if you have a specific topic you're interested in, you can go directly to that page. Current Metro employees are encouraged to read the entire section of the department they will be working in. New employees would do well to read the entire report in order to gain a full understanding of the broad goals and initiatives across the agency.

Press and news media can also use this report to research specific topics and view additional resources or request interviews with key staff or seek further information. Metro Board Members, external stakeholders and Metro customers are invited to read the Executive Summary, introductory letter from the CEO, and then browse through the different sections. This report contains a wealth of information and data that tells the story of Metro's recent accomplishments.

Finally, staff at other transit agencies may find themselves struggling with a particular challenge. We invite them to read this report and reach out to the key personnel for collaboration and guidance.

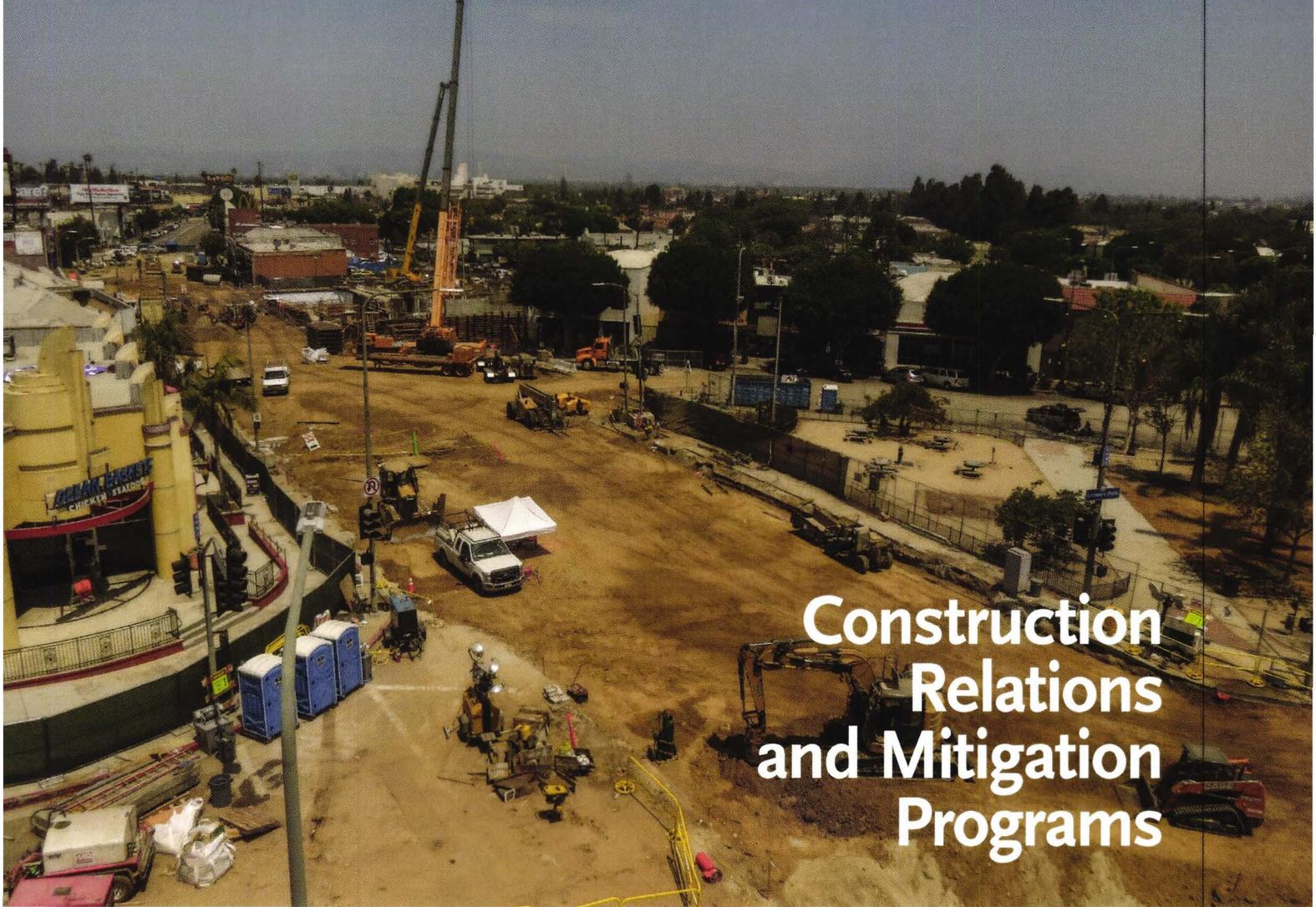


Communications

Metro's Communications Department consists of a deep well of professionals who connect the agency's services, projects and programs to riders, stakeholders, the public-at-large, government agencies and elected officials. The department tackles everything from the signage that helps riders find their way, to media events that promote Metro's offerings, to the beautiful artworks that grace our stations, to name just a few functions. Transparency is at the core of Communications' efforts. The department strives to keep the public highly informed and excited about Metro's efforts to greatly improve the mobility and quality-of-life of everyone who lives, works or plays in LA County.

Communications is comprised of seven divisions:

- > **Arts & Design:** enhances the rider experience through public artworks that grace our facilities, live cultural programming and tours.
- > **Community Relations:** keeps the public informed and engaged about projects, programs and initiatives, as well as rail safety, outreach and local government.
- > **Customer Care:** handles customers concerns, trip planning, questions and complaints.
- > **Government Relations:** engages elected officials and regulating agencies in order to advance the Metro Board's annual legislative program and to secure funding for agency priorities.
- > **Marketing:** creates and manages the agency's promotional campaigns, the agency's website, Metro's advertising and commercial sponsorships, and digital tools.
- > **Public Relations:** strives to enhance the customer experience, ensure public confidence, build a constituency for transportation and promote Metro's success and progress through digital media, executive communications, internal communications, media relations and special events and partnerships.



Construction Relations and Mitigation Programs

GOAL

To ensure that each Los Angeles County Metropolitan Transportation Authority (Metro) construction project implements equitable and consistent outreach and mitigation measures. This initiative falls under the Metro Vision 2028 Strategic Plan Goal 3.3: Metro is committed to genuine public and community engagement to achieve better mobility outcomes for the people of LA County.

BACKGROUND

The once expansive streetcar system in Southern California collapsed in the 1950s and was gone by 1963. It was not until the 1980s that Metro's

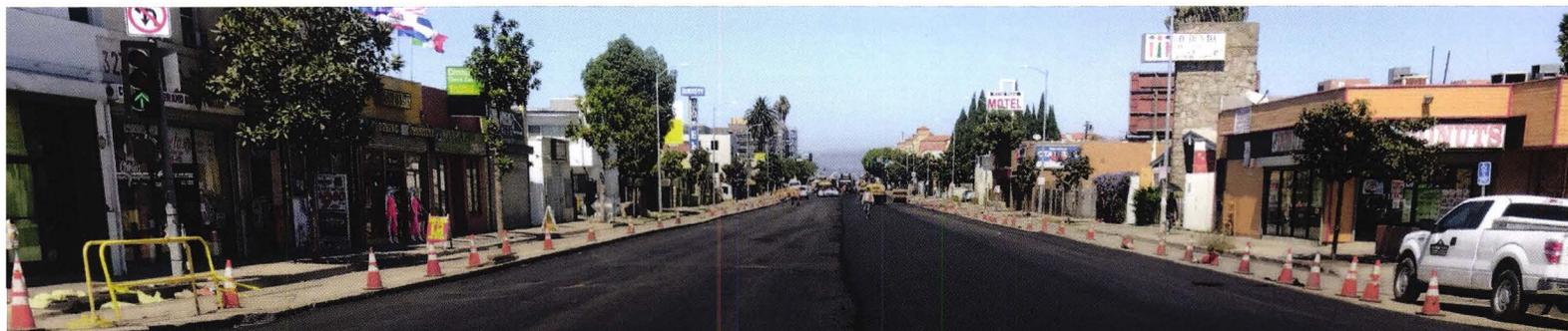
predecessor agencies began building a modern rail network in LA County to help speed up transit and provide better transit for those with longer commutes. However, building new rail projects—whether at a street level, aerial or underground—in an already densely-built urban environment, comes with significant construction impacts. From a practical point of view, Metro needs to keep the public highly informed of those impacts to keep the public on our side and supportive of badly needed mobility improvements. In addition, dealing with construction impacts is a legally required part of these projects, which often must conform with either (and sometimes both) state and federal

environmental impact laws. Metro's Construction Relations Department was created to help the public navigate the impacts on a number of high-profile projects, including the Crenshaw/LAX Transit Project, Regional Connector Transit Project and all three sections of the Purple Line Extension. The program continues to grow with the number of construction projects.

BEST PRACTICE

Relying on many partnerships with other departments across Metro, the agency's Construction Relations and Mitigation Unit does the following:

- > Integrates a matrixed team to program management to oversee projects and engage with the public.
- > Prepares construction notices.
- > Purchases and manages mailing lists.
- > Oversees media buys for ads in print, digital and on-air media informing the public of major construction impacts, including local ethnic media.
- > Creates 'open during construction' banners for local businesses.
- > Distributes construction-related notices and other construction-related pieces of public information.
- > Utilizes various digital tools, cameras and customer management software to coordinate all communications and mitigations across departments.
- > Produces signage and other marketing and promotional materials.
- > Receives funding through each capital project's budget. The budgets and teams are commensurate with the scope and size of the project.



PROCESS

Below is an explanation of the step-by-process taken by the Construction Relations and Mitigation Unit:

1

Pre-Construction

Prior to a project going into construction, Community Relations staff is part of the capital projects' planning and design phases. As a project moves closer to construction, the Community Relations staff works hand-in-hand to transition projects from planning and design into construction, and goes through a community mapping process to understand the community, its leadership, resources, elected officials and stakeholders.

2

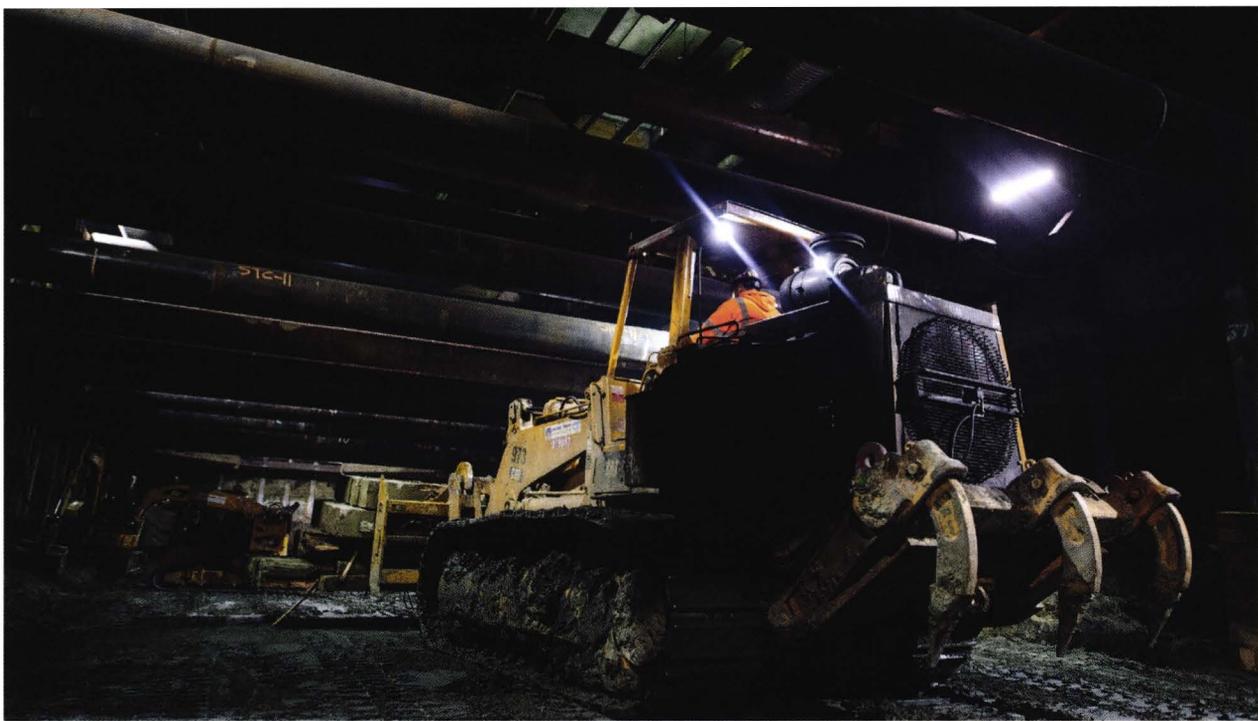
Groundbreaking

Coordination with internal and external partners is required to launch a successful groundbreaking event. Before the event takes place, it's necessary to publicize the start of construction, prepare materials for the public on what to expect once construction begins and communicate anticipated project benefits. This all happens in advance of any shovels hitting the dirt.

3

Construction

As a member of the project management team, Construction Relations staff attend all technical and field meetings to stay on top of the workflow and keep the public informed as the projects evolve through their various phases. This includes all civil and underground work, sidewalk closures, noise and dust mitigation, access and parking issues for local residents and businesses, and train testing



RESULTS

By implementing construction coordination and mitigation outreach on construction projects, Metro's Construction Relations program has become known for being the "boots on the ground" team that helps residents, businesses, stakeholders and communities get through a trying time for the residents of impacted communities. The teams build relationships with stakeholders and lend an ear and become a friend to the many who are impacted by construction. They also become a trusted ally of the contractor and management team, oftentimes brokering agreements that address community needs, while maintaining project schedules. By providing early and frequent information to the public and impacted stakeholders, Metro has seen relatively light, if any, opposition to new projects—which helps when Metro has put sales tax measures before voters. Additionally, when complaints come in, the Construction Relations team is the first and usually only call residents, businesses and stakeholders need to make to get an issue resolved. This function helps prevent issues from escalating—and keeps some issues from making their way to elected officials and senior leaders at Metro. This is an invaluable function of the team and helps save time and taxpayer money.

Additional Resources

- > Metro Construction Mitigation Program for Board Projects¹

Departments

- > Community Relations
- > Construction Relations and Mitigation Program

Contacts

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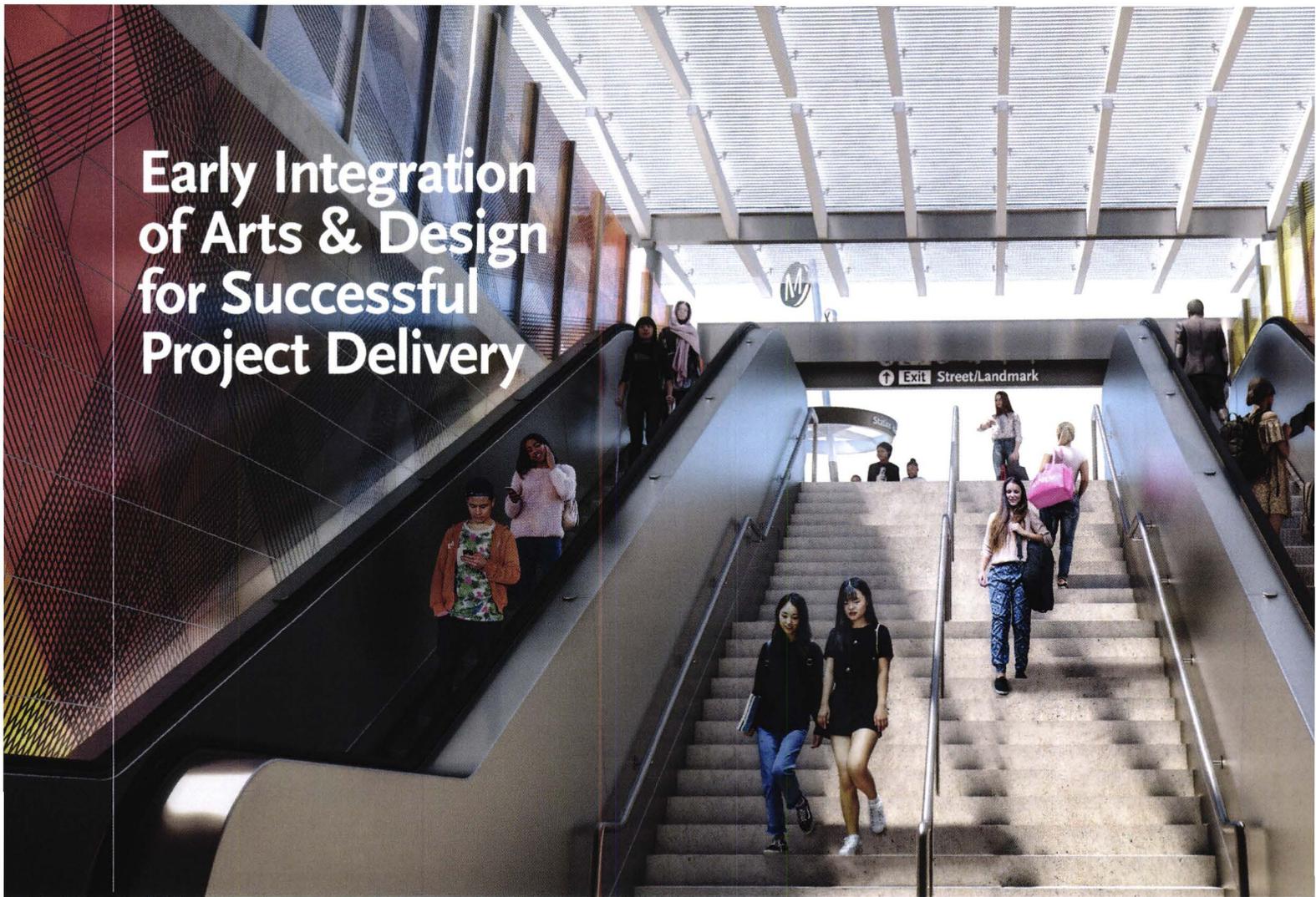
Anthony Crump

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Footnotes

¹ "Metro Construction Mitigation Program for Board Projects." dropbox.com/s/g3l4uortqs4yaq5/Board%20Approved%20Motion%20CR%20Standard.pdf?dl=0

Early Integration of Arts & Design for Successful Project Delivery



GOAL

To deliver customer-focused transit projects that make the Los Angeles County Metropolitan Transportation Authority (Metro) system unique and distinctive through design innovation, effective wayfinding signage design, and integration of site-responsive artworks. This initiative supports Metro Vision 2028 Strategic Plan Goal 1.2: To improve LA County's overall transit network and assets.

BACKGROUND

Metro is expanding at an unprecedented pace, with multiple transit corridors in various stages of planning and construction. Strategizing for growth and applying lessons

learned, the agency formally adopted modular Systemwide Station Design Standards in 2018 to “ensure all future Metro Rail and Bus Rapid Transit (BRT) stations follow a consistent, streamlined systemwide design, with integrated public art and sustainable landscaping as variable elements.”

To align with the new Systemwide Station Design Standards, the Arts & Design department needed to update their own approach to project delivery. Key issues that needed to be addressed were the ability for patrons to successfully locate and navigate Metro transit stations within the varied urban fabric of LA County, the integration of public artworks in impactful locations

and the need to tailor approaches to individual project needs. With so many new projects taking place simultaneously, Arts & Design staff were not always involved early in projects—and that led to a lack of consistent application of policies, procedures and lessons learned, as well as missed opportunities for holistic integration of arts and design assets and cost containment.

BEST PRACTICE

To address the issues outlined above, and to align with the new Systemwide Station Design Standards, the Arts & Design department updated its approach to project delivery.

Central to the approach, and now an established best practice at Metro, is the early involvement of the department during a project's environmental clearance and advanced conceptual engineering phases. This has helped greatly in identifying and heightening the visibility of existing cultural resources and led to a more holistic approach to wayfinding signage and art integration—with tailored technical specifications now included in contractor Request for Proposals. These elements minimize risk to the agency, ensure projects are shovel-ready, built on time and on budget, and provide for a more equitable and sustainable future with fewer long-term maintenance needs.

This approach was made possible by partnerships between Arts & Design, Metro's Planning Department, consultants who perform environmental analysis work for the agency and local arts organizations and cultural leaders. Funds for implementation are included in overall planning project delivery costs, which vary depending on the project itself and percent-for-art policy allocation. Requirements are detailed in the Metro Art Policy.

PROCESS

The implementation of early integration of arts and design into project delivery included:

- > Gathering and assessing lessons learned and industry-wide best practices.
- > Developing and/or updating policies, procedures, standards and guidelines.
- > Including arts and design policies and procedures in the overall early scoping and project management plans.
- > Developing a project specific arts and cultural framework, and identifying and documenting cultural resources and mitigation measures.
- > Considering opportunities for emerging and established artists, and engaging local arts professionals, arts organizations and cultural leaders.
- > Ensuring the arts and design programs are developed during preliminary engineering and reflected in the project management plan.
- > Ensuring cost estimates include all arts and design elements, including systemwide signage impacts, percent-for-art line items and related oversight and submittal reviews.
- > Tailoring technical documents to project delivery methodology for inclusion in proposal solicitation.
- > Integrating quality assurance/quality control parameters, roles, responsibilities and submittal requirements in contract documents to minimize future risk to the agency.
- > Identifying qualified Arts & Design team leads to protect the integrity of the Metro brand, customer signage design compliance, artist outreach, solicitations, commissions and contract management, overall aesthetic intent, design compatibility with adjacent finishes, constructability and ease of maintenance.
- > Ensuring substantial completion requirements of closeout/startup activities are met, including quality assurance reviews, testing and overseeing completion of construction punch list items.



RESULTS

Early integration of arts and design in project delivery has yielded a more cost-effective and equitable approach to the planning, design, construction, operation and maintenance of projects, as well as ensured arts and cultural community partnerships in the process. The resulting projects weave customer-focused elements of continuity and variability into Metro’s modular systemwide station design, with signage and wayfinding standards providing a critical element of continuity for customer navigation. The integration of public art adds vibrancy, a sense of place and an important element of variability.

The results have garnered accolades from customers (“I love the artwork in every station”), significant awards and recognition (“the jury unanimously commended LA Metro for its ability to create a strong graphic brand and a world-class sign system”), and extensive positive media coverage (“what is exciting about this program is the experimental way in which the art has been worked into the design process right from the beginning”).

The early integration of high visibility arts and design programs sets the Metro transit system apart and creates meaningful connections between people, neighborhoods and destinations in advancing the agency’s vision to provide “world class transportation for all.”

Additional Resources

- > Why Design Matters¹
- > Best Practices for Integrating Art into Capital Projects²
- > Metro Systemwide Design Fact Sheet³
- > Metro Art Policy⁴
- > Transportation for America Arts, Culture, and Transportation⁵
- > Metro Signage Standards⁶

Departments

- > Arts & Design/Communications
- > Planning
- > Program Management

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Footnotes

¹ “Why Design Matters for Transit.”

apta.com/wp-content/uploads/Standards_Documents/APTA-SUDS-UD-RP-003-11.pdf

² “Best Practices for Integrating Art into Capital Projects.”

apta.com/wp-content/uploads/Standards_Documents/APTA-SUDS-UD-RP-007-13_Booklet_Version.pdf

³ “Metro Systemwide Design Fact Sheet.”

dropbox.com/s/twieaq7rxgx22/Systemwide-Design-Fact-Sheet.pdf?dl=0

⁴ “Metro Art Policy.”

dropbox.com/s/rgnxhww4wde709f/Los%20Angeles%20County%20Metropolitan%20Transportation%20Authority%20Metro%20Art%20Program%20Policy.pdf?dl=0

⁵ “Transportation for America Arts, Culture, and Transportation.”

smartgrowthamerica.org/program/arts-culture

⁶ “Metro Signage Standards.”

metro.net/about/guidelines/signage-standards/



Government Relations

GOAL

To oversee all the Los Angeles County Metropolitan Transportation Authority’s (Metro) activities relating to legislation and elected officials, including legislative analyses, budgets, Metro Board and executive staff reports, briefings and tours for elected officials, agency staff, businesses and civic leaders. This initiative falls under Metro’s Vision 2028 Strategic Plan Goal 4.2: Metro will help drive mobility agendas, discussions and policies at the state, regional and national levels.

BACKGROUND

Metro operates the nation’s third busiest transit system and serves as the transportation planning agency for LA County, the most populous county in the United States. The agency is also in the midst of implementing Measure M, the largest public infrastructure project in the U.S. Because of the size and scope of Metro’s mission, the agency

is heavily impacted by legislation and other policies at the local, state and federal levels.

Metro’s Government Relations department plays an integral role as advocates for the agency and LA County residents. Government Relations not only tracks legislation in places such as Sacramento and Washington D.C., but helps shape forward-thinking bills and policy that will improve mobility in the LA area and nation.

BEST PRACTICE

Government Relations monitors all relevant legislative and regulatory activities in Southern California, Sacramento and Washington D.C., and initiates or responds to legislative or regulatory activity affecting Metro. The department uses a bill tracker that can monitor as many as 200 bills simultaneously.

As part of its work, Government Relations lobbies for funding for individual projects and partners with the 18 members of Congress from LA County, California's two U.S. Senators, state legislators, as well as external business groups. In addition, the department works very closely with the Metro Board and key members of the Senior Leadership Team.

The cost of the Government Relations program is relatively small compared to the agency's overall budget. However, the resources secured by these expenditures is significant. For example, if the 117th Congress and the Biden/Harris administration choose to adopt the Rebuilding America initiative, it could potentially result in generating billions of dollars for transportation investments in LA County and Southern California.

PROCESS

To best utilize the Government Relations program, the agency has to identify the specific results they want to achieve, and understand and determine the methods for achieving its goals locally, as well as in Sacramento and Washington.

To carry out its work, Government Relations has full-time staff that are each dedicated to state and federal government, and coordinate closely with the local government

in Community Relations—including experienced staff who have spent decades building relationships with staffs of elected officials and other agencies. In addition, Government Relations works very closely with the Metro Board and their staff. Briefings to the Board from Government Relations staff are standing items at monthly Board meetings, as well as one-on-one meetings at many other times.

Government Relations staff also play offense as much as defense and advocate for smart reforms and policies that will improve transit and mobility. For example, Government Relations continues to lobby for its Rebuilding America set of reforms to federal transportation policy. The department also frequently employs and produces visuals—including pamphlets and videos—to strategically inform stakeholders and those in key decision-making roles.

RESULTS

The results of Metro's Government Relations department can, in one sense, be seen in stark terms. Either a bill passes or fails. On numerous occasions, Government Relations has walked a legislative tight rope in which failing was not an option—helping secure passage of bills that allowed Metro to take multi-billion dollar sales tax measures to LA County voters, for example.

Government Relations also performs another vital function — paving the way for Metro to receive vital state and federal grants to complement local dollars for projects. For example, Metro has secured more than \$4 billion in federal New Starts grants to build its Purple (D Line) subway extension and the Regional Connector projects. In December 2020, Government Relations played a key role in securing \$516 million in grants from the California Transportation Commission — 25 percent of the grants issued for the entire state. Another example of Government Relations' work is when California voters went to the polls in 2018 to consider a proposed repeal of the state SB 1 gas tax, a vital source of funds for transportation agencies. Metro's team worked with stakeholders to keep voters informed of the importance of SB 1 funding. California voters decided to keep SB 1 by a 55 to 45 percent margin.

In Sacramento, Metro's Government Relations department routinely moves more bills through the legislative process and addresses more issues than all other transportation authorities in California. The department also successfully advocated for the passage of the recent federal COVID-19 relief bills, which provided billions of dollars to help transit agencies avoid drastic service and job cuts in the wake of the pandemic.

Additional Resources

- > Rebuilding America Initiative¹
- > Metro Supports SB 1 web page²
- > Source Post: California Transportation Commission awards \$516 million to local projects³
- > State Legislative Calendars⁴
- > Federal Legislative Calendars⁵

Departments

Government Relations works with all Metro departments depending upon the specifics of the issue to be addressed.

Contacts

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Footnotes

¹ "Rebuilding America Initiative."

libraryarchives.metro.net/DB_Attachments/190108__rebuilding_america_initiative.pdf

² "Metro Supports SB 1."

metro.net/about/govirela/metro-supports-sb-1/

³ "Source Post: California Transportation Commission awards \$516 million to local projects."

thesource.metro.net/2020/12/02/california-transportation-commission-awards-516-million-to-local-projects-to-fix-bottlenecks-and-improve-transit/

⁴ "State Legislative Calendars."

senate.ca.gov/legdeadlines

assembly.ca.gov/legislativedeadlines

⁵ "Federal Legislative Calendar."

senate.gov/legislative/2021_schedule.htm

majorityleader.gov/sites/democraticwhip.house.gov/files/2021CALENDAR-REVISED2.pdf



Rebuilding America

GOAL

To strengthen the federal government's support for major mobility enhancements across LA County and the nation. This initiative falls under the Los Angeles County Metropolitan Transportation Authority's (Metro) Vision 2028 Strategic Plan Goal 4.2: Metro will help drive mobility agendas, discussions, and policies at the state, regional and national levels.

BACKGROUND

America's underinvestment in keeping our nation's transportation system in a state of good repair has been well documented. As of today, the nation's Highway Trust Fund has insufficient resources to maintain the current level of federal spending on surface transportation and not enough to fund new major transportation projects.

That is problematic for Metro, which is poised to build dozens of capital projects with local funding from the Measure M sales tax ballot measure approved by LA County voters in 2016. In addition to generating more construction jobs and improving mobility, new transportation projects in LA County and across the U.S. would strengthen our nation's economic competitiveness and enhance safety, environmental sustainability and community livability.



The federal government has a constitutionally mandated role to encourage transportation and commerce, another reason Metro needs to advocate for smart federal policies and investments in transportation projects.

BEST PRACTICE

The Rebuilding America initiative was created by Metro to help shape federal spending on urgently needed transportation projects. The Rebuilding America initiative is comprised of five key points:

- > Enhancing certainty with a long-term federal Surface Transportation Authorization Bill.
- > Ensuring the solvency of the Federal Highway Trust Fund by increasing the federal gas tax by 25 cents.
- > Creating smart federal tax incentives.
- > Expanding projects of regional and national significance and ensuring they can be built.
- > Boosting workforce development.

The initiative is a reflection of Metro's view that the agency has an essential role in shaping federal law and decision-making. To advance the initiative, Metro has produced printed materials, held events among mobility stakeholders and built partnerships in the U.S. House of Representatives, the U.S. Senate and the White House. If the 117th Congress and the Biden/Harris Administration adopt the Rebuilding America initiative, it could potentially generate billions of dollars locally for transportation investments that would benefit the residents of LA County. Costs for the Rebuilding America initiative are low and are comprised mostly of staff time.

The Rebuilding America initiative requires federal funds to embolden a new era of investment for roadway and transit enhancements—along with other mobility enhancing projects and programs. The funds would be derived from user-fees and would come from the general treasury of the U.S.

The actual hard dollar cost of the program will come in the form of staff time and the production of marketing materials. It can be said that the actual currency lies within the ideas that the initiative itself is conveying to the federal government.

PROCESS

The process of creating and conveying the Rebuilding America initiative was the result of a thoughtful, cerebral and comprehensive dialogue between the Office of the CEO and several key agency departments, including Government Relations and Planning. During this process, the idea was to define and understand the steps that would be most prudent for the federal government to take and strengthen what is referred to as “the federal government transportation toolbox.”

The entire process was based on the understanding that the federal government's mandated role in encouraging transportation and commerce warrants smart policies

and investments in transportation projects. The process also took into consideration the well-known fact that America is currently underinvested in keeping the nation's transportation system in a state of good repair.

While Metro utilized some traditional public relations tactics to spread the word of its Rebuilding America initiative, much of the work relied upon a voluminous number of meetings, both in person and via telephone, with Congressional staffers and staff of federal agencies. The idea was to create a policy and connect the dots and show Rebuilding America was not just about LA County, and instead was a program that could lift people and businesses across our nation.

RESULTS

The Rebuilding America initiative has succeeded in convincing the White House to offer a long-term transportation plan rather than programming federal money in drips and drabs. Due to the pace of technological innovations and the new analysis of mobility data, long-term surface planning has, in fact, become common practice around the U.S. with many transit agencies following Metro's lead and planning projects and funding far into the future.

As a result of the Rebuilding America initiative, a new grant program for major projects was created by Congress. The funding for this year's grant totals \$889 million. Under the INFRA program, the U.S. Department of Transportation (USDOT) seeks projects that apply innovative technology, delivery or financing methods with proven outcomes to deliver projects in a cost-effective

manner. Both large and small projects are eligible—with grants for a large project starting at \$25 million and for a small project starting at least \$5 million.

In addition, the Rebuilding America initiative has succeeded in creating a national dialogue on bond programs for transportation infrastructure projects. That has resulted in several federal proposals to dramatically boost and enhance the federal workforce development programs.

The Rebuilding America initiative has also received sustained engagement and productive dialogue between Metro and both Congress and the White House.

Additional Resources

> Rebuilding America¹

Departments

> Metro Government Relations
> Office of the Chief Executive Officer

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Footnotes

¹ "Rebuilding America."

libraryarchives.metro.net/DB_Attachments/190108__rebuilding_america_initiative.pdf

Congestion Reduction

The Congestion Reduction Department at Metro manages and operates various customer-facing programs and projects with the goal of reducing congestion, improving mobility and enhancing transportation choice throughout LA County. The department is unique in that all aspects of project visioning, planning, development, implementation, operations and maintenance are conducted within the department.

The department's programs fall into two overarching divisions:

- > **Motorist Services:** manages the Freeway Service Patrol program that provides disabled vehicles with roadside assistance and removes them from freeway lanes to minimize congestion and maximize safety. Additionally, through the Statewide SAFE program, the division oversees callboxes and provides travel and event information through SoCal511. The Regional Integration of Intelligent Transportation Systems (RIITS) is a critical conduit in the exchange of information among transportation providers with the region, which enables the development of regional high-tech solutions.
- > **ExpressLanes:** converted the I-10 and I-110 HOV lanes to ExpressLanes providing free passage to buses, vanpools, carpools and motorcycles while charging a toll for access to the lanes by solo drivers. The program began as a demonstration but was extended indefinitely due to its success and popularity with trips increasing year over year. The ExpressLanes have been operational for over eight years with plans underway to extend the network to other corridors within LA County.



Best-in-Class Procurement

GOAL

To procure consultants that can provide a tailor-made, comprehensive best-in-class system for managing the Los Angeles County Metropolitan Transportation Authority's (Metro) ExpressLanes Toll facilities on the I-10 and I-110 freeways. The initiative meets Metro's Vision 2028 Strategic Plan Goal 5.7: Build and nurture a diverse, inspired and high-performing workforce.

BACKGROUND

Metro's ExpressLanes Project was the agency's first foray into congestion pricing within LA County. It began as a one-year demonstration program, and because of its initial success in helping mitigate congestion on the I-10 and I-110 freeways, legislation was introduced to lift the sunset provision for the demonstration period. The program now operates in perpetuity as a key strategy to improve speeds, ensure more reliable trips, provide choice and increase ridership in HOV lanes and public transit on these freeways. The Metro Board subsequently directed staff to evaluate other corridors in the county for conversion to ExpressLanes. Per federal law, High-Occupancy Toll lanes, or HOT Lanes, can only convert existing HOV lanes to HOT lanes with no reduction in the number of general-purpose lanes after conversion. Prior to the best-in-class procurement, Metro relied on one contractor who was operating all aspects of the program.

However, Metro elected to split this single contract into multiple contracts to maximize quality and efficiencies in light of the fact that a contractor might excel at one element, but not others.

BEST PRACTICE

Based on Metro's experience and research, the agency decided to develop a multi-pronged procurement plan to ensure ExpressLanes offers a leading-edge toll system, back office and customer service experience. ExpressLanes traditionally bid all these components to a single firm. However, with the best-in-class approach, Metro sought to highlight the distinct components that multiple firms specialize in to ensure excellence in service delivery. By utilizing multiple vendors, Metro achieved a higher level of specialization and partnership that met Metro's rigorous procurement requirement. Project funding comes from toll revenues from the I-10 and I-110. The costs for the base contracts are approximately \$172 million for up to eight years.

PROCESS

Metro performed some initial research and outreach that led to its pursuit of a best-in-class procurement. In doing so, the agency also talked with other agencies to see how they successfully implemented this type of procurement. Metro developed separate scopes of work with 2,800 requirements for its ExpressLanes back office operations, which involved hardware, software and

service center personnel who work on the system. Metro also developed a separate scope of work for managing the roadside system, and a third scope of work for a consultant to provide human resources to do the work. All scopes of work additionally focused on integration and synergies among contractors to ensure a seamless operation.

RESULTS

Metro has observed tangible benefits resulting from this consultant operating arrangement. Its roadside, back office and staffing operations are more efficient compared with earlier operations. In light of COVID-19 impacts and safer-at-home orders, Metro has been more agile in utilizing personnel who can work from home with certain limitations to the type of work performed. The Interactive Voice Response (IVR) system has proven to be a valuable tool in providing customer service during the pandemic.

As a result of having three consultants delivering different aspects of the program, Metro has been able to take advantage of a healthy competition and additional oversight to ensure all consultants are further incentivized to deliver excellent service. The rigorous evaluation of potential problems by three separate parties helps ensure these problems are identified, addressed and resolved more quickly.

Additional Resources

- > ExpressLanes Project webpage¹
- > Metro ExpressLanes²

Departments

- > Congestion Reduction
- > Procurement

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Footnotes

- ¹“ExpressLanes Project Webpage.”
metroexpresslanes.net
- ²“Metro ExpressLanes.”
metro.net/projects/expresslanes

Low-Income Assistance Plan

GOAL

To provide equity for low-income motorists throughout the community who use the Los Angeles County Metropolitan Transportation Authority's (Metro) tolled lanes on the I-10 and I-110 freeways as part of its ExpressLanes Project. This program meets Metro's Vision 2028 Strategic Plan Goal 1.1: To expand the transportation network and increase mobility for all users. This initiative also falls under Metro's Vision 2028 Strategic Plan Goal 1.3: To manage transportation demand in a fair and equitable manner.

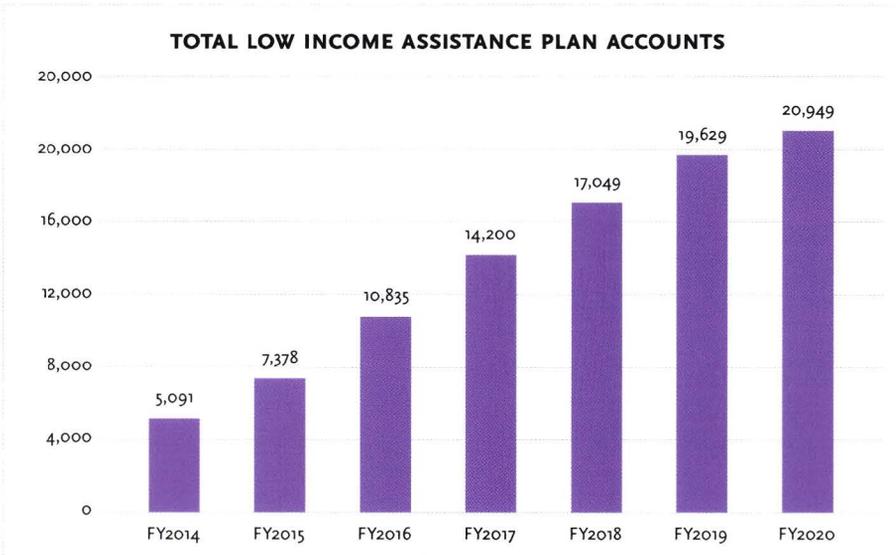
BACKGROUND

Metro's Low-Income Assistance Plan was initiated due to Senate Bill 1422, legislation enacted in 2008 giving Metro authority to conduct an ExpressLanes demonstration on the I-10 and I-110 freeways. The legislation also required the agency to study the impact of ExpressLanes on low-income commuters to develop a program that helps to mitigate potential impacts on these commuters. In response, Metro created the Low-Income Assistance Program for eligible LA County residents. The agency evaluated a number of different eligibility measures to qualify low-income candidates and adopted an income threshold based on twice the federal poverty rate.

BEST PRACTICE

The ExpressLanes team developed the only program of its kind in the country to address low-income users in toll lanes. Qualifying LA County residents can receive a one-time \$25 credit when they set up their FasTrak account after showing proof of eligibility. The credit can be applied to either a transponder deposit or pre-paid toll balance, depending on account type. Metro also waives the monthly maintenance fee for low-income account holders. Low-Income Assistance Plan accountholders make more ExpressLanes trips on average than standard accountholders after adjusting for the effect of income on total annual miles driven. Additionally, in an effort to better serve low-income commuters, ExpressLanes pays for additional service on bus lines that serve ExpressLanes in the freeway corridors. The project costs are approximately \$1 million per year and come from ExpressLanes toll revenues.





PROCESS

At the inception of the ExpressLanes project, managers conducted workshops, focus groups, and attended festivals, church gatherings and other local city venues along the freeway corridor to explain the program and obtain feedback on how to best serve low-income commuters. Metro has been conducting outreach efforts to ensure familiarity with the program. In developing the program, Metro placed emphasis on ensuring that the process for proving eligibility would not be onerous or a barrier for participation and would rely on eligibility in existing programs to determine eligibility for this program.

RESULTS

Metro has seen substantial growth in low-income assistance plan accounts. Between 2014 and 2020, for example, the number of accounts quadrupled (see chart above). As of 2021, Metro has had over 21,531 low-income assistance plans issued. Metro also conducted a usage assessment and found that, for solo driving, low-income accounts and standard accounts take a comparable number of trips indicating a benefit in taking a tolled trip. Low-income account holders appear to take more carpool trips than standard account holders.

Footnotes

1. "Low Income Assistance Plan."
metroexpresslanes.net/offers-discounts/low-income-assistance
2. "ExpressLanes Project Webpage."
metro.net/projects/expresslanes

Additional Resources

- > Low Income Assistance Plan¹
- > ExpressLanes project Webpage²

Departments

- > Congestion Reduction
- > Marketing

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ExpressLanes Transit Rewards Program



GOAL

To encourage alternative modes of transportation in support of emissions and congestion reduction while also accessing the ExpressLanes toll facilities in LA County. Frequent commuters on the I-10 and I-110 freeways can earn a \$5 toll credit when they use qualifying transit lines. The objective of this Los Angeles County Metropolitan Transportation Authority (Metro) program is to reduce ExpressLanes congestion during peak periods. This program meets Metro's Vision 2028 Strategic Plan Goal 1.1: To expand the transportation network and increase mobility for all users. This initiative also falls under Metro's Vision 2028 Strategic Plan Goal 1.3: To manage transportation demand in a fair and equitable manner.

BACKGROUND

Metro ExpressLanes leverage congestion pricing with transit to ensure a viable, high-quality alternative to driving alone and paying a toll. The Transit Rewards program gives commuters another incentive to utilize transit during the most congested periods of the day. As part of Senate Bill 1422, which created Metro's authority to implement ExpressLanes, Metro was also tasked with evaluating mitigation measures for low-income commuters. Following completion of a Low-Income Draft Report, Metro developed its plan to enhance transit in advance of the conversion. The Transit Rewards program represents one form of mitigation on impact to commuters of low income.

The following transit lines qualify for the Transit Rewards program:

On the I-10:

- > Metro Lines 487, 489 and Metro Silver Line
- > Foothill Lines 493, 495, 497, 498, 499, 699 and Foothill Silver Streak

On the I-110:

- > Metro Lines 460, 550 and Metro Silver Line
- > GTrans Line 1X
- > LADOT Commuter Express 438 and 448
- > Torrance Transit Line 4X

BEST PRACTICE

The ExpressLanes Rewards Program was created to reduce congestion in the ExpressLanes during peak periods. Frequent transit riders and FasTrak account holders can earn a \$5 toll credit to use on the I-10 and I-110 Metro ExpressLanes through the Transit Rewards Program. To receive toll credits, transit riders must use their registered TAP card and take 16 one-way trips during peak hours along the I-10 El Monte Busway or I-110 Harbor Transitway. The toll credits can be used for travel on one of the ExpressLanes.

Metro's Congestion Reduction Department partnered with the agency's TAP program to deliver this option for transit riders. Funding for this program comes from ExpressLanes toll revenues.

RESULTS

Metro ExpressLanes has seen a year-to-year increase in its Transit Rewards program. In fact, since the opening of the ExpressLanes through November 2020, \$193,040 in rewards have been issued.

Following a review of its discount program in 2019, Metro reduced its trip requirement from 32 trips to 16 trips. Prior to the COVID-19 pandemic, ridership on the J Line (Silver) was among the highest in Metro's bus system. In October 2020, Metro officially opened the new Union Station Patsaouras Bus Plaza station, which creates an easier way for the J Line and other bus lines to connect with the county's largest transit hub. Metro subsidizes transit service on the J Line and has increased transit service throughout the corridor.

Additional Resources

> [Metro Transit Rewards Program](#)¹

Departments

> Congestion Reduction
through Transit Rewards
> TAP

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Footnotes

¹"Metro Transit Rewards Program."

metroexpresslanes.net/offers-discounts/transit-rewards

Countywide Planning and Development

Metro's Countywide Planning and Development Department (CP&D) is responsible for planning LA County's regional transit system and programming federal, state and local transportation funds to support transit infrastructure, highway programs, and locally sponsored and regionally significant projects of all modes of transportation. The department supports the agency's goal of delivering improved mobility, air quality and sustainability, while stimulating the local economy and creating jobs.

CP&D is composed of four strategic divisions:

- > Finance and Administrative Management Services
- > Federal/State Policy Programming, Strategic Financial Planning and Grants Management
- > Long Range Transportation and Mobility Corridors Planning
- > Real Estate, Transit-Oriented Communities and Transportation Demand Management

Each division provides specialized transportation expertise and is responsible for various key functions in the department.



Adopt-A-Bike Pilot Program

GOAL

To maximize equitable access to a multi-modal transit network, provide increased access to employment opportunities and introduce residents to the value of car-free and car-light mobility. The Los Angeles County Metropolitan Transportation Authority (Metro) Adopt-A-Bike Pilot Program aligns with Metro Vision 2028 Strategic Plan Goal 3: Enhance communities and lives through mobility and access to opportunity.

BACKGROUND

Before the Board approved the Adopt-A-Bike Program, Metro collected 400-500 bicycles per month on its transit system and Metro property. During that time, the bicycles were transported to the agency's lost and found facilities for 90 days as required by state law. Despite the agency's effort to reunite the owner with their bicycle, 75 percent

of these bicycles went unclaimed and eventually sold at auctions.

The agency found that auctioning unclaimed bicycles was not cost effective and provided no clear benefit for LA County residents. In addition, auctioning unclaimed bicycles did not align with Metro's strategic plan goals.

After reviewing the legal requirements, it was determined that the agency could modify its procedure to donate the unclaimed bicycles to the public after the state mandated 90-day holding period. The modification to the procedure was fortified because the donated bicycles served a public transit-related purpose within Metro's jurisdiction. The issue of unclaimed bicycles, as well as logistical and cost-associated challenges with the auction process, inspired staff to develop an

equitable program to address the issue of unclaimed bicycles to benefit LA County constituents.

BEST PRACTICE

After discussions with the internal departments responsible for the administration of Metro's Lost and Found and addressing any legal issues of modifying the process, Metro held an initial program workshop in late 2019 to elicit feedback from community-based organizations (CBOs) and other external stakeholders on the feasibility of the program. Upon review of all correspondence and feedback it was determined that administration of the Adopt-A-Bike Pilot Program by CBOs would be feasible with minimal financial and logistical assistance from Metro. Multiple CBOs from different areas of the region responded with interest and intent to participate.

In August of 2020, staff requested authorization from the Metro Board of Directors to proceed with a mini grant program that would allow for collaboration with CBOs and other nonprofits, to donate unclaimed bicycles back to LA County residents with a focus on resource-challenged communities. A competitive mini-grant program would be used to assist the selected CBOs in the administration of the program.

PROCESS

Following Board approval, staff created and released application and guideline packages to CBOs and nonprofits throughout LA County. The invitation to participate in the program was sent to over 100 organizations ranging from bicycle advocacy to groups that work with the unhoused. The list was developed in coordination with Metro's Community Relations Department and Office of Equity and Race. A virtual interactive applicant workshop was held to assist interested CBOs in the development of the application. In total, nine applications were received and reviewed. However, only six applicants were selected to move forward in the program, including four CBOs. The CBOs cover a wide range of the county, including: Central LA, the Westside, East LA, the San Gabriel Valley, the Gateway Cities, South LA and Long Beach.

An annual amount of up to \$120,000 from Metro's Transportation Demand Management program was available to assist the selected organizations in the administration and logistic coordination

of distributing bicycles. The agency administered mini grant agreements for organizations selected to participate in the program. The CBO selection process focused on geography and equity, ensuring the bicycles were given to those who needed it most wherever they were in LA County.

Additional scoring criteria included capacity to distribute bicycles, safety and outreach approach and experience working with disadvantaged or unhoused communities.

RESULTS

Under the pilot program, Metro continues to maintain its previous duties and continues to be responsible for collecting and storing lost bicycles found on Metro property in accordance with state law. After the 90-day storage period, unclaimed bicycles are made available to CBOs for safety inspection and distribution.

CBOs are responsible for coordinating the transport of the bicycles from a Metro facility to their preferred location. CBOs are also responsible for performing comprehensive safety checks and certifications of the bicycles and providing safety training to recipients prior to the donation of the bicycles.

Organizations selected to administer the Metro Adopt-A-Bike Pilot Program will conduct bicycle distribution events at locations of their choosing and through their established community networks.

Additional Resources

- > Adopt-A-Bike Lost and Found Policy¹

Departments

- > Countywide Planning & Development
- > Customer Care
- > Vendor/Contract Management
- > General Services and Facilities Maintenance
- > Community Relations
- > County Counsel
- > Office of Equity and Race

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Footnotes

¹ "Adopt A Bike Lost and Found Policy."

dropbox.com/s/co4kht2nx4lc5mj/Adopt%20A%20Bike-Lost%20and%20Found%20Policy%20Procedures.pdf?dl=0



Transit Oriented Communities Program

GOAL

To develop policies and procedures that promote Transit Oriented Communities (TOCs) as a path for communities to maximize the benefits of the Los Angeles County Metropolitan Transportation Authority's (Metro) capital investments, The TOC Program is defining Metro's goals in how we consider, fund, enable and/or incentivize activities that support the development of balanced communities throughout the county. The TOC Program is aligned with the Vision 2028 Strategic Plan Goal 3.2: Metro will leverage its transit investments to catalyze transit-oriented communities and help stabilize neighborhoods where these investments are made.

BACKGROUND

Thanks to the passage of Measure M in 2016, Metro began to develop one of the largest transportation infrastructure programs in the U.S. and will double the size of the Metro Rail network over the next 40 years.

This era of large-scale transit infrastructure building was recognized as an opportunity to redefine the role of the transit agency, looking beyond the footprint of Metro stations and bus stops to think more holistically about the design and function of neighborhoods to

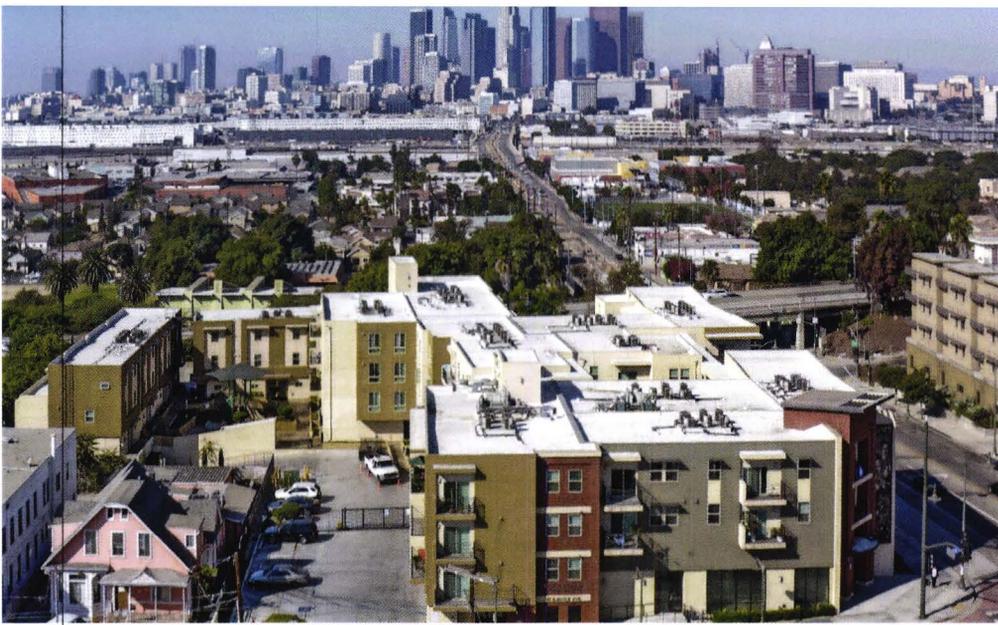
create transit-oriented communities. This TOC approach goes beyond the traditional transit-oriented development (TOD) model, which typically concentrated on a single development, to focus on shaping vibrant communities around transit.

Through public and private partnerships, Metro TOC programs, projects and policies ensure a holistic approach to community development and the built environment that focus on neighborhood stabilization, inclusive processes and equitable access to transit.

BEST PRACTICES

In 2015, Metro began a TOC Demonstration Program with two main components: a recalibration of the Joint Development process, focused on active collaboration with community stakeholders and local jurisdictions; and building a TOC Toolkit that draws upon an array of creative community development tools to support Joint Development projects in achieving broader TOC goals.

The program selected eight developmental sites to be used to achieve the program goals of: demonstrating successful TOCs; expanding the role for Metro in the



creation of TOCs; focusing on stations with catalytic potential along a transit corridor and the greatest opportunity for success; collaboration with local stakeholders to identify opportunities to broaden the impact of individual projects to a one- to 1.5-mile radius around stations; learning from a diversity of project types and individual project goals; and allowing sufficient time for program implementation. In 2018, Metro staff and the Measure M Policy Advisory Council TOC Working Group drafted the TOC Policy, which was adopted by the Metro Board of Directors. The final approved policy was the culmination of lessons learned from the three-year TOC Demonstration Program, as well as a reflection of Metro's newly adopted Equity Platform.

PROCESS

The TOC Policy formalized Metro's commitment to partner with the 88 cities and unincorporated areas in LA County to support TOC activities. The policy links local projects to Metro's regional transit investments to achieve five key goals: increase transit ridership and choice, stabilize and strengthen communities around transit, engage communities in visioning, distribute transit benefits to all and capture value created by transit.

The success of the program relies heavily on partnering with local jurisdictions, community members and the private sector.

Metro works with local communities and stakeholders to develop a set of community-supported improvements along key pathways to Metro stations and bus stops. New Systemwide Station Design Standards were created to ensure station designs integrate unique public art and sustainable landscaping to tie each station to its surrounding community.

Metro partners with developers, stakeholders and local jurisdictions to envision, design and build development projects on Metro-owned properties. Joint development projects are vetted through a competitive bid or Unsolicited Proposals process with extensive community input. The program also seeks to build community benefits like affordable housing that can otherwise be difficult to deliver.

The program also supports local jurisdictions in developing and adopting transit supportive policies and programs to leverage the value of transit investments and increase ridership. This work includes: developing best practice guides and resources, such as the Transit Supportive Toolkit and Metro Transfers Design Guide; providing grant funding and grant writing assistance for community development and land use planning; and coordinating with adjacent property owners and developers through the Development Review Team to ensure safe construction and strengthen connections to transit.

Metro is also kicking off TOC Transit Corridor Baseline Assessments along new—and eventually existing—transit corridors to understand community characteristics, look at community development policies, identify gaps and recommend strategies to reduce displacement of residents and businesses that may be at risk due to increased property value pressures.

RESULTS

In 2015, Metro set an aggressive goal that 35 percent of the housing built on land the agency owns would be affordable to households earning less than 60 percent of the average median income. Today, Metro has built 2,200 housing units, with 3,200 more units in construction or in the pipeline and is meeting the 35 percent target.

To date, Metro has provided \$24.6 million dollars in grant funding to cities to develop transit supportive plans for nearly 100 rail and bus rapid transit (BRT) stations throughout the county and completed or is nearing completion on comprehensive First/Last Mile Plans for 50 planned or existing stations.

Through the TOC Implementation Program, Metro will soon be launching a technical assistance program for local jurisdictions to help them leverage the positive benefits of transit investments and identify strategies to stabilize communities.

Additional Resources

- > TOC Fact Sheet¹
- > 2018 TOC Implementation Plan (Final)²
- > TOC Lessons Learned³
- > TOC Website⁴

Department

- > Countywide Planning and Development

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Footnotes

¹ "TOC Fact Sheet."

dropbox.com/s/jf5owf6tstx96km/Fact%20Sheet%20-%20Metro%20Transit%20Oriented%20Communities.pdf?dl=0

² "2018 TOC Implementation Plan (Final)."

dropbox.com/s/q6s1nf614xjzhk/Metro-TOC-Implementation-Plan-Final.pdf?dl=0

³ "TOC Lessons Learned."

dropbox.com/s/i8gxz3ix1co4apr/TOC%20LessonsLearned.pdf?dl=0

⁴ "TOC Website."

metro.net/projects/transit-oriented-communities/

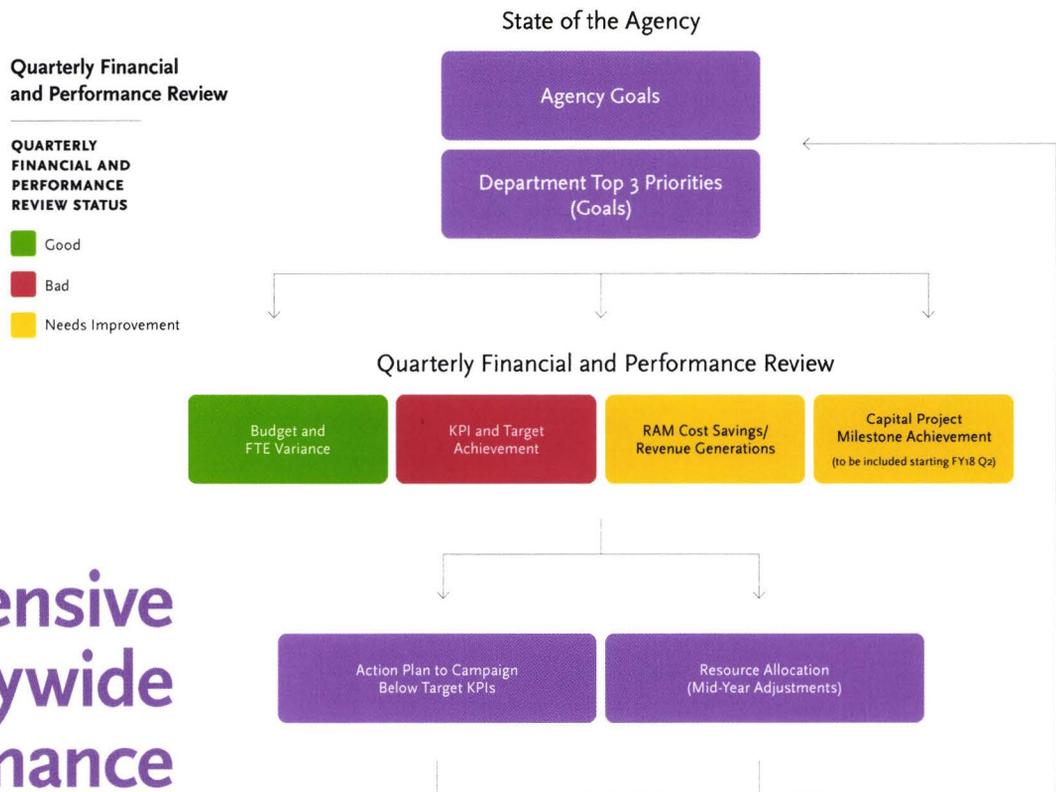
Finance and Budget

The Finance and Budget Department at Metro ensures that funding is available to carry out Metro's policies, priorities and programs in a manner that is efficient and cost effective.

The Finance and Budget Department is comprised of the following divisions:

- > **Office of Management and Budget (OMB):** works collaboratively with other departments, the public and the Metro Board of Directors to develop the annual budget.
- > **Treasury:** provides the banking, cash management, investment and debt management requirements that allow the agency to have the financial resources to pursue our activities.
- > **Local Programming:** manages Metro's relationship with cities, municipal operators and other stakeholders eligible for local, state or federal funding that comes through Metro.
- > **TAP:** manages all aspects of Metro's fare collection equipment and works toward countywide fare policies with other transit agencies.
- > **Accounting:** executes and records the financial transactions of the agency to ensure transparency and that all legal, regulatory and policy requirements are met.

Comprehensive Agencywide Performance Evaluation



GOAL

To serve as a tool to measure performance management and help the Los Angeles County Metropolitan Transportation Authority (Metro) departments identify their yearly Mission Essential Task List (METLs) priorities to align with the Metro Vision 2028 Strategic Plan Goals. This initiative falls under Metro's Vision 2028 Strategic Plan Goal 5.4: Metro will apply prudent commercial business practices to create a more effective agency.

BACKGROUND

Metro needed a strategy to ensure the agency maintained internal control and fiscal responsibility while ensuring the agency's many different projects and programs were moving in the same direction toward achieving the same goal of improving LA County's transportation system.

BEST PRACTICE

The Office of Management and Budget (OMB) collaborated with the CEO to create a tool that would make goals

attainable and would measure all aspects of the agency's responsibilities, including the planning and building of projects and operating transit service. The comprehensive agencywide performance evaluation (CAPE) is used to measure performance of budgets and employees via key performance indicators (KPIs) that target achievement, capital project delivery and cost savings, and new revenue generation through the Risk Allocation Matrix (RAM). This program measures

how departments are performing compared to their budgets, and how they achieve their KPI targets for each of their top priorities on a quarterly basis. All measurements are linked to the agency goals to ensure the whole agency is moving together.

CAPE is a unique and first-of-its-kind performance management system that expands beyond the traditional transit industry key performance indicators (KPI) reporting. CAPE monitors all Metro's responsibilities as a regional transportation planner that funds countywide systems, builds new transportation infrastructure and operates bus and rail service. The system reviews the achievement of Mission Essential Task Lists (METLs) and prioritizes and aligns with the Board-adopted Vision 2028 Strategic Plan Goals. To build CAPE, partnerships were formed between the Office of the CEO, Office of Management and Budget, Information Technology Systems (ITS), and all Senior Leadership Team (SLT) members. No additional funding or project costs were required because all aspects of the initiative were completed in-house.

PROCESS

The implementation of CAPE is ongoing and takes place every quarter. OMB hosts follow-up meetings every quarter with departments who are not meeting expectations. In these follow-up meetings, OMB provides suggestions for corrective actions that aim to improve the department's results.

RESULTS

CAPE's KPI dashboard serves as a report card for all departments and evaluates KPIs met. The department receives a score based on how many KPIs are fulfilled and tracks the cumulative score for all Metro departments. Based on the KPI dashboard that is accessible via the CAPE online portal, Metro's average overall score improves annually. CAPE also helps the Senior Leadership Team gain a better understanding of Metro's budget and what's working and what could be improved.

Additional Resources

Departments

- > Office of Management and Budget
- > Systems and Analytics
- > Finance

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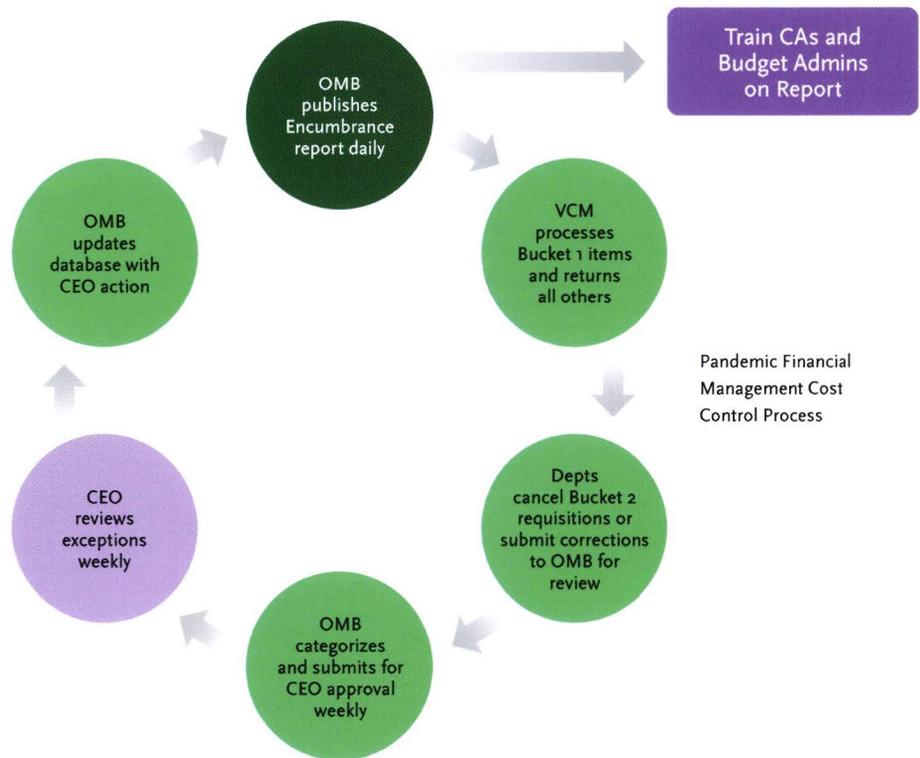
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COVID-19 Pandemic Financial Management Cost Control



GOAL

To immediately reduce costs as one of the mitigation strategies to help the Los Angeles County Metropolitan Transportation Authority (Metro) financially manage the Coronavirus (COVID-19) pandemic. This initiative falls under the Metro Vision 2028 Strategic Plan Goal 5.7: Metro will build and nurture a diverse, inspired and high-performing workforce.

BACKGROUND

With the implementation of Safer-at-Home orders issued in March 2020, nonessential businesses closed, and residents were directed to stay at home and only travel for essential needs. As a result, consumer spending plummeted. The revenues received from local and state derived sales tax measures, which comprise the majority of Metro's

resources, were estimated to have declined by a total of \$1.06 billion over FY20 adopted budget expectations and the FY21 forecast, which was done prior to the pandemic.

In addition, transit ridership, fare revenues, tolls, advertising and other system generated revenues dropped dramatically while Metro incurred increased costs. Combined with sales tax, this resulted in an estimated \$1.8 billion total loss that threatened to impact all Metro programs.

Although the CARES Act provided relief funding, it was not enough to offset the total losses. The uncertain timing of the reimbursement also presented a risk to the agency's cashflow.

BEST PRACTICE

The Office of the CEO ordered the call to conserve resources, to immediately reduce expenses and to group all Metro projects into two buckets.

Bucket 1 was defined as "work to continue" and included the following types of items: COVID-19 high priority tasks such as personnel protection equipment; cleaning, operating and maintaining bus and rail service per the Transit Operations Plan; work on major infrastructure projects and projects under executed contracts; legally required payments as contractually obligated, and federal and state regulatory required activities.

Bucket 2 was defined as all other projects and programs. Bucket 2 included projects that may have partial grant funding, projects in various phases of planning, construction and operation, as well as Measure M, non-Measure M and Pillar projects. This project list did not imply a permanent deferral of projects.

In addition to these measures, the CEO also instructed an immediate freeze on all hiring of Metro employees. Any changes would be managed on an individual basis in order to ensure proper cost savings from a labor perspective.

PROCESS

An online system with a dashboard was set up for all departments to use to justify all requests for expenditures, consistent with the CEO's call-for-action.

The CEO then reviewed all requisitions on a weekly basis to either approve or defer expenditures.

Partnerships were also formed between the Office of Management and Budget, Local Programming, Accounting, Treasury, Countywide Planning and Development and the Office of the CEO to ensure all financial information was shared quickly.

There was no funding needed aside from normal staff expenses for this project. All aspects of the project were completed by regular staff time and resources.

RESULTS

As a result of staff finding a solution to the CEO's call-to-action, all Metro employees remained employed. There were no furloughs agencywide. Metro's survival and the preservation of agency jobs helped stabilize the local economy and meant that the agency was able to continue providing essential trips to residents and workers.

Additional Resources

Departments

- > Office of Management and Budget
- > Contract Administration and Management

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Risk Allocation Matrix

GOAL

To conduct an agencywide assessment for cost-saving and revenue-generating opportunities to ensure Los Angeles County Metropolitan Transportation Authority's (Metro) financial stability. This initiative falls under the Metro Vision 2028 Strategic Plan Goal 5.2: Metro will exercise good public policy judgment and sound fiscal stewardship.

BACKGROUND

The Risk Allocation Matrix (RAM) was a CEO initiative that was introduced during Senior Leadership Team (SLT) meetings and inter-departmentally. Metro staff assessed the projection analysis, determined whether to move forward with RAM, and ultimately decided to proceed. The idea was if the agency took gradual, small steps to save money and generate revenue wherever possible, it could avoid drastic measures should unexpected financial challenges arise.

BEST PRACTICE

Internal partnerships across the agency were developed. All SLT members were asked to participate in this initiative with Office of Management & Budget (OMB) and the Office of the CEO by identifying aspects of their team's budget that could be eliminated or generate revenue. The RAM provides fiscal discipline throughout Metro via

a strategic mix of new initiatives for revenue generation and cost savings. The RAM seeks to take small steps to avoid drastic measures in response to future projected deficits. RAM initiatives are monitored through the Comprehensive Agencywide Performance Evaluation (CAPE). No funding was needed for this initiative and there were no project costs, as all aspects of RAM were developed in-house.

PROCESS

RAM is an agencywide collaborative process that aims to identify a strategic mix of cost saving and revenue generating new initiatives, and to evaluate the risk of such implementation. RAM accords with Metro's internal savings account. The savings account captures the RAM savings and revenues and ensures prudent use of funds. The RAM process began with the CEO and his direction to staff. Then, buy-in from SLT followed and filtered down to the heads of each department. From there, the department representatives worked closely with OMB to understand the initiative and help OMB assess needs for each department.

RESULTS

There is now a list of RAM initiatives approved by the Metro Board that the agency must fulfill in an effort to remain

fiscally responsible. RAM also led to the formation of Metro's savings account. In Operations, for example, cost-saving initiatives helped mitigate financial challenges and the savings from RAM helped alleviate debt in the Operations department. That, in turn, improved financial planning and decision-making for the agency. RAM also brought better understanding of Metro's finances to the agency and continues to help the agency work toward fiscal responsibility.

Additional Resources

Department

> Finance, Office of Management & Budget

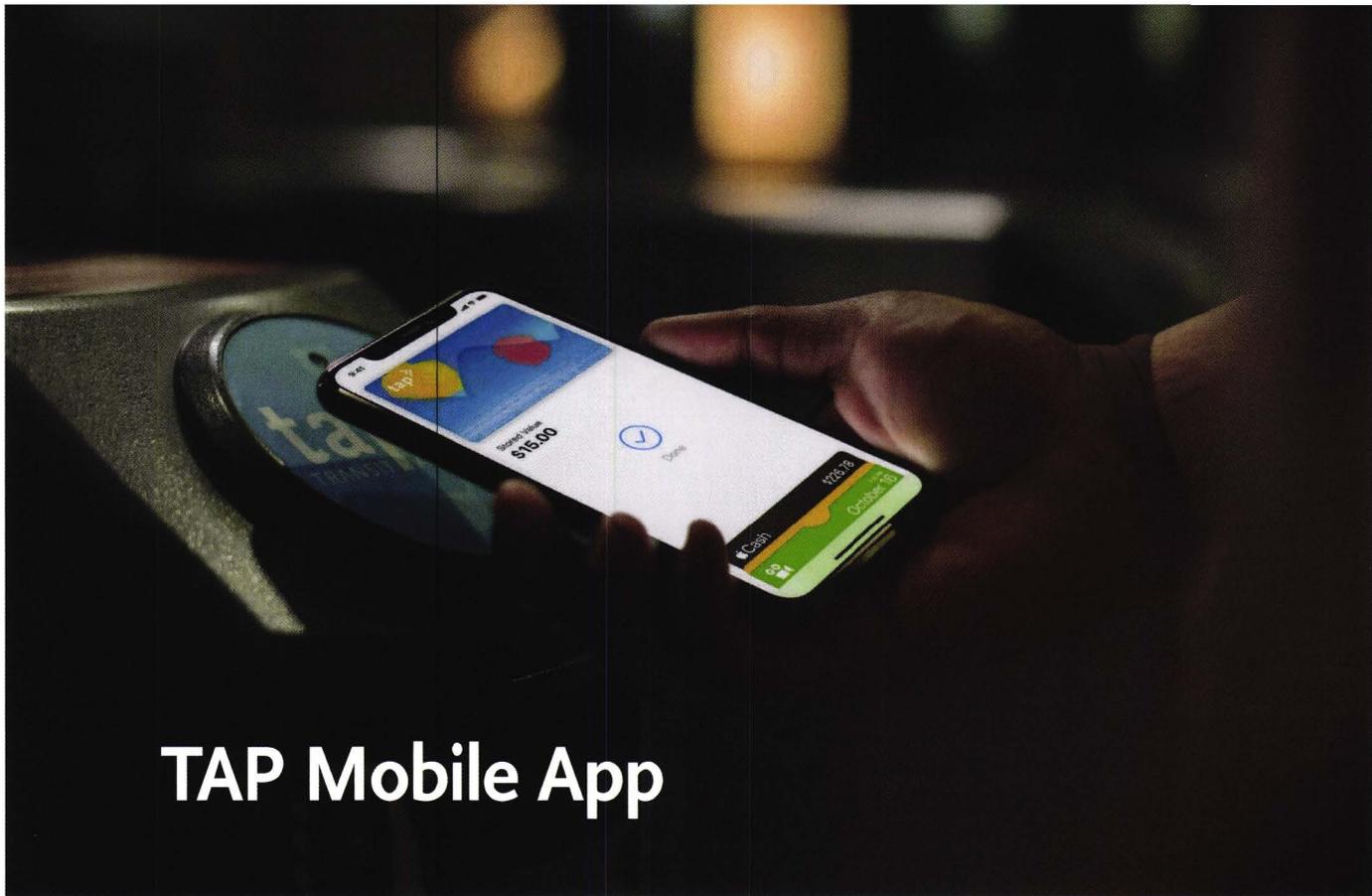
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TAP Mobile App

GOAL

To provide a state-of-the-art mobile app for the Los Angeles County Metropolitan Transportation Authority's (Metro) 25 municipal partners and enhance multimodal mobility while maintaining a minimal project cost for the agency. This initiative falls under the Metro Vision 2028 Strategic Plan Goal 1.1: Metro will expand the transportation network and increase mobility for all users.

BACKGROUND

The effort to create the TAP app first began as a result of a Metro Board action request to produce a TAP Mobile app for LA County. Metro was approached by Apple to collaborate on the TAP app for Apple devices. Metro later worked with a third party vendor

to produce the TAP app for Android users. The TAP app was launched for Apple devices in September 2020 and the app was launched for Android devices in January 2021.

BEST PRACTICE

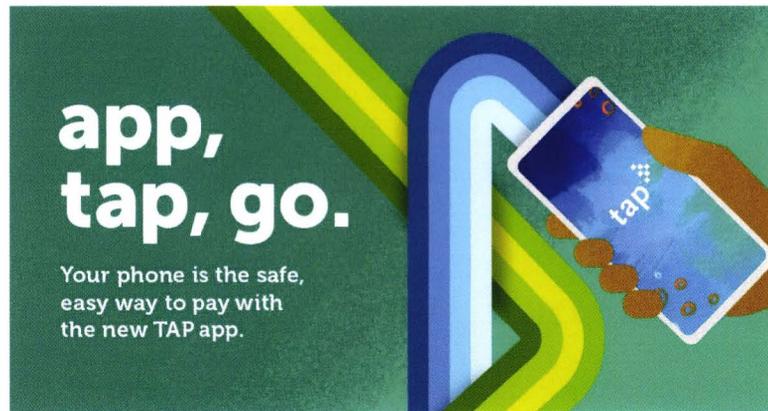
The TAP app offers the ability to use contactless fare payment via smartphone with the opportunity to buy fare for 26 TAP transit systems in LA County by connecting TAP fare media with the user's Apple Wallet or Google Pay. Metro riders can also manage their TAP accounts, which includes access to reduced fare cards and Low-Income Fare is Easy (LIFE) discounts. TAP app users can also connect to Metro Bike Share and Metro Micro on-demand rides. The app also furthers equity by

serving senior, student, disabled and low-income riders and offers options for customers without bank accounts. These customers can load cash directly into their TAP accounts for transit, mobility services and mobile app use — and no credit card is required. In addition, customers can use the app to plan trips and access real-time bus and train arrival information.

Metro formed partnerships with private sector companies to accomplish this. Other Metro departments that were involved in the development of the app were the Office of Management & Budget and Communications. There was no cost to build the TAP app.

PROCESS

The process of building the TAP app included frequent meetings with the partners and consistent planning to sidestep any issues — such as technology bugs — in the app. The organizations also collaborated to create an app that best suits TAP customers while focusing on maintaining equity for Metro riders by ensuring that all customers could have access to the app. The app went through multiple phases of testing for Apple and Android devices internally among Metro and its partners. This testing involved searching for bugs, grammar and language accuracy and



ease of use. After several rounds of testing by each partner, beta testing was opened to select employees that worked in transportation and test user accounts were provided by Apple. Testers spent several months using the app at various bus and rail locations, loading fare and assessing the overall functionality of the app. This beta testing went through approximately three rounds of testing for Android and Apple.

RESULTS

Metro was the first transit agency in America to transform a smartphone into a transit card at a minimal cost. Debuting this feature for both Apple and Android phones during the COVID-19 pandemic also provided a truly contactless way for riders to purchase fares. Beyond the pandemic, this feature makes riding more convenient and enhances equity by allowing all Metro riders to access discount fares and purchase fares from anywhere.

Additional Resources

> TAP Website¹

Departments

> TAP

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Footnotes

¹ "TAP Website."

taptogo.net/articles/en_US/Website_content/TAP-App

Human Capital and Development

The Human Capital and Development (HC&D) Department at Metro has a deep and broad array of responsibilities that are focused on supporting the Metro workforce of nearly 11,000 transportation professionals. Under the mission “*We create the environment for our people to excel,*” the department has 250 employees working to maintain the headquarters building, recruit and develop the workforce, manage our labor contracts, administer employee pension and benefits, and implement employment regulations and policies.

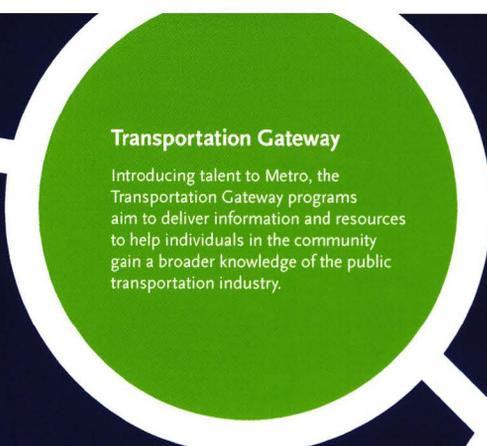
The HC&D team is able to quickly pivot to meet the agency’s changing business needs.

HC&D is comprised of six divisions:

- > **Helping Employees Access Resources (H.E.A.R.) Office:** administers the Employee Assistance Program (EAP), Metro’s Violence and Intimidation Prevention Policy, religious accommodations, IPP grievances, probation extensions and more.
- > **Talent Management:** moves forward the agency’s values of attracting, developing, motivating and retaining a world-class workforce.
- > **NextGen Workforce:** aligns youth educational development programs and veterans services with Metro’s workforce demands, focusing on engagement and professional development.
- > **Labor and Employee Relations:** oversees two functions: navigating the complex world of federal transit regulations and collective bargaining agreements, and pension and benefits of all employees.
- > **Workforce Services:** provides finance and budget, technology implementation, and analytics to support the HC&D department.
- > **General Services:** provides facility and administrative services at the USG building, including building management and maintenance, mail services, travel and copy services.



...construction opportunities within
...nd the transportation industry,
...ce Initiative Now-Los Angeles
...A) will provide support for applicants
...ills development, skill set enhancement
...n school diploma/GED attainment.
...will also increase resources for training
...ement of specialized positions in the
...rtation industry.



- Metro Employee Development
- APTA Emerging Leaders
- National Transit Institute – Rutgers University
- Transportation Safety Institute
- Transportation Workforce Institute

Mineta Tr
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- WIN-LA
- Women Build LA - Boot Camp
- Veterans Program

Career Pathways Program

GOAL

To create a detailed roadmap and make it available to all Los Angeles County Metropolitan Transportation Authority (Metro) employees to help identify where they are and where they would like to go with their careers. This initiative falls under Metro Vision 2028 Strategic Plan Goal 5.7: Metro will build and nurture a diverse, inspired and high-performing workforce.

BACKGROUND

Before forming the Metro Career Pathways Program model, employees had to figure out on their own how to move up within the agency. In the past, different business units had attempted to create career tracks for employees. However, departments had different methodologies with disparate practices. The agency, too, was offering many programs to assist employees with advancing their careers, but the overall lack of clarity was challenging for many employees. HC&D led the creation of an equitable approach to career advancement within Metro.

BEST PRACTICE

The Career Pathways Program offers training programs at every level of employment so that all employees have the foundation to take the next step in their careers.

There are programs for entry level employees, middle managers and those in leadership roles. Among our offerings are: Department 101 classes, Supervisory Competency Training, Metro's Leadership Academy, the Eno/MAX Program and Emerging Leaders through the American Public Transportation Association (APTA).

To carry out the Career Pathways Program, Metro also considered those who don't yet work for the agency, and how they can get the training needed to launch their careers. Partnerships were established with the leadership of Metro's Workforce Initiative Now-Los Angeles (WIN-LA) and the future SEED School of LA County. Partnerships were also established with the existing APTA and Eno programs. The cost associated with this project was limited to employee labor hours.

PROCESS

Below is an overview of the step-by-step process taken to create the Career Pathways Program:

- 1 The Talent Development Team met with partners.
- 2 The team determined the prerequisites for industry programs.
- 3 The team redesigned the talent pipeline.
- 4 The team gathered various components from internal stakeholders to create the Career Pathway Model.
- 5 Metro informed and encouraged employees to participate in the many programs in the Career Pathway Model through events such as onboarding, interacting with operating divisions through internal emails and on Metro's intranet site.

RESULTS

The Career Pathway Model has revolutionized how the organization embraces the importance of learning and the prerequisites that serve as the milestones from one career ladder to the next. The agency has utilized the model as a blueprint for internal employee career mobility. The model also provided the rationale for the

creation of a new department within HC&D called NextGen.

In addition, the following programs were created or redeveloped as part of the Career Pathways Program:

- > Metro Leadership Academy
- > Tuition reimbursement
- > Participation in APTA Emerging Leaders and APTA senior leaders' programs
- > Participation in Eno programs including EnoMAX, Eno Manager I and Eno Transit Senior Executive Program
- > Metro onboarding
- > The SEED School of Los Angeles County

To date, the Career Pathway Model has:

- > Successfully created the framework for employees to identify the right job at the right time in their careers, and established transparent and recognizable prerequisites for career advancement at Metro.
- > Reinforced the notion that Metro fosters a community of learners, and encourages employees to embrace a holistic view of their jobs, trainings and careers.
- > Identified Talent Development as a hub of learning for Metro's business units.

In short, the program demonstrates Metro's values in creating a learning organization that will attract, develop, motivate and retain a world-class workforce.

Additional Resources

- > Metro Leadership Academy Promotion Report¹
- > Metro's Tuition Reimbursement Program²
- > Metro Career Pathways Model³

Departments

- > Human Capital & Development
 - > Talent & Development
- > Communications
- > Operations
- > Office of Civil Rights & Inclusion

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Footnotes

¹ "Metro Leadership Academy Promotion Report."

dropbox.com/s/9jfilcowqvxiba8/Metro%20Leadership%20Academy%20Promotion%20Report%E2%80%AF%20.pdf?dl=0

² "Metro's Tuition Reimbursement Program."

dropbox.com/s/km563pj1yomz6xk/Metro%E2%80%99s%20Tuition%E2%80%AFReimbursement%20Program%E2%80%AF.pdf?dl=0

³ "Metro Career Pathways Model."

dropbox.com/s/fsubgim6dpapp1h/Metro%20Career%20Pathways%E2%80%AF%20Model.pdf?dl=0

The SEED School of Los Angeles County



GOAL

To provide students with STEM (science, technology, engineering and math) programs, mentorships, hands-on learning, and other opportunities that will expose and connect youth to transportation and infrastructure-related career opportunities. This initiative falls under the Los Angeles County Metropolitan Transportation Authority's (Metro) Vision 2028 Strategic Plan Goal 3.1: To lift up local communities, Metro will create jobs and career pathways in transportation.

BACKGROUND

The increasing demand for a skilled transportation workforce within the agency and across the industry — combined with local at-risk youth's employment needs — created an opportunity for Metro to help break the cycle of poverty.

The issue was brought to the department's attention by CEO Phillip A. Washington, who presented the idea to the Metro Board of Directors during a meeting in April 2017. Eventually, and in response to multiple staff briefings, Board Directors Mark Ridley-Thomas, John Fasana, Mayor Eric Garcetti, Kathryn Barger, Robert Garcia and Jacquelyn Dupont-Walker instructed Mr. Washington to develop a framework for a pilot educational and job training program. The program specifically, though not exclusively, was to target at-risk youth who had historically been underserved educationally.

BEST PRACTICE

The SEED School of Los Angeles County (SEED LA) is part of Metro's workforce development plan to recruit the emerging workforce and build a skilled labor pool for the transportation infrastructure industry. The school will serve 400 students from grades nine through 12. The selection process will include an admissions lottery weighted for students experiencing homelessness or housing insecurity, individuals who have an immediate family member incarcerated, or those involved with the child protection or juvenile justice system. SEED LA will be part of a larger mixed-use development project that will include Metro's Training and Innovation Center. The school and the development will occupy a long-blighted lot in South Los Angeles that was a community eyesore. After failed attempts to develop the lot privately, LA County, led by then-County Supervisor Mark Ridley Thomas, used eminent domain to acquire the land.

PROCESS

To establish SEED LA, the HC&D department completed the following:

- 1 Conducted a study to understand the feasibility of developing and implementing a countywide college and career training program to meet the future workforce needs of the agency and industry while also creating growth opportunities for the most opportunity youth in LA County.

- 2 Engaged with internal and external stakeholders to determine the resources available to support the personal and professional development of opportunity youth (i.e., at-risk youth) through the implementation of a countywide college and career training program.
- 3 Developed programming through its E3 Youth Initiative to expose LA County educators and their students about the career opportunities within the industry and agency.
- 4 Utilized internal and external stakeholder resources and its industry-specific youth programming to directly impact opportunity youth attending SEED LA.

To execute this ambitious initiative—one that was unprecedented for a transit agency—Metro formed partnerships with Los Angeles County, the SEED Foundation and ExED. Metro also committed future operations funding for the school—\$71 million over 15 years starting in Fiscal Year 2021-22. LA County will match that amount over the same time period. This funding will help close the financial gap anticipated for SEED LA's operations.

RESULTS

The agency will use this best practice to fill the missing link within Metro's Career Pathways program. SEED LA addresses the need to create and prepare a national and global pipeline of skilled workers for the transportation infrastructure industry for years to come. SEED LA will prepare students for the workforce by exposing them to experienced-based learning activities and practicums, internships, mentorships and related strategies, for a meaningful career in the industry.

To date, this best practice has:

- > Developed industry-aligned programming to engage students and educators through Metro's Youth Career Experience, Educator Exchange and Tours Program, and Metro's Teacher Externship Program.
- > Reached 192 educators and over 14,000 students throughout LA County during its first year of implementation.
- > Continuously facilitated working groups to engage internal and external stakeholders throughout LA County to ensure the school's curriculum is implemented through an equitable and inclusive lens.

Additional Resources

- > Transit Workforce Readiness Guide¹
- > Feasibility Study²
- > How L.A. Metro is inspiring, training tomorrow's transportation workforce³
- > Source Post: Metro and L.A. County partner on Transportation School to create the next generation of workers⁴
- > YouTube: LA Metro E3 Youth Initiative: Metro's Youth Career Experience⁵

Department

- > Human Capital and Development

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Footnotes

¹ "Transit Workforce Readiness Guide."

apta.com/wp-content/uploads/Transit-Workforce-Readiness-Guide.pdf

² "Feasibility Study."

libraryarchives.metro.net/DB_Attachments/2018-0358_Attachment_E_Summary_of_Final_Report.pdf

³ "How L.A. Metro inspiring, training tomorrow's transportation workforce."

metro-magazine.com/10007339/how-l-a-metro-is-inspiring-training-tomorrows-transportation-workforce

⁴ "Source Post: Metro and L.A. County partner on Transportation School to create the next generation of workers."

thesource.metro.net/2018/06/18/metro-and-l-a-county-partner-on-transportation-school-to-create-the-next-generation-of-workers/

⁵ "YouTube: LA Metro E3 Youth Initiative: Metro's Youth Career Experience."

youtube.com/watch?v=k6UMmaggh5M

Workforce Service Dashboards

GOAL

To provide the Los Angeles County Metropolitan Transportation Authority (Metro) and its leadership with real-time data to assist in agency decision-making, allow for more storytelling with data and reduce the use of paper. This initiative falls under Metro Vision 2028 Strategic Plan Goal 5.3: Metro will develop a transparent data management policy that addresses open data, data storage and data protections.

BACKGROUND

Before the development of the Workforce Service Dashboards, the agency was unable to provide real-time data to make decisions. Staff would have to manually input data into Excel spreadsheets to create the reports for analysis and decision-making. This was labor intensive and time-consuming for Information and Technology Systems (ITS), a small department with limited resources. The issue of collecting and accessing real-time data was brought to the department's attention after receiving many requests from executive leadership—with response times inadequate to meet requested deadlines. As a result, a decision was made by ITS and the HC&D departments to search for a better tool to assist with the number of requests they receive on a weekly basis. The department wanted to have the ability to provide information immediately by streamlining the data collection process.

BEST PRACTICE

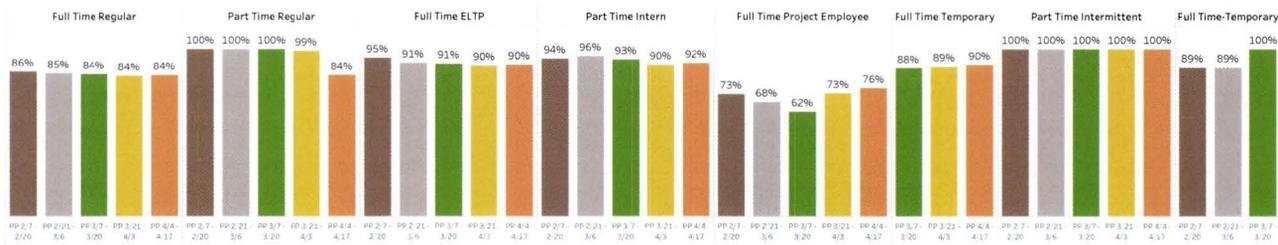
The Workforce Service Dashboards use a data intelligence tool called Tableau to allow the agency to conduct data-driven decision-making. The dashboards were developed by HC&D in partnership with ITS who assisted with the integration of the tool to the Workforce Service Dashboard. The funding required for the project was minimal and was included in the department's allotted annual budget. The funds were used to purchase additional software licenses like Tableau, and to train staff on how to use the interface to generate reports. The team is currently transitioning from Tableau to a new tool called Power BI, which will allow more flexibility for users since it ties in with the enterprise software that Metro already uses.

Telecommuting Summary by Employee Type

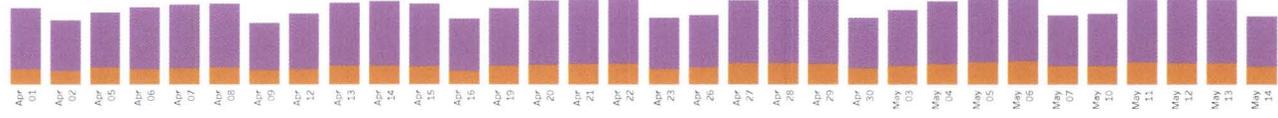
Pay Period
Multiple values

Union and Employee Type - Employees using Telecommuting Codes, Telecommuting Hours, and % of those hours Telecommuting
 Note: Only Employees that used Telecommuting codes in a Pay Period are captured

Union	Emp Type	PP 2/7 - 2/20				PP 2/21 - 3/6				PP 3/7 - 3/20				PP 3/21 - 4/3				PP 4/4 - 4/17			
		# of Em.	Tele Ho.	Reg Hou.	% Tele	# of Em.	Tele Ho.	Reg Hou.	% Tele	# of Em.	Tele Ho.	Reg Hou.	% Tele	# of Em.	Tele Ho.	Reg Hou.	% Tele	# of Em.	Tele Ho.	Reg Hou.	% Tele
AFSCME	Full Time Regular	28	1,269	703	64%	25	1,419	741	52%	27	1,246	848	59%	24	1,099	694	61%	24	972	729	57%
	Total	28	1,269	703	64%	25	1,210	741	62%	27	1,246	848	59%	24	1,099	694	61%	24	972	729	57%
ATU	Full Time Regular	1	40	39	51%	1	37	3	8%	1	80	0	100%	1	40	0	100%	1	32	47	40%
	Total	1	40	39	51%	1	37	3	8%	1	80	0	100%	1	40	0	100%	1	32	47	40%
NC	Part Time Intern	20	865	56	94%	25	953	42	7%	18	863	62	93%	16	733	78	96%	19	808	75	92%
	Part Time Intermittent	3	98	0	100%	3	106	0	100%	3	97	0	100%	2	64	0	100%	2	70	0	100%
	Full Time-Temporary	50	3,160	407	89%	50	3,344	478	89%	1	40	0	100%								
	Full Time Temporary	1,133	68,841	10,187	87%	1,121	78,105	11,730	89%	1,109	73,333	12,325	86%	1,064	67,645	12,122	85%	1,074	68,719	11,633	86%
	Total	8	419	156	73%	6	315	149	68%	7	347	213	62%	7	411	146	73%	6	347	109	76%
SMART	Full Time ELP	60	4,053	232	95%	56	4,152	393	91%	56	3,858	392	91%	55	3,810	434	96%	54	3,626	418	90%
	Total	1,274	77,436	11,038	88%	1,289	84,617	12,748	87%	1,249	82,244	13,493	86%	1,200	76,317	13,229	85%	1,212	77,681	12,648	86%
TCU	Full Time Regular	16	1,232	0	100%	16	1,265	0	100%	16	1,190	0	100%	16	1,220	0	100%	16	1,171	0	100%
	Total	16	1,232	0	100%	16	1,265	0	100%	16	1,190	0	100%	16	1,220	0	100%	16	1,171	0	100%
Grand Total	Part Time Regular	4	150	0	100%	3	174	0	100%	4	150	0	100%	3	639	8	99%	10	600	113	84%
	Total	175	10,510	2,095	83%	176	10,443	2,570	80%	174	9,890	2,630	79%	188	10,104	2,785	79%	177	9,392	2,796	77%



Weekend/Weekday	Employee Type	Floor Group	Badging Actions - Gateway Occupant Count															
Weekday	All	All	Date / Time															
Weekday	All	All	4/25/2021 12:00:00 A..															
Weekday	All	All	Week 44					Week 45					Week 46					
Weekday	All	All	4/26	4/27	4/28	4/29	4/30	5/03	5/04	5/05	5/06	5/07	5/10	5/11	5/12	5/13	5/14	
Weekday	All	All	Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri	
Groups	Floor		2	43	49	53	48	44	41	53	57	52	43	35	45	53	52	40
	Metro		4	2	4	2	3	3	7	4	3	1	4	1	4	1	2	2
	5		16	19	20	25	9	16	23	19	26	8	12	21	18	22	10	
	6		34	45	42	48	41	40	50	49	48	33	37	49	44	50	37	
	7		12	13	17	17	11	13	15	18	13	11	12	13	14	16	14	
	8		8	15	4	9	8	18	14	8	8	6	14	8	5	13	9	
	9		31	39	39	37	28	31	32	45	40	30	30	35	48	40	24	
	10		46	60	58	59	53	51	62	57	44	44	62	61	62	50	50	
	11		15	19	22	21	13	17	22	24	23	15	20	18	19	25	16	
	12		11	13	11	13	6	8	10	11	15	10	12	16	11	14	9	
	13		36	51	77	56	48	50	62	61	60	53	44	60	59	57	50	
	14		10	10	18	19	9	13	15	18	14	8	8	16	19	16	7	
	15		78	92	94	89	78	76	81	90	82	74	69	79	82	82	73	
	16		12	12	8	12	10	9	12	6	13	8	8	14	6	13	7	
	17		16	22	14	21	10	13	18	14	22	14	14	23	14	23	14	
	18		9	8	7	7	7	12	9	8	9	7	9	8	10	8	8	
	19		3	11	4	10	7	6	5	4	8	3	4	5	7	4	7	
	20		18	13	16	22	21	20	18	19	13	16	15	20	20	17	16	
	21		7	8	5	7	9	6	10	5	5	9	10	6	9	3	10	
	22		22	29	28	26	19	25	26	24	28	24	23	26	30	23	19	
	23		10	12	13	8	7	9	16	17	11	4	6	14	12	9	6	
	24		4	4	7	7	2	4	5	5	4	6	6	8	2	4	3	
	25		17	15	21	20	10	16	15	28	17	11	21	21	22	16	8	
	P1		81	90	99	96	73	77	79	88	83	75	83	93	94	88	82	
	P2		7	5	6	9	3	6	8	6	6	8	7	10	11	10	5	
	PL		44	49	58	50	50	49	50	56	54	44	54	51	60	56	48	
	Total		592	707	743	739	579	633	714	741	714	565	597	722	734	724	574	
Other	CC Park		27	29	34	33	34	40	44	41	49	49	47	49	49	44	44	
	Credit Union		2	2	1	2	1	2	2	2	2	2	2	1	1	2	2	
	LAPD		139	143	145	138	119	114	117	146	141	130	140	146	140	139	119	
	NR PARK		10	11	11	9	11	9	11	11	10	11	10	12	13	13	9	
	Operators		17	60	46	50	15	47	53	51	59	23	12	48	44	43	30	
	Trimana		4	5	5	2	5	4	5	4	5	5	4	4	4	4	4	
	Total		199	250	242	234	185	216	232	255	266	220	215	260	251	245	208	
Grand Total			791	957	985	973	764	849	946	996	980	785	812	982	985	969	782	



PROCESS

Below is an overview of the step-by-step process used to implement the Workforce Service Dashboards:

- 1 The team identified the needs of HC&D and what they hoped to accomplish.
- 2 The team analyzed different types of Metro data and determined where information would be gathered from and where it would be housed.
- 3 The team figured out how to input data into the intelligent tool (Tableau) and determined how often the information would be updated. Currently, the information is refreshed hourly, daily or weekly depending on the information that is being requested.
- 4 HC&D worked with ITS to clean up and organize the data.
- 5 HC&D created a test report in the appropriate dashboard to ensure the functionality, filters and highlights are working properly and the data is correct.
- 6 The team determined how the information will be presented using graphs or pie charts.
- 7 The team reviewed, published and distributed the report to the appropriate department(s).

RESULTS

By listening to the needs of internal clients, dashboards have been created to capture the patterns and trends of Metro's workflow and workforce.

For example, in light of the COVID-19 pandemic, approximately 15 dashboards were created to capture leave/attendance patterns, personal protective equipment (PPE) inventory and positive COVID-19 case patterns in the agency. These dashboards have provided relevant information to Metro's Senior Leadership Team (SLT) to help them make critical decisions on a number of fronts in the pandemic, including:

- > HC&D has assisted senior leadership with data-driven comparisons of Metro's COVID-19 caseload versus the general population's caseload.
- > Tracking PPE inventory, helping Metro get its workforce the masks, sanitizer and gloves needed to continue running transit service during the pandemic
- > Providing information to agency leadership to help them determine when it will be safe to reopen Metro's headquarters to the more than 2,000 workers based there

Additional Resources

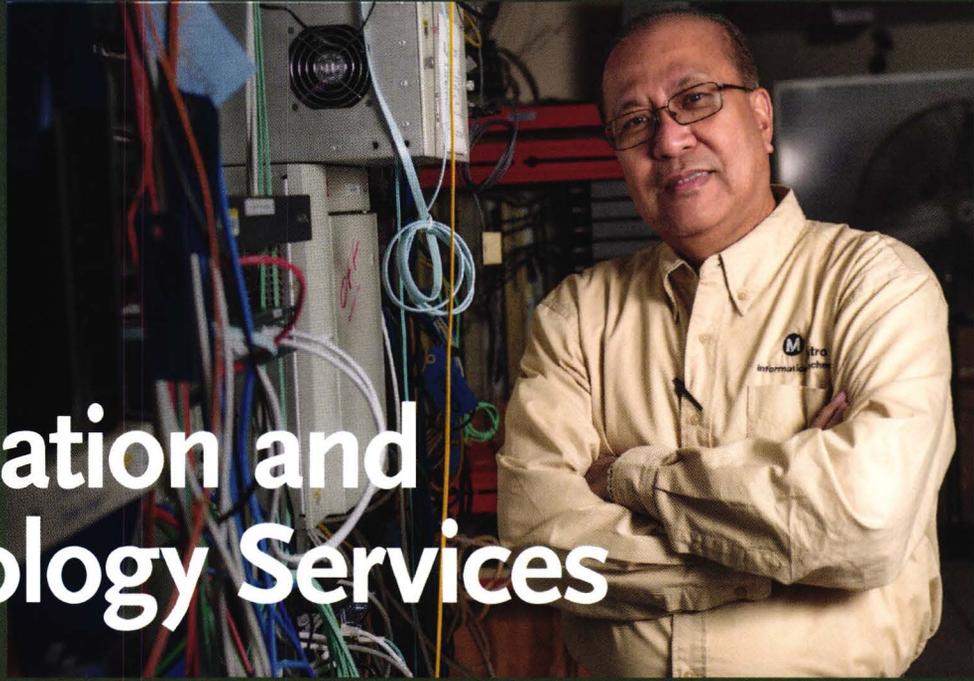
Departments

- > Human Capital and Development
- > ITS

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Information and Technology Services

Information and Technology Services (ITS) is a forward focused department at the Los Angeles Metropolitan Transportation Authority (Metro) committed to delivering the right technology solutions by working with business constituents through collaboration, partnership and excellent customer service.

ITS handles high volumes of work — in 2019 ITS addressed 28,735 incidents, 8,913 work orders and 6,810 service requests. The department is committed to transparency, partnerships and creating solutions that solve Metro's current needs while staying ahead of the curve in the Digital Age and implementing future solutions.

ITS is comprised of four divisions:

- > **Business Application Services:** transit applications, business application services, digital strategies and innovation and enterprise GIS.
- > **Center of Excellence:** governance, project management office, budget and administration and communications.
- > **Enterprise Architecture and Tech Integration:** IT capacity management, network engineering, IT service continuity — database and storage management and configuration and data center management.
- > **IT Operations and Service Delivery:** information security, IT construction activation, help desk and technician services.

Expanding Use of Technology (Tablets) to Automate Maintenance Inspections

GOAL

To improve the paper process that Los Angeles County Metropolitan Transportation Authority's (Metro) Transit Operations (Operations) staff uses to report maintenance inspections. This initiative falls under the Metro Vision 2028 Strategic Plan Goal 1.2: To improve LA County's overall transit network and assets.

BACKGROUND

The project began as a Metro Board of Directors' request after staff and board received reports of unclean rail platforms that were taking too long to resolve. One cause of delays was the reporting process and the agency's dependence on paper reports. Such delays can also compromise rider safety—a big problem given that safety is Metro's top priority.

BEST PRACTICE

After Operations asked for an online tool to improve the efficiency of the reporting process, Metro migrated its manual inspection reporting process to an automated mobile tablet inspection process known as the M3 Mobile App. Fleet inspections, facility inspections and quality checks are now entered on a tablet that allows photos to be taken and included in the reporting process. The inspections are automatically loaded into the M3 Central Maintenance System in the field, which generates work orders automatically. Maintenance employees across all locations (bus/rail yards, divisions, etc.) during any work shift or day of the week can monitor maintenance-related inspection activities.

PROCESS

Below is an overview of the step-by-step process that was used to complete the project:

- 1 Operations focused on staffing platforms to help identify any cleaning needs, and followed up by sending another employee to resolve the need.
- 2 Operations asked if there was a way to take photos and submit them for faster results, as opposed to using the written documentation process.
- 3 The M3 Mobile App was created.

On this project, ITS partnered with Operations to bring advanced technological solutions to day-to-day fleet maintenance activities. Funding for the project came partly from the Operations Department's budget, not the capital budget. Tablets are a relatively small expense and are seen as a necessary hardware tool. There is an ongoing project cost for connecting the tablets to cellular services. Also, there is a cost to secure the cloud-based server for the app.

RESULTS

The agency has utilized this best practice to implement a digital version of the reporting process. The time to complete a maintenance inspection (on average) was reduced by 40 percent. The tool can now be applied to bus, rail and maintenance staff at any bus stop or rail platform. The app improves accuracy by using checkboxes instead of handwriting, which can cause inaccuracies or delays. The M3 Mobile App is cloud-based and can be accessed from any location. The use of tablets and the M3 Mobile App has increased efficiency and accuracy in the reporting process by reducing the time it takes for the maintenance report to be resolved and by decreasing the chance of human error in the reporting process.

Today, all maintenance inspectors receive a tablet to take into the field and report findings throughout all Metro platforms, bus stops, tracks, etc. The initiative has:

- > Increased efficiency in the maintenance reporting process, and the project's cost paid for itself in one year through time savings.
- > Reduced the error rate of manual entry.
- > Significantly reduced and improved the follow-up time of maintenance inspections.

Additional Resources

- > M3 Mobility Cost-Benefit Analysis July 2019¹

Departments

- > Transit Operations Systems, Operations

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Footnotes

¹"M3 Mobility Cost-Benefit Analysis July 2019."
dropbox.com/s/jittt4wzmf8h4sx/M3%20Mobility%20Cost-Benefit%20Analysis%20%28July2019%29.pdf?dl=0



Office of the Chief Executive Officer

The Office of the Chief Executive Officer (OCEO) at Metro supports the CEO in carrying out their vision for the agency and helps with planning and coordinating the CEO's daily operations. The office manages, directs, administers and coordinates executive-level programs, special projects and activities, and acts as a first point-of-contact to the CEO from outside parties and internal Metro departments.

Supporting the CEO requires an understanding of priorities, maintaining productive communication with the 14-member Metro Board of Directors and their transportation deputies, working with all Metro staff and ensuring efficient cross departmental coordination and collaboration.

OCEO is comprised of the following divisions:

- > **Board Relations and Research:** coordinates staff reports to the Board.
- > **Women & Girls Governing Council:** looks to remove barriers to success and to expand opportunities at, within and on Metro for women.
- > **Customer Experience:** coordinates rider improvements.
- > **Office of Equity and Race:** strives to ensure that access to opportunity is at the center of decision-making around public investments and services.



Better Bus Program

GOAL

To better serve the people of Los Angeles County by improving the speed, reliability, safety and comfort of the Los Angeles County Metropolitan Transportation Authority (Metro) bus system. This initiative falls under the Metro Vision 2028 Strategic Plan Goal 1.2: To invest in a world-class bus system that is reliable, convenient and attractive to more users for more trips.

BACKGROUND

Upon the adoption of Vision 2028, the agency sought to transform the bus riding journey in Los Angeles by putting bus riders front and center and making critical investments in our bus system. Metro bus is a lifeline for riders and non-riders alike, as it is critical to the functioning of LA County's health and economy. The

bus system serves as the foundation of the agency's entire transit network.

Seventy-five percent of systemwide ridership (nearly 500,000 daily boardings currently; 1.2 million, pre-pandemic) on Metro's bus system disproportionately represent Equity Focus Communities (communities Metro defines as high-need based on income, race and car ownership), with significant numbers of essential workers and people in economic distress.

Metro's annual Customer Experience Survey revealed that even prior to the COVID-19 pandemic, customers' desire and ability to use the bus system was impacted by wait times, delay or service advisory information, uninviting bus stops, concerns about personal

protection and cleanliness at bus stops. To address bus rider pain points, the agency created the Better Bus Program.

BEST PRACTICE

The Better Bus Program is a new agency-wide effort that emerged from the agency's Office of Extraordinary Innovation (OEI) and was launched by the Customer Experience unit in the Office of the CEO (OCEO) and guided by a multi-departmental working group, including more than 20 departments and teams across Metro. The vision of Better Bus is to serve today's riders by delivering dignified trip experiences and to develop a more equitable, high-quality service that encourages ridership growth. The Better Bus Program advocates for greater investment in all aspects of the bus system—everything from the transit shelter a rider sits under to the priority bus lane used to whiz through traffic.

Better Bus focuses on the core needs of bus riders that center on speed, ease, safety and comfort. Better Bus goes beyond the system redesign of NextGen Bus Plan* and seeks to tackle complex issues such as the waiting environment at bus stops and onboard safety and cleanliness, which all impact rider experience.

Partnerships, both internally and externally, are an important component of the Better Bus initiative. This includes partnerships with various department units throughout the agency, as well as working with stakeholders and external agencies to develop an advocacy base to help advance the Better Bus concept across the region.

Metro will actively seek funding for improvements under the Better Bus umbrella, estimated to be an approximately \$1.8 billion investment over the next five years.

PROCESS

The Better Bus Program began as a grassroots effort involving a small number of agency personnel who over the course of a year-and-a-half convened around a vision to create a better bus system for the region. From there, Better Bus has grown to involve over 20 agency departments, all working together to advance a common goal of building a bus system that moves more people with:

- > Fast, frequent and reliable service.
- > Safe and comfortable waiting environments.
- > Easy and convenient access.

The Better Bus Program provides a mechanism for the agency to deliver, in a more comprehensive and strategic way, improvements to the bus system and all aspects of the bus riding experience.

The Better Bus Program incorporates the work contained in the agency's NextGen Bus Plan and is closely associated with many of the initiatives in the Customer Experience Plan.

RESULTS

The results and achievements to date include developing bus stop standards that can be carried forward, and working with outside agencies to create a network of dedicated bus-only lanes through heavily traveled corridors to improve bus speeds and travel time reliability.

The Better Bus Team forged important partnerships with community stakeholders and external organizations to prioritize bus movement and improve bus speeds through key areas of the county. This resulted in the establishment of several new bus-only lanes in downtown Los Angeles on 5th and 6th streets, Olive Street, Grand Avenue and Alvarado Street. The technical and external affairs working groups dedicated to this

effort have established a process for community and stakeholder engagement that will be used to expand the bus-lane network in the LA County region.

Several bus stop pilot projects have also been developed and launched throughout the county. Staff is testing new ideas that include improvements to lighting, seating, real time information, bus stop shading and improved wayfinding signage for the vision impaired.

During the first year of launch, Metro dedicated sufficient funding to increase service, speed and reliability improvements (bus lanes, transit signal priority, etc.), Rescue Rides, vinyl seating replacement on buses, and a pilot program to clean buses at several bus layover zones throughout the day to greatly improve the cleanliness of the buses in operation.

Footnotes

- ¹ "Next Gen Bus Plan."
metro.net/projects/nextgen/
- ² "Metro Transit Better Bus Stop Program."
metrotransit.org/better-bus-stops
- ³ "NYCDOT's Better Buses Action Plan."
dropbox.com/s/izvoxa5oxkrqxq8/better-buses-action-plan-2019.pdf?dl=0
- ⁴ "Transit Center's from Sorry to Superb."
transitcenter.org/publication/sorry-to-superb
- ⁵ "WMATA's Bus Transformation Project."
bustransformationproject.com
- ⁶ "King County Metro Speed and Reliability Toolkit."
kingcounty.gov/~media/depts/metro/about/planning/speed-reliability-toolbox.pdf
- ⁷ "Metro 2020 Customer Experience Plan."
dropbox.com/s/8x5rjbl3nbn7e1/2020-Customer-Experience-Plan-LA-Metro.pdf?dl=0

Additional Resources

***NextGen Bus Plan**¹ when fully implemented in December 2021, will offer more frequent, all-day bus service on more routes, shorter wait times for buses and more reliable service. NextGen is the first major overhaul of Metro's bus system in more than 25 years and these changes will vastly improve bus service for current and future riders.

- > Metro Transit Better Bus Stop Program²
- > NYCDOT's Better Buses Action Plan³
- > Transit Center's from Sorry to Superb⁴
- > WMATA's Bus Transformation Project⁵
- > King County Metro Speed and Reliability Toolkit⁶
- > Metro 2020 Customer Experience Plan⁷

Departments

Community Relations, Marketing, Public Relations, Customer Care, ITS – Transit Operations Systems, Digital Strategy and Innovation, Bus Operations – Central Oversight, Service Planning and Analysis, Bus Maintenance, Facilities Maintenance (Stops and Zones), System Security and Law Enforcement, Arts & Design, Planning, Systemwide Design, Long Range Transportation Planning, Grants Management and Funds Administration, Mobility Corridors, First/Last Mile Planning, Environmental Compliance and Sustainability, OEI, OCEO, Customer Experience, Equity and Race, Office of Civil Rights and Inclusion

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Customer Experience Plan



GOAL

To minimize pain points for Los Angeles County Metropolitan Transportation Authority (Metro) riders, and to maximize smooth and uneventful riding experiences and find opportunities to occasionally surprise and delight riders. The Customer Experience (CX) Plan flows from Metro's Vision 2028 Strategic Plan Goal 2.3: Metro will improve customer satisfaction at all customer touch points.

BACKGROUND

Following the adoption of Vision 2028 and amid dropping transit ridership at Metro and across the U.S., a Metro Board Motion required the agency to create a Customer Experience function and provide customer experience plans to the Board on an annual basis on how the agency is addressing and improving the customer experience for Metro riders. Complaints received from riders and issues raised by riders were brought to the department to be included in initial plans to improve service.

BEST PRACTICE

Metro understands customers need to get around, and the agency believes that our riders should be able to do so easily, comfortably, quickly and safely —without frustration, uncertainty or anxiety. The 2020 Customer Experience Plan — Metro's first such plan — focuses on the experiences of Metro bus and rail riders, and what we can do to improve

their experiences. As Metro works to improve the customer experience, our goal is to put riders first —their safety, time, comfort and peace of mind.

Metro hired an Executive Officer for Customer Experience in the Office of the CEO to prepare annual customer experience plans that take an honest look at pain points that customers tell us about, and make improvements that are responsive to their concerns. CX Plans are based on a comprehensive survey of Metro customers to identify the most pressing concerns and to track improvements over time. For the 2020 CX Plan, Metro listened to input from thousands of riders through surveys, social media, complaints and community meetings.

Metro's CX planning also addresses equitable service to customers, building a customer-first culture among employees and setting customer acceptance standards for new products and services.

Funding for improvements recommended in the 2020 CX Plan included \$4.9 million added during the mid-year FY 21 budget, with an additional \$35.7 million included in the FY 22 Budget. A separate \$165 million in funding for more frequent bus service as part of Metro's NextGen Bus Plan was also included in the FY22 Budget.

PROCESS

Metro interviewed a range of people affiliated with the agency, from Board members to bus operators. Staff built a collaborative effort across the agency that tapped experts within the various departments that could help identify and provide solutions to rider pain points. Based on this input, 10 priority areas for improvement emerged. They include bus reliability, accuracy of real-time information, bus frequency, bus stops, ease of payment, speed, crowding, personal security, dealing with homelessness and cleanliness.

The CX Plan recaps what customers tell us about each of the 10 areas for improvement, looks at what solutions are in the pipeline, and recommends what Metro can do to provide relief. These 10 areas are fundamental to a reliable, safe and comfortable experience. As the fundamentals get better, Metro can shift its attention in future plans to tackle additional areas for improvement, as well as go the extra mile to surprise and delight customers in a way that distinguishes the Metro brand. While this is a Metro plan, it is also a call to action to regional partners to do their part to improve the experience of their residents who take transit. This is especially important for regional issues like homelessness, and for local infrastructure that supports transit users—such as bus lanes, bus stops and bus stop shelters.

RESULTS

Since the development of the CX Plan the agency has achieved the following in the first four months:

- > Deployed elevator attendants in selected elevators to deter human waste and drug use
- > Created a flexible dispatch pilot test allowing dispatchers to respond to problems on the system with appropriate staff, from homeless outreach or mental health workers to unarmed security ambassadors or law enforcement, as the situation demands
- > Enhanced homeless outreach teams and related mental health, addiction, nursing, shelter services and short-term shelter for people experiencing homelessness on the Metro system
- > Added new staff presence at Metro facilities and on Metro vehicles to offer rider assistance and connection to resources
- > Also added Ambassadors to fill gaps in end-station assistance to intercede with people experiencing homelessness on Metro
- > Created Rescue Rides, a pilot program that quickly identifies customers impacted by a missed run or pass-up in real time and offers them a free ride code for an on-demand rideshare service
- > Replaced fabric seating on buses and trains with easier to clean vinyl seating
- > Created a layover bus interior cleaning pilot program to provide onboard cleaning during middays at bus layover zones
- > Provided a three-month Clean Blitz Pilot program for cleaning train interiors while in service

Additional Resources

- > Metro 2020 Customer Experience Plan¹

Departments

- > Office of the CEO
Customer Experience
- > All agency departments

Contacts

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Footnotes

¹ "Metro 2020 Customer Experience Plan."

dropbox.com/s/8x5r1jbl3nbnm7e1/2020-Customer-Experience-Plan-LA-Metro.pdf?dl=0

Equity Assessment Tools

GOAL

To serve all residents, Metro must implement and operationalize equity in planning and decision-making processes. Implementing equity ensures that Metro serves even the most marginalized communities. Metro's unique role in the county leaves the agency poised to improve quality of life for all Angelenos. This initiative falls under the Metro Vision 2028 Strategic Plan Goal 3.3: Metro is committed to genuine public and community engagement to achieve better mobility outcomes for the people of LA County.

BACKGROUND

Though they are often conflated, it is important to start with key differences between "equality" and "equity." We strive for equality of outcomes, where everyone has equal opportunity, access and the rights to fulfill their potential and positively impact society. However, our society has many inequalities. Past discrimination, segregation and racism are the root of many of the inequalities that persist today, such as income and wealth disparities, disproportionate health risks and imbalances of societal power.

Because of this reality, any counter-measure to inequality must be equitable. Equity faces these existing inequalities head on. Equity accounts for historic and current disparities to prioritize resources, services and responses. If we focus on those with the greatest

need and those that fare the worse, we'll be able to understand how to help all. If we simply focus on the average person and general needs, we run the risk of perpetuating existing disparities. At its core, equity is an effort to mitigate harm and elevate marginalized experiences so that our institutions, interrelations and shared culture become more equal.

Metro identified equity as a critical strategy to improve its role as transportation planner and coordinator, designer, builder and transit operator of LA County. Staff began developing a system for implementation, starting with the 2018 Equity Platform framework. The Equity Platform included four pillars:

- > Define and Measure
- > Listen and Learn
- > Focus and Deliver
- > Train and Grow

BEST PRACTICE

When the COVID-19 pandemic hit, transit agencies worldwide were scrambling to respond to huge drops in ridership and revenue while adjusting to safety conditions that changed daily. What the pandemic truly revealed were existing social and resource disparities, rapidly exacerbated by a public health crisis.

At Metro, we recognized this and knew it was essential to ensure that equity

was built into our responses and subsequent recovery. Our core ridership includes the same populations hardest hit by COVID-19 — yet considering their experiences and needs could have been missed during the urgency of 2020. Instead, staff developed the Rapid Equity Assessment (REA) tool. The tool is a set of questions to assist Metro staff in identifying and prioritizing equity opportunities when actions must be taken quickly.

Implementing equity cannot always be reactive. It must also be built into the foundation of a system, such as an annual budget. In 2020, staff also developed the Metro Budget Equity Assessment Tool (MBEAT), the first-ever agencywide equity assessment. During the FY22 budget cycle, staff worked with 17 Metro departments, covering budget items ranging from first/last mile to joint development projects to train car battery replacement. The MBEAT process challenged staff to apply an equity lens to their budgetary requests and identify opportunities to engage with communities and center their experiences.

PROCESS

REA and MBEAT tools were created and implemented to benchmark and track Metro's performance in meeting its commitment to equity. They are used to assess who is benefiting from Metro's decisions, specifically the impacts to marginalized communities (people of color, older adults, low-income riders, people with disabilities, etc.)

The REA is intended to be applied to rapid actions or decisions that:

- > Will impact service, safety, or customer experience.
- > Do not require another equity analysis.
- > Will result in a material project change.

REA can also be used in preliminary discussion decisions. The REA presents a critical guardrail to ensure already marginalized and vulnerable populations do not get lost in the shuffle of rapid and emergency decisions.

The MBEAT begins with a series of questions for staff to consider during the annual budget cycle. MBEAT questions help staff apply an equity lens as they consider impacts from budget adjustments, capital projects and department budgets. Questions focus on prioritizing benefits to and engagement with marginalized communities, and identifying opportunities to consider equitable resource allocation. This represents a shift from an equality-based approach to a more strategic equity-based application.

MBEAT submissions are categorized based on submission scoring ranges into general equity assessments, combined with recommended next steps to support equity implementation. These steps may

include developing methods to monitor for program/project equity impacts, identifying opportunities for enhanced benefits and/or harm reduction to marginalized communities, and obtaining more detailed information from department staff to clarify potential limitations or need for education.

RESULTS

Both the REA and MBEAT were piloted in the past year. The REA was applied to each of the COVID-19 Recovery Task Force recommendations to help staff prioritize, adjust, rank recommendations and eliminate others.

Implementation of the MBEAT yielded results and new information in three primary areas (with relevant Equity Platform pillars in parentheses):

- > Equity concerns in annual budget development
 - > MBEAT reviewed flagged submissions that could disproportionately harm marginalized communities and recommended budget reconsiderations (Define and Measure).
 - > Facilitated support for projects with strong anticipated equity outcomes (Focus and Deliver).
- > Equity education opportunities for Metro staff
 - > In the longer term, equity tools serve to build capacity within agencies to implement equity at all levels (Train and Grow).

- > Implementation practices for agencywide equity assessments
 - > MBEAT pilot has surfaced lessons and best practices for future agencywide equity assessments that account for Metro's diverse departmental missions, scopes and capacity (Focus and Deliver, Train and Grow).

Budgets can be interpreted as a statement of values. The MBEAT will continue to help develop strategies and actions, through budgetary decisions, that reduce and eventually eliminate racial and socioeconomic inequities and improve access to opportunities for all groups.

Additional Resources

- > Rapid Equity Assessment¹
- > Metro Budget Equity Assessment Tool²

Departments

- > Office of the Chief Executive Officer
- > Office of Management and Budget
- > ITS

Contacts

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Footnotes

- ¹ "Rapid Equity Assessment."
dropbox.com/s/u30ac5uajehogze/Rapid%20Equity%20Assessment%20v6.pdf?dl=0
- ² "Metro Budget Equity Assessment Tool."
dropbox.com/s/5w1zgoat7ex5zjd/MBEAT_2.26.21.pdf?dl=0

Equity Liaisons Working Group

GOAL

To grow equity-fluent leaders throughout the Los Angeles County Metropolitan Transportation Authority (Metro) that are trained and knowledgeable about issues involving equity, race, diversity and inclusion. These leaders can also contribute to the Equity Platform framework by embedding learned equity expertise into the mission, scope and processes of their respective departments. This initiative falls under the Metro Vision 2028 Strategic Plan Goal 5.7: Metro will build and nurture a diverse, Inspired and high-performing workforce.

BACKGROUND

After the creation of Metro's Office of Equity and Race (OER), staff identified the need to build internal capacity across the agency to advance equity. Implementing equity in a public agency as large and influential as Metro doesn't end with the agency's programs, projects and services. As directed by the fourth pillar of the Equity Platform framework (Train and Grow), expanding capacity and expertise among Metro staff is a critical component to achieving successful and sustained equitable processes and outcomes throughout the agency's work.

BEST PRACTICE

Equity Liaisons inaugural cohort is composed of 22 staff members, representing 16 Metro departments. Their collective role is to help advance agency equity initiatives within each department through the application of equity assessment tools. The group is also a forum for liaisons to openly discuss the

challenges of implementing equity and collaborate on paths forward, which contributes to leadership and workforce development for the participants.

Meetings generally include two components:

- > Education, which includes book reading and discussion of topics related to equity, diversity and inclusion or training on equity tools and practices
- > Exercises, which includes reviewing and learning Metro equity policies and practices, such as equity tools developed by the Office of Equity and Race

Liaisons have helped develop and test multiple equity tools for the agency. Their understanding of individual department processes and cultures are critical to identify opportunities and challenges to advance equity in their departments.

Qualitatively, the inaugural cohort has also grown into a tightknit, high-trust group of staff from widely varied departments and backgrounds. Conversation is consistently honest, curious and dives deep into difficult discussion topics such as racism, classism, violence, politics and fear.

This has been an especially welcome outcome given the recent pandemic and the accompanying isolation, health and safety concerns, and social changes underway. The genuine chemistry and confidence the cohort shares are something that may be difficult to curate or predict beforehand but has lent to the success of the group. Their curiosity and willingness to do better has permeated the agency.

PROCESS

With the help of the CEO, the Office of Equity and Race has created an internal working group to develop staff leaders to be well-versed in equity and bring this expertise to their respective departments. Staff reached out to all senior leadership team members to nominate someone who could represent their office and participate in regular meetings, trainings and discussions. Nominees were selected to join the inaugural Equity Liaison cohort to provide feedback on the development of different equity tools and truly be a liaison between OER and their own departments.

Having senior leadership support is a key component to increasing capacity and expertise for equity work throughout Metro. Equity Liaisons commit to a two-year cohort process, including two two-hour meetings per month. Senior leadership's role in nominating someone from their department to join the cohort had two benefits: selecting a candidate that is motivated and interested in the Equity Platform because liaisons are expected to actively work to advance equity within their departments, and selecting a candidate that also has the time to participate. To grow widespread internal capacity, it is important to have a representative from each department in the liaison cohort.

The process for Equity Liaison meetings includes creating overall curriculum, schedule and an agenda for every meeting. Liaisons also receive "homework" assignments once or twice per month, such as readings or reviewing of documents and tools. It is important that all liaisons are clear about expectations and committed to participation in a successful Equity Liaison Program. This is why the liaisons worked with OER to draft a program charter and operational contract which was signed by all participants and their supervisors.

RESULTS

OER has built a team of staff leaders within the entire organization that are able to use their equity fluency to serve as an equity resource within their departments. While it has been a huge leap forward to build an Office of Equity and Race at Metro, one team cannot do this work alone. Although the Race and Equity Team are experienced in developing equitable and inclusive programs and tools, they lack the same subject matter expertise as the equity liaisons. Taking anything from theory into practice requires implementation, operationalization and acceptance across a system or an agency. The equity liaisons help fulfill that role.

Additional Resources

Departments

Liaisons represent every department agencywide.

Contacts

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Fareless System Initiative

GOAL

To identify challenges and offer specific recommendations on how the Los Angeles County Metropolitan Transportation Authority (Metro) can implement fareless transit for all riders on Metro buses and trains. This initiative falls under the Metro Vision 2028 Strategic Plan Goal 1.3: To manage transportation demand in a fair and equitable manner, Metro will develop simplified, sustainable and comprehensive pricing policies to support the provision of equitable, affordable and high-quality transportation services.

BACKGROUND

Prior to the pandemic-induced decline in transit ridership, almost 70 percent of Metro customers were either very low or extremely low income. There is widespread agreement and data that show the COVID-19 pandemic has only exacerbated conditions for these riders and many other people in LA County.

Metro's CEO Phillip A. Washington had previously talked about the benefits of fareless transit if adequate revenue could be secured. The Office of Extraordinary Innovation was exploring this possibility through the Comprehensive Pricing Study specified in Vision 2028. The CEO formed an internal task force to study how Metro could accelerate the idea of fareless transit, and to see how this could be accomplished at a time when COVID-19 was impacting the local economy.

Removing the financial barrier posed by transit fares is a significant step toward improving the equity of

access to Metro's system. Additionally, a fareless system will contribute to the post COVID-19 economic recovery in LA County, support the reduction of greenhouse gas emissions, attract riders back to the system, and lessen fare-related disputes and the costs associated with fare collection and enforcement.

BEST PRACTICE

The Fareless System Initiative (FSI) involved a partnership with various agency departments to form a task force and build consensus on a fareless system using their expertise and external contacts to obtain feedback essential to the success of the program.

As a result of this work, the FSI team has proposed a 23-month pilot program that would offer fareless transit to K–12 students, community college students and low-income residents in LA County.

Equity, customer experience, impacts to local transit providers, ridership surges and agency resource demands will be assessed during the pilot while financial partnerships and adequate long-term funding will be sought. The pilot will provide immediate economic relief to student and low-income riders.

PROCESS

The FSI task force members were selected by the CEO from various agency departments. A total of 19 task force members convened for weekly meetings between the formal study launch and Board recommendation, a period of eight months.

Over the following months, FSI members continued to share updates and collect feedback through a series of presentations to Metro Service Councils. FSI also held a countywide telephone town hall meeting to keep the public informed of the ongoing study while FSI also provided frequent updates to the Board.

The FSI team also involved local and municipal operators throughout the region in the discussion.

An FSI Ad-Hoc Committee, comprised of local and municipal transit operators in the region, was convened to identify and work through regional issues. Members were invited by the CEO to offer regional support for the program.

The task force worked closely with Metro's Senior Leadership Team to get them involved and catalog their concerns with a fareless system. Public engagement and feedback were also crucial.

Staff continues to work on preparing a final FSI Report with specific recommendations and implementation preparation, noting that successfully carrying out a pilot fareless program requires enormous internal and external teamwork and coordination.

Problem mitigation was essential to build consensus among all departments and team members on this important initiative. Staff continue to meet with the agency's CEO weekly to provide input where necessary on the FSI and its implementation.

RESULTS

As of press time for this Best Practices report, the Metro Board of Directors is scheduled to vote on launching the pilot program at the May 2021 meeting.

Staff has identified a leading concept for a fareless pilot program: A 23-month

phased pilot that would begin in August 2021 with K-12 and community college students; and expand to include low-income riders in January 2022. The pilot would conclude for all participants on June 30, 2023. The pilot will be offered on the Metro bus and rail system, and is open to transit agencies within LA County that are interested in partnering and cost-sharing during the pilot.

The task force convened six working groups dedicated to Operations, Financial, Security, Data collection (ITS), Access Service/Municipal Operators and Metro Integration. The working groups were comprised of senior leadership and subject matter experts from across the agency and focused on deep knowledge sharing, the vetting of assumptions, and ensuring alignment with other agency initiatives.

Staff continue to look at ways of identifying eligible participants and enabling their fareless access to the system in a streamlined and timely way. This includes building on the existing LIFE (Low-Income Fare is Easy) and Reduced Fare programs.

Work has begun between Metro's TAP Office and the City of Los Angeles' Angeleno Connect program to ensure compatible technology. Metro will work with other agencies and community

organizations to build partnerships to ensure immigrants, undocumented individuals and persons experiencing homelessness are included in the fareless program.

The task force sent out a survey on FSI to the general public (48,000) with results showing that 86 percent of riders favored a fareless system and 80 percent of non-riders also favored a fareless system, providing important feedback to the team.

Additional Resources

- > Fareless System Initiative web page¹
- > Board Item 42, April 2021²
- > Board Item 43, March 2021³

Departments

All agency departments are involved in this initiative.

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Footnotes

¹ Fareless System Initiative Webpage
metro.net/news/media-kits/fareless-system-initiative/

² Board Item 42, April 2021
boardagendas.metro.net/board-report/2021-0209/

³ Board Item 43, March 2021
boardagendas.metro.net/board-report/2021-0074/



Industrial Park

GOAL

To develop a facility in Los Angeles County to manufacture, test and deliver transit vehicles that will also create jobs, promote innovation and establish synergies with local universities, colleges and high schools. This initiative falls under the Los Angeles County Metropolitan Transportation Authority's (Metro) Vision 2028 Strategic Plan Goal 5.5: Metro will expand opportunities for businesses and external organizations to work with us.

BACKGROUND

Metro's Measure M sales tax measure will double the size of the Metro Rail system, which is increasingly in need of new vehicles for these lines. Metro also needs to keep its current rail fleet in a State of Good Repair. However, there is a dearth of rail car facilities in the United States and none in the LA region, making it difficult for Metro to create and maintain jobs locally.

BEST PRACTICE

The purpose of Industrial Park is to bring engineering, testing and manufacturing all together within LA County to become a center for innovation and to create good local jobs that lead to rewarding and well-paying careers for area residents.

Our buses and trains must be smarter and more connected to the operating environment, so we are better able to provide real-time information to those who use, operate and maintain our system.

That includes the utilities with whom we partner to optimize energy management and Metro's Operations Department that ensures performance issues are addressed quickly and efficiently.

By localizing centers of testing and engineering, manufacturers can more readily address problems with delivering vehicles as they occur. That, in turn, can potentially lead to reductions in project schedules and costs.

Establishing a trained workforce also has many benefits. Besides good paying jobs that sustain the local economy, a well-trained workforce benefits transit riders who depend on trains that do not break down.

A rail car testing facility is crucial. With an Industrial Park, manufacturers would have access to testing facilities for their products—allowing them to have confidence in the rail cars they deliver to transit agencies and the taxpayers that fund agencies.

PROCESS

Metro hosted the first roundtable conference with rail car manufacturers to gauge their interest on the possibility of establishing a full-scale, rail car manufacturing facility in LA County that could build and deliver rail cars to various transit properties across the nation.

A second roundtable conference was hosted that included not only rail car manufacturers but also bus manufacturers and major suppliers to get their interest, reaction, and input on building a facility locally that could produce various transit vehicles. As a result of those meetings, manufacturers expressed interest, but also identified a need to eliminate bottlenecks that impacted delivery of rail cars. Major impacts included access to transit agencies' mainline track for qualifying the trains, availability of climate rooms, and regional availability suppliers to support testing. It was felt that an Industrial Park with a test track that included provisions for manufacturing and assembly work, and space for vendor support, could facilitate these projects.

To create an efficient Industrial Park facility, the agency began the work to establish a test center with test track facilities. Once in place, a test center would be an incentive in bringing manufacturing and assembly work to LA County. The next step is to relocate engineering and suppliers to support that work. In parallel, a workforce pipeline needs to be established to support the center activities, which Metro is doing through other workforce initiatives.

RESULTS

Working with the County of Los Angeles, the agency has identified approximately six sites for a possible testing facility and another 24 satellite sites for manufacturing, assembling and testing in LA County.

In a survey of transit vehicle manufacturers, 100 percent were supportive of the Industrial Park as long as they have a workforce available, land to build the vehicles, and testing facility to test the vehicles before delivery.

Regarding demand for transit vehicles, a survey found that over the next 20 years there will be approximately 13,000 rail cars purchased and nearly 16,000 buses purchased by transit agencies. The survey validated that the demand exists for transit vehicles.

The agency is working with the Transportation Technology Center, Inc., (TTCI), a whole owned subsidiary of the Association of the American Railroads, to locate some of their facilities in LA County, including a 9-mile test track.

The agency is also evaluating several different business models for the long-term operation of the facility. In terms of funding, Metro is promoting transit-friendly legislation to support this endeavor by enhancing Buy America Legislation to promote more domestic testing, engineering and manufacturing, and by enhancing available incentives.

Additional Resources

- > Transportation Technology Center, Inc.¹

Departments

- > Operations
- > Vendor Contract Management
- > Government Relations
- > County of Los Angeles

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Footnotes

¹ "Transportation Technology Center, Inc."
tci.tech

Justice Equity Diversity and Inclusion (JEDI) Book Club

GOAL

To support staff development under the Los Angeles County Metropolitan Transportation Authority's (Metro) Equity Platform and help normalize conversations and expand shared understandings of key concepts related to justice, equity, diversity and inclusion. This initiative falls under the Metro Vision 2028 Strategic Plan Goal 5.7: Metro will build and nurture a diverse, inspired and high-performing workforce.

BACKGROUND

In early 2020, there was growing interest from Metro staff asking how they could get involved in the agency's work to advance equity. That interest only grew as the country witnessed the public health crisis' disproportionate impact on Black, Latinx and indigenous communities, the rise in COVID-19 related racist attacks on Asian Americans and Pacific Islanders, and the spotlighting of historic and present systemic racism and anti-Blackness in America. To support a culture of learning and to foster inclusive and productive discussions, Metro's staff developed and launched the Justice Equity Diversity and Inclusion (JEDI) Book Club.

BEST PRACTICE

The JEDI Book Club serves as a voluntary opportunity for staff to learn and grow together as they work to understand inequities that exist in society, the history behind them, the role of transportation, and how Metro's work can support more equitable outcomes. The books read in the book club are centered around

inequity, racism, intersectionality and other related topics. As an example, the first book read by employees participating in the JEDI Book Club was “So You Want to Talk About Race” by Ijeoma Oluo.

The JEDI book club supports staff development and capacity building, and helps normalize conversations about key concepts related to race, inequities, diversity and inclusion. It also fosters better awareness about historic inequities and how they may impact current conditions and our decision-making.

PROCESS

First, Metro staff selected a book to read, set up an online registration form, and developed a communications plan. The registration form asked if participants would need a book and provided options for staff to obtain a book purchased by Metro.

Staff had to develop a list of discussion questions and ground rules, and determine the format and frequency of the discussion events. The first set of event discussion groups were facilitated by staff that were trained in advance. During the second event, breakout groups did not have trained facilitators. After each event, Metro staff sent a survey to all participants to gather information about what went well and what could be improved. The last survey also allowed participants to vote on the next book.

For the discussion events, Metro staff used an online platform that allowed for breakout groups and ensured that there were no more than ten people in a virtual breakout room. It was important to have ground rules to help make sure staff created a space where people felt comfortable. Staff encouraged participants to be aware of the impact of their statements and be open to further discussions if their statements did not have the intended impact.

Other best practices include developing a set of helpful questions to guide the discussions in breakout groups and sharing them in advance. At the end of the breakout sessions, participants found it helpful to reconvene as a larger group to share highlights about what each group discussed.

RESULTS

As a result of Metro setting up the JEDI Book Club, many staff have engaged in conversations about race and equity. The first round of the JEDI book club drew nearly 150 participants agencywide who read the first book and joined in the discussions. Surveys conducted after each event showed strong support for continuing the JEDI Book Club.

Additionally, other transit agencies and organizations have inquired about Metro’s book clubs, and some have launched similar programs, including the American Public Transit Association (APTA) in Washington D.C.

Additional Resources

- > *So, You Want To Talk About Race* by Ijeoma Oluo¹

Department

- > Equity and Race

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Footnotes

¹ “So, You Want To Talk About Race.”

sealpress.com/titles/ijeoma-oluo/so-you-want-to-talk-about-race/9781580056779/



Measure M

GOAL

To create a secure funding stream of local dollars to fund, build, operate and expand the Los Angeles County Metropolitan Transportation Authority (Metro) system through various rail and highways construction projects to improve the quality of life and reduce congestion and air pollutions through innovative transportation solutions/projects. This initiative falls under the Metro Vision 2028 Strategic Plan Goal 1.1: To expand the transportation network and increase mobility for all users, Metro will target infrastructure and service investments toward those with the greatest mobility needs and expand the transportation system as responsibly and quickly as possible.

BACKGROUND

Beginning in the 1960s, LA County voters began considering transportation initiatives to fund the building and expansion of the county's network of public transportation and freeway improvements. Half-cent sales tax increases were approved by voters in 1980, 1990 and 2008, providing hundreds of millions of dollars for mobility improvements. Still, the need for new projects—rail lines, bus rapid transit, bike projects and freeway modernizations, to name a few—outstripped the supply of funds. Thus, there was a need to source more options to raise those funds.

The grandest of these measures is Measure M—the Los Angeles County Traffic Improvement Plan. With the passage of Measure M in November 2016, LA County voters expressed their overwhelming support for a no sunset transportation sales tax that is

estimated to generate \$120 billion in revenue over the next 40 years. Measure M was brought to the Planning and Programming Department by the Office of the CEO as an idea to explore generating additional revenues for transportation expansion.

BEST PRACTICE

As part of Metro's overall charter, the agency must consider the mobility needs of the entire region while focusing on creating a system that is economically viable and sustainable. Through building a local coalition, Measure M was approved overwhelmingly and will raise \$120 billion in its first 40 years. Unlike 2008's Measure R which was to sunset after 30 years, Measure M was created without an end date to expand funding and provide the ability to leverage local dollars for more state and federal matching funds. Measure M calls for money to be allocated to a wide range of needs. The funding breakdown is:

- > 35 percent to new transit construction, including 100 miles of Metro Rail and 65 miles of Bus Rapid Transit
- > 17 percent to highway improvements, carpool lanes and Goods Movement Strategic Plan
- > 20 percent to bus operations
- > 17 percent for local city transportation improvements
- > 5 percent to rail operations, 2 percent for State of Good Repair
- > 2 percent to keep fares affordable for seniors, students and the disabled
- > 2 percent to active transportation projects
- > 1 percent to Metrolink projects

PROCESS

Developing the Measure M plan was a grassroots approach to building consensus among the region's stakeholders and community leaders. A vital component was to gather support from our sub-regional partners and Councils of Governments (COG's). The agency sought extensive community outreach to educate and gather public feedback on the initiative.

Once Metro and its local partners across the county developed a list of projects for regional transportation needs, the next challenge was determining the project order—a monumental and political process. Metro initiated a process to evaluate projects through a set of performance metrics as a method of ranking the projects to guide the sequencing. Staff established metrics with detailed data points to analyze each of the transit and highway projects for how well they performed in delivering improvements in these main areas: mobility, accessibility, safety, economy, sustainability and quality of life.

A set of Measure M administrative guidelines was also developed so that everyone in the region worked with the same guidelines and interpreted the Measure M Ordinance appropriately for a smooth administration of the program.

Numerous briefings with the media and community were essential to educating the public about the plan, the Local Return elements and, specifically, the concept of State of Good Repair.

RESULTS

Measure M was approved with 71.15 percent of the vote on Nov. 8, 2016.

Of Metro's four sales tax measures, Measure M received the highest percentage of support. The measure is also the largest transportation investment ballot measure in North America.

Measure M will increase economic benefits to the entire region through job creation and infrastructure enhancements and improvements. Measure M will create an estimated 700,000 jobs in the region in the coming years.

Because of Measure M, the agency now has a steady stream of local transportation dollars that can be leveraged for greater state and federal funding participation and bring projects to the region on a potentially accelerated schedule. During the last six years, Measure M helped the agency secure \$9 billion in state and federal grants for much needed transportation projects.

Measure M's Local Return program also returned funds to all cities and unincorporated areas of LA County as a way of ensuring the ballot measure benefits all corners of a sprawling county.

As of press time, construction has already begun on one Measure M rail project and many other projects were already in the pre-construction phase or deep into planning.

Additional Resources

- > Measure M Expenditure Plan¹
- > Measure M Ordinance²
- > Measure M Approved: The Plan³
- > Internal Measure M Lessons Learned Report⁴

Departments

- > Planning and Programming
- > Office of Management and Budget
- > Operations
- > Project Management
- > Marketing
- > Government Relations
- > Community Relations

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Footnotes

¹“Measure M Expenditure Plan.”

metro.net/projects/itoc-measurem/expenditure-plan/

²“Measure M Ordinance.”

theplan.metro.net/wp-content/uploads/2016/09/measurem_ordinance_16-01.pdf

³“Measure M Approved: The Plan.”

theplan.metro.net

⁴“Internal Measure M Lessons Learned Report.”

theplan.metro.net/wp-content/uploads/2018/05/report-theplan-lessons-learned-2018.pdf



Women & Girls Governing Council

GOAL

To examine Los Angeles County Metropolitan Transportation Authority (Metro) policies, programs and services as they relate to women, and to remove barriers to success and expand opportunities at, within and on Metro, for girls and women. This initiative falls under the Metro Vision 2028 Strategic Plan Goal 5.7: Metro will build and nurture a diverse, inspired and high-performing workforce.

BACKGROUND

Metro began experiencing ridership declines in 2014. While falling transit ridership was a national trend, Metro—through focus groups and surveys—determined that many women no longer felt safe riding our system and that the lack of mobility was seriously impacting women who had no choice but to ride transit. Simultaneously, Metro was tackling another issue—the transit industry workforce has often been male dominated. Although Metro had a good track record of hiring women and putting them in leadership roles, the agency could do much better. The Women & Girls Governing Council (WGGC) was created and charged with improving conditions for riders and finding ways to expand opportunities for women at Metro and within the transportation industry.

BEST PRACTICE

WGGC applies a gender perspective to internal and external policies, programs and services, to diversify the agency's workforce by taking a closer look at the service Metro is providing. The council's objective is to reveal and identify potential challenges and barriers that women face, and incorporate intentional change to remove those obstacles. Council members offer real-life experiences they face each day both while working at the agency and their external experiences.

The council applies a gender lens in three focus areas: Metro as an employer, Metro as a service provider and Metro as a catalyst for economic development.

Partnerships were developed with all agency departments as well as with the Los Angeles County Women and Girls Initiative. Funding for this initiative varies from year to year depending on programs developed and can range up to \$1 million annually.

PROCESS

The council is composed of a diverse group of 60 Metro employees representing every department—union and non-union, entry level to executive—that meets monthly to determine what policies within the agency may need to be changed. There



are three focus areas WGGC members examine, including internal workforce, service provided by Metro and economic development. WGGC members build business cases surrounding various issues and submit the recommendations to the CEO for consideration as solutions.

Once approval is received, members begin drafting a strategic plan, working with internal departments to create programs to enhance and improve the problems identified.

RESULTS

The Council's Understanding How Women Travel Study was completed in 2019 to analyze the unique and diverse mobility needs of women in LA County and how women move and use our system. The report identified many areas needing improvement to ensure the Metro system was safe for women—and how to make the system a viable option for more women.

Other notable achievements include:

- > The creation of a Girls Empowerment Summit, a one-day event that aims to provide information on the various careers in transportation.
- > Changing some jobs descriptions for agency job applicants to encourage more women to apply for non-traditional jobs at Metro. Once the job descriptions were updated, the agency noticed an increase in the number of women applicants and hires in that position.
- > Changing the way job applications are reviewed by the hiring department by offering only the applicant's job qualifications and not their personal information. This allows for a non-biased approach in selecting a candidate.
- > Worked to create transit options for pregnant women traveling with small children or with multiple packages, strollers. A pilot program was created on our rail system to designate priority seating or dedicated space for pregnant women and parents with young children.
- > Prioritized a transit stop lighting initiative to improve safety at bus stops.

Additional Resources

- > Women & Girls Governing Council Webpage¹

Departments

- > Office of the CEO
- > Operations
- > Human Capital & Development
- > Communications
- > System Security & Law Enforcement

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Footnotes

¹ "Women & Girls Governing Council Webpage."
metro.net/projects/wggc/

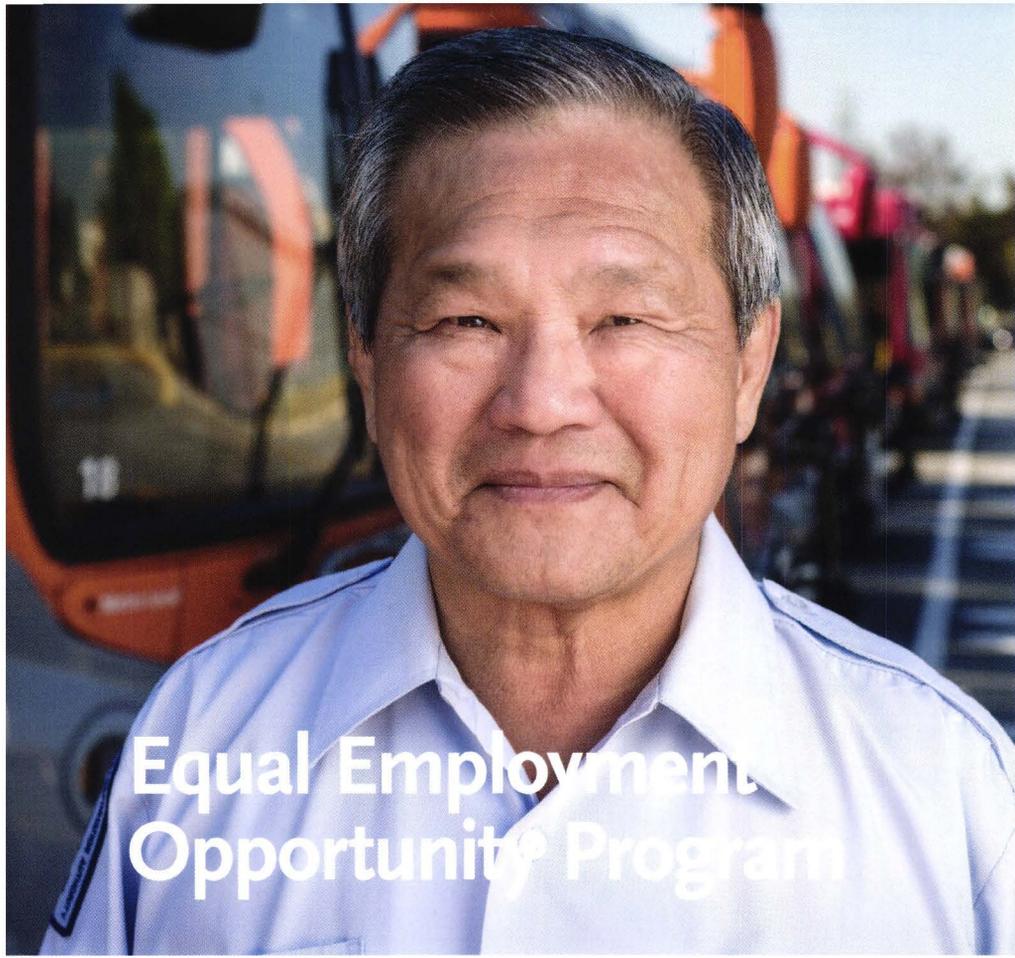
Office of Civil Rights and Inclusion

The Office of the Civil Rights and Inclusion (OCR) was created in 2011 to provide compliance oversight for Metro and its subrecipient/subcontractors pertaining to the areas of Title VI and Title VII of the Civil Rights Act of 1964 and the Americans with Disabilities Act (ADA). In 2020, the Diversity & Inclusion unit was created and added to OCR to assist Metro in developing a best practices approach to diversity and inclusion in the workplace.

OCR is divided into three divisions:

- > **Equal Employment Opportunity and Investigations:** prepares and submits the EEO Plan Program (formally known as the Affirmative Action plan), provides mandatory sexual harassment training and investigates internal, external and patron complaints involving allegations of discrimination, harassment and retaliation based on federal and state protected categories.
- > **Accessibility and Title VI:** works to ensure compliance with all ADA and Title VI related laws, codes and regulations relating to accessing Metro's services, programs and facilities.
- > **Diversity and Inclusion:** works to create, streamline and advance the agency's diversity and inclusion initiatives, including facilitating the popular Courageous Conversations series open to all Metro employees interested in learning about implicit bias, microaggressions, race-centered conflict resolution and more.

OCR has developed 10 policies that provide a comprehensive civil rights framework aimed at protecting Metro customers, employees and applicants from discrimination, harassment and retaliation, and promoting and maintaining an environment that values diversity, equity and equal opportunity.



Equal Employment Opportunity Program

GOAL

To prevent and remedy unlawful employment discrimination and advance equal opportunity for all in the workplace. This initiative falls under the Metro Vision 2028 Strategic Plan Goal 5.7: Metro will build and nurture a diverse, inspired and high-performing workforce.

BACKGROUND

Metro ensures that its workforce is diverse and representative of the availability of minority and female individuals ready, willing and able to work.

The Federal Transit Administration (FTA) requires the establishment of an Equal Employment Opportunity Program (EEOP) since Metro employs more than 50 transit-related employees and receives federal capital and

operating assistance in excess of one million dollars. Agencies often utilize discretion to analyze processes, procedures and trends to determine how to meet and go above and beyond FTA requirements. During this analysis, the Office of Civil Rights (OCR) learned that improvements were necessary to enhance the concurrence process.

In the former concurrence process, hiring managers planned their recruitments without guidance from OCR. Therefore, they had no knowledge of agency equal employment opportunity goals to target recruitments toward underutilized groups. As a result, hiring managers would go through the entire recruitment process, only to learn at the end of the recruitment that they did not do their due diligence to generate a diverse

candidate pool and could not move forward in the hiring process. As such, OCR set up meetings with Human Capital & Development (HC&D) to brainstorm ways to further incorporate OCR in the recruitment process to meet equal employment opportunity goals, while maintaining a timely recruitment cycle for HC&D and hiring managers.

BEST PRACTICE

The EEOP ensures that decisions affecting all Metro employment practices are made without regard to race, national origin, gender or any other basis protected by federal or state law. Equal employment opportunity (EEO) principles govern all aspects of Metro’s personnel policies, program practices and operations.

OCR works closely with HC&D and Talent Acquisition, to assist in recruiting minorities, women and people with disabilities, particularly in positions where they are underrepresented or where the hiring department or cost center has diversity needs. As part of this partnership, OCR trains Talent Acquisition recruitment staff on equal employment opportunity mandates and provides staff with in-depth workforce utilization analyses of each racial and ethnic category on a quarterly basis. Additionally, OCR works closely with hiring managers to assist in managing diversity goals.

As part of the EEOP submitted to the FTA, Metro is required to analyze its present workforce data in comparison to labor market data in order to identify jobs and departments where minorities and females are underrepresented.

Metro is required to use the U.S. Census Bureau EEO Tabulation (five-year American Community Survey data) to identify underutilizations and concentrations by race, ethnicity and gender and currently hires a consultant to analyze the external data needed for Metro to assess its diversity needs.

The funding required for EEOP is approximately \$13,000 every six to 10 years. In partnership with HC&D, all new job specifications and preferred qualifications are reviewed by OCR to determine if there is a potential disparate impact for women or minorities.

PROCESS

OCR is committed to developing a written non-discrimination program that sets forth policies, practices and procedures, with goals and timetables, to advance equal opportunity. To reach utilization and diversity goals, OCR works in partnership with HC&D on the recruitment and selection process in the following methods:

- > Job specification and preferred qualifications review
- > Job postings
- > Hiring plans
- > Concurrence review
- > Applicant pool analysis
- > Outreach sources
- > Interview review process examination
- > Policy review
- > EEOP training

RESULTS

OCR's best practices have been integrated into HC&D's recruitment and selection process. OCR has established strong partnerships with HC&D, which includes providing technical training and support to recruitment staff to ensure EEO goals and policies are met.

EEO's top three initiative achievements are to meet and exceed all FTA civil rights requirements; to prevent and remedy unlawful employment discrimination; and to advance equal opportunity for all in the workplace.

In 2016 and 2020–2021, OCR partnered with HC&D to address an FTA mandate requiring agencies to evaluate the performance of their managers, supervisors and others based on the success of the EEOP in the same manner that the agency evaluated their performance in other agency programs. To meet this requirement, HC&D added Agency Goal 9 (Uphold Affirmative Action and EEO goals), and then in 2021 added Vision 2028 Strategic Plan Goal 5.7 (Metro will build and nurture a diverse, inspired and high-performing workforce.) to supervisory employee performance evaluations as a mandatory requirement.

OCR conducts EEOP Trainings semiannually for HC&D recruitment staff.

Additional Resources

Departments

- > Equal Employment Opportunity
- > Accessibility and Title VI
- > Diversity and Inclusion

Contacts

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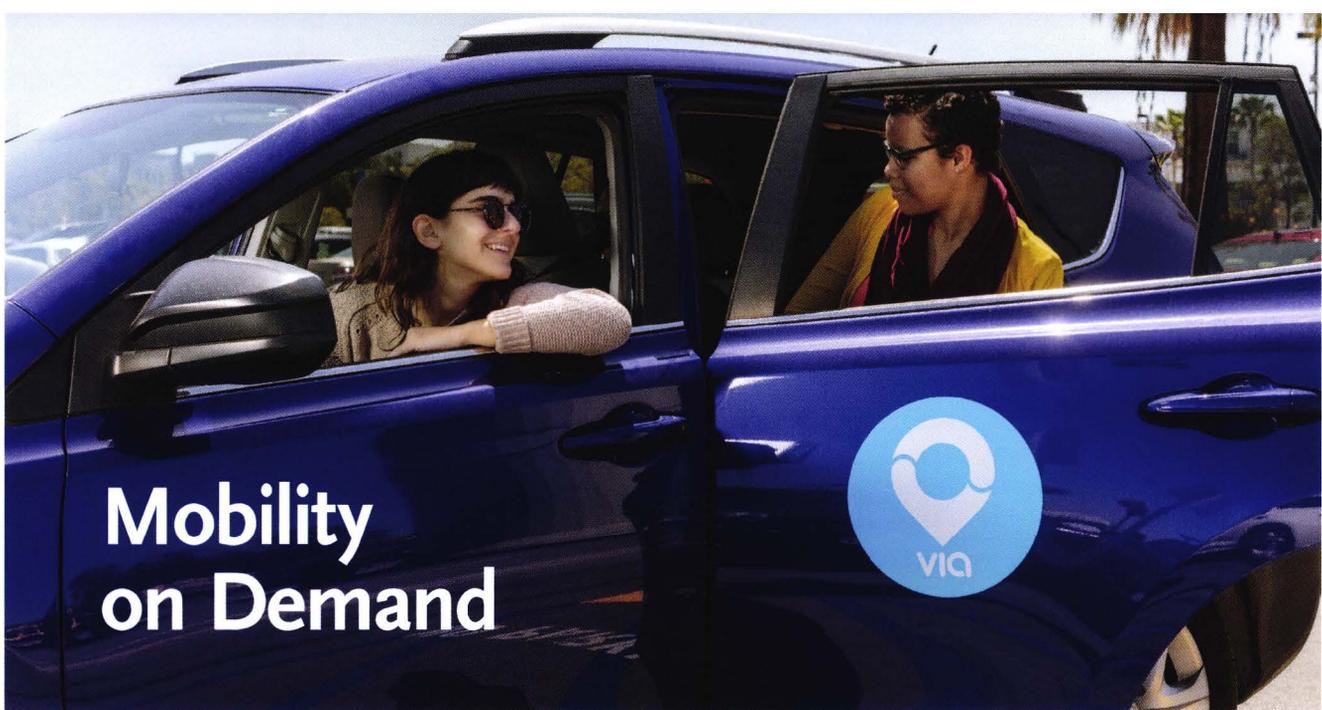
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Office of Extraordinary Innovation

The Office of Extraordinary Innovation (OEI) was created in 2015 to be an incubator and implementer of new ideas for the Los Angeles Metropolitan Transportation Authority (Metro). The office adopted the dual goals of 1) Improving mobility, environment, equity, safety and customer experience in LA County through innovative, low-cost approaches; and 2) Improving internal Metro processes and strategies and breaking down silos at Metro to create a more effective public agency. OEI accomplishes these goals through using two critical tools—Strategic planning and Public-Private Partnerships (P3). Strategic Planning includes the development and monitoring of Metro’s Strategic Plan, Vision 2028, as well as specific initiatives that emerged from that plan such as Metro’s Traffic Reduction Study.

P3 includes the development of projects with private sector partners that range from multi-billion-dollar capital projects with a private financing component, to smaller piloting and testing of new technologies and products. The P3 program is anchored by Metro’s Unsolicited Proposal Policy, which was released in 2016, and allows anyone with a new idea to submit their proposal to Metro for consideration. Since its inception, Metro has received over 250 such proposals, dozens of which have been adopted. In 2020, OEI was designated by the CEO to lead Metro’s Recovery Task Force in order to suggest ideas for how LA County could emerge from the pandemic in a stronger position in terms of equity and mobility.



Mobility on Demand

GOAL

To see if transportation network companies could be aligned with transit services to serve as an effective first/last-mile solution, and to deliver a cost-effective service that provides equal access to individuals with disabilities, low-income riders and riders who do not have bank accounts or smartphones. This project falls under the following goals in the Los Angeles County Metropolitan Transportation Authority's (Metro) Vision 2028 Strategic Plan:

- > 1.1. To expand the transportation network and increase mobility for all users
- > 1.2. To improve LA County's overall transit network and assets
- > 1.3. To manage transportation demand in a fair and equitable manner
- > 2.3. Metro will improve customer satisfaction at all customer touch points

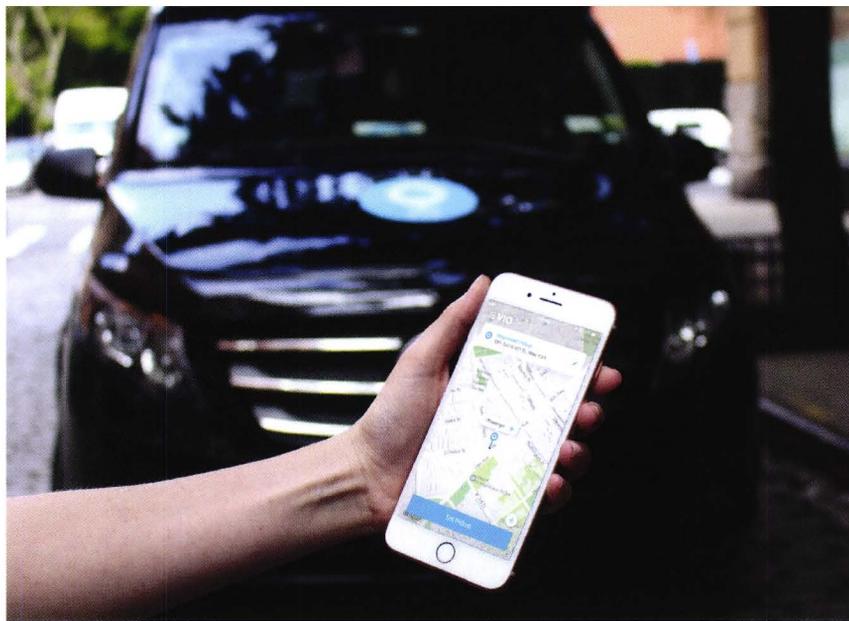
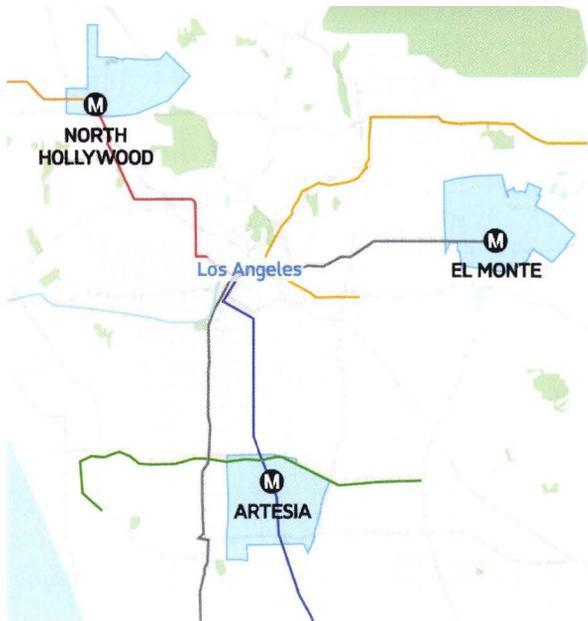
BACKGROUND

Metro had been studying ridesharing and transportation network companies (TNC) as a potential first/last-mile mobility solution when a Federal Transit Authority Mobility on Demand (MOD) Sandbox Demonstration Program grant became available, designed to allow transit agencies to experiment with integrated mobility solutions that increase travel options and improve customer experience. The awarded grant allowed Metro to pursue the idea with the help of federal funding.

BEST PRACTICE

The MOD pilot launched as an innovative first/last-mile solution in partnership with the company Via to provide rides to and from key transit stations in designated zones.

The project required key partners within Metro, with labor unions, with the private sector and with nonprofit researchers.



Staff partnered closely with Metro's Operations and Planning teams to select service zones in areas that are traditionally underserved by TNC services; are representative of the county's diversity; and had low-quality first/last-mile station access. Zones were also carefully designed to ensure that the operation of MOD didn't conflict with existing bus and rail operations. Staff also negotiated with Metro's labor unions for buy-in since operators for this service would be private contractors.

The project also required a private partner to provide the technology, staffing and vehicles for the service. After significant negotiations, Metro was able to come to an agreement with Via for the new service.

Staff also worked with the Eno Center for Transportation, which was Metro's research partner on the project, along with King County Metro in Washington, a sub-applicant on the Federal Transportation Administration (FTA) grant. The project's first year was

funded partially by the FTA grant with a local match. Its second year was funded locally. Costs consisted of a small Metro staff, and its contract with Via, which covered setup, administrative and technology support, insurance and driver hours.

PROCESS

Metro had been researching TNC services, their effects on congestion and the possibility of harnessing that technology for public policy purposes. To execute a pilot, Metro worked to first identify funding and then develop a private partner relationship. Next, staff worked to design the service in a way that ensured the ability to be flexible as needed. At the same time, staff worked to ensure political support for the project, since the idea of a public transit agency facilitating a ride-sharing service was still a new concept.

Once launched, staff continually monitored the contract and key performance indicators (KPIs) while collecting and analyzing data to ensure the highest level of service and to make changes as necessary.

The COVID-19 pandemic required significant agility. While ridership at first dropped by 30 percent due to emergency service adjustments, the service not only quickly recovered but also increased to nearly three times pre-pandemic levels. These adjustments included the suspension of shared rides, adding point-to-point rides anywhere within the zones and adding essential destinations outside of the zones.

Staff also identified an additional opportunity to serve the community by partnering with First 5 LA to use Mobility on Demand to deliver meals to vulnerable families in key equity areas in LA County.

RESULTS

The MOD pilot project was a success that provided more than 272,000 rides in LA County; met its most important KPIs; stayed within budget; received high ratings from customers; and provided rides that cost the agency less than Metro's lowest-performing bus lines.

In addition, the pilot served as a successful model and test bed for Metro Micro, the agency-run microtransit ride-share service that launched in December 2020.

MOD provided invaluable lessons learned, best practices and allowed for a seamless transition from a partnership model to a Metro-run model. MOD also introduced the idea of a publicly operated ride-sharing service to the public and key stakeholders, building confidence and support for the project.

Metro continues to partner with First 5 LA Best Starts network of community-based organizations (CBO) and Via through February 2022 for food delivery to better understand the equity and efficiency of bringing food to people instead of people to food.

The project's three biggest achievements are: successfully experimenting and testing a new, innovative service; pivoting to food delivery for vulnerable families during the pandemic; and delivering a new, high-quality, time-saving and cost-effective service with a superior customer experience that is fully accessible to those with disabilities, low-income riders and customers who do not have smartphones or bank accounts.

Additional Resources

- > Source Post: Metro launches partnership with Via for on-demand rides at three stations¹
- > Source Post: Metro's Mobility on Demand pilot makes emergency food deliveries²

Department

- > Office of Extraordinary Innovation

Contacts

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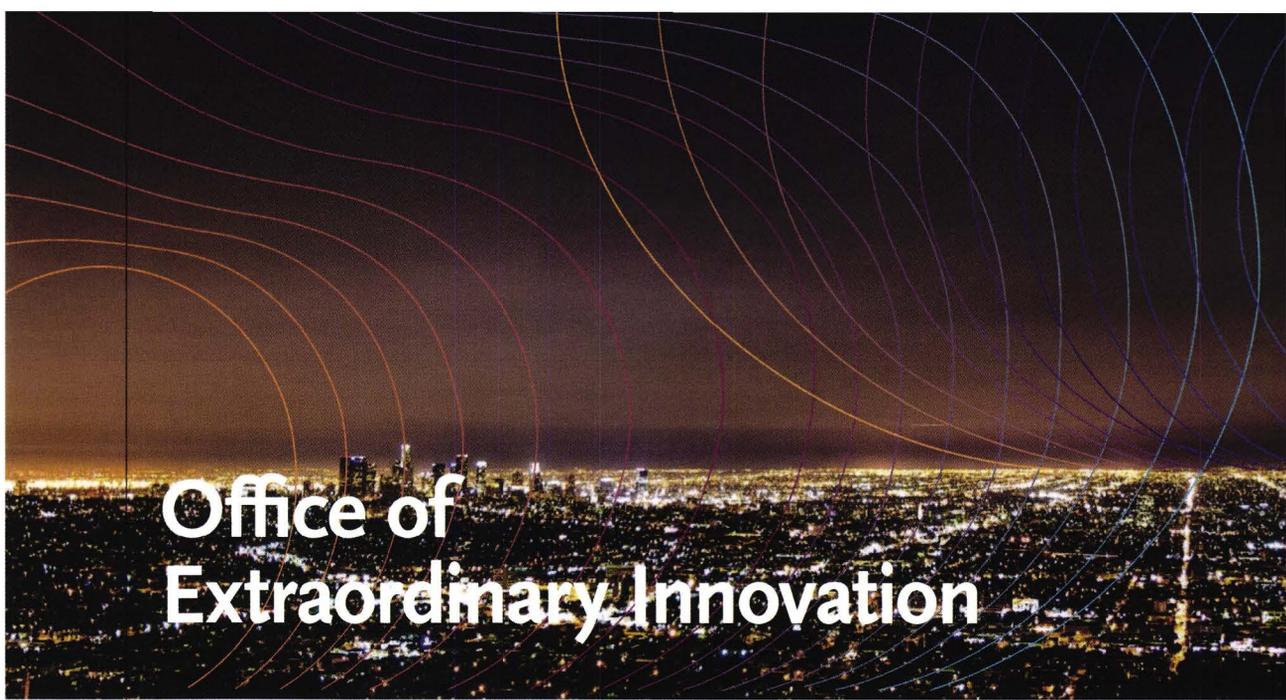
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Footnotes

¹“Source Post: Metro launches partnership with Via for on-demand rides at three station.”
thesource.metro.net/2019/01/28/metro-launches-partnership-with-via-for-on-demand-rides-at-three-stations

²“Source Post: Metro's Mobility on Demand pilot makes emergency food deliveries.”
thesource.metro.net/2020/06/15/metros-mobility-on-demand-pilot-makes-emergency-food-deliveries



Office of Extraordinary Innovation

GOAL

To incubate and implement innovative ideas that help achieve the goals of the Los Angeles County Metropolitan Transportation Authority (Metro). This initiative led to the creation of the Vision 2028 Strategic Plan.

BACKGROUND

The public sector traditionally has been slower to adopt new ideas than the private sector. Meanwhile, private transportation companies have become more and more competitive in the space by offering innovative, customer-friendly options that don't necessarily align with Metro's public policy goals.

CEO Phillip A. Washington saw a critical need for Metro to embrace innovation in order to remain competitive given emerging technology and competitive forces in the industry. He created the Office of Extraordinary Innovation (OEI) in 2015, leveraging his experience with Public-Private Partnerships (P3s) at the Denver Regional Transit District and the latest in transportation leadership and research from his experience on the Board of the Eno Center for Transpor-

tation. He saw an opportunity to use the P3 model to deliver capital projects in LA faster, better and cheaper.

BEST PRACTICE

OEI was designed to develop Metro's strategic direction, serve as a conduit for innovative ideas and foster a culture of change within the agency.

Partnership is at the center of everything the department does, as it can do very little without the assistance of other Metro departments. OEI is a small department but works on projects across virtually all aspects of the agency. As such, it has developed trust with other departments that it can offer innovative tools to solve difficult challenges.

Externally, the office has worked to build confidence among private sector partners that could be an effective and nimble partner for Metro.

OEI has been able to overcome initial skepticism both within the agency and in the private sector by focusing

on relationship-building, picking battles carefully and delivering results. However, none of that success would have been possible without the full backing of the CEO every step of the way.

OEI has a small budget relative to the rest of the agency. Most projects require little funding for development, with some exceptions, and the goal for OEI projects is to develop them to the point that they can be handed off to the appropriate department for full implementation. Most of the OEI budget is targeted toward financial analysis of major capital projects in order to determine appropriate project delivery methods.

PROCESS

OEI's success took significant work against significant odds.

A key factor in building trust and overcoming skepticism was demonstrating early success. OEI's first quick win was a partnership with a private transportation network company to encourage rides to and from Metro's E Line (Expo). That partnership also helped build confidence and interest from the private sector, which now sees Metro as a potentially valuable partner. This also made it clear that the department and the CEO would not be deterred by folks who just wanted to do things the same way they had always done them.

RESULTS

OEI has changed the fabric of Metro. It created the Vision 2028 Strategic Plan, charting a course forward with a set of shared goals for every aspect of the agency's efforts.

The department has developed an Innovation Portfolio detailing the numerous projects and initiatives that have been incubated by OEI in partnership with private companies and other Metro departments. It helped launch what will be the largest publicly operated microtransit service in the U.S., Metro Micro; developed the idea for an aerial tram to Dodger Stadium; and initiated the Fareless System Initiative, a study of potentially making all of Metro's transit services free.

OEI has become integrated with the DNA of the organization, providing new tools to tackle problems throughout the agency.

OEI's top three accomplishments to date are the creation of the Vision 2028 Strategic Plan; the launch of the ambitious Traffic Reduction Study, an innovative study to find solutions to LA County's most daunting traffic challenges using congestion pricing; and the creation of a multi-firm Predevelopment Agreement on the Sepulveda Transit Corridor, an innovative public-private partnership to design the largest public infrastructure project in North America.

Additional Resources

- > Office of Extraordinary Innovation Home Page¹
- > OEI 2019 Innovation Portfolio²

Department

- > Office of Extraordinary Innovation

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Footnotes

¹"Office of Extraordinary Innovation Home Page."
metro.net/projects/oei/

²"OEI 2019 Innovation Portfolio."
dropbox.com/s/rbpr62xvkegurqt/OEI-Innovation-Portfolio_2019.pdf?dl=0

P3 Program

GOAL

To expand the number of tools Metro has to develop and deliver major capital projects as defined by Measure M and to combine the best of what the private and public sectors have to offer in terms of design, operation, performance, maintenance and customer experience.

This program embodies all five goals of the Vision 2028 Strategic Plan, particularly the following:

- > Goal 2.3: Target infrastructure and service investments toward those with the greatest mobility needs.
- > Goal 2.3: Metro will improve customer satisfaction at all customer touch points.
- > Goal 3.1: To lift up local communities, Metro will create jobs and career pathways in transportation.
- > Goal 3.2: Metro will leverage its transit investments to catalyze transit-oriented communities and help stabilize neighborhoods where these investments are made.
- > Goal 4.1: Metro will work with partners to build trust and make decisions that support the goals of the Vision 2028 Plan.
- > Goal 4.2: Metro will help drive mobility agendas, discussions, and policies at the state, regional and national levels.

- > Goal 5.1: Metro will leverage funding and staff resources to accelerate the achievement of goals and initiatives prioritized in this Vision 2028 Plan.
- > Goal 5.2: Metro will exercise good public policy judgment and sound fiscal stewardship.
- > Goal 5.4: Metro will apply prudent commercial business practices to create a more effective agency.
- > Goal 5.5: Metro will expand opportunities for businesses and external organizations to work with us.

BACKGROUND

Metro CEO Phillip A. Washington had used public-private partnerships (P3) successfully at the Denver Regional Transportation District. He wanted to bring that tool to Metro in order to partner with the private sector to deliver more projects quicker and on budget to meet Measure M goals.

He created the OEI in part to explore public-private partnerships in order to find innovative project delivery tools that leverage the expertise of the private sector while executing public policy goals.

BEST PRACTICE

The Public-Private Partnership (P3) Program allows Metro to partner with the private sector to design, deliver, operate and/or maintain projects by incentivizing on-time and on-budget delivery, and transferring risk while ensuring that public policy goals are being met.

This program is designed to build partnerships with the private sector, but also requires assistance from multiple Metro departments. The program has led to a multidisciplinary matrix-based project development structure that integrates team members throughout the agency, as opposed to traditionally siloed roles.

The majority of the costs for the P3 Program are in terms of due diligence on the front end. These are highly complex projects and initiatives that often require specialized financial, legal and engineering advisors to ensure success and accountability.

If a P3 is successful, however, it would ideally reduce the overall costs of a project or initiative through private innovation, performance guarantees, and incentives for the private partner to deliver high-quality results early and under budget.

PROCESS

The P3 process begins by defining the objective and the desired outcome, whether that might be accelerated delivery, cost savings or some combination. The project is then screened through the OEI's unsolicited proposals process to determine its viability, due diligence and to confirm market interest.

Once approved, an overall team structure is developed, along with a detailed timeline of events, deliverables, scope of work and accountabilities. The team then works to execute the work plan.

RESULTS

The P3 Program has provided Metro with a powerful, innovative tool to expand how it can deliver major capital projects by harnessing innovations from the private sector. It has also fostered a culture of innovative thinking, where creative solutions can be sought to think through project challenges, whether a P3 project or otherwise. Perhaps equally as important, the integrated, horizontal teamwork model used in developing P3 projects is something that can be replicated on other projects where it could prove useful.

Through the P3 Program, Metro has expanded its procurement options—for some of the most challenging projects in the state and country—to focus on delivering design and performance excellence. Metro is currently pursuing two major P3 projects for the Sepulveda Transit Corridor Project and the West Santa Ana Branch Transit Corridor Project, representing tens of billions of dollars in infrastructure.

The top three achievements of this program have been the creation of a predevelopment agreement for the Sepulveda Transit Corridor, an innovative partnership model that integrates the private sector into the earliest stages of a capital project; the launch of Metro Micro, the agency's publicly operated microtransit, ridesharing service; and the paradigm-shifting, breaking down of departmental silos that has accompanied the P3 method of designing and delivering projects.

Additional Resources

> [P3 Home Page](#)¹

Department

> Office of
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Footnotes

¹ "P3 Homepage."

metro.net/projects/public_private_partnerships/

Traffic Reduction Study



GOAL

To improve mobility for all people in Los Angeles County by reducing traffic congestion through the employment of congestion pricing, and providing more high-quality transportation options. This initiative falls under the Los Angeles County Metropolitan Transportation Authority's (Metro) Vision 2028 Strategic Plan Goal 1.3: To manage transportation demand in a fair and equitable manner.

BACKGROUND

LA County is part of one of the most congested metropolitan regions in the world, and finding solutions to this enormous problem will require innovation. As such, congestion pricing was identified as an initiative to explore when the Vision 2028 Strategic Plan was developed and took on greater prominence through discussions of how to achieve the goals of Metro's Twenty-Eight by '28 Initiative.

Congestion pricing has been successful in several cities outside of the U.S. in reducing congestion, despite the political challenges that have often arisen in trying to implement such initiatives. No major city in the U.S. has been able to implement a robust congestion pricing program yet, but LA County and several other U.S. cities already use a limited form of congestion pricing called High Occupancy

Toll (HOT) lanes. Metro's Office of Extraordinary Innovation was tasked with thinking big to find solutions to LA County's congestion, and began building support within the agency for exploring the idea.

BEST PRACTICE

The Traffic Reduction Study will focus on determining if, where and how a potential pilot program would be successful in LA County.

The challenge with congestion pricing is primarily political rather than technical, and success will require significant buy-in both within the agency and from the larger community. Staff encountered initial skepticism toward the idea within the agency, but was able to get buy-in on a pilot study of the initiative. The agency then was able to find a potential partner in the City of Los Angeles, which was willing to explore the idea further. Other cities, such as Culver City, West Hollywood and Santa Monica, have also expressed interest.

Public engagement is the most critical component of this work. Metro has already conducted significant outreach with community-based organizations and the public at large. We have created a menu of ways



for people to participate in the process, such as one-on-one and small group discussion, advisory groups, equity-focused conversations or meetings, virtual public meetings and surveys.

Current funding for the project is focused on a study. If implemented, additional funding would be required for some capital assets such as tolling mechanisms and other possible mobility improvements associated with a pilot program. However, the project is likely to lead to significant revenue generation, which is anticipated to substantially outweigh the costs of the project.

Exact costs are yet unknown and are a part of the study.

PROCESS

This process began with the development of the Metro Vision 2028 Strategic Plan, which included greater mobility as a goal and congestion pricing as a critical initiative to explore. In order to address the likely political challenges to implementation, staff recommended starting with a study to build support with a local partner, and working up to a pilot program as a proof of concept.

RESULTS

While the study is ongoing, its very existence is proof of its success so far. Congestion pricing was thought to be a non-starter in a car-centric city like Los Angeles and yet Metro has been given the green light to pursue the study, and already has a prominent municipal partner to potentially develop pilot congestion pricing areas.

The greatest successes of this project so far are launching the study, identifying potential pilot areas and performance metrics, and building a solid coalition of stakeholders to be partners. The project has also pioneered new methods of public engagement for Metro, and developed a playbook for how to move forward with politically challenging initiatives.

Footnotes

¹ "Traffic Reduction Study Page."
metro.net/projects/trafficreduction

Additional Resources

> [Traffic Reduction Study Page¹](#)

Departments

- > Office of Extraordinary Innovation
- > Communications
- > Congestion Reduction
- > Countywide Planning & Development
- > Transit Operations
- > Program Management
- > Vendor/Contract Management

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Unsolicited Proposals Program

GOAL

To partner with the private sector to solve mobility challenges in LA County. This program is designed to incubate, develop and implement projects and initiatives to solve those challenges. The program encompasses all five major goals of the Los Angeles County Metropolitan Transportation Authority's (Metro) Vision 2028 Strategic Plan.

BACKGROUND

CEO Phillip A. Washington came to Metro with the intention of developing an innovative program to harness the ingenuity and expertise of the private sector to help solve transportation challenges. Simply put, the goal was to search the world for the best ideas in transportation and to be the most innovative transportation agency in the world.

At the same time, the Measure M initiative committed to an ambitious slate of major capital projects requiring similarly ambitious planning and execution to meet those commitments. The Unsolicited Proposals Program

was developed to help find innovative solutions to deliver those projects by identifying opportunities to partner with the private sector to shepherd innovation, potentially accelerate projects, share the risks associated and develop performance-based standards to ensure successful outcomes.

BEST PRACTICE

The Unsolicited Proposals Program at its heart is about relationships, working to harness the best of private innovation to further public policy goals. The project helps ensure good stewardship of Measure M by ensuring that Metro has a wide array of tools to plan, design, deliver and operate major capital projects. In addition to informing Metro's approach to major capital projects, it has helped the agency improve organizational practices, test new technologies and approaches and bring new mobility service offerings to market.

As such, it is reliant upon building relationships with the private sector. That requires building trust and ensuring that there are adequate incentives for private industry to propose solutions that companies can realistically achieve.

The program also relies upon a close partnership internally between the Office of Extraordinary Innovation and Vendor Contract Management to develop a streamlined procurement process. But more importantly, it requires buy-in and collaboration with every department in Metro as unsolicited proposals have the potential to touch every aspect of what the

agency does. As such, Metro has multidepartment review teams with team members at all levels of the agency to help vet, analyze proposals and pursue project concepts.

Funding requirements are minimal for this initiative. The Unsolicited Proposals Program itself requires a small team to manage proposals and the process. The largest costs tend to accompany large-scale P3 proposals, which can require outside consultants to fully vet.

PROCESS

The Unsolicited Proposals Process can be initiated by the private sector proposing solutions or by Metro communicating specific problems in need of solutions.

Once a proposal is received, Metro evaluates it to determine whether it is a viable project to pursue. This phase is designed to be completed within 90 days, at which point the team will either decline the proposal, request additional information or pursue implementation.

If pursued, staff puts together an implementation memo that indicates the scope of the project or initiative along with how it could be funded.

Finally, the implementation memo is provided to the CEO to make a final decision.

RESULTS

Metro has received more than 250 unsolicited proposals that have touched every aspect of the agency. So far, 19 projects have been implemented and eight proofs of concept have been developed. In addition, the program has brought every department into the process, which has led to invaluable cross-departmental partnerships and developed a culture of innovation across the agency. Finally, the process has built trust with private industry, which has seen the value of partnering with Metro.

The three biggest achievements of the program are the Sepulveda Transit Corridor Predevelopment Agreement—an innovative public-private partnership to design the largest public infrastructure project in North America; the launch of Metro Micro, the innovative, agency-run microtransit service, and the development of the Los Angeles Aerial Rapid Transit (LAART), aerial gondola project from Union Station to Dodgers Stadium.

More broadly, the program has expanded Metro's willingness to take thoughtful risks throughout the agency, with departments pursuing their own proof of concept ideas outside of the Unsolicited Proposals Program.

Additional Resources

- > Unsolicited Proposals Policy¹
- > 2019 Innovation Portfolio²

Department

- > Office of Extraordinary Innovation

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Footnotes

¹ "Unsolicited Proposals Policy."
dropbox.com/s/y7dbw43s1kcw0r9/unsolicited_proposal_policy.pdf?dl=0

² "2019 Innovation Portfolio."
dropbox.com/s/rbpr62xvkegurqt/OEI-Innovation-Portfolio_2019.pdf?dl=0



Vision 2028 Strategic Plan

GOAL

To establish a more effective organization and align all efforts across the Los Angeles County Metropolitan Transportation Authority (Metro) toward a set of unified goals as the agency embraces an ambitious set of projects and initiatives to transform LA County.

BACKGROUND

Metro had no strategic plan in place when CEO Phillip A. Washington joined the agency in 2015, and he created the Office of Extraordinary Innovation (OEI) in part to develop one. It is difficult to be successful if you are unsure of what you are trying to achieve in the first place. The CEO recognized that clarifying Metro's mission, vision and goals was crucial for innovation and for the overall success of Metro.

BEST PRACTICE

Having a strategic plan itself is a best practice, and one that was recognized as a need for an agency of this size and ambition.

The effort required partnerships within and outside of the agency. Developing Vision 2028 was a partnership between Metro's Board of Directors, senior leadership and stakeholders in every department. An agencywide survey helped get feedback from thousands of employees. Outside the agency, Metro surveyed customers to identify key challenges, determine their concerns and solicit ideas on how to move forward. The team also consulted experts and influencers from across the transportation industry.

The costs for developing the Vision 2028 plan were minimal. Aside from the OEI staff working with staff from multiple departments, Metro hired a facilitator to lead workshops with senior leadership and consultants to help with surveys, focus group research and copyediting.

PROCESS

The development of Vision 2028 required the gathering of information, reviewing existing plans, mapping out organizational functions, identifying trends and researching industry best practices to develop a baseline. Next, OEI gave presentations to each department and conducted surveys on employees and customers (both riders and non-riders). Staff interviewed key stakeholders, including board members, elected officials and key influencers on transportation needs and concerns, and how these concerns related to social and economic priorities. The agency then developed a comprehensive list of opportunities, challenges, trends and themes.

Using the data collected, staff worked with senior leadership to establish the vision, mission and principles for the plan.

The final steps included the distribution of the draft plan for public comment, incorporation of public feedback, adoption by Metro's Board of Directors, implementation of the plan and continual monitoring of progress.

RESULTS

Vision 2028 has changed the very direction of the agency. The vast majority of high-profile initiatives that are now being undertaken by Metro

emerged from Vision 2028. The goals set out in the strategic plan are in the DNA of every effort by the agency. All proposals are required to be viewed through the lens of Vision 2028 by citing which specific goal is being met. Metro's budget is also required to be viewed through the lens of Vision 2028 to ensure that it fully aligns with the goals of the strategic plan. Employee evaluations are also designed to measure expectations and outcomes against the principles laid out in Vision 2028.

The strategic plan has been successful in realigning the agency's efforts toward a set of unified goals. More specifically, its biggest accomplishments to date include: the Better Bus Initiative, which focuses on improving Metro's bus system; a greater focus on improving the customer experience on the system, which led to the adoption of the agency's first Customer Experience Plan in 2020; Metro's Traffic Reduction Study, which is seeking innovative solutions to reduce traffic in LA County through a suite of cutting-edge tools; and the Fareless System Initiative, which seeks to improve equity and mobility by offering fareless transit to millions of Angelenos.

Additional Resources

- > Vision 2028 Plan¹
- > Vision 2028²

Department

- > Office of Extraordinary Innovation

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Footnotes

¹ "Vision 2028 Plan."
dropbox.com/s/6us7rngpkdiokkn/report_metro_vision_2028_plan_2018.pdf?dl=0

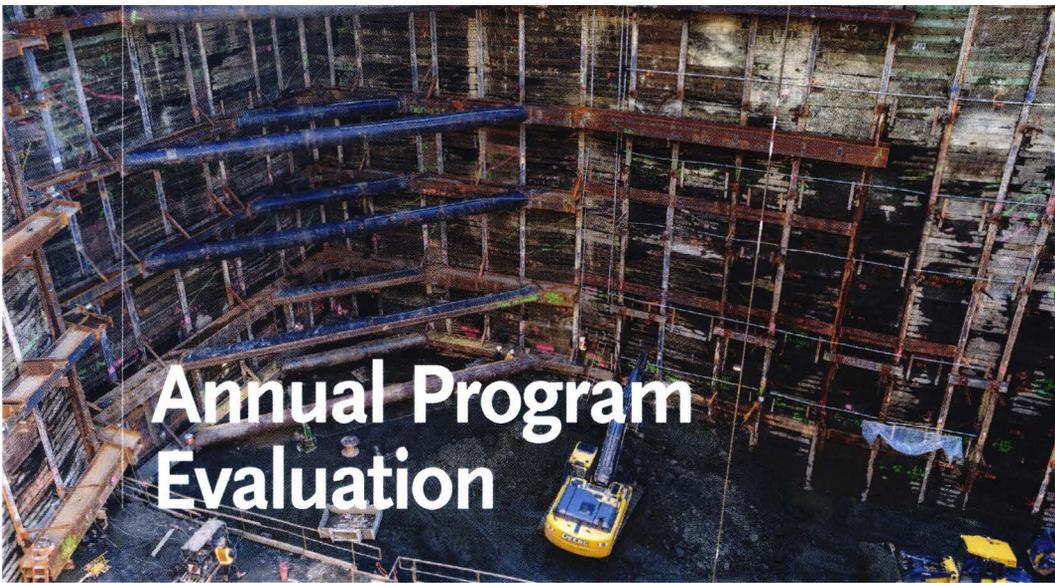
² "Vision 2028."
metro.net/about/metro-vision-2028-plan/

Program Management

The Program Management Department at Metro successfully delivers quality capital projects safely, on-time and within budget. Our mission is to build world-class transportation that transforms the quality of life in our communities.

The department is comprised of the following divisions:

- > **Transit/Major Capital Program:** oversees \$20 billion in capital projects from development, through construction and project handover.
- > **Highway Program:** delivers transportation improvements on streets and freeways throughout LA County. Highway Program advances planning, environmental clearance and design of highway projects.
- > **Regional Rail Program:** administers projects and coordinates with key rail stakeholders such as Metrolink, California High Speed Rail Association, LOSSAN and local municipalities.
- > **Engineering:** provides civil and systems engineering across all engineering and architectural fields supporting design and construction of capital projects. This unit also provides third party coordination for capital projects.
- > **Capital Projects:** manages the design and construction of special capital projects.
- > **Construction Management:** provides construction oversight of capital improvement and highway projects.
- > **Quality Assurance:** oversees Metro's Quality Management Program and ensures quality requirements are accomplished by consultants, contractors and design-builders.
- > **Environmental Compliance/Sustainability:** includes environmental services (compliance/remediation), sustainability services and management of sustainability projects.
- > **Program Control:** assists with managing capital projects scope, status, life of project budgets/schedules, independent estimates, document/change controls and risk management.
- > **Finance/Project Administration:** oversees the department-wide annual and capital budgets, financial management matters, cost controls, human resources requirements, performance indicators and provides executive/project administration support.



Annual Program Evaluation

GOAL

To provide an annual comprehensive review of the risks associated with the cost and schedules of the Los Angeles County Metropolitan Transportation Authority's (Metro) multi-billion-dollar capital program. This initiative falls under the Metro Vision 2028 Strategic Plan Goal 5.2: Metro will exercise good public policy judgment and sound fiscal stewardship.

BACKGROUND

In the Chief Executive Officer's January 2016 State of the Agency address, the Annual Program Evaluation (APE) was introduced as a priority initiative to evaluate Metro's Capital Program. Given the challenges of managing a multi-billion-dollar capital program, such as project costs increasing at a higher rate than inflation, longer project duration and staff turnover, a comprehensive review of the risks associated with the cost and schedules of the program is to be conducted on an annual basis.

BEST PRACTICE

The APE is a comprehensive evaluation of Metro's Capital Program, including transit, highway and regional rail projects. The APE initiative focuses

on capital projects managed by Program Management (major transit construction projects, other capital projects, highway projects and regional rail projects), with a total project cost greater than \$5M.

In addition, APE serves as a project management tool bringing greater consistency, transparency and discipline to project managers to better manage and deliver Board-approved projects. The APE also served as means of demonstrating proper Measure M fund allocation, checks and balances, reporting, processes and protocols. The APE is a dynamic tool, which is updated annually as projects move toward completion and any changes approved by the Board are incorporated.

The APE is utilized by Program Management staff throughout the fiscal year; however, compilation is on a real-time basis and is used during the budget process. Metro's Annual Program Evaluation does not have any specific funding, budgetary impact or financial impacts as it is created by Metro staff.

PROCESS

As part of the APE process, staff reviews and updates all project costs and schedules to current conditions and challenges. Any changes to project budgets and schedules—and the reasons for the adjustments—are reported annually to the Board for approval.

Metro's FY22 APE includes 54 projects valued at approximately \$20.5 billion in total approved budget. The project breakdown is as follows:

- > 10 major transit construction projects
- > 17 other transit capital projects
- > Five regional rail projects
- > 22 highway

The Program Management department compiles a comprehensive evaluation of Metro's Capital Program through a collaborative process within the following Program Management units:

- > Program Management Finance and Administration
- > Facilities Engineering
- > Systems Engineering
- > Transit Project Delivery
- > Highway Project Delivery
- > Regional Rail Project Delivery
- > Facilities Capital Projects
- > Environmental Compliance/Sustainability

The annual process to update the APE entails a detailed review of project risk, costs and schedules.

- > Updated project capital cost estimates to current conditions, including price trends and changes

- > Coordination with project teams to ensure bottom-up cost estimate is prepared for cost at completion to determine any potential cost increases
- > A focus on budget to complete current project phase/milestone
- > Inclusion of APE results in the FY22 Budget review and adoption by the Board

RESULTS

The APE serves as a project management tool bringing greater consistency, transparency and discipline to better manage and deliver Board-approved projects. The APE report serves as an annual and early notice instrument to assess the scope, cost and schedule risk items affecting the respective projects under the oversight of Program Management. Additionally, risk items affecting scope, cost and schedule are identified on a project-by-project basis within the APE presentation.

To date, APE has:

1. Established more reliable Life of Project budgets based on improved scope development and enhanced risk assessments.
2. Implemented a readiness review process at key stages of project development to ensure that projects are ready to advance.
3. Programmatically reviewed project issues and challenges to mitigate where possible on current and future projects.
4. Identified potential future funding needs.

Additional Resources

- > Los Angeles County Metropolitan Transportation Authority: Program Management Plan¹
- > Program Management Master Schedule²

Department

- > Program Management

Contacts

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Footnotes

¹ "Los Angeles County Metropolitan Transportation Authority: Program Management Plan." theplan.metro.net/wp-content/uploads/2016/11/report_prgm_mgmt_2016_11.pdf

² "Program Management Master Schedule."

dropbox.com/s/63h47ce9mz1igfv/PMP%20Master%20Schedule%20%28FY%29%20%28Jan%202021%29%20UPDATE.pdf?dl=0



Program Management Plan

GOAL

To provide a capital project delivery roadmap on how the Los Angeles County Metropolitan Transportation Authority (Metro) would manage and implement Measure M. This initiative falls under the Metro Vision 2028 Strategic Plan Goal 5.1: Metro will leverage funding and staff resources to accelerate the achievement of goals and initiatives prioritized in the Vision 2028 Plan.

BACKGROUND

Metro leadership wanted to build confidence with the public that Metro could deliver Measure M projects on time and within budget.

In June 2016, the Metro Board of Directors approved placing a sales tax ballot measure titled Los Angeles County Transportation Traffic Improvement Plan, officially designated as Measure M, on the November 2016 general election ballot.

BEST PRACTICE

The Program Management Plan (PMP) is a strategic roadmap that illustrates how Metro will manage and implement Measure M's Capital Project. The PMP is a dynamic tool, which is updated as required to best deliver Measure M.

The implementation of the PMP allows the agency to:

- > Summarize the Measure M Program, including the scope, schedule and capital budget.
- > Establish goals and objectives that form the basis of the Measure M Program.
- > Provide information about the organization, control systems, processes, roles and responsibilities, and lines of authority within the Measure M Program.
- > Cite definitive and authoritative references, including specific policies and procedures.
- > Describe inter-relationships between the Measure M practices and agencywide policies and procedures.
- > Establish consistent management practices.
- > Establish mechanisms for managing technical and financial risks.
- > Demonstrate to stakeholders that the plan is structured in accordance with the regional planning process and federal requirements.

The Measure M PMP was crafted through a collaborative process between Metro departments and their regional stakeholders, and with additional input from the public.

All contributing internal partners are as follows:

- > Office of the CEO
- > Office of Management and Budget
- > Countywide Planning and Development
- > Program Management
- > Vendor/Contract Management
- > Risk, Safety, Emergency and Asset Management
- > System Security & Law Enforcement
- > Communications
- > Employee/Labor Relations
- > Congestion Reduction
- > Office of Extraordinary Innovation
- > Office of Civil Rights and Inclusion
- > Management Audit Services
- > Information Technology Services
- > Operations and Maintenance

Metro's Program Management Plan does not have any specific funding, project costs, budgetary impact or financial impacts as it is created by Metro staff.

PROCESS

To establish the PMP, the Program Management Department conducted meetings with the CEO and all senior leadership team members. Program Management also conducted one-on-one interviews with every department outlining the PMP's objectives. Department outlines included the PMP document framework, and the Capital Lifecycle phases or project phases from initiation to closure. Each department

was responsible for delivering a chapter for the PMP document that outlined their organizational structure, overall functions, and its contribution for capital project delivery, including key interfaces with other departments.

RESULTS

The PMP successfully provides a roadmap for Metro with a great measure of confidence. The PMP offers a proactive approach as to what the prerequisite for the next phase for each project entails. Each department utilizes this best practice to manage and implement their portion of the Measure M projects, and to understand the duties of other departments. In addition, the PMP provides guidance regarding whether proper expectations are set around what projects can be delivered, and their cost and schedule.

Achievements Include:

1. Strengthen the project budget process
2. Integrated Project Management Office (IPMO)
3. Established refined project assessment through Project Readiness Reviews
4. Increased effectiveness and efficiency for future use project: "How to Pass Mega Transportation Measure: LA County's Measure M Lessons Learned"

Additional Resources

- > Program Management Plan¹
- > Program Management Plan Lessons Learned²
- > Program Management Plan Master Schedule³

Departments

Program Management:

- > Program Management Finance and Administration
- > Program Control
- > Quality Control
- > Facilities Engineering
- > Systems Engineering
- > Transit Project Delivery
- > Highway Project Delivery
- > Regional Rail Project Delivery
- > Facilities Capital Projects
- > Environmental Compliance/ Sustainability

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Footnotes:

¹ "Program Management Plan."

theplan.metro.net/wp-content/uploads/2016/11/report_prgm_mgmt_2016_11.pdf

² "Program Management Plan Lessons Learned."

theplan.metro.net/wp-content/uploads/2018/05/report-theplan-lessons-learned-2018.pdf

³ "Program Management Plan Master Schedule."

dropbox.com/s/63h47ce9mz19fv/PMP%20Master%20Schedule%20%28FY%29%20%28Jan%202021%29%20UPDATE.pdf?dl=0



Quality Management Oversight Program

GOAL

To develop and implement a systemized approach to Los Angeles County Metropolitan Transportation Authority (Metro) project oversight for the Program Management Department. This initiative falls under the Metro Vision 2028 Strategic Plan Goal 5.4: Metro will apply prudent commercial business practices to create a more effective agency.

BACKGROUND

The idea of Metro considering improvements to its contractor oversight approach was described in a peer review conducted by Kevin Diviness of Denver's RTD transit agency. Denver's RTD success with a similar approach for program and project oversight prompted Metro's Program Management department to

explore the possible implementation of similar oversight techniques and best practices in Metro's capital program.

The peer review conducted by Diviness became the catalyst in the development of the Quality Management Oversight (QMO) Program.

BEST PRACTICE

The QMO Program monitors Metro's consultants and contractors activities and performance throughout project delivery. The QMO Program monitoring includes the implementation of management systems, design and construction work products. The program is a consistent and effective platform for all project teams at Metro to oversee quality and management of their Capital Program projects.

The QMO Program is a collaborative effort among project teams and senior executives of Program Management and other supporting departments during the development and implementation of this initiative.

The anticipated costs for the QMO Program will be offset by savings resulting from a reduction of engineering and construction management consultant staff resources. This is due to the implementation of the risk-based priority planning and sampling methods, progressive acceptance and related accelerated project closeout, and the efficiencies of executing oversight activities through the integrated QMO database, which project participants use to execute their role in the processes. These savings are augmented with mitigations of potential claims, rework and scope creep, which are achieved through the defensible requirements-based approach to oversight, greater focus on activities with higher risk activities of the contractors and overall continuous improvements on the projects.

Aside from the minimal annual QMO Program wide management resources, there are no financial impacts beyond what the Board authorizes through the life-of-project (LOP) budgets.

The costs associated with this initiative are limited to consultant fees. Metro has contracted with a quality management consultant team of experts to assist with the development and implementation of the QMO Program.

PROCESS

The proposed QMO Program will apply to all Metro groups supporting the Program Management department, including engineering and construction consultants performing oversight on capital projects. The proposed QMO Program requires the replacing or updating of the current policies and procedures which will result in a standardized, consistent and integrated oversight approach to measure contractor performance of both end-products and processes to control the work. The approach uses a risk-based prioritization and sampling to focus on higher risk activities. Performance data is leveraged for data analytics, trend identification and to provide constructive performance feedback for continuous improvements.

The Quality Management Department, a function of the Program Management Department, completed a thorough review and revision of all quality related sections of the design-build and design-bid-build contracts, and construction management support services contracts to ensure consistency in language and approach. This exercise was done to ensure that potential bidders are clear on Metro's policy for managing quality and that the results of their performance will be transparent to project stakeholders.

RESULTS

The Program Management Department and the quality management consultant began implementing the QMO Program on two pilot projects 14 months ago. Pilot projects include the Purple (D Line) Extension Sections 2 and 3, where 80 percent of the QMO Program procedures are utilized, and the results are favorable for Metro and well received by the contractors.

The QMO Program provided Metro the following benefits:

- > Transparent performance results on key design and construction activities
- > Improved communications through monthly QMO Program reports, quarterly reviews of performance and improvement actions
- > Improved effectiveness of staff resources, through training and reallocation of resources focus and efforts
- > Improved quality of contract requirements and Metro procedures because of the review and analysis of Metro policy's, plans, procedures and procurement documents

The Quality Management Department is working toward the ISO 9001: 2015 registration for the Capital Program projects. An ISO Steering Committee has been established to lead this effort through to registration. Continued implementation of the QMO Program on current and newly added projects is the primary focus over the next two years. Metro plans to award multiple major capital improvement projects in FY22 and FY23, most of which will utilize the QMO Program.

The QMO Program's top three achievements:

1. Buy-in on the approach from Metro leadership and project stakeholders
2. Program- and project-level quarterly reviews of contractor performance supported by performance data and resulting trend analysis
3. 80 percent of the QMO Program Processes and Procedures have been implemented on the pilot projects

Additional Resources

Departments

- > Program Management Department
- > Quality Assurance/Compliance

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Risk, Safety & Asset Management

The Risk, Safety & Asset Management (RSAM) department at Metro safeguards our customers, employees and assets by proactively advancing a safe working and operating environment, implementing good asset practices and actively managing risk and the consequences of loss to protect financial assets.

RSAM is comprised of the following divisions:

- > **Risk Management:** manages enterprise risks consistent with organizational tolerance with a balanced approach to risk financing and administration. This unit protects the assets of the public by identifying, evaluating and responding to the risk exposures of Metro.
- > **Enterprise Transit Asset Management:** implements a comprehensive and coordinated process to effectively manage the performance, risks and costs of renewing Metro's existing asset base used to provide transit services.
- > **Corporate Safety:** improves the safety culture at Metro through visible management commitment and promotion of Safety Management System principles to continuously improve Metro's safety performance.
- > **Emergency Management Services:** leads organizational planning and risk communications for major disasters. The unit also formulates innovate resilience preparedness strategies to include implementation strategies for all agency emergency and disaster operations, establishing partnerships with LA County, LA City and Homeland Security Advisory Offices to integrate emergency management.

Enterprise Transit Asset Management

GOAL

To effectively manage risk through efficient expenditures of limited public funds to operate, maintain and renew assets to help ensure delivery of safe, reliable and high-quality transit services. This falls under the Los Angeles County Metropolitan Transportation Authority (Metro) Vision 2028 Strategic Plan Goal 5.6: Metro will foster and maintain a strong safety culture.

BACKGROUND

The Federal Transit Administration (FTA) Transit Asset Management (TAM) rule took effect October 1, 2016, and includes requirements for public transit operators to report on asset performance and set targets each October for the next fiscal year. TAM is a business model that uses the condition of assets to guide optimal prioritization of funding to keep transit networks in a State of Good Repair (SGR).

BEST PRACTICES

Metro CEO Phillip A. Washington created an independent TAM department named Enterprise

Transit Asset Management (ETAM) to ensure compliance with the FTA. The department oversees annual target setting for TAM performance, maintaining asset inventories, conducting condition assessments and developing processes for prioritizing State of Good Repair. The ETAM Department originally began with three employees from Metro's Construction, Operations and Planning departments and has expanded to 10 employees who manage the data and processes needed to track about 374,000 transit assets valued at over \$19 billion. The ETAM Department provides objective information for agencywide capital decision-making that cannot be overly influenced by any one department.

In addition, Metro's ETAM has developed requirements for mandatory structural inspections to ensure that all structures are safe, in good condition — and to identify opportunities to extend the useful life of the bridge and tunnel inventory. Lastly, Metro's ETAM ensures FTA mandated facilities assessments are performed as outlined

in the TAM Rulemaking and reported in the National Transit Database on a four-year cycle.

PROCESS

Metro's ETAM developed a software system to track State of Good Repair that incorporates the following elements: asset inventory, condition assessment, decision support tools, investment prioritization, TAM and SGR policy, implementation strategy, list of key annual (TAM) activities, identification of resources and an evaluation plan. To do this, ETAM submitted compliance forms to the National Transit Database (NTD), conducted mandatory structural inspections to ensure all structures are safe and in good condition, and created a schedule and templates for conducting facilities condition assessments. Vast amounts of asset data have been efficiently, effectively and accurately uploaded into the NTD by ETAM staff who are TAM subject matter experts.

Metro's ETAM worked with asset stakeholders across the agency—including Operations, Countywide Planning, Vendor and Contracts Management, Construction, Finance and ITS—to implement a comprehensive asset management program. ETAM also worked closely with the FTA and Southern California Association of Governments (SCAG).

RESULTS

With Metro expected to more than double the size of its transit system in future years, the agency now has a much better grip on the condition of its assets. This, in turn, has allowed Metro to better conduct multi-year financial planning as it considers its future operations and Capital Programs costs. ETAM has provided a vital 40-year outlook of State of Good Repair needs—which are expected to cost \$26 billion.

ETAM also allows Metro to make more informed decisions when it comes to overhauling and extending the life of its equipment—whether it's buses or rail cars.

To date, Metro has conducted mandatory structural inspections that have resulted in repair of 12 State of Good Repair hotspots. This also set a precedent to create processes and scheduling for conducting structure conditions. The results informed Metro's Public Transportation Agency Safety Plan (PTASP), which is required by the FTA.

ETAM staff have also participated in and spoken at FTA Roundtables, TAM conferences and webinars and have been available to other transit agencies when called for TAM advice—making Metro one of the nation's leaders in Transit Asset Management.

Additional Resources

- > Transit Asset Management Policy (GEN 61)¹
- > Metro TAM Plan²

Departments

- > Risk, Safety & Asset Management
- > Enterprise Transit Asset Management
- > Corporate Safety

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Footnotes

¹ "Transit Asset Management Policy (GEN 61)."

dropbox.com/s/feusg8enzg2fjzp6/Transit%20Asset%20Management%20Policy%20ETAM%2001%20-%20GEN%2061.pdf?dl=0

² "Metro TAM Plan."

dropbox.com/s/znfbmoilhs8twoq/Metro%202018%20TAM%20Plan%20.pdf?dl=0

Left Turn Mitigations Across LRT Tracks

GOAL

To reduce the Los Angeles County Metropolitan Transportation Authority's (Metro) light rail train versus car accidents, enhance safety, improve operational performance and reduce employee injuries. This initiative falls under the Metro Vision 2028 Strategic Plan Goal 2.2: Metro is committed to improving legibility, ease of use, and trip information on the transit system.

BACKGROUND

Left turn accidents are the predominant type of accidents involving street running light rail lines — both in LA County and across the nation. The disregard for traffic signals and warning signs by motorists results in casualties, injuries and property damage. Furthermore, such behaviors also impact agencies by disrupting operations, reducing reliability, and rising employee-injury costs and third-party claims costs — all of which adversely impact transit costs. The funds expended on such accidents, service interruptions and liability could be better used for other safety and operational projects that improve the organization's performance.

BEST PRACTICE

To mitigate this vexing issue, Metro completed a demonstration project on October 24, 2017, on the A Line (Blue) to showcase a device, a mechanism box with a gate arm adjacent to the #1 lane, that was found to deter motorists from unsafe behaviors.

The initiative for Left Turn Mitigations Across LRT Tracks consists of multiple stakeholder partnerships including the City of Los Angeles, Caltrans, the California Public Utilities Commission (CPUC) and Metro's Operations Department.

Project costs for Left Turn Mitigations Across LRT Tracks consisted of design and construction of \$250,000, and on-going operation and maintenance costs of approximately \$10,000 annually.

PROCESS

The process for Left Turn Mitigations Across LRT Tracks has involved the coordination of obtaining permits, developing design documents for review and approval, construction, testing, and securing the necessary approvals from the City of Los Angeles, Caltrans, CPUC and Operations.

RESULTS

Installed in October 2017, results from the project have only included one collision where a motorist made an illegal left-hand turn from the No. 2 lane into the path of a train. Prior to the pilot gate, there had been more than 70 collisions since 2013 on the A Line (Blue). The project's success has led to plans to expand this safety measure to future Metro light rail projects, including the Crenshaw/LAX Line and the East San Fernando Valley Transit Corridor. There has been overall good compliance with limit line (75 motorists over two-week period observed to go beyond LL) and positive feedback from operators and motorists.

Additional Resources

Departments

- > Risk, Safety & Asset Management
 - > Corporate Safety

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On-board Fire Mist Suppression System

GOAL

To enhance safety, improve operational performance and reduce employee injuries. This initiative falls under the Los Angeles County Metropolitan Transportation Authority's (Metro) Vision 2028 Strategic Plan Goal 2.2: Metro is committed to improving legibility, ease of use and trip information on the transit system.

BACKGROUND

Rail car fire suppression systems are currently non-existent in the United States. While there are safety measures in place for underground rail stations (i.e., non-combustible construction), an arson fire on board a rail vehicle can grow at a faster rate compared with an accidental fire without an accelerant inside a tunnel and cause higher casualties and result in the complete loss of rail cars. Tunnels have much lower ceilings as opposed to a station ceiling, so smoke and heat can accumulate quickly. Evacuating from a tunnel is also more confusing and ventilation may help or hurt in a tunnel.

Due to tragic events such as the South Korean Daegu subway arson in 2003 that killed 192 people and injured another 151, Metro established the first-of-its-kind On-board Fire Mist Suppression System to prevent life and property damage. Metro's heavy rail car specifications did not include requirements for an on-board fire suppression system. This project will require the current heavy rail cars to be retrofitted with an on-board fire mist system.

BEST PRACTICE

The On-board Fire Mist Suppression System on heavy rail cars is a major safety initiative that has never been implemented in the U.S. Currently, if an on-board train fire occurs in a tunnel and people are forced to evacuate, the ventilation system and the associated ventilation structures will provide a safe tunnel environment.

The installation of an On-board Fire Mist Suppression System will provide for a more controlled environment within a train by increasing the tenable time for Metro passengers during an on-board fire event in an underground tunnel. The system is designed to detect an on-board fire and smoke event in the very incipient stages of such incidents, alert the train operator of the event, and activate a water mist suppression system. This system improves the tenable environment within the rail car such that persons do not need to evacuate immediately in the tunnel and allows the train to proceed to the next station where evacuation is safer. The On-board Fire Mist Suppression System also negates the need to build expensive structures, such as ventilation shafts.

The initiative for On-board Mist Suppression System has an estimated cost of \$11 million to retrofit 64 existing A650 heavy rail cars and \$2.4 million to install the mist system on current procurement of the HR4000 heavy rail cars.

PROCESS

Since a fire suppression system is unique in North America, extensive research was conducted in the international arena to determine what systems were currently in use.

Based on European standards for mist systems and through significant coordination with European equipment manufacturers, staff developed its own specifications by adopting the best protocols and standards from the agencies who have significant experience and expertise with developing and implementing fire mist suppression systems.

RESULTS

Possible outcomes include no passenger and employee casualties in a tunnel fire and station fire, significantly reduced spread of fire, minimal damage to rail vehicles, and quicker restoration of service. An on-board suppression system is superior to a station-based ventilation system which does not provide any mitigation when an on-board fire occurs. This initiative will also result in cost savings by eliminating ventilation shafts in tunnels.

Additional Resources

Departments

- > Risk, Safety & Asset Management
- > Corporate Safety

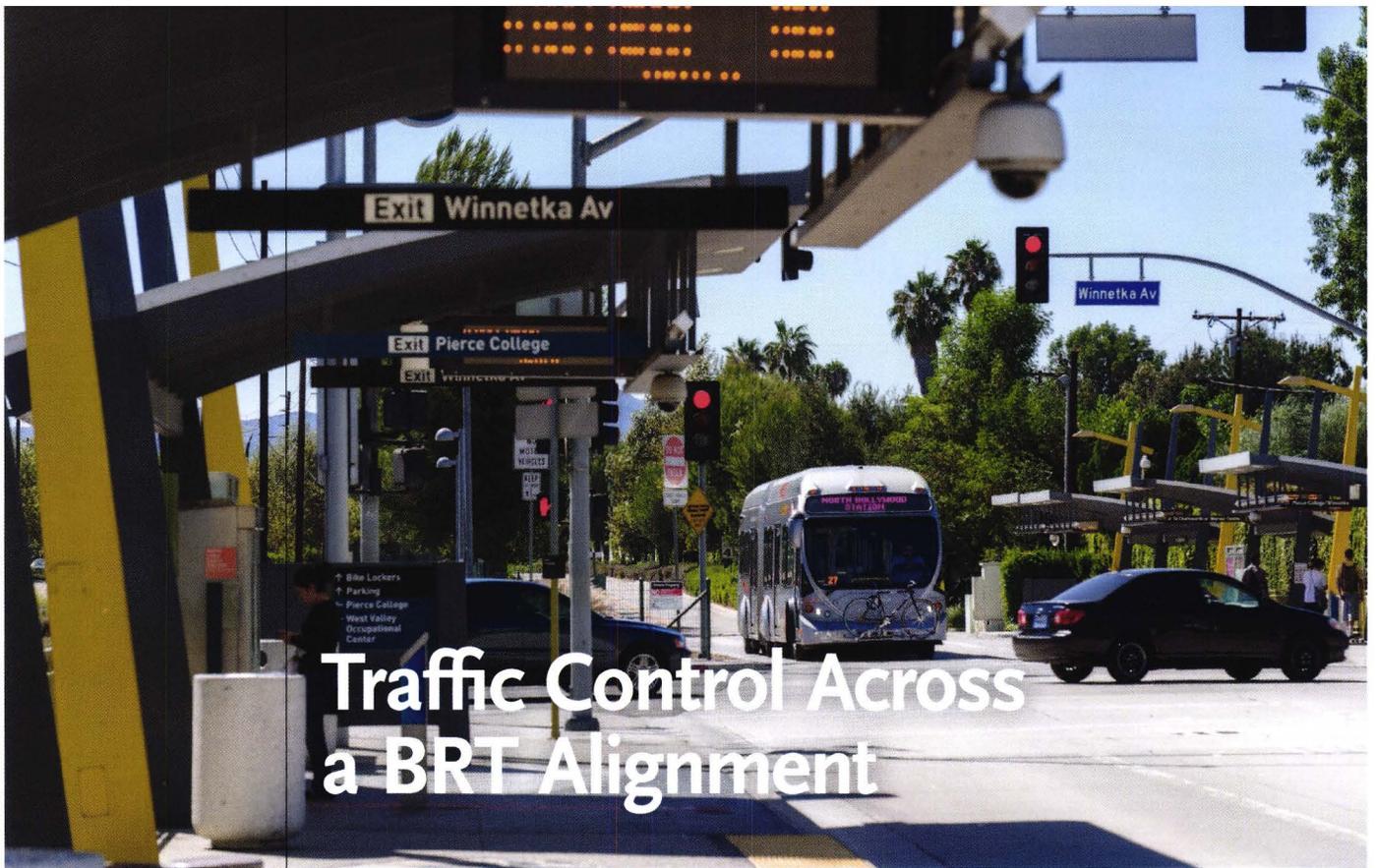
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Traffic Control Across a BRT Alignment

GOAL

To enhance safety, improve operational performance and reduce employee injuries. This initiative falls under the Los Angeles County Metropolitan Transportation Authority's (Metro) Vision 2028 Strategic Plan Goal 2.2: Metro is committed to improving legibility, ease of use, and trip information on the transit system.

BACKGROUND

When the G Line (Orange) began revenue service in 2005, a rash of collisions with automobiles occurred during the first several months of operations. In response, Metro Operations issued slow orders where buses were required to slow to 10 mph before crossing intersections. This slow

order along with red lights at intersections resulted in a significant increase in the end-to-end travel time and slower travel times for G Line riders. In an effort to reduce collisions and increase the travel speed on the G Line, Corporate Safety staff put forward an innovative project that will involve the implementation of railroad-type gates at intersections on the G Line. Metro's Measure M sales tax measure — approved by voters in 2016 — supplied funding for a project to improve the G Line. In October 2017, the Metro Board approved technical study findings, recommendations and project development for the Traffic Control Across a BRT Alignment.

BEST PRACTICE

Such a novel concept involving railroad type gates to control vehicle traffic across the G Line has never been implemented to date in North America. This pioneering project, which focuses on controlling traffic across a BRT alignment, will have a dual benefit of significantly improving safety by mitigating accidents while at the same time improving operating speeds and reducing bus travel times to move customers more efficiently. The operation will likely make riding the G Line more attractive, while increasing ridership and improving ride comfort for our passengers since the buses will no longer have to constantly slow or stop at intersections and then speed back up.

The project consists of multiple stakeholder partnerships including LA City Council, LA Department of Transportation, property owner/tenant contacts, elected officials, community open house meetings and the San Fernando Valley Service Council.

The project costs, including design and installation at 44 intersections, is estimated by Metro to be about \$120 million.

PROCESS

Project development included technical studies, public outreach and reports to the Metro Board of Directors.

Several community meetings were held to explain the scope and benefits of the project. Currently, the project is in the design phase and the project is scheduled for completion in 2024.

The project was made possible largely by the passage of Metro's 2016 Measure M sales tax, which is expected to raise about \$120 billion in its first 40 years.

RESULTS

The project will provide the following benefits for G Line trips between the two end points of the line, North Hollywood and Chatsworth:

- > Bus travel time during rush hour will be reduced by 17 minutes over approx. 18 miles.
- > Ridership and capacity will improve with an average of 25,000 weekday boardings due to faster trips and the ability to run more buses.
- > There will be 15 buses per hour running in each direction at four-minute headways during peak hours.
- > Right-turn-on-red violations will be minimized.
- > Traffic collisions will be reduced.
- > Safety will be improved.
- > There will be reduced agency claims costs.
- > There will be improved passenger comfort and reduced maintenance costs by eliminating the need to reduce the speed motor vehicles at several intersections.

Additional Resources

Departments

- > Risk, Safety & Asset Management
- > Corporate Safety

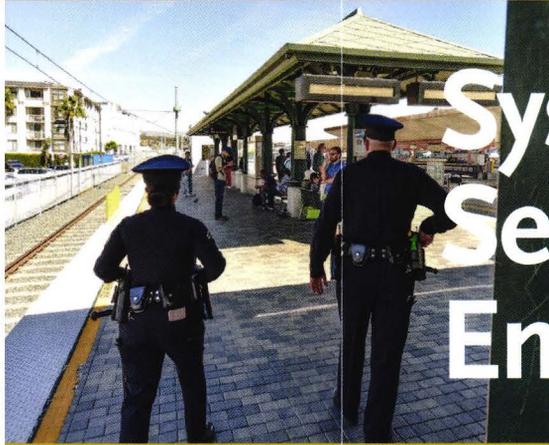
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System Security & Law Enforcement

System Security & Law Enforcement (SSLE) at the Los Angeles Metropolitan Transportation Authority (Metro) is charged with ensuring Metro patrons and employees can ride and work safely, without fear, 100 percent of the time. To fulfill that mission, SSLE strives to lead the transit industry in the development and implementation of innovative security and law enforcement strategies, advance the use of crime analysis tools, problem-solving methodologies and technology, and build and sustain regional community and law enforcement partnerships.

SSLE is comprised of 200-plus employees working in the following divisions:

- > **Executive Office:** sets the mission and vision for the SSLE Strategic Plan in coordination with the newly formed Transit Public Safety Advisory Committee and the Metro Employee Survey Working Group.
- > **Transit Security:** ensures the protection and safety of the patrons who rely on Metro's service, the employees who provide this service, and the property owned and operated by Metro.
- > **Physical Security:** safeguards Metro's infrastructure.
- > **Emergency Management:** leads and coordinates recovery for Los Angeles Metro.
- > **Special Projects:** responsible for the sexual harassment and human trafficking awareness programs, as well as the quarterly LA Metro Regional Law Enforcement working group meetings.
- > **Homeless Outreach and Engagement:** spearheads Metro's Homeless Action Plan and serves as a community liaison for employees and customers on security and law enforcement matters.
- > **Finance and Administrative Management Services:** oversees the department's annual operating and capital budgets and more.
- > **Compliance and Administration:** efficiently monitors the private security guard service and law enforcement service contracts' compliance.



Homeless Outreach and Engagement Teams

GOAL

To offer unhoused individuals shelter and social services, and to provide a safe environment for all transit patrons, the Los Angeles County Metropolitan Transportation Authority (Metro) made a coordinated effort to reach unhoused individuals on its bus and rail system. This initiative meets Metro's Vision 2028 Strategic Plan Goal 3.4: Metro will play a strong leadership role in efforts to address homelessness in LA County.

BACKGROUND

Homelessness has for many decades been a serious issue in the Los Angeles region and by most counts and other indicators has grown worse in the past decade. As the operator of the nation's third-busiest transit system, Metro is greatly concerned about homelessness, with many unhoused individuals seeking refuge on buses, trains and at stations. In 2016, Metro's Board of Directors asked the agency to establish a Homeless Task Force as year-over-year homeless counts continued to rise and ridership challenges grew more prominent.

BEST PRACTICE

Metro has taken the following actions since 2016:

- > Metro created a Metro Homeless Action Plan that provided the framework for the agency's response to the issue.
- > Metro began contracting with People Assisting the Homeless (PATH) to provide comprehensive outreach services to homeless individuals on the Metro system. The \$4.9-million contract is in the process of being extended two additional years to 2023.
- > Two successful pilot programs were conducted, which included using two homeless outreach teams on the B Line (Red) subway to engage unhoused individuals and connect them with social and housing services. Metro expanded from two to eight teams in 2018.
- > Metro deployed its Operation Sheltered the Unsheltered Program that focused on connecting homeless individuals at busy transit stations to social services and shelters.
- > Metro developed a methodology for counting unsheltered individuals on our system using security and law enforcement personnel.
- > Metro began purchasing shelter beds for unhoused individuals.

As part of these efforts, Metro collaborated with the L.A. County Department of Public Health and the City of Los Angeles. Both the city and county are drawing funds from 2016's Measure H and Measure HHH ballot measures to build new housing for the unhoused. Metro's efforts to help the unhoused are funded with revenues the agency receives from local sales taxes.

PROCESS

Metro's Memorandum of Agreement with Los Angeles County Department of Health Services spells out the specific scope of work for homeless outreach services. It contains timeframes and performance metrics that are reported back to Metro every month. This information is included in monthly reports to Metro's Board of Directors, who can see the growing number of individuals connected to social services and/or housed on an interim and permanent basis directly by PATH.

Five performance metrics track the program's progress:

1. Number of unduplicated individuals where contact was initiated.
2. Number of unduplicated individuals engaged.
3. Number of unduplicated individuals engaged who successfully attained an interim housing resource (this includes crisis and/or bridge housing).
4. Number of unduplicated individuals engaged who are successfully linked to a permanent housing program.

5. Number of unduplicated individuals engaged who are permanently housed.

If a homeless individual is reunited with family, PATH tracks these statistics and provides testimonials of success stories to its Board of Directors and System Security & Law Enforcement Department. These testimonials include the team's location and outreach success, and describe how this effort has been tied to Metro's related "Operation Shelter the Unsheltered" initiative.

RESULTS

Metro has seen an increase in the number of individuals assisted with housing services in all five of its performance measures. The agency's most important performance measure has been number of homeless individuals who have accepted interim and permanent housing. Operation Shelter the Unsheltered Program that began in April 2020 has connected more than 765 unhoused individuals to services and helped move many of them from Metro trains and buses into temporary shelters and permanent housing. This created the impetus for Metro to purchase 80 dedicated beds for unhoused individuals on the system. That initiative began on March 1, 2021, and by the end of the month all 80 beds were occupied.

Metro has successfully conducted two separate homeless outreach counts that — after years of guesswork —

showed how many homeless were on the agency's system. The agency is now planning to conduct homeless counts every quarter to help demonstrate the need for additional pilot programs, ambassador programs and assistance from community-based organizations to more effectively help address the homeless crisis on Metro's transit system.

Additional Resources

- > Metro Homeless Task Force¹
- > Metro Transit Homeless Action Plan²

Department

- > System Security & Law Enforcement

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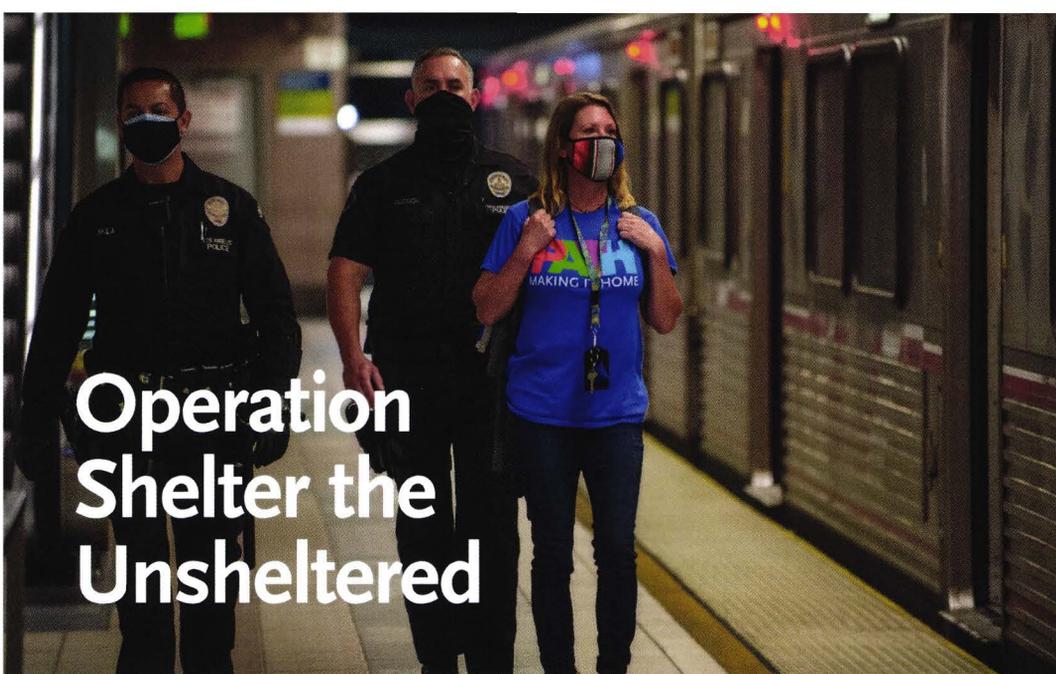
Footnotes

¹ "Metro Homeless Task Force."

metro.net/riding/homeless-task-force/

² "Metro Transit Homeless Action Plan."

dropbox.com/s/s3zbd1384amjj1t/metro_homeless_plan_report_2017-0524.pdf?dl=0



Operation Shelter the Unsheltered

GOAL

To take proactive steps to address the dire homeless crisis on the Los Angeles County Metropolitan Transportation Authority (Metro) system by helping unhoused individuals find housing. This initiative falls under the Metro Vision 2028 Strategic Plan Goal 3.4: Metro will play a strong leadership role in efforts to address homelessness in LA County.

BACKGROUND

Addressing homelessness is one of the major areas of improvement in Metro's Customer Experience Plan. A 2018 customer survey found that nearly 65 percent of our riders agreed there are too many homeless people on the system, which led to many avoiding public transit entirely.

Metro's Vision 2028 Plan also calls for the agency to address homelessness by helping people who are experiencing homelessness and to curtail behaviors and conditions that adversely affect the health and safety of other riders. Metro also wants to offer shelters for unhoused and other vulnerable individuals who—for their own safety and the safety of other transit riders—may desperately need social service assessment, shelter or mental health services.

Following direction from the Metro Board of Directors, Metro has also been focused on reallocating resources normally devoted to policing to other forms of community safety. Metro has directed all three of its law enforcement agencies to focus on supporting homeless outreach.

BEST PRACTICE

Operation Shelter the Unsheltered is a twofold effort that combines offloading passengers at strategic terminus points in the Metro rail system so the rail cars can be cleaned and disinfected, while also providing outreach services to unhoused individuals from organizations, such as People Assisting The Homeless (PATH), Dream Center and L.A. Door. The operation is supported by Metro Transit Security and Metro's contracted law enforcement partners.

The \$4.9-million project is funded through Metro's Homeless Outreach contract with PATH. Metro added \$1.5 million to a four-month pilot that includes 80 dedicated shelter beds for unhoused riders on the Metro system. The four-month pilot started March 1, 2021. The pilot added five generalists to the PATH teams who work directly with unhoused individuals. Multidisciplinary staff include substance abuse specialists, mental health specialists, generalists and medical staff.

PROCESS

Metro's Operation Shelter the Unsheltered process is designed to disrupt the pattern of the unhoused taking residence on the system who have no end-point destination. At the end of the lines, trains are stopped and security personnel board trains and ask everyone to disembark. For those unwilling to disembark, law enforcement is present to encourage them to leave trains. Once riders have left trains, they must exit the platform and turnstiles. The PATH outreach teams are positioned beyond the turnstiles and provide program resources, as well as water and snacks to individuals perceived to be homeless. If medical attention is needed, PATH team members will take persons in need to get appropriate services or contact LA Christian Health Center and directly request a nurse or a physician meet them.

Operation Shelter the Unsheltered has been ongoing since April and has proven to be effective and well received among many of the unsheltered. Metro has built strong partnerships with diverse social service agencies — PATH, the Dream Center and L.A. Door — to successfully get people experiencing homelessness into housing services daily. These outreach partners collaborate with the Los Angeles Police Department, the Los Angeles Sheriff's Department, the Long Beach Police Department and Metro Transit Security. Each law enforcement

agency has specialized units that are trained to engage with people experiencing homelessness.

RESULTS

Since the inception of Metro's Operation Shelter the Unsheltered Program, approximately 765 unhoused individuals that sought shelter on Metro trains have been placed in temporary shelter and permanent housing.

The program has led Metro to implement another pilot program deploying Transit Ambassadors who have been incarcerated in the past and who are seeking a second chance through WIN-LA, Metro's workforce training program. The ambassadors will be meeting and greeting riders at the Metro rail system's terminus points and will be working with our team to facilitate having all riders exit the rail cars while directing people experiencing homelessness towards services.

Metro's Transit Homeless Action Plan, which includes Operation Shelter the Unsheltered, is included in UCLA's homeless study that is focused on homelessness and the transit system. The uniqueness of Metro's program elicits inquiries from diverse transit authorities across the country in part due to Metro committing funding to deal with homelessness. Metro's homeless program is being expanded and partnerships with the L.A. County Department of Health Services and PATH will be extended

two additional years and the program capacity expanded.

Metro's Transit Homeless Action Plan 2.0 — in conjunction with the agency's customer experience plan — are working hand-in-hand to enhance the ridership experience. Through Metro Board actions, more funding is being allocated to the development of pilot programs and funding for shelter services.

Additional Resources

- > Source Post: Operation Shelter the Unsheltered¹
- > Metro Transit Homeless Action Plan²

Department

- > System Security & Law Enforcement

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Footnotes

- ¹ "Source Post: Operation Shelter the Unsheltered." thesource.metro.net/2020/05/01/metro-helping-more-unhoused-people-get-into-shelters-during-covid-19
- ² "Metro Transit Homeless Action Plan." dropbox.com/s/s3zbd1384amjj1t/metro_homeless_plan_report_2017-0524.pdf?dl=0

Transit Operations

Transit Operations at Metro is committed to delivering the following goals: safety, service, reliability, cleanliness and development with a workforce of over 8,000 employees, a bus fleet of 2,548 buses serving 1,433 square miles, six-line rail lines (four light/two subway), with a fleet that has 454 vehicles (352 light rail/102 subway vehicles), serving 101.5 miles of track and 92 stations.

This department is comprised of the following divisions:

- > **Central Oversight and Analysis:** manages and monitors the Operations budget, operating and capital budget activities for Metro's bus and rail service delivery, maintenance program, which includes State of Good Repair activities.
- > **Bus Transportation:** oversees the revenue service delivery of a 2,500+ bus fleet, which includes directing the efficient allocation of operating and supervisory staff resources to ensure that service objectives are delivered in a safe, clean, reliable, on-time and courteous manner.
- > **Rail Transportation:** responsible for the revenue service delivery of four light rail and two subway rail Divisions (A /E, B/D, L and C lines) and all movements on the rail rights-of-way, and the dispatch and control for all train service, maintenance of way and personnel on the rights-of-way.
- > **Rail Operations Control:** manages the control of trains, power, station ventilation, voice and data communications and monitoring of gas and fire sensors.
- > **Rail Instruction:** provides introductory and advanced training programs to all rail staff.
- > **Bus Maintenance:** responsible for 10 bus divisions that provide preventive and corrective maintenance activities to a 2,500+ bus fleet.
- > **Central Maintenance:** which includes fabrication locations, rebuilds and provides overhaul for major bus and rail components.
- > **Rail Fleet Services:** responsible for the maintenance and repair of our light and heavy rail vehicle fleet and manages rail vehicle scheduled preventative maintenance, unscheduled corrective maintenance and component overhaul programs in support of a clean, safe and reliable fleet.
- > **Service Development:** comprised of Scheduling, Service Performance and Analysis and Regional Service Councils. Scheduling develops Metro's transit service concept, generates all bus and rail service schedules, implements service changes for the efficient service interface between bus and rail lines, makes recommendations on service policies, and develops service operations staffing and fleet requirements. Service Performance Analysis is responsible for all Metro bus and rail service data, including data collection, ridership, on-time performance, and other performance data.
- > **Operations Liaison:** provides system-wide operational planning, design review and technical support for all capital rail projects, including new and rehabilitation of existing rail lines.
- > **Vehicle Engineering and Acquisition:** responsible for developing specifications and administering bus and rail vehicle acquisition activities to meet service requirements and ensure service reliability.



Metro Micro Communications

GOAL

To make Metro Micro accessible to those without a smartphone. This initiative falls under the Los Angeles County Metropolitan Transportation Authority's (Metro) Vision 2028 Strategic Plan Goals: 1, 2, 3 and 4:

- > 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.
- > Goal 4: Transform Los Angeles County through regional collaboration and national leadership.

BACKGROUND

In 2016, Metro received an unsolicited proposal to pilot the concept of microtransit using Metro Operators, but private sector technology. The Office of Extraordinary Innovation (OEI) worked with departments across the agency to develop this initial idea into an unprecedented two-phase procurement process that enabled multiple private sector firms to compete on the design of the on-demand program—and which transferred a substantial amount of risk to private sector partners.

The result was a pilot program introduced into Metro's existing fixed-route network to help capture the short trips (under five miles) that make up more than 50 percent of trips taking place in LA County today. Metro Micro provides continued opportunities for the agency to improve on customer service and equity by shortening

trip times, eliminating transfers and reducing reliance on single-occupancy vehicles, while accommodating customers of every age, ability and circumstance.

Metro Micro is also a key component of Metro's NextGen Bus Plan—to restructure routes and offer more frequent service—and an important member of Metro's family of services. Metro identified some areas with bus service that is perpetually underused or areas that are difficult to serve with full size buses on fixed routes, and Metro Micro is filling in the gaps. For customer ease of use and personal space, most vehicles are configured to carry seven to 10 customers, although capacity at press time was capped at 50 percent due to the COVID-19 pandemic. The Metro Micro fleet also includes vehicles with bike racks, as well as wheelchair ramps and securement devices.

One key challenge was to ensure the vehicles could be summoned by all customers—especially those without smartphones.

BEST PRACTICE

Metro Micro will not only improve reliability and allow for guaranteed transfers across our multi-modal system, but will also offer riders the opportunity to customize their experience by ordering a trip and linking to the next leg of their Metro journey. However, many Metro riders do not have access to a smartphone or may have limited or no data plans. In order to make Metro Micro as accessible as possible, Metro Micro provided three options for customers trying to book a ride:

- > Download the new mobile app on the App Store or Google Play.
- > Book a ride online at *book.metro-micro.net*.
- > Call 323.GO.METRO (323.466.3876).

The Metro Call Center agent, using a Metro Micro web portal designed for agent-based booking, provides the customer with a vehicle arrival time, along with confirming pick-up and drop-off locations. Metro users can also book rides in any of the languages available through the Metro Call Center. Agents are provided with ongoing training to support Metro Micro—which has been developed and tested in close partnership with Transportation Communications International Union. This element of the pilot also serves as a workforce investment opportunity as the agents learn new skills along with new technology use.

Metro Micro, operated by Metro Operations, partners closely with all departments in the agency and an external technology partner for this three-year pilot. Funding for current and future years of Metro Micro

service is included within Metro's annual Operations budget. Additional private financing and public grant monies are also being pursued to support this program.

RESULTS

Since its introduction in December 2020, Metro Micro has:

- > Been downloaded more than 13,000 times in Google and Apple Stores.
- > Provided more than 14,000 rides since launch (as of press time).
- > Received an average rating of 4.8 out of 5 from customers.
- > Maintained an average wait time of eight minutes for pick-up.

Additional Resources

- > Metro Board Report on MicroTransit Implementation¹
- > Metro Micro Homepage²
- > Eno Center for Transportation article on MicroTransit³

Departments

- > Operations
- > Communications
- > Office of Extraordinary Innovation

Contacts

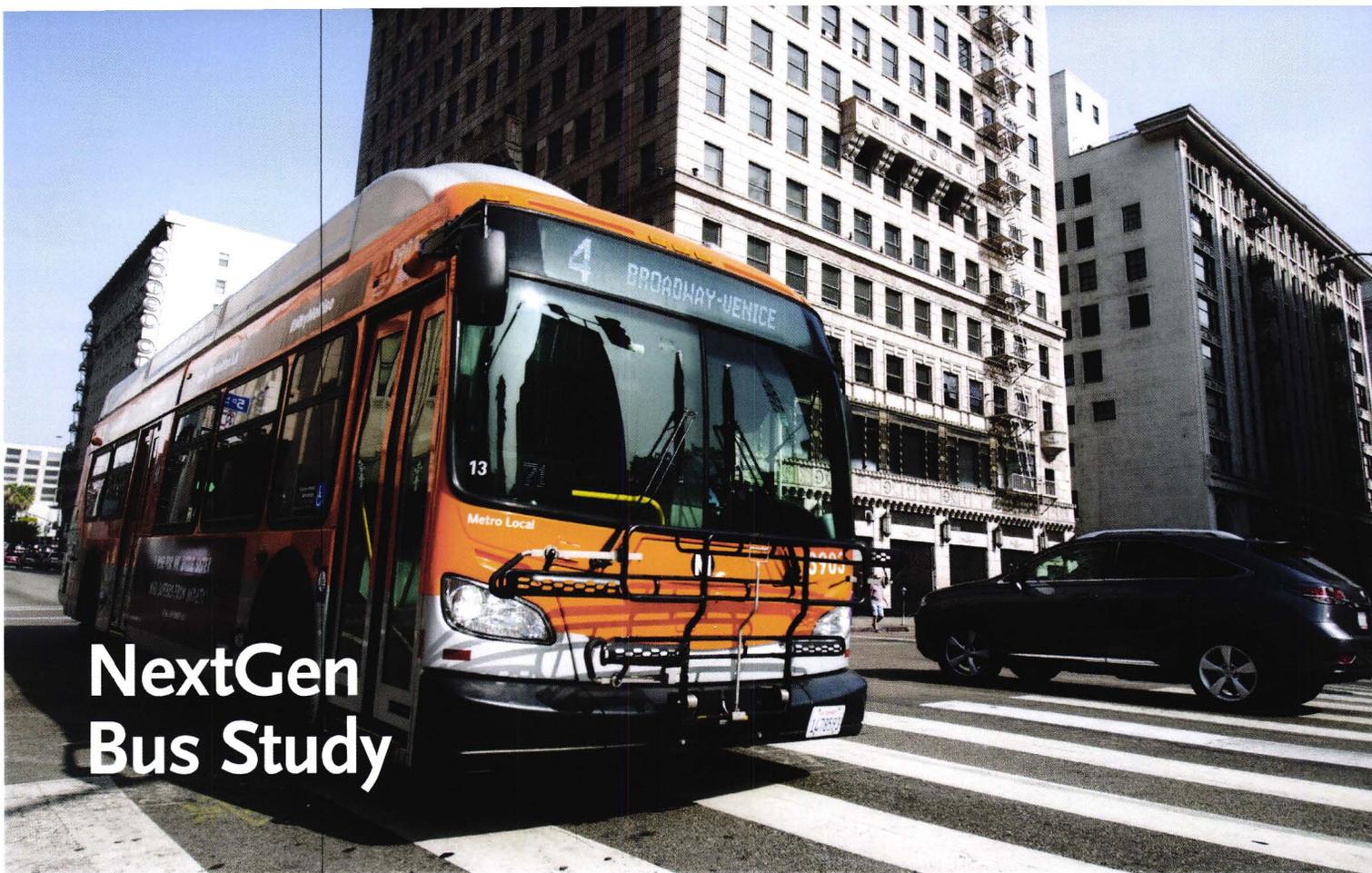
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Footnotes

¹ Metro Board Report on MicroTransit Implementation." *dropbox.com/s/hkqv5qsrto6v49h/MicroTransit-Pilot-Project-Part-B-Implementation.pdf?dl=0*

² "Metro Micro Homepage." *metro.metro.net*

³ "Eno Center for Transportation article on MicroTransit." *enotrans.org/eno-resources/uprouted-exploring-microtransit-united-states*



NextGen Bus Study

GOAL

To restructure the Los Angeles County Metropolitan Transportation Authority's (Metro) bus network into a comprehensive and intuitive system of high quality and integrated transit services that are relevant, reflective of and attractive to the diverse customer needs within LA County.

This initiative falls under the Metro Vision 2028 Strategic Plan Goal 1.2: To improve LA County's overall transit network and assets, Metro will invest in a world-class bus system that is reliable, convenient and attractive to more users for more trips.

BACKGROUND

There has been a systemic decline in bus ridership throughout the region, along with new transportation options, such as Transportation Network

Companies and micro mobility e-scooters and e-bikes. Despite being the second most heavily used bus system in the country, and voter endorsement for continued transit growth through Measure M, Metro's systemwide ridership declined by 25 percent since April 2014, consistent with national trends. A survey of past riders completed in 2016 found that 19 percent of respondents stopped using Metro services primarily because their travel patterns changed, and another 12 percent stated that it is too hard to get to and from transit stops. Eighteen percent and 11 percent, respectively, mentioned slow speeds and service reliability were their main reasons for leaving transit.

The ridership declines could also be attributed to shifts in customer

demographics and lifestyles, changing workforce travel patterns, safety and security concerns, new technology and opportunities for other travel options, such as shared mobility on-demand. As such, Metro embarked on a project to reimagine the bus network to retain current riders, reclaim past riders and recruit new riders.

BEST PRACTICE

The NextGen Bus Study aims to increase transit use in the county over the next decade by attracting customers to ride more. In addition, the re-baselined bus network will set the foundation for future growth from transportation investments provided through Measures R and M.

The NextGen Bus Study and countywide outreach included a significant number of partnerships and relationships formed throughout the course of this project, including with regional service councils, advisory councils, business and community organizations, chambers of commerce, educational institutions, government agencies, non-profit, faith-based institutions, transportation agencies and labor unions.

The team utilized different strategies for outreach to match specific audience needs. Metro had to tailor its approach to certain neighborhoods to gain public trust, such as working with faith-based organizations and community leaders to encourage people to attend workshops. Workshops were festive and interactive, unthreatening and accessible. The process was a highly collaborative team effort between the

consultant team and Metro staff, which contributed to the success of the project.

The project also resulted in an ongoing Interagency Speed and Reliability Task Force between Metro and LADOT to plan and implement speed and reliability projects within the City of LA, including bus lanes, bus bulb outs and enhanced transit signal priorities.

The technical contract amount was \$2 million.

PROCESS

Below is the step-by-step process that was taken to implement the NextGen Bus Plan Initiative:

- > A comprehensive understanding of Metro's past, current and potential customers.
- > Identifying the strengths, deficiencies, gaps and opportunities of the existing Metro bus network.
- > Developing a regional service concept that best matches the travel demand and service attributes most important to customer groups.
- > Translating the regional service concept into a set of planning parameters for redesigning the bus network.
- > Identifying transit preferential infrastructure to enhance speed and reliability of bus service along key regional corridors, as well as infrastructure to support new service delivery methods, and customer service infrastructure for major transfer points and activity centers.
- > Developing the Service Restructuring Plan. The contractor and Metro Service Planning and Scheduling staff will work hand-in-hand to develop a transit network based on the Regional Service Concept and design guidelines that are anticipated to maximize ridership and improve customer experience.

The Communications and Outreach contract included the following tasks:

- > Strategic Communications
- > Copywriting, copying, printing and mailing support
- > Meeting planning, facilitation and logistics

- > Development of graphic design, photography, digital and video production
- > Digital and social media
- > Special event planning and outreach
- > Door-to-door canvassing and literature distribution
- > Multi-Ethnic/Multilingual interpretation and translation services
- > Targeted outreach support
- > Media Relations support
- > Interactive website development
- > Innovative methods for reaching diverse community stakeholders
- > Opinion research
- > Media buying

RESULTS

The NextGen Bus Plan is currently being used to restructure the bus network. It is also the platform/basis for the Better Bus Initiative and Customer Experience Plan. Finally, the work of the Speed and Reliability Program has influenced the Metro Board to consider early action programs for the top corridors identified in the Measure M funded Bus Rapid Transit Vision and Principles Program.

Additional achievements include:

- > Extensive use of big data and analytics in better understanding travel patterns, potential ridership demand, transit competitiveness and impact on transit mode share.
- > Significant Board focus on improving and enhancing the Metro bus system as a result of the robust public outreach/engagement/support/buy-in on NextGen by advocates and communities.
- > Establishment of interagency speed and reliability program between Metro and LADOT.
- > Recipient of the 2021 Metro CEO Award.
- > Recipient of the 2019 TRB Innovations in Transit Performance Measurement (Runner Up Award).
- > Recipient of the 2021 ITE Planning Award (currently considered for Western District and International Award; announcement expected in July 2021).

Footnotes

¹ "ITE Awards 2021."
dropbox.com/s/bl033jilrfzjfd1/ITE%20award%202021.pdf?dl=0

Additional Resources

- > ITE Awards 2021¹

Departments

- > Procurement
- > Operations
 - > Service Planning
 - > Regional Service Councils
- > Communications

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Vendor/Contract Management

Vendor/Contract Management's (V/CM) mission is to be the industry leader in providing efficient acquisition, supply chain and small business development solutions with integrity, trust and ethical practices, and with a vision to deliver efficient, cost effective, value added services that are responsive to, and supportive of, Metro's internal and external clients.

V/CM is comprised of several divisions organized to achieve Metro's mission, vision and goals:

- > **Contract Administration and Management:** responsible for efficient and cost-effective acquisition of goods, services, construction and rolling stock.
- > **Diversity & Economic Opportunity:** promotes procurement opportunities for small businesses and DBE firms in support of Metro policy and regulatory requirements; and is responsible for enforcing federal and state labor compliance, as well as the Project Labor Agreement and Construction Careers Policy programs.
- > **Planning/Management Audit Services**
Department/The Office of the Inspector General/Creative Services: provides procurement advisement and guidance to all Metro's strategic business units requiring contracts for professional services.
- > **Supply Chain/Logistics:** controls Metro's inventory assets to deliver efficient and cost-effective services that are responsive to client demands and expectations. Included are inventory accounting, inventory storage and timely distribution of materials, parts and supplies.
- > **Support Services:** aids the core business systems and administrative functions of the various units of V/CM, and their clients in the day-to-day business system operation.

Alternative Delivery Methods

GOAL

To expand the range of tools that the Los Angeles County Metropolitan Transportation Authority (Metro) has to plan, design and deliver major mobility projects, and the breadth of opportunities for Metro to contract with outside firms in order to achieve project goals related to innovation, performance, risk, schedule and cost. This initiative falls under Metro's Vision 2028 Strategic Plan Goal 1.1: To expand the transportation network and increase mobility for all users by providing high quality mobility options that enable people to spend less time traveling, and Goal 5.4: Metro will apply prudent commercial business practices to create a more effective agency.

BACKGROUND

After the passage of the Measure M sales tax ballot measure in 2016, Metro was challenged with delivering about 40 major capital projects across LA County over the next 40 years. These kinds of projects can take decades to plan, design, fully fund and then build. With alternatives to driving needed in the often-congested Los Angeles area, there was high interest among the public and elected officials in LA County to explore whether Metro could complete these projects more quickly.

In addition, there was also interest in determining whether private financing could potentially be used to supplement public funds given the high cost of many projects and limited state and federal funding opportunities. Finally, there was a desire to ensure innovation in project design, delivery and implementation, and ensure the long-term performance of these complicated and costly assets.

BEST PRACTICE

The Office of Extraordinary Innovation (OEI) was created to enable greater private sector participation in Metro capital projects. Metro and OEI developed and launched an Unsolicited Proposal (UP) Program that gives private firms the opportunity to submit innovative and creative ideas and proposals. As projects were identified through UP submittals, Metro structured a rigorous project assessment process to identify how alternative delivery could add value to a project, and established the analytical framework needed to support development of a high-quality procurement. Metro documented key commercial decisions in a series of white papers, for review and to serve as a playbook for project managers and contract administrators.

For each project, Metro formed integrated project teams and work plans representing all departments responsible for all aspects of a project's lifecycle. The agency conducted industry market sounding forums with a variety of private firms to attain insight and information on how Metro could procure projects as public-private partnerships (P3s).

As part of the effort to pursue potential P3s, Metro led open and frank discussions with other agencies and third parties, and subsequently created a Metro-specific draft P3 Project Agreement that integrates with Metro's existing systems and administration requirements. The agency also created its own Pre-Development Service Agreement (PDA). These PDAs allow early contractor involvement in the planning of projects, including development of cost estimates, constructability review and technical analyses as the project proceeds through environmental review.

PROCESS

Metro identified projects that may be suited for alternative delivery in one of two ways: either through acceptance of an unsolicited proposal, or internal staff analysis. Once a potential project candidate had been identified, Metro undertook additional analysis to validate assumptions regarding potential value of alternative delivery. A working group of executives involved in delivery and implementation reviewed staff recommendations to affirm further investigation of the suggested approach.

Metro then undertook a more in-depth analysis of the project characteristics. This included qualitative delivery/procurement options assessment, detailed risk assessment and quantitative cost and schedule modeling, preliminary financial and commercial structuring, comparative financial analysis (“value for money” assessment), and funding/affordability reconciliation to inform each project’s optimal commercial and financial structuring. These analytical tools informed an integrated recommendation for project delivery and a corresponding procurement strategy.

As part of this process, Metro developed detailed white papers that outline each major commercial issue, the objective at hand, the options available, some recent precedents from similar projects, Metro’s proposed approach and the reasoning behind this recommendation.

During this process, Metro proactively engaged private firms—and other agencies—from across the U.S. to best understand how to deliver a project using alternative methods early in the planning and design phase. As a result, Metro gained critical insight into how best to model alternate procurement delivery methods so they would attract more interest.

RESULTS

Metro has completed one alternative delivery project (Sepulveda Transit Corridor PDA), continues to develop a second (West Santa Ana Branch LRT DBFOM P3) and has made recommendations for a third (East San Fernando Valley Transit Corridor progressive design-build).

Of five qualified responses to Metro’s first alternative delivery solicitation, a PDA for the Sepulveda Transit Corridor, the Metro Board of Directors in March 2021 awarded two PDA contracts. One contract is to explore monorail technology, while the other will explore heavy rail technology. Each proposal included numerous innovations in design, construction and operations that Metro may not have identified through more traditional models. While the West Santa Ana Branch (WSAB) project is not yet ready for delivery, P3 development efforts have identified several key commercial and contracting insights that may add value to the project regardless of how it’s delivered.

Overall, alternative delivery activities have helped to support more integration between departments during the project development process, enhanced risk assessment, improved standard form contracts, and opened new opportunities for project delivery to a range of Metro departments and staff.

With funding for transit projects across the U.S. always challenging, Metro has identified a path forward to identify and possibly use improved financing methods to build much-needed projects.

Additional Resources

- > Metro Board report on PDA contracts for Sepulveda Transit Corridor Project¹
- > Metro Unsolicited Proposal Policy²

Departments

- > Program Management Office
- > Office of Extraordinary Innovation
- > Vendor/Contract Management
- > Planning
- > Communications
- > Operations

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Footnotes

¹“Metro Board report on PDA contracts for Sepulveda Transit Corridor Project.”
boardagendas.metro.net/board-report/2021-0072

²“Metro Unsolicited Proposal Policy.”
dropbox.com/s/y7dbw43s1kcw0r9/unsolicited_proposal_policy.pdf?dl=0

Business Interruption Fund

GOAL

To help small businesses thrive during and post construction of transit projects by offering financial assistance to eligible businesses located along the Crenshaw/LAX Transit Project, the Little Tokyo Area of the Regional Connector and the D Line (Purple) Extension Sections 1, 2 and 3. This initiative falls under the Los Angeles County Metropolitan Transportation Authority (Metro) Vision 2028 Strategic Plan Goal 3.2: Metro will leverage its transit investments to catalyze transit-oriented communities and help stabilize neighborhoods where these investments are made.

BACKGROUND

In the agency's first two decades, Metro had sometimes met resistance to projects because of construction impacts to struggling businesses that are unavoidable when building new rail lines in dense urban environments. In recognition of the importance of supporting small businesses during construction, Metro's Board of Directors authorized the establishment of the Business Interruption Fund (BIF) to offer direct funding to businesses whose revenue was directly impacted by construction. The program launched with the mission of helping impacted businesses persevere through construction and ultimately take advantage of opportunities arising from the completion of three new Metro rail lines.

BEST PRACTICE

With the establishment of the BIF, Metro provides financial assistance to directly impacted small mom-and-pop businesses through grants to cover revenue loss and certain delinquent fixed operating expenses. The BIF receives \$10 million in funding per year.

The BIF is delivered by Metro in partnership with a private, non-profit small business development corporation that assists small business owners in succeeding and is certified by the U.S. Treasury as a Community Development Financial Institution (CDFI). The vendor has over 40 years of experience offering technical financial assistance and serves as the contracted BIF Fund Administrator.

PROCESS

Small mom-and-pop businesses must meet a variety of eligibility criteria to apply for a BIF grant. A small business for the purposes of the BIF is defined as a for-profit business or nonreligious, nonprofit with 25 or fewer full-time employees. Additionally, eligible businesses must be located

immediately adjacent to the rail corridors under construction and must be directly impacted by Metro construction. Businesses must also be in continuous operation for at least two years along the corridor prior to construction, have the ability to provide relevant financial records, be solvent and be in good standing with all local, state and federal taxing and licensing authorities. Businesses may file multiple requests for financial assistance through the BIF. However, the maximum grant amount paid by the BIF per impact year is \$50,000 or 60 percent of a firm's annual revenue losses.

RESULTS

During its six years in operation, the BIF has awarded 1,230 grants to 422 businesses totaling more than \$30.9 million—including 303 businesses that were repeat grantees. The program has been very well-received and in 2016 the Metro Board voted to expand the BIF to Section 2 of the Purple (D Line) Extension and subsequently to Section 3 of the project.

Additional Resources

- > Business Interruption Fund web page on *metro.net*¹
- > Metro Small Business Report 2019²
- > Business Interruption Fund Fact Sheet³

Departments

- > Diversity & Economic Opportunity Department
- > Construction Relations
- > Program Management

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Footnotes

¹ "Business Interruption Fund Webpage."
metro.net/projects/business-interruption-fund/

² "Metro Small Business Report."
dropbox.com/s/4ai6w1bnkndbzzo/bif_bsc_report_spring_2019.pdf?dl=0

³ "Business Interruption Fund Fact Sheet."
dropbox.com/s/p755et4vwq03a9b/BIF-Quarterly-Fact-Sheet-June.pdf?dl=0

Business Solutions Center

GOAL

To help small businesses near the Crenshaw/LAX Transit Project thrive during and after construction of the 8.5-mile light rail line. This initiative falls under the Los Angeles County Metropolitan Transportation Authority's (Metro) Vision 2028 Strategic Plan Goal 3.2: Metro will leverage its transit investments to catalyze transit-oriented communities and help stabilize neighborhoods where these investments are made.

BACKGROUND

Metro has met resistance to projects because of construction impacts that are unavoidable when building new rail lines in dense urban environments. Metro's Board of Directors recognized the importance of supporting small businesses that contribute heavily to the economic sustainability and vitality of communities along the new rail line. In July 2014, the Board approved creating a Business Solutions Center (BSC) pilot and formally launched the program in February 2015 with the mission of helping impacted businesses persist through construction, and ultimately take advantage of opportunities arising from the completion of the rail line that will improve access to the Crenshaw corridor.

BEST PRACTICE

The Business Solutions Center was designed to help Metro provide hands-on support services to small businesses, while also serving as a trusted community builder, partner and stakeholder.

The BSC provides hands-on business development and support services to the small businesses near the Crenshaw/LAX Transit Project. The BSC provides a number of support services, including hands-on case management, expert business advice and coaching, technical assistance in website creation and website development, and referrals to expert professionals.

The BSC is delivered by Metro in partnership with a consultant and through a collaboration with two trusted community organizations. Together, this team consists of small business and economic development professionals.

The project has received \$1.8 million in Metro funding to date.

PROCESS

Small businesses near the Crenshaw/LAX Transit Project corridor begin by filling out an intake form and then scheduling an appointment with

BSC staff to assess their service needs. Businesses can then access the BSC for overall business and technical assistance, including business development services, long-term business planning and referrals to partnering business resource providers. Other key BSC areas of service include accounting management, capital access, commercial real estate counseling, industry-specific assistance (i.e., cosmetology and restaurateurs) and other advice. Metro's BSC also provides services related to branding, marketing, social media and develops first-ever business websites for small and micro businesses along the corridor.

RESULTS

Since launching six years ago, the BSC has contacted over 450 individual businesses and provided direct support to over 340 businesses. The program was deemed so successful and popular that the Metro Board in 2019 authorized the CEO to transition the program from pilot to permanent, and expanded it to all upcoming light rail and bus rapid transit projects in Metro's Measure M pipeline. A phased, regional program expansion and implementation is anticipated as these light rail and bus rapid transit projects transition from the planning and design phase into construction.

Additional Resources

- > Business Solutions Center¹
- > Small Business Report 2019²
- > Business Solutions Center 2020 Fact Sheet³

Departments

- > Diversity & Economic Opportunity Department
- > Community Relations
- > Construction Relations

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Footnotes

¹ "Business Solutions Center."

metrobsc.net

² "Small Business Report 2019."

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³ "Business Solutions Center 2020 Fact Sheet."

dropbox.com/s/p755et4vwq03a9b/BIF-Quarterly-Fact-Sheet-June.pdf?dl=0

Mentor-Protégé Program

GOAL

To provide small businesses working on Los Angeles County Metropolitan Transportation Authority (Metro) contracts the opportunity to learn valuable skills and insights from Metro prime contractors that will help small firms gain and retain future work. This initiative falls under the Metro Vision 2028 Strategic Plan Goal 3.1: To lift up local communities, Metro will create jobs and career pathways in transportation, and Goal 5.5: Metro will expand opportunities for businesses and external organizations to work with us.

BACKGROUND

Small businesses work hard to build relationships with prime contractors in order to team up and pursue Metro contracting opportunities. These small firms have also expressed concerns over how best to learn and live up to a prime contractor's expectations, work style, culture and other contracting requirements.

Metro's Diversity & Economic Opportunity Department (DEOD) regularly works with small businesses to hear their concerns and provide

support. As a result, DEOD implemented several programs to foster relationships between primes and subcontractors—including, "How to do Business with Metro," "Meet the Primes" and others.

With the number and variety of contracting opportunities growing at Metro, creating a Mentor-Protégé program was a natural next step. The Metro Board of Directors—who are very interested in seeing small firms thrive—approved the program in September 2015. The program was first implemented on the Purple (D Line) Extension Section 2 project and subsequent projects with a contract value greater than \$25 million.

BEST PRACTICE

Metro makes it clear from the beginning of the Request for Proposals process that prime contractors must include a Mentor-Protégé Program on select contracts. Metro outlines the minimum criteria for such a program as part of its Contracting Outreach and Mentoring Plan (COMP).

Proposals are subsequently evaluated, in part, based on the creativity they show in explaining how their mentor programs will work in either the design and/or construction phases of the project. A four percent weight is given on the COMP evaluation. Metro makes clear that its goal is for mentors to assist in the advancement of participating protégés, including measurable plans to grow and compete for contracts on a larger scale.

As the COMP is designed as a part of the prime and subcontractor relationship, there is no cost—or very minimal cost—to Metro for this program. Metro also believes it is beneficial to taxpayers for more firms to become eligible to compete for government contracts in the future.

PROCESS

COMP program language was developed to include in procurement templates on all solicitations that require the COMP program. This is important as it informs project managers, contract administrators and others that the COMP requirement may be included in their project.

Metro staff identify contracts meeting the \$25-million threshold and review solicitations to determine the COMP requirements. Once COMP requirements are determined, DEOD staff tracks the solicitation and participates at the pre-bid/pre-proposal conference. Staff explains the purpose and requirements of the COMP program and answers any bidder questions. When proposals are received, staff reviews and scores the submitted COMP plans on the thoroughness of the plan and demonstrated understanding of the mentor-protégé requirements.

Upon contract award, DEOD staff attends the project kick-off meeting to foster a partnership with the new mentor, answer questions and explain the objectives of the COMP program. Staff provides feedback and assistance implementing the COMP program and meets with mentors and protégés as required. Staff also reviews COMP reports submitted by the mentor and communicates issues with contract administrators as needed.

RESULTS

To date, 73 certified small businesses and 26 contractors have taken part in Metro's Contractor Outreach Mentoring Plan program. Feedback from participants has been positive and used to further refine the program.

Staff continues to work with contractors on implementing their mentor-protégé relationships to assist their subcontractors to grow, build capacity and work on larger projects, and eventually become prime contractors.

Staff provides feedback to mentors on implementing and revising their plans and on the effectiveness of their mentoring. Staff also meets with protégés periodically to get status reports on how the mentoring efforts are going.

If requested by the protégés on a project, a meeting is scheduled with mentors to resolve any concerns and ensure everyone is on the same page. This also allows staff to discover other compliance issues that can be brought to the appropriate Metro staff's attention. In one case, a subcontract dispute between a prime and subcontractor that Metro was not aware of was uncovered while conducting a routine COMP check-in. After involving the proper Metro staff, the subcontractor was paid the underpayment and the contract dispute was resolved according to the compliance procedure manual for this project.

Additional Resources

- > Metro Connect for small businesses¹

Departments

- > Diversity & Economic Opportunity Department
- > Vendor/Contract Management

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Footnotes

¹ "Metro Connect for small businesses."

business.metro.net/VendorPortal/faces/home/smallBusinessTools/metroConnect?_adf.ctrl-state=v9fk1f5kh_4@_afLoop=43494264370524

Small Business Prime Program (Set-Aside)

GOAL

To pave the way for small businesses to bid on and win contracts as prime contractors. The program sets aside certain contracts worth up to \$5 million for which only Los Angeles County Metropolitan Transportation Authority (Metro) certified SBEs can complete, thereby opening a direct route to contract opportunities. This initiative falls under the Metro Vision 2028 Strategic Plan Goal 5.5: Metro will expand opportunities for businesses and external organizations to work with us.

BACKGROUND

In February 2012, Metro was required to submit a proposal to FTA to add a new small business component to the Disadvantage Business Enterprise (DBE) program, in accordance with 49 CFR Part 26.39 Fostering Small Business Participation. Metro submitted a proposal to implement a race-neutral small business set-aside program on FTA-funded contracts and was granted approval.

To fulfill the requirement to utilize race-neutral measures to achieve DBE participation, Metro adopted the SBE set-aside program in 2014 to help small businesses compete for contracts as primes by "setting aside" specific

purchases for exclusive competition among Small Business Enterprise (SBE) firms.

This includes FTA-funded, competitively negotiated contracts, sealed bids and public works (RFPs and IFBs) meeting threshold criteria, as well as non-federal, competitively negotiated procurements (RFPs).

For the first time, SBEs were able to bid on Metro's prime contracting opportunities without having to compete with larger, more established firms.

This aligned with the agency's goals to use our mobility programs to help small businesses. Metro has an annual budget of approximately \$8 billion and is planning or building dozens of projects funded by the agency's four successful sales tax measures. With so many contracting opportunities, the agency wants to ensure that firms of all sizes can compete for, win and grow from government contracting opportunities.

During the 2016 California State Legislative session (and effective January 1, 2017), Metro successfully obtained approval through the passage of AB 2690 (Ridley-Thomas), to expand the program to include non-federally funded low-bid procurements (IFBs).

BEST PRACTICE

Metro's Small Business Prime Program is a breakthrough initiative that paves the way for small businesses to bid and win contracts as prime contractors. Small Business Prime set aside applicable contracts—up to \$5 million—for which only Metro certified SBEs can complete, opening a direct route to contract opportunities.

Internal partnerships include all Metro departments with contracts ranging from \$3,000 to \$5 million, and SB Prime applies to all federal and non-federally funded contracts.

The small business element component of the DBE Program is a federal requirement. Funding to support the DBE Program is included in Metro's annual budget for multiple capital and non-capital projects. For activities that impact capital projects, funding has been included in the life-of-project budget for each project. SB Prime's costs are essentially included in project budgets as noted above.

PROCESS

The program applies to both federally and non-federally funded, competitively negotiated contracts, sealed bids and public works projects, from \$3,000 up to \$5 million, depending on the type of procurement.

Procurements are set aside for competition among SBEs when, and if, there is a competitive pool of three or more SBE firms certified by Metro in the applicable or relatable NAICS codes. If there aren't three or more such SBEs, or if no responsive bid or proposal is submitted, then the procurement will be opened to all firms, regardless of size.

RESULTS

SB Prime has been vital to increasing small business participation and competition in Metro's contracting, demonstrating measurable growth since program launch:

- > From program inception (June 2014) to date, Metro has awarded more than \$170 million in over 1,400 SBE awards for 50 percent growth year-over-year since 2014. Despite facing COVID-19 economic challenges late in FY20, SB Prime awards only slightly decreased from \$42.5 million in FY19 to \$38.7 in FY20.
- > In 2011 the U.S. Department of Transportation noted that DBEs are small businesses, and that program provisions that help SBEs (race/gender neutral program) can also help DBEs (race conscious). In FY20, of the 167 SBEs that received prime contract awards, 157 (or 94 percent) were also DBEs.
- > As part of Metro's dual goals to promote small business development and innovation, agency staff has actively encouraged certified SBEs to flip the model by using traditional primes as subcontractors to help mentor and build capacity with increasing levels of responsibility. This non-traditional approach has been a significant step for Metro, demonstrating how small firms can elevate themselves to be primes on key contracts.

Additional Resources

- > Metro Connect for small businesses¹
- > Localizing Federal Procurement 2021 article²
- > Milken Institute 2018 white paper praising LA Metro SBE program³
- > University of California article on modeling small business set-aside program⁴

Departments

- > Vendor/Contract Management Department
- > Diversity & Economic Opportunity Department
- > Agency-wide departments and project managers

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Footnotes

¹ "Metro Connect for small businesses."

business.metro.net/VendorPortal/faces/home/smallBusinessTools/metroConnect?_adf.ctrl-state=v9fk1fskh_4@_afzLoop=43494264370524

² "Localizing Federal Procurement 2021 article."

thenewlocalism.com/newsletter/localizing-federal-procurement

³ "Milken Institute 2018 white paper praising LA Metro SBE program."

lisc.org/media/filer_public/64/16/64165a54-93d5-47fc-9011-74c8873d2d7b/a_case_for_inclusive_public_procurement_practices.pdf

⁴ "University of California article on modeling small business set-aside program."

ucop.edu/procurement-services/uc-procurement-news/uc-leverages-purchasing-power.html



GOAL

To create pathways in the transportation industry for disadvantaged and marginalized groups throughout LA County. This initiative falls under the Los Angeles County Metropolitan Transportation Authority's (Metro) Vision 2028 Strategic Plan Goal 3.1: To lift up local communities, Metro will create jobs and career pathways in transportation.

BACKGROUND

The transportation industry is sorely in need of a skilled and highly trained labor force. Many employers, including Metro, are facing a wave of retirements in the near future and Metro needs to develop and train the next generation of transportation professionals to plan, build, maintain and operate a growing system. Before becoming CEO of Metro, Phillip A. Washington created the Workforce

Initiative Now (WIN) program while leading the Denver RTD. When he arrived at Metro, he challenged staff to develop a larger and more robust version of the Denver program to identify, recruit and train our next generation workforce. Equally important, Workforce Initiative Now (WIN-LA) tries to connect disadvantaged and marginalized populations throughout LA County to the kind of good jobs and potential careers that can lift people and families from poverty.

BEST PRACTICE

WIN-LA helps people obtain the education, training and support services they need to access career opportunities at Metro and within the transportation industry. WIN-LA

is delivered through established regional partnerships between Metro and regional Workforce Development Board networks — including the Los Angeles Regional Community College Consortium, the Transportation Workforce Institute and community-based organizations. All partnerships and trainings are at no-cost to the participants or to Metro, which budgets about \$250,000 a year for WIN-LA administrative costs. This is made possible via a non-financial Memorandum of Understanding with LA County and City of LA partners. The program provides support for participants in areas, such as life skills development, skill set enhancement and educational attainment services. WIN-LA will also increase the resources needed for training and placement of hard-to-fill positions in the transportation industry.

PROCESS

There are six steps for participants from entry to the program to employment:

1. Participant registers online on the WIN-LA website and selects a Career Service Center.
2. Participant attends a WIN-LA orientation where they complete an assessment and are introduced to the program.
3. Participant meets with his/her career coach and completes a Career Pathway Guidance Plan.

4. The participant is deemed “job ready” by the career coach and begins their job search.
5. The participant is offered optional training, support and foundational services to help with applying for a job. These resources are provided to participants from their Career Service Center.
6. The participant engages in interview preparation, customer service training and other supportive services as needed.

RESULTS

Since the inception of the program, Metro has trained and hired over 30 new Metro employees into service careers. These WIN-LA participants went through the entire process—confirming it works—and have become part of the Metro team. Many of these participants have now moved up into other careers at Metro and continue to deliver on the agency’s mission to deliver world-class transportation for all. The program is still relatively new, and Metro continues to refine it. The agency is pleased that many stakeholders have praised the program and see value in Metro’s goal to provide both mobility for all and careers in mobility.

Additional Resources

> WIN-LA Homepage¹

Departments

> Diversity & Economic Opportunity Department

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Footnotes

¹“WIN-LA Homepage.”
winla.metro.net

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