



June 3, 1996

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Transportation  
Authority

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**TO: BOARD OF DIRECTORS**  
**FROM: RAE JAMES**  
**SUBJECT: OUTREACH PLAN FOR  
EAST SIDE PUBLIC AFFAIRS**

ISSUE

Community Outreach Plan for Metro Red Line East Side.

BACKGROUND

As requested by the Board, attached is a copy of the Community Outreach Plan for the Metro Red Line East Side Project. Public Affairs, in collaboration with Construction, Planning and Programming and Operations, establishes annual outreach plans for the various projects and programs. These plans provide the goals and objectives for each area/project supported by Public Affairs and may be amended throughout the year to incorporate any new changes.

Prepared by: Lupe C. Valdez

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# MTA Metro Red Line East Side Extension Outreach Plan

The Outreach Plan outlines the activities that will be conducted by Public Affairs in providing outreach to the communities impacted by construction of the Metro Red Line East Side Extension Project (MRL).

This plan details the goals of the program and specifies how the plan will be implemented. In addition, the plan describes several valuable lessons learned by the MTA through previously constructed projects and how these lessons will benefit the construction program for the East Side Extension.

## GENERAL PURPOSES OF THE OUTREACH PLAN

- ☞ To communicate to residents, community organizations, churches, schools and businesses of the East Side communities, including Little Tokyo/Arts District and Boyle Heights, about the MTA construction program.
- ☞ To educate the communities along the alignment about the Metro Red Line construction process.
- ☞ To provide an arena for the community to voice issues and concerns.
- ☞ To provide information about community services related to the MRL East Side project.
- ☞ To inform public officials, community leaders and organizations on a regular basis about the project's progress.
- ☞ To proactively develop resolutions to address the communities' concerns.

## DESCRIPTION OF MTA METRO REDLINE EAST SIDE EXTENSION PROJECT

The Metro Red Line East Side Extension project is a 3.75 mile subway alignment, which travels through the communities of Little Tokyo/Arts District and Boyle Heights (Attachment A). The alignment begins at Union Station and consists of four stations: 1) the Little Tokyo/Arts District Station, 2) the First and Boyle Station (Mariachi Plaza), 3) the Cesar Chavez and Soto Station, and 4) the First and Lorena Station (El Mercado). Construction is projected to begin in late 1996. Expected opening date is in early 2003.

LESSONS THAT HAVE BEEN LEARNED FROM OTHER RAIL CONSTRUCTION  
PROJECTS IN LOS ANGELES

Lessons have been gathered from experiences MTA has had in building the Metro Rail System in Los Angeles. These experiences have been gained through construction of Metro Red Line Segments 1 and 2. This expertise will be applied to the MRL. The following are lessons learned:

- Past public outreach activities used station sites as the primary focus of construction response activity and planned mitigation programs. As has been seen in both Hollywood and North Hollywood areas adjacent to tunneling, construction areas may also require mitigation programs during construction. For the East Side Extension, public affairs staff will establish lines of communication with neighbors and business owners near station sites as well as adjacent to, and along tunnel alignments.
- Pre-construction surveys will be prepared on each structure adjacent to stations and will also include areas where the tunnel is under construction. Conditions of each building will be documented before construction starts in order to clearly identify existing damage and to facilitate the settlement of any future claims.
- Through the implementation of the Construction Impact Response Program, the construction Project Manager will be available to immediately assist any property owner with damages caused by construction activity. During tunneling, if minor cracks develop due to settlements, a contractor will provide services for repairing architectural type damage by painting and patching. This approach will provide timely repair and help relieve property owners concerns.
- From our past experience with noise mitigation, MTA will work closely with the residents living or working close to our construction sites to resolve noise issues. MTA will conduct site specific studies and implement the most practical mitigation for each case.
- Construction noise limits will be clarified in contract documents. This is a very important issue that has major implications for the community. For example, this may lead to specifying the use of equipment to muffle sound in order to reduce noise levels from construction activity.

Following are activities already undertaken in the East Side:

- Initiated an extensive community planning process by which businesses, merchants and community members participated in a thorough environmental process that spanned several years to ensure participation from interested members of the community.

- Established a relocation program that provided information on the process prior to actual relocation activity and established a relocation office in the community being served.
- Began discussion of public participation plans with the community.
- Provided an East Side project staff with individuals who are bilingual and bicultural. These individuals have been given and will continue to have the responsibility to identify and recommend needed construction mitigations for the East Side project. These individuals have the capability to hold meetings in Spanish, Japanese or any other requested language.
- A Metro Rail Information Office has been provided in Boyle Heights to disseminate information about the project before the actual construction begins. The field office serves as a center of information for the MRL East Side project. Bilingual staff will assist walk-in visitors by answering questions and concerns. These offices are open to the public during the week and on various Saturdays.

Additional offices will be opened in Little Tokyo/Arts District and near other station sites as work begins in those areas to better facilitate convenient access to MTA staff by the community.

### OVERVIEW AND APPROACH

The MTA East Side Extension Outreach Plan is committed to effectively involve, educate and respond to the Little Tokyo/Arts District and Boyle Heights communities throughout the construction of the first phase of the Metro Red Line (MRL) East Side Extension project. The focus of the Outreach Plan is to develop a proactive community partnership program.

#### Case Management Approach

A case management approach will be used to provide a focused, timely and specialized service to the East Side community.

Community Outreach Aides will be devoted 100% to field work and will conduct field visits in the Little Tokyo/Arts District and Boyle Heights area. Questions, problems, or concerns which require additional follow up will be written and recorded on a Public Affairs Field Report (See Attachment B). These forms will serve as tracking and monitoring device for each case. Public Affairs staff will be the "point of contact" for community members and will assume the role of a case manager. If the problem can be resolved by the case manager, it will be recorded and filed. If the case manager cannot respond to the inquiry or problem, the case will be forwarded to the project manager or executive management, as required (See Attachment C).

MTA's East Side Extension project team is composed of MTA staff from Construction, Risk Management, Public Affairs, Legal, Real Estate and Planning & Programming Departments. This team will work together to respond to issues and complaints in a timely fashion. Issues that are presented by the community regarding the MRL East Side project through the Public Affairs Field Reports will be reviewed and managed by this team. In the event that this team is not able to come to a timely and satisfactory resolution, an appropriate MTA Executive Officer will be brought in.

### ELEMENTS OF PLAN

#### *Element 1:*

The communication of construction program, status and progress.

- A) Present regular updates to the community through the Review Advisory Committee (RAC) meetings (July 1996).
- B) Conduct monthly community meetings, one each in the Boyle Heights and Little Tokyo /Arts District communities prior to securing a regular Community meeting schedule (May 1996).
- C) Attend existing meetings of community organizations and provide status updates of project construction on a regular basis.

Organizations  
including but not *limited* to:

ELA Chamber of Commerce	Boyle Heights Chamber of Commerce
International Institute of Los Angeles	Mothers of East Los Angeles
Legal Aid Foundation of East Los Angeles	(Santa Isabel, Resurrection)
Union y Fuerza	Boyle Heights Senior Citizens Center
PUENTE Learning Center	Local elementary, middle and high schools like Second Street, Roosevelt High School, Garfield, Belvedere Jr. High, St. Mary's, Salesian High School, etc.
Los Angeles Neighborhood Initiative	Neighborhood Watch
Asian Pacific Older Adults Task Force	
Japanese American Citizens League	
UNO	
Churches	

- D) Continue to Provide information to the East Side community once construction begins. Outreach tools such as video tapes of current construction activities, flyers, mailers, phone calls, and personal visits will be used (December 1996).
- E) Continue monthly legislative briefings regarding the East Side construction project for Elected Officials (Begin May 1996).

- F) Provide venues for community to resolve issues and complaints. If unresolved issues remain, an outside Ombudsperson, selected by the community, may be established to advise MTA on outstanding issues or concerns. This Ombudsperson would make recommendations to the MTA Executive Officer on community issues from parties that have exhausted the MTA's administrative process.

*Element 2:*

Continue to inform the community of MRL construction processes.

- A) Provide tours to community leaders, educators and other interested individuals as an opportunity for these individuals to view subway construction sites and equipment for the purpose of educating the public via community participation and experience with project (May 1996).
- B) Prepare quarterly newsletters once construction begins. Bi-monthly and weekly construction notices will be provided to give information to impacted businesses or residents (June 1996).
- C) Develop educational programs for school aged children explaining information about safety and construction of Metro Red Line Project. These programs have been successful for both schools and students alike and can offer various types of curriculum for Transit Safety for young children. These programs can also be shared with community organizations and churches and can involve events such as school assemblies, school special events, transportation fairs, career days, community fairs. With Middle School and High School Students curriculum can include but is not limited to information relative to public transportation and benefits of a subway system, construction processes and technologies being used as well as issues related to soil conditions (September 1996).
- D) Develop "construction experience" simulation for the purpose of educating the East Side community of the physical experiences that occur during construction. This educational tool can be used at community meetings, classrooms and various public events. The materials will be developed with the assistance of MTA engineers and construction managers (November 1996).

- E) Participate and provide exhibits for community events and festivals in East Side and Little Tokyo/Arts District areas with the goal of educating the public through the use of the following (May 1996) :

East Side Extension MRL Brochures  
Red Line Model Vehicle (that includes video tape on MRL construction)  
Construction Renderings and Models  
Promotional Materials

- F) Develop informational materials to be shared with local schools, community organizations, libraries which can be used as instructional tools for community education, such as the following: (September 1996)

Video tape of construction projects  
MTA Internet home page  
Coloring Books  
Newsletters

- G) Work with the Metro Art Department to assist in the development of the partnership with the East Side community with examples such as:

Public Art for construction walls  
Participation in the outreach with schools  
Developing temporary public art projects

- H) Provide arena to facilitate community services related to MTA East Side project issues such as home ownership workshops (May 1996).

*Element 3:*

Provide proactive strategies for addressing concerns of residents, community organizations and businesses affected by MTA activities. Community organizations may be comprised either of residents or businesses.

Residents

- Conduct neighborhood meetings and provide updates during the pre-construction phase as well as the construction phase of the project.

- Develop and implement a “Rapid Response Team” that will incorporate Risk Management, Legal, Construction, Operations, Media Relations and Public Affairs departments. In the event of an emergency that disrupts residents, staff will be available and able to respond to the immediate needs of the residents.
- In the event of needed bus route detours or changes to bus service, MTA staff will be available to disseminate information to bus patrons and/or post signage to indicate route/bus stop changes.
- Provide notices, at the field office, of any construction or MTA employment opportunities. Work with local employment organizations to assist with any job fairs sponsored in the community and provide MTA employment information at these fairs.
- Network with neighborhood watch groups and inform any such groups of MTA’s programs with regard to safety and security.
- Provide arena to facilitate community services related to MTA East Side project on issues such as home ownership workshops, etc. (May 1996).

#### Businesses

- Conduct regular meetings to provide project updates during the pre-construction and construction phases of the project.
- Implement a Construction Impact Response Program that will incorporate Risk Management, Legal, Construction, Operations, Media Relations and Public Affairs departments. In order to assist merchants and businesses with any disruption in their activities.
- Ensure that processes for submission of claims or requests for assistance are clearly understood by all merchants and businesses along impacted corridor.
- Provide and disseminate information regarding vendor relations and other business opportunities available at MTA. Provide an arena to facilitate vendor fairs and other workshops on contract opportunities with MTA (May 1996).
- Provide information and facilitate discussions between business organizations such as Chambers of Commerce and other business groups regarding joint development opportunities with MTA.
- Participate in local chambers and business associations to inform businesses about activities related to MRL construction.



OTHER AREAS IDENTIFIED BY THE COMMUNITY AS CRITICAL TO THIS PLAN

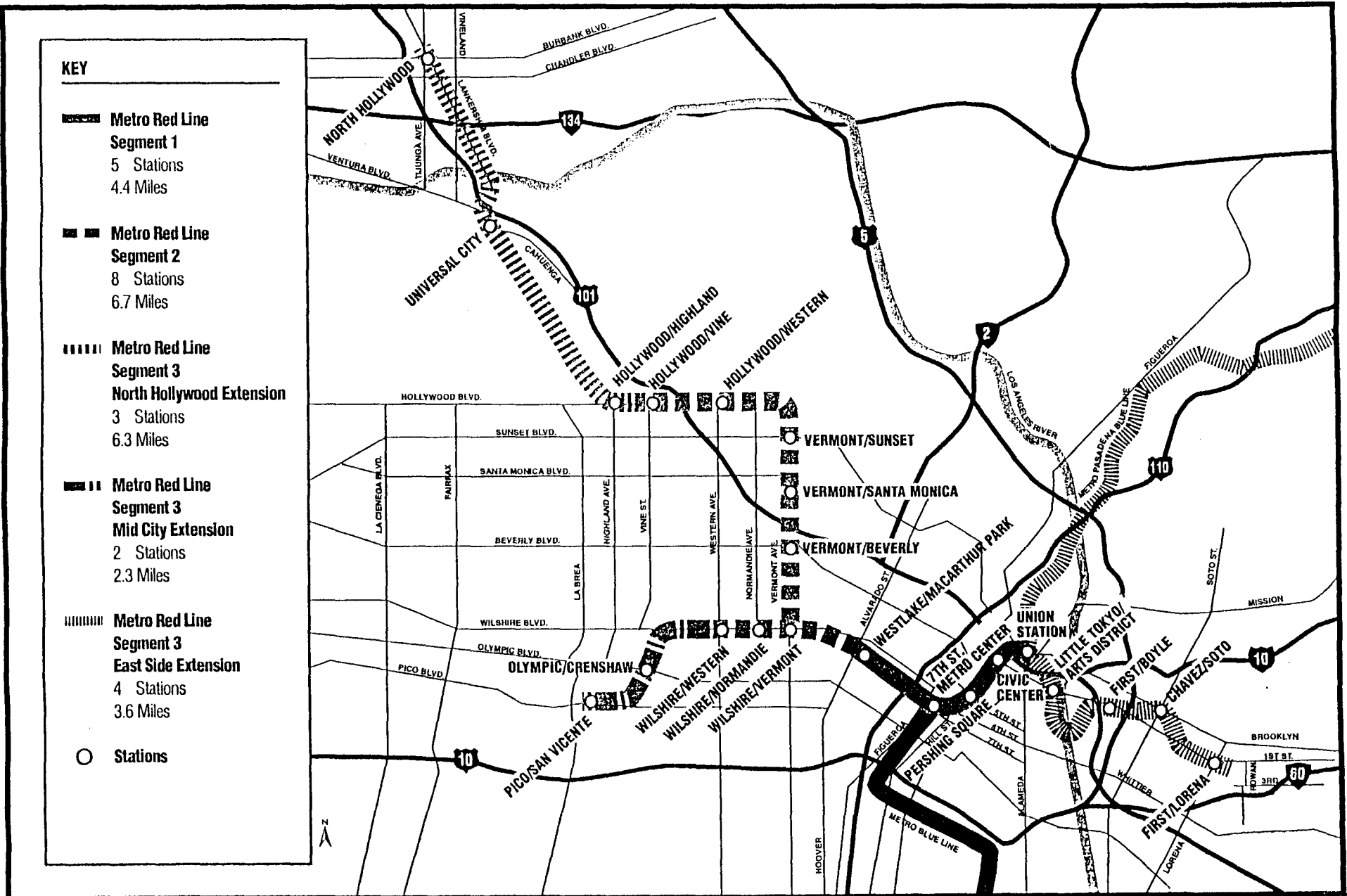
Staffing

The MTA Board of Directors has approved the hiring of Community Outreach Aides which are individuals, usually from the community, assisting Public Affairs with community outreach programs. These individuals spend a majority of their time in the community and provide insightful knowledge about the communities concerns and issues thereby strengthening MTA's communication efforts on all aspects of the project. In addition to two community outreach aides, there is one senior public affairs officer, two public affairs officers, and one support staff member. Currently, the following staff is designated to the Metro Redline Project for the East Side: Mr. Ricardo Monroy and Ms. Helen Ortiz, Public Affairs Officers; Mr. Yoon Ham and Mr. Carlos Sanchez, Community Outreach Aides; and Ms. Margaret Wilson, Secretary.

- Attachment A: MRL alignment
- Attachment B: Public Affairs Field Report
- Attachment C: Levels of Problem Resolution
- Attachment D: Communication Flow Chart
- Attachment E: Draft construction schedule
- Attachment F: Calendar and schedule for outreach activities which will serve as the schedule for the implementation of the MRL East Side Outreach Plan
- Attachment G: Explanation of the Construction Impact Response Program



# Metro Red Line



**KEY**

- Metro Red Line Segment 1**  
5 Stations  
4.4 Miles
- Metro Red Line Segment 2**  
8 Stations  
6.7 Miles
- Metro Red Line Segment 3**  
**North Hollywood Extension**  
3 Stations  
6.3 Miles
- Metro Red Line Segment 3**  
**Mid City Extension**  
2 Stations  
2.3 Miles
- Metro Red Line Segment 3**  
**East Side Extension**  
4 Stations  
3.6 Miles
- Stations**

# Public Affairs Field Report

Metropolitan Transportation Authority Post Office Box 194 Los Angeles, CA 90053 (213) 620-RAIL



Contact Name: _____	Event Address or Location: _____
Organization: _____	
Address: _____	
City/State/Zip: _____	
Phone: _____	

Event Date	Event Time	Contract	PAC	Report Date	Reference No.

**Narrative (attach additional sheets if necessary):**

**Recommended Action:**

Report Taken By	
Name	_____
Phone	_____

Public Affairs Status	
Open	_____
Closed	_____

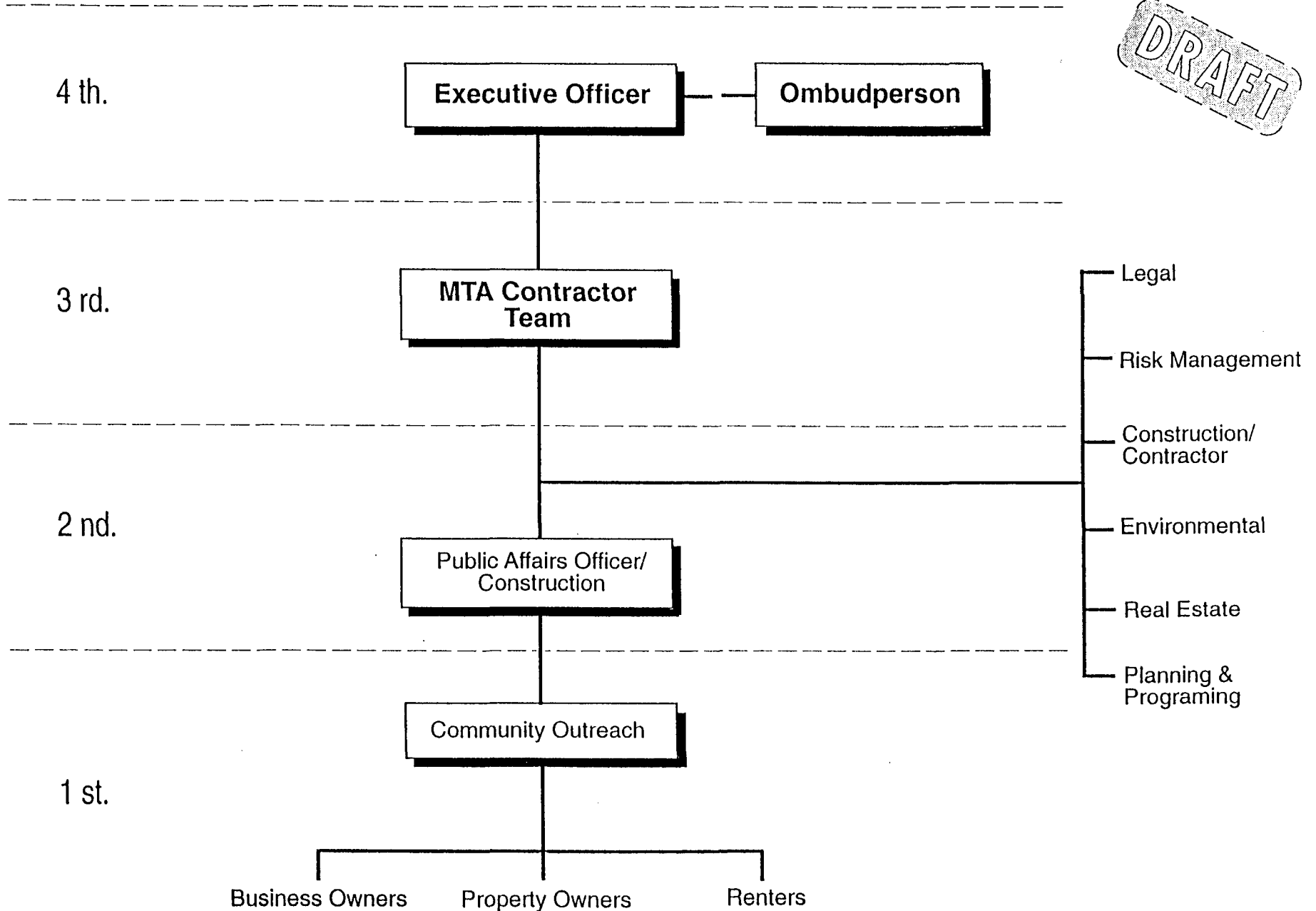
Referrals			
✓	DEPARTMENT	STAFF	DATE
	Legal		
	Risk Management		
	Construction Manager		
	Public Affairs Manager		
	Resident Engineer		



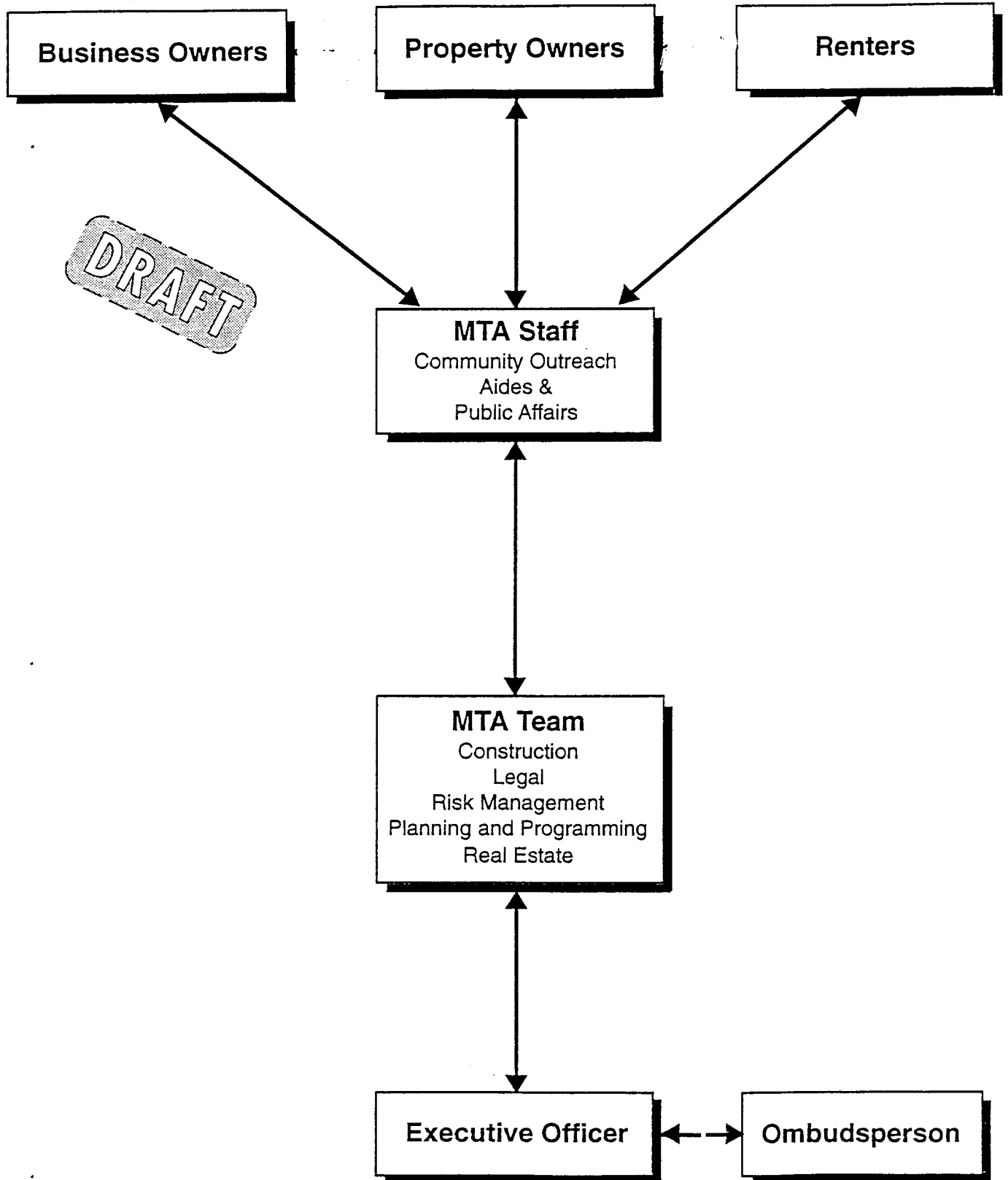
# Levels Of Problem Resolution

ATTACHMENT C

**DRAFT**



# Communication Flow Chart







# METROPOLITAN TRANSPORTATION AUTHORITY

## MTA Metro Red Line East Side Extension Outreach Plan Time Line

May 1996

- ➔ Conduct community meetings, one each in the Boyle Heights and Little Tokyo/Arts District communities prior to securing a regular community meeting schedule
- ➔ Continue monthly legislative briefings regarding the East Side construction project; presentations to be given by MTA staff.
- ➔ Provide tours to local leaders, educators and advocates to view subway construction sites and equipment for the purpose of educating the public via community participation and experience with project.
- ➔ Cinco de Mayo Festivities May 3, 4, and 5 at Olvera Street
- ➔ Little Tokyo Spring Festival (Boy's Day) on May 4, 1996

June 1996

- ➔ Host arena to facilitate community services related to MTA East Side project issues such as Home Ownership/DBE MBE WBE/ Procurement/etc. Conduct monthly workshops until construction begins.
- ➔ Prepare quarterly newsletters once construction begins.

July 1996

- ➔ Host quarterly community meetings in conjunction with the existing Review Advisory Committee (RAC) meetings already scheduled
- ➔ Provide information to the East Side community once construction begins. Outreach tools such as flyers, mailers, phone calls, and personal visits will be used.



- ➔ Develop educational programs to present the MRL project to community organizations and schools adjacent to alignment during forums such as assemblies, school special events, transportation fairs, community meetings and community fairs.
  
- August 1996
  - ➔ *Nisei Week Festival (one month)*
- September 1996
  - ➔ 16 of September (Mexican Independence Day)
- November 1996
  - ➔ Mariachi Festival of Los Angeles at Mariachi Plaza
  - ➔ Develop “construction experience” simulation with the purpose of educating the East Side community of the physical experiences that occur during construction.
- December 1996
  - ➔ *Demolition begins at selected station sites*
  - ➔ *Utility relocation begins at selected tunnel and station sites*
  - ➔ Participation in Holiday Festivities with merchants and schools
- May 1997
  - ➔ *Cinco de Mayo*
  - ➔ *Little Tokyo Spring Festival (Boy’s Day)*
- June 1997
  - ➔ *Construction of tunnels and stations begins*

Metropolitan Transportation Authority

Construction Impact Response Program  
Internal Procedure Guidelines

May 20, 1996

## CONSTRUCTION IMPACT RESPONSE PROGRAM

### Purpose

The purpose of the Construction Impact Response Program (CIRP) is to establish procedures for the timely mitigation of economic and physical impacts for properties affected by the LACMTA's construction activities. Additionally, the CIRP contains provisions to target those situations which require immediate attention and ideally to prevent the need for the filing of formal claims. The mitigation activities developed under this program are separate and apart from the LACMTA's environmental and monitoring activities.

This proposal specifies the creation of a Rapid Response Team (RRT) for each construction project. The purpose of the RRT concept is to provide timely and effective intervention in situations where businesses or residents may have been adversely impacted by LACMTA construction activities. The goal of the RRT is to respond within 72 hours to complaints of damage asserted to arise from LACMTA construction activities, to the hoped for satisfaction of the business or resident.

### Scope

The Program shall provide, but not be limited to, the following:

- Good faith payments on claims
- Low interest loans
- Cost of structural repairs for limited physical damage
- Short term rental and mortgage payment support
- Other related, limited expenses necessary to address construction impacts

LACMTA will seek recovery for these expenditures from insurance carriers, and will negotiate with residential and business owners for offset or recovery against future claims they may file against the LACMTA, where applicable.

### Responsibility

The responsibility for implementation and oversight of the Mitigation Response Program resides with the Risk Management Department.

## Program Elements

### *Early Assessment (Pre-Construction)*

In order for the impacts of construction to be evaluated on a consistent basis, LACMTA's pre-construction survey (PCS) consultant will determine the recommended area of potential construction impact for each identified construction project. The area will be used to identify properties that may be eligible for assistance under the mitigation program. Under most circumstances the area will be within 100 feet of a project alignment, however, the area may be expanded as the LACMTA Chief Executive Officer deems necessary.

The PCS consultant will consider the following factors in establishing the area of potential construction impact:

- Proximity of project to the construction site
- Potential generation of noise, vibration, and dust impacts from construction
- Impact of construction on physical access to properties
- Pre-construction viability of area(s) business environment

LACMTA, working with affected elected officials, community members, and business organizations, will determine the appropriate mitigation assistance using PCS recommendations. An area mitigation plan will be developed for each identified area (see Attachment A).

### *Rapid Response Team*

The LACMTA shall invoke emergency measures in the event a property has allegedly been damaged during construction and the damage has an immediate detrimental impact to the operation of the property or the quality of life of the occupants.

To assure an organizational "call-up," there will be established a Rapid Response Team (RRT) which consists of a Field Team comprised of:

- \* a representative from the Project's contractor
- \* an independent claims adjuster
- \* a LACMTA Construction unit staff person
- \* a Public Affairs staff person

and an Internal Team comprised of:

- \* a LACMTA Risk Management staff person
- \* a LACMTA Project Control person (Budget)
- \* a LACMTA legal counsel

## Program Implementation

### *During Pre-Construction*

Risk Management will administer all pre-construction activities, including disseminating results of the PCS recommendations and mitigation plan to the RRT members.

Public Affairs will be responsible for informing the RRT leader (Construction Division's Project Manager) of any requests for assistance.

The RRT leader will convene the RRT Internal Team to determine appropriate action and follow through.

### *During Construction*

The RRT is triggered by a notification received from a Public Affairs staff person, the Construction Division, an elected official's contact, business, resident or any other unspecified contact. The RRT leader (Construction Division Project Manager) will be contacted immediately by the LACMTA staff person receiving notification. The following timeline will be followed:

**Day One** - The Field Team will be deployed immediately by the RRT leader. The Field Team, coordinated by the Public Affairs staff person, will assess the damage, or impact on business or quality of life, discuss repair or remedy with the property owner or resident, and return with a recommendation to the RRT leader.

**Day Two** - The Field Team recommendation will be evaluated by the RRT leader and the RRT internal team and a solution will be agreed upon.

**Day Three** - The agreed to solution will be acted upon, or at a minimum, action initiated. Public Affairs will notify the owner or resident prepare a follow-up confirmation memo to the RRT.

In the event the situation does not require full Field Team intervention but does warrant administrative/financial remediation, the Project Manager will convene with the Internal Team (Day 1), a solution will be recommended (Day 2), and action initiated or completed (Day 3).

*Follow-up and Follow Through:*

- Public Affairs will inform affected elected offices of outcome
- The RRT leader is responsible for informing all construction parties (i.e. 3<sup>rd</sup> Party Coordinator, Resident Engineer, Contractor) for RRT activities
- The RRT leader is responsible for preparing a follow-up report to Executive Staff (copy to Media)

**Monitoring**

LACMTA, in conjunction with its construction insurance administrator, shall monitor and control the programming costs and expenditures. LACMTA shall ensure program costs are effectively managed while still meeting the program's objectives.

**Funding**

The Mitigation Response Program will be funded as part of the LACMTA's annual budget process. Each construction project will incorporate a line item for construction mitigation costs, to be locally funded as part of the annual budget request.