

# Minutes

Los Angeles County  
Metropolitan Transportation Authority

## Annual Service Sector Governance Council Meet and Confer

Metro Headquarters Building  
One Gateway Plaza, Los Angeles, CA 90012  
Board Room, 3<sup>rd</sup> Floor

---

Roger Snoble, Chief Executive Officer  
Carolyn Flowers, Chief Operations Officer

Council Representatives Present:

### **Gateway Cities Sector**

George Bass  
Anne Bayer  
Jo Ann Eros-Delgado  
Cheri Kelley  
Owen Newcomer  
Harley Rubenstein  
Wally Shidler

### **South Bay Sector**

John Addleman  
Devon Deming  
Ralph Franklin  
Margaret Hudson  
John McTaggart  
Lou Mitchell  
Don Szerlip

### **San Fernando Valley**

Brad Rosenheim  
Richard Arvizu  
Michael Cano  
Marsha Ramos  
Kymberleigh Richards

### **Westside/Central**

Glenn Rosten  
Catherine Bator  
Jerard Wright

### **San Gabriel Valley**

Harry Baldwin  
Roger Chandler



Los Angeles County  
Metropolitan Transportation Authority

**Metro**

**Minutes - Meet and Confer Annual Meeting, August 20, 2008**  
**Los Angeles County Metropolitan Transportation Authority**  
**Headquarters, One Gateway Plaza**

1. **APPROVED** Minutes from May 31, 2007 Governance Council Meet and Confer.
2. **RECEIVED** Chief Executive Officer's Remarks. CEO Snoble introduced himself and requested the same for all those in attendance. Mr. Snoble said this is either the best of times for Metro or the worst of times. He noted that the upcoming state budget issues will either allow Metro to take a leap forward or giant leaps backwards. Mr. Snoble announced that the decisions of the State Legislature may require Metro to adjust its budget by hundreds of millions of dollars of operating cost. He advised the Governance Councils that the state may take money from Metro and other agencies in order to adjust its budget.

Mr. Snoble informed the Councils that Metro is proposing a ½ cent sales tax that will be on the November 4<sup>th</sup> ballot – Measure R. The ½ cent tax for Los Angeles County only will generate upwards of \$40B over 30 years and will be under local control (unable to be taken by the state). The funds are dedicated to specific projects and programs including the construction of new projects and Operations. The ballot measure will require a 2/3 vote to pass and suggested it will be a huge hurdle to accomplish given the current economy.

In addition, a bill in the State Legislature will also need to be passed that will affect the legality of the ballot measure. That Bill is AB 2321, sponsored by Assemblyman Michael Feuer. If the bill is passed it is believed that the Governor will sign it. Mr. Snoble presented a chart demonstrating how the ballot measure funds would be used. He said 20% will be for bus operations to be shared with the municipal operators. This 20% should assist in keeping fares low in addition to expanding services. New Rail projects would receive 5%. Transit overall will receive 65% and the remainder will be distributed for streets, highways and roads. Metrorail Capital will receive 2%; Metrolink Capital improvement program will receive 3% for expansion and continued quality of service. New rail and Rapid transit projects will receive 35% and Local Returns (money to cities) is 15% which will allow for a much broader use than previously designated funding (such as non-transit for repairing of pot-holes or traffic improvements). Highway improvements and Goods Movement Projects, sound wall construction will receive 20%. A map of highway projects to be funded by Measure R was displayed. Mr. Snoble said this funding is in addition to the other ½ cent sales tax A and C. These monies will provide the flexibility to improve mobility.

Mr. Snoble shared with the Councils the federal government's interest in Congestion Pricing. He said that Metro's first application for Congestion Pricing grants (Urban Partnership Grants) was unsuccessful. A resubmitted application was accepted for \$210.5M. grant for Congestion Pricing. Originally on the 210 and 10 corridors but changed from the 210 to the 110 (with more capacity). He said these freeways would be good candidates for a demonstration project to show the value of Congestion Pricing. It would take existing HOV Lanes and allow drivers in single occupancy vehicles to pay their way onto the lanes for speed advantage. As long as the lane is moving at a 45 mile or higher speed, the charge for entering the HOV lane will be lower. The price will continue to climb as the speed drops. Buses will not be affected. The additional money from Congestion Pricing will allow for additional buses. Mr. Snoble stated that it is becoming increasingly difficult to operate buses on congested city streets. The Rapid bus ridership increased because of the higher speeds. The BRT exclusive lanes received a big response from customers. It emphasized

**Minutes - Meet and Confer Annual Meeting, August 20, 2008**  
**Los Angeles County Metropolitan Transportation Authority**  
**Headquarters, One Gateway Plaza**

the importance of speed as an issue. He suggested that if the HOV lanes increased to 45 mph that would be attractive to riders going into major employment areas. Mr. Snoble said this funding is significant. It will take a couple of years to get Congestion Pricing to work because of the equipment required to be installed. Once equipment is installed the project will be observed for a year. Mr. Snoble noted that if the project is successful, Congestion Pricing would actually save lives. If this project can work in Los Angeles it will work anywhere. The state will have to approve the project. Mr. Snoble spoke of the controversies of the project such as the ability of persons with low income's to use the lanes; but surveys in other parts of the country show that it is being used by demographic. Mr. Snoble said if Metro can make the Congestion Pricing work it is known from experience that people are responsive to fast service. There are many opportunities, but there needs to be reliability on the HOV lanes. If it is fast it will pay off.

Mr. Snoble closed his remarks by stating that Metro is doing everything it can do to raise revenue and provide better services. He thanked the Councils for working in this regard and working hard to face the challenges of removing underperforming lines despite the final outcomes. He said those challenges remain. A quality transportation system does not have over crowded buses and buses that are empty. He said all buses should have a good load factor in meeting the demand of customers. He encouraged the Council members to stay the course as Metro moves forward in the future. He spoke of newer challenges caused by the increased bicycle riders on the system and the need for parking.

Mr. Snoble introduced the Chief Operations Officer, Carolyn Flowers. He thanked her for the work that she and the General Managers do on a daily basis to make sure customers get the highest quality of service.

3. **RECEIVED** Chief Operations Officer's Remarks. Chief Operations Officer Carolyn Flowers welcomed the Sector Council members and acknowledged their importance. She responded to accomplishments and questions in the open discussion.
4. **DISCUSSED** Communications and Community Outreach issues (Jody Feerst Litvak). Jody Feerst spoke of the upcoming 511 transportation number as a good program since there are many more people using transit that require help, particularly if they are new or infrequent riders. She also discussed that, at the direction of Chief Operations Officer Carolyn Flowers, attention is being given to helping patrons plan a trip, how to ride safely, and how to ride in a courteous way. Chief Operations Officer Flowers said that a new rider orientation brochure is being drafted to assist new riders and will use Marketing Funds.
5. **RECEIVED** Chief Financial Officer's remarks on the FY09 Budget. CFO Terry Matsumoto spoke of the financial problems for Metro should the State of California decide to take transit funding. It was not clear if the state will do so but Mr. Matsumoto said it will be devastating not just for Metro but all state transit agencies. He further discussed the possible adoption of sales tax and the adoption of a Board motion not to move forward with a fare increase. He said that in FY08 ridership was off but fare revenue was ahead of budget by several million dollars. There were savings in Workers Comp and PL/PD (bus and rail accident fund). He said this record low can be attributed to the Sector staff and Roger's "Safety First Program."

**Minutes - Meet and Confer Annual Meeting, August 20, 2008**  
**Los Angeles County Metropolitan Transportation Authority**  
**Headquarters, One Gateway Plaza**

Mr. Snoble added that under the leadership of Terry Matsumoto Metro has been able to save money on fuel costs through hedging. Mr. Snoble said the intent of creating Sectors was to bring management closer to where the work is actually being done. He noted that the managers and general managers have worked hard to bring down Workers Comp costs and thanked them for it. Mr. Snoble said the challenge will be to continue to put service where it is needed and find ways to expand service with new ideas to service more people. He said Conan Cheung, who has the job he had 30 to 40 years ago, has come up with excellent ideas. Mr. Snoble introduced Conan Cheung, Deputy Executive Officer, and Operations.

6. **RECEIVED** report from Conan Cheung. Mr. Cheung discussed two new initiatives which are Metro's Short Range Transit Plan (SRTP) and updated Key Performance Indicators. In discussing the Metro Short Range Transit Plan Mr. Cheung reminded the members that a presentation was made to each Sector in the previous month. He gave a brief synopsis of the Plan. He said the SRTP is a bottom's up plan in which the input comes from those at the front lines of the service by those knowing the demands, the issues, the challenges and service opportunities on a daily basis. Mr. Cheung said initial input from the Sectors includes parking problems at the Park n' Ride lots, which is a common theme, and bus and rail interface planning.

Mr. Cheung also discussed and provided an overview of the new Key Performance Indicators which he announced will be discussed in detail at each Sector Council meeting. The four categories of the new indicators are: Availability; Quality; Quantity and Effectiveness. He said the new indicators are a different way of looking at how to present service from a customer's perspective. Mr. Snoble said the indicators are a tool for each of the Sectors.

Roger Snoble spoke of the Performance Indicators following remarks from Conan Chung who stated he will visit each Sector to speak further on performance measures. Mr. Snoble emphasized the differences in the Sectors and that Performance Indicators are not meant to be competitive but a tool for Sectors to look at themselves and find different ways to improve the scores. Mr. Snoble introduced past-chair Pam O'Connor and announced that Meet and Confer was open to discussion.

**Comments, Questions, and Answers from the Sector Meet and Confer.**

Representative Szerlip of the South Bay Governance Council thanked the CEO and Metro staff for acknowledging the Sector's efforts to move forward Metro's mandates. He added that he believes that overturning the Sector's cuts may affect the promotion of the ½ cents sales tax. However, he recognized the results of these changes will not be known immediately. Further, Representative Szerlip requested guidelines and a tool to evaluate the General Manager by next year as required. Mr. Snoble suggested the Sector Councils confer with Chief Operations Officer Carolyn Flowers for guidance. Mr. Snoble advised each Sector should have a set of goals for the General Manager to achieve through next year. He said the Performance Indicators are good tools to use to establish goals but Governance Councils should work with the Chief Operations Officer to develop specific Sector goals.

**Minutes - Meet and Confer Annual Meeting, August 20, 2008**  
**Los Angeles County Metropolitan Transportation Authority**  
**Headquarters, One Gateway Plaza**

Ms. Flowers commented that as a team the General Managers have been working on “leadership competency” and on other aspects of succession planning. She said she will share the completed leadership competency with the Sectors. Subsequently, Ms. Flowers reminded Sector members that General Managers are “At-Will” employees who serve at the pleasure of the hiring authority so there is no formal evaluation process; an “At-Will” employee’s performance is basically reviewed everyday. Ms. Flowers offered to come to each Sector to discuss with the councils what they would like to use as specific objectives beyond the Indicators to evaluate the General Managers and to discuss other issues and concerns.

Mr. Snoble said the real issue is whether the Governance Councils have confidence in their General Manager to do the job and to provide business improvements based on areas identified by the Governance Council. South Bay’s Representative John McTaggart said the South Bay is blessed to have a great General Manager (Dana Coffey) but without guidelines there is a concern about consistency throughout the system for those charged with a huge responsibility and the welfare of riders and customers. Representative Glen Rosten (Westside/Central) suggested evaluating the General Managers in responsiveness to the Governance Council.

Representative Ralph Franklin (South Bay) noted major construction developments taking place in local cities (particularly Inglewood) which will impact bus lines, congestion pricing plans and rail services. He stated elected officials and Board members must work together. Additionally, Mr. Franklin spoke of the cleanliness of bus stops and noted that Inglewood requires the use of environmentally clean products - a path which he suggested Metro should follow as well as other cities. Mr. Snoble said a major effort undertaken by Metro is to influence development patterns to move people away from long trips and closer to their jobs. He said this happens mostly around heavy and light rail projects and even Rapid bus lines. He informed members there is a department within Metro that works closely with municipalities and developers. Metro is currently involved in \$4-5 Billion dollars in developmental projects.

Mr. Snoble noted that Metro places special emphasis on keeping rail stations clean but the elevators and escalators are a challenge. There are 129 escalators and 128 elevators that now have someone in charge of “vertical transportation” to keep them clean and operating. However the bus stops have always been a challenging issue for over 100 years. Metro’s responsibilities with the stops are the signs and the poles. Cleanliness of these stops is a responsibility of the cities. Mr. Snoble spoke of an agency called “Metro Clean” that is charged with cleaning bus stops. “Metro Clean” is a program staffed by non-employees by people who have encountered trouble with the law. He said while this is a good program it remains inadequate to handle 18,000 stops. Maintaining bus stops is a partnership between Metro and cities involved. Ms. Flowers offered to have Stops and Zones investigate that “Metro Clean” is consistent in their efforts and saving water in the process to maintain Metro’s commitment to sustainable programs.

Representative Cheri Kelley of the Gateway Sector requested clarification regarding the ½ cent sales tax and the state’s inability or ability to take these funds. Mr. Snoble confirmed the ½ cent sales tax will stay in Los Angeles County. It is a local tax. He added if the state

**Minutes - Meet and Confer Annual Meeting, August 20, 2008**  
**Los Angeles County Metropolitan Transportation Authority**  
**Headquarters, One Gateway Plaza**

had not previously taken money Metro would not be in its current financial situation. On behalf of the Gateway Sector, Representative Kelley stated parking is an issue at the Green Line Station with parking spilling over into the Lakewood Park n' Ride as well as into the nearby residential neighborhoods. Chief Operations Officer Flowers indicated Metro formed a task force to work on the parking issues. She said there is a Motion from Supervisor Antonovich to establish a Tiger Team to address parking in addition to other issues that may be related to ridership growth.

A parking task force will work on the Norwalk Station and stations across the system. A meeting has been set up with Caltrans (Frank Quon) who owns Norwalk which limits Metro's ability to modify the station. A third party is looking at the facility to determine if it is possible to paint or re-stripe the parking lot. Community Relations Manager, Dave Hershenson is assisting in resolving the parking issue at Norwalk. The Lakewood Park n' Ride is also owned by Caltrans. Mr. Snoble said he recognize that parking is a problem and has seen aerial views of overflowing parking.

Ms. Flowers said another consideration is to take ownership of the Norwalk Station. There is also a possibility of working with Norwalk Redevelopment Agency to purchase nearby land allowing for parking expansion (300-400 spaces). It is estimated building a multi-level parking structure will cost \$10M - which Metro does not have. Ms. Flowers continued that Metro is considering other alternatives such as church and movie theater parking lots to be used during off-peak days and times. Mr. Snoble suggested increasing "preferred parking" and looking into public private partnerships in regards to parking.

Representative Devon Deming (South Bay) said that given the amount of time spent discussing parking in such a short meeting shows the importance of this issue. She favored paid parking with payments supporting the parking facilities. She noted that many of the van pool riders meet at the parking facilities because they take the train or bus home. These are new customers. Unfortunately, these people are being given tickets because they are not seen as transit users but they are. These customers should be included in the solutions.

Mr. Snoble agreed and said Metro has over 600 Van Pools put together in a short period of time and growing. Ms. Flowers said there needs to be some way to distinguish those who are using the parking lots to stage van pools versus those who are disbursing into the system. Those who are meeting to use van pools could be those getting tickets. Transit passes could be used as payment for parking if there was paid parking. However, it appears that many groups are meeting at the parking facility for trips beyond Los Angeles. These are the issues that the Task Force will have to address since transit is the priority.

General Manager Alex Clifford said the Norwalk Station is a huge facility with about 1633 spaces. He said that the Gateway Sector requested the area police Lieutenant to be as lenient as possible in citing within the scope of safety. Mr. Snoble announced that many people are paying \$6.00 a day to park at Gateway Plaza to take the Fly-Away which seems to be full.

Representative Kelley requested that Community Relations Officer Dave Hershenson be devoted to Gateway full-time. Representative Kelley suggested that Sector savings be

**Minutes - Meet and Confer Annual Meeting, August 20, 2008**  
**Los Angeles County Metropolitan Transportation Authority**  
**Headquarters, One Gateway Plaza**

reinvested into the Sector. Mr. Snoble acknowledged this issue comes up often. While it would be good to reinvest these funds as long as it could be sustained the budget situation does not allow Metro to do so. He indicated that an award program may be workable when there is a reserve. He said the biggest issue was to save money to put back in the overall budget.

Representative Catherine Bator (Westside/Central) commented that in the Westside Central Sector riders do not have Park n' Rides but is an area that requires more information at bus stops. She said this is particularly true for first time riders and those transferring to Rapid or Rail. Representative Bator requested more information such as bus routes and schedules allowing riders and visitors to know when the next bus is coming. She shared that other cities have good information at bus stops. Mr. Snoble responded that there are ways of providing information which is both expensive and labor intensive. Mr. Snoble said for these reasons, Metro relies on the internet and schedule racks to provide this kind of information.

Mr. Snoble suggested that travelers will want to plan their trips before leaving home. He indicated that the Trip Planner at MyMetro.net site is a good tool. He announced that the Nextbus stop program works but there are many challenges. He elaborated that signage is also challenging. General Manager Mark Maloney added with the proliferation of cell phones at all levels of income levels patrons will be able to use the upcoming 511 program which will allow automated information through cell phones.

South Bay Representative Szerlip expressed a concern that rail riders are not paying their fare share. Mr. Snoble commented that Metro is dealing with this concern in several different ways: 1) absent the gating (16 months away) Metro is working with the LASD Contract with a different protocol. He recognized that homeless on the system is a continuing problem because they actually have fares. Representative Kelley further stated that the Councils spoke often about the Board's decision to not cut service but has agreed to move on.

Representative Jerard Wright (Westside/Central) requested a follow-up from last year's Meet and Confer. He requested the status of: 1) the NextBus program and; 2) email and voice mail for Sector representatives. Matt Raymond said Next Bus was rolled out on a mobile basis. There were technical problems which required Metro to take it down. It will take a few more months before it can be on-line again because of the huge amount of trip planning data that must be transmitted. As for email, General Manager Hunt said because of an upgrade of the email system allowing for more space the system is now capable of providing email accounts to Sector Representatives.

Representative Kymberleigh Richards (San Fernando Valley) reminded everyone that the Governance Councils have been around for five years. She would like to see Council members with Metro business cards (like that of the CAC members) and email and voice mail. Representative Richards said that when the Council was first formed the funding was available to allow Representatives to attend conferences which included transportation and lodging. This was changed in the first year. She believes that APTA's annual meeting in

**Minutes - Meet and Confer Annual Meeting, August 20, 2008**  
**Los Angeles County Metropolitan Transportation Authority**  
**Headquarters, One Gateway Plaza**

San Diego would be a great opportunity to network with agencies from other cities. She suggested that the travel policy be revisited.

Mr. Snoble said that the APTA meeting is not only an annual meeting but an Expo with tremendous opportunity to learn about new services and products. Mr. Snoble encouraged representatives to take the opportunity to visit at least one day of the Expo. The travel policy was changed by the Board which means it will require Board action to reinstate with the understanding there is a reason for Sectors to be able to attend these meetings.

Cheri Kelley spoke of her soon to be 80 year old dad who continues to ride buses. She shared that on July 25th she received a phone call that her father had a trip and fall accident at the parking structure next to the Los Angeles Times building. She could not get a response from his cell phone. She discovered he had checked himself out of the hospital and was enroute home. She was concerned that he would not be able to get from USC Medical Center to his car. She shared with the CEO, Executive Staff and other Sector members that the first Bus Operator assisted him to his transfer stop. She said on this Friday night, three Operators were consistent in ensuring that her dad was able to travel safely back to his car. She did not know who the bus Operators were but stated they are representative of excellent employees. She shared her heartfelt appreciation for the assistance and support shown her dad. CEO Roger Snoble said Metro has great employees who take their jobs seriously.

General Manager Coffey announced that Representative Margaret Hudson will be leaving the South Bay Governance Council to move closer to family in Texas. Ms. Coffey thanked Representative Hudson for her outstanding contributions. Mr. Snoble noted Representative Hudson will be moving to a great state and thanked her for taking on the serious work of the Governance Councils. Representative Hudson said she enjoyed serving on the Council.

Director O'Connor said that as a bus user she knows first hand Operators are Metro Ambassadors and are first line representatives of the agency. She acknowledged the Governance Council Representatives and said that bus changes were difficult to work with prior to the setting up of the Sector Councils and thanked them for the hard work they do.

Mr. Snoble thanked everyone for attending.

Prepared by:



Raynard Vincent Price  
Assistant Board Secretary