



Central Maintenance Facility Community Update



METROLINK.

February 22, 2020

CUSTOMER FIRST: Safety & Security • An Integrated System • Modernizing Business Practices

Meeting Agenda

1. **Welcome***
2. **CMF Metrolink Leadership Team**
3. **CMF Action Plan**
4. **CMF Action Plan Updates**
 - **Short-Term Goals**
 - **Mid-Term Goals**
 - **Long-Term Goals**
5. **CMF Drainage Project**
6. **Next Steps**
7. **Questions and Answers**



***Spanish language translation available / Traducción en Español disponible**



Metrolink Leadership Team

Stephanie N. Wiggins, Chief Executive Officer

Operations:

Eric Hosey, Chief Operating Officer

Darrell Maxey, Chief,
Mobilization, Transition and Special Projects

Rod Bailey, Deputy Chief Operating Officer

Morrell Savoy, Director,
Maintenance of Equipment

Luis Carrasquero, Interim Director,
Maintenance of Equipment

Eric Poghosyan, Senior Manager,
Facilities and Fleet Maintenance

Neil Brown, Program Delivery,
Equipment Maintenance

Government & Community Relations:

Todd McIntyre, Chief Strategy Officer

Jeff Dunn, Director,
Government & Community Relations

Alex Davis, Senior Manager,
Government Relations

Sylvia Novoa, Community
Relations Manager*

Office of the Chief Executive Officer:

Lisa Colicchio, Director,
Special Projects (Sustainability Initiatives)

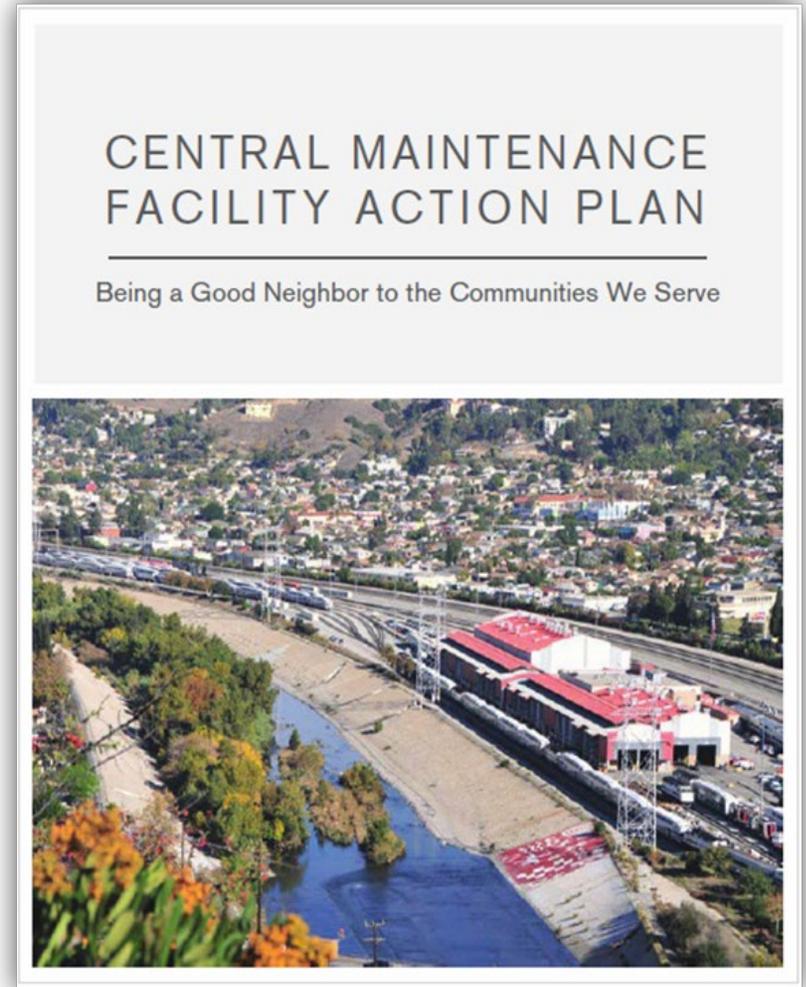
*Day-to-Day contact

"Create Value, Exceed Expectations"



CMF Action Plan

- **Metrolink's 11-point plan to be a better neighbor by reducing noise and emissions and to be more accountable to surrounding communities.**
- **Adopted May 2019**
- **Goals:**
 - **Short-term = 0 – 6 months**
 - **Mid-term = 6 – 18 months**
 - **Long-term = 18+ months**



CMF Action Plan Update: Short-Term Goals

Short-term Goal (0-6 months)	Status	Highlights
1) Optimize use of ground power stations		<ul style="list-style-type: none"> Completed August 1, 2019 15 connections can be used at any one time. Replacement cables received 12/19/2019.
2) Installation of Sound Monitors		<ul style="list-style-type: none"> Completed July 1, 2019 Two monitors each at 10 locations on the yard during a 4-week period. Approx. key decibel readings: average (74.75) high (83.2) low (66.3)
3) Internal Audit		Completed November 8, 2019.
4) Independent New Noise Study	10%	In Progress
5) Expedite 8 Tier 4 Locomotives into service		<ul style="list-style-type: none"> Deployed 8 Tier 4 locomotives into service by August 22, 2019. Completed 3 months ahead of schedule.
6) Change the Accountability Metrics of the Equipment Maintenance Contractor		<ul style="list-style-type: none"> RFP issue date: June 19, 2019 Proposal due date: October 25, 2019 Board Award date: first quarter 2020 Status: Preparing for Board Award



Goal 1: Optimize use of ground power stations

Benefits: Cleaner air and less noise

Status:

- Completed August 1, 2019
- 15 can be used at any one time

Findings:

- Inconsistent use by contractors
- Malfunctioning ground power stations

Ongoing Actions Taken:

- Continuous evaluation of power station usage to determine how we can improve
- Ensuring consistent use by contractors and adherence to established procedures
- Repaired ground power stations when needed, including replacement cables received December 19, 2019
- Ensuring spare cables are on-hand



Goal 2: Installation of Sound Monitors

Benefits: Less noise

Progress:

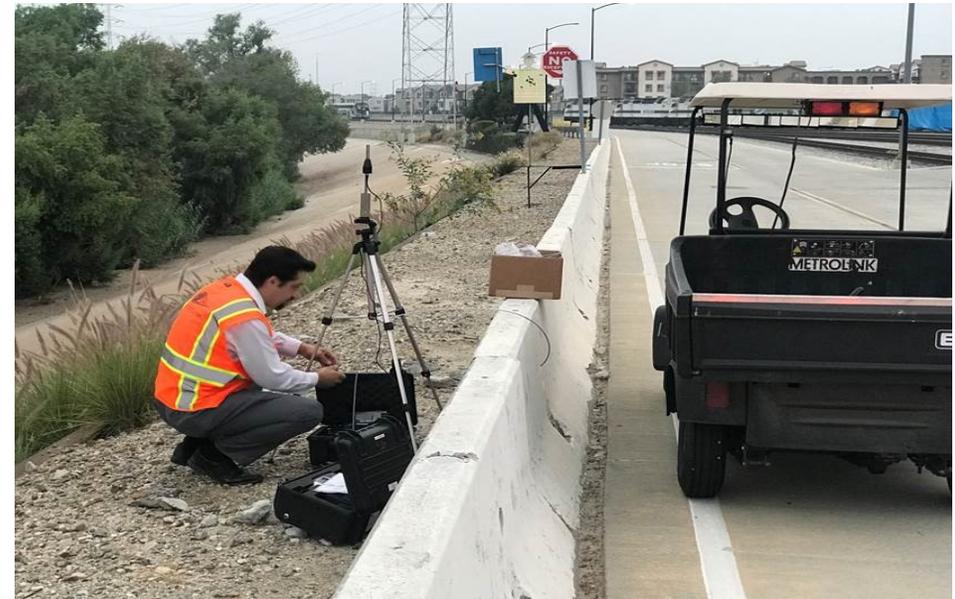
- Completed July 1, 2019
- Two monitors each at 10 locations on the yard during a 4-week period.

Findings:

- Approx. key decibel readings: average (74.75) high (83.2) low (66.3)
- Noise levels highest during the horn and load testing throughout the day

Ongoing Actions Taken:

- Procure sound monitors permanently (in progress)



Goal 3: Central Maintenance Facility Audit

Benefits: Accountability of operating procedures and commitments already in place

Progress:

- Internal Audit completed November 8, 2019
- Internal Audit issued six findings

Process:

- Metrolink's Internal Audit Department had a kickoff meeting with departments involved
- Internal Audit toured the CMF Facility
- Internal Audit gathered procedures and materials from involved departments

Southern California Regional Rail Authority (SCRRA)

Internal Audit Department



METROLINK.

**Performance Audit:
Central Maintenance Facility Operations**

**Audit Report No. 2020-03-IA
Date: December 30, 2019**

Presented to: Board of Directors and
Audit and Finance Committee

Prepared by: Elisabeth Lazuardi, CPA, Senior Manager, Audit
David Rogers, CPA, Senior Auditor
Claudia Casasola, MBA/TM, MSA, ACDA, Auditor II

Distributed to: Stephanie Wiggins, Chief Executive Officer
Eric Hosey, Chief Operations Officer
Todd McIntyre, Chief Strategy Officer
Darrell Maxey, Chief Mobilization, Transition and Special Projects
Jennifer Vides, Chief Marketing and Communications Officer



Goal 3: Central Maintenance Facility Audit

Internal Audit Department Overview

1. Independent Reporting Structure

- Reports Directly to SCRRA Board of Directors
- Governed by Internal Audit Charter
- Reports audit results to the Board of Directors

2. Auditing Standards Followed:

- *International Standards for the Professional Practice of Internal Auditing*
- *Generally Accepted Government Auditing Standards*

3. External Peer Review:

- Internal Audit is reviewed by independent organization every three years
- Verifies compliance with the Auditing Standards
- Last peer review in 2017 indicated compliance with Standards
- Next peer review in February 2020



Goal 3: Central Maintenance Facility Audit

Four-Step Process

1. Planning

- Audit Objectives:
 - To evaluate compliance with Standard Operating Procedures and practices at CMF to control & monitor pollution levels produced by operating activities at CMF
- Review Standard Operating Procedures (SOPs) at CMF for oversight & monitoring requirements over:
 - Head-End Power Usage
 - Ground Power Station Usage
 - Train Idling Times
 - Sand Deliveries
 - Equipment Maintenance
 - Training



Goal 3: Central Maintenance Facility Audit

Four-Step Process

2. Fieldwork

- Conduct testing to validate SOPs compliance:
 - Took unannounced train rides from Union Station to CMF five (5) times in order to test Head End Power (HEP) usage
 - Six (6) separate site observations for:
 - Train Idling
 - Cleanliness of Yard
 - Ground Power Usage
 - Load Testing times/locations
 - HEP usage - Incoming Trains
 - Drainage Equipment Usage
 - Two (2) random weekend observations of CMF Yard for train activity
 - Observation of September 28, 2019 Sand Delivery
 - Reviewed Sand Silo Inspection Records
 - Requested supports for monitoring train activity and contractor compliance
 - Reviewed supports in connection with Storm Water Pollution Prevention Plan
- Completed on November 8, 2019



Goal 3: Central Maintenance Facility Audit

Four-Step Process

3. Reporting

- Reviewed audit results with Management - December 3, 2019
 - Management started addressing audit findings immediately
- Presented audit report to the Board of Directors – January 24, 2020
 - Received approval to present audit results to CMF Community

4. Follow Up

- Tracking of Management's Corrective Actions
- Quarterly reporting of corrective actions status to the Board of Directors.
- All corrective actions are required to be completed by March 31, 2020



CMF Audit Finding 1

Contractor monitoring needs improvement

- No process was in place to monitor locomotives idling. An instance was noted where a locomotive was idling but there was nobody servicing the train
- No effective process in place to monitor compliance with load testing requirements
- Head End Power was running on 3 of the 5 test trips taken from Union Station to CMF

Requirements:

- *Good Neighbor Standards and Practices:*
 - Locomotives should not be idling in the yard except when necessary for service or repair
 - Load testing should be done in designated areas between 10 AM – 6PM weekdays and 10 AM – 1 PM weekends
- *Fuel Conservation Program:*
 - HEP Engines run for no reason between the time passengers get off the train at Los Angeles Union Station and the train arrives at the CMF



Management Response to Audit Finding 1

Response	Status
<p>Metrolink to provide contractors the current Good Neighbor Standards and Practices and Fuel Conservation Program</p> <ul style="list-style-type: none"> ○ Contractor received Good Neighbor Standards/Practices and Fuel Conservation Program Operations Manager will establish compliance checks with train crews at LAUS 	<p>Completed 1/15/20</p> 
<p>Equipment Contractor to document Head End Power (HEP) status where HEP should be turned off when arriving to CMF. Equipment Contractor to log emergency load testing performed outside of load testing area</p> <ul style="list-style-type: none"> ○ Tracking began ○ Permanent Sound Monitors to be installed at the CMF. 	<p>Completed 1/20/20</p> 
<p>Compliance checks to be established on Equipment Contractor for load testing on special trains as well as random compliance checks on idling equipment.</p>	<p>Completed 1/21/20</p> 



CMF Audit Finding 2

Ground Power Stations missing equipment

- It was noted there were 26 out of 50 jumper cables needed to optimize the use of Ground Power Stations.

Requirement:

- *The Good Neighbor Standards and Practices:*
 - Trains to be hooked up to Ground Power whenever possible



Management Response to Audit Finding 2

Response	Status
Missing equipment received	Completed 12/9/19 
Good Neighbor Standard Practices to be drafted to clarify necessary equipment connections and usage <ul style="list-style-type: none"> ○ SOP was drafted and submitted to Contractor and effective 	Completed 1/21/20 
Ensure there is a 10% reserve inventory on Ground Power Station cables <ul style="list-style-type: none"> ○ Receipt of inventory pending 	In Progress: To be completed no later than March 31, 2020



CMF Audit Finding 3

Sand Silo Filter Housing: Timeliness and documentation of inspections needs improvement

- Inspection Documentation
 - Pressure gauge readings, filter housing & dust seal joint condition not consistently documented
- Inspection Timeliness
 - During the period between January 1, 2019 – October 31, 2019 two (2) instances of noncompliance noted

Requirements:

- *Sand Silo Operation and Maintenance SOP:*
 - Preventive Maintenance form to be completed and document: a.) the exact gauge reading b.) Filter housing condition; and c.) Dust joint seal condition
 - Weekly inspections and preventive maintenance be performed on the sand tower equipment



Management Response to Audit Finding 3

Response	Status
Inspections completed weekly. Email notification provided to Management following each inspection.	Completed 10/1/19 
Employees to be trained on required procedure	Completed 10/1/19 



CMF Audit Finding 4

Sand Silo Hatch - Lack of guidance and training to use the access hatch

- Terminated sand delivery on September 28, 2019 due to damaged access hatch seal
- No guidelines to use the access hatch.

Requirement:

- *Government Accountability Office – Federal Internal Controls Standards:*
 - Management is responsible for designing adequate internal controls.



Management Response to Audit Finding 4

Response	Status
Ensure Metrolink personnel are trained under new guidelines of SOP for sand delivery to address the use of the access hatch.	Completed 9/30/19 



CMF Audit Finding 5

Environment stewardship requirements are not consistently followed

- Instances where trash containers were not covered
- Excess trash noted in service area
 - Plastic bottles, bottle caps, food containers, paper napkins, crushed cans, etc.
- A loose drainage connection between a passenger car being serviced to the sewage receptacle
 - No contamination was noted however due to overflow catch being in place

Requirements:

- *The Good Neighbor Standards and Practices:*
 - All Trash and recyclable containers must be covered and not allowed to overflow
- *Storm Water Pollution Prevention Plan:*
 - Operations at the facility to be conducted using safe work practices and good housekeeping
 - Contract employees have been trained in the importance of spill response and good housekeeping in order to prevent discharges of pollutants to the storm drain



Management Response to Audit Finding 5

Response	Status
Large new trash containers with damaged covers were replaced	Completed 1/16/20 
Housekeeping practices for each section of the facility are developed by contractor to address housekeeping. Checklists/ spot checks implemented.	Completed 11/7/19 
Equipment contractor required to red tag and remove any and all broken hoses	Completed 1/21/20 



CMF Audit Finding 6

Various standard operating procedures are inconsistent with current practice or other internal documents

- Load testing times - Good Neighbor Standards and Practices vs. posted signs at CMF
- Sand delivery time frames (Saturdays between 10 AM – 12 PM) – SOP vs. practice
- Load testing areas – diagram on the Metrolink website vs. practice

Requirement:

- Government Accountability Office – *Federal Internal Controls Standards 12.05:*
 - Management “periodically” review policies & procedures for relevancy.

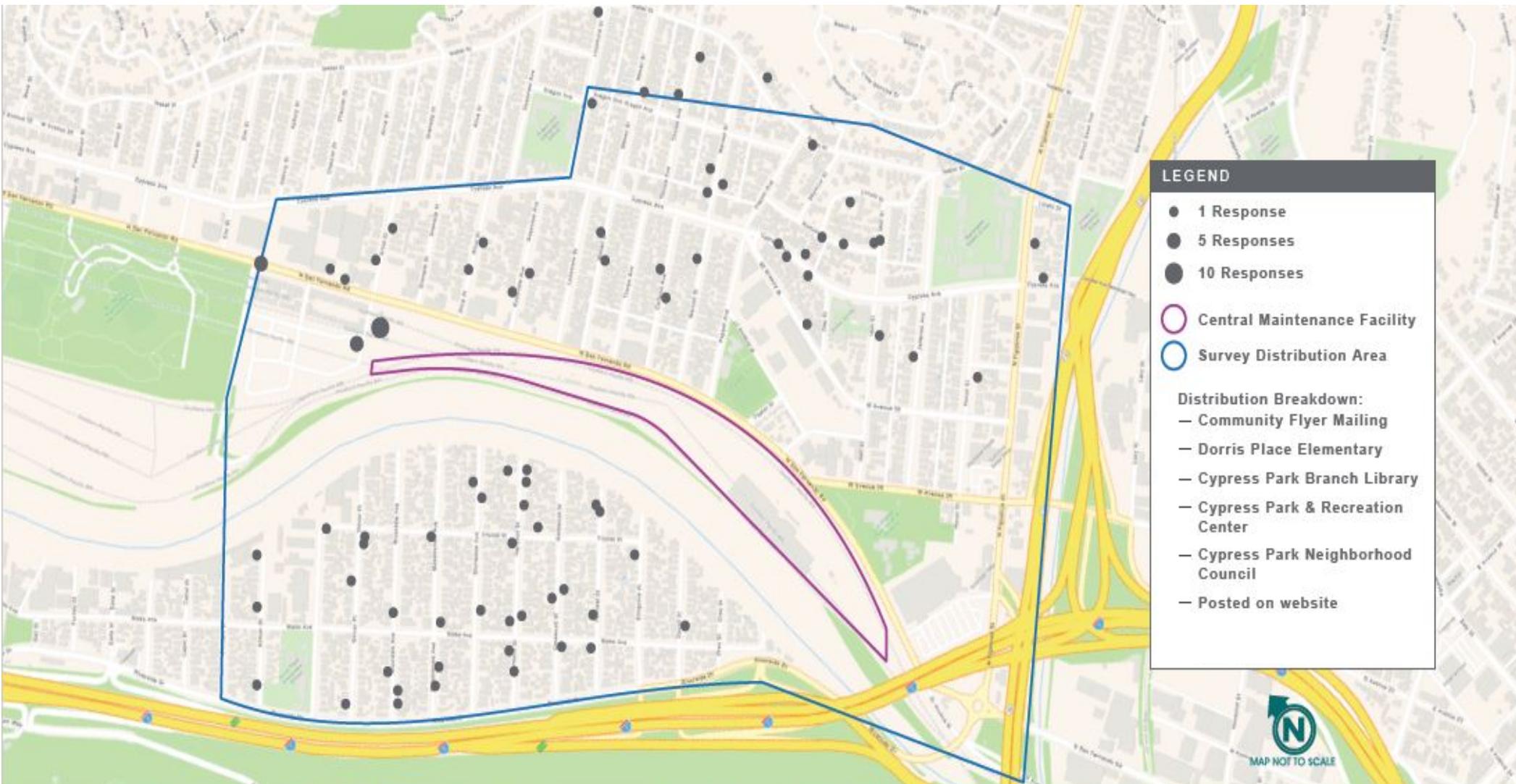


Management Response to Audit Finding 6

Response	Status
Updated Sand Delivery times in the SOP. In the future, communication to the CMF community will reflected updated delivery times.	Completed 12/9/19 
Fuel Conservation Program updated to reflect the current Metrolink fleet and conservation policies.	Completed 1/31/20 
Updated locations and verbiage provided regarding load testing areas on the CMF map. Updated map has been posted to the website.	Completed 2/20/20 



CMF Survey Distribution and Response Map



- Survey distributed October 21, 2019 to November 8, 2019
- Survey mailed to 2,900 residents
- 300 surveys distributed to the school
- Distribution area parameters meet the requirements of the California Environmental Quality Act
- Total responses: 215

- La encuesta fue distribuida del 21 de octubre al 8 de noviembre de 2019
- La encuesta fue enviada por correo a 2,900 residentes
- 300 encuestas distribuidas a la escuela
- Los parámetros del área de distribución cumplen con los requisitos de la Ley de Calidad Ambiental de California
- Respuestas totales: 215

CMF Survey Summary

1. Survey questions development

- Internal Audit – Quality of life issue rating
- Management – other questions

2. Total Surveys distributed (over 3,000):

- Distribution Locations (communities of Elysian Valley & Cypress Park)
- Distribution Process included
 - Direct Mail
 - Distributed through council offices, neighborhood councils
 - Metrolink Community Distribution List
 - Backpack distribution at Dorris Place Elementary School

3. Total Survey Responses (215)

- Internal Audit collected responses

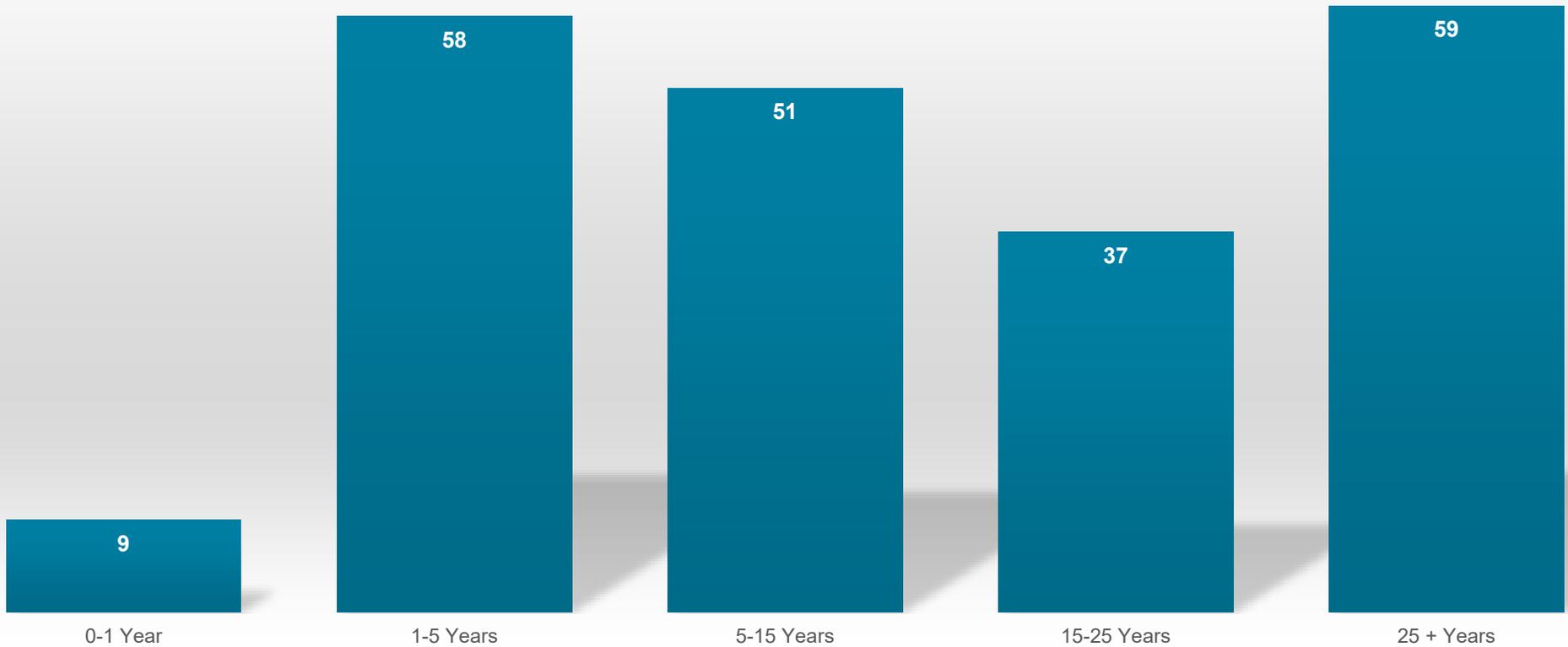
4. Prizes

- \$50 Home Depot Gift Card
- \$50 Target Gift Card
- \$50 Visa Gift Card
- Four (4) Round Trip Metrolink Tickets



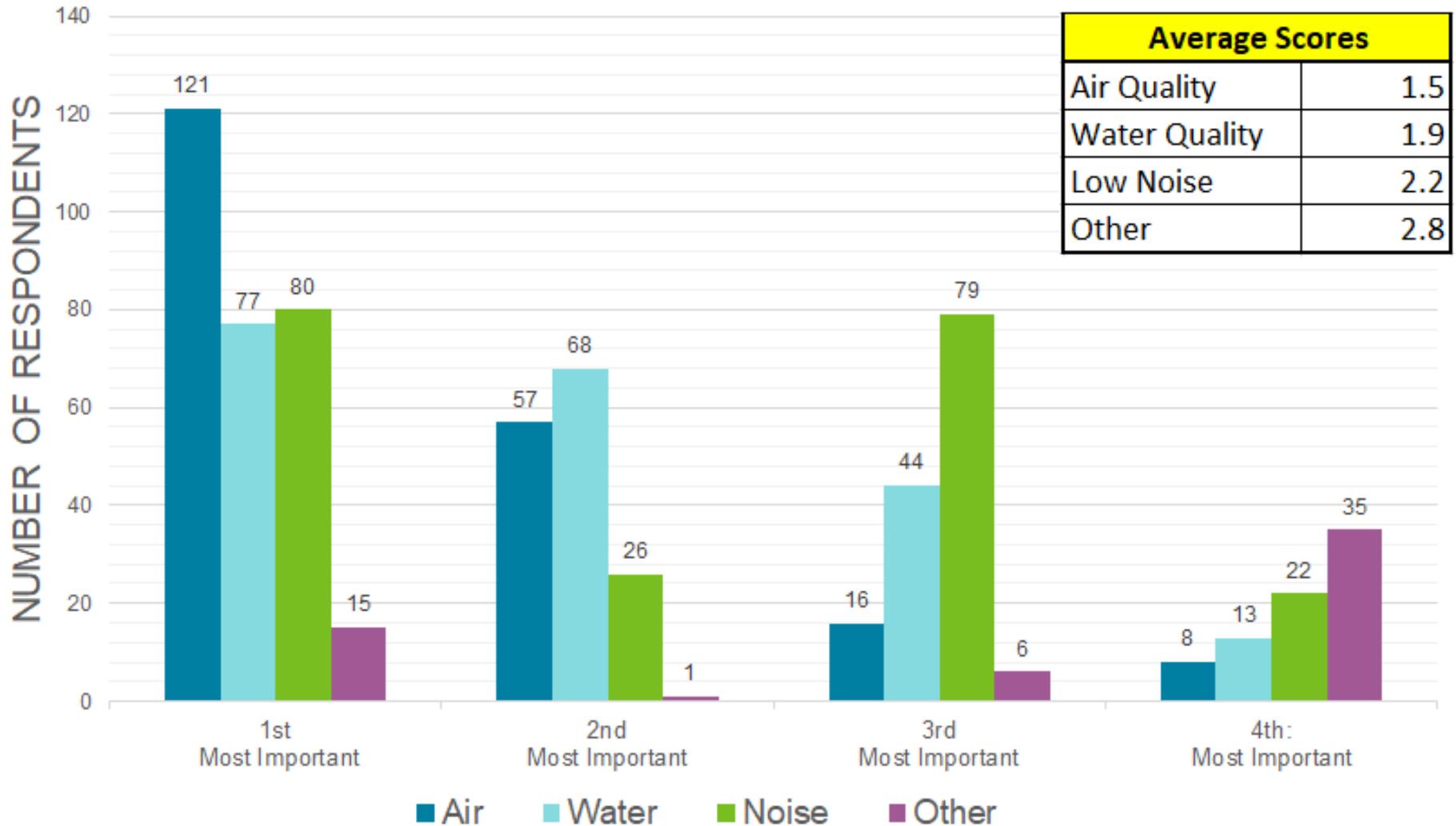
Respondent Length of Residency

Number of Years as Resident



Survey Results: Issue Ranking

The survey requested that residents rank the quality of life factors most important to them



Survey Results Continued...

- **Are you aware of the Metrolink Hotline where you can voice your concerns?**
 - 171 of respondents were aware
 - 44 of respondents were not aware
- **If you have used the Hotline, did Metrolink answer your question(s) satisfactorily?**
 - 20 of the respondents were satisfied
 - 2 of the respondents were not satisfied
- **Would you like to take a guided tour of Metrolink's CMF Facilities?**
 - 79 respondents said they would like a tour
- **Would you like to receive CMF email updates?**
 - 46 respondents said they would like to receive email updates



Goal 4: Independent New Noise Study

Led by: LA Metro

Benefits: Less noise

Progress (10%):

- Metro has selected WSP through a Regional Rail on-call contract

Next Steps:

- Kick-Off Meeting
- Identification of Sensitive Receptors

Contact:

Name: Brian Balderrama - Senior Director,
Program Management/Regional Rail

Email: balderramab@metro.net

Phone: (213) 418-3177



Goal 5: Expedite 8 Tier 4 Locomotives into service

Benefits: Cleaner air

Progress:

- 8 new locomotives were deployed by August 20, 2019 - ahead of schedule
- Metrolink has deployed Tier 4 locomotives each month since the Action Plan began in May 2019
- Metrolink has 32 Tier 4 locomotives in service and three more that have been recently delivered.

Results:

- Up to 85% reduction in emissions compared to Tier 0 locomotives
- Up to 65% reduction in emissions compared to Tier 2 locomotives



Goal 6: Change the Accountability Metrics of the Equipment Maintenance Contractor

Benefits: Cleaner air and less noise

Progress:

- Inserting new requirements on the current contractors at this stage would be too onerous
- Metrolink staff included new accountability metrics as part of the new maintenance contracts which are being advertised

Findings:

- Insufficient contract requirements pertaining to neighborhood impacts

Actions taken:

- Revised new contract language

Results:

- Assessments are included in contract (monetary penalties for non-compliance up to \$5,000)
- RFP issue date: June 19, 2019
- Proposal due date: October 25, 2019
- Board Award date: first quarter 2020
- Status: Procurement is ongoing

Attachment C to Exhibit H MSOP 150-20
METROLINK MAINTENANCE FACILITY OPERATIONS STANDARDS
"GOOD NEIGHBOR" STANDARDS & PRACTICES

This standard applies to any maintenance facilities located near residential neighborhoods. The Contractor shall schedule and perform all train and facility maintenance and repair activities to minimize the impact of noise and emissions on the surrounding community.



CMF Action Plan Update: Mid-Term Goals

Mid-Term Goal (6-18 Months)	Status	Highlights
7) Fleet Modernization Study	13%	The task order will be routed for approval following the execution of a contract amendment to increase contract authority. The study is expected to commence by early March 2020.
8) CMF Modernization Study	13%	Proposals have been evaluated and a vendor has been selected. Task order is being routed for approval. The study is expected to commence in February 2020.
9) Complete deployment of 40 Tier 4 Locomotives	75%	35 locomotives on property; 32 locomotives in service; 28 locomotives conditionally accepted. All locomotives to be delivered by the end of summer 2020.



Goal 7: Fleet Modernization Study

Benefits: Cleaner air and less noise

Progress:

- Developed a draft of the study scope and schedule
- Secured approval for study funding in FY20 budget
- Selected vendor to perform the study. Study to start following execution of vendor contract amendment.

Findings:

- To be determined upon completion of the study

Next steps:

- Study is expected to commence by early March 2020



Goal 8: CMF Modernization Study

Benefits: Cleaner air and less noise

Progress:

- Developed a draft of the study scope and schedule
- Secured approval for study funding in FY20 budget
- Per community request, staff met with Advanced Engineering Group (hood technology manufacturer)
- Selected vendor to perform the study. Documents to execute the study routed for approval.

Findings:

- To be determined upon completion of the study

Next steps:

- Study is expected to commence in February 2020



Goal 9: Complete deployment of 40 Tier 4 Locomotives

Benefits: Cleaner air

Progress:

- 32 locomotives have been deployed as of February 2020
- 23 Tier O decommissioned

Findings:

- 32 Tier 4 locomotives only emit 78.4 tons of NO_x and particulate matter (PM) while the 23 decommissioned Tier O emitted 372.6 tons of NO_x and particulate matter (PM) per year

Next steps:

- Remainder due Summer 2020



CMF Action Plan Update: Long-Term Goals

Long-term Goal (18+ months)	Status	Highlights
10) Work towards a Zero-Emissions Future	10%	<p>Grant application submitted/in process for Zero Emission Vehicle (ZEV) equipment:</p> <ol style="list-style-type: none"> 1. \$40M for ZEV Demo of Battery Electric Retrofit of Legacy Locomotives – State Transit and Intercity Rail Capital Program. Submitted Application in January 2020. Awards Expected to be Announced April 2020. 2. Ongoing conversation with AQMD and state partners 3. SBCTA Alternative Fuels Study and ZEMU Pilot
11) New contracting approach system-wide goes in effect with new accountability metrics.	75%	<p>RFP issue date: June 19, 2019 Proposal due date: October 25, 2019 Board Award date: first quarter 2020 Status: Procurement is ongoing</p>



Goal 10: Work towards a Zero-Emissions Future

Benefits: Cleaner air and less noise

Progress:

- Met with BNSF and Metra (Chicago) working on deploying battery electric locomotives
- Ongoing participation in San Bernardino County Transportation Authority (SBCTA) zero emissions multiple unit deployment, including attending kickoff meeting with the vehicle manufacturer

Findings:

- Learned about possible new technologies

Next steps:

- Grant application submitted/in process for Zero Emission Vehicle (ZEV) equipment:
 1. \$40M for ZEV Demo of Battery Electric Retrofit of Legacy Locomotives – State Transit and Intercity Rail Capital Program. Submitted Application in January 2020. Awards Expected to be Announced April 2020.
 2. Ongoing conversation with AQMD and state partners
 3. SBCTA Alternative Fuels Study and ZEMU Pilot



Goal 11: New contracting approach system-wide goes in effect with new accountability metrics.

Benefits: Cleaner air and less noise

Progress:

- RFP issue date: June 19, 2019
- Proposal due date: October 25, 2019

Next steps:

- Board Award date: first quarter 2020
- Status: Procurement is ongoing



CMF Drainage Project

Purpose: Upgrade drainage system to ensure the reliability of our stormwater and sewage systems.

Benefits: Reduces the environmental impact of the water that is used for maintenance of Metrolink trains.

Schedule:

- Start date: January 22, 2020
- End date: Summer 2020

Originally scheduled to be completed in May of 2020, but some underground utility redesign is required. Updated schedule will be shared with the community soon.

Cost: \$2.6 million



Next Steps

- Next community meeting May 2020
- Public tour of the Central Maintenance Facility



How to Reach Us

	<p>metrolinktrains.com/community To view past meeting materials, action plans, newsletters, and background information.</p>
	<p>24/7 Public Affairs Hotline: (213) 452-0400</p>
	<p>communityrelations@scrra.net</p>



THANK YOU



We would like to thank all customers, associates and partners for their support in enabling Metrolink to serve the community. In addition, we are hugely grateful to all participants for their time, insight and willingness to challenge views.

