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Authority
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MEASURE M INDEPENDENT TAXPAYER OVERSIGHT COMMITTEE
SEPTEMBER 13, 2023

SUBJECT: MEASURE M FIVE-YEAR COMPREHENSIVE ASSESSMENT AND EQUITY REPORT

ACTION: APPROVE RECOMMENDATIONS

RECOMMENDATION

CONSIDER:

A. RECEIVING AND FILING the Measure M Five-Year Comprehensive Assessment and Equity Report (Attachment A); and

B. MAKING findings and/or recommendations for improving the Measure M Program.

ISSUE

Measure M, also known as the Los Angeles County Traffic Improvement Plan Ordinance, establishes an Independent Taxpayer Oversight Committee and an oversight process to ensure that the Los Angeles County Metropolitan Transportation Authority (LACMTA) complies with the terms of the Ordinance. The Measure M Independent Taxpayer Oversight Committee (MMITOC) provides an enhanced level of accountability for expenditures of sales tax revenues made under the Expenditure Plan and plays a valuable and constructive role in the ongoing improvement and enhancement of project delivery contemplated under the Measure M Ordinance.

The Measure M Ordinance requires that every five (5) years, Metro conduct a comprehensive review of all projects and programs implemented under the Measure M Expenditure Plan to evaluate the performance of the overall program and make recommendations to improve its performance based on current practices, best practices, and organizational changes to improve coordination. In addition, the Measure M Ordinance and Guidelines require that the MMITOC review the Five Year Comprehensive Assessment and make findings and/or provide recommendations for improving the program. The Measure M Five-Year Comprehensive Assessment and Equity Report (Assessment) evaluates the performance of the overall Measure M program from Fiscal Year (FY) 2018 to FY 2022, including an assessment of the effectiveness of the Program on improving lives of people in Los Angeles.

BACKGROUND

The Measure M program (Program) is a local revenue source for many major multi-year capital projects that will bring mobility improvements across the Los Angeles region. The Expenditure Plan in the Program includes set-asides for operations, state of good repair, subregional programs, and other smaller but critical mobility programs such as active transportation and accessibility services. More broadly, Measure M strengthens the region's local funding power, further reinforcing Los Angeles's competitiveness for state and federal funding and representing a commitment from Los Angeles taxpayers to invest in themselves.

A five-year assessment is an interim opportunity to identify successful strategies to continue advancing, make adjustments where expectations are not being achieved, and institute a framework to assess the next five years of progress. Starting in 2022, Metro began initial research and outreach to identify preliminary objectives and criteria to analyze impacts from Measure M's first five years of funding (FY18 - FY22). In early 2023, Metro complied with Measure M Guidelines to propose Assessment objectives and criteria, in consultation with the MMITOC, for Board approval. The Board approved these objectives and criteria (Objectives) in February 2023 (Attachment B). Per Measure M guidelines, efforts to conduct the Assessment have been coordinated with Metro efforts to update the Short Range Transportation Plan (SRTP). The Assessment analysis framework focuses on benefits to the people of Los Angeles, resulting in five key themes for the analysis: Stewardship, Mobility, Experience, Community, and Regional.

Financial analysis, project delivery, and program management aspects are assessed with broader additional context from the pandemic and key benchmarks, such as the 2028 Olympics bid, Equity Platform framework adoption, and other drivers. The Assessment also draws from a combination of qualitative and quantitative data that demonstrates Metro's work to adapt to these changes.

DISCUSSION

In its first five years, Measure M has generated over $4 billion in local sales tax dollars. These local dollars helped secure additional state and federal funding, initiated mega capital and transit projects, and secured funding for Metro operations, subregional communities, and local jurisdictions, agencies, and transit providers. Also, during the Assessment analysis period, the COVID-19 pandemic disrupted every aspect of our lives, upending the labor market, and altering travel behavior in the short-term and for the foreseeable future and impacting transit ridership. This period also experienced historic inflation, leading to corresponding economic and housing uncertainty for many local residents. Existing social and economic disparities became further exacerbated as Los Angeles underwent fluctuating employment, increases in people experiencing homelessness, and further hikes in housing and consumer prices.

Like the rest of the world, Metro continued to work and pivoted to adapt. To continue the nation's largest infrastructure program in Measure M, Metro sought further labor support from the contractor market to maintain project progress and modified project budgets based on skyrocketing construction costs and bid prices. Metro's capital program continued to move forward during this period of uncertainty. For active construction projects, work continued due to recognition that construction work was deemed essential.

While the pandemic brought unprecedented changes, Measure M continued to sustain Metro's service and project delivery through a generally consistent stream of local funding and over $3 billion in state and federal funding (FY18 - FY22). Specifically, Measure M maintained a steady source of revenue for local jurisdictions through Local Return and subregional funding, which has further supported mobility projects and programs across the county. Regional transit service was also sustained through federal covid relief funding, and dedicated Measure M funding streams for Metro operations, State of Good Repair, and municipal transit providers across the county.

Metro also introduced new and innovative initiatives to continue improving delivery of the Measure M program. Some of these efforts were launched after, or at the end of, the five-year analysis period. However, they represent Metro's commitment to adapt to the many changes of the past five years as well as prepare for unforeseen changes in the future. These new approaches are outlined in the Assessment and included in recommendations to continue monitoring progress and impacts.

The Assessment recommendations are categorized to address the Assessment Objectives approved by the Metro Board in February 2023:

- Assess Metro's performance on the efficiency and effectiveness in delivering Measure M projects and programs
- Identify and evaluate any potential barriers in the delivery of the Expenditure Plan
- Identify and evaluate opportunities for process improvement
- Identify and evaluate best practices to be used going forward
- Identify and evaluate any organizational changes needed to improve coordination

The approved Objectives are outlined in Attachment B.

During the Measure M Five-Year Assessment period dramatic change and adaptation occurred. As a result, the Assessment highlights the importance of equity, partnerships, and adaptability as the region looks to continue meeting ambitious Measure M goals and emerging from the pandemic. The Assessment recommendations summarized below seek to operationalize these values and are categorized based on board approved Measure M Assessment objectives.

Efficiency and effectiveness in delivering - Conduct deeper analysis of Measure M investment benefits for marginalized and Equity Focus Communities (EFCs), to measure and quantify existing disparities in access to resources and opportunities and potential gaps in Measure M investments to reduce these disparities. Invest and budget for maintenance and operation for newly built capital projects that incorporate customer experience needs.

Potential barriers in delivery - Prioritize hiring and retention, reassess benchmarks to reflect environmental and economic impact.

Opportunities for process improvement - Report on community engagement and partnership, establish baseline to measure financial and labor impacts with regional partnerships, update Short Range Transportation Plan, review changes in public health practices resulting from pandemic and adopt permanent policies and integrate these recommendations into next Strategic Plan.

Best practices - Innovative ways to track and present data such as a public facing dashboard and

continue to prioritize youth engagement and elevate best practices from community-based organizations.

Organizational changes - Develop Measure M reporting protocols, develop performance indicators in advance of the decennial Measure M Assessment, develop interdepartmental reporting on Measure M impact on sustainability goals and improve equitable access.

In accordance with Measure M Ordinance and Guidelines, staff will present the Assessment to the MMITOC for their review and to make findings and/or recommendations for improving the Measure M Program. The results of the MMITOC review will be presented to the Metro Board as part of the adoption of the Comprehensive Program Assessment.

NEXT STEPS

Finding and/or recommendations to improve the Measure M Program received by the MMITOC will be included when the Assessment is presented to the Metro Board in accordance with the Measure M Ordinance and Guidelines.

ATTACHMENTS

Attachment A - Measure M Five-Year Comprehensive Assessment and Equity Report
Attachment B - Board Approved Assessment Objectives and Criteria

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We are moving the needle.

MEASURE M FIVE-YEAR COMPREHENSIVE ASSESSMENT AND EQUITY REPORT

2023



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Letter from the CEO



When LA County voters approved Measure M in 2016, they declared their intention to remake our region into a more equitable, multimodal, accessible, and economically prosperous place where the mobility benefits of transportation projects reached every corner of the county. Now, more than five years after the passage of Measure M, the world has changed. In 2016, no one could have predicted that a global pandemic would begin in 2020 and persist for three years– but it did – and Metro adapted. From highlighting the essential service of public transportation, renewed energy behind racial justice efforts, inflation, supply chain issues, and the rise of remote work to labor shortages, to homelessness, the proliferation of opioids in our communities, The Bipartisan Infrastructure Law, numerous developments over the past five years have influenced how we build and operate our transportation infrastructure in LA County. Though the last five years have brought tremendous change, at Metro, our priorities related to Measure M remain the same: to deliver on our promises to LA County voters in an equitable, timely, and cost-effective manner.

This is the first comprehensive assessment that Metro has undertaken to evaluate the overall performance and impact of the Measure M program. This document will inform Measure M's first decennial assessment, to be conducted in 2027, at which point the Metro Board, if it so chooses, will be empowered to make once-a-decade changes to the Measure M expenditure plan. Beyond the assessment criteria laid out in the Measure M ordinance, this report takes a deeper dive into issues related to equity and Angelenos' quality of life. In this way, we're taking a fresh approach to looking at Measure M and its value to LA County taxpayers. We go beyond the dollars and cents to the way that Measure M affects people, their access to opportunity, and their quality of life.

In the following pages, you'll see how we've worked to adhere to the Measure M ordinance, adapt to changing realities, respond to decisions made by our Board and local leaders, and make progress on delivering the dozens of projects and programs Measure M funds. You'll also find information on how Measure M funds are being spent by localities and other local transit agencies, who serve millions of LA County residents beyond Metro's transit service area. And you'll find data on how our current and future transit and transportation projects funded by Measure M will open opportunities to LA County residents, no matter where in the county they reside.

I hope that this report becomes a valuable resource to you, and the members of our Measure M Independent Taxpayer Oversight committee as they proceed to do their work on behalf of LA County taxpayers. On behalf of the 11,000 people who work at Metro, and the tens of thousands of people who work on Measure M projects, thank you for taking the time to read this report, and for your ongoing efforts to support transit and transportation in LA County.

Sincerely,

Stephanie Wiggins
Chief Executive Officer


North Hollywood
This train
departs next.
Union Station

Introduction

What is Metro's role in our quality of life?



"A good quality of life means being able to access necessities – social services, resources, different essentials you may need like health care, transportation, food and access to sources of personal joy."

– **Metro Youth Council Member**, July 2022


Metro

The Measure M Five-Year Comprehensive Assessment and Equity Report is the first evaluation of the performance and impact of the overall Measure M program in its first five years (July 1, 2017 – June 30, 2022).

When voters approved Measure M in 2016, they gave a green light to a sales tax to reinvest revenues back into the local infrastructure and transportation system. The half-cent sales tax will provide a consistent revenue stream for Los Angeles to reinvest in the people that live, work, play and move in the region for decades to come.

Measure M outlined funding programs and major projects in the ordinance's Expenditure Plan, mapping a 40-year forecast to advance the eight Measure M goals:

> **Improve freeway traffic flow**; reduce bottlenecks and ease traffic congestion.

> **Expand the rail and rapid transit system**; accelerate rail construction and build new rail lines; enhance local, regional and express bus service; and improve system connectivity.

> **Repave local streets, repair potholes, synchronize signals**; improve neighborhood streets and intersections, and enhance bike and pedestrian connections.

> **Keep the transit and highway system safe**; earthquake-retrofit bridges, enhance freeway and transit system safety, and keep the transportation system in good working condition.

> **Make public transportation more accessible, convenient, and affordable** for seniors, students, and the disabled and provide better mobility options for the aging population.

> **Embrace technology and innovation**; incorporate modern technology, new advancements, and emerging innovations into the local transportation system.

> **Create jobs, reduce pollution, and generate local economic benefits**; increase personal quality time and overall quality of life.

> **Provide accountability and transparency**; protect and monitor the public's investments through independent audits and oversight.

The core focus of the report is mandated by Los Angeles County's Measure M Ordinance:

"Metro shall conduct every five (5) years a comprehensive review of all projects and programs implemented under the Plan to evaluate the performance of the overall program and make recommendations to improve its performance on current practices, best practices, and organizational changes to improve coordination."

– Measure M Ordinance §8.h.4.B.

The Key Assessment Objectives for this report are designed to meet the ordinance requirements and consist of five specific action-based objectives:

> Assess Metro's performance on the efficiency and effectiveness in delivering Measure M projects and programs

> Identify and evaluate any potential barriers in the delivery of the Expenditure Plan

> Identify and evaluate opportunities for process improvement

> Identify and evaluate best practices to be used going forward

> Identify and evaluate any organizational changes needed to improve coordination

A Focus on Equity

Adopted in 2018, Metro's Equity Platform guides equity implementation across the broad scope of the agency's work and services provided. While a moral imperative, advancing equity also improves health and economic outcomes for marginalized communities, by increasing access to education, economic opportunity, health and social services, and other quality of life resources. Los Angeles is a thriving, diverse, and innovative region, and equity focuses on providing access to opportunities for all people and communities.

Serving many roles, Metro is committed to assuring its social and environmental sustainability are foundational to Metro's values as an agency and understanding the needs of marginalized communities in LA to direct resources accordingly. Measure M represents a share of public dollars, generated by the people of LA, that can and should advance equitable processes and outcomes.

This report presents a fresh approach to assessing Measure M, introducing an equity focus. While funding revenues and expenditures are important to understand stewardship of taxpayer dollars, the assessment also looks at how these dollars can be translated into impacts on quality of life. Measure M contributes local funding power to a region that Metro serves through a vast scope of services, projects and programs, and the measure has been assessed within that broader context.

A Radical Shift

The assessment period of this report is most notably marked by the COVID-19 pandemic, which upended the way people approach health, work, and travel, and by extension, the patterns and values driving the transportation industry. At the same time, Metro was initiating the largest transportation investment program in the country, while it continued to fulfill its role as a regional service provider, employer, economic development catalyst and funder—all while elevating a commitment to equity.

The pandemic disproportionately impacted already-marginalized communities: relying heavily on essential and non-office workers, revealing disparities in broadband internet access, and increasing economic insecurity for renters and small business owners that further divided economic classes. Metro continues to have a role providing access to opportunities and resources to the people of Los Angeles, but advancing equitable outcomes must be intentional.

Despite these major changes, Metro persisted. The agency maintained transit service for those with few mobility options and fewer opportunities to "work from home" and continued project development and program management. This report illustrates how Metro responded, pivoted, and adapted to unprecedented change in a short period of time, and continues to respond after the five-year analysis period.

Assessment Summary

This report is a look back at the first five years of Measure M funding (July 2017 – June 2022). As part of the Measure M Ordinance, five objectives were identified for assessment and approved by the Metro Board in early 2023. Each objective is followed by key takeaways that emerged during the assessment.

1. Efficiency and effectiveness in delivery

In its first five years, Measure M has generated about 95% of forecasted revenue, over $4B in local sales tax dollars. The program has also initiated mega capital and transit projects and secured funding for local jurisdictions, transportation agencies, and Metro operations. Over $750 million has been sent to jurisdictions via Local Return, over $811 million has been invested in Metro bus operations and regional municipal transit providers, and the Metro Subregional Program (MSP) has delivered $185 million to local subregions.

Measure M has also sustained Metro's service and project delivery by strengthening LA's "local match" competitiveness for other grants, helping to leverage over $3 billion in state and federal funding in the five-year period. The region's ability to demonstrate its local funding power has allowed Metro to pursue outside funding and project implementation strategically and efficiently. And while many factors have contributed to Measure M project changes, all Measure M projects under construction have successfully leveraged Measure M to obtain additional investment funding without increasing Measure M expenditures.

Beyond expenditures, the geographic distribution of Measure M projects (as seen in Figure i.i and Figure 5.6) is located near low-wage jobs and low-income residents at higher rates than other income groups, fulfilling mobility needs that connect people to economic opportunities and livelihoods. Measure M has also maintained funding for smaller but critical funding programs like Metrolink, Access Services, and fare subsidies that continued to support marginalized travelers throughout the tumultuous five-year period.

2. Potential barriers in the delivery

The COVID-19 pandemic disrupted every aspect of people's lives. Transit agencies saw dwindling ridership, except for essential workers and those without other mobility options, and have had to adjust to altered travel behavior for the foreseeable future. Transit ridership shifts required multiple and massive adjustments in both fleet and operator deployment to meet changing demands. New health and safety protections for both riders and operators and significant increases in cleaning activities required Metro staff to develop, deploy, and manage new protocols. Coupled with a nationwide shortage of transit operators, these conditions impacted Metro's transit service and slowed hiring of Metro staff.

The assessment period also saw other project risks that are more typical to project and program development, especially during early phases of project delivery. Unforeseen delays during environmental assessments and right-of-way acquisitions can have rippling effects on project costs and schedules. Ensuring a project meets specific community context and needs, such as alignment of a new rail corridor or robust community engagement, may also impact project scopes and designs. However, it remains much less costly to address these concerns early in a project development process rather than later, such as during construction.

Delivery of the Measure M Expenditure Plan has experienced various barriers, but Metro has adapted to disruptions and is embarking on responsive and innovative strategies for project delivery. The new Early Intervention Team (EIT) and methods of Alternative Delivery for projects are optimizing project phases where influence is greatest, while working with multijurisdictional partners to reduce project risks, costs, and delays. The impact of these adapted strategies will be critical to monitor in advance of future Measure M assessments.

3. Opportunities for process improvement

A five-year assessment is an opportunity to identify successful strategies to continue advancing, to change approaches that are not meeting expectations, and to refresh any frameworks to assess future progress. With Metro's role as a regional- and community-level partner, Measure M's project plans highlighted the need for and led to stronger coordination

and partnership with other agencies and local and state jurisdictions. Led by its focus on equity and customer experience, Metro has also further prioritized community engagement in project planning processes, which sometimes impacted early project schedules but focused on community input and ownership for stronger future project outcomes.

Metro is currently reassessing Measure M project and program baseline assumptions that will guide future process improvements. These adjustments will also be critical to monitor leading up to the next Measure M assessment, marking the first 10 years of the program.

4. Best practices to be used going forward

The tumultuous change that characterized much of the five-year assessment period has underscored the value of adaptability, partnerships, and equity for Measure M implementation. Metro has built strong data-tracking and collaboration tools to support project and program management, such as the Quality Assurance program and the Measure M Subregional MyGrants portal. Newer efforts will require future assessment, such as the Early Intervention Team and Alternative Delivery methods, but have shown preliminary success. Metro continues to work to incorporate equity into Measure M implementation, doubling down on reliable tactics, such as robust community engagement and equity data-driven service planning while initiating innovative ones, such as incorporating cultural competency strategies into project implementation for the East San Fernando Valley Light Rail Transit Corridor project.

5. Organizational changes needed

While Metro has adapted in response to the many external and internal changes, the foundational element for future success remains in having people to do the work. Early in the assessment period, the agency underwent a hiring freeze, an incremental return to hiring only essential positions, and incentivized retirement through Voluntary Separation Incentive Packages. Since then, Metro conducted a 2021 agencywide reorganization of major internal departments that consolidated departments to better coordinate, such as those that work on financial management and those whose "customers" are Metro employees. As part of Metro's priority to restore service for riders, the agency initiated an aggressive bus operator hiring campaign that included employee referral bonuses, hiring events, and increases in operator training courses. The agency has worked to streamline hiring processes where possible. The operator hiring push has shown early success, with transit service returning to pre-pandemic levels in late 2022 (shortly after the five-year assessment period). Metro has also focused efforts to rebuild office workers, and professional services staff. Future efforts to build back Metro's workforce will have major impacts on Measure M implementation, including project budgets and schedules.

Assessment Conclusion

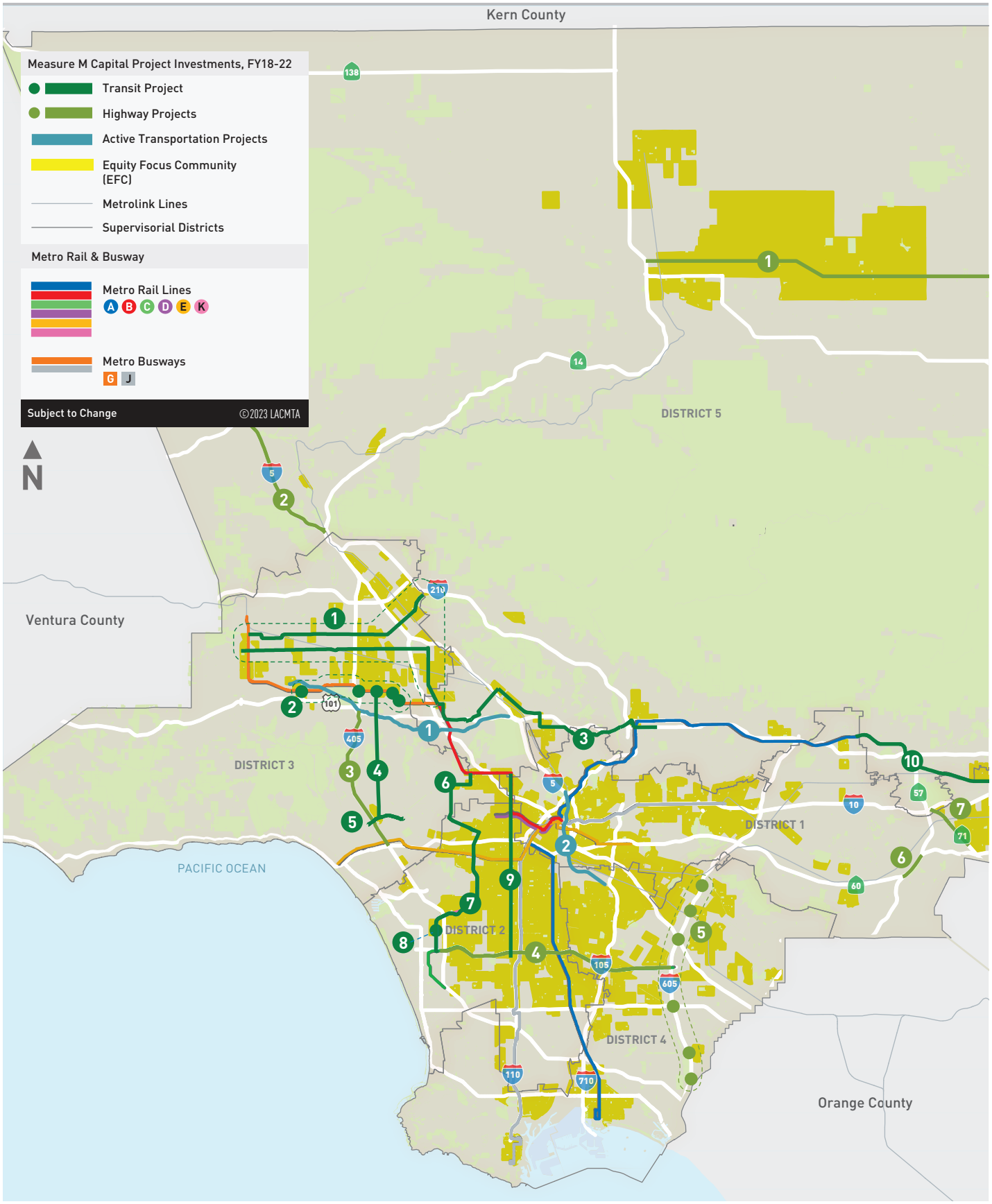
The Measure M Expenditure Plan was conceived as a road map to guide forty years of transit investment in LA County. The measure's original eight goals ranged from reducing traffic congestion, to expanding regional transit and improving neighborhood streets, allowing Angelenos to get around more safely and easily. While Metro was able to shift gears in response to the COVID-19 pandemic and other impacts, the related disruption shifted the baseline for Measure M, as well as the future of Los Angeles. This five-year assessment has primarily shown that Metro made difficult course adjustments, while heightening its focus on equity and customer experience; however, the longer term successes of these adaptations remain to be measured. Closely tracking these in advance of the forthcoming decennial Measure M assessment will be critical to providing robust recommendations for any further adjustments to the Measure M program. Also, while these investments support mobility needs that connect people to opportunities and resources, further analysis is needed to fully understand how Measure M investments lead to benefits for lower-income communities.

Metro has advanced projects, programs, and services that address many of the Measure M goals, particularly congestion management, transit expansion, local infrastructure repair, and efforts around safety and affordability. The agency has also complied with FTA requirements on an annual assessment of the state of good repair, calculated job creation estimates for construction projects, implemented the first zero emission Bus Rapid Transit (BRT) vehicles and provided transparent accounting of Measure M investments during the first five years of funding. Further assessment is needed for some longer-term goals, such as resiliency and innovative technology. Much was accomplished before and during the pandemic, but there is more road to cover and Metro is primed to continue adapting and working to bring a world-class transportation system to every county resident, employee, traveler and visitor.

Figure i.i

Measure M Capital Project Investments FY 18-22

See following page for project list and legend



Measure M Capital Project Investments FY 18-22

See previous page for related map

Transit Projects

1. North San Fernando Valley Transit Corridor
2. G Line Improvements
3. North Hollywood to Pasadena Transit Corridor
4. Sepulveda Transit Corridor
5. Purple (D Line) Extension Transit Project - Section 3
6. K Line Northern Extension
7. Crenshaw/LAX Transit Corridor
8. Airport Metro Connector

Highway Projects

1. High Desert
2. I-5 North Capacity Enhancements
3. I-405 Sepulveda Pass ExpressLanes
4. I-105 ExpressLanes
5. I-605 Hot Spots Program
6. SR-57/SR-60 Interchange Improvements
7. SR-71 Gap: I-10 to Rio Rancho Rd

Active Transportation Projects

1. LA River Path - San Fernando Valley
2. LA River Path - Central LA

Post Analysis Period

While this report's scope covers the first five years of Measure M funding (July 2017 – June 2022), Metro has led new and ongoing efforts as part of adapting and responding which falls outside of the assessment period.

> The new Early Intervention Team was initiated in June 2022 and continues to focus on delivering capital projects more efficiently by influencing project scope and cost at early project phases.

> A new Transit Ambassadors Pilot Program to support riders, connect them to resources, and to report maintenance and safety concerns launched in October 2022.

> Metro completed a Gender Action Plan in October 2022 based on the recommendations from the 2019 Understanding How Women Travel study. This report is a crucial step in better under-standing and better serving the needs and preferences of women, girls and other riders of marginalized genders.

> In November 2022 Metro's ExpressLanes celebrated a 10-year anniversary of easing congestion for drivers via high-occupancy toll lanes and providing funding for transit and active transportation improvements in close proximity to ExpressLanes corridors.

> Transit service was fully restored to pre-pandemic levels in December 2022 with improved frequencies designed per the NextGen Bus Plan.

> Metro overhauled its annual budget approach to anticipate future fiscal deficiencies through an Equitable Zero-Based Budgeting process in FY23, incorporating an Equity Focus Communities (EFC) Budget Assessment to quantify Metro's budget that goes towards benefiting EFCs.

> Additional public safety campaigns were launched in late 2022 and early 2023, promoting Metro's code of conduct and zero-tolerance for illicit drug use on the transit system.

> Measure M's new Visionary Seed Fund programs $20 million over 40 years. The first round launched in early 2023 with $3 million available to fund pilot projects that test and assess strategies for growing ridership to pre-COVID levels and beyond.

Overall, Metro has drawn from lessons learned during the analysis period to reassess and update forthcoming financial assumptions for Measure M projects going forward. These examples illustrate the many ways Metro has course corrected to maintain progress towards Measure M goals and benchmarks. They will be important initiatives to incorporate tracking in future assessments of the Measure M program.

What's Inside

Measure M Five-Year Comprehensive Assessment and Equity Report





What's inside the report?

The report is organized by thematic section, with each section highlighting what was assessed, how that evolved from 2017-2022 and what Metro should be tracking going forward. The report follows five narrative themes:

> **Stewardship** – How Metro handles the funds and resources it oversees

> **Mobility** – How Metro is doing in its planned expansion and in providing transit services equitably

> **Experience** – How Metro customers feel about safety, comfort, reliability and convenience

> **Community** – How Metro supports livability in neighborhoods around stops and stations

> **Regional** – How Metro's service sustainably connects to trends in the region

There are special notations for elements of the report that are directly related to the Measure M assessment criteria and objectives, most of which are contained in the Stewardship section. The report concludes with a review of the changes affecting the region, what Metro has done and is doing to adapt, a summary of this report's findings and recommendations as Metro looks ahead to the next five years.

How to read this report

Each of the section begins with an overview of the theme, showcase of key highlights, identification of what was assessed and discussion of what changed during the period of time since Measure M was passed.

Each section contains a series of two-page spreads that include the following pieces:

> **Big Picture Question** – each spread begins by posing a question about Metro or the LA County context.

> **Information and Summary** – underneath each big picture question is a summary of information and context that answers the question.

> **Data and Graphics** – each page includes data and information related to the big picture question arranged in charts, maps and infographics. Depending on the source, some data may be aggregated by Fiscal Year/FY (July-June) or Calendar Year/CY (January-December). If the report uses the word "near" for transit access, it refers to a 1/4-mile walkshed for bus service and 1/2-mile walkshed for rail/BRT service.

There are also key call-outs that provide connections between the data collected with the broader context of Measure M and the communities Metro serves. These include:

> **Measure M Assessment Criteria** – notes showing the amount of Measure M that is supporting projects or programs related to the data at hand.

> **Measure M Goal** – look for this symbol, indicating information that addresses a Measure M Goal.

> **Community Quotes** – quotes from the community engagement undertaken on this or other Metro projects.

Measure M projects and other Metro initiatives have continued to progress beyond the end of the five-year assessment period. Projects and route names in this report reflect updated information at the time of publication.

This report includes terms referring to race and/or ethnicity, mostly taken from source data such as U.S. Census categories or survey responses. The topic of racial/ethnic identity may often be more nuanced than these limited categories, and individuals may self-identify with a range of terms (Latinx, South Asian, Caribbean, etc.). For the purposes of this report, the following categories are used for consistency: Hispanic or Latino, Black or African American, White (Non-Hispanic), Asian or Pacific Islander, Native American, and More Than One Race, but when working directly with communities, Metro works to utilize terms that are desired and used by those we serve.

KEY OBSERVATIONS

Each page also includes key observations with an assessment of how well that item is going.

More of This

Program, project or progress deemed successful and Metro should continue implementation strategies

Checking In

Program, project or process is new or still underway and worth revisiting in future assessments

Adapting

Program, project or progress should adapt or continue adapting to forces affecting anticipated outcomes

What was assessed?

Measure M set into motion the largest infrastructure program in the country, with expansive goals to improve LA's complex transportation systems and improve the quality of life of people in Los Angeles along the way, with a projected $121 billion investment in the Measure's first 40 years. This report is a look back at the first five years of Measure M funding (July 2017 – June 2022). It also introduces a refreshed perspective on Measure M, connecting investments with Metro's roles as a transit service provider, employer, economic development catalyst and funder in the region. Key assessment components include financial analysis, program management, project delivery, transparency and accountability, and quality of life impacts. This report does not assess an overall point-in-time comparison between 2017 and 2022, but rather tracks the arc of the first five years of Measure M and larger societal context through five key themes: **Stewardship, Mobility, Experience, Community and Regional**.

What should be tracked going forward?

This report is an initial assessment of Measure M's impact on the people of Los Angeles. It provides an opportunity to draw upon lessons learned from the five-year assessment period and refresh program measures of success leading up to the Measure M decennial assessment in 2027. When the Measure M Ordinance was adopted in 2016, it was anticipated that the Five-Year Assessment would analyze Metro's foundational efforts to deliver on Measure M's goals and Expenditure Plan. As the world has significantly changed since 2017, Metro has had to and must continue to adapt, both in the short-term response to the pandemic and in longer-term post-pandemic strategies for future program implementation. Metro has revised its foundational efforts, identified project efficiencies, and strategically leveraged Measure M's local funding power, which are further detailed in this report. Metro's ongoing adaption to changes will be critical to continue serving as critical partner and provider throughout greater Los Angeles.

How was this report created?

The report team met with Metro staff, advisory committee members, and community-based organizations (CBOs) to get input on report topics, themes and Measure M progress. At the beginning of these efforts the project was named the Quality of Life Equity Report and in Winter 2022 the scope was expanded to include an assessment of Los Angeles County's Measure M Ordinance and Guidelines, eliminating duplicative agency work. The team presented to the Measure M Independent Taxpayer Oversight Committee (MMITOC) to solicit feedback and develop report objectives and criteria for this assessment. The input from those discussions and focus groups has provided continuity between the Measure M Five-Year Comprehensive Assessment Report and Equity Report, and the Quality of Life Report from 2017 that evaluated the effects of Measure R on the lives of county residents.

The project team utilized a Metro interdepartmental working group and key staff interviews to provide the context and data for Measure M progress and performance during the five-year assessment period. External stakeholder feedback was informed by a series of community and Metro Advisory Committee stakeholder focus groups conducted from fall 2022 to spring 2023 by the consulting team in conjunction with representatives from the Metro Office of Equity and Race. Outreach activities for the overall project can be generally categorized as Fall 2022 Community-Based Organization (CBO) Listening Sessions, Fall 2022 Advisory Committee meetings and Spring 2023 Update Meetings. Some of the comments and suggestions made by the Advisory Committees and CBOs were addressed. Comments and ideas captured in engagement meetings have been summarized in Appendix D.

MEASURE M ASSESSMENT CRITERIA



Look for this symbol, indicating data or information that addresses the Measure M Five-Year Assessment Criteria (see page 12)

MEASURE M GOAL



Look for this symbol, indicating information that addresses a Measure M Goal (see page 10)

COMMUNITY QUOTES

"

Insights from community members are shared throughout the report, and can be found between two lines with large quotation marks

METRO EQUITY PLATFORM

Metro is working to eliminate disparities and expand access and mobility to all.

Metro is committed to providing equitable service and project delivery, policymaking and resource distribution. This means accounting for the different histories, challenges and needs of communities across LA County.

Metro's Equity Platform, adopted by the Metro Board in 2018, is a framework that guides how the agency works to address inequities and create more equitable access to opportunity through four main areas of action. These areas are called the pillars of the Equity Platform:

> Define and Measure

> Listen and Learn

> Focus and Deliver

> Train and Grow

The Equity Platform is designed to inform, shape and guide every facet of the agency's business, on a continuing basis, to shape projects, investments and new initiatives.

What are Equity Focus Communities?

In 2019, Metro created its first equity tool under the Define and Measure pillar: the Equity Focus Communities (EFCs) map. This tool is updated every three years and helps us identify where transportation needs are greatest by considering concentrations of resident and household demographics associated with mobility barriers:

> Low-income households earning less than $60,000 per year

> Black, Indigenous and/or other People of Color (BIPOC) population

> Households that do not have a car

How does Metro use the EFC map?

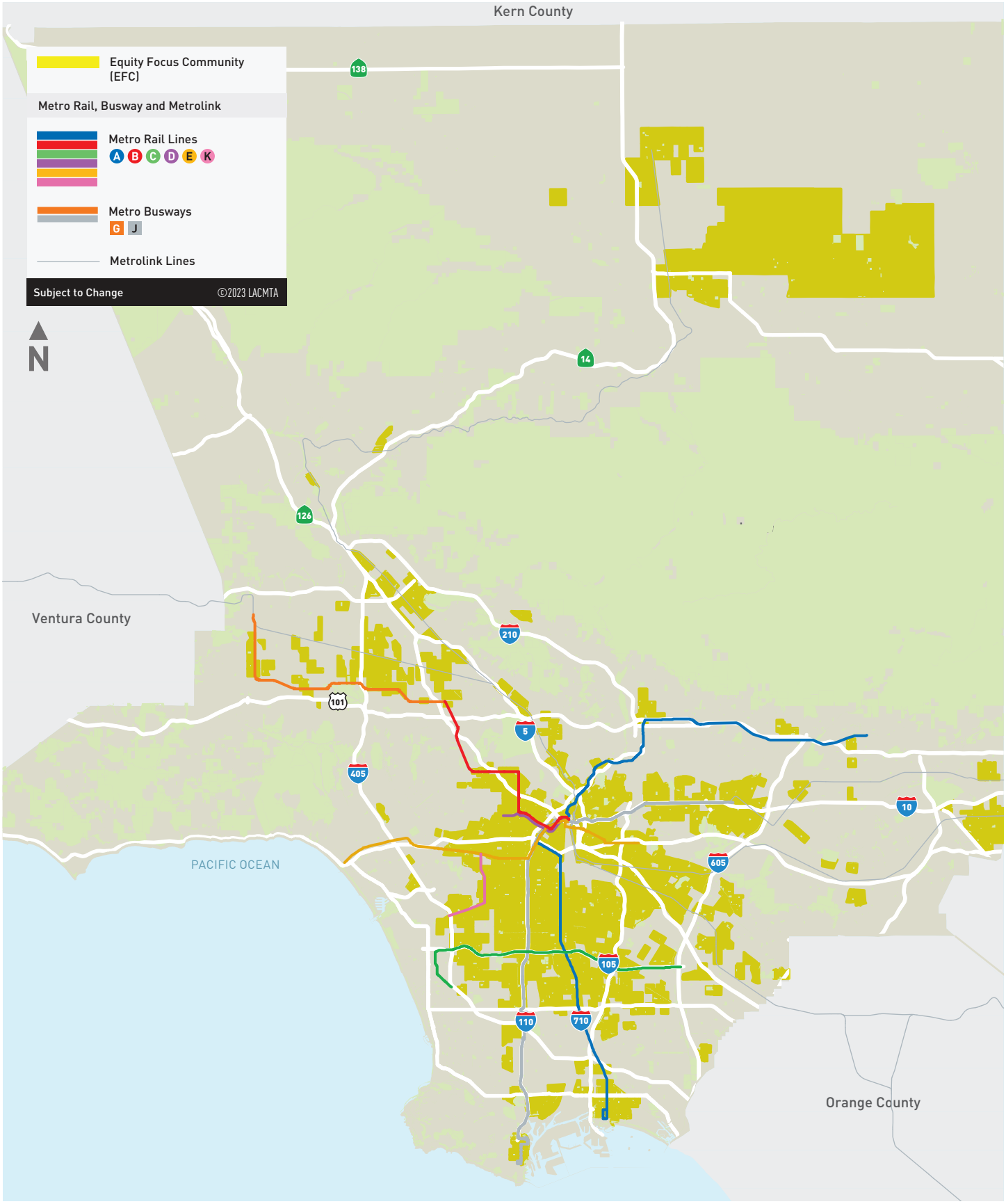
A foundation of equity is prioritizing resources and services to those who need them the most. By using the EFC map to assess or prioritize our work, we strive to advance equitable service delivery, policymaking and resource distribution.

How is the EFC map updated?

The EFC map is updated every three years. In 2022, Metro updated the EFC map by creating the Metro Equity Need Index (MENI) using the same three sociodemographic criteria (income, race/ethnicity, vehicle ownership) used in 2019. The MENI allows for a more nuanced understanding of equity needs across the county by assigning an Equity Need Tier (Very High Need, High Need, Moderate Need, Low Need and Very Low Need) to every census tract. Within the MENI, the top two tiers (High Need and Very High Need) are designated as EFCs; these designated EFCs are displayed in the map on the next page.

Figure i.ii

Equity Focus Communities



Stewardship

Let's invest wisely in our transportation future.

Metro manages a large portfolio of physical assets, programs and plans, which is made possible because of its extensive workforce and strong local funding. Measure M is one of four sales tax sources that together comprise about half of Metro's annual budget. This locally generated revenue positions LA County as a competitive region for state and federal investment. However, Measure M isn't just a funding asset. Like Measure R (2008), revenues are programmed into ambitious infrastructure goals. Being a responsible steward of public funding requires Metro to carefully track internal and external programs, and monitor major trends, while remaining transparent to the communities and people it serves.

What was assessed?

Measure M proposed an Expenditure Plan built upon information available in 2015/2016. It was the first countywide revenue source with set-aside funds for active transportation, state of good repair and a Visionary Seed Fund. Assessing the first five years of Measure M revenues and expenditures, project delivery and program management requires heightened awareness of the changes facing LA County since that original Expenditure Plan.

How did that change from 2017-2022?

Prior to the COVID-19 pandemic, the Measure M Expenditure Plan was added to the agency's ongoing implementation portfolio, which included ongoing Measure R project delivery. Metro's elevated commitment to equity and compliance with SB743 requirements also drove investment priorities. After the pandemic began, the agency experienced decreased ridership, hiring freezes and other significant challenges. Throughout the eventful assessment period, Metro has adapted by implementing cost management strategies, while initiating new programs in response to broader changes and community input. With these changes comes an opportunity to revisit measures of success for Measure M project delivery and program management.



KEY QUESTIONS WE AIM TO ANSWER:

1. How has the local landscape changed since the original Measure M Expenditure Plan?
2. How is Metro managing the Measure M program?
3. How are Measure M projects adapting?
4. How do Metro's investments support communities across the county?
5. What funding has Measure M leveraged?
6. How is Metro meeting staffing and labor needs?
7. How is Metro reporting on Measure M progress and transparency?

Stewardship

How has the local landscape changed since the original Measure M Expenditure Plan?

The five-year assessment period was one of unprecedented change. A once-in-a-generation pandemic swept the globe and quality of life uncertainty became widespread as existing social disparities further widened. Zeroing in on Metro, transit ridership plummeted while lower wage essential workers relied even more on bus and rail. Housing insecurity increased, as did the prevalence of unhoused riders sheltering on transit, and the 2020 racial justice uprisings against police brutality challenged traditional approaches to public safety. The entire ecosystem around Measure M had shifted and Metro had to shift with it.

KEY OBSERVATIONS

The COVID-19 pandemic required Metro to pivot to new project delivery strategies, just as early Measure M projects were finalizing scopes and budget.

During the pandemic, Metro continued work on Measure M projects, following 2020 state guidelines categorizing construction as an essential service.

The 2028 Summer Olympics and Paralympics announcement catalyzed an increased focus on project delivery and multijurisdictional coordination.

Figure 1.1

Measure M Tax Generation (in Thousands)

YEAR	SALES TAX REVENUE[1]
2018	$826,969
2019	$836,173
2020	$820,724
2021	$911,235
2022	$1,089,933
TOTAL	**$4,485,034**

[1] Based on a modified accrual basis of accounting

Figure 1.2

Major Contextual Milestones

Fiscal Year	2018	2019	2020	2021	2022
External to Metro	> Los Angeles secured 2028 Olympics and Paralympic Games		> COVID-19 pandemic began > Racial justice uprisings and calls to defund police		> Infrastructure Investment and Jobs Act (IIJA)
Internal to Metro	> Measure M funding begins > Metro's Equity Platform adopted > Vision 2028 Strategic Plan > Metro's Transit Oriented Communities policy adopted > 28 x 28 established > Measure M Independent-Taxpayer Oversight Committee (MMITOC) formed	> Equity Focus Communities created	> Understanding How Women Travel report > Metro's Office of Equity and Race established > Hiring freeze March - Sept 2020	> Hiring only critical positions Sept 2020 through May 2021 > 2020 First Customer Experience Plan > 2020 Long Range Transportation Plan > NextGen Bus Plan > Voluntary Separation Incentive Packages for staff > CBO Partnering Strategy > Goods Movement Strategic Plan > Moving Beyond Sustainability Plan > Joint Development Policy updated	> Agencywide reorganization > Metro reformed Highway Program to focus on multimodal > 2022 Customer Experience Plan

Figure 1.3

National Construction Cost Increases

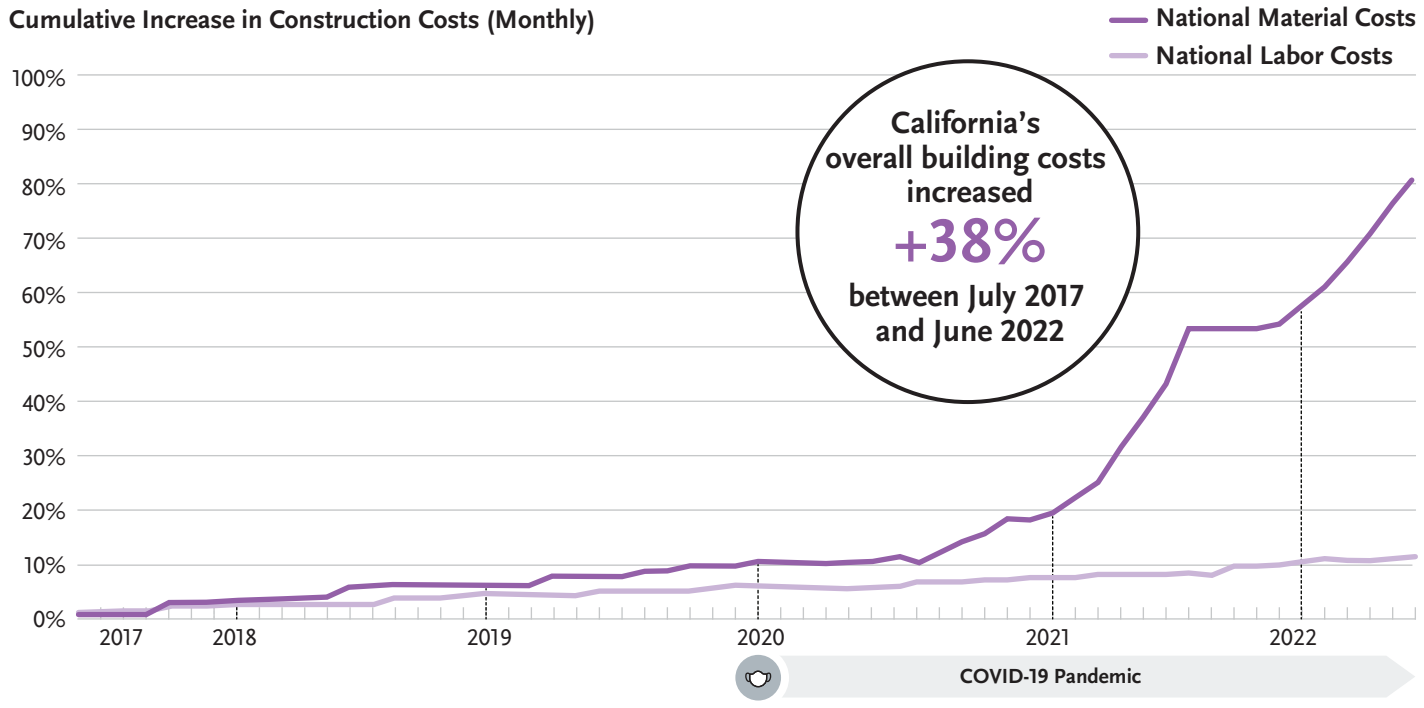


Figure 1.4

Construction Costs Outpacing the Market

> The January 2022 consumer market inflation rate of 7% (the highest since 1982) was lower than the construction inflation rate of 8%

> Since the passage of Measure M, construction costs have outpaced consumer market inflation

> Over the past 10 years, increase in construction prices are near double the consumer market inflation rate

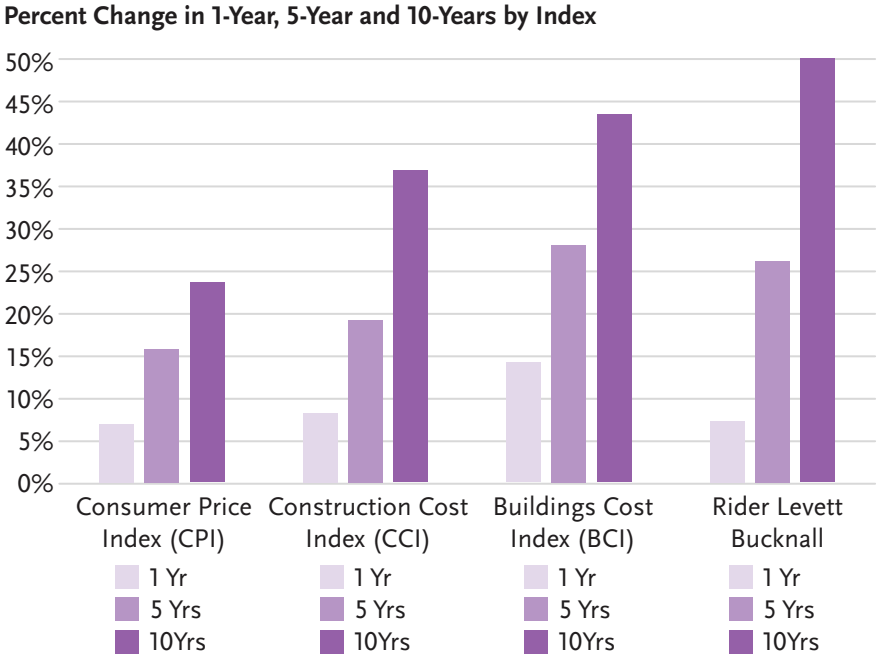


Figure 1.5

Continued Increase in Materials Prices

> Majority of materials prices jumped in 2021

> Lumber prices have been normalizing

> Key drivers increasing the price of steel products:

- High demand
- Tariffs
- Supply chain issues
- Consolidation in the industry

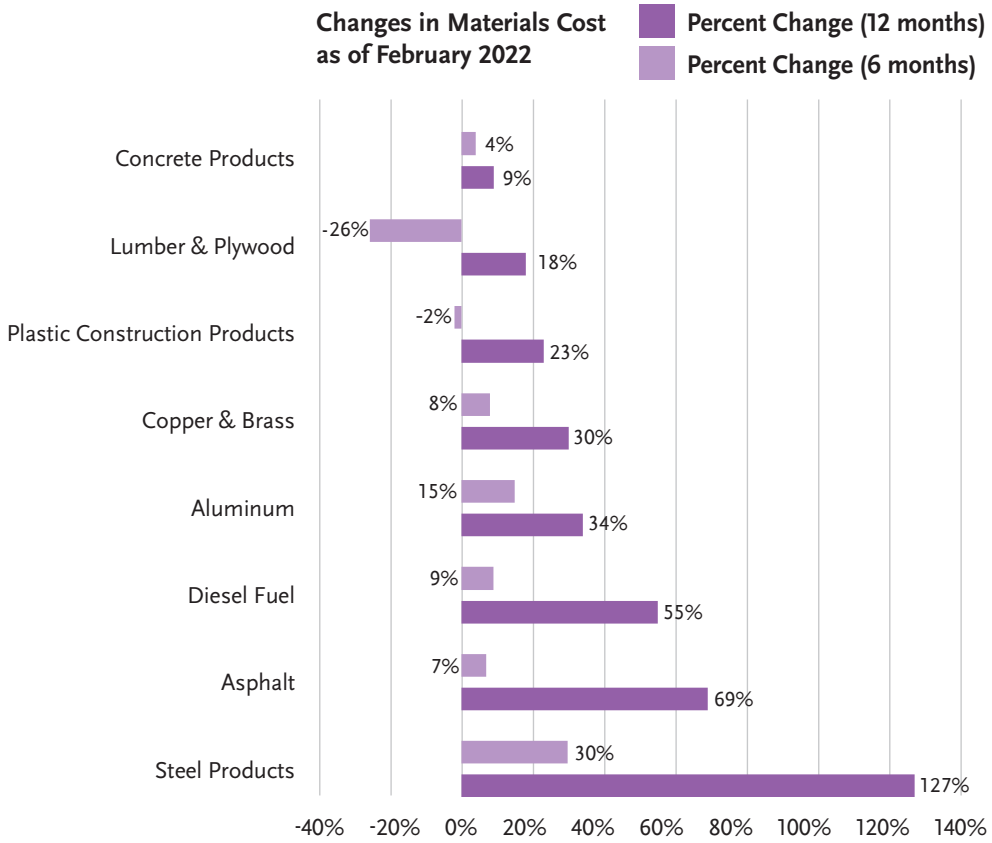


Figure 1.6

Comparison of Bid Prices and Construction Costs

> Cost of construction increased by 20% in 2021

> Bid prices increased by 13% in 2021

> In the last four months of 2021, bid prices jumped by 7%

> Contractors are passing along higher costs to owners

While only a few Measure M-specific projects are in construction, the current cost and labor landscape helps agencies like Metro determine what will be needed for new projects as they are planned, estimated and constructed.

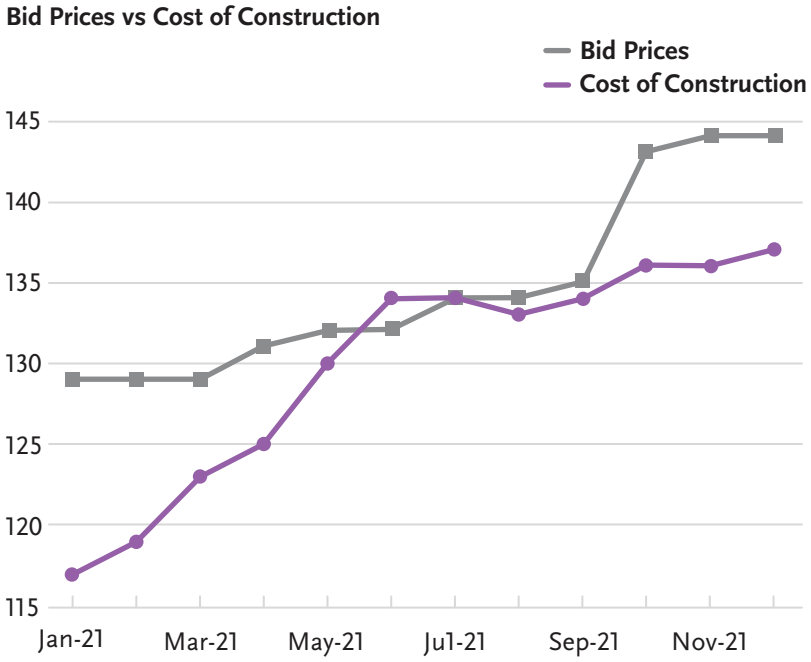


Figure 1.7

Workforce Survey Results

Associated General Contractors of America (AGC) surveyed contractors with the following results in 2021:



86% of contractors are having a hard time filling positions.

72% of contractors are having a difficult time finding quality workers.

61% of contractors say shortage of workers resulting in delays

Stewardship

How is Metro managing the Measure M program?

The majority of Measure M funding is restricted for capital projects. In the first five years of the program, Measure M generated over $4 billion, or approximately 95% of forecasted revenue. This period was also marked by many internal and external drivers that shifted capacity and prioritization for project and program delivery. During this time, the agency implemented new program management strategies to address challenges, such as incorporating more conservative contingency and escalation rates into project budget management. Other challenges remain, including staff shortages and managing project costs and schedules. These issues also impacted Measure M subrecipients, such as subregions and local jurisdictions. Resolving staff issues will continue to be a priority for Measure M implementation as well as tracking new approaches to program management. Notably, Measure M has strengthened Metro's ability to compete for state and federal funding, which totaled $3 billion in the assessment period. Measure M is also the first local transportation sales tax to provide set-asides for state of good repair and active transportation programs.

KEY OBSERVATIONS

A combination of challenges impacted Metro's overall structure of project delivery, leading Metro to modify Measure M project scopes, schedules and budgets as necessary.

Metro has a robust program management approach that has adapted to changing economic conditions and staff shortages.

Measure M has contributed to a strong local funding source, which has provided subsidies to local jurisdictions and helped leverage over $3 billion in state and federal funds.

Figure 1.8

Program Management at Metro

Metro developed a Program Management Plan to serve as a strategic framework for Measure M Capital Project Delivery in 2016. Metro's approach to program management over the past five-year period included an organized set of strategic approaches, including:

Organizational Approaches

Staffing plan and project organization in a matrix format, led by a carefully selected Project Director/ Manager. Involving the people with the right expertise for every aspect of the job is a key part of this approach.

Integrated Project Management Office (IPMO)

For large projects, Metro utilizes the IPMO throughout the project delivery, where all key personnel work. It is located in the field along the construction project and enables project personnel to be co-located with the contractor and in the community where the project is being performed.

Tunnel Advisory Panel (TAP)

The TAP are nationally and internationally recognized professionals with expertise in tunneling, excavation methods, geotechnical and seismic issues, and other related topics. TAP members have a dual role, providing independent and ongoing strategic oversight of key technical issues while providing expert advice to the project teams on specific issues.

Partnering

Partnering is a process where all parties working on a project, especially Metro and the contractors, agree to work collaboratively in the best interests of the project and define a process for expeditiously addressing issues that can affect the project budget and schedule.

Annual Program Evaluation (APE)

The APE initiative is a comprehensive evaluation of capital projects in the Program Management Department. Given the challenges of managing a multi-billion dollar capital program, a comprehensive review of the risks associated with the cost and schedules of the program is done on an annual basis.

Project Delivery Methods

It is important that the appropriate project delivery method be applied to each project. Metro has typically utilized either design-bid-build (DBB) or design-build (DB). There are other methods that Metro considers for projects as well, including Progressive-Design-Build and Construction Manager/ General Contractor (CM/ GC), which are Alternative Delivery methods.

Project Readiness

The Program Management Department ensures that the key elements of a project are in place before starting, and particularly before awarding contracts by developing a checklist. Items on this may include planning document completion, project charters in place, staffing plans and strategies in place, required consultant support contracts in place, and any advance utility relocations.

Lessons Learned

Lessons learned are critical in any organization that strives for continuous improvement. Lessons learned assure that best practices are incorporated as an ongoing way of doing business and that negative outcomes are understood and not repeated. Lessons learned must be adequately documented and disseminated throughout the organization in order to be effective.

Metro has reported regularly and consistently on the status of the Measure M program and its projects. During the analysis period, Measure M project status was reported to Metro Board committees monthly, to the Measure M Independent Taxpayer Oversight Committee quarterly, and the Metro Board of Directors annually. There is also a quarterly progress report published. Reported topics include project budget and schedule status, relationship to EFCs and general update notes.

Figure 1.9

Quality Assurance and Management

Metro's overhauled Quality Management Oversight (QMO) Program began in 2019. It is a performance-based approach for overseeing Capital Program projects. The QMO Program follows industry standards, project oversight best practices and integrates QMO database workflow technology. The QMO Program includes consistent processes and procedures for project teams to assess, measure, report and accept the contracted work. This method of owner oversight is progressively becoming a best practice in the transportation industry for Metro and in North America.

Figure 1.10

Project Change Orders

Change orders in excess of $500,000 and within the Life of Project budget are reported to the Board quarterly. Categories of change orders include betterment, third party administration, differing site conditions, regulatory requirements, scope, value engineering and safety.

Over the five-year assessment period, top reasons for construction change orders have been:

- Differing site conditions, such as soil contaminants that may not be discovered until new construction begins
- Third-party coordination, which has become even more paramount since Measure M and Metro has worked to fortify relationships and communication with third-party agencies such as local cities and agencies
- Added scope results from the above and other construction realities that may be unknown during project planning, requiring change orders

Ratios for change order reasons vary widely by project due to differences, such as site conditions, third party agreements, scope changes, safety issues, and other requirements.

Efforts have been made to streamline and expedite change orders as the need for them arises. Contractors working on Metro projects have indicated that the time in processing changes is a significant cost and schedule risk. Any extended time in processing changes also puts subcontractors, including Disadvantaged Business Enterprises (DBEs), at risk of not receiving timely payment for work performed.

In 2017, a pilot program was established to delegate authority to the CEO for change orders within the Board-approved Life of Project budget in order to streamline the process. In 2018 the pilot became a permanent change order approach and expanded to all Transit and Regional Rail Capital Projects. As of FY22, this approach is estimated to have saved up to 1,992 concurrent workdays or concurrent 7.6 years, aggregated across the program.

The Office of the Inspector General (OIG) reviews these change orders and also reports quarterly to the Board.

Overall, change order reporting during the assessment period has been adequate and Metro continues to work to minimize the impacts from change orders through funding and program management strategic initiatives mentioned in this report.

Figure 1.11

Metro Staffing Resources

While staffing needs for implementing Measure M projects were initially forecasted at a 50/50 split between staff and contractors, actual ratios have relied more on contractors due to internal staffing shortages and hiring freezes. Reliance on contractor services has impacted initial project budget forecasts. To meet this increase, Metro has leveraged state and federal resources through Measure M's local match strength without increasing Measure M expenditures. Currently all Measure M projects undergoing engineering and construction are operating within budgets.



Figure 1.12

Developing and Implementing Measure M Projects and Programs

Development of the Measure M program and Expenditure Plan provided a path for Metro to lead implementation of the largest infrastructure program in the country. As early as 2018, construction market analysis identified a potential labor shortage to meet estimated regional construction labor demand. Throughout the assessment period, Metro identified ways to adapt project development and implementation, as described throughout the Stewardship section of this report. Because Measure M has strengthened Metro's local match for competitive grants, overall funding sources to accomplish the Expenditure Plan have met project needs.

Case study

Infrastructure Investment and Jobs Act (IIJA)

Metro specifically pursued federal funding through the 2021 Infrastructure Investment and Jobs Act (IIJA) for Measure M major capital projects: West Santa Ana Branch (WSAB) and East San Fernando Valley Light Rail Transit (ESFV LRT). This strategic decision exposed Metro to less risk than other federal opportunities as the funds were part of legislation rather than annual grant opportunities. Metro's success in pursuing these funds have leveraged IIJA resources to help with growing costs of existing projects.

Case study

Metro Subregional Program (MSP)

In its role as a regional funder, Metro has passed through $185M to the nine subregions for local transit, highway and active transportation projects through the Measure M Multi-Year Subregional Program (MSP). While local jurisdictions have ultimate control over how subregional dollars are spent, Metro has consistently reported on subregional funds spending, programming and obligating to the Metro Board. Metro has also developed a live dashboard tracker to monitor progress of subregional projects, programmed funds and expenditures. Further details on MSP project progress can be found on page 44.

Case study

Metro Operations

Measure M has generated nearly $1.2B in funding allocations for operations and state of good repair during its first five years. While these funds have undoubtedly boosted the agency's operations and maintenance budget, it will be critical to track the capacity of these allocations to provide safe, clean and reliable transit service for Measure M's planned transit capital improvements. Customer experience has become a critical measure for the transit industry's recovery from pandemic ridership decline. Ongoing assessment of Measure M's contributions can shed light on the sufficient level of investment to operate and maintain a high-quality system.

Figure 1.13

Forecasted and Actual Revenues (in Millions) by Fiscal Year

	FY18	FY19	FY20	FY21	FY22	TOTAL
Forecasted Revenue	$864	$902	$939	$977	$1,015	$4,697
Actual Revenue[1]	$827	$836	$821	$911	$1,090	$4,485
Forecast-Actuals Variance ($)	$(37)	$(66)	$(118)	$(66)	$75	$(212)
Forecast-Actuals Variance (%)	(4%)	(7%)	(13%)	(7%)	7%	(5%)
Expenditures	$397	$601	$897	$879	$641	$3,417

[1] These actuals are from the Measure M Financial and Compliance Assessment, ba sed on a modified accrual basis of accounting, found in **Appendix B**.

Figure 1.14

Measure M Accounting of Expenditures and Distributions (in Thousands) by Fiscal Year

	FY18	FY19	FY20	FY21	FY22
PROGRAMS	**ACTUAL**	**ACTUAL**	**ACTUAL**	**ACTUAL**	**ACTUAL**
Metro Rail Operations[1]	$25,499	$56,799	$42,616	$38,515	$46,135
Transit Operations[2]	$147,669	$168,635	$184,746	$133,061	$176,973
ADA Paratransit[3]	-	$25,816	$13,696	$25,827	$38,128
Transit Construction	$57,778	$170,340	$476,790	$444,374	$470,786
Metro State of Good Repair	$15,036	$19,353	$8,992	$17,992	$5,223
Highway Construction	$80	$7,386	$28,506	$41,766	$116,046
Metro Active Transportation Program	$3,450	$9,794	$3,848	$7,450	$11,449
Local Return	$138,476	$140,017	$137,589	$152,427	$182,509
Regional Rail[4]	$8,058	$8,085	$8,502	$15,012	$4,597
Total Program	**$396,046**	**$606,225**	**$905,285**	**$876,424**	**$1,051,846**
Administration	$1,072	$3,759	$5,889	$3,415	$3,842
Federal COVID Recovery Reimbursement[1,2]	-	-	-	-	**$(414,511)**
Miscellaneous Adjustments[3,4]		**$(8,058)**	**$(13,876)**		
TOTAL	**$397,118**	**$601,926**	**$897,298**	**$879,839**	**$641,177**

[1] Amount of $46,135 in FY22 is before $81,981 of Federal COVID Recovery reimbursement (Stimulus Relief). The $81,981 of reimbursement recorded in FY22 relates to costs incurred in FY20 through FY22. Net after reimbursement results in year-end balance of $(35,846).

[2] Amount of $176,973 in FY22 is before $332,530 of Federal COVID Recovery reimbursement (Stimulus Relief). The $332,530 of reimbursement recorded in FY22 relates to costs incurred in FY20 through FY22. Net after reimbursement results in year-end balance of $(155,557).

[3] Amount of $13,696 in FY20 represents expenditures incurred for that year that got billed in subsequent years. Net after adjustment results in year-end balance of ($180).

[4] Amount of $8,085 in FY19 represents expenditures incurred for that year that got billed in subsequent years. Net after adjustment results in year-end balance of $27.

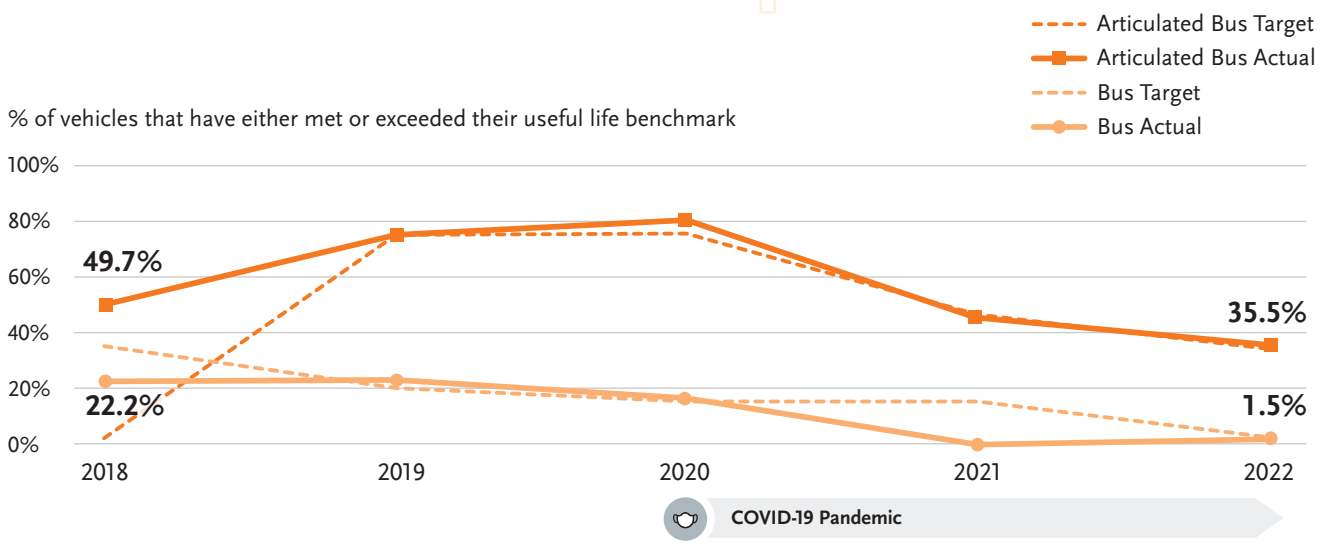
Figure 1.15

Measure M State of Good Repair

> Metro reports annually on the state of its assets to the Federal Transit Administration (FTA). Per the FTA, an asset is in a State of Good Repair if it meets the following standards:

- The capital asset is able to perform its designed function
- The use of the asset in its current condition does not pose an identified unacceptable safety risk; and
- The lifecycle investment needs of the asset have been met or recovered, including all scheduled maintenance, rehabilitation and replacements.

> Figure 1.15 shows that Metro has generally and consistently met or exceeded FTA targets for bus and rail asset performance measures, with few exceptions, during the assessment period.



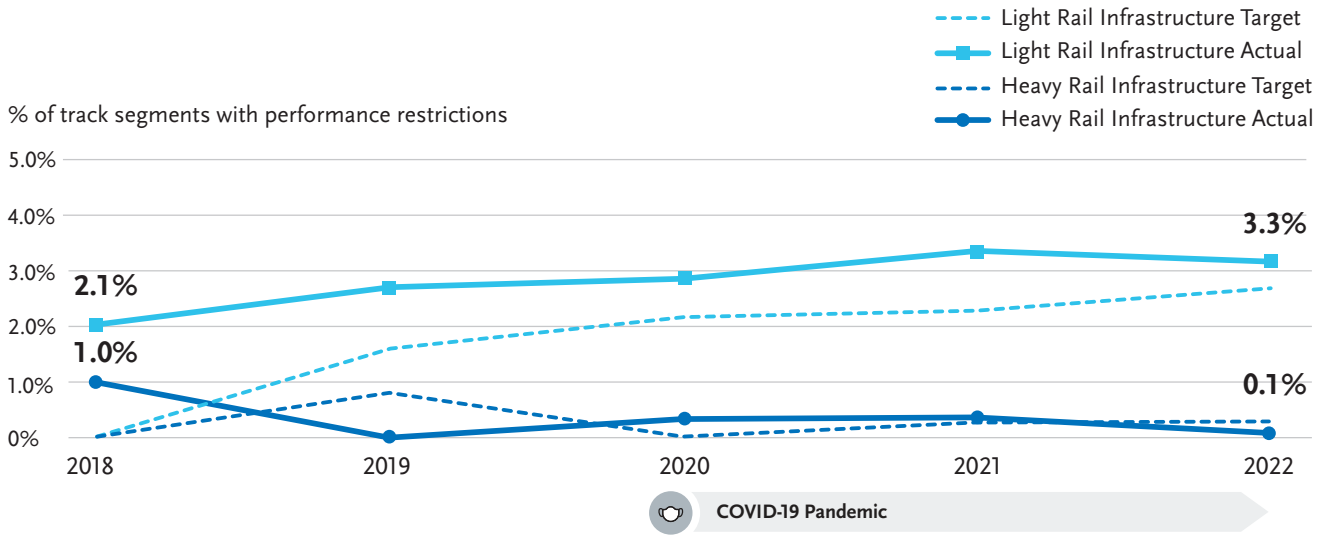


Figure 1.16

Measure M Active Transportation Program

> Measure M is the first sales tax measure in LA County to dedicate funding for active transportation. The Expenditure Plan outlines a set of investments in the LA River Bike Path. The project closes a gap in the existing path of approximately 8.5 miles mostly through downtown Los Angeles. This project requires regular coordination with numerous public agencies and private owners as it crosses several local jurisdictions.

> During the five-year assessment period, Metro completed conceptual design for five project alternatives which were narrowed down to three alternatives. Project design met state thresholds to allow environmental clearance through the state's CEQA process, retaining the ability to subsequently choose between the three alternatives. The project is included in the overall agency reassessment of Measure M project budget and schedule baselines, based on new project information and major contextual change since 2016.

> The Expenditure Plan also designates the Metro Active Transport, Transit, First/Last Mile (MAT) Program, a competitive funding opportunity for local jurisdictions which focuses on advancing Metro's Active Transportation Strategic Plan and Equity Platform framework. Proposed projects within Equity Focus Communities (EFCs) were assigned additional points as part of the evaluation process. Cycle 1 solicitations were opened in 2020. Five active transportation corridor projects and 11 first/last mile projects were awarded in 2021.

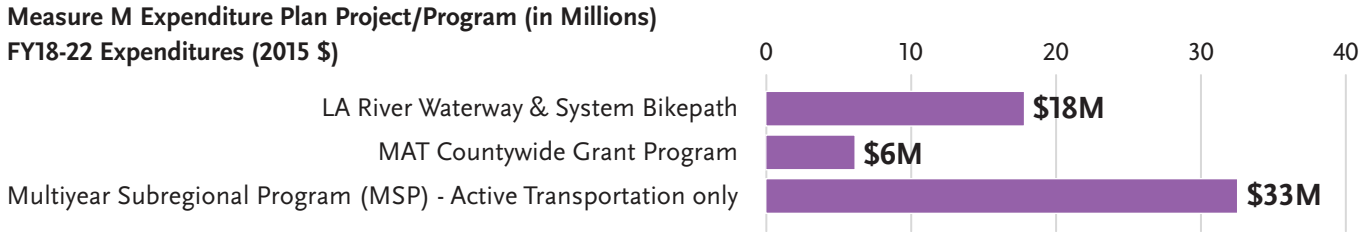
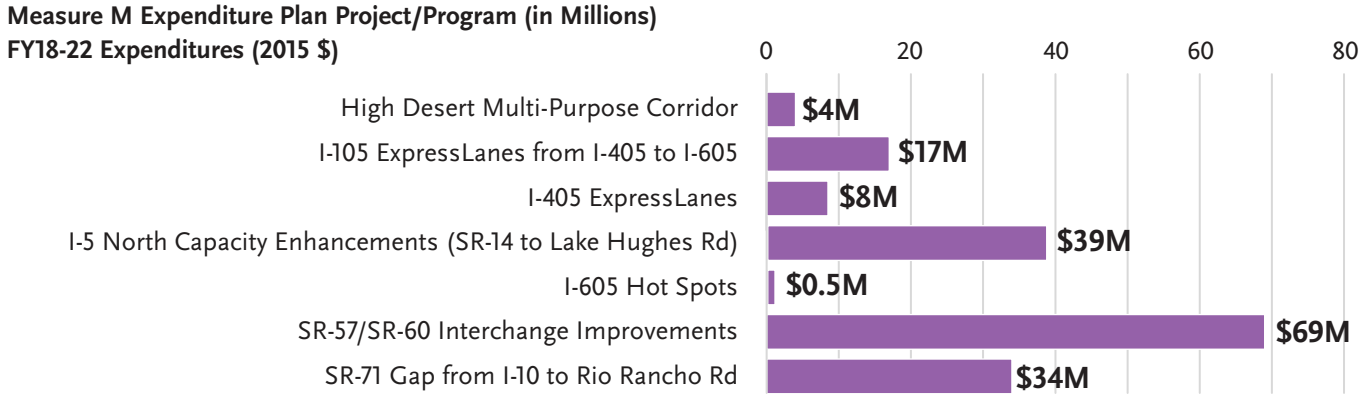


Figure 1.17

Measure M Highways Program

> The Measure M includes several highway improvement and expansion projects, five of which had expenditures during the first five years of the sales tax measure. During this time period, Metro took steps in reforming the highway program, moving their administration to the department of Countywide Planning and Development. The goal of doing so was to encourage more multi-modal thinking and approach to projects of all types.



Stewardship

How are Measure M projects adapting?

In 2016, the Measure M Ordinance laid out an ambitious Expenditure Plan, including estimated project dates and forecasted budget amounts. Then, only five of the 45 major projects listed in the Measure M Expenditure Plan had completed early project phases that included preliminary planning or required environmental review. By the end of FY22, Metro had finalized scopes for nine Measure M projects through environmental review processes, included budget contingencies to support project delivery, and evaluated numerous reasonable project options to ensure the measure's investments fund locally preferred project alternatives. Additional project scopes and budgets are anticipated to be finalized ahead of the next Measure M assessment and projects currently in construction are generally expected to be implemented within the three-year opening date range outlined in the Measure M Ordinance. Project delivery risks at all project phases are anticipated to continue adding variation to project implementation just as Metro anticipates continuing to mitigate these risks.

KEY OBSERVATIONS

A number of project delivery risks have presented themselves, including significant project scope adjustments due to accommodations to local government and stakeholders, and unforeseen conditions.

Metro has managed these risks by strategically leveraging funding opportunities and transitioning projects to phases for more accurate plans and forecasts.

A majority of assessed Measure M major projects with updated project schedules and costs have an expected opening date within the Ordinance's three year opening date window.

Figure 1.18

Examples of Project Delivery Risks

Capital Construction Project Delivery Risks

> Third party (utilities and authorities having jurisdiction)
> ROW (cost and delayed acquisitions)
> Utility adjustments
> Cost escalation

Planning and Environmental Project Delivery Risks

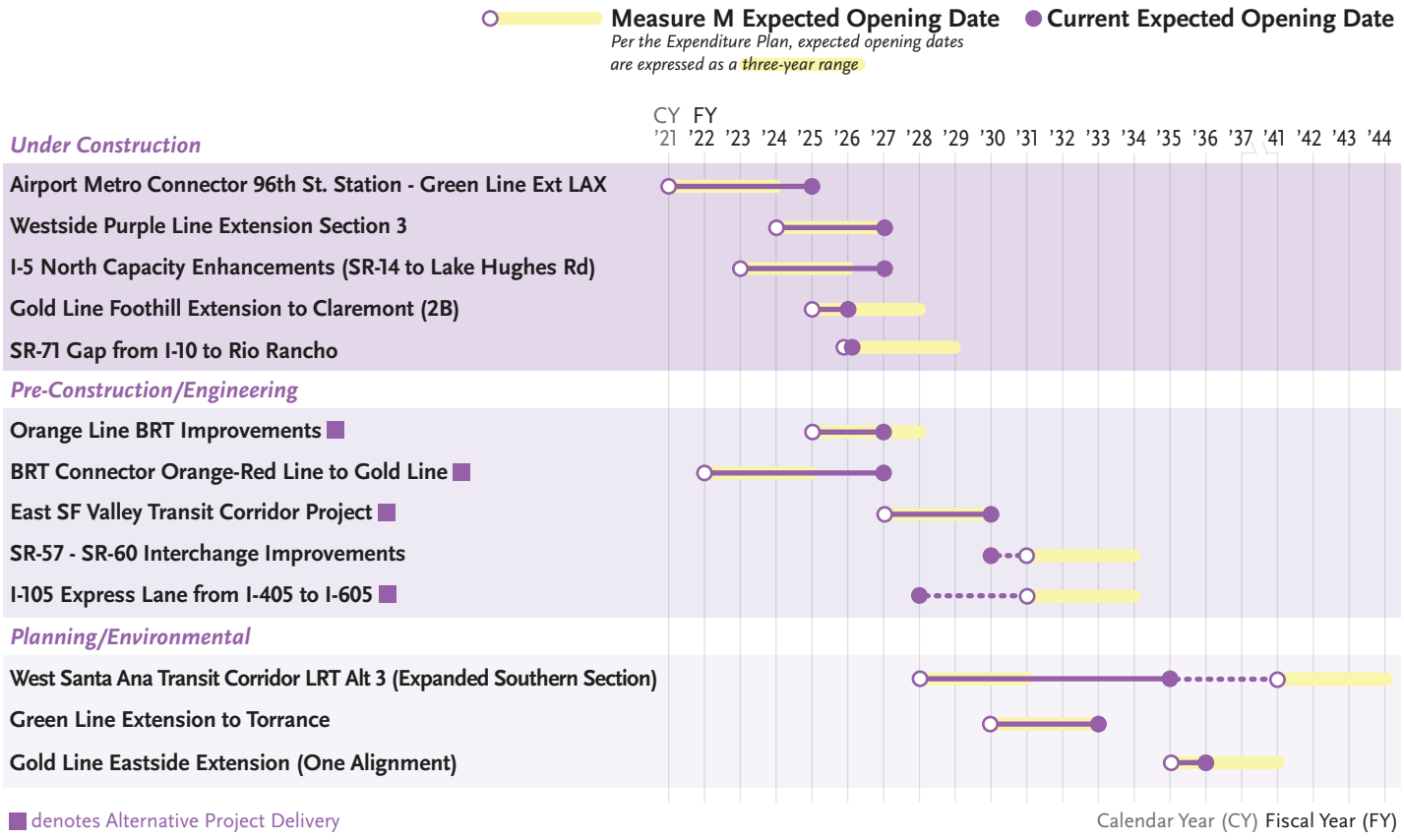
> Property acquisition issues
> Potential budget shortfalls due to project scope change
> Making time for additional or improved community engagement
> Approval of variances or addressing right-of-way issues
> Unforeseen delays in the environmental assessment phase

Figure 1.19

Measure M Major Project Progress[1]

Progress of Measure M projects in this assessment have been impacted by a range of factors, such as the contextual milestones (Figure 1.2) as well as typical project variables described later in this section. These changes have led Metro to evaluate numerous reasonable alternatives within a number of the Measure M project corridors.

Project costs and schedules are most greatly influenced when scope changes are made to address third-party requests, or additional work is needed that was not initially expected. Metro has, and continues, to work to balance project impacts during these early phases.



[1] Projects are using Measure M expenditure names, not current public-facing project names. These updates are as of end of FY22 and are subject to further adjustments. Measure M projects not included in this list are still in early feasibility and estimating phases, have pending project cost or schedule information, and/or slated to begin in future years. These updates are as of end of FY 2022 and are subject to further adjustments.

Figure 1.20

Example of Changing Project Needs and Delivery

Case study

West Santa Ana Branch

The planned West Santa Ana Branch (WSAB) corridor project is an example of how project delivery can be impacted by a number of factors during a project planning/environmental phase. The project underwent rigorous environmental review and stakeholder engagement to ensure it was the best fit for the community and environment. The selected "Locally Preferred Alternative" alignment for Phase 1 of the project was extended by over seven miles, more than twice the original segment length.

Another factor affecting project delivery is stakeholder engagement, which was very robust for the WSAB Project and included outreach to residents, elected officials, and city staff in 10 local jurisdictions throughout downtown and Southeast LA. The project also interfaced with Union Pacific Railroads (UPRR) and Ports of Los Angeles and Long Beach ("Ports"), requiring additional coordination and studies.

While not one single factor has impacted the WSAB project cost and schedule, the project's history and the history of Measure M illustrate how an ecosystem of risks and variables can impact project delivery, especially coordinating and reacting to multiple stakeholders, such as UPRR, Ports, Caltrans, USACE, local jurisdictions, and the Metro Board.

Case study

Purple Line Extension

While there are fewer opportunities to impact projects during the preliminary engineering phases, Metro was able to accelerate the opening date of PLE 3 through strategic project segmentation and leveraging Measure M for federal funding.

When the Purple Line Extension project was included in the 2009 Long Range Transportation Plan (LRTP), the project was split into three sections, with Section 2 anticipated to open in 2026 and Section 3 in 2036. The 2009 LRTP indicated all three to be funded by Measure R and other local, state and federal funding. In 2016 Measure M provided an additional funding source for Section 3 and subsequently relieved Measure R from having to fund Section 3 and focus only on Section 1 and 2. This Measure M funding also moved the completion date for Section 3 up from 2036 to 2027.

The passage of Measure M and the strategic decision to construct the Purple Line Extension in three sections ultimately resulted in several efficiencies for the overall project delivery, including:

> Requesting three separate New Starts grants from FTA allowed for the federal funding to be spread out over a longer period of time.

> Issuing three Section Design/Build RFP contract packages instead of one huge contract package increased the number of prospective bidders and made the bidding more competitive.

> Segmentation of the project, from a construction point of view, made it easier to manage risk.

Figure 1.21

Measure M Major Project Cost[1]

Metro has also launched project delivery strategies to identify cost and schedule savings during different project phases, including the Early Intervention Team (early phases) and Alternative Delivery (early/mid phases). The Early Intervention Team was initiated by the Metro Board in June 2022, to identify project risks early in a project lifecycle, with progress on these efforts occurring outside of the five-year assessment period. It will remain a critical strategy to monitor for reducing project risk and improving project delivery going forward.

	Measure M Expenditure Plan Cost (2015 $M)	Measure M Expenditure Plan Cost (YOE $M)	Most Recent Cost Estimate (YOE $M)	Change Between Measure M Expenditure Plan and Most Recent Cost Estimate (YOE $M)	Percentage Change
Under Construction					
Airport Metro Connector 96th St. Station - Green Line Ext LAX	$581	$630	$899	$269	43%
Westside Purple Line Extension Section 3	$1,980	$2,659	$3,244	$585	22%
I-5 North Capacity Enhancements (SR-14 to Lake Hughes Rd)	$784	$833	$679	($154)	(18%)
Gold Line Foothill Extension to Claremont (2B)	$1,097	$1,233	$1,574	$341	28%
SR-71 Gap from I-10 to Rio Rancho[2]	$275	$347	$514	$169	48%
Pre-Construction/Engineering					
Orange Line BRT Improvements[3] ■	$286	$321	$392 – $511	$71 – $190	22% – 59%
BRT Connector Orange-Red Line to Gold Line[3] ■	$267	$283	$263 – $386	($20) – $103	(7%) – 36%
East SF Valley Transit Corridor Project ■	$1,331	$1,584	$2,811 – $3,575	$1,227 – $1,991	77% – 126%
SR-57 - SR-60 Interchange Improvements	$770	$1,031	$445	($586)	(57%)
I-105 Express Lane from I-405 to I-605 ■	$175	$228	$780 – $1,000	$552 – $772	242% – 339%
Planning/Environmental					
West Santa Ana Transit Corridor LRT Alt 3 (Exp. Southern Section)	$2,518	$3,780	$7,120	$3,340	88%
Green Line Extension to Torrance	$891	$1,265	$1,967 – $2,963	$702 – $1,968	55% – 134%
Gold Line Eastside Extension (One Alignment)[4]	$3,000	$4,531	$7,895	$3,364	74%

■ denotes Alternative Project Delivery

[1] Measure M projects not included in this list are still in early feasibility and estimating phases, have pending project cost or schedule information, and/or slated to begin in future years. These updates are as of end of FY 2022 and are subject to further adjustments.

[2] The Project was split into two segments (SR71 North & SR71 South). The North Segment is currently in Pre-construction/Engineering phase.

[3] Based on current analysis, the estimated cost of the project could increase, which would require that Metro evaluate scope reductions, including third-party requirements, value engineering, offsetting cost reductions for Metro projects in the same corridor and subregion, and local funding, in accordance with Metro's cost management policy.

[4] The Eastside Transit Corridor Phase 2 project has been split into two phases (Phase 1: IOS/LPA to Greenwood Station in Montebello, and Phase 2: the further continuation east to Lambert Station in Whittier). The refined project cost is for the IOS/LPA to Greenwood Station in Montebello, with Total (LOP) cost including future extension to Lambert Station in Whittier.

Alternative Delivery methods such as Progressive Design Build (PDB) and Construction Manager/General Contractor (CM/GC) are qualifications-based and collaborative project delivery processes that are designed to foster collaboration between the project owner, designer, contractor, and third parties to drive efficiency and reduce project costs and schedules. Primary goals for employing Alternative Delivery methods are to improve the overall project costs, schedule, efficiency, and project results through early collaboration with the construction industry, value engineering, stakeholder collaboration and intrinsic constructibility reviews.

Alternative Delivery methods enable implementing agencies, such as Metro, with more opportunities to adjust project costs through frequent collaboration that can identify efficiencies, making these strategies valuable tools for multijurisdictional collaboration and adaptable project implementation. Metro is using these delivery methods on Measure M projects, including Orange Line BRT Improvements, BRT Connector Orange/Red Line to Gold Line, East San Fernando Valley Transit Corridor project, and I-105 ExpressLanes. The adaptable nature of Alternative Delivery explains why these projects show a project cost range, rather than fixed amount, as shown in the figure above.

Figure 1.22

Selected Major Project Status Updates

Project status updates are shared monthly, quarterly, and annually with different teams at Metro and the public. Below are descriptions and status updates of some key example projects from Measure M:

> **Purple Line Extension [Sec 3]:** The Purple (D Line) Extension Transit Project – Section 3 will add two stations near UCLA and the VA Hospital on the Westside. Tunneling and station construction is ongoing. Measure M has helped accelerate this project, which was initially projected to be completed in 2036. It is now anticipated to be completed before the 2028 Summer Olympics and Paralympics in Los Angeles.

> **I-5 North Capacity Enhancements (SR-14 to Lake Hughes Rd)**: The original scope consisted of a 14-mile project from SR-14 to Lake Hughes Road and added one HOV and one truck lane in each direction. The updated scope is a 13.9-mile project from SR-14 to Parker Road and adds one HOV in each direction and an extension of trucking/freight lanes from Calgrove Bl to south of Weldon Canyon in the southbound direction (2.23 miles) and from the Gavin Canyon undercrossing to Calgrove Bl in the northbound direction (0.98 miles).

> **Gold Line Foothill Extension to Claremont:** The project scope in the Measure M Expenditure Plan is a light rail extension to the Claremont Metrolink Station. Funding (including additional Measure M funding from a Multi-Year Subregional Program) has been secured for the segment to Pomona.

> **North Hollywood to Pasadena Bus Rapid Transit (BRT):** The project was delayed 34 months and the Draft Environmental Impact Report (DEIR) was extended to allow for revisions to the proposed project to be incorporated and additional time for community outreach. Further, staff was directed to continue design refinements in Eagle Rock and Burbank as part of the Final EIR process to respond to stakeholder concerns.

> **East SF Valley Transit Corridor:** Initially, the project was not defined as an LRT project and instead could also be constructed as a BRT route. In June 2018, the Metro Board adopted the project's Locally Preferred Alternative, a fully at-grade 9.2-mile LRT line that will extend light rail service north, from the Metro G Line (Orange), 6.7 miles in the median of Van Nuys Boulevard to the intersection of Van Nuys Boulevard and San Fernando Road. The alignment would then transition onto the existing railroad right-of-way adjacent to San Fernando Road and continue 2.5 miles to the Sylmar/San Fernando Metrolink Station. In November 2020, when the Board certified the project environmental document, the Board approved constructing an interim operating segment (IOS) that ends at San Fernando Road. Metro is currently pursuing the IOS. The project was delayed 24 months due to additional environmental review and preliminary engineering. Metro is pursuing a Federal Expedited Project Delivery full funding grant agreement that would be the first in the nation.

> **West Santa Ana Transit Corridor LRT Alt 3:** Originally, Phase 1 of this project was anticipated to be completed by FY 2028 as a 6-mile LRT line that ran from Pioneer Station to the Green Line. Metro is now pursuing the Locally Preferred Alternative (LPA) more than double the original extent (14.8 miles long) and runs from Pioneer Station to the A Line/Slauson Station. Part of Phase 1 has been delayed significantly in the planning/environmental review phase, as discussed in Figure 1.20.

> **LA River Bike Path:** Metro is making it easier to get around with an eight-mile shared-use bicycle and pedestrian path along the LA River between Elysian Valley and the City of Maywood, through downtown Los Angeles and the City of Vernon. This project will close the gap in the LA River Path, creating a safe, efficient active transportation travel option connecting the San Fernando Valley and Long Beach. Metro initiated development of the Draft Environmental Impact Report (EIR) and is currently coordinating with third parties and cities on design and operations and maintenance agreements. As Metro continues to study the project, the Metro Board and the community will be updated on cost, schedule and design with opportunities for public engagement as they become available, including the release of the Draft EIR and public hearings.

> **I-405 Sepulveda Pass ExpressLanes:** Metro has coordinated with Caltrans to evaluate alternatives to convert the existing high-occupancy vehicle (HOV) lanes to dynamically-priced, high-occupancy toll (HOT) lanes, called ExpressLanes on the I-405 freeway, between the San Fernando Valley and the I-10 freeway. The environmental review process was initiated in Summer 2021 and anticipated for public review Summer 2024 with the final Project Report and Environmental document anticipated for Summer 2025. Completion of the environmental review process will provide a substantially updated and final project definition, as indicated in Attachment A of Measure M, establishing updated cost and schedule estimates. Updated project opening date is estimated for 2030. Updated project cost estimates were not available at time of publication.

Figure 1.22

Selected Major Project Status Updates (continued)

> **Vermont Transit Corridor:** The 12.4-mile Vermont Transit Corridor is the second-busiest bus corridor in LA County with over 45,000 daily boardings (pre-Covid). The entirety of the Vermont Transit Corridor is within EFCs, and 84% of riders do not have access to a vehicle. In 2019 a Rail Conversion study showed that Bus Rapid Transit (BRT) is a feasible project alternative and does not preclude a later conversion to rail. The project conducted one of the most robust community partnerships among Measure M projects, which has showed support for a multi-term project and includes: near term bus speed and rider experience improvements, planning for BRT opening on the corridor in FY27 and concurrent planning for rail conversion in the long-term. The project schedule has changed from the Expenditure Plan and is expected to begin the environmental phase in FY24 which will result in a final project definition, as indicated in Measure M Attachment A, establishing updated cost and schedule estimates.

> **SR-57 - SR-60 Interchange Improvements:** High-Occupancy Vehicle (HOV) connectors from SR-57 to SR-60 were initially considered as part of the project scope but were removed as they were identified as nonviable components to continue into development. However, the eastbound improvements of the project were deemed to be warranted. These include an eastbound off-ramp to Grand Ave and an aerial bypass connector to SR-60. Improvements to the Grand Ave interchange and a Diamond Bar Rd on-ramp are also included. The project is proceeding ahead of schedule.

> **I-710 South Corridor Project:** Metro has worked with Caltrans through a lengthy process to develop the I-710 South Corridor Project, studying multiple project alternatives. In 2021 Metro and Caltrans established the 710 Task Force to re-engage the local impacted communities adjacent to the freeway as well as the stakeholders that depend upon, and are impacted by, the movement of people and goods within the I-710 South Corridor between the Ports of Los Angeles and Long Beach and State Route 60. In 2022 the Board approved a "No Build" alternative and the Task Force has worked to develop an investment plan, which includes multi-modal projects and programs with varying schedules and project budgets, and requiring their own project approval and environmental process before implementation. This project has significantly invested in research and deep and diverse stakeholder engagement in the project area, highlighting Metro's commitment to engagement and multi-modal options for the corridor.

> **I-105 ExpressLanes from I-405 to I-605:** The Project Study Report assumed that the two managed lanes in each direction could be provided within the existing pavement. The Project Report (completed in 2021) identified that widening of the freeway was required and it included 21 bridges crossing over local streets and the Dominguez and Compton Creek channels.

> **Sepulveda Pass Transit Corridor:** The project's alignment increased by five miles due to a Board Approved 2019 Feasibility Study. This increase extended the Sepulveda line from Measure M original terminus at G Line Van Nuys Station north to Metrolink Van Nuys'. The original at-grade alignment was also eliminated and replaced by doubling the alignment. Multiple transit alternatives are being studied in an environmental process with a current opening date range of 2033-2035. Completion of the environmental process will support final project definition and provide updated cost and schedule estimates. Updated costs and schedule for this project are not available at the time of publication.

> **Gold Line Eastside Extension (One Alignment):** At the time the Expenditure Plan was approved by the Board, the project was defined as an extension of the Gold Line (now E Line) from the existing Atlantic Station to either SR-60 to South El Monte (6.9 miles) or Washington Bl to Whittier (9.5 miles). This project would bring a one-seat ride from Santa Monica to the city of Whittier within the Gateway Cities subregion of LA County. Metro has refined the scope of the Eastside Transit Corridor Phase 2 project to pursue a 4.6-mile extension of the Metro E Line (3 miles underground, 1.5 miles aerial, 0.1 miles at grade) east from the current terminus at Atlantic Boulevard to an at-grade terminal station at the Greenwood station in the City of Montebello on Washington Blvd.

> **North San Fernando Valley BRT:** Metro originally planned this project as a new single line Bus Rapid Transit system extending from North Hollywood to Chatsworth. After conducting various stakeholder briefings and public participation meetings to solicit input, and the completion of the technical study and alternatives analysis, a new project alternative was identified. The refined project has evolved into the NSFV BRT Network Improvements project. Instead of a single-line BRT project, the enhanced scope plans to improve the bus network to increase connectivity and provide high-quality bus service and transit infrastructure from Northridge to North Hollywood.

Vermont Transit Corridor Community Partnership Program

Metro conducted a robust outreach process to reach transit riders on the corridor, including 32 community conversations hosted by 20 CBO partners. Outreach was conducted in Armenian, English, Korean, Spanish, and Thai, and the team also connected with community members speaking Russian, Bengali and Zapotec. Stakeholders expressed a desire for an all-of-the-above approach: immediate bus improvements, a medium-term BRT project and eventual rail line along the corridor.

Stewardship

How do Measure M investments support communities across the county?

In a county of 10 million residents, Metro is a regional funder that invests billions of dollars annually into local cities, communities, and municipal and local transit providers. Specifically, Measure M provides three pass-through funding programs where spending is directly controlled by local jurisdictions: Local Return (17%), funding for municipal transit operators from transit operations (20%), and the Multi-Year Subregional Program (MSP). Local Return provides transportation funding to the 88 cities and LA County to implement a variety of transportation projects ranging from street improvements, active transportation projects, and funding for local fixed route and dial-a-ride services. For its part, the 20% transit operations funding supports municipal transit operators, such as Long Beach Transit, Santa Clarita Transit and Foothill Transit. In addition, the MSP has completed seven projects across the county, and several jurisdictions are programming MSP funding accruals for larger, planned projects in the future. Further, Measure M projects are located near lower-income residents at a higher rate than those at other income levels, though further analysis is needed to understand the tangible equity and access implications of this proximity.

KEY OBSERVATIONS

- **Local Return, transit operations and regional rail funds are supporting projects and transit service across the county.**
- **Measure M Multi-Year Subregional Programs receive a steady stream of funding plan for many years into the future.**
- **More can be done to understand the equity impacts of Metro's investments.**

Figure 1.23

Measure M Local Return

MEASURE M LOCAL RETURN EXPENDED	TOTAL (FY18-22)	% OF TOTAL
Public Transit Services Operations	$13,030,359	3%
Public Transit Capital	$9,394,259	2%
Traffic Control Measures	$13,383,022	3%
Local Funding Contributions	$318,490	0.1%
Transportation Marketing	$742,934	0.2%
Transportation Administration	$13,614,451	3%
Streets and Roads	$322,642,785	80%
Active Transportation	$25,875,379	6%
Transit Oriented Communities	$3,855,359	1%
TOTAL	**$402,857,038**	**100%**

Figure 1.24

Measure M Transit Operations Allocations to Municipal Operators

MUNICIPAL OPERATORS	TOTAL (FY18-22)
Antelope Valley	12,700,846
Arcadia	666,327
Claremont	268,802
Commerce	855,965
Culver City	10,817,587
Foothill	55,364,865
Gardena	10,864,332
La Mirada	209,665
LADOT	25,202,220
Long Beach	47,093,784
Montebello	16,560,224
Norwalk	6,331,120
Redondo Beach	1,500,715
Santa Clarita	11,757,880
Santa Monica	40,325,816
Torrance	12,784,030
TOTAL FUNDS ALLOCATED	**253,304,178**

Figure 1.25

Measure M Countywide Impacts

Currently, Measure M investments are allocated near low-wage jobs and lower-income residents at rates slightly higher than for other income groups.

Measure M investments near low-income residents are similar to the distribution of residents living in EFCs.

Measure M Local Return has sent $751 million to local jurisdictions.

An estimated 15,428 jobs[1] have been created by Measure M construction projects.

[1] This value includes direct, indirect and induced jobs. Job impacts are estimated using REMI TranSight software, a leading evaluation tool used by various other large transportation agencies in the nation as well as the Southern California Association of Governments (SCAG).

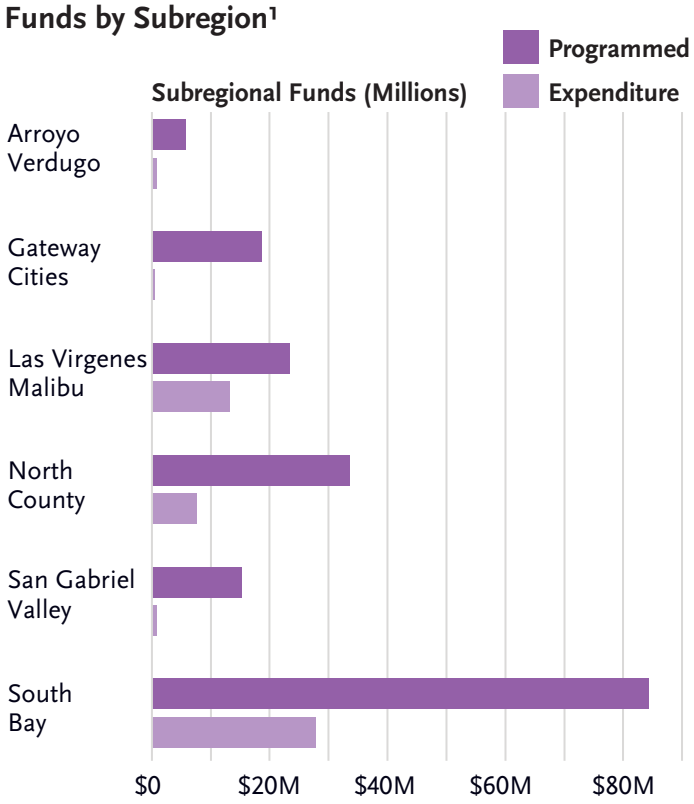
Figure 1.26

Metro Multi-Year Subregional Program (MSP) Projects Completed

SUBREGION	FY18-22 PROJECTS COMPLETED
Arroyo Verdugo	**La Cañada Flintridge Modal Connectivity and Complete Streets Program** *Foothill Blvd Link Bikeway and Pedestrian Greenbelt*
	Glendale Beeline Maintenance Facility Transit Program
	Burbank Active Transportation Projects Victory Blvd Connectivity Gap Closure and Transit Enhancements *between Downtown Burbank Metrolink station and Alameda Ave*
Las Virgenes Malibu	**Calabasas Active Transportation/Transit/ Technology Program** *Mulholland Highway Gap Closure - Old Topanga Canyon Road & Old Topanga Canyon Road to City Limits*
	Malibu Park and Ride Lots Highway Efficiency Program
San Gabriel Valley	**El Monte Fern and Elliot Bike Boulevard Project Active Transportation Program**
South Bay	**Inglewood Intermodal Transit/Park and Ride Facility Transportation System and Mobility Improvements Program**

Figure 1.27

Metro Multi-Year Subregional Program (MSP) Funds by Subregion[1]



[1] The Central City Area Subregion did not develop an MSP Plan until 2022 and therefore has no programmed or expended funds in FY18-22. The San Fernando Valley Subregion does not have MSP line items in the Measure M Expenditure Plan. Subregions vary in size and also receive major capital project funding for projects in the subregions.

Figure 1.28

MyGrants Portal for Measure M MSP

The MyGrants Portal for Measure M MSP was implemented to replace manual processes and to make project information available anywhere, anytime (24/7). The portal is web-based, user-friendly, secured and easy to use. Metro employees and agency's personnel have privileges to some or all these functions and more depending on access role:

> View project details (i.e., funding plan, expenditure, historical data, funding agreement, amendment, financial summary)

> Submit/Review/Approve quarterly progress/expenditure reports

> Generate reports and graphs

> Communicate using Message Center

> Map financial information to Metro's financial system (FIS)

> Maintain resource center (i.e., links to website, documents, videos)

> Perform system administrations (i.e., maintain lookups, templates, notifications, users)

Figure 1.29

Demonstration of Subrecipients' Compliance with the Measure M Ordinance

Overall, the subrecipients complied with compliance requirements described in the Measure M Ordinance, Measure M Local Return Guidelines, and the respective Assurances and Understandings Regarding Receipt and Use of Measure M Local Return Funds.



Metro's Measure M subrecipients include the County of LA and the 88 Cities within the county.

- **Annual audits were provided to the MMITOC.**
- **As required by the Measure M Ordinance, MMITOC approved the scope of work for the auditors.**
- **The annual financial and compliance audits were performed by independent audit firms, Vasquez and Company, LLP and Simson and Simpson CPAs.**
- **The results of the annual audits were provided to the MMITOC.**
- **Funds were expended for transportation purposes.**
- **Separate Measure M Local Return Account was established.**
- **Revenues received including allocations, project-generated revenues, and interest income was properly credited to the Measure M Local Return Account.**
- **Funds were not substituted for property tax and are in compliance with the Maintenance of Effort.**
- **Timely use of funds.**
- **Administrative expenses are within the 20% cap.**
- **Where funds expended were reimbursable by other grants or fund sources, the reimbursement was credited to the Local Return Account upon receipt of the reimbursement.**
- **Where Measure M funds were given, loaned or exchanged by one jurisdiction to another, the receiving jurisdiction has credited its Local Return Account with the funds received.**

- **A separate account was established for Capital reserve funds and the Capital reserve was approved by Metro.**
- **Funds were used to augment, not supplant, existing local revenues being used for transportation purposes unless there is a fund shortfall.**
- **The recreational transit form was submitted on time.**
- **Fund exchanges (trades, loans or gifts) were approved by Metro.**

In limited circumstances:

- **Funds were spent on projects prior to Metro's approval.** After reviewing the eligibility and allowability of those project expenditures by auditors, Metro gave retroactive approval to cities. Thus, these were resolved prior to the completion of each audit.
- **Expenditure Plan (Form M-One or electronic equivalent) and Expenditure Report (Form M-Two or electronic equivalent) were not submitted on time.** Moving forward, Metro reminded the identified cities to observe the submission deadline for these reports.
- **Accounting procedures, record keeping, and documentation are inadequate.** For cities that have these issues, the auditors recommended that they must correct the specific issues identified to comply with the requirements of the receipts and use of the Measure M funds.

Stewardship

What funding has Measure M leveraged?

Out of the $4.5 billion generated by Measure M, Metro has expended or distributed nearly $3.5 billion to Measure M programs and local jurisdictions and transit providers, Measure M also appears to be serving its intended purpose to further strengthen LA's local funding power by solidifying Metro's position as a competitive recipient for state and federal funds. With over $3 billion in state and federal funding received during the assessment period, Metro has been able to fill funding needs for Measure M projects, even with scope changes. Metro has also strategically pursued outside funding to enhance Measure M projects. It will also be important to track local and outside funding assumptions as federal relief funding continues to wane in future fiscal years.

KEY OBSERVATIONS

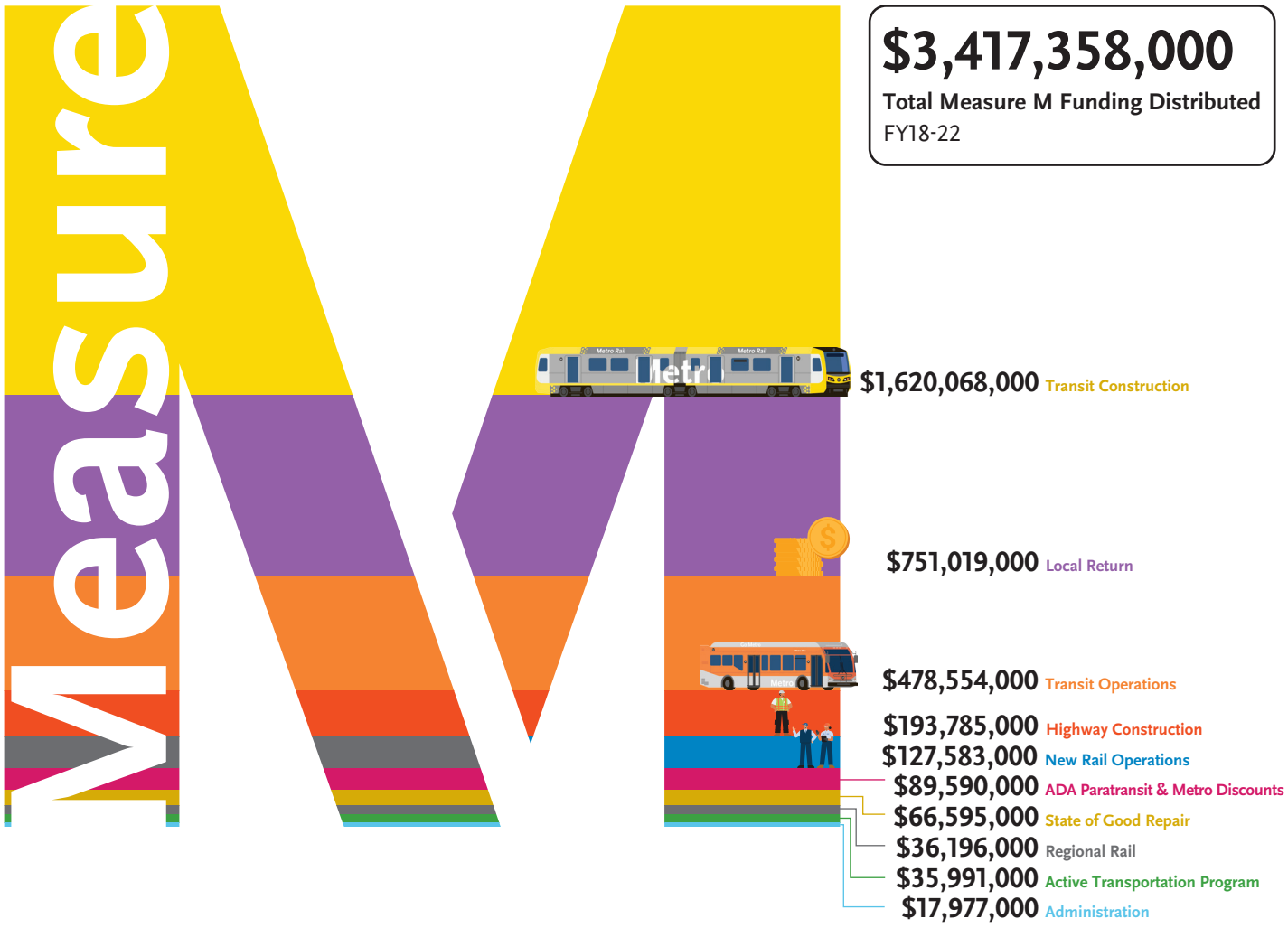
- **Measure M has helped Metro leverage significant state and federal dollars.**
- **State and federal funding has helped ease increased project costs without increasing Measure M project expenditures.**

"Measure M and other sales taxes provide an important source of local funds that can match or leverage state and federal funds. For accountability, it would be helpful to know Metro's overall strategy for these grant funds, so the public can be confident that their local funds do the most good possible."

– Gateway Cities Council of Governments
Spring 2023

Figure 1.30

Measure M Distribution Breakdown



Graphic is illustrative and not reflective of proportionate distributions

Figure 1.31

Federal and State Funding (in Millions)

FUNDING FROM CASH RECEIPTS	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
Federal Actuals[1]	$282	$346	$757	$776	$369	$2,530
State Actuals[1]	$21	$39	$202	$130	$179	$571

[1] State and federal actuals are calculated from cash receipts received by Metro, and are dependent on expenditures. Several of the projects scheduled for state funding received funds either before or after the five-year period FY 2018 to FY 2022. Accordingly, this led to the differences in FY 2018 and FY 2019.

This table includes receipts for all of Metro from federal and state funding sources. For a breakdown of Measure M project expenditures from these sources, see Appendix F.

Stewardship

How is Metro meeting staffing and labor needs?

Measure M will continue to rely on people to implement services, projects and programs. During the assessment period, the agency saw an increase in employees, predominantly essential and frontline workers, take leave from their positions for a number of reasons, including voluntary separation agreements. While Metro experienced staffing shortages and slowed hiring processes during the assessment period, the agency has also prioritized efforts to remedy these gaps. In 2021, the agency sought to address the nationwide transit operator shortage with an intensive recruitment and training push to hire bus operators as part of the priority to continue transit service for people who rely on Metro. Through employee incentive and referrals programs and numerous in-person events, the agency is on its way to meeting operator hiring goals outside of the assessment period. Metro has also worked to better incorporate equity into its hiring practices, reducing gender bias in the recruitment process. Outside of the assessment period, the agency has continued to prioritize staffing office workers, project staff, and other professional services employees to implement the vast scope of work Metro manages, including Measure M projects and programs.

KEY OBSERVATIONS

- **Bus operator hiring targets are trending towards goals due to increased recruitment and training efforts.**
- **Metro's workforce development efforts have led with innovative approaches such as the SEED school and career pathway programs.**
- **Metro will need to continue recruitment and hiring efforts geared towards project and program staff to support Measure M projects.**

Figure 1.32

Workforce Initiative Now Metro Los Angeles (WIN-LA) Program

WIN-LA is Metro's workforce development program developed to focus on creating career pathways in the transportation industry, increasing the opportunities available to LA County residents by inclusion of underrepresented populations.

117 Total Participants

44 Total Hired

Microtransit Operators operate a mixed fleet of Metro transit vehicles, transport passengers, use mobile tools and vehicle electronics routing and fares, provide customer service, and perform safety inspections of bus equipment to assure their safe, efficient and on-time operation.



Custodians maintain the Metro Headquarters Building, divisions, and stations in clean and orderly condition.



WIN-LA Cohort I and II Employment Types

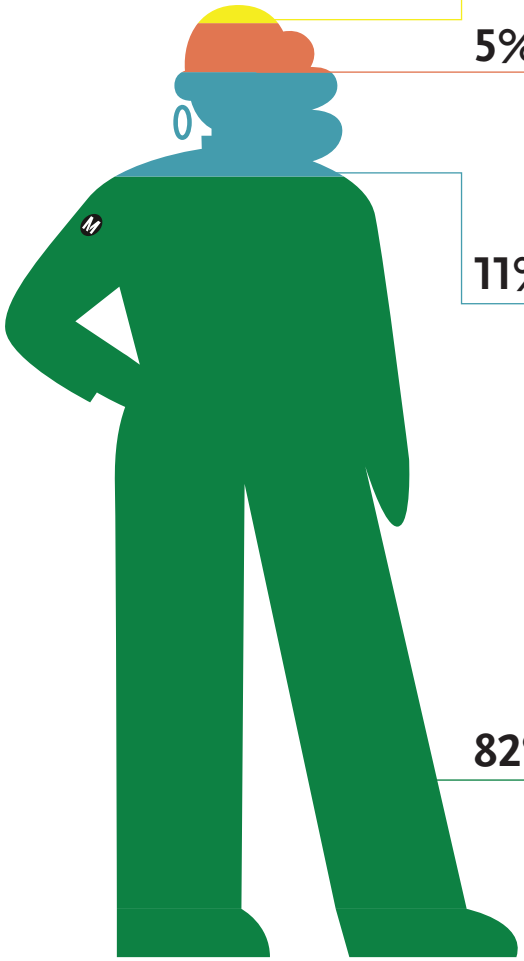
2% Microtransit Operator

5% Custodian



11% Bus Operator

Bus Operators operate Metro buses, transport customers, provide customer service, and perform safety inspections of bus equipment to assure their safe, efficient and on-time operation.





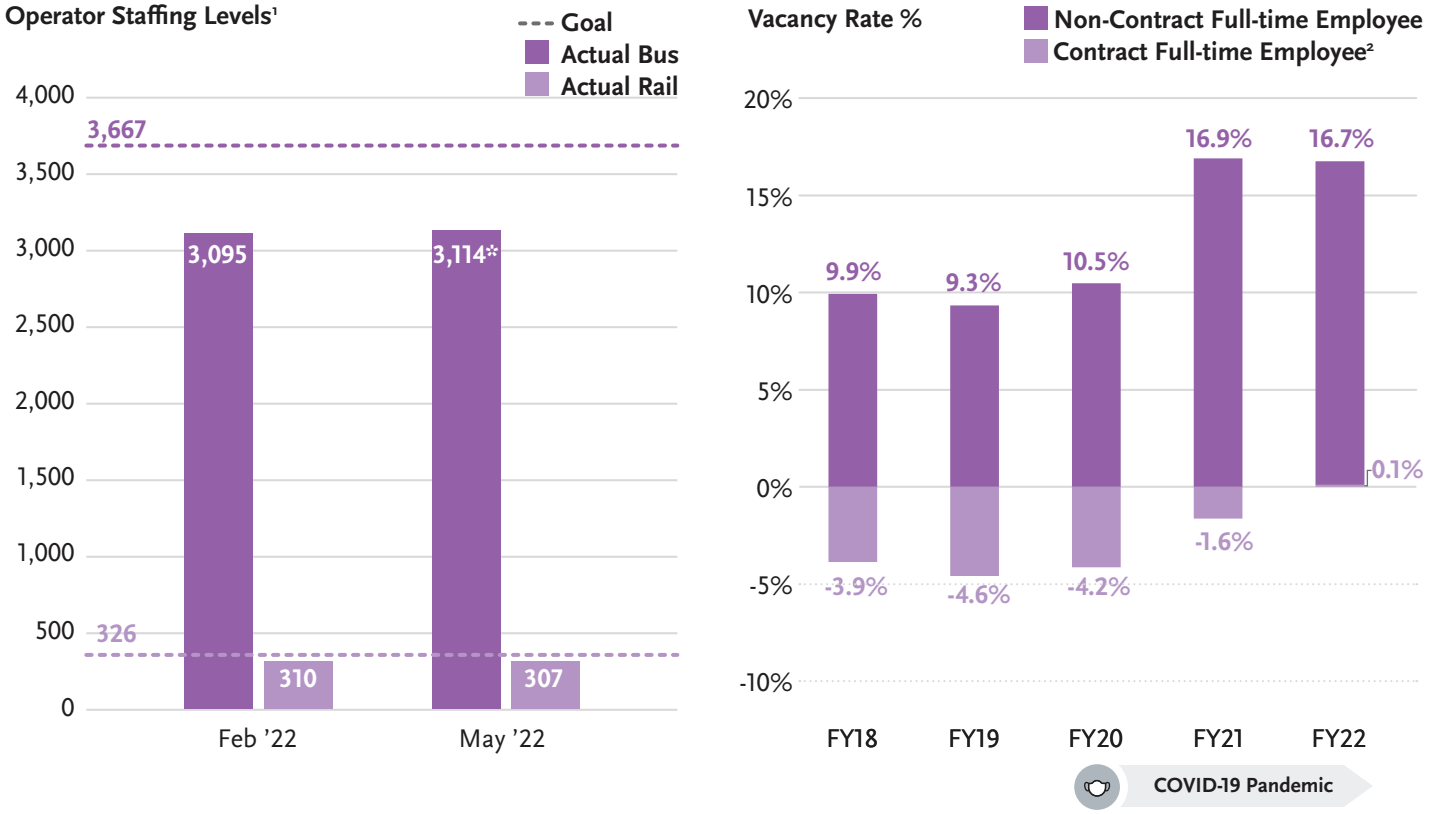
82% Service Attendant

Service Attendants are a broad classification of employees who ensure buses are clean and ready to service customers.

Graphic is illustrative and not reflective of proportionate distributions

Figure 1.33

Metro Employment and Vacancies



¹ Operator staffing level does not represent candidates from April/May 2022 hiring events, as they must complete a two-month training and not counted in active operator counts.

² Contract full-time employees on leave increased significantly between FY18 to FY22, contributing to the vacancy rates.

Figure 1.34

SEED School



Metro, in partnership with the County of Los Angeles and the SEED Foundation, developed the SEED School of Los Angeles County (SEED LA).

SEED LA is the state's first public college-prep boarding high school aimed at serving 400 of the most at-risk and resilient students. The school's first freshman class began in August 2022.

Figure 1.35

Service Attendant Restructuring to Reduce Gender Bias



Service Attendant is a highly desirable entry-level position in the Maintenance Department, but in 2018 only 19% of employees in this position were women.

Metro revised the job description, test questions and interview process to remove implicit gender bias.

In the first recruitment after these changes, 19 women were hired, compared to an average of only three in prior recruitments

Figure 1.36

February-March 2022 Bus Operator Survey



33%

of Metro's operator workforce has been serving riders for more than a decade.

98%

of operators have concerns about being an operator.

More than **20%** of operators cite either **low pay, high stress, and/or safety-related issues arising** from passenger confrontation as their biggest concern.

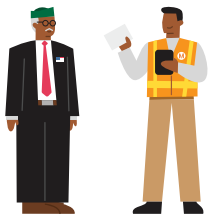
60%

agree or strongly agree that they enjoy being an operator.

However, more than **50% think about leaving Metro often**.

Figure 1.37

Collective Bargaining Agreements



Metro heard concerns from operators similar to other transit agencies and has worked to address those concerns, support operators and increase job satisfaction.

In 2022, Metro reached an agreement with Sheet Metal, Air, Rail and Transportation Workers (SMART) Union, representing bus and rail operators and scheduling analysts.

The approved contract works towards addressing issues raised, and helps ensure fair and equitable approaches that impact Metro employees.

MAR 2022

Staff conducted interest-based negotiations workshops

JUN 2022

Tentative agreement met

AUG 2022

Agreement approved by Metro Board

Topics addressed in the agreement include:

- Health and safety changes, adressing accidents and threats of harm
- Ability to hire external full-time operators
- Reduces amount of ordered call backs for full-time employees
- Annual labor increase ratios
- New competititive starting salaries
- Bonus for those who worked March 1, 2020 - February 28, 2022

Stewardship

How is Metro reporting on Measure M progress and transparency?

In order to ensure regular reporting and transparency on the Measure M program, the Measure M Independent Taxpayer Oversight Committee (MMITOC) was created at the onset of the sales tax. Since then, it has met quarterly to hear and discuss Measure M progress. An independent audit has found that reporting to the committee has been adequately conducted during the five-year analysis period. Further, Metro has adequately informed the public of Measure M reports and updates through the Metro Board and committees. Public information has been available with expected regularity and detail. All Metro major projects (including Measure M) under construction are also updated monthly on the Metro website.

"

"It would be great to have a user-friendly dashboard to see what has been accomplished, what progress has been made, what other areas need to be prioritized."

– **AARP California Participant**, Spring 2023

KEY OBSERVATIONS

The MMITOC has met requirements for accountability to the public and Metro Board and to meet at least four times each year to carry out its responsibilities.

The MMITOC incorporated bylaws after the assessment period and is pursuing creation of a committee charter to better codify committee roles and expectations.

Metro has reported regularly on Measure M to the public through the MMITOC, Metro Board and project updates on *metro.net*.

Figure 1.38

Project Status Dashboard

Metro currently hosts a publicly accessible dashboard that tracks major transit, regional rail, transit facilities and capital project forecasts, budgets, and costs for all projects currently in engineering and construction phases of work: *metro.net/projects*.

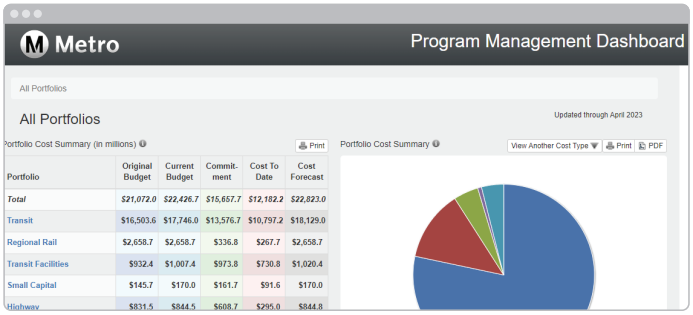


Figure 1.39

Measure M Independent Taxpayer Oversight Committee (MMITOC)

The Measure M Ordinance requires that every five years, Metro conduct a comprehensive review of all projects and programs implemented under the Measure M Expenditure Plan to evaluate the performance of the overall program and make recommendations to improve its performance based on current practices, best practices and organizational changes to improve coordination.

Description
The Measure M Independent Taxpayer Oversight Committee is a seven-member committee that was formed following the approval of Measure M in 2016 to ensure that all tax revenues are spent on transportation-related projects.

Purpose
The committee is responsible for reviewing the annual financial and compliance audits as well as reviewing the assessment and making findings and/or providing recommendations for improving the program.

Reporting to the MMITOC
Over the five-year period, the MMITOC has been presented with substantial information. At each meeting numerous presentations are made with PowerPoint presentations.

> Program Management Quarterly Major Project Status Reports

> Transit Planning Updates

> Complete Streets and Highway Project Updates

> Active Transportation Project Updates

> State of Good Repair Updates

> Local Return Updates

> Metro Proposed Budget Updates

Accountability to the Public and the Metro Board
All audit reports, findings, and recommendations will be available and accessible to the public (through various types of media) prior to the public hearing and upon request. Metro will establish a website dedicated to the oversight of this measure and include all pertinent ordinance information for the public. The committee shall review all audits and hold an annual public hearing to report on the results of the audits.

Information Online
Annual Measure M Audit Reports, oversight committee meeting times, virtual access information, and meeting agendas and presentations are available online. Some linked documentation is not available. Metro's projects webpage lists all active Metro projects, although it is not clear which projects are funded by Measure M.

Conclusion
The MMITOC is meeting the requirements for accountability to the public and Metro Board.

Mobility

Let's get to where we need to go.

Los Angeles County is home to 10 million people – a population greater than any other county in the nation. Metro helps county residents get to school, work, and other essential destinations while operating and maintaining a network of mobility services. To serve more people effectively, service may be expanded, reduced or adjusted. This is often due to local factors, like customer demand, or driven by forces at the state and national level. As detailed in the Stewardship section, Measure M sets aside 20% of total funds towards Metro bus and municipal provider transit operations to ensure people in LA can access key destinations, resources and opportunities.

What was assessed?

Mobility options across LA County were assessed for 2017-2022. While regional transit ridership was declining prior to Measure M's adoption, the new funding source was an opportunity to improve transit options and elevate quality of life for the region. Measure M partially funds many of Metro's mobility projects, transit operations and makes funding available to local jurisdictions. Further, as Measure M projects and programs continue to implement new transit infrastructure, understanding mobility patterns and system operations needs will be fundamental to managing a quality system. This report looks at ridership within the context of the county and distribution of Metro's transportation services, with a focus on marginalized communities.

How did that change from 2017-2022?

COVID-19 exacerbated a divide between people who were able to stay home and those whose livelihood and essential service required them to travel. NextGen Bus Plan's equity and transit analysis aligned Metro's service with riders in communities with fewer mobility options. Despite pandemic surges and a nationwide transit operator shortage, Metro looked for ways to restore service to support ridership demand and encourage a return to transit by those who had left and doubled down on efforts to promote and enroll riders in fare discount and income-based programs. Transit service followed demand fluctuations throughout the pandemic, with service fully restored to pre-pandemic levels at the end of 2022, a few months outside of the assessment period.



KEY QUESTIONS WE AIM TO ANSWER:

1. Who is Metro serving?
2. How equitable are transit options in LA County?
3. How have Metro ridership and transit service changed?
4. How is Metro adapting services beyond bus and rail?
5. How is Metro removing barriers to transportation affordability?
6. How does going Metro compare to driving?
7. What is Metro doing to ease congestion?

Mobility

Who is Metro serving?

Los Angeles County is vast in size and culturally diverse, so residents have varied travel needs. Metro's rail and bus service helps many people get to where they need to go and is easiest to incorporate into a regular routine when stops and stations are near people's homes. Metro riders support the social and economic fabric of LA. Overall, on-board rider survey data shows that Metro bus and rail services are used most by Hispanic or Latino riders, and a disproportionate number of riders are low income. Low-income riders that make up a high proportion of Metro users perform key roles in the region's industries and provide skills and services that support residents, other workers and the LA economy. On average, the racial diversity of people living near and riding Metro Rail and Bus Rapid Transit (BRT) aligns closely with the countywide average.

Based on Metro's diverse ridership, varied needs of riders and equity goals, tracking progress of providing access to transit services most needed by residents in Equity Focus Communities will advance more equitable outcomes.

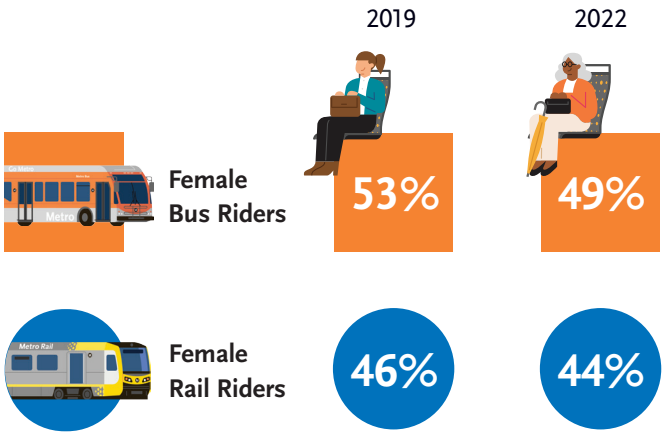
KEY OBSERVATIONS

Metro serves communities that reflect the diversity of the county, particularly those with fewer transportation options.

Female ridership has dropped on both bus and rail since the COVID-19 pandemic.

Figure 2.1

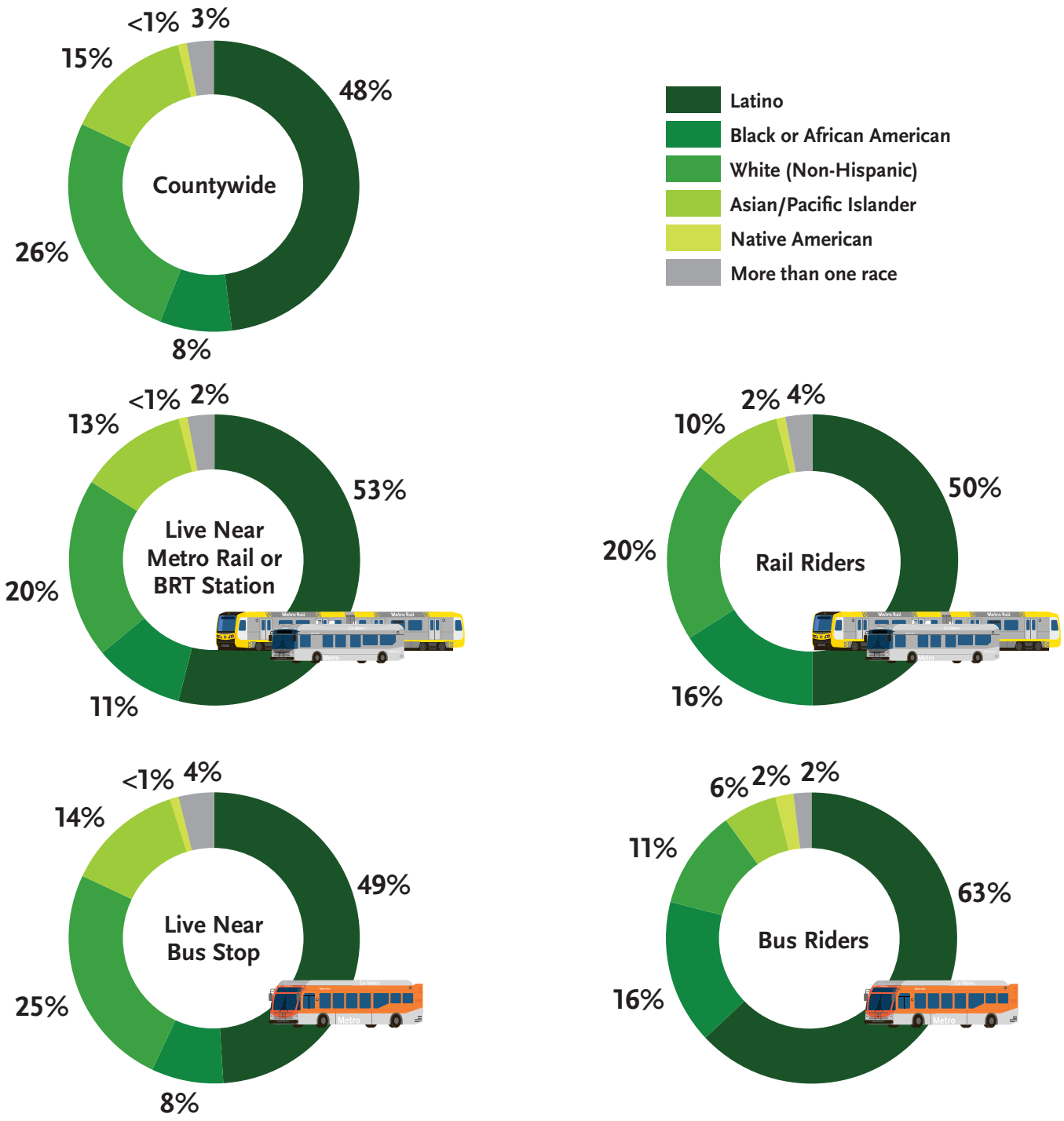
Female and Low-Income Transit Riders Post-2020



83% of riders have a household income under $50,000 per year as of 2022

Figure 2.2

Racial Makeup of LA County, Metro Riders and Metro Service



Mobility

How equitable are transit options in LA County?

Hundreds of thousands of people Go Metro every day, and for many of them, Metro and other municipal operator buses are a primary source of transportation. Access to bus services, and especially high-frequency bus services, is essential for providing equitable access across the county. Service for Equity Focus Communities in particular helps those with the most limited mobility options to access quality of life resources. Overall, EFCs are well-served by Metro's transit system, and planned Measure M transit projects are also anticipated to continue serving these communities.

What is an Equity Focus Community (EFC)?

EFCs include roughly 40% of LA County population from census tracts that contain the greatest concentration of:

> **Low-income households** (less than $60,000 annual income)

> **Black, Indigenous and/or other People of Color (BIPOC) residents**

> **Households with no access to a car**

For a more in-depth definition of EFCs, see **page 20.**

KEY OBSERVATIONS

67% of LA County residents live near high-frequency bus stops.

High-frequency bus service provides reliable transportation to communities that are most burdened by the cost of mobility when other options like personal vehicles are considered.

Per Metro's LRTP, people who live in Equity Focus Communities (EFCs) spend 3.5x more than non-EFC residents on transportation as a percentage of their total income.

Figure 2.3

Income Spent on Transportation and Housing

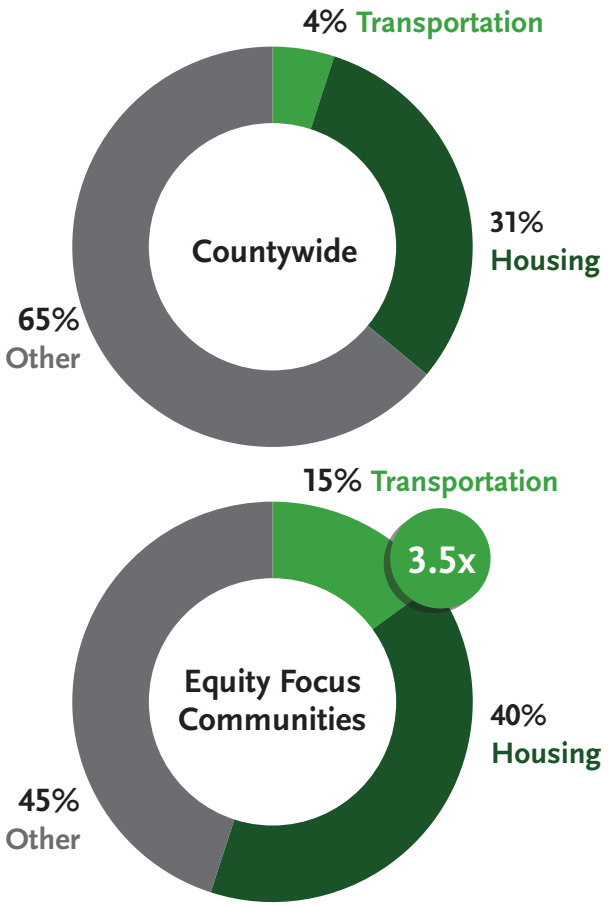


Figure 2.4

Bus Stops with Frequent Service in Relation to Equity Focus Communities (EFCs)

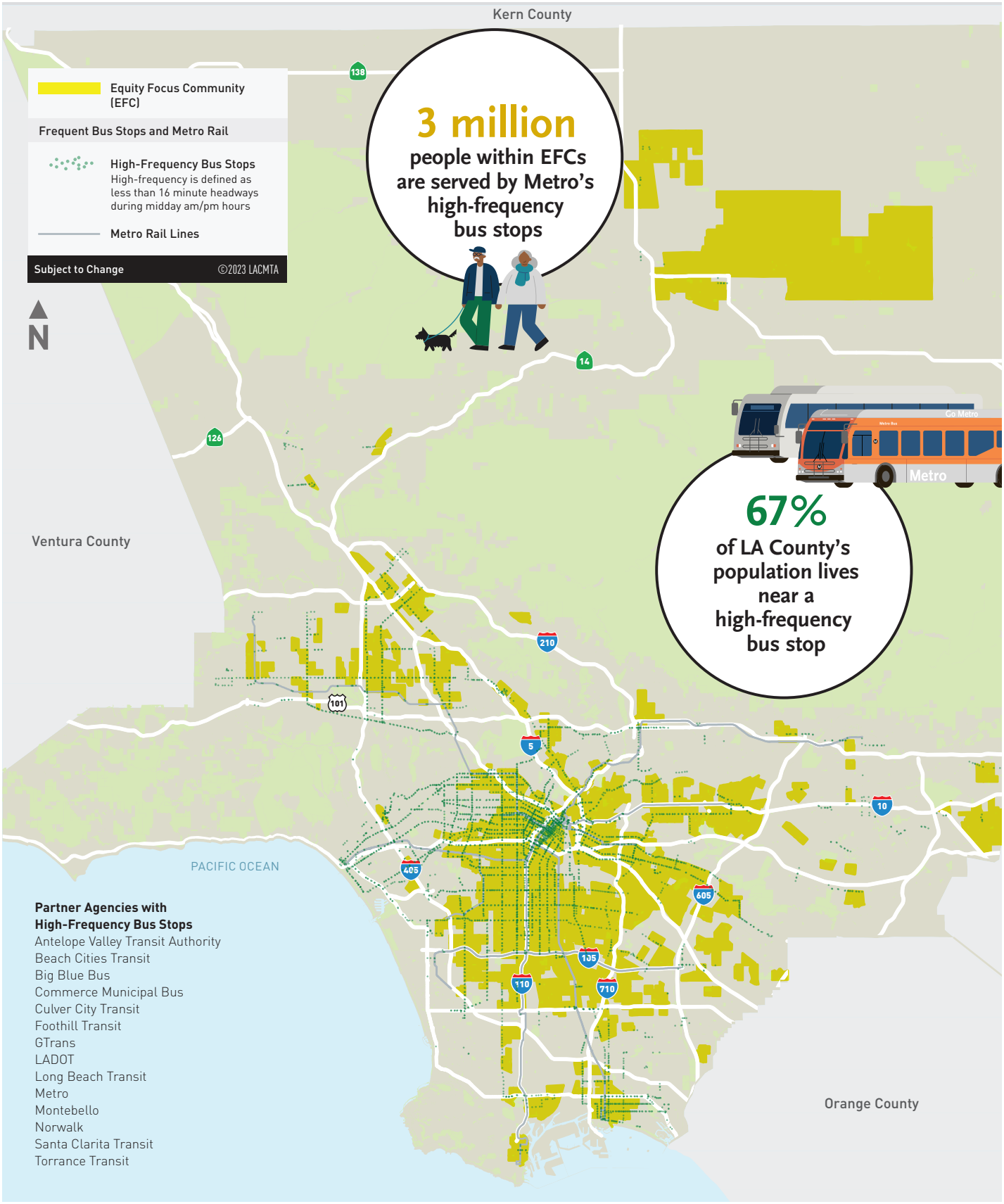


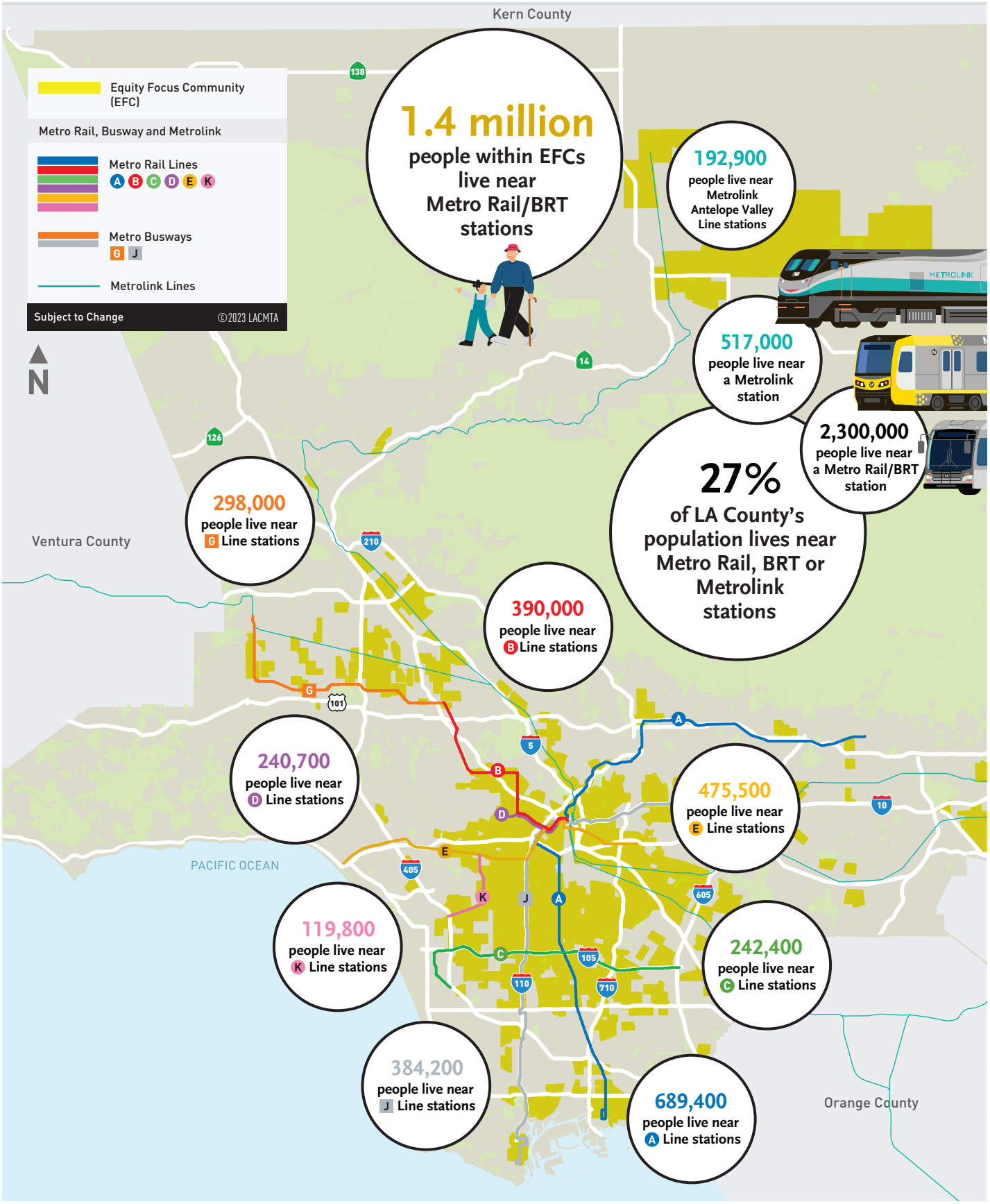
Figure 2.5

Population Near All Bus Stops (Metro and Partner Agencies) in Relation to EFCs



Figure 2.6

Population Near Rail and Bus Rapid Transit (BRT) Stations in Relation to EFCs



Mobility

How have Metro ridership and transit service changed?

While Metro ridership was slowly decreasing at the start of the assessment period, nationwide transit ridership decreased sharply at the beginning of the COVID-19 pandemic, although many Angelenos continued to use Metro to reach essential jobs and keep LA running. Rail ridership decreased more sharply than bus ridership. In parallel, Metro reduced bus and rail service due to lower demand, staffing difficulties and an uncertain fiscal situation. As the region continues to recover from the depths of the pandemic, Metro has gradually restored service, and ridership has also been recovering, though it remains below pre-pandemic levels, as of 2022.

KEY OBSERVATIONS

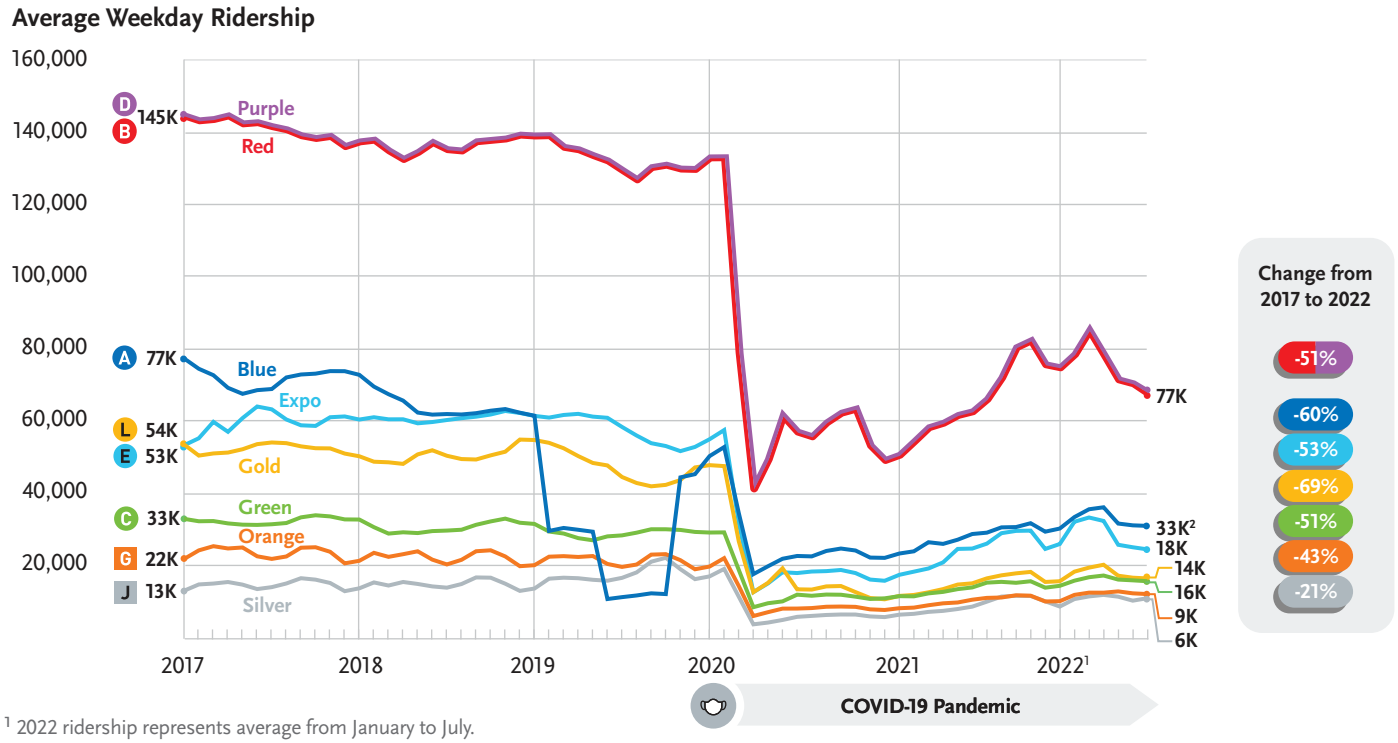
Rail and BRT ridership decreased significantly since 2017.

Between 2021 and 2022, both rail and bus ridership greatly increased, and are trending upward in 2022.

Total rail, BRT, and bus revenue hours decreased between 2017-2021, but have increased in 2022.

Figure 2.7

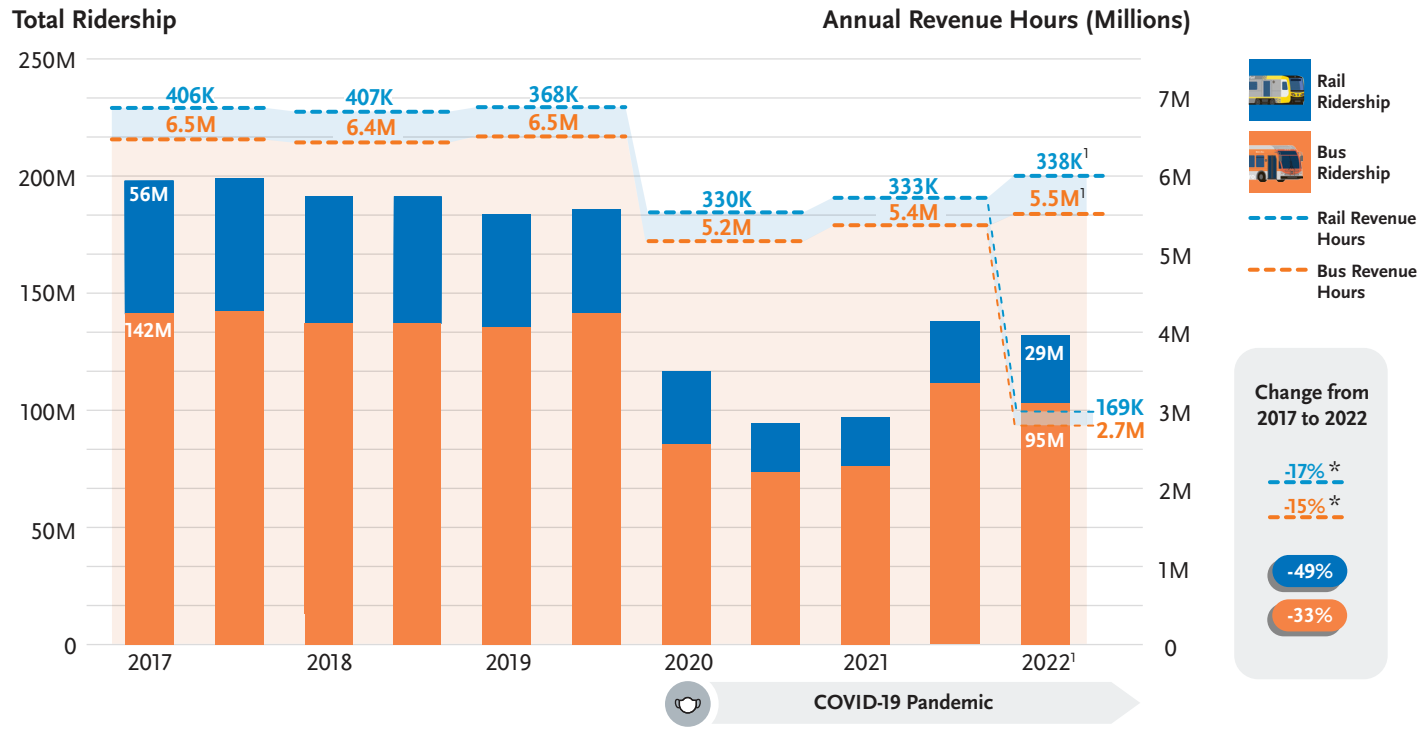
Rail Ridership by Line



[1] 2022 ridership represents average from January to July.
[2] New Blue Improvements Project involved closures to segments of the A Line for January-October 2019.

Figure 2.8

Overall Bus and Rail Ridership and Revenue Hours



[1] Recorded Revenue Hours for 2022 is available for Jan-Jul'22; estimated growth including Aug-Dec'22 is represented.

Mobility

How is Metro adapting services beyond bus and rail?

Metro's customers expect choices and flexibility when looking for ways to access the county's regional transit system. Metro's Bike Share program improves first/last mile options in communities with bike share stations. Access Services provides millions of passenger trips for individuals with a disability in LA County. The introduction of Metro's Micro service brought on-demand rideshare service to customers in a growing number of locations. As Metro continues to manage its suite of mobility services, understanding how investments can facilitate quality of life benefits, such as access to healthy food, education and economic opportunity, will help advance equitable outcomes.

"Continue to expand your bike share program. I like the idea of having accessible bikes around the city and having [access to] one for a cheap fare when you need it is very convenient."

– **Metro Youth Council Member**, Fall 2022

KEY OBSERVATIONS

Metro Bike Share stations increased 3.5x to 217 stations throughout LA County during the assessment period.

Metro Micro ridership has grown to serve more riders.

Figure 2.9

Metro Bike Share Usage and Stations

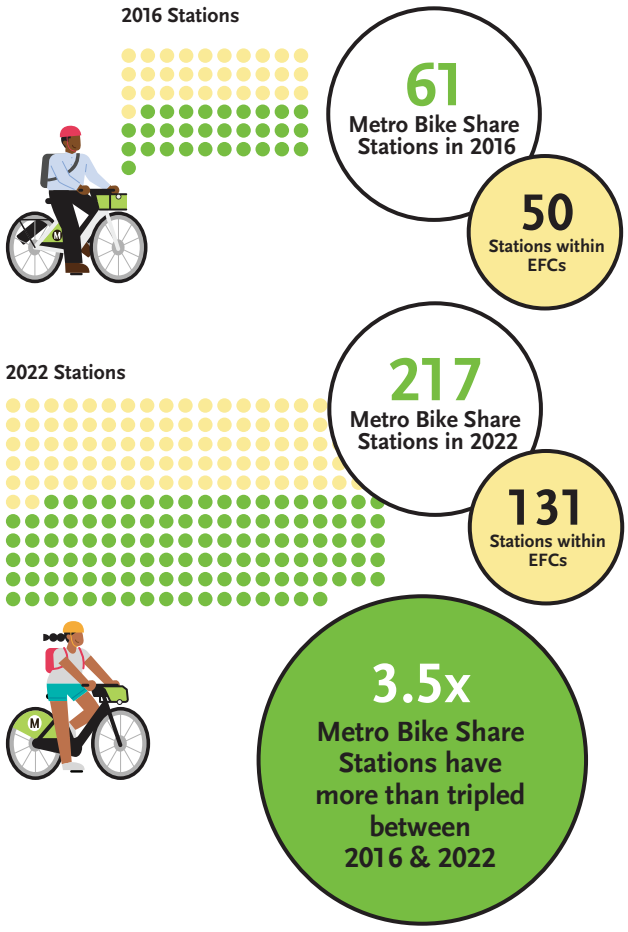
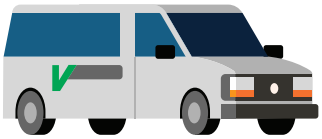


Figure 2.10

Vanpool



As of summer 2022,
Metro's vanpool program reduces

5,000,000

miles of VMT per month

4,500

participants

Figure 2.11

Access Services



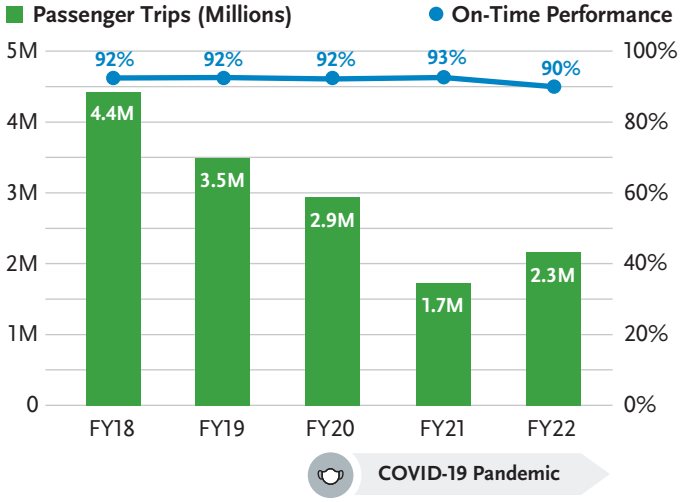
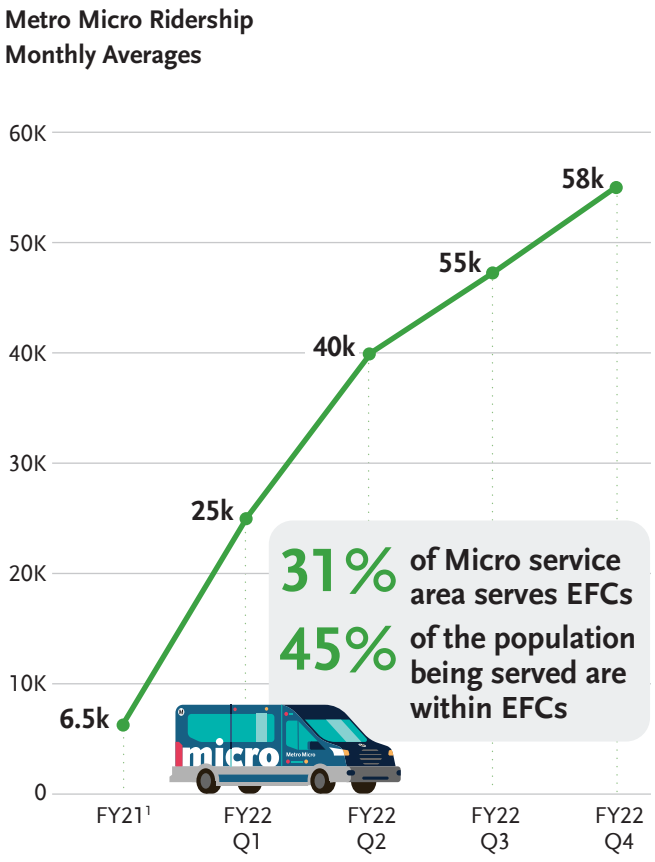


Figure 2.12

Metro Micro Ridership and Locations





- **Winter 2020-2021**

  Decemeber 2020
  Watts-Willowbrook
  LAX-Inglewood

  January 2021
  North Hollywood-Burbank
  Compton-Artesia
  El Monte

- **Summer 2021**
  Northwest San Fernando Valley
  Highland Park-Eagle Rock-Glendale
  Altadena-Pasadena-Sierra Madre

- **Fall 2021**
  UCLA-Westwood-Century City

[1] Metro Micro began in FY21

Mobility

How is Metro removing barriers to transportation affordability?

Metro has significantly expanded its fare affordability programs for low-income and student riders and continues to work to make enrollment easier for those who qualify. Seniors and riders with disabilities also receive a significant discount, which is especially meaningful for people in Los Angeles to age in place and/or have independent mobility. Metro also suspended bus fare collection from March 2020 to December 2021 to protect and support operators and riders during the height of the COVID-19 pandemic.

"

"Without free transportation fares, I literally would not be able to afford lunch. Free transportation fares have literally changed my life in more ways than one."

– **GoPass User**

KEY OBSERVATIONS

The LIFE program has successfully tripled enrollment of customers that keep riding the system in early 2022.

Multiple Community-Based Organizations (CBOs) were actively promoting the LIFE program online and in the community, increasing overall enrollment and program awareness, but many eligible riders are not yet enrolled.

Metro's base fare remains one of the lowest in the country ($1.75 since 2014), and seniors, students, riders with disabilities and other groups are eligible for further discounts.

Figure 2.13

Fare Program Highlights

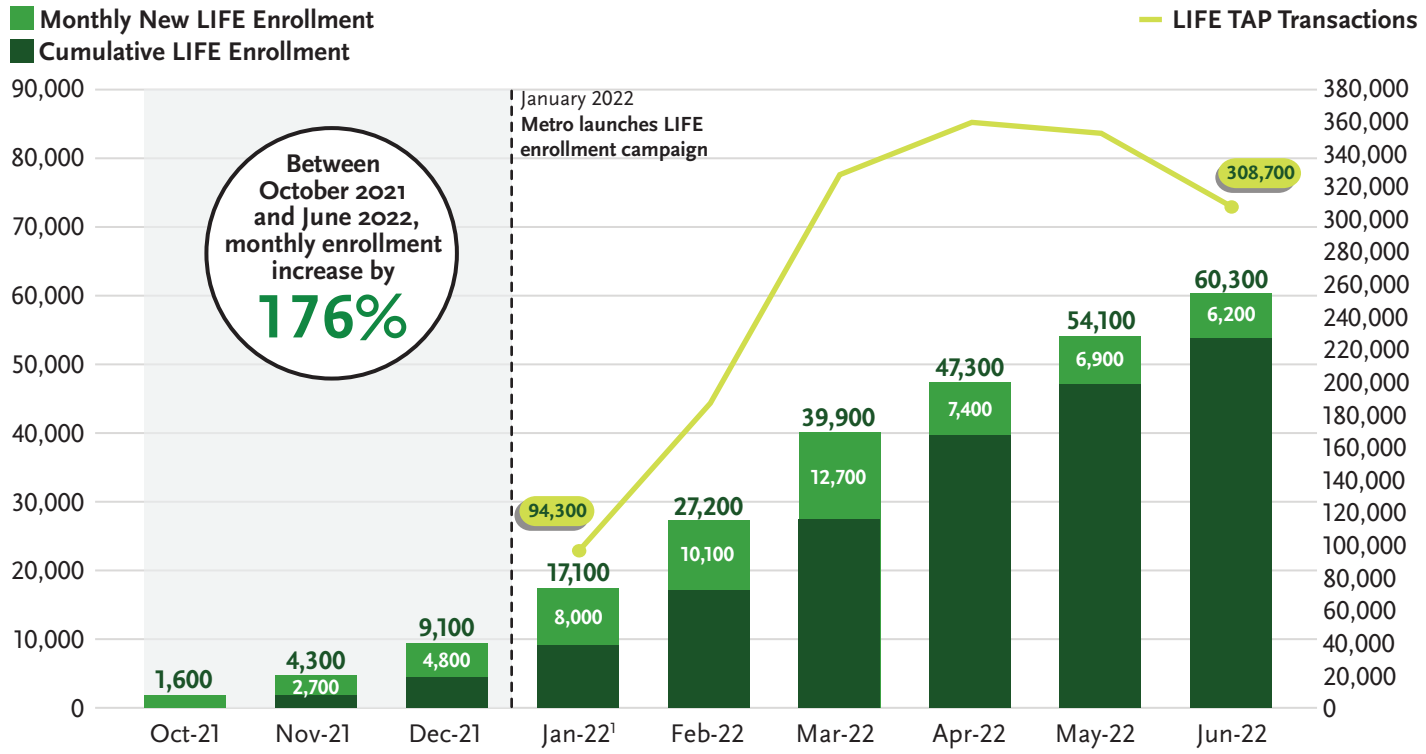
Low Income Fare is Easy (LIFE) Program
This program offers fare discounts that can be applied toward the purchase of weekly and monthly transit passes on Metro and any LIFE participating transit agencies, or 20 free rides on any one of the participating transit agencies.

Fareless Initiative Pilot (GoPass) Students at participating K-12 and community colleges can enjoy the freedom of going anywhere, anytime for FREE on Metro buses and trains.

Access Services (ASI)
Approved Access customers can ride most bus and rail systems within LA County, including Metrolink, for free, as well as sign up for Access to Work van service, Beyond the Curb van service, and Parents with Disabilities van service.

Figure 2.14

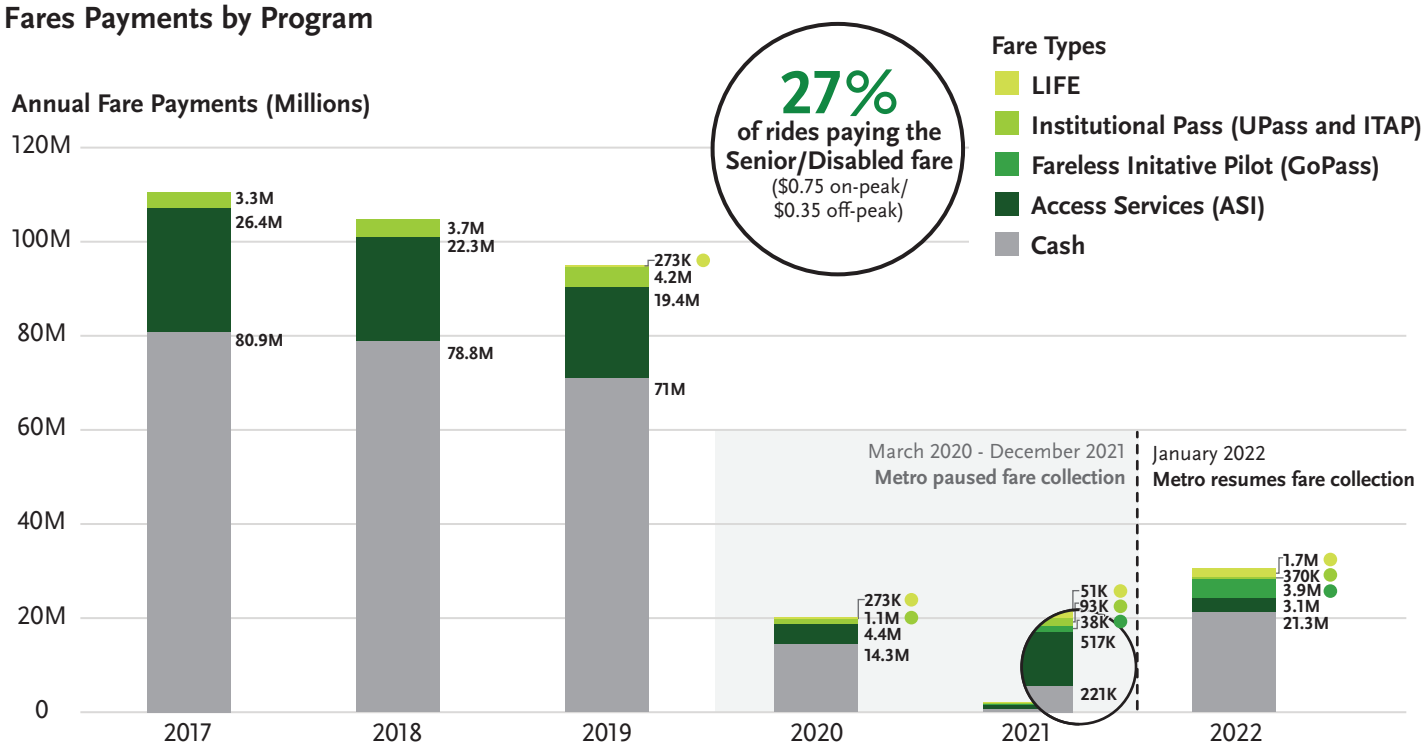
LIFE Program Taps Related to LIFE Enrollment



[1] LIFE TAP transactions increased quickly during the first few months of the 2022 LIFE enrollment campaign, stabilizing toward the end of the assessment period.

Figure 2.15

Fares Payments by Program



Mobility

How does going Metro compare to driving?

The Los Angeles region is notorious for traffic jams and long commutes. While Metro and other local agencies are consistently looking for ways to improve vehicular operations, rail and Bus Rapid Transit (BRT) provide travel times that are more consistent. For example, driving from Long Beach or the South Bay to downtown LA can typically take a range of 40 to 70 minutes. On the A Line it is usually just under an hour, providing a more consistent and reliable travel time. That consistency, along with a generally competitive travel time overall, can be a huge benefit for people traveling in Los Angeles.

KEY OBSERVATIONS

Transit travel times on rail/BRT are more reliable than driving times, which vary greatly.

Many rail/BRT routes are within average travel time or faster than vehicle commute times, while some remain slower than driving.

Fig 2.16 Legend (see facing page)

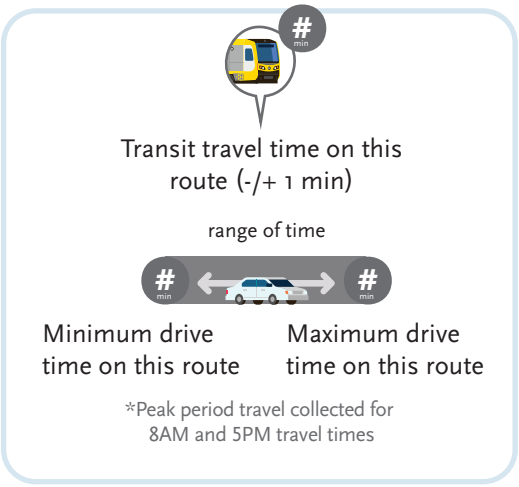
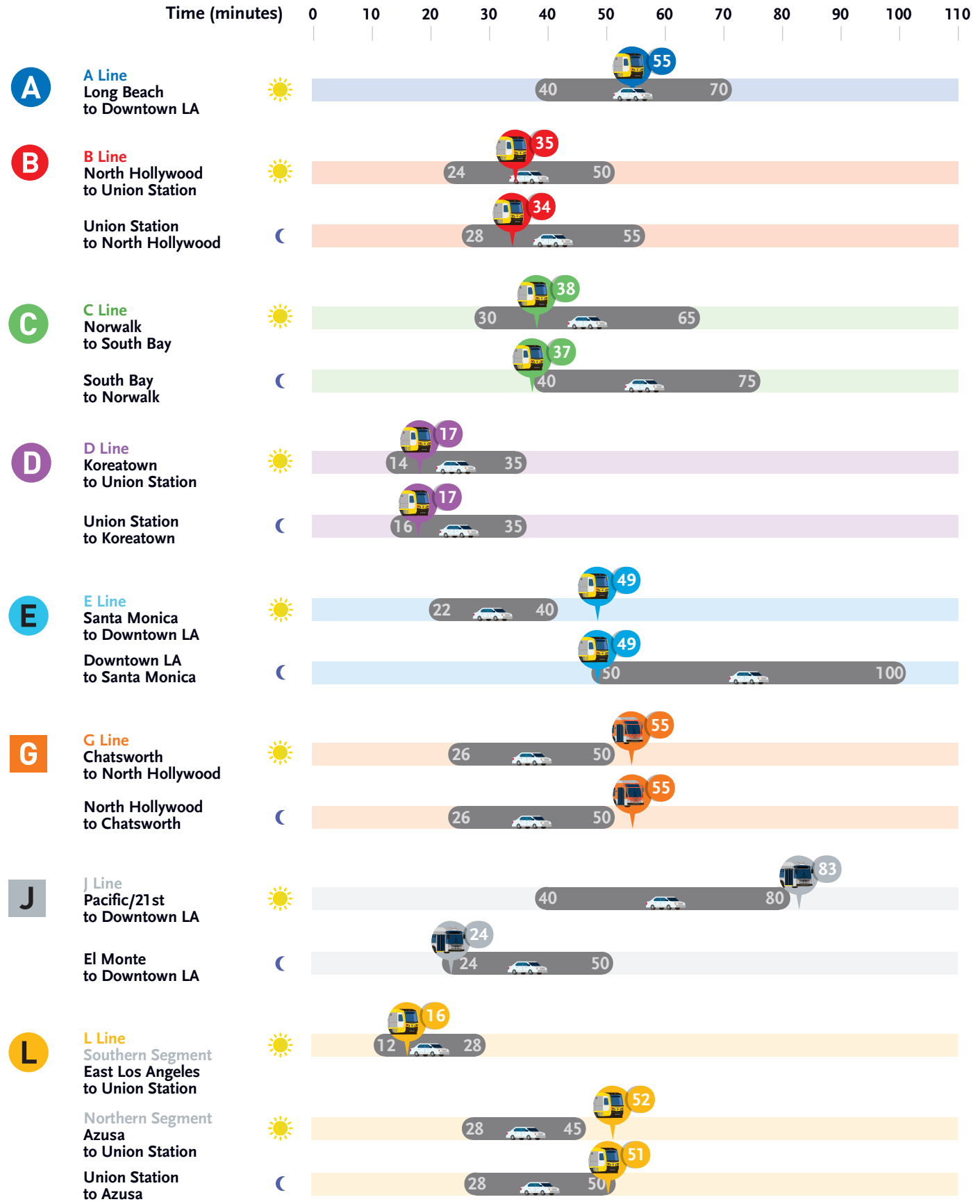


Figure 2.16

Travel Time Competitiveness



Bus lines noted as BRT in this assessment include Metro's G (Orange) and J (Silver) lines, which enjoy guideways generally separated from other vehicle traffic.

Mobility

What is Metro doing to ease congestion?

Primarily, Metro is working to build and operate fast, safe, and reliable public and active transportation options to ease roadway congestion. Metro also operates the ExpressLanes and Freeway Service Patrol programs to reduce congestion on freeways. The ExpressLanes program reduces trip time and increases travel time reliability for vehicles and buses that use the lanes, while the Freeway Service Patrol helps to quickly address bottlenecks by aiding drivers with disabled vehicles and moving them out of traffic lanes.

Travel Patterns and Mode Share

Travel patterns and mode split during the assessment period were impacted by pandemic disruption and the data continues to settle into updated patterns. Commute to work data is one source of known travel mode split that reflects this report's assessment period, rather than travel pattern projections from other sources, but only captures work trips. As newer data becomes available, further analysis is required to better understand the impacts of Measure M on Los Angeles travel mode split and traffic congestion from all trip mode types.

KEY OBSERVATIONS

Customer satisfaction is high for Express Lane travel time savings and safety: 90% and 93%, respectively.

Low Income Assistance Plan is effective at reducing barriers to entry for ExpressLanes among low-income users.

In 2019, Metro responded to the needs of 307,000 motorists, which accounts to over 800 motorist per day.

Figure 2.17

Means of Transportation to Work in LA County

MEANS OF TRANSPORTATION TO WORK	2012-2016 MODE SHARE	2017-2021 MODE SHARE
Car, truck, or van: drove alone	73%	70%
Car, truck, or van: carpooled	10%	9%
Public transportation (excluding taxicab)	7%	5%
Walked	3%	2%
Taxicab, motorcycle, bicycle, or other means	2%	2%
Worked from home	5%	11%

Figure 2.18

Express Lanes Progress

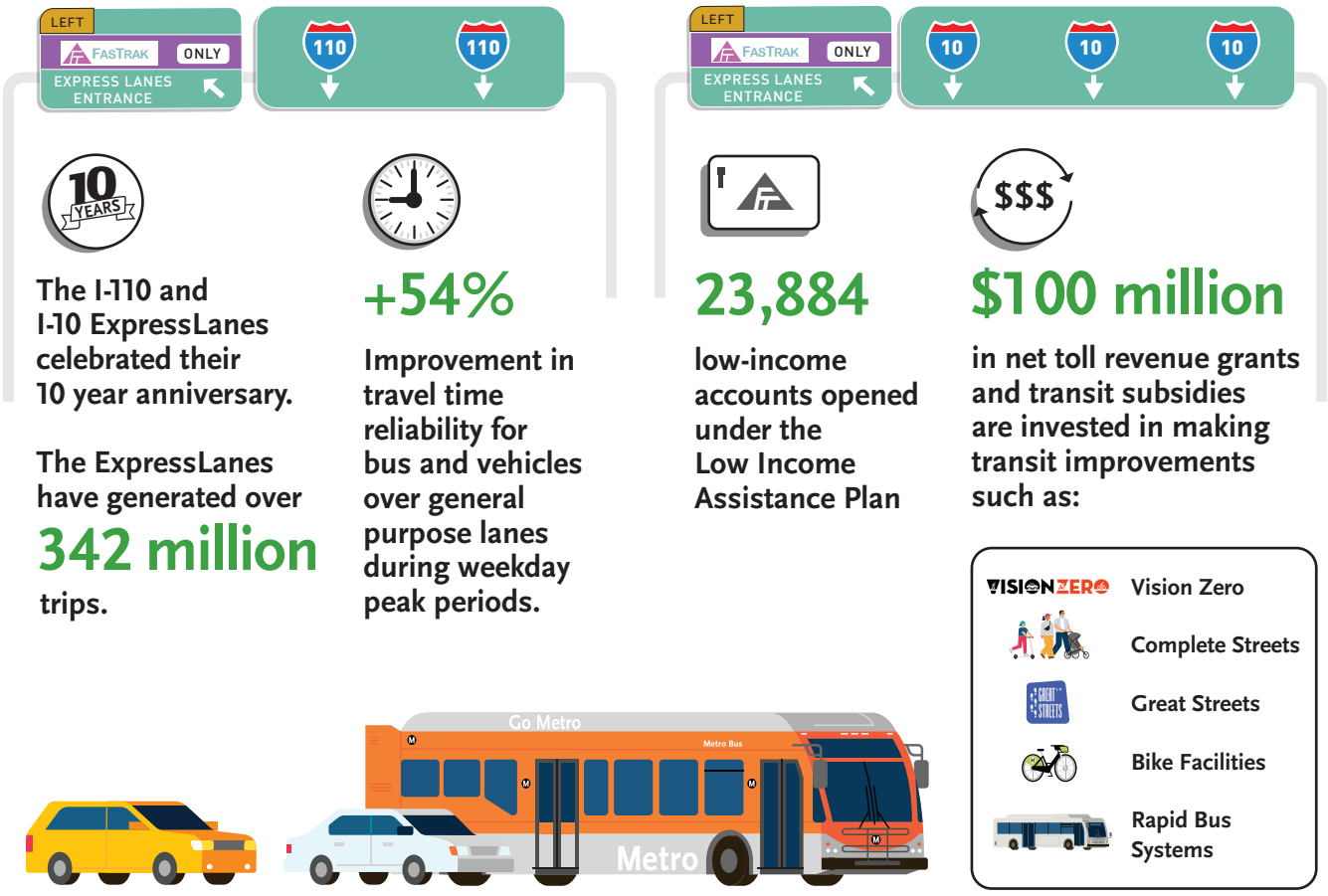


Figure 2.19

Freeway Service Patrol

Metro manages the largest of its kind congestion mitigation program in the nation, the Metro Freeway Service Patrol, in partnership with CHP and Caltrans.

In 2019, Metro served our freeway travelers with

307,000
Motorists assisted

7 minute
Wait to be assisted

In 2019, these assists saved LA County drivers

14,368,480
Gallons of fuel saved

126,442,623
Kg of CO_2 reductions

8,358,627
Hours of delay saved

Experience

Let's understand safety, comfort and convenience on Metro.

A positive customer experience is critical to sustaining ridership, especially as it relates to safety, service and affordability. People's sense of safety and security when using transit shapes their experience, and ultimately impacts decisions on how, when and whether to use transit. For many residents, there is no other option. Metro embraced the call to address racial injustice in law enforcement and expanded strategies to operate a safe, secure and equitable system. Customer experience surveys informed Metro decisions about service priorities. The reliability of transit service, vehicle cleanliness, accuracy of real-time information, and affordability determine whether Metro's customers can reliably travel with dignity and confidence. Measure M funds are not specifically allocated to customer experience programs and efforts undertaken by Metro. However, operations and state of good repair dollars contribute to reliability through transit service and managing Metro's transit vehicles and assets.

What was assessed?

Improving customer experience is a top priority, and understanding the experience of taking Metro is essential to evaluating Measure M. This report assessed trends using rider surveys and engagement, service performance and safety data to capture rider experience. Surveys and community feedback consistently suggest that Metro needs to improve in three key areas: reliability, cleanliness and safety.

How did that change from 2017-2022?

Multiple structural shifts converged during the assessment period, affecting rider experience: a national transit operator shortage, more people experiencing homelessness, and changes in attitudes and strategies around safety. Operating with fewer operators directly affected service reliability. Metro has prioritized improving conditions for operators through hiring, referral and scheduling practices, and reducing the risk of assaults. The statewide housing crisis plus growing economic hardships brought more unhoused people to Metro's facilities in parallel with changing perceptions of safety. Metro worked to address these changing conditions by maintaining security contracts with law enforcement agencies and investments in unarmed personnel, partnerships with homeless service providers, and launched the Transit Ambassadors program.



KEY QUESTIONS WE AIM TO ANSWER:

1. How is the experience of going Metro?
2. How secure is going Metro?
3. How reliable is going Metro?
4. How safe is going Metro?
5. How is Metro providing a clean riding environment?
6. How has Metro responded to the COVID-19 pandemic?
7. How is Metro providing inclusive and accessible service?

Experience

How is the experience of going Metro?

Overall, 87-90% of Metro bus and rail riders reported satisfaction with service up until 2019. Since the pandemic, those survey responses have dropped. Cleanliness, safety and reliability were named in post-2020 customer surveys among the top areas of complaint. Through refreshed customer experience surveys, plans and a new department within Metro, the agency has taken rider feedback seriously to prioritize solutions responsive to their concerns, including fully restoring service to pre-pandemic levels in 2022. In addition to addressing a substantial operator shortage, Metro continues to diversify personnel that engage with customers to improve their rider experience, but it will be critical to continue listening to feedback as ridership continues to increase.

"

"Having a Metro bus line to be able to hop on and go see my friends or to go to an event allows me access to so many more things that I wouldn't be able to because I wouldn't have transportation otherwise."

– **Metro Youth Council Meeting Participant. July, 2022**

KEY OBSERVATIONS

60% of Metro Bus riders and 58% of Metro Rail riders are satisfied with the service they use, down significantly from pre-pandemic.

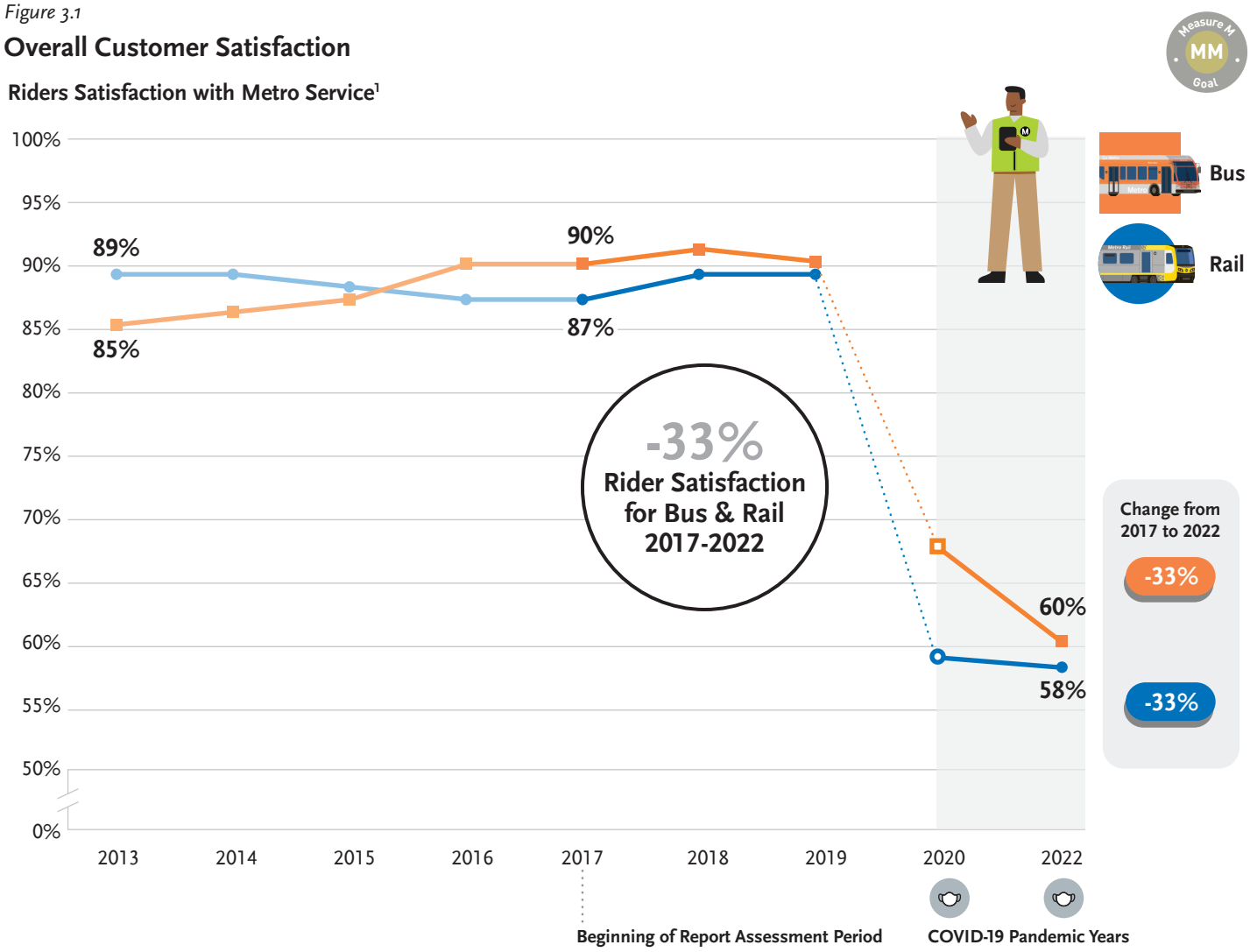
In 2022, 31% of rail riders and 50% of bus riders were satisfied with the cleanliness of their rides.

The 2022 Customer Experience Plan identifies actions addressing cleanliness, public safety, bus stop shade and seating, customer information, diverse needs, and institutionalizing customer experience.

Focus group respondents tell us that there is room for improvement in making Metro's facilities **accessible for those with disabilities and mobility challenges**, and noted **inadequate bus shelters and stops**, especially in low-income communities of color.

Figure 3.1

Overall Customer Satisfaction



[1] The 2020 CX Survey was conducted online, and these changes between the 2020 and updated 2022 survey may impact the ability to compare results. 2013 to 2019 data referenced from the Fall 2019 survey infographic.



Experience

How secure is going Metro?

Mirroring post-pandemic challenges of transit agencies nationwide, many Metro riders do not feel safe from crime, sexual harassment or race/ethnicity-based harassment on the system. In 2022, 34% of rail riders specifically report feeling less safe than in 2019. While the overall number of FY 2022 reported crimes are similar to FY 2018 levels, due to lower ridership they are significantly higher at a per-capita level. Metro is implementing a multi-pronged approach to address safety on the system through a number of initiatives. The Metro Ambassadors program and the Respect the Ride and Drug-Free campaigns are facilitating improvement in customer experience and reduction of illicit drug activity on Metro's system, though implementation began outside of this report's analysis period. With these new safety efforts, Metro will need to continue monitoring program progress and impacts going forward.

KEY OBSERVATIONS

49% of bus riders and 37% of rail riders feel safe from crime while riding the bus or train.

From 2018–2022, crimes against persons were the most common.

Total crime reports fluctuated between 2018–2022, but second quarter crime reports in 2018 and 2022 were roughly the same. Bus patrol, B (Red) line, and A (Blue) line have highest reported crimes by location.

Feedback from customers and community-based focus groups has been positive on the new Transit Ambassador Program.

While after the five-year assessment period, Metro is piloting a new approach to security on the K Line. Rather than lead with law enforcement personnel, community members hired through CBO partnerships and Transit Ambassadors are present on the system and ride the train.

Figure 3.2

Perceptions of Safety, 2017 and 2019

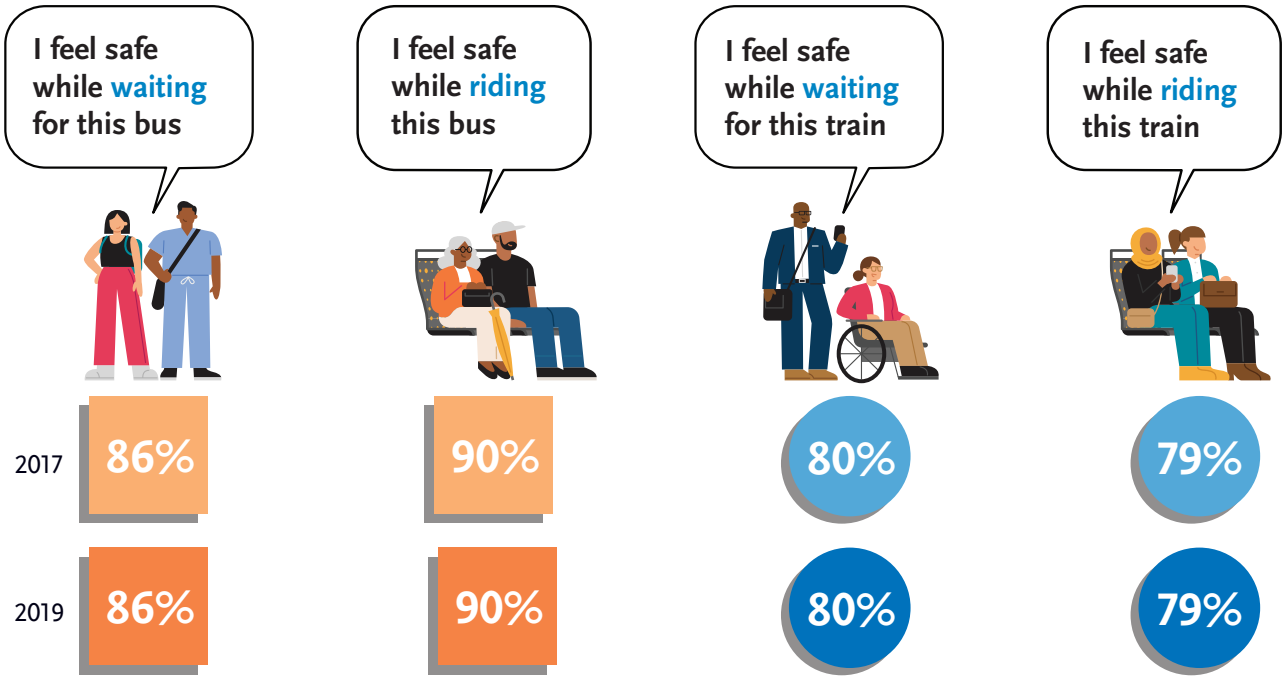


Figure 3.3

Perceptions of Safety in 2022

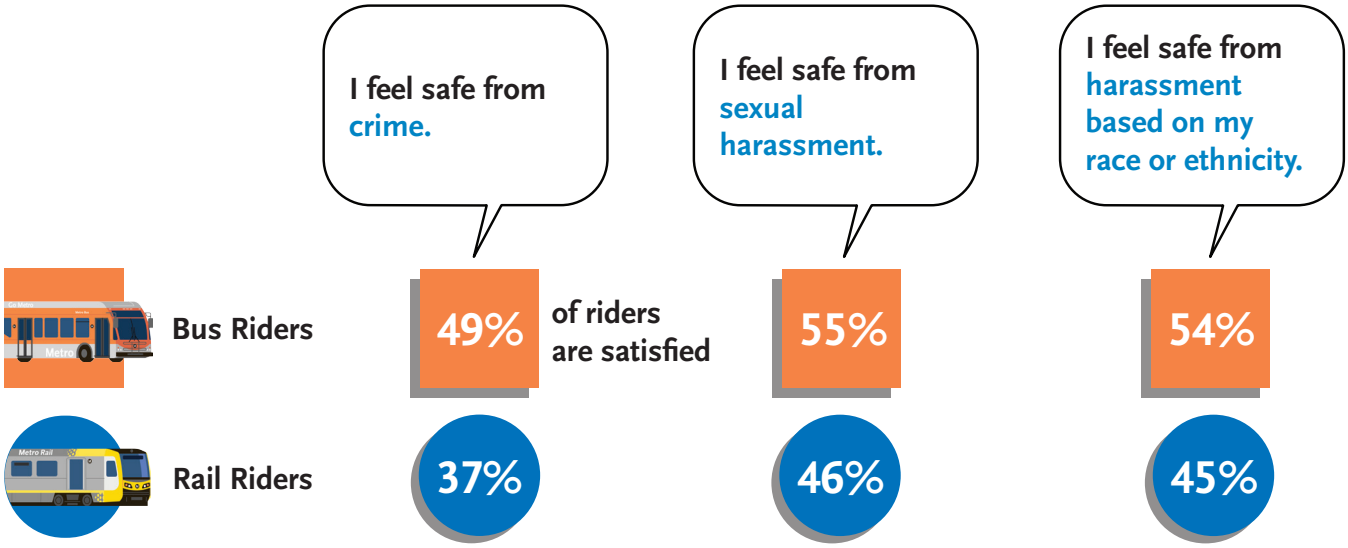
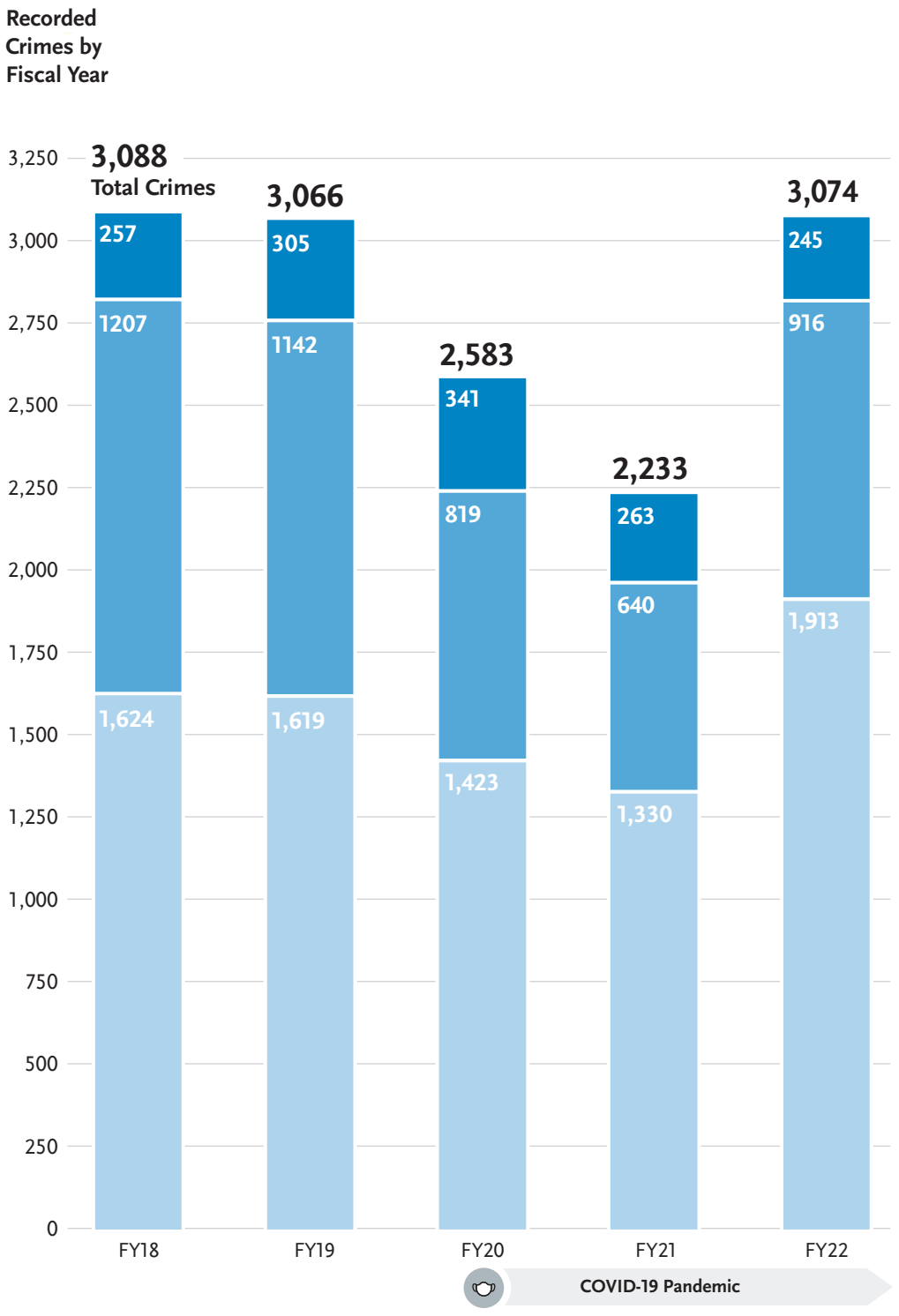


Figure 3.4

Recorded Crimes by Fiscal Year







Crimes Against Society
Crimes Against Property
Crimes Against Persons

Fiscal Year	Recorded Crimes per 100,000 riders
FY18	0.79
FY19	0.81
FY20	0.85
FY21	1.15
FY22	1.21

Figure 3.5

Transit Ambassador Program

Pilot program began October 7, 2022

Transit Ambassadors and Locations

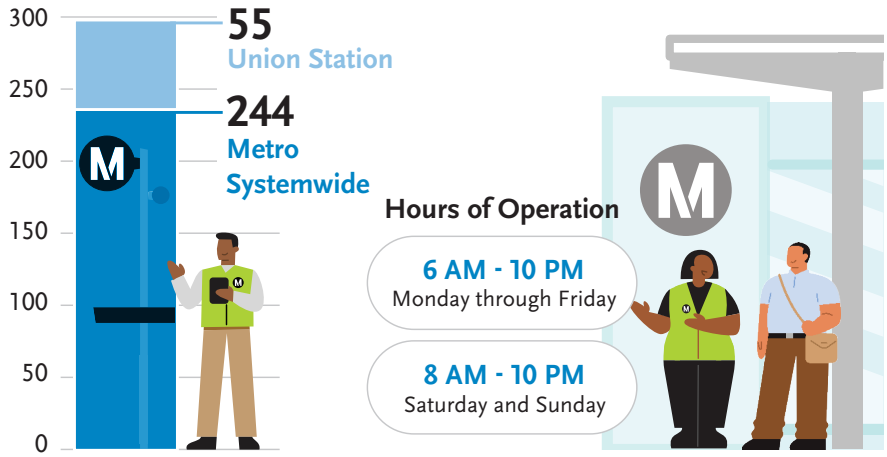


Figure 3.6

Safety-Related Programs from 2022



"Think about what security and safety mean to different people. Not all issues are addressed through increased security. To a lot of the people, I work with, increased security means more safety, but it can mean others feel uncomfortable. The Ambassador program shows a lot of promise, having programs and active community spaces can address some of these issues without enforcement."

– Little Tokyo Service Center, Fall 2022

Experience

How reliable is going Metro?

Reliability is an important measure of a transit system, and one that Metro strives to improve year over year. Riders and those who have chosen not to ride Metro have cited reliability as a key factor in their travel decision-making and their level of satisfaction in riding. While rail has maintained a high average rate of on-time service, bus reliability is more inconsistent. Some of this may be attributed to the design of local streets that continue to prioritize private vehicles (e.g. few bus priority lanes), which was a condition before and during the assessment period. After the pandemic began, the national transit operator shortage greatly hampered Metro's workforce and subsequently, transit service reliability. However, further assessment may be needed to determine factors contributing to Metro fleet mechanical failures occurring more frequently than target goals.

"

"People who don't have smartphones can't see this [real-time] information – it should be projected on the bus stop itself."

– **Climate Resolve Staff**, Fall 2022

KEY OBSERVATIONS

On-time performance for buses appears to be more sensitive to traffic patterns or street design and should continue to be monitored.

Mechanical failures are occurring too frequently based on Metro's targets.

86% of 2022 Customer Experience Survey respondents say that the train they're on is generally on time (within five minutes).

Figure 3.7

Bus and Rail On-Time Performance

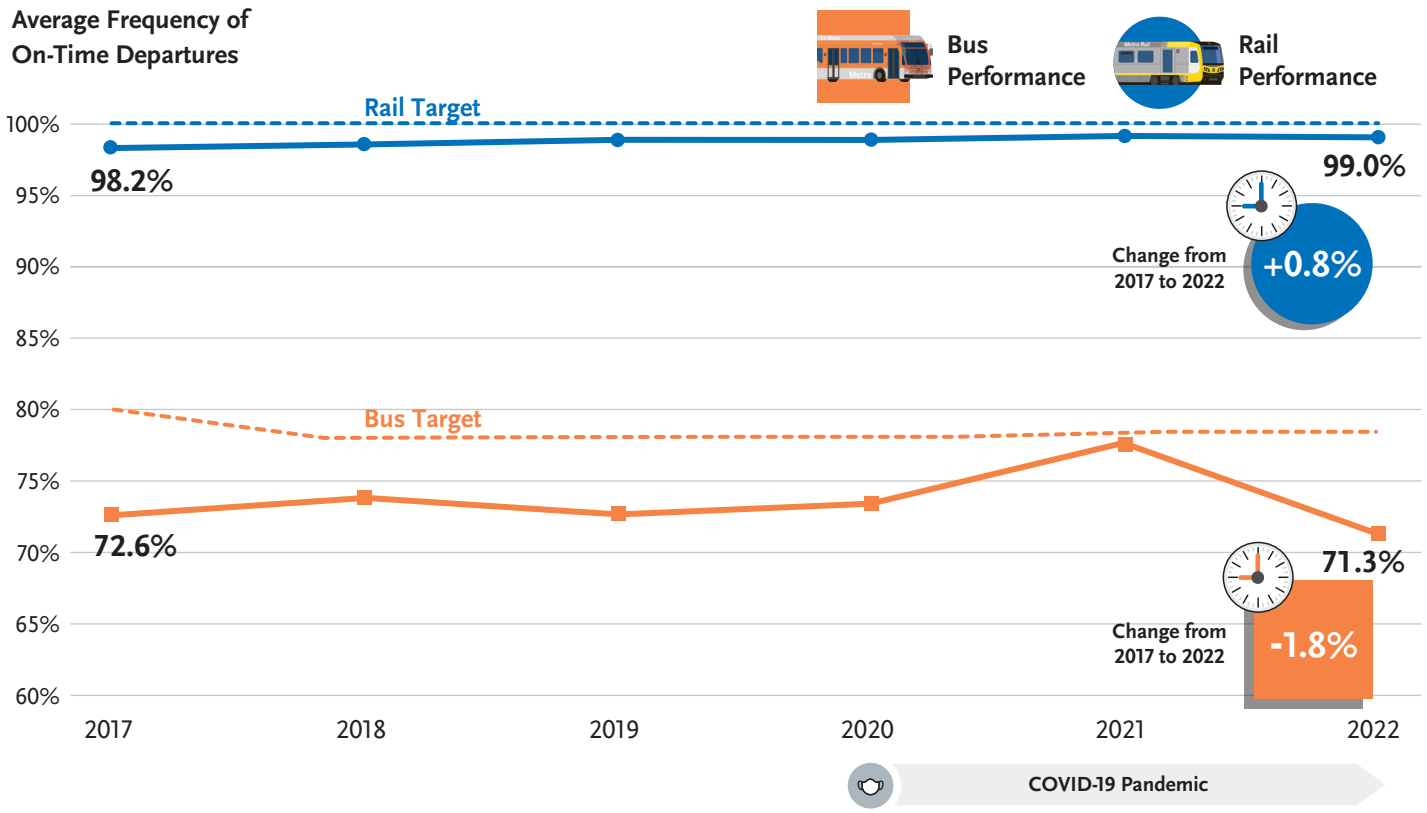
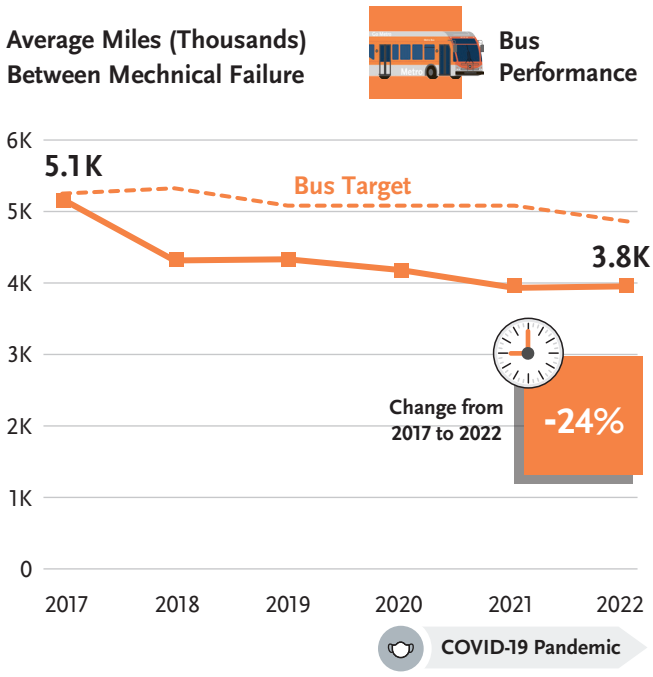
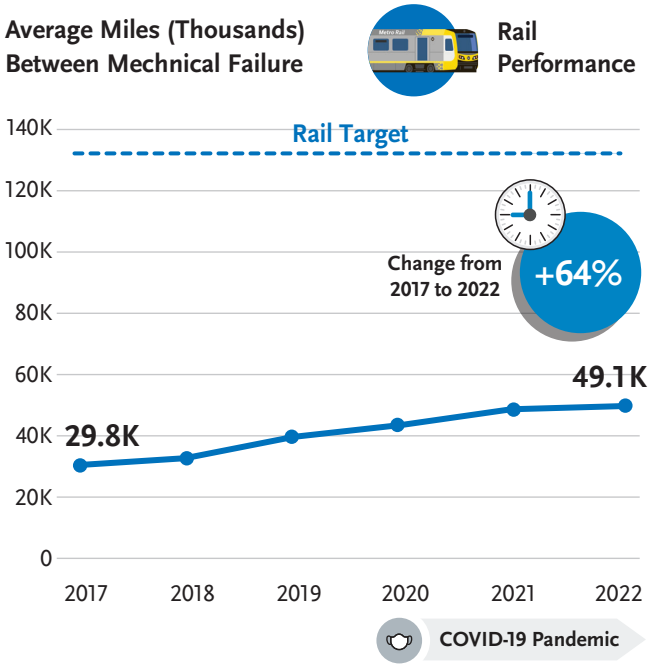


Figure 3.8

Bus and Rail Miles Between Breakdowns/Service Calls





Experience

How safe is going Metro?

Metro bus and rail operators receive extensive and ongoing safety training and are focused on the safety of everyone riding with them. Nevertheless, most of our buses and light rail vehicles operate in the street, introducing the possibility of collisions with other private vehicles in the roadway. Collisions with Metro bus and rail vehicles have decreased significantly since 2017. The number of fatal collisions, while very low as a percentage of all collisions, has risen slightly. Because many of Metro's vehicles operate on streets of local jurisdictions, Metro should continue its role to collaborate on safe street design and collecting street safety data, per the 2022 Metro Street Safety, Data Sharing and Collaboration policy.

KEY OBSERVATIONS

Bus collisions have remained low and declined alongside pandemic-related reductions in service.

Rail collisions, particularly fatal collisions, have increased even as service decreased.

Figure 3.9

Metro Rail Collisions

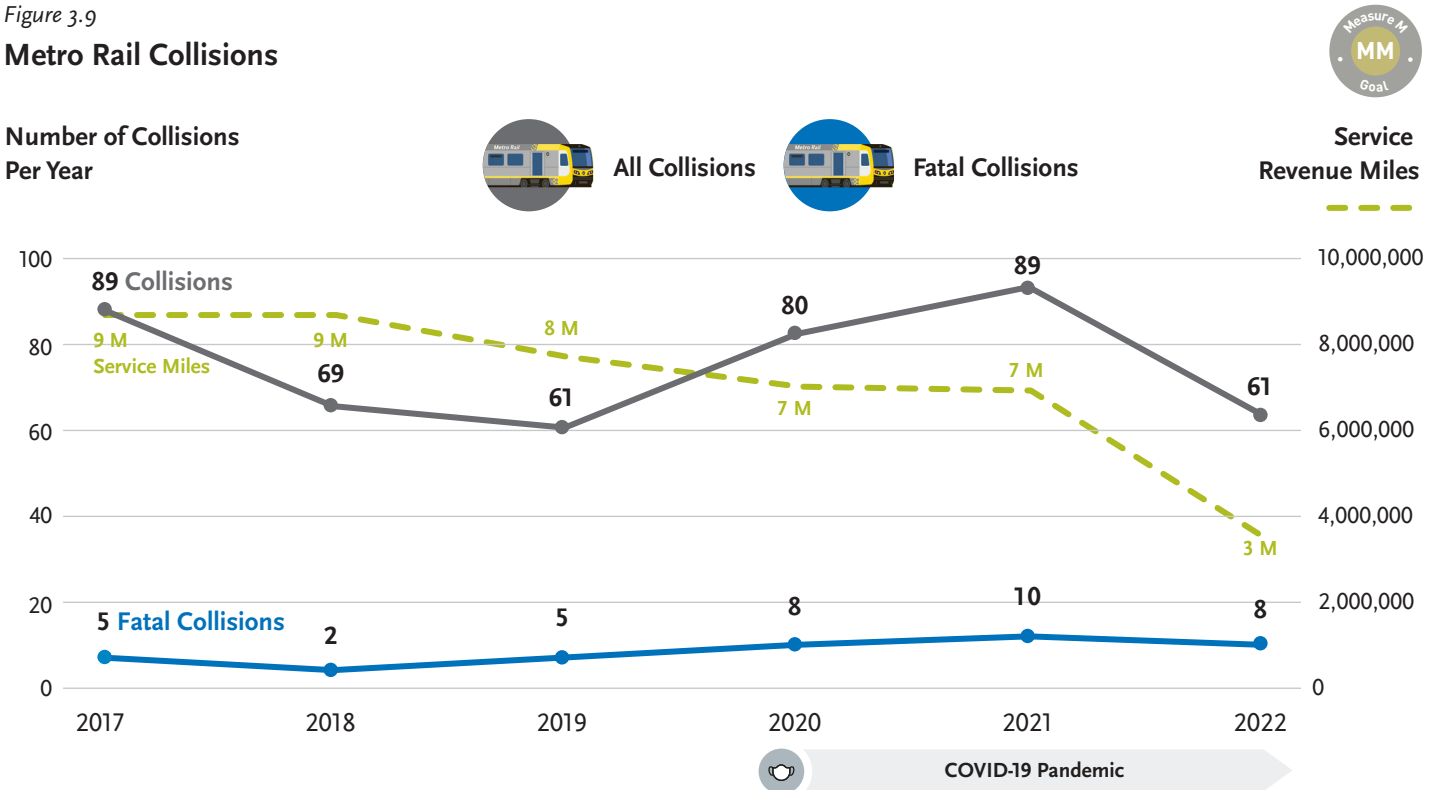
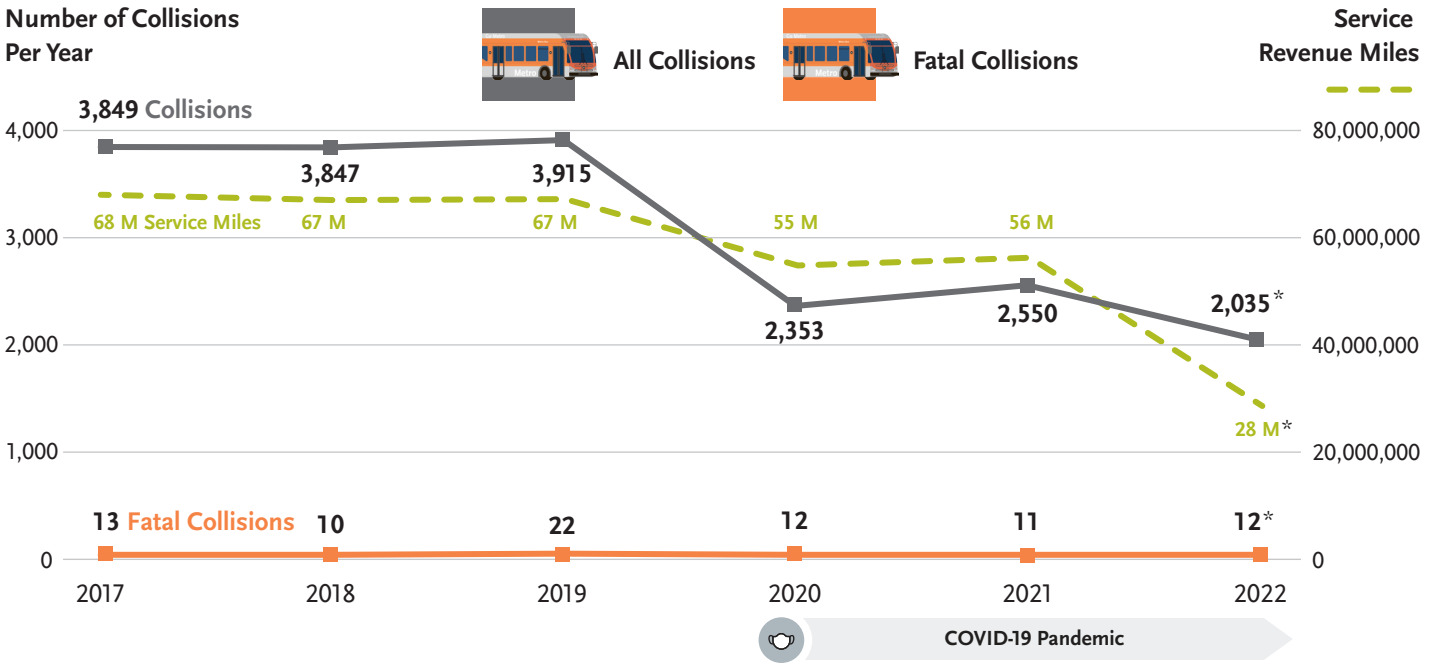


Figure 3.10

Metro Bus Collisions



Experience

How is Metro providing a clean riding environment?

Metro understands that having a clean stop, station or ride is vital to giving customers a positive transportation experience. Cleanliness and sanitation became even more imperative qualities of public transportation during the COVID-19 pandemic. In efforts to proactively address any cleanliness issues, Metro established new cleaning policies after the start of the pandemic, launched a "Keep Metro Clean and Safe" campaign in 2021, and emphasized clean and safe initiatives in the budget announced in May 2022. Changes to seat materials, staffing, and regularity of bus and train cleaning have all helped, but further data collection from regular inspections and customer surveys should be closely monitored to assess how Metro has moved the needle on this topic.

"

"Most of the time the bus was clean that morning but by time other people ride on and leave the trash on the bus."

– Reader Comment, 2022 Customer Experience Plan

KEY OBSERVATIONS

According to the 2022 Customer Experience Survey, for 20% of bus riders, cleanliness around the bus stop was a top three concern.

For 43% of rail riders, cleanliness inside the train was a top three concern.

Metro is implementing a number of cleanliness programs to begin addressing rider feedback.

Figure 3.11

Metro's Response to Cleanliness Issues

Metro is cleaning all rail lines and buses daily.

Rail end-of-line cleaning and bus interior cleaning happens seven days a week.

Metro is moving away from cloth to vinyl seats on buses and rail cars.

As of August 2022, 49% of buses and 89% of rail cars have been updated.

Metro proactively reports and responds to bus stop conditions.

Metro's Stops & Zones team uses a Location Management System on cell phones to record issues and respond to work orders.

Figure 3.12

Perceptions of Cleanliness, 2017 and 2019

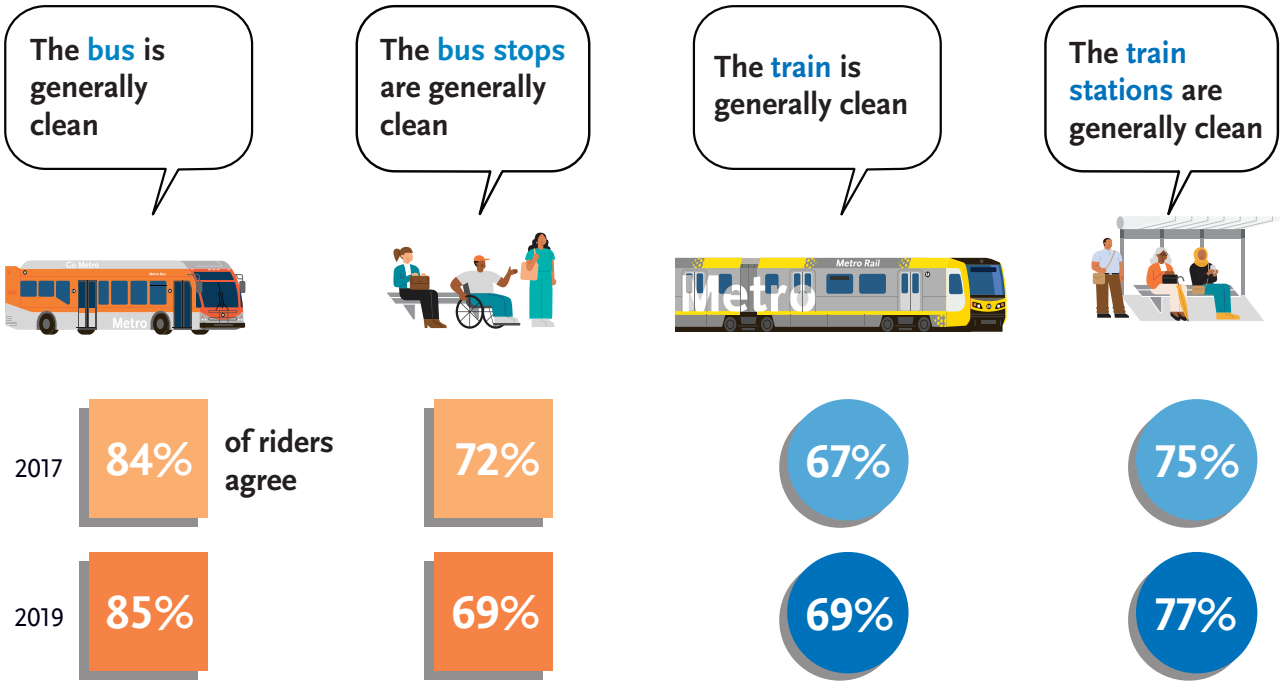
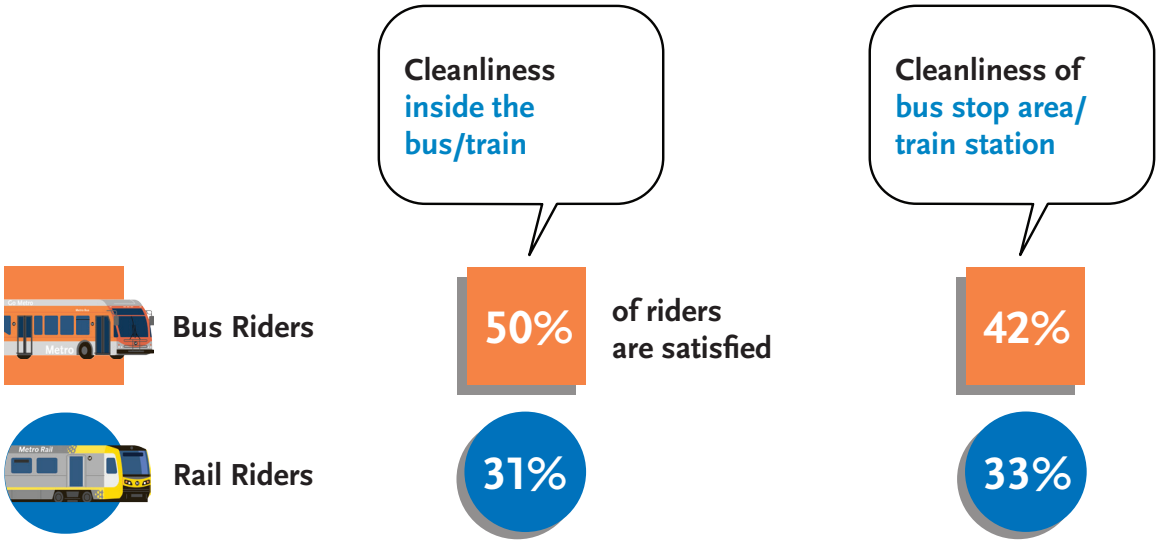


Figure 3.13

Perceptions of Cleanliness in 2022



Experience

How has Metro responded to the COVID-19 pandemic?

Metro adapted quickly to the COVID-19 pandemic to ensure safety of riders, operators, and other employees, and to provide transparency into agency processes and reporting. Major programs included enhanced cleaning protocols for stations, buses and trains, and vaccination sites at Metro stations. Facing the national transit operator shortage, Metro prioritized operator hiring and incentives to alleviate burdens on the existing workforce and reduce service disruptions. Metro has demonstrated its ability to respond to unprecedented emergencies with a focus on operator and rider safety.

"

"How is Metro reimagining comfort, health and safety for a post-pandemic future?"

– **People for Mobility Justice Participant**, Fall 2022

KEY OBSERVATIONS

Community challenges spurred by the pandemic have spilled onto the system, impacting the rider experience.

Metro provided quick and varied responses in relation to the COVID-19 pandemic, and has continued the more thorough cleaning protocols implemented during the pandemic.

Metro is on its way to meeting the needs of operators.

Figure 3.14

Metro's COVID-19 Response

Collected and Conveyed Information

- Surveyed thousands of riders to obtain customer feedback and proposes improvements.
- Provided a dashboard of information on confirmed COVID-19 cases for Metro employees and operators.
- Updated reports on operation conditions and ridership levels.
- Updated reports on service restoration and operator staffing levels.

Provided Health Access

- Established vaccination sites at Metro transit stations.
- Established robust cleaning protocols for stations, buses and trains.
- Provided mask dispensers on buses, trains, and in rail stations.

Developed A Path Forward

- Launched the **Keep Metro Clean and Safe** awareness campaign to eliminate smoking and littering, and encourage mask wearing.
- Established **COVID-19 Recovery Task Force** to provide advice to the Senior Leadership Team.
- Final Report by Metro's Covid-19 Recovery Task Force, **A Path Forward**, details a phased implementation of initiatives for restoring and improving service, new mobility solutions, and stronger public infrastructure and engagement.
- Addressed labor shortages by offering new hiring incentives and benefits to bus operator positions.

As of September 2022, Metro has maintained staff operating levels

87% for bus

96% for rail



Experience

How is Metro providing inclusive and accessible service?

Throughout the assessment period, Metro continued to provide access to riders with disabilities, including during the pandemic. However, utilization of these services, as measured through rides provided through Access Services and riders in wheelchairs boarding buses, declined along with overall system ridership in 2020 (see Fig. 2.11). Metro also translates many of its communication materials into 10 languages to ensure service information is accessible across the diverse communities in LA County. After the five-year assessment period, Metro also plans to implement strategies to meet needs identified in the *2019 Understanding How Women Travel Study*.

"

"As a parent with a disability who uses the Parents with Disabilities program it has been a life saver."

– **Aging/Disability Transportation Network Committee**, Fall 2022

KEY OBSERVATIONS

- **Collecting rider data disaggregated by demographics has helped Metro identify and respond to needs of historically marginalized groups.**
- **More analysis is required to identify and mitigate deterrents for members of the accessibility community to ride the bus more often.**
- **As part of the 2022 Customer Experience Plan, Metro is working on better real-time alerts of elevator or escalator breakdowns, partnerships with innovative mobile apps to remove accessibility and language barriers to information, and plans for more ADA tactile guidance paths at stations.**

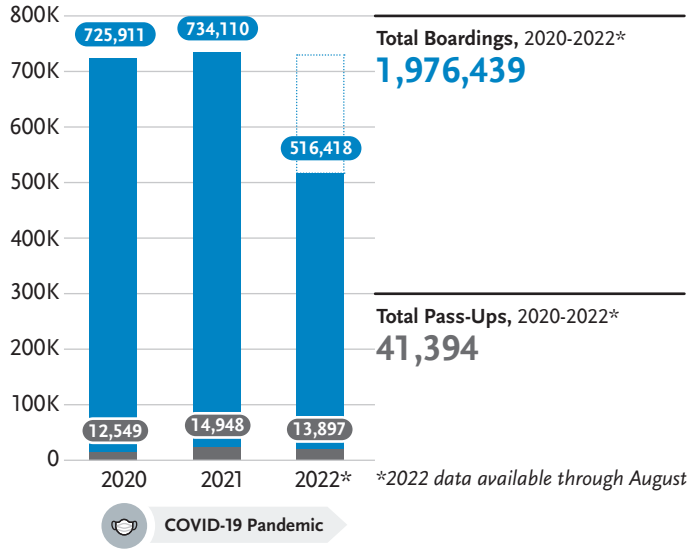
Figure 3.15

Mobility Device Bus Boardings



2%
of boardings for customers who use mobility devices have to wait for the next bus

Total Bus Boardings



Total Boardings, 2020-2022*
1,976,439

Total Pass-Ups, 2020-2022*
41,394

**2022 data available through August*

Figure 3.16

Women Riding Metro with Kids



57% of female customers with children bring their kids on transit

23% of female customers say riding on the train with packages or strollers is easy

Courtesy seating decals were implemented in 2020 to encourage riders to offer a seat to customers with a disability, pregnant women and parents with young children.

Figure 3.17

Languages at Metro



Community

Let's build connections through Metro's investments.

Metro riders represent a variety of cultures and communities across LA County. As a service provider, developer, and builder, Metro has tangible effects on local communities, their economies, and access to opportunities. Measure M is making funding available to local jurisdictions via the Metro Subregional Program (MSP); Metro Active Transportation, Transit and First/Last Mile (MAT) Program; Transit Operations (subsidies to municipal transit providers); and Local Return, which provides revenue directly to local communities. These local partnerships are critical for improving transit access in communities that need it most. Community engagement and partnering with community-based organizations is central to planning new transit services along the county's busiest travel corridors. In addition to transit corridor planning, Metro works with property owners, developers, and communities to encourage affordable housing, and walk/bike access to riders within a half-mile of proposed stations or major bus stops. These efforts rely on community partnerships to navigate what gets built, operated and maintained in the public realm.

What was assessed?

Local projects that benefit communities are funded by Metro but administered by regional agencies, councils of governments and local cities. This report assessed the distribution of local and subregional funds in the Stewardship section, as well as the progress on community-level efforts and conditions in this section. While Metro has a strong understanding of the many diverse communities across Los Angeles County, more analysis is required for a deeper understanding of the equitable distribution of resources to marginalized and Equity Focus Communities.

How did that change from 2017-2022?

Two community-oriented priorities shifted during the 2017-2022 assessment period. The first was a stronger agencywide commitment to authentic public engagement as a recognition of equitable implementation and a direct way to improve project delivery. Secondly, the transportation industry widely recognized that active transportation and complete streets investment, not highway expansion, was a sustainable strategy for environmental goals and addressed community health and environmental justice disparities. This latter priority became codified in 2020 when the state bill SB743 went into effect, requiring development and transportation projects to measure negative environmental impacts based on the overall amount that people drive (known as vehicle-miles traveled, or VMT). These shifts impacted some of Metro's project priorities and subsequent project delivery at the community scale.



KEY QUESTIONS WE AIM TO ANSWER:

1. What services are accessible from communities who need them most?
2. How walkable and bikeable are communities in LA County?
3. How safe are walking and biking in LA County?
4. What is Metro doing to support street safety?
5. How do different communities experience sustainability impacts?
6. How has Metro's approach to community engagement and partnership changed over time?

Community

What services are accessible from communities who need them most?

Access to jobs is a key service that Metro provides – but there are many other destinations that play an important role in people's health and connections, helping to build and retain their community. Increases to frequent bus service through the NextGen Bus Plan support transportation access to key destinations like health care, senior services and cultural centers. Overall, transit service in LA County provides connections to community amenities and services; however, more analysis is required to more deeply understand origin and destination patterns for these trips.

"

"If you're not within a relatively short/walking distance to a Metro stop, transit access is a challenge: non-work trips, school, errands rely on public transportation in 'neighborhood trips' there is room for improvement."

– Koreatown Youth + Community Center Participant, Fall 2022

KEY OBSERVATIONS

Health care in LA County is accessible on Metro, with 94% of county health clinics, 92% of hospitals and medical centers near (within a 1/4 mile) Metro bus or partner transit agencies stops.

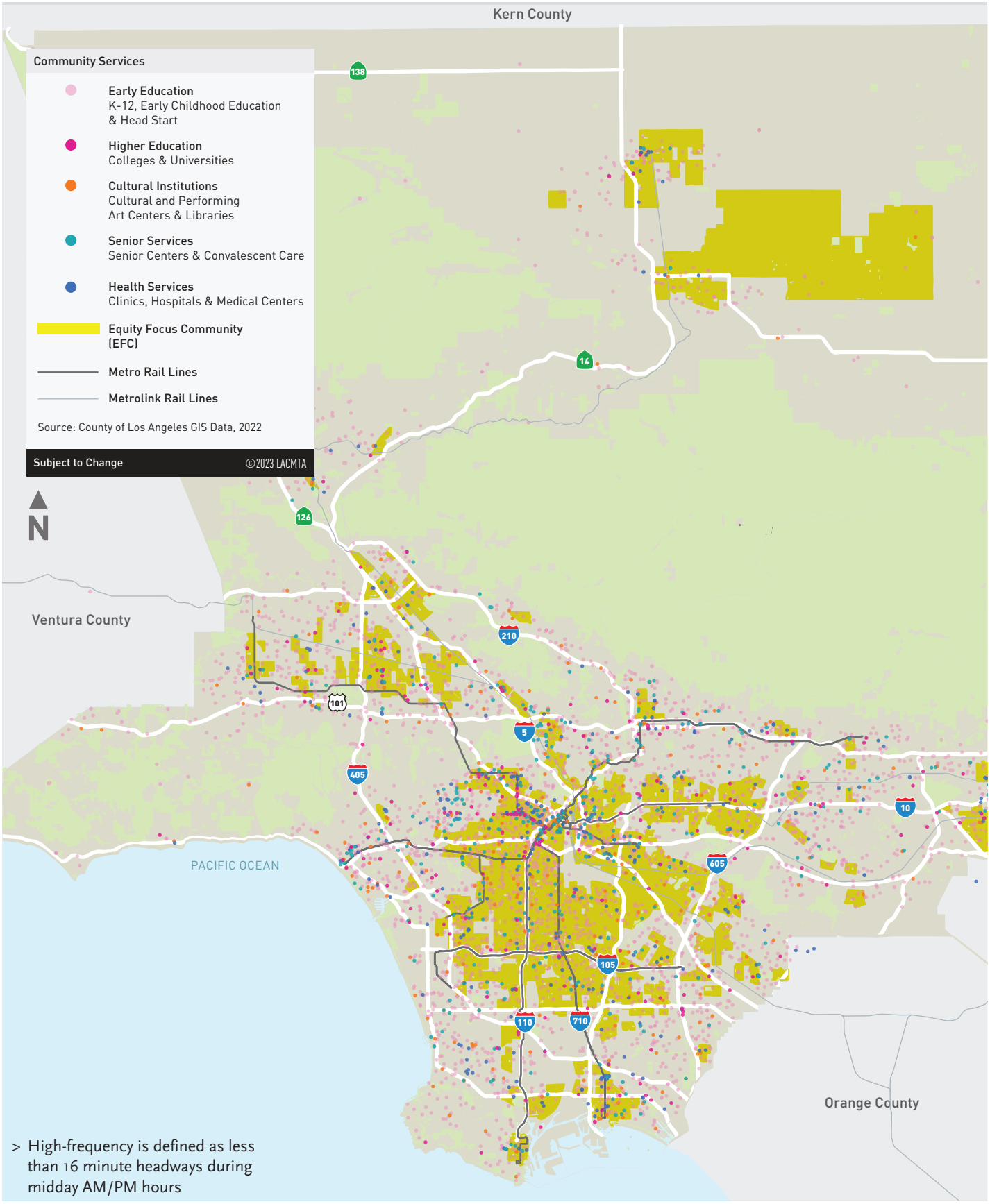
Community services are accessible as well, with 90% of senior services, and 96% of cultural and performing arts centers in LA County near (within a 1/4 mile) Metro bus or partner transit agencies stops.

On average across community services, only 50% are served by high-frequency bus services.

Metro's **Equity Focus Community (EFC)** metric helps identify where transportation needs are greatest. For a definition of EFCs, see **page 20**.

Figure 4.1

Community Services Near Bus Stops



> High-frequency is defined as less than 16 minute headways during midday AM/PM hours

Community

How walkable and bikeable are communities in LA County?

Diverse communities throughout LA County use active transportation to get around. Although local governments in the county have the leading role in expanding safe walking and biking infrastructure, Metro supports and coordinates this process with new bikeways and Metro Bike Share stations. However, additional infrastructure improvements are necessary to create a safe environment for active transportation.

"The bike locker system is not comprehensive—not having an easily accessible system is a deterrent to potential users."

– **Climate Resolve Staff,** Fall 2022

KEY OBSERVATIONS

Since 2020, 2,200 miles of bikeways throughout LA County have been built.

Measure M is the first sales tax measure in LA County to include active transportation as a line item.

Top barriers to riding a bike in LA County from multiple sources include lack of dedicated bicycle lanes and paths, drivers being unaware of bicyclists and lack of adequate bicycle parking/storage at destinations.

Figure 4.2

Existing Bikeway Miles by Class

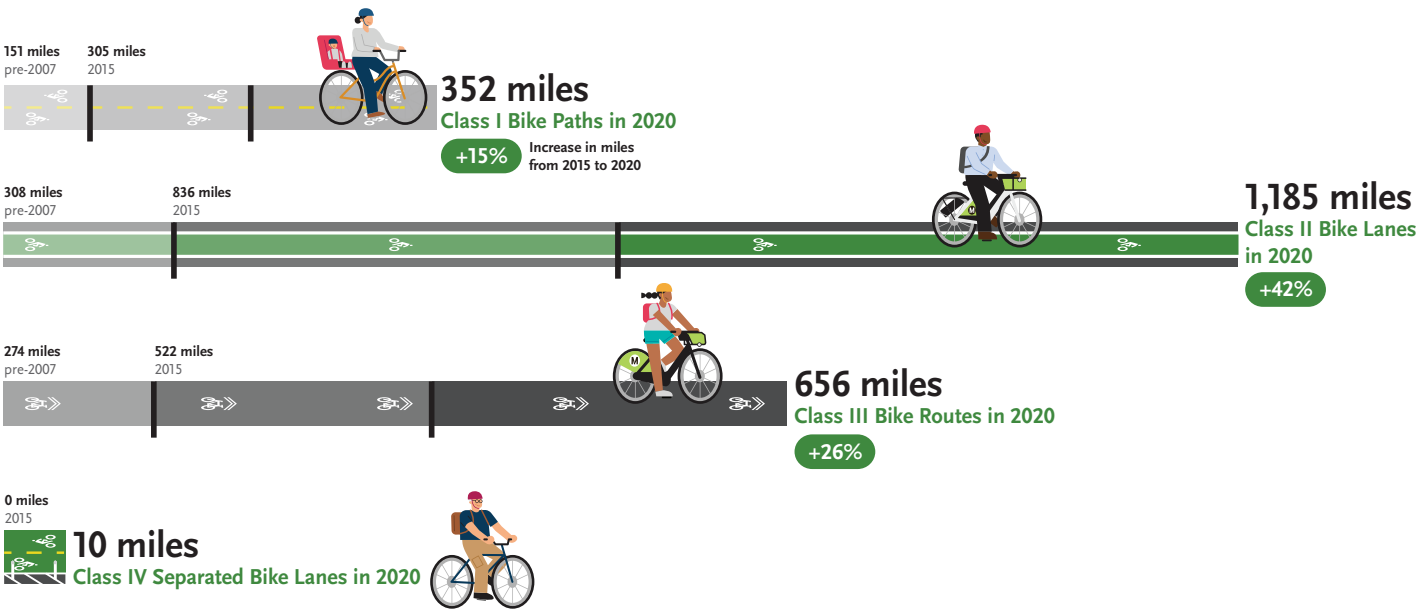


Figure 4.3

Walk/Bike to Work By Race

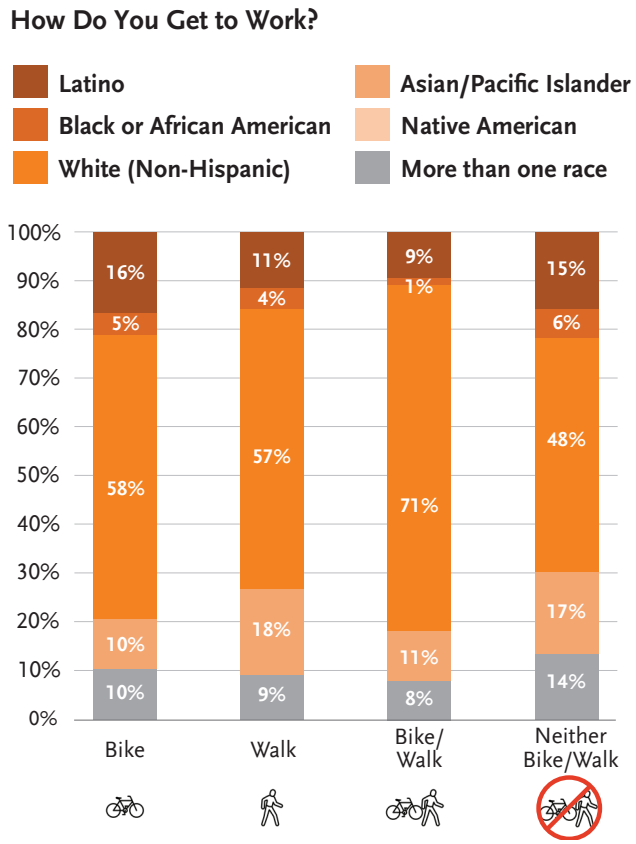
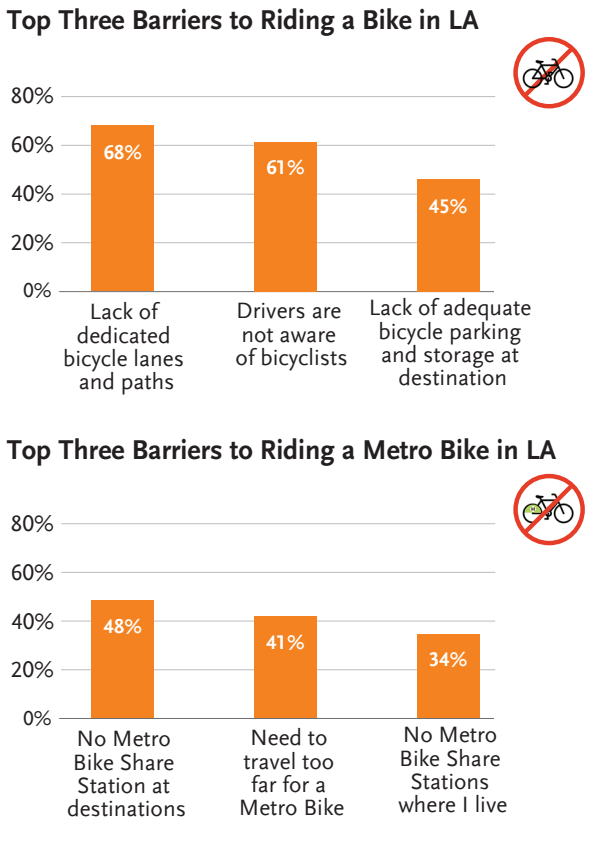


Figure 4.4

Top Barriers to Biking in LA from Metro Bike Share Users



Community

How safe are walking and biking in LA County?

Collisions have decreased significantly in LA County over the past five years. However, collisions resulting in severe injury or death have increased over the same period. Black road users are disproportionate victims of traffic violence, particularly when walking. While Metro does not directly manage street design, which can impact safety for vulnerable road users, the agency plans and partners with other agencies on First/Last Mile projects, an active transportation regional network, and separated facilities like the LA River Bike Path. In 2022, Metro adopted a Street Safety, Data Sharing, and Collaborative Policy to clarify Metro's roles as an operator, planner/builder, funder and more in managing traffic violence.

What is a KSI collision and why focus on it?

> Collisions where someone is **Killed or Seriously Injured** are identified as KSI

> Often, those walking and biking are most impacted by higher severity collisions

> Focus on KSI collisions can help us zoom in on the events and scenarios that are most impactful to a community

KEY OBSERVATIONS

92% of National Household Travel Survey (NHTS) respondents said that safety concerns do not deter them from biking more, and 80% of respondents said that safety concerns do not deter them from walking more.

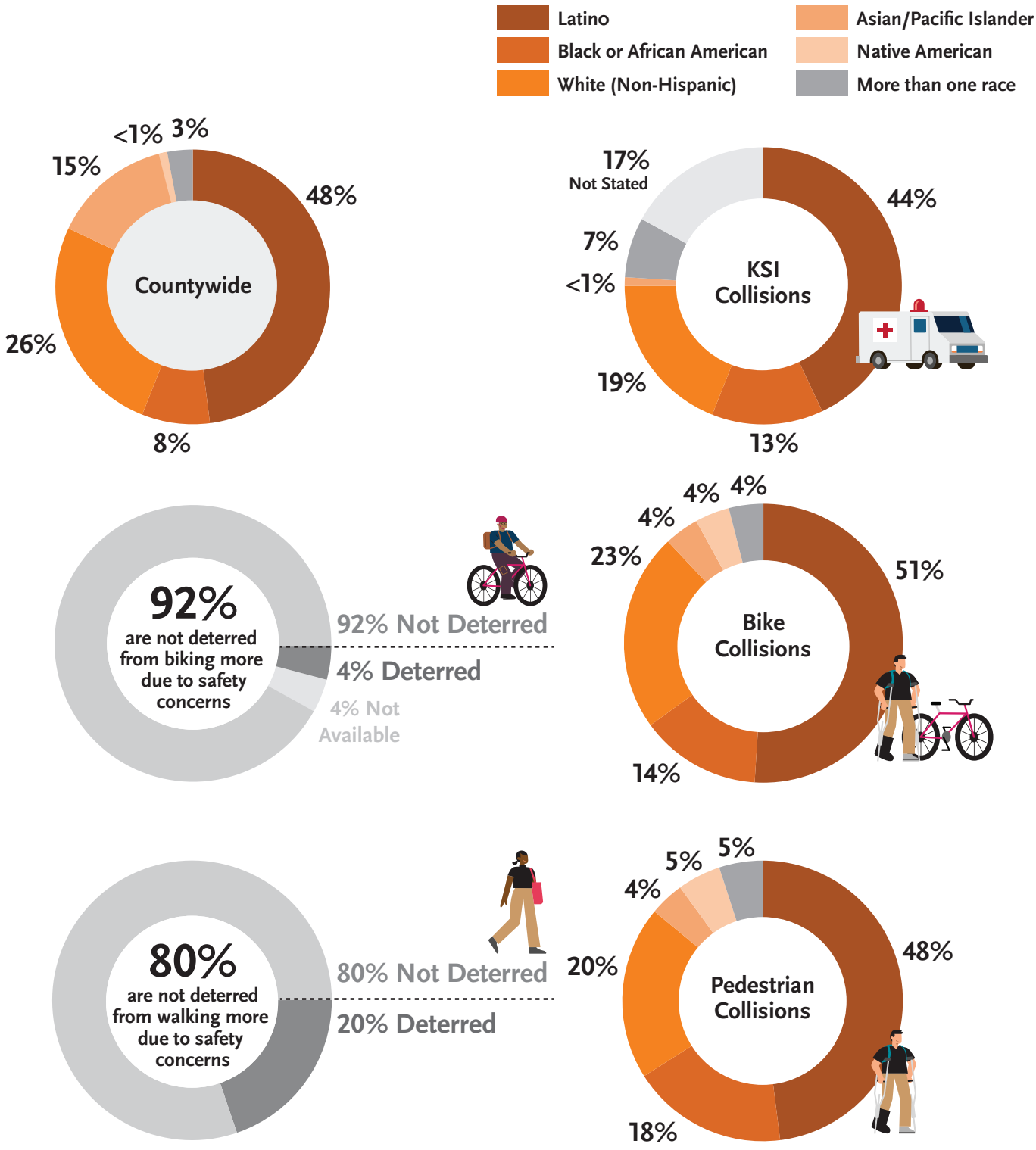
Collision totals countywide are down 40% over the last five years.

Bicycle and pedestrian collisions are down 50% and 40%, respectively. However, collisions where someone was killed or severely injured are up 16%.

There are disparities in who is most impacted by collisions. While 8% of the county's population is Black, 15% of collisions involve a victim who is Black. This trend becomes even more disproportionate when looking at pedestrian collisions, where 18% of victims are Black.

Figure 4.5

Walking and Biking Concerns and Collisions by Race in LA County



Community

What is Metro doing to support street safety?

While state agencies and local governments have primary responsibility for street safety, Metro works with these organizations to create safer streets, particularly at or near transit stops. Further, Metro serves as a funding pass-through to local jurisdictions, including $750 million distributed via Local Return and $185 million to local subregions during the assessment period. The new Street Safety, Data Sharing, and Collaboration Policy details Metro's actions to implement a Safe Systems approach to street safety and guides efforts to improve multi-jurisdictional coordination. However, specific investments into quality of life improvements such as street safety, heat resilience and bus shelters are not tracked by Metro once distributed to local jurisdictions.

KEY OBSERVATIONS

Metro's proactive role in street safety helps address multi-jurisdictional barriers to coordination and project delivery.

Metro does not currently track how Local Return-funded projects address street safety.

"The issue with safety is not just on the train it's also from where you are until you get to the train/bus. I understand that's outside of Metro, but that can be an obstacle to using the service."

– **Social Justice Learning Institute Participant,** Fall 2022

Figure 4.6

Street Safety Policy Summary

Metro works toward safer streets through multiple avenues:

Operator

Metro analyzes safety data from bus operations to inform future route planning and customize operator training.

Planner/Builder

Metro helps local jurisdictions plan and build safer first/last mile connections to major transit stations.

Innovator

Metro pilots a number of technologies to improve safety for road users, including on-board detection to prevent bike-bus collisions and rubber ramps to make bus islands ADA-accessible from the sidewalk level without obstructing the adjacent bike lane.

Data Collaborator

Metro builds and maintains datasets used to inform local and regional Vision Zero plans to eliminate traffic-related fatalities.

Funder

Metro partners with local nonprofit organizations to conduct Bicycle Education Safety Training (BEST) workshops and provides transit safety presentations to schools near light rail lines.

Educator

Metro's Rail Safety Program seeks to increase awareness of rail safety through interaction and informative education programs and workshops.

Legislative Advocate

Metro continually tests new bus safety technology to prevent collisions involving transit riders and vulnerable road users.



Community

How do different communities experience sustainability impacts?

Environmental resilience has become a critical issue for residents across LA County. Urban heat island effects compounded by rising temperatures and the region's lack of tree canopy along urban transit corridors can affect Metro customers who are most vulnerable. Tracking disparities in resilience between LA County communities can guide Metro's investments and partnerships for sustainable solutions to climate change and extreme weather conditions.

"Improve infrastructure at bus stops like increase the number of bus shelters, modify bus stops by adding shade structures, add charging stations at bus stops, add solar roof at bus shelters. It is especially needed in inner city bus stops."

– **SLATE-Z Participant**, Fall 2022

KEY OBSERVATIONS

50 Metro stations and 10,776 Metro bus stops are within one mile of a cooling center.

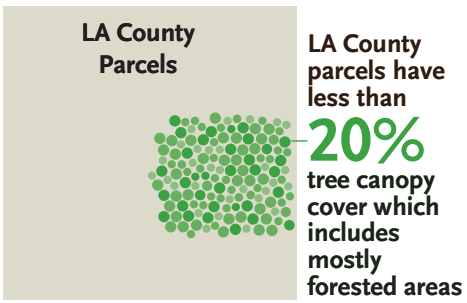
50% of EFCs have only 10% tree canopy coverage, leading to more personal weather impacts and social vulnerability.

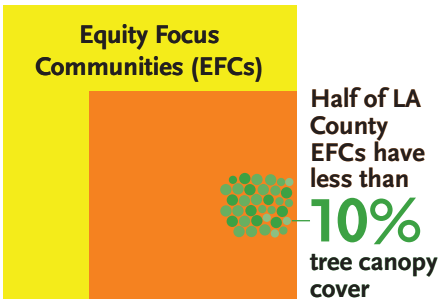
Metro continues to partner with local jurisdictions to implement shade and other rider amenities at bus stops.

Figure 4.7

Shade Across the County

Tree canopy coverage reduces the urban heat island effect and can provide natural habitat for local wildlife while providing cooling refuge for residents using sidewalks and public transportation.





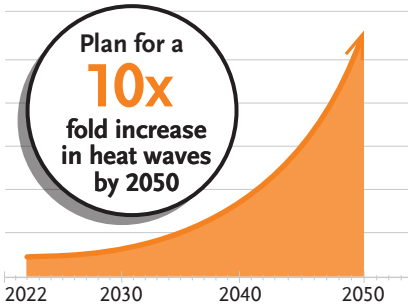
LA County recently adopted a **Climate Action Plan** with a strategy to expand unincorporated LA County tree canopy and green spaces.

Metro adopted a Tree Policy in October 2022.

Figure 4.8

Heat's Effect on Households

LA County's Climate Vulnerability Assessment identifies groups and locations considered highly vulnerable to climate hazards through the end of the century. South LA in particular will see a significant increase in both temperatures (associated with urban heat island impacts) and social vulnerability.





44% of LA County EFCs have a high degree of social vulnerability

Possible opportunities for Metro include:

Identify Metro asset investments that are co-located with city/county urban heat island projects to strategize on improvements that may reinforce individual efforts.

Incorporate cool roofs and pavements into Metro improvements, prioritizing locations within Equity Focus Communities (EFCs).

Figure 4.9

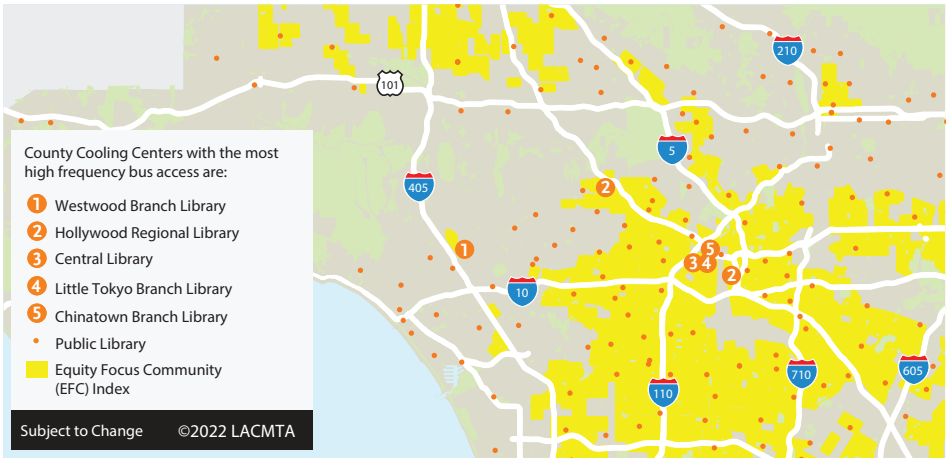
Places to Cool Off

Cooling Centers are typically air-conditioned or cooled buildings designated as sites to provide respite and safety during extreme heat events. LA County has identified Cooling Centers managed by the county, City of LA or other agencies.

179 **Cooling Centers in LA County**

165 **are near a high-frequency bus stop**

85 **are within 500 feet of an Equity Focus Community (EFC)**



Community

How has Metro's approach to community engagement and partnership changed over time?

Metro continues to evolve the way it engages with communities to better understand their needs, desires, and knowledge, and to build a transportation system that meets those needs. Metro proactively seeks out the voices of transit riders, compensates CBOs for their time and expertise, and communicates in a variety of languages and mediums. During the analysis period, Metro has adopted the Equity Platform Framework, which highlights Listen and Learn as a key pillar; began implementing the Community-Based Organization (CBO) Partnering Strategy; pivoted to virtual outreach in response to the onset of the COVID-19 pandemic; implemented an Advisory Body Compensation Policy; and updated the Title VI Public Participation Plan, increasing the Minimum Baseline Threshold for Public Outreach.

KEY OBSERVATIONS

Metro has continued to iterate its approach to community engagement, following best practices to compensate and partner with community-based, faith-based and community development organizations.

Of the businesses enrolled in the pilot Business Interruption Fund, 94% have remained in operation six months post-grant award; 88% have remained in operation one year post-grant award; and 76% have remained in business two years post-grant award.

Metro has grown its annual budget outreach process, including earlier outreach both in-person and online.

Figure 4.10

Engagement and Partnership Initiatives

Metro's 2022 Update to its Title VI Public Participation Plan

Metro's plan to meet and exceed federal requirements in engaging the public is updated every three years. The current plan incorporates Metro initiatives such as the Equity Platform Framework from 2018, Community-Based Organization (CBO) Partnering Strategy, as well as the following programs:

> **Minimum baseline thresholds for public outreach**
Outreach efforts are specifically formulated for any new bus, rail, highway, TOC Project, or any change in bus and rail services or fares to reach transit riders with the greatest mobility needs.

> **Virtual outreach due to the COVID-19 pandemic**
"Safer At Home" campaign and other public health orders

> **Advisory Body Compensation Policy**
Advisory members of the public who provide input to Metro on programs, projects and other initiatives can be compensated based on their level of involvement.

The Equity Platform Framework

Metro works to create more equitable access to opportunity through four areas of action:

Define and Measure | **Listen and Learn** | **Focus and Deliver** | **Train and Grow**

Budget Engagement Plan

The FY23 Proposed Budget Public Engagement effort began in Fall 2021 (prior to the start of the budget development process) to ensure community, stakeholder and rider feedback was incorporated to the greatest extent possible. The FY23 budget survey responses showed an increase of 1,099 respondents reporting an annual income of less than $25,000 from the FY22 process.

Engagement Strategy
Number of Participants
** September 2021-May 2022*

> **11,200** at Telephone Town Halls
> **8,000** Budget Survey Responses
> **4,300** Budget Survey Comments
> **7,000** Budget Portal Visits
> **300,000** Email Blasts Received
> **24** Stakeholder & Public Engagement Meetings

Metro's Community-Based Organization (CBO) Partnering Strategy

Metro establishes consistent and clear parameters for partnering with CBOs to leverage internal and external expertise and lessons-learned.

Establish a Central Point of Contact	**Complete**	The Office of Equity and Race (OER) serves as the central point of contact for CBO Partnering Strategy at Metro, working with other Metro teams to support implementation
Develop and Maintain CBO Database	**In-Progress**	The CBO Database is expected to launch in May (internally for Metro) and September 2023 (CBOs).
Establish Compensation Criteria	**In-Progress**	OER is working to gather internal data on compensation and develop compensation criteria
Create a Resource Library	**Complete**	CBO Partnering Strategy wiki created to share internal resources among project teams implementing the CBO Partnering Strategy
Craft a Partnership Charter	**Complete**	Charter templates and project team examples available on the CBO Database wiki
Train Our Collaborators	**In-Progress**	CBO training series for Metro coming in summer and September for CBOs
Provide Guidance and Growth	**In-Progress**	Ongoing across the agency

Regional

Let's relate Metro's services to the trends in LA County.

Metro partners with 16 transit providers to help residents access opportunities throughout LA County by operating commuter and regional buses, local shuttles, commuter rail and Access vans. Metro's regional programs extend to highways and streets, which carry the goods Metro customers need as they move from ports to highways or freight rail. Measure M partially funds operational costs for regional rail providers, including Metrolink, allowing residents to commute efficiently from communities with more affordable housing. To address the growing population of unhoused that have gravitated to Metro's trains and public facilities for shelter, Metro resources partners equipped to provide direct assistance and services to unhoused riders. For regional issues like air quality and climate resilience, which are impacted by, or directly impact, transit service to customers, Metro works with Air Quality Management District and Southern California Association of Governments.

What was assessed?

This report analyzed the jobs and housing insecurity for 2017-2022, with a focus on essential and lower wage jobs across LA County. Partnerships working to reduce homelessness and increase quality jobs were also assessed. Monitoring these factors in tandem is essential to effectively serving Metro's core group of riders who rely on Metro to reach foundational jobs that support the regional economy.

How did that change from 2017-2022?

During the assessment period, regional trends and patterns were severely disrupted and Metro continues to adapt to this new reality. While some work will always require people to be in-person and on-site, the widespread adoption of telecommuting and hybrid office policies shifted jobs access demand, so that on-site workers critically need reliable transportation options.



KEY QUESTIONS WE AIM TO ANSWER:

1. How does Metro connect people to jobs?
2. How are Metro's investments serving low- and moderate-income households?
3. How has homelessness shifted Metro's role in LA County?

1 2 3

Regional

How does Metro connect people to jobs?

Metro plays an essential role in helping workers reach employment centers. Transit services operated by Metro and Measure M subrecipients like Metrolink provide steady connection to many jobs available in Los Angeles County, though the share of transit-accessible jobs varies widely by industry. During the assessment period, Measure M sustained transit operations and pass-through funding to Metrolink through ridership revenue declines.

"

"Metro needs to invest in mobility options that are accessible and equitable to all residents so that they can take advantage of opportunities that move them into economic opportunity like jobs and schools."

– **SLATE-Z Participant**, Fall 2022

KEY OBSERVATIONS

Over 40% of jobs are near Metro Rail, BRT or Metrolink stations or stops.

Nearly 60% of jobs are served by high-frequency bus stops.

Measure M-funded active transportation and transit projects are located in areas with a higher proportion of low-wage jobs than the county as a whole.



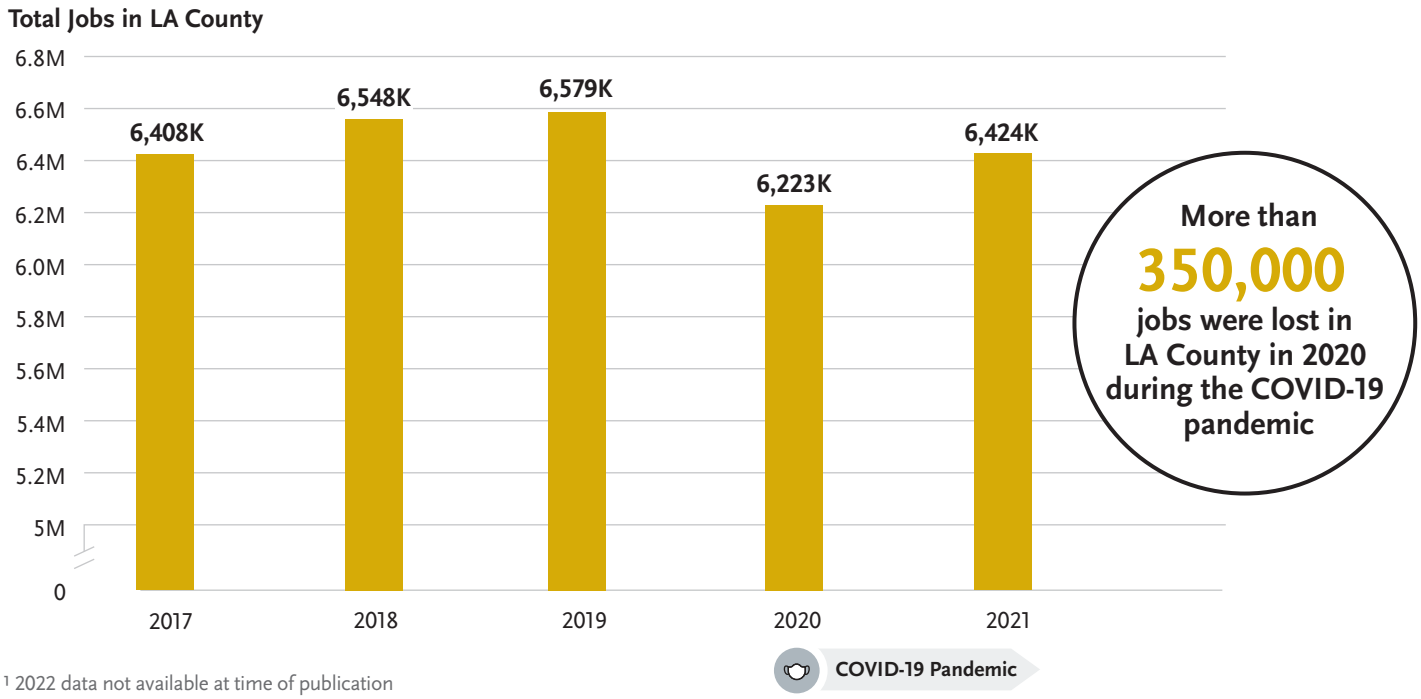
As part of Metro's Project Labor Agreement to encourage construction employment in economically disadvantaged areas, 24 million construction hours have been put towards jobs program-wide.



In the first five years of Measure M, $1.9 billion has been leveraged by small businesses and disadvantaged businesses who have worked on Metro contracts.

Figure 5.1

Total Number of Jobs in LA County, 2017-2021[1]



[1] 2022 data not available at time of publication

Figure 5.2

Most Common Jobs in LA County and How Well They are Served by Transit, 2019

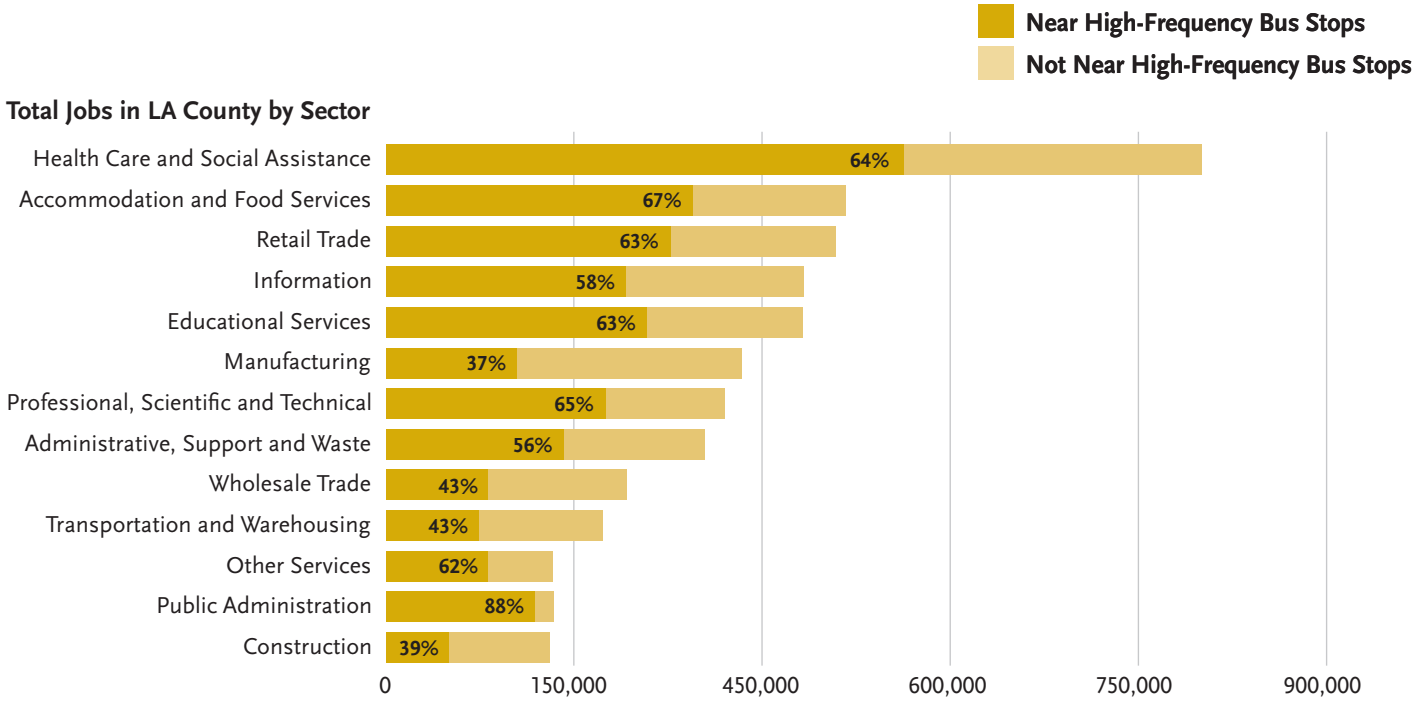


Figure 5.3

Metro Historical Budgeted Funding for Metrolink Operations

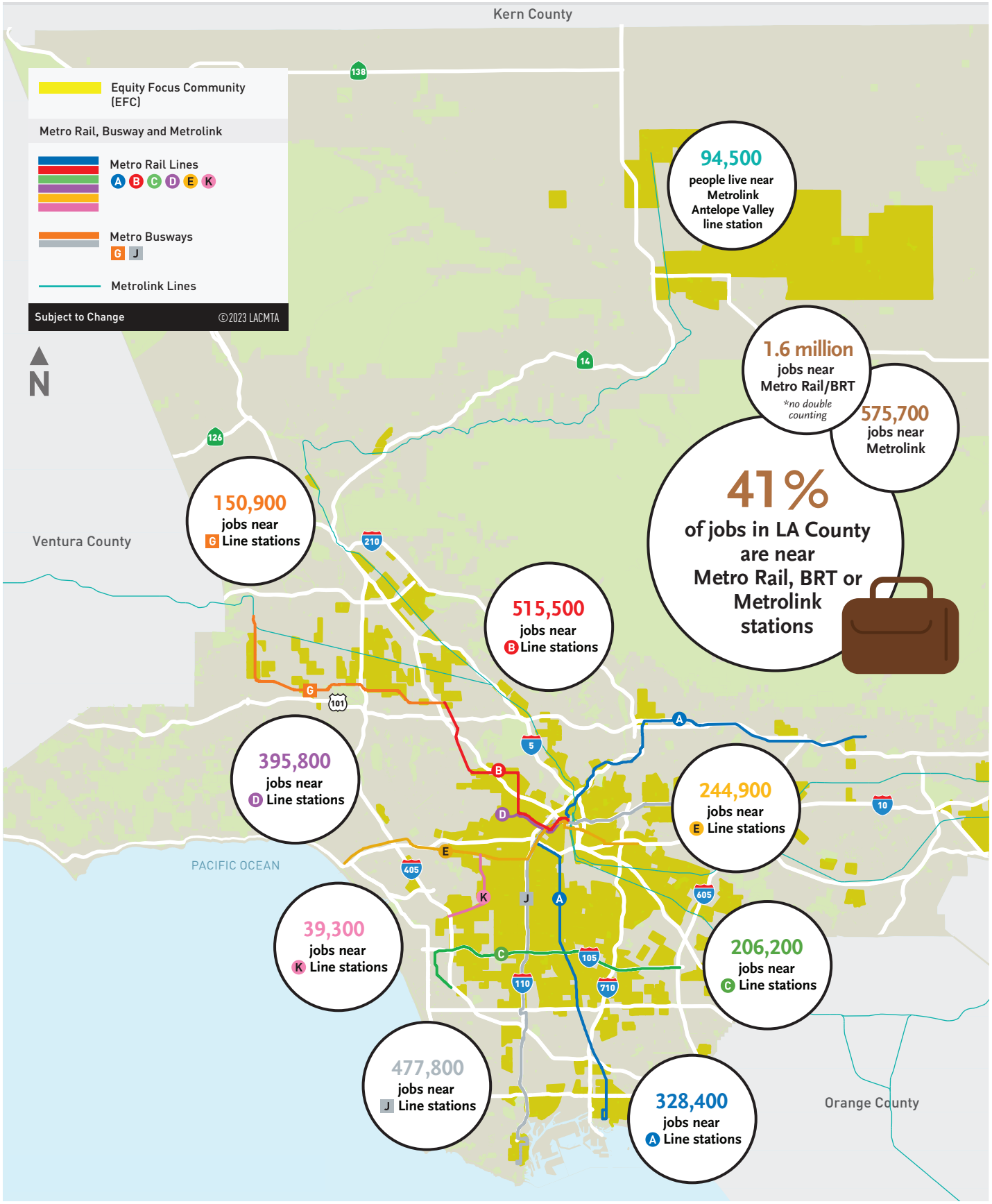
While only 1% of the total Expenditure Plan, the Regional Rail set-aside plays a critical funding role for service providers like Metrolink, which depended on their Measure M funding allocations to cover half of the agency's operating expenses during the early months of the COVID-19 pandemic when ridership plummeted by 90%.

FISCAL YEAR	TOTAL OPERATING BUDGET	MEMBER AGENCY SUBSIDY	METRO SUBSIDY	WEEKLY TRAIN TRIPS	TRAIN MILES	AVERAGE WEEKDAY RIDERSHIP	ANNUAL BOARDINGS	METRO SUBSIDY PER BOARDING
2016-17	$243,814,000	$141,989,000	$71,998,000	1,035	2,829,668	42,390	12,201,102	$5.90
2017-18[1]	$243,045,000	$142,399,000	$71,659,000	1,035	2,829,668	39,885	11,492,287	$6.24
2018-19	$251,356,000	$150,550,000	$75,120,000	1,035	2,841,186	43,852	12,477,203	$6.02
2019-20	$266,903,000	$157,445,000	$77,988,000	1,059	2,958,571	45,418	12,935,610	$6.03
2020-21	$260,508,000	$217,008,000	$109,922,000	739	2,718,610	14,319	4,072,803	$26.99
2021-22	$253,034,000	$193,674,000	$98,379,000	720	2,184,988	22,936	6,520,504	$15.09

[1]Until FY 18 Metro funded Metrolink operations subsidy 100% with PC10%. Starting in FY 18, Metro funded Metrolink operations subsidy 90% with PC10% and 10% with Measure M 1%.

Figure 5.4

Employment Near Transit



1 2 3

Regional

How are Metro's investments serving low- and moderate-income households?

Housing affordability is a statewide crisis that disproportionately affects LA County's low- and moderate-income households, impacting job access and rates of homelessness. In its role as a developer, Metro has committed to contributing housing to boost the region's supply and now expedites development of 100% affordable housing on its own land in partnership with developers and Community-Based Organizations. Metro also has a ten-year goal of completing 10,000 housing units, at least 5,000 of which will be income-restricted. Overall, people with lower incomes in Los Angeles County live in close proximity to the transit and highway Measure M projects, as a proportion similar to the share of low-income households across the county. Fewer active transportation projects are in close proximity to lower-income households, though this analysis does not include planned active transportation projects funded through Measure M's Multi-Year Subregional Program.

KEY OBSERVATIONS

Lower-income residents and low-wage jobs are within walking distance of Measure M transit and active transportation projects at a higher rate than the share of the whole county.

Changes in income will be important to continue tracking geographically to ensure Metro continues to serve lower-income households that may have fewer mobility choices.

Metro continues to contribute to the market-rate and affordable housing supply near transit to meet regional housing needs.

Metro's Joint Development Policy

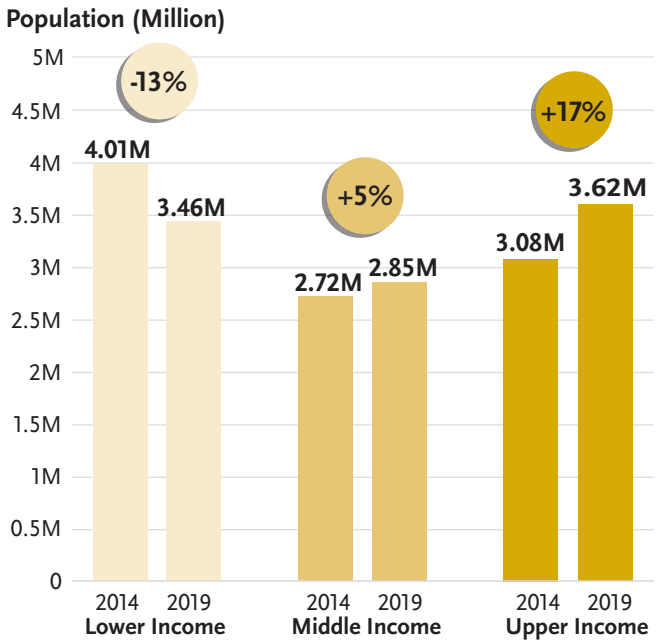
> Metro's new Joint Development Policy, updated in 2021, prioritizes expedited development of Metro-owned land for 100% affordable housing in cooperation with Community-Based Organizations.

> Looking beyond active Joint Development projects, Metro has identified 17 additional potential permanent housing sites as part of its 10K Joint Development Strategic Plan, and is studying the suitability of leased and vacant properties and underutilized Park and Ride facilities for housing construction.

Figure 5.5

Income Change Over Time in LA County

The chart below shows that from 2014-2019[1], upper income populations increased, low income populations decreased, and middle income populations increased slightly.



[1] Most recent data available at time of publication.

Figure 5.6

Share of Residents and Jobs by Income and Wage Related to Measure M Project Locations

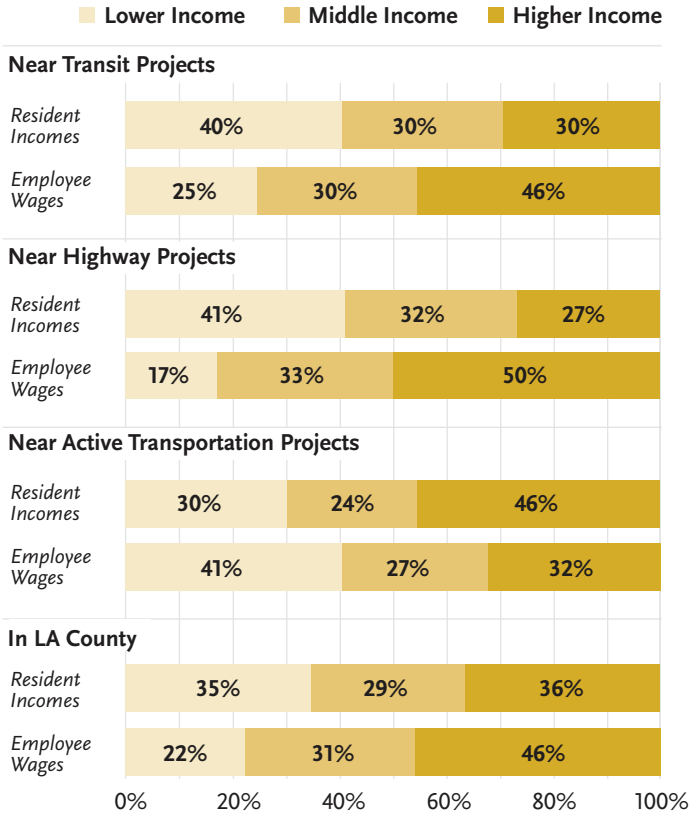


Figure 5.7

Market-Rate Housing and Affordable Housing Trends

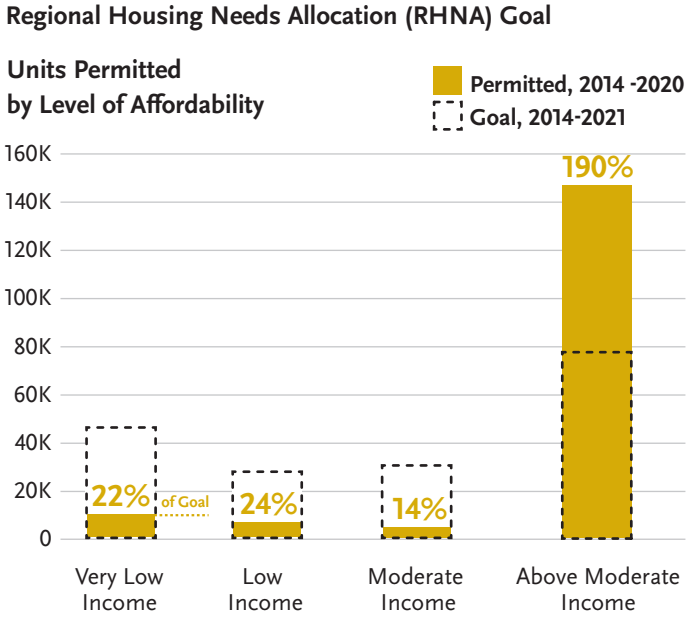


Figure 5.8

Metro Joint Developments

UNITS COMPLETED AND IN NEGOTIATIONS	AFFORDABLE UNITS	MARKET-RATE UNITS	TOTAL UNITS
Total *Since Measure M*	1,434	1,552	2,986
Total *All Time*	2,349	2,984	5,333

Of the 2,986 total units, 325 Joint Development units have completed construction since the adoption of Measure M.

1 2 3

Regional

How has homelessness shifted Metro's role in LA County?

Homelessness is a complex and growing social problem across the country, and the number of people living without shelter in LA County has increased steadily. While not a homeless service provider, Metro has contracted with People Assisting the Homeless (PATH) and implemented a new Joint Development policy that seeks to utilize Metro property for permanent supportive housing for unhoused individuals. Metro also made its land available to government agencies who partner with community organizations to operate three short-term housing facilities with over 370 beds and one Safe Parking location.

KEY OBSERVATIONS

Metro has worked to meet the increase of unhoused riders sheltering on transit with a multi-pronged approach that includes service and housing referrals.

Figure 5.9

Homelessness Partnerships

Over the past two fiscal years (FY21 and FY22), PATH Outreach Teams have assisted 6,700 people, and secured 1,485 interim housing placements and 391 permanent housing placements.

As of 2022, PATH teams are deployed on the system during the following times:

3am - 3:30pm
Monday through Friday

7am - 3:30pm
Saturday and Sunday

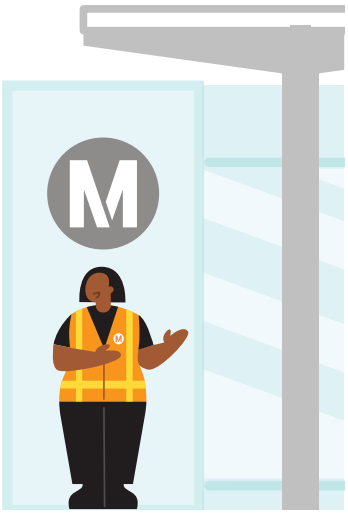


Figure 5.10

Overall LA County Homeless Counts

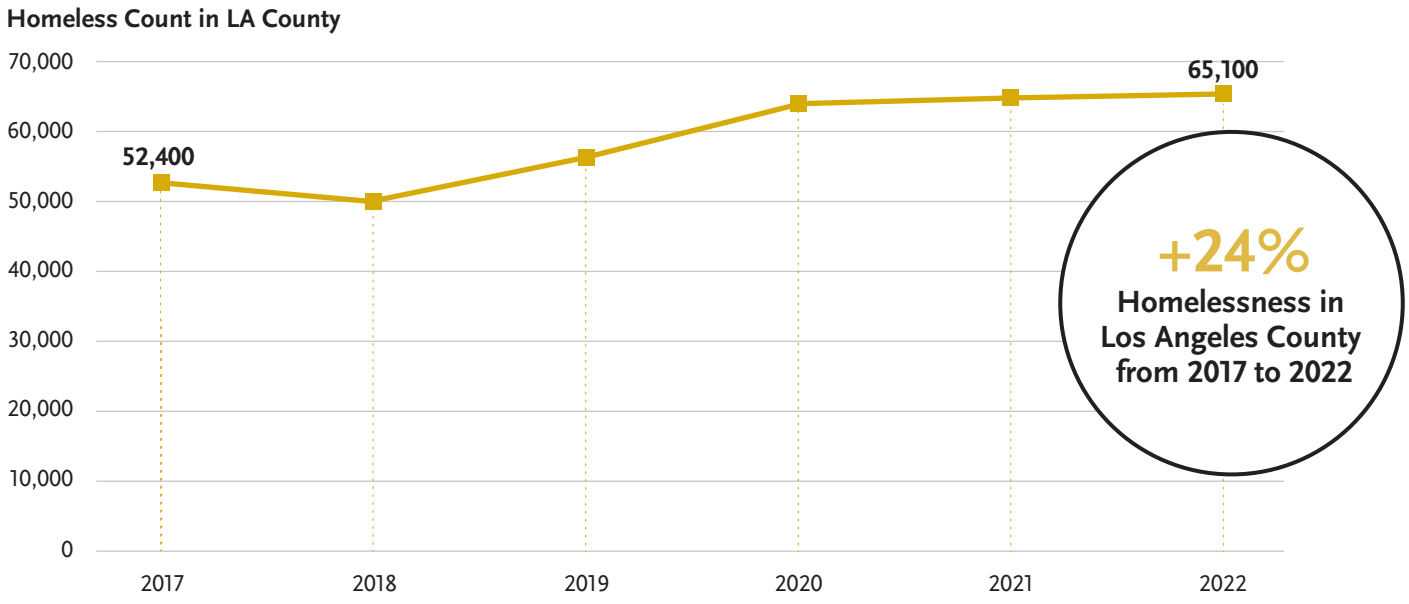


Figure 5.11

Unhoused Metro Riders Attainment of Housing Services

This table shows the amount of unhoused Metro riders that Metro has helped connect to housing. Methodology for Metro point in time counts of unhoused riders on its system during the assessment was not aligned with countywide point in time counts methodology conducted by Los Angeles Homeless Services Authority. After the assessment period, Metro has been improving coordination with LAHSA in response to anecdotal increases in people sheltering on the Metro system and the Metro system is anticipated to be included in countywide homeless counts starting in 2024. During the assessment period, resources offered by Metro homeless services partners resulted in significant unhoused riders attaining short-term and permanent shelter.

FISCAL YEAR[1]	TOTAL			UNDUPLICATED CLIENTS HOUSED[4]
	CRISIS OR BRIDGE[2] HOUSING ATTAINED[3]	LINKED TO PERMANENT HOUSING	PLACED INTO PERMANENT HOUSING	
FY19	394	57	103	486
FY20	412	126	159	558
FY21	501	195	218	697
FY22	485	205	224	697

[1] FY18 data unavailable

[2] Refers to short-term beds as opposed to permanent housing options.

[3] Meaning the referral led to an actual placement into a bed, separating referrals from placements.

[4] Total placed into a combination of Crisis/Bridge and Permanent (PH), because individuals are sometimes duplicated, which can happen when they are referred to short-term beds and then exited to permanent placements.

Recommendations

The first five years of Measure M has been a period of dramatic change and adaptation. Like the rest of the world, Los Angeles was faced with an unprecedented global pandemic and a national reckoning with racial justice. Transit agencies around the world had to pivot and face new ridership and funding realities. Thanks to Measure M, Metro was able to meet challenges and continue progress towards a more connected and just transportation future for the region. Metro and greater Los Angeles continue to evolve best practices for equitably and effectively investing Measure M dollars towards improving quality of life.

With renewed perspective and approach, Metro has also rewritten its path for Measure M implementation. As an interim opportunity to establish a framework for future Measure M assessments and adjustments, the recommendations from this assessment are organized by five action-based objectives to help correlate between findings and resulting recommendations.

Efficiency and effectiveness in delivery

In its first five years, Measure M has generated about 95% of forecasted revenue, providing a consistent local funding stream, helping to leverage additional state and federal funds, and distributing nearly $1.2 billion to local jurisdictions, subregions and municipal transit providers. Metro continues to adapt to the many changes and influences during the five-year assessment period, with new strategies that require further assessment. These adaptations also provide an opportunity to strengthen Measure M's assessment with an equity focus, such as further analyzing the connection between Measure M investments with quality of life outcomes. This may include measuring marginalized[1] communities' access to resources or ensuring new Measure M projects are fully supported from planning to ongoing operations and maintenance.

Recommendations:

> Conduct deeper analysis of Measure M investment benefits for marginalized and Equity Focus Communities, to measure and quantify existing disparities in access to resources and opportunities as well as potential gaps in Measure M investments to reduce these disparities.

> Assess economic impacts from Measure M projects and programs on marginalized and Equity Focus Communities (EFC), including but not limited to: direct job creation, changes in transportation costs for a range of household incomes, and/or market and property value trends in Measure M project areas.

> Compare Measure M impacts and benefits findings (described previously) with Measure M investments to develop a return on investment calculation that measures how expenditures yield benefits to marginalized communities.

> Track sufficiency of Measure M operating and maintenance (O&M) set-aside investments to serve newly built capital assets and projects, including forecasted O&M budgets for various project types (e.g. rail, bus, stations) that incorporate known customer experience needs (e.g. safety, cleanliness, wayfinding, technology, language translation).

1 Marginalized communities are groups who experience or have experienced systemic disadvantages based on demographic identities, including but not limited to: income/wealth, race/ethnicity, gender/gender identity, sexual orientation, ability, and/or language proficiency.

Potential barriers in the delivery

This assessment underscores how a number of factors can dramatically influence delivery of the Measure M programs and projects. Providing transparency about what these barriers are and how they affect delivery is important to maintaining trust from the community. This transparency will allow people to understand why it is critical for Metro — and all public agencies — to be flexible, revisit benchmarks, and stay adaptable to address future challenges so that Metro and its partners can work to overcome them.

Recommendations:

> Continue prioritizing Metro hiring and retention strategies with a goal to achieve a balanced staff-consultants ratio on Measure M projects by 2027.

> Continue to reassess Measure M project benchmarks based on updated project, environmental and economic information.

Opportunities for process improvements

This assessment is an important reflection point for reinforcing successful strategies that should continue advancing, and to change processes that are not meeting expectations. There will continue to be a need for strong coordination and partnership with other agencies and local and state jurisdictions. Process improvement recommendations in this assessment are focused on coordination, documentation, and engagement, both internal to Metro and with external stakeholders and partners.

Recommendations:

> Measure and document the influence of community engagement and partnership on project development and implementation. Examples include specifying how aspects of projects changed in response to community input, further disaggregating quantitative summaries to understand the reach and influence of engagement.

> Analyze and establish a baseline to measure impacts from Metro's financial and labor contributions to regional partnerships on key coordination opportunities, such as street safety, active transportation, bus shelters and heat resilience strategies.

> Update Metro Short Range Transportation Plan (SRTP) through a framework of equity and adaptability to address immediate challenges for LA County.

> Review changes in practices made for public health purposes during the pandemic and adopt permanent policies highlighting the best practices around cleaning and public health.

> Integrate recommendations from this report into next iteration of Metro's Strategic Plan which serves as a foundation to all plans, programs and services.

Best practices

Identifying best practices requires strong data tracking to quantify the results of approaches implemented both before and after the onset of the pandemic. Metro has developed systems to ensure quality assurance and reporting on projects under construction and Measure M investments to subregions. Ongoing coordination with third-party agencies and jurisdictions will remain critical and efforts to improve coordination and partnerships should continue to be a priority. Newer practices include the Early Intervention Team maximizing opportunities to influence project scopes and costs in early project phases, safety and security initiatives, such as Transit Ambassadors and rider campaigns, and equity-focused annual budget processes. While some newer practices extend beyond Measure M, they support Measure M projects and programs and have impacts on quality of life, so should also be monitored for effectiveness.

Recommendations:

> Expand existing Program Management project reporting dashboard to develop a public-facing Measure M dashboard that regularly updates Expenditure Plan project phases, Measure M expenditures, leveraged funding sources and anticipated project dates.

> Incorporate progress on to-be-developed Measure M equity measures in public-facing reporting, such as a Measure M dashboard.

> Implement a new quality of life scorecard that tracks pass-through funding to local jurisdictions and how that funding is invested in locally-controlled infrastructure and programs, such as street safety, bus shelters and heat resilience strategies.

> Monitor impacts to Measure M from new efforts to adapt to changing context and priorities, such as the Early Intervention Team and Transit Ambassadors.

> Monitor updates in state and federal legislation that address the nationwide "transit fiscal cliff" and continue working with government partners on reducing adverse impacts from dissolved federal aid funding.

> Document coordination and partnership best practices with third-party entities to incorporate into ongoing and future multi-jurisdictional projects and programs.

> Identify opportunities to model existing best practices in project and program tracking, such as the overhauled Quality Assurance system and the MyGrants Multi-year Subregional Program portal.

> Continue to prioritize youth engagement and elevate best practices from Community-Based Organizations serving low-income communities, communities of color and Equity Focus Communities.

Organizational changes

Metro has prioritized efforts to rebuild its workforce, starting with essential workers who directly support transit service for riders. Even with gains, such as the successful operator hiring campaigns and streamlining of the agency's departmental organization, Metro will need to continue focusing on increasing staff and standardizing approaches to program delivery to meet Measure M's ambitious plans. Closely tracking the outcomes of these efforts will be critical to providing robust recommendations in the future. By integrating equity and sustainability, embracing new technologies, and supporting regional partnerships, Metro can do its part to advance Measure M projects while serving customers' everyday transportation needs.

Recommendations:

> Develop shared protocols for reporting Measure M data across Metro departments, focusing on broader context and external drivers, which detail variables that impact progress on program benchmarks.

> In advance of forthcoming decennial Measure M assessment, identify performance indicators that measure equity impacts, project adaptability, and the role of multi-jurisdictional and community partnerships.

> Develop an interdepartmental report on Measure M's impact on sustainability goals relative to meeting regional targets (e.g. greenhouse gas emissions) and improving equitable access for Metro's customers, reducing disparities in climate and health-related impacts.


BLUE LINE
1132
Long Beach
Willow St

Sources

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Municipal operators *(See report pages 59-61, 108)*

Project Consultant Team *(See report pages 25, 43)*

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Appendix A

Measure M Expenditure Plan

Los Angeles County Transportation Expenditure Plan **ATTACHMENT A**

Outline of Expenditure Categories

Fiscal Year (FY) 2018 - 2057, Escalated Dollars

(millions)

Subfund	Program	% of Sales Tax (net of Admin)	First Year Amount (FY 2018)	FY 2018 - FY 2032 (15 Years)	FY 2033 - FY 2047 (15 Years)	FY 2048 - FY 2057 (10 Years)	FY 2018 - FY 2057 (40 Years)
Transit Operating & Maintenance	Metro Rail Operations [1]	5%	$ 42	$ 850	$ 2,320	$ 2,810	$ 5,980
	Transit Operations [2] (Metro & Municipal Providers)	20%	$ 169	$ 3,400	$ 9,280	$ 11,240	$ 23,920
	ADA Paratransit for the Disabled; Metro Discounts for Seniors and Students	2%	$ 17	$ 340	$ 930	$ 1,120	$ 2,390
Transit, First/Last Mile (Capital)	Transit Construction (Includes System Connectivity Projects - Airports, Union Station, and Countywide BRT)	35%	$ 296	$ 5,960	$ 16,230	$ 19,670	$ 41,860
	Metro State of Good Repair [5]	2%	$ 17	$ 340	$ 930	$ 1,120	$ 2,390
Highway, Active Transportation, Complete Streets (Capital)	Highway Construction (includes System Connectivity Projects - Ports, Highway Congestion Programs, Goods Movement)	17%	$ 144	$ 2,890	$ 7,880	$ 9,560	$ 20,330
	Metro Active Transportation Program (Bicycle, Pedestrian, Complete Streets)	2%	$ 17	$ 340	$ 930	$ 1,120	$ 2,390
Local Return / Regional Rail	Local Return - Base [3] (Local Projects and Transit Services)	16%	$ 136	$ 2,720	$ 7,420	$ 8,990	$ 19,130
	Local Return / Regional Rail (Beginning FY 2040) [4]				*3% / 1%* → *$ 690*	*$ 2,240*	*$ 2,930*
	Regional Rail	1%	$ 8	$ 170	$ 460	$ 560	$ 1,200
	TOTAL PROGRAMS		**$ 847**	**$ 17,010**	**$ 46,380**	**$ 56,190**	**$ 119,590**
Administration /Local Return	0.5% for Administration	0.5%	$ 4	$ 85	$ 230	$ 280	$ 600
	1.0% Local Return [3]	1.0%	$ 8	$ 170	$ 460	$ 560	$ 1,200
	GRAND TOTAL		**$ 860**	**$ 17,265**	**$ 47,070**	**$ 57,030**	**$ 121,390**

1. Funds are eligible to be used for Metro Rail State of Good Repair.
2. Funds are eligible to be used for Metro State of Good Repair.
3. 1% Administration to supplement Local Return, **increasing the Local Return-Base to 17% of net revenues**.
4. To be funded by Highway/Transit Capital Subfunds in FY 2040 and beyond.
5. The Metro Board of Directors will prioritize the Wardlow Grade Separation project to receive new funding and/or grants and assign this project to be included in Metro's State of Good Repair program.

All totals are rounded; numbers presented in this document may not always add up to the totals provided.
Based on January 2016 revenue projections.

Los Angeles County Transportation Expenditure Plan

(2015 $ in thousands)

ATTACHMENT A

Groundbreaking Sequence
(Exceptions Noted)

For Reference Only	Project (Final Project to be Defined by the Environmental Process)	Notes	Schedule of Funds Available: Ground-breaking Start Date‡	Schedule of Funds Available: Expected Opening Date (3 year range)	Subregion*	2016 - 2067 Local, State, Federal, Other Funding 2015$	Measure M Funding 2015$	Most Recent Cost Estimate 2015$**	Modal Code
	Expenditure Plan Major Projects			1st yr of Range					
1	Airport Metro Connect 96th St. Station/Green Line Ext LAX ®	a,p	FY 2018	CY 2021	sc	$233,984	$347,016	$581,000	T
2	Westside Purple Line Extension Section 3 ®	b	FY 2018	FY 2024	w	$986,139	$994,251	$1,980,390	T
3	High Desert Multi-Purpose Corridor (HDMC)®	q	FY 2019	FY 2021	nc	$100,000	$170,000	$270,000	H
4	I-5 N Cap. Enhancements (SR-14 to Lake Hughes Rd) ®		FY 2019	FY 2023	nc	$544,080	$240,000	$784,080	H
5	Gold Line Foothill Extension to Claremont ®	c	FY 2019	FY 2025	sg	$78,000	$1,019,000	$1,097,000	T
6	Orange Line BRT Improvements	n	FY 2019	FY 2025	sf	$0	$286,000	$286,000	T
7	BRT Connector Orange/Red Line to Gold Line	o	FY 2020	FY 2022	av	$0	$240,300	$240,300	T
8	BRT Connector Orange/Red Line to Gold Line	o	FY 2020	FY 2022	sf	$0	$26,700	$26,700	T
9	East SF Valley Transit Corridor Project ®	d	FY 2021	FY 2027	sf	$520,500	$810,500	$1,331,000	T
10	West Santa Ana Transit Corridor LRT ®	b,d	FY 2022	FY 2028	gc	$500,000	$535,000	$1,035,000	T
11	Crenshaw/LAX Track Enhancement Project	e,p	FY 2022	FY 2026	sc	$0	$49,599	$49,599	T
12	SR-71 Gap from I-10 to Rio Rancho Rd.		FY 2022	FY 2026	sg	$26,443	$248,557	$275,000	H
13	LA River Waterway & System Bikepath		FY 2023	FY 2025	cc	$0	$365,000	$365,000	H
14	Complete LA River Bikepath		FY 2023	FY 2025	sf	$0	$60,000	$60,000	H
15	Sepulveda Pass Transit Corridor (Ph 1) ®	b,f	FY 2024	FY 2026	sf	$0	$130,000	$130,000	H
16	Sepulveda Pass Transit Corridor (Ph 1) ®	b,f	FY 2024	FY 2026	w	$0	$130,000	$130,000	H
17	Vermont Transit Corridor	o	FY 2024	FY 2028	cc	$400,000	$25,000	$425,000	T
18	SR-57/SR-60 Interchange Improvements	d	FY 2025	FY 2031	sg	$565,000	$205,000	$770,000	H
19	Green Line Extension to Crenshaw Blvd in Torrance ®	d,g	FY 2026	FY 2030	sb	$272,000	$619,000	$891,000	T
20	I-710 South Corridor Project (Ph 1) ®	d,h	FY 2026	FY 2032	gc	$150,000	$250,000	$400,000	H
21	I-105 Express Lane from I-405 to I-605	p	FY 2027	FY 2029	sc	$0	$175,000	$175,000	H
22	Sepulveda Pass Transit Corridor (Ph 2) ®	b	FY 2024	FY 2033	sf	$1,567,000	$1,270,000	$2,837,000	T
23	Sepulveda Pass Transit Corridor (Ph 2) ®	b	FY 2024	FY 2033	w	$1,567,000	$1,270,000	$2,837,000	T
24	Gold Line Eastside Extension (One Alignment) ®	d	FY 2029	FY 2035	gc	$957,000	$543,000	$1,500,000	T
25	Gold Line Eastside Extension (One Alignment) ®	d	FY 2029	FY 2035	sg	$957,000	$543,000	$1,500,000	T
26	West Santa Ana Transit Corridor LRT ®	r	FY 2022	FY 2041	cc	$1,082,500	$400,000	$1,482,500	T
27	West Santa Ana Transit Corridor LRT ®	r	FY 2022	FY 2041	gc	$982,500	$500,000	$1,482,500	T
28	I-710 South Corridor Project (Ph 2) ®		FY 2032	FY 2041	gc	$658,500	$250,000	$908,500	H
29	I-5 Corridor Improvements (I-605 to I-710)		FY 2036	FY 2042	gc	$46,060	$1,059,000	$1,105,060	H
30	Crenshaw Northern Extension	i	FY 2041	FY 2047	cc	$495,000	$1,185,000	$1,680,000	T
31	Crenshaw Northern Extension	i	FY 2041	FY 2047	w	$0	$560,000	$560,000	T
32	I-405/I-110 Int. HOV Connect Ramps & Intrchng Improv ®		FY 2042	FY 2044	sb	$0	$250,000	$250,000	H
33	I-605/I-10 Interchange		FY 2043	FY 2047	sg	$472,400	$126,000	$598,400	H
34	SR 60/I-605 Interchange HOV Direct Connectors		FY 2043	FY 2047	sg	$360,600	$130,000	$490,600	H
35	Lincoln Blvd BRT	l,o	FY 2043	FY 2047	w	$0	$102,000	$102,000	T
36	I-110 Express Lane Ext South to I-405/I-110 Interchange		FY 2044	FY 2046	sb	$228,500	$51,500	$280,000	H
37	I-405 South Bay Curve Improvements		FY 2045	FY 2047	sb	$250,840	$150,000	$400,840	H
38	Green Line Eastern Extension (Norwalk)	p	FY 2046	FY 2052	sc	$570,000	$200,000	$770,000	T
39	SF Valley Transportation Improvements	m	FY 2048	FY 2050	sf	$0	$106,800	$106,800	T
40	Sepulveda Pass Westwood to LAX (Ph 3)	p	FY 2048	FY 2057	sc	$3,800,000	$65,000	$3,865,000	T
41	Orange Line Conversion to Light Rail		FY 2051	FY 2057	sf	$1,067,000	$362,000	$1,429,000	T
42	City of San Fernando Bike Master Plan		FY 2052	FY 2054	sf	$0	$5,000	$5,000	H
43	Historic Downtown Streetcar		FY 2053	FY 2057	cc	$0	$200,000	$200,000	T
44	Gold Line Eastside Ext. Second Alignment	p	FY 2053	FY 2057	sc	$110,000	$2,890,000	$3,000,000	T
45	High Desert Multi-Purpose Corridor - LA County Segment	p	FY 2063	FY 2067	sc	$32,982	$1,845,718	$1,878,700	H
46	**Expenditure Plan Major Projects Subtotal**					**$19,581,027**	**$20,989,941**	**$40,570,969**	

Footnotes on following page.

** The most recent cost estimate equals the accelerated cost. Prior year expenses included in all project costs.

Los Angeles County Transportation Expenditure Plan

(2015 $ in thousands)

ATTACHMENT A

Groundbreaking Sequence
(Exceptions Noted)

For Reference Only	Project (Final Project to be Defined by the Environmental Process)	Notes	Schedule of Funds Available: Ground-breaking Start Date‡	Schedule of Funds Available: Expected Opening Date (3 year range)	Subregion*	2016 - 2067 Local, State, Federal, Other Funding 2015$	Measure M Funding 2015$	Most Recent Cost Estimate 2015$**	Modal Code
	Multi-Year Subregional Programs			1st yr of Range					
47	Metro Active Transport, Transit 1st/Last Mile Program	p	FY 2018	FY 2057	sc	$0	$857,500	$857,500	H
48	Visionary Project Seed Funding	p	FY 2018	FY 2057	sc	$0	$20,000	$20,000	T
49	Street Car and Circulator Projects	k,p	FY 2018	FY 2022	sc	$0	$35,000	$35,000	T
50	Transportation System and Mobility Improve. Program		FY 2018	FY 2032	sb	$0	$293,500	$293,500	H
51	Active Transportation 1st/Last Mile Connections Prog.		FY 2018	FY 2057	w	$0	$361,000	$361,000	H
52	Active Transportation Program		FY 2018	FY 2057	nc	$0	$264,000	$264,000	H
53	Active Transportation Program		FY 2018	FY 2057	gc	$0	TBD	TBD	H
54	Active Transportation Program (Including Greenway Proj.)		FY 2018	FY 2057	sg	$0	$231,000	$231,000	H
55	Active Transportation, 1st/Last Mile, & Mobility Hubs		FY 2018	FY 2057	cc	$0	$215,000	$215,000	H
56	Active Transportation, Transit, and Tech. Program		FY 2018	FY 2032	lvm	$0	$32,000	$32,000	T
57	Highway Efficiency Program		FY 2018	FY 2032	lvm	$0	$133,000	$133,000	H
58	Bus System Improvement Program		FY 2018	FY 2057	sg	$0	$55,000	$55,000	T
59	First/Last Mile and Complete Streets		FY 2018	FY 2057	sg	$0	$198,000	$198,000	H
60	Highway Demand Based Prog. (HOV Ext. & Connect.)		FY 2018	FY 2057	sg	$0	$231,000	$231,000	H
61	I-605 Corridor "Hot Spot" Interchange Improvements ®		FY 2018	FY 2057	gc	$240,000	$1,000,000	$1,240,000	H
62	Modal Connectivity and Complete Streets Projects		FY 2018	FY 2057	av	$0	$202,000	$202,000	H
63	South Bay Highway Operational Improvements		FY 2018	FY 2057	sb	$600,000	$500,000	$1,100,000	H
64	Transit Program		FY 2018	FY 2057	nc	$500,000	$88,000	$588,000	T
65	Transit Projects		FY 2018	FY 2057	av	$0	$257,100	$257,100	T
66	Transportation System and Mobility Improve. Program		FY 2018	FY 2057	sb	$0	$350,000	$350,000	H
67	North San Fernando Valley Bus Rapid Transit Improvements	p,s	FY 2019	FY 2023	sc	$0	$180,000	$180,000	T
68	Subregional Equity Program	p,s	FY 2018	FY 2057	sc	TBD	TBD	$1,196,000	T/H
69	Countywide BRT Projects Ph 1 (All Subregions)	l,p	FY 2020	FY 2022	sc	$0	$50,000	$50,000	T
70	Countywide BRT Projects Ph 2 (All Subregions)	l,p	FY 2030	FY 2032	sc	$0	$50,000	$50,000	T
71	Active Transportation Projects		FY 2033	FY 2057	av	$0	$136,500	$136,500	H
72	Los Angeles Safe Routes to School Initiative		FY 2033	FY 2057	cc	$0	$250,000	$250,000	H
73	Multimodal Connectivity Program		FY 2033	FY 2057	nc	$0	$239,000	$239,000	H
74	Countywide BRT Projects Ph 3 (All Subregions)	l,p	FY 2040	FY 2042	sc	$0	$50,000	$50,000	T
75	Arterial Program		FY 2048	FY 2057	nc	$0	$726,130	$726,130	H
76	BRT and 1st/Last Mile Solutions e.g. DASH		FY 2048	FY 2057	cc	$0	$250,000	$250,000	T
77	Freeway Interchange and Operational Improvements		FY 2048	FY 2057	cc	$0	$195,000	$195,000	H
78	Goods Movement (Improvements & RR Xing Elim.)		FY 2048	FY 2057	sg	$0	$33,000	$33,000	T
79	Goods Movement Program		FY 2048	FY 2057	nc	$0	$104,000	$104,000	T
80	Goods Movement Projects		FY 2048	FY 2057	av	$0	$81,700	$81,700	T
81	Highway Efficiency Program		FY 2048	FY 2057	nc	$0	$128,870	$128,870	H
82	Highway Efficiency Program		FY 2048	FY 2057	sg	$0	$534,000	$534,000	H
83	Highway Efficiency, Noise Mitig. and Arterial Projects		FY 2048	FY 2057	av	$0	$602,800	$602,800	H
84	ITS/Technology Program (Advanced Signal Tech.)		FY 2048	FY 2057	sg	$0	$66,000	$66,000	H
85	LA Streetscape Enhance. & Great Streets Program		FY 2048	FY 2057	cc	$0	$450,000	$450,000	H
86	Modal Connectivity Program		FY 2048	FY 2057	lvm	$0	$68,000	$68,000	H
87	Public Transit State of Good Repair Program		FY 2048	FY 2057	cc	$0	$402,000	$402,000	T
88	Traffic Congestion Relief and Improvement Program		FY 2048	FY 2057	lvm	$0	$63,000	$63,000	H
89	Traffic Congestion Relief/Signal Synchronization		FY 2048	FY 2057	cc	$0	$50,000	$50,000	H
90	Arroyo Verdugo Projects to be Determined		FY 2048	FY 2057	av	$0	$110,600	$110,600	H
91	Countywide BRT Projects Ph 4 (All Subregions)	p	FY 2050	FY 2052	sc	$90,000	$10,000	$100,000	T
92	Countywide BRT Projects Ph 5 (All Subregions)	p	FY 2060	FY 2062	sc	$0	$100,000	$100,000	T
93	**Multi-Year Subregional Programs Subtotal**					**$1,430,000**	**$10,253,700**	**$12,879,700**	
94	**GRAND TOTAL**					**$21,011,027**	**$31,243,641**	**$53,450,669**	

Footnotes on following page.

** The most recent cost estimate equals the accelerated cost. Prior year expenses included in all project costs.

Los Angeles County Transportation Expenditure Plan

(2015 $ in thousands)

ATTACHMENT A

Groundbreaking Sequence
(Exceptions Noted)

Footnotes:

a. Interface station to LAX sponsored Automated People Mover includes an extended Green Line terminus and a consolidated bus interface for 13 Metro and Municipal bus lines. Bicycle, passenger, and other amenities are also included.
b. Project acceleration based on high performance.
c. Identified as a priority per the Metro Board Motion in October 2009.
d. Project funded on LRTP schedule, per Dec. 2015 Board Policy.
e. Consistent with the Orange Line, no sooner than 15 years after the revenue operation date of the Crenshaw/LAX project, Metro will consider, as transportation system performance conditions warrant, grade separation and/or undergrounding of the Crenshaw/LAX Line (including the Park Mesa Heights section & Inglewood section of the project). These additional track enhancements, when warranted, will be eligible for funding through the decennial comprehensive review process in the Ordinance.
f. Sepulveda Pass Ph. 1 from Orange Line/Van Nuys to Westwood includes early delivery of highway ExpressLane.
g. Studies will be completed to evaluate a future Green Line connection to the Blue Line (city of Long Beach). No capital funds from the Green Line to Torrance Project will be used for the studies.
h. I-710 South Project assumes an additional $2.8 billion of alternative revenue sources; not shown here with the cost or revenues for the project. The Shoemaker Bridge "Early Action" project is a priority project for these funds.
i. Council of Government descriptions vary for the "Crenshaw Northern Extension" project.
k. Lump sum would be provided in the first 5 years for initial capital costs only. Project sponsors responsible for ongoing operations & maintenance.
l. Acceleration of Lincoln BRT project eligible as Countywide BRT Program. Any funds freed up from accelerations returns to Countywide BRT Program.
m. SF Valley Transportation Improvements may include, but are not limited to, Transit Improvements, and I-210 soundwalls in Tujunga, Sunland, Shadow Hills and Lakeview Terrace.
n. Critical grade separation(s) will be implemented early through Operation Shovel Ready.
o. Conversion to LRT or HRT after FY 2067 included in expenditure plan based on ridership demand.
p. Funds for projects identified as "sc" that are not expended are only available for other System Connectivity Capital Projects.
q. Funding calculated based on estimated right-of-way acquisition costs; but can be repurposed for appropriate project uses, as approved by the MTA Board of Directors.
r. This project could start as early as FY 2028 and open as early as FY 2037 with Public-Private Partnership delivery methods.
s. This project will increase system connectivity in the North San Fernando Valley and the Metro Transit System. Environmental plan work shall begin no later than six months after passage of Measure M. To provide equivalent funding to each subregion other than the San Fernando Valley, the subregional equity program will be provided as early as possible to the following subregions in the amounts (in thousands) specified here: AV* $96,000; W* $160,000; CC* $235,000; NC* $115,000; LVM* $17,000; GC* $244,000; SG* $199,000; and SB* $130,000.

* Subregion Abbreviations:

sc = System Connectivity Projects (no subregion)	nc = North County	® Indicates Measure R-related Projects
av = Arroyo Verdugo	sb = South Bay	
lvm = Las Virgenes Malibu	w = Westside	CY = Calendar Year
cc = Central City Area	gc = Gateway Cities	FY = Fiscal Year
sg = San Gabriel Valley	sf = San Fernando Valley	YOE = Year of Expenditure

** The most recent cost estimate equals the accelerated cost. Prior year expenses included in all project costs.

Appendix B

Measure M Financial and Compliance Assessment, Fiscal Years June 30, 2018 – 2022

Final Report

Los Angeles County Metropolitan Transportation Authority

Measure M
Financial and Compliance Assessment
Fiscal Years June 30, 2018 - 2022

April 2023

Submitted by:

BCA Watson Rice LLP

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E.	Exhibits	15

A. Executive Summary

This report presents the results of a 5-year (FY18 - FY22) Financial Assessment/Analysis of the Receipts and Uses of the Measure M Ordinance Sales tax revenue, including a comparison of initial funding assumptions to actuals achieved and overall compliance with the Measure M Ordinance. This financial analysis aims to present a financial matrix to assist in evaluating the effectiveness of implementing the Measure M programs and projects.

Measure M Sales Tax Revenue Collected

For the fiscal years ended June 30, 2018 through 2022, Metro received a total of $4.485 Billion from the Measure M Sales Tax Revenue as summarized below:

Table 1
(In Thousands)

	2018	2019	2020	2021	2022	Total
Measure M Sales Tax Revenue	$ 826,969	$ 836,173	$ 820,724	$ 911,235	$ 1,089,933	$ 4,485,034

The foregoing Measure M sales tax revenue was allocated in the following manner as required by the Measure M Ordinance:

Table 2

Programs	Allocation Per the Ordinance	Amount (In Thousands)
Total Measure M Sales Tax Revenue		$ 4,485,034
Less: Administration	-0.5%	(23,098)
Net for Program Allocation		$ 4,461,936
Program Allocation:		
Metro Rail Operations	5%	$ 220,888
Transit Operations	20%	883,552
ADA Paratransit	2%	88,355
Transit Construction	35%	1,546,215
Metro State of Good Repair	2%	88,355
Highway Construction	17%	751,019
Metro Active Transportation Program	2%	88,355
Regional Rail	1%	44,178
Local Return	17%	751,019
	100%	$ 4,461,936

Uses of Measure M Sales Tax Revenues

For the fiscal year ended June 30, 2018 through 2022, Measure M programs and administrative expenditures totaled $3.417 Billion as shown below:

Table 3

Programs	Total (In Thousands)
Metro Rail Operations	$ 127,583
Transit Operations	478,554
ADA Paratransit	89,590
Transit Construction	1,620,068
Metro State of Good Repair	66,595
Highway Construction	193,785
Active Transportation Program	35,991
Local Return	751,019
Regional Rail	36,196
Total Program	3,399,381
Administration	17,977
Grand Total	$ 3,417,358

Measure M Fund Balance

As of June 30, 2022, the Measure M programs fund has a balance of $1.111 Billion, consisting of the following:

Table 4

Programs	Fund Balance (In Thousands)
Metro Rail Operations	$ 91,985
Transit Operations	398,842
ADA Paratransit	(65)
Transit Construction	(52,100)
Metro State of Good Repair	21,750
Highway Construction	582,804
Active Transportation Program	53,234
Local Return	-
Regional Rail	9,756
Administration	5,226
Total	$ 1,111,432

Local Return and Transportation Subsidies

For the fiscal years ended June 30, 2018 through 2022, Metro disbursed $1.146 Billion of local return and transportation subsidies to 108 subrecipients, consisting of 2 Counties (aside from LA County, San Bernardino County received subsidy of $400,000 in 2021 in accordance with the funding agreement between Metro and

High Desert Corridor Joint Powers Authority for the environmental work of the High Desert Intercity Rail Corridor Project) 88 cities within LA County, 5 transportation authorities, 5 Council of Governments, and 8 other organizations.

The amount disbursed to the County of Los Angeles and 88 Cities within LA County were subjected to annual independent audits as required by the Ordinance. The results of these audits are discussed in the Detailed Assessment Results section of this report.

Revenue Budget and Actual Comparison

The budget to actual comparison of the Measure M revenues for the fiscal years 2018 through 2022 is presented below:

Table 5

Fiscal Year Ended June 30,	Measure M Sales Tax Revenue (In Thousands)		
	Final Budget	Actual	Variance with Final Budget
2022	$ 865,000	$ 1,089,933	$ 224,933
2021	778,101	911,235	133,134
2020	873,000	820,724	(52,276)
2019	844,000	836,173	(7,827)
2018	761,899	826,969	65,070
	$ 4,122,000	$ 4,485,034	$ 363,034

It was noted also that except for fiscal years 2019 and 2020, the actual sales tax revenue was more than the budget amount. The lower actual sale tax revenue in the fiscal year 2019 (which was the 2nd year of the implementation of the Measure M sales tax) was basically due to higher budget assumptions and estimates used in projecting revenue in that year, while the lower actual sales tax revenue in the fiscal year 2020 was because of the lower consumer spending due to the COVID pandemic.

Expenditures Budget and Actual Comparison

For the fiscal years 2018 through 2022, Metro has accumulated a total budget of $4.260 Billion for Measure M programs/capital projects and administrative expenditures. Out of this budget, $3.417 Billion were actually spent on programs and administration expenses, which approximates an 80% utilization rate. The budget to actual comparison for each program and administration costs is shown below:

Table 6

Subfund	Programs	For the Fiscal Years Ended June 30, 2018 through 2022 Expenditures (In Thousands) Final Budget	Actual	Variance with Final Budget
	Program:			
	Metro Rail Operations	$ 192,922	$ 127,583	$ 65,339
Transit Operating and Maintenance	Transit Operations	810,133	478,554	331,579
	ADA Paratransit	101,942	89,590	12,352
Transit/First/ Last Mile (Capital)	Transit Construction	1,927,715	1,620,068	307,647
	Metro State of Good Repair	65,079	66,595	(1,516)
Highway, Active Transportation,	Highway Construction	324,284	193,785	130,499
Complete Streets (Capital)	Metro Active Transportation Program	70,041	35,991	34,050
Local Return/ Regional Rail	Local Return	681,579	751,019	(69,440)
	Regional Rail	51,959	36,196	15,763
	Total Program	4,225,654	3,399,381	826,273
Administration	Administration	34,066	17,977	16,089
	Total	$ 4,259,720	$ 3,417,358	$ 842,362

The details of the foregoing assessments and financial analyses are discussed in the Detailed Assessment Results section of this report.

Project Analysis

For the fiscal years ended June 30, 2018 through 2022, Measure M had funded 105 projects with a total project cost of $3.417 Billion involving the ten (10) programs, including administration cost, in the Measure M Ordinance. The summary of these projects by program is presented below:

Table 7

Subfund	Programs	# of Projects	Amount (In Thousands)
Transit Operating & Maintenance	Metro Rail Operations	5	$ 127,583
	Transit Operations	8	478,554
	ADA Paratransit	1	89,590
Transit/First/ Last Mile (Capital)	Transit Construction	21	1,620,068
	Metro State of Good Repair	22	66,595
Highway, Active Transportation,	Highway Construction	23	193,785
	Metro Active Transportation Program	20	35,991
Local Return/ Regional Rail	Local Return	1	751,019
	Regional Rail - Metrolink	3	36,196
Administration	0.5% for Administration	1	17,977
	Totals	105	$ 3,417,358

The detailed list of projects by program (taken from the program's cost general ledger for purposes of this analysis) is presented in Exhibit XI of this report.

B. Background

In November 2016, the Measure M Ordinance, Los Angeles County's comprehensive plan to improve transportation and ease traffic congestion, was approved by a two-thirds majority vote. The Measure M Ordinance imposes a retail transaction and use tax at the rate of one-half of one percent (.5%) within Los Angeles County to be operative on the first day of the first calendar quarter commencing not less than 180 days after the adoption of the Ordinance by the voters. The Measure M Ordinance (Ordinance) requires an annual independent audit to be completed within six (6) months after the end of the fiscal year being audited for purpose of determining compliance with the provisions of the Measure M Ordinance relating to the receipt and expenditure of Sales Tax Revenues during such fiscal year. The Ordinance requires that every five (5) years, Metro conduct a comprehensive review of all projects and programs implemented under the Measure M Expenditure Plan (Plan) to evaluate the performance of the overall program and make recommendations to improve its performance based on current practices, best practices, and organizational changes to improve coordination. The Measure M Five Year Comprehensive Assessment and Equity Report (Assessment) will evaluate the performance and impact of the overall Measure M program and support the successful delivery of Measure M projects and programs. Key among the steps towards completing the Assessment was the development of objectives and criteria that measure Metro's implementation of the Plan in the initial five years (FY18 – FY22). The five key Assessment areas to be measured are Financial Analysis, Project Delivery, Program Management, Compliance, and Transparency/Accountability and Equity.

The Ordinance also requires the establishment of a Measure M Independent Taxpayer Oversight Committee of Metro ("Committee") to provide an enhanced level of accountability for expenditures of sales tax revenues made under the Expenditure Plan. The Committee carries out the responsibilities laid out in the Ordinance and plays a valuable and constructive role in the ongoing improvement and enhancement of project delivery contemplated under the Measure M Ordinance. The committee is responsible for reviewing the annual financial and compliance audits as well as reviewing the Assessment and making findings and/or providing recommendations for improving the program. The results of the Committee's review will be presented to the Metro Board of Directors as part of the adoption of the Assessment.

Metro engaged the services of the BCA Watson Rice LLP to conduct the Financial Analysis section of the 5-year assessment report. The results of the financial analyses are discussed in the succeeding pages.

C. Objectives, Scope and Methodology

The primary objective of this assessment is to conduct a financial analysis of the Measure M revenues and expenditures for the fiscal years ended June 30, 2018 through 2022, including a comparison of initial funding assumptions to the actuals achieved, and assess Metro's and Subrecipients' compliance with the Measure M Ordinance.

To accomplish the above objective, our approach and methodology included the following:

1. Conducted meetings with Metro's pertinent personnel to gain a better understanding of the deliverables of the 5-Year Assessment Support/Assessment of Financial and Compliance data;
2. Reviewed and familiarized ourselves with the Measure M compliance requirements;
3. Reviewed the audited schedule of Measure M Revenues and Expenditures for the fiscal years ended June 30, 2018 through 2022;
4. Reviewed the audit reports issued by Vasquez and Company, and Simpson and Simpson auditing firms of their audits of the Local Return Subsidies of various cities and agencies (subrecipients) in the Los Angeles County area;
5. Conducted financial analyses based on the available Measure M financial and compliance data; and
6. Determined Metro's and Subrecipients' compliance with the Measure M Ordinance.

D. Detailed Financial Assessment and Compliance Results

Measure M Sales Tax Revenues Collected and Allocations

For the fiscal years ended June 30, 2018 through 2022, Metro received Measure M sales tax revenues of $4.485 Billion from the CA Department of Tax and Fee Administration (CDTFA), the State agency in-charge of collecting and remitting such sales tax revenue to Metro. The revenue collections and allocations for each fiscal year are shown below:

Table 8

			Measure M Sales Tax Revenue Allocations (In Thousands)					
Subfund	Program	Allocation % Per Ordinance	2018	2019	2020	2021	2022	Total
Transit Operating and Maintenance	Metro Rail Operations	5%	$ 40,728	$ 41,182	$ 40,421	$ 44,878	$ 53,679	$ 220,888
	Transit Operations (Metro & Municipal Providers)	20%	162,913	164,726	161,683	179,514	214,716	883,552
	ADA Paratransit for the Disabled; Metro Discounts for Seniors and Students	2%	16,291	16,473	16,168	17,951	21,472	88,355
Transit/First/ Last Mile (Capital)	Transit Construction (System Connectivity Projects - Airports, Union Station and Countywide BRT)	35%	285,098	288,271	282,945	314,149	375,755	1,546,215
	Metro State of Good Repair	2%	16,291	16,473	16,168	17,951	21,472	88,355
Highway, Active Transportation, Complete Streets (Capital)	Highway Construction (System Connectivity Projects - Ports, Highway Congestion, and Goods Movement)	17%	138,476	140,017	137,430	152,586	182,509	751,019
	Metro Active Transportation Program (Bicycle, Pedestrian, Complete Streets)	2%	16,291	16,473	16,168	17,951	21,472	88,355
Local Return/ Regional Rail	Local Return - Base (Local Projects and Transit Services) plus 1% from Administration	16%	138,476	140,017	137,430	152,586	182,509	751,019
	Regional Rail	1%	8,146	8,236	8,084	8,976	10,736	44,178
Administration/ Local Return	Administration (net of 1% transferred to Local Return)	0.5%	4,259	4,306	4,226	4,693	5,613	23,098
		100%	$ 826,969	$ 836,173	$ 820,724	$ 911,235	$ 1,089,933	$ 4,485,034

The foregoing Subfund categories and programs are taken from Attachment A of Ordinance #16-01 - Los Angeles County Traffic Improvement Plan (Ordinance), popularly known as Measure M. Per Section 10 (Costs Administration) of the Ordinance, "*Administration/Local Return Subfund shall be established at 1.5% of the Gross Sales Tax revenues. As funds are received by Metro and credited to this Subfund, one percent (1%) of the Net Revenues (after deducting the 1.5%) shall be immediately transferred to the Local Return/Regional Rail Subfund to be used solely for the Local Return Program*." Thus, increasing the Local Return – Base program fund to 17% of the net revenues. The net sales tax revenues are then allocated to the other Subfunds based on the percentage stipulated in the Ordinance.

Our review of the Independent Auditors' Report of the Schedule of Measure M Revenues for the fiscal year ended June 30, 2018 through 2022, disclosed that Metro complied with the allocations of revenue as required by the Ordinance. The audited Schedule of the Measure M Sales Tax Revenues for the fiscal years ended June 30, 2018 through 2022 is presented in Exhibit I of this report

Measure M Expenditures/Uses of Funds

For the fiscal years ended June 30, 2018 through 2022, audited Measure M total revenues, including other revenues, totaled $4.527 Billion. However, the audited Measure M expenditures for the same period totaled $3.417 Billion (Administration and other - $142.6 million, Local Return and Transportation Subsidies - $1.146 Billion, and Programs/Capital projects - $2.129 Billion), resulting in Measure M unspent funds of $1.111 Billion as of June 30, 2022, net of the fund deficits of the Transit Construction Project fund and ADA Paratransit Project fund of $52.098 Million and $0.65 Million, respectively. These fund deficits will be offset by subsequent revenue allocations.

Table 9

For the Fiscal Years Ended June 30, 2018 through 2022 (In Thousands)

		Revenues			Expenditures/Uses of Funds				
Subfund	Programs	Revenue Allocations	Other Revenues	Total Revenues	Admin	Local Return/ Transportation Subsidies	Transfers-out/ Capital Projects	Other Financing Sources	Fund Balance
	Program:								
Transit Operating & Maintenance	Metro Rail Operations	$ 220,888	$ (1,320)	$ 219,568	$ -	$ -	$ 127,583	$ -	$ 91,985
	Transit Operations	883,552	(6,156)	877,396	-	253,246	225,308	-	398,842
	ADA Paratransit	88,355	1,170	89,525	-	-	89,590	-	(65)
Transit/First/ Last Mile (Capital)	Transit Construction	1,546,215	21,753	1,567,968	45,056	10,560	1,564,452	-	(52,100)
	Metro State of Good Repair	88,355	(10)	88,345	-	-	66,595	-	21,750
Highway, Active Transportation, Complete Streets (Capital)	Highway Construction	751,019	25,570	776,589	52,437	130,543	10,805	-	582,804
	Active Transportation Program	88,355	870	89,225	22,879	8	13,104	-	53,234
Local Return/ Regional Rail	Local Return	751,019	-	751,019	-	751,019	-	-	-
	Regional Rail - Metrolink	44,178	274	44,452	4,289	400	31,507	1,500	9,756
	Total program	$ 4,461,936	$ 42,151	$ 4,504,087	$ 124,661	$ 1,145,776	$ 2,128,944	$ 1,500	$ 1,106,206
Administration	Administration	$ 23,098	$ 105	$ 23,203	$ 17,977	-	$ -	$ -	$ 5,226
	Grand Total	$ 4,485,034	$ 42,256	$ 4,527,290	$ 142,638	$ 1,145,776	$ 2,128,944	$ 1,500	$ 1,111,432

The other revenues reported under the Measure M fund include the following: funding from the State for highway construction (State Route 57/60 Interchange improvements), investment income, and allocation from the appreciation (decline) in the fair value of Metro's investments (Measure M funds are pooled with other Metro funds to maximize investment earnings).

Our review of the annual audited Schedule of Measure M Expenditures for the fiscal years ended June 30, 2018 through 2022 disclosed that these expenditures are allowable expenditures and spent in accordance with the guidelines and requirements of the Los Angeles County Traffic Improvement Plan Ordinance No. 16-01 (Measure M Ordinance).

The annual independent audit of the Measure M Revenues and Expenditures tested and verified the following compliance requirements/areas:

	Compliance Requirements/Areas Tested	Ordinance # 16-01 Section Reference
1)	Measure M Sales tax revenue shall be allocated solely for transportation program purposes.	Section 7.a
2)	Proper allocation of Measure M sales tax revenue to appropriate subfunds and programs.	Section 7.b
3)	Establishment of separate Measure M subfunds (Transit operation and maintenance, Transit, First/Last Mile (Capital), Highway, Active Transportation, Complete Streets (Capital and Local Return/Regional Rail).	Sections 7.b.1
4)	Proper Use of Measure M Revenues.	Sections 7.b.2 to 7.b.7
5)	Adoption of Metro-approved Board Guidelines regarding Multi-year Subregional Programs.	Section 7.c
6)	Measure M Projects/programs are included in Metro's Long Range Transportation Plan.	Section 7.e
7)	Measure M Projects are in accordance with the agreement approved by both Metro and the governing board of jurisdiction.	Section 7.f
8)	No Measure M revenues expended for the State Route 710 Nort Gap Closure Project.	Section 7.h
9)	No recipient of Local Return programs funds may expend more than thirty-three and one-third percent for Green Streets Projects.	Section 7.i
10)	Establishment of Metro Measure M Independent Taxpayers Oversight Committee.	Section 8.a & 8.c.1
11)	Annual Independent Audit of Measure M Sales tax revenue and expenditures.	Section 8.h.3.b
12)	Metro shall develop Maintenance of Efforts Requirements - Local Return Guidelines.	Section 9
13)	Proper implementation of Administration Cost guidelines.	Section 10

The details of the audited Schedules of Measure M Revenues and Expenditures for the fiscal year ended June 30, 2018 through 2022 are presented in Exhibit I and Exhibits II to VII of this report.

Local Return and Transportation Subsidies

As mandated by the Measure M Ordinance, 17% (16% from the original allocation plus 1% transferred from the Administration allocation) of the Measure M sales tax revenue is allocated to local cities and transportation agencies (subrecipients) within Los Angeles County. This fund is allocated by Metro based on the population of each jurisdiction/city. For the fiscal years ended June 30, 2018 through 2022, Metro disbursed $1.146 Billion of local return and transportation subsidies to 108 subrecipients, consisting of 2 Counties (aside from LA County, San Bernardino County received subsidy of $400,000 in 2021), 88 cities within LA County, 5 transportation authorities, 5 Council of Governments, and 8 other organizations. The $400,000 payment to San Bernardino County was in accordance with the funding agreement between Metro and High Desert Corridor Joint Powers Authority for the environmental work of the High Desert Intercity Rail Corridor Project. The summary of the local return and transportation subsidies/disbursements is presented below:

Table 10

	For the Fiscal Years Ended June 30,					
	2018	**2019**	**2020**	**2021**	**2022**	**Total**
Number of Subrecipients and Amount Disbursed (In Thousands):						
Counties	1	1	1	2	1	2
Amount Disbursed	$ 11,048	$ 14,814	$ 14,326	$ 15,694	$ 19,281	$ 75,163
Cities	88	88	88	88	88	88
Amount Disbursed	$ 117,279	$ 160,039	$ 159,031	$ 175,244	$ 225,633	$ 837,226
Transportation Authorities	4	3	4	5	5	5
Amount Disbursed	$ 23,169	$ 23,543	$ 29,049	$ 19,240	$ 25,959	$ 120,960
Council of Governments	-	3	4	5	5	5
Amount Disbursed	$ -	$ 229	$ 8,427	$ 3,018	$ 42,816	$ 54,490
Other Organizations	1	1	3	8	5	8
Amount Disbursed	$ 30,919	$ (144)	$ 2,316	$ 10,680	$ 14,166	$ 57,937
Total Subrecipients	**94**	**96**	**100**	**108**	**104**	**108**
Total Amount Disbursed	**$ 182,415**	**$ 198,481**	**$ 213,149**	**$ 223,876**	**$ 327,855**	**$ 1,145,776**

The list of Subrecipients of the local return and transportation subsidies is presented in Exhibit VIII of this report.

As mandated by the Ordinance, local return and transportation subsidies extended to Subrecipients are subjected to an annual independent audit. For the fiscal years ended June 30, 2018 through 2022, Metro contracted two Independent Auditing firms (Vasquez and Company, and Simpson and Simpson), which conducted audits of the 89 Subrecipients (County of LA and the 88 Cities within LA County). The audit covered the following compliance requirements:

1. Funds were expended for transportation purposes.
2. Separate Measure M Local Return Account was established.
3. Revenues received including allocations, project-generated revenues, and interest income was properly credited to the Measure M Local Return Account.
4. Funds were expended with Metro's approval.
5. Funds were not substituted for property tax and are in compliance with the Maintenance of Effort.
6. Timely use of funds.

7. Administrative expenses are within the 20% cap.
8. Expenditure Plan (Form M-One or electronic equivalent) was submitted on time.
9. Expenditure Report (Form M-Two or electronic equivalent) was submitted on time.
10. Where funds expended were reimbursable by other grants or fund sources, the reimbursement was credited to the Local Return Account upon receipt of the reimbursement.
11. Where Measure M funds were given, loaned, or exchanged by one jurisdiction to another, the receiving jurisdiction has credited its Local Return Account with the funds received.
12. A separate account was established for Capital reserve funds and the Capital reserve was approved by Metro.
13. Funds were used to augment, not supplant existing local revenues being used for transportation purposes unless there is a fund shortfall.
14. The recreational transit form was submitted on time.
15. Fund exchanges (trades, loans, or gifts) were approved by Metro.
16. Accounting procedures, record keeping, and documentation are adequate.

Based on the review of the audit reports issued by the two auditing firms, it was noted that overall, the subrecipients complied with compliance requirements described in the Measure M Ordinance; Measure M Local Return Guidelines, issued by the Los Angeles County Metropolitan Transportation Authority (Metro), approved by its Board of Directors on June 22, 2017; and the respective Assurances and Understandings Regarding Receipt and Use of Measure M Local Return Funds, executed by Metro, the County of Los Angeles and the respective Cities for the fiscal years ended June 30, 2018 and 2022.

Local Return Compliance Audit Findings

Based on the review of the audit reports issued by the two auditing firms for the fiscal years ended June 30, 2018 through 2022, the following were the prevalent compliance audit findings:

- ***Funds were spent on projects without Metro's prior approval.*** However, after reviewing the allowability of those project expenditures, Metro gave retroactive approval to Cities that have this type of project expenditures. Thus, these were resolved prior to the completion of each audit.

- ***Expenditure Plan (Form M-One or electronic equivalent) and Expenditure Report (Form M-Two or electronic equivalent) were not submitted on time***. Moving forward, Metro reminded the identified Cities to observe the submission deadline for these reports.

- ***Accounting procedures, record keeping, and documentation are inadequate.*** For Cities that have these issues, the Auditors recommended that they must correct the specific issues identified to comply with the requirements of the receipts and use of the Measure M funds.

The details of the foregoing audit findings are presented in Exhibit IX of this report.

Budget and Actual Comparison

For each fiscal year, Metro adopted a budget for the expected Measure M sales tax revenues and expenditures. At the end of the fiscal year, Metro made a comparison of the budgeted revenues and expenses to the actual amount to identify areas where there is a variance between what was planned and what occurred. This variance analysis, specifically for program expenditures, provides insights into areas where Metro can adjust to achieve better financial performance. The budget to actual comparison of the Measure M revenues and expenditures for the fiscal years 2018 through 2022 is presented below:

Revenue Budget and Actual Comparison

Table 11

Fiscal Year Ended June 30,	Measure M Sales Tax Revenue (In Thousands)		
	Final Budget	Actual	Variance with Final Budget
2022	$ 865,000	$ 1,089,933	$ 224,933
2021	778,101	911,235	133,134
2020	873,000	820,724	(52,276)
2019	844,000	836,173	(7,827)
2018	761,899	826,969	65,070
	$ 4,122,000	$ 4,485,034	$ 363,034

As noted, sales tax revenues are largely dependent on consumers' spending in a particular fiscal year. Thus, the estimated or targeted amount for each fiscal year would differ from the actual amount collected. It was noted also that except for fiscal years 2019 and 2020, the actual sales tax revenue was more than the budget amount. The lower actual sale tax revenue in the fiscal year 2019 (which was the 2nd year of the implementation of the Measure M sales tax) was basically due to higher budget assumptions and estimates used in projecting revenue in that year, while the lower actual sales tax revenue in the fiscal year 2020 was because of the lower consumer spending due to the COVID pandemic.

Expenditures Budget and Actual Comparison

For the fiscal years 2018 through 2022, Metro has accumulated a total budget of $4.260 Billion for programs/capital projects and administrative expenditures. Out of this budget, $3.417 Billion was spent on programs and administration expenses, which approximates an 80% utilization rate. The budget to actual comparison for each program and administration costs is shown below:

Table 12

		For the Fiscal Years Ended June 30, 2018 through 2022		
		Expenditures (In Thousands)		
Subfund	**Programs**	**Final Budget**	**Actual**	**Variance with Final Budget**
	Program:			
	Metro Rail Operations	$ 192,922	$ 127,583	$ 65,339
Transit Operating and Maintenance	Transit Operations	810,133	478,554	331,579
	ADA Paratransit	101,942	89,590	12,352
Transit/First/ Last Mile (Capital)	Transit Construction	1,927,715	1,620,068	307,647
	Metro State of Good Repair	65,079	66,595	(1,516)
Highway, Active Transportation,	Highway Construction	324,284	193,785	130,499
Complete Streets (Capital)	Metro Active Transportation Program	70,041	35,991	34,050
Local Return/ Regional Rail	Local Return	681,579	751,019	(69,440)
	Regional Rail	51,959	36,196	15,763
	Total Program	4,225,654	3,399,381	826,273
Administration	Administration	34,066	17,977	16,089
	Total	$ 4,259,720	$ 3,417,358	$ 842,362

In reviewing the total budget and actual expenditures for the last five fiscal years, it was prevalent, as shown in the comparison table below, that actual expenditures were consistently less than budgeted.

Table 13

	Expenditures (In Thousands)			
Fiscal Years Ended June 30,	**Total Final Budget**	**Total Actual**	**Variance with Final Budget**	**Utilization Rate**
2022	$ 1,023,749	$ 641,177	$ 382,572	63%
2021	910,040	879,839	30,201	97%
2020	962,638	897,298	65,340	93%
2019	778,153	601,926	176,227	77%
2018	585,140	397,118	188,022	68%
	$ 4,259,720	$ 3,417,358	$ 842,362	80%

For the fiscal year 2022, the lower budget utilization was mainly because Metro received Covid-19 pandemic-related federal grants/stimulus of $414,511 Million for its Metro Rail ($81,981 Million) and Transit Operations ($332,530 Million) expenditures. These grants reimbursed Metro's Covid-related rail and transit operational expenses for fiscal years 2020 and 2021.

On the other hand, the lower budget utilization for fiscal years 2018 and 2019 was because these were the start-up years (adjustment period) of the programs/projects and actual program/project expenditures came in lower than the budgeted amount.

The annual budget to actual comparison schedules of the program and administration costs are presented in Exhibits X of this report.

Project analysis

For the fiscal years 2018 through 2022, Metro implemented 105 projects with a total project cost of $3.417 Billion (including administration costs and local return funds given to subrecipients), as shown in the summary below:

Table 14

		2022		2021		2020		2019		2018		Total	
Subfund	Programs	# of Projects	Amount (In Thousands)	# of Projects	Amount (In Thousands)	# of Projects	Amount (In Thousands)	# of Projects	Amount (In Thousands)	# of Projects	Amount (In Thousands)	# of Projects	Amount (In Thousands)
Transit Operating & Maintenance	**Program:**												
	Metro Rail Operations	5	$ (35,846)	5	$ 38,515	5	$ 42,616	5	$ 56,799	5	$ 25,499	5	$ 127,583
	Transit Operations	7	(155,556)	8	133,061	8	184,746	8	168,635	8	147,670	8	478,556
	ADA Paratransit	1	38,128	1	25,827	1	(180)	1	25,816	1	-	1	89,591
Transit/First/ Last Mile (Capital)	Transit Construction	18	470,786	14	444,375	15	476,791	11	170,340	6	57,777	21	1,620,069
	Metro State of Good Repair	13	5,222	10	17,992	11	8,991	11	19,353	4	15,036	22	66,594
Highway, Active Transportation, Complete Streets (Capital)	Highway Construction	21	116,046	14	41,766	14	28,506	7	7,386	1	80	23	193,784
	Active Transportation Program	13	11,449	12	7,450	13	3,848	15	9,794	9	3,450	20	35,991
Local Return/ Regional Rail	Local Return	1	182,509	1	152,427	1	137,589	1	140,017	1	138,476	1	751,018
	Regional Rail - Metrolink	2	4,597	2	15,012	1	8,502	1	27	1	8,058	3	36,196
Administration	0.5% for Administration	1	3,842	1	3,414	1	5,889	1	3,759	1	1,072	1	17,976
	Totals	82	$ 641,177	68	$ 879,839	70	$ 897,298	61	$ 601,926	37	$ 397,118	105	$ 3,417,358

The detailed list and names of the projects by program are presented in Exhibit XI of this report.

EXHIBITS

Exhibit I

Audited Schedules of Measure M Revenues and Expenditures
For the Fiscal Years Ended June 30, 2018 through 2022
(In Thousands)

	2018	2019	2020	2021	2022	Total
Revenues						
Sales tax	$ 826,969	$ 836,173	$ 820,724	$ 911,235	$ 1,089,933	$ 4,485,034
Intergovernmental	-	-	8,432	7,005	-	15,437
Investment income (loss)	1,887	10,160	15,968	6,004	5,900	39,919
Net increase (decline) in fair value of investments	(2,171)	4,706	5,450	(5,420)	(15,666)	(13,101)
Total Revenues	826,685	851,039	850,574	918,824	1,080,167	4,527,289
Expenditures						
Administration and others	4,996	20,682	27,787	31,881	57,292	142,638
Transportation subsidies	182,415	198,481	213,149	223,876	327,855	1,145,776
	187,411	219,163	240,936	255,757	385,147	1,288,414
Excess of revenues over expenditures	639,274	631,876	609,638	663,067	695,020	3,238,875
Other Financing Sources (uses)						
Proceeds from long-term debt	-	-	-	1,500	-	1,500
Transfer-out for capital projects	(209,707)	(382,763)	(656,362)	(624,082)	(256,030)	(2,128,944)
Total other financing sources (uses)	(209,707)	(382,763)	(656,362)	(622,582)	(256,030)	(2,127,444)
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	429,567	249,113	(46,724)	40,485	438,990	1,111,431
Fund balance, beginning of the year	-	429,567	678,680	631,956	672,441	-
Fund balance, end of the year	$ 429,567	$ 678,680	$ 631,956	$ 672,441	$ 1,111,431	$ 1,111,431

Exhibit II

Consolidated Schedule of Measure M Revenues and Expenditures and Fund Balance
By Subfund and Programs
For the Fiscal Years Ended June 30, 2018 through 2022
(In Thousands)

	Transit Operating and Maintenance			Transit/First/Last Mile (Capital)		Highway, Active Transportation, Complete Streets (Capital)		Local Return/Regional Rail		Administration	
	Metro Rail Operations	Transit Operations	ADA Paratransit	Transit Construction	Metro State of Good Repair	Highway Construction	Metro Active Transportation Program	Local Return	Regional Rail - Metrolink	Administration	**Total**
Revenues											
Sales tax revenue	$ 220,888	$ 883,552	$ 88,355	$ 1,546,215	$ 88,355	$ 751,019	$ 88,355	$ 751,019	$ 44,178	$ 23,098	$ 4,485,034
Intergovernmental	-	-	-	-	-	15,437	-	-	-	-	15,437
Investment Income	(231)	(1,388)	1,116	20,245	225	17,813	1,587	-	388	165	39,920
Net appreciation (decline) in fair value of investments	(1,089)	(4,768)	54	1,508	(235)	(7,680)	(717)	-	(114)	(60)	(13,101)
Total revenue	219,568	877,396	89,525	1,567,968	88,345	776,589	89,225	751,019	44,452	23,203	4,527,290
Expenditures											
Administration and other	-	-	-	45,056	-	52,437	22,879	-	4,289	17,977	142,638
Transportation subsidies	-	253,246	-	10,560	-	130,543	8	751,019	400	-	1,145,776
	-	253,246	-	55,616	-	182,980	22,887	751,019	4,689	17,977	1,288,414
Excess of revenues over expenditures	219,568	624,150	89,525	1,512,352	88,345	593,609	66,338	-	39,763	5,226	3,238,876
Other Financing Sources (Uses)											
Proceeds from long term debt	-	-	-	-	-	-	-	-	1,500	-	1,500
Transfers out for capital projects	(127,583)	(225,308)	(89,590)	(1,564,452)	(66,595)	(10,805)	(13,104)	-	(31,507)	-	(2,128,944)
Total other financing sources (uses)	(127,583)	(225,308)	(89,590)	(1,564,452)	(66,595)	(10,805)	(13,104)	-	(30,007)	-	(2,127,444)
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	91,985	398,842	(65)	(52,100)	21,750	582,804	53,234	-	9,756	5,226	1,111,432
Fund balance, beginning of the year	-	-	-	-	-	-	-	-	-	-	-
Fund balance, end of the year	$ 91,985	$ 398,842	$ (65)	$ (52,100)	$ 21,750	$ 582,804	$ 53,234	$ -	$ 9,756	$ 5,226	$ 1,111,432

Exhibit III

Schedule of Measure M Revenues and Expenditures and Fund Balance
By Subfund and Programs
For the Fiscal Year Ended June 30, 2018
(In Thousands)

	Transit Operating and Maintenance			Transit/First/Last Mile (Capital)		Highway, Active Transportation, Complete Streets (Capital)		Local Return/Regional Rail		Administration	
	Metro Rail Operations	Transit Operations	ADA Paratransit	Transit Construction	Metro State of Good Repair	Highway Construction	Metro Active Transportation Program	Local Return	Regional Rail - Metrolink	Administration	**Total**
Revenues:											
Sales tax revenue	$ 40,728	$ 162,913	$ 16,291	$ 285,098	$ 16,291	$ 138,476	$ 16,291	$ 138,476	$ 8,146	$ 4,259	$ 826,969
Intergovernmental	-	-	-	-	-	-	-	-	-	-	-
Investment Income	51	(194)	71	1,193	48	601	71	-	36	12	1,887
Net appreciation (decline) in fair value of investr	(48)	141	(98)	(1,274)	18	(834)	(72)	-	13	(17)	(2,171)
Total revenue	40,731	162,859	16,264	285,017	16,357	138,243	16,290	138,476	8,194	4,254	826,685
Expenditures:											
Administration and other	-	-	-	3,844	-	80	-	-	-	1,072	4,996
Transportation subsidies	-	43,939	-	-	-	-	-	138,476	-	-	182,415
	-	43,939	-	3,844	-	80	-	138,476	-	1,072	187,411
Excess of revenues over expenditures	40,731	118,920	16,264	281,173	16,357	138,162	16,290	-	8,194	3,182	639,274
Other Financing Sources (Uses)											
Transfers out for capital projects	(25,499)	(103,731)	-	(53,934)	(15,036)	-	(3,450)	-	(8,058)	-	(209,707)
Total other financing sources (uses)	(25,499)	(103,731)	-	(53,934)	(15,036)	-	(3,450)	-	(8,058)	-	(209,707)
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	15,232	15,190	16,264	227,239	1,321	138,162	12,841	-	137	3,182	429,567
Fund balance, beginning of the year	-	-	-	-	-	-	-	-	-	-	-
Fund balance, end of the year	$ 15,232	$ 15,190	$ 16,264	$ 227,239	$ 1,321	$ 138,162	$ 12,841	$ -	$ 137	$ 3,182	$ 429,567

Exhibit IV

Schedule of Measure M Revenues and Expenditures and Fund Balance
By Subfund and Programs
For the Fiscal Year Ended June 30, 2019
(In Thousands)

	Transit Operating and Maintenance			Transit/First/Last Mile (Capital)		Highway, Active Transportation, Complete Streets (Capital)		Local Return/Regional Rail		Administration	
	Metro Rail Operations	Transit Operations	ADA Paratransit	Transit Construction	Metro State of Good Repair	Highway Construction	Metro Active Transportation Program	Local Return	Regional Rail - Metrolink	Administration	**Total**
Revenues:											
Sales tax revenue	$ 41,182	$ 164,726	$ 16,473	$ 288,271	$ 16,473	$ 140,017	$ 16,473	$ 140,017	$ 8,236	$ 4,306	$ 836,173
Intergovernmental	-	-	-	-	-	-	-	-	-	-	-
Investment Income	(3)	(419)	417	6,149	(27)	3,538	360	-	94	52	10,160
Net appreciation (decline) in fair value of investments	10	(236)	118	2,648	(40)	1,998	159	-	18	31	4,706
Total revenue	41,188	164,071	17,008	297,068	16,406	145,553	16,992	140,017	8,348	4,389	851,039
Expenditures:											
Administration and other	-	-	-	8,922	-	3,234	4,767	-	-	3,759	20,682
Transportation subsidies	-	54,311	-	-	-	4,153	-	140,017	-	-	198,481
	-	54,311	-	8,922	-	7,386	4,767	140,017	-	3,759	219,163
Excess of revenues over expenditures	41,188	109,760	17,008	288,145	16,406	138,167	12,225	-	8,348	630	631,876
Other Financing Sources (Uses)											
Transfers out for capital projects	(56,799)	(114,324)	(25,816)	(161,418)	(19,353)	-	(5,027)	-	(27)	-	(382,763)
Total other financing sources (uses)	(56,799)	(114,324)	(25,816)	(161,418)	(19,353)	-	(5,027)	-	(27)	-	(382,763)
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(15,611)	(4,564)	(8,808)	126,728	(2,947)	138,167	7,197	-	8,321	630	249,113
Fund balance, beginning of the year	15,232	15,190	16,264	227,239	1,321	138,162	12,841	-	137	3,182	429,567
Fund balance, end of the year	$ (379)	$ 10,626	$ 7,456	$ 353,967	$ (1,626)	$ 276,329	$ 20,038	$ -	$ 8,458	$ 3,812	$ 678,680

Exhibit V

Schedule of Measure M Revenues and Expenditures and Fund Balance
By Subfund and Programs
For the Fiscal Year Ended June 30, 2020
(In Thousands)

	Transit Operating and Maintenance			Transit/First/Last Mile (Capital)		Highway, Active Transportation, Complete Streets (Capital)		Local Return/Regional Rail		Administration	
	Metro Rail Operations	Transit Operations	ADA Paratransit	Transit Construction	Metro State of Good Repair	Highway Construction	Metro Active Transportation Program	Local Return	Regional Rail Metrolink	Administration	**Total**
Revenues:											
Sales tax revenue	$ 40,421	$ 161,683	$ 16,168	$ 282,945	$ 16,168	$ 137,430	$ 16,168	$ 137,430	$ 8,084	$ 4,226	$ 820,724
Intergovernmental	-	-	-	-	-	8,432	-	-	-	-	8,432
Investment Income	(196)	(580)	331	9,027	67	6,563	542	-	156	60	15,969
Net appreciation (decline) in fair value of investm	(123)	(581)	316	511	64	4,778	395	-	74	17	5,450
Total revenue	40,101	160,521	16,815	292,483	16,299	157,202	17,105	137,430	8,314	4,303	850,574
Expenditures:											
Administration and other	-	-	-	6,684	-	14,300	1,468	-	-	5,335	27,787
Transportation subsidies	-	57,841	-	3,606	-	14,272	-	137,430	-	-	213,149
	-	57,841	-	10,291	-	28,572	1,468	137,430	-	5,335	240,936
Excess of revenues over expenditures	40,101	102,681	16,815	282,192	16,299	128,631	15,637	-	8,314	(1,032)	609,638
Other Financing Sources (Uses)											
Transfers out for capital projects	(42,616)	(126,905)	180	(466,500)	(8,991)	65	(2,380)	(159)	(8,502)	(554)	(656,362)
Total other financing sources (uses)	(42,616)	(126,905)	180	(466,500)	(8,991)	65	(2,380)	(159)	(8,502)	(554)	(656,362)
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(2,515)	(24,224)	16,994	(184,307)	7,308	128,696	13,257	(159)	(188)	(1,587)	(46,724)
Fund balance, beginning of the year	(379)	10,626	7,456	353,967	(1,626)	276,329	20,038	-	8,458	3,812	678,680
Fund balance, end of the year	$ (2,894)	$ (13,598)	$ 24,450	$ 169,660	$ 5,682	$ 405,024	$ 33,295	$ (159)	$ 8,270	$ 2,225	$ 631,956

Exhibit VI

Schedule of Measure M Revenues and Expenditures and Fund Balance
By Subfund and Programs
For the Fiscal Year Ended June 30, 2021
(In Thousands)

	Transit Operating and Maintenance			Transit/First/Last Mile (Capital)		Transportation, Complete Streets (Capital)		Local Return/Regional Rail		Administration	
	Metro Rail Operations	Transit Operations	ADA Paratransit	Transit Construction	Metro State of Good Repair	Highway Construction	Metro Active Transportation Program	Local Return	Regional Rail - Metrolink	Administration	**Total**
Revenues:											
Sales tax revenue	$ 44,878	$ 179,513	$ 17,951	$ 314,148	$ 17,951	$ 152,586	$ 17,951	$ 152,586	$ 8,976	$ 4,693	$ 911,235
Intergovernmental	-	-	-	-	-	7,005	-	-	-	-	7,005
Investment Income	(68)	(248)	196	2,177	65	3,500	298	-	63	18	6,004
Net appreciation (decline) in fair value of investmer	133	667	(274)	(2,006)	(33)	(3,520)	(274)	-	(96)	(17)	(5,420)
Total revenue	44,943	179,933	17,873	314,320	17,984	159,572	17,976	152,586	8,943	4,693	918,824
Expenditures:											
Administration and other	-	-	-	7,657	-	13,374	6,389	-	491	3,969	31,880
Transportation subsidies	-	41,705	-	2,823	-	26,238	-	152,586	525	-	223,877
	-	41,705	-	10,480	-	39,612	6,389	152,586	1,016	3,969	255,757
Excess of revenues over expenditures	44,943	138,228	17,873	303,840	17,984	119,960	11,587	-	7,927	725	663,067
Other Financing Sources (Uses)	-	-	-	-	-	-	-	-	-	-	-
Proceeds from long-term debt	-	-	-	-	-	-	-	-	1,500	-	1,500
Transfers out for capital projects	(38,515)	(91,356)	(25,827)	(433,895)	(17,992)	(2,154)	(1,061)	159	(13,996)	554	(624,082)
Total other financing sources (uses)	(38,515)	(91,356)	(25,827)	(433,895)	(17,992)	(2,154)	(1,061)	159	(12,496)	554	(622,582)
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	6,428	46,872	(7,954)	(130,055)	(9)	117,806	10,526	159	(4,569)	1,279	40,485
Fund balance, beginning of the year	(2,894)	(13,598)	24,450	169,660	5,682	405,024	33,295	(159)	8,270	2,225	631,956
Fund balance, end of the year	$ 3,534	$ 33,274	$ 16,497	$ 39,605	$ 5,674	$ 522,830	$ 43,821	$ -	$ 3,701	$ 3,504	$ 672,441

Exhibit VII

Schedule of Measure M Revenues and Expenditures and Fund Balance
By Subfund and Programs
For the Fiscal Year Ended June 30, 2022
(In Thousands)

	Transit Operating and Maintenance			Transit/First/Last Mile (Capital)		Transportation, Complete Streets (Capital)		Local Return/Regional Rail		Administration	
	Metro Rail Operations	Transit Operations	ADA Paratransit	Transit Construction	Metro State of Good Repair	Highway Construction	Metro Active Transportation Program	Local Return	Regional Rail - Metrolink	Administration	**Total**
Revenues:											
Sales tax revenue	$ 53,679	$ 214,717	$ 21,472	$ 375,755	$ 21,472	$ 182,509	$ 21,472	$ 182,509	$ 10,736	$ 5,613	$ 1,089,933
Intergovernmental	-	-	-	-	-	-	-	-	-	-	-
Investment Income	(14)	53	101	1,698	72	3,612	316	-	40	23	5,900
Net appreciation (decline) in fair value of investm	(1,060)	(4,758)	(7)	1,629	(244)	(10,102)	(926)	-	(124)	(74)	(15,666)
Total revenue	52,604	210,011	21,566	379,081	21,300	176,019	20,862	182,509	10,651	5,563	1,080,167
Expenditures:											
Administration and other	-	-	-	17,949	-	21,449	10,255	-	3,798	3,842	57,292
Transportation subsidies	-	55,451	-	4,131	-	85,880	8	182,509	(125)	-	327,855
	-	55,451	-	22,080	-	107,329	10,263	182,509	3,673	3,842	385,147
Excess of revenues over expenditures	52,604	154,561	21,566	357,001	21,300	68,690	10,599	-	6,979	1,721	695,020
Other Financing Sources (Uses)											
Transfers out for capital projects	35,846	211,007	(38,128)	(448,706)	(5,223)	(8,717)	(1,186)	-	(924)	-	(256,030)
Total other financing sources (uses)	35,846	211,007	(38,128)	(448,706)	(5,223)	(8,717)	(1,186)	-	(924)	-	(256,030)
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	88,451	365,567	(16,562)	(91,705)	16,077	59,973	9,413	-	6,054	1,721	438,990
Fund balance, beginning of the year	3,534	33,274	16,497	39,605	5,674	522,830	43,821	-	3,701	3,504	672,441
Fund balance, end of the year	$ 91,985	$ 398,841	$ (65)	$ (52,100)	$ 21,751	$ 582,803	$ 53,234	-	$ 9,755	$ 5,225	$ 1,111,431

Schedule of Local Return and Transportation Subsidies
For the Fiscal Years Ended June 30, 2018 through 2022

	Subrecipients	Amount (in Thousands) 2018	2019	2020	2021	2022	Total
	Counties:						
1	COUNTY OF LOS ANGELES	$ 11,048	$ 14,814	$ 14,326	$ 15,294	$ 19,281	$ 74,763
2	SAN BERNARDINO COUNTY	-	-	-	400	-	400
	Sub-total	$ 11,048	$ 14,814	$ 14,326	$ 15,694	$ 19,281	$ 75,163
	Cities:						
1	CITY OF LOS ANGELES	$ 46,971	$ 62,044	$ 60,275	$ 61,616	$ 77,359	$ 308,265
2	SANTA MONICA	8,385	9,584	10,489	7,958	10,444	46,860
3	LONG BEACH	5,093	6,762	6,480	6,746	18,660	43,741
4	INGLEWOOD	1,225	1,619	1,539	8,990	10,881	24,254
5	TORRANCE	1,546	7,052	4,944	4,254	6,175	23,971
6	SANTA CLARITA	2,306	5,467	2,923	5,076	5,768	21,540
7	MONTEBELLO	3,736	4,288	4,651	3,648	4,721	21,044
8	GLENDALE	2,118	2,838	2,740	7,266	3,692	18,654
9	GARDENA	2,615	3,100	3,328	2,654	3,439	15,136
10	CULVER CITY	2,423	2,802	2,999	2,338	3,613	14,175
11	NORWALK	2,220	2,793	2,911	2,562	3,288	13,774
12	PALMDALE	1,681	2,233	2,153	2,324	3,670	12,061
13	LANCASTER	1,650	2,219	2,190	2,295	2,874	11,228
14	POMONA	1,634	2,185	2,101	2,191	2,752	10,863
15	PASADENA	1,481	2,013	1,950	2,150	3,181	10,775
16	BURBANK	1,104	1,478	1,454	4,505	1,882	10,423
17	AGOURA HILLS	223	296	1,569	3,779	3,792	9,659
18	REDONDO BEACH	1,000	1,277	1,276	1,223	4,394	9,170
19	EL MONTE	1,196	1,607	1,589	1,664	2,438	8,494
20	DOWNEY	1,199	1,602	1,543	1,622	2,111	8,077
21	WEST COVINA	1,133	1,517	1,471	1,535	1,884	7,540
22	COMPTON	1,063	1,409	1,353	1,402	1,743	6,970
23	SOUTH GATE	1,046	1,389	1,330	1,374	1,724	6,863
24	CARSON	987	1,318	1,269	1,329	1,837	6,740
25	WHITTIER	928	1,235	1,182	1,270	1,562	6,177
26	HAWTHORNE	924	1,234	1,204	1,248	1,546	6,156
27	ALHAMBRA	911	1,223	1,174	1,235	1,543	6,086
28	LAKEWOOD	824	1,114	1,103	1,155	1,421	5,617
29	BELLFLOWER	802	1,078	1,054	1,135	1,473	5,542
30	BALDWIN PARK	785	1,062	1,040	1,098	1,484	5,469
31	LYNWOOD	761	1,014	976	1,013	1,267	5,031
32	WESTLAKE VILLAGE	88	118	4,427	187	146	4,966
33	ARCADIA	702	948	936	952	1,236	4,774
34	PICO RIVERA	675	901	871	909	1,126	4,482
35	MONTEREY PARK	644	866	844	878	1,080	4,312
36	CALABASAS	255	341	335	376	2,936	4,243
37	HUNTINGTON PARK	627	836	807	843	1,058	4,171
38	DIAMOND BAR	599	803	777	817	1,016	4,012
39	MALIBU	133	179	176	3,271	213	3,972
40	PARAMOUNT	592	787	759	788	986	3,912
41	ROSEMEAD 01	580	774	746	782	966	3,848
42	CERRITOS	519	703	680	720	1,129	3,751
43	LA MIRADA	564	739	719	738	911	3,671
44	GLENDORA	550	740	713	740	925	3,668
45	MANHATTAN BEACH	371	499	489	510	1,644	3,513
46	AZUSA	520	700	674	729	883	3,506
47	COVINA	518	690	664	694	868	3,434
48	BELL GARDENS	451	603	583	610	755	3,002
49	RANCHO PALOS VERDES	452	604	579	604	742	2,981
50	SAN GABRIEL	425	576	555	585	713	2,854
51	LA PUENTE	426	569	552	579	721	2,847
52	CLAREMONT	380	565	552	519	756	2,772
53	MONROVIA	394	541	527	547	674	2,683
54	BELL	386	513	493	519	649	2,560
55	TEMPLE CITY	384	512	492	520	643	2,551
56	WEST HOLLYWOOD	377	505	486	521	644	2,533

Exhibit VIII

Schedule of Local Return and Transportation Subsidies
For the Fiscal Years Ended June 30, 2018 through 2022
(Continued)

	Subrecipients	Amount (in Thousands) 2018	2019	2020	2021	2022	Total
	Cities:						
57	BEVERLY HILLS	$ 365	$ 488	$ 468	$ 492	$ 600	$ 2,413
58	SAN DIMAS	359	481	468	491	603	2,402
59	LAWNDALE	352	470	456	475	583	2,336
60	LA VERNE	349	467	450	472	592	2,330
61	WALNUT	317	424	409	434	532	2,116
62	MAYWOOD	296	394	380	397	496	1,963
63	SOUTH PASADENA	273	366	353	373	453	1,818
64	COMMERCE	299	363	378	326	403	1,769
65	SAN FERNANDO	258	345	333	354	448	1,738
66	CUDAHY	258	344	330	345	430	1,707
67	DUARTE	233	310	299	312	385	1,539
68	SOUTH EL MONTE	219	293	283	302	377	1,474
69	LA CANADA-FLINTRIDGE	216	288	280	293	364	1,441
70	LOMITA	213	287	281	295	365	1,441
71	HERMOSA BEACH	208	276	267	282	349	1,382
72	SANTA FE SPRINGS	194	258	247	259	325	1,283
73	EL SEGUNDO	175	235	228	242	298	1,178
74	ARTESIA	177	237	228	240	293	1,175
75	HAWAIIAN GARDENS	157	208	198	209	260	1,032
76	PALOS VERDES ESTATES	144	192	183	192	234	945
77	SAN MARINO	142	190	180	190	233	935
78	SIGNAL HILL	123	163	157	168	208	819
79	SIERRA MADRE	116	155	149	158	192	770
80	ROLLING HILLS ESTATES	84	113	110	117	282	706
81	LA HABRA HEIGHTS	57	77	74	78	97	383
82	AVALON	39	52	52	55	70	268
83	HIDDEN HILLS	20	27	26	27	33	133
84	ROLLING HILLS	20	27	26	27	33	133
85	IRWINDALE	15	20	19	21	25	100
86	BRADBURY	12	16	14	15	19	76
87	INDUSTRY	5	6	6	6	8	31
88	VERNON	2	3	3	4	5	17
	Sub-total	$ 117,279	$ 160,039	$ 159,031	$ 175,244	$ 225,633	$ 837,226
	Transit Authorities:						
1	FOOTHILL TRANSIT	$ 9,946	$ 11,425	$ 12,666	$ 9,173	$ 12,391	$ 55,601
2	LONG BEACH TRANSIT	8,653	9,612	10,769	7,793	-	36,827
3	ANTELOPE VALLEY TRANSIT AUTHORITY	2,269	2,506	2,950	2,142	2,834	12,701
4	CALTRANS-DISTRICT 07	-	-	-	-	8,265	8,265
5	SANTA CLARITA TRANSIT	2,301	-	2,664	-	2,487	7,452
6	SOUTHERN CALIFORNIA REGIONAL RAIL AUTHORITY	-	-	-	7	107	114
7	SAN BERNARDINO COUNTY TRANSPORTATION AUTHORITY	-	-	-	125	(125)	-
		$ 23,169	$ 23,543	$ 29,049	$ 19,240	$ 25,959	$ 120,960
	Council of Governments:						
1	SAN GABRIEL VALLEY COUNCIL OF GOVERNMENTS	$ -	$ 34	$ 5,288	$ 630	$ 42,267	$ 48,219
2	SOUTH BAY CITIES COUNCIL OF GOVERNMENTS	-	-	3,070	2,276	478	5,824
3	LAS VIRGENES-MALIBU COUNCIL OF GOVERNMENTS	-	104	58	51	59	272
4	ARROYO VERDUGO COMMUNITIES JOINT POWERS AUTHORITY	-	91	11	27	8	137
5	WESTSIDE CITIES COUNCIL OF GOVERNMENTS	-	-	-	34	4	38
		$ -	$ 229	$ 8,427	$ 3,018	$ 42,816	$ 54,490
	Other Organizations (See Notes below):						
1	MOTT MACDONALD, LLC	$ -	$ -	$ 346	$ 1,397	$ 694	$ 2,437
2	BEACH CITIES HEALTH DISTRICT	-	-	7	186	71	264
3	ARELLANO ASSOCIATES LLC	-	-	-	14	56	70
4	HDR ENGINEERING INC	-	-	-	54	-	54
5	REMY MOOSE MANLEY	-	-	-	-	17	17
6	WALKING MAN, INC.	-	-	-	5	-	5
7	ADDRESSERS	-	-	-	2	-	2
8	TRANSLATING SERVICES, INC. DBA LAZAR TRANSLATING & INTERPRETING	-	-	-	1	-	1
9	Others-Accrual	30,919	(144)	1,963	9,021	13,328	55,087
	Sub-total	$ 30,919	$ (144)	$ 2,316	$ 10,680	$ 14,166	$ 57,937
	Grand Total	$ 182,415	$ 198,481	$ 213,149	$ 223,876	$ 327,855	$ 1,145,776

Notes for Other Organizations:

1 **Mott MacDonald, LLC** - Payments for the Regional Rail Planning and Environmental Services-Antelope Valley Line Improvements Environmental Assessment and Technical studies.

2 **Beach Cities Health District -** Payments for the Transportation System and Mobility Improvement Program.

3 **Arrellano Associates, LLC -** Payments for the Metro Antelope Valley Improvements Study that includes communication/outreach activities leading up to the release of the Draft Environmental Impact Report.

4 **HDR Engineering, Inc. -** Payments for Regional Rail Planning and Environmental Services.

5 **Remy Moose Manley** - Payments to analyze, review and provide substantive comments and edits to the Antelope Valley Line Capital and Environmental Impact Report.

6 **Walking Man, Inc**. - Payments for the distributions of flyers/notices for the Antelope Valley Line Capacity and Service Improvements Program.

7 **Addressers** - Payments for the Antelope Valley Project postcards.

8 **Translating Services, Inc. -** Payments for Armenian and Spanish Interpreter and practice sessions for 2 public hearings.

Exhibit IX

Summary of Local Return Financial and Compliance Audit Findings
For the the Fiscal Years Ended June 30, 2018 through 2022

	2022	2021	2020	2019	2018
Number of Subrecipients Audited	**89**	**89**	**89**	**89**	**89**
Financial Audit Findings:					
1) Local returns subsidies were spent on projects prior to Metro's approval.					
Total number of cities with this type of finding	7	6	9	4	6
Total Questioned Cost associated with this finding. - Actual Amount	$ 1,827,840	$ 1,073,052	$ 1,492,291	$ 355,416	$ 724,900
Resolutions/Status of the finding: Metro granted a retroactive approval of these projects. Thus, they were eligible for Local Return subsidies funding and was resolved during the audit.					
2) The City of South El Monte claimed Salaries and Employees' Benefits based on budget and not supported by actual time charges or time sheets.					
Total number of cities with this type of finding			1		
Total Questioned Cost associated with this finding. - Actual Amount			$ 507		
Resolutions/Status of the finding: The City was requested to provide actual documentation of the claimed amount. Moving forward, the City plans to implement a timekeeping system to ensure that hours claimed were actually rendered and not based on budget.					
3) The City of Baldwin Park claimed Salaries and Employees' Benefits based on budget and not supported by actual time charges or time sheets.					
Total number of cities with this type of finding				1	
Total Questioned Cost associated with this finding. - Actual Amount				$ 351,493	
Resolutions/Status of the finding: The City was requested to provide actual documentation of the claimed hours/amount. If no documentation provided, the City was advised to reimburse Metro of the claimed amount. Metro still to receive formal response from the City. It was recommended also by the auditor that the City establish controls to ensure that all salaries and benefits charged to the Local Return fund are adequately supported with verifiable accounting/transactions documents (i.e. time sheets and actual payroll).					
4) The City of South El Monte General Ledger is not updated. Account reconciliations, including bank accounts are behind and the Local Return Funds reports and Forms submitted to Metro do not reconcile with the accounting records. Auditors unable to perform any auditing procedures.					
Total number of cities with this type of finding				1	
Total Questioned Cost associated with this finding. - Actual Amount				$149,130	
Resolutions/Status of the finding: Metro granted the City's request for an extension to complete the audit by August 31, 2020 (need to contact Metro if this was completed).					
5) The City of Downey's expenditures incurred for the Brookshire Avenue Pavement Rehabilitation Project that were charged to the Measure M Local Return Fund was not supported by an approved contract or purchase order form.					1
Total Questioned Cost associated with this finding. - Actual Amount					$ 3,347
Resolutions/Status of the finding: The auditing firm of Simpson and Simpson recommended that the City establish controls to ensure that the costs charged to the Local Return Funds, although allowable, are adequately supported by contracts, purchase orders, invoices, canceled checks or similar documentation so that Local Return expenditures are in compliance with the Guidelines. (need to contact Metro for the status of this finding).					
6) City of Pomona Interest income was not properly allocated and recorded in Measure M Local Return Fund account.					1
Total Questioned Cost associated with this finding.- Actual Amount					$9,705
Resolutions/Status of the finding: The City corrected the issue and interest income was allocated for the first quarter of FY 2018-19 and will continue to do so going forward.					

Summary of Local Return Financial and Compliance Audit Findings
For the the Fiscal Years Ended June 30, 2018 through 2022
(Continued)

	2022	2021	2020	2019	2018
Number of Subrecipient Audited	**89**	**89**	**89**	**89**	**89**
Compliance Audit Findings					
1) The Expenditure Plan (Form M-One or electronic equivalent) was not submitted timely to Metro.					
Total number of cities with this type of finding	5	1	9	6	2
Resolutions/Status of the finding:					
The Cities subsequently submitted the Expenditure Plan to Metro.					
2) The Expenditure Report (Form M-Two or electronic equivalent) was not submitted timely.					
Total number of cities with this type of finding	6	1	1	8	4
Resolutions/Status of the finding:					
The Cities subsequently entered the required information in the LRMS.					
3) Accounting procedures, record keeping, and documentation are not adequate.					
Total number of cities with this type of finding	-	1	-	-	-
Resolutions/Status of the finding:					
Cities were advised to address and correct the identified issues.					

Exhibit X

Expenditures Budget to Actual Comparison
For the Fscal Years 2018 through 2022
(In Thousands)

	2018			2019			2020			2021			2022		
	Expenditures (In Thousands)			Expenditures (In Thousands)			Expenditures (In Thousands)			Expenditures (In Thousands)			Expenditures (In Thousands)		
Programs	Final Budget	Actual	Variance with Final Budget	Final Budget	Actual	Variance with Final Budget	Final Budget	Actual	Variance with Final Budget	Final Budget	Actual	Variance with Final Budget	Final Budget	Actual	Variance with Final Budget
Program:															
Metro Rail Operations	$ 18,212	$ 25,499	$ (7,287)	$ 54,247	$ 56,799	$ (2,552)	$ 42,995	$ 42,616	$ 379	$ 34,867	$ 38,515	$ (3,648)	$ 42,601	$ (35,846)	$ 78,447
Transit Operations	149,669	147,669	2,000	165,684	168,635	(2,951)	184,746	184,746	-	133,102	133,061	41	176,932	(155,557)	332,489
ADA Paratransit	-	-	-	28,298	25,816	2,482	17,198	(180)	17,378	39,405	25,827	13,578	17,041	38,128	(21,087)
Transit Construction	250,883	57,778	193,105	322,277	170,340	151,937	502,319	476,790	25,529	484,070	444,374	39,696	368,166	470,786	(102,620)
Metro State of Good Repair	14,725	15,036	(311)	16,984	19,353	(2,369)	6,572	8,992	(2,420)	7,560	17,992	(10,432)	19,238	5,223	14,015
Highway Construction	12,500	80	12,420	16,441	7,386	9,055	42,082	28,506	13,576	37,343	41,766	(4,423)	215,918	116,046	99,872
Metro Active Transportation Program	-	3,450	(3,450)	20,708	9,794	10,914	6,492	3,848	2,644	19,045	7,450	11,595	23,796	11,449	12,347
Local Return	127,580	138,476	(10,896)	141,328	140,017	1,311	146,184	137,589	8,595	130,293	152,427	(22,134)	136,194	182,509	(46,315)
Regional Rail	7,505	8,058	(553)	8,313	27	8,286	8,599	8,502	97	17,697	15,012	2,685	9,845	4,597	5,248
Total Program	$ 581,074	$ 396,046	$ 185,028	$ 774,280	$ 598,167	$ 176,113	$ 957,187	$ 891,409	$ 65,778	$ 903,382	$ 876,424	$ 26,958	$ 1,009,731	$ 637,335	$ 372,396
Administration	4,066	1,072	2,994	3,873	3,759	114	5,451	5,889	(438)	6,658	3,415	3,243	14,018	3,842	10,176
Total	$ 585,140	$ 397,118	$ 188,022	$ 778,153	$ 601,926	$ 176,113	$ 962,638	$ 897,298	$ 65,340	$ 910,040	$ 879,839	$ 30,201	$ 1,023,749	$ 641,177	$ 382,572

Exhibit XI

List of Funded Projects By Program
For the Fiscal Year Ended June 30, 2018 through 2022
(In Thousands)

Subfund	Programs/Project Name	2022	2021	2020	2019	2018	Total
Transit Operating and Maintenance	**Metro rail operations:**						
	1 RAIL OPERATIONS - A LINE	$ (7,283)	$ 7,571	$ 8,747	$ 14,398	$ 7,338	$ 30,771
	2 RAIL OPERATIONS - B LINE	(10,840)	11,701	12,871	19,877	8,587	42,196
	3 RAIL OPERATIONS - C LINE	(3,383)	3,986	3,899	5,927	2,730	13,159
	4 RAIL OPERATIONS - E LINE	(7,126)	7,592	8,488	7,336	2,731	19,021
	5 RAIL OPERATIONS - L LINE	(7,214)	7,665	8,611	9,261	4,113	22,436
	Sub-total	$ (35,846)	$ 38,515	$ 42,616	$ 56,799	$ 25,499	$ 127,583
	Transit operations						
	1 BUS OPERATIONS- G LINE	$ (10,833)	$ 4,933	$ 6,108	$ 6,204	$ 5,530	$ 11,942
	2 MEASURE M 20% FAP SUBSIDIES	55,451	41,705	57,841	54,311	43,939	253,247
	3 OPERATION MAINTENANCE	(66,207)	25,418	42,357	35,416	34,014	70,998
	4 OPERATIONS TRANSPORTATION	(128,895)	57,719	73,908	68,381	60,045	131,158
	5 PUBLIC AFFAIRS, PROMO & OUTREACH	831	680	1,165	1,127	768	4,571
	6 SERVICE PLANNING & ENHANCEMENT	(4,463)	2,076	2,474	2,373	2,073	4,533
	7 SERVICE SCHEDULING	(1,440)	529	940	907	797	1,733
	8 SYSTEMWIDE BUS OPS MGMT & ADMIN	-	1	(47)	(84)	504	374
	Sub-total	$ (155,556)	$ 133,061	$ 184,746	$ 168,635	$ 147,670	$ 478,556
	ADA Paratransit						
	1 OTHER SUBSIDIES	$ 38,128	$ 25,827	$ 798	$ 24,838	$ -	$ 89,591
	2 OTHER SUBSIDIES-OTHER AGENCIES	-	-	(978)	978	-	-
	Sub-total	$ 38,128	$ 25,827	$ (180)	$ 25,816	$ -	$ 89,591

List of Funded Projects By Program
For the Fiscal Year Ended June 30, 2018 through 2022
(In Thousands)

Subfund		Programs/Project Name	2022	2021	2020	2019	2018	Total
Transit/First/ Last Mile (Capital)		**Transit construction**						
	1	ACTIVE PROGRAM	$ 4,048	$ 1,647	$ 560	$ -	$ -	$ 6,255
	2	AIRPORT METRO CONNECTOR CONST	85,704	12,015	42,514	10,580	41,717	192,530
	3	BRT CONNECTOR RED/ORANGE LINE TO GOLD LINE	2,616	2,746	3,455	3,710	413	12,940
	4	BUS SYTM IMPROV PROG	178	-	-	-	-	178
	5	CRENSHAW NORTHERN EXTENSION (MEAS M)	12,838	2,481	971	446	-	16,736
	6	CRENSHAW/LAX TRANSIT CORRIDOR	(16,000)	-	-	-	-	(16,000)
	7	EXPO/BLUE LINE LIGHT RAIL VEHICLE PROCUR	5,613	6,850	43,639	1,040	-	57,142
	8	FOOTHILL EXTENSION 2A CLOSEOUT	395	-	-	-	-	395
	9	GOLD LINE FOOTHILL EXT. PHASE 2B	139,960	203,456	130,740	22,043	-	496,199
	10	METRO BSC PROGRAM	218	-	-	-	-	218
	11	NORTH SAN FERNANDO VALLEY BRT IMPROVEMEN	799	1,662	1,546	2,810	254	7,071
	12	ORANGE LIINE BRT IMPROVEMENTS	4	6	107	947	-	1,064
	13	ORANGE LINE BRT IMPROVEMENT	8,159	7,683	7,508	5,344	2,431	31,125
	14	SEPULVEDA TRANSIT CORRIDOR-1	-	-	2	-	-	2
	15	SFV I-405 CORRIDOR CONNECTION	2,195	3,728	6,663	-	-	12,586
	16	TRANSIT PROJECTS	28	1,257	3,080	-	-	4,365
	17	VERMONT SOUTH BAY EXTENSION STUDY	845	-	-	-	-	845
	18	VERMONT TRANSIT CORRIDOR	1,351	383	569	1,009	745	4,057
	19	WESTSIDE PURPLE LINE EXT. SECTION 3	-	-	28	270	-	298
	20	WESTSIDE SUBWAY EXTENSION SECTION 3	221,835	128,521	235,409	122,141	12,217	720,123
	21	OTHER-NON SPECIFIED	-	71,940	-	-	-	71,940
		Sub-total	$ 470,786	$ 444,375	$ 476,791	$ 170,340	$ 57,777	$ 1,620,069

List of Funded Projects By Program
For the Fiscal Year Ended June 30, 2018 through 2022
(In Thousands)

Subfund		Programs/Project Name	2022	2021	2020	2019	2018	Total
Transit/First/ Last Mile (Capital)		**Metro State of Good Repair:**						
	1	DIV 20 WHEEL PRESS MACHINE	$ 74	$ 1,468	$ 1,659	$ 105	$ 77	$ 3,383
	2	FIRE CONTROL PANEL UPGRADE	-	13	(1,870)	2,289	-	432
	3	MBL RAIL REPLACEMENT & BOOTING	-	-	2	-	-	2
	4	MBL TRIP SYSTEM REPLACEMENT	391	-	-	-	-	391
	5	MGL EMERGENCY TRIP SYSTEM	60	256	775	2,786	-	3,877
	6	MGL RTU REFURB	246	-	-	-	-	246
	7	MRL ELECTRONICS	9	135	(140)	663	-	667
	8	MRL FIRE CONTROL PANEL UPGRADE	693	-	-	-	-	693
	9	MRLA650 COMPONENT OVERHAULS	2,109	-	-	-	-	2,109
	10	P2000 COMPONENT OVERHAUL	-	-	73	2,896	9,933	12,902
	11	P865/2020 BLUE LINE FLEET MIDLIFE REHAB	60	127	1,664	2,371	2,698	6,920
	12	PERFORM MIDLIFE REPAIRS ON HEAVY RAILCAR	-	-	-	3,618	-	3,618
	13	RAIL FACILITY IMPROVEMENTS	629	-	-	-	-	629
	14	RAIL OPERATIONS CENTER/BUS OPERATIONS CE	(48)	-	-	-	-	(48)
	15	RC NON-FFGA ACTIVITIES	-	237	5,518	-	-	5,755
	16	REPLACE THE AGING SUPERVISORY CONTROL AN	371	499	468	1,838	-	3,176
	17	SOUND ENCLOSURE FOR LRT FREEWAY STATIONS	-	2	91	582	-	675
	18	SUBWAY RAILCAR MIDLIFE OVERHAUL	-	-	-	76	2,328	2,404
	19	SYSTEMWIDE SIGNAGE	548	-	-	-	-	548
	20	TRACK AND TUNNEL INTRUSION DETECTION	80	-	-	-	-	80
	21	VERT SYSTEM MODERNIZATION: ELEVATORS	-	51	751	2,129	-	2,931
	22	OTHER-NON SPECIFIED	-	15,204	-	-	-	15,204
		Sub-total	$ 5,222	$ 17,992	$ 8,991	$ 19,353	$ 15,036	$ 66,594

List of Funded Projects By Program
For the Fiscal Year Ended June 30, 2018 through 2022
(In Thousands)

Subfund		Programs/Project Name	2022	2021	2020	2019	2018	Total
Highway, Active Transportation, Complete Streets (Capital)		**Highway construction**						
	1	ACTIVE TRANSP, TRANSIT & TECH	$ 2,607	$ 185	$ 454	$ 4,028	$ -	$ 7,274
	2	ACTIVE TRANS 1ST/LAST MILE	747	-	-	-	-	747
	3	AV - ACTIVE TRANP PROG	15	-	-	-	-	15
	4	F/L MILE & COMPLETE ST	1,116	-	-	-	-	1,116
	5	HIGHWAY EFFICIENCY PROGRAM	1,374	7,542	2,504	-	-	11,420
	6	HIGHWAY EFFICIENCY PROGRAM (NORTH COUNTY	1	-	-	-	-	1
	7	HIGHWAY EFFICIENCY PROGRAM (SOUTH COUNTY)	-	-	5,273	-	-	5,273
	8	I-405 SEPULVEDA EXPRESSLANES	5,078	1,881	909	56	-	7,924
	9	I-5 N. CAPACITY ENHANCEMENT	8,833	-	-	-	-	8,833
	10	I-105 EXPRESSLANES	13,171	1,983	1,714	13	-	16,881
	11	I-5 CORR IMP (I-605 TO I-710)	5	5	6	8	-	24
	12	I-605 CORRIDOR "HOT SPOTS"-MM	501	27	24	-	-	552
	14	LARVR WATERWAY SYS BIKE PATH	(116)	923	(65)	-	-	742
	15	MODAL CONNECTIVITY & COMPLETE ST	953	357	13	91	-	1,414
	16	NORTH COUNTY ACTIVE TRANS PROG	983	453	3	-	-	1,439
	17	SAN GABRIEL ACTIVE TRANSPORTATION PROG	422	30	15	33	-	500
	18	SOUTH BAY HWY OPER IMP(SB#63)	223	-	-	-	-	223
	19	SR-57/SR-60 INTERCHANGE IMPS	57,513	11,396	11,669	3,157	80	83,815
	20	SR-71 GAP MISSION SBCL-S.SEG	8,265	-	-	-	-	8,265
	21	TRANSP SYST/MOBILITY IMP PROG	5,768	12,225	5,980	-	-	23,973
	22	TRANSPORTATION SYS&MOBILITY IM(SB#66)	8,587	311	7	-	-	8,905
	23	OTHER-NON SPECIFIED	-	4,448	-	-	-	4,448
		Sub-total	$ 116,046	$ 41,766	$ 28,506	$ 7,386	$ 80	$ 193,784

List of Funded Projects By Program
For the Fiscal Year Ended June 30, 2018 through 2022
(In Thousands)

Subfund		Programs/Project Name	2022	2021	2020	2019	2018	Total
Highway, Active Transportation, Complete Streets (Capital)		**Metro active transportation program**						
	1	BICYCLE ACCESS IMPROVEMENTS - RAIL	$ -	$ 2	$ 33	$ 786	$ -	$ 821
	2	BICYCLE PROGRAM	91	170	413	962	463	2,099
	3	BIKE HUB/LOCKERS O&M	23	-	-	-	-	23
	4	BIKE PARKING PLAN & PROGRAM	8	79	78	101	97	363
	5	BIKE SHARE TAP INTEGRATION	22	-	-	-	-	22
	6	BIKE/BUS INTERFACE STUDY	-	14	44	2	134	194
	7	BIKESHARE PLANNING (METRO ONLY COST)	113	87	435	232	723	1,590
	8	COMPLETE STREETS	80	186	164	276	350	1,056
	9	CW 1ST/LAST MILE PN	673	846	585	750	1,052	3,906
	10	CW BICYCLE FRIENDLY BUSINESS DISTRICT	-	-	-	(168)	168	-
	11	GOLD LINE 2B 1ST/LAST MILE PN	-	-	-	348	-	348
	12	INGLEWOOD 1ST/LAST MILE PN	-	37	66	266	-	369
	13	LA RIVER BIKE PATH	33	22	(174)	97	240	218
	14	LARVR WATERWAY SYS BIKE PATH	10,093	5,501	1,374	4,767	-	21,735
	15	MBL TRIP SYSTEM REPLACEMENT	(41)	-	-	-	-	(41)
	16	METRO ACTIVE TRANSPORT PROGRAM	286	-	-	-	-	286
	17	METRO BIKE SHARE PHASE 3	-	-	323	-	-	323
	18	METRO BLUE LINE FIRST/LAST MILE PLAN	-	-	58	72	223	353
	19	PURPLE LINE 1ST/LAST MILE PN	68	383	449	611	-	1,511
	20	UNION STATION METRO BIKE HUB	-	-	-	692	-	692
	21	OTHER-NON SPECIFIED	-	123	-	-	-	123
		Sub-total	$ 11,449	$ 7,450	$ 3,848	$ 9,794	$ 3,450	$ 35,991

Exhibit XI
(Continued)

List of Funded Projects By Program
For the Fiscal Year Ended June 30, 2018 through 2022
(In Thousands)

Subfund	Programs/Project Name	2022	2021	2020	2019	2018	Total
Local Return/ Regional Rail	**Local return:**						
	1 MEASURE M LOCAL RETURN	$ 182,509	$ 152,586	$ 137,430	$ 140,017	$ 138,476	$ 751,018
	2 LARVR WATERWAY SYS BIKE PATH	-	(159)	159	-	-	-
	Sub-total	$ 182,509	$ 152,427	$ 137,589	$ 140,017	$ 138,476	$ 751,018
	Regional rail:						
	1 COMMUTER RAIL	$ 924	$ 13,996	$ 8,502	$ 27	$ 8,058	$ 31,507
	2 HDC-INTERCITY RAIL	3,673	-	-	-	-	3,673
	3 OTHER-NON SPECIFIED	-	1,016	-	-	-	1,016
	Sub-total	$ 4,597	$ 15,012	$ 8,502	$ 27	$ 8,058	$ 36,196
Administration	**0.5% for Administration**						
	1 ADMIN-MEASURE M	$ 3,842	$ 3,414	$ 5,889	$ 3,759	$ 1,072	$ 17,976
	Sub-total	$ 3,842	$ 3,414	$ 5,889	$ 3,759	$ 1,072	$ 17,976
	Grand Total	**$ 641,177**	**$ 879,839**	**$ 897,298**	**$ 601,926**	**$ 397,118**	**$ 3,417,358**

Appendix C

Assessment of the Measure M Independent Taxpayer Oversight Committee (MMITOC)

Final Report

Los Angeles County Metropolitan Transportation Authority

Assessment of the Measure M Independent Taxpayer Oversight Committee (MMITOC)

April 2023

Submitted by:

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Background

In November 2016, the Measure M Ordinance, Los Angeles County's comprehensive plan to improve transportation and ease traffic congestion, was approved by a two-thirds majority vote. The Measure M Ordinance imposes a retail transactions and use tax at the rate of one-half of one percent (.5%) within Los Angeles County to be operative on the first day of the first calendar quarter commencing not less than 180 days after the adoption of the Ordinance by the voters. The Measure M Ordinance (Ordinance) requires an annual independent audit to be completed within six (6) months after the end of the fiscal year being audited for purpose of determining compliance with the provisions of the Measure M Ordinance relating to the receipt and expenditure of Sales Tax Revenues during such fiscal year.

The Ordinance requires that every five (5) years, Metro conduct a comprehensive review of all projects and programs implemented under the Measure M Expenditure Plan (Plan) to evaluate the performance of the overall program and make recommendations to improve its performance based on current practices, best practices, and organizational changes to improve coordination. The Measure M Five Year Comprehensive Assessment and Equity Report (Assessment) will evaluate the performance and impact of the overall Measure M program and support the successful delivery of Measure M projects and programs. Key among the steps towards completing the Assessment was the development of objectives and criteria that measure Metro's implementation of the Plan in the initial five years (FY18 – FY22). The five key Assessment areas to be measured are Financial Analysis, Project Delivery, Program Management, Compliance, and Transparency/Accountability and Equity.

The Ordinance also requires the establishment of a Measure M Independent Taxpayer Oversight Committee of Metro (MMITOC) to provide an enhanced level of accountability for expenditures of sales tax revenues made under the Expenditure Plan. The Committee carries out the responsibilities laid out in the Ordinance and plays a valuable and constructive role in the ongoing improvement and enhancement of project delivery contemplated under the Measure M Ordinance. The committee is responsible for reviewing the annual financial and compliance audits as well as reviewing the Assessment and making findings and/or providing recommendations for improving the program. The results of the Committee's review will be presented to the Metro Board of Directors as part of the adoption of the Assessment.

Objectives and Methodology

The primary objective of this review was to perform an analysis of the Committee to determine its purpose, functionality, and usefulness in meeting the requirements as stated in the Ordinance. To accomplish this objective we:

- Reviewed the Ordinance to determine Committee responsibilities.
- Conducted interviews with Committee members:
  - Virginia Tanzman, Committee Chair
  - Linda Briskman
  - Richard Stanger
  - Paul Rajmaira
  - Ryan Campbell
- Conducted interviews with Metro staff that support or interact with the Committee:
  - Sharon Gookin, Deputy CEO
  - Ronald Stamm, Deputy County Counsel
  - Collette Langston, Board Clerk
  - Lauren Choi, DEO, (Interim), Management Audit Services
  - Monica Del Toro, Senior Manager, Audit
- Reviewed meeting agendas, minutes, and reports received by the Committee during the Assessment review period.
- Reviewed Committee annual audit reports for FY18-22 audits.
- Determined whether reporting to the Committee has been adequate through a review of the content and frequency of information conveyed to the Committee.

MMITOC Purpose and Responsibilities

Effective committees have a strategic focus and clear mission or statement of purpose that communicates what the committee is, what it does and why it does it. With an appropriate strategic focus all members of the committee have a clear understanding of its purpose, the approach used to achieve that purpose and the progress being achieved.

The Ordinance provides a clear and focused purpose for the MMITOC. That purpose is: “to provide an enhanced level of accountability for expenditures of sales tax revenues made under the Expenditure Plan.”

Given this, the MMITOC serves as an important element and is very useful as part of the overall checks and balances for Measure M expenditures. There is tremendous value in having a diverse group of committed members of the public reviewing information about Measure M projects and expenditures and providing very focused approval findings and recommendations relative to these expenditures.

The MMITOC provides added oversight for the Board and the public that Measure M projects and expenditures are being reviewed in more detail than the Board may be able to do themselves, including the detailed reviews of the annual Measure M audits. In the future, the MMITOC may also be required to review, make findings and report on potential

debt financing and changes to the Measure M Ordinance. This would also be a very useful role for the MMITOC.

All MMITOC members interviewed clearly understand that the MMITOC does not have any policy or decision making authority. Actual governance of the Measure M projects is the role of the Metro Board of Directors (Board), with all decision making the responsibility of the Board and/or CEO and Metro management as delegated to them by the Board.

The Ordinance outlines a comprehensive list of responsibilities for the MMITOC. These responsibilities are in four categories:

- Review information only, with no finding, recommendations or report as a result of that review.
- Review and approve the scope of work for annual audits.
- Review and make a finding or report as a result of the review.
- Review and make recommendations for improvement.

Responsibilities to Review

The majority of the responsibilities assigned to the MMITOC involve reviewing information only, with no finding, recommendations or report anticipated as a result of the review. The following MMITOC responsibilities are in this category:

- For Local Return funds, review the programmed revenues and uses for each of the local jurisdictions.
- For Transit and Highway (Capital), review comparison of budget expended to project milestone completion, comparison of contingency spent to project completion, and review of soft costs expended.
- For Active Transportation Program, review programmed revenues and uses.
- For State of Good Repair, review budget and expenses.
- For Transit Operating and Maintenance (which includes Metro Rail Operations, Transit Operations, ADA Paratransit for the disabled/Metro discounts for seniors and students, and Regional Rail), review budget and expenses.
- For major corridor projects, review:
    - Project costs, established LOP budgets, and any significant cost increases and/or major scope changes of the major corridor projects identified in the Expenditure Plan.
    - The funding available and programmed for the projects included in the Expenditure Plan, as well as any funding gaps for each of these projects.

- Performance in terms of project delivery, cost controls, schedule adherence, and related activities.

Over the five-year period the MMITOC has been presented with substantial information covering each of the topics listed above. At each meeting numerous presentations are made, with PowerPoint presentations. These include:

- **Program Management Quarterly Major Project Status Reports** – Provides major construction project updates including the budget, schedule, safety and injury statistics, and overall progress. The overall progress updates include percentage completion, as well as specific progress made on each project.
- **Transit Planning Updates** – Provides major transit construction project updates including the current phase of each project, the most recent cost estimate, recent activities, and next actions. An overview map showing all transit projects, as well as detailed maps showing the location of each project is also included. The presentation also includes all the projects included in the Measure M Expenditure Plan from groundbreaking to opening date with the current and planned status of each.
- **Complete Streets and Highway Project Updates** – Provides major street and highway project updates including the current phase of each project, the current phase budget and amount spent to date, the purpose and scope, multimodal elements, current status, and challenges identified. The presentation also includes detailed maps showing the location of each project.
- **Active Transportation Project Update**s – Provides active transportation project updates include bike path and 1st/Last Mile projects. This includes information on the amount of Measure M funding included, and the status of each project.
- **State of Good Repair Updates** – Provides an update on Metro assets including the number and value, the replacement value, state of good repair needs, and the current backlog in meeting state of good repair needs. The update also provides detailed information on Metro rolling stock (buses and rail vehicles), equipment, facilities and infrastructure. The updates also provide information on Metro asset management accomplishments and efforts in progress.
- **Local Return Updates** – Provides an overview of the requirements for Measure M local return funds and an overview of how those funds are allocated.
- **Metro Proposed Budget Updates** – Provides information on the proposed budget for Metro for each fiscal year. Includes information on budget priorities, and both the total budget amount and amounts for each major program. The presentation also includes the budget specifically for Measure M.

Responsibility to Approve

The MMITOC has been assigned responsibility for approving the scope of work and directing the work of the auditors conducting the annual audits. During each of the five years that annual audits have been performed the MMITOC has reviewed and approved the scope of work for the annual audits.

Responsibilities to Make a Finding and Report

The MMITOC has also been assigned responsibilities related to annual audits that require reviewing and making findings and reporting as a result of the review. These responsibilities include:

- For each Subfund, make findings on the effective and efficient use of funds.
- Preparing an annual report on the results of the annual audits.

During each of the five years that annual audits have been performed the MMITOC has reviewed and, with staff's assistance, issued an annual report on the results of the audits. This includes reviews of each subfund. The exhibit to the right shows the documentation of the MMITOC's review as well as their findings for FY 2022. This information was included in the report provided to Metro management and the Metro Board of Directors.

MEASURE M OVERSIGHT COMMITTEE REVIEW

The Measure M Oversight Committee received the three audit reports in February 2023. The Committee reviewed the reports and met on March 1, 2023. At that meeting, the Committee received a formal presentation of the audit reports from each of the three audit firms.

The Committee asked questions and received satisfactory answers to questions regarding administrative costs, proper subfund allocations and jurisdictions with repeat findings and possible mitigations to late form submissions.

The Committee was satisfied with the audit reports.

MEASURE M OVERSIGHT COMMITTEE FINDINGS

(1) The audits were performed in accordance with the Ordinance that the voters approved in 2016;

(2) Metro complied, in all material respects, with the Ordinance requirements applicable to the Measure M revenues and expenditures for the year ended June 30, 2022; and

(3) The County and Cities complied in all material respects with the Measure M Ordinance and guidelines that are applicable to the Measure M Local Return program for the year ended June 30, 2022.

The audits found eighteen (18) instances of non-compliance which according to Metro staff, have all been resolved.

Additional MMITOC responsibilities that require reviewing and making a finding or report as a result of the review include:

- Reviewing all proposed debt financing and making a finding as to whether the benefits of the proposed financing for accelerating project delivery, avoiding future cost escalation, and related factors exceed issuance and interest costs.
- Reviewing any proposed amendments to the Ordinance, including the Expenditure Plan, and make a finding as to whether the proposed amendments further the purpose of the Ordinance.

During the five-year period there has not been any debt financing of Measure M funded projects. There have been no proposed amendments to the Ordinance. As a result, the MMITOC has not reviewed nor made findings related to these responsibilities.

Responsibilities to Make Recommendations for Improvement

The MMITOC has been assigned the responsibility for reviewing information and making recommendations for improvement in the two following areas:

- For major corridor projects the MMITOC is to review the funding available and programmed for the projects included in the Expenditure Plan, as well as any funding gaps for each of these projects and provide recommendations on possible improvements and modifications to deliver the Plan.
- After reviewing the 5 year Comprehensive Program Assessment conducted by Metro the MMITOC is to make findings and/or provide recommendations for improving the program.

The Ordinance does not provide clear guidance regarding the form or content of recommendations on possible improvements, which provides flexibility for both the MMITOC and Metro to confirm an efficient process.

Metro is currently in the process of conducing the 5 year assessment, so the MMITOC has not had the opportunity to review the assessment nor to make findings and/or provide recommendations for improving the program. Once completed, the assessment will be presented to the MMITOC for review. Following the review, the MMITOC will have the opportunity to make findings and/or provide recommendations for improving the program.

Conclusion: The reporting to the MMITOC has provided information required to meet its responsibilities for reviewing information that does not require a finding, recommendation or report, for reviewing information, approving specific items, making a finding or report as a result of the review, for reviewing information and making recommendations for improvement as a result of the review.

MMITOC Meetings

The Ordinance requires the MMITOC to meet at least four (4) times each year to carry out its responsibilities. Effective committees require that structures and practices define how a Committee such as the MMITOC carries out its responsibilities. A best practice is to develop specific documents that define its functions, activities, and the specific roles of the Committee and its members. This is often contained in a set of bylaws.

During the June 2022 meeting, the Chair recommended that the MMITOC formalize rules for the establishment of officers and their rotation. Staff took the action to develop bylaws in response to this recommendation. Subsequently, staff drafted the bylaws and sought feedback from the MMITOC.

During the December 2022 meeting, staff presented the bylaws to the MMITOC. At that time, the MMITOC requested staff add language to clarify the reporting relationship of the

MMITOC. Additional comments from the MMITOC members were also received following the December Board meeting to clarify the reporting to the Board and public. Staff updated the proposed bylaws to incorporate comments received by the MMITOC. The proposed bylaws were adopted at the March 2023 MMITOC meeting.

The Bylaws adopted by the MMITOC are consistent with the Ordinance and clearly define the roles and responsibilities for members and officers. The Bylaws also establish rules and procedures for members and meetings, officer selections and duties.

Conclusion: The MMITOC has met its requirement to meet at least four times each year to carry out its responsibilities. These four meetings each year are adequate to fulfill the responsibilities assigned to the MMITOC in the ordinance. In addition, the Bylaws adopted by the MMITOC provide for clear rules and procedures for members and meetings.

Committee Membership

The Ordinance establishing the MMITOC states that it will be comprised of seven (7) voting members representing the following professions or areas of expertise:

- A retired Federal or State judge.
- A professional from the field of municipal/public finance and/or budgeting with a minimum of ten (10) years of relevant experience.
- A transit professional with a minimum of ten (10) years of experience in senior-level decision making in transit operations and labor practices.
- A professional with a minimum of ten (10) years of experience in management and administration of financial policies, performance measurements, and reviews.
- A professional with demonstrated experience of ten (10) years or more in the management of large-scale construction projects.
- A licensed architect or engineer with appropriate credentials in the field of transportation project design or construction and a minimum of ten (10) years of relevant experience.
- A regional association of businesses representative with at least ten (10) years of senior-level decision making experience in the private sector.

The MMITOC has never had a full complement of members. This is partially due to the specific professional or other requirements, as well as the conflict of interest requirements. Members are selected by the Committee Membership Selection Panel, comprised of three members of the Metro Board of Directors or their designee.

Conclusion: The MMITOC currently has five members, with two vacancies. The MMITOC Chair and Metro Management have made filling all the MMITOC positions a high priority.

Committee Reporting

The Ordinance establishing the MMITOC requires it to be accountable to the public and the Metro Board. The following Ordinance provision outlines this requirement.

> Accountability to the Public and the Metro Board. All audit reports, findings, and recommendations will be available and accessible to the public (through various types of media) prior to the public hearing and upon request. Metro will establish a website dedicated to the Oversight of this Measure and include all pertinent Ordinance information for the public. The Committee shall review all audits and hold an annual public hearing to report on the results of the audits.

A website is available and accessible to the public that provides information regarding the MMITOC and the Ordinance. In addition, all MMITOC meetings are open to the public and posted as required. An annual public hearing is also held to report on the results of the audits.

Conclusion: The MMITOC is meeting the requirements for accountability to the Public and Metro Board.

Potential MMITOC Improvements

We identified a number of potential improvements to the MMITOC as part of this review. These are not formal recommendations, but improvement ideas that should be considered by the MMITOC and Metro management. Many of these potential improvements came from MMITOC members and Metro management and staff.

MMITOC Charter to Clarify Purpose and Responsibilities

The Ordinance establishing the MMITOC is fairly clear in defining its responsibilities. However, there is some ambiguity within the Ordinance. The following two provisions in the Ordinance do not provide for any action by the MMITOC, but could be taken by some to define a larger role than the Ordinance actually provides:

> *It is the intent that the Committee will assist Metro and take advantage of changing situations in the future with regard to technologies and transportation developments. Therefore, the provisions contained in this Ordinance are based on a 2016 perspective and are not meant to be unduly restrictive on the Committee's and Metro's roles and responsibilities.*

The Committee Members established for oversight shall carry out the responsibilities laid out in this Ordinance and play a valuable and constructive role in the ongoing improvement and enhancement of this Ordinance.

Many committees such as the MMITOC find it helpful to develop a committee charter. A committee charter is a document that outlines the specific purpose, authority, and responsibilities of a committee. This committee charter could outline the authority and scope of the committee. It could include information on what has been delegated to the committee and confirm the limits of the decision-making authority of the committee. The charter could also outline the specific duties and responsibilities of the committee. Some committees find it useful to recite the key elements of the charter at the beginning of each meeting to ensure meetings stay on track.

Metro management should consider developing a draft charter for the MMITOC, reviewing and discussing it with the MMITOC. The MMITOC could then adopt the charter. This process would be comparable to the process used to develop and adopt the MMITOC Bylaws.

Ensuring Meetings Allow Time for Committee Discussion

Several MMITOC members stated they felt there was little to no time available for discussion among the members during each public meeting. Members felt this was especially important given that the Brown Act requiring open meetings limits their ability to discuss Metro matters within their subject matter jurisdiction outside of public meetings.

There is a substantial amount of information the MMITOC is responsible for reviewing during each meeting. This requires Metro staff to prepare numerous long and fairly detailed presentations during each MMITOC meeting. The MMITOC should assess which items warrant a presentation at the meeting and potentially use the receive and file option for some items without hearing the presentation. In addition, Metro staff should attempt to make these presentations more succinct and focused on the actual responsibilities of the MMITOC. Staff supporting the MMITOC should ensure there is sufficient time available for discussion among the MMITOC members of the information provided.

April 2023

BCA Watson Rice, LLP

Appendix D

Outreach Summary Memo

Measure M Five Year Assessment and Equity Report
Outreach Summary Memo

EXTERNAL QUALITATIVE ANALYSIS

The qualitative analysis conducted for the Measure M Five Year Comprehensive Assessment and Equity Report was informed by a series of community and Metro Advisory Committee stakeholder focus groups conducted from Fall 2022 to Spring 2023 by the consulting team in conjunction with representatives from the Metro Office of Equity and Race ("Project Team"). At the beginning of these efforts the project was named the Quality of Life Equity Report and in Winter 2022 the scope was expanded to include an assessment of Los Angeles County's Measure M Ordinance and Guidelines, eliminating duplicative agency work. Outreach activities for the overall project can be generally categorized as 2022 CBO Listening Sessions, 2022 Advisory Committee meetings, and 2023 Update Meetings.

Objectives

During the Fall of 2022, the Project Team began outreach with local community-based organizations (CBO) and members of Metro's Advisory Committees to identify stakeholder priorities introduced in Measure R's 2017 Quality of Life Report. The Project Team sought to hear directly from individuals about how Metro has influenced the communities they or their constituents live or work in across Los Angeles County. A significant focus of the outreach was to understand if there were specific equity efforts Metro should continue or explore in the report update (then titled Quality of Life Equity report). Finally, the Project Team wanted to hear any community anecdotes and experiences related to the topics covered during the outreach activity.

After the scope of the Quality of Life Equity Report was expanded, the Project Team held a series of Update Meetings in the Spring of 2023 to share what was learned from Fall 2022 outreach convenings as well as the Measure M goals and the criteria used to evaluate the Measure's impact on LA County residents.

Methodology

<u>2022 CBO Listening Sessions and Advisory Committee Meetings</u>

During the Fall of 2022, the Project Team conducted four CBO Listening Sessions (three virtual and one in-person) and presented to nine Metro Advisory Committees. During these engagement activities, the team provided background and context for report development and garnered feedback from committee members and community representatives. The team invited over 120 individuals from 100 CBOs to participate. A follow-up survey was also provided to gain input from those interested in the outreach process but unable to attend an event. In addition, the research team led presentations and feedback discussions with Metro Advisory Committees dealing with issues directly relating to equity, quality of life, and Measure M. Listening session participants received a log of meeting notes to verify their feedback accuracy and provide any additional input not initially shared. Attendance at the Advisory Committee meetings is detailed in Table 1.

2023 Update Meetings

In the Spring of 2023, the Project Team conducted a second round of outreach. Community members invited to the Fall 2022 sessions and members from the nine Advisory Committees were invited to participate in one of two virtual Update Meetings. The Update Meetings shared the key takeaways of the 2022 Listening Sessions and Advisory Committee meetings, Measure M objectives, and the criteria used to assess the performance of programs and projects funded by Measure M dollars to date. The meetings also offered opportunities for participants to recommend additional priorities and assessment criteria in future evaluations of Measure M's impact. Similar to the 2022 Listening Sessions, meeting participants also received a log of meeting notes to verify their feedback accuracy and provide any additional input not initially shared. The Metro Board-approved Measure M assessment objectives were also shared with all the participants during these outreach activities.

Participation Incentive

Each eligible participant and survey respondent (or their organization) was provided gift card compensation for their time and expertise. See Table 1 for a complete list of the Advisory Committees the team presented to and Table 2 for a complete list of CBOs that attended the 2022 and 2023 outreach efforts.

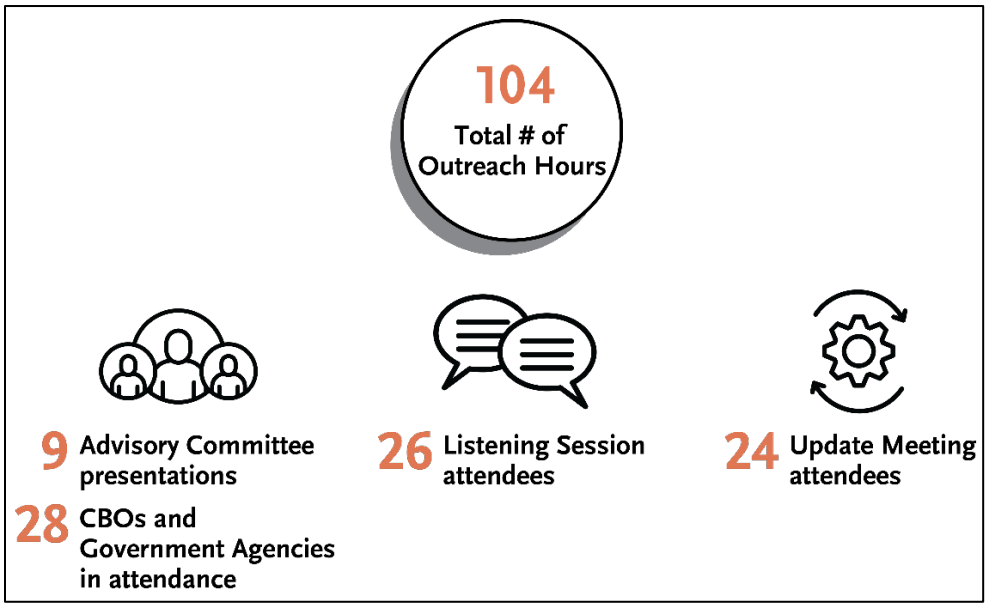
Table 1 – Advisory Committee Presentations

Advisory Committee	Attendance	Date (2022)
Metro Youth Council Meeting	24	July 18
Office of Strategic Innovation Meeting	34	July 28
Aging-Disability Transportation Network Committee Meeting	16	August 4
Community Advisory Council Meeting	15	August 24
Metro Policy Advisory Council Meeting	46	September 8
Accessibility Advisory Steering Committee Meeting	21	September 8
Sustainability Council Meeting	19	October 14
Technical Advisory Committee	25	November 2
Measure M Oversight Committee	4	September 7
	13	December 15
Total	217	

Table 2 – CBOs and Government Agencies in Attendance

CBO and Government Agencies
4LEAF Inc.
AARP California
Aslan Consulting, LLC
BikeLA *(formerly Los Angeles County Bicycle Coalition)*
Communities Actively Living Independent and Free
California Community Foundation
Climate Resolve
Day One
East Yard Communities for Environmental Justice
Gateway Cities Council of Governments
Koreatown Youth + Community Center
Los Angeles Department of Transportation
Legacy LA
Library Foundation of Los Angeles
Little Tokyo Service Center
Los Angeles Bahá'í Center
Los Angeles County Department of Public Health
Los Angeles County Public Works
Los Angeles Walks
Move LA
People for Mobility Justice
Prevention Institute
Rimkus
Southern California Resource Services for Independent Living
SELA Collaborative
Social Justice Learning Institute
SLATE- Z (*South Los Angeles Transit Empowerment Zone*)
UCLA Luskin Center for Innovation

Outreach Statistics



Total number of outreach events – **6**
- 2022 Listening Sessions – **4** (three virtual and one in-person)
- 2023 Update Meetings – **2** (all virtual)

Total number of CBOs and government agencies in attendance – **28**
- Total number of CBOs invited to attend – **100**

Total number of attendees – **50**
- 2022 Listening Session attendees - **26**
- 2023 Update Meeting attendees - **24**

Total number of Advisory Committee presentations – **9**
- In 2023, the outreach team emailed a summary/invitation to attend the Update Meetings
- Total number of Advisory Committee meeting attendees – **217**

Total number of individuals invited to attend - **337**
- 2022 Listening Sessions – **337**
    - **120** individual CBO staff
    - **217** Advisory Committee attendees
- 2023 Update Meetings – **26** (only Listening Session attendees were invited to attend)

Total number follow-up survey participants – **11**
- 2022 Listening Sessions – **11**
- 2023 Update Meetings – content update only, no survey distributed

Equity-Focused Topics and Key Takeaways

Quantitative and qualitative data analyzed for the Measure M Five Year Comprehensive Assessment and Equity Report was organized into thematic sections highlighting what was assessed and what changed between 2017 - 2022. The narrative themes are as follows:

- Stewardship
- Mobility
- Experience
- Community
- Regional

The research team identified the common topics that emerged from the focus group discussions that aligned with the report narrative themes. During the initial outreach phase, the team was able to summarize the feedback into the following twelve topics:

- Service and Reliability
- Safety
- People Experiencing Homelessness
- Effective Communication
- Shade and Bus Stops
- Accessibility and Americans with Disability Act (ADA) Compliance
- Active Transportation
- First/Last Mile
- Connectivity
- Affordable housing
- Job Access and Economic Development
- Multi-Jurisdictional and Cross-Department Coordination

Table 3 summarizes the key topics and what was heard from this outreach process.

Table 3 – Key Topics and What We Heard

Key Topic	What We Heard	MM 5-Year and Equity Report Themes
Service and Reliability	Everyone wants transit that is reliable, frequent, and on time	Mobility Experience
Safety	Everyone wants to be and feel safe, but safety strategies feel different to different riders	Experience Community
People Experiencing Homelessness	People are divided on how to address this issue. Some want to balance the needs of transit riders and riders sheltering on the Metro system, while others want stronger enforcement for safety	Experience Community Regional
Effective Communication	A need for clear and updated communication about service changes and in languages spoken throughout the County	Mobility Experience
Shade and Bus Stops	A need for welcoming bus stops and shade that include technology and art, with a focus on climate change and the impact on low-income communities of color	Mobility Experience Community Experience
Accessibility and Americans with Disability Act (ADA) Compliance	Metro should design its system centering the needs of people with disabilities	Mobility Experience Community
Active Transportation	A need for Measure M active transportation investments	Stewardship Mobility Community Regional
First/Last Mile	A need for better infrastructure and more resource investment to get to Metro	Stewardship Mobility Community
Connectivity	Expand service to less accessible parts of Los Angeles, particularly active transportation and micromobility	Stewardship Regional
Affordable Housing	Metro can't solve all housing problems but is major landowner that should contribute to solutions	Community Regional
Job Access and Economic Development	Transit projects can provide jobs and increase economic opportunities, but not with gentrification and displacement	Stewardship Regional
Better Multi-Jurisdictional and Cross-Department Coordination	A need for more and stronger partnerships and information-sharing with different agencies and within Metro across departments	Stewardship Mobility Experience Community Regional

Conclusion

Throughout the development of the Measure M Five Year Comprehensive Assessment and Equity Report, the outreach efforts have revealed much about the lived experience of Metro riders. The observations, critiques and recommendations garnered from devoted advocates, Advisory Committee members and community members portray the impact Metro's programs and projects have on Los Angeles communities. This qualitative record of input provides continuity between the 2017 Quality of Life Report and the Measure M Five Year Comprehensive Assessment and Equity Report.

Appendix E

Measure M Economic and Employment Impact

Economic Impact of Metro Measure M Construction Projects (FY 2018-2022)						
	2018	2019	2020	2021	2022	**Total (FY 2018 through 2022)**
Total Project Spending [(1)]						
Measure M Construction Expenditures Including MSP($000,000)	12.72	149.53	339.05	325.32	309.65	1,136.28
Employment (Jobs) [(2)]	**204**	**2,299**	**4,878**	**4,229**	**3,819**	**15,428**
Direct	114	1,297	2,832	2,581	2,327	9,152
Indirect	44	492	1,021	853	769	3,179
Induced	46	509	1,025	794	723	3,097

(1) Project spending includes direct Metro construction spending as well as the amounts paid to Multi-Year Subregional Program. Right of Way (ROW) acquisition costs have been excluded.

(2) Job impacts are estimated using REMI TranSight software. It is the leading software solution for evaluating the total economic effects of transportation policy and is used by various other large transportation agencies in the nation as well as the Southern California Association of Governments (SCAG).

** All values are expressed in year of expenditure dollars.*

Employment Impact of Metro Measure M Construction Projects (FY 2018-2022)*

		Year					
Industries	**Units**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Natural Resources	**Jobs**	0	4	7	5	4	21
Construction	**Jobs**	114	1,297	2,832	2,581	2,327	9,152
Manufacturing	**Jobs**	6	65	130	98	76	375
Retail and Wholesale	**Jobs**	21	234	483	398	360	1,496
Transportation and Public Utilities	**Jobs**	5	60	122	95	82	364
Finance, Insurance & Real Estate	**Jobs**	9	98	185	123	103	518
Services	**Jobs**	43	476	957	739	670	2,885
Government	**Jobs**	6	65	161	189	196	617
Total	**Jobs**	204	2,299	4,878	4,229	3,819	15,428

** Job impacts are estimated using REMI TranSight software. It is the leading software solution for evaluating the total economic effects of transportation policy and is used by various other large transportation agencies in the nation as well as the Southern California Association of Governments (SCAG).*

Appendix F

Measure M Project Expenditures FY18-22 by Funding Source

Measure M Project Expenditures FY 18-22 by Funding Source

Airport Metro Connector 96th St. Station - Green Line Ext LAX

EXPENDED ($000,000)	2018	2019	2020	2021	2022
TOTAL EXPENDED	**16.7**	**47.2**	**39.4**	**11.5**	**148.1**
SOURCES ($000,000)					
FEDERAL	12.2	18.1	6.6	-	-
MEASURE M	2.5	-	40.1	11.5	86.6
OTHER LOCAL	2.0	29.1	(7.4)	0.0	0.0
STATE	-	-	-	-	61.4
TOTAL SOURCES	**16.7**	**47.2**	**39.4**	**11.5**	**148.1**

BRT Connector Orange/Red Line to Gold Line

EXPENDED ($000,000)	2018	2019	2020	2021	2022
TOTAL EXPENDED	**0.4**	**3.4**	**3.3**	**2.7**	**2.3**
SOURCES ($000,000)					
MEASURE M	0.4	3.4	3.3	2.7	2.3
TOTAL SOURCES	**0.4**	**3.4**	**3.3**	**2.7**	**2.3**

Complete LA River Bikepath (San Fernando)

EXPENDED ($000,000)	2018	2019	2020	2021	2022
TOTAL EXPENDED	**-**	**-**	**-**	**-**	**0.1**
SOURCES ($000,000)					
MEASURE M	-	-	-	-	0.1
TOTAL SOURCES	**-**	**-**	**-**	**-**	**0.1**

Crenshaw Northern Extension

EXPENDED ($000,000)	2018	2019	2020	2021	2022
TOTAL EXPENDED	**0.7**	**0.1**	**0.1**	**2.4**	**9.4**
SOURCES ($000,000)					
MEASURE M	-	-	-	2.3	9.3
OTHER LOCAL	0.7	0.1	0.1	0.1	0.0
TOTAL SOURCES	**0.7**	**0.1**	**0.1**	**2.4**	**9.4**

East SF Valley Transit Corridor Project

EXPENDED ($000,000)	2018	2019	2020	2021	2022
TOTAL EXPENDED	**-**	**-**	**24.9**	**26.2**	**10.4**
SOURCES ($000,000)					
FEDERAL	-	-	1.0	-	-
OTHER LOCAL	-	-	14.0	9.2	10.4
STATE	-	-	10.0	17.0	-
TOTAL SOURCES	**-**	**-**	**24.9**	**26.2**	**10.4**

Measure M Project Expenditures FY 18-22 by Funding Source

Gold Line Eastside Extension (One Alignment)					
EXPENDED ($000,000)	**2018**	**2019**	**2020**	**2021**	**2022**
TOTAL EXPENDED	**1.0**	**23.9**	**11.6**	**2.7**	**0.1**
SOURCES ($000,000)					
OTHER LOCAL	1.0	23.9	11.6	2.7	0.1
TOTAL SOURCES	**1.0**	**23.9**	**11.6**	**2.7**	**0.1**

Gold Line Foothill Extension to Claremont					
EXPENDED ($000,000)	**2018**	**2019**	**2020**	**2021**	**2022**
TOTAL EXPENDED	**15.8**	**37.7**	**138.7**	**212.9**	**212.3**
SOURCES ($000,000)					
MEASURE M	-	-	41.7	159.0	152.4
OTHER LOCAL	15.8	37.7	43.0	-	6.0
STATE	-	-	53.9	53.9	53.9
TOTAL SOURCES	**15.8**	**37.7**	**138.7**	**212.9**	**212.3**

Green Line Extension to Crenshaw Blvd in Torrance					
EXPENDED ($000,000)	**2018**	**2019**	**2020**	**2021**	**2022**
TOTAL EXPENDED	**-**	**8.0**	**2.1**	**7.4**	**5.7**
SOURCES ($000,000)					
OTHER LOCAL	-	8.0	0.7	5.4	3.2
STATE	-	-	1.4	2.0	2.5
TOTAL SOURCES	**-**	**8.0**	**2.1**	**7.4**	**5.7**

High Desert Multi-Purpose Corridor (HDMC) - North County					
EXPENDED ($000,000)	**2018**	**2019**	**2020**	**2021**	**2022**
TOTAL EXPENDED	**0.0**	**(0.5)**	**0.0**	**0.0**	**0.4**
SOURCES ($000,000)					
OTHER LOCAL	0.0	(0.5)	0.0	0.0	0.4
TOTAL SOURCES	**0.0**	**(0.5)**	**0.0**	**0.0**	**0.4**

I-5 N Cap. Enhancements (SR-14 to Lake Hughes Rd)					
EXPENDED ($000,000)	**2018**	**2019**	**2020**	**2021**	**2022**
TOTAL EXPENDED	**-**	**32.0**	**20.7**	**13.2**	**47.4**
SOURCES ($000,000)					
FEDERAL	-	-	-	13.2	27.1
MEASURE M	-	-	18.4	-	20.3
OTHER LOCAL	-	32.0	2.3	-	-
TOTAL SOURCES	**-**	**32.0**	**20.7**	**13.2**	**47.4**

Measure M Project Expenditures FY 18-22 by Funding Source

I-710 South Corridor Project (Ph 1)					
EXPENDED ($000,000)	**2018**	**2019**	**2020**	**2021**	**2022**
TOTAL EXPENDED	**0.3**	**29.6**	**50.2**	**52.5**	**46.7**
SOURCES ($000,000)					
FEDERAL	-	1.4	-	0.5	1.2
OTHER LOCAL	0.3	21.3	50.2	52.0	45.5
STATE	-	6.9	-	-	-
TOTAL SOURCES	**0.3**	**29.6**	**50.2**	**52.5**	**46.7**

LA River Waterway & System Bikepath (Central Cities)					
EXPENDED ($000,000)	**2018**	**2019**	**2020**	**2021**	**2022**
TOTAL EXPENDED	**0.2**	**3.1**	**2.6**	**5.7**	**6.1**
SOURCES ($000,000)					
MEASURE M	0.2	2.9	1.3	0.7	0.1
OTHER LOCAL	-	0.2	1.4	5.0	6.0
TOTAL SOURCES	**0.2**	**3.1**	**2.6**	**5.7**	**6.1**

Orange Line BRT Improvements					
EXPENDED ($000,000)	**2018**	**2019**	**2020**	**2021**	**2022**
TOTAL EXPENDED	**2.3**	**5.4**	**5.7**	**10.2**	**7.4**
SOURCES ($000,000)					
MEASURE M	2.2	5.4	5.7	10.2	7.4
OTHER LOCAL	0.1	-	-	-	-
TOTAL SOURCES	**2.3**	**5.4**	**5.7**	**10.2**	**7.4**

Sepulveda Pass Transit Corridor (Ph 1)					
EXPENDED ($000,000)	**2018**	**2019**	**2020**	**2021**	**2022**
TOTAL EXPENDED	**-**	**0.1**	**0.9**	**1.9**	**5.1**
SOURCES ($000,000)					
MEASURE M	-	0.1	0.9	1.9	5.1
TOTAL SOURCES	**-**	**0.1**	**0.9**	**1.9**	**5.1**

Measure M Project Expenditures FY 18-22 by Funding Source

Sepulveda Pass Transit Corridor (Ph 2)

EXPENDED ($000,000)	2018	2019	2020	2021	2022
TOTAL EXPENDED	**2.6**	**7.3**	**5.8**	**3.7**	**2.2**
SOURCES ($000,000)					
MEASURE M	1.9	0.7	4.1	3.6	2.2
OTHER LOCAL	0.7	5.3	1.7	0.1	0.0
STATE	-	1.3	-	-	-
TOTAL SOURCES	**2.6**	**7.3**	**5.8**	**3.7**	**2.2**

SR-57/SR-60 Interchange Improvements

EXPENDED ($000,000)	2018	2019	2020	2021	2022
TOTAL EXPENDED	**-**	**4.3**	**19.4**	**33.8**	**31.7**
SOURCES ($000,000)					
MEASURE M	-	4.3	19.4	33.8	3.7
STATE	-	-	-	-	28.0
TOTAL SOURCES	**-**	**4.3**	**19.4**	**33.8**	**31.7**

SR-71 Gap from I-10 to Rio Rancho Rd.

EXPENDED ($000,000)	2018	2019	2020	2021	2022
TOTAL EXPENDED	**4.1**	**18.1**	**9.5**	**5.1**	**38.0**
SOURCES ($000,000)					
FEDERAL	2.0	13.9	7.1	5.1	4.1
MEASURE M	-	-	-	-	32.4
STATE	2.1	4.3	2.4	-	1.5
TOTAL SOURCES	**4.1**	**18.1**	**9.5**	**5.1**	**38.0**

Vermont Transit Corridor

EXPENDED ($000,000)	2018	2019	2020	2021	2022
TOTAL EXPENDED	**-**	**1.8**	**0.6**	**0.4**	**1.4**
SOURCES ($000,000)					
MEASURE M	-	1.8	0.6	0.4	1.4
TOTAL SOURCES	**-**	**1.8**	**0.6**	**0.4**	**1.4**

West Santa Ana Transit Corridor LRT

EXPENDED ($000,000)	2018	2019	2020	2021	2022
TOTAL EXPENDED	**-**	**0.1**	**11.7**	**20.6**	**36.3**
SOURCES ($000,000)					
FEDERAL	-	-	2.0	-	-
OTHER LOCAL	-	0.1	1.8	16.4	36.3
STATE	-	-	7.9	4.2	-
TOTAL SOURCES	**-**	**0.1**	**11.7**	**20.6**	**36.3**

Measure M Project Expenditures FY 18-22 by Funding Source

Westside Purple Line Extension Section 3					
EXPENDED ($000,000)	**2018**	**2019**	**2020**	**2021**	**2022**
TOTAL EXPENDED	**19.4**	**143.4**	**401.0**	**296.0**	**283.1**
SOURCES ($000,000)					
FEDERAL	0.1	21.8	171.3	117.7	179.7
MEASURE M	11.1	89.4	229.7	178.3	103.4
OTHER LOCAL	8.2	32.2	-	-	-
TOTAL SOURCES	**19.4**	**143.4**	**401.0**	**296.0**	**283.1**

Revised

Attachment B

Measure M Five Year Assessment and Equity Report
~~Proposed~~ Objectives and Criteria (FY18-22)

The intent of the **Measure M Five Year Comprehensive Assessment and Equity Report** is to evaluate the performance and impact of the overall Measure M program and support the successful delivery of Measure M projects and programs. Key among the steps towards the completion of the Assessment was the development of objectives and criteria that measure Metro's implementation of the Plan in the initial five years (FY18 – FY22).

In addition, as stipulated in the Measure M Guidelines, staff is currently developing the Short Range Transportation Plan (SRTP) and plans to align Board adoption of both reports to ensure that the results of the Assessment are reflected within the SRTP financial forecast.

Key Assessment Objectives

- Assess Metro's performance on the efficiency and effectiveness in delivering Measure M projects and programs
- Identify and evaluate any potential barriers in the delivery of the Expenditure Plan
- Identify and evaluate opportunities for process improvement
- Identify and evaluate best practices to be used going forward
- Identify and evaluate any organizational changes needed to improve coordination

Assessment Areas and Related Performance Criteria

1. **Financial Analysis**
   - Accounting of revenues and expenditures (Fiscal Year 2018-22)
   - Whether initial funding assumptions have been achieved, and by what ratio
   - Whether funding sources to accomplish the Expenditure Plan have been adequate, by what ratio, and reasoning behind any differences

2. **Project Delivery**
   - Identification of potential risks on project deliveries that may need to be addressed in the Expenditure Plan
   - Identification of progress (as of June 30, 2022) of project scope, cost, and schedule related to original projections
   - Qualitative evaluation of effectiveness in developing and implementing the projects and programs included in Measure M, based on the above criteria

3. **Program Management**
   - Description of Metro's approach to program management over the past 5-year period
   - Whether program progress reporting has been adequate, such as frequency of reporting and topics covered in reporting
   - Whether change order reporting has been adequate, such as ratios of different types of change orders, reasons behind change orders, and efforts

being done to minimize change orders
- Whether staffing/resources have been adequate, in terms of anticipated versus actual workforce utilized on projects, and for both internal and external staff
- Whether the Quality Assurance Program is effective in ensuring the quality expected, and whether it measures up the other agency processes of a similar nature

4. **Compliance**
   - Demonstration of Metro's and subrecipients compliance with the Ordinance

5. **Transparency/Accountability/Equity**
   - Whether reporting to MMITOC has been adequate
   - Description of the purpose, functionality, and usefulness of the MMITOC in meeting requirements of the Ordinance
   - Whether reporting to Metro Board on MM has been adequate through reports including all items required in the Ordinance
   - Whether Public Information has been available with expected regularity and detail, such as posting of agendas, public hearings, annual audit reports, dedicated website
   - Whether equity and inclusion objectives have been aligned with other Metro endeavors, such as geographic distribution of services related to EFCs