



**Metro**

*One Gateway Plaza, Los Angeles, CA 90012,  
3rd Floor, Metro Board Room*

**Agenda - Final**

**Wednesday, May 27, 2026**

**1:00 PM**

Watch online: <https://boardagendas.metro.net>  
Listen by phone: Dial 888-978-8818 and enter Access Code:  
5647249# (English) or 7292892# (Español)

To give written or live public comment, please see the top of page 4

## **Ad Hoc Board Composition Committee**

*Ara J. Najarian, Chair*  
*Lindsey Horvath, Vice Chair*  
*Kathryn Barger*  
*Terry Dipple*  
*Jacquelyn Dupont-Walker*  
*Fernando Dutra*  
*John Fasana*  
*Tracy Hernandez*  
*Jeremy Oliver-Ronceros*  
*Ernesto Medrano*  
*Imelda Padilla*  
*Gloria Roberts, non-voting member*

*Stephanie Wiggins, Chief Executive Officer*

## **METROPOLITAN TRANSPORTATION AUTHORITY BOARD AGENDA RULES**

(ALSO APPLIES TO BOARD COMMITTEES)

### **PUBLIC INPUT**

A member of the public may address the Board on agenda items, before or during the Board or Committee's consideration of the item for one (1) minute per item, or at the discretion of the Chair. A request to address the Board must be submitted electronically using the tablets available in the Board Room lobby. Individuals requesting to speak will be allowed to speak for a total of three (3) minutes per meeting on agenda items in one minute increments per item. For individuals requiring translation service, time allowed will be doubled. The Board shall reserve the right to limit redundant or repetitive comment.

The public may also address the Board on non-agenda items within the subject matter jurisdiction of the Board during the general public comment period, which will be held at the beginning and/or end of each meeting. Each person will be allowed to speak for one (1) minute during this General Public Comment period or at the discretion of the Chair. Speakers will be called according to the order in which their requests are submitted. Elected officials, not their staff or deputies, may be called out of order and prior to the Board's consideration of the relevant item.

Notwithstanding the foregoing, and in accordance with the Brown Act, this agenda does not provide an opportunity for members of the public to address the Board on any Consent Calendar agenda item that has already been considered by a Committee, composed exclusively of members of the Board, at a public meeting wherein all interested members of the public were afforded the opportunity to address the Committee on the item, before or during the Committee's consideration of the item, and which has not been substantially changed since the Committee heard the item.

In accordance with State Law (Brown Act), all matters to be acted on by the MTA Board must be posted at least 72 hours prior to the Board meeting. In case of emergency, or when a subject matter arises subsequent to the posting of the agenda, upon making certain findings, the Board may act on an item that is not on the posted agenda.

**TECHNOLOGY DISRUPTIONS** - Although staff will do their due diligence to restore service, if joining the meeting virtually, please be aware that the Committee or Board may continue its meeting notwithstanding a technical disruption that prevents members of the public from attending or observing the meeting via the two-way telephonic service or two-way audio visual platform.

**CONDUCT IN THE BOARD ROOM** - The following rules pertain to conduct at Metropolitan Transportation Authority meetings:

**REMOVAL FROM THE BOARD ROOM** - The Chair shall order removed from the Board Room any person who commits the following acts with respect to any meeting of the MTA Board:

- a. Disorderly behavior toward the Board or any member of the staff thereof, tending to interrupt the due and orderly course of said meeting.
- b. A breach of the peace, boisterous conduct or violent disturbance, tending to interrupt the due and orderly course of said meeting.
- c. Disobedience of any lawful order of the Chair, which shall include an order to be seated or to refrain from addressing the Board; and
- d. Any other unlawful interference with the due and orderly course of said meeting.

### **INFORMATION RELATING TO AGENDAS AND ACTIONS OF THE BOARD**

Agendas for the Regular MTA Board meetings are prepared by the Board Clerk and are available prior to the meeting in the MTA Records Management Department and on the Internet. Every meeting of the MTA Board of Directors is recorded and is available at <https://www.metro.net> or on CD's and as MP3's for a nominal charge.

## DISCLOSURE OF CONTRIBUTIONS

The State Political Reform Act (Government Code Section 84308) requires that a party to a proceeding coming before an agency involving a license, permit, or other entitlement for use including all contracts (other than competitively bid contracts that are required by law, agency policy, or agency rule to be awarded pursuant to a competitive process , labor contracts, personal employment contracts, contracts valued under \$50,000, contracts where no party receives financial compensation, contracts between two or more agencies, the periodic review or renewal of development agreements unless there is a material modification or amendment proposed to the agreement, the periodic review or renewal of competitively bid contracts unless there are material modifications or amendments proposed to the agreement that are valued at more than 10 percent of the value of the contract or fifty thousand dollars (\$50,000), whichever is less, and modifications of or amendments to any of the foregoing contracts, other than competitively bid contracts), shall disclose on the record of the proceeding any contributions in an amount of more than \$500 made within the preceding 12 months by the party, or the party's agent, to any officer of the agency. When a closed corporation is party to, or participant in, such a proceeding, the majority shareholder must make the same disclosure. Failure to comply with this requirement may result in the assessment of civil or criminal penalties.

## ADA REQUIREMENTS

Upon request, sign language interpretation, materials in alternative formats and other accommodations are available to the public for MTA-sponsored meetings and events. All requests for reasonable accommodations must be made at least three working days (72 working hours) in advance of the scheduled meeting date. Please telephone (213) 364-2837 or (213) 922-4600 between 8 a.m. and 5 p.m., Monday through Friday. Our TDD line is (800) 252-9040. Requests can also be sent to [boardclerk@metro.net](mailto:boardclerk@metro.net).

## LIMITED ENGLISH PROFICIENCY

A Spanish language interpreter is available at all Committee and Board Meetings. All other languages must be requested 72 hours in advance of the meeting by calling (213) 364-2837 or (213) 922-4600. Live Public Comment Instructions can also be translated if requested 72 hours in advance.



**323.466.3876**

x2 *Español (Spanish)*

x3 *中文 (Chinese)*

x4 *한국어 (Korean)*

x5 *Tiếng Việt (Vietnamese)*

x6 *日本語 (Japanese)*

x7 *русский (Russian)*

x8 *Հայերէն (Armenian)*

## HELPFUL PHONE NUMBERS AND EMAIL

Copies of Agendas/Record of Board Action/Recordings of Meetings - (213) 922-4880 (Records Management Department) - <https://records.metro.net>

General Information/Rules of the Board - (213) 922-4600

Internet Access to Agendas - <https://www.metro.net>

TDD line (800) 252-9040

Board Clerk Email - [boardclerk@metro.net](mailto:boardclerk@metro.net)

**NOTE: ACTION MAY BE TAKEN ON ANY ITEM IDENTIFIED ON THE AGENDA**

### **Live Public Comment Instructions:**

Live public comment can be given by telephone or in-person.

The Meeting begins at 1:00 PM Pacific Time on May 27, 2026; you may join the call 5 minutes prior to the start of the meeting.

Dial-in: 888-978-8818 and enter  
English Access Code: 5647249#  
Spanish Access Code: 7292892#

***Public comment will be taken as the Board takes up each item. To give public comment on an item, enter #2 (pound-two) when prompted. Please note that the live video feed lags about 30 seconds behind the actual meeting. There is no lag on the public comment dial-in line.***

### **Instrucciones para comentarios publicos en vivo:**

Los comentarios publicos en vivo se pueden dar por telefono o en persona.

La Reunion de la Junta comienza a las 1:00 PM, hora del Pacifico, el 27 de Mayo de 2026. Puedes unirse a la llamada 5 minutos antes del comienzo de la junta.

Marque: 888-978-8818 y ingrese el codigo  
Codigo de acceso en ingles: 5647249#  
Codigo de acceso en espanol: 7292892#

***Los comentarios del público se tomaran cuando se toma cada tema. Para dar un comentario público sobre una tema ingrese # 2 (Tecla de numero y dos) cuando se le solicite. Tenga en cuenta que la transmisión de video en vivo se retrasa unos 30 segundos con respecto a la reunión real. No hay retraso en la línea de acceso telefónico para comentarios públicos.***

### **Written Public Comment Instruction:**

Written public comments must be received by 5PM the day before the meeting.

Please include the Item # in your comment and your position of "FOR," "AGAINST," "GENERAL COMMENT," or "ITEM NEEDS MORE CONSIDERATION."

Email: BoardClerk@metro.net

Post Office Mail:

Board Administration

One Gateway Plaza

MS: 99-3-1

Los Angeles, CA 90012

## CALL TO ORDER

## ROLL CALL

41. **SUBJECT: COMMUNITY ENGAGEMENT** [2026-0412](#)

### RECOMMENDATION

RECEIVE AND FILE the report on Ad Hoc Board Composition Community Engagement.

Attachments: [Attachment A - Community Engagement Report](#)

42. **SUBJECT: ALTERNATIVES FOR BOARD MEMBER COMPOSITION AND APPOINTMENT STRUCTURE** [2026-0413](#)

### RECOMMENDATION

RECEIVE AND FILE staff report on alternatives for Metro Board Member Composition and Appointment Structure.

Attachments: [Attachment A - Motion 33.1](#)  
[Attachment B - Governance Values](#)  
[Attachment C - Summary of Governance Alternatives](#)

- SUBJECT: GENERAL PUBLIC COMMENT** [2026-0312](#)

RECEIVE General Public Comment

Consideration of items not on the posted agenda, including: items to be presented and (if requested) referred to staff; items to be placed on the agenda for action at a future meeting of the Committee or Board; and/or items requiring immediate action because of an emergency situation or where the need to take immediate action came to the attention of the Committee subsequent to the posting of the agenda.

## COMMENTS FROM THE PUBLIC ON ITEMS OF PUBLIC INTEREST WITHIN COMMITTEE'S SUBJECT MATTER JURISDICTION

## Adjournment



**Board Report**

**File #:** 2026-0412, **File Type:** Informational Report

**Agenda Number:** 41.

**AD HOC BOARD COMPOSITION COMMITTEE  
MAY 27, 2026**

**SUBJECT: COMMUNITY ENGAGEMENT**

**ACTION: RECEIVE AND FILE**

**RECOMMENDATION**

RECEIVE AND FILE the report on Ad Hoc Board Composition Community Engagement.

**ISSUE**

The Metro Ad Hoc Board Composition Committee (Committee) approved an inclusive community and stakeholder engagement plan designed to gather geographically representative input from riders, local governments/elected officials, businesses, and community stakeholders (youth/students/older adults) across Los Angeles County. Metro staff gathered countywide input to inform Metro’s governance review following voter approval of Measure G and anticipated changes to LA County governance. This report summarizes those engagement efforts and is intended to provide the Committee with a comprehensive overview of countywide stakeholder and community perspectives as the Committee continues to evaluate Metro's governance structure.

**BACKGROUND**

In February 2026, Metro Board Chair Dutra established the Committee to evaluate Metro’s governance structure in light of Measure G, the Los Angeles County charter amendment approved by voters in November 2024. Measure G creates an elected County Chief Executive Officer beginning in 2028 and expands the Los Angeles County Board of Supervisors from five to nine members beginning in 2032, following the 2030 Census and redistricting process. Because Metro’s Board composition is established by state law and includes balanced representation from the County of Los Angeles, the City of Los Angeles, and other jurisdictions across the County, the Board initiated a review of Metro’s governance framework and potential governance considerations associated with broader County governance changes.

As part of this effort, staff prepared a countywide community and stakeholder engagement strategy

---

intended to gather geographically representative input from stakeholders throughout Los Angeles County. The engagement process was designed to support transparency, increase public understanding of Metro governance and Measure G, and provide meaningful opportunities for public participation as the Metro Board evaluates potential governance considerations.

Metro implemented a broad, multi-pronged engagement strategy between February and May 2026. Engagement activities included community listening sessions hosted through Metro Service Councils and advisory bodies, and stakeholder presentations to Councils of Governments (COGs), business organizations, such as the Valley Industry & Commerce Association, Greater San Fernando Valley Chamber of Commerce, Central City Association, San Gabriel Valley Economic Partnership, Long Beach Chamber of Commerce, BizFed committees, and other business councils, and local government entities. In addition, staff facilitated transit rider intercepts, pop-up community outreach events, multilingual online surveys, and interactive polling. A dedicated website was created, and opportunities for public comment were received through a dedicated email and telephone channels.

The outreach approach was intentionally designed to support broad participation across Metro's diverse geographic subregions and stakeholder communities. Engagement activities were conducted through both in-person and virtual formats and included multilingual materials and interpretation services to reduce participation barriers and improve accessibility.

Metro made detailed presentations to 25 stakeholder organizations, reaching over 900 attendees. Nine hybrid community listening sessions were hosted by Metro's Service Councils, the Public Safety Advisory Committee (PSAC), and the Community Advisory Council. Metro also held two additional virtual listening sessions, one in the evening on May 6 and one at 12 pm on May 13 (focused on North LA County stakeholders). As Chair of the Committee, Chair Najarian led the May 6 virtual listening session. In total, the listening sessions drew nearly 200 participants. Thirteen pop-up transit intercepts and community events reached riders and community members at locations across the county.

There was significant representation from Metro Board Members and Committee Members at many of these community engagement events. Director and Committee Member Padilla participated in the discussion at the March 25 LA City Council Transportation Committee meeting. On April 1, Metro Board Chair Dutra participated in the discussion at the Gateway Cities COG Board meeting, while Director Sandoval joined the San Gabriel Valley COG Transportation Committee meeting. Committee Member Oliver-Ronceros attended the April 9 PSAC listening session.

Director and Committee Chair Najarian and Metro Board 2<sup>nd</sup> Vice Chair and Committee Member Barger participated in the North LA County Transportation Coalition (NCTC) JPA meeting on April 13. Committee Member Dipple, in his capacity as Executive Director, led the Las Virgenes-Malibu COG Board meeting on April 21, in which Director and Committee Chair Najarian also participated. Director Butts attended the session with the South Bay COG Board on April 23. Committee Member Hernandez attended a briefing at the April 28 BizFed Goods Movement, Mobility and Transportation Committee Meeting and facilitated a BizFed Action Alert to promote the Metro survey. Director and

Committee Chair Najarian also led the May 6 virtual listening session and supported the May 13 North County virtual session.

## **DISCUSSION**

Metro's engagement process generated more than 1,300 engagements across meetings, events, surveys, and public comment channels. Almost 700 survey responses were received from ZIP codes throughout Los Angeles County, reflecting broad regional participation. Survey responses and in-person engagement findings were generally consistent across outreach methods and stakeholder groups and compiled into a final report (Attachment A).

Participants contacted throughout Metro's engagement process consistently emphasized the following three themes across all engagement methods. This included:

### Emphasis on Metro Board Representation that Reflects Community Voices

- Riders
- Diverse communities
- Regional perspectives
- Transit-dependent populations

### Specific interest in balancing Lived Experience and Expertise

- Regular transit rider experience
- Technical, planning, and policy expertise
- Real-world operational understanding

### Accountability and Transparency in Metro Board Decision Making

- Clearer Metro Board roles and authority
- Stronger accountability mechanisms
- Greater transparency in Metro Board decision-making and use of public input

## **Survey Findings**

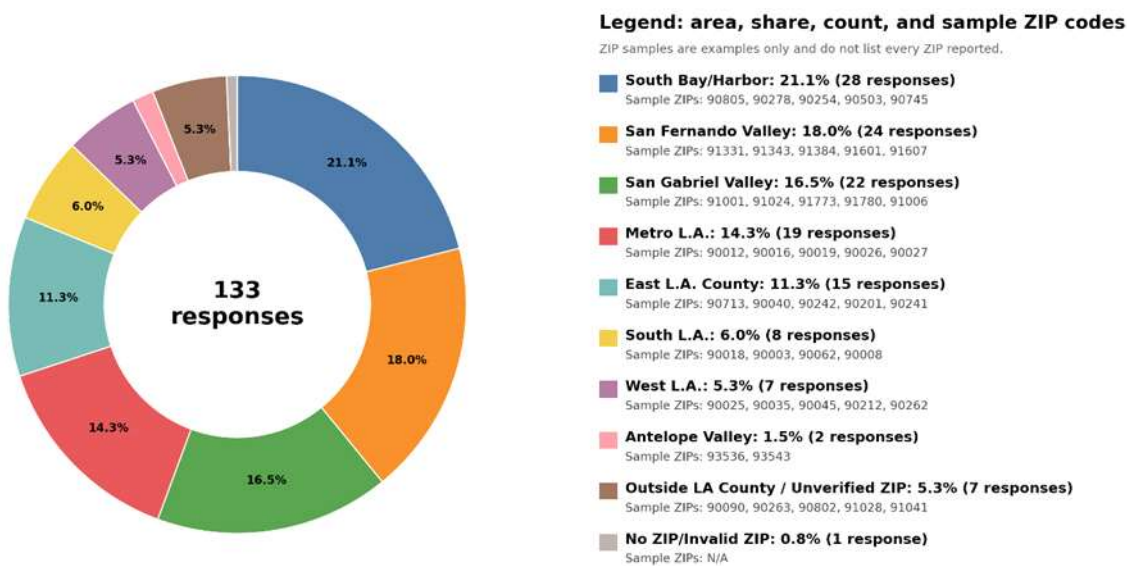
Metro gathered feedback from community members, transit riders, and stakeholders across Los Angeles County through both digital and in-person channels. Online feedback was collected via a survey shared in weekly Metro emails, on the website ([gometro.la/governance](http://gometro.la/governance)), and through QR codes on all Ad Hoc informational flyers, alongside live polling via Slido.com during nine hybrid listening sessions and two presentations to Metro advisory groups, including the Accessibility Committee and Youth Council. In-person feedback was captured through paper surveys at COGs and stakeholder briefings, as well as via direct outreach at community events and transit intercepts.

Overall, Metro engaged nearly 200 participants during the listening sessions and received nearly 500

survey responses. Most participants responded to the live poll or online survey, though some skipped certain questions.

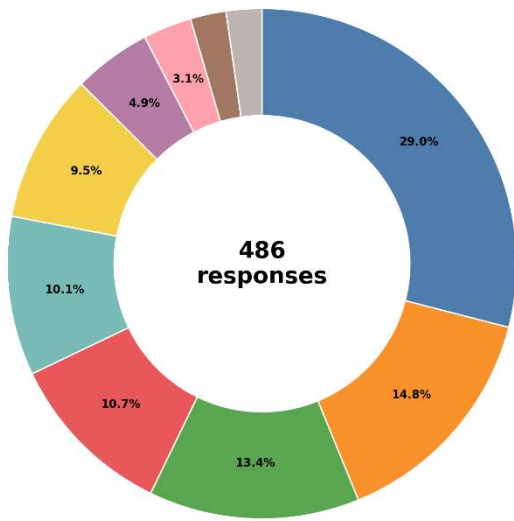
Based on the responses from both the live poll and surveys, Metro received feedback from a well-balanced cross-section of Los Angeles County. The greatest participation came from the South Bay, the San Fernando Valley, and the San Gabriel Valley.

### Listening Session Responses by Geographic Area



Source: Listening session responses, ZIP codes grouped into geographic areas based on prior ZIP mapping.

**Online Survey Responses by Geographic Area**



**Legend: area, share, count, and sample ZIP codes**

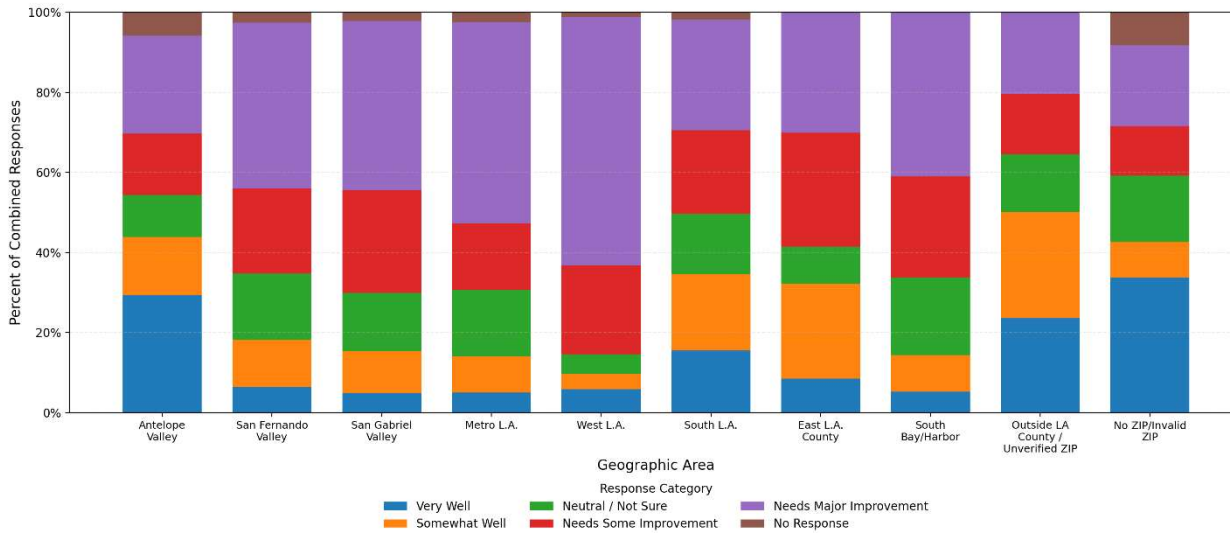
ZIP samples are examples only and do not list every ZIP reported.

- **Metro L.A.: 29.0% (141 responses)**  
Sample ZIPs: 90005, 90016, 90027, 90012
- **West L.A.: 14.8% (72 responses)**  
Sample ZIPs: 90025, 90232, 90034, 90262
- **San Gabriel Valley: 13.4% (65 responses)**  
Sample ZIPs: 91106, 91016, 91101, 91770
- **San Fernando Valley: 10.7% (52 responses)**  
Sample ZIPs: 91311, 91203, 91352, 91602
- **South Bay/Harbor: 10.1% (49 responses)**  
Sample ZIPs: 90278, 90731, 90247, 90504
- **South L.A.: 9.5% (46 responses)**  
Sample ZIPs: 90037, 90011, 90003, 90002
- **Outside LA County / Unverified ZIP: 4.9% (24 responses)**  
Sample ZIPs: Examples: 28806, 32605, 35010, 57453
- **Antelope Valley: 3.1% (15 responses)**  
Sample ZIPs: 93535, 93534, 93536, 93510
- **East L.A. County: 2.3% (11 responses)**  
Sample ZIPs: 90713, 90022, 90023, 90058
- **No ZIP/Invalid ZIP: 2.3% (11 responses)**  
Sample ZIPs: No valid ZIP provided

Source: Online survey responses through May 15; ZIP codes grouped into geographic areas based on prior ZIP mapping.

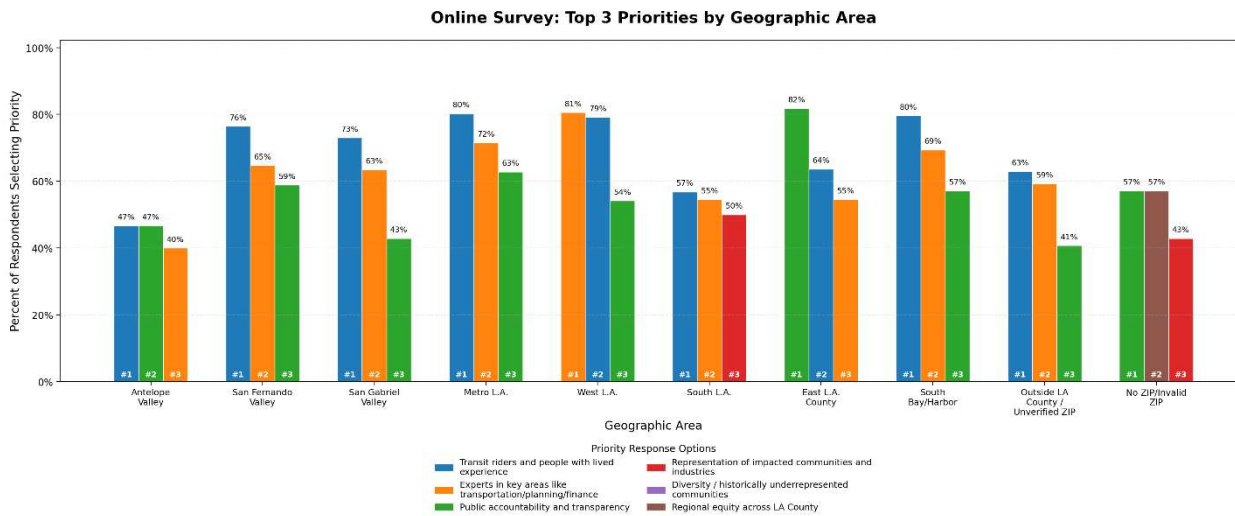
Survey and listening session responses strongly reinforced the importance that participants place on Metro governance structures that align with their communities. Across all platforms, respondents emphasized that the current Metro Board structure needs improvement to better reflect and prioritize their local community needs.

**Metro Board Reflects Community Needs by Geographic Area**



Note: Online survey and listening session responses are combined within each geographic area. Percentages are calculated within each geographic area.

Across survey responses and interactive polling, participants clearly shared what matters most to them regarding the future Metro Board composition. Keeping the voices of transit riders and people with firsthand experience using transit and dealing with mobility challenges was a top priority. This was followed by a strong preference for technical expertise, specifically, individuals with backgrounds in transportation, planning, or finance. Lastly, commitment to public accountability and transparency was prioritized.



Note: Only the top three selected priorities are shown for each geographic area. Respondents could select up to three priorities.

## Representation and Rider Perspective

Participants consistently emphasized the importance of Metro governance structures that reflect community and rider perspectives, particularly the experiences of transit-dependent communities and regular Metro riders. Across listening sessions, advisory committee meetings, stakeholder briefings, and community outreach events, participants frequently discussed whether the current Metro Board structure adequately reflects the communities and riders most affected by Metro decisions. Many participants expressed interest in ensuring that Metro Board members understand and experience the lived realities of using the Metro system, including operational, accessibility, safety, and mobility challenges riders face.

Participants also discussed the importance of regional representation and ensuring that communities throughout Los Angeles County continue to maintain meaningful representation and balance within Metro governance structures. Several stakeholders expressed concern that significant changes to Board composition could dilute regional representation or reduce local jurisdictional voice in Metro Board decision-making. For example:

- Riders at the El Monte Transit Station on a weekday morning generally said that Metro Board members should be regular transit riders to better understand riders' perspectives on both bus and rail. They also expressed interest in strong representation on the Metro Board from cities with larger transit hubs and transit needs, especially those near both Metro, Metrolink, and partner agencies. Riders appreciated the Metro governance information and communicated overall support for Metro's improvements in safety and cleanliness.

- Stakeholders at the Westlake/MacArthur Park Station, Wilshire/Vermont Station and 7<sup>th</sup> St Metro Center included a diverse cross-section of riders, including daily commuters, students, older adults and transit-dependent populations. Most weekday riders surveyed identified themselves as frequent riders and were very familiar with the Metro system. Riders emphasized the importance for continued visible safety presence and cleanliness on the system.

Findings from both qualitative and quantitative engagement suggest broad interest in governance approaches that strengthen community and rider representation while balancing regional governance considerations and jurisdictional representation. The need for strengthening public confidence in the Metro Board's decision-making was also shared by some riders.

It is important to note that rider feedback and participation have helped shape several of Metro's key initiatives, including the LIFE program, the annual budget, and the Metro Transit Ambassador program, just to name a few. These initiatives reflect how direct rider input has informed policy making by the Metro Board that expand access, improve customer experience, and strengthen the transit system's connection to the communities it serves.

### **Balancing Lived Experience and Technical Expertise**

Across stakeholder meetings, listening sessions, and survey responses, participants consistently emphasized the importance of balancing lived transit experience with professional and technical expertise. Community members frequently described rider experience and technical expertise as complementary rather than competing considerations. Participants highlighted the importance of governance structures that incorporate operational knowledge, transportation planning expertise, financial expertise, and real-world understanding of rider experience.

Stakeholders emphasized the importance of maintaining the technical expertise needed to oversee a large and complex regional transportation agency. Metro B Line and G Line weekday riders at the North Hollywood station were willing to learn more about Metro governance during transit intercepts. Riders expressed overall support for Metro and its current governance, citing significant improvements in station safety and security and appreciation for frequent, reliable service.

### **Accountability and Transparency**

Stakeholders also consistently emphasized the importance of accountability, transparency, and public trust in Metro governance. Community members expressed interest in a clearer understanding of Metro Board roles, selection processes, responsibilities, and decision-making authority, as well as greater transparency into how public input is incorporated into the Metro Board decision-making.

---

## **Regional Representation and Board Expansion**

Metro staff presented at all COGs and one of the JPAs, including the Las Virgenes-Malibu, Westside Cities, Gateway Cities, San Fernando Valley, San Gabriel Valley, and Southbay Cities Council of Governments, and the North LA County Transportation Coalition (NCTC) JPA. Briefing materials were provided to the Arroyo Verdugo Communities JPA.

Two COGs, the South Bay Cities and the Las Virgenes-Malibu, took positions opposing Board expansion and expressed concerns that additional seats could dilute city representation. Both COGs' comment letters stated that there should not be an additional dedicated seat for the County's future elected Chief Executive Officer. The San Fernando Valley COG stated that if changes occur, proportional regional representation must be preserved.

The Westside Cities, Gateway Cities, and San Gabriel Valley COGs, as well as the NCTC JPA, received a Metro staff presentation and have not taken a position at this time. Briefing materials were provided to the Arroyo Verdugo Communities JPA. They did not have a quorum at their April 29th meeting and did not meet again during the engagement period.

No stakeholder organization advocated for expanding the Board's size or explicitly including the County's future Chief Executive Officer in the Board's composition.

## **EQUITY PLATFORM**

Robust community and stakeholder engagement advances Metro's equity objectives by prioritizing outreach to underrepresented communities, riders, and stakeholders across all regions of Los Angeles County. Metro includes multilingual outreach, accessible meeting formats, direct engagement with transit riders, and partnerships with community-based organizations and faith leaders to reduce participation barriers and ensure diverse perspectives are reflected in Committee deliberations.

## **VEHICLE MILES TRAVELED OUTCOME**

VMT and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit.\* Metro's Board adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

As part of these ongoing efforts, this item is expected to contribute to further reductions in VMT. While this item does not directly encourage transit, sharing a ride, or using active transportation, it is a vital part of Metro operations, as it is a formal advisory body that provides community input on key agency priorities, projects, and programs, which can lead to enhanced customer experience.

---

Because the Metro Board has adopted an agency-wide VMT Reduction Target, and this item supports the overall function of the agency and is consistent with the goals of reducing VMT.

\*Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

This overall effort supports the following strategic plan goals:

- Goal 3 - Enhance community and lives through mobility and access to opportunity.
- Goal 4 - Transform LA County through regional collaboration and national leadership.
- Goal 5 - Provide responsive, accountable, and trustworthy governance within the Metro organization.

### **NEXT STEPS**

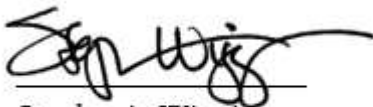
The community and stakeholder engagement findings summarized in this report will inform the Committee's ongoing work as it evaluates potential Metro Board governance considerations.

### **ATTACHMENT**

Attachment A - Community Engagement Report

Prepared by: Marisa Perez, Deputy Chief, Community Relations, (213) 922-3808  
Lilian De-Loza Gutierrez, Executive Officer, Community Relations, (213) 922-7479  
Rosalba Gonzalez, Manager, Community Relations, (213) 956-1886

-  
Reviewed by: Nicole Englund, Chief of Staff, (213) 922-7950



Stephanie Wiggins  
Chief Executive Officer



Metro

# Metro Ad Hoc Board Composition Committee

## Community Engagement Summary Report



May 2026



## Acknowledgment

---

The development of this Community Engagement Summary Report was made possible through the collaboration and participation of many individuals and organizations who supported the outreach and engagement process from beginning to end. Their efforts helped ensure that community input and rider perspectives remained central throughout the governance review process.

This report reflects the contributions of those who supported community listening sessions, stakeholder briefings, pop-up outreach, communications, survey administration, event coordination, and public participation efforts across Los Angeles County. The breadth of engagement captured in this report would not have been possible without their time and commitment to inclusive and meaningful community outreach.

Special recognition is extended to Ad Hoc Committee Members, Marisa Perez, Lilian De Loza-Gutierrez, Karen Swift, Jeff Logan, Brian Gavidia, Matthew Marquez, Kim Tachiki-chin, JC Montenegro, Mary Kohav, Andy Sywak, Rosalba Gonzalez, Umayyah Rashid, Brett Roberts, Conchita Flores, Alondra Lopez, Eduardo Davis, Juan Solorio, Sara Canas, Mindy Lake, Ned Racine, Metro Service Council Staff: Dolores Ramos, Maria Cardenas, and Diego Quijada, Jeremy Tong, Metro AV team: Adam Barron, Steve Martinez, Alejandro Reyes, Tommy Khamlue, Patty Soto, Danielle Valentino, and Alexander Melendrez, Metro LIFE staff Michael Cortez and Heidi Jackson and their outreach team, the Metro Public Safety team, Metro Ambassadors staff, the Metro SAFE 511, Metro Service Councils, the Accessibility Advisory Committee (AAC), Community Advisory Council (CAC), and Public Safety Advisory Committee (PSAC), Metro On the Move, Metro Youth Council, and MBI Media for their invaluable support and contributions throughout this process.

Their partnership played an important role in helping elevate a broad range of community perspectives and ensuring that this report reflects the voices and experiences shared throughout the engagement process.

## Table of Contents

Acknowledgment .....	3
Table of Contents .....	4
Executive Summary.....	7
1. Introduction .....	8
1.1. Purpose of the Report .....	8
1.2. Engagement Goals .....	8
1.3. Engagement Objectives.....	8
1.4. Overview of Engagement Activities.....	9
2. Engagement Approach.....	12
2.1. Engagement Design .....	12
2.1.1 Principles.....	12
2.1.2 Multi-Pronged Approach .....	12
2.1.3 Equitable and Geographical Outreach Strategy.....	13
2.1.4 Strategic Pop-Up Tabling Outreach.....	13
2.1.5 Qualitative and Survey-Based Findings.....	13
2.2. Participation Overview .....	13
2.2.1 Engagement Types .....	14
2.2.2 Presentations and Briefings .....	15
3. Key Themes and Findings.....	18
3.1. Emphasis on Metro Board Representations that reflects community and rider perspectives .	18
3.2. Strong interest in balancing lived Experience and Expertise .....	18
3.3. Accountability and Transparency in Metro Board Decision-Making.....	19
3.4. Alignment Across Engagement Methods .....	20
4. Survey and Live Poll Findings and Alignment.....	22
4.1. About the Survey and Live-Poll.....	22
4.2. Perception of How well the Metro Board Reflects Participants’ Community Needs.....	23
4.3. Participants’ Priorities for Metro Board Composition.....	24
5. Conclusion.....	27

## Appendices

### Appendix A: Engagement Activities and Presentations Summary

Appendix A.1: Overview of Presentations

Appendix A.2: Overview of Tabling Efforts

Appendix A.3: Overview of Marketing Efforts

### Appendix B: Materials

Appendix B.1: Presentation (English and Spanish)

Appendix B.2: Fact Sheet and FAQs (English and Spanish)

Appendix B.3: Flyer (English and Spanish)

Appendix B.4: Digital Toolkit

Appendix B.5: Survey Board

### Appendix C: Listening Sessions and Online Survey Results

Appendix C.1: Listening Session and Online Survey Questions

Appendix C.2: Listening Session and Online Survey Results

### Appendix D: Public Comment Received

Appendix D.1: Listening Session Public Comments Received

Appendix D.2: Position Letters Received

Appendix D.3: Transit Intercept Key Themes



# Introduction



Metro®

## Executive Summary

Metro conducted a comprehensive community and stakeholder engagement effort to gather input on Metro Board composition in light of the changes that will occur following the voter approved Los Angeles County Measure G 2024. This effort was designed to ensure that perspectives from across Los Angeles County reflect diverse geographies, communities, riders, and stakeholder interests. The community and stakeholder input will inform the work of the Ad Hoc Board Composition Committee (Committee) as it assesses the impacts of expanded County leadership and considers potential recommendations for the Metro Board's review.

Engagement activities included educational campaigns and community listening sessions held across Metro Service Councils and advisory bodies, Councils of Governments (COGs), city associations including California Contract Cities and the League of California Cities, business organizations, and transit-focused pop-up outreach. Feedback was collected through interactive polling, an online survey, public comments shared during listening sessions, and comments submitted by email and telephone. These activities took place from early February through mid-May 2026 and were supported by targeted outreach and marketing efforts to expand countywide awareness and participation.

Across engagement methods, participants consistently emphasized the importance of a Metro governance framework that is representative, informed, and accountable. Discussions and survey responses emphasized interest in governance structures that better reflect community and transit rider perspectives, incorporate lived transit experience alongside professional expertise, and promote transparency and trust in decision making.

### Key Themes Identified Across Engagement

- **Governance that better reflects community and rider perspectives**  
Participants emphasized the value of ensuring that Metro Board composition reflects the communities and riders.
- **Strong interest in balancing lived experience and expertise**  
Participants emphasized that Metro Board members should regularly ride the transit system to better understand rider experiences, operational challenges, safety concerns, accessibility needs.
- **Accountability and transparency in Metro Board decision making**  
Participants consistently raised the importance of clear governance roles, transparent processes, and accountability mechanisms to strengthen public trust.

The insights summarized in this report provide a consolidated and transparent record of community and stakeholder perspectives that are designed to inform discussion and deliberation as Metro completes its governance review.

## 1. Introduction

### 1.1. Purpose of the Report

The Metro Board formed the Ad Hoc Board Composition Committee to review Metro’s current Board governance structure and consider how voter-approved Measure G may affect Metro’s governance in the future. Measure G, approved by Los Angeles County voters in November 2024, changes several aspects of County governance, including the creation of a countywide elected Chief Executive Officer beginning in 2028 and the expansion of the Los Angeles County Board of Supervisors from five to nine members in 2032, following the 2030 Census and redistricting. The Committee’s work is focused on review and stakeholder engagement only, providing an opportunity to hear from Metro’s stakeholders as County governance changes begin to be implemented.

This report is intended to support the Ad Hoc Board Composition Committee’s work by providing a consolidated summary of perspectives from residents, stakeholders, and community members regarding Metro Board composition, regional representation, and governance considerations.

### 1.2. Engagement Goals

The goal of the engagement effort was to hear from as many perspectives as possible and ensure that the review was informed by the diverse communities Metro serves. The Committee serves in an advisory capacity to the full Metro Board, and its work is focused on listening, reviewing input, and identifying key considerations related to regional representation, effective oversight, accountability, and public trust.

### 1.3. Engagement Objectives

Metro initiated this engagement effort to ensure that the governance review process is informed by broad and meaningful public participation.

Specifically, the objectives of the engagement include:

- Increasing public understanding of the Metro Board’s role in shaping transportation policy and investments across Los Angeles County
- Gathering community perspectives on who should represent residents on the Metro Board and how regional voices are reflected in transportation decision-making
- Providing accessible opportunities for residents, stakeholders, and community partners to share feedback and ask questions about the governance review
- Supporting transparency and public trust throughout the review process

## 1.4. Overview of Engagement Activities

Metro implemented a multimethod engagement approach designed to reach community members through a variety of formats and settings.

Engagement activities included:

- Community Listening Sessions (through existing organizational meetings), providing residents with the opportunity to learn about the governance review, ask questions, and share perspectives
- Stakeholder briefings and presentations to advisory bodies, regional and jurisdictional groups, and other stakeholder organizations
- Community events and pop--up outreach, such as tabling at music festivals, community events, transit rider intercepts at high traffic locations, and other public venues, to collect informal feedback in accessible community settings
- An online survey, offered in multiple languages to provide a flexible, low--barrier option for participation

Feedback was collected during the public comment period from early March 2026, through mid-May 2026, and compiled for review by the Ad Hoc Board Composition Committee as part of its consideration of Metro's governance framework.



# Engagement Approach



Metro®

## 2. Engagement Approach

Metro designed the engagement process for the governance review to be community-centered, inclusive, and reflective of diverse perspectives across Los Angeles County. The approach emphasized transparency, and multiple opportunities for participation to ensure that residents and stakeholders could engage in ways that best suit their preferences and comfort levels.

### 2.1. Engagement Design

#### 2.1.1 Principles

The engagement strategy was developed using community and equity-focused principles to elevate voices that have historically been underrepresented in public decision-making. Materials and participation options were designed to clearly explain the governance review, the purpose of the Ad Hoc Board Composition Committee, and how community input would be used. Metro sought to create engagement spaces that encouraged open dialogue, supported meaningful participation, and fostered trust by clearly communicating the purpose and scope of the Committee's role.

To support this effort, Metro developed a range of bilingual outreach materials in English and Spanish, including:

- Fact sheets
- Frequently Asked Questions
- Community Listening Session flyers and bus take-ones
- Social media graphics

These materials helped provide consistent, accessible information across engagement settings and supported broader awareness and participation throughout Los Angeles County.

#### 2.1.2 Multi-Pronged Approach

Recognizing that different engagement formats produce different types of insights, Metro intentionally used a multi-pronged approach that combined qualitative, interactive engagement with broader, survey-based participation. Community listening sessions and stakeholder briefings were designed to capture input and perspectives through facilitated dialogue. Community events and pop-up outreach provided informal, low-barrier opportunities for residents to share high-level feedback in everyday settings.

The online survey, by contrast, was designed to reach a larger and more geographically diverse audience and to capture patterns, trends, and relative priorities across a broad set of respondents. Together, these methods allowed Metro to balance depth and breadth in gathering feedback.

### **2.1.3 Equitable and Geographical Outreach Strategy**

Engagement activities were intentionally distributed across Metro’s subregions to reflect the diversity of communities served by the agency and the varying transportation needs throughout the county. This approach was intended to avoid overconcentration of outreach in any single area and to support balanced regional input as part of the governance review.

Community listening sessions and stakeholder briefings were strategically aligned with existing regional and jurisdictional structures, including Metro Service Councils and advisory committees, Councils of Governments (COGs), and other established meetings including City Associations, business organizations and local chambers of commerce. Aligning engagement with these forums supported participation from local elected officials, city and county staff, regional planners, and community representatives while facilitating discussions in familiar and accessible settings. Reference Appendix A for full outreach list.

### **2.1.4 Strategic Pop-Up Tabling Outreach**

In this effort, Metro incorporated pop-up tabling, transit intercepts, and large community events to expand participation beyond traditional meetings and provide community members with more accessible opportunities to engage and share feedback. As documented in the event list (see Appendix A), these activities were intentionally scheduled during periods of high rider and community activity, including peak commute times, evenings, weekends, and well-attended community events. Pop-up outreach took place at major transit hubs, stations, service centers, and community events to engage riders and community members in familiar, high-traffic locations.

### **2.1.5 Qualitative and Survey-Based Findings**

Metro used both qualitative engagement methods, such as feedback from community listening sessions, presentations, and stakeholder discussions, and survey-based methods, including online surveys and interactive polling, to capture a broad range of community and stakeholder input. Each method served a different purpose and provided a different type of insight. Qualitative feedback helped identify themes, concerns, and perspectives shared by participants, while survey and polling data helped identify trends, priorities, and response patterns. For this reason, findings were analyzed and reported separately by engagement type to support a clear and accurate interpretation of the input received.

## **2.2. Participation Overview**

Prior to launching the primary outreach, staff conducted informational presentations to Metro’s Service Councils, business organizations and local government agencies to introduce the Metro Ad Hoc Board Composition Committee and the goals of the Ad Hoc Board Composition listening sessions to inform, educate and gauge awareness. These efforts, which began in early February, helped shape the outreach focus, language, collateral and methodology.

Metro developed a dedicated website that steered the public to additional ways to engage and submit feedback via project email and telephone:

[gometro.la/governance](http://gometro.la/governance)  
[governance@metro.net](mailto:governance@metro.net)  
 213.922.3992

Community members were able to share feedback throughout the public comment period, offering additional low-barrier opportunities to participate outside of scheduled meetings.

Metro also supported participation through targeted outreach and marketing efforts. An outreach toolkit, including digital content and printed materials, was distributed to Metro Board of Directors including the Los Angeles County Board of Supervisors, City of LA Mayor Karen Bass, City Councilmembers and Sector Representatives, local elected officials, Service Councils and advisory bodies, COGs, business organizations, and community partners to amplify awareness of the Metro Board Composition Listening Sessions, educational materials about the governance review, and participation opportunities. Outreach included social media posts, newsletters, flyer distribution at community locations and events, and on -the -ground dissemination of Take One cards through Metro program partners including the Metro LIFE Team and Metro Ambassadors. Reference Appendix B for master list.

Friday Weekly Email	Sent	Email Distribution	Open Rate
Monthly Newsletter article announcing the listening sessions and survey	3/24/2026	199,919	42.80%
Dedicated email announcing the listening sessions and survey	4/9/2026	304,907	42.70%
Friday Email article announcing the listening sessions and survey	4/10/2026	51,017	39.50%
Friday Email article announcing the listening sessions and survey	5/1/2026	50,691	42.70%
Friday Email article announcing the listening sessions and survey	5/8/2026	50,279	41.60%
Dedicated email announcing the listening sessions and survey	5/12/2026	50,238	39.50%

### 2.2.1 Engagement Types

Participation occurred through the following engagement types:

- **Metro Service Council Listening Sessions and Advisory Committees**

Listening sessions were hosted through all five Metro Service Councils, including South Bay, San Fernando Valley, San Gabriel Valley, Gateway Cities, and Westside/Central. Metro included briefings with advisory bodies such as the Community Advisory Council, Public Safety Advisory Committee, Accessibility Advisory Committee, Youth Council, and other Metro advisory groups. These sessions were all held in a hybrid format allowing participation in person and virtually via Zoom with Spanish interpretation. The presentation was designed to provide structured

opportunities for residents, riders, and stakeholders to share perspectives. These engagements elevated perspectives from transit advocates, riders with disabilities, youth, and other stakeholder constituencies.

- **Stakeholder Briefings**

Metro hosted two full virtual Zoom community listening sessions, one in the evening and one during the lunch hour targeting a North Los Angeles County audience.

- **Councils of Governments (COGs) and Jurisdictional Outreach**

Metro engaged multiple COGs and regional governance bodies, including the San Gabriel Valley COG, Westside Cities COG, Las Virgenes–Malibu COG, Gateway Cities COG, South Bay COG, San Fernando Valley Council of Governments, Arroyo Verdugo Communities JPA, and North Los Angeles County Transportation Coalition JPA (NCTC). These presentations provided an opportunity to hear concerns from local city staff regarding the impact of the Metro Board Composition and Measure G changes to their regions and representation on the Metro Board. The LAs-Virgenes Malibu and South Bay COGs expressed their desire not to see changes to the Metro Board of Directors or the inclusion of the elected County Chief Executive Officer; whereas the San Fernando Valley COG shared their concerns about losing representation. Letters of response submitted by COGs can be referenced in Appendix D.

- **Business Organization Outreach**

Engagement included meetings with chambers of commerce, business associations, and economic partnerships, such as the Valley Industry & Commerce Association, Greater San Fernando Valley Chamber of Commerce, Central City Association, San Gabriel Valley Economic Partnership, Long Beach Chamber of Commerce, BizFed committees, and other business councils.

- **Pop-Up Outreach**

In addition to scheduled meetings, Metro conducted pop-up engagement at transit centers, stations, and community events to reach riders and community members in real-world, high activity environments.

### 2.2.2 Presentations and Briefings

Engagement settings included both centrally located Metro facilities and community-based venues such as transit centers, community centers, city halls, and virtual platforms. Spanish interpretation was offered at each meeting to enhance accessibility.

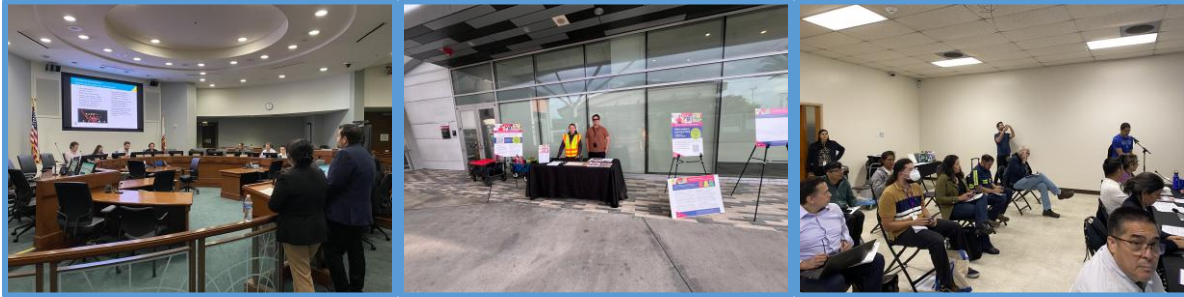
Across engagement activities, participants included:

- Transit riders and residents
- Service Council members
- Youth and students
- Older Adults
- Accessibility and public safety advocates

## Metro Ad Hoc Board Composition Committee: Community Engagement Summary Report

- City and County representatives
- COG representatives
- Business and economic stakeholders

This participation framework reflects Metro's intent to ensure equitable, geographically representative, and stakeholder-diverse participation in the governance review.





# Summary of Key Themes Across Engagement Methods



**Metro**

### 3. Key Themes and Findings

Across Metro's engagement efforts, several key themes emerged consistently across in-person engagement, stakeholder briefings, pop-up outreach, interactive polling, and survey responses. While each engagement method provided a different type of input, participants frequently raised overlapping priorities related to representation, lived experience, expertise, accountability, and transparency.

This section summarizes the primary themes identified through the engagement process and presents the key findings heard from community members, riders, advisory bodies, COGs, business organizations, and other stakeholders.

#### 3.1. **Emphasis on Metro Board Representations that reflects community and rider perspectives**

Across engagement activities, participants raised questions and perspectives about who is represented on the Metro Board and whose voices are reflected in governance decisions. Many participants expressed interest in a Board structure that more directly reflects the communities, riders, and regions served by Metro.

Participants often described representation in terms of both regional identity and lived experience, including the value of Board members who understand the realities of using the Metro system, local transportation needs, and the impacts of Metro policies and investments on communities across Los Angeles County.

At the same time, feedback from several COGs reflected support for the current Board structure and a desire for it to remain unchanged. Letters submitted by COGs are included in Appendix D.

**Key findings included:**

- Interest in stronger representation of regular transit riders and transit-dependent communities
- Desire for governance structures that better reflect communities across Los Angeles County
- Questions about how community input and lived experience influence Board decisions
- Opportunities to strengthen public trust by improving representation and inclusivity

#### 3.2. **Strong interest in balancing lived Experience and Expertise**

Participants consistently emphasized the importance of balancing lived transit experience with technical and professional expertise in Metro governance. Rather than viewing these perspectives as separate or competing, many participants described them as complementary.

Feedback reflected the view that effective governance benefits from both firsthand understanding of rider experiences and the technical knowledge needed to address complex transportation, planning, financial, and policy issues. This theme appeared across listening sessions, stakeholder briefings, COG meetings, business outreach, advisory body meetings, and survey responses.

**Key findings included:**

- Interest in Board members having sufficient transportation, policy, and planning expertise
- Recognition that lived experience can help ground governance decisions in real-world impacts
- Support for governance approaches that value both rider perspectives and professional skill sets
- Opportunities to strengthen decision-making by incorporating both technical expertise and community experience



### 3.3. Accountability and Transparency in Metro Board Decision-Making

Accountability and transparency were also recurring themes across engagement methods. Participants frequently asked how the Metro Board operates, how members are selected, how decisions are made, and how public input is considered in the decision-making process.

These discussions often connected governance structure with public trust. Participants expressed interest in clearer communication about Board roles, responsibilities, and authority, as well as greater transparency around how stakeholder and community feedback informs Metro’s governance review.

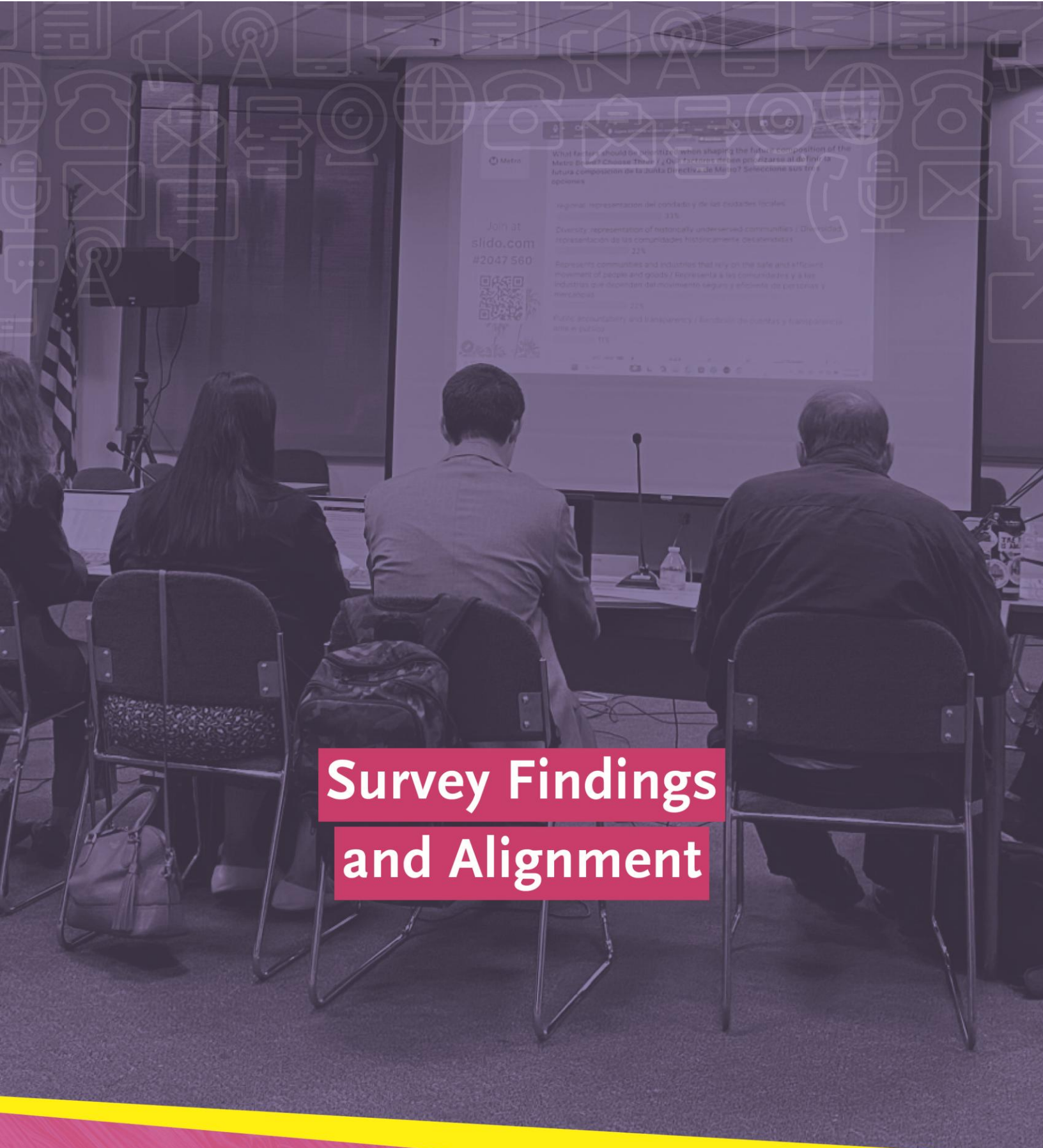
**Key findings included:**

- Desire for clearer explanations of Metro Board authority, roles, and responsibilities
- Questions about accountability mechanisms for Board members and governance decisions
- Interest in greater transparency around how public and stakeholder input is incorporated
- Opportunities to strengthen trust through clearer communication, oversight, and governance clarity

### **3.4. Alignment Across Engagement Methods**

The recurrence of these themes across multiple engagement formats indicates areas of alignment among participants. In-person and hybrid engagement provided opportunities for deeper discussion, while online surveys and interactive polling helped identify broader trends and priorities across respondents.

Together, these findings show that participants were most focused on whether Metro governance reflects community and rider perspectives, whether decision-makers have both lived experience and technical expertise, and whether the governance process is transparent, accountable, and easy to understand.



# Survey Findings and Alignment



Metro®

## 4. Survey and Live Poll Findings and Alignment

### 4.1. About the Survey and Live-Poll

Metro gathered feedback through both survey responses and live polling conducted during listening sessions and advisory group presentations. The online survey was shared through Metro communications channels, the project website, and QR codes included on Ad Hoc Board Composition materials. Live polling was conducted during listening sessions and presentations using Slido, providing participants attending in-person or online with an opportunity to respond in real time.

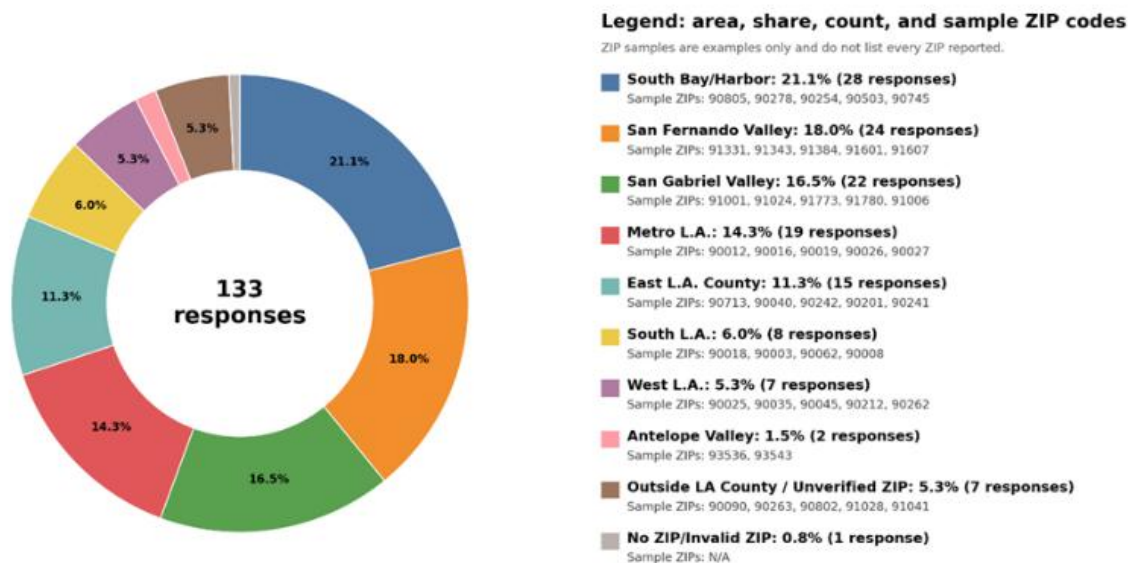
Overall Metro:

- Heard from 200 participants during the listening sessions
- Received nearly 500 survey responses

The survey and live polling responses demonstrate that Metro received input from a broad cross-section of Los Angeles County. Responses were grouped by geographic area using respondent ZIP codes. This approach helped show where feedback was coming from.

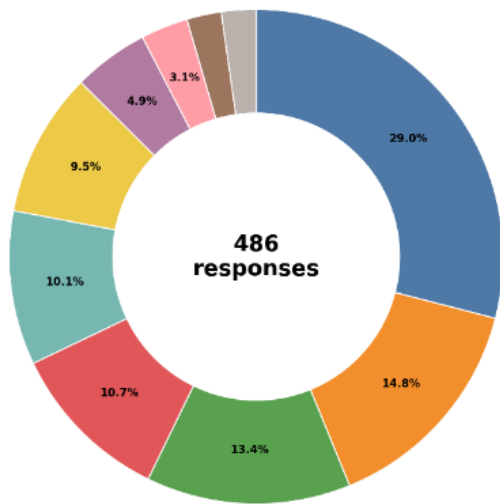
Taken together, the survey and live polling results show that feedback was not concentrated in one area. Metro received input from participants in central Los Angeles, the San Fernando Valley, San Gabriel Valley, West L.A., South Bay/Harbor, South L.A., East L.A. County, and the Antelope Valley.

### Listening Session Responses by Geographic Area



Source: Listening session responses; ZIP codes grouped into geographic areas based on prior ZIP mapping.

**Online Survey Responses by Geographic Area**



**Legend: area, share, count, and sample ZIP codes**

ZIP samples are examples only and do not list every ZIP reported.

- **Metro L.A.: 29.0% (141 responses)**  
Sample ZIPs: 90005, 90016, 90027, 90012
- **West L.A.: 14.8% (72 responses)**  
Sample ZIPs: 90025, 90232, 90034, 90262
- **San Gabriel Valley: 13.4% (65 responses)**  
Sample ZIPs: 91106, 91016, 91101, 91770
- **San Fernando Valley: 10.7% (52 responses)**  
Sample ZIPs: 91311, 91203, 91352, 91602
- **South Bay/Harbor: 10.1% (49 responses)**  
Sample ZIPs: 90278, 90731, 90247, 90504
- **South L.A.: 9.5% (46 responses)**  
Sample ZIPs: 90037, 90011, 90003, 90002
- **Outside LA County / Unverified ZIP: 4.9% (24 responses)**  
Sample ZIPs: Examples: 28806, 32605, 35010, 57453
- **Antelope Valley: 3.1% (15 responses)**  
Sample ZIPs: 93535, 93534, 93536, 93510
- **East L.A. County: 2.3% (11 responses)**  
Sample ZIPs: 90713, 90022, 90023, 90058
- **No ZIP/Invalid ZIP: 2.3% (11 responses)**  
Sample ZIPs: No valid ZIP provided

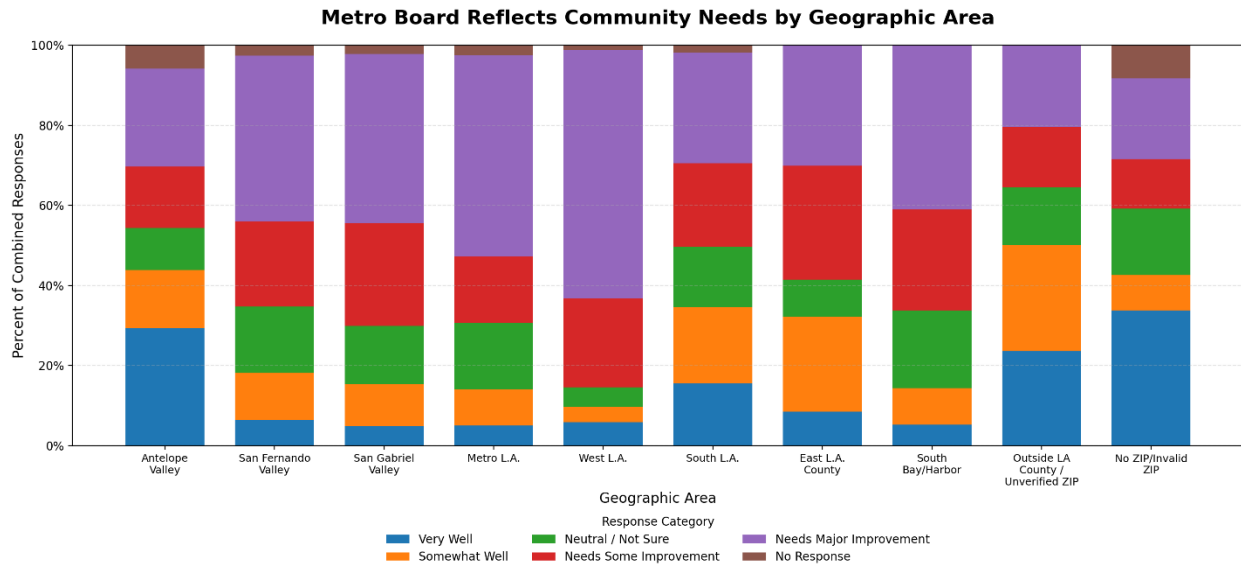
Source: Online survey responses through May 15; ZIP codes grouped into geographic areas based on prior ZIP mapping.

#### 4.2. Perception of How well the Metro Board Reflects Participants' Community Needs

The survey helped confirm that these issues resonated broadly across a larger group of participants. Survey and listening session responses showed a consistent pattern: many participants felt the current Metro Board could do more to reflect community needs.

Across both the survey and live polling, nearly two-thirds of respondents said the Board needs either some improvement or major improvement. This finding was consistent across both engagement formats, suggesting that the concern was not limited to one audience or outreach method.

Overall, participants expressed a clear desire for a Metro Board structure that better reflects the communities it serves, particularly as Metro continues its governance review process focused on regional representation, accountability, and effective leadership



Note: Online survey and listening session responses are combined within each geographic area. Percentages are calculated within each geographic area.

### 4.3. Participants’ Priorities for Metro Board Composition

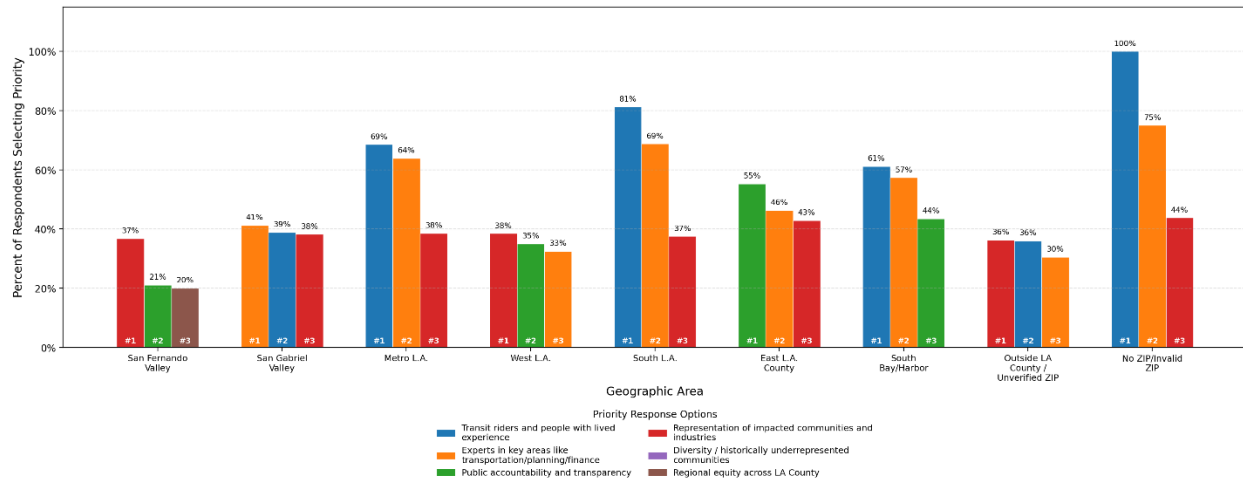
Participants were asked to identify the top three factors they believe should be prioritized when shaping the future composition of the Metro Board. Because respondents could select more than one option, the results show which priorities rose to the top across both the online survey and live polling.

Across both formats, participants placed the strongest emphasis on representation of transit riders and people with lived transit or mobility experience. This was followed by technical expertise in areas such as transportation, planning, or finance, and public accountability and transparency.

The survey and live polling results were closely aligned. Both showed that participants want a Metro Board that reflects the communities it serves while also bringing in the knowledge and accountability needed to guide a large regional transportation agency. This aligns with Metro’s governance review process, which is intended to gather public input and study governance considerations before any recommendations are considered.

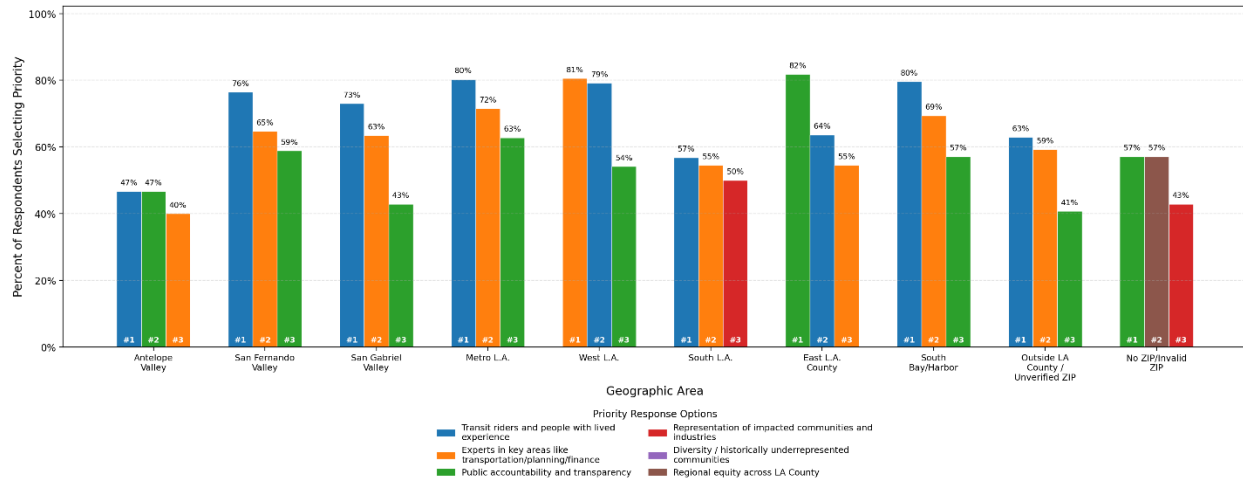
# Metro Ad Hoc Board Composition Committee: Community Engagement Summary Report

### Listening Sessions: Top 3 Priorities by Geographic Area



Note: Only the top three selected priorities are shown for each geographic area. Respondents could select up to three priorities.

### Online Survey: Top 3 Priorities by Geographic Area



Note: Only the top three selected priorities are shown for each geographic area. Respondents could select up to three priorities.



# Conclusion



Metro®

## 5. Conclusion

This report reflects the input of residents, riders, advisory bodies, COGs, business organizations, and community stakeholders who participated in the governance review, through listening sessions, stakeholder briefings, pop-up outreach, surveys, and written and phone comments submitted during the public comment period (outlined in the timeline below).

The perspectives summarized in this report provide important context for the work of the Committee, capturing countywide input related to representation, lived experience, expertise, accountability, and transparency in Metro governance.

As Los Angeles County governance evolves, this engagement provides timely public input to inform Metro's consideration of its governance framework.



**Board Report**

**File #:** 2026-0413, **File Type:** Informational Report

**Agenda Number:** 42.

**AD HOC BOARD COMPOSITION COMMITTEE  
MAY 27, 2026**

**SUBJECT: ALTERNATIVES FOR BOARD MEMBER COMPOSITION AND APPOINTMENT STRUCTURE**

**ACTION: RECEIVE AND FILE**

**RECOMMENDATION**

RECEIVE AND FILE staff report on alternatives for Metro Board Member Composition and Appointment Structure.

**ISSUE**

The Ad Hoc Board Composition Committee (Committee) was established in February 2026 to evaluate Metro’s governance framework in light of Measure G, which expands the Los Angeles County (County) Board of Supervisors (BOS) from five to nine members in 2032, elects a County Chief Executive Officer (CEO) in 2028, and introduces other County governance reforms.

A key policy question before the Committee is whether-and how-to modify the Metro Board composition and appointment structure following these changes to County governance. This report provides alternatives for Metro’s Board Member Composition and Appointment Structure. The alternatives respond to the Committee’s guiding governing values, review of peer agencies, and feedback received during a three-month long countywide community and stakeholder outreach process. The purpose of this report is to provide alternatives for discussion before the Committee makes a final recommendation to the Metro Board next month.

**BACKGROUND**

Since Metro’s establishment in 1993, the Board of Directors has consisted of 13 voting members and 1 non-voting member drawn from four tiers of government:

Constituency	Seats	Appointment Mechanism
Los Angeles County Board of Supervisors	5	Ex officio; all five Supervisors by virtue of their elected position
City of Los Angeles	4	Mayor of Los Angeles, plus three mayoral appointees: at least one of which must be a member of the Los Angeles City Council
Other 87 Cities	4	City Selection Committee by geographic subregion. Each of the four city subregions selects one mayor or council member, with voting weighted by city population within each subregion.
State of California	1 non-voting	Governor’s appointee. The current appointment is the Caltrans District 7 Director, consistent with historic appointment practice.

**Legislative Context**

Metro’s current Board composition and appointment structure are established in State law. Any change to the Board’s composition or appointment structure requires state legislative action.

Public Utilities Code §130051 provides that if the number of members of the County BOS is increased, Metro must submit a plan to the Legislature for revising the composition of the authority within 60 days of that increase. Measure G, which was passed by County voters with 51.62% of the vote in November 2024, will expand the BOS from five to nine members beginning in 2032. Accordingly, Metro is required to submit a plan to the legislature by no later than January 2032.

At its January 2026 meeting, the Metro Board of Directors approved “Metro Governance Review” Motion 33.1 by Directors Dutra, Barger, Horvath, Padilla, Najarian, and Dupont-Walker (Attachment A), which states:

*“... it is essential that Metro’s Board composition continue to reflect the diversity and geographic breadth of the County it serves, and that any consideration of potential*

---

*changes be guided by principles of geographic equity, balanced representation, cost neutrality and jurisdictional inclusion...Any review of Metro's Board structure should be conducted in a transparent manner and led by Metro itself, consistent with its statutory authority and regional role. In this context, an Ad Hoc Committee has been established to review the current Board composition in a transparent and locally-driven manner. The Committee's deliberations and recommendations should be informed by relevant comparative, historical, and demographic context."*

In February 2026, the first Committee meeting was convened. At this meeting, the Committee received a report on Metro's governance history and the foundational premise for Metro's current Board composition. The Committee also received a report summarizing Measure G, its implementation timeline, and the statutory framework governing the current Metro Board composition and appointment structure, to inform future Committee deliberations.

### **Peer Benchmarking Analysis**

At its March 2026 meeting, the Committee reviewed a benchmarking analysis of large U.S. transit agencies comparable to Metro in scale, multimodal operations, and regional complexity. Seven peer agencies were reviewed, including the New York MTA, New Jersey Transit, MBTA, SEPTA, WMATA, CTA, and BART. Five additional reference agencies were also reviewed, including Sound Transit, MARTA, Community Transit in Snohomish County, Pittsburgh Regional Transit, and the Toronto Transit Commission. The analysis found that board composition and appointment structures vary across agencies, with no two systems using the same governance model, and that changes to board composition generally require state legislative action.

On average, peer agency boards have about 10 voting members, with larger agencies (budgets over \$2 billion) averaging 10 members and smaller ones averaging 12. A notable finding is that Metro is the only agency reviewed where all county elected officials serve on the board automatically by virtue of their office (ex officio). Staff also reviewed several LA County regional authorities, such as the Metropolitan Water District, SCAQMD, and the Flood Control District, finding similarly varied approaches to county representation, reinforcing that no single governance model dominates regional public agencies in Los Angeles County.

### **Guiding Governance Values**

At its April 2026 meeting, the Committee adopted guiding values to evaluate governance alternatives. Those values include *Legal Integrity, Intergovernmental Balance, Electoral Accountability, Regional Equity, Transparency and Public Trust, Fiscal Stewardship, Functional Effectiveness, Customer Experience, and Adaptability* (Attachment B). The Committee discussed the values and assessed the alignment with the current governance structure. Committee feedback focused on electoral accountability, intergovernmental balance, customer experience, and regional equity. Collectively, these values provide a framework for evaluating the alternatives described in this report.

## **Review of Stakeholder and Advisory Bodies**

At its April 2026 meeting, the Committee also discussed stakeholder and advisory bodies that provide feedback to the Metro Board, including Service Councils and other advisory groups. The Committee specifically examined the role of Metro's advisory bodies in supporting Board decision-making and governance. Metro maintains a broad network of advisory bodies - including the Community Advisory Council (CAC), Public Safety Advisory Committee (PSAC), five regional Service Councils, the Technical Advisory Committee, the Metro Youth Council, the Transportation Business Advisory Council (TBAC), and several independent taxpayer oversight committees - each serving distinct functions ranging from direct rider input and technical review to fiscal oversight and community engagement.

A peer review of other transit agencies found that while advisory bodies are a standard governance tool, Metro's model is more comprehensive, particularly through its Service Councils, which hold actual decision-making authority over bus service changes - a feature not commonly seen elsewhere - and its Metro Youth Council, which is ahead of most peer agencies in formally engaging young riders.

Looking ahead, Metro staff have identified opportunities for strengthening advisory body effectiveness, including elevating their visibility to the general public and strengthening feedback loops to the Board.

## **DISCUSSION**

### **Community Outreach Summary**

Guided by the Committee, Metro staff conducted an extensive, multi-pronged countywide engagement effort between February and May 2026 to gather public input on Metro's governance structure.

Before launching the primary engagement effort, staff conducted preliminary meetings in February with Service Councils, business organizations, and local government agencies specifically to introduce the Committee topic, which includes current Metro Governance and Measure G - to inform, educate, and gauge awareness. Those early efforts helped shape the outreach language, materials, and methodology for the broader engagement.

Staff subsequently provided presentations to 25 stakeholder organizations reaching over 900 attendees, including councils of governments, public bodies, business associations, youth groups, and transit advisory bodies, and nine hybrid listening sessions were hosted by Metro's five Service Councils, PSAC, and the CAC. In addition, staff hosted an evening countywide virtual session and a North County-focused virtual session. Collectively, these events drew nearly 200 participants. In addition, staff held 13 pop-up transit intercepts and community events at locations throughout the County. There was significant representation from Metro Board Members and Committee Members at

many of these community engagement events.

Metro also established a dedicated website, [gometro.la/governance](http://gometro.la/governance), and deployed multilingual online surveys, live polling, and public comment channels via email and phone. In total, these efforts generated over 2,600 website views and 1,300 engagement touchpoints. This resulted in the collection of nearly 900 survey responses, reflecting broad regional participation across the County.

## Findings

Stakeholder feedback was consistent across outreach channels. Participants and respondents emphasized that Metro's governance should reflect the perspectives of riders, transit-dependent populations, diverse communities, and regional perspectives. There was also strong interest in balancing lived experience and technical and policy expertise, and an emphasis on the importance of accountability and transparency in decision-making.

No organization, listening session, or survey respondent advocated for expanding the size of the Board or explicitly including the County's future CEO in the Board composition.

Metro staff presented at all COGs and JPAs, including the Las Virgenes-Malibu COG, Westside Cities COG, Gateway Cities COG, San Fernando Valley COG, San Gabriel Valley COG, South Bay Cities COG, and the North LA County Transportation Coalition (NCTC) JPA. Briefing materials were provided to the Arroyo Verdugo Communities JPA. Two councils of governments, the South Bay Cities Council of Governments and the Las Virgenes-Malibu, took positions opposing Board expansion and expressed concerns that additional seats could dilute regional and city representation. The San Fernando Valley Council of Governments stated that if changes occur, proportional regional representation must be preserved. The Westside Cities, Gateway Cities, and San Gabriel Valley COGs, as well as the NCTC JPA, received a presentation but have not taken a position at this time. Briefing materials were provided to the Arroyo Verdugo Communities JPA, which did not have a quorum at their April 29<sup>th</sup> meeting, and therefore, were unable to meet during the engagement period.

Familiarity with Measure G was uneven across engagement platforms. The in-person listening sessions appear to have drawn more informed participants (elected officials, COG representatives, advisory body members), while the online survey reached a broader public audience that had more varied knowledge about Measure G.

## Summary and Analysis of Alternatives

Staff have prepared the following alternatives based on three considerations: responsiveness to community outreach, alignment with the Committee's guiding values, and a review of peer transit agencies.

### Alternative A - Flexible Appointments

Under this alternative, all Board seats could be filled either by elected members or by public

members appointed by the representative appointing authorities (comprised of the County, City of Los Angeles, and City Selection Committees) while maintaining the current 13 voting-member Board structure.

This could include designation of seats for members of the public, individuals with specific expertise or rider experience, or, in the case of the County, the future elected County CEO. The other appointing authorities would similarly retain flexibility to appoint public members with lived transit experience, technical expertise, or strong familiarity with the communities and riders Metro serves.

The following analyzes this alternative in the context of the Committee's adopted governance values:

- *Legal Integrity* - this amendment would require a legislative amendment to Metro's enabling legislation to implement.
- *Intergovernmental Balance* - preserved by maintaining the existing appointment structure among the County, City of Los Angeles, other 87 cities, and the State, while expanding the range of individuals each appointing authority may select.
- *Electoral Accountability* - may vary depending on whether appointing authorities select elected officials or public members; the flexible nature of appointment selection means accountability to countywide voters is less direct than under the current structure.
- *Regional Equity* - preserved through the existing geographic appointment structure; advisory criteria encouraging consideration of demographic diversity and the experiences of transit-dependent communities can further advance this value.
- *Transparency & Public Trust* - may be challenged if appointing authorities do not establish clear, publicly communicated appointment processes and policies.
- *Fiscal Stewardship* - preserved, as this alternative does not impose additional administrative costs or obligations on taxpayers beyond the existing Board structure.
- *Functional Effectiveness* - could be maintained, assuming that appointees serve standard terms and that institutional memory is not compromised through the transition to a more flexible appointment model.
- *Customer Experience* - can be supported if appointing authorities consider rider experience, transportation knowledge, and community familiarity when making appointments; however, outcomes will depend on the extent to which appointing authorities follow the advisory guidance.
- *Adaptability* - supported, as this alternative is responsive to the changes in County governance

---

anticipated under Measure G and the feedback gathered through Metro's outreach

Alternative B - Directly Elected Board

Under this alternative, Metro Board members would be directly elected by voters from newly created geographic districts across Los Angeles County rather than appointed by existing governmental authorities. The Board would retain 13 voting members and one non-voting Governor's appointee.

The following analyzes this alternative in the context of the Committee's adopted governance values:

- *Legal Integrity* - requires legislative amendments to Metro's enabling legislation to implement this alternative.
- *Intergovernmental Balance* - significantly changed by this alternative, which removes appointment authority from the County, City of Los Angeles, and other 87 cities and transfers it to the general electorate; Metro would no longer function as a body whose membership reflects coordination among layers of government.
- *Electoral Accountability* - advanced by this alternative, as Board members would be directly accountable to countywide voters solely for transportation issues.
- *Regional Equity* - be promoted through the creation of new geographic districts that provide elected representation across the County, though outcomes would depend on district design and whether elected members reflect the demographic and economic diversity of communities that most rely on Metro.
- *Transparency & Public Trust* - advanced in that direct elections are publicly understandable and defensible; however, a strong case would need to be made that the benefits of this significant structural change outweigh the cost and administrative complexity of fully reconstituting the agency's governance structure.
- *Fiscal Stewardship* - challenged in two significant ways: the cost of administering countywide elections would be substantial, and a directly elected board may not carry the same institutional relationships or political influence needed to coordinate state and federal funding advocacy. Metro's current Board includes elected officials with direct connections to the County, the City of Los Angeles, and other cities across the region. Those relationships support coordination on planning, funding, project delivery, and legislative advocacy. A directly elected transit board may not carry the same institutional relationships or political influence in state and federal funding discussions.
- *Functional Effectiveness* - may be compromised, as a full reconstitution of the Board could create significant administrative burden and planning implications, and the loss of existing intergovernmental relationships could affect the Board's ability to advance multi-decade

investments and programs.

- *Customer Experience* - will be dependent on who is elected to serve on the Board and whether elected members prioritize rider outcomes and system performance.
- *Adaptability* - a significant concern under this alternative, as a directly elected board structure is institutionally fixed; redrawing district boundaries in response to demographic shifts or future changes in county or regional governance would require additional legislative action and election administration cycles.

### Alternative C - Non-Voting Rider Representative

The Committee could consider adding a non-voting rider/community stakeholder representative to the Metro Board. This concept is responsive to one of the underlying themes consistently identified during community outreach: a desire for the Metro Board composition to better reflect rider experience, particularly the experiences of transit-dependent communities. A non-voting rider representative could provide a consistent voice, participating in Board discussions, committee meetings, and public engagement activities, thereby elevating the customer experience and perspective. The representative could be selected through existing advisory bodies, such as the Service Councils or CAC, or through a separate public nomination and screening process.

The following analyzes this alternative in the context of the Committee's adopted governance values:

- *Legal Integrity* - requires a legislative amendment to Metro's enabling legislation.
- *Intergovernmental Balance* - preserved, this alternative introduces a non-governmental rider voice without disturbing the appointment balance among the County, City of Los Angeles, other cities, and the State.
- *Electoral Accountability* - the representative holds no formal voting authority and would be selected through advisory body or public nomination processes rather than direct election, which reduces but does not eliminate accountability to countywide voters.
- *Regional Equity* - meaningfully advanced, as a rider representative may give particular voice to transit-dependent populations and diverse communities that most rely on and utilize the Metro system.
- *Transparency & Public Trust* - requires that any selection process for the rider representative be clear, accessible, and publicly visible to ensure this alternative advances rather than undermines public confidence in the Board.
- *Fiscal Stewardship* - not significantly compromised, as the incremental administrative cost of supporting one additional non-voting Board member role would be modest.

- *Functional Effectiveness* - maintained and may be enhanced, the non-voting seat enriches Board deliberations with direct rider and community perspective without disrupting formal decision-making authority or the Board's ability to make timely, high-quality decisions on multi-decade investments.
- *Customer Experience* - directly advanced by this alternative, as a standing rider/community stakeholder representative ensures that rider outcomes, system performance concerns, and the experiences of transit-dependent communities are consistently present in Board discussions and committee meetings.
- *Adaptability* - supported, the non-voting seat is directly responsive to community feedback that this perspective be more formally included in Board composition.

#### Alternative D - Maintaining Board Appointments

Under this alternative, Metro would retain the current 13 voting-member Board structure with no changes to Board composition or appointment authority. The five County seats would continue to be held by five members of the BOS; once the BOS expands to nine members, the BOS would need to appoint five from amongst themselves, inclusive of the future County CEO. The remaining seats would follow the compositional requirements, between the City of Los Angeles and the other 87 Cities, pursuant to Public Utilities Code §130051.

The following analyzes this alternative in the context of the Committee's adopted governance values:

- *Legal Integrity* - if the BOS were to designate the future elected County CEO as eligible for one of the five County seats, a legislative amendment would be required.
- *Intergovernmental Balance* - preserved, maintaining the established appointment structure.
- *Electoral Accountability* - maintained in a manner consistent with peer agencies, where a subset of county elected officials serving on a regional transit board is standard practice.
- *Regional Equity* - preserved through the existing geographic appointment structure, this alternative does not proactively advance equity in the composition of those appointed beyond current practice.
- *Transparency & Public Trust* - supported, as the existing governance structure is well-established, understandable, and defensible to the public and to institutional stakeholders.
- *Fiscal Stewardship* - preserved, as this alternative avoids additional administrative costs or obligations on taxpayers beyond the existing Board structure.
- *Functional Effectiveness* - maintained consistently with the current standard, preserving

institutional memory, intergovernmental relationships, and the Board's ability to make timely decisions on multi-decade investments.

- *Customer Experience* - preserved at current performance levels.
- *Adaptability* - preserved in that this alternative is responsive to Measure G-all new BOS members and the elected CEO would be eligible for appointment to the Metro Board

### **Board Size and Alternatives Not Advanced**

It

should be noted that community outreach did not explicitly support Board expansion; feedback instead focused on improving rider representation, accountability, transparency, and community input while preserving effective regional representation. Metro's peer agency reviews also found that the average and most effective transit board size among comparable agencies is generally between 10 and 12 voting members.

This position aligns with the Committee's adopted governing values:

- *Legal Integrity* - an increase in Board size would require a legislative amendment.
- *Intergovernmental Balance* - preserved by retaining the existing allocation of seats among appointing authorities; expansion would require decisions about which tier or tiers of government receive additional seats, risking disruption to the current balance of representation
- *Electoral Accountability* - expanding the Board could dilute accountability by adding seats whose appointment mechanisms would need to be newly defined, potentially creating ambiguity about who is responsible for representing which communities.
- *Functional Effectiveness* - supports a board of manageable size-consistent with peer agency averages-that can build consensus, maintain institutional memory, and make timely, high-quality decisions on multi-decade investments and programs. Enlarging the Board risks slowing down deliberation and complicating coordination.
- *Customer Experience* - is better served by improving the quality and focus of Board appointments than by expanding Board size; community outreach consistently emphasized accountability and rider representation as priorities, not structural growth.
- *Fiscal Stewardship* - preserved by avoiding the additional administrative, compensation, resources, and logistical costs that an expanded board would impose on the agency and taxpayers.
- *Regional Equity* - best advanced through the quality and diversity of Board representation rather than quantity of seats, consistent with the community outreach finding that stakeholders

avored improved rider representation and accountability over structural expansion.

- *Transparency & Public Trust* - benefits from a governance structure whose scale and mechanics are familiar, easily understandable by the public, and consistent with peer institutions whose average size is 10-12 members.
- *Adaptability* - supported by maintaining flexibility to consider targeted additions-such as the non-voting rider representative described above-without committing to a comprehensive structural expansion that would be more difficult to reverse or modify in response to future changes in regional governance.

### **EQUITY PLATFORM**

This item is informational. The evaluation of governance alternatives through a transparent, community-informed process supports Metro's equity principles by helping ensure that rider, community, stakeholder, and regional perspectives are meaningfully incorporated into discussions of potential governance changes.

The outreach conducted as part of this process included engagement with riders, transit-dependent communities, local jurisdictions, advisory bodies, youth organizations, business and community stakeholders, and members of the public from across Los Angeles County. Feedback consistently emphasized the importance of transparency, accountability, regional representation, and governance structures that reflect the experiences and needs of the communities Metro serves.

By evaluating governance alternatives through these equity and community engagement lenses, the Board can assess how potential governance structures may impact public trust, representation, customer experience, and long-term regional mobility outcomes.

### **VEHICLE MILES TRAVELED OUTCOME**

VMT and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit.\* Metro's Board adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045.

To ensure continued progress, all Board items are assessed for their potential impact on VMT. As part of these ongoing efforts, this item is expected to contribute to further reductions in VMT. While this item does not directly encourage transit, sharing a ride, or using active transportation, it is a vital part of Metro operations, as it is a formal advisory body that provides community input on key agency priorities, projects, and programs, which can lead to enhanced customer experience. Because the Metro Board has adopted an agency-wide VMT Reduction Target, and this item supports the overall function of the agency and is consistent with the goals of reducing VMT.

---

\*Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

This report supports Metro's Strategic Plan Goals 4 and 5 by transforming LA County through regional collaboration and national leadership by providing responsive, accountable, and trustworthy governance within the Metro organization and advancing organizational excellence, transparency, accountability, and informed governance decision-making.

### **NEXT STEPS**

Based on Committee input, staff will finalize the alternatives for consideration next month to advance to the Metro Board.

### **ATTACHMENTS**

- Attachment A - Motion 33.1
- Attachment B - Governance Values
- Attachment C - Summary of Governance Alternatives

Prepared by: Marisa Perez, Deputy Chief, Community Relations, (213) 922-3808

Lilian De-Loza Gutierrez, Executive Officer, Community Relations, (213) 922-7479

Rosalba Gonzalez, Manager, Community Relations, (213) 956-1886

Reviewed by: Nicole Englund, Chief of Staff, (213) 922-7950



Stephanie Wiggins  
Chief Executive Officer



**Board Report**

---

**File #:** 2026-0035, **File Type:** Motion / Motion Response

**Agenda Number:** 33.1.

---

**EXECUTIVE MANAGEMENT COMMITTEE  
JANUARY 15, 2026**

**Motion by:**

**DIRECTORS DUTRA, BARGER, HORVATH, PADILLA, NAJARIAN, AND DUPONT-WALKER**

Metro Governance Review Motion

In November 2024, voters in Los Angeles County (County) approved Measure G, a voter-initiated charter amendment that significantly restructured County governance by providing for the creation of an elected County Executive, the expansion of the Los Angeles County Board of Supervisors, and related reforms. Under existing law, if the number of members of the County Board of Supervisors is increased, the Los Angeles County Metropolitan Transportation Authority (Metro) is required to submit a plan to the legislature for revising the composition of the Metro Board within 60 days of the increase.

The passage of Measure G has prompted renewed discussion regarding the structure, composition, and representational frameworks of major regional governing bodies operating within the County.

Metro serves a geographically expansive and demographically diverse constituency encompassing 88 incorporated cities and extensive unincorporated areas, and its Board of Directors exercises critical oversight of regionwide transportation planning, investment, and policy decisions that affect residents across the County.

Accordingly, it is essential that Metro’s Board composition continue to reflect the diversity and geographic breadth of the County it serves, and that any consideration of potential changes be guided by principles of geographic equity, balanced representation, cost neutrality and jurisdictional inclusion.

Any review of Metro’s Board structure should be conducted in a transparent manner and led by Metro itself, consistent with its statutory authority and regional role. In this context, an Ad Hoc Committee has been established to review the current Board composition in a transparent and locally-driven manner. The Committee’s deliberations and recommendations should be informed by relevant comparative, historical, and demographic context.

**SUBJECT: METRO GOVERNANCE REVIEW MOTION**

**RECOMMENDATION**

APPROVE Motion by Dutra, Barger, Horvath, Padilla, Najarian, and Dupont-Walker that the Board direct the Chief Executive Officer to:

- A. A benchmarking analysis of peer transit agencies of comparable size, scope, and governance complexity, including a summary of each agency's governing board composition, appointment or selection structure, voting authority, and any relevant statutory or local governance provisions;
  
- B. An overview of the governing body composition of other major public agencies operating within the Los Angeles Metropolitan region, particularly those with regionwide responsibilities or significant public investment oversight, to provide local context on common approaches to representation and jurisdictional participation;
  
- C. An explanation of the historical context for Metro's current Board composition, including agency consolidation and the evolution of the agency's governance structure and key considerations that shaped representation;
  
- D. A compilation of basic demographic and jurisdictional context for Los Angeles County, including a snapshot of incorporated cities and unincorporated areas, population distribution, and governance geography, presented for informational purposes to support the Committee's understanding of regional representation; and
  
- E. A plan for community and stakeholder engagement, including but not limited to Los Angeles County Councils of Government, to ensure any recommendation reflects the diverse viewpoints of local residents, organizations, and municipalities.

## ATTACHMENT B: GUIDING VALUES

*Ad Hoc Board Composition Committee*

<b>Value</b>	<b>Definition</b>
<b>Legal Integrity</b>	Governance changes shall maintain Metro's status as an independent legal entity governed by state statute.
<b>Intergovernmental Balance</b>	Metro should reflect a regional body that balances the interests of the County, City of Los Angeles, and the other 87 cities, councils of government, and state interests.
<b>Electoral Accountability</b>	Governance should reflect clear accountability to countywide voters.
<b>Regional Equity</b>	Board composition should represent the geographic, demographic, and economic diversity of Los Angeles County, with proportional consideration given to the communities that most rely on and utilize the Metro system.
<b>Transparency and Public Trust</b>	Governance structures and any changes should be understandable, explainable, and defensible to the public.
<b>Fiscal Stewardship</b>	Decision-making authority shall be grounded in responsibility for long-term fiscal risk, including budgets, debt, and capital programs, and shall not impose additional costs or obligations on taxpayers.
<b>Functional Effectiveness</b>	Governance should support stable oversight, institutional memory, and the Board's ability to make timely, informed, and high-quality decisions, particularly for multi-decade investments and programs.
<b>Customer Experience</b>	Governance should support decisions that prioritize customer experience, rider outcomes, and system performance, while recognizing the full range of users, stakeholders and infrastructure overseen by Metro, including transit, active transportation, highways and Metro-owned assets.
<b>Adaptability</b>	Governance structures should be resilient and flexible in response to future changes in county or regional governance.

## ATTACHMENT C: GOVERNANCE ALTERNATIVES

Alternative	Summary	County	City of L.A.	Other 87 Cities	Gov. Appt. (Non-Voting)	Total
<b>Alt. A Flexible Appointments</b>	Opens each appointing body's seats to public members, while maintaining current board size. The County could designate the future elected County CEO as one of its five appointees. Metro could establish advisory criteria to guide selections.	5 of 9 seats: BOS members or public appointees, including potentially the future elected County CEO, as designated by the BOS	4 seats: Mayor or appointees may be a public member with relevant experience or expertise; as designated by the Mayor	4 seats: City Selection Committee appointees; may include public members rather than elected city officials	1 (Governor's appointee)	<b>14 (13 voting + 1 NV)</b>
<b>Alt. B Directly Elected Board</b>	Replaces the appointment-based structure with 13 members directly elected by voters from newly created geographic districts across LA County. Board members would be solely accountable to transit voters rather than to county or city appointing authorities.	13 directly elected members from newly designated countywide voting districts <i>(replaces all existing County, City of L.A., and Other Cities appointment tiers)</i>			1 (Governor's appointee)	<b>14 (13 voting + 1 NV)</b>
<b>Alt. C Non-Voting Rider Representative</b>	Adds one non-voting rider /community stakeholder representative to the Board, providing a consistent voice in deliberations, committee meetings, and public engagement.	5 of 9 seats: BOS members	4 seats: Mayor and/or appointees (per current PUC statute)	4 seats: City Selection Committee appointees (per current PUC statute)	1 (Governor's appointee)  <b>+ 1 Rider/Community Rep. (NV)</b>	<b>15 total (13 voting + 2 NV)</b>
<b>Alt. D Maintaining Board Appointments</b>	Supervisors would self-select and/or appoint the future elected County CEO to continue serving on the Metro Board, while maintaining current board size. All current appointment mechanisms remain intact.	5 of 9 BOS members or County CEO can serve as one of the 5 BOS seats, self-selected by the BOS following the 2032 expansion	4 seats: Mayor of L.A. plus 3 mayoral appointees (2 may be public members; 1 must be a City Council member) per current PUC statute	4 seats: City Selection Committee; one elected mayor or council member per geographic subregion, weighted by city population, per current PUC statute	1 (Governor's appointee)	<b>14 (13 voting + 1 NV)</b>

