

Executive Summary

Legislative Mandate

The California Public Utilities Code (PUC) Section 99246, included in the Transportation Development Act (TDA), requires Metro to conduct an independent performance review of all Los Angeles County Transit Operators receiving TDA Article 4 funds, as well as operators receiving Proposition A funds in lieu of TDA funds. The review is conducted every three years, and Metro must send a Certificate of Completion to the California Department of Transportation (Caltrans), so that Metro may receive and allocate TDA and State Transit Assistance (STA) funds for Los Angeles County.

The three-year period reviewed is from July 1, 2022 through June 30, 2024 and included a review of the following:

- *Compliance* - ensuring compliance with applicable PUC and California Code of Regulations requirements.
- *Data Collection and Reporting* - verification of TDA data collection and reporting procedures.
- *Prior Review Recommendations* - reporting on implementation of the prior triennial performance review recommendations.
- *Performance Trends* - summaries of performance indicators for the review period.
- *Functional Review* - high-level review of key functional areas surveyed as part of the process of conducting the review, resulting in suggestions for operational and management improvements.

Municipal Operators

Summary of Key Findings

The municipal operators met all applicable compliance requirements. Municipal operators' data reporting was mostly consistent with inconsistencies primarily in reporting local and auxiliary revenues and employee full-time equivalents (FTEs) on Transit Performance Measurements (TPM) reports. We recommended that the operators work with Metro to address these reporting issues to enable more consistent reporting. The municipal operators implemented or made progress toward implementation all prior triennial review recommendations

Key Challenges

Addressing the challenges of the post-pandemic environment was a top priority for most transit operators during the triennial review period. The following is a summary of key

post-pandemic challenges faced by transit agencies:

- *Reduced Ridership* – As transit agencies emerged out of the pandemic, they were faced with changes in ridership and commuting patterns. A growing percentage of the population now has the option of working from home for at least a portion of the time, which has altered the numbers of people riding transit.
- *Workforce Shortages* – Transit agencies experienced workforce shortages during the pandemic and many of those shortages continue today, especially among bus operator positions.
- *Fiscal Challenges* – As ridership declined nationwide, farebox revenues similarly declined. A spike in inflation following the pandemic also impacted on both personnel and supply costs resulting in further economic hardship to the agencies.
- *Supply Chain Shortages* – Transit agencies have been facing supply chain shortages that have limited their ability to procure vehicles and have increased vehicle maintenance costs.

Key Accomplishments

Each Municipal Operator had their own unique set of accomplishments during the review period. Listed below are examples of these accomplishments:

- *AVTA* – Completed the electrification of their entire fleet as of March 2022.
- *Arcadia Transit* – Conducted a full review of its fixed route and demand response system including a robust public outreach campaign to better understand the transit needs of its residents.
- *Beach Cities Transit* – Completed an operations study that included a comprehensive overview of its service and operating environment.
- *Burbank* – Procured and received six new CNG buses during the review period.
- *Claremont* – Hired “mobility managers” to more actively market Dial-A-Ride services to both seniors, but also adults and youth within the community.
- *Commerce* – Expanded Dial-A-Ride service so that it is no longer limited to medical related trips and can be accessed by seniors and special needs riders for all trips within 10 miles of City Hall
- *Culver City* – CityBus established an Ambassador program in 2024 to assist riders while on the system and provide a visible presence to deter criminal activity.
- *Foothill Transit* – Expanded its fuel cell bus infrastructure expansion including the purchase of 33 hydrogen fuel cell battery vehicles (with an additional 19 buses have been procured, but not yet delivered).
- *Gardena* – Developed a new on-demand micro transit service called Bolt serving the City of Gardena, Hawthorne, Alondra Park and Del Aire.

- *Glendale* – Completed procurement for a series of electric buses to be delivered in 2025.
- *La Mirada* -- Translated all its outreach and marketing publications into Korean and Spanish.
- *LADOT* – Completed conversion of its DASH and Commuter Express fleets to be 100% clean fueled, including vehicles powered by compressed natural gas (CNG), liquid propane gas (LPG), and electric powered vehicles.
- *Long Beach Transit* -- Expanded its electric bus fleet by receiving 34 electric buses and completing a procurement for 30 additional electric buses.
- *Montebello* -- Completed the implementation of an Avail system to allow better communication between buses and dispatchers.
- *Norwalk* -- Implemented several safety and security features including installing piloting cockpits and working with Los Angeles Sheriff's Department to implement routine patrols of its fixed route bus lines.
- *Pasadena* – Adopted a zero-emissions bus roll-out plan and procured its first zero emissions buses.
- *Santa Clarita* -- Opened the Vista Canyon Multi-Modal Center that includes a Metrolink rail station and bus transfer station
- *Santa Monica* – Transitioned its demand response services to Lyft and wait times for the service have been reduced.
- *Torrance* – Developed a new micro transit service called Connect Torrance fully implemented in 2025.

Metro Operations

Summary of Key Findings

Metro Operations met all applicable compliance requirements. Additionally, Metro's data reporting was largely consistent. Metro Operations implemented all prior triennial performance review recommendations.

Key Challenges

Similar to the municipal operators, Metro Operations was forced to address numerous challenges associated with a post-pandemic environment that impacted commuting patterns and transit ridership trends. The following is a summary of some of the key challenges unique to Metro during the review period:

- Metro experienced staffing shortages for both rail and bus operators during the triennial period. Metro implemented several changes to its recruitment process including conducting their own recruitment fairs that involved large-scale hiring events where applicants were able to complete their application, perform an

agility test, undergo a medical test and fingerprinting, and participate in an interview, all in one session.

- Safety and security issues continued to be a concern during the triennial period. Criminal activity peaked during the review period resulting in a “surge” of law enforcement activity on the system.
- Metro, like many other agencies, experienced supply chain issues for parts and vehicles. These supply chain issues required Metro to qualify new part sources to address their maintenance needs.
- Ridership on Bus Rapid Transit and Heavy Rail experienced slower returns in ridership based on changes in commuting patterns and work from home options for some workers. Metro has adjusted schedules and frequencies to meet the needs of its ridership to rebuild its ridership.

Key Accomplishments

Metro Operations had a series of significant accomplishments during the review period including:

- Continued progress on major capital projects including:
 - Metro’s K Line opened in 2022 (Expo/Crenshaw to Westchester/Veterans) and was extended in 2024 to Aviation/Century.
 - Regional Connector Project - Completed in January 2023 with revenue operations beginning in June 2023
 - Airport Metro Connector (development jointly with LAWA) – Project under construction
 - Purple Line Extension Sections 1, 2 & 3 – Project under construction
- Ridership has grown substantially during the review period (FY21 to FY24):
 - Bus service was fully restored in December of 2022 and ridership increased by 52.7%
 - Rapid bus ridership has grown by 49.3%
 - Heavy rail has recovered slightly slower than fixed route with a 20.9% growth
 - Light rail which suffered significant losses in ridership in FY20 and FY21, has grown by 89.3%
- Metro hired more than 1,000 additional bus and rail operators since the pandemic to maintain service and prevent service disruptions.

- Metro has focused on increasing participation in its reduced fare programs. In 2023, the GoPass pilot program saw over a 50% increase in usage. Additionally, Metro introduced a fare-capping policy where riders who pay with a TAP card will not have to pay more than \$5 per day or \$18 over seven days.
- Metro Micro is an on-demand rideshare service that is operating within eight designated zones within LA County.

Countywide Performance

The following is a summary of system trends for the Municipal Operators and Metro Operations. These trends show the general change in performance related to the overall Countywide system. There are several key takeaways from these metrics:

- Ridership has rebounded significantly during the review period for both the Municipal Operators and Metro Operations. The Municipal Operators saw a 45.6% rise in Unlinked Passengers. Metro Operations saw a 54.5% increase over its total system which included a 52.7% increase in its fixed route operations, a 49.3% increase in its rapid bus service, a 20.9% increase in heavy rail, and an 89.3% increase in its light rail service.
- Cost per Vehicle Service Hour across the Municipal Operators (12.9%) rose on average less than the consumer price index over the same period (15.0%). While overall operating cost for all Municipal Operators rose by 26.7%, this was balanced by a 12.3% rise in Vehicle Service Hours. Similarly, for Metro Operations, the Cost per Vehicle Service Hour rose only 10.0% during the review period.
- Cost per Passenger dropped for Municipal Operators by 13.0% due to the surge in ridership and operating cost increases below the consumer price index. Similarly, Metro's Cost per Passenger dropped by 6.3% over the review period.

Table 1 below provides a summary of the total system for Municipal Operators:

Table 1: Municipal Operators					
System-Wide Performance					
	Base Year				Percent Change
					from Base Year
Performance Measure	FY21	FY22	FY23	FY24	to FY24
Key Base Measures					
Operating Costs	\$563,541,952	\$592,316,484	\$640,354,991	\$714,107,456	26.72%
Vehicle Service Hours	3,783,501	3,944,161	4,045,170	4,247,318	12.26%
Unlinked Passengers	44,986,323	56,760,787	60,872,829	65,496,058	45.59%
Efficiency Measures					
Cost per Vehicle Service Hour	\$148.95	\$150.18	\$158.30	\$168.13	12.88%
Cost per Passenger	\$12.53	\$10.44	\$10.52	\$10.90	-12.96%
Passengers per Vehicle Service Hour	11.89	14.39	15.05	15.42	29.69%

Table 2 below provides a summary of performance metrics for Metro Operations. It is important to note that Metro's numbers reflect its total system which includes fixed route bus, rapid bus, heavy rail and light rail services. As the costs associated with operating heavy rail and light rail are higher, the efficiency measures related to Cost per Passenger and Vehicle Service Hour will appear higher than the Municipal Operators.

Table 2: Los Angeles County Metro					
System-Wide Performance					
	Base Year				Percent Change
					from Base Year
Performance Measure	FY21	FY22	FY23	FY24	to FY24
Key Base Measures					
Operating Costs	\$1,665,761,075	\$1,801,365,190	\$2,196,624,387	\$2,412,173,133	44.81%
Vehicle Service Hours	6,072,876	7,020,753	7,553,381	7,993,921	31.63%
Vehicle Service Miles	78,935,771	88,461,984	95,936,057	101,605,446	28.72%
Unlinked Passengers	195,547,433	254,688,124	276,302,447	302,048,999	54.46%
Full Time Equivalents (FTEs)**	3,114	3,526	3,788	4,051	30.09%
Efficiency Measures					
Cost per Vehicle Service Hour	\$274.30	\$256.58	\$290.81	\$301.75	10.01%
Cost per Passenger	\$8.52	\$7.07	\$7.95	\$7.99	-6.25%
Passengers per Vehicle Service Hour	32.20	36.28	36.58	37.78	17.34%

**FTEs refer to the number of Bus, Heavy Rail and Light Rail operators as reported in the State Controller's Report.