

Metro Board of Directors

Special Board Member Workshop



April 4, 2025

Welcome



Honorable Janice Hahn
Chair

Opening Remarks



Honorable Tim Sandoval

Chair

Finance, Budget & Audit Committee

Today's Agenda – What You Can Expect

- Background
- Three Deep Dives
- Pulse Questions
- Breakout Discussions



Background



Five Years Ago: Facing the Unknowns

Los Angeles Times

'We are essential, too.' L.A. Metro bus drivers protest for coronavirus hazard pay

July 10, 2020 8 PM PT

TIME

COVID-19 Has Been 'Apocalyptic' for Public Transit. Will Congress Offer More Help?

BY ALEJANDRO DE LA GARZA X JULY 21, 2020 5:03 PM EDT

Los Angeles Times

CALIFORNIA

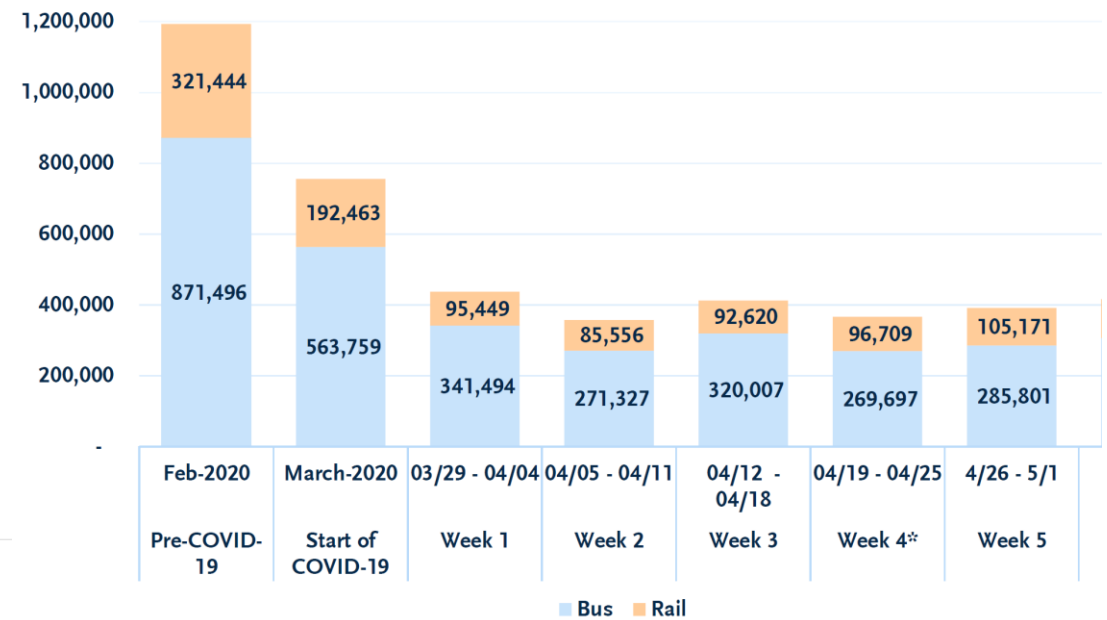
L.A. Metro cuts budget by \$1.2 billion, making in steep reductions to bus, rail service



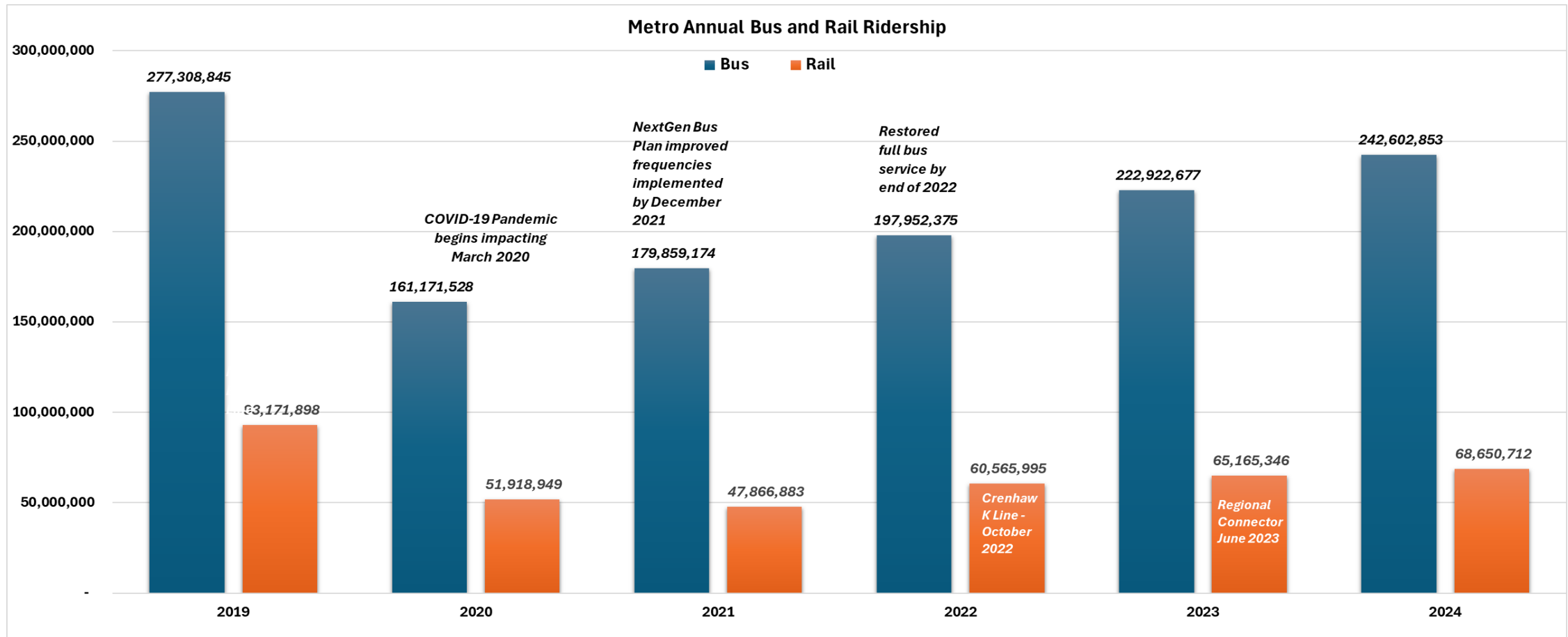
By Laura J. Nelson
Staff Writer

Sept. 24, 2020 6:04 PM PT

SYSTEMWIDE AVERAGE WEEKDAY RIDERSHIP



Five Years Later: Bus and Rail Ridership Recovery



- All day frequent service
- Operator recruitment and retention
- Multilayered approach to system safety
- Ambassadors
- Station Experience
- Cleanliness Initiatives
- Fare Programs
- Bus Priority Lanes

Weekday Ridership by Time of Day

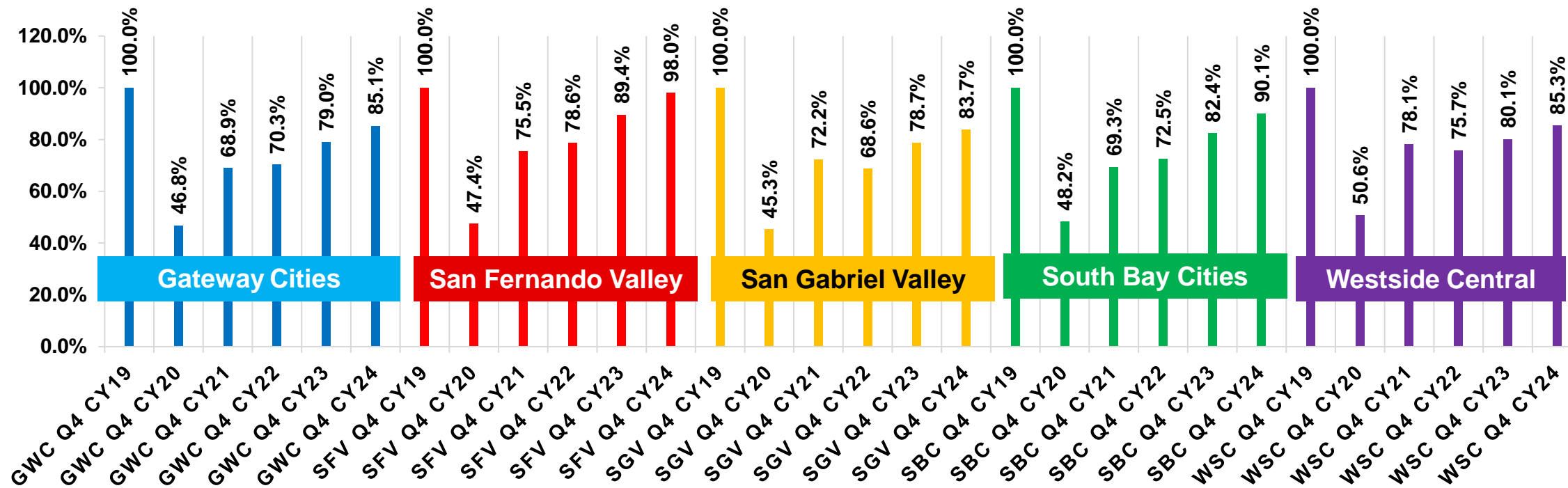
Time Period	CY2020 Q4	CY2024 Q4
Early AM	45%	80%
AM Peak	37%	76%
Midday	54%	92%
PM Peak	44%	84%
Evening	48%	86%
Late Evening	51%	97%
Overnight Owl	58%	101%

Midday ridership recovery (base) at 92% continues to exceed both AM peak and PM peak recovery from the pandemic, likely in response to NextGen Bus Plan's increased off-peak service frequencies.

- AM peak remains most subdued at 76% compared to pre-pandemic as transit use has shifted due to telecommuting and more off-peak travel to service jobs.
- PM Peak at 84% has a stronger recovery than the AM peak.
- Late evening and Owl ridership periods recovered most strongly at 97% and 101% as these periods typically serve transit-dependent shift workers.



Average Weekday Ridership Recovery by Service Area Q4 CY2019 – Q4 CY2024



All service areas improved their recovery rates by 6.4-9.6% compared to the same quarter of 2023. The San Fernando Valley area continues to show the most weekday ridership recovery at 98.0% on weekdays.

There is a similar pattern on weekends, with San Fernando Valley at 109.2% recovery Saturday and 125.7% recovery Sunday. The EFC share of average weekday ridership is now 0.7% above pre-COVID levels.



How we continue to grow ridership

Top Rider Needs (% Extremely/Very Important)

We know we need to:

- Make it safe
- Make it clean
- Make it comfortable
- Make it reliable
- Make it easy



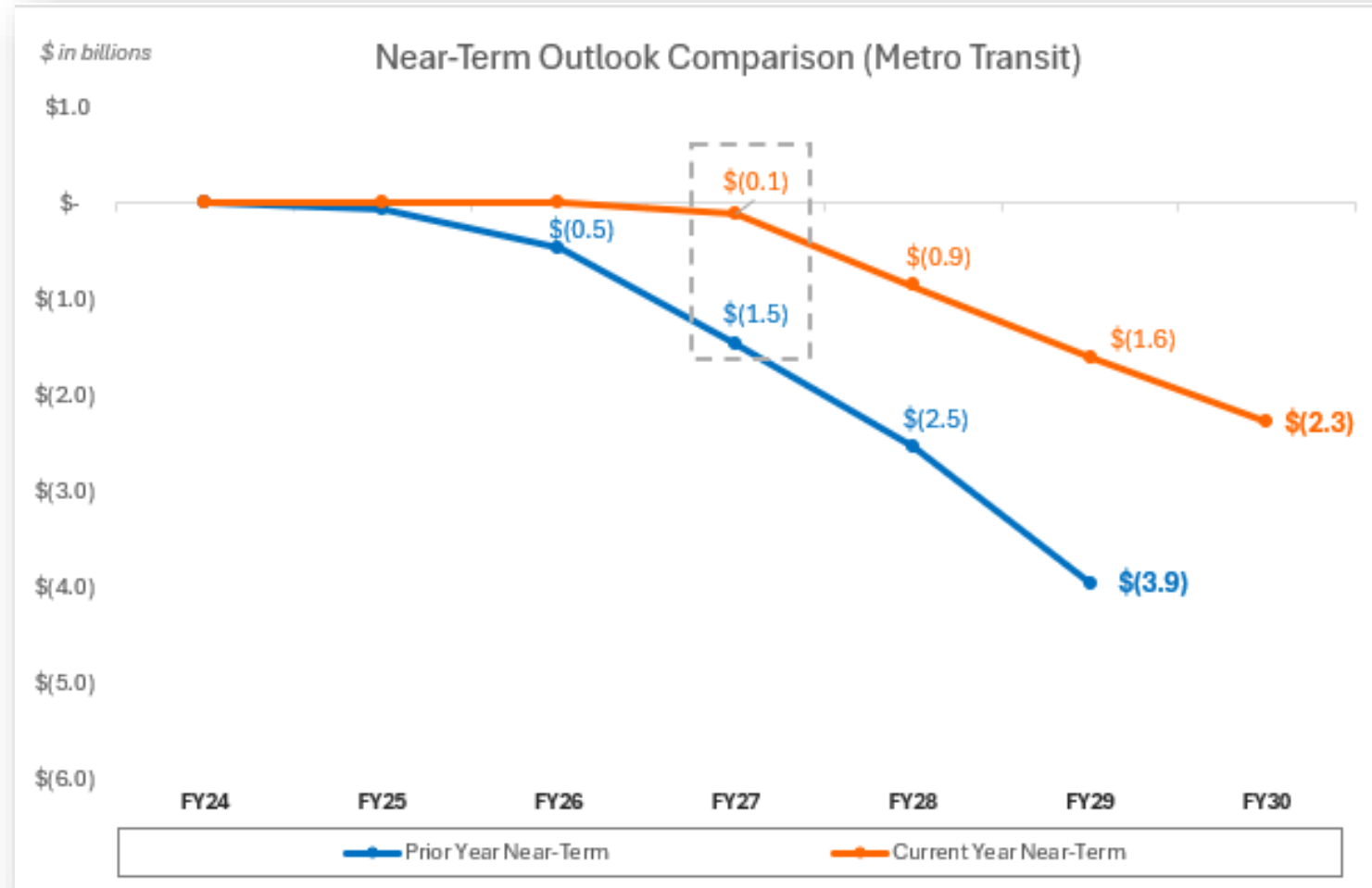
Reliable	Easy	Safe	Clean
Getting to a destination on time 87%	Accurate arrival time info 85%	Safety on board buses/trains 85%	Cleanliness inside the bus/train 83%
Buses come on time 86%	Updates/ alerts about delays 84%	Safety of bus stops/rail stations 84%	
How frequently buses/trains run 84%	Accurate arrival times at stops/stations 82%		
How long it takes to get where I am going 80%	Availability of accurate info to plan my trips 80%		

California is Hosting the Biggest Global Sporting Events



Near-Term Financial Outlook

- **IMPROVED:** The **prior year's Near-Term** cumulative gap of \$1.5 billion in FY27 to \$0.1 billion per **current year's Near-Term** as a result of:
 - Zero-Emissions Bus (ZEB) & infrastructure revised forecast and Incremental grant revenues from SB125 ZETCP
 - Equitable Zero-Based Budgeting (EZBB) process
 - Delayed spending on capital projects based on year-end actuals
 - Board approved implementation of Transit Community Public Safety Department (TCPSP)
- However, a cumulative gap (Operations and SGR) of \$900M remains by FY28 growing to \$2.3 billion by FY30



Note: These figures do not include cost assumptions for the 2028 Games.

Additional Risks and Challenges



- As Metro works to mitigate the cost growth drivers presented in the Near-Term Outlook, there are additional risks and challenges that have not been quantified in the current forecast.
- These additional risks that may impact the Agency in the Near-Term include:
 - Geopolitical uncertainty
 - Potential increases on tariffs and impact to Metro’s purchase price
 - The availability and impact of traditional Federal programs and grants
 - Ongoing inflationary pressures
- Internal factors that also add financial pressure to the Agency include:
 - Operating Metro’s expanding rail system in the future will be more costly than operating the same level of service today
 - Ongoing financial risks that stem from capital cost increases which may impact operations eligible funding
 - Preparation for the 2028 Olympic and Paralympic Games in absence of additional funding presents significant challenges

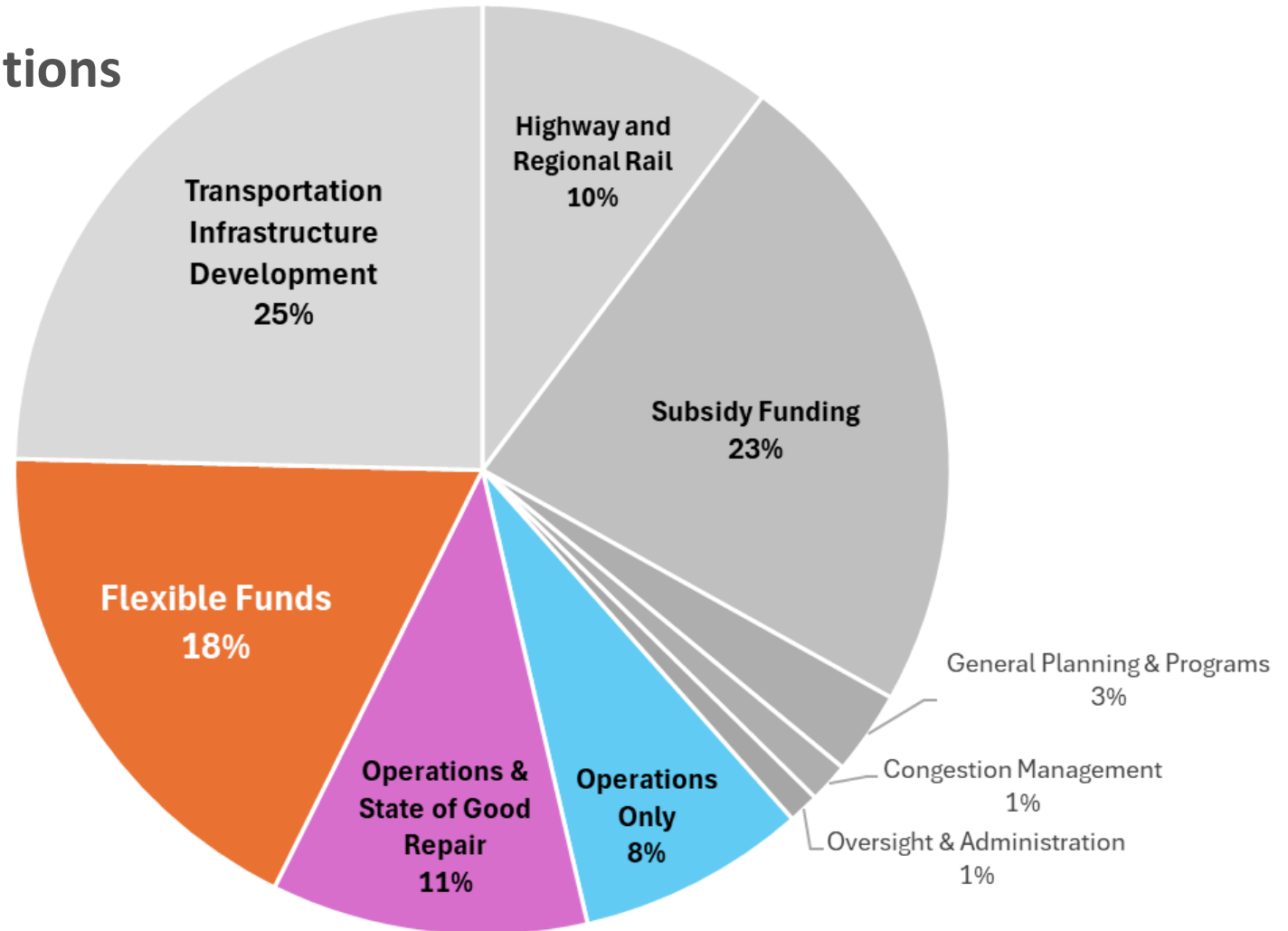
Eligibility of Funds for Operations (e.g. FY25)

- > 130 colors of funds
- < 15 sources are dedicated for operations

8% of FY25 Resources
Dedicated for Operations

91% of Flexible Funds
Used for Operations & State of
Good Repair

96% of Operations & State
Good Repair funds
Used for Operations



“Ice Cream” Test Slide

If you were asked to choose your favorite flavor, which of the following options would you choose?

You can only choose one.

- A. Vanilla
- B. Chocolate
- C. Strawberry
- D. Neapolitan
- E. Pralines and Cream

In 2018 the Board adopted Vision 2028 with five goals. Which of these is most important to you?

You can only choose one.

- A. Provide high-quality mobility options that enable people to spend less time traveling.
- B. Deliver outstanding trip experiences for all users of the transportation system.
- C. Enhance communities and lives through mobility and access to opportunity.
- D. Transform LA County through regional collaboration and national leadership.
- E. Provide responsive, accountable, and trustworthy governance within the Metro organization.

DEEP DIVE



DEEP DIVE



State of the Capital Program

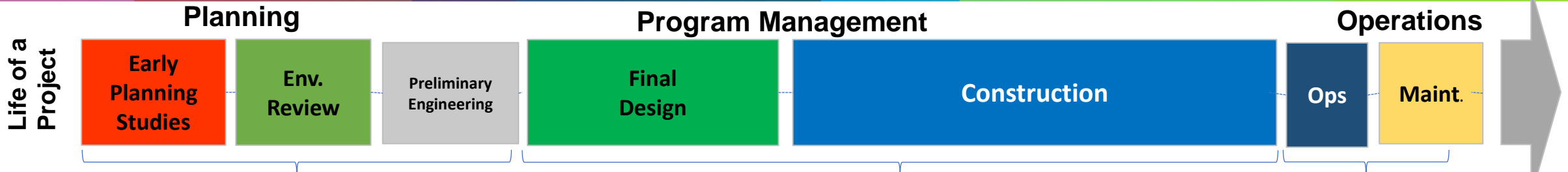
Capital Program – Pulse Check

What should be our top approach when managing rising capital project costs?

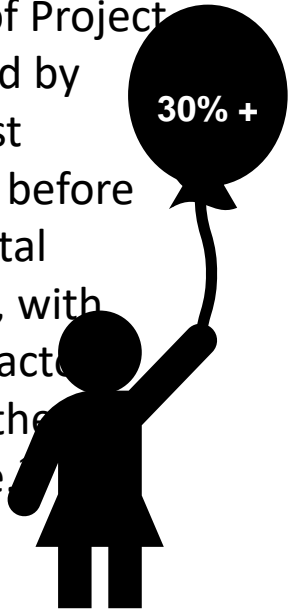
You can only choose one:

- A. Delivering projects on schedule, even if costs increase
- B. Adjusting the scope to reduce costs
- C. Balancing cost and schedule, even if it means phasing the project
- D. Exploring alternative funding sources to cover cost overruns, even if it means delaying the delivery of the project
- E. Focusing on achieving project mobility goals versus prescribed mode of implementing project

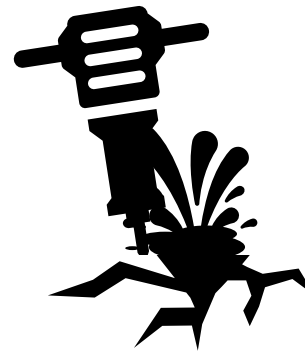
Metro Experience with Capital Cost Drivers



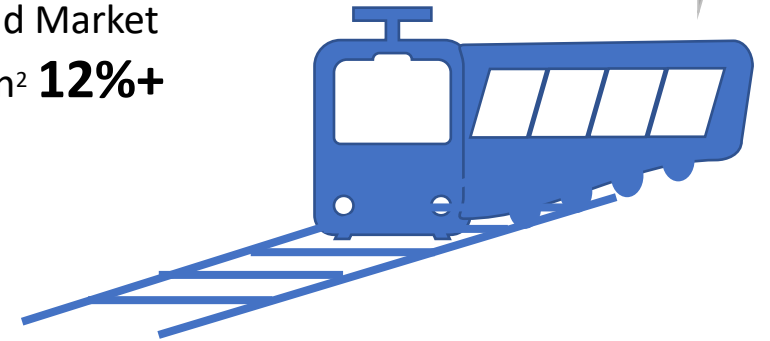
Ordinance Life of Project budget increased by due to initial cost estimates made before the environmental review (EIR/EIS), with environmental factors not included in the original baseline.



Unforeseen environmental conditions—such as utility, structural, and community impact challenges—led to the issuance of change orders during construction.¹ **12%+**



Scope and Market Condition² **12%+**




Unplanned interoperability with existing system integration and operation readiness¹. **6%+**

System Integration & Operable Mobility: Div. 20 expansion, ROC/BOC, and Div 16

Increase over sales tax baseline rough estimate by **60%+** experienced so far

1. Recent Project Experience based on Greenline AMC, Regional Connector, Crenshaw, PLE 1,2&3
 2. Program Management Oral Report, "Construction Market Trend", February 2022



60% cost
differential totaled
\$6.5 billion
over last 10 years

60% cost
differential totaling
\$16-18 billion
in the next 10 years

Current Response to Controlling Costs



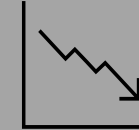
Improve Staff/Consultant Ratios



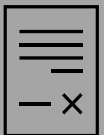
Improve Relationships with Third Party and Utilities



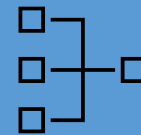
New Recruitment Strategies



Monitor and Reduce Soft Costs



Alternative Delivery Contracts



Early Intervention Team



Construction Market Outlook: 2025 and Beyond



Federal Policies/Tariffs

- ❑ Tariffs will increase prices and strain supply
- ❑ Contractors price the risk due to market uncertainty
- ❑ Minimal impacts from immigration policy changes



Wildfire Recovery

- ❑ Short term challenges (e.g. trucking, underground cabling)
- ❑ Increased demand and prices on construction materials, particularly lumber
- ❑ Priority challenges with third parties



Workforce/Labor Demand

- ❑ Wages increasing
- ❑ Labor demand forecasted increase 13% in 2026



Construction Market Outlook: 2025 and Beyond



Material Costs

- 2024 stability in materials market will not continue
- Expecting material price increases through 2025 and 2026 potentially stabilizing in 2027



Contractor Bidding

- Sustained growth in construction sector, contractor's market
- Risks and costs increasing, sensitivity to losses
- Trend of reduced competition and increased bid prices



Contract Terms and Conditions

- Contractor's sensitive to risk, choosy with pursuits
- Traditional delivery on megaprojects difficult to bond
- Alternative delivery arrangements with negotiated conditions, escalation clauses, and shared risk preferred



Program Management Strategic Initiatives in FY26

- Pursue streamlined and self-permitting opportunities with third parties and utilities
- Continue to benefit from early engagement and innovation working with contracting partners through alternative delivery models
- Conclude price negotiations on ESFV, I-105 (Segments 2 and 3), and Noho to Pasadena BRT projects
- Advance steps that minimize the risk of the current market volatility
- Strategically growing the PM team to accommodate growth in the project portfolio



Capital Projects – Pulse Check

How should we prioritize funding for projects when costs exceed initial estimates and additional funding is not readily available?

- A. Focus on completing projects already under construction
- B. Prioritize projects with the highest potential benefit
- C. Maintain sequence of projects in Measure M Expenditure Plan
- D. Focus on smaller-scale, more easily implementable projects
- E. Focus on shovel-ready projects

Breakout Discussion

When rising costs force difficult trade-offs, how would you rank the following approaches?

- Reducing project scope while maintaining key features
- Delaying projects to stabilize costs over time
- Seeking additional funding through taxes, bonds, or partnerships
- Canceling or indefinitely deferring the most expensive projects
- Requiring streamlined permitting to continue to advance projects

What other information do you want staff to provide?

Do you have any other policy or strategy ideas you would like staff to consider in this area of focus?

DEEP DIVE



***Upcoming Mega Event:
FIFA World Cup 2026***



Game-Changer:

Leveraging Angelenos' Passion for Sport to Change Perceptions of and Encourage Ridership on Metro

Given that safety is foundational, how else should Metro measure the success of our upcoming Global Events?

Please choose only one:

- A. Ridership retention and growth
- B. Positive customer and community feedback
- C. Positive media coverage
- D. Improved brand perception

The Opportunity

Metro has a game-changing opportunity to reshape perceptions and address misconceptions about public transportation in Los Angeles. By leveraging the upcoming major sporting events, Metro can showcase a legacy world-class transit system that offers Angelenos and visitors an affordable, environmentally friendly service to reach the destinations they care most about.



Fan-tastic Metro Experiences for Major Sporting Events

For many Angelenos, **Metro is already an essential part of their sports experience**, providing reliable transportation to and from games and events.



Established Venue Bus Shuttles



Service Operation: March to October

Established in 2010, the Dodger Stadium Express service was partially funded under a grant from the Mobile Source Air Pollution Reduction Review Committee (MSRC), but the grant period is over. Metro operates service from Union Station and South Bay.



Service Operation: August to January

Bus shuttles servicing SoFi Stadium from Hawthorne/Lennox Station (C Line) for the NFL Season are Metro funded.



Service Operation: October to June

Funded by Intuit Dome via a sponsorship, Metro has provided bus shuttle service from both the C and K Lines. Bus shuttles were also sponsored for the venue's grand opening month of August to support concerts.

Exciting New Sports Partnership



Current Status: **Active**

BMO Stadium is a LA28 venue and LAFC is now a strategic partner who is committed to help Metro further expand our ticketing integration development through its relationship with Ticketmaster. Metro will be able capture fan data and this partnership establishes a precedence as the first sports team in Los Angeles to include the cost of public transportation into ticket prices. We are currently discussing youth-focused opportunities for our GoPass program.



LA 2028 Olympic and Paralympic Games

2028 Games by the Numbers

12-15M

Tickets to be sold

800+

Ticketed Events

3M+

Unique Attendees

80+

Competition & Non-competition Venues

65K

Volunteers & Employees

1.2M

Peak Day Spectator Trips

80

Days of Games Operation

50K

Key Constituents (Athletes, Officials, Media, etc.)

FY26 FED. FUNDING ASK



Games Essential Legacy Projects

\$1 B



Temporary Infrastructure & Operational Costs

\$2.3 B

BUS FLEET & RESOURCES



Anticipated # of GETS buses required

2.7K



Anticipated GETS drivers/mechanics needed

6K+

We're focused on *the entire* experience

Planning the Trip

- New website
- Improved trip planner
- Consolidated mobile app
- Improved customer information
- **Expanded park and ride**

Paying

- Pay with debit/credit card
- Consolidated mobile app
- **Integrated ticketing**

Waiting at Stations and Stops

- Bus stop furniture and shade
- **Comfortable, accessible stations**
- Improved wayfinding

Riding

- **Enhanced, accessible vehicles**
- **Games enhanced transit service**
- Improved on-board customer information
- **Visible safety presence**

Support

- In person customer service
- Improved call center
- **Improved digital navigation tools**

Surprise & Delight

- **Watch parties and fan zones**
- **Cultural events**
- **Station takeovers and activations**

2026 FIFA World Cup

World Cup by the Numbers

70K

Tickets/game

8

Ticketed Events

450K

Unique Attendees

2 official + live sites

Competition & Non-competition Venues

500

Volunteers & Employees

50K

Peak Day Spectator Trips

8

Days of Games Operation

20K

Key Constituents (Teams, Officials, FIFA Sponsors, FIFA Guests, Media, etc.)

FY26 FED. FUNDING ASK



GETS Service Plan

\$5M



Temporary Infrastructure & Operational Support and Customer Experience Costs

\$20M

BUS FLEET & RESOURCES



Anticipated # of GETS buses required

330

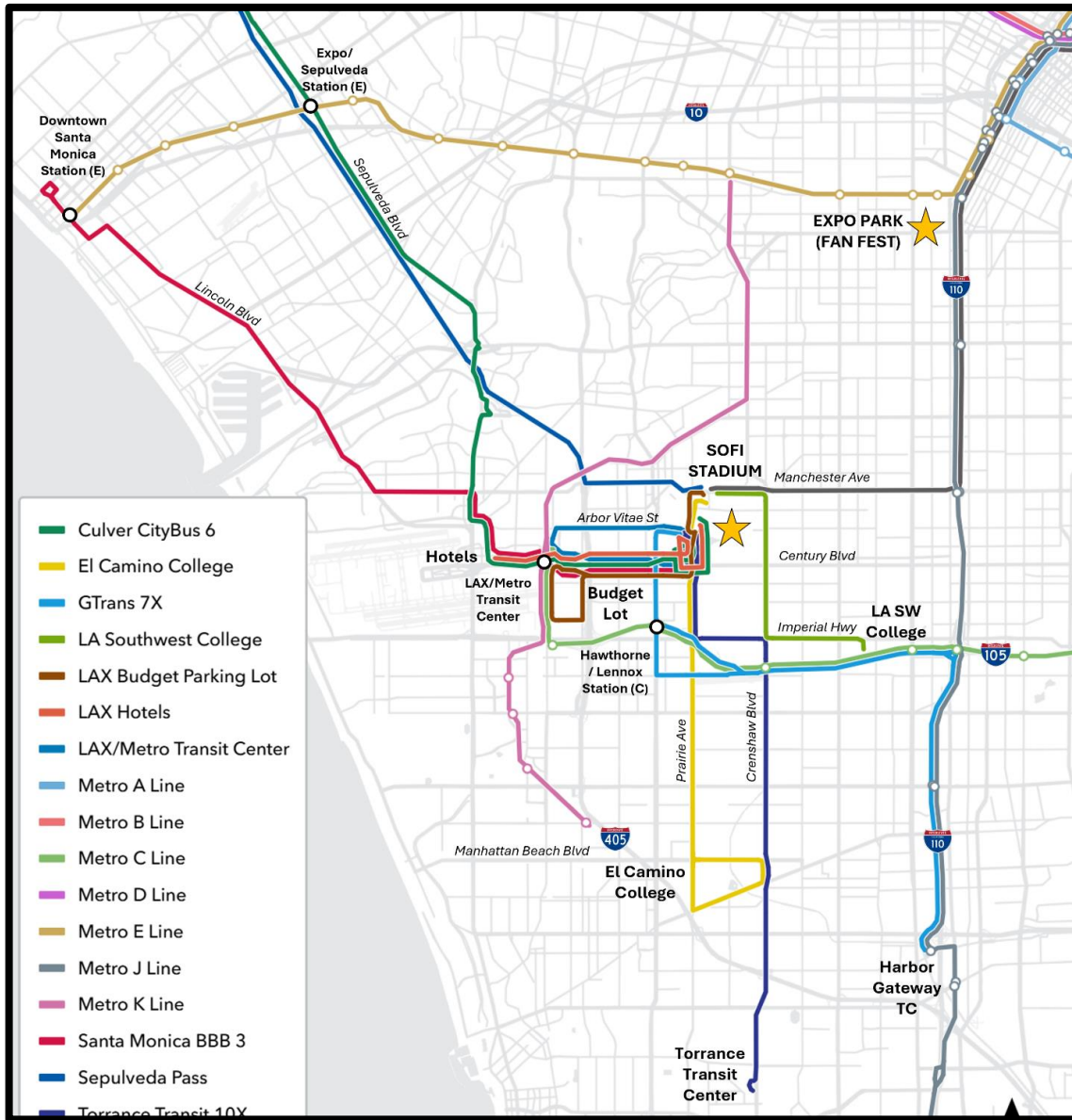


Anticipated GETS drivers/mechanics needed

375

2026 FIFA World Cup: Games Enhanced Transit Service

WC GETS Draft Service Plan



Rail Connections

- LAX/Metro Transit Center (C and K Lines).
- Downtown Union Station and 7th/Metro.

Regular Park-and-Ride Lots

- Inglewood Municipal Lots
- Harbor Gateway Transit Center
- Torrance Transit Center

Special Park-and-Ride (closest large-scale lots)

- LAX Budget Parking Lot and LAX Area Hotels
- LA Southwest College
- El Camino College

Regional Connections

- San Fernando Valley/Sepulveda Pass.
- E Line & J Line for official Fanfest and Fan Zone access in every supervisorial district

Extensions of Existing Routes (possible examples)

- Big Blue Bus 3 on Lincoln Blvd
- Culver CityBus 6 on Sepulveda Blvd

Access Services:

- ADA paratransit service



Telling Our Story

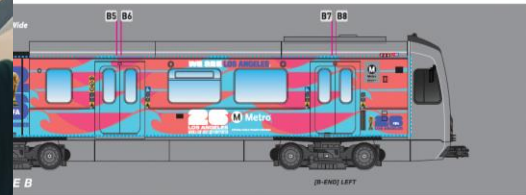
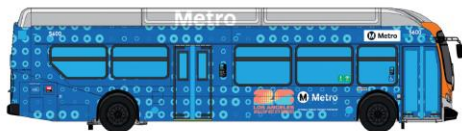
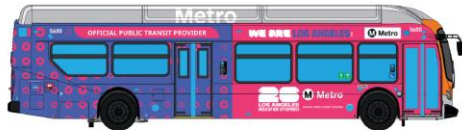
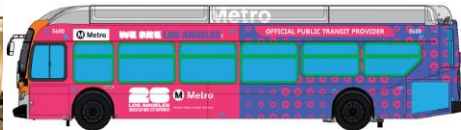




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Marketing Efforts



What aspect of the 2026 FIFA World Cup experience are you most excited about?

- A. Fan zones
- B. Improved customer experience
- C. Marketing efforts with sponsorships
- D. Social media takeovers by athletes and youth
- E. Pop-ups with community-based organizations (CBOs)

Breakout Discussion

How can we best involve youth in our World Cup engagement efforts?

- Leadership roles in planning and execution
- More social media takeovers and digital engagement
- Special events and activations geared toward young people
- Training or internship opportunities
- Partner with American Youth Soccer Organization (AYSO) leagues and clubs

Which unique Metro touch would make the biggest impact during the World Cup?

- Live match broadcasts at key stations and transit hubs
- Exclusive Metro rider-only perks at fan zones
- Soccer-themed art, music, and performances on trains and buses
- Limited-edition Metro fare cards featuring iconic World Cup moments

Do you have any other policy or strategy ideas you would like staff to consider in this area of focus?

DEEP DIVE

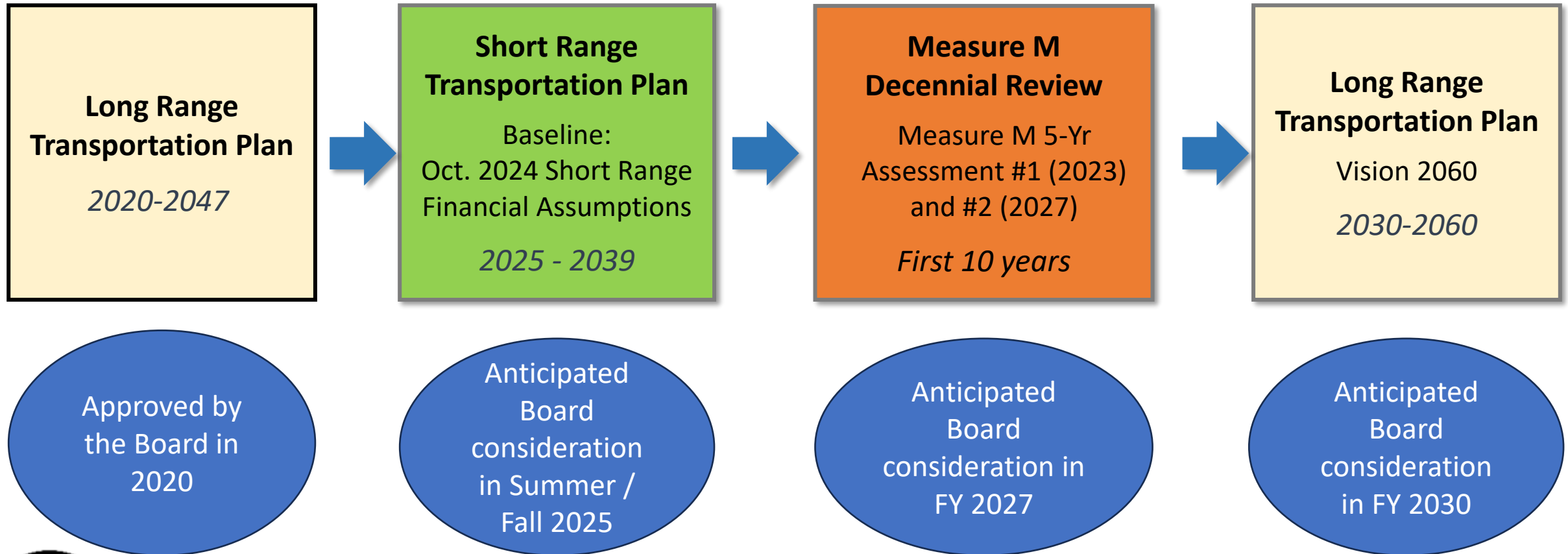


Guiding Metro through the Uncertain Future

The Short-Range Transportation Plan (S RTP)

Measure M Decennial Review

“Vision 2060” Process

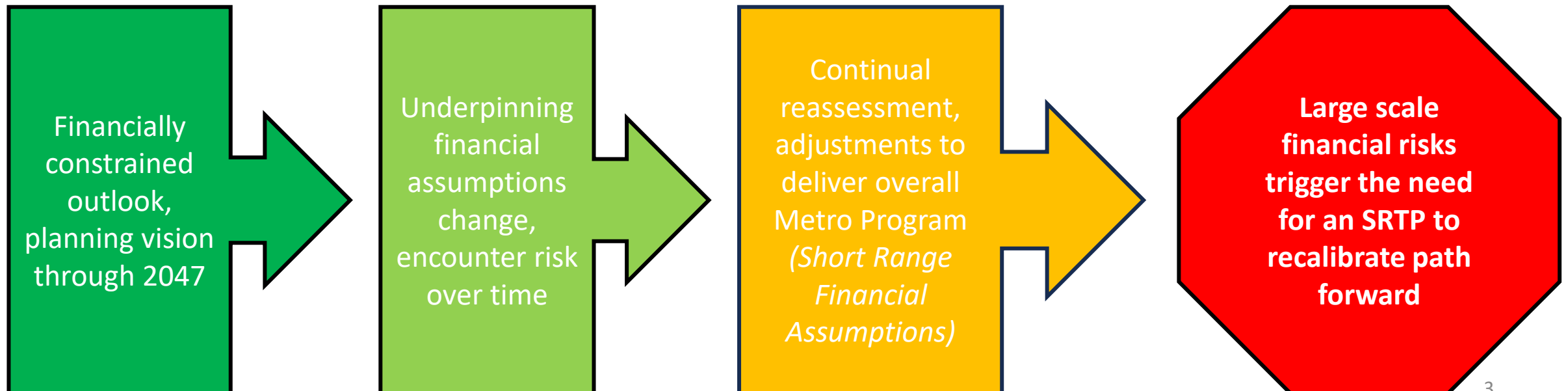


Short-Range Transportation Plan (SRTTP)

Following the passage of Measure M (2016), the Board adopted the Long-Range Transportation Plan in 2020 to:

- Incorporate funding of Measure M Expenditure Plan capital projects, operations, and other programs
- Reflect current board policies and direction
- Provide a detailed roadmap for how Metro will plan, build, operate, maintain, and partner for improved mobility through 2047
- Guide future funding plans and policies needed to move LA County forward

When is a Short-Range Transportation Plan (SRTTP) needed?



2025 Short Range Transportation Plan (SRTP)

What is an SRTP?

Assesses progress toward delivering the 2020 LRTP and provides an overview of how far we have to go

How will the SRTP be used?

The SRTP will support decisions to be made by the Board during the Measure M Decennial Review process.

The SRTP reflects

- Board actions since LRTP adoption
- Projects opened and programs implemented since LRTP adoption

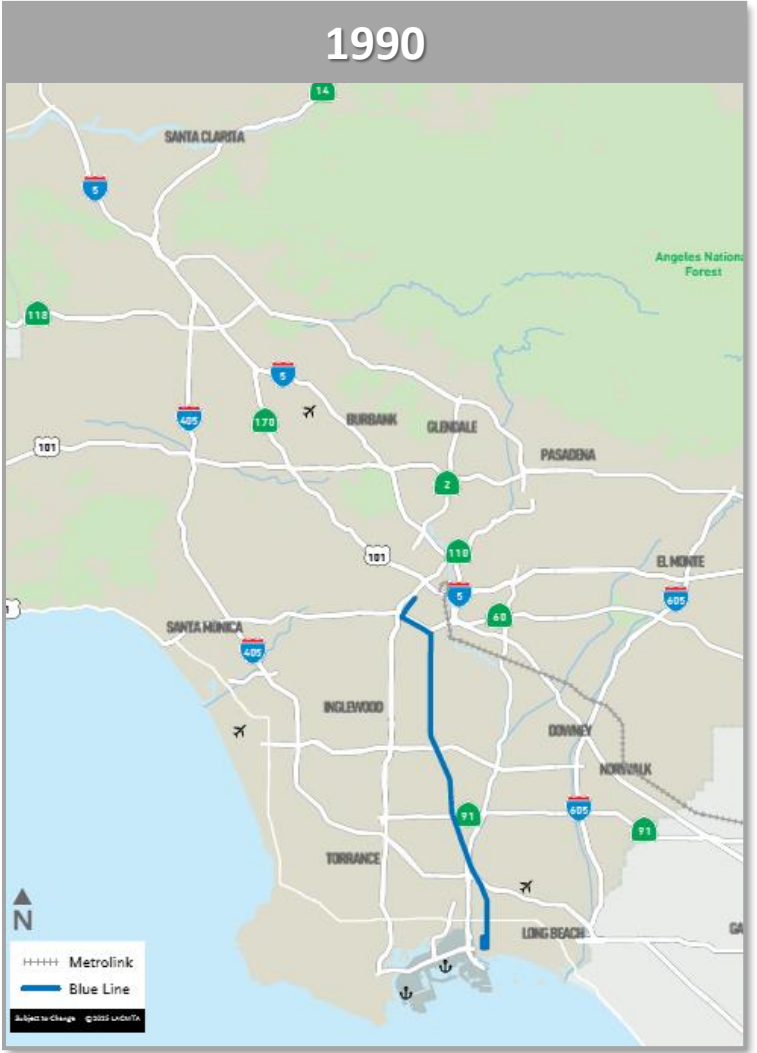
The SRTP assesses

- LRTP financial assumptions and goals/objectives on which it was based
- Most recent (Oct. 2024) Short Range Financial Assumptions and identifies changes that need to be addressed since then
- Revenue forecasts and financial risks
- Capital project costs, schedules, and trends
- Operating costs, trends, and funding sources

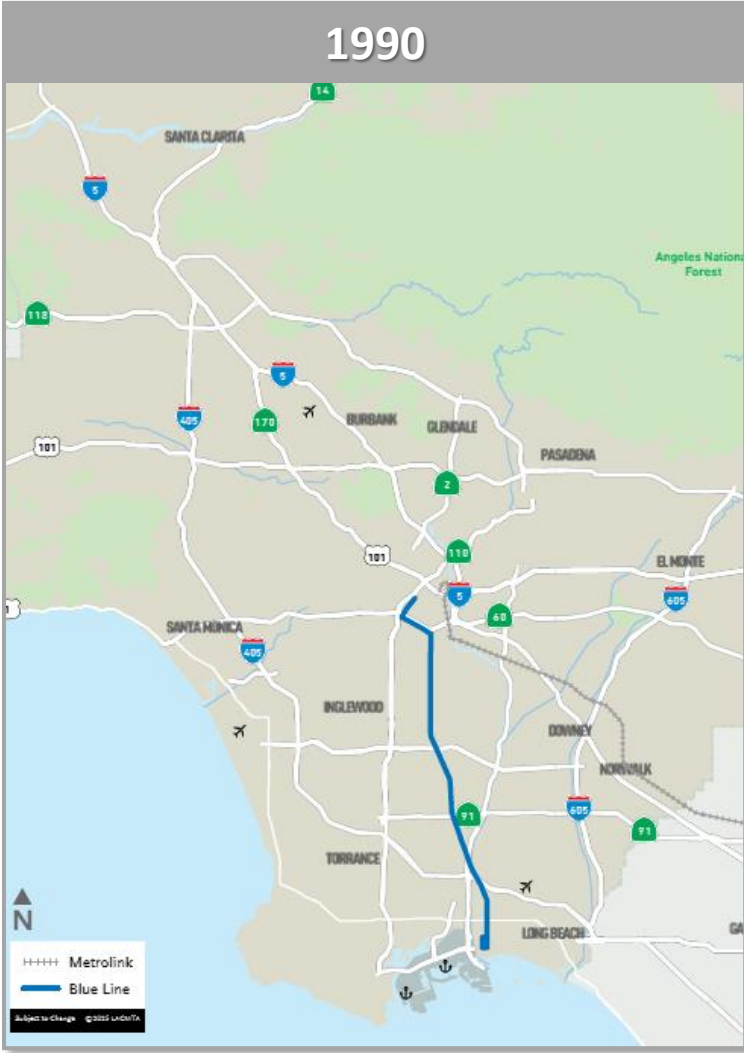
The SRTP provides

- An updated, 15-year (2025-2039) outlook to implement the LRTP
- An overview of financial risks and challenges facing Metro's overall Program
- A range of funding gaps for near-term capital projects and other programs
- Strategic direction to address challenges facing the overall Metro Program, identifying opportunities to overcome risk

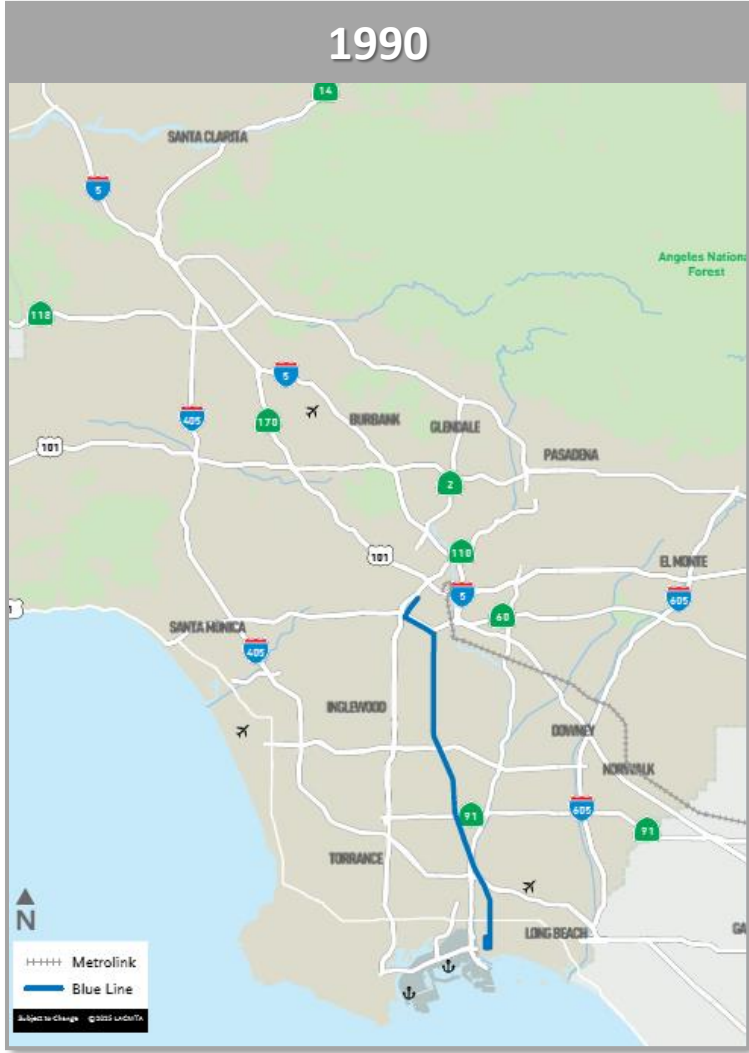
1990 - 2010 Transit System: Rapid Growth Fueled by Propositions A and C



1990 - 2010 Transit System: Rapid Growth Fueled by Propositions A and C



1990 - 2010 Transit System: Rapid Growth Fueled by Propositions A and C



Existing Transit System



Existing & Planned Transit Systems



Increased Mobility Improves the Economy

Increased job access in the past 10 years:

More than 600 K (612,085) additional jobs located **within one mile** of new rail stations

- Approximately 14% increase in total jobs accessible by rail transit.

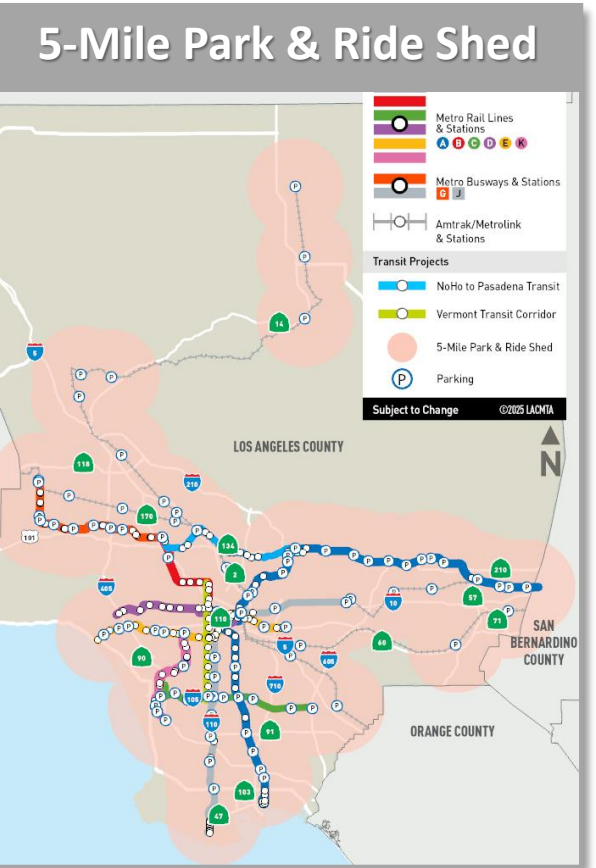
New future job creation:

2020 LRTP forecasts **1.84 M jobs** will be created over its 30-year horizon from transportation investments

- Gross Regional Product will increase by \$196 B



2028 Planned Walk/Bike/Park-and-Ride Access Sheds



Agencywide Challenges Implementing Measures R & M



Expanding System



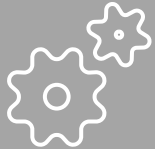
Systemwide Efficiencies



Emerging Legacy System



**Coordination with
Other Operators**



**State of Good Repair /
Safety Culture**



**Potential Conflicts
with Other Systems**



Resilience



Constraints on Use of Debt

Funding Risks



**Federal
Funding**



**Sales
Tax Trends**



**Cost
Escalations**



**Economic
Instability**

The Measure M Decennial Review


What is the Decennial Review?

- A strategic financial planning tool only available **once-a-decade** (FY 2027) to address funding challenges resulting from financial risk and changed conditions
- Mechanism built into Measure R and M Expenditure Plans for this specific purpose
- Could address some – but not all – of Metro’s funding challenges over next 5 years

Decennial Review Process: Look-ahead

- Process initiated with Measure M 5-Year Assessment (2023)
- Informed by upcoming Board policy decisions in FY 2026
- Staff conducts a Decennial Review process and completes a report
- Staff conducts all required outreach
- Metro Board can choose to amend Measure M within certain parameters (subject to 2/3 approval)

Purpose and Process of Decennial Review




**Incorporate both Measure M
5-year Assessments**



Estimate Cashflow and Capacity



Assess Project Benefits



**Coordinate with Key Metro
Teams (PM, OMB, Ops, etc.)**



Gather & Evaluate Stakeholder Needs



Update Expenditure Plan (as Allowed)

2/3 vote Board vote to approve report and amend
Expenditure Plan

Measure M Decennial Review

Components

Decennial Review

- ✓ Comprehensive assessment of Measure M is **required** by Expenditure Plan
- ✓ Report to be **consolidated** with the second Measure M 5-Year Assessment
 - Equity-focused
 - System performance
 - Board priorities

Relationship to LRTP

Decennial Review

- ✓ provides analysis required by Expenditure Plan to assess next decade of Measure M
- ✓ identifies needs to assist in key decisions in development of the 2030 LRTP
- ✓ Board policies and decisions made reflected in next LRTP

The Decennial Review provides an opportunity once every 10 years to address changes in financial assumptions, priorities, and technologies

Benefit Cost Analysis for Metro Capital Projects

What is a Benefit Cost Analysis (BCA)?

- Comparison of costs and benefits of a project or program of projects
- May include quantitative or qualitative measures of benefits
- One tool of many to inform a more data-driven and transparent decision-making process

Why Conduct a Standardized Benefit Cost Analysis?

- Assess the viability of a project
- Compare the cost-effectiveness of multiple project alternatives
- Compare the benefits of projects against each other
- Identify contributions to regional and federal goals
- Position projects for state and federal funding opportunities
- Assess projects throughout development & implementation

In anticipation of the Measure M Decennial Review, which performance indicator do you think is the most important to evaluate?

Please choose only one:

- A. Congestion relief
- B. Equity
- C. Air quality
- D. Economic benefit
- E. Cost Benefit analysis

Breakout Discussion

Which strategy in the Decennial Review would you like to learn more about?

- A. Transferring highway money to transit projects
- B. Adding new projects necessary to support future operations
- C. Increasing the expenditure limit for Measure M projects
- D. Opportunities to identify more funding eligible for operations
- E. Developing a contingency line item for capital projects

What other information do you want staff to provide?

Do you have any other policy or strategy ideas you would like staff to consider in this area of focus?

As a Metro Board Member, where do you feel your leadership can make the greatest impact over the next year?

Please choose only one:

- A. Championing regional collaboration to accelerate project delivery
- B. Elevating rider experience and safety on the system
- C. Advancing policies that strengthen equity and community trust
- D. Ensuring financial sustainability and responsible stewardship of public funds
- E. Preparing Metro for success during global events like the 2026 World Cup and 2028 Games

CLOSING REMARKS

