



## Transit Agency Governance Models – Benchmarking Analysis



Item 39: Ad Hoc Board Composition Committee, March 23, 2026

# Benchmarked Transit Agencies

## Peer Agencies



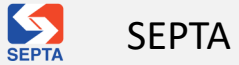
NYMTA



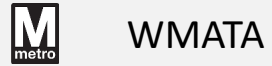
NJ Transit



MBTA



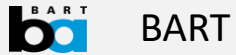
SEPTA



WMATA

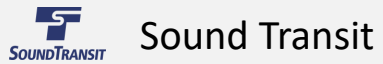


CTA



BART

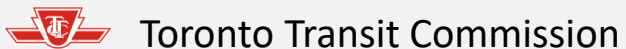
## Reference Agencies



Sound Transit



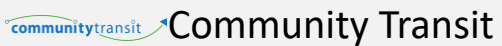
MARTA



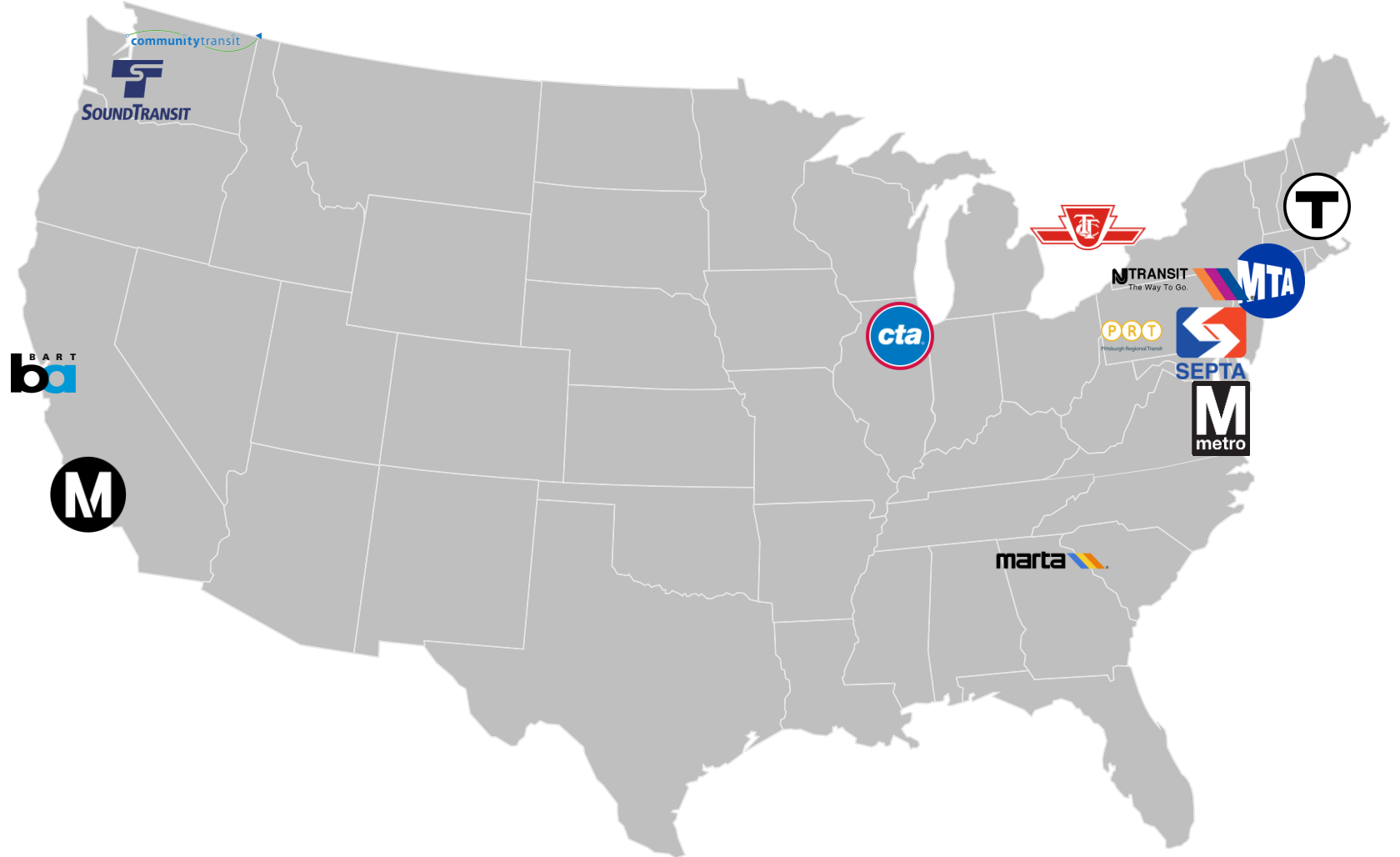
Toronto Transit Commission









Pittsburgh Regional Transit








































Community Transit



# Peer Agencies – Characteristics









KEY	 HEAVY RAIL/SUBWAY	 BUS
	 COMMUTER RAIL	 PARATRANSIT
	 LIGHT RAIL	 FERRY

Agency	Service Region	Service Area Population	Operating Budget*	Service Area	Transit Modes
 <b>Metro</b> Los Angeles, CA	1 County 88 Cities	10.4 million	\$9.0 billion	1,433 sqm	   
 <b>NYMTA</b> New York City, NY	12 Counties 2 Counties in CT (partial) 250+ Cities & Municipalities	15 million	\$19.3 billion	5,000 sqm	   
 <b>NJ Transit</b> Newark, NJ	21 Counties 2 Counties in NY (partial) 564 Municipalities	8.46 million	\$2.86 billion	5,325 sqm	   
 <b>MBTA</b> Boston, MA	8 Counties 176 Cities and Towns	4 million	\$2.2 billion	3,244 sqm	     
 <b>SEPTA</b> Philadelphia, PA	5 Counties 1 City	4 million	\$1.7 billion	2,200 sqm	    
 <b>WMATA</b> Washington, D.C.	1 Federal District (DC), 2 States (MD, VA) 5 Counties 4 Cities	4 million	\$2.4 billion	1,500 sqm	  
 <b>CTA</b> Chicago, IL	1 County 1 City	3.4 million	\$2.0 billion	283 sqm	 
 <b>BART</b> San Francisco, CA	5 Counties 22 Cities	3 million	\$1.1 billion	2,073 sqm	

- Based on FY24. FY24 dates vary by agency. Some agencies include COVID relief funding. Metro's total includes asset acquisitions for Transit & Highway projects.
- No County Executive Representation on any of the Boards



# Peer Agencies – Voting Member Appointments

Agency	Chart	Voting Members	County Appointee(s)	State Appointee(s)	Major City Appointee(s)	Other Appointee(s)
<b>Metro</b>		13	38% (5 of 13) are members of the LA County Board of Supervisors	None	31% (4 of 13) – Mayor of City of LA + 3 Mayoral appointees	31% (4 of 13) appointed by LA County City Selection Committee representing other LA County incorporated and unincorporated areas
<b>NYMTA*</b>		14	29% (4 of 14) recommended by County executives	43% (6 of 14) recommended by the Governor	29% (4 of 14) recommended by New York City's mayor	None
<b>NJ Transit</b>		11	None	100% (11 of 11) – Commissioner of Transportation + State Treasurer + 9 appointed by the Governor	None	None
<b>MBTA</b>		9	None	78% (7 of 9) – State Secretary of Transportation + 6 appointed by Governor based on specific expertise	11% (1 of 9) appointed by the Mayor of Boston	11% (1 of 9) MBTA advisory board appointee with municipal government experience
<b>SEPTA</b>		15	53% (8 of 15) appointed by County commissioners	33% (5 of 15) – 1 Governor appointee + 4 appointed by State Legislature Majority and Minority Leaders	13% (2 of 15) appointed by the City / County of Philadelphia	None
<b>WMATA</b>		8	None	75% (6 of 8) appointed by jurisdictions of MD, VA and DC	None	25% (2 of 8) appointed by the Federal Government
<b>CTA</b>		7	None	43% (3 of 7) appointed by the Governor	57% (4 of 7) appointed by the Mayor of Chicago	None
<b>BART</b>		9	None	None	None	100% (9 of 9) are elected by voters to represent the 9 BART districts

\* NYMTA is considered to have 14 voting members (rather than 17 Board members), as 4 members cast one collective vote.

# Key Themes

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## Board Composition

**Board composition and appointment structures vary** across transit agencies.

Changes to board composition generally **require formal legislative action** at the state level.

## Voting Members

On average, Metro's **peer agency Boards have 10-11 voting members.**

- Large transit agencies in this study (operating budget >\$2B) have an average of 10 voting members, whereas smaller transit agencies (operating budget <\$2B) have 12 members on average.

## County Representation

Compared to peers, Metro is unique in having all its Board of Supervisors serve on the Board.

Of the peer agencies, no entity has a County Executive serve on the Board.

County representation is generally a **mixture of appointees selected by the county's elected legislative body** (i.e. county executives, board of commissioners, council or municipality mayors) **and elected officials.**

Other than Metro, CTA is the only other single-county peer agency and **does not have any direct County representation.** Nor do multi-county MBTA and BART, or the multi-state WMATA.

# Example Approach: Collective One Vote



NYMTA's Board includes the concept of one collective vote, where **4 of the 7 County-appointed members cast 1 collective vote.**

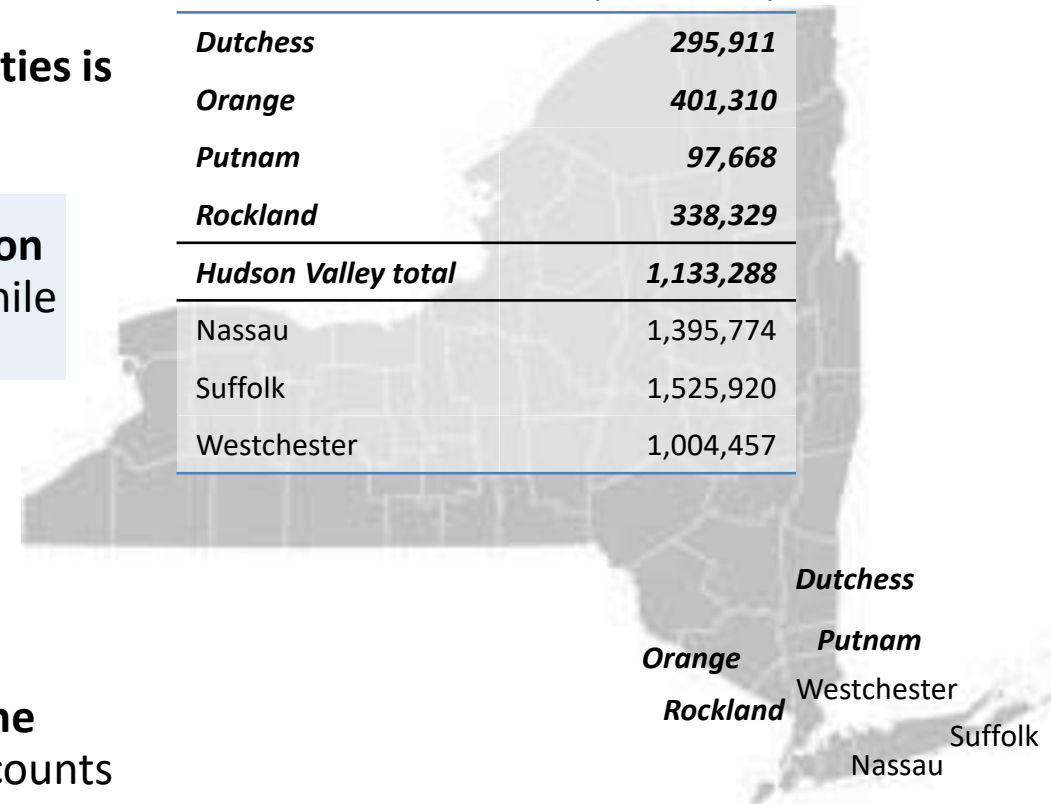
- These 4 members represent the Hudson Valley counties, being Dutchess, Orange, Putnam and Rockland.
- Together, the **collective population of the Hudson Valley counties is comparable to the other full vote County members.**

The collective one vote approach ensures **balanced representation** where **highly populated areas hold more direct voting power** while still including **input from suburban and less populated areas.**

## Voting rules:

- For each vote taken by the full board, the four members **must internally agree** on how to cast their one vote.
- The board then counts their position as one vote in total.
- For the purposes of quorum, the **group of four is treated as one member.** If any one of the four is present, the collective vote counts as present.

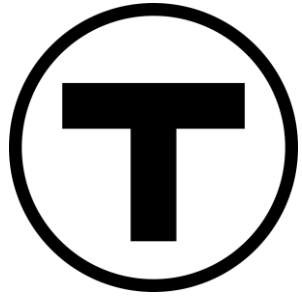
County	Population (2020 Census)
<i>Dutchess</i>	295,911
<i>Orange</i>	401,310
<i>Putnam</i>	97,668
<i>Rockland</i>	338,329
<b><i>Hudson Valley total</i></b>	<b>1,133,288</b>
Nassau	1,395,774
Suffolk	1,525,920
Westchester	1,004,457



New York State County Map with MTA Board Representation

# Example Approach: Specific Expertise

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MBTA requires each of its six **Governor-appointed members have areas of expertise / background:**



Safety



Transportation  
operations



Public or  
private finance



Rider and resident  
of environmental  
justice population



Municipal official  
within service  
area



Recommended  
by MA State  
Labor Council



































Multiple agencies have expertise requirements for some or all of their board members.

Generally, areas commonly required include:

- Executive experience
- Transportation experience
- Business management
- Financial management
- Engineering
- Capital project experience
- Labor relations

# Reference Agencies – Characteristics

KEY	 HEAVY RAIL/SUBWAY	 BUS
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Agency	Service Region	Service Area Population	Operating Budget*	Service Area	Transit Modes
 <b>Metro</b> Los Angeles, CA	1 County 88 Cities	10.4 million	\$9.0 billion	1,433 sqm	   
 <b>Sound Transit</b> Seattle, WA	3 Counties 53 Cities	3 million	\$875 million	1,087 sqm	   
 <b>MARTA</b> Atlanta, GA	3 Counties 12 Cities	2 million	\$631 million	947 sqm	  
 <b>Toronto Transit Commission (TTC)</b> Toronto, ON	1 City 3 Municipalities	1.7 million	\$1.9 billion	243 sqm	   
 <b>Pittsburgh Regional Transit (PRT)</b> Pittsburgh, PA	4 Counties 2 Cities 130 Municipalities	1.2 million	\$535 million	745 sqm	  
 <b>Community Transit</b> Snohomish County, WA	1 County 19 Cities	0.7 million	\$231 million	1,300 sqm	 

\* Based on FY24. FY24 dates vary by agency. Some agencies include COVID relief funding. Metro’s total includes asset acquisitions for Transit & Highway projects.



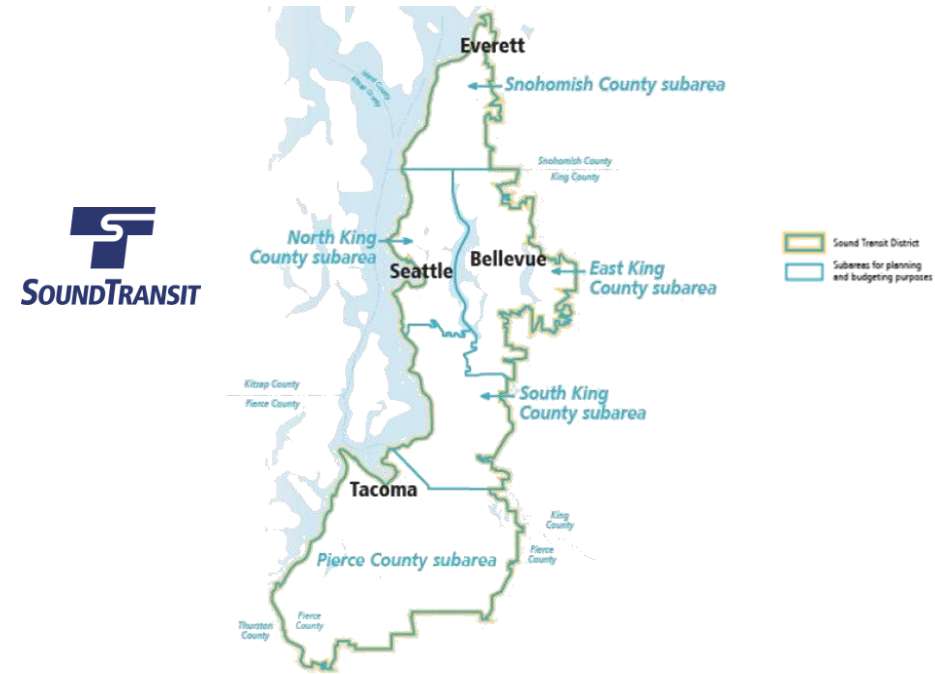
# Example Approach: Population-Driven Board Changes

ST's Board composition is defined in the State of Washington bylaws and based on population from that portion of each county which lies within the service area:

- **The elected County CEO from each of the three counties appoints the board member, and may sit on the board**
- **Sometimes the elected CEO sits on the board, and other times it doesn't**
- **The governing board shall be reconstituted on a population basis, using the official office of financial management population estimates, 5 years after its initial formation and, at minimum, in the year following each official federal census.**
- Board membership may be reduced, maintained, or expanded to reflect population changes but **may not exceed 25 members.**







Each county representative member of the board shall be:

- **An elected official** who serves on the legislative authority of a city or as mayor of a city within the boundaries of the authority
- **On the legislative authority of the county**, if 50% of the population of the legislative official's district is within the authority boundaries; or
- **A county executive** from a member county within the authority boundaries.



When making appointments, each county executive shall ensure that representation on the board includes an elected city official representing the largest city in each county and assures proportional representation from other cities, and representation from unincorporated areas of each county within the service area. At least one-half of all appointees from each county shall serve on the governing authority of a public transportation system.

# Reference Agencies – Voting Member Appointments

Agency	Chart	Voting Members	County Appointee(s)	State Appointee(s)	Major City Appointee(s)	Other Appointee(s)
<b>Metro</b>		13	38% (5 of 13) are members of the LA County Board of Supervisors	None	31% (4 of 13) – Mayor of City of LA + 3 Mayoral appointees	31% (4 of 13) appointed by LA County City Selection Committee representing other LA County incorporated and unincorporated areas
<b>Sound* Transit</b>		18	94% (17 of 18) appointed from elected county officials	6% (1 of 18) – State Secretary of Transportation	None	None
<b>MARTA</b>		13	69% (9 of 13) appointed by County Board of Commissioners and/or mayors	8% (1 of 13) appointed by the Governor	23% (3 of 13) nominated by Mayor of Atlanta, elected by City Council	None
<b>TTC</b>		10	None	None	60% (6 of 10) – Toronto City Councilors	40% (4 of 10) citizens nominated through a public appointment process and confirmed by the City
<b>PRT*</b>		11	55% (6 of 11) appointed by Allegheny County Executive	45% (5 of 11) – 1 Governor appointee + 4 appointed by House and Senate	None	None
<b>Community Transit*</b>		9	22% (2 of 9) selected from the Snohomish County Council	None	78% (7 of 9) elected city officials, subject to population criteria	None

\*As requested by the Ad Hoc Committee on February 23, 2026

# Conclusions

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## Board Composition

**Board composition and appointment structures vary** across transit agencies. Metro's governance structure is consistent with peer agencies.

## Voting Members

On average, Metro's **peer agency Boards have 10-11 voting members.**

## County Representation

Compared to peers, Metro is unique in having all its Board of Supervisors serve on the Board. Of the peer agencies, no entity has a County Executive serve on the Board.

County representation is generally a **mixture of appointees selected by the county's elected legislative body** (i.e. county executives, board of commissioners, council or municipality mayors) **and elected officials.**

Representation is achieved through the structure and composition of board members.

# Appendix



# LA COUNTY – DEMOGRAPHIC SNAPSHOT

Year	City of Los Angeles	% of County	All Other LA County Cities (Combined)	% of County	Unincorporated Areas	% of County	Total LA County Population
1950	1,970,358	47.5%	1,863,000	44.9%	318,329	7.6%	4,151,687
1960	2,479,015	41.3%	3,050,000	50.8%	465,000	7.9%	5,994,000
1970	2,816,061	39.1%	3,650,000	50.7%	735,000	10.2%	7,201,000
1980	2,968,528	38.5%	3,900,000	50.6%	850,000	10.9%	7,718,000
1990	3,485,398	39.3%	4,407,046	49.7%	970,720	11.0%	8,863,164
2000	3,694,820	38.8%	4,836,981	50.8%	987,537	10.4%	9,519,338
2010	3,792,621	38.6%	4,968,558	50.6%	1,057,426	10.8%	9,818,605
2020	3,898,747	38.9%	5,093,095	50.9%	1,022,167	10.2%	10,014,009



Los Angeles County includes 88 incorporated cities as well as unincorporated areas governed directly by the Los Angeles County Board of Supervisors.



Approximately 90 percent of County residents live in incorporated cities.



Approximately 10 percent reside in unincorporated communities.



The City of Los Angeles accounts for roughly 40 percent of the County's total population, making it larger than any other municipality in the region.

City of LA - If LA's population falls below 35% of all county cities, one mayoral appointee seat would be vacated and filled by a City Selection Committee appointee from a city not already represented.



# Metro LA County – Demographic Snapshot - Revised

Year	City of Los Angeles	% of Total County	All Other LA County Cities (Combined)	% of County	LA City % Compared to all incorporated Cities	Unincorporated Areas	% of County	Total LA County Population
1950	1,970,358	47.5%	1,863,000	44.9%	51.4%	318,329	7.6%	4,151,687
1960	2,479,015	41.3%	3,050,000	50.8%	44.8%	465,000	7.9%	5,994,000
1970	2,816,061	39.1%	3,650,000	50.7%	43.6%	735,000	10.2%	7,201,000
1980	2,968,528	38.5%	3,900,000	50.6%	43.2%	850,000	10.9%	7,718,000
1990	3,485,398	39.3%	4,407,046	49.7%	44.2%	970,720	11.0%	8,863,164
2000	3,694,820	38.8%	4,836,981	50.8%	43.3%	987,537	10.4%	9,519,338
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2020	3,898,747	38.9%	5,093,095	50.9%	43.4%	1,022,167	10.2%	10,014,009

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If the **City of LA** population falls below 35% of all incorporated cities in LA County, one City of Los Angeles Mayoral appointee seat would be vacated and filled by a City Selection Committee appointee from a city not already represented.

Source: U.S. Census Bureau, Decennial Census (1950-2020); figures for “All Other Cities” and “Unincorporated Areas” are calculated based on published county and city-level data.