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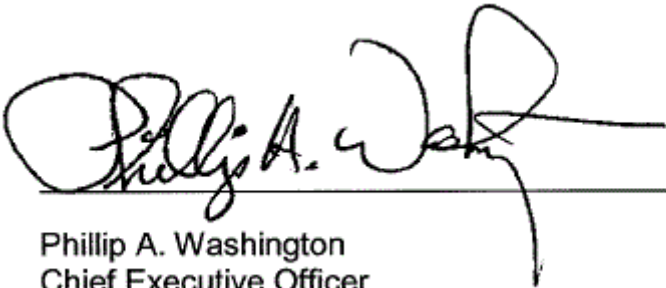
**EXECUTIVE MANAGEMENT COMMITTEE  
MAY 21, 2020**

**SUBJECT: COVID-19 CALL TO ACTION**

**ACTION: ORAL REPORT**

**RECOMMENDATION**

RECEIVE oral report regarding COVID-19 Call to Action.



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Phillip A. Washington  
Chief Executive Officer

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# COVID-19 Loss and Mitigation Metro Board of Director Update

*May 2020*



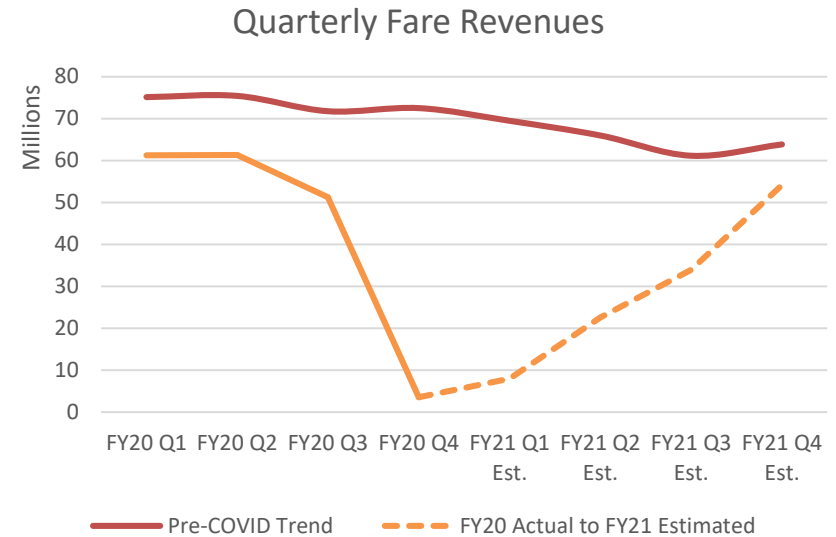
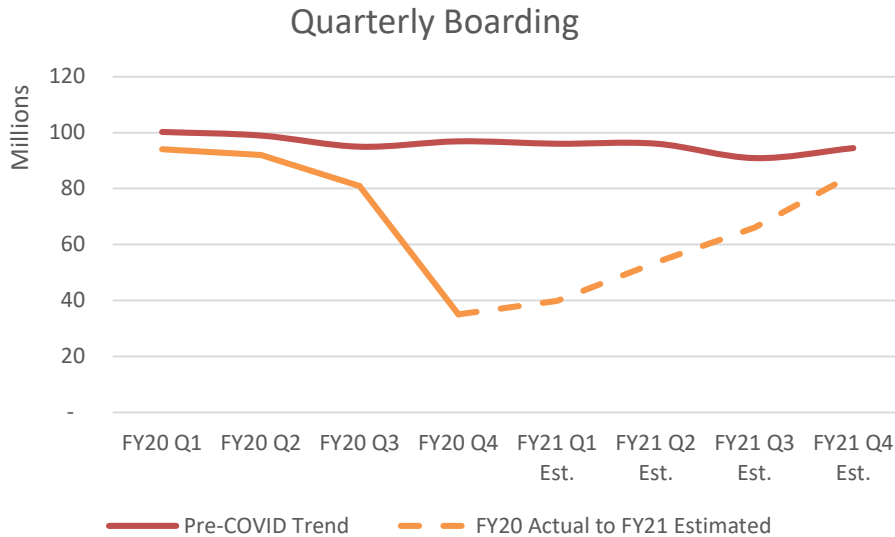
**Metro**



# Agenda

- COVID-19 Impact to Metro
  - ✓ Boarding and Fare Revenue Decline
  - ✓ Sales Tax Update
  - ✓ Revenue Loss Impact to Metro Programs
- Federal CARES Act Stimulus
  - ✓ Timeline, Eligibility, Reimbursement Process
  - ✓ Allocation of CARES Act
- Mitigation
  - ✓ COVID-19 Core Functions to Continue
  - ✓ CEO Call for Action to Reduce Expense
  - ✓ Beyond COVID-19 Strategies: Metro Mobility & Affordability Plan (Metro MAP)
- Next Step

# Metro Systemwide Boarding and Fare



- Since March 20<sup>th</sup> Safe-at-Home order, Metro lost 70% weekly boarding
- Fare revenue lost 95% in the last 2 weeks of March; fare per boarding has fallen from 69¢/boarding to 9¢/boarding
- Recovery is anticipated to start gradually in Q1 of FY21, and may take up to 2 years to return to pre-COVID level

# Change in Key Economic Indicators

Economic Indicator	End of January Pre-COVID	Current
Unemployment Rate	● Historic Lows	● Historic Increases
Economic Output	● Moderate and Steady	● Dramatically Reduced
Wage Growth	● Modest	● Layoffs and Furloughs
Political/Geopolitical Unrest	● Trade, Coronavirus	● Global Pandemic
Interest Rate Yield Curve	● Inverted	● Mostly Flat

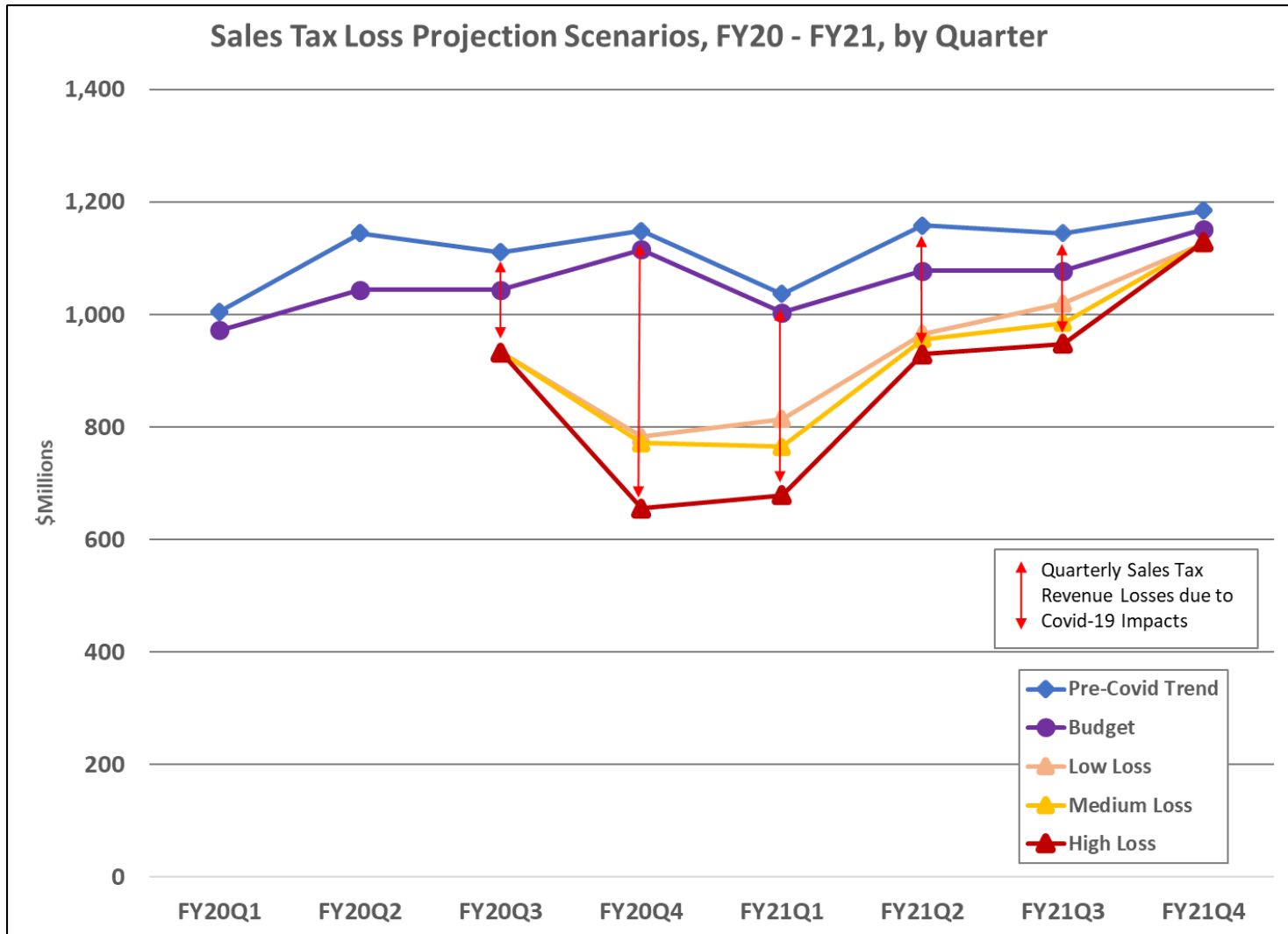
- Since the last Board Report on Metro's financial projections for FY21, the entire economic picture has turned upside down with unprecedented speed

# Economic Sector Analysis

	% of total	FY20-Q3	FY20-Q4	FY21-Q1	FY21-Q2	FY21-Q3
<b>General Retail</b>	27.18%					
<b>Apparel Stores</b>	<b>5.78%</b>	<b>-20%</b>	<b>-60%</b>	<b>-55%</b>	<b>-30%</b>	<b>0%</b>
<b>Department Stores</b>	<b>7.43%</b>	<b>-20%</b>	<b>-40%</b>	<b>-30%</b>	<b>-20%</b>	<b>10%</b>
<b>Furniture/Appliance</b>	<b>3.55%</b>	<b>-20%</b>	<b>-60%</b>	<b>-55%</b>	<b>-30%</b>	<b>0%</b>
Florist/Nursery	0.33%	0%	-25%	-15%	-5%	5%
Miscellaneous Retail	8.15%	0%	-10%	-5%	0%	5%
<b>Food Products</b>	20.01%					
<b>Restaurants</b>	<b>14.85%</b>	<b>-25%</b>	<b>-80%</b>	<b>-60%</b>	<b>-30%</b>	<b>0%</b>
Liquor Stores	0.65%	-3%	-20%	-20%	-10%	0%
Food Processing Eqp	0.57%	-5%	-30%	-20%	-20%	0%
<b>Transportation</b>	19.15%					
<b>Auto Sales - New</b>	<b>7.91%</b>	<b>-15%</b>	<b>-60%</b>	<b>-55%</b>	<b>-40%</b>	<b>0%</b>
<b>Auto Sales - Used</b>	<b>1.31%</b>	<b>-15%</b>	<b>-60%</b>	<b>-55%</b>	<b>-40%</b>	<b>0%</b>
<b>Service Stations</b>	<b>6.86%</b>	<b>-15%</b>	<b>-40%</b>	<b>-25%</b>	<b>-10%</b>	<b>5%</b>
<b>Construction</b>	8.35%					
Bldg, Mats-Whsle	5.11%	0%	-20%	-10%	-5%	5%
Bldg, Mats-Retail	3.24%	0%	-20%	-10%	-5%	5%
<b>Business To Business</b>	20.62%					
Office Equipment	3.34%	-5%	-40%	-30%	-20%	0%
Electronic Equipment	1.05%	-5%	-40%	-30%	-20%	0%
Business Services	1.74%	-5%	-40%	-30%	-20%	0%
Energy Sales	1.17%	-20%	-40%	-30%	-20%	0%
Chemical Products	0.78%	-5%	-40%	-30%	-20%	0%
Heavy Industry	3.56%	-5%	-30%	-20%	-10%	5%
Light Industry	4.37%	-5%	-40%	-30%	-20%	0%
Leasing	4.34%	0%	-30%	-20%	-10%	5%
Biotechnology	0.04%	0%	-20%	-20%	-10%	5%
I.T. Infrastructure	0.12%	0%	-20%	-20%	-10%	5%
Green Energy	0.10%	0%	-40%	-30%	-20%	0%
<b>Miscellaneous</b>	2.61%					
Health & Government	1.62%	0%	-20%	-20%	-10%	0%
Miscellaneous Other	0.99%	-10%	-30%	-30%	-10%	0%

- LA County taxable sales were broken down into economic sectors and percentage of revenue,
- We consulted economic forecasts and Census Bureau data to project losses by sector by quarter
- The biggest expected declines are in restaurants, followed by apparel, furniture and appliances, and auto sales and service stations
- We assumed two quarters of severe contraction and three quarters of gradual recovery

# Sales Tax Losses by Quarter



# Sales Tax Revenue Losses: Covid-19 Scenarios

## Covid-19 Sales Tax Revenue Loss Projections Compared to FY20 Adopted Budget and FY21 Funding Marks

Estimate Including Prop A, Prop C, Meas R, Meas M, TDA, STA/SB1 STA and SB1 SGR

Six Quarters (Jan 2020 - Jun 2021)

Two Fiscal Years (FY 2020 - FY 2021)

Summary (\$Millions)		FY20 (Q3+Q4)	FY21	6-Qtr Loss	FY20	FY21	2-Yr Loss
<b>T</b>	Pre-Covid Revenue Trend	\$ 2,259	\$ 4,524		\$ 4,409	\$ 4,524	
<b>B</b>	FY20 Budget/FY21 Funding Marks	2,165	4,309		4,174	4,309	
<b>L</b>	Covid-19 Low Loss Revenue Estimate	1,715	3,925		3,865	3,925	
<b>L-B</b>	Low Loss From Budget	(450)	(383)	(833)	(309)	(383)	(692)
<b>L-T</b>	Low Loss From Trend	(544)	(598)	(1,142)	(544)	(598)	(1,142)
<b>M</b>	Covid-19 Medium Loss Revenue Estimate	1,715	3,825		3,865	3,825	
<b>M-B</b>	Medium Loss From Budget	(451)	(484)	(935)	(310)	(484)	(794)
<b>M-T</b>	Medium Loss From Trend	(544)	(699)	(1,243)	(544)	(699)	(1,243)
<b>H</b>	Covid-19 High Loss Revenue Estimate	1,588	3,685		3,738	3,685	
<b>H-B</b>	High Loss From Budget	(577)	(624)	(1,201)	(436)	(624)	(1,060)
<b>H-T</b>	High Loss From Trend	(671)	(839)	(1,510)	(671)	(839)	(1,510)

- The six-quarter loss shows the total loss starting in January 2020
- The two fiscal year loss is moderated by over-budget sales tax revenues in the first two quarters of FY20
- Metro sales tax revenues are projected to decline \$1.2B compared to budget and \$1.5B compared to recent trend due to Covid-19
- This represents a 20% decline over the 6 quarters, with a majority of the decreases in FY20 Q4 and FY21 Q1



# Combined Revenue Losses in Covid-19 Scenarios

COVID-19 Two Year Loss to Budget (Amount in Millions) <sup>(1)</sup>	Sales Tax	Fare Revenue	Toll Revenue	Other System Generated Revenues <sup>(2)</sup>	Total Preliminary Loss <sup>(3)</sup>
High	\$ (1,060.0)	\$ (197.3)	\$ (25.0)	\$ (159.8)	\$ (1,442.1)
Medium	\$ (794.0)	\$ (147.8)	\$ (25.0)	\$ (119.7)	\$ (1,086.5)
Low	\$ (692.0)	\$ (128.8)	\$ (25.0)	\$ (104.3)	\$ (950.1)

<sup>(1)</sup> Revenue loss as compared to FY20 Budget and FY21 projected budget.

<sup>(2)</sup> Other System Generated Revenues include Advertising, Parking, Bike, HOV fines, Green Fund and Carbon Credit

<sup>(3)</sup> Total loss is a very preliminary estimate as Metro continues to review

# Revenue Loss Impact to Metro Programs

	COVID-19 Two Year Loss to Budget (Amount in Millions)	Sales Tax	Fare Revenue	Toll Revenue	Other System Generated Revenues	Total Preliminary Loss
1	Metro Bus Operating and State of Good Repair	\$ (198.8)	\$ (141.7)	\$ (0.3)	\$ (38.9)	\$ (379.7)
2	Metro Rail Operating and State of Good Repair	(194.7)	\$ (55.6)	-	(3.9)	(254.2)
3	Additional COVID Cost and Other Operating Expenses					(361.8)
4	<b>Metro Bus and Rail Subtotal</b>	<b>(393.5)</b>	<b>(197.3)</b>	<b>(0.3)</b>	<b>(42.8)</b>	<b>(995.8)</b>
5	Regional Activities					
6	Regional Facility and Hub Maintenance	(3.5)		-	(5.9)	(9.4)
7	Regional TAP and Fare Subsidies	(9.9)		-	(0.1)	(10.0)
8	Regional Rail Infrastructure	(12.1)		-	-	(12.1)
9	Planning, Bike, Parking and Others	(37.8)		-	(47.3)	(85.1)
10	Congestion Management and Commute Services	(10.1)		(24.7)	(32.9)	(67.6)
11	<b>Subtotal Regional</b>	<b>(73.4)</b>		<b>(24.7)</b>	<b>(86.2)</b>	<b>(184.2)</b>
12	<b>Subtotal Metro and Regional Activities</b>	<b>(466.9)</b>	<b>(197.3)</b>	<b>(25.0)</b>	<b>(129.0)</b>	<b>(1,180.0)</b>
13						
14	<b>Regional Transit Other Agencies</b>	<b>(123.6)</b>		-	-	<b>(123.6)</b>
15						
16	Local Return	(176.7)		-	-	(176.7)
17						
18	Infrastructure Construction, Highway, Rail and Others	(292.8)		-	(30.8)	(323.6)
19	<b>Total</b>	<b>\$ (1,060.0)</b>	<b>\$ (197.3)</b>	<b>\$ (25.0)</b>	<b>\$ (159.8)</b>	<b>\$ (1,803.9)</b>
20						

# Preliminary Impact of Revenue Loss

- Estimated gap in funding of \$1.8 Billion estimated from the combined Sales Tax, Fare Revenue, Toll Revenue and Operation Expenses
- Sales tax loss estimates assume a recovery starting by September 2020
- Continuing to monitor and may revise estimates as we receive updated information
- Additional and immediate liquidity risk is the sales tax deferral aiding small businesses per Governor's State Order on April 2nd, a \$200 million impact to Metro (Cash Flow)

# CARES Act

<b>March 27</b>	<b>President signed CARES Act</b>
<b>April 2</b>	FTA Apportionment Tables
<b>April 10</b>	LA County Apportionments
<b>April/May</b>	Stakeholder review of allocations
<b>May</b>	Metro Board approval of Federal CARES Allocations
<b>May</b>	SCAG Split Letter
<b>May/June</b>	Metro & Muni Operators submit grant applications
<b>August/ September</b>	Grant approval process
<b>September/ October</b>	Begin drawing down funds

# LA County Apportionment \$1.068 B

**CARES Act states:**

**“Funds to prevent, prepare for, and respond to coronavirus”**

“Funds provided under this heading are available for the **operating expenses of transit agencies related to the response to a coronavirus** public health emergency as described in section 319 of the Public Health Service Act, including, beginning on January 20, 2020, **reimbursement for operating costs to maintain service and lost revenue due to the coronavirus public health emergency**, including the purchase of personal protective equipment, and paying the administrative leave of operations personnel due to reductions in service...”

# Eligible Expenses

- Transit operations, capital & planning expenses eligible under 5307/5311
- Operations Costs - operate, maintain & manage a public transit system
  - ✓ Ex. Driver salaries, fuel, pension benefits, self-insurance, PPE & cleaning supplies
- Capital Costs – purchasing, leasing, constructing, maintaining, or repairing transit system facilities, rolling stock & equipment
- Administrative leave for workers due to reduced service or quarantine
  - ✓ Authorized absence without loss of pay or reduction in leave time
- Lost revenue – reimburses costs normally paid by local sources including fare revenue
- Paratransit or COVID-19 related charter service – ex. meal delivery

# Reimbursement

- Reimbursement for eligible expenses
  - ✓ Incurred on or after January 20, 2020
  - ✓ 100% reimbursement rate
  - ✓ Not limited to capital - operating costs also eligible
- Submit eligible expenses for reimbursement
- Follow current federal claims process
- Certain costs must be segregated (Ex. Administrative Leave)
- Continue tracking COVID-19 impacts to Metro and identify gaps
- **FEMA Funding**
  - ✓ Recommend submittal of Request For Public Assistance in May 2020
  - ✓ Special process required for funding to be available 60-90 days

# CARES Allocation

**\$1.068  
Billion**

*“... reimbursement for  
operating costs to maintain  
service and lost revenue due  
to the coronavirus”*

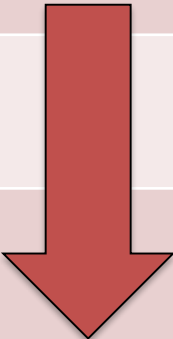
**Allocate to maintain service  
and lost revenues**

- **Maintain funding** to mitigate reduction in Countywide Sales Tax Revenues for FY20 Budget and FY21 Projected
- Allocate **supplemental funding** to mitigate additional revenue losses and increased costs related to COVID-19
- Allocate funding to address some regional needs to support countywide transit impacted by the loss in sales taxes and other revenues



# CARES Method

“... reimbursement for operating costs to maintain service and lost revenue due to the coronavirus”

	Maintain Funding	Supplemental Relief	Total CARES Allocations
<b>Municipal Operators</b>	FY20 and FY21 sales tax losses	FY20 and FY21 sales tax losses	<b>2X</b> Sales Tax Losses
<b>Tier 2/Small Operators</b>		½ of one year sales tax funding amounts	FY20 and FY21 sales tax losses + ½ one year sales tax funding amount
<b>Other Transit Operators</b> Metrolink / Access		Estimated loss in fare revenues	FY20 and FY21 sales tax losses + estimated fare revenue loss
Address regional needs to support countywide transit impacted by loss in sales tax		Partially maintain	

# CARES Allocation High Level Summary

<b>Municipal Operators &amp; Metro</b>			
	<b>FY20/FY21 Loss</b>	<b>Supplemental CARES</b>	<b>Total Allocations</b>
Municipal Operators	\$ 73.9	\$ 73.9	\$ 147.9
Metro Bus	167.1	167.1	\$ 334.2
Metro Rail	126.5	126.5	\$ 252.9
<b>Total Municipal Operators &amp; Metro</b>	<b>367.5</b>	<b>367.5</b>	<b>735.0</b>
<b>Other Transit Operators</b>			
Small Operators	2.8	5.0	7.8
Tier 2 Operators	1.5	3.0	4.5
Metrolink	21.4	35.0	56.4
Access Services	25.2	8.3	33.5
<b>Total Other Transit Operators</b>	<b>50.9</b>	<b>51.4</b>	<b>102.3</b>
<b>Regional Needs to support Countywide</b>			
Regional Facilities & Hubs	9.4		9.4
Regional TAP & Fare Subsidies	10.0		10.0
Regional Rail Infrastructure	12.1		12.1
Planning, Bike Ops & Others	61.6		61.6
Congestion Management & Commute Services	67.7		67.7
<b>Total Regional Countywide Transit Needs</b>	<b>160.8</b>	<b>-</b>	<b>160.8</b>
<b>Direct Apportionments</b>			
North County			45.2
Metro			24.7
<b>Total Direct Apportionments (North County/Metro)</b>			<b>69.9</b>
<b>CARES Funding</b>			<b>\$ 1,068.0</b>

Totals may not add due to rounding

# Stakeholders Concurrence

Reviewed CARES allocations with stakeholders  
Concurrence from our regional partners

- Municipal Operators
- Tier 2 Operators
- Small Operators
- Metrolink
- Access Services



# Mitigations and Continuing Strategies

CEO Call for Action: Reduce Expenses  
Metro Mobility & Affordability Plan (MAP)

# CEO Call for Action: Reduce Expense

## First Bucket: Work to Continue

- COVID-19 additional Expense, PPE, Cleaning
- Legally required payments
- Federal and state regulatory required activities
- Bus and Rail Operations
- Key Infrastructure Projects
- Projects under executed construction or manufacturing contract

## Second Bucket: All Other Projects and Programs not specified in First Bucket are currently being evaluated with the objective of staying on Measure M Schedule

- Defer for 3-6 months

# CEO Call for Action: First Bucket Defined

## First Bucket: Work to Continue

- COVID-19 high priority tasks:
  - Cost incurred from COVID-19 for ensuring health and safety regarding the sanitation and hygiene of customers and employees:
    - PPE
    - Cleaning services
    - Additional expenses directly related to COVID-19
- Continue legally required payments (contractually obligated):
  - Debt service
  - Subsidies
  - License, utilities, rental, etc.
- Federal and State regulatory required activities
- Operating bus and rail service per Transit Operations Plan
  - All direct and indirect support functions to adjust proportionately to service levels

# CEO Call for Action: First Bucket Defined

## First Bucket: Work to Continue

- Key Infrastructure Projects:
  - Crenshaw/LAX
  - Regional Connector
  - Purple Line Extension
  - Gold Line Foothill Extension
  - Patsaouras Bus Plaza
  - Airport Metro Connector
  - Link US (Phase 1 only)
- Projects under executed construction or manufacturing contract:
  - I-5 North HOV (Caltrans Subsidy)
  - I-5 South HOV (Caltrans Subsidy)
  - I-10 Carpool Lanes
  - Willowbrook/Rosa Parks Station and Mezzanine
  - Division 20 Portal Widening and Turnback
  - SR 138 Corridor
  - Soundwall Package 11
  - Light Rail Vehicle Acquisition Program
  - Metro Bus Fleet Replacement (including electrification for buses and infrastructure - Orange Line only)

# CEO Call for Action: Second Bucket Defined

**Second Bucket: All Other Projects and Programs not specified in First Bucket are currently being evaluated with the objective of staying on Measure M Schedule**

- Partially grant funded projects
- Projects in various phases and interdependent projects
- Planning projects
- Highway projects
- Regional Rail projects
- Measure M projects being accelerated
- Non-Measure M projects
- State of Good Repair projects
- Pillar project acceleration





# Metro Mobility & Affordability Plan (MAP)

- The goal of Metro MAP is to provide a roadmap for the coming decade to deliver voter approved projects and programs, to expand and operate the system efficiently and responsibly while maintaining financial stability
- Metro MAP provides the framework and methodology to identify measures that control costs and enhance revenues
- The impacts of Covid-19 are unprecedented and force us to take extreme cost control measures to conserve resources now, with these measures being dynamically tempered as the economy recovers
- Execution of Metro MAP through the annual budget process

# Metro MAP

## COVID-19

## Post-Recovery

### Cost Controls

“Two Buckets”

1. Work to continue
2. All Others not in Bucket 1

- Prioritize based on Board approved criteria and by funding source
- Strengthen cost controls by reviewing scope budget prior to LOP adoption

### Revenue

- Allocate and optimize Federal CARES Act funding
- Community Development Block Grants
- FEMA grants
- Prepare for potential Federal and State stimulus packages

- System-generated revenue (advertising, leasing, corporate sponsorship, station naming rights)
- Congestion Pricing
- Fare revenues
- Consider amendments to sales tax ordinances
- Secure additional grants

- **Prepare for potential recurrence of COVID-19**



# Next Steps

- Continue to monitor total revenue impacts of COVID-19
- Enforce fiscally responsible cost control measures to ensure a balanced budget
- Continue stakeholder outreach
- Partner with Los Angeles and California governments and aggressively pursue stimulus packages
- Plan for a phased recovery post COVID-19
- May Board adoption of Continuing Resolution
- May Board adoption of CARES allocations
- September Board adoption of FY21 Budget
- Financial impact briefing of COVID-19 to include Metro MAP in 6 months

# Budget Continuing Resolution

- **Continuing Resolution** for FY21 Budget in May 2020 Board cycle, to include the following recommendations:
  - Adopt a continuing resolution to extend FY20 budget authorization for one quarter into FY21 until September 2020 when Fiscal Year 2021 (FY21) budget is considered for Board adoption
  - Authorize CEO to execute the adopted continuing resolution through first quarter of FY21 until October 1, 2020
  - Authorize the extension of all annual Operating and Fare subsidy Memorandums of Understanding (MOUs) subject to available funds until such time as the FY21 budget is adopted

# FY21 Revised Budget Development Process

Date	Action
May 2020	Adoption of Continuing Resolution
August 2020	Stakeholder Outreach
September 1, 2020	FY21 Draft Budget Publication
September 16, 2020	Public Hearing
September 24, 2020	FY21 Budget Adoption
December 2020	Midyear Budget Amendment (as needed)



# Q & A