



Metro

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

Agenda - Final

Thursday, January 15, 2026

11:00 AM

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Executive Management Committee

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Janice Hahn

Hilda Solis

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.

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.

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Live Public Comment Instructions:

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

The Meeting begins at 11:00 AM Pacific Time on January 15, 2026; you may join the call 5 minutes prior to the start of the meeting.

Dial-in: 888-978-8818 and enter
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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 11:00 AM, hora del Pacifico, el 15 de Enero de 2026. Puedes unirse a la llamada 5 minutos antes del comienso de la junta.

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Los comentarios del público se tomara 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

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Board Administration

One Gateway Plaza

MS: 99-3-1

Los Angeles, CA 90012

CALL TO ORDER**ROLL CALL**

APPROVE Consent Calendar Items: 24, 25, 26, and 27.

Consent Calendar items are approved by one motion unless held by a Director for discussion and/or separate action.

CONSENT CALENDAR**24. SUBJECT: EXECUTIVE STRATEGIC ADVISORY SERVICES**[2025-0929](#)**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer (CEO) to:

- A. AWARD a three-year firm fixed unit rate Contract No. PS131207000D1 (Discipline 1) to WSP USA, Inc. to provide strategic advisory services in the Not-To-Exceed (NTE) amount of \$1,700,000, effective February 16, 2026, subject to the resolution of properly submitted protest(s), if any; and
- B. AWARD a three-year firm fixed unit rate Contract No. PS13207001D2 (Discipline 2) to WSP USA, Inc. to provide mega events advisory services in the NTE amount of \$740,000, effective February 16, 2026, subject to the resolution of properly submitted protest(s), if any.

Attachments: [Attachment A - Procurement Summary](#)
[Attachment B - DEOD Summary](#)
[Presentation](#)

25. SUBJECT: CARTOGRAPHY SERVICES[2025-0966](#)**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to execute Modification No. 2 to Contract No. PS82879000 with DCR Design, LLC for map design services in the amount of \$600,000, increasing the not-to-exceed contract amount from \$550,000 to \$1,150,000, and extending the period of performance from April 1, 2026, to March 31, 2029.

Attachments: [Attachment A - Procurement Summary](#)
[Attachment B - Contract Modification/Change Order Log](#)
[Attachment C - DEOD Summary](#)
[Presentation](#)

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26. **SUBJECT: BOARD ADMINISTRATION 5-YEAR STRATEGIC PLAN ANNUAL UPDATE** [2025-0711](#)

RECOMMENDATION

RECEIVE AND FILE the Board Administration 5-Year Strategic Plan annual update (Attachment A).

Attachments: [Attachment A - Detailed Strategic Plan Updates](#)
[Attachment B - Motion 43](#)
[Attachment C - Board Administration Strategic Plan Presentation](#)

27. **SUBJECT: MOVING BEYOND SUSTAINABILITY FIVE-YEAR UPDATE** [2025-0889](#)

RECOMMENDATION

RECEIVE AND FILE the Moving Beyond Sustainability (MBS) Five-Year Update.

Attachments: [Attachment A - Moving Beyond Sustainability Five-Year Update Presentation](#)

NON-CONSENT

28. **SUBJECT: UPDATE ON LANDMARK UNSOLICITED PROPOSAL FOR METRO WORKFORCE HOUSING** [2025-0956](#)

RECOMMENDATION

AUTHORIZING the Chief Executive Officer (CEO) or their designee to enter into an Exclusive Negotiation Agreement (ENA) with Treehouse Leimert PropCo LLC to negotiate key terms and conditions for a period of six months with an option for an additional six-month extension.

Attachments: [Presentation](#)

29. **SUBJECT: FINDINGS REQUIRED FOR ELIGIBLE SUBSIDIARY BODIES TO MEET VIA TELECONFERENCE IN COMPLIANCE WITH SB 707 (DURAZO)** [2025-1081](#)

RECOMMENDATION

CONSIDER:

A. ADOPTING, pursuant to Senate Bill 707 (SB 707), the following findings on behalf of eligible subsidiary bodies (Attachment A) as defined by SB 707:

- (i) *The Board of Directors has considered the circumstances of the eligible subsidiary body.*

-
- (ii) *Teleconference meetings of the eligible subsidiary body would enhance public access to meetings of the eligible subsidiary body, and the public has been made aware of the type of remote participation, including audio-visual or telephonic, that will be made available at a regularly scheduled meeting and has been provided the opportunity to comment at an in-person meeting of the legislative body authorizing the subsidiary body to meet entirely remotely.*
- (iii) *Teleconference meetings of the eligible subsidiary body would promote the attraction, retention, and diversity of eligible subsidiary body members.*

- B. AUTHORIZING eligible subsidiary bodies (Attachment A) to meet via teleconference, by either audio-visual or telephonic means, if they choose, subject to the requirements of SB 707; and
- C. RECEIVING AND FILING the update on relaxed teleconferencing rules as stated in SB 707 (Attachment B).

Attachments: [Attachment A - Eligible Subsidiary Bodies](#)
 [Attachment B - SB 707 Durazo](#)

30. SUBJECT: PUBLIC FACING MOBILE APP

[2025-1033](#)

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to award a firm fixed price Contract No. PS129614000 to Moovit, Inc. for the public facing mobile app in the amount of \$4,350,000 for the four-year base period, and \$400,000 for the one-year option term, for a total amount of \$4,750,000, subject to the resolution of any properly submitted protest(s), if any.

Attachments: [Attachment A - Board Motion](#)
 [Attachment B - Procurement Summary](#)
 [Attachment C - DEOD Summary](#)
 [Presentation](#)

31. SUBJECT: CUSTOMER EXPERIENCE UPDATE

[2025-1055](#)

RECOMMENDATION

RECEIVE oral report on recent Customer Experience campaigns and initiatives.

32. **SUBJECT: HOME QUARTERLY REPORT** [2025-1031](#)

RECOMMENDATION

RECEIVE AND FILE the HOME Quarterly Report.

Attachments: [Attachment A - Additional Data Referenced in the Board Report Presentation](#)

33. **SUBJECT: FEDERAL AND STATE REPORT** [2025-1053](#)

RECOMMENDATION

CONSIDER:

A. RECEIVING the Federal and State Legislative Report;

B. ADOPTING staff recommended position:

SB 677 (Wiener) - Housing development: transit-oriented development. - **OPPOSE UNLESS AMENDED** (Attachment A).

Attachments: [Attachment A - SB 677 \(Wiener\) Legislative Analysis Presentation](#)

34. **SUBJECT: EASTBOUND 91 ATLANTIC TO CHERRY SAFETY IMPROVEMENTS PROJECT** [2026-0017](#)

RECOMMENDATION

RECEIVE an oral report from staff regarding the current status of the Eastbound 91 Atlantic to Cherry Safety Improvements project.

SUBJECT: GENERAL PUBLIC COMMENT [2025-1094](#)

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 #: 2025-0929, **File Type:** Contract

Agenda Number: 24.

**EXECUTIVE MANAGEMENT COMMITTEE
JANUARY 15, 2026**

SUBJECT: EXECUTIVE STRATEGIC ADVISORY SERVICES

ACTION: AWARD CONTRACTS

RECOMMENDATION

AUTHORIZE the Chief Executive Officer (CEO) to:

- A. AWARD a three-year firm fixed unit rate Contract No. PS131207000D1 (Discipline 1) to WSP USA, Inc. to provide strategic advisory services in the Not-To-Exceed (NTE) amount of \$1,700,000, effective February 16, 2026, subject to the resolution of properly submitted protest(s), if any; and
- B. AWARD a three-year firm fixed unit rate Contract No. PS13207001D2 (Discipline 2) to WSP USA, Inc. to provide mega events advisory services in the NTE amount of \$740,000, effective February 16, 2026, subject to the resolution of properly submitted protest(s), if any.

ISSUE

The Office of the Chief Executive Officer (OCEO) requires direct access to executive-level strategic and mega-event advisory expertise to guide enterprise-wide decision-making and ensure organizational readiness for complex, time-sensitive milestones.

BACKGROUND

Metro issued RFP No. PS131207 on April 17, 2025, to provide executive-level strategic advisory services, including mega event advisory services directly to the OCEO. These services are intended to support the OCEO in navigating agency-wide priorities, managing cross-functional risks, and coordinating regional and international event readiness efforts associated with the 2026 FIFA World Cup, 2027 Super Bowl, and the 2028 Olympic and Paralympic Games. These advisory consultants are expected to function as thought partners to executive leadership, offering an independent perspective informed by experience supporting complex public agencies and large-scale global events.

DISCUSSION

The Strategic Advisory and Mega Event Advisory Services contracts will provide the OCEO with access to specialized expertise across these two disciplines that are vital to Metro's continued growth, transformation, and readiness for upcoming milestones. As one of the largest and most complex transit agencies in the nation, Metro operates in an evolving landscape balancing service reliability, safety, equity, fiscal responsibility, and sustainability commitments while preparing for global mega events. These advisory services will strengthen Metro's ability to make timely, informed, and strategic decisions at the executive level.

- **Discipline 1: Strategic Advisory Services:** Provides independent counsel on agency-wide direction, organizational alignment, and strategic tradeoffs. This includes advising on cross-departmental coordination, executive governance, performance priorities, and emerging risks that require executive-level consideration.
- **Discipline 2: Mega Events Advisory Services:** Ensures Metro's operational and logistical readiness for global events. These services focus on executive-level planning, risk identification, and strategic coordination across internal departments and external partners to ensure Metro is prepared to support safe, reliable, and high-capacity service during global events.

Direct access to executive-level advisors enables the OCEO to draw upon technical expertise when developing agency-wide strategies, responding to emerging challenges, and implementing Board directives. The contracts will allow Metro to leverage subject-matter specialists efficiently.

DETERMINATION OF SAFETY IMPACT

This Board action has no direct impact on safety.

FINANCIAL IMPACT

Strategic Advisory Services provided by subject matter expert consultants is an ongoing need and is budgeted for each year. In FY26, funds are available in the Chief of Staff cost center: 2015; Project 100002.

Impact to Budget

The sources of funds for this action are Proposition A/C/TDA admin funds, which are not eligible for Metro bus and rail operations.

EQUITY PLATFORM

This action will provide dedicated expertise to ensure that strategic, operational, and policy decisions consider equity outcomes, potential unintended impacts, and mitigation strategies consistent with Metro's adopted equity framework.

The Diversity and Economic Opportunity Department (DEOD) established an overall eight percent (8%) Small Business Enterprise (SBE) goal for this On-Call contract. Proposers were encouraged to form teams that included SBE firms without schedules or specific dollar commitment to designated subcontractors. Overall SBE achievement will be determined using aggregate SBE participation levels.

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.

While this item does not directly encourage taking transit, sharing a ride, or using active transportation, it is a vital part of Metro operations. Because the Metro Board has adopted an agency-wide VMT Reduction Target, and this item supports the overall function of the agency, this item 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 recommendation supports Strategic Plan Goal #5: Advance Organizational Excellence, by strengthening executive capacity, improving collaboration, and ensuring accountable, evidence-based decision-making to advance Metro's mission.

ALTERNATIVES CONSIDERED

An alternative to the recommendation is not to approve the recommendation. This is not recommended as it could delay the OCEO's access to specialized advisory expertise, limit responsiveness to emerging challenges, and hinder Metro's ability to strategically plan for major regional and international events.

NEXT STEPS

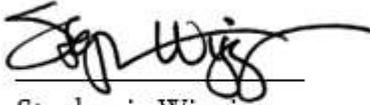
Upon Board approval, staff will execute Contract Nos. PS131207000D1 (Discipline 1) and PS131207001D2 (Discipline 2) with WSP USA, Inc. to provide strategic and mega events advisory services, respectively, effective February 16, 2026.

ATTACHMENTS

Attachment A - Procurement Summary
Attachment B - DEOD Summary

Prepared by: Elba Higueros, Deputy Chief of Staff, (213) 922-6820
Carolina Coppolo, Deputy Chief Vendor/Contract Management Officer, (213) 922-4471

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



Stephanie Wiggins
Chief Executive Officer

PROCUREMENT SUMMARY

EXECUTIVE STRATEGIC ADVISORY SERVICES
PS131207000D1/ PS131207001D2

1.	Contract Number: PS131207000D1 (Discipline 1 - Strategic Advisory Services) PS131207001D2 (Discipline 2 - Mega Events Advisory Services)	
2.	Recommended Vendor: WSP USA Inc. (Discipline 1 and 2)	
3.	Type of Procurement (check one): <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	Procurement Dates:	
	A. Issued: April 17, 2025	
	B. Advertised/Publicized: April 17, 2025	
	C. Pre-Proposal Conference: April 28, 2025	
	D. Proposals Due: June 2, 2025	
	E. Pre-Qualification Completed: November 3, 2025	
	F. Ethics Declaration Forms submitted to Ethics: June 9, 2025	
	G. Protest Period End Date: January 20, 2026	
5.	Solicitations Downloaded: 110	Bids/Proposals Received: 10 (Discipline 1) 5 (Discipline 2)
6.	Contract Administrator: Annie Duong	Telephone Number: (213) 418-3048
7.	Project Manager: Elba Higueros	Telephone Number: (213) 922-6820

A. Procurement Background

This Board Action is to approve Contract Nos. PS131207000D1 (Discipline 1) and PS131207001D2 (Discipline 2) issued to provide on-call strategic and mega events advisory services to Metro's Office of the Chief Executive Officer (OCEO) on critical areas that influence the future of transportation in Los Angeles County. Board approval of contract awards is subject to the resolution of any properly submitted protest(s), if any.

On April 17, 2025, Request for Proposals (RFP) No. PS131207 was issued as a competitive procurement in accordance with Metro's Acquisition Policy, and the contract type is a firm fixed unit rate. The Diversity and Economic Opportunity Department (DEOD) established a Small Business Enterprise (SBE) goal of 8%. It was also subject to the Local Small Business Enterprise Preference Program, which awards a bonus of 5 preference points for utilization of local small business firms.

Four amendments were issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on May 9, 2025, extended the RFP proposal due date from May 19, 2025 to June 2, 2025;
- Amendment No. 2, issued on May 12, 2025, revised Exhibit 2 – Rate Sheet to update the list of required labor classifications;
- Amendment No. 3, issued on May 15, 2025, updated submittal instructions and required DEOD forms; and
- Amendment No. 4, issued on May 27, 2025, clarified the contract type in the LOI-01 Notice of Invitation.

A total of 110 downloads of the RFP were included in the planholders' list. A virtual pre-proposal conference was held on April 28, 2025, and was attended by 30 participants representing 15 firms. There were 63 questions received, and responses were issued prior to the proposal due date.

A total of 15 proposals were received by the proposal due date of June 2, 2025, and are listed below in alphabetical order by discipline:

Discipline 1 (Strategic Advisory Services)

1. Alvarez & Marsal Public Sector Services LLC
2. Arup US, Inc.
3. The Boston Consulting Group, Inc.
4. CohnReznick Advisory LLC
5. Deloitte Consulting LLP
6. Guidehouse Inc.
7. Hotep Consulting LLC
8. InfraStrategies, LLC
9. McKinsey & Company, Inc. Washington, D.C.
10. WSP USA Inc.

Discipline 2 (Mega Events Advisory Services)

1. Arup US, Inc.
2. The Boston Consulting Group, Inc.
3. Deloitte Consulting LLP
4. Hotep Consulting LLC
5. WSP USA Inc.

B. Evaluation of Proposals

A Proposal Evaluation Team (PET) consisting of staff from the Office of the Chief of Staff, Chief People Office, and Government Relations Department, was convened and conducted a comprehensive technical evaluation of the proposals received for Discipline 1 – Strategic Advisory Services and Discipline 2 – Mega Events Advisory Services.

Of the 15 proposals received, both proposals submitted by Hotep Consulting LLC (Hotep) were deemed non-responsive by DEOD for failing to meet the SBE goal requirement. Hence, Hotep was excluded from further evaluation.

From June 16, 2025, through October 20, 2025, the PET independently evaluated the remaining 13 proposals based on the following evaluation criteria:

- Skills and Experience of the Team 45%
- Approach and Expertise 40%
- Price 15%
- Local Small Business Enterprise (LSBE) Preference Program 5%

Several factors were considered in developing these weights, giving the greatest importance to skills and experience of the team.

Of the 13 remaining proposals, five were determined to be outside the competitive range and were excluded from further consideration.

The eight firms within the competitive range are listed below by discipline in alphabetical order:

Discipline 1 (Strategic Advisory Services)

1. CohnReznick Advisory LLC
2. Deloitte Consulting LLP
3. Guidehouse Inc.
4. InfraStrategies, LLC
5. McKinsey & Company, Inc. Washington, D.C.
6. WSP USA Inc.

Discipline 2 (Mega Events Advisory Services)

1. Deloitte Consulting LLP
2. WSP USA Inc.

At the conclusion of the evaluation, the PET determined WSP USA Inc. to be the top-ranked firm for Disciplines 1 and 2.

Qualification Summary of Firms within the Competitive Range:

Discipline 1: Strategic Advisory Services

WSP USA Inc.

WSP USA Inc. (WSP) is an engineering and professional services consulting firm specializing in executive-level strategic advisory services, with a focus on finance, policy, and organizational solutions. WSP provides advocacy services and strategic guidance to transportation agencies, including a long-standing partnership with Metro.

WSP's proposed team consists of senior public-sector staff with direct experience at all levels from executive collaboration to board governance. The team offers technical expertise in management consulting, planning, design, and engineering, as well as project delivery, construction management, and operations and maintenance.

WSP has worked with the California Department of Transportation (Caltrans), the Federal Transit Administration (FTA), Metro, as well as various agencies and councils throughout the Los Angeles area on a wide range of transportation planning and engineering projects. As a strategic advisor, WSP has played a key role in developing its strategy for delivering transportation for the 2028 Olympic and Paralympic Games and in securing funding.

Deloitte Consulting LLP

Deloitte Consulting LLP (Deloitte) provides executive-level strategy and technology transformation services to Fortune 500 companies and public sector agencies at the federal, state, and local levels.

Deloitte has completed projects for the San Diego Association of Governments (SANDAG), the North County Transit District (NCTD), the Metropolitan Transportation Commission

(MTC), the Port of Long Beach, Los Angeles World Airports (LAWA), the Santa Clara Valley Transport Authority (VTA), and the Golden Gate Bridge Highway and Transportation District.

InfraStrategies, LLC

InfraStrategies, LLC (InfraStrategies) is a strategic advisory firm focused on transportation infrastructure, funding, and organizational policy. The firm provides executive-level support to public agencies nationwide to advance project delivery and organizational priorities.

Major transit agency clients include the Dallas Area Rapid Transit, Bay Area Rapid Transit, SamTrans, Chicago Transit Authority, and Metrolink, alongside city and state departments of transportation (Caltrans and Southern California Association of Governments).

Guidehouse Inc.

Guidehouse Inc. (Guidehouse) is a consulting firm providing management, technology, and risk consulting services to public and commercial sectors. The services include strategic planning, compliance and reporting, equity and sustainability assessments, and safety and security initiatives.

Guidehouse has worked with transportation agencies including FTA, Seattle Sound Transit, Amtrak, New York Metropolitan Transportation Authority, and the Washington Metropolitan Area Transit Authority. Guidehouse also led long-term strategic transformations for Tri-County Metropolitan Transportation District of Oregon (TriMet) and New Jersey Transit where they managed the long-term transition strategy for zero-emission bus fleets.

McKinsey & Company, Inc. Washington, D.C. (McKinsey & Company)

McKinsey & Company is a management consulting firm that advises senior executives on strategy and operations across public and regulated sectors. The firm utilizes proprietary analytical tools to accelerate the development of long-term transit strategies.

McKinsey & Company has served California state agencies, departments, local governments, and universities, including: California Health and Human Services, Office of Technology and Solutions Integration, University of California Irvine Health, California Department of Health Care Services, California Department of Health Services, Bay Area Rapid Transit, San Francisco County Transportation Authority, Los Angeles World Airports, Department of Motor Vehicles, and Metro.

CohnReznick Advisory LLC

CohnReznick Advisory LLC (CohnReznick) is an advisory, assurance, and tax firm with experience supporting major capital infrastructure programs specializing in the finance and management of large-scale infrastructure and community development. CohnReznick provides financial oversight and compliance monitoring for high-value governmental projects. Its capabilities include strategic planning, procurement support, risk management, and grant administration.

CohnReznick has provided strategic advisory and advocacy services for the Washington Union Station Expansion project, Gateway Development Commission, Hudson Tunnel Project, the California High Speed Rail Authority, Diridon International Stations, Bay Area Rapid Transit, Southeast Gateway Light Rail System, Airport Metro Connector project, and the Zero-Emission Buses Procurement Program.

Discipline 2: Mega Events Advisory Services

WSP USA Inc.

WSP USA Inc. (WSP) specializes in executive-level strategic advisory services, focusing on finance, policy, and organizational solutions required for major infrastructure and global events. It has nearly a century of expertise in transportation planning, engineering, and program management.

WSP has supported ten Olympic Games, including the 1984 Los Angeles, 2000 Sydney, and 2012 London Games, as well as World Cups and Super Bowls. The firm served as the lead transportation planning consultant for several milestone events, including the 2000 Olympics in Sydney, the 2011 Rugby World Cup in New Zealand, the 2012 London Olympic Games, and the 2018 Commonwealth Games in Australia. As the lead transportation planner for these events, WSP designed the high-capacity mobility networks required to move millions of spectators across complex urban environments.

WSP assists transit agencies nationwide in preparing for the FIFA World Cup 2026 including the Southeastern Pennsylvania Transportation Authority, Sound Transit, New Jersey Transit, and Santa Clara Valley Transportation Authority.

WSP provides a multidisciplinary team with extensive mega event expertise, organized to deliver strategic advisory support across all aspects of major event transportation planning and operations.

Deloitte Consulting LLP

Deloitte Consulting LLP (Deloitte) has experience in large-scale event management, including organizational and digital strategy roles for the London 2012 Olympic Games and the 2022 FIFA World Cup. It specializes in technology transformation, stakeholder engagement, and business resiliency to ensure seamless event delivery.

As a Worldwide Olympic Partner through 2032, Deloitte provides management and business consulting directly to the International Olympic Committee (IOC). Deloitte is involved in over 50 large-scale events, offering digital and organizational expertise to address the complex challenges facing public agencies.

The following is a summary of the PET scores:

Discipline 1: Strategic Advisory Services

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	WSP USA Inc.				
3	Skills and Experience of the Team	87.78	45.00%	39.50	
4	Approach and Expertise	87.50	40.00%	35.00	
5	Price	71.07	15.00%	10.66	
6	Local Small Business Enterprise (LSBE) Preference Program Bonus	0.00	5.00%	0.00	
7	Total		105.00%	85.16	1
8	Deloitte Consulting LLP				
9	Skills and Experience of the Team	74.44	45.00%	33.50	
10	Approach and Expertise	72.50	40.00%	29.00	
11	Price	97.40	15.00%	14.61	
12	Local Small Business Enterprise (LSBE) Preference Program Bonus	0.00	5.00%	0.00	
13	Total		105.00%	77.11	2
14	InfraStrategies, LLC				
15	Skills and Experience of the Team	83.33	45.00%	37.50	
16	Approach and Expertise	71.68	40.00%	28.67	
17	Price	57.33	15.00%	8.60	
18	Local Small Business Enterprise (LSBE) Preference Program Bonus	0.00	5.00%	0.00	
19	Total		105.00%	74.77	3
20	Guidehouse Inc.				
21	Skills and Experience of the Team	73.33	45.00%	33.00	
22	Approach and Expertise	60.85	40.00%	24.33	
23	Price	100.00	15.00%	15.00	
24	Local Small Business Enterprise (LSBE) Preference Program Bonus	0.00	5.00%	0.00	
25	Total		105.00%	72.33	4
26	McKinsey & Company, Inc. Washington D.C.				
27	Skills and Experience of the Team	82.22	45.00%	37.00	
28	Approach and Expertise	76.68	40.00%	30.67	
29	Price	19.07	15.00%	2.86	
30	Local Small Business Enterprise (LSBE) Preference Program Bonus	0.00	5.00%	0.00	
31	Total		105.00%	70.53	5

32	CohnReznick Advisory LLC				
33	Skills and Experience of the Team	76.67	45.00%	34.50	
34	Approach and Expertise	70.83	40.00%	28.33	
35	Price	47.27	15.00%	7.09	
36	Local Small Business Enterprise (LSBE) Preference Program Bonus	0.00	5.00%	0.00	
37	Total		105.00%	69.92	6

Discipline 2: Mega Events Advisory Services

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	WSP USA Inc.				
3	Skills and Experience of the Team	86.67	45.00%	39.00	
4	Approach and Expertise	85.00	40.00%	34.00	
5	Price	71.53	15.00%	10.73	
6	Local Small Business Enterprise (LSBE) Preference Program Bonus	0.00	5.00%	0.00	
7	Total		105.00%	83.73	1
8	Deloitte Consulting LLP				
9	Skills and Experience of the Team	72.22	45.00%	32.50	
10	Approach and Expertise	65.00	40.00%	26.00	
11	Price	100.00	15.00%	15.00	
12	Local Small Business Enterprise (LSBE) Preference Program Bonus	0.00	5.00%	0.00	
13	Total		105.00%	73.50	2

C. Cost Analysis

The proposed firm fixed fully burdened hourly rates have been determined to be fair and reasonable based on cost analysis, technical evaluation, fact-finding, and negotiations. Staff successfully negotiated a reduction in the fee of 2%.

D. Background on Recommended Contractor

WSP USA Inc. (WSP) has been in business for over 100 years and maintains a significant local presence in Los Angeles, supported by a vast national network. It provides integrated strategic advisory, planning, engineering, and program management services across the transportation, infrastructure, and energy sectors.

For Discipline 1 (strategic advisory services), WSP's team includes five Metro-certified SBE firms. The team is led by a Project Manager with more than 20 years of experience in leading organizational change within public transportation agencies, including serving as project manager for Metro's recent Strategic Action Plan Update.

For Discipline 2 (mega events advisory services), WSP's team includes two Metro-certified SBE firms. The team is led by a Project Manager with over 11 years of experience in public agency leadership, program management, and strategic planning, specifically focused on

preparing transit systems for high-impact global events. The team has managed high-priority initiatives for the FIFA World Cup 2026 such as leading strategic event planning for the Southeastern Pennsylvania Authority and conducting readiness reviews for Washington's Sound Transit:

WSP has provided services for Metro and performance has been satisfactory.

DEOD SUMMARY

**EXECUTIVE STRATEGIC ADVISORY SERVICES
PS131207000D1 / PS131207001D2**

The Diversity and Economic Opportunity Department (DEOD) established an overall eight percent (8%) Small Business Enterprise (SBE) goal for this On-Call contract. Proposers were encouraged to form teams that included SBE firms without schedules or specific dollar commitment to designated subcontractors. Overall SBE achievement will be determined using aggregate SBE participation levels.

A. Small Business Participation – Discipline 1

WSP USA, Inc. (WSP) met the goal by making an overall 8% SBE commitment for Discipline 1 and will be required to identify SBE subcontractor activity and actual dollar value commitments as work is assigned.

Small Business Goal	8% SBE	Small Business Commitment	8% SBE
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	SBE Subcontractor	% Committed	LSBE	Non-LSBE
1.	Estolano Advisors	TBD	X	
2.	Insight Strategies	TBD	X	
3.	Intueor Consulting	TBD		X
4.	Praxis HR	TBD		X
5.	Trifiletti Consulting	TBD	X	
	Total Commitment	8%		

B. Small Business Participation - Discipline 2

WSP met the goal by making an overall 8% SBE commitment for Discipline 2 and will be required to identify SBE subcontractor activity and actual dollar value commitments as work is assigned.

Small Business Goal	8% SBE	Small Business Commitment	8% SBE
----------------------------	---------------	----------------------------------	---------------

	SBE Subcontractor	% Committed	LSBE	Non-LSBE
1.	Estolano Advisors	TBD	X	
2.	Intueor Consulting	TBD		X
	Total Commitment	8%		

C. Local Small Business Preference Program (LSBE)

WSP USA Inc. (WSP), a non-LSBE prime, did not meet the LSBE requirement and is ineligible for LSBE Preference.

D. Living Wage and Service Contract Worker Retention Policy Applicability

The Living Wage and Service Contract Worker Retention Policy is not applicable to this contract.

E. Prevailing Wage Applicability

Prevailing wage is not applicable to this contract.

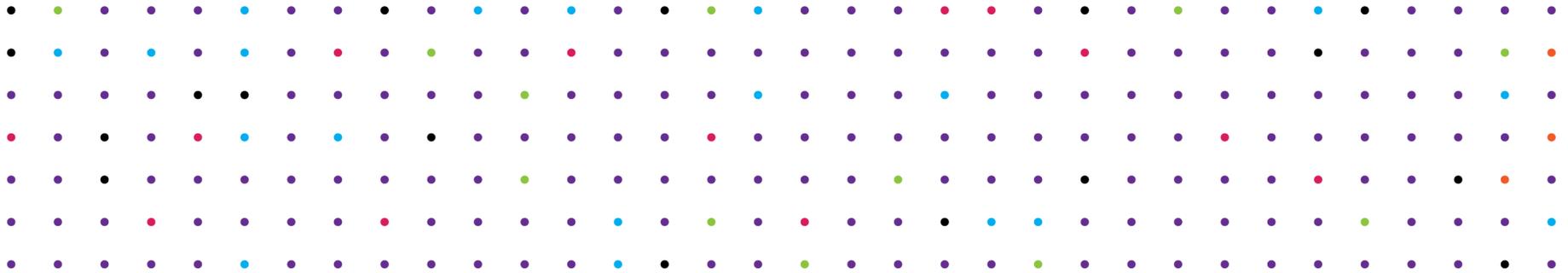
F. Project Labor Agreement/Construction Careers Policy

Project Labor Agreement/Construction Careers Policy is not applicable to this Contract. PLA/CCP is applicable only to construction contracts that have a construction related value in excess of \$2.5 million.

G. Manufacturing Careers Policy

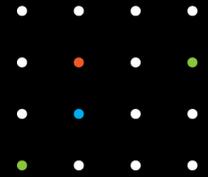
The Manufacturing Careers Policy (MCP) does not apply to this contract. The MCP is required on Metro's Rolling Stock RFPs, with an Independent Cost Estimate of at least \$50 million.

Executive Strategic Advisory Services



Executive Management Committee
January 15, 2026

RECOMMENDATION

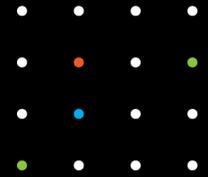


RECOMMENDATION

AUTHORIZE the Chief Executive Officer (CEO) to:

- A. AWARD a three-year firm fixed unit rate Contract No. PS131207000D1 (Discipline 1) to WSP USA, Inc. to provide strategic advisory services in the Not-To-Exceed (NTE) amount of \$1,700,000, effective February 16, 2026, subject to the resolution of properly submitted protest(s), if any; and
- B. AWARD a three-year firm fixed unit rate Contract No. PS13207001D2 (Discipline 2) to WSP USA, Inc. to provide mega events advisory services in the NTE amount of \$740,000, effective February 16, 2026, subject to the resolution of properly submitted protest(s), if any.

ISSUE & DISCUSSION



Discipline 1 AWARDEE - WSP USA Inc.

NUMBER OF BIDS - 10

- WSP USA Inc.- \$1,700,000

Discipline 2 AWARDEE - WSP USA Inc.

NUMBER OF BIDS - 5

- WSP USA Inc.- \$740,000

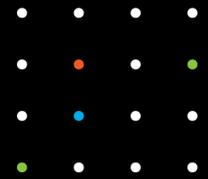
DEOD COMMITMENT – The Diversity and Economic Opportunity Department (DEOD) established an overall eight percent (8%) Small Business Enterprise (SBE) goal for this On-Call contract. Proposers were encouraged to form teams that included SBE firms without schedules or specific dollar commitment to designated subcontractors. Overall SBE achievement will be determined using aggregate SBE participation levels.

ISSUE

The Office of the Chief Executive Officer (OCEO) requires direct access to executive-level strategic and mega-event advisory expertise to guide enterprise-wide decision-making and ensure organizational readiness for complex, time-sensitive milestones.



ISSUE & DISCUSSION



DISCUSSION

The Strategic Advisory and Mega Event Advisory Services contracts will provide the OCEO with access to specialized expertise across these two disciplines that are vital to Metro's continued growth, transformation, and readiness for upcoming milestones. As one of the largest and most complex transit agencies in the nation, Metro operates in an evolving landscape balancing service reliability, safety, equity, fiscal responsibility, and sustainability commitments while preparing for global mega events. These advisory services will strengthen Metro's ability to make timely, informed, and strategic decisions at the executive level.



Board Report

File #: 2025-0966, **File Type:** Contract

Agenda Number: 25.

EXECUTIVE MANAGEMENT COMMITTEE JANUARY 15, 2026

SUBJECT: CARTOGRAPHY SERVICES

ACTION: APPROVE RECOMMENDATION

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to execute Modification No. 2 to Contract No. PS82879000 with DCR Design, LLC for map design services in the amount of \$600,000, increasing the not-to-exceed contract amount from \$550,000 to \$1,150,000, and extending the period of performance from April 1, 2026, to March 31, 2029.

ISSUE

The current Contract No. PS82879000 expires on March 31, 2026. Funding is projected to be exhausted by February 2026 due to higher-than-anticipated map design projects to support key Operations and Customer Experience initiatives. Critical projects have included the development of map products to support various bus and rail service changes, rail station openings, as well as special map products to support mega events like the 2024 and 2025 World Series parades, the 2026 FIFA World Cup, and the 2028 Olympic and Paralympic Games.

BACKGROUND

Metro has contracted with DCR Design, LLC (DCR Design) since 2018 to develop new and update existing map products to support bus and rail service changes, station openings and various special projects.

In 2022, Metro awarded a three-year base contract with DCR Design in the amount of \$450,000 to provide map information and cartographic services. Recently, the need for map design services has increased to include:

- Updating of existing customer information maps to support various bus and rail service changes and station openings;
- Creating custom basemaps for various customer information projects, working to maintain consistency in all Metro map products, including customizing designs and code, and using Metro standard typefaces, colors, etc.;
- Conceptualizing and suggesting innovative ways to evolve maps and other cartographic

- products to enhance Metro's customer experience; and
- Advising on and implementing updates to new and existing map products in preparation for major special events in Los Angeles County, including the 2026 FIFA World Cup and the 2028 Olympic and Paralympic Games.

Extending the current contract ensures continued map design support for upcoming bus and rail service changes, station openings and mega events like the 2026 FIFA World Cup and the 2028 Olympic and Paralympic Games.

DISCUSSION

DCR Design creates, maintains and updates various core and specialty map products that help enhance the customer experience. Map products include, but are not limited to, the following:

Core Maps:

- Bus and Rail System Map - features the entire Metro bus and rail system and is updated at least twice a year during bus service changes
- Rail and Busway Map - features the rail and busway system and is updated whenever there's a rail service change or new station opening
- Connections Maps (various) - feature bus connections near rail stations and transit hubs
- Local Area Maps (various) - five-minute walking maps, displayed on our digital customer information panels (CIPs)

Metro's core maps provide essential customer information to riders and are made available on *metro.net* and on the bus and rail system in the following forms:

- Rail station platforms (map cases)
- Bus bays/transit hubs (map cases)
- Rail cars (rail posters)
- Digital customer information panels (CIPs)
- Printed brochures

Specialty Maps:

- November 2023 Emergency Closure Map (I-10 FWY)
- 2024 and 2025 Dodgers Victory Parade Map
- Metro System Growth Map (1984 - 2028) - Developed to support the 2026 FIFA World Cup and the 2028 Olympic and Paralympic Games
- Cultural Hub Map - Currently in development to support the 2026 FIFA World Cup and the 2028 Olympic and Paralympic Games
- Ad Hoc Mapping Tool - To meet Metro's growing need for timely and customized map products, DCR is developing an Ad Hoc Mapping Tool that allows internal users to create maps for short-term projects or communication needs. The tool will ensure all maps follow Metro's established design and mapping standards using approved data layers, such as routes, stations and service areas.

Historically, Metro has utilized the services of DCR Design for planned bus and rail service changes

and station openings. However, a few unanticipated specialty map projects, including the 2024 and 2025 Dodgers victory parade maps, the Metro System Growth Map, and the Cultural Hub Map, exhausted available funds faster than anticipated.

The execution of this contract modification will ensure continued design support across the following areas:

- **Rider Information and System Maps:** Essential updates to core rider map products and customer information systems will continue, ensuring that information across the system is always up-to-date.
- **Major Event Support:** Future necessary updates to critical specialty products, specifically the Metro System Growth Map and the Cultural Hub Map - which are vital to the 2026 FIFA World Cup, 2027 SuperBowl, and the 2028 Olympic and Paralympic Games - will be completed.
- **Design integrity and quality control:** Design continuity, standards and cohesive visual systems established over the years of collaboration with DCR will continue, ensuring quality, accuracy, and uniformity across Metro's map products.

This modification ensures continued map design support for upcoming bus and rail service changes, station openings and mega events like the 2026 FIFA World Cup and the 2028 Olympic and Paralympic Games. DCR Design has nearly eight years of institutional knowledge and data as Metro's cartography design vendor. It also has experience providing map design services for mega events, including the 2012 London Olympics. This experience will be essential as Metro continues planning for the 2026 FIFA World Cup and 2028 Olympic and Paralympic Games.

DETERMINATION OF SAFETY IMPACT

Without continued map design support, Metro will not be able to update core maps during bus and rail system changes and station openings. This would compromise Metro's ability to deliver accurate and reliable information to riders, stakeholders and the public.

FINANCIAL IMPACT

The FY26 Budget includes \$120,000 for this contract modification in Cost Center 7140, Marketing, under Project # 306005, Public Affairs.

Since this is a multi-year contract, the Executive Officer, Marketing, the Deputy Chief, Customer Experience and the Chief Customer Experience Officer will be accountable for budgeting the cost in future years.

Impact to Budget

The sources of funding are operating eligible federal, state and local funding resources, which could be used for eligible bus and rail operating and capital expenses.

EQUITY PLATFORM

Extending the current map design contract will allow Metro to keep maps updated systemwide, ensuring equitable access to transit information and resources. These maps are especially vital for low-income, minority and non-English-speaking populations, serving as key rider tools and travel information at bus and rail station platforms.

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. This item supports Metro's systemwide strategy to reduce VMT through customer experience activities that will improve and further encourage transit ridership, ridesharing and active transportation. Updated and accurate maps are critical public resources, providing riders with tools to navigate to their destination. Metro's Board-adopted VMT reduction targets were designed to build on the success of existing investments, and this item aligns with those objectives.

*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

Approving this contract modification aligns with Metro's strategic goals by ensuring that riders have access to updated and accurate maps on *metro.net* and on the bus and rail system.

1. Provide high-quality mobility options that enable people to spend less time traveling. Maps are essential tool for riders to efficiently plan their journeys. DCR Design's continued support guarantees that our map products are always reliable and current, helping riders successfully navigate our system and spend less time traveling.
2. Deliver outstanding trip experiences for all users of the transportation system. Accurate and reliable maps enhance the overall rider experience by offering a seamless trip planning experience. DCR Design's continued support guarantees that our riders can access the information they need for a smooth and informed journey.
3. Enhance communities and lives through mobility and access to opportunity. Accurate and reliable maps are a gateway to mobility and opportunity for communities throughout Los Angeles. DCR Design's efforts ensure that maps remain accessible to all riders, including low-income and minority communities.

ALTERNATIVES CONSIDERED

The Board may elect not to approve the recommendation. This option is not recommended as Metro faces potential disruptions with the ability to update core map products and a decline in the customer experience. Metro does not have the internal resources and expertise required to work with Geographic Information System (GIS) data to update core map products. As a result, map products would be inaccurate and unreliable during bus and rail service changes and station openings, which would jeopardize the rider experience and Metro's public-facing presence.

NEXT STEPS

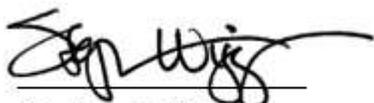
Upon Board approval, staff will execute Modification No. 2 to Contract No. PS82879000 with DCR Design, LLC, to continue to provide map design services through March 31, 2029.

ATTACHMENTS

Attachment A - Procurement Summary
Attachment B - Contract Modification/Change Order Log
Attachment C - DEOD Summary

Prepared by: Jesse Almeda, Senior Manager, Marketing (213) 922-5664
Bernadette Mindiola, Deputy Executive Officer, Marketing (213) 922-5646
Monica Bouldin, Deputy Chief, Customer Experience, (213) 922-4081
Carolina Coppolo, Deputy Chief Vendor/Contract Management Officer, (213) 922-4471

Reviewed by: Jennifer Vides, Chief Customer Experience Officer, (213) 922-0460



Stephanie Wiggins
Chief Executive Officer

**PROCUREMENT SUMMARY
CARTOGRAPHY SERVICES / PS82879000**

1.	Contract Number: PS82879000		
2.	Contractor: DCR Design, LLC		
3.	Mod. Work Description: Continue map design services and extend the period of performance through March 31, 2029.		
4.	Contract Work Description : Provide as-needed map information and cartography services.		
5.	The Following Data is current as of: 12/9/25		
6.	Contract Completion Status		Financial Status
	Contract Awarded:	4/1/22	Contract Award Amount: \$450,000
	Notice to Proceed (NTP):	N/A	Total of Modifications Approved: \$100,000
	Original Complete Date:	3/31/26	Pending Modifications (including this action): \$600,000
	Current Est. Complete Date:	3/31/29	Current Contract Value (with this action): \$1,150,000
7.	Contract Administrator: Antwaun Boykin		Telephone Number: (213) 922-1056
8.	Project Manager: Chad Kaukai		Telephone Number: (213) 418-3249

A. Procurement Background

This Board Action is to approve Modification No. 2 to Contract No. PS82879000 to continue to provide map design services through March 31, 2029. This contract modification will be processed in accordance with Metro's Acquisition Policy and the contract type is firm fixed unit rate.

In April 2022, Metro awarded a three-year contract to DCR Design, LLC to provide map information and cartography services.

One modification has been issued to date.

Refer to Attachment B – Contract Modification/Change Order Log.

B. Price Analysis

The recommended amount has been determined to be fair and reasonable based upon firm fixed unit rates established and evaluated as part of the competitive award in 2022. The Independent Cost Estimate (ICE) is based on the original negotiated contract rates. The rates are in line with current market rates for similar services and include a 3% increase, which is lower than the current Employment Cost Index of 3.5%.

Proposed Amount	Metro ICE	Recommended Amount
\$600,000	\$600,000	\$600,000

**CONTRACT MODIFICATION/CHANGE ORDER LOG
CARTOGRAPHY SERVICES / PS82879000**

Mod. No.	Description	Status (Approved or Pending)	Date	Amount
1	Increase the Not-To-Exceed (NTE) contract amount and continue existing services through March 31, 2026	Approved	12/26/2024	\$100,000
2	Increase the NTE contract amount and continue existing services through March 31, 2029	Pending	Pending	\$600,000
	Modification Total:			\$700,000
	Original Contract:		04/01/22	\$450,000
	Total:			\$1,150,000

DEOD SUMMARY

CARTOGRAPHY SERVICES/PS82879000

A. Small Business Participation

DCR Design, LLC (DCR), an SB Prime, made an 80% SBE commitment on this contract. Based on payments the contract is 99% complete and the current level of SBE participation is 100%, exceeding the commitment by 20%. DCR, with concurrence from Metro’s Project Team, notes that Interline Technologies LLC (Interline) was added to support potential needs for custom computer programming services, data processing, hosting, and related technical services. While the specific scopes of work have not yet been requested, DCR contends that Interline will be engaged when such needs arise.

Small Business Commitment	80.00% SBE	Small Business Participation	100.00% SBE
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	SBE Subcontractors	% Committed	Current Participation¹
1.	DCR Design, LLC (Prime)	80%	100.00%
2.	Interline Technologies LLC	ADDED	TBD
	Total	80.00%	100.00%

¹Current Participation = Total Actual amount Paid-to-Date to SBE firms ÷ Total Actual Amount Paid-to-date to Prime.

B. Living Wage and Service Contract Worker Retention Policy Applicability

The Living Wage and Service Contract Worker Retention Policy is not applicable to this modification.

C. Prevailing Wage Applicability

Prevailing wage is not applicable to this modification.

D. Project Labor Agreement/Construction Careers Policy

Project Labor Agreement/Construction Careers Policy is not applicable to this Contract. PLA/CCP is applicable only to construction contracts that have a construction related value in excess of \$2.5 million.

E. Manufacturing Careers Policy

The Manufacturing Careers Policy (MCP) does not apply to this contract. The MCP is required on Metro's Rolling Stock RFPs, with an Independent Cost Estimate of at least \$50 million.

Mariachi Plaza

Metro Rail & Busway



Mariachi Plaza

Boyle Heights Area Connections



Mariachi Plaza

Bus and Rail System



CARTOGRAPHY SERVICES
Executive Management Committee
January 15, 2026

Background

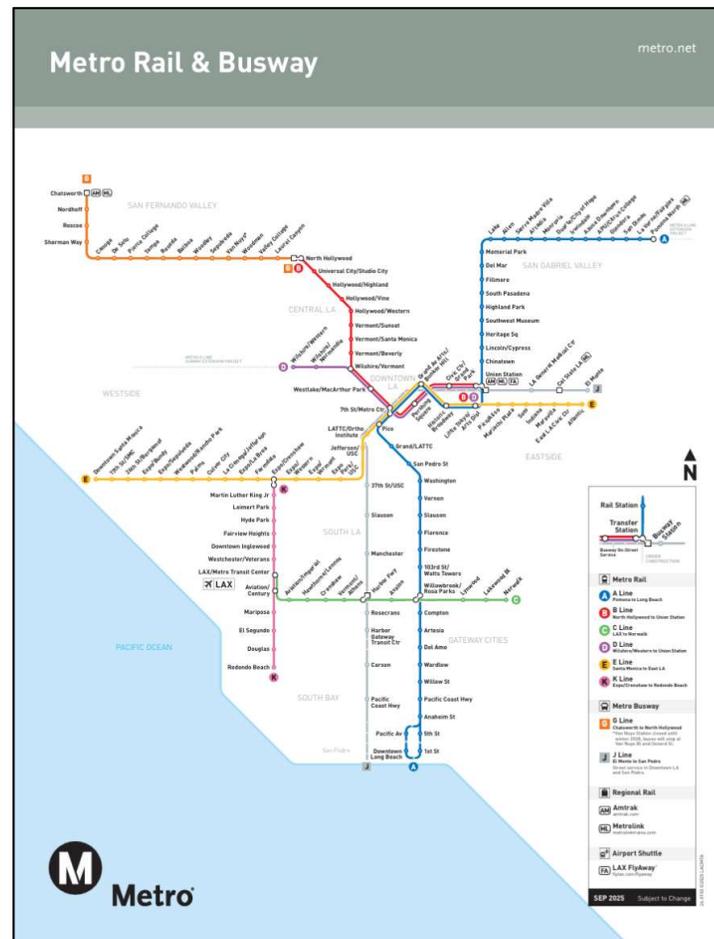
DCR Design, LLC designs, maintains and updates various core and specialty Metro map products that help enhance the customer experience. These maps provide essential customer information to riders and are made available on *metro.net* and on the bus and rail system.

Core Map Products:

- Bus & Rail System Map
- Rail and Busway Map
- Connections Maps
- Local Area Maps

Locations:

- *Metro.net*
- Rail station platforms (map cases)
- Bus bays/transit hubs (map cases)
- Rail cars (rail posters)
- Digital customer information panels (CIPs)
- Printed brochures



Specialty Map Examples:

- Emergency Closures
- Dodgers Victory Parade
- Metro System Growth (1984-2028)
- Cultural Hubs
- Ad Hoc Mapping Tool



Discussion

Metro's cartography services contract with DCR Design, LLC ends on March 31, 2026. Funding is projected to be exhausted by February 2026 due to higher-than-anticipated map design projects to support key Operations and Customer Experience initiatives. Critical projects have included the development of map products to support various bus and rail service changes, rail station openings and special map products to support mega events like the 2024 and 2025 World Series parades, the 2026 World Cup and the 2028 Olympic and Paralympic Games.

Extending the current map design contract will allow Metro to keep maps updated systemwide, ensuring equitable access to transit information and resources. These maps are especially vital for low-income, minority and non-English speaking populations, serving as key rider tools and travel information at bus and rail station platforms.

Extending the current contract also ensures continued map design support for upcoming bus and rail service changes, station openings and mega events.

Recommendation

Authorize the Chief Executive Officer to execute Modification No. 2 to Contract No. PS8287900 with DCR Design, LLC in the amount of \$600,000 increasing the Not-to-Exceed (NTE) contract value from \$550,000 to \$1,150,000, and extend the period of performance from April 1, 2026, to March 31, 2029.



Board Report

File #: 2025-0711, **File Type:** Motion / Motion Response

Agenda Number: 26.

**EXECUTIVE MANAGEMENT COMMITTEE
JANUARY 15, 2026**

SUBJECT: BOARD ADMINISTRATION 5-YEAR STRATEGIC PLAN ANNUAL UPDATE

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the Board Administration 5-Year Strategic Plan annual update (Attachment A).

ISSUE

Motion 43 by Directors Garcetti, Solis, and Najarian (Attachment B) was approved at the May 27, 2021, Regular Board Meeting. This Motion directs the Board Clerk to prepare a strategic plan, including but not limited to:

1. Delivering continuous improvement to encourage meaningful public engagement and improve the accessibility of Board meetings, materials, and public comments; and
2. Continuation of effective public engagement options developed as Metro and L.A. County jurisdictions responded to the pandemic and its recovery process.

The strategic plan was presented in January 2022. The Board Clerk committed to providing yearly updates on the progress of the goals laid out in the Strategic Plan.

BACKGROUND

Led by the Board Clerk, the Office of Board Administration (Board Administration) is currently a 30-member team. Board Administration is comprised of the Board Clerk's Office, Legal Services, the Dorothy Peyton Gray Research Library and Archive, and the Records Management Center. As the agency's record keeper, the Board Clerk is responsible for keeping accurate Board meeting minutes and producing Committee and Board meetings. The department handles public records requests, claims for damages, electronic records management, and manages the research library and archive. The need for innovation has increased exponentially as the department has moved away from a paper process and embraced technology in multiple facets of business operations. Board Administration no longer solely plays an administrative role at Metro but is an important strategic partner for the agency. This team is comprised of future-thinking, highly skilled individuals who strive to keep Metro transparent, responsive, equitable, and accountable. Transparency and public engagement are crucial to the democratic process and quality decision-making by our Board of

Directors. As the conduit between the public and the Board of Directors, the Board Administration aims to remove barriers to access of public information.

The Board Administration 5-Year Strategic Plan (Attachment C) was first presented to the Board of Directors in January 2022 and has four goals, each with subgoals and yearly milestones. The Strategic Plan is a roadmap for Board Administration and gives the public a clear picture of where the department plans to be and how it will get there in five years. The four goals are: 1. ongoing workforce development; 2. responsive, accountable, and trustworthy governance within the Metro organization; 3. enhanced public engagement with Metro's Board of Directors; and 4. improved agencywide Strategic Knowledge Management, utilizing innovations in the preservation, access, and curation of Metro's information.

DISCUSSION

Progress on the goals is detailed in Attachment C, with highlights shown below:

1. Ongoing workforce development.
 - *Subgoal 1.4: Succession Planning*
 - The Senior Director and the Senior Manager in the Library & Archive are both planning to retire by July 2026. In anticipation of these departures, four new FTE librarians have joined Metro beginning in 2023. The Office of Board Administration is now in a stronger position to transition to new leadership for the Library & Archive. Staff members have worked together across their own job functions to create a stronger team: developing marketing and outreach best practices, participating in various aspects of integrated library system preparation, and planning for upcoming high-profile mega events in the coming years.
2. Responsive, accountable, and trustworthy governance within the Metro organization.
 - *Subgoal 2.5: Records Retention Schedule*
 - A full Records Retention Schedule (RRS) review with professional services was initiated in August of 2025. Due to changes in the RRS management system vendor's professional services, the full-scale legislative review will take place every 3-4 years, rather than annually, yet staff will continue to monitor legislative changes through the citation mapping function available within the system. Additionally, staff continue to have access to professional services for review of individual items as needed.
3. Enhanced public engagement with Metro's Board of Directors.
 - *Subgoal 3.3: Public Access to Archived Board Meeting Documents*
 - Staff continues evaluating systems and processes for migrating all Board documents into a single repository accessible to the public. In the meantime, a federated search tool is available for the public to search multiple Board archives (pre-2015 documents) in one place through <https://boardagendas.metro.net>.
4. Improve agencywide Strategic Knowledge Management, utilizing innovations in preserving, accessing, and curating Metro's information.
 - *Subgoal 4.4: Archival Management*
 - Archive staff have begun loading digital assets into Preservica, our digital asset management (DAM) platform. This powerful tool finally provides a comprehensive storage and retrieval solution for the Library & Archive's extensive digital holdings.

Preservica facilitates file format migration by transitioning obsolete or proprietary formats into stable open formats for long-term preservation and access, ensuring their continued readability and usability over time.

- Staff have developed several working relationships with the Customer Experience department team members to facilitate the ingestion of physical and digital marketing material, Metro Art assets, and contemporaneous photographs, which allows us to archive resources “in real time.”
- Staff continue to identify stakeholders across the agency who hold mutual or complimentary interests and responsibilities to strengthen and raise consciousness about our work and why it is important to the organization.
- Library & Archive staff will continue to plan for future oral history projects to develop a diverse collection of first-hand accounts of regional transit and transportation planning, construction, and operation. Staff endeavors to surface underrepresented voices from across Metro, as well as beyond executives and decision-makers. Staff will continue to build out the Preservica digital asset management repository, identifying new access options, exploring how to market and promote its availability. Staff will explore the best way to replace hyperlinks found throughout the Primary Resources website which point to online Flickr photos and galleries and instead point to more robust Preservica galleries that feature not just images, but digital/digitized documents and other audiovisual assets.

EQUITY PLATFORM

The Strategic Plan supports equitable access to information for internal staff and the public. Additionally, the Strategic Plan increases access to information by offering multiple means of communication with the Board, including options for communication in different languages. Further efforts include optimizing search capabilities in the Board archive database, integrating an online translating service for forms, such as the forms for public records requests and claims for damages. As part of continuing efforts, traffic to the boardagendas.metro.net website has increased, and Public Records Requests have also grown. Board Administration also continues to provide multiple opportunities for public participation at Committee and Board meetings by accepting public comment both in-person, via telephone during meetings, and via email and U.S. Mail in advance of meetings.

All of this is in pursuit of making Metro more transparent, accessible, and responsive to our community.

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.

While this item does not directly encourage taking transit, sharing a ride, or using active

transportation, it is a vital part of Metro operations, as it provides an update on the Office of Board Administration's 5-year Strategic Plan. The plan aims to provide increased transparency and accountability to the public for the Board's actions and meetings. Because the Metro Board has adopted an agency-wide VMT Reduction Target, and this item supports the overall function of the agency, this item 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 recommendation supports Metro's Vision 2028 goal 5 to provide responsive, accountable, and trustworthy governance within the Metro organization. Further, the goals contained within the Board Administration 5-Year Strategic Plan are connected to the following Metro subgoals under goal 5:

- *Subgoal 5.3:* Metro will develop a transparent data management policy that addresses open data, data storage, and data protections.
- *Subgoal 5.4:* Metro will apply prudent commercial and business practices to create a more effective agency.
- *Subgoal 5.7:* Metro will build and nurture a diverse, inspired, and high-performing workforce.

NEXT STEPS

Staff will return annually with an update on milestones achieved and will return in FY2027 with an updated 5-Year Strategic Plan. Additionally, staff has brought an action to the Board in January 2026 as required by new legislation (SB 707, Durazo) for the Board to find that Metro's eligible subsidiary bodies can meet virtually under the requirements stipulated under this new bill.

ATTACHMENTS

Attachment A - Detailed Strategic Plan Updates

Attachment B - Motion 43

Attachment C - Board Administration 5-Year Strategic Plan

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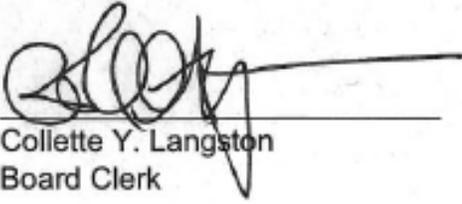
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Collette Y. Langston
Board Clerk

Status of Board Administration’s Strategic Plan Goals January 2026

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Goal 1: Ongoing Workforce Development

Goal 1.1 – Departmental Cross-training

Board Administration Services

Status: Ongoing.

Notes:

- Reorganization is complete but the department has seen staffing changes throughout various levels, and this has caused a strain on resources. Members of the team have stepped-up and helped other cost centers when and where necessary to get legally mandated tasks done by set deadlines.

Going Forward: Formalize the ad-hoc cross-training that is occurring. Facilitate Lunch-and-Learn sessions for other departments to get familiarized with the function of each of the Office of Board Administration’s sub-departments.

Goal 1.2 – Advisory Council Toolkit

Board Administration Services

Status: Completed in FY24.

Going Forward: The Board Clerk will continue to communicate with all the Advisory Body Managers via email when necessary and act as a subject matter expert when questions arise.

Goal 1.3 – Onboarding Program for Board Members

Board Administration Services & Dorothy Peyton Gray Transportation Library & Archive

Status: Completed.

Notes:

- After feedback from Board Directors, an Onboarding Manual was created specifically for Board Deputies.
- The Onboarding Manual is continuously updated as information changes and has been presented numerous times as new Board Members have joined the Metro Board.

Going Forward: The manuals continue to be updated as information changes. Formal onboarding occurs when new Board Members join the Board, and the manual is discussed in detail. When new Board Deputies join, the Board Deputies Onboarding Manual is shared and similar to the Board Member Onboarding Manual, the information is updated as it changes.

Goal 1.4 – Succession Planning

Dorothy Peyton Gray Transportation Library & Archive

Status: On track.

Notes:

- Several cross-functional projects both within the Library & Archive and with other Board Administrative work units were launched in FY2025. All staff participated in various aspects of planning for and implementation of a new open-source integrated library system (ILS) to replace the library catalog and administrative back-end modules. Staff worked with electronic records staff to assess viability of integrating taxonomy into Preservica, the Library & Archive's digital asset management (DAM) system. Library & Archives staff worked more closely with Records Management staff on review protocols for records set for destruction.
- Three Graduate student interns provided assistance with cataloging the Wally G. Shidler Collection, continuing our geotechnical mapping project, developing archival finding aids, and optimizing the Library's web presence.
- Staff professional development in FY2025 includes founding the Southern California Map Librarians Consortium, pending collaboration with California State University, Northridge for detailed mapping, and new data initiative efforts. Staff attended training and conferences, and held a presentation at the North American Cartographic Information Society (NACIS) conference.

Going Forward: The Senior Director and the Senior Manager in the Library & Archive are both planning to retire by July 2026. In anticipation of these departures, four new FTE librarians have joined Metro beginning in 2023. The Office of Board Administration is now in a stronger position to transition to new leadership for the Library & Archive. Staff members have worked together across their own job functions to create a stronger team: developing marketing and outreach best practices, participating in various aspects of integrated library system preparation, and planning for upcoming high-profile mega events in the coming years.

Goal 1.5 – Claims for Damages Process Training for Operators

Legal Services

Status: On track.

Notes:

- Additional meetings at the discretion of Operations.
- Coordination and meetings have occurred with Risk Management and Operations Leadership.

Going Forward: Additional meetings will continue as new operations employees are onboarded. Also, developing standard operating procedures (SOPs) for the department will assist in identifying blind spots within the department and its downstream effects.

Goal 1.6 – Intradepartmental and Agencywide Training

Records Management Center

Status: Behind schedule - Nearing Year 2 Milestones

Notes:

- Working to outline the basics in records management training and reviewing County Counsel's records request training for incorporation.

Going Forward: Push to move training along in order to meet Strategic Plan timeline. FY26 looks promising as a Principal Transportation Planner (Records Management) will be hired and whose duty is to focus on training, audits, etc. Also at least one Records & Information Management Analyst is interested in supporting any training.

Goal 1.7 – Agencywide Board Systems Employee Training

Systems & Electronic Records

Status: On track.

Notes:

- Systems & Electronic Records provides year-round cross-different training and support for the agency.

Going Forward: Employee feedback will inform assessment and development of future offerings, which we will continue to develop and release. FY26 will see a migration of the SharePoint page where we host training materials so trainings are easier to access.

Goal 2: Responsive, accountable, and trustworthy governance within the Metro organization.

Goal 2.1 - Comprehensive Research Support

Dorothy Peyton Gray Transportation Library & Archive with Records Management Center

Status: On track.

Notes:

- Staff have partnered with various Metro work units to achieve Library & Archive objectives. Team members have worked with Customer Experience to streamline ingestion of Metro-generated documentation and images. They have joined the Metro Women & Girls Council to raise awareness of the Library & Archive and its resources, as well as co-authoring and editing the Council's White Paper. They have presented to the Metro Leadership Academy and supported capstone project research. They have utilized Asana software for project management and completed workflow specialist training and certification.
- Library & Archive staff are systematically reviewing the work unit's entire digital file environment – a comprehensive analysis of what is stored where, and how. The team continues to look at how we use our employee access shared network drives, files on our externally accessible drive, and our SharePoint intranet site to provide streamlined and consistent user experience for Metro employees and other users.

Going Forward: Staff continue the process of standardization of file naming and refinement of standard operating procedures for our myriad digital repositories. Staff continue to develop its Knowledge Hub of foundational Metro-oriented documentation, providing key information about the organization and its historical predecessor agencies.

Goal 2.2 – E-Filing System for Claims for Damages

Legal Services

Status: Under reconsideration.

Notes:

- See Govt Code, Article 2. Manner of Presentation and of Giving Notice {915-915.4}

Going Forward: At this time, this goal is not feasible due to legal limitations of accepting claims electronically.

Goal 2.3 – Improve Access to Forms and Information for Public

Legal Services

Status: Completed in FY23.

Goal 2.4 - Records Audits

Records Management Center

Status: Delayed.

Notes:

- Working toward a goal of resuming audits by end-of-calendar-year-2025.

Going Forward: Developing a schedule of records audits consistent with the Year 2 milestone commencing with Principal Transportation Planner as well as a Records & Information Management Analyst looking to develop further skills.

Goal 2.5 – Records Retention Schedule

Systems & Electronic Records

Status: Revised in FY24. On track.

Notes:

- Due to changes in the Records Retention Schedule (RRS) management system vendor's professional services, the full-scale legislative review will take place every 3-4 years, rather than annually.
- A full RRS review with vendor professional services was initiated in August of 2025.
- Systems & Electronic Records staff continue to monitor legislative changes through the citation mapping function available through the RRS management system and have access to professional services for review of individual items as needed.

Going Forward: Findings from the RRS review will be reviewed in FY26 Q2 and implemented in FY26 Q3.

Goal 3: Enhanced public engagement with Metro's Board of Directors.

Goal 3.1 – Public Comment Systems

Board Administration Services and Systems & Electronic Records

Status: On track.

Notes:

- Systems & Electronic Records continues to deliver enhancements to the Public Comment Registration System (PCR) based on requests from The Office of Board Administration.
- Should the Board wish to utilize online public comment, a system is available to be deployed.
- The devices (tablets) used for PCR were recently upgraded after 7 years to ensure seamless accessibility.

Going Forward: Additional enhancements to the PCR system will be informed by feedback from the public and from Board Administration staff and deployed on an ongoing basis.

Goal 3.2 – Strategic Planning

Board Administration Services

Status: On track.

Notes:

- This is an FY27 goal, no action necessary at this point.

Going Forward: Action will begin in CY25 with delivery in CY26.

Goal 3.3 – Public Access to Archived Board Meeting Documents

Systems & Electronic Records

Status: On track.

Notes:

- Staff continues evaluating systems and processes for migrating all Board documents into a single repository accessible to the public. In the meantime, a federated search tool is available for the public to search multiple Board archives (pre-2015 documents) in one place <https://mtasearch02.metro.net:23352/apps/boardarchives/>.
- Staff has begun uploading Board Box memos (2015-present) into Legistar, making them available when searching <https://boardagendas.metro.net/>.

Going Forward: Based on previous years' evaluation, develop scope of work, and acquire resources and support for migrating all Board meeting documents from the past, present, and future to a single repository.

Goal 3.4 – Board Systems (Internal)

Systems & Electronic Records/Strategic Knowledge Management

Status: On track.

Notes:

- As part of evaluating options for technology updates for web streaming of Committee and Board meetings, staff has observed other streaming public meetings and the technology they use, and consulted with staff at other agencies about their approach.
- Systems & Electronic Records staff are procuring a new encoder which will be tested to evaluate its suitability for upgrading meeting broadcasts and making streaming available on platforms outside of our current web broadcast.

Going Forward: Staff are prepared to increase focus on broadcast upgrades including availability of additional broadcast languages in preparation for the 2028 Summer Olympics.

Goal 4: Improve agencywide Strategic Knowledge Management, utilizing innovations in preservations, access, and curation of Metro's information.

Goal 4.1 – Federated Search System (Project)

Dorothy Peyton Gray Transportation Library & Archive with Systems & Electronic Records/Strategic Knowledge Management

Status: Ahead of schedule.

Notes:

- Year 1, 2 and 4 milestones are complete - a federated search tool has been procured, configured, and deployed both internally and externally to the public. Staff have been trained on the search tool.
- Metro's ontology and taxonomy platform has been integrated into the federated search tool to provide relevant keywords and search parameters.
- Year 3 milestone is ongoing as staff continues to evaluate additional metadata integrations into the search tool.
- In FY25, an enhanced management contract was acquired to take advantage of the search platform's sophisticated capabilities, and keep searches efficient and relevant.
- In FY26, we are integrating the taxonomy into the Library's new ILS (Integrated Library System).

Going Forward: We will continue to evaluate other repositories which can be integrated into the search, and other technologies which can be integrated to support it.

Goal 4.2 – Knowledge Sharing Platform

Dorothy Peyton Gray Transportation Library & Archive with Systems & Electronic Records/Strategic Knowledge Management

Status: On track.

Notes:

- Staff continue to evaluate and overhaul content on the Primary Resources website, with Knowledge Hub webpages being developed from previous web pages, posts, calendar entries and other documentation. Completed Hub pages include the histories of transit policing, alternative fuels, monorail proposals, and predecessor agencies. Site structure considerations are underway to determine how best to present this information on the site. During FY2026, additional Hub pages will be developed, which include a comprehensive list of Metro Board of Directors members, histories of Metro Divisions, and other foundational knowledge which will help answer recurring reference and research questions posed to the Library & Archive.

Going Forward: Library staff will integrate newly created knowledge into the Library's Primary Resources website as appropriate. Multi-media galleries from

the Preservica digital asset management platform, content from the new Metro Oral History program, expanded Knowledge Hub pages, a repository for news and information, and future map layering and other data assets are all under consideration for an expanding knowledge sharing platform.

Goal 4.3 – Cultural Curation

Dorothy Peyton Gray Transportation Library & Archive

Status: On track.

Notes:

- Library & Archive staff continue to ingest and synthesize documentation, images, information and data from disparate sources to create, surface and share new knowledge about the history, planning, construction, and operation of transit and transportation services across Southern California.
- Library staff coordinated accessioning the Wally G. Shidler Collection of extraordinary books, maps and ephemera from his estate into the Metro Archive. Staff negotiated with USC Libraries and the estate to acquire the entirety of his collection and successfully coordinated the transfer from USC to Metro, as well as trained a graduate student archival intern on processing procedures for this unique, irreplaceable collection.
- Library & Archive staff are developing priorities for identifying, researching, writing, and sharing topical histories and other foundational information for Primary Resources website's Knowledge Hub pages. These resources are hyperlinked to digital/digitized primary resources, allowing staff to substantiate key names, dates, events, chronologies, and to provide context within the overall mobility information landscape.

Going Forward: Library & Archive staff are planning to explore collaboration with the LA84 Foundation Library and the Automobile Club of Southern California Archives regarding digital or physical exhibits in the lead up to the 2028 Olympic and Paralympic Games. The Library & Archive has initiated preliminary discussions with Morlin Asset Management, which oversees Los Angeles Union Station, to determine how we can best showcase historical assets in advance of the 2028 Games.

Goal 4.4 – Archival Management

Dorothy Peyton Gray Transportation Library & Archive

Status: On track.

Notes:

- Archive staff have begun loading digital assets into Preservica, our digital asset management (DAM) platform. This powerful tool finally provides a comprehensive storage and retrieval solution for the Library & Archive's extensive digital holdings. Preservica facilitates file format migration by transitioning obsolete or proprietary formats into stable open formats for long-term preservation and access, ensuring their continued readability and usability over time.
- Staff have developed several working relationships with the Customer Experience department team members to facilitate the ingestion of physical and digital marketing material, Metro Art assets, and contemporaneous photographs, which allows us to archive resources "in real time."
- Staff continue to identify stakeholders across the agency who hold mutual or complimentary interests and responsibilities to strengthen and raise consciousness about our work and why it is important to the organization.

Going Forward: Library & Archive staff will continue to plan for future oral history projects to develop a diverse collection of first-hand accounts of regional transit and transportation planning, construction, and operation. Staff endeavors to surface underrepresented voices from across Metro, as well as beyond executives and decision-makers. Staff will continue to build out the Preservica digital asset management repository, identifying new access options, exploring how to market and promote its availability. Staff will explore the best way to replace hyperlinks found throughout the Primary Resources website which point to online Flickr photos and galleries and instead point to more robust Preservica galleries that feature not just images, but digital/digitized documents and other audiovisual assets.

Goal 4.5 - Records Storage, Physical and Electronic System

Records Management Center with Systems & Electronic Records/Strategic Knowledge Management

Status: On track.

Notes:

- The existing contract was extended for 1 year to allow more time to prepare for procurement. RMC has submitted a requisition to begin the new procurement, and a proposal evaluation team (PET) has been established.
- Systems & Electronic Records is working in conjunction with Research Library and Electronic Records to evaluate a new Electronic Records System.

Going Forward: While this goal is behind schedule per the Strategic Plan, RMC has extended the current physical records storage contract so that we are still on track from an operational standpoint. We will need to keep a close eye on this to secure a new contract before the new contract ends on August 1, 2026.

Goal 4.6 - Promote RMC as a Resource of the Agency

Records Management Center

Status: On track.

Notes:

- Agencywide email blasts on:
 - “Time to Tidy Up!”, April 2025 (also part of larger multi-topic email)

Going Forward: Continue to be a resource to the agency and to promote our services.

Other

- Currently reviewing GEN 12 (Public Document Disclosure Request) and GEN 8 (Records Management Policy) in short term and revising, as necessary.



Metro

Board Report

File #: 2021-0345, **File Type:** Motion / Motion Response

Agenda Number: 43.

EXECUTIVE MANAGEMENT COMMITTEE MAY 20, 2021

Motion by:

DIRECTORS GARCETTI, SOLIS, AND NAJARIAN

Amend the Metro Administrative Code to Refer to the Board Secretary as Board Clerk

State law requires the Metro Board to appoint a Board Secretary. The Board Secretary is the professional administrative arm of Metro and reports directly to the Board of Directors.

Pursuant to the Metro Administrative Code, the Board Secretary is a full time officer of Metro and is responsible for providing notice to the public of all Board meetings, keeping official minutes of all Board meetings, acting as agent for service of process, and administering claims for damages presented against Metro under the Government Code. Moreover, the Board Secretary provides administrative and professional services to support the Board of Directors in accordance with Metro's vision and internal controls.

The current title of Board Secretary reflects a solely administrative role and does not reflect the professional nature and responsibilities of the office. The title "Board Clerk" more accurately reflects both the administrative and professional nature and responsibilities of the office and is in line with industry and government agency standards.

Additionally, as L.A. County recovers from the pandemic, the Board Secretary/Board Clerk should prepare a strategic plan that identifies opportunities to strengthen public engagement with the Metro Board.

SUBJECT: AMEND THE METRO ADMINISTRATIVE CODE TO REFER TO THE BOARD SECRETARY AS BOARD CLERK

RECOMMENDATION

APPROVE Motion by Directors Garcetti, Solis, and Najarian that the Board of Directors amend the Metro Administrative Code Section 2-10-010 to refer to the Board Secretary as the Board Clerk.

From:
2-10-010 Appointment of Board Secretary

The Board of Directors shall appoint a Board Secretary who shall be a full time officer of the MTA.

To:
2-10-010 Appointment of Board Secretary
The Board of Directors shall appoint a Board Secretary who shall be a full time officer of the MTA and be referred to as Board Clerk.

WE FURTHER MOVE that the Board of Directors direct the Board Clerk to prepare a strategic plan, including but not limited to:

1. Delivering continuous improvement to encourage meaningful public engagement and improve accessibility of Board meetings, materials, and public comments; and
2. Continuation of effective public engagement options developed as Metro and L.A. County jurisdictions responded to the pandemic and its recovery process.

Office of Board Administration

5-Year Strategic Plan

FY23-27

A Note from the Board Clerk

- Welcome to Board Administration. When I was appointed as the Board Clerk in May 2021, I was asked to prepare a strategic plan that focused on delivering continuous improvement to encourage meaningful public engagement and improve accessibility of Board meetings, materials, and public comments.
- By setting a departmental mission, vision, and set of values that are complementary to Metro's own, we have created a 5-year strategic plan that lays a path for the department to follow, ensuring we are increasingly responsive, innovative, equitable, and transparent in everything that we do.

About Us

- Mission
 - Metro's Mission: *To provide a world-class transportation system that enhances quality of life for all who live, work, and play within LA County.*
 - Board Administration's Mission: *To support Metro's Board of Directors' processes and meetings with excellence, transparency, and accountability, while continuously increasing public engagement and access to information.*
- Vision
 - Metro's Vision: *Increased prosperity for all by removing mobility barriers; swift and easy mobility throughout LA County, anytime; and accommodating more trips through a variety of high-quality mobility options*
 - Board Administration's Vision: *Meaningful public engagement with Metro's Board of Directors and increased accessibility of Board meetings, materials, and public comments*
- Values
 - Collaboration
 - Equity
 - Accessibility
- Customers
 - The Public
 - Metro departmental staff
 - County and city elected officials
 - Regional, county, and local government partners
- Service Delivery Pillars/Framework
 - Excellence in Service
 - Responsive support
 - Transparency
 - Accountability
 - Uniformity
 - Simplicity

Goals

Board Administration is committed to providing excellence to its Board of Directors, the public, and government partners by working in alignment with these goals:

1. Ongoing workforce development.
2. Responsive, accountable, and trustworthy governance within the Metro organization.
3. Enhanced public engagement with Metro's Board of Directors.
4. Improve agencywide Strategic Knowledge Management, utilizing innovations in preservation, access, and curation of Metro's information.

Our Services

- *Board Administration Services*

Board Administration serves the public, Board Chair, the Board of Directors and its Committees, as well as other Metro departments, and advisory councils. Annually, it attests over 2,000 contracts, posts and publishes more than 1,500 legally required notices and ordinances as mandated by the law and administrative code. Additionally, the office processes more than 1,500 documents transmitted for board consideration and creates more than 3,000 board files each year. As the Board's official record keeper, we support and facilitate the meetings of the Board and its Committees, and maintain records of board actions.

- *Dorothy Peyton Gray Transportation Research Library & Archive*

The Research Library and Archive was first opened in 1895 by predecessor company Los Angeles Consolidated Railway and passed down through Los Angeles Railway (1911-1945), Pacific Electric (1911-1953), Los Angeles Transit Lines (1945-1958), Metropolitan Coach Lines (1953-1958), Los Angeles Metropolitan Transit Authority (1958-1964) Southern California Rapid Transit District (1964-1993), and the Los Angeles County Transportation Commission (1977-1993).

It contains current transportation research references and the collected institutional memory of Metro and its predecessors. It is the largest transit operator research library and archive in the nation. Almost 50% of its collection is unique and not found in any other library. It serves employees, the public, academia, and the media with its extensive catalog of multi-disciplinary transportation research reports and supporting references. Its collections are part of the OCLC World Library collection and the Online Archive of California.

- *Legal Services*

Legal Services accepts, processes, and logs all claims for damages, legal claims, and subpoenas that are served on the agency. This area handles an annual average of 2,000 claims and 300 subpoenas.

- *Records Management Center*

The business of managing millions of Metro files and documents, including their scheduled retention and destruction, is the responsibility of the Records Management Center (RMC). RMC administers a comprehensive agency wide

records management program and provides storage and reference services for Metro records and historical documents. All documents affecting the agency, including ordinances, contracts, leases, deeds, and the official Metro seal, are in the custody of the Board Clerk.

RMC is responsible for coordinating responses to an average of 2,000 annual requests made under the California Public Records Act; contracting for the offsite storage of inactive departmental records; the agency's records management program; and providing litigation support to Counsel. Records Management also works together with the Dorothy Peyton Gray Transportation Research Library to maintain the agency's Archives for the permanent retention and preservation of our historical records that date back to 1873.

- *Systems & Electronic Records*

Systems & Electronic Records provides strategic and tactical planning for the technology used by the Library and Archive, Board Clerk, and Records Management Center's day-to-day operations. This includes application development, system integration, automation, and technical support for all internal Board Clerk sections, and to the public with online access to agency records. Their mission is to modernize systems, automate workflows, and improve efficiency and transparency in the services the agency provides in a holistic and sustainable manner.

Additionally, this group strives to continue providing first-class service to the Library and Archive, Records Management Center, Board Administration, and their customers, with innovations in transparency and accessibility.

5-Year Strategic Plan; Fiscal Years 2023-2027

Goal 1: Ongoing Workforce Development <i>Vision 2028 Goal 5.7: Metro will build and nurture a diverse, inspired, and high-performing workforce.</i>					
Section & Deliverable	Year 1 Milestones	Year 2 Milestones	Year 3 Milestones	Year 4 Milestones	Year 5 Milestones
Board Administration Services: <i>Goal 1.1 - Departmental Cross-training</i>	Evaluate the needs of the department for cross-training	Develop a comprehensive training program	Implement training for departmental staff	Training has been made available to all applicable staff	
Board Administration Services: <i>Goal 1.2 – Advisory Council Toolkit</i>		Determine departments that manage a Metro Advisory Council and develop a training program.	Annual Training		
Board Administration Services with Dorothy Peyton Gray Transportation Library & Archive: <i>Goal 1.3 - On-Boarding Program for Board Members</i>	Consult with Board members and staff to identify top needs during onboarding. Inventory existing onboarding materials and begin updating and consolidating.	Launch onboarding program. Train board staff on transportation research resources within and outside Metro. Include when and how to use NextRequest for research that requires access to scheduled records.	Present updated onboarding program with updates based on feedback, and changes in policy and practice (updates to be made annually).		

<p>Dorothy Peyton Gray Transportation Library & Archive: <i>Goal 1.4 – Succession Planning</i></p>	<p>Identify staff for succession planning.</p> <p>Do outreach to employees and the community with diversity, equity, and inclusion goals in mind.</p>	<p>Document library knowledge in a Wiki tool and train new Library & Archive staff on past practices, policies, and key references to ensure succession planning goals are met.</p>	<p>Actively participate in the Special Library Association’s Transportation Division, TRB’s Knowledge Management Committee, and The National Association of Government Archives and Records Administrators for professional development</p>	<p>Network and plan joint efforts with key local Los Angeles transit and transportation partner libraries and archives such as the Southern California Railways Museum archive, Auto Club archive, L.A. as Subject members, California State Archive, and local historical societies in communities affected by Metro projects. (To be done annually.)</p>	<p>Host peer library and archive events at Metro to strengthen network of partner institutions and collections.</p>
<p>Legal Services: <i>Goal 1.5 - Claims for Damages Process Training for Operators</i></p>		<p>Create informational training for Operators regarding correct Claims for Damages process.</p>	<p>Formalize Roadshow & visit all Divisions.</p> <p>Implement training program for every new class to follow.</p>	<p>Delegate responsibility to Operations to continue training for new Operators.</p>	<p>Evaluate success of training program and reassess (if necessary).</p>

<p>Records Management Center: <i>Goal 1.6 -</i> Intradepartmental and Agencywide Training</p>	<p>Develop and implement intradepartmental trainings.</p>	<p>Implement intradepartmental training.</p> <p>Develop agency-wide training on Records at Metro and a records management best practices communications & outreach program.</p> <p>Promote records management certification for Records Analysts.</p>	<p>Implement intradepartmental, and agencywide trainings.</p> <p>Partner with Research Library on reference skills training for staff to provide more research-focused response to public records requests. <i>(See Goal 2.1)</i></p>	<p>Implement intradepartmental and agencywide trainings.</p> <p>Reassess training needs based on current best practices and changes in law.</p>	<p>Implement intradepartmental and agencywide trainings.</p> <p>Reassess training needs based on current best practices and changes in law.</p> <p>Obtain records management certification for all records management FTEs.</p>
<p>Systems & Electronic Records: <i>Goal 1.7 -</i> Agencywide Board Systems Employee Training</p>	<p>Complete employee user on-demand training update.</p>	<p>Assess feasibility of additional employee training models and resources.</p>	<p>Begin development of any additional employee training resources identified.</p>	<p>Release additional employee training resources.</p>	

Goal 2: Responsive, accountable, and trustworthy governance within the Metro organization

Vision 2028 Goal 5.4: Metro will apply prudent commercial business practices to create a more effective agency.

Section & Deliverable	Year 1 Milestones	Year 2 Milestones	Year 3 Milestones	Year 4 Milestones	Year 5 Milestones
<p>Dorothy Peyton Gray Transportation Library & Archive with Records Management Center: <i>Goal 2.1 - Comprehensive Research Support</i></p>	<p>Revisit and publish an updated Library & Archive collection development policy that includes social media sites as an extension of the Library & Archive's official collections.</p> <p>Develop a training presentation and reference guide for employees on transportation research methods.</p> <p>Develop a presentation for external audiences on transportation research methods.</p>	<p>Perform a needs assessment on paper and digital collections (reports, references, and periodicals) and the state of digitization efforts. Draft policies for digital harvesting, digital donations, and digital library subscriptions for both the library and archive.</p> <p>Provide more comprehensive research support in fulfilling public records requests, in the spirit of CPRA Section 6253.1(a)(1), "Assist the member of the public to identify records."</p>	<p>Review the Metro strategic plan and other strategic plans throughout the agency for needed updates to the Library & Archive's collection development policy. Adjust subscriptions to library research services and periodicals accordingly.</p> <p>Adjust the transportation research methods training presentation to be in line with current in-house and external transportation research resources.</p>	<p>Partner with Planning, Construction and Operations vehicle technology staff to guide changes in collection development, access to digital libraries, and other research resources necessary as Measure R and M projects mature or are realigned and vehicle technology changes to ensure employees have immediate access to the most current research, resources and standards.</p>	<p>Establish a Librarian embed program to make research resources available and integral to new project teams which would benefit from research expertise.</p>

		(See Goal 1.6)			
Legal Services: Goal 2.2 - E-Filing System for Claims for Damages		Evaluate e-filing platforms and initiate procurement.	Implement e-filing system and develop training for users.	Market system to the public.	Full implementation.
Legal Services: Goal 2.3 - Improve Access to Forms and Information for Public	Update and translate "Claim for Damages form" into multiple languages. Add forms online.	Determine additional obstacles to accessibility and evaluate next steps.			
Records Management Center: Goal 2.4 - Records Audits	Reinstate procedures for Departmental Records Coordinators regarding off-site storage ordering.	Develop plan and schedule for departmental records audits. Increase RMC's understanding of electronic records storage systems at USG.	Implement records audits (3 USG floors). Increase RMC's understanding of electronic records storage systems (e.g., M3) at bus and rail divisions.	Implement records audits (3 USG floors)	Implement records audits (3 USG floors). Prepare for divisional audits with better understanding of their electronic records systems.
Systems & Electronic Records: Goal 2.5 - Records Retention Schedule System	Update the Records Retention Schedule System with approved changes to the schedule.	Work with Records Retention Schedule System vendor to complete annual legislative review. (To be completed annually.)	Work with Records Retention Schedule System vendor to complete annual legislative review.	Work with Records Retention Schedule System vendor to complete annual legislative review.	Work with Records Retention Schedule System vendor to complete annual legislative review.

Goal 3: Enhanced public engagement with Metro’s Board of Directors					
<i>Vision 2028 Goal 5.3: Metro will develop a transparent data management policy that addresses open data, data storage, and data protections.</i>					
Section & Deliverable	Year 1 Milestones	Year 2 Milestones	Year 3 Milestones	Year 4 Milestones	Year 5 Milestones
Board Administration Services with Systems & Electronic Records: <i>Goal 3.1 - Public Comment Systems</i>	Evaluate online public comment platforms. Evaluate needs for enhancement of electronic Public Comment Registration (PCR) system.	Implement enhancements to the electronic Public Comment Registration (PCR) system.	Select an online public comment platform.	Implement an online public comment platform.	Evaluate additional public participation and engagement options or tools for Board meetings.
Board Administration Services: <i>Goal 3.2 - Strategic Planning</i>				Begin draft of 2028 - 2033 Strategic Plan	Deliver 2028 - 2033 Strategic Plan
Systems & Electronic Records: <i>Goal 3.3 - Public Access to Archived Board Meeting Documents</i>			Evaluate systems and processes for migrating Board archive documents (pre-2015) to improve accessibility.		

Systems & Electronic Records//Strategic Knowledge Management: <i>Goal 3.4 - Board Systems (Internal)</i>		Evaluate options for technology updates for web streaming Committee and Board meetings.	Determine next steps for web streaming viability.	Acquire and implement web streaming (if deemed appropriate).	
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Goal 4: Improve agencywide Strategic Knowledge Management, utilizing innovations in preservation, access, and curation of Metro's information. <i>Vision 2028 Goal 5.3: Metro will develop a transparent data management policy that addresses open data, data storage, and data protections.</i>					
Section & Deliverable	Year 1 Milestones	Year 2 Milestones	Year 3 Milestones	Year 4 Milestones	Year 5 Milestones
Dorothy Peyton Gray Transportation Library & Archive with Systems & Electronic Records//Strategic Knowledge Management: <i>Goal 4.1 - Federated Search System (Project)</i>	Develop Federated Search capabilities of the Research Library Catalog. Complete procurement and configuration of repositories identified in scope of work.	Train and familiarize internal staff on new technology.	Study feasibility of integrating additional records repositories such as GIS data layers/maps, defined data sets and other assets of lasting research value to Library & Archive users.	Integrate taxonomy into more Metro data assets to improve long term findability.	Establish data curation and librarianship as a new standard research service utilizing significant agency data sets that benefit from long term collection and cataloging under the agency data policy and the developer.metro.net data website.
Dorothy Peyton Gray Transportation Library & Archive with Systems & Electronic Records//Strategic Knowledge Management: <i>Goal 4.2 - Knowledge Sharing Platform</i>	Develop a knowledge sharing platform for Research and Electronic Records, including Metro Primary Resources Blog, to use internally.	Launch an internal knowledge platform for departments to share knowledge internally, and externally, based on classification of security and confidentiality.	Document Electronic Records systems internal support processes in the knowledge platform.	Outreach and collaboration among internal departments to support adding additional resources to the platform.	Maintain support of the knowledge sharing platform.

<p>Dorothy Peyton Gray Transportation Library & Archive: <i>Goal 4.3 - Cultural Curation</i></p>	<p>Support the SEED School & Job Center Transportation Pioneers, Inventions/Innovations, & Sustainability Exhibits Program.</p>	<p>Work with SEED on rotating exhibits to refresh content on a regular basis and maximize diversity, equity and inclusion themes from Metro’s past and present.</p>	<p>Work with Metro Art on Union Station and other exhibit spaces to showcase historic imagery as public art, similar to exhibits seen at NYMTA’s transit museum, and to enhance their school outreach program.</p>	<p>Re-establish joint digitization efforts with the Southern California Railways Museum (formerly known as the Orange Empire Railways Museum) and encourage similar arrangements with the Los Angeles Railroad Foundation to maximize public exposure to these rare assets.</p>	<p>Reimagine the current library and archive physical space with educational exhibits that inspire new employees, student, visitors and tours with historic and future maps, artifacts and other curated displays that highlight the past, present and future of LA’s transportation system.</p>
<p>Dorothy Peyton Gray Transportation Library & Archive: <i>Goal 4.4 - Archival Management</i></p>	<p>Evaluate archival management systems. Mentor an archival studies intern.</p>	<p>Acquire an archival content management and curation system for improved employee and public access to Metro’s archival collections. Mentor an archival studies intern.</p>	<p>Begin a DEI focused oral history project to capture the contributions of key policy makers in LA’s transportation system. Mentor an archival studies intern.</p>	<p>Expand archival collections with papers from key policy makers since the adoption of Prop A in 1980 with a focus on the contribution of women and underrepresented people. Mentor an archival studies intern.</p>	<p>Work with the Pacific Electric Historical Society, the Electric Railway Historical Society and others on sharing archival collections electronically with projects to complete knowledge gaps among all collections.</p>

<p>Records Management Center with Systems & Electronic Records//Strategic Knowledge Management: <i>Goal 4.5 - Records Storage, Physical and Electronic System</i></p>	<p>Create Scope of Work in preparation for re-procuring off-site storage contract.</p>	<p>Re-procure off-site storage contract.</p>	<p>Evaluate Electronic Records systems in conjunction with Research Library and Electronic Records.</p>		<p>Continue research on systems and their viability for integration across the agency.</p>
<p>Records Management Center: <i>Goal 4.6 - Promote RMC as a Resource of the Agency</i></p>	<p>Send emails and agency wide communications describing recordkeeping best practices and providing news as it relates to records management.</p>	<p>Send emails and agency wide communications describing recordkeeping best practices and providing news as it relates to records management.</p>	<p>Expand RMC service to internal and external users by collaborating and providing more research-focused responses to the public. <i>(See Goal 2.1)</i></p>	<p>Send emails and agency wide communications describing recordkeeping best practices and providing news as it relates to records management.</p>	<p>Maintain intranet site that is an agencywide resource on Metro's Records Management practices, policies, and procedures.</p>

5-Year Strategic Plan Framework



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Executive Management Committee
January 15, 2026

5-YEAR STRATEGIC PLAN FRAMEWORK

The Board Administration 5-Year Strategic Plan has four goals, each with subgoals and yearly milestones.

The Strategic Plan is a roadmap for Board Administration and gives our customers a clear picture of where we plan to be and how we will get there in five years.



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ANNUAL HIGHLIGHTS

- Goal 1 – Ongoing Workforce Development
 - *1.4: Succession Planning*
- Goal 2 – Responsive, Accountable, and Trustworthy Governance within the Metro Organization
 - *2.5: Records Retention Schedule*
- Goal 3 – Enhanced Public Engagement with Metro’s Board of Directors
 - *3.3: Public Access to Archived Board Meeting Documents*
- Goal 4 – Improve Agencywide Strategic Knowledge Management, Utilizing Innovations In Preserving, Accessing, and Curating Metro’s Information
 - *4.4 Archival Management*



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NEXT STEPS

Staff will return annually with an update on milestones achieved and will return in FY2027 with an updated 5-Year Strategic Plan.

*Thank
You!*



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**Board Report**

File #: 2025-0889, **File Type:** Informational Report**Agenda Number:** 27.

**EXECUTIVE MANAGEMENT COMMITTEE
JANUARY 15, 2026****SUBJECT: MOVING BEYOND SUSTAINABILITY FIVE-YEAR UPDATE****ACTION: RECEIVE AND FILE****RECOMMENDATION**

RECEIVE AND FILE the Moving Beyond Sustainability (MBS) Five-Year Update.

ISSUE

In September 2020, Metro's Board of Directors (Board) adopted Moving Beyond Sustainability (MBS), our 10-year Sustainability Strategic Plan (Plan). The Plan commits Metro to several ambitious sustainability goals to achieve three things: first, advance the agency's sustainability vision of creating an organizational culture and workforce that continually integrates sustainability into all aspects of decision-making and execution; second, increase mobility and access to opportunities for the communities Metro serves; and third, affirm Metro as a public transit leader that is setting the standard for transit agencies across the United States on taking bold action to tackle climate change and address serious environmental challenges. The MBS is Metro's sustainability and resiliency roadmap to 2030 and beyond.

When Metro adopted MBS, staff committed to updating the Plan every five years, accompanied by formal progress reports every two years and annual performance updates through Metro's online [Sustainability Reporting Dashboard <https://sustainabilityreporting.metro.net/>](https://sustainabilityreporting.metro.net/). This document is our first formal Five-Year Update.

BACKGROUND

Metro is California's largest transit agency (by ridership) and the second-largest in the United States. Metro serves nearly a million riders each day, and consequently, the agency's operations and services have a measurable, positive impact on our environment and climate. Ridership associated with the use of our transportation system provides benefit to annually reduce over a million metric tons of greenhouse gases (GHGs) from entering the atmosphere. The air quality and other benefits derived from our programs reduce environmental and health impacts. However, operating our system also comes with financial, social, and environmental costs that need to be mitigated wherever feasible and possible.

For nearly two decades, Metro has instituted policies, plans, initiatives and reporting that have

embedded sustainability, community resilience and equity into our decision-making and operations. In 2020, Metro reaffirmed and expanded our commitment to this work through the MBS. The MBS established 20 quantitative and/or time-bound targets across seven categories of performance, all underpinned by strategies and actions to be implemented by Metro staff.

Metro recently released its latest MBS 2024 Bi-Annual Report, which shows that Metro has achieved or is on track to achieve 80% of its targets by 2030, with the remaining targets still in progress or requiring additional action to ensure achievement. Despite the significant operational and regional disruptions posed by the global COVID-19 pandemic and other world events, Metro has made significant progress on its sustainability goals. However, for Metro to achieve the remaining sustainability goals and targets, the path forward through 2030 must be calibrated to thoughtfully account for Metro's present fiscal realities and other economic and social considerations, all the while remaining in alignment or ahead of California State and federal regulatory requirements.

DISCUSSION

The MBS Five-Year Update is both a reflection of Metro's progress to date and an updated roadmap for executing our sustainability vision through 2030. The Update includes:

- summaries of Metro performance on all performance targets;
- key achievements, implementation challenges, and cost considerations across all performance categories;
- a shortlist of priority next steps to drive achievement of the targets through 2030; and
- an updated blueprint for advancing sustainability at Metro that accounts for the fiscal cliff, advances Metro's agency-wide priorities, and satisfies existing regulatory requirements.

Staff prepared this Update over the course of the last 16 months through four phases of work:

1. Stakeholder Outreach (Fall 2024) - Outreach to departments across Metro to assess progress on strategies and actions in MBS and identify newly emerging priorities and challenges through 2030.
2. Progress Evaluation (Spring 2025) - Completion of the latest biennial report on MBS, which provided updated performance on all of the performance targets through 2024; internal revisions of the strategies and actions in MBS to reflect the findings from stakeholder discussions in Fall 2024.
3. Plan Update and Stakeholder Follow-Up (Summer 2025) - Drafting of the Five-Year Update and follow-up with stakeholders to confirm directions on strategies and actions.
4. Review and Finalize (Fall 2025) - Finalization of the Five-Year Update.

Findings

Through the preparation of the Five-Year Update and the latest MBS biennial report, Metro assessed its progress across all of the original MBS performance targets, as well as on its strategies and actions. The findings include:

1. 80% of Metro's MBS targets have been achieved or are on track for achievement within the next five years.
2. Partnerships with key departments are paying off and are responsible for driving the achievement of most of the targets.
3. Initiatives to reduce air pollution and GHG emissions are proving to be highly effective. Metro is currently committed to reducing total GHG emissions by 79% from its 2017 baseline. Since 2017, Metro has reduced emissions by nearly 68%. Metro is also far exceeding targets tied to reducing criteria air pollutants (i.e., nitrogen oxides and particulate matter).
4. Landfill diversion efforts on construction sites are showing impressive results, currently exceeding Metro's construction waste diversion target of 85%.
5. Metro is currently ahead of schedule with respect to its energy demand target, as well as its water quality and conservation targets.
6. Metro is presently behind schedule on two of the MBS targets, including operational solid waste reduction and growth in onsite renewable energy generation. This lag in performance on the renewable energy and waste MBS targets reflects system growth that resulted in an increased 5-year baseline faster than renewable deployment and waste diversion programs have scaled, rather than a loss of progress or commitment.

Considerations

As part of the process, staff engaged with Metro departments and senior leadership to better understand successes and challenges tied to the execution of the MBS strategies and actions. This is key to ensure that the Five-Year Update remains aligned with concurrent planning efforts and agency-wide priorities. As the agency approaches the next five years of implementation, staff will focus on ensuring that the execution of MBS continues to be performed in close coordination with all Metro departments; and with deliberate focus on the following agency-wide priorities:

- promoting customer experience, safety, and security;
- ensuring system reliability and resilience;
- advancing equity and climate justice;
- centering fiscal responsibility and sustainability;
- establishing and strengthening community partnerships;
- developing our regional youth and the green workforce of the future; and
- continuing to integrate sustainability and resiliency into the governance and organizational culture.

With respect to executing the remaining MBS targets, Metro recognizes the following as potential challenges requiring attention over the next five years.

- Progress on the MBS targets may be affected as capital projects come online through 2030. As new projects are initiated, resource demand and waste generation will increase, requiring additional action to ensure Metro achieves its targets.
- Addressing the fiscal cliff will require Metro to center the efforts on programs and projects that both drive achievement of the MBS targets but also create value and reduce costs for the agency.

System expansion has increased total energy demand and operational waste generation; Metro must align capital delivery and operational practices-particularly on-site renewable deployment and waste reduction/diversion-to advance targets that are currently behind schedule.

Continued commitment to the execution of MBS will result in further reduction of Metro's environmental impact (e.g., air pollutants, greenhouse gas emissions, resource use) while reducing operational costs and increasing resiliency.

Staff continues to explore opportunities in optimizing cost-savings and monetize environmental attributes derived from MBS programs and projects. These attributes are in the form of carbon credits, advanced mitigation credits, renewable energy credits and similar instruments. For example, up to 80% of Low Carbon Fuel Standards credits proceeds have been directed to be used for our Zero Emissions Bus program.

Funding for non-capital Sustainability projects (450001-450009) is from the General Fund/Green Funds that are generated by sustainability activities. Any future proposed capital project life of project (LOP) budgets will be a mix of eligible and available local funds or other funds appropriate for sustainability-related capital projects.

DETERMINATION OF SAFETY IMPACT

Updates to the MBS will enhance safety standards for Metro. The implementation of priority next steps outlined in this Five-Year Update will also contribute to improvements to Metro's system resilience, the comfort and safety of passengers, and the region's air quality and environment which will have a positive impact on the health and safety of Metro staff, riders and surrounding communities. Staff remains committed to advancing MBS and the broader sustainability program in alignment with Metro security guidelines and customer experience efforts.

EQUITY PLATFORM

The original MBS plan includes several actions that are focused on generating equitable outcomes and reducing environmental burdens in Metro Equity Focus Communities (EFCs). The Five-Year Update does not deviate from this priority, continuing to center actions that provide local health benefits and opportunities for continued workforce development partnerships. Ongoing updates to the MBS strategies and actions continue to prioritize initiatives that support long-term operational sustainability of Metro's growing transit system, positively impacting EFCs, customers and broader transit system users across LA County.

New capital projects, programs and initiatives will continue to be fed through integrated equity assessments in early planning phases, using data and resources from the forthcoming Equity Toolkit, Community Demographic Profiles and Metro's Cost Benefit Analysis (CBA) for larger capital projects. The data and insights collected from these assessments are intended to support the ongoing evaluation and continual improvement of sustainability, energy equity and climate action as part of Metro's Equity Platform.

While staff only engaged internal departments to prepare this Five-Year Update, new strategic priorities are introduced in this plan that have a more overt focus on community partnership and engagement and introduce program evaluation criteria for projects and programs that center on engagement, equity outcomes, and other co-benefits.

VEHICLE MILES TRAVELED OUTCOME

Vehicle Miles Traveled (VMT) and VMT per capita in LA 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 supports operational resiliency, environmental and sustainability goals and cost-effective resource management strategies. Because the Metro Board has adopted an agency-wide VMT Reduction Target, and this item supports the overall function of the agency, this item 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

Continued implementation of Metro's sustainability strategic plan supports Strategic Goals 2, 3 and 4 by optimizing the delivery and performance of Metro's transportation system through the incorporation of sustainability, equity, livable neighborhoods, environmental compliance and other sustainable principles and practices throughout Metro's organization and the transportation system.

NEXT STEPS

Staff will continue to work across internal departments and with external partners and stakeholders to implement the MBS strategies and actions to continue achieving our sustainability and resilience goals. This cross-functional engagement will enable more strategic and coordinated progress towards sustainability and resiliency planning and implementation.

Staff will continue to provide regular updates to the Board through annual updates to the American Public Transportation Association (APTA) Sustainability Metrics and through biennial updates on the MBS targets. Previous reports can be found through Metro's online [Sustainability Reporting Dashboard <https://sustainabilityreporting.metro.net/>](https://sustainabilityreporting.metro.net/).

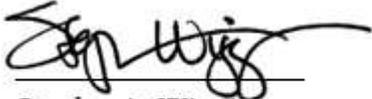
ATTACHMENT

Attachment A - Moving Beyond Sustainability Five-Year Update

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Stephanie Wiggins
Chief Executive Officer

Los Angeles County
Metropolitan Transportation Authority

Moving Beyond Sustainability

Five-Year Update



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DECEMBER 2025

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Executive Summary

What is *Moving Beyond Sustainability*?

For nearly two decades, Metro has instituted policies, plans, initiatives and reporting that have embedded sustainability, community resilience and equity into our decision-making and operations. In 2020, we reaffirmed and expanded our commitment to this work through our 10-year strategic sustainability plan, *Moving Beyond Sustainability* (MBS). Through MBS, we set ambitious sustainability goals that would achieve two things. First, they would advance our sustainability vision: of creating an organizational culture and workforce that continually integrates the principles of sustainability into all aspects of decision-making and execution to enhance communities through mobility and access to opportunity. Second, they would reaffirm Metro as a public transit leader, setting the standard for transit agencies across the United States on taking bold action to tackle climate change and address serious environmental resource challenges.

MBS established twenty (20) quantitative and/or time-bound targets across seven (7) categories of performance, all underpinned by strategies and actions to be implemented by Metro staff. Collectively, they constitute a practical roadmap that has guided our agency's work for the last five years.

About the *MBS Five-Year Update*

When Metro adopted *Moving Beyond Sustainability*, we committed to updating the plan every five years, accompanied by formal progress reports every two years and annual performance updates through Metro's online Sustainability Reporting Dashboard. This document is our first formal *MBS Five-Year Update*, with the purpose of summarizing our progress towards the MBS goals and targets and providing an updated roadmap for executing our sustainability vision through 2030.

This *MBS Five-Year Update* is primarily divided into three key chapters:

1. Overview. This chapter provides a short history of MBS and context for progress on the plan since 2020. It also explains the substance of this *Five-Year Update*, providing additional background about alignment with existing Metro plans and regulatory requirements.

- 2. Our Performance to Date.** This chapter is a summation of Metro's performance on all of its quantitative and time-bound targets across the seven (7) MBS performance categories. Each target is assessed for level of achievement, and each category includes a short summary of key achievements, implementation challenges and cost considerations, as well as a shortlist of priority next steps to drive achievement of the targets through 2030.
- 3. Looking to 2030.** This chapter is an updated blueprint for advancing sustainability at Metro out through 2030 and beyond in recognition of evolving environmental, political, financial and socioeconomic realities. In particular, it outlines how Metro will achieve the MBS goals and targets amidst present and future challenges and how sustainability can help the agency persevere through these challenges.

Our Performance to Date

This *Five-Year Update* provides a summary of our performance on the targets established in MBS. The targets are precise, timebound and quantifiable benchmarks to measure our progress towards our goals. Each target is measurable, stated in terms of results and assigned with a milestone completion date by 2030 (or earlier as designated). In MBS, these targets were established in support of broader goals that define what Metro is trying to accomplish programmatically and organizationally. The original plan also details a series of strategies and actions to support the achievement of the targets. For each and every target, we provide a short summary of our performance through 2024 (the latest reporting period), as well as a status marker indicating whether Metro has achieved the target, if the target is on track for achievement, if the target is in progress or if it is behind schedule and requires additional action.

Of the twenty (20) targets included in MBS, Metro has made significant progress since 2020:

- > Achieved 3 targets
- > On track to achieve 13 targets
- > In progress to achieve 2 targets
- > Behind schedule and requires additional action on 2 targets

Performance Summary

CATEGORY	PERFORMANCE THROUGH 2024	STATUS
Water Quality and Conservation		
1. Reduce potable water use by 22% from the 2030 Business as Usual scenario.	38.9% Reduction from 2024 BAU	On track for achievement <i>(ahead of schedule)</i>
2. Increase runoff infiltration and capture capacity for stormwater by 15% from 2022 baseline levels.	56.4% Increase from 2022 Baseline	On track for achievement <i>(ahead of schedule)</i>
Solid Waste		
1. Reduce annual operational solid waste disposal 24% from 2030 Business as Usual scenario.	10.7% Reduction from 2024 BAU	Behind schedule and requires additional action
2. Achieve 50% landfill diversion rate for operational waste.	39.9% Diversion from Landfill	In progress, but requires additional action
3. Achieve 85% construction landfill diversion rate.	87.9% Diversion from Landfill	On track for achievement
Materials, Construction and Operations		
1. Achieve LEED Silver certification for all new facilities over 10,000 square feet, and achieve Envision certification where LEED is not applicable.	15 LEED Silver and Gold certifications achieved and 8 in progress as of 2024	On track for achievement <i>(ongoing)</i>
2. Design and build 100% of capital projects to CALGreen Tier 2 standards.	19 projects participating in Engagement Team process in pursuit of CALGreen Tier 2	On track for achievement <i>(ongoing)</i>
3. Complete Sustainable Acquisition Program training implementation and develop 2030 program targets for annual sustainable acquisition spend by 2022.	Agency-wide roll-out by December 2025	On track for achievement <i>(behind schedule)</i>
Energy Resource Management		
1. Reduce energy consumption by 17% at facilities from the 2030 Business as Usual scenario.	23.8% Reduction from 2024 BAU	On track for achievement <i>(ahead of schedule)</i>
2. Increase onsite renewable energy generation to 7.5 MW	2.6 MW Onsite Renewable Capacity	Behind schedule and requires additional action

continued on next page

Performance Summary *(continued)*

CATEGORY	PERFORMANCE THROUGH 2024	STATUS
Emissions and Pollution Control		
1. Displace 903,000 MTCO₂e annually.	1,134,595 MTCO ₂ e Displaced	On track for achievement
2. Reduce total GHG emissions by 79% from 2017 baseline.	67.9% Reduction from 2017 Baseline	On track for achievement
3. Reduce total nitrogen oxides (NOx) emissions 54% from 2018 baseline.	92.2% Reduction from 2018 Baseline	On track for achievement <i>(ahead of schedule)</i>
4. Reduce total particulate matter (PM) emissions 62% from 2018 baseline.	73.6% Reduction from 2018 Baseline	On track for achievement <i>(ahead of schedule)</i>
Resilience and Climate Adaptation		
1. Identify all acute shocks or stressors for critical and/or vulnerable areas at or near Metro infrastructure by 2025.	1,341 assets evaluated for risk level across 6 types of climate hazards	Target achieved
2. Implement the flexible adaptation pathways concept to incorporate climate adaptation into planning, procurement, asset management and operations by 2025.	48 department representatives engaged in All Hazard Mitigation planning and adaptation implementation	Target achieved
3. Prioritize improvements to locations, facilities, infrastructure, equipment and operations to reduce risk.	37% of evaluated stations received increased appearance scores and 57% received increased functionality scores in Q4 2024 (from Q3 2024)	On track for achievement <i>(ongoing)</i>
Economic and Workforce Development		
1. Review job classifications on a regular basis and eliminate obsolete requirements that create barriers to career advancement.	100% of Job Classifications Reviewed	Target achieved
2. Recruit employees from diverse sources, including vocational schools, community colleges, groups supporting formerly incarcerated persons and organizations supporting persons with disabilities and older adults.	4.6% of Total Hires Agency-Wide were Veteran Hires between 2023 and 2024	On track for achievement <i>(ongoing)</i>
3. Achieve triennial DEOD contracting goals related to small, disadvantaged and veteran-owned businesses.	12.2% SBE Participation in 2024 8.3% DBE Participation in 2024 1.2% DVBE Participation in 2024	In progress, but requires additional action

Looking to 2030

As Metro looks ahead to 2030, we remain steadfastly committed to achieving our *MBS* goals and targets. Our performance to date is indicative of meaningful progress across the vast majority of our targets, and Section 2 outlines some of our priority next steps to drive achievement through 2030. However, our sustainability and climate action work is not bound solely to the achievement of quantitative milestones. Instead, our work has tangible impacts on Metro's broader strategic objectives.

In this *Five-Year Update*, we share a renewed set of strategic priorities for our sustainability program through 2030 and beyond. These priorities do not take the place of existing *MBS* goals, targets, strategies and actions. Instead, they provide critical contextual emphasis to the holistic importance of our work and function as firm guideposts for our sustainability program.

MBS 2026-2030 Strategic Priorities

PRIORITY	PRIORITY DETAIL
Equity and Climate Justice	We will determine where and how sustainability can continue to address systemic inequities across LA County and protect communities that are affected “first and worst” by the impacts of climate change.
Fiscal Responsibility	We will use sustainable practices, programs and standards to reduce expenses and generate value for Metro in the face of an anticipated fiscal deficit over the next several years.
Customer Experience, Safety and Equity	We will leverage sustainability projects and best practices to drive measurable improvement to customer experience and create a safer, more equitable transit experience for all Angelenos.
System Reliability and Resilience	We will establish and uphold infrastructure, procedures and partnerships to ensure that the Metro system remains up and running in the face of acute shocks or chronic disruptions.
Community Partnerships	We will strengthen and support our partnerships with community-based organizations and other regional stakeholders, and identify where those partnerships can drive achievement of Metro's sustainability strategy.
Regional Youth and Workforce Development	We will build on existing youth and workforce development programs to strengthen the LA County economy, improve livelihoods for Angelenos and create an agile green workforce.
Governance, Culture and Compliance	We will continue to integrate meaningful sustainability governance and uphold environmental compliance throughout Metro, with attention to improving decision-making and driving positive behavioral change.

Steps to Ensure Implementation

As an agency, we are leveraging the halfway mark of *MBS* to reinvigorate our staff and activate new resources to achieve our goals. It remains the responsibility of our Office of Sustainability to shepherd this plan forward, and to work with departments across the agency to execute the actions therein over the next five years. To ensure more consistent and transparent tracking of efforts, it is our intent to establish a cross-department steering committee to oversee and track our process against our *MBS* goals, chaired by our Office of Sustainability and with reporting responsibilities to Metro's Senior Leadership Team and Board of Directors.

To support successful *MBS* implementation through 2030, Metro will implement measures that improve governance, readiness and resilience across the agency:

- > **Regional and Interagency Coordination:** Metro will establish formal sustainability and resilience coordination with partner agencies including SCAG, Caltrans, LADWP and LA City to align *MBS* actions with regional sustainability and hazard mitigation goals.
- > **MBS Risk Register and Scenario Planning:** Metro will develop an *MBS*-specific risk register and conduct periodic scenario planning to identify high-risk implementation areas (e.g., funding volatility, labor capacity, climate extremes) and mitigation plans.
- > **Sustainability Performance Dashboard:** By 2026, Metro will launch an enhanced publicly accessible Sustainability Dashboard showing real-time performance across *MBS* targets, geographic equity distribution and community engagement metrics.

- > **Annual Target Refresh Cadence:** Metro will define an annual review and refinement cycle for *MBS* targets, aligned with Board reporting and external input mechanisms.
- > **Workforce Integration and Capacity Building:** Metro will increase sustainability-focused staff training and measure the percentage of capital projects managed by staff with sustainability credentials or performance goals.
- > **Oversight and Audit Integration:** Metro will explore the establishment of a process to define sustainability-related audit metrics in collaboration with the Management Audit Services team and Office of the Inspector General.
- > **Tiered Implementation Scenarios:** Metro will outline low-, medium- and high-investment paths for each major *MBS* initiative, identifying actions that can move forward under fiscal constraint versus those requiring expanded resources.
- > **Public Co-Design and Tradeoff Transparency:** Metro will establish mechanisms to engage Equity Focused Communities and youth stakeholders in prioritizing actions and understanding the tradeoffs inherent in sustainability implementation.

Together, these initiatives will enhance Metro's capacity to deliver resilient, equitable and climate-ready transit services throughout Los Angeles County.

As an agency, we are leveraging the halfway mark of *MBS* to reinvigorate our staff and activate new resources to achieve our goals.

1. Overview

The Los Angeles County Metropolitan Transportation Authority (Metro) is California's largest transit agency (by ridership) and the second-largest in the United States. We serve nearly a million riders each day, and with every ride on a Metro Bus or on Metro Rail there is a measurable, positive impact on our environment and climate. Our transportation system, which serves the most populated county in the United States, is responsible for preventing over a million metric tons of greenhouse gases (GHGs) from entering the atmosphere and contributing to climate change. By that measure alone, public transit is in and of itself an act of sustainability and a demonstration of climate action.

However, operating our system comes with financial, social and environmental costs. We build infrastructure and use resources that can affect our natural environment and the livelihoods of Angelenos, and those activities are funded by taxpayers. For Metro to fulfill its mission – to provide a world-class transportation system that enhances the quality of life for all who live, work and play within Los Angeles (LA) County – we must remember that we are accountable for the potentially harmful impacts of running that system and take decisive action to mitigate them wherever possible.

For nearly two decades, Metro has instituted policies, plans, initiatives and reporting that have embedded sustainability, community resilience and equity into our decision-making and operations. In 2020, we reaffirmed and expanded our commitment to this work through our 10-year strategic sustainability plan, *Moving Beyond Sustainability*.

1.1 What is *Moving Beyond Sustainability*?

When Metro's Board of Directors (Board) adopted *Moving Beyond Sustainability*, or MBS, we committed to ambitious sustainability goals that would achieve two things. First, they would advance our sustainability vision: of creating an organizational culture and workforce that continually integrates the principles of sustainability into all aspects of decision-making and execution to enhance communities through mobility and access to opportunity. Second, they would reaffirm Metro as a public transit leader, setting the standard for transit agencies across the United States on taking bold action to tackle climate change and address

serious environmental resource challenges. Our Office of Sustainability has overseen the implementation of this plan to date, but MBS has been and will continue to be a shared responsibility across Metro.

Our transportation system is responsible for preventing over a million metric tons of greenhouse gases from entering the atmosphere and contributing to climate change.

MBS established twenty (20) quantitative and/or time-bound targets across seven (7) categories of performance, all underpinned by strategies and actions to be implemented by Metro staff. Collectively, they constitute a practical roadmap that has guided our agency's work for the last five years and out through 2030. When MBS was adopted in 2020, the global and local impacts of the COVID-19 pandemic had not been yet fully realized. Over the last five years, Metro has both faced profound disruption and found significant opportunity in adapting to a new operating environment, with meaningful impacts for not just the Office of Sustainability but the agency moving forward.

1.2 Facing Disruption and Finding Opportunity

Metro adopted MBS in September 2020, mere months after the start of the global COVID-19 pandemic. Metro and greater Los Angeles County faced an unprecedented global crisis, which itself was followed by a series of social, institutional and geopolitical upheavals across the world. Beyond its tragic

impacts on the health and livelihoods of Angelenos, the pandemic laid bare the importance of essential services like public transit. Metro could not, and would not, shut down its services: essential workers in public health and other areas of public services depend on Metro to get to and from work. But like so many other institutions, the pandemic created an undeniable challenge for Metro. It halted activities for many of our business units, scaled back our operations and delayed a number of capital projects intended to expand Metro's services across LA County.

Consequently, the pandemic had significant impacts on Metro operations and sustainability initiatives, including but not limited to:

- > **COVID-19 fundamentally changed how Angelenos lived and worked countywide.** Stay-at-home orders and other lockdown measures significantly reduced commuter traffic, shifting many workers to remote work or suspending work due to furloughs. As schools and businesses shut down, the number of daily trips both on public transit and in private vehicles decreased. Economic and traffic patterns across LA County were also affected by a decline in tourism. In 2020 alone, the number of vehicle revenue miles (i.e., the total number of miles Metro vehicles traveled while in revenue service) fell by nearly 22% from the previous year.
- > **The combination of the pandemic and other world events affected supply chains and fuel markets.** Raw material and fuel markets (e.g., natural gas) experienced supply shortages that contributed to inflation and increased prices. For instance, in January 2023, natural gas prices skyrocketed beyond five (5) times the typical monthly average for that period. While Metro remained steadfastly committed to maintaining our core transit services during this period, these global supply chain interruptions had a significant influence on our operating costs and capital project capacity, the impacts of which continue to reverberate today.
- > **COVID-19 drove structural, budgetary and programmatic changes across Metro.** Declines in service and sales tax revenue prompted a \$1.2-billion reduction for Metro's budget for the 2021 fiscal year, which protracted cuts to service and cut budgets for capital and planning projects. These changes resulted in delays to capital project schedules, which impacted the completion of major projects like the Purple (D Line) Extension and the now-open Regional Connector Transit Project. Other impacts included a slowing of Metro's transition to zero-emission vehicles across the agency, suspended activity of various sustainability and economic workforce development programs and shifts in funds from

planning projects to critical transit operations. As with many organizations adapting to workplace changes due to COVID-19, the pandemic influenced staff turnover, which further slowed down Metro programs and was compounded by budget reductions that hindered capacity to hire new staff.

Adapting to a New Operating Environment after COVID-19

The pandemic had profound impacts on Metro operations and sustainability initiatives, but this is only a part of the story. In the wake of these disruptions, Metro instituted prompt and comprehensive changes to sustain our transit service, continue progress on major projects and adapt to new economic and workforce realities.

- > **We mobilized a Recovery Task Force to lead an equitable economic recovery for LA County.** Metro assembled its first Recovery Task Force, which issued a series of recommendations in February 2021 for Metro's path forward through and beyond the pandemic. These recommendations included promoting biking through initiatives like the Adopt-A-Bike Grant Program, enhancing station and stop amenities through programs like the Better Bus Initiative (now the Regional Bus Stop Improvements Initiative) and studying best practices for reducing construction costs, led by Metro's Program Management department.
- > **We embraced the transition to a hybrid workforce.** We instituted hybrid, tele-work options for many of Metro's employees, and embraced the transition to



The Metro Ambassadors Program was launched in September 2022 to support and provide resources to Metro riders.

videoconferencing technology that allowed Metro employees to remain productive while addressing shifts in personal circumstances after the pandemic. Our bus and non-revenue operations staff have also started to leverage remote-enabled fleet management platforms that have improved their ability to diagnose and remedy vehicle and infrastructure issues.

- > **We made it safer and easier to ride with Metro.** Following the recommendations of our Recovery Task Force, Metro has made significant progress on various initiatives to improve customer experience and accessibility on our bus and rail lines. These include improvements to station amenities, mask vending and ventilation in vehicles and buildings. We launched our Metro Ambassadors Program pilot in September 2022, with the intent to support Metro riders, connect them to resources and address maintenance and safety concerns. Metro also started to more consistently survey riders as of 2020, providing us with critical data on riders' experiences. This data can be found on our Customer Experience Hub.

Consequently, the past years presented opportunities for meaningful change that have produced tangible outcomes. Metro's services have since rebounded to pre-pandemic levels, with ridership steadily increasing over the past three years. Metro's capital projects and sustainability programs have resumed, and Metro is now preparing for FIFA World Cup 26™ and the LA28 Olympic Games. Federal, state and local funding issued to Metro over the last five years has continued to help drive projects forward, including Metro's zero-emission bus transition. However, difficult as they were,



Metro continues its roll-out of zero-emission buses ahead of the FIFA World Cup 26™ and the LA28 Olympic Games.

these last five years are a reminder of the resilience of our agency, our remarkable staff and leadership who continued to work through challenging times. This *Five-Year Update* provides a unique opportunity to reflect on the profound impacts of the last five years and reenvision our roadmap for meeting our sustainability goals in the next five years and beyond.

1.3 About the *MBS Five-Year Update*

When Metro adopted *Moving Beyond Sustainability*, we committed to updating the plan every five years, accompanied by formal progress reports every two years and annual performance updates through Metro's online Sustainability Reporting Dashboard. This document is our first formal *MBS Five-Year Update*, with the purpose of summarizing our progress towards the *MBS* goals and targets and providing an updated roadmap for executing our sustainability vision through 2030.

What is in this Five-Year Update

This *MBS Five-Year Update* is primarily divided into two key chapters, following this Overview section:

- > **Our Performance to Date.** This chapter is a summation of Metro's performance on all of its quantitative and time-bound targets across the seven (7) *MBS* performance categories. For each and every target, we provide a short summary of our performance through 2024 (the latest reporting period), as well as a status marker indicating whether Metro has achieved the target, if the target is on track for achievement, if the target is in progress or if it is behind schedule and requires additional action. For each category, we provide a short summary of key achievements, implementation challenges and cost considerations, as well as a shortlist of priority next steps to drive achievement of the targets.
- > **Looking to 2030.** This chapter is an updated blueprint for advancing sustainability at Metro out through 2030 and beyond in recognition of evolving environmental, political, financial and socioeconomic realities. In particular, it outlines how Metro will achieve the *MBS* goals and targets amidst present and future challenges and how sustainability can help the agency persevere through these challenges.

Under each category, *MBS* outlined 43 strategies and 188 actions to drive achievement of the goals and targets. Each action included assigned Metro departments and an achievement market at the time of adoption. This *MBS Five-Year Update* provided an opportunity for the Office of

Sustainability to reevaluate, revise and streamline these strategies and actions in accordance with post-pandemic shifts and departmental realignment. As a result, this *MBS Five-Year Update* does not include an updated list of those actions, but Section 2.10 “Actions and Implementation” provides the current status of our overarching progress and our intended steps to revise, prioritize, implement and track those actions.

2026-2030 Strategic Priorities

Sustainability is not an isolated priority or action area at Metro. Instead, it is a guiding principle that informs the execution of our work and holds our agency to high standards. As Metro evolves and looks ahead to 2030, this *MBS Five-Year Update* offers a more overt connection of sustainability to key agency-wide priorities. In Section 3, “Looking to 2030,” we establish a renewed set of strategic priorities to drive the achievement of *MBS* through 2030.

Aligning with Agency-wide Strategy and Regulations

MBS is intended to align, fold in and advance the efforts of Metro’s existing strategic plans. Planning efforts leading up to the original plan centered on aligning with *Vision 2028*, our *Long-Range Transportation Plan* (LRTP), our *Equity Platform Framework* and our *Climate Action and Adaptation Plan* (CAAP). Since 2020, Metro has advanced and adopted other strategic plans, including but not limited to Metro’s *Goods Movement Strategy*, *All-Hazards Mitigation Plan*, *Electric Vehicle Parking Strategic Plan* and *Community-Based Organization Partnership Strategy*. In 2025, Metro adopted updates to several strategic plans, as well as new policies and guidelines.

> **We issued a formal update to our 2019 *Climate Action and Adaptation Plan*.** The CAAP Update details Metro’s progress toward its GHG reduction goal to achieve a 79% reduction in emissions by 2030 (from 2017 levels) and net-zero

MBS 2026-2030 Strategic Priorities

PRIORITY	PRIORITY DETAIL
Equity and Climate Justice	We will determine where and how sustainability can continue to address systemic inequities across LA County and protect communities that are affected “first and worst” by the impacts of climate change.
Fiscal Responsibility	We will use sustainable practices, programs and standards to reduce expenses and generate value for Metro in the face of an anticipated fiscal deficit over the next several years.
Customer Experience, Safety and Equity	We will leverage sustainability projects and best practices to drive measurable improvement to customer experience and create a safer, more equitable transit experience for all Angelenos.
System Reliability and Resilience	We will establish and uphold infrastructure, procedures and partnerships to ensure that the Metro system remains up and running in the face of acute shocks or chronic disruptions.
Community Partnerships	We will strengthen and support our partnerships with community-based organizations and other regional stakeholders, and identify where those partnerships can drive achievement of Metro’s sustainability strategy.
Regional Youth and Workforce Development	We will build on existing youth and workforce development programs to strengthen the LA County economy, improve livelihoods for Angelenos and create an agile green workforce.
Governance, Culture and Compliance	We will continue to integrate meaningful sustainability governance and uphold environmental compliance throughout Metro, with attention to improving decision-making and driving positive behavioral change.

emissions by 2050. The Update includes detailed updates on each of the decarbonization and adaptation measures presented in the 2019 CAAP.

- > **We introduced our *Energy Master Plan (EMP)*, our first formal energy planning update since 2010.** The EMP provides specific recommendations for investment in clean energy generation, energy management technologies and projects that support operational resiliency.
- > **We presented our latest updates to our *Short-Range Transportation Plan (SRTP)* and *Vision 2028*.** These two agency-wide strategic plans provide the latest on our efforts toward transforming mobility in LA County through 2028 and beyond.
- > **We adopted new guidelines to address the Fiscal Cliff and established an agency-wide Cost-Benefit Assessment Methodology.** These guidelines are meant to ensure that all new projects and initiatives are sufficiently vetted to address agency-wide priorities and reduce costs across Metro.

In preparing this *Five-Year Update*, Metro is focused on ensuring that our sustainability efforts remain aligned with and progress in support of these agency-wide plans. The table on the following page offers a diagram of how these key planning efforts remain central to and will inform our sustainability planning through the next five (5) years and beyond. As we turn the corner on the first five (5) years of *MBS*, the Office of Sustainability is coordinating with other Metro departments to ensure *MBS* remains aligned with these commitments and to uncover opportunities for collaboration.

Furthermore, Metro's Sustainability Program and initiatives remain accountable to evolving state and federal regulations. As we look ahead to the next five years of *MBS*, the Office of Sustainability will continue to monitor and align with relevant regional, state and federal standards. The table on the following page offers a summary of our *MBS* performance categories and their broader alignment with notable regulatory requirements in the state of California.

Strategic alignment between *MBS* and other agency-wide plans

MBS	METRO PLANS	HOW MBS ALIGNS WITH PLANNING GOALS
<i>Moving Beyond Sustainability</i>	<i>Vision 2028</i> (Updated 2025)	Actions centered on bolstering climate and energy resilience systemwide advance <i>Vision 2028</i> goals on delivering outstanding trip experiences, enhancing communities and regional collaboration.
	<i>Long-Range Transportation Plan</i> (2020)	Progress towards a zero-emission bus fleet and an energy-resilient Metro, as well as agency-wide commitments toward reducing Vehicle Miles Traveled (VMT), ensure that new programs and Measure M projects have a carbon-neutral impact.
	<i>Short-Range Transportation Plan</i> (Updated 2025)	<i>MBS</i> directly advances the goals of the SRTP through ongoing efforts to drive down greenhouse gas emissions and criteria pollutants, as well as through ongoing environmental stewardship efforts that promote urban greening and reduce natural resource use.
	<i>Equity Platform Framework</i> (2017)	Several actions in <i>MBS</i> are designed to reduce environmental burdens on communities at the frontlines of climate change, as well as to encourage and strengthen partnership between Metro and the communities we serve.
	<i>Goods Movement Strategy</i> (2021)	Commitments to programs that reduce VMT and promote green workforce development directly support the central goal of the <i>Goods Movement Strategy</i> , which is to support the efficient and sustainable movement of goods across LA County and beyond.
	<i>All-Hazards Mitigation Plan</i> (2022)	Our efforts to assess and bolster climate resilience across all Metro infrastructure directly supports our work on all-hazards mitigation plan, which includes our strategy towards addressing natural and anthropogenic hazards (including the impacts of climate change).
	<i>CBO Partnership Strategy</i> (2021)	Metro continues to offer opportunities to work with CBOs on our agency-wide sustainability efforts, leveraging our Sustainability Council as a means of identifying and establishing those opportunities.
	<i>Climate Action and Adaptation Plan</i> (Updated 2025)	Several actions in <i>MBS</i> are geared towards advancing the GHG emissions reduction pathways identified through our CAAP, inclusive of steps to continue driving down emissions from our fleets and buildings.
	<i>Energy Master Plan</i> (2025)	The <i>MBS</i> is directly aligned with the recommendations of the <i>Energy Master Plan</i> , centered on improving energy resilience and securing more carbon-free energy for Metro.
	<i>Electric Vehicle Parking Strategic Plan</i> (2022)	The EVPSP is a direct outcome of the <i>MBS</i> planning effort, committing to growth of our EV charging network that provides low-carbon electricity for our non-revenue fleet, our employees commuting with EVs and EV drivers across LA County.

Notable California State Regulatory Requirements by MBS Performance Category

PERFORMANCE CATEGORY	PERTINENT REGULATIONS AND STANDARDS*
Water Quality and Conservation	<ul style="list-style-type: none"> > Rulemaking to Making Conservation a California Way of Life (2025) > Assembly Bill 1668 (Friedman, 2018) > Senate Bill 606 (Hertzberg, 2016)
Solid Waste	<ul style="list-style-type: none"> > Senate Bill 707 (Newman, 2024) > Senate Bill 605 (Lara, 2016) > Senate Bill 1383 (Lara, 2016)
Materials, Construction and Operations	<ul style="list-style-type: none"> > 2022 California Green Building Standards Code, Title 24, Part 11 (CALGreen) > Senate Bill 1 (Beall, 2017) > Senate Bill 350 (de Leon, 2015) > Senate Bill 743 (Steinberg, 2013) > Senate Bill 375 (Steinberg, 2008)
Energy Resource Management	<ul style="list-style-type: none"> > 2022 California Energy Code, Title 24, Part 6 > Assembly Bill 802 (Williams, 2018) > Senate Bill 100 (de Leon, 2018) > Senate Bill 350 (de Leon, 2015) > Assembly Bill 1236 (Chiu, 2015) > Assembly Bill 2514 (Skinner, 2010)
Emissions and Pollution Control	<ul style="list-style-type: none"> > CARB Advanced Clean Fleets Regulation (2023) > CARB Innovative Clean Transit Regulation (2018) > Executive Order B-55-18 (2018) > Assembly Bill 617 (Garcia, 2017) > Assembly Bill 398 (Garcia, 2017) > Senate Bill 32 (Pavley, 2016) > Assembly Bill 1550 (Gomez, 2016) > Senate Bill 605 (Lara, 2016) > Senate Bill 1383 (Lara, 2016) > Assembly Bill 1236 (Chiu, 2015) > Senate Bill 743 (Steinberg, 2013) > Senate Bill 535 (de Leon, 2012) > Senate Bill 375 (Steinberg, 2008) > Assembly Bill 32 (Nunez, 2006)
Resilience and Climate Adaptation	<ul style="list-style-type: none"> > Senate Bill 30 (Lara, 2018) > Senate Bill 1035 (Jackson, 2018) > Assembly Bill 2800 (Quirk, 2016) > Senate Bill 379 (Jackson, 2015) > Senate Bill 246 (Wieckowski, 2015) > Assembly Bill 1482 (Steinberg, 2015)
Economic and Workforce Development	<ul style="list-style-type: none"> > Senate Bill 822 (Durazo, 2023) > Assembly Bill 1270 (Garcia, 2015)

*Please note this is not an exhaustive list of all regulations, and excludes federal regulations for simplicity.

Update Process

The process for preparing the *MBS Five-Year Update* took place between Fall 2024 and Fall 2025.

- > **Stakeholder Outreach – Fall 2024.** We reached out to departments across Metro to assess progress on strategies and actions in *MBS* and identify newly emerging priorities and challenges through 2030.
- > **Progress Evaluation – Spring 2025.** We completed our latest biennial report on *MBS*, which provided updated performance on all of our performance targets through 2024. We began to internally revise the strategies and actions in *MBS* to reflect the findings from our stakeholder discussions in Fall 2024.
- > **Plan Update and Stakeholder Follow-Up – Summer 2025.** We began drafting our *Five-Year Update* and followed up with stakeholders to confirm directions on strategies and actions.
- > **Review and Finalize – Fall 2025.** We finalized the *Five-Year Update* ahead of Board adoption in December 2025.

The resulting *MBS Five-Year Update* provides a summary of our performance to date meeting the targets established in *MBS*. In assembling this *Five-Year Update*, we reaffirm our commitment to sustainability, resilience and equity at Metro, not just for the next five years (5) but far into the future.

In assembling this *Five-Year Update*, we reaffirm our commitment to sustainability, resilience and equity at Metro, not just for the next five years but far into the future.

2. Our Performance to Date

This *Five-Year Update* provides a summary of our performance on the targets established in *MBS*. The targets are precise, timebound and quantifiable benchmarks to measure our progress towards our goals. Each target is measurable, stated in terms of results and assigned with a milestone completion date by 2030 (or earlier as designated). In *MBS*, these targets were established in support of broader goals that define what Metro is trying to accomplish programmatically and organizationally. The original plan also details a series of strategies and actions to support the achievement of the targets.

In this section, we will provide an overview of our target performance across each of the seven categories established within *MBS*:

1. Water Quality and Conservation
2. Solid Waste

3. Materials, Construction and Operations
4. Energy Resource Management
5. Emissions and Pollution Control
6. Resilience and Climate Adaptation
7. Economic and Workforce Development

2.1 How to Read This Section

All targets are presented by category, including detail on our performance through the end of calendar year 2024 and a “stoplight” status assessment of that performance.

Performance across each category will be accompanied with short descriptions of achievements, implementation and cost considerations and priority next steps to achieve the targets or otherwise advance our performance under each category.

Status Assessment Color-Key

STATUS INDICATOR	STATUS DEFINITION
Target achieved	Metro has achieved the target according to the performance and/or time milestone designated.
On track for achievement	A target is labeled as “on track for achievement” if it meets any of these criteria: <ul style="list-style-type: none"> > if the target pertains to an ongoing activity (e.g., “displace emissions annually”) that is being achieved; > if the target has a 2030 milestone (i.e., baseline or BAU reduction) and if Metro’s progress indicates that it is ahead or on schedule; or > if the target has an activity that is certain to be completed, even if its achievement falls after its committed time boundary.
In progress but requires additional action	A target is labeled as “in progress but requires additional action” if it refers to an ongoing activity that is not being achieved, or a milestone that has not yet been achieved, but has shown progress since 2020.
Behind schedule and requires additional action	A target is labeled as “behind schedule and requires additional action” if it refers to an ongoing activity that is not being achieved, or a milestone that has not yet been achieved, but has not shown progress since 2020.

Performance Summary

CATEGORY	PERFORMANCE THROUGH 2024	STATUS
Water Quality and Conservation		
1. Reduce potable water use by 22% from the 2030 Business as Usual scenario.	38.9% Reduction from 2024 BAU	On track for achievement <i>(ahead of schedule)</i>
2. Increase runoff infiltration and capture capacity for stormwater by 15% from 2022 baseline levels.	56.4% Increase from 2022 Baseline	On track for achievement <i>(ahead of schedule)</i>
Solid Waste		
1. Reduce annual operational solid waste disposal 24% from 2030 Business as Usual scenario.	10.7% Reduction from 2024 BAU	Behind schedule and requires additional action
2. Achieve 50% landfill diversion rate for operational waste.	39.9% Diversion from Landfill	In progress, but requires additional action
3. Achieve 85% construction landfill diversion rate.	87.9% Diversion from Landfill	On track for achievement
Materials, Construction and Operations		
1. Achieve LEED Silver certification for all new facilities over 10,000 square feet, and achieve Envision certification where LEED is not applicable.	15 LEED Silver and Gold certifications achieved and 8 in progress as of 2024	On track for achievement <i>(ongoing)</i>
2. Design and build 100% of capital projects to CALGreen Tier 2 standards.	19 projects participating in Engagement Team process in pursuit of CALGreen Tier 2	On track for achievement <i>(ongoing)</i>
3. Complete Sustainable Acquisition Program training implementation and develop 2030 program targets for annual sustainable acquisition spend by 2022.	Agency-wide roll-out by December 2025	On track for achievement <i>(behind schedule)</i>
Energy Resource Management		
1. Reduce energy consumption by 17% at facilities from the 2030 Business as Usual scenario.	23.8% Reduction from 2024 BAU	On track for achievement <i>(ahead of schedule)</i>
2. Increase onsite renewable energy generation to 7.5 MW	2.6 MW Onsite Renewable Capacity	Behind schedule and requires additional action

continued on next page

Performance Summary *(continued)*

CATEGORY	PERFORMANCE THROUGH 2024	STATUS
Emissions and Pollution Control		
1. Displace 903,000 MTCO₂e annually.	1,134,595 MTCO ₂ e Displaced	On track for achievement
2. Reduce total GHG emissions by 79% from 2017 baseline.	67.9% Reduction from 2017 Baseline	On track for achievement
3. Reduce total nitrogen oxides (NOx) emissions 54% from 2018 baseline.	92.2% Reduction from 2018 Baseline	On track for achievement <i>(ahead of schedule)</i>
4. Reduce total particulate matter (PM) emissions 62% from 2018 baseline.	73.6% Reduction from 2018 Baseline	On track for achievement <i>(ahead of schedule)</i>
Resilience and Climate Adaptation		
1. Identify all acute shocks or stressors for critical and/or vulnerable areas at or near Metro infrastructure by 2025.	1,341 assets evaluated for risk level across 6 types of climate hazards.	Target achieved
2. Implement the flexible adaptation pathways concept to incorporate climate adaptation into planning, procurement, asset management and operations by 2025.	48 department representatives engaged in All Hazard Mitigation planning and adaptation implementation.	Target achieved
3. Prioritize improvements to locations, facilities, infrastructure, equipment and operations to reduce risk.	37% of evaluated stations received increased appearance scores and 57% received increased functionality scores in Q4 2024 (from Q3 2024).	On track for achievement <i>(ongoing)</i>
Economic and Workforce Development		
1. Review job classifications on a regular basis and eliminate obsolete requirements that create barriers to career advancement.	100% of Job Classifications Reviewed	Target achieved
2. Recruit employees from diverse sources, including vocational schools, community colleges, groups supporting formerly incarcerated persons and organizations supporting persons with disabilities and older adults.	4.6% of Total Hires Agency-Wide were Veteran Hires between 2023 and 2024	On track for achievement <i>(ongoing)</i>
3. Achieve triennial DEOD contracting goals related to small, disadvantaged and veteran-owned businesses.	12.2% SBE Participation in 2024 8.3% DBE Participation in 2024 1.2% DVBE Participation in 2024	In progress, but requires additional action

2.3 Water Quality and Conservation

Metro is actively monitoring water use and finding new ways to increase conservation efforts. As a responsible steward of water resources, Metro continues to develop additional water use reduction strategies focused on technical improvements and behavioral change at Metro, while developing partnerships with key regional stakeholders to build a more resilient Los Angeles (LA) County.

While water conservation and efficiency remain priorities for Metro, water reclamation, reuse and sustainable stormwater management will be equally critical components of Metro’s water strategy through 2030. Our targets and commitments related to water reflect the full water cycle, recognizing that the ways in which Metro procures, consumes, processes and disposes of water have regional impacts that can affect both the supply and quality of our regional water resources.

TARGET 1

- > Reduce potable water use by 22% from the 2030 Business as Usual Scenario. ACHIEVED ON TRACK
- > 38.9% Reduction from 2024 BAU IN PROGRESS BEHIND SCHEDULE

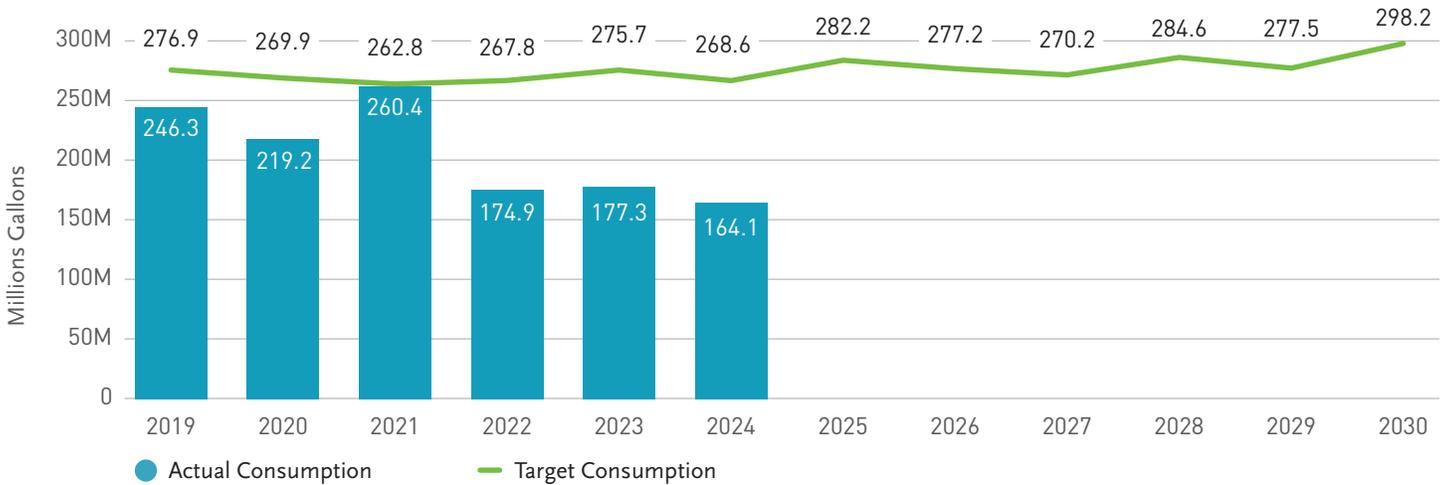
Metro has continued to make steady progress towards reducing its potable water use. Since 2020, Metro has reduced its potable water use by over 25%. Progress on this metric is in part circumstantial: the Los Angeles region has experienced a couple of years with higher-than-expected precipitation, which has reduced the demand for irrigation water across the system. In addition, as capital project schedules have been pushed back, some of the new potable water use demand we expected to see by 2025 has not yet come to fruition. That being said, Metro’s potable water use reduction efforts – namely, the installation of weather-sensing irrigation controllers along the Metro G Line – have resulted in improved outcomes. As of this year, Metro has achieved a 38.9% reduction from the 2024 business-as-usual (BAU) scenario, placing it further ahead of schedule and meriting an “On Track” designation in 2025.

TARGET 2

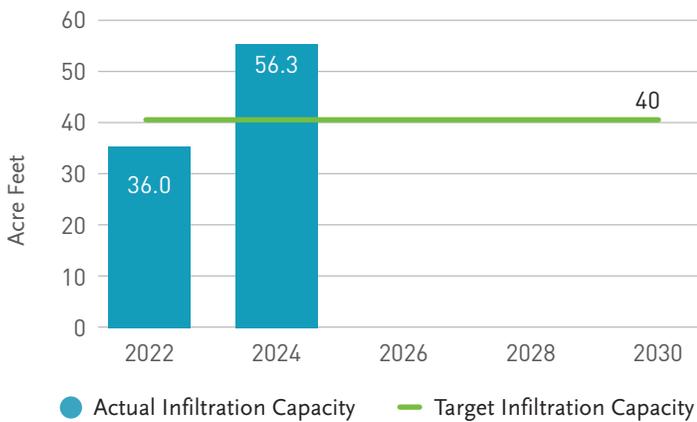
- > Increase runoff infiltration and capture capacity for stormwater by 15% from 2022 baseline levels. ACHIEVED ON TRACK
- > 56.4% Increase from 2022 Baseline IN PROGRESS BEHIND SCHEDULE

As of 2024, Metro’s stormwater infiltration and capture capacity has increased by 56.4% from the baseline, equaling 56.3 acre-feet/year in capacity. This puts Metro above its target capacity, and currently Metro has planned to increase its water infiltration and capture volume to 974 acre-feet/year by 2030. A significant majority of this planned growth is attributed to the Metro G Line Stormwater Quality and Infiltration project. Consequently, Metro is on track to meet and ultimately further exceeds its target.

Potable Water Consumption



Stormwater Infiltration and Capture Capacity



Accomplishments

- > Metro secured \$8.425 million in 2020 through LA County’s Safe, Clean Water Program created by the passage of Measure W in 2018, funding several stormwater capture projects.
- > Metro partnered with LADWP and City of Burbank to connect Metro G Line to recycled water systems and offset potable water use.
- > Metro installed on-site water treatment plants along Metro D Line Subway Extension Project stations to treat contaminated groundwater.
- > We adopted the Metro Tree Policy in 2022 protecting trees impacted by construction and establishing a sustainable tree replacement program.
- > We incorporated Low Impact Development strategies into Crenshaw/LAX and Rail to Rail Active Transportation Corridor, including permeable pavements, bioswales and landscaped infiltration areas.

Implementation Challenges and Cost Considerations

- > Metro has not updated its 2010 *Water Action Plan* and has limited resources to prepare a plan with clearly defined water conservation projects.
- > Limited staff resources have slowed down conversations with regional partners to implement innovative water conservation strategies and initiatives.
- > New capital projects are likely to increase potable water use systemwide.
- > As Metro approaches a fiscal cliff, water conservation actions may be deprioritized relative to other capital and operations projects with higher returns on investment.

Priority Next Steps

- > Metro will continue to integrate water conservation and capture infrastructure into new capital projects to mitigate future potable water consumption.
- > Metro is building program guidelines for an urban greening grant program for LA County, and will explore opportunities to pilot and scale the program with an eye towards mitigating water use on future projects.
- > Metro will evaluate resources to determine whether an update to its 2010 *Water Action Plan* is feasible within the next five years.

2.4 Solid Waste

The solid waste category addresses Metro’s generation and diversion of solid waste for both daily operations and capital construction projects. To reduce the impact of our waste, we aim to decrease the amount of waste we generate and divert waste from landfills. In alignment with the City of Los Angeles (LA) and LA County Integrated Waste Management Hierarchy, waste reduction and sustainable procurement are the most important first steps toward meeting our 2030 targets.

Building on waste characterization studies and our growing Sustainable Acquisition Program, we are changing existing behavioral and purchasing practices to minimize the upstream and downstream impacts of procured material. We are also partnering internally and regionally to identify creative material reuse and diversion strategies. To address construction waste, we are partnering with Metro’s contractors to develop waste management strategies that focus on material reuse and landfill diversion.

TARGET 1

- > Reduce annual operational solid waste disposal 24% from 2030 Business as Usual scenario. ACHIEVED ON TRACK IN PROGRESS BEHIND SCHEDULE
- > 10.56% Reduction from 2024 BAU

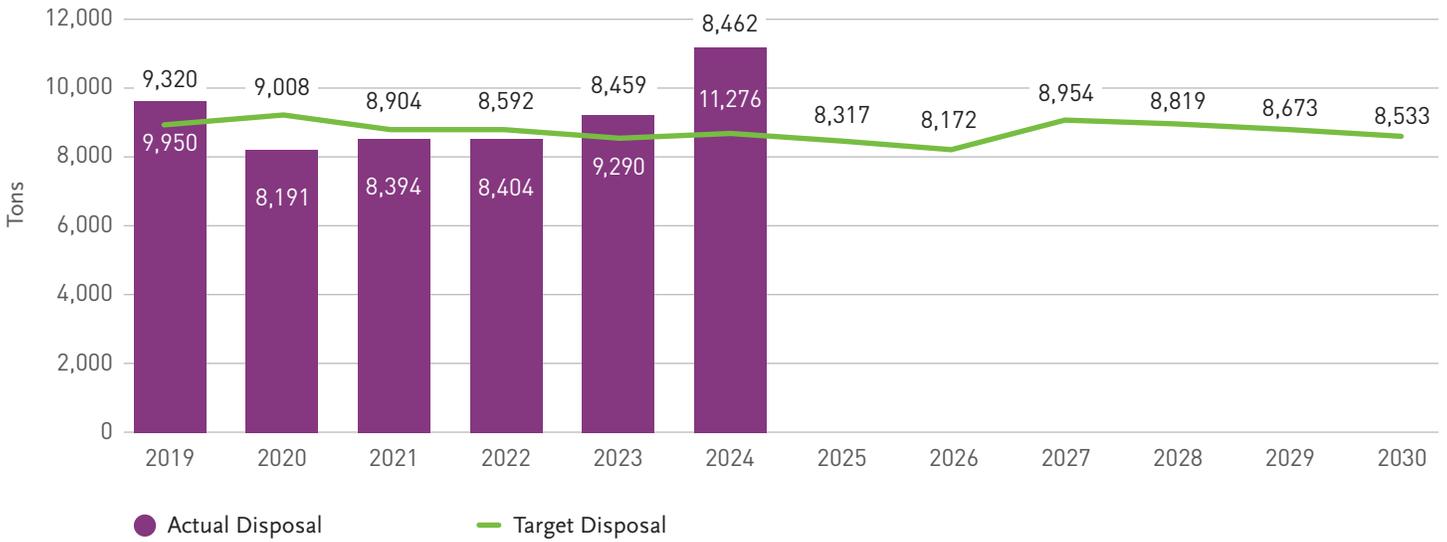
In 2024, Metro continues to dispose less waste than it was forecasted to generate under the BAU scenario. However, Metro generated nearly 11,276 short tons of solid waste in 2024, over 33% higher than the target disposal amount for the same year (8,462 short tons). Furthermore, solid waste disposal has actually increased each year since 2020, registering a 37.6% increase in solid waste disposal since then. It is likely that some of this increase can be attributed to a “rebound” effect from relatively low disposal rates in 2020 and 2021 due to the COVID-19 pandemic, as well as due to new Metro projects (e.g., Metro Regional Connector) coming online. However, Metro’s efforts to reduce waste disposal have not tracked with or outpaced increased disposal due to these factors. Consequently, Metro remains behind schedule for this target.

TARGET 2

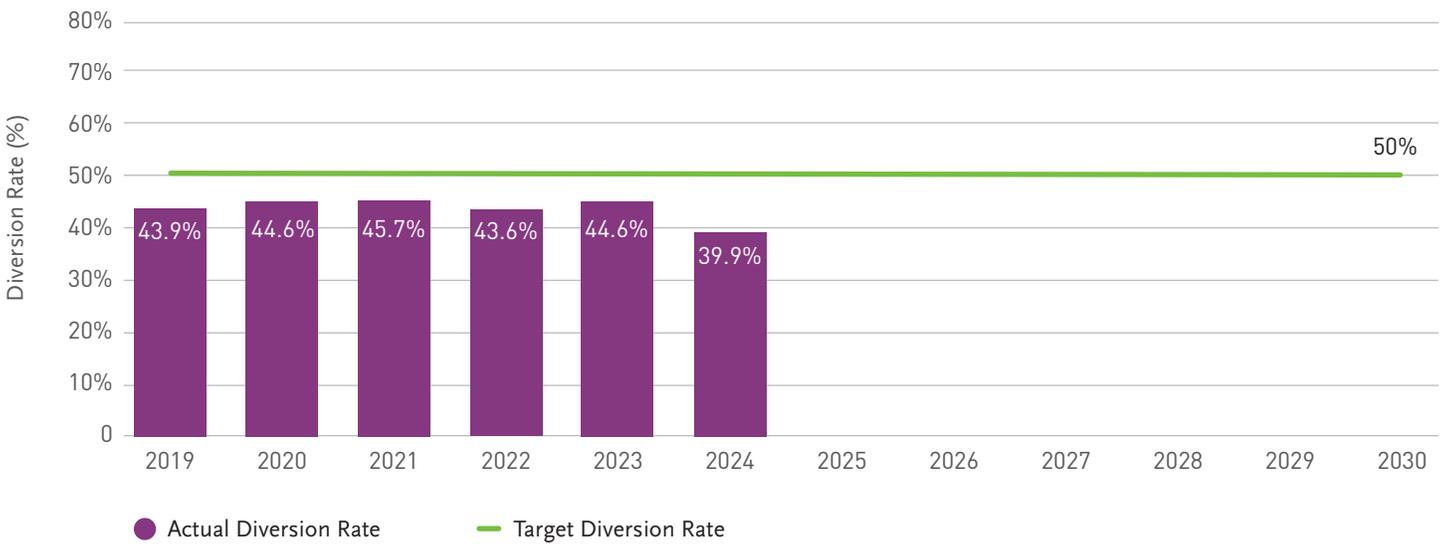
- > Achieve 50% landfill diversion rate for operational waste. ACHIEVED ON TRACK IN PROGRESS BEHIND SCHEDULE
- > 39.9% Diversion from Landfill BEHIND SCHEDULE

As of 2024, Metro is diverting just shy of 40% of its operational waste from landfill. However, this figure not only falls short of Metro’s 50% diversion target, but it is also a marked decrease from the previous year (44.6% diversion). This is likely due to

Solid Waste Disposal



Solid Waste Diversion from Landfill



the fact that Metro’s disposed waste figures increased by nearly 21.4% in 2024 from the previous year with new projects coming online, and that Metro could not yet divert recyclable or reusable materials at a commensurate rate. As with Target 1, Metro remains behind schedule to achieve its 50% landfill diversion rate for operational waste on an annual basis.

TARGET 3

- > Achieve 85% construction landfill diversion rate. ○ ACHIEVED
- > 87.9% Diversion from Landfill ● ON TRACK
- IN PROGRESS
- BEHIND SCHEDULE

Metro has significantly reduced its NOx emissions from the 2018 baseline, far exceeding our initial 2030 commitment. Since 2020, Metro’s NOx emissions have declined by over 76%, and

C&D Waste Diversion from Landfill



our 2024 NOx emissions (33,479 pounds) are about 83% lower than the reduction target (197,425 pounds). These remarkable trends can largely be attributed to the ongoing repowering of bus engines at mid-life, transitioning aging engines to near-zero emission engines that have yielded profound improvements in NOx emissions. The ongoing use of electric buses and newly introduced electric vehicles across our non-revenue fleet are also contributing to this positive impact. As of 2024, Metro is exceeding this target and intends to continue building on this achievement through 2030.

Accomplishments

- > In 2019 and 2020, Metro partnered with the TAP Department to create upcycled swag for discontinued transit tokens, preventing over 2.5 tons of non-recyclable waste from being disposed in a landfill.
- > Metro’s Facilities Contracted Maintenance Services Department spearheaded a collaborative clean-up effort along the Union Pacific right-of-way adjacent to the Metro A Line, removing more than 280,000 pounds of trash and properly disposing over 100 gallons of hazardous waste materials.
- > Metro achieved and has sustained 100% reuse of clean soil in several projects since 2002, including the Metro D Line Subway Extension Project and the Metro Airport Connector Project.
- > Metro established a Uniform Upcycling Program in 2024, preventing nearly 1,600 jackets (equating to roughly 742 pounds of waste) from going to landfill.

Implementation Challenges and Cost Considerations

- > Metro initiated the development of a *Solid Waste Management Plan* in 2020 that was interrupted due to the pandemic and staff turnover.
- > Actions focused on promoting waste diversion across Metro operational divisions and locations have been limited to ad hoc efforts, hindering achievement of our waste diversion target.
- > New capital projects are likely to increase disposal of operational solid waste systemwide.
- > As Metro approaches a fiscal cliff, waste management actions across operations may be deprioritized relative to other capital and operations projects with higher returns on investment.

Priority Next Steps

- > Metro will continue to integrate solid waste management practices in alignment with current green building standards into new capital projects to mitigate disposal and improve landfill waste diversion.
- > We will work with Metro business units to evaluate implementation opportunities for improving waste diversion from landfill, as well as for improved monitoring and reporting practices around solid waste.
- > Metro will continue to prioritize and sustain waste diversion efforts at construction sites, solidifying achievement of our construction waste diversion target and explore cutting-edge technologies and practices to build upon our success to date.



Organic waste diversion at Metro.



Creating tote bags from old uniforms prevents hundreds of pounds of waste from going to landfill.

- > Metro will evaluate resources to determine whether the development of a *Solid Waste Management Plan* is feasible within the next five years.
- > Metro will utilize its Sustainable Acquisition Program (rolling out in December 2025) to develop staff training on waste prevention and reuse best practices, as well as incorporate best practices into specifications for major product and service contracts.

2.5 Materials, Construction and Operations

With the passage of Measure R in 2008 and Measure M in 2016, Metro has had access to the resources and funding needed to accelerate the expansion of our world-class transportation system. This includes construction and maintenance of rail lines, rapid bus lines, bike paths and more. A lifecycle approach to these initiatives will advance regional mobility while integrating sustainability into planning, design, construction, operations and maintenance.

In 2011, we established a Green Construction Policy (GCP) to reduce emissions during construction, as well as the Sustainability Plan (SP) Program to assist contractors with meeting the California Green Building Standards Code (CALGreen) obligations. We have built on these successes by creating an interdepartmental Sustainability Engagement Team that is responsible for embedding sustainability in every phase of our projects. The development of our Sustainable Acquisition program in 2019 strengthened our efforts to sustainably source products and services. We continue to proactively identify opportunities to advance sustainability within our material selections, construction activities and operational processes.

TARGET 1

- > Achieve LEED Silver certification for all new facilities over 10,000 square feet, and achieve Envision certification where LEED is not applicable.
 - ACHIEVED
 - ON TRACK
 - IN PROGRESS
 - BEHIND SCHEDULE
- > 15 LEED Silver and Gold certifications achieved and 8 in progress as of 2024

To date, Metro has achieved LEED certification at Silver or higher for 15 facilities. Facilities that became certified in 2023 include the Willowbrook/Rosa Parks Station–Customer Service & Security Building, Willowbrook/Rosa Parks Station–Mobility Hub and Division 1 Transportation Building, all of which achieved LEED Silver. These facilities join long-standing high-performance projects such as Location 64 Maintenance of Way (LEED Gold), Union Station Gateway (LEED Gold) and numerous certified divisions and maintenance yards that have supported Metro’s green building goals for over a decade.

More recently, major projects such as the Airport Metro Connector (AMC) and Metro Center Project (MCP) have advanced through construction and are on track to achieve LEED Gold certification. Looking ahead, upcoming transit projects including the East San Fernando Valley Light Rail Transit Project (ESFV), Eastside Transit Corridor Phase 2, Sepulveda Pass, Metro C Line Extension and South Gateway Line are progressing through design and environmental review, with LEED certification fully integrated into their project development process.

LEED Certifications Status



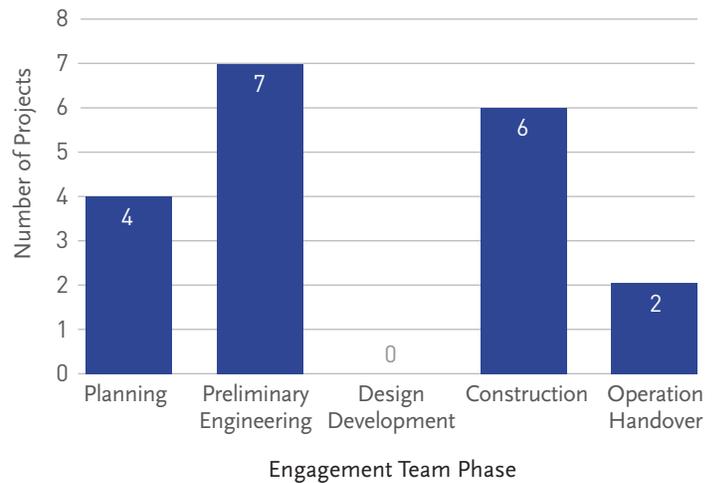
TARGET 2

- > Design and build 100% of capital projects to CALGreen Tier 2 standards.
 - ACHIEVED
 - ON TRACK
 - IN PROGRESS
 - BEHIND SCHEDULE
- > 19 projects participating in Engagement Team process in pursuit of CALGreen Tier 2

From 2023-2024, several capital projects have progressed through the construction and closeout phases, with six projects confirmed to meet CALGreen Tier 2 requirements across facilities such as stations and maintenance and storage facilities (MSFs). Projects like the East San Fernando Valley Transit Corridor and the G Line Improvements demonstrate meaningful compliance with Tier 2 standards, while others like the Metro Center Project are nearing full alignment pending final verification.

More than a dozen projects remain active within our Sustainability Engagement Team process, which supports project delivery through sustainability management plans initiated during planning and environmental review, working with contractors to define and formalize Tier 2-aligned strategies. These include projects in early planning, preliminary design and construction phases, where teams continue to integrate CALGreen mandatory and electric measures as well as additional sustainability strategies.

Sustainability Engagement Team Project Status



TARGET 3

- > Complete Sustainable Acquisition Program training/implementation and develop 2030 program targets for annual sustainable acquisition spend by 2022.
 - ACHIEVED
 - ON TRACK
 - IN PROGRESS
 - BEHIND SCHEDULE
- > Agency-wide roll-out by December 2025

As In June 2019, Metro's Board of Directors adopted the Sustainable Acquisition Program Framework and authorized the development of modified acquisition procedures. From 2019-2020, staff worked across departments to identify best

practices from peer agencies, develop draft tools and test the efficacy of sustainable acquisition in practice. Implementation of the program was originally slated to begin in 2021. However, the COVID-19 pandemic created unprecedented challenges for Metro, including both significant revenue shortfalls and high demand for acquisition of pandemic-related supplies. Due to this combined challenge facing Metro, implementation of the Sustainable Acquisition Program was temporarily postponed.

In 2024, Metro resumed preparations to launch the program by incorporating new sustainability features into the agency's procurement workflow and developing internal program training for staff. The program is currently projected to fully roll out in 2026. Once deployed, Metro will develop program goals and evaluate the effectiveness of the program tools and processes. Additionally, Metro will evaluate the environmental outcomes of previously awarded contracts containing sustainability considerations to identify lessons learned.

Accomplishments

- > Metro introduced its Integrated Station Design Solutions update in 2020, refining guidance for future rail and bus rapid transit stations to increase sustainability, improve rider experience and streamline all phases of construction and operations for each station.
- > In 2022, Metro sourced 60% of construction materials for the Metro D Line Subway Extension Project from a regional supplier, significantly exceeding the minimum CALGreen requirement of 10%.
- > Metro has required the use of renewable diesel for all off-road construction equipment since 2018.
- > Metro partnered with innovative Swedish manufacturing company Skanska to pilot cutting-edge electric construction equipment on the Metro D Line Subway Extension Project, resulting in a 66% reduction in GHG emissions per hour.
- > Metro has also advanced key policy updates, including revisions to the Metro Rail Design Criteria (MRDC), which now mandate CALGreen Tier 2 compliance for all applicable facilities exceeding 10,000 square feet.

Implementation Challenges and Cost Considerations

- > Agency-wide disruptions, including the COVID-19 pandemic and staff turnover, slowed the development and rollout of our Sustainable Acquisition Program.
- > State regulations have caught up with various Metro construction requirements. While there may be opportunities to introduce more ambitious requirements, appetite and capacity for contractors to comply may be limited.

In 2022, Metro sourced 60% of construction materials for the Metro D Line Subway Extension Project from a regional supplier, significantly exceeding the minimum CALGreen requirement of 10%.

Priority Next Steps

- > Metro will create and deploy additional staff training around CALGreen code requirements.
- > Metro will evaluate opportunities in the planning phase of capital projects to identify or determine appropriate sustainability standards and design criteria.
- > Metro will update Metro's design criteria to formalize Envision as Metro's required environmental certification for linear infrastructure projects.
- > Incorporate technology lifecycle assessments and update procurement to avoid stranded assets in systems like fare collection, fleet electrification and energy monitoring.



Metro's GCP reduced the Regional Connector Transit Corridor Project's GHG emissions by 45% compared to the base-case, eliminating 2,610 tons of carbon dioxide equivalent (CO₂e).

- > Metro will update Metro's design criteria to require compliance with the "Buy Clean California Act" and require contracts to submit Environmental Product Declarations that demonstrate that materials are in compliance with specified global warming potential limits.
- > With the launch of our Sustainable Acquisition Program, Metro will work toward developing and approving an agency-wide policy around sustainable acquisition. We will also work toward hosting routine training and support sessions for staff to garner additional support and participation for the program.

2.6 Energy Resource Management

Metro relies on energy to operate our system – it powers our operational facilities, fuels our vehicles and runs our rail systems. The use and sourcing of that energy has ongoing impacts and longstanding implications for the environmental, fiscal and infrastructural resilience of our system.

Metro’s building energy consumption alone accounts for just over 100 gigawatt-hours (GWh) of electricity consumption per year across our extensive inventory of facilities in LA County. These building operations are critical to support over 1.2 million weekday rail and bus transit patrons. As such, Metro is taking proactive measures to implement innovative energy conservation practices and technologies in buildings, while procuring and generating more clean, renewable sources of energy wherever possible.

TARGET 1

- > Reduce energy consumption by 17% at facilities from the 2030 Business as Usual scenario. ACHIEVED ON TRACK IN PROGRESS BEHIND SCHEDULE
- > 23.8% Reduction from 2024 BAU

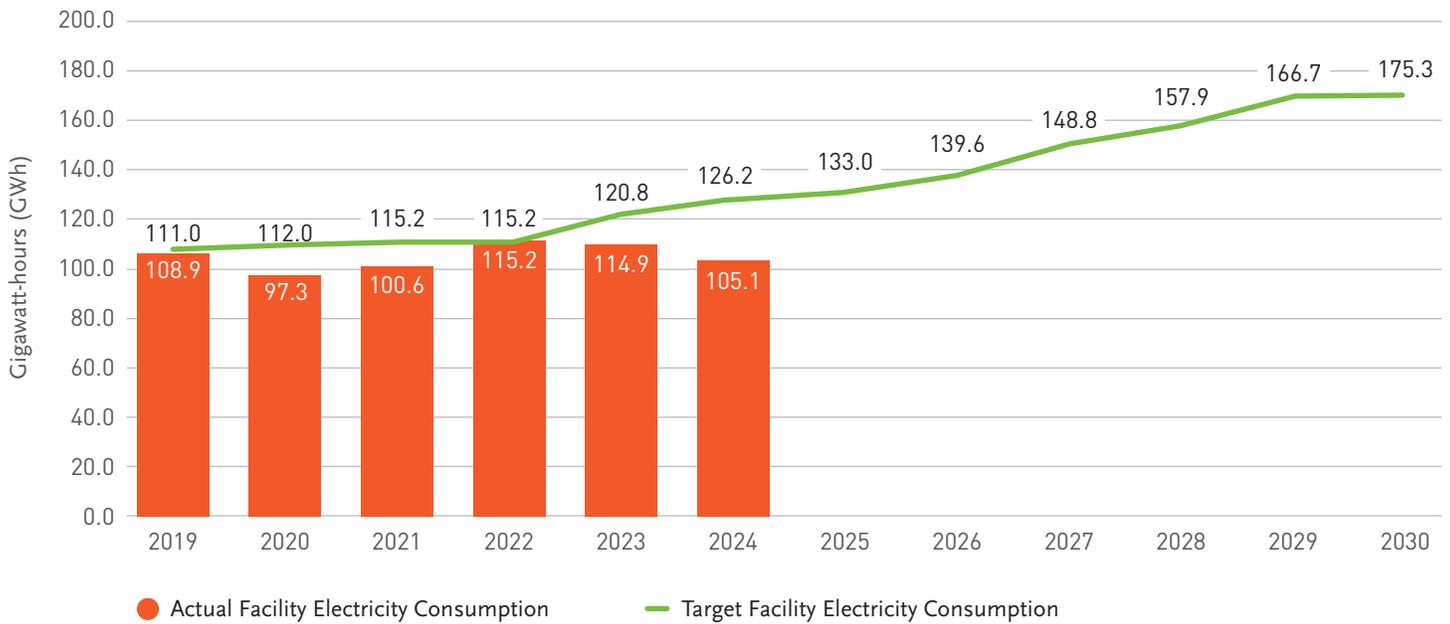
As of 2024, Metro has managed to stay ahead of its target to reduce electricity consumption at facilities. Metro has currently reduced consumption by nearly 23.8% from the 2024 BAU scenario. Metro’s consumption, with minor oscillations, has remained fairly consistent since even before the COVID-19 pandemic. And despite the fact that Metro ridership has rebounded significantly over the past several years, Metro’s facility electricity consumption has declined consistently over the past two years. In 2024, Metro reduced its facility electricity consumption by 8.55% from 2023.

TARGET 2

- > Increase onsite renewable energy generation to 7.5 MW. ACHIEVED ON TRACK IN PROGRESS BEHIND SCHEDULE
- > 2.6 MW Onsite Renewable Capacity (No Change) BEHIND SCHEDULE

Metro’s onsite renewable energy generation capacity has remained constant over the last five years at 2.6 MW. We are working aggressively to increase our renewable energy generation capacity over the next five years by installing onsite energy generation assets at multiple operating divisions. These projects will help us make progress toward our goal of 7.5 MW renewable energy capacity by 2030. This includes work on the commissioning of a new solar array at the Metro Location 64 Maintenance of Way building, which when it starts production will increase total generation capacity across the system to 2.9175 MW.

Facility Electricity Consumption



Onite Renewable Energy Capacity



However, Metro’s actual energy generation from its existing solar photovoltaic systems has increased over time. As Metro’s solar PV operations and maintenance program has completed repairs across various solar arrays, electricity generation in 2024 increased by 7.65% from 2023. Despite this positive development, Metro remains behind schedule with respect to its onsite renewable energy generation target. Going forward, Metro’s new Energy Master Plan will lay forward a path for future solar and storage projects to not only increase Metro’s onsite renewable generation capacity, but also bolster Metro’s systemwide energy resilience.

Accomplishments

- > In 2020, Metro performed a comprehensive Building Management System (BMS) assessment to identify system performance improvements at each operating division.
- > In 2022, Metro introduced its *Energy Efficiency Long-Term Plan*, which identifies opportunities for Metro to upgrade and replace building systems across Metro facilities that are estimated to save Metro \$3.3 million annually.

- > In 2022, Metro adopted its *Electric Vehicle Parking Strategic Plan*, which aims to increase Metro's charging network to over 2,000 chargers across Metro facilities by the end of the decade. 50% of all new EV chargers will be located in disadvantaged communities (DACs) and 30% will be located in equity-focused communities (EFCs).
- > In 2024, Metro partnered with SEED LA, to deliver a three-week after-school educational module for 140 9th graders. Students formed groups and created campaigns around renewable energy and environmental engineering topics.

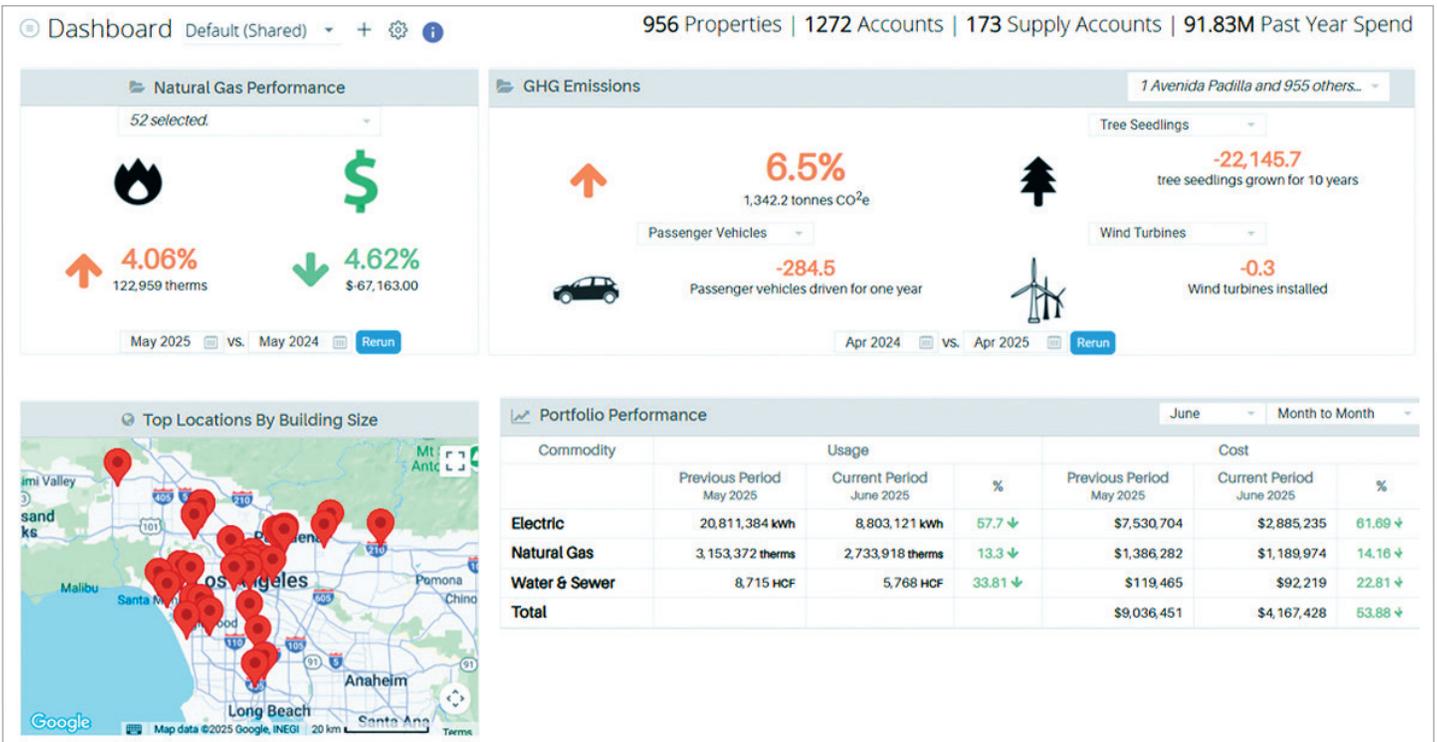
In 2024, Metro partnered with SEED LA, to deliver a three-week after-school educational module for 140 9th graders.

Implementation Challenges and Cost Considerations

- > Staffing disruptions and budget limitations have slowed important maintenance fixes to on-site solar panels, limiting generation year-over-year.
- > Partnering and funding efforts to increase renewable energy capacity have yet to yield tangible new on-site solar projects.
- > New capital projects, as well as Metro's zero-emission bus transition, are expected to significantly increase electricity consumption at facilities over the next five years and beyond.
- > Federal support for renewable energy projects will be limited over the next few years, limiting opportunities for new distributed energy resources across Metro facilities.

Priority Next Steps

- > Metro will introduce its *Energy Master Plan* in 2025, which will provide a comprehensive agency-wide energy forecast through 2050 and provide strategic direction for Metro with respect to energy management, grid resilience and building decarbonization.
- > Metro will continue to implement recommended repairs and BMS controls identified under the BMS assessment, as well as work toward developing a BMS maintenance and training program.
- > Metro will identify new projects for solar and battery storage based on the recommendations of the *Energy Master Plan*.
- > Metro will reform its Solar Photovoltaics (PV) Operations and Maintenance Program with a focus on completing the backlog of repairs needed for existing solar arrays.
- > Metro will work toward showcasing energy-resilient and carbon-neutral operations during FIFA World Cup 26™ and the LA28 Olympic Games at priority sites using solar power, battery storage and smart grid integration.



Data automation and visualization tools will help us improve efficiency in reporting our sustainability performance and better enable our staff and the public to interact with our data.

2.7 Emissions and Pollution Control

Transportation plays a major role in reducing regional greenhouse gas (GHG) emissions. By providing more convenient, efficient and appealing transportation options, we can move more people while reducing the negative impact that transportation has on the climate and public health.

We understand the urgency posed by climate change, which is projected to affect our riders and employees, as well as our infrastructure and services. Consequently, each of our actions must be a step toward achieving regional and statewide GHG emissions goals and ultimately achieving a zero-operational emission transportation system by 2050.

However, the impacts of our transportation system and its operations extend beyond GHG emissions. We operate within the most polluted air basin in the United States, and we recognize that our fuel consumption and use of chemicals (i.e., refrigerants) contribute to regional air quality issues. Accordingly, our approach to mitigating emissions includes strategies that reduce the formulation of smog and other air pollution – which is critical to protecting regional public health. These strategies include transitioning to cleaner fuels and engines and ultimately electrifying our buses and fleet vehicles.

TARGET 1

- > Displace 903,000 MTCO_{2e} annually. ACHIEVED
- > 1,134,595 MTCO_{2e} Displaced ON TRACK
- IN PROGRESS
- BEHIND SCHEDULE

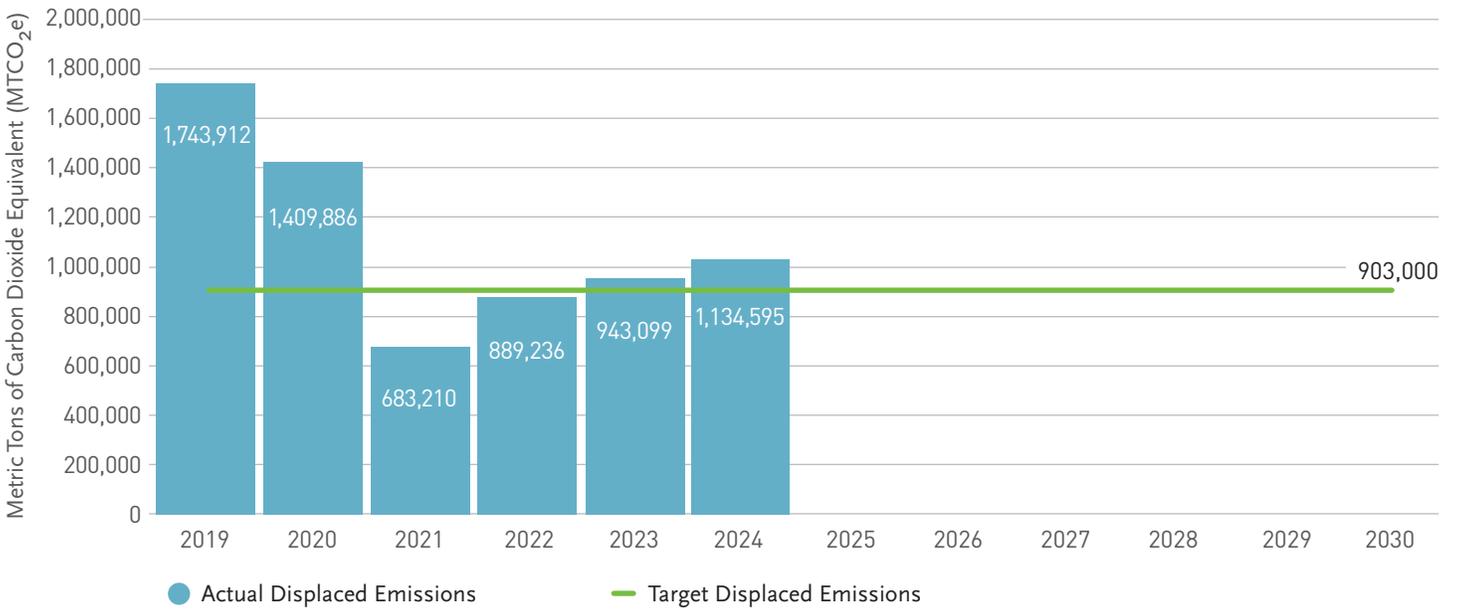
As of 2024, Metro remains on track to achieve this goal, having displaced over 1.1 million MTCO_{2e} in the past year alone. Metro displaced 20.3% more emissions in 2024 than it did in 2023, which correlates closely with a nearly 23% increase in passenger miles traveled during the same period. This continues a trend with Metro increasing its displaced greenhouse gas emissions year over, which can be attributed to continued increases in ridership and growth of the Metro system.

TARGET 2

- > Reduce total GHG emissions by 79% from 2017 baseline. ACHIEVED
- > 67.9% Reduction from 2017 Baseline ON TRACK
- IN PROGRESS
- BEHIND SCHEDULE

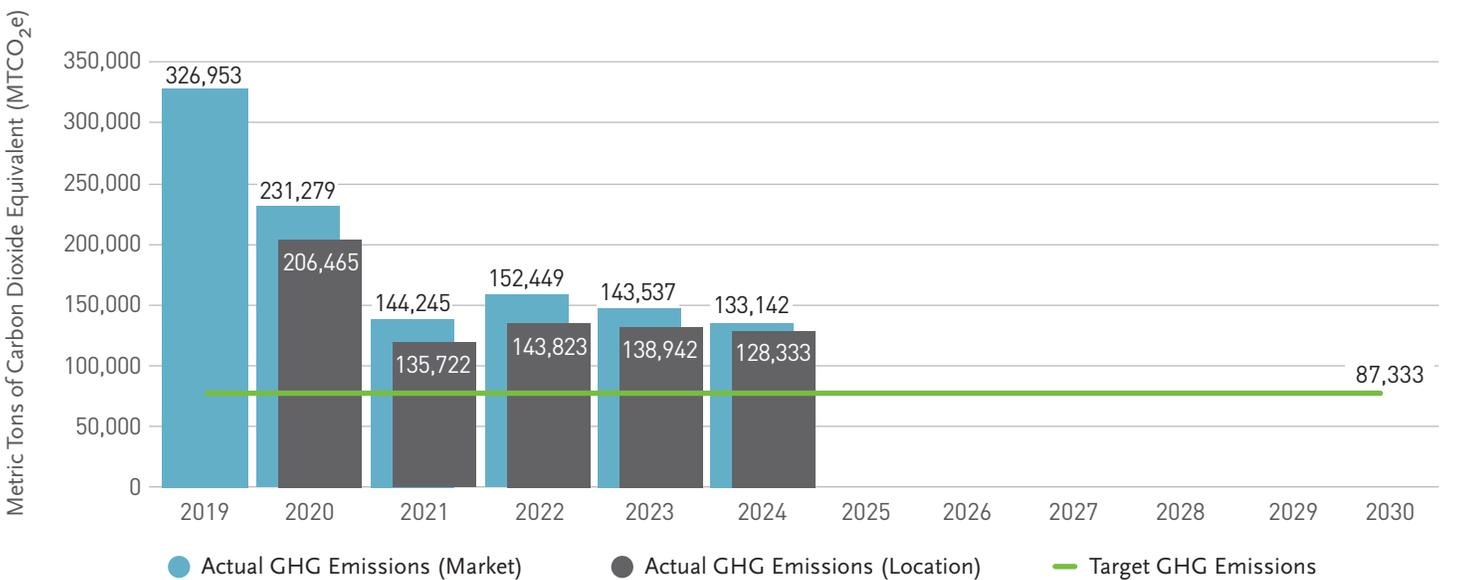
As of 2024, Metro has continued to steadily reduce its operational GHG emissions, achieving a 67.9% reduction from the 2017 baseline. While Metro's emissions have slightly rebounded in the last five years since their stark decline from the COVID-19 pandemic, Metro managed to reduce its emissions by 7.2% from 2023. This achievement is largely due to the complete

Displaced Greenhouse Gas Emissions



Note: The methodology for displaced greenhouse gas emissions was updated in 2024 due to updated guidance that better accounts for present-day transportation modes, such as ride-hailing/rideshare services. Consequently, all figures have been retroactively updated to create a like-for-like comparison across years.

Greenhouse Gas Emissions

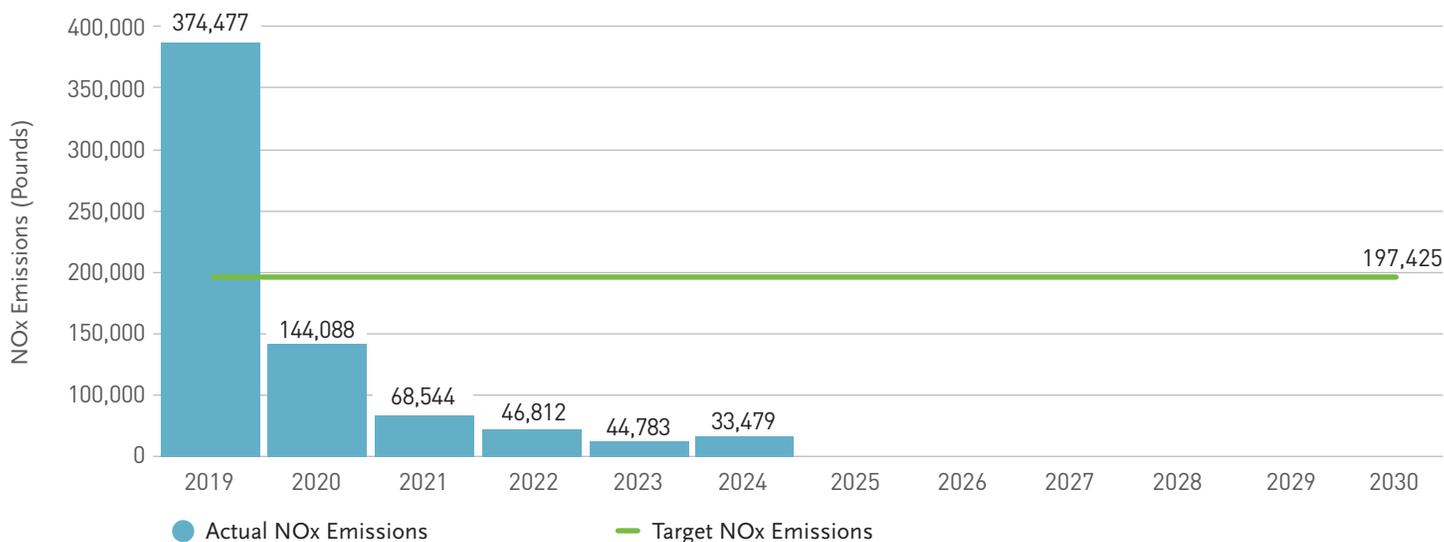


transition from fossil diesel to renewable diesel for Metro’s non-revenue vehicles in 2024, as well as the procurement of new electric vehicles for the non-revenue fleet that have replaced older gas-powered vehicles. Metro still has work to do to achieve its 79% reduction by 2030, but given our progress to date, we remain on track to achieving that goal.

TARGET 3

- > Reduce total nitrogen oxides (NOx) emissions 54% from 2018 baseline.
 - ACHIEVED
 - ON TRACK
 - IN PROGRESS
 - BEHIND SCHEDULE
- > 92.2% Reduction from 2018 Baseline

Nitrogen Oxide (NOx) Emissions



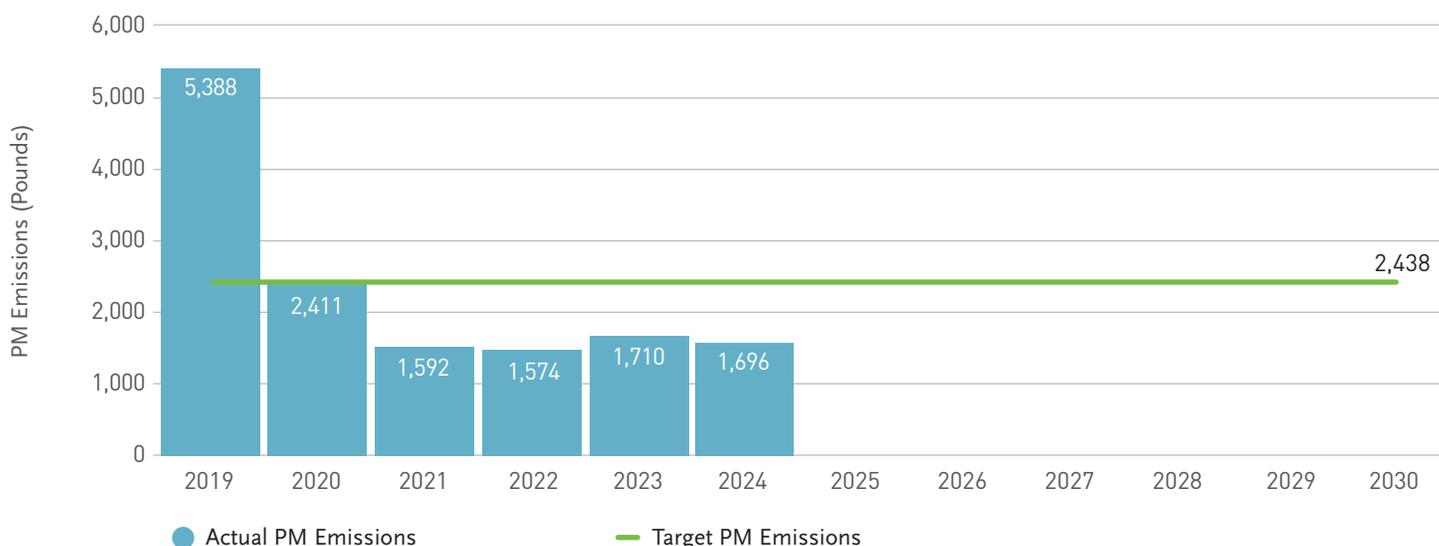
Metro has significantly reduced its NOx emissions from the 2018 baseline, far exceeding our initial 2030 commitment. Since 2020, Metro’s NOx emissions have declined by over 76%, and our 2024 NOx emissions (33,479 pounds) are about 83% lower than the reduction target (197,425 pounds). These remarkable trends can largely be attributed to the ongoing repowering of bus engines at mid-life, transitioning aging engines to near-zero emission engines that have yielded profound improvements in NOx emissions. The ongoing use of electric buses and newly introduced electric vehicles across our non-revenue fleet are also contributing to this positive impact. As of 2024, Metro is exceeding this target and intends to continue building on this achievement through 2030.

TARGET 4

- > Reduce total particulate matter (PM) emissions 62% from 2018 baseline. ACHIEVED
- > 73.6% Reduction from 2018 Baseline ON TRACK
- IN PROGRESS
- BEHIND SCHEDULE

As of 2024, Metro has reduced its PM emissions by 73.6% from the 2018 baseline, exceeding its original commitment of a 62% reduction. PM emissions have remained fairly level since 2021, which speaks to the impact of engine re-powers and newly introduced electric vehicles across our fleets despite increasing ridership and mileage across the agency. As with Target 3, Metro is well on track to continue exceeding this target and build on its success over the next five years.

Particulate Matter (PM) Emissions



Accomplishments

- > In 2020, Metro completed its transition to the use of 100% renewable natural gas for its entire non-electric bus fleet.
- > In 2021, Metro achieved a key milestone on the path to its zero-emission bus fleet, electrifying all Metro G Line buses.
- > In 2024, Metro transitioned from traditional red dye diesel to renewable diesel (RD99) across our operating divisions for non-revenue vehicles, equating to an 80% reduction in greenhouse gas emissions compared to conventional diesel.
- > Metro recently adopted its Non-Revenue Fleet Electrification Plan, laying out a roadmap to electrify 70% of our light-duty vehicles and 20% of our medium-to-heavy-duty vehicles by 2030.

Implementation Challenges and Cost Considerations

- > Supply chain challenges and operational limitations have slowed the roll-out of our *Zero-Emission Bus Master Plan*, and new federal actions stand to escalate the cost of the transition in the short term. Relatedly, these federal actions are likely to increase the cost burden for Metro to procure electric vehicles and charging stations.
- > Leasing agreements for vanpool vehicles and Metro Micro, while cost effective, currently limit Metro's ability to lower emissions from those services.
- > Without procuring or directly generating more renewable energy, which may come at a short-term cost premium, the transition to electric buses may temporarily increase our GHG emissions due to the anticipated carbon intensity of our electric grid.



Metro's network of EV charging stations will grow to 3,000 charge ports over the next several years.



Renewable diesel produces 80% less greenhouse gas emissions than conventional diesel.

Priority Next Steps

- > Metro will continue implementing its *Zero Emission Bus Master Plan*, with a focus on transitioning as many divisions as possible by 2030 and a goal of a completely zero-emission bus fleet by no later than 2035.
- > Metro will continue implementing its *Electric Vehicle Parking Strategic Plan* to increase access to low-carbon transportation for drivers across Los Angeles County.
- > Metro will continue to transition its non-revenue fleet toward 100% zero-emission vehicles and explore opportunities to update leasing arrangements for vanpool vehicles and Metro Micro to encourage the use of zero-emission vehicles.
- > Metro will adopt and implement its *Energy Master Plan* to establish a clear pathway to 100% renewable energy supply, inclusive of procuring 100% carbon-free electricity and neutralizing natural gas use in existing facilities.

2.8 Resilience and Climate Adaptation

Metro serves as a lifeline to our region, communities and economy. It is crucial that our system is resilient, as Metro’s service continuity has the potential to affect several million people. As the climate changes, it will be critical to not only maintain reliable and consistent service, but to also increase passenger comfort and safety.

Projections for climate change, regional population, land use, technology and other factors play a role in how the Metro system is designed, used and operated. Since 2012, Metro has utilized these projections and assessed the resiliency of our systems against anticipated and unpredictable impacts to reduce the potential for service disruptions, and to clearly identify opportunities to strengthen system resilience. In 2019 and 2020, we continued this endeavor by working cross-departmentally to develop an All-Hazards Mitigation Plan, pursuing flexible adaptation pathways and expanding our leadership in advancing regional resilience.

TARGET 1

- > Identify all acute shocks or stressors for critical and/or vulnerable areas at or near Metro infrastructure by 2025. ACHIEVED
 ON TRACK
 IN PROGRESS
 BEHIND SCHEDULE
- > 1,341 assets evaluated for risk level across 6 types of climate hazards

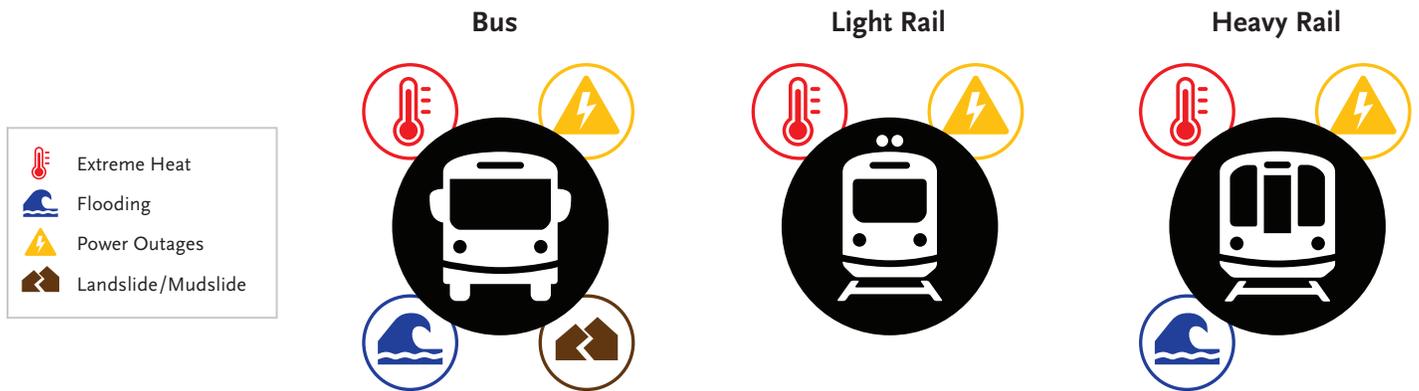
Metro’s 2019 *Climate Action and Adaptation Plan (CAAP)* included a climate vulnerability assessment of 1,341 of Metro’s most crucial operational assets to determine the infrastructure’s vulnerability to climate change impacts. In 2022, using the results of the CAAP, Metro began assessing the actions needed to address significant climate risks that may directly impact its system within the next decade, as well as the longer-term actions that are important to identify and incorporate into planning now. The findings of these assessments will inform the development of an action plan for addressing climate risks into the future.

TARGET 2

- > Implement the flexible adaptation pathways concept to incorporate climate adaptation into planning, procurement, asset management and operations by 2025. ACHIEVED
 ON TRACK
 IN PROGRESS
 BEHIND SCHEDULE
- > 48 department representatives engaged in All Hazard Mitigation planning and adaptation implementation

Flexible Adaptation Pathways is a framework that provides Metro multiple adaptation options to be selected at various critical junctures to best meet on the ground conditions

Climate Risks by Metro Asset Type



Milestone Diagram of Progress for Incorporating Climate Adaptation into Metro Processes



and accommodate uncertain futures. The achievement of this target, marked by initiating the implementation of this process, is shown above.

In 2023, Metro initiated a study to analyze the climate risks facing the system’s assets, operations, staff and customers. This study also identified potential adaptation measures to address the most pressing risks for each affected area. The 2022 *All-Hazards Mitigation Plan* also helped to identify additional key risks. Moving forward, we will develop a

decision-making framework to help select and prioritize adaptation options to be used in the short, medium and long term, are cost-effective, and provide the greatest benefit to Metro riders, staff and infrastructure. This framework will be the foundation of identifying appropriate adaptation pathways across multiple scenarios and timeframes. The final phase of this target will incorporate identified climate adaptation strategies into strategic departments and functions through the flexible adaptation pathways model.

TARGET 3

- > Prioritize improvements to locations, facilities, infrastructure, equipment and operations to reduce risk.
 - > 37% of evaluated stations received increased appearance scores and 57% received increased functionality scores in Q4 2024 (from Q3 2024).
- ACHIEVED
 ON TRACK
 IN PROGRESS
 BEHIND SCHEDULE

The first critical step to prioritizing improvements to reduce risk is understanding the most at-risk assets, operations, staff and customers. As part of Metro's 2023 study to understand climate risk, we identified the most pressing climate risks in the system and their potential to impact light rail, bus and subway line infrastructure, service, operations and passenger safety and health. Risks were tiered into two categories (significant and emerging) to allow for immediate and long-term prioritization. The results of this study are directly informing investments into climate adaptation and advancing system resilience.

Alongside these efforts, Metro's Station Evaluation Program has been a valuable tool for maintaining Metro's stations in a state of good repair and for identifying and prioritizing resiliency improvements. The program inspects all rail and bus stations and bus transit centers on a quarterly basis to ensure they are clean, safe and functional for all patrons. Evaluations consist of 38 station aspects ranging from elevators and lighting, to TAP fare collection equipment and customer signage with scoring across two subcategories of appearance and functionality. This process provides actionable data points for maintenance staff to complete repairs and helps identify recurring issues reported by patrons, allowing staff to seek remedial and preventative solutions.

In the last quarter of calendar year 2024 Metro's proactive response to addressing station evaluation issues resulted in a 37% increase in scores for appearance criteria and a 54% increase in scores for functionality criteria. Recognizing the importance of providing functional, safe and clean transit stations, Metro intends to strengthen this program through continued collaboration with surrounding jurisdictions and agencies.

Accomplishments

- > In 2019 and 2020, the Metro D Line Subway Extension Project team conducted a resiliency evaluation and assessed climate-related risks and vulnerability at Section 3.
- > Metro recently updated its *All-Hazards Mitigation Plan*, aimed at minimizing a range of natural and climate change-induced risks across Metro infrastructure.
- > Metro is spearheading the Regional Bus Stops Improvement Initiative to facilitate bus stop improvements across Los Angeles County, which recently yielded an online Bus Stop Resource Hub in an in-person Summit.
- > Metro's Growing a Greener Workforce program introduced new courses on climate adaptation and resilience, such as "Extreme Heat for Contractors and Landscapers," and "The Benefits of Native Plants in Los Angeles."

Implementation Challenges and Cost Considerations

- > Due to disruptions from the COVID-19 pandemic and staff turnover, efforts to better ingratiate climate adaptation and resilience processes have moved more slowly than initially planned.
- > Efforts to bolster climate resilience across Metro infrastructure may induce significant costs to Metro and may be slowed as Metro approaches its fiscal cliff.
- > More collaboration is needed between Emergency Management, Sustainability and other Metro departments to drive resilience initiatives forward.

Priority Next Steps

- > Metro is working on bolstering its mega-event readiness ahead of FIFA World Cup 26™ and the LA28 Olympic Games, which include the introduction of “Beat the Heat” campaigns and water stations at public events.
- > Metro will evaluate opportunities to implement new resilience measures, including demand surge modeling, peak energy load management, resilience stress testing and emergency communication protocols.
- > Metro will integrate peak-capacity readiness benchmarks for transit operations, energy supply, waste diversion and station safety in preparation for the FIFA World Cup 26™ and LA28 Olympic Games.
- > Metro is piloting an equity-driven grant program designed to fund urban greening projects on the public right-of-way and within adjacent areas, with the goal of reducing the impacts of the urban heat island effect.



Through its Growing a Greener Workforce Program, Metro is introducing new courses to address climate action and resilience.

2.9 Economic and Workforce Development

Metro is investing in the future of the Los Angeles region, starting with our greatest asset – people. We have been proactively preparing for a large subset of our workforce being eligible for retirement between 2020 and 2030 by expanding our highly skilled and diverse workforce to meet the expected demand for staff. We are creating clear pathways for existing employees to advance their careers while also expanding recruitment efforts and creating proactive pipelines and equitable access to opportunity for the next generation of employees.

TARGET 1

> Review job classifications on a regular basis and eliminate obsolete requirements that create barriers to career advancement.

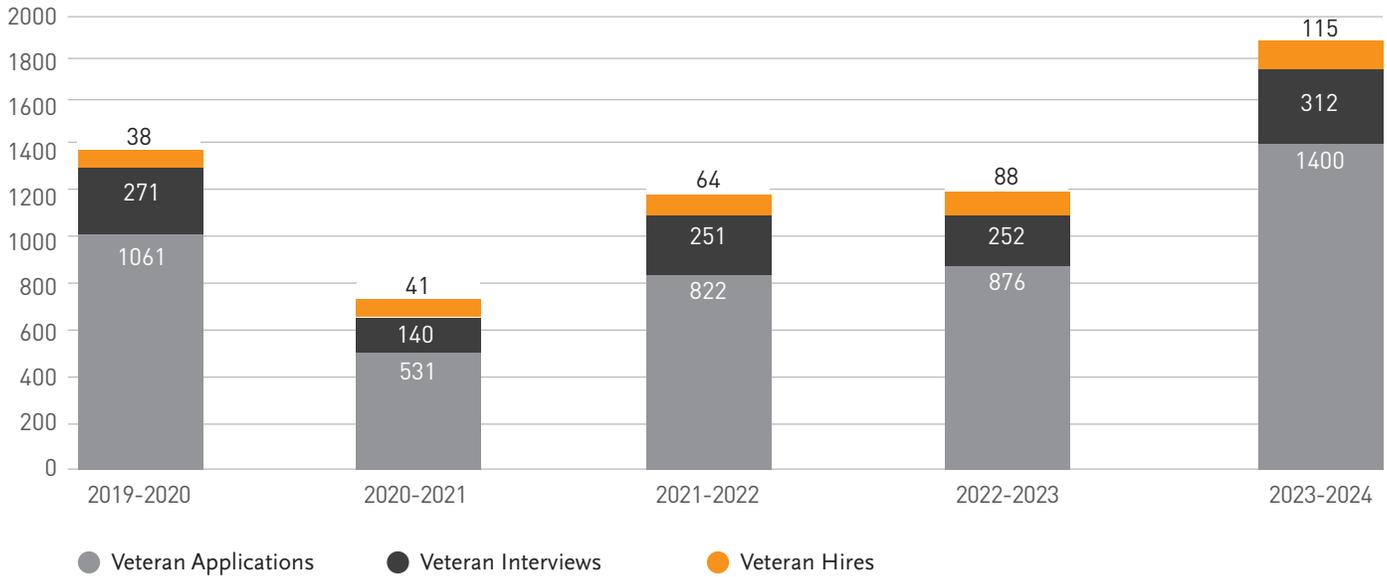
- ACHIEVED
- ON TRACK
- IN PROGRESS
- BEHIND SCHEDULE

> 100% of Job Classifications reviewed

As of 2024, Metro has successfully completed its review of all 879 job classifications at the agency. This comprehensive review included non-union positions, union roles, job classifications affiliated with other organizations like Los Angeles County and the Los Angeles Sheriff's Department and designations for non-employees including service council members, board members and consultants. These efforts demonstrate Metro's ongoing commitment to ensuring the accuracy and relevancy of our position requirements.

Metro will continue to review job specifications on an as-needed basis. In 2023, for example, several special reviews were conducted. Metro's Talent Acquisition team partnered with the Medical Desk to review all job specifications identified as "physically demanding" as well as partnered with the Chief Safety Office to review all safety-sensitive jobs to determine protective gear requirements. The Talent Acquisition team further reviewed all job specifications requiring a California Driver's License to determine whether driving ability was essential; if driving was not found to be essential, the requirement was revised to include either a valid California driver license or the ability to use an alternative method of transportation when needed to carry out a job-related essential function. These ongoing job specification reviews ensure accuracy and relevance for prospective applicants and help ensure qualified applicants are not inadvertently dissuaded from applying for jobs or screened out of otherwise strong potential employment opportunities.

Diverse Recruitment: Veterans



TARGET 2

- > Recruit employees from diverse sources, including vocational schools, community colleges, groups supporting formerly incarcerated persons and organizations supporting persons with disabilities and older adults.
 - ACHIEVED
 - ON TRACK
 - IN PROGRESS
 - BEHIND SCHEDULE
- > 4.6% of Total Hires Agency-wide were Veteran Hires between 2023 and 2024

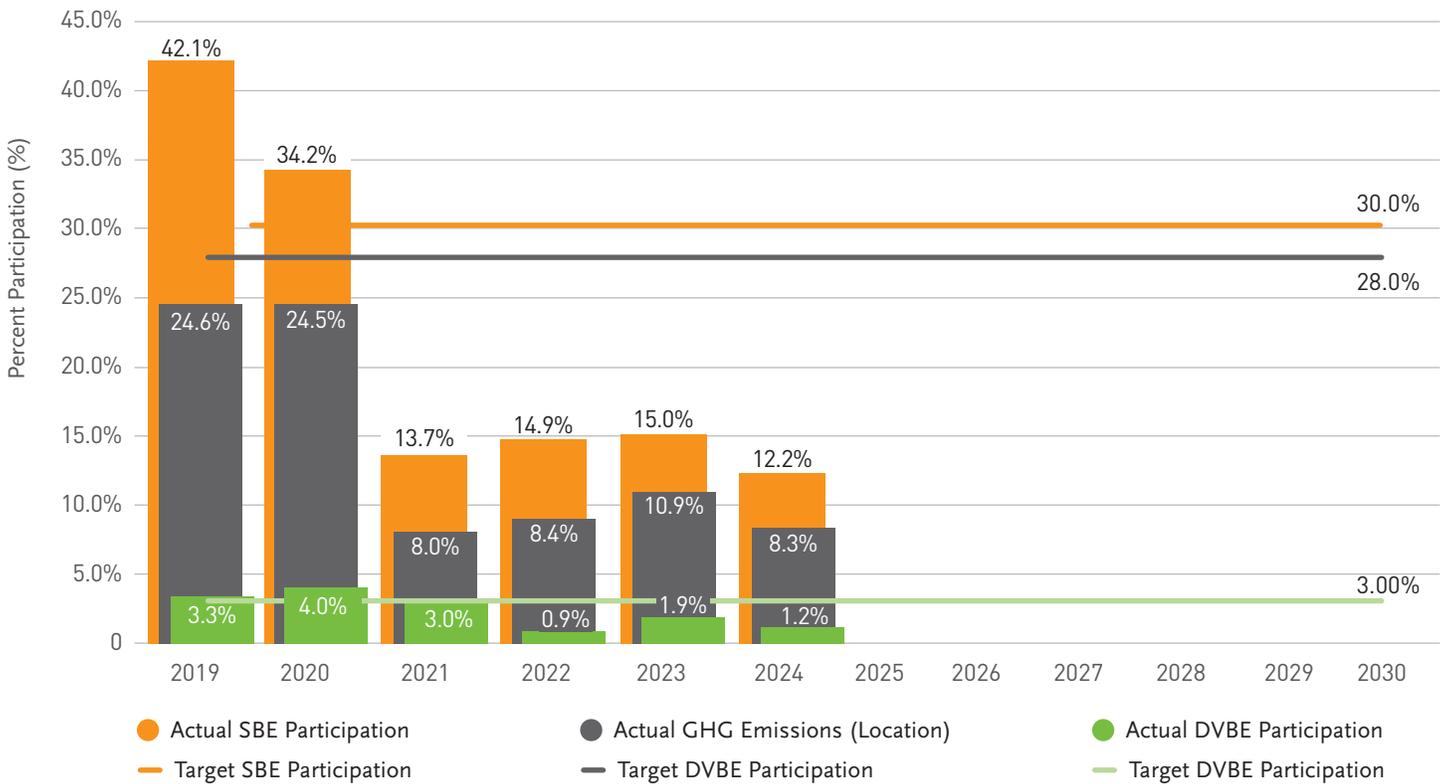
As of 2024, Metro has made strong advancements in its efforts to recruit and engage employees from underrepresented communities. Between 2023 and 2024, for example, Metro successfully solicited applications from 1,400 veterans which resulted in 312 interviews and 115 hires. These outcomes are only made possible through Metro’s ongoing efforts to engage and support its former service-members. Metro’s Veteran Program represents a collaborative effort between several Metro departments, local and nation-wide public agencies, community-based and veteran-service organizations, military units, professional associations and America Job Centers of California (AJCC) to provide employment opportunities and resources to veterans in Greater Los Angeles. Former service-members now employed at Metro can also participate in Metro’s Veteran Employee Resource Group, which facilitates conversations, pride and camaraderie among Metro staff who were formerly members of the military.

TARGET 3

- > Achieve triennial DEOD contracting goals related to small, disadvantaged and veteran-owned businesses.
 - ACHIEVED
 - ON TRACK
 - IN PROGRESS
 - BEHIND SCHEDULE
- > 12.2% SBE Participation achieved in 2024
- > 8.3% DBE Participation achieved in 2024
- > 1.2% DVBE Participation achieved in 2024

In 2023 and 2024, Metro sustained its SBE, DBE and DVBE participation rates, with percentages at 14.98% and 12.18%, 10.94% and 8.28% and 1.9% and 1.15%, respectively. However, Metro’s small business participation trends over the last several years have been bracketed by the COVID-19 pandemic and Metro’s rapid post-crisis transportation: our SBE, DBE and DVBE participation rates have all declined since their pre-pandemic percentages. These trends reveal more than economic strain—they underscore the need for bolder systems of support, access and reform to ensure procurement equity in the future. Supporting small businesses means supporting innovation, capacity-building and sustainability.

Metro Small, Disadvantaged and Veteran-Owned Business Contracting



Accomplishments

- > Metro’s Transportation Career Academy Program offers summer internship opportunities to graduating high school students, with 159 students graduating the program in FY24.
- > Metro established its Room to Work program, which is a targeted initiative to provide employment opportunities for unhoused individuals, housing insecure persons, homeless veterans, justice-impacted individuals and those who rely on our transit system as a makeshift shelter.
- > Metro’s Office of Sustainability and Office of Equity and Race have collaborated on developing an Equity Toolkit, an online resource that will provide data, historical context, trainings, best practices and other resources to evaluate the equity impacts of projects and programs.
- > In 2023, Metro launched the Sustainability Youth Program, a platform for young people to get involved in Metro’s sustainability efforts and to participate in professional and leadership development opportunities.

Implementation Challenges and Cost Considerations

- > Small business participation has been hindered by the COVID-19 pandemic.
- > New federal regulations may have financial implications for small, local businesses that affect their ability to operate or participate in Metro projects.

Priority Next Steps

- > Metro will continue to build on its successes through its existing workforce development programs and expand where possible.
- > Metro is preparing a Progress Report on its Community-Based Organization (CBO) Partnership Strategy, which will describe Metro’s efforts to expand and enhance its partnerships with CBOs.



Metro's Sustainable Youth Program is helping young people across LA County prepare for careers that lead to more sustainable, healthier futures for them and their communities.

2.10 Actions and Implementation

In *MBS*, Metro listed 43 strategies and 188 actions to drive achievement of the goals and targets. The actions, co-developed in coordination with various Metro departments, ranged from the implementation of agency-wide strategic plans and capital projects to incremental, programmatic tasks. As of 2025, Metro has initiated a majority of the actions, with over 92 as having been progressed or completed since 2020.

Five years on, several actions were deemed to have stalled or not been initiated. For many of these, the lack of progress was attributed to staff turnover or departmental reorganizations that stranded certain actions without a new owner. Some actions were discontinued or halted following the COVID-19 pandemic or because departmental priorities shifted. Further review of these actions also showed opportunities to add specificity to actions where the language was vague, and to consolidate other actions that were ultimately redundant.

Heading into the next five years, the Office of Sustainability is taking these actions under further review, with the intent to streamline the original list of 188 actions to a more consolidated and actionable list. The Office will be coordinating with departments across Metro to clarify ownership and will work toward assembling a Steering Committee that will be responsible for directly overseeing the implementation of these actions agency-wide.

Prioritization Methodology

As both existing and new actions are considered for the next five years, Metro will be evaluating all potential actions against a set of criteria to prioritize implementation. These criteria are defined by the Metro Cost Benefit Analysis Methodology adopted by the Board in July 2025, which the following goals:

- > Mobility and Accessibility (40%)
- > Safety/Health (15%)
- > Environmental Sustainability (15%)
- > Operational Sustainability (15%)
- > Economic Impact (15%)

This framework, which is consistent with guidance and models developed by the U.S. Department of Transportation and Caltrans, has been recommended for use across Metro's capital projects. However, we are adopting this framework more broadly to assess both capital projects and operational initiatives that may encompass smaller projects and programs. This methodology not only allows us to assess the complete financial impact of an action to Metro, but it weighs the impact of that action towards other key priorities for Metro, including mobility, equity, safety and sustainability.

As both existing and new actions are considered for the next five years, Metro will be evaluating all potential actions against a set of criteria to prioritize implementation.

2.11 Tracking Our Progress

In *MBS*, Metro committed to reporting on its progress toward implementing *MBS* on a biennial basis. This progress has been reported through our online Metro Sustainability Reporting Dashboard. This online dashboard is updated biennially to show our progress against *MBS* targets, as well as with case studies under each performance category that highlight areas of achievement for Metro. This online dashboard is also updated every year to report out our progress on a set of benchmark sustainability metrics under the American Public Transportation Association's (APTA) Sustainability Commitment.

To supplement this online reporting, Metro is continuing to work towards leveraging improved analytics tools and online resources that streamline the efficiency of our reporting processes and increase transparency. These resources include:

- > a new Sustainability Hub Site, which will bring together a mix of informational, strategic and interactive resources to facilitate collaboration between our Office of Sustainability and Metro stakeholders;
- > an internal automated utility analysis tool, Tango Energy & Sustainability, designed to reduce time and costs associated with aggregating utility data to assess our resource use and spend; and
- > a public, online interactive data dashboard and mapping tool to enable internal and external users to analyze Metro's sustainability performance and integrate those analyses with relevant geospatial mapping layers like bus routes, Equity Focus Communities (EFCs) and climate hazard data.

These tools are intended to provide real-time information on performance trends to help identify opportunities to both remedy performance challenges and implement innovations that expedite the achievement of our sustainability goals.

Finally, Metro will be revisiting its Implementation Plan process as defined in *MBS* to clearly identify specific actions and projects for each fiscal year. These Implementation Plans (MBS-IPs) will be informed by the aforementioned prioritization methodology, and will be co-managed by the Office of Sustainability and other internal departments. These MBS-IPs will be equipped with internal tracking mechanisms (e.g., Excel- or PowerBI-based dashboards) to ensure that committed actions proceed according to schedule and budget.

3. Looking to 2030

As Metro looks ahead to 2030, we remain steadfastly committed to achieving our MBS goals and targets. As we have outlined in this *Update*, this agency and the greater LA region have faced many obstacles over the past five years. As Metro gears up for FIFA World Cup 26™ and LA28, we must continue to push ahead on ambitious plans to extend the reach of our transportation network throughout LA County. Our efforts to move beyond sustainability, to act with urgency on climate change and to execute our sustainability vision in an equitable and fiscally responsible manner must be executed with equal ambition. We are determined to do just that.

Our performance to date is indicative of meaningful progress across the vast majority of our targets, and Section 2 outlines some of our priority next steps to drive achievement through 2030. However, our sustainability and climate action work is not bound solely to the achievement of quantitative milestones. Instead, our work has tangible impacts on Metro’s broader strategic objectives and priorities.

In this section, we share a renewed set of strategic priorities for our sustainability program through 2030 and beyond (see the table below). These priorities do not take the place of existing MBS goals, targets, strategies and actions. Instead, they provide critical contextual emphasis to the holistic importance of our work and function as firm guideposts for our sustainability program.

MBS 2026-2030 Strategic Priorities

PRIORITY	PRIORITY DETAIL
Equity and Climate Justice	We will determine where and how sustainability can continue to address systemic inequities across LA County and protect communities that are affected “first and worst” by the impacts of climate change.
Fiscal Responsibility	We will use sustainable practices, programs and standards to reduce expenses and generate value for Metro in the face of an anticipated fiscal deficit over the next several years.
Customer Experience, Safety and Equity	We will leverage sustainability projects and best practices to drive measurable improvement to customer experience and create a safer, more equitable transit experience for all Angelenos.
System Reliability and Resilience	We will establish and uphold infrastructure, procedures and partnerships to ensure that the Metro system remains up and running in the face of acute shocks or chronic disruptions.
Community Partnerships	We will strengthen and support our partnerships with community-based organizations and other regional stakeholders, and identify where those partnerships can drive achievement of Metro’s sustainability strategy.
Regional Youth and Workforce Development	We will build on existing youth and workforce development programs to strengthen the LA County economy, improve livelihoods for Angelenos and create an agile green workforce.
Governance, Culture and Compliance	We will continue to integrate meaningful sustainability governance and uphold environmental compliance throughout Metro, with attention to improving decision-making and driving positive behavioral change.

3.1 Equity and Climate Justice

Metro continues to work toward advancing equity and climate justice. When our Board first adopted *MBS*, the plan included key targets under the “Economic and Workforce Development” category that were focused on expanding economic opportunity. Our efforts in other performance areas, namely under “Resilience and Climate Adaptation,” have been focused on assessing climate hazard risk across our system in order to ensure that our system can stay up and running in cases of both acute shocks and chronic disruptions. Our performance in other areas concerning emissions reduction, energy demand and water conservation yield co-benefits that mitigate environmental harm (e.g., pollution reduction, ecosystem protections). And through planning efforts such as our *Electric Vehicle Parking Strategic Plan* and our latest *Energy Master Plan*, we have paid thoughtful attention to the impact of our work in Equity Focus Communities (EFCs) and have partnered with community-based organizations (CBOs) to identify meaningful resilience solutions.

We will determine where and how sustainability can continue to address systemic inequities across LA County and protect communities that are affected “first and worst” by the impacts of climate change.

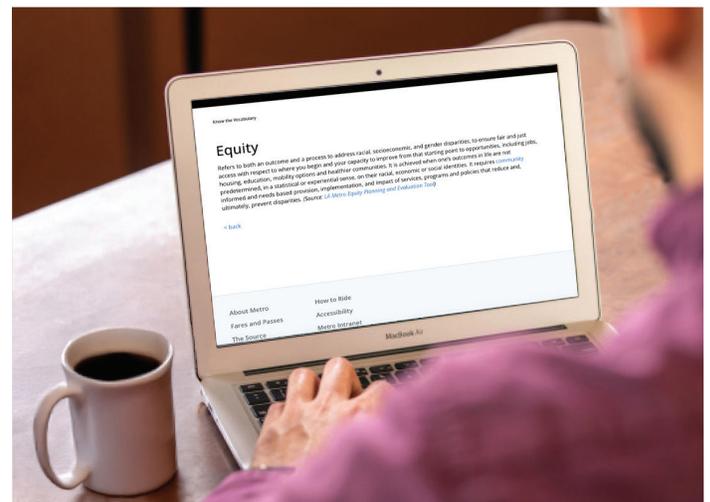
There is space yet for our work to evolve in ways that more overtly center equity and climate justice. Metro introduced its Equity Platform in 2018, which guides how the agency will address inequities and create more equitable access to opportunity. In 2020, Metro hired the first-ever Executive Officer of Equity and Race, and since then, the Office of Equity and Race (OER) has grown to be an integral part of Metro. Metro’s equity work has been summarized into four areas of action, otherwise known as the Pillars of the Equity Platform:

- > **Define and Measure.** Increasing understanding through defining and measuring “equity.”
- > **Listen & Learn.** Learning about community needs through intentional listening.
- > **Focus & Deliver.** Developing tools as part of a needs-based analytical plan to identify disparities and their root causes.
- > **Train & Grow.** Orchestrating training and education across Metro to ensure successful implementation of the Equity Platform.

These pillars can and must extend to our work on environmental and climate justice across LA County. As we approach the next five years, we intend to focus our efforts on more concretely aligning our work with these pillars.

What We Are Doing: Centering Equity in Metro Programs and Projects

Since 2024, Metro’s Office of Sustainability (OOS) and Office of Equity and Race (OER) have collaborated to develop the Equity Toolkit, an online resource that will soon be available through Metro’s website. The Equity Toolkit will provide data, historical context, training, best practices and other key resources to Metro staff and partners seeking to evaluate the equity impacts of their projects and programs and foster climate justice throughout Los Angeles. Metro developed the Equity Toolkit through close collaboration with five Community-based Organization (CBO) partners, who generously lent their



Metro’s Equity Toolkit will support Metro staff and partners evaluating the equity impacts of their projects and programs.

wide-ranging expertise to Metro on topics cutting across land use, economic development, transportation and community engagement. This partnership reflects Metro’s commitment to prioritizing community voices and was made possible through Metro’s CBO Partnering Strategy and CBO Database. Metro’s Equity Toolkit highlights the Office of Sustainability’s deep commitment to aligning transportation infrastructure, programs and service investments with communities with the greatest need, thereby improving access to opportunity for all Angelenos.

What We Will Do

Over the next five years, we will craft our sustainability programs and projects with a greater focus on identifying and measuring the impacts of this work on communities at the frontlines of climate change. Specific actions include:

- > Improved measurement of climate risk and equity outcomes of sustainability projects, including the use of mapping and spatial disaggregation to track the distribution of benefits and burdens across EFCs.
- > Implement mechanisms to partner with communities, including through the use of co-governance tools such as community advisory groups, CBO partnerships and listening sessions.
- > Establish targets centered on capital investments in EFCs focused on improving climate resilience and mitigating risk and exposure to climate hazards.



Our pilots of electric off-road equipment demonstrated significant reductions in greenhouse gas emissions and operating costs.

3.2 Fiscal Responsibility

Metro recognizes its responsibility as a steward of taxpayer dollars to ensure that its sustainability efforts are not only effective, but also adequately funded. We are committed to exploring additional external funding sources to support the implementation of this plan. We have already taken steps to build fiscal responsibility into our projects and programs. For example, Metro utilizes revenues from environmental commodities generated or acquired through carbon-based markets at the federal and state level (e.g., credits generated by using alternative fuels through California’s Low Carbon Fuel Standard) to fund bus electrification and other programs. As another example, Metro adopted a new EV Charging Policy and fee structure in 2025, modernizing charging fees across our public and employee EV charging stations to help our program operate in a “cost-neutral” fashion even as we grow the charging network. These two examples alone demonstrate that ambitious action on sustainability and climate change can actually pay for itself given available regulatory and market mechanisms. Despite these successes, it is our commitment to continue securing funding resources, and to find additional ways to implement and grow our programs cost effectively.

We will use sustainable practices, programs and standards to reduce expenses and generate value for Metro in the face of an anticipated fiscal deficit over the next several years.

In June 2025, Metro’s Finance, Budget and Audit Committee issued a report to the Metro Board of Directors on the subject of addressing the fiscal cliff. The Committee’s report indicates that Metro anticipates significant near-term financial challenges, equating to a financial shortfall in Metro Transit of \$100 million by FY27, which will grow to \$2.3 billion by FY30. This is in large part due to a convergence of factors, including the expenditure of COVID-era relief funding, fare collection that has stabilized

below pre-pandemic levels and growing expenses due to inflation and supply chain disruptions. The Board adopted a workplan and guidelines to address the fiscal cliff, inclusive of short- and long-term steps that will affect how Metro constructs, assesses, approves and reports budgets for years to come.

As we look ahead to 2030, there are many planned capital projects scheduled through the next five years that will drive the achievement of our sustainability goals. Relatedly, there are a number of operations and maintenance activities with scopes that are expected to grow as capital projects are completed. At the time of writing, we are assessing where and how these planned projects may contribute to the fiscal cliff, as well as what mitigation actions we must take to minimize or eliminate any such contributions. This work includes steps to understand the costs tied to project delays, assess the value and equity impacts of our completed projects and calculate returns on investment from our projects over the next five years and beyond.

What We Are Doing: Using Life-Cycle and Cost-Benefit Analysis to Drive Sustainability Value

In alignment with the Metro Board's emerging priorities, this *Five-Year Update* acknowledges the critical importance of applying Life Cycle Cost Analysis (LCCA) and Cost-Benefit Analysis (CBA) across all areas of sustainability planning and execution. These tools allow Metro to assess the true long-term value of investments, identify solutions that reduce total cost of ownership and make smarter, more equitable use of limited capital resources.

For example, LCCA helps justify higher initial investment in renewable energy and resilient station infrastructure by demonstrating long-term savings in energy bills, maintenance and avoided downtime. In 2023, a pilot LCCA for solar deployment at Division 13 revealed that higher upfront costs would be offset in less than 8 years, with projected savings exceeding \$12 million over 25 years. Similarly, the LEED Silver standard adopted for major Olympic-adjacent station retrofits was supported by CBA showing avoided energy, cooling and material replacement costs totaling over \$3 million.

CBA enables Metro to quantify co-benefits such as avoided emissions, improved health outcomes, increased workforce participation and enhanced community trust – especially for projects located in Equity Focused Communities. A 2024 CBA conducted for the Willowbrook/Rosa Parks Station canopy and cooling improvements showed strong public health returns, including projected reductions in heat-related illness during summer months.

Going forward, Metro will use LCCA and CBA tools to inform future updates to our *Energy Master Plan*, our *Climate Action and Adaptation Plan* and other long-range initiatives to ensure that Metro remains a model for fiscal responsibility and forward-thinking public investment.

What We Will Do

The forthcoming fiscal cliff demands urgent action on behalf of all Metro departments. It is a mandate to carefully consider steps forward that do not contribute to the fiscal cliff but still advance progress towards hitting our *MBS* targets. Consequently, we commit to the following actions over the next five years:

- > Construct a prioritization framework or decision-making matrix that helps staff and leadership prioritize actions and projects based on cost-effectiveness, equity, risk reduction and readiness. This framework will incorporate LCCA and CBA into capital project evaluation, procurement scoring and strategic prioritization for sustainability investments.
- > Establish a phased implementation model for projects that is tied to different funding scenarios (e.g., base funding, one-time stimulus funding, discretionary grant wins, etc.).
- > Prepare and incorporate tradeoff evaluations for major *MBS* actions, inclusive of assessments that show where Metro is taking action or where it may delay or scale down projects based on anticipated budget and impact. Such evaluations should be aligned with Metro's Cost-Benefit Analysis and Lifecycle Assessment methodologies.
- > Establish an adaptive management process whereby operational shifts (e.g., major ridership decreases, budget gaps, new regulatory or policy mandates) trigger mid-cycle evaluations of *MBS* actions and priorities in coordination with Metro's Early Intervention Team.
- > Identify co-design opportunities where stakeholders from EFCs and youth-centric communities can help co-create and/or advise on investments and project adjustments tied to *MBS* and other sustainability initiatives.

3.3 Customer Experience, Safety and Equity

Our goals as an agency to be a sustainability leader in the public transit space hinge on our ability to provide a safe, reliable and ever-improving experience for our riders. Our customers have given us our mandate: to make Metro safe, clean, comfortable, reliable and easy. In response, we have instituted a number of new programs and practices, among them routine surveying of our customers following the recommendations of our Recovery Task Force.

We will leverage sustainability projects and best practices to drive measurable improvement to customer experience and create a safer, more equitable transit experience for all Angelenos.

Equity and sustainability are deeply tied to customer experience. Improving the quality of life for everyone who lives, works and plays in Los Angeles County requires us to ensure that everyone has safe and easy access to transit, including people with disabilities, those with limited English proficiency, low-income riders and youth. Furthermore, achieving our sustainability goals requires us to retain and grow our ridership and to find more ways to get people out of cars and onto transit. None of that is possible if riders do not trust that Metro can provide them with the safe, clean, comfortable, reliable and easy experience that they deserve.

Consequently, we must do more to center customer experience in our efforts to make Metro a more sustainable agency, and in turn to ensure that our sustainability initiatives directly translate into safer, more equitable transit experiences for our riders.

What We Are Doing: Improving Rider Experience through Safety, Comfort and Experience Measures

Metro is tracking and responding to customers directly through our Customer Experience Hub and through our Customer Experience Plans. Our latest plan from 2023 summarizes the top priorities of our riders across Metro services, and highlights a number of key actions that have been completed since 2022. These include, but are not limited to:

- > Launching a Metro Ambassador program to support riders and enhance their experience going Metro.
- > Working with high-priority local jurisdictions to identify high priority stops, recommended amenities, stop activation opportunities and other improvement opportunities for a coordinated regional vision.
- > Launching our Metro Micro program, which provides on-demand, shared micro-transit services in select service zones across the county.
- > Establishing an internal transit police force to support customer safety, reduce safety incidents and improve incident response.

What We Will Do

Metro will work towards evaluating and implementing sustainability projects through the lens of improvements to customer safety and experience. We commit to taking the following steps through 2030:

- > Integrate customer experience metrics (e.g., rider satisfaction, wait times, comfort scores) into decision-making and monitor impacts of major programmatic responses to improve customer experience (e.g., Metro Ambassadors, Metro's transit policing transition, etc.)
- > Incorporate customer-related experience into sustainability and resilience assessments, including but not limited to station improvements, incidents tied to heat stress or other climate hazards, etc.
- > Partner with CBOS to survey for, identify and evaluate safety enhancements that have tangible sustainability and equity outcomes for riders (e.g., heat and noise mitigation, fare equity, digital inclusion).
- > Coordinate closely with Emergency Management on development and rollout of infrastructure and programs that promote safety during climate events.

3.4 System Reliability and Resilience

Metro is vulnerable to natural and other hazards that may result in loss of life and property, economic hardship and threats to public health and safety. These include climate hazards such as extreme heat, precipitation, inland and coastal flooding, drought and wildfire. These shocks and disruptions present tangible threats to our transportation system, which many Angelenos rely on now, and many more may need during major events or crises. For example, extreme heat can lead to buckling rail lines and cooling failures in buildings and transit, which in turn can lead to delays or other negative outcomes for our riders. Consequently, Metro has evaluated climate risk across many of its assets in the last five years. Furthermore, our Board of Directors adopted our *All-Hazards Mitigation Plan* in 2022, identifying pertinent natural and anthropogenic hazards facing Metro and authorizing our Emergency Management Department to pursue FEMA preparedness grant funding to support all Metro departments and stakeholders.

System reliability and resilience are not only pertinent in the face of potential hazards, but also in the face of major mega-events in the region. FIFA World Cup 26™ and LA28 present two such events, both of which are driving major multi-year transformative projects at Metro. These events are projected to bring thousands of visitors into the region, many of whom will rely on Metro Bus and Rail to get to and from events. Consequently, these events are and must be treated as major



Our goals as an agency to be a sustainability leader in the public transit space hinge on our ability to provide a safe, reliable and ever-improving experience for our riders.

sustainability and resilience catalysts: Metro's system must be able to handle this influx of riders regularly and in the case of any major disruptions, but Metro must also consider where and how it can protect Angelenos and visitors from climate hazards such as wildfire or extreme heat during both the FIFA World Cup 26™ and the LA28 Olympic Games. Most importantly, these efforts to bolster system reliability and climate resilience must also extend beyond the scope of those two mega-events.

What We Are Doing: Piloting Extreme Heat Interventions

Metro is working with LA28, Caltrans, Metrolink, the Los Angeles Department of Transportation (LADOT), the City of Los Angeles Mayor's Office and the Southern California Association of Governments (SCAG) as part of a broader group collectively known as the Games Mobility Executives (GME). Metro has supported the formation of an official GME Heat Subcommittee and a World Cup Heat Workstream to provide policy recommendations of best heat mitigation practices. As part of this mega-event coordination, Metro helped develop a heat mitigation workplan for both FIFA World Cup 26™ and LA28, completed a hydration station pilot at Memorial Park Station for the Club World Cup Games and partnered with ShadeLA to conduct a Design Competition for modular shade zones.

The hydration station pilot during the Club World Cup Games resulted in a total of 70 gallons of tapped water at bottle refill stations over the course of six (6) games, equating to saving about 520 single-use plastic bottles. This is just an example of the simultaneous resilience and sustainability impact of heat mitigation initiatives that can scale up tremendously in the context of regional mega-events.

What We Will Do

Our efforts to continue bolstering climate resilience across our system and secure system reliability through 2030 and beyond will include the following actions:

- > Develop a climate risk integration protocol or checklist for every new project or procurement.
- > Incorporate performance indicators that track progress on improving system reliability (e.g., on-time performance, trip cancellations or delays, slowdowns) and operator/maintenance readiness (e.g., attrition and hiring rates, preventive maintenance completion, asset age and replacement) for pertinent sustainability projects and programs.

- > Identify sustainability capital projects and programs for priority stations, corridors and assets tied to event service at the FIFA World Cup 26™ and the LA28 Olympic Games.
- > Publicly report progress on the LA28 Olympic Games- and FIFA World Cup 26™-aligned sustainability and resilience indicators with legacy planning to ensure continued benefits post-2028 (e.g., ridership surge capacity, emissions avoided).
- > Showcase carbon-neutral operations at these events at priority sites using solar, battery storage and smart grid integration.
- > Create training cohorts timed to prepare youth and displaced workers for LA28 Olympics readiness roles (e.g., green construction, wayfinding, safety ambassador programs).
- > Assess climate-related impacts of Metro programs and projects on youth and EFCs, as well as pilot programs that reduce risk and exposure to climate hazards.
- > Formalize Metro's role in regional adaptation governance and co-fund joint adaptation projects.
- > Integrate redundancy planning and other considerations (e.g., operational climate scenarios, staffing continuity, flexible labor deployment) for critical systems.
- > Incorporate technology lifecycle assessments and update procurements to avoid stranded assets across Metro.

3.5 Community Partnerships

Metro is deeply committed to fostering collaboration with local communities. Metro's Equity Focus Communities (EFCs) are disproportionately likely to experience the "first and worst" impacts of a changing climate and have the most to benefit from sustainability initiatives. Metro's Office of Sustainability recognizes the importance of rebuilding trust with frontline communities and centering their sustainability priorities. We have a strong legacy of building partnerships with community organizations to achieve Metro's sustainability goals, ranging from public education efforts and youth initiatives to community-driven planning efforts co-designed with community members. Through efforts like listening sessions, community advisory committees and other mechanisms that gather input from community members, the Office of Sustainability can target sustainability initiatives toward communities most in need.

Over the last five years, Metro has made great strides in formalizing its processes for community partnerships. In particular, Metro recognizes the significant role Community-based Organizations (CBOs) play in fostering trust between community members and public agencies like Metro. This relationship has been formalized through Metro's 2021 *Community-based Organization Partnering Strategy* (CBOPS), which outlines clear, equitable structures and strategies for CBO partnerships agency-wide. Building upon its legacy of strong relationships with community organizations, Metro's Office of Sustainability has coordinated with Metro's Office of the CEO, Office of Equity and Race, Arts and Community Enrichment and other key departments and stakeholders to apply Metro's CBOPS to several projects over the last five years. The Office of Sustainability will continue to emphasize community engagement in pursuit of community co-governance in the coming five years of *MBS*.

What We Are Doing: Improving Bus Stop Amenities through Community-Centered Planning

Metro's Office of Sustainability has collaborated with Metro's Office of the CEO and Customer Experience department to develop the Regional Bus Stop Improvements Initiative (RBSII). This initiative seeks to facilitate a regional conversation around bus stop improvements within Los Angeles County's 88 cities and unincorporated areas. Safe, comfortable and clean bus stops matter to neighborhoods and contribute to better health and safety outcomes. By connecting local jurisdictions and transit agencies with resources for improving bus stops in their communities, RBSII seeks to empower cities to envision effective, innovative bus stop improvements in a new way. The RBSII team has brought together wide-ranging jurisdictions, subject matter experts, advocates and community-based organizations throughout Los Angeles to collectively address challenges and

share best practices for bus stop improvements in LA. Through these community-centered planning efforts, Metro's Office of Sustainability seeks to address the core equity issue of improving bus stop amenities by centering the experience and priorities of Angelenos who need these improvements most.

What We Will Do

Over the next five years, the Office of Sustainability will continue to build upon and expand our efforts to collaborate with CBOs, labor organizations, schools, advocacy groups and other organizations to drive achievement of our sustainability goals. Specifically, we commit to the following actions:

- > Incorporate requirements for new projects and programs pertaining to working with CBOs and other community partners.
- > Partner with CBOs by applying *Metro's Community-Based Organization Partnering Strategy* to Office of Sustainability initiatives and/or projects and using Metro's online CBO Database to promote opportunities for partnership.
- > Host listening sessions in Equity Focus Communities focused on *MBS* strategies and actions.
- > Collaborate with key Metro stakeholders, including the Office of Equity and Race, Arts and Community Enrichment, to expand upon and deepen active initiatives established during the first five years of *MBS*.
- > Bring in youth advocates (e.g., student leaders) as co-designers of sustainability projects and programs.



Metro's Regional Bus Stop Improvements Initiative empowers jurisdictions in Los Angeles to envision effective, innovative bus stop improvements in a new way.

3.6 Regional Youth and Workforce Development

Metro is committed to continually expanding our youth and workforce development efforts. Through our engagement activities and educational programming, we aim to not only invest in our relationship with Angelenos, but support regional climate resilience by supporting community members in understanding and preparing for the impacts of a changing climate.

Metro has doubled down on green workforce development initiatives and career pathway programs over the last five years. For example, while the Office of Sustainability has managed its Growing a Greener Workforce (GGW) program since prior to the pandemic, the impacts of COVID-19 provided a unique opportunity for Metro to reevaluate and refine its delivery of the program. GGW provides climate and sustainability classes for Metro staff, partners and community members who are interested in learning more about sustainability and climate change. GGW classes are offered to attendees at no cost, with the goal of increasing climate change awareness across Los Angeles County and fostering relationships between the agency and the communities we serve. After the COVID-19 pandemic, GGW reimaged the program to deliver both in-person and online courses and refined its curriculum based on participant feedback.

What We Are Doing: Preparing Tomorrow's Sustainability Leaders through our Sustainability Youth Program and SEED LA.

Metro's Office of Sustainability has made great strides to increase youth engagement on sustainability issues since *MBS* was first published in 2020. In its flagship youth engagement effort, the Office launched its Sustainability Youth Program (SYP) in 2023 to provide a platform for youth to get involved in Metro's sustainability efforts. Since this program rollout, SYP has engaged youth at wide-ranging special events, including through interactive opportunities at earth clubs and STEM nights at local Los Angeles schools, Metro's Youth Summit and California State Senator Lena A. Gonzalez's Youth Environmental Champion's program. In 2025, Metro launched the SYP Speaker Series, which connects environmental professionals with local youth groups, classrooms and community-based programs to engage young people on a variety of sustainability topics.

Metro also continues to support SEED LA, Los Angeles County's first college-prep boarding school for career readiness in transportation infrastructure, STEM and the humanities. SEED LA prepares high school grade levels 9-12 for college



Through SEED LA, Metro is working to not only teach students across LA County about energy and sustainability, but more importantly to understand the potential for energy career pathways and the impacts of that work on their own communities.

and career readiness. After classes, the students participate in extracurricular activities and various athletics programs. For the third consecutive year, our Office of Sustainability (OOS) and the Environmental Services teams partnered with SEED LA to deliver a three-week after-school educational module for approximately 140 9th graders. Subjects included energy efficiency and conservation, solar and battery storage, air quality, solid waste management, clean transportation and water quality.

Through this programming, Metro aims to help young people develop leadership and professional development skills, connect youth with professional development opportunities and help young Angelenos prepare for careers that will lead to more sustainable, healthier futures for them and their communities.

What We Will Do

Over the next five years, Metro will sustain and deepen our youth engagement and workforce development efforts. Specifically, we commit to the following actions:

- > Continue to support SEED LA as one of Metro's flagship equity and education initiatives and further incorporate youth-specific pipelines into our economic and workforce development initiatives.
- > Incorporate youth engagement, hiring and training metrics into sustainability programs and initiatives where feasible.
- > Expand Growing a Greener Workforce programming by exploring increased in-person offerings, curriculum offerings, alignment with youth programs and other efforts to ensure continuous program growth and alignment with Metro's sustainability priorities.
- > Engage more young people annually through Sustainability Youth Program efforts and events.
- > Deepen and expand partnerships with key agency stakeholders in the development and delivery of workforce and professional development efforts.
- > Explore new partnerships with external stakeholders (e.g., Los Angeles Unified School District, SEED LA) in the development and delivery of green workforce programs.
- > Secure funds and establish grants for youth-led climate action and sustainability projects.
- > Partner closely and more routinely engage with the Metro Youth Council on sustainability projects and programs.

3.7 Governance, Culture and Compliance

Our sustainability vision, as defined in *MBS*, is to create an organizational culture and workforce that continually integrates the principles of sustainability into all aspects of decision-making and execution to enhance communities and lives through mobility and access to opportunity. Metro has taken steps to foster this culture through rigorously upholding environmental management and compliance across all of its projects, as well as by incorporating ambitious sustainability and environmental requirements into specifications, procurements and agency-wide policy. These steps have included but are not limited to:

- > Utilizing an Engagement Team that integrates sustainability early into the capital project planning process through interdepartmental partnerships and engagement.
- > Moving forward with a rollout of our Sustainable Acquisition Program that will incorporate new sustainability features into the agency's procurement workflow and establish internal program training for staff.
- > Ongoing review and updates to design criteria, specifications and procurement templates to align with regulatory requirements and *MBS* goals.
- > Rigorous internal assessments through Metro's Environmental Management System that ensure adherence to ISO 14001 standards and continual improvement in environmental performance.
- > Adopting vehicle miles traveled (VMT) reduction targets to emphasize and bolster Metro's regional impact on GHG emissions and pollution reduction.

What We Are Doing: Supporting Regional VMT Reduction Goals

In 2023, Metro's Board adopted regional VMT reduction targets to align with California's statewide climate goals, including achieving carbon neutrality by 2045. These include goals based on a VMT reduction scenario that would reduce VMT across Metro's LA County Service Population by 12.3% (from a 2016 baseline).

Reducing VMT is central to reducing GHG emissions and criteria air pollutants across the LA County region. As a large transportation authority, Metro recognizes that it plays a critical role in reducing VMT by making investments that reduce driving and increase transit ridership. Consequently, all major projects and initiatives at Metro must take into

consideration their impact on regional VMT. It is Metro's intent to continue investing in and expanding innovative VMT reduction programs that will help take drivers out of cars and create more opportunities for Angelenos to ride with Metro.

What We Will Do

Over the next five years, Metro will take steps to integrate thoughtful sustainability governance at Metro through the following actions:

- > Incorporate more external feedback and public inputs into our decision-making, taking into account feedback from customer surveys, community partners and other external stakeholders.
- > Measure progress on sustainability programs and projects through third-party evaluations and community-based feedback on both technical and experiential outcomes of *MBS* implementation.
- > Advance Metro's VMT reduction goals by quantifying avoided VMT and mode shift impacts sustainability programs and projects.
- > Explore opportunities to better align *MBS* goals and targets with Metro's major land use and transit-oriented joint development projects.
- > Improve verification, tracking and reporting of sustainability compliance across Metro capital projects.



Reducing VMT is central to reducing GHG emissions and criteria air pollutants across the LA County region.

3.8 Implementing MBS through 2030

As an agency, we are leveraging the halfway mark of *MBS* to reinvigorate our staff and activate new resources to achieve our goals. While the past five years have come with changes to our staffing and capacity, we must take this moment to deploy a thoughtful governance infrastructure to oversee the implementation of this plan through 2030.

It remains the responsibility of our Office of Sustainability to shepherd this plan forward, and to work with departments across the agency to execute the actions therein over the next five years. To ensure more consistent and transparent tracking of efforts, it is our intent to establish a cross-department steering committee to oversee and track our process against our *MBS* goals, chaired by our Office of Sustainability and with reporting responsibilities to Metro’s Senior Leadership Team (SLT) and Board of Directors. This includes routine meetings to track progress, as well as consistent status reports to the SLT, our Board and to Metro’s Sustainability Council.

The mandate of this committee not only includes execution of this plan, but preparations for what comes after 2030. Our roadmap for 2030 is clear, but we have work to do to continue our momentum for the next decade.

Additional Steps to Ensure Implementation

To support successful *MBS* implementation through 2030, Metro will begin the institutionalization of a series of measures that improve governance, readiness and resilience across the agency:

- > **Regional and Interagency Coordination:** Metro will establish formal sustainability and resilience coordination with partner agencies including SCAG, Caltrans, LADWP and City of LA to align *MBS* actions with regional sustainability and hazard mitigation goals.
- > **MBS Risk Register and Scenario Planning:** Metro will develop an *MBS*-specific risk register and conduct periodic scenario planning to identify high-risk implementation areas (e.g., funding volatility, labor capacity, climate extremes) and mitigation plans.
- > **Sustainability Performance Dashboard:** By 2026, Metro will launch an enhanced publicly accessible Sustainability Dashboard showing real-time performance across *MBS* targets, geographic equity distribution and community engagement metrics.

- > **Annual Target Refresh Cadence:** Metro will define an annual review and refinement cycle for *MBS* targets, aligned with Board reporting and external input mechanisms.
- > **Workforce Integration and Capacity Building:** Metro will increase sustainability-focused staff training and measure the percentage of capital projects managed by staff with sustainability credentials or performance goals.
- > **Oversight and Audit Integration:** Metro will explore the establishment of a process to define sustainability-related audit metrics in collaboration with the Management Audit Services team and Office of the Inspector General.
- > **Tiered Implementation Scenarios:** Metro will outline low-, medium- and high-investment paths for each major *MBS* initiative, identifying actions that can move forward under fiscal constraint versus those requiring expanded resources.
- > **Public Co-Design and Tradeoff Transparency:** Metro will establish mechanisms to engage Equity Focused Communities and youth stakeholders in prioritizing actions and understanding the tradeoffs inherent in sustainability implementation.

Together, these initiatives will enhance Metro’s capacity to deliver resilient, equitable and climate-ready transit services throughout Los Angeles County.



Metro uses Low Impact Development to capture and reuse rainwater runoff.

Conclusion

When the Metro Board adopted *Moving Beyond Sustainability* (MBS) in 2020, it set forth an ambitious vision: to institutionalize sustainability throughout Metro's operations, planning and culture. That vision was anchored in measurable commitments and grounded in the belief that a resilient and equitable transportation system is essential for a thriving Los Angeles County.

Over the past five years, Metro has made significant strides. We are ahead of schedule on greenhouse gas emissions reductions, have integrated resilience planning into our infrastructure strategy and have launched critical workforce and equity initiatives. At the same time, we candidly acknowledge where progress has lagged – including renewable energy deployment and solid waste diversion – often due to structural disruptions, staffing constraints and the lingering impacts of the COVID-19 pandemic. These gaps are not failures but signals of where additional focus and innovation are needed.

We are ahead of schedule on greenhouse gas emissions reductions, have integrated resilience planning into our infrastructure strategy and have launched critical workforce and equity initiatives.

As we look toward 2030, Metro stands at a strategic inflection point. The next five years are not merely about continuing implementation; they are about responding dynamically to a changed world. This *Five-Year Update* must guide the agency through complex internal and external shifts: implementing

the *Energy Master Plan* and *CAAP* update amid climate urgency; delivering safety and service reliability during a transition to internal policing; and navigating labor dynamics while scaling inclusive workforce initiatives like SEED LA. Moreover, we must be prepared for the transformative pressure of global events such as the FIFA World Cup 26™ and the LA28 Olympic Games, which will test Metro's capacity to provide sustainable, high-volume mobility.

These demands underscore the need to strengthen cross-departmental coordination, prioritize innovation that reduces technology obsolescence and integrate resilience thinking into every facet of Metro's operations. In doing so, we build on the agency's commitment to a people-first framework: a sustainable and resilient future in which infrastructure, operations and community goals are aligned to serve both immediate and long-term needs.

To ensure *MBS* is implementable in a world of financial constraints and shifting priorities, Metro must go beyond goal setting. We must actively manage tradeoffs, sequence actions based on budget realities and remain adaptive as economic and political conditions evolve. In a time when sustainability is no longer politically guaranteed nor consistently funded, *MBS* must prove itself as a high-value, fiscally prudent and operationally essential strategy. Transparency around these choices will be central to earning continued public trust and Board support.

Going forward, the Office of Sustainability will continue issuing biennial progress reports and annual performance updates via Metro's Sustainability Dashboard. These reporting mechanisms, coupled with ongoing governance improvements, will ensure accountability, transparency and responsiveness to emerging challenges. We will also continue collaborating with community-based organizations, labor partners and education institutions to align our sustainability goals with regional equity and workforce development priorities.

In reaffirming our commitment to the original goals of *MBS*, we also commit to evolving them in step with the needs of our city, our people and our planet. The next chapter of Metro's sustainability journey demands not just perseverance but leadership – and with the strategic direction outlined here, Metro is poised to lead.

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*Moving Beyond
Sustainability (MBS)*
Five-Year Update

About *Moving Beyond Sustainability* (MBS)



Metro's Board of Directors adopted *Moving Beyond Sustainability*, our 10-year sustainability strategic plan, in September 2020.

This plan committed Metro to ambitious sustainability goals, including 20 targets across seven (7) categories of performance:

- Water Quality and Conservation
- Solid Waste
- Materials, Construction and Operations
- Energy Resource Management
- Emissions and Pollution Control
- Resilience and Climate Adaptation
- Economic and Workforce Development



MBS Five-Year Update



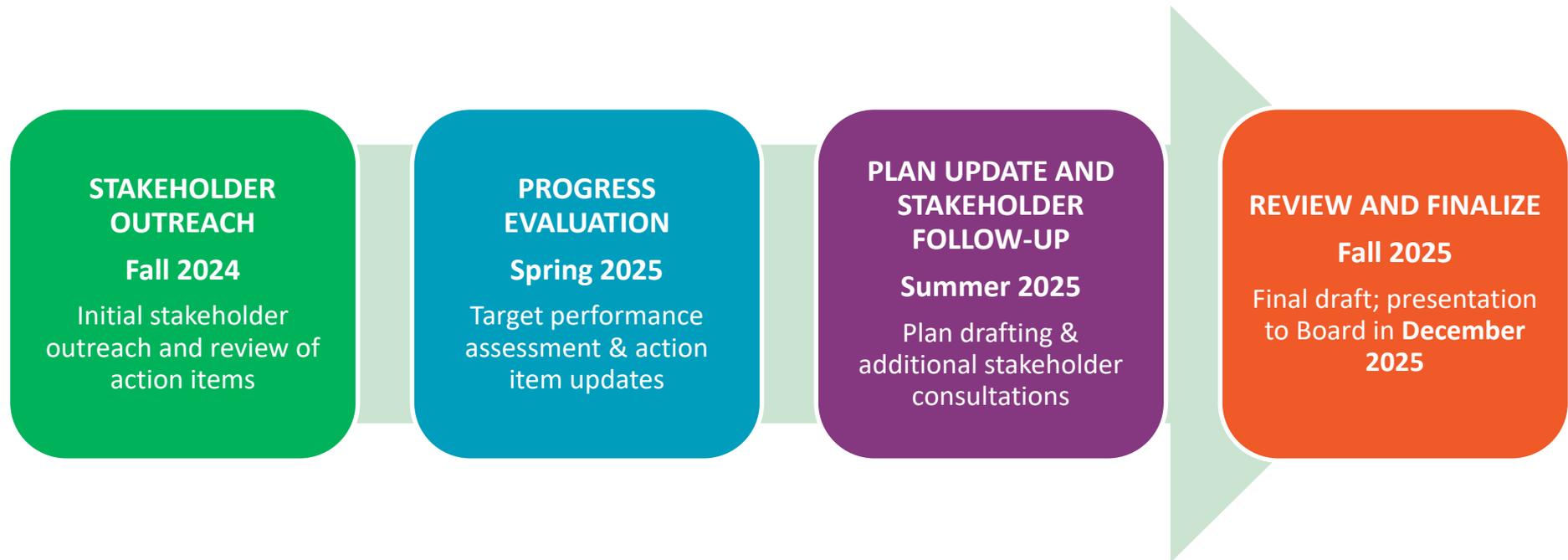
At the halfway mark, this *MBS Five-Year Update* reflects Metro's progress to date and an updated roadmap for executing our sustainability vision through 2030.

- »» *Summarizes performance on all MBS targets*
- »» *Identifies key achievements, implementation challenges, and cost considerations*
- »» *Shortlist of priority next steps to drive achievement of targets through 2030*
- »» *Updated blueprint for advancing sustainability at Metro that accounts for fiscal cliff, agency-wide priorities and regulatory requirements*

MBS Five-Year Update



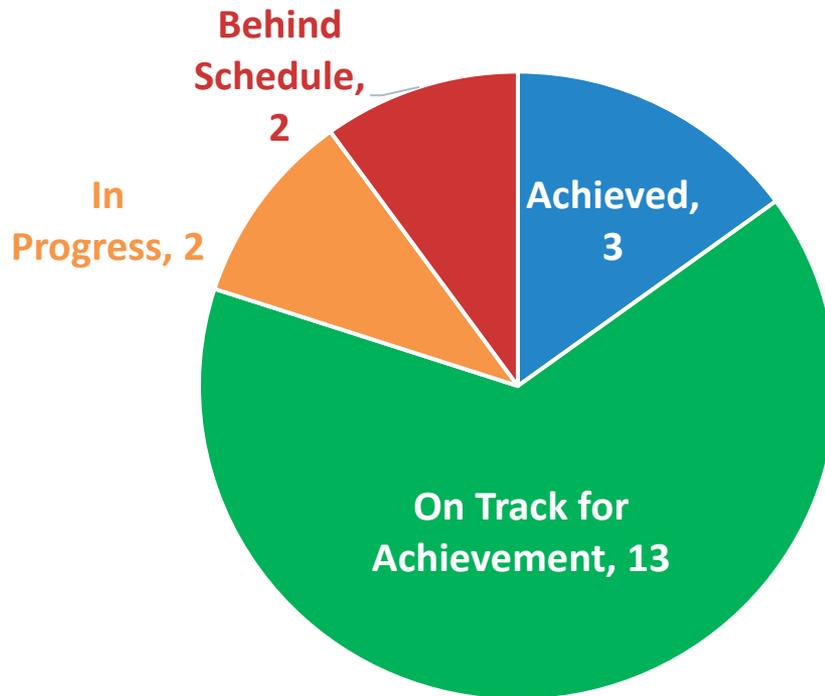
The Office of Sustainability prepared this *Five-Year Update* over the course of the last 16 months through four phases of work.



Performance to Date



As of 2024, Metro has achieved or is on track to achieve 80% of the MBS targets.



Targets Behind Schedule:

- Operational Solid Waste Generation
- On-Site Renewable Energy Capacity

Key Trends

- Partnerships with key departments are paying off and driving achievement of most targets.
- *Initiatives to reduce air pollution and GHG emissions are highly effective.*
- Landfill diversion efforts on construction sites are showing impressive results.
- Energy resource management:
 - *Ahead of schedule* in energy demand and efficiency goals;
 - *Challenge in energy generation for both supply and resiliency*

2026-2030 Strategic Priorities



In this *Five-Year Update*, we establish a renewed set of strategic priorities for our sustainability program through 2030 and beyond.

2026-2030 MBS Strategic Priorities

Advancing equity and climate justice

Centering fiscal responsibility and sustainability

Promoting customer experience, safety and security

Ensuring system reliability and resilience

Establishing and strengthening community partnerships

Developing our regional youth and green workforce of the future

Ingratiating sustainability and environmental compliance into Metro culture

*Moving Beyond
Sustainability (MBS)*
Five-Year Update



Board Report

File #: 2025-0956, File Type: Contract

Agenda Number: 28.

EXECUTIVE MANAGEMENT COMMITTEE JANUARY 15, 2026

SUBJECT: UPDATE ON LANDMARK UNSOLICITED PROPOSAL FOR METRO WORKFORCE HOUSING

ACTION: APPROVE RECOMMENDATION

RECOMMENDATION

AUTHORIZING the Chief Executive Officer (CEO) or their designee to enter into an Exclusive Negotiation Agreement (ENA) with Treehouse Leimert PropCo LLC to negotiate key terms and conditions for a period of six months with an option for an additional six-month extension.

ISSUE

At its July 2025 meeting, the Board authorized the CEO to proceed with the Supplementary Review (Phase Two) evaluation of the Landmark Unsolicited Proposal to develop Metro Workforce Housing in the vicinity of the Leimert Park K Line Station.

This Board Report provides a progress update on the Unsolicited Proposal evaluation and, based on technical findings, recommends Metro enter into an Exclusive Negotiation Agreement in order to further test viability of the project.

BACKGROUND

At its April 2023 meeting, the Board approved an amendment by Director Solis requesting staff report back on opportunities to designate new housing units for Metro workforce housing by the Metro joint development program or other appropriate mechanisms.

On June 6, 2025 Metro received an unsolicited proposal from Treehouse Leimert PropCo LLC titled *The Nathaniel Metro Workforce Housing Project*. The initial proposal requested an investment of \$25 million from Metro in exchange for up to 80 units, located less than 500 feet from the Leimert Park K Line Station, reserved primarily for Metro employees. Staff recommended requesting detailed technical and financial information from the Proposer to fully understand and evaluate the proposal, known as the "Supplementary Review" phase in the Unsolicited Proposal Policy.

In July 2025, the Board approved advancing the unsolicited proposal to a Supplementary Review. The Proposer worked with staff to provide additional documentation and responses to questions to test the Proposal's feasibility and viability. Of note, as is typical for real estate projects, the Proposed

Project evolved during staff's analysis from a six-story, 100-unit building to a five-story, 107-unit building, with reduced commercial space, and changes to the unit sizes and mix, including an increased number of units set aside for Metro employees. The Proposed Project includes 42 studio units (350 sq ft), 5 one-bedroom units (501 sq ft), 34 one-bedroom units (550 sq ft), 21 two-bedroom units (750 sq ft), and 5 live/work units (750 sq ft).

DISCUSSION

Staff, with support from financial consultants and legal counsel, evaluated the technical and financial merits of the Proposal as well as any legal constraints or requirements for its implementation. Criteria for evaluating the Proposal included those described in the Unsolicited Proposals Policy and those outlined to the Board in July 2025, as follows:

- The viability of the Proposed Project and schedule, as well as Metro's ability to meet activities required;
- The qualifications, capabilities, and experience of key personnel who are critical in achieving the Proposal's objectives;
- The relative costs and benefits of the Proposal;
- The Proposed Project costs and financial capacity of the Proposer; and
- Metro's authority to enter into a contract under its current authorization.

As a result of the analysis, the review committee was able to explore and verify certain elements necessary for the Proposed Project to proceed including: the Proposer's key personnel appear to be qualified to carry out a development similar to the Proposed Project; the Proposer has site control over the development site; and the Proposer has clarified its entitlement and permitting strategy. In addition, the review committee has determined that Metro has legal authority to invest in a Metro employee housing project which is (a) functionally related to transit facilities and (b) is supported by factors demonstrating that the project facilitates Metro's operational needs. The review team analyzed the different financing models suggested by the Proposer, and identified which model(s) would be both most efficient and legally permissible.

Relative to the costs and benefits of the Proposal as well as the Proposed Project costs and financial capacity of the Proposer, the review team identified five key issues that require negotiation with the Proposer. Negotiation is needed to ensure a better investment for Metro, deeper understanding of the Proposed Project's risk profile, and to make sure that the project will result in substantial benefits to Metro's workforce. Specifically, these issues are related to: 1) proposed developer fees, 2) proposed inclusion of sunk costs, 3) Metro's preferred financing model and associated costs, 4) structure of a proposed Metro investment and 5) proposed unit rents relative to market rents.

To seek further clarification on the issues outlined above, staff seek to enter into an Exclusive Negotiation Agreement with the Proposer to further explore and negotiate potential terms for this proposed investment opportunity for Metro. Entering into an Exclusive Negotiation Agreement with the Proposer does not commit Metro to any investment or action, and staff would return to the Board with refined details before entering into any agreement.

DETERMINATION OF SAFETY IMPACT

No safety impacts are associated with proceeding into this negotiation phase.

FINANCIAL IMPACT

Participating in the negotiations outlined in this Report is estimated to cost \$50,000 for consultant and legal support. Funding for this contract will be covered in Cost Center 2031, Office of Strategic Innovation, under Project Number 405701 (P3, UPs, Pilots & Other). During the term of the Exclusive Negotiating Agreement, staff would further assess the financial viability of the Proposal and advantageousness of its value to Metro.

Impact to Budget

These funds are not eligible for bus or rail operating and capital expenses.

EQUITY PLATFORM

The Proposed Project advances Metro's Equity Platform by potentially delivering income-restricted workforce housing in a high need, transit-rich area to support economic stability for lower-income Metro employees earning not more than 80% of Area Median Income.

By prioritizing housing near the Leimert Park K Line Station, the project will support Metro's Equity Platform goals to reduce cost burdens, improve access to opportunity, and address systemic inequities tied to housing and transportation access.

The project also aligns with Metro's place-based equity approach by directing investment into a community with documented environmental and health vulnerabilities, including an average CalEnviroScreen score of 76 and widespread designation as disadvantaged under state and regional indices. Consistent with Metro's Equity Platform principles of meaningful outcomes and community benefit, the proposed workforce housing model seeks to reduce displacement risk, shorten commutes for qualified lower wage workers, and reinforce the long-term benefits of transit investment for historically marginalized communities. Key areas for consideration during the next phase include developing a process necessary to ensure equitable access to workforce housing for eligible employees, ensuring alignment with Metro's commitments to racial equity, accessibility, and inclusive economic opportunity.

VEHICLE MILES TRAVELED OUTCOME

Vehicles Miles Traveled (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. This

item supports Metro's systemwide strategy to reduce VMT by supporting a housing development in a high need, transit-rich area near the Leimert Park K Line Station encouraging transit ridership, ridesharing, and active transportation. Metro's Board-adopted VMT reduction targets were designed to build on the success of existing investments, and this item aligns with those objectives.

*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

The proposal addresses numerous Vision 2028 goals, including:

- **Goal 3.2 (Transit Oriented Communities):** The Project will enable Metro to “implement effective solutions” to address “quality of life issues, such as equity, economic opportunity, gentrification, displacement, affordable housing.”
- **Goal 3.3 (Genuine Engagement):** The Proposer has indicated that there has been robust community engagement in the advancement of the Project, which has built upon numerous other outreach efforts in the surrounding community.
- **Goal 4.1 (Community Development):** The Project will enable Metro to “implement effective solutions” to address “quality of life issues, such as equity, economic opportunity, gentrification, displacement, affordable housing” to support the goals of the Vision 2028 Plan.
- **Goal 5.2 (Good Public Policy and Fiscal Stewardship):** The Project carefully leverages Metro funding to provide an essential benefit to Metro employees.
- **Goal 5.5 (External Partnerships):** The project expands Metro's capacity to work with ‘non-traditional business partners’ to develop a new workforce housing product.
- **Goal 5.7 (Workforce/Affordable Housing):** The project will create income-restricted homes with a preference for Metro employees to “build and nurture a diverse, inspired, and high-performing workforce”.

ALTERNATIVES CONSIDERED

The Board may direct staff to decline to further pursue this proposal. This alternative is not recommended as the proposal provides potentially significant benefits for the agency, as described above, and has been determined to be worthy of further assessment.

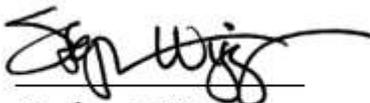
NEXT STEPS

Upon Board approval, staff will execute an Exclusive Negotiation Agreement to negotiate the issues outlined in the Discussion section of this report. Should the Proposed Project prove to be viable in accordance with a set of proposed terms agreeable to both parties, staff will return to the Board with a summary of the proposed terms and a recommendation to advance the project through the

Unsolicited Proposals Policy.

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Stephanie Wiggins
Chief Executive Officer

A blurred red and white train moving across a city skyline at dusk. The train is in the foreground, moving from left to right, creating a sense of motion. The background features several tall skyscrapers, including a prominent one with a cylindrical top, under a sky with soft, orange and blue hues.

Landmark Unsolicited Proposal for Metro Workforce Housing

Executive Management Committee - January 15, 2026



Metro

Recommendation

AUTHORIZING the Chief Executive Officer (CEO) or their designee to enter into an Exclusive Negotiation Agreement (ENA) with Treehouse Leimert PropCo LLC to negotiate key terms for a period of six months with an option for an additional six-month extension.

Timeline of Treehouse Workforce Housing Unsolicited Proposal

- April 2023: Board requesting staff report back on opportunities to designate new housing units for Metro workforce housing
- June 2024: Board approved establishment of “landmark” Unsolicited Proposals (UP)
- June 2025: Metro receives Treehouse Workforce Housing Unsolicited Proposal
- July 2025: Board approved Supplementary Review of this Unsolicited Proposal
- July-December 2025: Supplementary Review and Additional Analysis by staff and consultants
- January 2026: Staff seeks to enter into an Exclusive Negotiation Agreement on Treehouse Workforce Housing project

Proposal Summary



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4421-4437 CRENSHAW BOULEVARD
LOS ANGELES, CA 90043

Proposer: Treehouse and Community Labs

Title: Nathaniel Metro Workforce Housing Project
(4421-4437 Crenshaw Blvd, Los Angeles, CA)

Revised Scope

- 107 housing units across from Leimert Park K Line Station
- 91 income-restricted units reserved for qualified Metro employees earning 80% AMI or below, 11 units for very low-income general public, 4 units unrestricted
- 2,400 SF commercial or cultural space

Funding

- Proposer requesting \$25M Metro investment with conversion to residual receipts loan

Project Details

Unit Mix	Number of Units	% of Total Units	Unit Sizes (Sf)
Studio Units	42	39%	350
One-Bedroom Units (A)	5	5%	501
One-Bedroom Units (B)	34	32%	550
Two-Bedroom Units	21	20%	750
Live/Work Units	5	5%	750
Total / Average	107	100%	518

Gross Building Area	Square Feet
Residential Living Area	55,405
Community Space / Offices	1,500
Commercial Space	2,400
Common Area / Circulation	10,645
Total Gross Building Area	69,950

Outstanding Issues to be discussed in Exclusive Negotiation Agreement

Issues for Further Exploration in an Exclusive Negotiating Agreement:

1. Proposed Developer Fees
2. Proposed Inclusion of Sunk Costs
3. Metro's Preferred Financing Model and
Associated Costs
4. Structure of a Proposed Metro Investment
5. Proposed Unit Rents Relative to Market Rents

Upon Board Approval:

- Staff will draft an Exclusive Negotiation Agreement and enter into negotiations with Treehouse Leimert PropCo LLC regarding the project at 4421-4437 Crenshaw Blvd
- Entering into an Exclusive Negotiation Agreement with the Proposer does not commit Metro to any investment or action, and staff would return to the Board with refined details before entering into any agreement or implementation of this unsolicited proposal

Thank you | Office of Strategic Innovation



Board Report

File #: 2025-1081, File Type: Resolution

Agenda Number: 29.

EXECUTIVE MANAGEMENT COMMITTEE
JANUARY 15, 2026

SUBJECT: FINDINGS REQUIRED FOR ELIGIBLE SUBSIDIARY BODIES TO MEET VIA TELECONFERENCE IN COMPLIANCE WITH SB 707 (DURAZO)

ACTION: APPROVE RECOMMENDATION

RECOMMENDATION

CONSIDER:

A. ADOPTING, pursuant to Senate Bill 707 (SB 707), the following findings on behalf of eligible subsidiary bodies (Attachment A) as defined by SB 707:

- (i) *The Board of Directors has considered the circumstances of the eligible subsidiary body.*
- (ii) *Teleconference meetings of the eligible subsidiary body would enhance public access to meetings of the eligible subsidiary body, and the public has been made aware of the type of remote participation, including audio-visual or telephonic, that will be made available at a regularly scheduled meeting and has been provided the opportunity to comment at an in-person meeting of the legislative body authorizing the subsidiary body to meet entirely remotely.*
- (iii) *Teleconference meetings of the eligible subsidiary body would promote the attraction, retention, and diversity of eligible subsidiary body members.*

B. AUTHORIZING eligible subsidiary bodies (Attachment A) to meet via teleconference, by either audio-visual or telephonic means, if they choose, subject to the requirements of SB 707; and

C. RECEIVING AND FILING the update on relaxed teleconferencing rules as stated in SB 707 (Attachment B).

ISSUE

SB 707 (Attachment B), signed into law in October 2025, updates and extends the relaxed teleconferencing options first authorized under AB 2449 (Rubio). Such relaxed rules include the ability to participate in a teleconference meeting from a remote location that is not accessible to the public, if certain requirements are met. While SB 707 continues to provide for relaxed teleconferencing options for a legislative body of a local agency (i.e., bodies subject to the

Brown Act) under updated “just cause” requirements or as a reasonable accommodation, it adds an additional avenue for “eligible subsidiary bodies” (defined in SB 707) to meet remotely using the relaxed teleconferencing standards (outside of “just cause” reasons). Under these expanded rules, an eligible subsidiary body may elect to meet remotely using the relaxed teleconferencing standards if the Metro Board adopts required statutory findings and renews such findings every six months.

BACKGROUND

SB 707 (Durazo), signed into law on October 3, 2025, modernizes the Ralph M. Brown Act by extending the relaxed modifications set forth by AB 2449 (Rubio) in September 2022 and updating teleconferencing rules for public meetings. It continues (with some modifications) the relaxed participation framework originally authorized under AB 2449, which expired January 1, 2026. SB 707 extends the relaxed teleconferencing rules under specified circumstances until January 1, 2030.

The Board qualifies as an “eligible legislative body” under SB 707. Among other things, SB 707 establishes new requirements for “eligible legislative bodies” related to:

- public remote access to Board and Committee meetings via two-way audiovisual or telephonic participation;
- captioning activation when using audiovisual platforms;
- expanded accessibility and translation requirements for notices and websites (beginning July 1, 2026); and
- adoption of a service disruption policy for remote participation (by July 1, 2026).

Metro is currently meeting all the above listed requirements, with the exception of a Board-adopted service disruption policy, which staff will be bringing to the Board for recommended approval before July 1, 2026.

SB 707 also updates when members of a legislative body may participate remotely, including for “just cause” or as a reasonable accommodation, while retaining quorum and visibility requirements. Based on the frequency of Metro’s meetings, a Director can utilize “just cause” up to twice per calendar year.

DISCUSSION

SB 707 further establishes specific rules to qualify for the relaxed teleconferencing requirements applicable to eligible subsidiary bodies, defined as advisory bodies that serve exclusively in an advisory capacity; are not authorized to take final action on legislation, regulations, contracts, licenses, permits, or any other entitlements, grants, or allocations of funds; and do not have primary subject matter jurisdiction that focuses on elections, budgets, police oversight, among other specified topics under the statute. Attachment A provides a list of eligible Metro Advisory Bodies. In addition to “just cause” reasons, these bodies may also conduct meetings via teleconference using relaxed standards if they meet certain requirements, including providing for public participation either by way of (i) a two-way audio visual platform, or (ii) a two-way telephonic service and a live webcasting of the meeting; compliance with

specified processes in the event there is telephonic or internet service disruption preventing the body from broadcasting the meeting; agenda posting at a single physical location, and staff presence at that location. Except for “just cause” reasons, before eligible subsidiary bodies may use the relaxed teleconferencing provisions, the Metro Board must adopt statutory findings by majority vote and renew those findings every six months.

SB 707 requires the Board to periodically adopt specific findings in order for eligible subsidiary bodies to continue meeting virtually under relaxed teleconferencing standards (outside of the statutorily permitted “just cause” reasons). These advisory bodies play a key role in shaping Metro programs and priorities by elevating lived experience, operational insights, and community feedback from across the region.

Metro’s subsidiary bodies (Attachment A) include groups focused on accessibility, public safety, community representation, and service planning such as the Public Safety Advisory Committee (PSAC), the Accessibility Advisory Committee, and the Service Councils. Members often volunteer their time, travel from multiple regions of Los Angeles County, and represent communities with varying access, work schedules, health needs, and caregiving responsibilities. Teleconferencing flexibility directly supports participation, quorum reliability, and diverse representation, enabling these bodies to remain active and reflective of the communities they serve.

Without Board action, eligible subsidiary bodies must revert to traditional Brown Act teleconferencing rules (other than in the event of “just cause” consistent with the statute), which require members participating remotely to publicly disclose and make accessible their teleconference location. These requirements would significantly limit participation and could reduce consistency and retention, impacting Metro’s ability to gather community input and operational feedback through its advisory structure.

Adopting the required findings under SB 707:

- preserves virtual participation options that support member engagement and continuity,
- ensures advisory bodies remain operational and accessible, and
- aligns Metro’s advisory meetings with existing public engagement practices at the Board level.

The findings must be renewed every six months to maintain this flexibility. This action does not change how the Board or its Committees meet; rather, it maintains functional and equitable access for Metro’s subsidiary bodies, consistent with how they have operated in recent years.

DETERMINATION OF SAFETY IMPACT

This action does not have an impact on safety.

EQUITY PLATFORM

This action supports equitable access to Metro’s advisory body processes by allowing flexible participation options for eligible subsidiary bodies. Teleconference flexibility reduces participation barriers for advisory body members who, travel from different parts of LA County, and may face challenges related to work schedules or other responsibilities. This item supports inclusive

participation and ongoing operations of Metro's advisory process.

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.

While this item does not directly encourage taking transit, sharing a ride, or using active transportation, it is a vital part of Metro operations, as it will allow Metro's eligible advisory bodies to meet virtually, increasing membership and participation without increasing VMT. Because the Metro Board has adopted an agency-wide VMT Reduction Target, and this item supports the overall function of the agency, this item 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

Recommendation supports strategic plan goal #5 to provide responsive, accountable, and trustworthy governance within the Metro organization by allowing Metro's eligible subsidiary bodies to meet virtually.

ALTERNATIVES CONSIDERED

The Board can consider not allowing eligible subsidiary bodies the opportunities to meet virtually outside of "just cause" reasons but membership has expressed concerns with meeting quorum due to the need for virtual attendance options. This option is not recommended.

NEXT STEPS

Upon approval, staff will notify the eligible subsidiary bodies of the teleconferencing framework. Additionally, staff will bring an IT Disruption Policy to the Board for approval as required by SB 707.

ATTACHMENTS

Attachment A - List of eligible Metro Advisory Bodies

Attachment B - SB 707 (Durazo)

Prepared by: Collette Langston, Board Clerk, (213) 922-2837

Reviewed by: Collette Langston, Board Clerk, (213) 922-2837

We're working to eliminate disparities and expand access and mobility for all.



ELIGIBLE SUBSIDIARY BODY ROSTER

Advisory Body	Type	Description	Meeting Frequency	Bylaws/Charters	Eligible Under SB 707
Accessibility Advisory Committee (AAC)	Metro Advisory Committee	Metro's Accessibility Advisory Committee (AAC) is comprised of Metro riders with disabilities and those who advocate for them in and around Los Angeles County. The committee provides feedback to Metro regarding accessibility issues and serves as a sounding board for new and innovative Metro programs.	Monthly	Bylaws	YES
Community Advisory Council (CAC)	Metro Advisory Committee	The Community Advisory Council's role is to gather feedback from the community and provide recommendations to Metro. Pursuant to AB 152 (signed into law on May 19, 1992), the MTA was mandated to create a "Citizens' Advisory Council" that represents a diverse range of interests and all geographical areas of the County.	Monthly	Bylaws as of December 2024	YES
Measure M Independent Taxpayers Oversight Committee	Independent Taxpayer Oversight Committee (ITOC)	Measure M Independent Taxpayers Oversight Committee is responsible for independent oversight of the expenditures of Measure M, the transportation sales tax passed by L.A. County voters in November 2016.	Quarterly	Measure M Ordinance	YES
Measure R Independent Taxpayers Oversight Committee	Independent Taxpayer Oversight Committee (ITOC)	The Measure R Oversight Committee is responsible for monitoring and ensuring that all tax measure revenue is used solely for transportation purposes in accordance with the ordinance. Additionally, the committee reviews all proposed debt financing to determine if the benefits of the proposed financing - such as accelerating project delivery, avoiding future cost escalation, and other relevant factors - exceed the associated issuance and interest costs.	Yearly	Measure R Ordinance Administrative Procedures	YES
				2023-0081 - Committee Bylaws	

Attachment A

Propositions A and C Independent Citizens' Advisory and Oversight Committee	Independent Taxpayer Oversight Committee (ICAOC)	The Independent Citizen's Advisory and Oversight Committee (ICAOC) was appointed under the Metropolitan Transportation Authority Reform and Accountability Act of 1998, approved by voters in November 1998. The purpose of the Act was to provide accountability in the expenditure of Proposition A and Proposition C sales tax revenues through annual independent audits of transportation sales tax expenditures, the creation of an Independent Citizen's Advisory and Oversight Committee, and public hearings on the independent audit reports. The Act requires an annual independent audit of the Propositions A and C Sales Taxes Revenues and Expenditures.	Yearly	Bylaws as of September 1999	YES
Public Safety Advisory Committee (PSAC)	Metro Advisory Committee	The transit Public Safety Advisory Committee (PSAC) was established to support Metro in achieving its mission to safeguard the transit community by taking a holistic, equitable, and welcoming approach to public safety, in recognizing that each individual is entitled to a safe, dignified, and human experience. PSAC comprises a diverse group of individuals who regularly ride the system and have professional or personal experience that meaningfully contribute to the committee. Members have expertise in racial justice, equitable transit, social services, homelessness, mental health, accessibility, public safety, and law enforcement. Metro is committed to ensuring that the perspectives of older adults, youth, women, and girls are represented on the committee.	Monthly	Bylaws as of March 2025	YES
Service Councils (Gateway Cities, San Fernando Valley, San Gabriel Valley, South Bay, and Westside/Central)	Service Councils	Metro Service Councils (MSC) were created in 2002 as community-based bodies that improved bus service and promoted service coordination with municipal and local transit providers. The MSC bylaws specify that Representatives should live in, work in, or represent the region, have a basic working knowledge of public transit service within their region, and an understanding of passenger transit needs. The MSC are responsible for convening public hearings to receive community input on proposed service modifications and rendering decisions on proposed bus route changes considering staff's recommendations and public comments. Metro's service area is organized into five geographic regions; each has a nine-member Service Council appointed by the Metro Board that meets monthly. Service Councils advise on projects, programs, and bus services in their regions: Gateway Cities, San Fernando Valley, San Gabriel Valley, South Bay, and Westside/Central.	Monthly	Bylaws as of October 2024	YES

Attachment A

Sustainability Council	Metro Advisory Council	Metro’s Sustainability Council’s mission is to improve sustainability efforts by developing targets, metrics and strategies to assist the agency in achieving stated sustainability program goal including 1) Climate Change & Resiliency, 2) Energy, 3) Solid Waste & Recycling, and 4) Water	Every other month	Bylaws	YES
Technical Advisory Committee (TAC)	Metro Advisory Committee	The Technical Advisory Committee (TAC) provides technical assistance to LACMTA staff by reviewing and evaluating the various transportation proposals and alternatives within Los Angeles County. Transportation issues transmitted to the Committee will include the funding, operation, construction and maintenance of streets and freeways, bus and rail transit, demand and system management, air quality improvements, sustainability and active transportation. The Committee shall review, comment upon, and make recommendations on such matters as are referred to it by LACMTA staff. Cooperatively with the modal Subcommittees defined in Section E, LACMTA staff, will forward issues, projects or programs to the Committee for review and action.	Monthly	Bylaws as of May 2014	YES
Transportation Business Advisory Council (TBAC)	Metro Advisory Council	The Transportation Business Advisory Council (TBAC) is comprised of professional business associations representing an array of industries and trades. TBAC plays an important role in advocating for small business owners to have increased access to Metro contracting opportunities. TBAC advises on matters regarding the disadvantaged business enterprise program to enable the authority to meet or exceed women and minority business enterprise participation goals. Members of the council shall be selected by the authority and shall include representatives of professional organizations and other groups which advocate on behalf of greater participation of women and minority business enterprises in public contracts.	Monthly	Bylaws	YES

Senate Bill No. 707**CHAPTER 327**

An act to amend Sections 54952.7, 54953, 54953.5, 54953.7, 54954.2, 54954.3, 54956, 54956.5, 54957.6, 54957.9, and 54957.95 of, to amend and repeal Section 54952.2 of, to add Sections 54953.8, 54953.8.1, 54953.8.2, and 54957.96 to, and to add and repeal Sections 54953.4, 54953.8.3, 54953.8.4, 54953.8.5, 54953.8.6, and 54953.8.7 of, the Government Code, relating to local government.

[Approved by Governor October 03, 2025. Filed with Secretary of State October 03, 2025.]

LEGISLATIVE COUNSEL'S DIGEST

SB 707, Durazo. Open meetings: meeting and teleconference requirements.

(1) Existing law, the Ralph M. Brown Act, requires, with specified exceptions, that all meetings of a legislative body, as defined, of a local agency be open and public and that all persons be permitted to attend and participate.

This bill would, beginning July 1, 2026, and until January 1, 2030, require an eligible legislative body, as defined, to comply with additional meeting requirements, including that, except as specified, all open and public meetings include an opportunity for members of the public to attend via a 2-way telephonic service or a 2-way audiovisual platform, as defined, and that the eligible legislative body take specified actions to encourage residents to participate in public meetings, as specified. The bill would require an eligible legislative body, on or before July 1, 2026, to approve at a noticed public meeting in open session a policy regarding disruption of telephonic or internet services occurring during meetings subject to these provisions, as specified, and would require the eligible legislative body to comply with certain requirements relating to disruption, including for certain disruptions, recessing the open session for at least one hour and making a good faith attempt to restore the service, as specified.

(2) Existing law prohibits a majority of the members of a legislative body, outside a meeting authorized by the act, from using a series of communications of any kind to discuss, deliberate, or take action on any item of business that is within the subject matter jurisdiction of the legislative body. Existing law defines “meetings” for these purposes to mean any congregation of a majority of the members of a legislative body at the same time and location, as specified, to hear, discuss, deliberate, or take action on any item that is within the subject matter jurisdiction of the legislative body. Until January 1, 2026, existing law excepts from the prohibition a member engaging in separate conversations or communications outside of a meeting with any other person using an internet-based social media platform for specified purposes, provided, among other things, that a majority of the members do not use the internet-based social media platform to discuss among themselves business of a specific nature that is within the subject matter jurisdiction of the legislative body.

This bill would make the above-described exception related to communications on an internet-based social media platform applicable indefinitely.

(3) Existing law requires a legislative body, prior to taking final action, to orally report a summary of a recommendation for a final action on specified forms of compensation for a local agency executive, as defined, during the open meeting in which the final action is to be taken.

This bill would also require the legislative body to make that oral report, as provided above, prior to taking final action on those specified forms of compensation for a department head or other similar administrative officer of

the local agency.

(4) Existing law requires a legislative body of a local agency or its designee, at least 72 hours before a regular meeting, to post an agenda that meets specified requirements, including that the agenda contain a brief general description of each item of business to be transacted or discussed at the meeting, as specified.

This bill would, beginning July 1, 2026, and until July 1, 2030, require the agenda for each meeting of an eligible legislative body, as defined, to be translated into all applicable languages. The bill would define “applicable languages” to mean languages, according to data from the most recent American Community Survey, spoken jointly by 20% or more of the applicable population, as specified, provided that 20% or more of the population that speaks that language that in that city or county speaks English less than “very well,” as specified, and except as provided.

Existing law requires every agenda for regular meetings to provide an opportunity for members of the public to directly address the legislative body on any item of interest of the public, as specified. Existing law specifies that the agenda is not required to provide an opportunity for members of the public to address the legislative body on any item that has already been considered by a committee, as specified, except if the item has been substantially changed since the committee heard the item, as determined by the legislative body.

This bill would add certain exceptions to the provision related to an item that has already been considered by a committee, including excepting committees whose primary subject matter jurisdiction focuses on elections, budgets, police oversight, privacy, removing from, or restricting access to, materials available in public libraries, or taxes or related spending proposals, except as specified.

(5) Existing law authorizes a legislative body of a local agency to require a copy of the act to be given to each member of the legislative body and specified persons elected to serve as a member of the legislative body, and authorizes an elected legislative body member to require a copy to be given to each member of each legislative body all or a majority of whose members are appointed by or under the authority of the elected legislative body.

This bill would instead require a local agency to provide a copy of the act to any person elected or appointed to serve as a member of a legislative body of the local agency.

Existing law authorizes legislative bodies of local agencies to impose requirements upon themselves which allow greater access to their meetings than prescribed by the minimal standards set forth in the act, and authorizes an elected legislative body of a local agency to also impose those requirements on those appointed legislative bodies of the local agency of which all or a majority of the members are appointed by or under the authority of the elected legislative body.

This bill would remove the above-described requirement that members of an appointed legislative body of a local agency must be appointed by or under the authority of the elected legislative body of a local agency in order for the elected legislative body to impose the above-described requirements on the appointed legislative body.

(6) Existing law provides any person attending an open and public meeting of a legislative body of a local agency with the right to record the proceedings with an audio or visual recorder or a still or motion picture camera, as specified.

This bill would remove the reference to an audio or visual recorder or a still or motion picture camera for purposes of recording the proceedings, as described above.

(7) Existing law authorizes a legislative body of a local agency to use teleconferencing, as specified, and requires a legislative body of a local agency that elects to use teleconferencing to comply with specified general requirements, including that the local agency post agendas at all teleconference locations, identify each teleconference location in the notice and agenda of the meeting or proceeding, and have each teleconference location be accessible to the public. Existing law also requires that, during the teleconference, at least a quorum

of the members of the legislative body participate from locations within the boundaries of the territory over which the local agency exercises jurisdiction, except as specified.

Existing law authorizes members who are outside the jurisdiction of a health authority, as defined, that conducts a teleconferencing meeting to, notwithstanding the above-described general teleconference provisions, count towards the establishment of a quorum when participating in the teleconference if, among other things, at least 50% of the number of members that would establish a quorum are present within the boundaries of the territory over which the authority exercises jurisdiction.

Existing law authorizes, in certain circumstances, the legislative body of a local agency to use specified alternative teleconferencing which include provisions related to, among others, notice of the means by which members of the public may access the meeting and offer public comment and identifying and including an opportunity for all persons to attend via a call-in option or an internet-based service option. Those circumstances in which the legislative body of a local agency is authorized to use the alternative teleconferencing provisions include specified circumstances relating to a state of emergency, as defined, and, until January 1, 2026, subject to specified limitations, a member's need to participate remotely due to just cause, defined to include, among other things, a need related to a physical or mental disability, or emergency circumstances, as defined, if certain quorum and disclosure requirements are met.

Existing law also authorizes certain eligible legislative bodies, including neighborhood councils and student body associations and student-run community college organizations to, until January 1, 2026, use alternate teleconferencing if, among other requirements, the city council or board of trustees, as applicable, has adopted an authorizing resolution and $\frac{2}{3}$ of the neighborhood city council or specified student organization, as applicable, votes to use alternate teleconference provisions, as specified.

This bill would revise and recast the above-specified teleconferencing and alternative teleconferencing provisions to uniformly apply certain noticing, disclosure, accessibility, and public commenting provisions. The bill would require a legislative body of a local agency that elects to use teleconferencing pursuant to these alternative teleconferencing provisions to comply with, in addition to any other applicable requirements under the act, specified requirements, including that the legislative body provides at least either 2-way audiovisual platform or 2-way telephonic service and a live webcasting of the meeting as a means by which the public may, among other things, remotely hear and visually observe the meeting, and that a member of the legislative body who participates in a teleconference meeting from a remote location pursuant to these alternative teleconferencing provisions and the specific provision of law that the member relied upon to permit their participation by teleconferencing are listed in the minutes of the meeting. The bill would require a local agency to identify and make available to legislative bodies a list of one or more meeting locations that may be available for use by the legislative bodies to conduct their meetings.

The bill would specify that nothing in the bill's provisions is to be construed to prohibit a member of a legislative body with a disability, as defined, from participating in any meeting of the legislative body by remote participation as a reasonable accommodation pursuant to any applicable law. The bill would apply certain provisions relative to, among other things, quorum establishment to that circumstance.

The bill would instead authorize a health authority, as defined, to conduct a teleconference meeting pursuant to the above-described alternative teleconferencing provisions.

The bill would revise and recast the alternative teleconferencing provisions applicable in a state of emergency, as defined. The bill would also include a local emergency, as defined, as a circumstance in which a legislative body of a local agency is authorized to use the alternative teleconferencing provisions.

The bill would revise and recast the alternative teleconferencing provisions applicable in cases of a member's need to participate remotely due to just cause or emergency circumstances, as defined, to remove the provision applicable to emergency circumstances, to revise related definitions, including broadening the definition of just cause to include, among other things, a physical or family medical emergency that prevents a member from attending in person, and to require the minutes for a meeting to identify the specific provision of law that each

member relied upon to participate remotely, as specified. The bill would extend the authorization to use the alternative teleconferencing provision until January 1, 2030.

The bill would revise and recast the alternative teleconferencing provisions applicable to neighborhood councils and student body associations and student-run community college organizations. In regards to the alternative teleconferencing provisions applicable to student body associations and student-run community college organizations, the bill would exempt the California Online Community College from specified requirements for an in-person quorum, a physical location for public participation, and certain accommodations under the authorization, and remove the ability for a person with a disability that requires certain accommodations to count towards the in-person quorum requirement. The bill would specify that the student body associations and student-run community college organizations described above are those in any community college recognized within the California Community Colleges system, and would extend the authorization to the Student Senate for California Community Colleges. The bill would extend the authorization to use the alternative teleconferencing provisions applicable to neighborhood councils and student body associations and student-run community college organizations until January 1, 2030.

The bill would, until January 1, 2030, also authorize a specified subsidiary body of local agencies to conduct a teleconference meeting pursuant to the above-described alternative teleconferencing provisions, provided that it complies with the requirements for alternative teleconferencing described above and additional requirements, including that the subsidiary body designates one physical meeting location within the boundaries of the legislative body that created the subsidiary body where members of the subsidiary body who are not participating remotely shall be present and members of the public may physically attend, observe, hear, and participate in the meeting, as specified.

The bill would, until January 1, 2030, also authorize specified multijurisdictional bodies of local agencies to conduct a teleconference meeting pursuant to the above-described alternative teleconferencing provisions, provided that it complies with the requirements for alternative teleconferencing described above and additional requirements, including that the eligible multijurisdictional body has adopted a resolution that authorizes the multijurisdictional body to use teleconferencing at a regular meeting in open session.

The bill would specify that these teleconferencing provisions are cumulative, and would authorize a legislative body to elect to use any teleconferencing provisions that are applicable to a meeting, regardless of whether any other teleconferencing provisions would also be applicable to that meeting.

Existing law defines “teleconference” for purposes of the authorization for a legislative body of a local agency to use teleconferencing to mean a meeting of a legislative body, the members of which are in different locations, connected by electronic means, through either audio or video, or both.

This bill would specify that “teleconference” does not include the attendance of one or more members of a legislative body in a meeting of the body solely by watching or listening via webcasting or any other similar electronic medium that does not permit members to interactively speak, discuss, or deliberate on matters.

(8) Existing law authorizes a special meeting to be called any time by, among other persons, the presiding officer of the legislative body of a local agency, by delivering specified written notices and posting a notice on the local agency’s internet website, if the local agency has one. Existing law requires specified legislative bodies to comply with the internet website posting requirement.

The bill would remove the requirement that only specified legislative bodies comply with the internet website posting requirement, thereby imposing that requirement on all legislative bodies.

(9) Existing law authorizes a legislative body of a local agency to hold an emergency meeting without complying with specified notice and posting requirements in the case of emergency circumstances, as specified, and imposes various requirements under these provisions applicable to either legislative bodies generally or legislative bodies which are a school board.

This bill would remove the school board distinction from the above-described provisions, thereby imposing the same requirements to hold an emergency meeting on all legislative bodies of local agencies.

By imposing additional duties on legislative bodies of local agencies, the bill would impose a state-mandated local program.

(10) Existing law authorizes, in addition to other related specified authorizations, the presiding member of the legislative body conducting a meeting or their designee to remove, or cause the removal of, an individual for disrupting the meeting. Existing law defines “disrupting” for these purposes to mean engaging in behavior during a meeting of a legislative body that actually disrupts, disturbs, impedes, or renders infeasible the orderly conduct of the meeting, as specified.

This bill would specify that a meeting for purposes of that provision includes any teleconferenced meeting. The bill would specify that the existing authority of a legislative body or its presiding officer to remove or limit participation by persons who engage in behavior that actually disrupts, disturbs, impedes, or renders infeasible the orderly conduct of the meeting, as specified, applies to members of the public participating in a meeting via a 2-way telephonic service or a 2-way audiovisual platform, as those terms are defined.

(11) The bill would make other updates to references in the act.

(12) Existing constitutional provisions require that a statute that limits the right of access to the meetings of public bodies or the writings of public officials and agencies be adopted with findings demonstrating the interest protected by the limitation and the need for protecting that interest.

This bill would make legislative findings to that effect.

(13) The California Constitution requires local agencies, for the purpose of ensuring public access to the meetings of public bodies and the writings of public officials and agencies, to comply with a statutory enactment that amends or enacts laws relating to public records or open meetings and contains findings demonstrating that the enactment furthers the constitutional requirements relating to this purpose.

This bill would make legislative findings to that effect.

(14) The bill would include findings that changes proposed by this bill address a matter of statewide concern rather than a municipal affair and, therefore, apply to all cities, including charter cities.

(15) The California Constitution requires the state to reimburse local agencies and school districts for certain costs mandated by the state. Statutory provisions establish procedures for making that reimbursement.

This bill would provide that no reimbursement is required by this act for a specified reason.

Digest Key

Vote: majority Appropriation: no Fiscal Committee: yes Local Program: yes

Bill Text

THE PEOPLE OF THE STATE OF CALIFORNIA DO ENACT AS FOLLOWS:

SECTION 1. Section 54952.2 of the Government Code, as amended by Section 1 of Chapter 89 of the Statutes of 2020, is amended to read:

54952.2. (a) As used in this chapter, “meeting” means any congregation of a majority of the members of a legislative body at the same time and location, including teleconference location as permitted by Section 54953, to hear, discuss, deliberate, or take action on any item that is within the subject matter jurisdiction of the legislative body.

(b) (1) A majority of the members of a legislative body shall not, outside a meeting authorized by this chapter, use a series of communications of any kind, directly or through intermediaries, to discuss, deliberate, or take action on any item of business that is within the subject matter jurisdiction of the legislative body.

(2) Paragraph (1) shall not be construed as preventing an employee or official of a local agency, from engaging in separate conversations or communications outside of a meeting authorized by this chapter with members of a legislative body in order to answer questions or provide information regarding a matter that is within the subject matter jurisdiction of the local agency, if that person does not communicate to members of the legislative body the comments or position of any other member or members of the legislative body.

(3) (A) Paragraph (1) shall not be construed as preventing a member of the legislative body from engaging in separate conversations or communications on an internet-based social media platform to answer questions, provide information to the public, or to solicit information from the public regarding a matter that is within the subject matter jurisdiction of the legislative body provided that a majority of the members of the legislative body do not use the internet-based social media platform to discuss among themselves business of a specific nature that is within the subject matter jurisdiction of the legislative body. A member of the legislative body shall not respond directly to any communication on an internet-based social media platform regarding a matter that is within the subject matter jurisdiction of the legislative body that is made, posted, or shared by any other member of the legislative body.

(B) For purposes of this paragraph, all of the following definitions shall apply:

(i) “Discuss among themselves” means communications made, posted, or shared on an internet-based social media platform between members of a legislative body, including comments or use of digital icons that express reactions to communications made by other members of the legislative body.

(ii) “Internet-based social media platform” means an online service that is open and accessible to the public.

(iii) “Open and accessible to the public” means that members of the general public have the ability to access and participate, free of charge, in the social media platform without the approval by the social media platform or a person or entity other than the social media platform, including any forum and chatroom, and cannot be blocked from doing so, except when the internet-based social media platform determines that an individual violated its protocols or rules.

(c) Nothing in this section shall impose the requirements of this chapter upon any of the following:

(1) Individual contacts or conversations between a member of a legislative body and any other person that do not violate subdivision (b).

(2) The attendance of a majority of the members of a legislative body at a conference or similar gathering open to the public that involves a discussion of issues of general interest to the public or to public agencies of the type represented by the legislative body, provided that a majority of the members do not discuss among themselves, other than as part of the scheduled program, business of a specified nature that is within the subject matter jurisdiction of the local agency. Nothing in this paragraph is intended to allow members of the public free admission to a conference or similar gathering at which the organizers have required other participants or registrants to pay fees or charges as a condition of attendance.

(3) The attendance of a majority of the members of a legislative body at an open and publicized meeting organized to address a topic of local community concern by a person or organization other than the local agency, provided that a majority of the members do not discuss among themselves, other than as part of the scheduled program, business of a specific nature that is within the subject matter jurisdiction of the legislative body of the local agency.

(4) The attendance of a majority of the members of a legislative body at an open and noticed meeting of another body of the local agency, or at an open and noticed meeting of a legislative body of another local agency, provided that a majority of the members do not discuss among themselves, other than as part of the scheduled meeting, business of a specific nature that is within the subject matter jurisdiction of the legislative body of the local agency.

(5) The attendance of a majority of the members of a legislative body at a purely social or ceremonial occasion, provided that a majority of the members do not discuss among themselves business of a specific nature that is within the subject matter jurisdiction of the legislative body of the local agency.

(6) The attendance of a majority of the members of a legislative body at an open and noticed meeting of a standing committee of that body, provided that the members of the legislative body who are not members of the standing committee attend only as observers.

SEC. 2. Section 54952.2 of the Government Code, as added by Section 2 of Chapter 89 of the Statutes of 2020, is repealed.

SEC. 3. Section 54952.7 of the Government Code is amended to read:

54952.7. A local agency shall provide a copy of this chapter to any person elected or appointed to serve as a member of a legislative body of the local agency.

SEC. 4. Section 54953 of the Government Code, as amended by Section 2 of Chapter 534 of the Statutes of 2023, is amended to read:

54953. (a) All meetings of the legislative body of a local agency shall be open and public, and all persons shall be permitted to attend any meeting of the legislative body of a local agency, except as otherwise provided in this chapter.

(b) (1) Notwithstanding any other provision of law, the legislative body of a local agency may use teleconferencing for the benefit of the public and the legislative body of a local agency in connection with any meeting or proceeding authorized by law. The teleconferenced meeting or proceeding shall comply with all otherwise applicable requirements of this chapter and all otherwise applicable provisions of law relating to a specific type of meeting or proceeding.

(2) Teleconferencing, as authorized by this section, may be used for all purposes in connection with any meeting within the subject matter jurisdiction of the legislative body. If the legislative body of a local agency elects to use teleconferencing, the legislative body of a local agency shall comply with all of the following:

(A) All votes taken during a teleconferenced meeting shall be by rollcall.

(B) The teleconferenced meetings shall be conducted in a manner that protects the statutory and constitutional rights of the parties or the public appearing before the legislative body of a local agency.

(C) The legislative body shall give notice of the meeting and post agendas as otherwise required by this chapter.

(D) The legislative body shall allow members of the public to access the meeting and the agenda shall provide an opportunity for members of the public to address the legislative body directly pursuant to Section 54954.3.

- (3) If the legislative body of a local agency elects to use teleconferencing, it shall post agendas at all teleconference locations. Each teleconference location shall be identified in the notice and agenda of the meeting or proceeding, and each teleconference location shall be accessible to the public. During the teleconference, at least a quorum of the members of the legislative body shall participate from locations within the boundaries of the territory over which the local agency exercises jurisdiction, except as expressly provided in this chapter.
- (4) The teleconferencing requirements of this subdivision shall not apply to remote participation described in subdivision (c).
- (c) (1) Nothing in this chapter shall be construed to prohibit a member of a legislative body with a disability from participating in any meeting of the legislative body by remote participation as a reasonable accommodation pursuant to any applicable law.
- (2) A member of a legislative body participating in a meeting by remote participation pursuant to this subdivision shall do both of the following:
- (A) The member shall participate through both audio and visual technology, except that any member with a disability, as defined in Section 12102 of Title 42 of the United States Code, may participate only through audio technology if a physical condition related to their disability results in a need to participate off camera.
- (B) The member shall disclose at the meeting before any action is taken, whether any other individuals 18 years of age or older are present in the room at the remote location with the member, and the general nature of the member's relationship with any of those individuals.
- (3) Remote participation under this subdivision shall be treated as in-person attendance at the physical meeting location for all purposes, including any requirement that a quorum of the legislative body participate from any particular location. The provisions of subdivision (b) and Sections 54953.8 to 54953.8.7, inclusive, shall not apply to remote participation under this subdivision.
- (d) (1) No legislative body shall take action by secret ballot, whether preliminary or final.
- (2) The legislative body of a local agency shall publicly report any action taken and the vote or abstention on that action of each member present for the action.
- (3) (A) Prior to taking final action, the legislative body shall orally report a summary of a recommendation for a final action on the salaries, salary schedules, or compensation paid in the form of fringe benefits of either of the following during the open meeting in which the final action is to be taken:
- (i) A local agency executive, as defined in subdivision (d) of Section 3511.1.
- (ii) A department head or other similar administrative officer of the local agency.
- (B) This paragraph shall not affect the public's right under the California Public Records Act (Division 10 (commencing with Section 7920.000) of Title 1) to inspect or copy records created or received in the process of developing the recommendation.
- (e) For purposes of this section, both of the following definitions apply:
- (1) "Disability" means a physical disability or a mental disability as those terms are defined in Section 12926 and used in Section 12926.1, or a disability as defined in Section 12102 of Title 42 of the United States Code.
- (2) (A) "Teleconference" means a meeting of a legislative body, the members of which are in different locations, connected by electronic means, through either audio or video, or both.

(B) Notwithstanding subparagraph (A), “teleconference” does not include one or more members watching or listening to a meeting via webcasting or any other similar electronic medium that does not permit members to interactively speak, discuss, or deliberate on matters.

(3) “Remote participation” means participation in a meeting by teleconference at a location other than any physical meeting location designated in the notice of the meeting.

SEC. 5. Section 54953.4 is added to the Government Code, to read:

54953.4. (a) The Legislature finds and declares that public access, including through translation of agendas as required by this section, is necessary for an informed populace. The Legislature encourages local agencies to adopt public access requirements that exceed the requirements of this chapter by translating additional languages, employing human translators, and conducting additional outreach.

(b) (1) In addition to any other applicable requirements of this chapter, a meeting held by a eligible legislative body pursuant to this chapter shall comply with both of the following requirements:

(A) (i) (I) (ia) All open and public meetings shall include an opportunity for members of the public to attend via a two-way telephonic service or a two-way audiovisual platform, except if adequate telephonic or internet service is not operational at the meeting location. If adequate telephonic or internet service is operational at the meeting location during only a portion of the meeting, the legislative body shall include an opportunity for members of the public to attend via a two-way telephonic service or a two-way audiovisual platform during that portion of the meeting.

(ib) (Ia) On or before July 1, 2026, an eligible legislative body shall approve at a noticed public meeting in open session, not on the consent calendar, a policy regarding disruption of telephonic or internet service occurring during meetings subject to this sub-subclause. The policy shall address the procedures for recessing and reconvening a meeting in the event of disruption and the efforts that the eligible legislative body shall make to attempt to restore the service.

(Ib) If a disruption of telephonic or internet service that prevents members of the public from attending or observing the meeting via the two-way telephonic service or two-way audiovisual platform occurs during the meeting, the eligible legislative body shall recess the open session of the meeting for at least one hour and make a good faith attempt to restore the service. The eligible legislative body may meet in closed session during this period. The eligible legislative body shall not reconvene the open session of the meeting until at least one hour following the disruption, or until telephonic or internet service is restored, whichever is earlier.

(Ic) Upon reconvening the open session, if telephonic or internet service has not been restored, the eligible legislative body shall adopt a finding by rollcall vote that good faith efforts to restore the telephonic or internet service have been made in accordance with the policy adopted pursuant to sub-sub-subclause (Ia) and that the public interest in continuing the meeting outweighs the public interest in remote public access.

(II) Subclause (I) does not apply to a meeting that is held to do any of the following:

(ia) Attend a judicial or administrative proceeding to which the local agency is a party.

(ib) Inspect real or personal property provided that the topic of the meeting is limited to items directly related to the real or personal property.

(ic) Meet with elected or appointed officials of the United States or the State of California, solely to discuss a legislative or regulatory issue affecting the local agency and over which the federal or state officials have jurisdiction.

(id) Meet in or nearby a facility owned by the agency, provided that the topic of the meeting is limited to items directly related to the facility.

(ie) Meet in an emergency situation pursuant to Section 54956.5.

(ii) If an eligible legislative body elects to provide a two-way audiovisual platform, the eligible legislative body shall publicly post and provide a call-in option, and activate any automatic captioning function during the meeting if an automatic captioning function is included with the two-way audiovisual platform. If an eligible legislative body does not elect to provide a two-way audiovisual platform, the eligible legislative body shall provide a two-way telephonic service for the public to participate in the meeting, pursuant to subclause (I).

(B) (i) All open and public meetings for which attendance via a two-way telephonic service or a two-way audiovisual platform is provided in accordance with paragraph (1) shall provide the public with an opportunity to provide public comment in accordance with Section 54954.3 via the two-way telephonic or two-way audiovisual platform, and ensure the opportunity for the members of the public participating via a two-way telephonic or two-way audiovisual platform to provide public comment with the same time allotment as a person attending a meeting in person.

(2) (A) An eligible legislative body shall reasonably assist members of the public who wish to translate a public meeting into any language or wish to receive interpretation provided by another member of the public, so long as the interpretation is not disrupting to the meeting, as defined in Section 54957.95. The eligible legislative body shall publicize instructions on how to request assistance under this subdivision. Assistance may include any of the following, as determined by the eligible legislative body:

(i) Arranging space for one or more interpreters at the meeting location.

(ii) Allowing extra time during the meeting for interpretation to occur.

(iii) Ensuring participants may utilize their personal equipment or reasonably access facilities for participants to access commercially available interpretation services.

(B) This section does not require an eligible legislative body to provide interpretation of any public meeting, however, an eligible legislative body may elect to provide interpretation of any public meeting.

(C) The eligible legislative body is not responsible for the content or accuracy of any interpretation facilitated, assisted with, or provided under this subdivision. An action shall not be commenced or maintained against the eligible legislative body arising from the content or accuracy of any interpretation facilitated, assisted with, or provided under this subdivision.

(3) An eligible legislative body shall take the following actions to encourage residents, including those in underrepresented communities and non-English-speaking communities, to participate in public meetings:

(A) Have in place a system for electronically accepting and fulfilling requests for meeting agendas and documents pursuant to Section 54954.1 through email or through an integrated agenda management platform. Information about how to make a request using this system shall be accessible through a prominent direct link posted on the primary internet website home page of the eligible legislative body.

(B) (i) Create and maintain an accessible internet webpage dedicated to public meetings that includes, or provides a link to, all of the following information:

(I) A general explanation of the public meeting process for the eligible legislative body.

(II) An explanation of the procedures for a member of the public to provide in-person or remote oral public comment during a public meeting or to submit written public comment.

(III) A calendar of all public meeting dates with calendar listings that include the date, time, and location of each public meeting.

(IV) The agenda posted online pursuant to paragraph (2) of subdivision (a) of Section 54954.2.

(ii) The eligible legislative body shall include a link to the webpage required by subparagraph (A) on the home page of the eligible legislative body's internet website.

(C) (i) Make reasonable efforts, as determined by the legislative body, to invite groups that do not traditionally participate in public meetings to attend those meetings, which may include, but are not limited to, all the following:

(I) Media organizations that provide news coverage in the jurisdiction of the eligible legislative body, including media organizations that serve non-English-speaking communities.

(II) Good government, civil rights, civic engagement, neighborhood, and community group organizations, or similar organizations that are active in the jurisdiction of the eligible legislative body, including organizations active in non-English-speaking communities.

(ii) Legislative bodies shall have broad discretion in the choice of reasonable efforts they make under this subparagraph. No action shall be commenced or maintained against an eligible legislative body arising from failing to provide public meeting information to any specific group pursuant to this subparagraph.

(c) (1) (A) The agenda for each meeting of an eligible legislative body shall be translated into all applicable languages, and each translation shall be posted in accordance with Section 54954.2. Each translation shall include instructions in the applicable language describing how to join the meeting by the telephonic or internet-based service option, including any requirements for registration for public comment.

(B) The accessible internet webpage provided under subparagraph (B) of paragraph (3) of subdivision (b) shall be translated into all applicable languages, and each translation shall be accessible through a prominent direct link posted on the primary internet website home page of the eligible legislative body.

(2) A translation made using a digital translation service shall satisfy the requirements of paragraph (1).

(3) The eligible legislative body shall make available a physical location that is freely accessible to the public in reasonable proximity to the physical location in which the agenda and translations are posted as described in paragraph (1), and shall allow members of the public to post additional translations of the agenda in that location.

(4) The eligible legislative body is not responsible for the content or accuracy of any translation provided pursuant to this subdivision. No action shall be commenced or maintained against an eligible legislative body arising from the content, accuracy, posting, or removal of any translation provided by the eligible legislative body or posted by any person pursuant to this subdivision.

(5) For the purposes of this section, the agenda does not include the entire agenda packet.

(d) This section shall not be construed to affect or supersede any other applicable civil rights, nondiscrimination, or public access laws.

(e) For purposes of this section, all of the following definitions apply:

(1) (A) "Applicable languages" means languages, according to data from the most recent American Community Survey, spoken jointly by 20 percent or more of the applicable population, provided that 20 percent or more of the population that speaks that language in that city or county speaks English less than "very well."

(B) For the purposes of subparagraph (A), the applicable population shall be determined as follows:

(i) For an eligible legislative body that is a city council or county board of supervisors, the applicable population shall be the population of the city or county.

(ii) For an eligible legislative body of a special district, the applicable population shall be either of the following, at the discretion of the board of directors of the special district:

(I) The population of the county with the greatest population within the boundaries of the special district.

(II) The population of the service area of the special district, if the special district has the data to determine what languages spoken by the population within its service area meet the requirements of paragraph (A).

(C) If more than three languages meet the criteria set forth in subparagraph (A), “applicable languages” shall mean the three languages described in subparagraph (A) that are spoken by the largest percentage of the population.

(D) An eligible legislative body may elect to determine the applicable languages based upon a source other than the most recent American Community Survey if it makes a finding, based upon substantial evidence, that the other source provides equally or more reliable data for the territory over which the eligible legislative body exercises jurisdiction.

(2) “Eligible legislative body” means any of the following:

(A) A city council of a city with a population of 30,000 or more.

(B) A county board of supervisors of a county, or city and county, with a population of 30,000 or more.

(C) A city council of a city located in a county with a population of 600,000 or more.

(D) The board of directors of a special district that has an internet website and meets any of the following conditions:

(i) The boundaries of the special district include the entirety of a county with a population of 600,000 or more, and the special district has over 200 full-time equivalent employees.

(ii) The special district has over 1,000 full-time equivalent employees.

(iii) The special district has annual revenues, based on the most recent Financial Transaction Report data published by the California State Controller, that exceed four hundred million dollars (\$400,000,000), adjusted annually for inflation commencing January 1, 2027, as measured by the percentage change in the California Consumer Price Index from January 1 of the prior year to January 1 of the current year, and the special district employs over 200 full-time equivalent employees.

(3) “Two-way audiovisual platform” means an online platform that provides participants with the ability to participate in a meeting via both an interactive video conference and a two-way telephonic service.

(4) “Two-way telephonic service” means a telephone service that does not require internet access and allows participants to dial a telephone number to listen and verbally participate.

(f) This section shall become operative on July 1, 2026.

(g) This section shall remain in effect only until January 1, 2030, and as of that date is repealed.

SEC. 6. Section 54953.5 of the Government Code is amended to read:

54953.5. (a) Any person attending an open and public meeting of a legislative body of a local agency shall have the right to record the proceedings in the absence of a reasonable finding by the legislative body of the local agency that the recording cannot continue without noise, illumination, or obstruction of view that constitutes, or would constitute, a persistent disruption of the proceedings.

(b) Any recording of an open and public meeting made for whatever purpose by or at the direction of the local agency shall be subject to inspection pursuant to the California Public Records Act (Division 10 (commencing with Section 7920.000) of Title 1), but, notwithstanding Section 34090, may be erased or destroyed 30 days after the recording. Any inspection of an audio or video recording shall be provided without charge on equipment made available by the local agency.

SEC. 7. Section 54953.7 of the Government Code is amended to read:

54953.7. Notwithstanding any other provision of law, legislative bodies of local agencies may impose requirements upon themselves which allow greater access to their meetings than prescribed by the minimal standards set forth in this chapter. In addition thereto, an elected legislative body of a local agency may impose those requirements on appointed legislative bodies of the local agency.

SEC. 8. Section 54953.8 is added to the Government Code, to read:

54953.8. (a) The legislative body of a local agency may use teleconferencing as authorized by subdivision (b) of Section 54953 without complying with the requirements of paragraph (3) of subdivision (b) of Section 54953 in any of the circumstances described in Sections 54953.8.1 to 54953.8.7, inclusive.

(b) A legislative body that holds a teleconference meeting pursuant to this section shall, in addition to any other applicable requirements of this chapter, comply with all of the following:

(1) The legislative body shall provide at least one of the following as a means by which the public may remotely hear and visually observe the meeting, and remotely address the legislative body:

(A) A two-way audiovisual platform.

(B) A two-way telephonic service and a live webcasting of the meeting.

(2) In each instance in which notice of the time of the teleconference meeting held pursuant to this section is otherwise given or the agenda for the meeting is otherwise posted, the legislative body shall also give notice of the means by which members of the public may access the meeting and offer public comment. The agenda shall identify and include an opportunity for all persons to attend via a call-in option or an internet-based service option.

(3) In the event of a disruption that prevents the legislative body from broadcasting the meeting to members of the public using the call-in option or internet-based service option, or in the event of a disruption within the local agency's control that prevents members of the public from offering public comments using the call-in option or internet-based service option, the legislative body shall take no further action on items appearing on the meeting agenda until public access to the meeting via the call-in option or internet-based service option is restored. Actions taken on agenda items during a disruption that prevents the legislative body from broadcasting the meeting may be challenged pursuant to Section 54960.1.

(4) The legislative body shall not require public comments to be submitted in advance of the meeting and must provide an opportunity for the public to address the legislative body and offer comment in real time.

(5) Notwithstanding Section 54953.3, an individual desiring to provide public comment through the use of an internet website, or other online platform, not under the control of the local legislative body, that requires registration to log in to a teleconference may be required to register as required by the third-party internet website or online platform to participate.

- (6) (A) A legislative body that provides a timed public comment period for each agenda item shall not close the public comment period for the agenda item, or the opportunity to register, pursuant to paragraph (5), to provide public comment until that timed public comment period has elapsed.
- (B) A legislative body that does not provide a timed public comment period, but takes public comment separately on each agenda item, shall allow a reasonable amount of time per agenda item to allow public members the opportunity to provide public comment, including time for members of the public to register pursuant to paragraph (5), or otherwise be recognized for the purpose of providing public comment.
- (C) A legislative body that provides a timed general public comment period that does not correspond to a specific agenda item shall not close the public comment period or the opportunity to register, pursuant to paragraph (5), until the timed general public comment period has elapsed.
- (7) Any member of the legislative body who participates in a teleconference meeting from a remote location pursuant to this section and the specific provision of law that the member relied upon to permit their participation by teleconferencing shall be listed in the minutes of the meeting.
- (8) The legislative body shall have and implement a procedure for receiving and swiftly resolving requests for reasonable accommodation for individuals with disabilities, consistent with the federal Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12132), and resolving any doubt in favor of accessibility. In each instance in which notice of the time of the meeting is otherwise given or the agenda for the meeting is otherwise posted, the legislative body shall also give notice of the procedure for receiving and resolving requests for accommodation.
- (9) The legislative body shall conduct meetings subject to this chapter consistent with applicable civil rights and nondiscrimination laws.
- (c) A local agency shall identify and make available to legislative bodies a list of one or more meeting locations that may be available for use by the legislative bodies to conduct their meetings.
- (d) (1) Nothing in this section shall prohibit a legislative body from providing the public with additional teleconference locations.
- (2) Nothing in this section shall prohibit a legislative body from providing the public with additional physical locations in which the public may observe and address the legislative body by electronic means.
- (e) A member of a legislative body who participates in a teleconference meeting from a remote location pursuant to this section shall publicly disclose at the meeting before any action is taken whether any other individuals 18 years of age or older are present in the room at the remote location with the member, and the general nature of the member's relationship with those individuals.
- (f) The teleconferencing provisions described in Section 54953 and Sections 54953.8.1 to 54953.8.7, inclusive, are cumulative. A legislative body may elect to use any teleconferencing provisions that are applicable to a meeting, regardless of whether any other teleconferencing provisions would also be applicable to that meeting.
- (g) For purposes of this section, the following definitions apply:
- (1) "Remote location" means a location from which a member of a legislative body participates in a meeting pursuant to paragraph (7) of subdivision (b), other than any physical meeting location designated in the notice of the meeting. Remote locations need not be accessible to the public.
- (2) "Teleconference" means a meeting of a legislative body, the members of which are in different locations, connected by electronic means, through either audio or video, or both.
- (3) "Two-way audiovisual platform" means an online platform that provides participants with the ability to participate in a meeting via both an interactive video conference and a two-way telephonic service. A two-way

audiovisual platform may be structured to disable the use of video for the public participants.

(4) “Two-way telephonic service” means a telephone service that does not require internet access and allows participants to dial a telephone number to listen and verbally participate.

(5) “Webcasting” means a streaming video broadcast online or on television, using streaming media technology to distribute a single content source to many simultaneous listeners and viewers.

SEC. 9. Section 54953.8.1 is added to the Government Code, to read:

54953.8.1. (a) A health authority may conduct a teleconference meeting pursuant to Section 54953.8, provided that it complies with the requirements of that section.

(b) Nothing in this section or Section 54953.8 shall be construed as discouraging health authority members from regularly meeting at a common physical site within the jurisdiction of the authority or from using teleconference locations within or near the jurisdiction of the authority.

(c) For purposes of this section, a health authority means any entity created pursuant to Sections 14018.7, 14087.31, 14087.35, 14087.36, 14087.38, and 14087.9605 of the Welfare and Institutions Code, any joint powers authority created pursuant to Article 1 (commencing with Section 6500) of Chapter 5 of Division 7 for the purpose of contracting pursuant to Section 14087.3 of the Welfare and Institutions Code, and any advisory committee to a county-sponsored health plan licensed pursuant to Chapter 2.2 (commencing with Section 1340) of Division 2 of the Health and Safety Code if the advisory committee has 12 or more members.

SEC. 10. Section 54953.8.2 is added to the Government Code, to read:

54953.8.2. (a) A legislative body of a local agency may conduct a teleconference meeting pursuant to Section 54953.8 during a proclaimed state of emergency or local emergency, provided that it complies with the requirements of that section and the teleconferencing is used in either of the following circumstances:

(1) For the purpose of determining, by majority vote, whether as a result of the emergency, meeting in person would present imminent risks to the health or safety of attendees.

(2) After a determination described in paragraph (1) is made that, as a result of the emergency, meeting in person would present imminent risks to the health or safety of attendees.

(b) If the state of emergency or local emergency remains active, in order to continue to teleconference pursuant to this section, the legislative body shall, no later than 45 days after teleconferencing for the first time pursuant to this section, and every 45 days thereafter, make the following findings by majority vote:

(1) The legislative body has reconsidered the circumstances of the state of emergency or local emergency.

(2) The state of emergency or local emergency continues to directly impact the ability of the members to meet safely in person.

(c) This section shall not be construed to require the legislative body to provide a physical location from which the public may attend or comment.

(d) Notwithstanding paragraph (1) of subdivision (b) of Section 54953.8, a legislative body conducting a teleconference meeting pursuant to this section may elect to use a two-way telephonic service without a live webcasting of the meeting.

(e) For purposes of this section, the following definitions apply:

(1) “Local emergency” means a condition of extreme peril to persons or property proclaimed by the governing body of the local agency affected, in accordance with Section 8630 of the California Emergency Services Act

(Chapter 7 (commencing with Section 8550) of Division 1 of Title 2), as defined in Section 8680.9, or a local health emergency declared pursuant to Section 101080 of the Health and Safety Code. Local emergency, as used in this section, refers only to local emergencies in the boundaries of the territory over which the local agency exercises jurisdiction.

(2) “State of emergency” means state of emergency proclaimed pursuant to Section 8625 of the California Emergency Services Act (Chapter 7 (commencing with Section 8550) of Division 1 of Title 2).

SEC. 11. Section 54953.8.3 is added to the Government Code, to read:

54953.8.3. (a) A legislative body of a local agency may conduct a teleconference meeting pursuant to Section 54953.8 if, during the teleconference meeting, at least a quorum of the members of the legislative body participates in person from a singular physical location clearly identified on the agenda, which location shall be open to the public and situated within the boundaries of the territory over which the local agency exercises jurisdiction, provided that the legislative body complies with the requirements of Section 54953.8 and all of the following additional requirements:

(1) A member of the legislative body notifies the legislative body at the earliest opportunity possible, including at the start of a regular meeting, of their need to participate remotely for just cause, including a general description of the circumstances relating to their need to appear remotely at the given meeting.

(2) The member shall participate through both audio and visual technology.

(3) (A) The provisions of this subdivision shall not serve as a means for any member of a legislative body to participate in meetings of the legislative body solely by teleconference from a remote location for just cause for more than the following number of meetings, as applicable:

(i) Two meetings per year, if the legislative body regularly meets once per month or less.

(ii) Five meetings per year, if the legislative body regularly meets twice per month.

(iii) Seven meetings per year, if the legislative body regularly meets three or more times per month.

(B) For the purpose of counting meetings attended by teleconference under this paragraph, a “meeting” shall be defined as any number of meetings of the legislative body of a local agency that begin on the same calendar day.

(b) The minutes for the meeting shall identify the specific provision in subdivision (c) that each member relied upon to participate remotely. This subdivision shall not be construed to require the member to disclose any medical diagnosis or disability, or any personal medical information that is otherwise exempt under existing law, including, but not limited to, the Confidentiality of Medical Information Act (Chapter 1 (commencing with Section 56) of Part 2.6 of Division 1 of the Civil Code).

(c) For purposes of this section, “just cause” means any of the following:

(1) Childcare or caregiving need of a child, parent, grandparent, grandchild, sibling, spouse, or domestic partner that requires them to participate remotely. “Child,” “parent,” “grandparent,” “grandchild,” and “sibling” have the same meaning as those terms do in Section 12945.2.

(2) A contagious illness that prevents a member from attending in person.

(3) A need related to a physical or mental condition that is not subject to subdivision (c) of Section 54953.

(4) Travel while on official business of the legislative body or another state or local agency.

(5) An immunocompromised child, parent, grandparent, grandchild, sibling, spouse, or domestic partner of the member that requires the member to participate remotely.

(6) A physical or family medical emergency that prevents a member from attending in person.

(7) Military service obligations that result in a member being unable to attend in person because they are serving under official written orders for active duty, drill, annual training, or any other duty required as a member of the California National Guard or a United States Military Reserve organization that requires the member to be at least 50 miles outside the boundaries of the local agency.

(d) This section shall remain in effect only until January 1, 2030, and as of that date is repealed.

SEC. 12. Section 54953.8.4 is added to the Government Code, to read:

54953.8.4. (a) An eligible neighborhood council may conduct a teleconference meeting pursuant to Section 54953.8, provided that it complies with the requirements of that section and all of the following have occurred:

(1) (A) The city council for a city described in paragraph (2) of subdivision (b) considers whether to adopt a resolution to authorize eligible neighborhood councils to use teleconferencing as described in this section at an open and regular meeting.

(B) If the city council adopts a resolution described in subparagraph (A), an eligible neighborhood council may elect to use teleconferencing pursuant to this section if a majority of the eligible neighborhood council votes to do so. The eligible neighborhood council shall notify the city council if it elects to use teleconferencing pursuant to this section and its justification for doing so.

(C) Upon receiving notification from an eligible neighborhood council described in subparagraph (B), the city council may adopt a resolution to prohibit the eligible neighborhood council from using teleconferencing pursuant to this section.

(2) After completing the requirements of subparagraph (A) of paragraph (1), an eligible neighborhood council that holds a meeting pursuant to this subdivision shall do all of the following:

(A) At least a quorum of the members of the eligible neighborhood council shall participate from locations within the boundaries of the city in which the eligible neighborhood council is established.

(B) At least once per year, at least a quorum of the members of the eligible neighborhood council shall participate in person from a singular physical location that is open to the public and within the boundaries of the eligible neighborhood council.

(3) If the meeting is during regular business hours of the offices of the city council member that represents the area that includes the eligible neighborhood council, the eligible neighborhood council shall provide a publicly accessible physical location from which the public may attend or comment, which shall be the offices of the city council member who represents the area where the eligible neighborhood council is located, unless the eligible neighborhood council identifies an alternative location.

(4) If the meeting is outside regular business hours, the eligible neighborhood council shall make reasonable efforts to accommodate any member of the public that requests an accommodation to participate in the meeting.

(b) For purposes of this section, the following definitions apply:

(1) "Accommodation" means providing a publicly accessible physical location for the member of the public to participate from, providing access to technology necessary to participate in the meeting, or identifying locations or resources available that could provide the member of the public with an opportunity to participate in the meeting.

(2) "Eligible neighborhood council" means a neighborhood council that is an advisory body with the purpose to promote more citizen participation in government and make government more responsive to local needs

that is established pursuant to the charter of a city with a population of more than 3,000,000 people that is subject to this chapter.

(c) This section shall remain in effect only until January 1, 2030, and as of that date is repealed.

SEC. 13. Section 54953.8.5 is added to the Government Code, to read:

54953.8.5. (a) An eligible community college student organization may conduct a teleconference meeting pursuant to Section 54953.8, provided that it complies with the requirements of that section and all of the following additional requirements:

(1) An eligible community college student organization may only use teleconferencing as described in Section 54953.8 after all the following have occurred:

(A) The board of trustees for a community college district considers whether to adopt a resolution to authorize eligible community college student organizations to use teleconferencing as described in this section at an open and regular meeting.

(B) If the board of trustees for a community college district adopts a resolution described in subparagraph (A), an eligible community college student organization may elect to use teleconferencing pursuant to this section if a majority of the eligible community college student organization votes to do so. The eligible community college student organization shall notify the board of trustees if it elects to use teleconferencing pursuant to this section and its justification for doing so.

(C) Upon receiving notification from an eligible community college student organization as described in subparagraph (B), the board of trustees may adopt a resolution to prohibit the eligible community college student organization from using teleconferencing pursuant to this section.

(D) (i) Except as specified in clause (ii), at least a quorum of the members of the eligible community college student organization shall participate from a singular physical location that is accessible to the public and is within the community college district in which the eligible community college student organization is established.

(ii) The requirements described in clause (i) shall not apply to the California Online Community College.

(iii) Notwithstanding the requirements of clause (i), a person may count toward the establishment of a quorum pursuant to clause (i) regardless of whether the person is participating at the in-person location of the meeting or remotely if the person meets any of the following criteria:

(I) The person is under 18 years of age.

(II) The person is incarcerated.

(III) The person is unable to disclose the location that they are participating from because of either of the following circumstances:

(ia) The person has been issued a protective court order, including, but not limited to, a domestic violence restraining order.

(ib) The person is participating in a program that has to remain confidential, including, but not limited to, an independent living program.

(IV) The person provides childcare or caregiving to a child, parent, grandparent, grandchild, sibling, spouse, or domestic partner that requires them to participate remotely. For purposes of this

subclause, “child,” “parent,” “grandparent,” “grandchild,” and “sibling” have the same meaning as those terms are defined in Section 12945.2.

(2) An eligible community college student organization that holds a meeting by teleconference as described in Section 54953.8 shall do the following, as applicable:

(A) (i) Except as specified in subparagraph (B), if the meeting is during regular business hours of the offices of the board of trustees of the community college district, the eligible community college student organization shall provide a publicly accessible physical location from which the public may attend or comment, which shall be the offices of the board of trustees of the community college district, unless the eligible community college student organization identifies an alternative location.

(ii) Except as specified in subparagraph (B), if the meeting is outside regular business hours, the eligible community college student organization shall make reasonable efforts to accommodate any member of the public that requests an accommodation to participate in the meeting. For the purposes of this subparagraph, “accommodation” means providing a publicly accessible physical location for the member of the public to participate from, providing access to technology necessary to participate in the meeting, or identifying locations or resources available that could provide the member of the public with an opportunity to participate in the meeting.

(B) The requirements described in subparagraph (A) shall not apply to the California Online Community College.

(b) For purposes of this section, “eligible community college student organization” means a student body association organized pursuant to Section 76060 of the Education Code, or any other student-run community college organization that is required to comply with the meeting requirements of this chapter, that is in any community college recognized within the California Community Colleges system and includes the Student Senate for California Community Colleges.

(c) This section shall remain in effect only until January 1, 2030, and as of that date is repealed.

SEC. 14. Section 54953.8.6 is added to the Government Code, to read:

54953.8.6. (a) An eligible subsidiary body may conduct a teleconference meeting pursuant to Section 54953.8, provided that it complies with the requirements of that section and all of the following additional requirements:

(1) The eligible subsidiary body shall designate one physical meeting location within the boundaries of the legislative body that created the eligible subsidiary body where members of the subsidiary body who are not participating remotely shall be present and members of the public may physically attend, observe, hear, and participate in the meeting. At least one staff member of the eligible subsidiary body or the legislative body that created the eligible subsidiary body shall be present at the physical meeting location during the meeting. The eligible subsidiary body shall post the agenda at the physical meeting location, but need not post the agenda at a remote location.

(2) (A) A member of the eligible subsidiary body shall visibly appear on camera during the open portion of a meeting that is publicly accessible via the internet or other online platform, except if the member has a physical or mental condition not subject to subdivision (c) of Section 54953 that results in a need to participate off camera.

(B) The visual appearance of a member of the eligible subsidiary body on camera may cease only when the appearance would be technologically infeasible, including, but not limited to, when the member experiences a lack of reliable broadband or internet connectivity that would be remedied by joining without video.

(C) If a member of the eligible subsidiary body does not appear on camera due to challenges with internet connectivity, the member shall announce the reason for their nonappearance prior to turning off their

camera.

(3) An elected official serving as a member of an eligible subsidiary body in their official capacity shall not participate in a meeting of the eligible subsidiary body by teleconferencing pursuant to this section unless the use of teleconferencing complies with the requirements of paragraph (3) of subdivision (b) of Section 54953.

(4) (A) In order to use teleconferencing pursuant to this section, the legislative body that established the eligible subsidiary body by charter, ordinance, resolution, or other formal action shall make the following findings by majority vote before the eligible subsidiary body uses teleconferencing pursuant to this section for the first time, and every six months thereafter:

(i) The legislative body has considered the circumstances of the eligible subsidiary body.

(ii) Teleconference meetings of the eligible subsidiary body would enhance public access to meetings of the eligible subsidiary body, and the public has been made aware of the type of remote participation, including audio-visual or telephonic, that will be made available at a regularly scheduled meeting and has been provided the opportunity to comment at an in-person meeting of the legislative body authorizing the subsidiary body to meet entirely remotely.

(iii) Teleconference meetings of the eligible subsidiary body would promote the attraction, retention, and diversity of eligible subsidiary body members.

(B) (i) An eligible subsidiary body authorized to use teleconferencing pursuant to this section may request to present any recommendations it develops to the legislative body that created it.

(ii) Upon receiving a request described in clause (i), the legislative body that created the subsidiary body shall hold a discussion at a regular meeting held within 60 days after the legislative body receives the request, or if the legislative body does not have another regular meeting scheduled within 60 days after the legislative body receives the request, at the next regular meeting after the request is received.

(iii) The discussion required by clause (ii) shall not be placed on a consent calendar, but may be combined with the legislative body's subsequent consideration of the findings described in subparagraph (A) for the following 12 months.

(iv) The legislative body shall not take any action on any recommendations included in the report of a subsidiary body until the next regular meeting of the legislative body following the discussion described in clause (ii).

(C) After the legislative body makes the findings described in subparagraph (A), the eligible subsidiary body shall approve the use of teleconferencing by majority vote before using teleconference pursuant to this section.

(D) The legislative body that created the eligible subsidiary body may elect to prohibit the eligible subsidiary body from using teleconferencing pursuant to this section at any time.

(b) (1) For purposes of this section, "eligible subsidiary body" means a legislative body that meets all of the following:

(A) Is described in subdivision (b) of Section 54952.

(B) Serves exclusively in an advisory capacity.

(C) Is not authorized to take final action on legislation, regulations, contracts, licenses, permits, or any other entitlements, grants, or allocations of funds.

(D) Does not have primary subject matter jurisdiction, as defined by the charter, an ordinance, a resolution, or any formal action of the legislative body that created the subsidiary body, that focuses on elections, budgets, police oversight, privacy, removing from, or restricting access to, materials available in public libraries, or taxes or related spending proposals.

(2) An eligible subsidiary body may include members who are elected officials, members who are not elected officials, or any combination thereof.

(c) This section shall remain in effect only until January 1, 2030, and as of that date is repealed.

SEC. 15. Section 54953.8.7 is added to the Government Code, to read:

54953.8.7. (a) An eligible multijurisdictional body may conduct a teleconference meeting pursuant to Section 54953.8, provided that it complies with the requirements of that section and all of the following additional requirements:

(1) The eligible multijurisdictional body has adopted a resolution that authorizes the eligible multijurisdictional body to use teleconferencing pursuant to this section at a regular meeting in open session.

(2) At least a quorum of the members of the eligible multijurisdictional body shall participate from one or more physical locations that are open to the public and within the boundaries of the territory over which the local agency exercises jurisdiction.

(3) A member of the eligible multijurisdictional body who receives compensation for their service on the eligible multijurisdictional body shall participate from a physical location that is open to the public. For purposes of this paragraph, “compensation” does not include reimbursement for actual and necessary expenses.

(4) A member of the eligible multijurisdictional body may participate from a remote location provided that:

(A) The eligible multijurisdictional body identifies each member of the eligible multijurisdictional body who plans to participate remotely in the agenda.

(B) The member shall participate through both audio and visual technology.

(5) A member of the eligible multijurisdictional body shall not participate in a meeting remotely pursuant to this section, unless the location from which the member participates is more than 20 miles each way from any physical location of the meeting described in paragraph (2).

(6) The provisions of this section shall not serve as a means for any member of a legislative body to participate in meetings of the legislative body solely by teleconference from a remote location for more than the following number of meetings, as applicable:

(A) Two meetings per year, if the legislative body regularly meets once per month or less.

(B) Five meetings per year, if the legislative body regularly meets twice per month.

(C) Seven meetings per year, if the legislative body regularly meets three or more times per month.

(D) For the purpose of counting meetings attended by teleconference under this paragraph, a “meeting” shall be defined as any number of meetings of the legislative body of a local agency that begin on the same calendar day.

(b) For the purposes of this section, both of the following definitions apply:

(1) “Eligible multijurisdictional body” means a multijurisdictional board, commission, or advisory body of a multijurisdictional, cross-county agency, the membership of which board, commission, or advisory body is

appointed, and the board, commission, or advisory body is otherwise subject to this chapter.

(2) “Multijurisdictional” means either of the following:

(A) A legislative body that includes representatives from more than one county, city, city and county, or special district.

(B) A legislative body of a joint powers entity formed pursuant to an agreement entered into in accordance with Article 1 (commencing with Section 6500) of Chapter 5 of Division 7 of Title 1.

(c) This section shall remain in effect only until January 1, 2030, and as of that date is repealed.

SEC. 16. Section 54954.2 of the Government Code, as amended by Section 92 of Chapter 131 of the Statutes of 2023, is amended to read:

54954.2. (a) (1) At least 72 hours before a regular meeting, the legislative body of the local agency, or its designee, shall post an agenda that meets all of the following requirements:

(A) The agenda shall contain a brief general description of each item of business to be transacted or discussed at the meeting, including items to be discussed in closed session. A brief general description of an item generally need not exceed 20 words.

(B) The agenda shall specify the time and location of the regular meeting and shall be posted in a location that is freely accessible to members of the public and on the local agency’s internet website, if the local agency has one.

(C) (i) If requested, the agenda shall be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12132), and the federal rules and regulations adopted in implementation thereof.

(ii) The agenda shall include information regarding how, to whom, and when a request for disability-related modification or accommodation, including auxiliary aids or services, may be made by a person with a disability who requires a modification or accommodation in order to participate in the public meeting.

(2) For a meeting occurring on and after January 1, 2019, of a legislative body of a city, county, city and county, special district, school district, or political subdivision established by the state that has an internet website, the following provisions shall apply:

(A) An online posting of an agenda shall be posted on the primary internet website home page of a city, county, city and county, special district, school district, or political subdivision established by the state that is accessible through a prominent, direct link to the current agenda. The direct link to the agenda shall not be in a contextual menu; however, a link in addition to the direct link to the agenda may be accessible through a contextual menu.

(B) An online posting of an agenda, including, but not limited to, an agenda posted in an integrated agenda management platform, shall be posted in an open format that meets all of the following requirements:

(i) Retrievable, downloadable, indexable, and electronically searchable by commonly used internet search applications.

(ii) Platform independent and machine readable.

(iii) Available to the public free of charge and without any restriction that would impede the reuse or redistribution of the agenda.

(C) A legislative body of a city, county, city and county, special district, school district, or political subdivision established by the state that has an internet website and an integrated agenda management platform shall not be required to comply with subparagraph (A) if all of the following are met:

(i) A direct link to the integrated agenda management platform shall be posted on the primary internet website home page of a city, county, city and county, special district, school district, or political subdivision established by the state. The direct link to the integrated agenda management platform shall not be in a contextual menu. When a person clicks on the direct link to the integrated agenda management platform, the direct link shall take the person directly to an internet website with the agendas of the legislative body of a city, county, city and county, special district, school district, or political subdivision established by the state.

(ii) The integrated agenda management platform may contain the prior agendas of a legislative body of a city, county, city and county, special district, school district, or political subdivision established by the state for all meetings occurring on or after January 1, 2019.

(iii) The current agenda of the legislative body of a city, county, city and county, special district, school district, or political subdivision established by the state shall be the first agenda available at the top of the integrated agenda management platform.

(iv) All agendas posted in the integrated agenda management platform shall comply with the requirements in clauses (i), (ii), and (iii) of subparagraph (B).

(D) The provisions of this paragraph shall not apply to a political subdivision of a local agency that was established by the legislative body of the city, county, city and county, special district, school district, or political subdivision established by the state.

(E) For purposes of this paragraph, both of the following definitions apply:

(1) “Integrated agenda management platform” means an internet website of a city, county, city and county, special district, school district, or political subdivision established by the state dedicated to providing the entirety of the agenda information for the legislative body of the city, county, city and county, special district, school district, or political subdivision established by the state to the public.

(2) “Legislative body” means a legislative body that meets the definition of subdivision (a) of Section 54952.

(3) No action or discussion shall be undertaken on any item not appearing on the posted agenda, except that members of a legislative body or its staff may briefly respond to statements made or questions posed by persons exercising their public testimony rights under Section 54954.3. In addition, on their own initiative or in response to questions posed by the public, a member of a legislative body or its staff may ask a question for clarification, make a brief announcement, or make a brief report on their own activities. Furthermore, a member of a legislative body, or the body itself, subject to rules or procedures of the legislative body, may provide a reference to staff or other resources for factual information, request staff to report back to the body at a subsequent meeting concerning any matter, or take action to direct staff to place a matter of business on a future agenda.

(b) Notwithstanding subdivision (a), the legislative body may take action on items of business not appearing on the posted agenda under any of the conditions stated below. Prior to discussing any item pursuant to this subdivision, the legislative body shall publicly identify the item.

(1) Upon a determination by a majority vote of the legislative body that an emergency situation exists, as defined in Section 54956.5.

(2) Upon a determination by a two-thirds vote of the members of the legislative body present at the meeting, or, if less than two-thirds of the members are present, a unanimous vote of those members present, that there is

a need to take immediate action and that the need for action came to the attention of the local agency subsequent to the agenda being posted as specified in subdivision (a).

(3) The item was posted pursuant to subdivision (a) for a prior meeting of the legislative body occurring not more than five calendar days prior to the date action is taken on the item, and at the prior meeting the item was continued to the meeting at which action is being taken.

(c) This section is necessary to implement and reasonably within the scope of paragraph (1) of subdivision (b) of Section 3 of Article I of the California Constitution.

(d) For purposes of subdivision (a), the requirement that the agenda be posted on the local agency's internet website, if the local agency has one, shall only apply to a legislative body that meets either of the following standards:

(1) A legislative body as that term is defined by subdivision (a) of Section 54952.

(2) A legislative body as that term is defined by subdivision (b) of Section 54952, if the members of the legislative body are compensated for their appearance, and if one or more of the members of the legislative body are also members of a legislative body as that term is defined by subdivision (a) of Section 54952.

SEC. 17. Section 54954.3 of the Government Code is amended to read:

54954.3. (a) (1) Every agenda for regular meetings shall provide an opportunity for members of the public to directly address the legislative body on any item of interest to the public, before or during the legislative body's consideration of the item, that is within the subject matter jurisdiction of the legislative body, provided that no action shall be taken on any item not appearing on the agenda unless the action is otherwise authorized by subdivision (b) of Section 54954.2.

(2) (A) Notwithstanding paragraph (1), the agenda need not provide an opportunity for members of the public to address the legislative body on any item that has already been considered by a committee, composed exclusively of members of the legislative body, 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.

(B) Subparagraph (A) shall not apply if any of the following conditions are met:

(i) The item has been substantially changed since the committee heard the item, as determined by the legislative body.

(ii) When considering the item, a quorum of the committee members did not participate from a singular physical location, that was clearly identified on the agenda, open to the public, and situated within the boundaries of the territory over which the local agency exercises jurisdiction.

(iii) The committee has primary subject matter jurisdiction, as defined by the charter, an ordinance, a resolution, or any formal action of the legislative body that created the subsidiary body, that focuses on elections, budgets, police oversight, privacy, removing from, or restricting access to, materials available in public libraries, or taxes or related spending proposals. This clause shall not apply to an item if the local agency has adopted a law applicable to the meeting of the committee at which the item that was considered prohibits the committee from placing a limit on the total amount of time for public comment on the item.

(3) Every notice for a special meeting shall provide an opportunity for members of the public to directly address the legislative body concerning any item that has been described in the notice for the meeting before or during consideration of that item.

(b) (1) The legislative body of a local agency may adopt reasonable regulations to ensure that the intent of subdivision (a) is carried out, including, but not limited to, regulations limiting the total amount of time allocated for public testimony on particular issues and for each individual speaker.

(2) Notwithstanding paragraph (1), when the legislative body of a local agency limits time for public comment, the legislative body of a local agency shall provide at least twice the allotted time to a member of the public who utilizes a translator to ensure that non-English speakers receive the same opportunity to directly address the legislative body of a local agency.

(3) Paragraph (2) shall not apply if the legislative body of a local agency utilizes simultaneous translation equipment in a manner that allows the legislative body of a local agency to hear the translated public testimony simultaneously.

(c) The legislative body of a local agency shall not prohibit public criticism of the policies, procedures, programs, or services of the agency, or of the acts or omissions of the legislative body. Nothing in this subdivision shall confer any privilege or protection for expression beyond that otherwise provided by law.

SEC. 18. Section 54956 of the Government Code is amended to read:

54956. (a) (1) A special meeting may be called at any time by the presiding officer of the legislative body of a local agency, or by a majority of the members of the legislative body, by delivering written notice to each member of the legislative body and to each local newspaper of general circulation and radio or television station requesting notice in writing and posting a notice on the local agency's internet website, if the local agency has one. The notice shall be delivered personally or by any other means and shall be received at least 24 hours before the time of the meeting as specified in the notice. The call and notice shall specify the time and place of the special meeting and the business to be transacted or discussed. No other business shall be considered at these meetings by the legislative body. The written notice may be dispensed with as to any member who at or prior to the time the meeting convenes files with the clerk or secretary of the legislative body a written waiver of notice. The waiver may be given by telephone or electronic mail. The written notice may also be dispensed with as to any member who is actually present at the meeting at the time it convenes.

(2) The call and notice shall be posted at least 24 hours prior to the special meeting in a location that is freely accessible to members of the public.

(b) Notwithstanding any other law, a legislative body shall not call a special meeting regarding the salaries, salary schedules, or compensation paid in the form of fringe benefits, of the legislative body or of a local agency executive, as defined in subdivision (d) of Section 3511.1. However, this subdivision does not apply to a local agency calling a special meeting to discuss the local agency's budget.

SEC. 19. Section 54956.5 of the Government Code is amended to read:

54956.5. (a) For purposes of this section, "emergency situation" means both of the following:

(1) An emergency, which shall be defined as a work stoppage, crippling activity, or other activity that severely impairs public health, safety, or both, as determined by a majority of the members of the legislative body.

(2) A dire emergency, which shall be defined as a crippling disaster, mass destruction, terrorist act, or threatened terrorist activity that poses peril so immediate and significant that requiring a legislative body to provide one-hour notice before holding an emergency meeting under this section may endanger the public health, safety, or both, as determined by a majority of the members of the legislative body.

(b) (1) Subject to paragraph (2), in the case of an emergency situation involving matters upon which prompt action is necessary due to the disruption or threatened disruption of public facilities, a legislative body may hold an emergency meeting without complying with either the 24-hour notice requirement or the 24-hour posting requirement of Section 54956 or both of the notice and posting requirements.

(2) Each local newspaper of general circulation and radio or television station that has requested notice of special meetings pursuant to Section 54956 shall be notified by the presiding officer of the legislative body, or designee thereof, one hour prior to the emergency meeting, or, in the case of a dire emergency, at or near the time that the presiding officer or designee notifies the members of the legislative body of the emergency meeting.

(A) Except as provided in subparagraph (B), the notice required by this paragraph shall be given by telephone and all telephone numbers provided in the most recent request of a newspaper or station for notification of special meetings shall be exhausted. In the event that telephone services are not functioning, the notice requirements of this paragraph shall be deemed waived, and the legislative body, or designee of the legislative body, shall notify those newspapers, radio stations, or television stations of the fact of the holding of the emergency meeting, the purpose of the meeting, and any action taken at the meeting as soon after the meeting as possible.

(B) For an emergency meeting held pursuant to this section, the presiding officer of the legislative body, or designee thereof, may send the notifications required by this paragraph by email instead of by telephone, as provided in subparagraph (A), to all local newspapers of general circulation, and radio or television stations, that have requested those notifications by email, and all email addresses provided by representatives of those newspapers or stations shall be exhausted. In the event that internet services and telephone services are not functioning, the notice requirements of this paragraph shall be deemed waived, and the legislative body, or designee of the legislative body, shall notify those newspapers, radio stations, or television stations of the fact of the holding of the emergency meeting, the purpose of the meeting, and any action taken at the meeting as soon after the meeting as possible.

(c) During a meeting held pursuant to this section, the legislative body may meet in closed session pursuant to Section 54957 if agreed to by a two-thirds vote of the members of the legislative body present, or, if less than two-thirds of the members are present, by a unanimous vote of the members present.

(d) All special meeting requirements, as prescribed in Section 54956 shall be applicable to a meeting called pursuant to this section, with the exception of the 24-hour notice requirement.

(e) The minutes of a meeting called pursuant to this section, a list of persons who the presiding officer of the legislative body, or designee of the legislative body, notified or attempted to notify, a copy of the rollcall vote, and any actions taken at the meeting shall be posted for a minimum of 10 days in a public place as soon after the meeting as possible.

SEC. 20. Section 54957.6 of the Government Code is amended to read:

54957.6. (a) Notwithstanding any other provision of law, a legislative body of a local agency may hold closed sessions with the local agency's designated representatives regarding the salaries, salary schedules, or compensation paid in the form of fringe benefits of its represented and unrepresented employees, and, for represented employees, any other matter within the statutorily provided scope of representation, subject to all of the following conditions:

- (1) Prior to the closed session, the legislative body of the local agency shall hold an open and public session in which it identifies its designated representatives.
- (2) The closed session shall be for the purpose of reviewing its position and instructing the local agency's designated representatives.
- (3) The closed session may take place prior to and during consultations and discussions with representatives of employee organizations and unrepresented employees.
- (4) Any closed session with the local agency's designated representative regarding the salaries, salary schedules, or compensation paid in the form of fringe benefits may include discussion of an agency's available

funds and funding priorities, but only insofar as these discussions relate to providing instructions to the local agency's designated representative.

(5) The closed session shall not include final action on the proposed compensation of one or more unrepresented employees.

(6) For the purposes enumerated in this section, a legislative body of a local agency may also meet with a state conciliator who has intervened in the proceedings.

(b) For the purposes of this section, the term "employee" shall include an officer or an independent contractor who functions as an officer or an employee, but shall not include any elected official, member of a legislative body, or other independent contractors.

SEC. 21. Section 54957.9 of the Government Code is amended to read:

54957.9. In the event that any meeting is willfully interrupted by a group or groups of persons so as to render the orderly conduct of the meeting unfeasible and order cannot be restored by the removal of individuals who are willfully interrupting the meeting, the members of the legislative body conducting the meeting may order the meeting room cleared and continue in session. Only matters appearing on the agenda may be considered in such a session. Representatives of the press or other news media, except those participating in the disturbance, shall be allowed to attend any session held pursuant to this section. Nothing in this section shall prohibit the legislative body from establishing a procedure for readmitting an individual or individuals not responsible for willfully disturbing the orderly conduct of the meeting.

SEC. 22. Section 54957.95 of the Government Code is amended to read:

54957.95. (a) (1) In addition to authority exercised pursuant to Sections 54954.3 and 54957.9, the presiding member of the legislative body conducting a meeting or their designee may remove, or cause the removal of, an individual for disrupting the meeting, including any teleconferenced meeting.

(2) Prior to removing an individual, the presiding member or their designee shall warn the individual that their behavior is disrupting the meeting and that their failure to cease their behavior may result in their removal. The presiding member or their designee may then remove the individual if they do not promptly cease their disruptive behavior. This paragraph does not apply to any behavior described in subparagraph (B) of paragraph (1) of subdivision (b).

(b) As used in this section:

(1) "Disrupting" means engaging in behavior during a meeting of a legislative body that actually disrupts, disturbs, impedes, or renders infeasible the orderly conduct of the meeting and includes, but is not limited to, one of the following:

(A) A failure to comply with reasonable and lawful regulations adopted by a legislative body pursuant to Section 54954.3 or any other law.

(B) Engaging in behavior that constitutes use of force or a true threat of force.

(2) "True threat of force" means a threat that has sufficient indicia of intent and seriousness, that a reasonable observer would perceive it to be an actual threat to use force by the person making the threat.

SEC. 23. Section 54957.96 is added to the Government Code, to read:

54957.96. (a) The existing authority of a legislative body or its presiding officer to remove or limit participation by persons who engage in behavior that actually disrupts, disturbs, impedes, or renders infeasible the orderly conduct of the meeting, including existing limitations upon that authority, shall apply to members of the public participating in a meeting via a two-way telephonic service or a two-way audiovisual platform.

(b) For purposes of this section, the following definitions apply:

(1) “Two-way audiovisual platform” means an online platform that provides participants with the ability to participate in a meeting via both an interactive video conference and a two-way telephonic service. A two-way audiovisual platform may be structured to disable the use of video for the public participants.

(2) “Two-way telephonic service” means a telephone service that does not require internet access and allows participants to dial a telephone number to listen and verbally participate.

SEC. 24. The Legislature finds and declares that Section 4 of this act, which amends Section 54953 of, Section 5 of this act, which adds Section 54953.4 to, Sections 8 to 15, inclusive, of this act, which add Sections 54953.8 to 54953.8.7, respectively, to, Section 19 of this act, which amends Section 54956.5 of, Section 22 of this act, which amends Section 54957.95 of, and Section 23 of this act, which adds Section 54957.96 to, the Government Code, impose a limitation on the public’s right of access to the meetings of public bodies or the writings of public officials and agencies within the meaning of Section 3 of Article I of the California Constitution. Pursuant to that constitutional provision, the Legislature makes the following findings to demonstrate the interest protected by this limitation and the need for protecting that interest:

(a) This act is necessary to provide opportunities for public participation in meetings of specified public agencies and to promote the recruitment and retention of members of those agencies.

(b) This act is necessary to ensure minimum standards for public participation and notice requirements allowing for greater public participation in meetings.

(c) This act is necessary to modernize the Ralph M. Brown Act to reflect recent technological changes that can promote greater public access to local officials.

(d) The exclusively virtual nature of the California Online Community College presents unique barriers to the requirements for an in-person quorum, a physical location for public participation, and certain accommodations. Participating students of the online community college come from all across the state and necessitating travel for these requirements would pose a significant and exclusionary barrier.

SEC. 25. The Legislature finds and declares that Sections 1 and 2 of this act, which amend and repeal Section 54952.2, respectively, of, Section 3 of this act, which amends Section 54952.7 of, Section 4 of this act, which amends Section 54953 of, Section 5 of this act, which adds Section 54953.4 to, Section 6 of this act, which amends Section 54953.5 of, Section 7 of this act, which amends Section 54953.7 of, Sections 8 to 15, inclusive, of this act, which add Sections 54953.8 to 54953.8.7, respectively, to, Section 16 of this act, which amends Section 54954.2 of, Section 17 of this act, which amends Section 54954.3 of, Section 18 of this act, which amends Section 54956 of, Section 19 of this act, which amends Section 54956.5 of, Section 20 of this act, which amends Section 54957.6 of, Section 21 of this act, which amends Section 54957.9 of, Section 22 of this act, which amends Section 54957.95 of, and Section 23 of this act, which adds Section 54957.96 to, the Government Code, further, within the meaning of paragraph (7) of subdivision (b) of Section 3 of Article I of the California Constitution, the purposes of that constitutional section as it relates to the right of public access to the meetings of local public bodies or the writings of local public officials and local agencies. Pursuant to paragraph (7) of subdivision (b) of Section 3 of Article I of the California Constitution, the Legislature makes the following findings:

(a) This act is necessary to provide opportunities for public participation in meetings of specified public agencies and to promote the recruitment and retention of members of those agencies.

(b) This act is necessary to ensure minimum standards for public participation and notice requirements allowing for greater public participation in meetings.

(c) This act is necessary to modernize the Ralph M. Brown Act to reflect recent technological changes that can promote greater public access to local officials.

(d) The exclusively virtual nature of the California Online Community College presents unique barriers to the requirements for an in-person quorum, a physical location for public participation, and certain accommodations. Participating students of the online community college come from all across the state and necessitating travel for these requirements would pose a significant and exclusionary barrier.

SEC. 26. The Legislature finds and declares that adequate public access to meetings is a matter of statewide concern and is not a municipal affair as that term is used in Section 5 of Article XI of the California Constitution. Therefore, this bill would apply to all cities, including charter cities.

SEC. 27. No reimbursement is required by this act pursuant to Section 6 of Article XIII B of the California Constitution because the only costs that may be incurred by a local agency or school district under this act would result from a legislative mandate that is within the scope of paragraph (7) of subdivision (b) of Section 3 of Article I of the California Constitution.

Senate Bill 707 (Durazo)



**Executive Management Committee
January 15, 2026**



RECOMMENDATION

CONSIDER:

- A. ADOPTING, pursuant to Senate Bill 707 (SB 707), the following findings on behalf of eligible subsidiary bodies as defined by SB 707:
- (i) *The Board of Directors has considered the circumstances of the eligible subsidiary body.*
 - (ii) *Teleconference meetings of the eligible subsidiary body would enhance public access to meetings of the eligible subsidiary body, and the public has been made aware of the type of remote participation, including audio-visual or telephonic, that will be made available at a regularly scheduled meeting and has been provided the opportunity to comment at an in-person meeting of the legislative body authorizing the subsidiary body to meet entirely remotely.*
 - (iii) *Teleconference meetings of the eligible subsidiary body would promote the attraction, retention, and diversity of eligible subsidiary body members.*



RECOMMENDATION, continued

- B. AUTHORIZING eligible subsidiary bodies (Attachment A) to meet via teleconference, by either audio-visual or telephonic means, if they choose, subject to the requirements of SB 707; and
- C. RECEIVING AND FILING the update on relaxed teleconferencing rules as stated in SB 707 (Attachment B).

Notable Details

DETAIL	AB 2449	SB 707
Effective Date	Jan 1, 2023 – Jan 1, 2026	January 1, 2026 – January 1, 2030
Quorum must be in the room	YES	YES – for Board, Committees & subsidiary bodies when using “just cause” NO – for eligible subsidiary bodies authorized by these findings
Limit to how many times “just cause” can be used per CY	YES	YES
Public must have access via <u>either</u> two-way audio-visual platform (like Teams/Zoom) <u>or</u> two-way telephonic	NO MENTION	YES – for full Board <u>only</u>
Public must have access via <u>either</u> two-way audio-visual platform (like Teams/Zoom) <u>or</u> two-way telephonic PLUS live webcasting	NO MENTION	YES – for all Brown Act bodies, including eligible subsidiary bodies, when using relaxed teleconferencing under “just cause” or proclaimed state of emergency YES – eligible subsidiary bodies when using relaxed teleconferencing authorized by these findings
Process if there is a disruption of internet/two-way audio-visual/telephonic access for the public	NO MENTION	When a legislative body uses relaxed teleconferencing, the body cannot act on anything on the agenda until service is restored Effective July 1, 2026 , if there is a disruption to telephonic or internet service that prevents the public from attending or observing a Board meeting, the Board shall make a good faith effort to restore service for at least an hour* during which time they may can go into Closed Session <i>(*If service is not restored upon reconvening after at least an hour, in order to resume, Board needs to adopt a finding by roll call vote that good faith efforts were made to restore service and public interest in resuming meeting outweighs interest in remote access)</i>
Adoption of IT Service Disruption Policy	NO MENTION	YES - for full Board (by July 1, 2026)
Expanded accessibility & translation req. of notices	NO MENTION	YES – for Committees and Board (by July 1, 2026)

What are “Just Cause” reasons?

- Childcare or caregiving needs of a child, parent, grandparent, grandchild, sibling, spouse, or domestic partner;
- Contagious illness preventing the member from attending;
- Physical or mental conditions not subject to reasonable accommodation;
- Official travel on behalf of the legislative body or another state/local agency;
- Needs related to an immunocompromised child, parent, grandparent, grandchild, sibling, spouse, or domestic partner;
- Physical or family medical emergency; or
- Military service obligations

Questions?



Metro®



Board Report

File #: 2025-1033, **File Type:** Contract

Agenda Number: 30.

**EXECUTIVE MANAGEMENT COMMITTEE
JANUARY 15, 2026**

SUBJECT: PUBLIC FACING MOBILE APP

ACTION: AWARD CONTRACT

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to award a firm fixed price Contract No. PS129614000 to Moovit, Inc. for the public facing mobile app in the amount of \$4,350,000 for the four-year base period, and \$400,000 for the one-year option term, for a total amount of \$4,750,000, subject to the resolution of any properly submitted protest(s), if any.

ISSUE

Staff are seeking the Board's approval to award a contract to provide a pre-existing mobile application that can be rebranded and offered under the Metro name.

The app will enable the integration and phased consolidation of Metro's existing mobile applications. This award is in support of Metro's Customer Experience vision, which includes providing a mobile app that creates a consistent, accurate, and intuitive digital experience for customers to plan and pay for their trips and communicate with Metro along their journey.

BACKGROUND

Faced with multiple unconnected Metro mobile applications (also referred to as apps), on November 17, 2022 the Board approved Motion 46 by Directors Krekorian, Garcetti, Barger, Najarian, Sandoval, and Mitchell that directed staff to report back on the potential consolidation of all of Metro's phone applications (including Bike Share, Metro Micro, TAP app, rail information, parking availability at Metro lots, Metro Transit, Transit Watch, etc.).

On March 16, 2023, staff reported that a cross-functional team from Customer Experience, Information and Technology Services, Strategic Innovation, Operations, and TAP convened and conducted initial research. This research demonstrated the challenges in consolidating Metro's mobile apps and recommended further customer research to refine the proposed solution. The team found the following:

1. Metro's current landscape of mobile applications and mobile-accessible channels is complex.

There are currently six customer-facing mobile apps as well as eight customer channels (e.g., trips.metro.net, book.metro.micro.net, metro.net, taptogo.net, customer contact form) accessible on mobile phones via the web.

2. Metro's mobile applications are operated by seven departments across the agency. Some applications are maintained by vendors, and others function as revenue share programs, which complicates a holistic financial analysis.
3. The viability of consolidation involves many considerations. There are technical data-related questions to address, such as standardizing data and ensuring API access. Additionally, procurement and funding aspects will be important to understand, such as contract restrictions and timing, proprietary technologies involved in any Metro applications, and financial agreements with third-party application partners.
4. Any solution proposed by Metro for consolidation will rely heavily on understanding users and incorporating flexibility. Challenges faced by many transit agencies in creating and managing mobile apps include the fast-paced nature of technology, which can shorten an app's lifespan unless it is continuously updated, and difficulties integrating data and functionality between the public and private sectors.

On June 10, 2024, staff returned to the Board with a recommended path to consolidation guided by a vision to create a consistent, accurate, and intuitive digital experience where customers can pay, plan, and communicate across Metro's services. Based on staff's current state assessment, industry trends, and existing customer research, staff identified three core mobile app functions (trip planning, fare payment, and communication) necessary for customers to navigate the Metro bus/rail system using their mobile device to serve as the Core Mobile App Rider Experience. Prioritizing improving the Core Mobile App Rider Experience on Metro bus/rail will have the largest and most immediate impact on the mobile customer experience. It will also establish a base that will make it easier to integrate other Metro features and services (e.g., parking, bikeshare, Micro).

As reported, staff recommended a phased approach centered on procuring a market-ready mobile app from a vendor that delivers trip planning, payment, and communication as core functions. The phased approach would focus on gradual integration of key features first and then move into long-term consolidation as technically and contractually feasible with Metro's existing mobile apps. A phased approach to implementing a consolidated mobile app allows the agency to transition strategically while minimizing disruption to customers and ongoing operations. By first establishing a new core application as the foundation, the agency can ensure that essential features are stable, accessible, and aligned with customer needs before expanding functionality. This method provides the necessary flexibility to manage risks, address technical challenges early, and maintain continuity across existing services. It also allows teams to validate performance and user experience at each step, ensuring the consolidated app evolves with intention rather than forcing premature or disruptive changes.

DISCUSSION

Metro currently operates multiple disconnected mobile apps, creating a fragmented and confusing experience for customers trying to access basic information and services. With 71% of Metro customers owning a Smartphone*, improving Metro's mobile app experience is critical because it directly affects how easily customers can plan trips, pay fares, and communicate with the agency - all

essential moments in the customer journey. The effort to unify Metro's customer-facing mobile applications is particularly significant as Los Angeles prepares for high-profile mega-events like FIFA World Cup this year, the 2027 Super Bowl, and the 2028 Olympic and Paralympic Games. While the existing Metro apps each serve a unique purpose, they create a disjointed experience for Metro riders, require multiple logins, accounts and payment methods, and limit multi-modal connectivity.

The Request for Proposal (RFP) sought an experienced transit mobile app vendor with a proven, market-ready solution that specializes in trip planning, payments, communication and multimodal features, that can be configured to meet Metro's specific needs. By selecting a white-label, market-ready app solution, Metro can accelerate the delivery of a streamlined, user-friendly app while partnering with a vendor capable of ongoing innovation. The new app will serve as Metro's core mobile platform and provide a scalable foundation for integrating additional services such as Metro Micro, Bike Share, Transit Watch and Parking.

Metro staff incorporated Motion 46's intent into the RFP by emphasizing the need for an improved, user-friendly consolidated application that enhances direct communication between Metro and its customers, supports multimodal services, and prepares Metro for major events. To meet these goals, Metro staff included key features such as a user-friendly interface, opportunities for revenue generation by marketing Metro services, two-way communication that allows customers to rate and comment on their ride experience, customer suggestions for service improvements, targeted communications about fare programs, events, and service changes, as well as integrated trip planning. In alignment with these requirements, the competitively selected vendor already provides many of these features as part of its core platform.

Furthermore, this procurement sought a vendor that is committed to continuous improvement, informed by user experience research and customer feedback. Through this effort and selection, Metro will deliver a more consistent, reliable, and intuitive mobile experience for its customers.

The planned phased delivery of Metro's mobile app is outlined below:

- Launch version one of the Metro branded mobile app focused on trip planning and communication by May 2026, in time for the FIFA World Cup.

This includes the following:

- Accessibility - functions ensuring the app is usable by people with disabilities, including multi-lingual, screen reader compatibility, visual contrast, caption and haptics, and universal design standards.
- Booking & Payment - provide customer information and education on fare payment methods including digital wallets, open payment, and TAP.
- Communication - functions related to notifications, alerts, customer messaging, service updates, and two-way communication; this includes both customizable messages as well as messages pushed through Metro's public transit data feeds.
- Trip Taking - functions for trip planning, real-time information, multimodal options, and in-app navigation, including regional providing information for regional transportation agencies as available.

- After the initial launch, Moovit, Inc., Metro’s current app vendors, Metro staff, and the mobile app project manager will work together to gradually integrate functionality from existing Metro apps based on feasibility, customer priorities, and Moovit, Inc.’s work plan. Decisions regarding full consolidation or discontinuation of legacy apps will be made collaboratively throughout this process.

These features may include:

- Booking & Payment - Full integration with the TAP fare collection and account based systems, implemented according to vendor readiness and technical requirements.
- Account Integration - When Metro chooses to implement a unified Customer Relationship Management (CRM) system, the Contractor will be required to develop and implement a seamless process for transitioning existing Metro customer accounts to a new, unified Metro or TAP account database. This transition aims to facilitate a more integrated, user-friendly customer experience across all Metro services and apps (BikeShare, Micro, Parking, Transit Watch etc.)
- Trip Taking: Ability to create, develop, or integrate with Metro's existing incentives/rewards programs and/or integrate gamification to encourage ridership.
- Communication: Ability to in-app live chat with Metro Customer Care.

*Fall 2024 On-Board Customer Satisfaction Survey

DETERMINATION OF SAFETY IMPACT

Contract award will link to and ultimately integrate with Metro’s Transit Watch App, Metro’s safety reporting mobile app. Additional in-app safety features include the ability to provide safety and major service disruption banners and notifications, an emergency 911 button, and ability to share real-time location along a route with family and friends.

FINANCIAL IMPACT

The FY26 Budget includes \$1,800,000 in Cost Center 2012, Customer Experience Strategy, under Project 306005, Public Affairs.

Since this is a multi-year contract, the cost center manager, the respective project manager, and the Chief Customer Experience Officer will be responsible for budgeting the cost in future years, including any option exercised.

Impact to Budget

The sources of funding are operating eligible local resources, which could be used for eligible bus and rail operating and capital expenses.

EQUITY PLATFORM

The Metro public facing mobile app procurement directly supports the “Focus & Deliver” pillar of the

Equity Platform by improving access to essential transit information and services for all riders. This effort benefits every Metro customer who uses a mobile device, with a specific emphasis on making the experience simpler, more inclusive, and easier to navigate for riders who face language, accessibility, or technology barriers. Nearly 50% of our ridership earns below \$15,000. The Fall 2024 On-Board Customer Satisfaction Survey found the following breakdown of customers who have Smartphones based on level of income, demonstrating a majority of customers will benefit from this procurement:

- 56.8% of customers earning under \$5,000 own a Smartphone
- 57.4% of customers earning \$5,000 - \$9,999 own a Smartphone
- 71.4% of customers earning \$10,000 - \$14,999 own a Smartphone

The app's requirements prioritize accessibility by offering all Metro-supported languages, applying universal and inclusive design standards, and allowing users to set personalized accessibility preferences for trip planning, such as step-free routes and reduced walking distances. By providing a high-quality, transit-centered digital experience at no cost and without advertising, the app removes common barriers found in third-party platforms and ensures equitable access to reliable, multimodal trip planning and service information for all Metro customers.

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. This item supports Metro's systemwide strategy to reduce VMT through customer experience activities that will benefit and further encourage transit ridership, ridesharing, and active transportation. Metro's Board-adopted VMT reduction targets were designed to build on the success of existing investments, and this item aligns with those objectives.

*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

As Metro continues to cultivate a customer-centric digital experience, the public facing mobile app procurement supports the following strategic plan goals:

- Goal #1: Invest in a world-class transportation system that is reliable, convenient, and attractive to more users to more trips.
- Goal #2: Deliver outstanding trip experience for all users of the transportation system.

ALTERNATIVES CONSIDERED

The Board may elect not to approve the recommendation. The other alternatives considered are:

- 1) Maintain status quo and continue with separate apps. This option does not support the initial Board Motion and is not recommended because it would continue Metro's fragmented and confusing customer experience, requiring riders to switch between apps for basic functions like trip planning, fares, and service information. It does not support Metro's goal of providing a unified, customer-centered digital experience.
- 2) Issue change orders to one of Metro's existing mobile app vendors. This option does not support the initial Board Motion and is not recommended because Metro's current vendors provide specialized, limited-scope services. Expanding their scope through change orders increases risk, cost, and vendor lock-in without guaranteeing the capabilities needed. The competitive procurement process allowed staff to see the breadth and depth of current transit tools, capabilities, and vendors in the marketplace.
- 3) Develop a custom mobile app in-house or with contractors. This option is not recommended at this time because it would require significant staffing resources, technical expertise, and a longer development timeline, delaying benefits to customers. It would also introduce higher risk and ongoing maintenance and support burdens compared to a proven white-label solution.

NEXT STEPS

Upon Board approval, staff will execute Contract No. PS129614000 with Moovit, Inc. for the public facing mobile app and the intent is to launch the first iteration of the app in time for the 2026 FIFA World Cup.

ATTACHMENTS

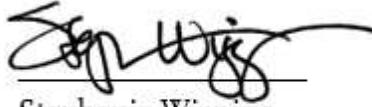
Attachment A - Board Motion

Attachment B - Procurement Summary

Attachment C - DEOD Summary

Prepared by: Lauren Deaderick, Senior Director, Customer Experience (213) 922-4667
Rochelle Chavez, Senior Manager, Information Technology Services (213) 922-7291
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Reviewed by: Jennifer Vides, Chief Customer Experience Officer, (213) 922-4060
Arnold Hackett, Senior Advisor to CEO, (213) 922-7447

A handwritten signature in black ink, appearing to read 'Step Wiggins', written over a horizontal line.

Stephanie Wiggins
Chief Executive Officer



Metro

Board Report

File #: 2022-0789, File Type: Motion / Motion Response

Agenda Number: 46.

REVISED
OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE
NOVEMBER 17, 2022

Motion by:

DIRECTORS KREKORIAN, GARCETTI, BARGER, NAJARIAN, SANDOVAL, AND MITCHELL

Consolidated Metro Transportation App

As the Los Angeles Metropolitan Transportation Authority (“Metro”) has expanded its range of services, including on-demand mobility, micromobility and bike share, it has also developed multiple smartphone applications for customers to use these modes of transportation and to receive news from or communicate with Metro. Among the existing smartphone applications are Metro Bike, Metro Micro, Tap, and more.

In order to ensure the best possible customer experience, increase efficiency, encourage existing customers to utilize more kinds of services, and promote seamless communication between Metro and its customers across all service modes, Metro should consolidate all existing and anticipated applications under one improved, user-friendly Metro smartphone application.

In addition, a consolidated application would better address Metro’s growing need to communicate more directly with customers and educate the public on all of the services that Metro provides to our region. This is particularly important to tourists and visitors to the region, especially as Los Angeles looks forward to welcoming major international events such as the World Cup and the 2028 Olympics and Paralympics.

SUBJECT: CONSOLIDATED METRO TRANSPORTATION APP MOTION

RECOMMENDATION

APPROVE Motion by Directors Krekorian, Garcetti, Barger, Najarian, Sandoval, and Mitchell that direct the Chief Executive Officer or her designee to report back in 90 days on the potential consolidation of all of Metro’s phone applications (including Bike Share, Metro Micro, Tap app, rail information, parking availability at Metro lots, MetroTransit, Transit Watch, etc.) into one single Metro App, including (i) what steps would be required to consolidate all current applications to one single application; (ii) an estimate of costs and savings that would result from such consolidation and any indirect financial impacts and benefits; and (iii) a proposed timeline for completion of such consolidation.

WE FURTHER MOVE to direct the CEO or her designee, in considering the potential new consolidated application, to assume it should include at least the following attributes:

1. A user-friendly interface for easy use;
2. The opportunity for revenue generation by marketing Metro's services through the consolidated application;
3. Two way communication capabilities that could allow:
 - a. Customer ratings of and comments about their ride experience;
 - b. Customer suggestions for improved services;
 - c. Targeted Metro communications to customers about special fare programs, events, service issues, etc.;
4. Integrating trip planning and payment processing, similar to a smart wallet;
5. Potential regional integration to include other transit agencies.

PROCUREMENT SUMMARY

PUBLIC FACING MOBILE APP / PS129614000

1.	Contract Number: PS129614000	
2.	Recommended Vendor: Moovit, Inc.	
3.	Type of Procurement (check one) : <input type="checkbox"/> IFB <input type="checkbox"/> RFIQ <input checked="" type="checkbox"/> RFP <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	Procurement Dates :	
	A. Issued : March 24, 2025	
	B. Advertised/Publicized: March 24, 2025	
	C. Pre-Proposal Conference: April 1, 2025	
	D. Proposals Due: June 4, 2025	
	E. Pre-Qualification Completed: December 5, 2025	
	F. Ethics Declaration Forms submitted to Ethics: June 5, 2025	
	G. Protest Period End Date: January 20, 2026	
5.	Solicitations Picked up/Downloaded: 147	Proposals Received: 10
6.	Contract Administrator: Britney Shedrick	Telephone Number: (213) 418-3313
7.	Project Manager: Lauren Deaderick	Telephone Number: (213) 922-4667

A. Procurement Background

This Board Action is to approve Contract No. PS129614000 issued for the public facing mobile app, a white-label mobility application (i.e. a market-ready, flexible, multilingual, and accessible core application rebranded and customized for Metro) that has the following features: Trip Taking, Payment and Booking, and Communications). Board approval of contract award is subject to the resolution of any properly submitted protest(s), if any.

On March 24, 2025, Request for Proposal (RFP) No. PS129614 was issued as a competitive procurement in accordance with Metro's Acquisition Policy, and the contract type is firm fixed price. The Diversity & Economic Opportunity Department did not recommend a Disadvantaged Business Enterprise (DBE) participation goal for this procurement.

Two (2) amendments were issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on April 21, 2025, clarified the RFP requirements through revisions to the Scope of Services, Requirements Matrix, Schedule of Quantities and Prices, Submittal Requirements, Evaluation Criteria, and extended the validity period of proposal.
- Amendment No. 2, issued on May 12, 2025, extended the proposal due date from May 27, 2025, to June 4, 2025.

A total of 147 downloads of the RFP were recorded on the planholders' list. A virtual pre-proposal conference was held on April 1, 2025, and was attended by 55 participants representing 13 firms. There were 168 questions received for this RFP and responses were provided prior to the proposal due date.

A total of ten proposals were received on June 4, 2025, and are listed below in alphabetical order:

1. Axon Vibe Inc.
2. Cubic Transportation Systems, Inc.
3. Deloitte Consulting LLP
4. DXC Technology Services, LLC
5. Kuba Inc.
6. Moovit, Inc.
7. Siemens Mobility, Inc.
8. Spare Labs Inc.
9. TransSIGHT LLC
10. ZED Digital

B. Evaluation of Proposals

A Proposal Evaluation Team (PET) consisting of Metro staff from TDM Policy & Regional Shared Mobility, Customer Experience, ITS, and TAP was convened and conducted a comprehensive technical evaluation of the proposals received.

From June 25, 2025 through November 18, 2025, the PET independently evaluated the proposals based on the following evaluation criteria:

Phase I: Minimum Qualifications Requirements (Pass/Fail): Proposers must meet the following minimum qualifications requirements at the time of proposal submittal:

1. Company Experience: The Prime Contractor must have at least eight years of experience in developing and deploying a trip planner as a mobile application.
2. Publicly Available Application: The Prime Contractor must provide documentation/concrete evidence demonstrating that the proposed existing, publicly available mobile application meets the following minimum requirements:
 - a) Provide both Google Play and iOS App store links to the proposed application;
 - b) Must have combined user reviews of at least 500 across app stores (iOS and Android);
 - c) Must have at least one in-app payment acceptance solution; and

- d) Must have an active combined user base of no less than 100,000 monthly active users blended among web and app-based. “Active user” is defined as having signed in to the application once a month.

3. Technical and Security Compliance:

- a) The proposed mobile application must comply with Web Content Accessibility Guidelines (WCAG) 2.1 AA standards.
- b) The Prime Proposer must actively participate in the continued development and governance of transit data standards. At a minimum, it must meet the following:
 - GTFS (General Transit Feed Specification): static schedule data and real-time data (including Vehicle Positions, Trip Updates, Alerts, TripModifications).
 - GTFS-Pathways: Extends GTFS to include step-free accessible navigation at stations.
 - GTFS-Flex: Supports demand-responsive transit (DRT) and flexible routing services.
 - GTFS-Fares: Supports fare modeling.

4. Performance Record

- a) The Prime Proposer must have a minimum of two (2) but no more than three (3) reference projects (i.e. current and past clients) similar in scope of complexity as provided in the scope of services.
- b) One (1) of the references must be a transit agency. The proposed project manager must have worked on at least one (1) of the referenced projects.

5. Requirements Matrix

For each individual requirement listed in the Requirements Matrix, the Proposer shall indicate the following:

- | | |
|---------------------------|---|
| F – Fully Compliant: | The proposed solution fully meets the requirement. |
| I – Complies with Intent: | The proposed solution meets the functional or performance intent of the requirement, but through a different approach or method than outlined in the requirement. |
| N – Not Compliant: | The solution does not provide the function or meet the performance outlined by the requirement and will not be modified to do so. |

To pass this minimum qualification requirement, the Proposer must have earned a “Total Score” greater than 85 points and the “Total Count of F (fully compliant) Responses” must be greater than 40 (equal to a score of 80 pts) on the Requirements Matrix.

Of the ten proposals received, DXC Technology Services, LLC and ZED Digital were deemed non-responsive for failure to meet all the Phase I Minimum Qualifications Requirements. Hence, both firms were excluded from further evaluation.

On September 23, 2025, the PET continued to evaluate the remaining eight proposals based on the following weighted evaluation criteria which included a “live demonstration” of the salient technical capabilities of the proposed white label application:

Phase II: Weighted Evaluation

- | | |
|--|-----|
| • Team Experience and Structure | 15% |
| • Proposed Work Approach and Schedule | 25% |
| • Prime Contractor’s Five-Year Product Roadmap | 10% |
| • Technical Capabilities of App Solution | 35% |
| • Price | 15% |

Several factors were considered when developing these weights, giving the greatest importance to the technical capabilities of app solution.

Virtual demonstrations of the proposed white label application were held on July 15-16, 2025, and October 2, 2025. Each proposer was given the opportunity to showcase key functionalities of the proposed application, address technical and operational questions, and demonstrate alignment with the agency’s objectives.

On October 16, 2025, the PET reconvened and five firms were determined to be in the competitive range and are listed below in alphabetical order:

1. Axon Vibe Inc.
2. Moovit, Inc.
3. Siemens Mobility, Inc.
4. Spare Labs Inc.
5. TransSIGHT LLC

The proposals submitted by Cubic Transportation Systems, Inc., Deloitte Consulting LLP and Kuba Inc. were determined to be outside of the competitive range and were excluded from further consideration.

All firms within the competitive range were invited to an interview on November 13, 2025. Each firm had an opportunity to present each team’s qualifications, discuss their technical approach, and respond to the PET’s questions.

On November 18, 2025, the PET completed its evaluation and determined Moovit, Inc. to be the highest ranked firm.

Qualifications Summary of Firms within the Competitive Range:

Moovit, Inc.

Moovit, Inc. (Moovit), headquartered in Tel Aviv, Israel, with a regional functional office in San Mateo, CA, has been in business for 13 years. It is a transit solutions provider built on a globally scaled urban mobility platform that manages extensive volume of transit data feeds and supports integrations with a wide range of Mobility Service Providers. Moovit has deployed several mobility application projects with various transit agencies including: Jacksonville Transportation Authority (JTA), South Florida Regional Transit Agency (SFRTA), New Orleans Transportation Agency (NORTA), Capital District Transportation Authority (CDTA), and Translink. Moovit's iOS, Android, and Web apps provide passengers with real time information for route planning and navigation across all modes of public transportation and shared transportation. Moovit's global application also integrates fare payment and ticketing.

Moovit possesses strong functional, technical, and project management competence. With its proposed urban mobility platform, Moovit has the necessary scale and capabilities to deploy solutions that connect Metro riders to Metro's services as well as other transportation services across the region. Moovit has successfully implemented mobility platforms for numerous large complex transit agencies globally, confirming that it possesses the required experience, qualified staff, and a defined plan for Metro's mobility application deployment. In 2022, Moovit worked with JTA to develop and deploy the MyJTA mobility app that included all modes of transportation for which JTA has oversight authority, fare payment, on-demand service and ELERTS. The MyJTA mobility app offers users a connected urban mobility experience that includes: multimodal journey planning, real-time predictions and service alerts, and a crowdsourced incident reporting system. The MyJTA app provides seamless customer experience, with a 4.6 rating in the Apple Store and a 4.1 rating in Google Play. Moovit worked with the CDTA to create a new multimodal mobile app with payments and on-demand services, including an in-place upgrade of their existing app that includes multimodal journey planning for all modes, real time predictions and service alerts, fare payment and end-to-end on demand service integration. Furthermore, Moovit's proposal identified staff with the expertise, capacity and availability to meet the project timeline reliably and complete any as-needed functions.

Siemens Mobility, Inc.

Siemens Mobility, Inc. (Siemens Mobility), headquartered in New York, New York, has been in business since 1989. It is an established supplier of rail vehicles and infrastructure. It provides comprehensive passenger experience tools, and digital solutions to deliver up-to-date travel information and payment options via the web and mobile devices. Siemens Mobility's solutions are currently deployed to major transit operators, including transit agencies in the United States such as BART (bart.gov – web

app), SFMTA (MuniMobile) and San Diego MTS (Pronto). Siemens Mobility's partnerships with Pronto and MuniMobile included integrated payment and bart.gov included real-time data. Siemens Mobility ticketing and sales platform modules are incorporated to provide integration of ticketing solutions and interface with Payment Service Providers (PSP).

During the live virtual demonstration, Siemens Mobility did not demonstrate live App Discovery and User Onboarding to display the walkthrough of first-time user experience, guest flow, and overall app discovery process. Their proposed mobile application requires a higher level of effort and time for the implementation period to develop, customize and set up of Siemens Mobility proposed white label application and associated backend services.

Spare Labs Inc.

Spare Labs Inc. (Spare), headquartered in Vancouver, Canada, with a regional functional office in New York, NY, has been in business since 2015, providing public transit agencies with tools to drive operational efficiencies and provide enhanced rider experience. Spares' project team has experience with software development, user experience design, and system integration. Spare is a 100% cloud-based Software-as-a-Service (SaaS) solution hosted on Google Cloud Platform (GCP). Spare has delivered transit technology for major agencies including Metro Transit (MN), DART(TX), and CapMetro (TX). Spare replaced Via in Minneapolis, St. Paul to provide Metropolitan Council's microtransit services. This transition provided drivers and dispatchers with tools and launched a multimodal rider app for trip planning across various service types. Spare is working with East Bay Paratransit (BART/AC Transit) to provide an ADA-compliant solution. Spare is the current platform provider for Metro Micro, Metro's flagship microtransit service and performance has been satisfactory.

Spare's proposal presented limited depth of experience of the team in deploying mobile apps quickly. Spare does not support several Trip Taking requirements and would subcontract that work out which may impact the ability to deliver by the timeframe needed.

Axon Vibe Inc.

Axon Vibe Inc. (Axon Vibe) headquartered in Lucerne, Switzerland, with a regional functional office in New York City, NY, has been in business since 2014. Axon Vibe Inc. is a U.S. based provider of Sustainable Mobility & Rewards Platforms, partnering with leading Public Transport Operators (PTO). It specializes in driving behavioral shifts by encouraging peak-to-off-peak travel, transitioning private car users to public transport, and increasing public transit adoption.

Axon Vibe has delivered mobile app solutions to PTOs, including MTA (New York), Deutsche Bahn (Germany), RATP (Paris), GVB (Amsterdam), and SBB (Switzerland).

Axon Vibe partners with PTOs providing mobility applications that include features like door-to-door journey planning, seamless ticketing, and integration with shared mobility services (e.g., taxis, ride-hailing, and bike-sharing) that support multiple languages. The proposed team has strong backgrounds in deploying Axon Vibes' smart mobility solutions and mobile app across Europe and in NYC. However, there was a lack of dedicated technical staff.

During the live virtual demonstration, Axon Vibe did not demonstrate its capabilities to showcase backend administrative tools and presented limited marketing capabilities with basic global messaging functionality and favorite-based targeting. This represents a fundamental operational limitation requiring significant external system integration to meet Metro's administrative requirements. The demonstration lacked dynamic rerouting capabilities and sophisticated disruption management features essential for major transit operations, representing a significant gap in operational challenge responses.

TransSIGHT, LLC

TransSIGHT LLC, located in Pleasanton, CA, has been in business since 2015, providing transportation solutions that specialize in the transit customer experience and enabling data-driven decision-making for transit agencies. TransSIGHT deployed transit mobile solutions for various transit authorities, including the Contra Costa County Transit Authority, San Francisco Bay Area Rapid Transit (BART), and the San Francisco Metropolitan Transportation Commission (MTC). The work with these transit authorities included the development and deployment of digital solutions such as multimodal trip planning, mobile ticketing, accessibility, compliance, and real-time rider communication.

Since 2017, TransSIGHT has worked as an innovative partner for the BART mobile app, providing a mobility platform with real-time trip planning, payments, communication, and multimodal integration. From 2015 to 2024, TransSIGHT partnered with the MTC to support the operations and maintenance of the 511 system integrator based in San Francisco. TransSIGHT provided features such as API infrastructure updates, system integration, enhancements and social media integration.

TransSIGHT proposed two platforms to work together simultaneously; as the Transit app would be utilized to make service alert tool-sand push banners as well as update the GTFS-RT feed, whereas the TransSIGHT back-end would primarily update the Move app. This approach presented complications, having two separate platforms owned by different vendors, which adds additional complexity and risk for Metro.

The following is a summary of the PET scores:

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	Moovit, Inc.				
3	Team Experience and Structure	82.67	15.00%	12.40	
4	Proposed Work Approach and Schedule	75.52	25.00%	18.88	
5	Prime Contractor's Five-Year Product Roadmap	74.00	10.00%	7.40	
6	Technical Capabilities of App Solution	80.94	35.00%	28.33	
7	Price	100.00	15.00%	15.00	
8	Total		100.00%	82.01	1
9	Siemens Mobility, Inc.				
10	Team Experience and Structure	86.67	15.00%	13.00	
11	Proposed Work Approach and Schedule	88.04	25.00%	22.01	
12	Prime Contractor's Five-Year Product Roadmap	88.00	10.00%	8.80	
13	Technical Capabilities of App Solution	76.00	35.00%	26.60	
14	Price	53.13	15.00%	7.97	
15	Total		100.00%	78.38	2
16	Spare Labs				
17	Team Experience and Structure	70.67	15.00%	10.60	
18	Proposed Work Approach and Schedule	72.52	25.00%	18.13	
19	Prime Contractor's Five-Year Product Roadmap	80.00	10.00%	8.00	
20	Technical Capabilities of App Solution	77.17	35.00%	27.01	
21	Price	84.27	15.00%	12.64	
22	Total		100.00%	76.38	3
23	Axon Vibe Inc.				
24	Team Experience and Structure	80.67	15.00%	12.10	
25	Proposed Work Approach and Schedule	77.04	25.00%	19.26	

26	Prime Contractor's Five-Year Product Roadmap	76.00	10.00%	7.60	
27	Technical Capabilities of App Solution	71.23	35.00%	24.93	
28	Price	77.33	15.00%	11.60	
29	Total		100.00%	75.49	4
30	TransSIGHT, LLC				
31	Team Experience and Structure	76.00	15.00%	11.40	
32	Proposed Work Approach and Schedule	79.04	25.00%	19.76	
33	Prime Contractor's Five-Year Product Roadmap	82.00	10.00%	8.20	
34	Technical Capabilities of App Solution	75.09	35.00%	26.28	
35	Price	55.80	15.00%	8.37	
36	Total		100.00%	74.01	5

C. Price Analysis

The recommended price has been determined to be fair and reasonable based upon adequate price competition, an Independent Cost Estimate (ICE), price analysis, technical evaluation, and fact finding.

	Proposer Name	Proposal Amount	Metro ICE	Recommended Amount
1.	Moovit, Inc.	\$4,750,000	\$8,310,893	\$4,750,000
2.	Siemens Mobility, Inc.	\$8,932,362		
3.	Spare Labs	\$5,634,600		
4.	Axon Vibe Inc.	\$6,140,980		
5.	TransSIGHT LLC	\$8,506,088		

The variance between the recommended amount and the ICE is primarily due to Moovit's capability to deliver a fully developed and tested white label application with core functionality that is already scaled across a global user base. This advanced framework requires minimal configuration and functional adjustments, and has simple integration to apply Metro branding and connect to existing systems. Consequently, this approach dramatically reduces the required labor hours for implementation compared to the ICE assumption, directly lowering the overall cost.

The ICE conservatively assumed a high level of effort for complex system integration, extensive functional adjustments, and deep configuration of the mobile application, thereby overstating the required level of effort. Lastly, Moovit's licensing

fees cover all future ongoing costs, including: maintenance, bug fixes, software updates, platform compliance, and new feature development. The costs of these services are shared across their client base, providing Metro with a lower, predictable annual expenditure compared to the recurring internal costs assumed by the ICE.

D. Background on Recommended Contractor

Moovit, Inc. (Moovit), has been in business since 2012 providing solutions that are built on an advanced and robust urban mobility platform, supporting over 1.5 billion users with mobility service providers. Moovit has deployed several projects with various ticketing providers, including Cubic, GenFare, Masabi, and Token Transit.

Moovit plans to collaborate with a proven partner to reduce work already completed under the Metro Mobility Hubs project enabling the Moovit team to quickly and efficiently deliver a public facing mobility app. The Moovit team includes one subcontractor providing its user interface/experience with Metro and experience with integrated mobility hubs to support some of the technical integration for multi-modal trip planning, specifically: Metro Bike Share, Metro Micro, Metro Parking Lots, Metro bike lockers, Metro EV chargers, and Transit Watch.

Moovit is a current fare collection provider for Metro and Metrolink, and performance has been satisfactory.

DEOD SUMMARY

PUBLIC FACING MOBILE APP/PS129614000

A. Small Business Participation

At the time of solicitation, the Diversity and Economic Opportunity Department (DEOD) did not establish a Disadvantaged Business Enterprise (DBE) goal for this procurement due the lack of availability of certified firms that perform the service of this contract. It is expected that the awardee will perform the work with its own workforce.

B. Local Small Business Enterprise (LSBE) Preference

LSBE preference is not applicable to federally funded procurements. Federal law (49 CFR § 661.21) prohibits the use of local procurement preferences on FTA-funded projects.

C. Living Wage and Service Contract Worker Retention Policy Applicability

The Living Wage and Service Contract Worker Retention Policy is not applicable to this contract.

D. Prevailing Wage Applicability

Prevailing wage is not applicable to this contract.

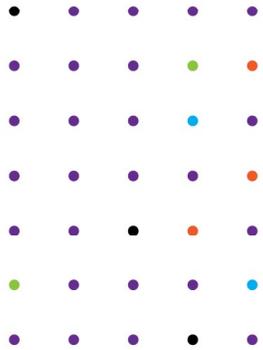
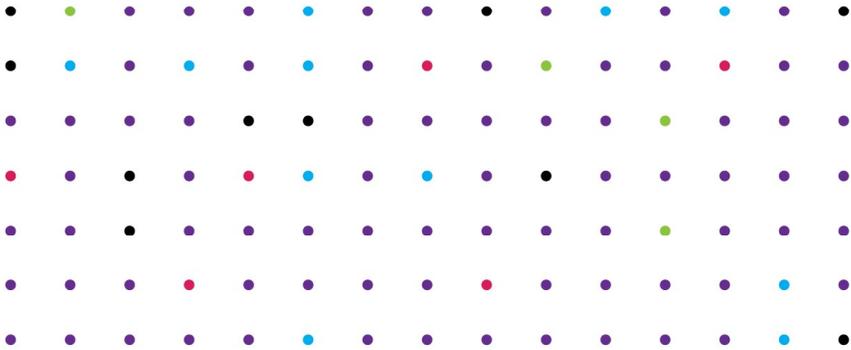
E. Project Labor Agreement/Construction Careers Policy

Project Labor Agreement/Construction Careers Policy is not applicable to this Contract. PLA/CCP is applicable only to construction contracts that have a construction related value in excess of \$2.5 million.

F. Manufacturing Careers Policy

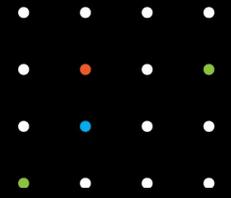
The Manufacturing Careers Policy (MCP) does not apply to this contract. The MCP is required on Metro's Rolling Stock RFPs, with an Independent Cost Estimate of at least \$50 million.

Public Facing Mobile App



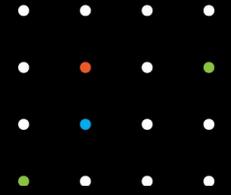
EXECUTIVE MANAGEMENT COMMITTEE
JANUARY 15, 2026

Recommendation



AUTHORIZE the Chief Executive Officer to award a four-year base, firm, fixed price Contract No. PS129614000 to Moovit, Inc. to develop and license a white-label mobile application solution for an amount of \$4,350,000, plus one-year option term in the amount of \$400,000, for a total amount of \$4,750,000.

Background



Board Motion 46 (November 17, 2022) directed staff to explore unifying Metro’s mobile apps into a single, more seamless customer experience.

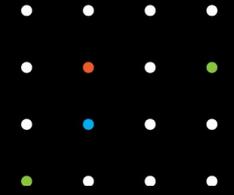
Today, Metro’s mobile ecosystem is fragmented, with riders relying on multiple apps managed by different teams and vendors. A cross-functional team assessed the landscape and identified key barriers, including limited system interoperability, inconsistent data and API standards, contract constraints, and varied vendor models.

In response to the Board’s direction, staff recommended a phased approach beginning with a market-ready, white-label mobile platform focused on core rider needs—trip planning, fare payment, and clear communication.

Metro subsequently issued RFP No. PS129614000 for Metro’s Public-Facing Mobile Application.



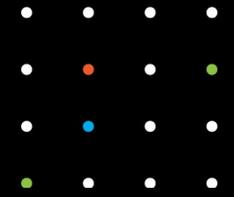
RFP and Phased Approach Overview



- The RFP prioritized a proven transit platform that could be launched quickly, support multiple travel modes, and continue to evolve over time.
- Phase 1, launching in May 2026, will deliver core trip planning and communication features in time for the World Cup.
- Future phases will bring additional Metro services into the app, including Metro Micro, Bike Share, Parking, TAP, and Transit Watch based on customer needs, technical/contractual feasibility, and vendor capacity.
- This phased approach allows Metro to move quickly, reduce risk, maintain reliable service, and steadily deliver a more unified mobile experience for riders.

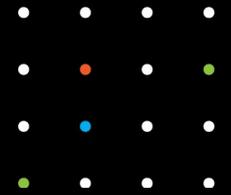
	2025	2026	2027	2028	2029	2030
Metro App	Phase 1		Phase 2			
	RFP	Design / Build	Launch v1	Update as feasible		
Dependencies						
Accounts		TAP account-based launch				
Events		World Cup	Superbowl	2028 Games		
Contract Expirations			• Parking		• Bikeshare • Bike Link • Micro • TAP LA App	

Procurement Summary



Evaluation Criteria	Maximum Points	Moovit, Inc.	Siemens Mobility, Inc.	Spare Labs	Axon Vibe Inc.	TransSIGHT, LLC
		Earned Points				
Team Experience and Structure	15.00	12.40	13.00	10.60	12.10	11.40
Proposed Work Approach and Schedule	25.00	18.88	22.01	18.13	19.26	19.76
Prime Contractor's Five-Year Product Roadmap	10.00	7.40	8.80	8.00	7.60	8.20
Technical Capabilities of App Solution	35.00	28.33	26.60	27.01	24.93	26.28
Price	15.00	15.00	7.97	12.64	11.60	8.37
Total Score	100.00	82.01	78.38	76.38	75.49	74.01

Recommended Vendor



- Moovit, Inc. offers a flexible, white-label mobile app with an accessible, multilingual interface, trip planning, real-time arrivals, alerts, and two-way rider communication—addressing key priorities in the Board Motion.
 - ✓ Experienced mobility as a service (MaaS) provider with 13 years of experience providing transit users with real-time information for route planning and navigation as well as integrated fare payment across all modes of public and shared transportation
 - ✓ Manages a global urban mobility app that supports over 1.5 billion users, 7,000+ transit feeds, and 360+ integrations with Mobility Service Providers (MSPs)
 - ✓ Experience with Transit Agencies
 - Jacksonville Transportation Authority
 - South Florida Regional Transit Agency
 - Capital District Transportation Authority
 - Translink



Board Report

File #: 2025-1055, **File Type:** Oral Report / Presentation

Agenda Number: 31.

EXECUTIVE MANAGEMENT COMMITTEE JANUARY 15, 2026

SUBJECT: CUSTOMER EXPERIENCE UPDATE

ACTION: RECEIVE ORAL REPORT

RECOMMENDATION

RECEIVE oral report on recent Customer Experience campaigns and initiatives.

ISSUE

Over the past quarter, the Customer Experience (CX) Cabinet continued to advance Metro's strategic priorities by improving customer journey, improving brand representation and increasing revenue opportunities. Within the CX Cabinet, the Marketing, Public Relations, Social Media, Events, Revenue Generation and Partnerships teams launched several key programs and initiatives that are contributing to ridership growth, brand trust, system safety and community engagement.

EQUITY PLATFORM

The Customer Experience Cabinet works to ensure all campaigns, initiatives, and programs are accessible, culturally relevant, and responsive to the needs of Metro's diverse customer base. This collaboration helps embed equitable practices in all aspects of customer communications, engagement, and service delivery. The Customer Experience Cabinet has worked with the Office of Civil Rights, Racial Equity and Inclusion (OCRREI) on campaigns including the LIFE and GoPass Programs as well as partnership engagements including The Taste of Soul and Korean American Festival.

These initiatives underscore Metro's commitment to providing a safer, more reliable, and more welcoming transit experience for all riders. Through the integration of marketing, communications, community partnerships, customer service, and arts programming, the Customer Experience Cabinet continues to elevate Metro's brand, support revenue generation, and strengthen public trust—positioning the agency for upcoming service expansions and major international events.

Additionally, across the Customer Experience cabinet, materials are produced in multiple languages and media relations team can do live interviews to disseminate information in English and Spanish and works across multi-cultural media to ensure news and other updates are distributed in as many languages as possible to reach different cultural groups.

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.

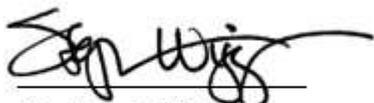
As part of these ongoing efforts, this item is expected to contribute to further reductions in VMT. This item supports Metro's systemwide strategy to reduce VMT through customer experience activities that will improve, benefit and further encourage transit ridership, ridesharing, and active transportation. Metro's Board-adopted VMT reduction targets were designed to build on the success of existing investments, and this item aligns with those objectives.

While this item does not directly encourage taking transit, sharing a ride, or using active transportation, it is a vital part of Metro operations as it builds awareness of service through advertising, social media and media relations; improves the overall customer experience through wayfinding and customer service; and better understands customer sentiment and priorities enabling Metro to strengthen its service. Because the Metro Board has adopted an agency-wide VMT Reduction Target, and this item supports the overall function of the agency, this item 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.

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Stephanie Wiggins
Chief Executive Officer

Summer is Here Station

K

Exit Florence Av/La Brea Av



Customer Experience Update: Marketing, Public Relations, Partnerships and Revenue Generation

Metro Executive Committee

January 15, 2026



Code of Conduct Campaign

Not everyone loves your Champagne Papi playlist.

Please, keep it down on Metro.

No hacer estrándalo.



Violators may be removed and fined.

Download the LA Transit Watch app.
For Code of Conduct information,
scan the QR code.



LA0176 ADMN 0000 6/16/16

Unless you actually were raised by wolves.

Please, no littering on Metro.

No tirar basura.



Violators may be removed and fined.

Download the LA Transit Watch app.
For Code of Conduct information,
scan the QR code.



LA0176 ADMN 0000 6/16/16

No weapons.

In case you missed that, we said "No weapons."

No cargar armas.



Violators may be removed and fined.

Download the LA Transit Watch app.
For Code of Conduct information,
scan the QR code.



LA0176 ADMN 0000 6/16/16

Code of Conduct Campaign

- Metro asks that riders conduct themselves in a way that shows respect for fellow riders, Metro employees, vehicles and facilities.
- To encourage everyone to follow the code and make transit a positive experience for everyone, in September, Metro launched an educational campaign to increase awareness of and adherence to Metro's Code of Conduct.
- Our strategic approach is to leverage humor/tongue-in-cheek creative to appeal to younger riders and promote on Metro's system. Creative is funny, conversational, but serious when it needs to be.

% Satisfied with

Metro Overall	87%
Enforcement of Metro rules	71%
Safety from crime	63%
Behavior of other riders	58%

CX Pulse Oct 2025

Top Transit Watch App Categories

- 1 Smoking/Alcohol/Drugs
- 2 Fight or Disturbance
- 3 People Experiencing Homelessness
- 4 Litter/Trash
- 5 Eating/Drinking & Related Messes
- 6 Harassment
- 7 Loitering/Blocking
- 8 Loud Music
- 9 Suspicious Activity
- 10 Persons in Need

January – June 2025



COME CELEBRATE WITH US! LA COUNTY'S NEWEST METRO A LINE STOPS ARE HERE. LET'S PARTY TOGETHER!

9.19. 2025 **THE ROCK THE RAILS** 11:30AM to 3PM

ENJOY LIVE BANDS AND DJS DELICIOUS EATS COMMUNITY FUN BE PART OF THE MOMENT!

GLENDORA STATION
CIAO BELLA ICE CREAM DJ LIBRA FEISTY FISH POKE SABROSO!

SAN DIMAS STATION
DJ HENRY ESPARZA LA FIESTA MEXICAN CUISINE
HANG LOOSE HAWAIIAN SHAVE ICE TRUCK ST. FLORIAN CATERING

LA VERNE/FAIRPLEX STATION
ALBERT'S MOBILE ICE CREAM DJ A.O. RICHEEZE STOP BYE CAFÉ

POMONA NORTH STATION
ASIAN STREET FOOD EL CHURRO PANZON JOHN QUE'S SMOKEOUT
MARISCOS JALISCO PASADENA DESSERT CO. VCHOS

WITH LIVE PERFORMANCES BY:
APOLLOSON DJ ALEKS LUNAVINE RMB THE PAPER CUTOUTS
TEQUILA, TEQUILA VELCRO WALLETS



A Line Extension Grand Opening

A Line Extension To Pomona

To help support the opening of the A Line Extension, the CX team conducted the following efforts:

- Event:
 - Grand Opening Event
 - Community Events at each station
 - Rock the Rails
- Media Relations:
 - Pre-event media outreach for grand opening coverage
 - On-site support and facilitated interviews for Metro executives with media on-site before the event.
 - Post-event media follow up
- Social Media:
 - Teaser videos with college mascots
 - Videos with emcee Wil Wheaton
 - Pre-opening awareness campaign
 - Live updates opening day
 - Post-opening content
- Out of Home:
 - Creative advertising campaign spoke to three key audiences: students, Latino and destination riders.

2025 Dodgers World Series Celebration

To support of Metro's ongoing efforts to grow ridership and awareness around special events including the Dodgers World Series playoff games and the Dodgers World Series Celebratory parade, the CX Team:

- Distributed a series of media advisories urging fans to use the Dodger Stadium Express to the World Series games and the celebration events.
- Provided on-site support for riders at various stations in and around downtown LA.
- **75,000+ new users** visited Metro.net between Oct. 30 and Nov. 2.
- Metro.net experienced a 78.3% increase in active users the day before the parade as people planned their trip, largely driven by search.
- The day before the parade, organic search traffic spiked to ~18k, a 50% increase over expected.
- The day of the parade total page views on Metro.net: 137% increase on Monday versus the Monday average for the past 3 month.
- The Source had 33,045 total page views alone, 2,461.5% increase in active users.
- According to an in-the-moment survey, 88% of riders were very happy with their Metro experience on parade day.
 - Riders were most satisfied with planning their trip and finding the right bus/train which is a great indicator for future major events.
 - Satisfaction with comfort of riding and parking at Metro stations improved relative to 2024.



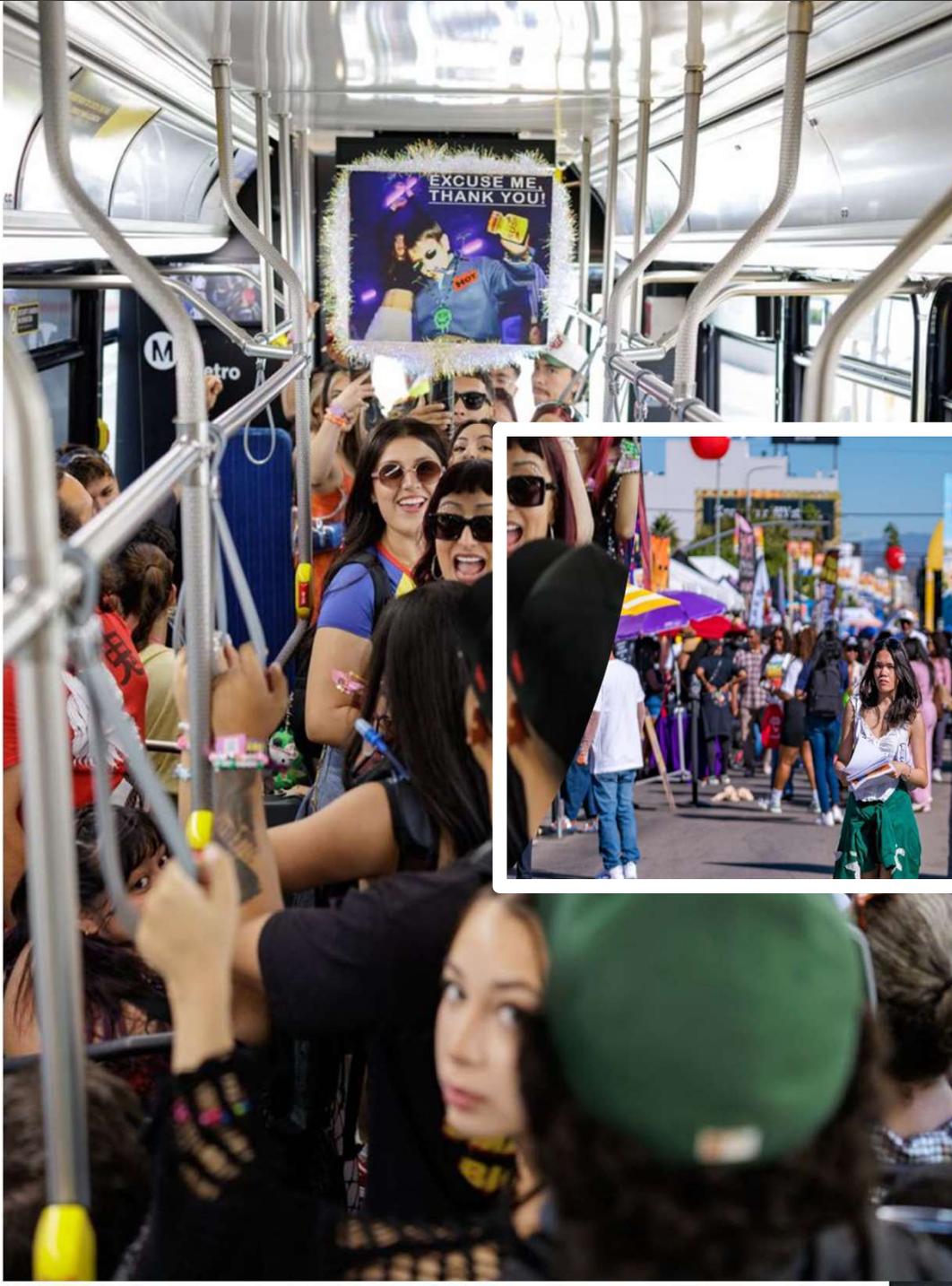
LAFC Integrated Ticketing Partnership

Los Angeles Football Club (LAFC) Partnership

Metro is building World Cup–level readiness through an integrated, scalable model—leveraging our LAFC partnership, targeted media, and culturally resonant fan engagement—to elevate the fan journey and position Metro as the mobility backbone for major global events.

- In August 2025, global soccer icon Son Heung-min made headlines by joining LAFC in one of the most significant signings in MLS history. His arrival carries deep cultural relevance—particularly in Los Angeles, home to one of the largest Korean communities in the U.S.
 - Activations included a station takeover and on-site pop-up on August 31 and a Fan Ride Along on October 5, hosting over 100 fans
 - Metro’s LAFC content outperformed industry benchmarks, this success demonstrates Metro’s growing brand love and cultural relevance.

Partnerships



Partnerships

Continuing our ongoing efforts to increase ridership, Metro implemented several partnerships over this Fall including:

- Taste of Soul – October 18
 - Ridership on the K Line rose to 12,129 on 10/18, an increase of 30% from the previous week.
 - Both the Expo/Crenshaw and MLK Jr. stations saw an increase in traffic on October 18th compared to the weekend before: MLK Jr. – 452%↑ and Expo/Crenshaw – 45%↑
- Korean American Festival – October 16-19
 - Wilshire/Normandie Station (D Line) - Ridership up 25% ↑
- Camp Flog Gnaw – Nov 22-23
 - LA Union Station (A/B/D Lines) - Ridership up 13% ↑

** All metrics compared to previous weekend*

New Revenue Generation/Advertising



VenHub



L.A. Care
HEALTH PLAN®



CATHAY PACIFIC



PECHANGA
RESORT CASINO™

Total Advertising Revenue from June 1, 2025, to December 1, 2025
\$14.774M (Metro revenue share \$10.776M)

Total Advertising Revenue from June 1, 2024, to December 1, 2024
\$14.147M (Metro revenue share *\$15.410M)

*minimum guarantee was not being met and was modified lower to reflect sales reality

- **Cathay Pacific** - LAX/MTC Two-month station domination: \$80,000
- **LA Care** -Chinatown 12-month station domination: \$250,000
- **VenHub** LAX/MTC Bus side station domination and SoFi Shuttle 2026 World Cup and NFL Season: 1.642M
- **Pechanga Resort & Casino**-LAX/MTC Railside station domination: two 12-month contracts with WC & SB carve-outs: 1.6M



Board Report

File #: 2025-1031, **File Type:** Informational Report

Agenda Number: 32.

**EXECUTIVE MANAGEMENT COMMITTEE
JANUARY 15, 2026**

SUBJECT: HOME QUARTERLY REPORT

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the HOME Quarterly Report.

ISSUE

Los Angeles County is experiencing a homelessness crisis, and the spillover results in many unhoused individuals seeking shelter on Metro’s rail and busway system. Since 2017, Metro has been funding, with operations eligible fund sources, local social service agencies to deploy multidisciplinary teams who engage and deliver resources and services to unhoused riders. In addition, Metro has partnered with local homeless shelters to provide beds for the outreach teams to utilize. This is a report on the status and outcomes of Metro’s homeless engagements for the quarter July - September of 2025.

BACKGROUND

Metro continues to fund multidisciplinary teams (MDTs) who perform outreach to people experiencing homelessness (PEH) on Metro’s rail and bus systems. Metro began contracting with eight MDTs through the LA County Department of Health Services (DHS) in 2017, expanding the contracted outreach services to the current total of 24 MDTs. The initial eight teams were employed by the community agency People Assisting the Homeless (PATH); Metro now has five additional community agencies that deploy MDTs: Christ Centered Ministries (CCM), HOPICS, LA Family Housing, Union Station Homeless Services, and Helpline Youth Counseling.

Metro has made notable progress in addressing homelessness on Metro’s rail and busway systems since 2017 through the expansion of MDT outreach, increased access to housing resources, and improved partnerships with City, County, and Community partners. Metro MDTs focus on engaging individuals and connecting them to housing and other services and are deployed across the entire rail and bus system seven days a week, with 24-hour coverage Monday through Friday. The six community agencies that deploy the 24 MDTs are based in different areas of LA County and are strategically assigned to segments of the Metro system located in their regions.

In addition to MDT outreach, Metro currently funds, with operations eligible fund sources, a total of 45 interim housing beds through LA County DHS. These beds, located in Central Los Angeles and the San Fernando Valley, are reserved for MDTs to directly refer the people they serve. Metro MDTs also have access to 25 beds through partnerships with the LA County Chief Executive Office Homeless

Initiative (LA CEO-HI) and the Los Angeles Homeless Services Agency (LAHSA). Through a partnership with Supervisory District Four, 10 beds in Long Beach are funded through June 2026 to ensure resources remain available at the A line end of line station.

Since 2023, Metro has increased the number of interim housing resources from 25 to the current total of 80. These beds provide occupants with access to a wide range of resources and programming that address a variety of client needs. All beds are required to provide 24-hour access, offering a vital resource to people experiencing homelessness during the late evening and early morning hours of Metro operation. Through the key partnerships between Metro and external stakeholders, staff plan for the continued expansion of Metro-specific interim housing resources.

Since 2018, Metro MDTs have enrolled 25,695 individuals into the Homeless Management and Information System (HMIS), allowing them to gain access to homeless resources and services. The teams have successfully connected 6,791 people to interim housing and 1,776 people to permanent housing.

DISCUSSION

The following quarterly report provides an overview of the homeless response activities from July 2025 to September 2025.

Operational Capacity and Deployment

Of the 24 teams currently funded under the active DHS contract, 23 teams have been deployed, with the remaining team in the recruitment process. MDTs perform outreach on the rail and bus system seven days a week, with 24-hour coverage Monday through Friday. Outreach data is collected daily and analyzed to inform strategic deployment planning. Data analysis shows the highest levels of activity on the A, B, D, and E lines, which is where most teams are deployed using three strategic approaches: 1) co-deployment with Metro Ambassadors, Transit Security, and Law Enforcement partners at mutually agreed upon focus stations, 2) rover from station to station along designated lines within their respective deployment zones, and 3) nighttime deployment to End of Line stations Monday through Friday.

Impact

MDTs use a person-centered approach when performing outreach on the Metro system, focusing on building rapport and trust to meet individuals' needs. The primary goal is to connect people to interim or permanent housing. The multidisciplinary nature of these teams allows them to provide individuals with a variety of resources, from basic food, water, and clothing to substance use and mental health interventions.

During this first quarter of the fiscal year, the MDTs successfully enrolled 1,873 people into the HMIS. The HOME department sets an annual housing connection goal for the total number of individuals placed into either interim or permanent housing. Metro's total housing placement goal for this fiscal year is 2,100, which represents a 17% increase over last year's goal of 1,800 total placements. During this quarter, the MDTs enrolled 596 individuals into interim housing and connected 61 individuals to permanent housing. This amounts to a total of 657 housing placements in quarter one, which is 125% of the Q1 goal. Figure 1 in Attachment A shows the quarterly outcomes for the current

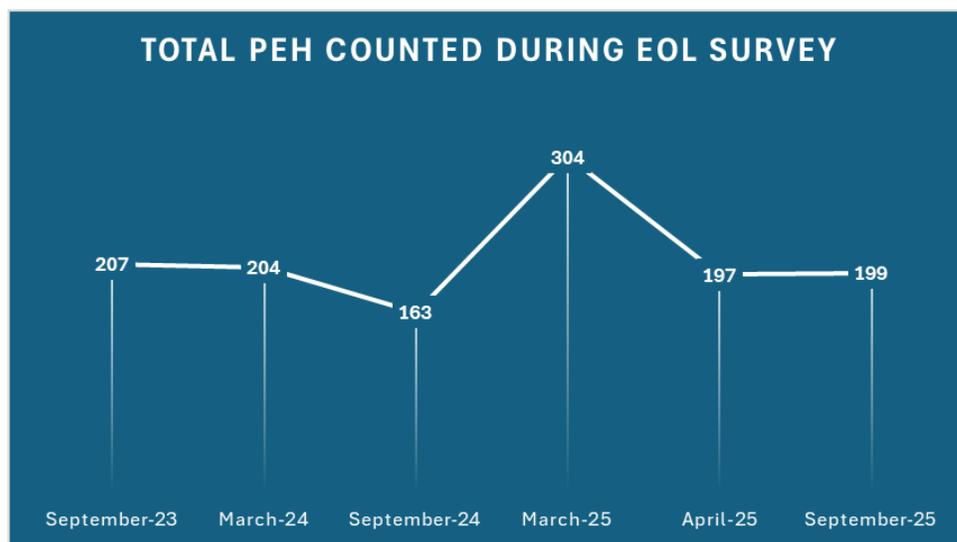
fiscal year.

MDT staff have a variety of housing placement options for both interim and permanent housing. When making connections to housing, teams attempt to prioritize the needs and preferences of everyone they engage, while balancing the types of housing resources available for referrals. Successful alignment of these factors can be challenging, but MDTs have made strong impacts toward their housing placement goal. So far this fiscal year, 75% of non-permanent placements were traditional interim housing and crisis housing. For permanent placements, Metro MDTs have successfully reunited individuals with either their family or friends, which collectively account for 55% of the total placements. Figure 2 and Figure 3 in Attachment A show the breakdown of interim and permanent placements from July 1, 2025, through September 30, 2025.

End of Line Outreach

Various communities have expressed concerns regarding unhoused riders exiting trains at end of line (EOL) stations located in their neighborhoods. In response to these concerns, the Board requested an EOL assessment be conducted. Beginning in September 2023, a bi-annual count & survey began and continues to take place each March and September. On a single night between the hours of 11:30pm to 2am, 30 volunteers consisting of Metro homeless outreach teams, Metro Staff and County partners deploy to all EOL stations where trains terminate service for nightly maintenance. Each of the stations deboard trains after 11:30 pm, and passengers are asked to exit the trains and the stations as rail service concludes. Volunteers conduct counts and surveys of unhoused passengers as they vacate, offering gift cards for survey participation. Security and law enforcement partners direct passengers toward surveyors during deboarding to promote engagement and accurate counts.

Six separate counts & surveys have taken place since September 2023. Over the course of these six events, the average total number of PEH counted across all end of line stations is 212 or an average of 20 PEH per station.



Throughout the six counts, surveys have been conducted to learn more about people who ride to the EOL stations when trains go out of service. By incentivizing participants with a \$25 gift card, teams have obtained a 48% survey participation rate. Figure 4 in Attachment A shows the combined results of the survey data collected by volunteers.

The combined survey data provides a few insights into the behaviors of unhoused riders who exit trains at the end of service. Of those surveyed, more than half reported becoming unhoused in the past one to four years. Sixty-nine percent of respondents indicated that they use Metro for shelter, with 77% reboarding when service resumes in the morning. Sixty-one percent of respondents reported exiting to an outdoor location after deboarding; however, when asked if they would accept services such as shelter, food, clothing, etc., almost *all* respondents replied in the affirmative. This speaks to the need for more services to be available during the late evening and early morning hours. Lastly, when asked whether they *first* experienced homelessness in the same area as the station, 36% of respondents said “yes”. In a related question that asks if people most often experience homelessness in the same area as the station, more than two-thirds confirmed.

In addition to the bi-annual count & survey, HOME deploys swing shift outreach teams who visit EOL hotspot stations (stations with higher numbers of PEH) between the hours of 6 pm and 3 am. During these deployments, the teams collect data on the number of PEH exiting the terminating trains, consistent with the data captured in the bi-annual EOL count & survey. Since this data is captured daily and is therefore more representative of EOL stations' activity, it is important to provide it here (and in subsequent reports) for comparison. Figure 5 in Attachment A shows the nightly average number (system nightly average across all EOL hotspot stations is 17) of PEH exiting EOL hotspot stations from July 1, 2025, to September 30, 2025.

2025 Point In Time Homeless Count Results

Each year, LAHSA coordinates a countywide point in time count of people experiencing homelessness. In conjunction with LAHSA, Metro performs its own count of the rail and busway system stations, parking lots, and platforms. Volunteers deploy across the system on a single night, counting all rail and busway stations with the same mobile application used by LASHA. While vehicles are not included in the count due to data collection challenges, the results are collected via the application by LAHSA, which produces a report for Metro.

The countywide 2025 annual point-in-time count shows a modest decline in the number of people experiencing homelessness, equating to a total reduction of 4% over the past two years. The report also shows a significant reduction in unsheltered homelessness, down 14% over the same timeframe. The 2025 Metro count shows between 631 and 684 people experiencing homelessness on the system - a reduction of nearly 40% from the previous year's range of 1,041 - 1,092.

In addition to the Metro PIT results showing a significant reduction of PEH, the Metro Customer Experience Department's Pulse Survey reports a statistically significant improvement in customer satisfaction with how Metro addresses homelessness on the rail system. The Pulse Survey is conducted quarterly, asking customers a variety of questions and generating feedback that helps drive system initiatives and interventions. Survey results from August 2023 to July 2025 on the question "How well does Metro address homelessness?" show an increase from 37% to 40%, respectively.

For the last several years, Metro has been working with LAHSA to incorporate transit homelessness into the countywide report. The current report provides data on vehicular homelessness, which are inclusive of stationary vehicles like parked cars and RVs. An active public transit system with moving trains and buses presents challenges for the existing counting methodology, which is designed to capture data on stationary individuals, makeshift shelters and vehicles. In the coming year Metro and LAHSA aim to make progress toward the goal by collaborating on geo-mapping Metro's rail and busway stations.

Social Work Internship Program

Metro's internship program focuses on supporting various schools of social work by providing students with field placements alongside our contracted homeless outreach agencies. The program began with a single MSW intern last year, expanding to five interns in August 2025. This year Metro received students from Azusa Pacific University and Cal State Long Beach and placed them with our partners at Union Station Homeless Services, Christ-Centered Ministries, and Helpline Youth Counseling. All interns have expressed enjoying their work and feel supported through the process.

Interns have made meaningful contributions to boots-on-the-ground outreach across the transit system, while building skills in crisis intervention, trauma-informed approaches, behavioral health awareness, safety, and documentation standards. Several students are completing macro projects that will benefit the staff and operations of Metro's homeless initiatives. Additional schools have expressed interest in Metro's program; staff anticipates receiving between nine and ten interns for the next academic year.

EQUITY PLATFORM

Metro's efforts to address homelessness on the transit system through its homeless outreach program directly benefit unhoused individuals in LA County. Using a multi-layered deployment strategy that combines several departments, Metro strategically engages the most disenfranchised members of the community. The homeless population in Los Angeles is disproportionately represented by Black and Latino individuals - an effect of historically exclusionary racist policies that impact access to affordable housing.

Teams are deployed across the entire rail and busway system, allowing them to outreach to regions

with dense populations of people experiencing homelessness. By connecting more than 8,567 individuals to housing resources since 2018, Metro has improved equitable access to housing for many disenfranchised members of the community. Connecting people with housing resources, mental health services, and other essential interventions positively impacts the overall goal of reducing homelessness across Los Angeles and demonstrates Metro's commitment to providing access to opportunities for disenfranchised populations.

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 taking transit, sharing a ride, or using active transportation, it is a vital part of Metro operations, as it provides support for people who seek shelter on Metro. Because the Metro Board has adopted an agency-wide VMT Reduction Target, and this item supports the overall function of the agency, this item 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.

NEXT STEPS

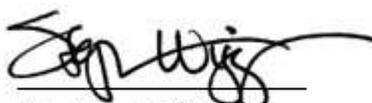
Staff will continue to report quarterly on homeless outreach activity, outcomes and strategic initiatives that address the presence of people experiencing homelessness on Metro's system.

Attachment

Attachment A - Additional Data referenced in the board report

Prepared by: Craig Joyce, Deputy Executive Officer Homeless Outreach & Strategic Initiatives, (213) 418-3008

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



Stephanie Wiggins
Chief Executive Officer

Additional Data

Figure 1: Metro MDT Fiscal Year Quarterly Outcomes

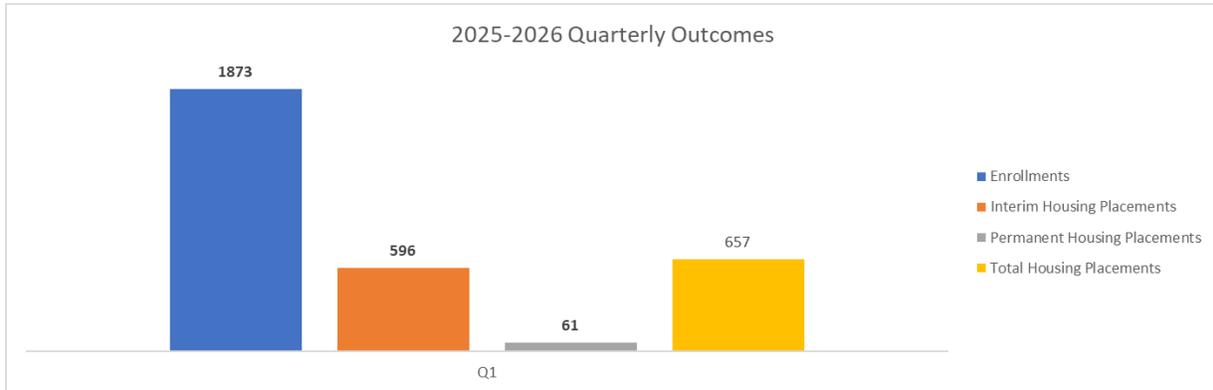


Figure 2: Dispersion of Interim Housing Placements

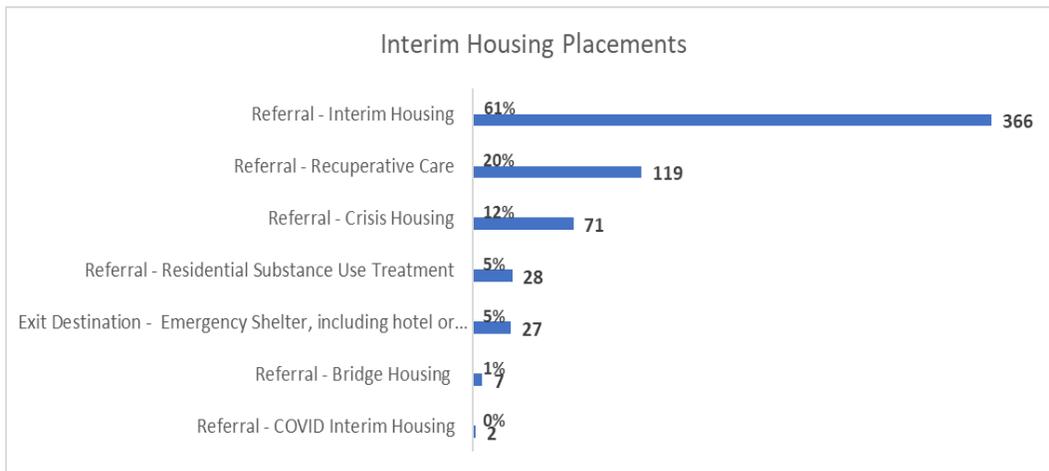


Figure 3: Dispersion of Permanent Housing Placements

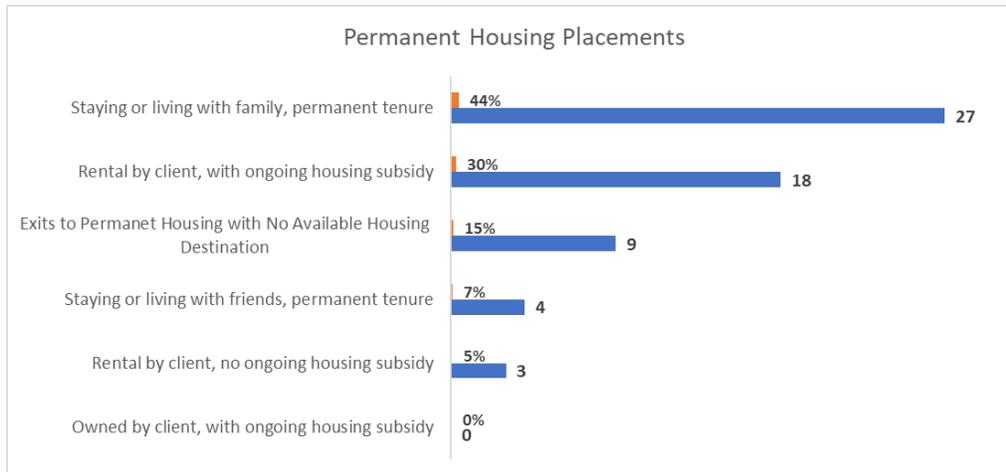
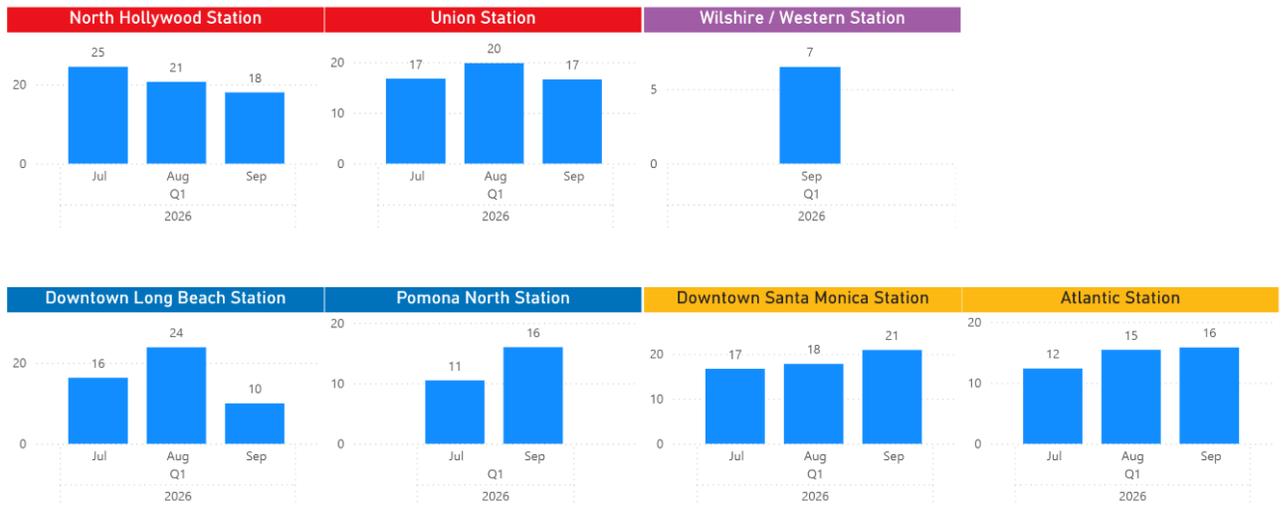


Figure 4: EOL Survey Results From All Six Surveys Since 2023

Total PEH Counted:	1,274
Survey Participation:	48%
Unhoused 1-4 years:	52%
Use Metro For Shelter:	69%
Ride to EOL (Daily, Weekly, Monthly):	70%, 19%, 4%
Reboard When Service Resumes:	77%
After Deboarding, Riders Exit To:	
- Outdoors:	61%
- Shelter:	7%
- Friends/Family:	6%
- Hotel/Motel:	2%
- Vehicle:	2%
- Other or No Response:	18%

Figure 5: Nightly Avg Number of PEH At A, B, D, & E Line EOL Stations in Q1 of FY 2025-26



**July data for Pomona North represents the former EOL station, APU/Citrus (Pomona opened in September)*

Metro Homeless
Outreach
Management &
Engagement
(HOME)

Quarterly Report
January 2026



HOME Outreach Teams

- Current staffing and deployment
 - 24 total multidisciplinary teams (MDTs)
 - 23 active, 1 in recruitment
- Deployed across entire rail & busway system seven days/week + 24hr coverage Mon - Fri
- MDTs strategically deployed based on regional knowledge and station data
- 80 Interim beds (all have 24/7 access)



Quarter 1 Performance

Datapoint	Q1 FY25	Q1 FY26
Enrollments	1,660	1,873
Interim Housing Placements	594	596
Permanent Housing Placements	72	61
Total Housing Placements	666	657

Quarterly Housing Goal	525
Quarterly Housing Actual	657
% of Quarterly Goal	125%
FY26 Annual Housing Goal	2,100*

****Fiscal Year 2026 Housing Goal increased to 2,100 from FY25 goal of 1,800***

Interim Housing Placement Types:

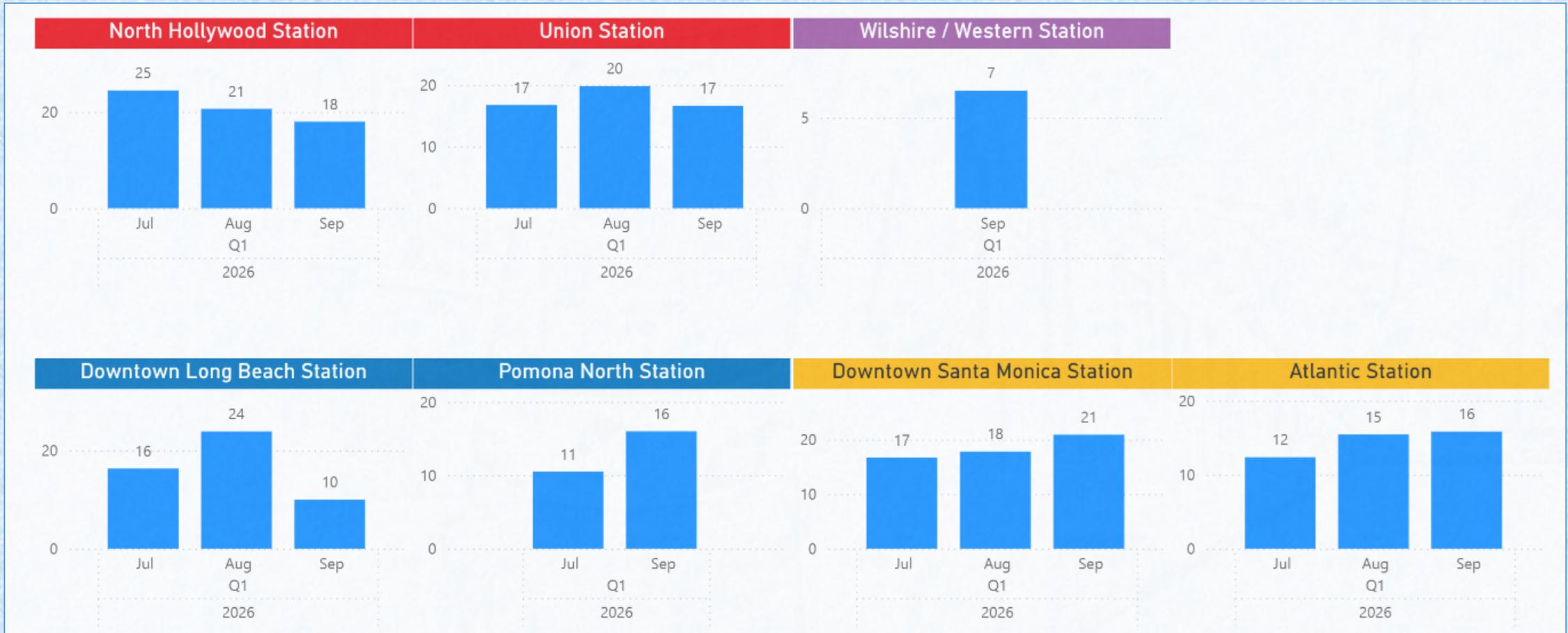
- Interim Housing (61%)
- Crisis Housing (12%)
- Recuperative Care (20%)
- Residential Substance Use Treatment (5%)
- Emergency Shelter incl. hotel/motel voucher (5%)

Permanent Housing Placement Types:

- Family Reunification (44%)
- Rental w/ subsidy (30%)
- Permanent placement, unspecified (15%)
- Rental without subsidy (5%)
- Living w/ Friends, perm tenure (7%)

FY26 Q1 Swing Shift End of Line Activity

Nightly Averages By Station



Metro HOME Internship Program

Currently hosting students from Azusa Pacific University and Cal State Long Beach

Total of six interns have been hosted over two semesters

Students have been partnered with three outreach agencies

- Union Station Homeless Services
- Christ Centered Ministries (CCM)
- Helpline Youth Counseling

Anticipating hosting 9-10 interns and adding additional schools during the following academic year

Thank You



File #: 2025-1053, **File Type:** Federal Legislation / State Legislation (Position)

Agenda Number: 33.

**EXECUTIVE MANAGEMENT COMMITTEE
JANUARY 15, 2026**

SUBJECT: FEDERAL AND STATE REPORT

ACTION: APPROVE RECOMMENDATION

RECOMMENDATION

CONSIDER:

- A. RECEIVING the Federal and State Legislative Report;
- B. ADOPTING staff recommended position:

SB 677 (Wiener) - Housing development: transit-oriented development. - OPPOSE UNLESS AMENDED (Attachment A).

DISCUSSION

**Executive Management Committee
Remarks Prepared by Raffi Haig Hamparian
Government Relations, Executive Officer: Federal Affairs**

Chair Dutra and members of the Executive Management Committee, I am pleased to provide an update on several key federal matters of interest to our agency. This report was prepared on December 30, 2025, and will be updated, as appropriate, at the Executive Management Committee meeting on January 15, 2026. The status of relevant pending legislation is monitored on the Metro Government Relations Legislative [Matrix <https://libraryarchives.metro.net/DB_Attachments/1%20-%20January%202026%20-%20Legislative%20Matrix.pdf>](https://libraryarchives.metro.net/DB_Attachments/1%20-%20January%202026%20-%20Legislative%20Matrix.pdf), which is updated monthly.

Los Angeles County Congressional Delegation

Metro's government relations team continues to provide timely and accurate information about our agency's initiatives with members of the Los Angeles County Congressional Delegation, our two U.S. Senators and with the U.S. Department of Transportation.

Consistent with our past practice, last month staff worked closely with the office of Congressman Robert Garcia (D-42) to support the agency's capital projects that are moving forward in the Federal Transit Administration's (FTA) Capital Investment Grant (CIG) Program. In cooperation with the

agency, Congressman Garcia circulated a letter addressed to House appropriations leaders urging them to both fully fund the FTA's CIG Program and to provide support for our Vermont Bus Rapid Transit and Southeast Gateway Line transit projects. Staff is pleased to share that in addition to Congressman Garcia, nine members of the Los Angeles County Congressional Delegation signed this correspondence. In parallel with this letter, the staff is working with our U.S. Senators to ensure they are communicating a similar message to Senate appropriators.

Fiscal Year 2026 Transportation Spending Bill

Staff continues to work diligently to ensure that our Board-approved priorities are advanced in the Fiscal Year 2026 transportation spending bill. The adoption of this bill has been delayed, as Congress seeks to craft a final bill in advance of the expiration of the current Continuing Resolution on January 30, 2026. On the evening of December 18, 2025, a bi-partisan effort to advance the Fiscal Year 2026 transportation spending bill in the U.S. Senate failed. This means that Congress will have to revisit this spending bill when it reconvenes in early January 2026.

The Fiscal Year 2026 transportation spending bill is important to the agency for a variety of reasons. The measure would provide formula funding that the agency relies on an annual basis. In addition to a number of key provisions in the bill related to the FTA's CIG Program, the measure is also expected to include mobility related funding for the agency tied to both the 2026 FIFA World Cup and the 2028 Olympic and Paralympic Games.

Surface Transportation Authorization Bill

Metro continues to advance the Board-approved USA Build Initiative as Congress prepares to consider in 2026 a new surface transportation authorization bill. The current measure, the Bipartisan Infrastructure Law, will expire on September 30, 2026. Metro is working with members of the Los Angeles County Congressional Delegation and key authorizers in the House and Senate to smartly and effectively advance the policy proposals embedded in the USA Build Initiative. As Congress begins to work on a new surface transportation authorization bill, we look forward to keeping the Board fully apprised of our work in this regard.

U.S. Department of Transportation - 2026 FIFA World Cup / 2028 Olympic and Paralympic Games

Consistent with the Board-adopted Federal Legislative Program and direction from our CEO, Metro continues to advance the request for robust federal funding for mobility program of projects related to the 2028 Olympic and Paralympic Games (the Games). This work has included, but is not limited to, engagement with the Office of Management and Budget (OMB) to secure a funding recommendation for Games-related mobility programs in the President's Fiscal Year 2027 Budget Request, which will be proposed early next year. Parallel to the work with OMB, the agency has been fully engaged with the U.S. Department of Transportation (USDOT) to ensure they are supporting our efforts related to the President's Fiscal Year 2027 Budget Request. With respect to our work with both OMB and the USDOT, staff is working directly with LA28 to ensure we have a joint advocacy effort with the Federal Government.

With respect to the upcoming 2026 FIFA World Cup, the President's Fiscal Year 2026 Budget Request that was released earlier this year did not include a funding recommendation related to

transit services for this major sporting event. Consistent with the Board-approved Federal Legislative Program, Metro has been working with the White House FIFA World Cup 2026 Task Force, Congress, and a broad coalition of stakeholders who are seeking to ensure that the final transportation spending bill adopted by the House and Senate includes funding for transit agencies serving cities that will be hosting World Cup games next year. As a direct result of staff work with a number of coalitions, including with the American Public Transportation Associations, the U.S. Senate included \$78 million for World Cup-related transit services in their Fiscal Year 2026 transportation appropriations bill. Our agency is currently working to ensure that the final transportation spending bill adopted by Congress (which is currently being negotiated and which will likely be considered early next year) will include even more funding for World Cup-related transit services, given the needs of transit agencies across the United States who will be moving millions of Americans to and from World Cup venues.

Securing this funding will depend on Congress successfully completing the Fiscal Year 2026 appropriations process—a process Congress was unable to complete for Fiscal Year 2025. Should Congress fail to reach agreement on final Fiscal Year 2026 appropriations bills, much of the federal government, including USDOT, would likely again have to operate a full year “continuing resolution”, which would most likely preclude the allocation of any Fiscal Year 2026 funding for transportation for the 2026 World Cup or 2028 Games.

Transit Operator Safety

In alignment with Metro’s Board-approved 2026 Federal Legislative Program, staff continue to prioritize transit operator safety and maintain active communication with the Los Angeles County Congressional Delegation on this issue. The upcoming reauthorization of federal surface transportation programs presents an important opportunity to advance enhanced protections for transit operators nationwide.

Representative Laura Friedman (CA-30) has introduced the “Safe and Affordable Transit Act of 2025,” legislation that supports several of Metro’s key priorities. The bill would create a new Transit Security Grant Program funded at \$50 million annually for FY 2026-2030 to support efforts such as hiring additional officers to patrol transit systems, contracting with local law enforcement to increase police presence, and implementing physical infrastructure upgrades—including monitoring devices and operator shields—to improve passenger and operator safety. Additionally, the bill directs the U.S. Secretary of Transportation to collaborate with the Transportation Research Board, with input from transit employees, on a comprehensive study of crime prevention strategies within public transportation systems. Metro has endorsed this legislation as it directly aligns with the agency’s recently adopted federal legislative program.

Federal Transportation Grants

Metro remains committed to smartly and aggressively pursuing competitive federal grants to advance a wide range of transit projects and programs. In alignment with this effort, staff continue to work closely with the Los Angeles County Congressional Delegation and key regional partners—including the LA/Orange County Building and Construction Trades Council and the Los Angeles Area Chamber of Commerce—to build support for both current and future grant applications.

Metro is currently preparing an application to the U.S. Department of Transportation’s National

Railroad Partnership Program/Federal-State Partnership for Intercity Passenger Rail Program (FSP-National Program) to secure funding for the construction of the Link US Project. Los Angeles Union Station (LAUS), the busiest transit hub in the western United States, serves as the backbone of the 351-mile LOSSAN Corridor, and supports the Pacific Surfliner. The Pacific Surfliner is Amtrak's second busiest intercity passenger rail corridor and the nation's busiest state-supported route—underscoring the regional and national significance of this investment.

Earlier this month, the USDOT issued a Notice of Funding Opportunity for the Better Utilizing Investments to Leverage Development (BUILD) grant program. According to the USDOT, this program “provides grants for surface transportation infrastructure projects with significant local or regional impact.” Metro is currently reviewing which project(s) we have that would best compete for a BUILD grant. The application deadline for the BUILD grant program is February 24, 2026.

Conclusion

Chair Dutra and members of the Committee, I look forward to providing further updates and expanding on this report during the Executive Management Committee meeting scheduled for January 15, 2025.

Executive Management Committee Remarks Prepared by Madeleine Moore Government Relations, Deputy Executive Officer: State Affairs

Chair Dutra and members of the Board, I am pleased to provide an update on several state matters of interest to our agency. This report was prepared on December 30, 2025, and will be updated, as appropriate, at the Executive Management Committee on January 15, 2026. The status of relevant pending legislation is monitored monthly on the Metro Government Relations Legislative [Matrix](https://libraryarchives.metro.net/DB_Attachments/1%20-%20January%202026%20-%20Legislative%20Matrix.pdf).
<https://libraryarchives.metro.net/DB_Attachments/1%20-%20January%202026%20-%20Legislative%20Matrix.pdf>

Budget Update

In late November, the Legislative Analyst's Office released their 2026-27 Fiscal Outlook for the State, in advance of the upcoming budget season. This Fiscal Outlook gives the Legislature the LAO's independent estimates and analysis of the state's General Fund budget condition, in order to better inform the Legislature as they prepare for the 2026-27 budget process. Overall, the LAO anticipates an almost \$18 billion budget problem in the coming fiscal year, which is about \$5 billion larger than the budget problem anticipated by the administration in June. Given this, the LAO urged the Legislature to address this through a variety of avenues, primarily through spending reductions

and/or revenue increases.

The report also highlights some additional key takeaways regarding the State's financial position. First, the report acknowledges that the economy is weakening, both in the state and across the country. There are a number of reasons cited, from high borrowing costs, to new tariffs and uncertainty about the federal government. Sales and corporate taxes have posted below-average growth. The report cites relatively strong income tax collections, primarily aided by "exuberance" over artificial intelligence technologies, but cautions that this may be leading to an overheated stock market. The revenue outlook takes a middle-ground approach to a potential stock market downturn, forecasting weaker income tax collections, but ones that are still above a hypothetical significant stock drop.

As always, Metro staff remain engaged with partners in the State government as we approach the beginning of the new budget cycle, in order to ensure that transportation is sufficiently funded and we can continue to advance our capital and operating plans. The next step in this budget process will be when the Governor presents his initial budget proposal in early January.

Legislative Update

The second year of the 2025-26 legislative session resumes on January 5, 2026. Staff will have a full report on actions taken between that date and the date of the Executive Management Committee on January 15, 2026.

Relevant Legislation from 2025

The Board approved the 2026 Legislative Program on December 4, 2025. Part of this action included approving Metro staff to seek amendments to SB 79 (Wiener) in the 2026 legislative year. The focus of these proposed amendments would update definitions and make other changes as needed to ensure that Metro can continue to advance the agency's Long Range Transportation Plan and improve the quality of transit provided in our service area. Staff have been working internally to analyze and refine what Metro would need from the legislature to ensure that the passage of SB 79 does not affect Metro's ability to provide high-quality transit in LA County, and have been in communication with state partners regarding our concerns.

Metro staff have also learned that SB 220 (Allen) from last year, has been set for a new hearing in the Senate Transportation Committee for January 13. As a reminder, the bill as currently in print would, beginning on January 1, 2029, expand the Metro Board of Directors to 18 members by adding the County Executive of the County of Los Angeles and 3 public members appointed by that Executive. The bill also expands the Metro Board to include each member of the Board of Supervisors. Pursuant to County Measure G approved by voters in 2024, the Board of Supervisors will be expanding to nine members in 2032. The bill was last presented in the Senate Transportation Committee in April 2025. At the request of the author during that hearing, the Committee did not take a vote on the bill, and thus it turned into a "two-year" piece of legislation. Metro staff have been made aware that the author plans to amend the bill, though such amendments are not yet in print. Per the Board-approved 2026 Legislative Program, Metro will continue to express our opposition to this legislation to both the author's office and to the members of the Senate Transportation Committee, and will keep the Board apprised of any additional actions taken with respect to this bill.

Transit Transformation Task Force

In early December, the California State Transportation Agency transmitted their official Transit Transformation Task Force (TTTF) report to the State Legislature, the result of nearly two years of work from the 25-member task force. That report was subsequently formally released to the public. The TTTF was established through SB 125 (2023), which required CalSTA to establish and convene the Task Force, and include representatives from CalSTA, various local agencies, academic institutions, nongovernmental organizations, and other stakeholders. Michael Turner, Senior Executive Officer for Government Relations, was Metro's representative on the TTTF. The purpose of the Task Force was to develop policy recommendations to grow transit ridership and improve the transit experience for all users. CalSTA then took the results of the Task Force's work and prepared report of findings and policy recommendations.

The report focuses on a few key areas for improving transit. The primary recommendations are centered on the following principles:

- **Transit should be operationally and financially sustainable.** This section discusses the need to increase agency revenues, through three different methods: reprogramming existing revenues that could be flexed to transit, supporting communities in raising new local revenues, and generating new value through strategies such as pricing and tax increment financing districts. Reforming the Transportation Development Act is also discussed.
- **Safety is fundamental.** This section discusses the need to protect riders and employees through recommendations to allocate dedicated funding for improving safety infrastructure and de-escalation and violence mitigation training specific to transit employees, and implement safety measures such as barriers for operators, as Metro has.
- **Provide fast, reliable, connected, and convenient transit services.** This section recommends supporting greater transit priority infrastructure through policy changes that, among other recommendations, encourage implementation of transit priority and bus rapid transit features on the State right of way.
- **Provide transit that is accessible and easy to use for all.** This section focuses on ensuring better paratransit service, including improving efficiency between transit agencies and non-profit, private, and healthcare providers.
- **Develop high quality public transit systems to support complete communities.** This section recommends that the State encourage transit-supportive land use and expand education, incentives, and funding to advance Transit Oriented Development.

Conclusion

Chair Dutra and members of the Committee, I look forward to providing further updates and expanding on this report during the Executive Management Committee meeting scheduled for January 15, 2025.

EQUITY PLATFORM

Government Relations will continue reviewing legislation introduced in Sacramento and Washington, DC, to address any equity issues in proposed bills and the budget process. Securing levels of federal transportation funding allows our agency to advance projects that improve equitable access and

mobility for the ten million individuals who live, work, and travel throughout Los Angeles County.

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.

This item supports Metro's systemwide strategy to reduce VMT through administrative and legislative advocacy activities that will benefit and further encourage transit ridership, ridesharing, and active transportation. Increased state and federal funding received benefits Metro's projects and programs to reduce VMT. Metro's Board-adopted VMT reduction targets were designed to build on the success of existing investments, and this item aligns with those objectives.

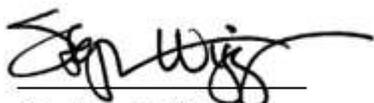
*Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.

ATTACHMENTS

Attachment A - SB 677 (Wiener) Legislative Analysis

Prepared by: Michael Turner, Senior Executive Officer, Government Relations, (213) 922-2122
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Reviewed by: Nicole Englund, Chief of Staff, (213) 922-7950



Stephanie Wiggins
Chief Executive Officer

ATTACHMENT A

BILL: SENATE BILL 677
AS AMENDED JANUARY 5, 2026

AUTHOR: SENATOR SCOTT WIENER (D – SAN FRANCISCO)

SUBJECT: HOUSING DEVELOPMENT: TRANSIT-ORIENTED
DEVELOPMENT

STATUS: RE-REFERRED TO COMMITTEE ON HOUSING JAN 5, 2026

ACTION: OPPOSE UNLESS AMENDED

RECOMMENDATION

Adopt an OPPOSE UNLESS AMENDED position on Senate Bill 677, as amended on January 5, 2026.

ISSUE

SB 677 is intended to make technical and clarifying changes to SB 79 (Wiener, Chapter 512, Statutes of 2025), which establishes statewide standards for housing development near major transit stops.

As of the drafting of this report the bill:

- Makes technical changes to SB 79 (Wiener), specifically by making changes to the definitions of “urban transit county” and certain types of transit stops, as well as adding additional definitions. Specifically, the bill adds definitions for “high-frequency ferry service” and “rail transit station” while refining definitions for “major transit stop”, “high frequency commuter rail”, “Transit-oriented development stop”, “tier 2 transit-oriented development stop”, “urban transit county”, and “very high frequency commuter rail”.
- Exempts existing parcels or sites from SB 79 if those parcels or sites are subject to the Mobilehome Residency Law, Mobilehome Parks Act, the Recreational Vehicle Park Occupancy Law, and the Special Occupancy Parks Act.
- Provides that a transit agency may, among other things, establish floor area ratio (FAR) requirements generally in their zoning standards for district-owned property located in a TOD zone (as opposed to residential-only FAR standards).

While SB 677 makes limited technical adjustments, it does not address the core implementation challenges Metro has experienced with SB 79. The bill fails to clarify how Metro's rail lines are classified under the law, resolve inconsistencies in transit mode definitions, or address the growing local resistance to transit projects driven by SB 79's housing density provisions. As a result, SB 79 continues to create uncertainty for project planning, complicate coordination with local jurisdictions, and undermine local partnerships that are critical to delivering voter-approved transit projects in Los Angeles County. Because SB 677 does not resolve these issues, staff recommends an **OPPOSE UNLESS AMENDED** position.

BACKGROUND

The relationship between higher density and higher transit use is well-documented. As a result, Metro strongly supports transit-oriented development and operates one of the most robust joint development programs in the country. Through partnerships with local cities, community stakeholders, and private and nonprofit developers, Metro is working to deliver 10,000 housing units by 2031, with at least 50 percent of the units designated as affordable. Metro has already delivered more than 2,500 units, including nearly 400 units of 100 percent affordable housing in the last two years alone, with thousands more in the development pipeline. Metro also has another 2,000 units across four sites that are entitled and preparing for construction, with another 5,500 in the development pipeline.

SB 79 requires housing development projects within a specified radius of major transit-oriented development (TOD) stops to be allowed on sites zoned for residential, mixed, or commercial use, provided certain requirements are met. The law establishes minimum height, density, and floor area ratio (FAR) standards based on proximity to qualifying transit stops. The legislation directs Metropolitan Planning Organizations, including the Southern California Association of Governments (SCAG), to prepare maps identifying affected parcels within each jurisdiction, based on guidance from the California Department of Housing and Community Development (HCD). These maps are intended to assist local jurisdictions in implementing SB 79's requirements. SB 677 (Wiener) is intended to make technical and clarifying changes to SB 79, which will take effect on July 1, 2026.

On December 5, 2025, the Metro Board approved a 2026 Legislative Platform that includes pursuing amendments to SB 79 to ensure that its definitions and implementation support Metro's Long Range Transportation Plan and the continued delivery of high-quality transit service.

DISCUSSION

Metro's transit expansion program is the largest in California, with approximately \$120 billion in planned investments funded by four voter-approved sales tax measures and federal support. Since 2022, Metro has delivered three rail expansion projects, has four

expansion projects under construction, and will open three more expansion projects by 2028, along with multiple bus rapid transit projects and quick build bus lanes.

Following the passage of SB 79, Metro has encountered significant challenges that directly affect the agency's ability to plan, deliver, and maintain critical transit infrastructure across Los Angeles County. Several of the bill's core definitions are unclear and inconsistent with industry standards. These ambiguities create legal and planning uncertainty for Metro projects and expose the agency to avoidable delays, disputes, and litigation risk.

Most notably, SB 79 and SB 677 fail to accurately classify Metro's A, C, E, and K rail lines. The current definition of "light rail transit" is limited to streetcar, trolley, and tramway systems, which do not accurately reflect Metro's rail operations. As a result, it is unclear whether major Metro rail corridors qualify as eligible transit stops under the statute. This lack of clarity undermines the consistent application of the law, complicates coordination with local jurisdictions, and weakens Metro's ability to advance transit-oriented development on and around its own infrastructure. Additionally, SB 79 adds another hurdle to the effort to expand our bus system throughout the County and improve service for our transit-dependent riders. Dedicated bus lanes traditionally face greater local opposition because they can remove parking or general purpose lanes and SB 79 adds an additional obstacle to providing high quality bus service throughout LA County.

In addition to technical flaws, SB 79 has become a catalyst for local opposition to Metro's transit projects. By linking increased housing density to both existing and future transit investments, the law has intensified resistance from some cities and community groups that now view new transit projects as a trigger for state-mandated upzoning. This unintended consequence results in transit being the "stick" for upzoning instead of the "carrot". This has already begun to erode previously strong local partnerships and has created new political and permitting obstacles for voter-approved projects that have already completed environmental review.

Metro's transit expansion program depends on strong, consistent cooperation with cities throughout Los Angeles County. When SB 79 fuels local opposition, it directly threatens Metro's ability to secure permits, coordinate construction, and maintain project schedules. These delays increase costs, jeopardize federal funding timelines, and ultimately slow the delivery of transit service to communities that rely on it most.

The consequences of these barriers are real. Eighty-nine percent of Metro riders are very low income, and 85 percent are transit dependent. Delays to rail, bus lanes, and bus rapid transit projects disproportionately harm the region's most vulnerable populations by limiting access to jobs, education, and healthcare. SB 79's current structure risks undermining the very transit infrastructure the Legislature intended to leverage for housing production and climate goals.

SB 677, as amended on January 5, 2026, does not resolve these fundamental issues. While it makes limited technical adjustments, it fails to address core definition

inconsistencies and the growing local resistance to transit projects driven by SB 79's unilateral density provisions. Without targeted amendments, SB 79 will continue to hinder Metro's ability to deliver voter-approved transit projects, maintain local partnerships, and meet regional mobility, housing, climate, and equity goals.

To ensure that Metro can continue advancing its Long Range Transportation Plan and improving transit service across the region, Metro recommends considering an alternative structure or a Los Angeles-specific exemption. These options could include:

- Limiting the bill's applicability to only those rail transit projects that are in revenue service.
- Creating an incentive-based structure using state funds that allows local agencies to determine how best to locate density around transit infrastructure.
- Delaying the effective date of the bill until implementation issues can be addressed.
- Limiting the bill's applicability to the Bay Area as a pilot project for a set period of time.
- Exempting Los Angeles County from SB 79, given the region's extensive and ongoing transit expansion efforts and the importance of maintaining strong local partnerships to advance these projects.

For these reasons, staff recommend an **OPPOSE UNLESS AMENDED** position on SB 677.

NEXT STEPS

Should the Board adopt an **OPPOSE UNLESS AMENDED** position on the legislation, staff will formally communicate the Board's position and requested amendments to the bill's author and relevant legislative offices. Staff will also continue to monitor the bill's progress throughout the legislative session and provide the Board with timely updates on any developments, amendments, or changes that may affect Metro's interests.



Government Relations Federal and State Affairs Update

Executive Management Committee
January 15, 2026

Federal Affairs Update

- **Los Angeles County Congressional Delegation**
- **Fiscal Year 2026 Transportation Spending Bill**
- **Surface Transportation Authorization Bill**
- **U.S. Department of Transportation – 2026 FIFA World Cup / 2028 Olympic and Paralympic Games**
- **Transit Operator Safety**
- **Federal Transportation Grants**

State Affairs Update

- **New Legislative Session – January 5**
 - **SB 220 (Allen)**
 - **SB 677 (Wiener)**
 - **Other Relevant Legislation**
- **Budget Update**
 - **Governor’s January Proposal**

**Board Report**

File #: 2026-0017, **File Type:** Oral Report / Presentation**Agenda Number:**

**EXECUTIVE MANAGEMENT COMMITTEE
JANUARY 15, 2026****SUBJECT: EASTBOUND 91 ATLANTIC TO CHERRY SAFETY IMPROVEMENTS PROJECT****ACTION: ORAL REPORT****RECOMMENDATION**

RECEIVE an oral report from staff regarding the current status of the Eastbound 91 Atlantic to Cherry Safety Improvements project.

ISSUE

The Eastbound 91 Atlantic to Cherry Safety Improvements Project (Project) is 1.4-mile project that improves the operations and safety of the corridor by elimination of the lane reduction at the gore of the SB I-710 to eastbound SR-91 connector and the reconfiguration of the eastbound on-ramp from Atlantic Avenue and the eastbound off-ramp to Cherry Avenue. The improvements also include an additional eastbound auxiliary lane from Atlantic Avenue to Cherry Avenue by reconfiguring Atlantic Avenue Undercrossing, Myrtle Avenue Undercrossing, Orange Avenue Undercrossing, and Walnut Avenue Undercrossing. All of these improvements provide operational and safety improvements that would reduce truck congestion and increase safety on the heavily used freight corridor.

The specific improvements chosen were informed by an analysis of mainline and ramp collision history, performed by Caltrans Traffic Accident Surveillance and Analysis System. For the area within this Project, total accident rates range from 30% to 73% higher than the total statewide average accident rate, and fatality rates in this area exceed statewide averages by 35%, all highlighting the need for these safety-critical improvements. Data associated with these accidents show that accidents were indicative of ramp and auxiliary lane congestion due to weaving patterns and/or existing ramp and intersection geometry. The safety improvements to the SR-91 Corridor are expected to avoid one fatality, 366 injuries, and 646 crashes over the 20-year study period.

This oral report will include an update on the current status of the project, including Metro's coordination with the City of Long Beach and stakeholders, the status of the previously awarded construction contract, and an update on timelines for project completion.

EQUITY PLATFORM

The Project is located within an Equity Focus Community (EFC) of the City of Long Beach and

adjacent to the EFCs of Cities of Compton and Paramount. The Project will significantly improve traffic safety for the region and surrounding communities while also implementing Complete Streets elements, ADA features, and other community benefits such as landscaping and lighting improvements. The term “Complete Streets” describes a comprehensive, integrated transportation network with infrastructure and design that allows safe and convenient travel along and across streets for all users, including pedestrians, users and operators of public transit, bicyclists, persons with disabilities, seniors, children, motorists, users of green modes, and movers of commercial goods. The California Department of Transportation defines a Complete Street as “a transportation facility that is planned, designed, operated, and maintained to provide safe mobility for all users, including bicyclists, pedestrians, transit riders, and motorists appropriate to the function and context of the facility.” This project adheres to this high-level policy direction that helps redefine how transportation agencies approach streets and highways so that the default outcome is a transportation system that balances the needs of all users, regardless of age, ability, or mode of transportation. Through continued and incremental changes in capital projects, the street network gradually becomes safer and more accessible for travelers of all ages and abilities.

The Project will employ a robust community engagement program with the goals of building awareness, sharing project information, identifying key issues and concerns important to the public, elected officials, and government agencies and integrating public feedback into the project during the construction phase. The Project area has a meaningfully greater racial minority population than that of Los Angeles County. The Project area has a Hispanic or Latino population greater than 50 percent of the total population, and the percentage of total minority populations ranges between 76 and 97 percent. Based on the demographic data, outreach materials (i.e., fact sheets, letters, flyers, newspaper ads) will be translated into Spanish as needed.

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.

While the agency remains committed to reducing VMT through transit and multimodal investments, some projects may induce or increase personal vehicle travel. However, these individual projects aim to ensure the efficient and safe movement of people and goods.

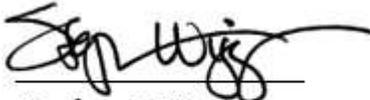
This Board item is expected to increase VMT in LA County, as it includes an investment focused on safety that may also produce additional vehicle trips because of increasing the roadway capacity on currently congested portions of Eastbound 91. Although this item may not directly contribute to the achievement of the Board-adopted VMT Reduction Targets, the VMT Targets were developed to account for the cumulative effect of a suite of programs and projects within the Metro region, which individually may induce or increase VMT. Additionally, Metro has a voter-approved mandate to deliver multimodal projects that enhance mobility while ensuring the efficient and safe movement of people and goods.

This project is exempt from CEQA VMT mitigation requirements.

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

Prepared by: Timothy P. Lindholm, Chief Program Management Officer, (213) 922-7297

Reviewed by: Timothy P. Lindholm, Chief Program Management Officer, (213) 922-7297



Stephanie Wiggins
Chief Executive Officer



We're building a safer drive on the 91.

SR-91 EASTBOUND ATLANTIC AV TO CHERRY AV SAFETY IMPROVEMENTS PROJECT

EXECUTIVE MANAGEMENT COMMITTEE: JANUARY 15, 2026

Project Scope/Details

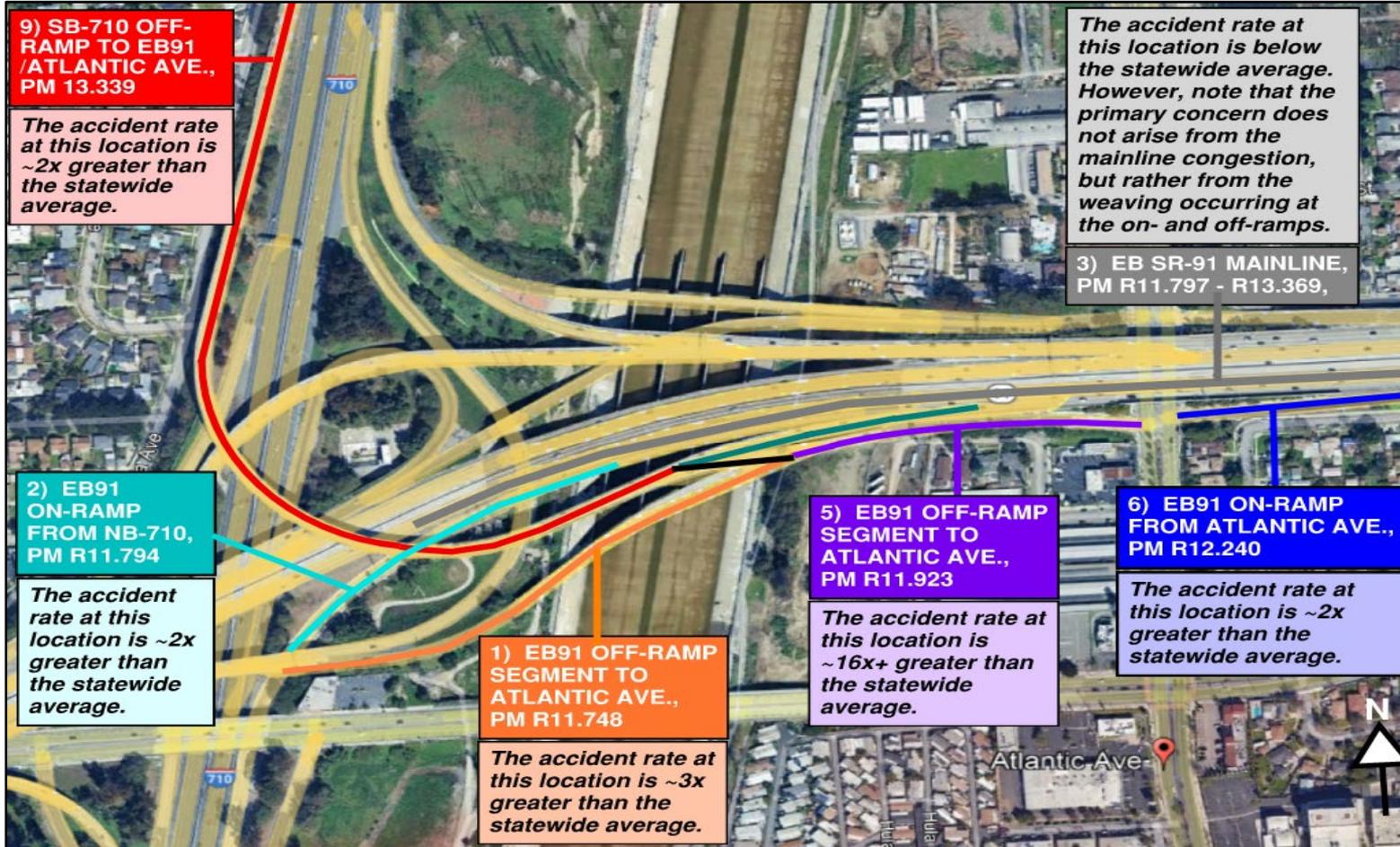
- > From SB I-710 to EB SR-91 between Atlantic Ave and Cherry Ave
- > 1.4-mile project limits (restriping) includes a 0.86-mile auxiliary lane between Atlantic Ave and Cherry Ave
- > Total Life-of-Project Budget: \$174.2 Million
- > Funded by local Measure R, Trade Corridor Enhancement Program state funding, and Surface Transportation Block Grant federal funding



This Project is to Address Existing Safety Concerns

- > Historical safety data for the project limits and surrounding areas were reviewed and analyzed
 - Trends and patterns related to traffic accidents, injuries, and fatalities were identified.
 - **High-risk areas were pinpointed** to evaluate the effectiveness of current safety measures and identify and design roadway improvements to reduce accidents and enhance overall driver and pedestrian safety.
- > Safety data was analyzed for the following time periods:
 - January 1, 2016 to December 31, 2018 (Environmental Document)
 - January 1, 2019 to June 30, 2024 (Follow up analysis)
 - Follow up analysis indicated that **accident rates have increased**
- > Total accident rates range from 30% to 73% higher than the total statewide average accident rate, and fatality rates in this area exceed statewide averages by 35%

Crash Data Post Mile Map Graphic 1



Crash Data Post Mile Map Graphic 2

SR-91 EB Improvements
Atlantic to Cherry



- > Auxiliary lane allows more length for traffic to weave (change lanes) entering and exiting SR-91:
 - Reduces delays caused by crashes
 - Lower traffic density reduces the likelihood of crashes
 - Given high truck volumes, safety benefits also reduce more severe accidents involving cars and trucks.
- > HOV lane access area is increased in length:
 - Provides traffic more length to weave in and out of the HOV
- > Geometric improvements increase sight distances and improve safety
- > Pavement delineation, signage, and lighting upgraded to current standards
- > Lengthening storage on the Atlantic on-ramp provides additional space and reduces vehicles backing up onto Atlantic Avenue:
 - Provides safety benefits by reducing blocking of emergency vehicles and preserving response times

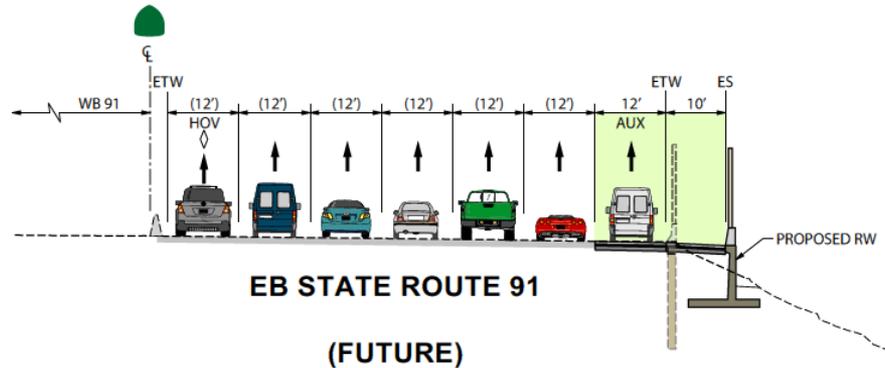
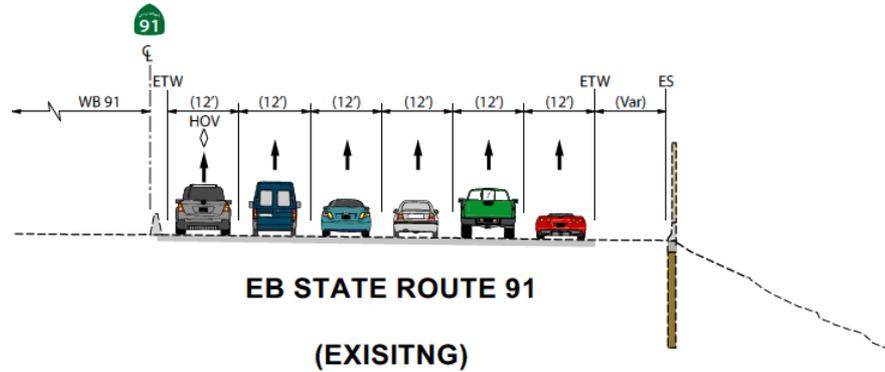
- > Previously included air filtration and tree mitigations, project staging, and accommodations for Hamilton Loop (grading and irrigation)
- > Additional Noise & Vibration Monitoring locations to address Community Concerns
 - Proactive Monitoring by Metro Team
 - Noise Monitoring App for Immediate Notifications
 - Noise Monitoring before, during, and after construction (added)
- > Hamilton Loop Project Coordination with the City of Long Beach has started and is ongoing
- > LED Lighting to immediately address identified safety and security concerns
- > Community Enhancements: Lighting, graffiti, trash, and maintenance
- > Restricting Work on Sunday and Weekends (Except in Emergencies or Pre-approved)

- > **Early planning & trust infrastructure:** Plain-language rollout plan, stakeholder mapping, and CBO onboarding led by The Edmond Group, with oversight from Metro.
- > **City alignment & issue response:** CD9/City weekly meetings, Good Neighbor Agreement, rapid response protocols during construction, and escalation tracking.
- > **Multilingual communications & digital alerts:** Updated project materials, FAQs and construction updates, website/Nextdoor support, real-time opt-ins.
- > **High-visibility field outreach & early activations:** Door-to-door and sensitive receptor outreach, and participation in D9 community events
- > **Partnerships with Community and Youth:** City-led Hamilton Loop Roadshow, collaboration with Jordan High School Advanced Manufacturing, Construction and Engineering (ACE) Academy – college/career exploration, tours, job shadowing, and LA/OC Building Trades non-profit coordinated Job Fair.
- > **CBO-led delivery & local storytelling:** Trusted community partners (ex: Central Cha, Cambodia Town, YMCA, and Boys & Girls Club), local vendors, workforce pathways, youth-forward storytelling

BONE YARD SLIDES

Auxiliary Lane Cross Section

- > The project adds a 0.86-mile EB auxiliary lane between Atlantic Av and Cherry Av
- > There will not be any additional thru lanes
- > The shoulder will be standardized



Section east of Myrtle before the Cherry Off ramp

Project Staging



SR-91 EB LOP/FUNDING (millions)

SR-91 EB Improvements
Atlantic to Cherry

SR-91 EB LOP **\$174 M**

Cost Spent to Date (Approximated)

Flatiron West In. – Contractor Cost to Date	\$5.16 M
Flatiron West Inc. – Contractor Suspension Cost (From July 2024 through December 2025)	\$2.82 M
Flatiron West Inc. – Contractor Delay & Termination Claim	\$20.9 M
Arcadis USA Inc. – CMSS Cost to Date	\$4.49 M
Arcadis USA In – CMSS to Close Contract	\$0.96 M
TRC & Others – DSDC & Other Cost to Date	\$2.0 M
LA Metro – Cost to Date	\$2.34 M
LA Metro – Cost to Close Contract	\$0.36 M
Sunk Cost to Date (Design/PS&E \$8M & Flirtation's \$0.75M)	\$8.75 M

Total Estimated Termination Costs **\$47.78 M**

Grants/Funds to be Returned

TCEP Funds	\$48.3 M
STBG Funds	\$24.3 M

Total Grants/Funds to be Returned **\$72.6 M**

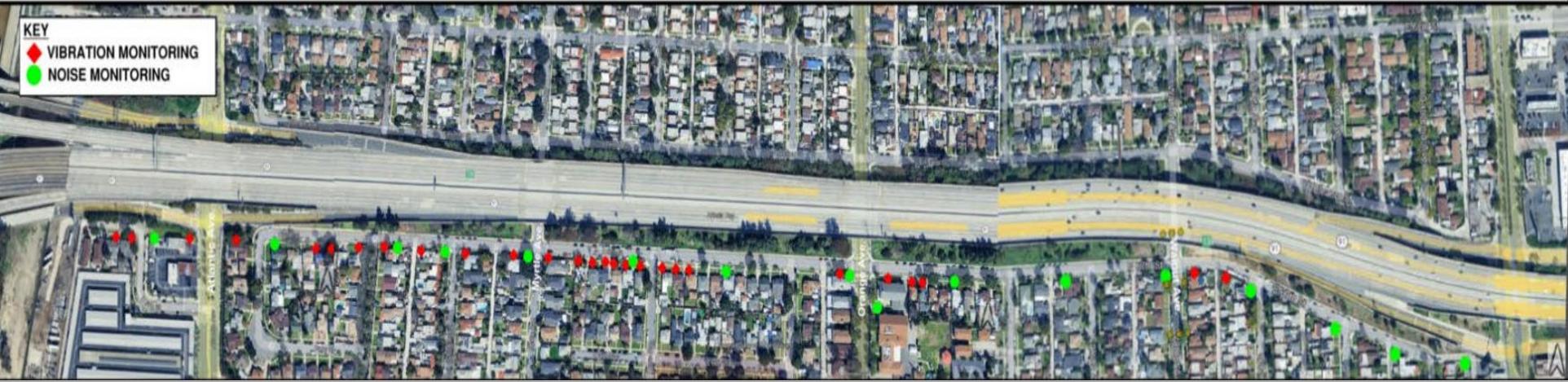
Funds Remaining and Returning to GCCOG/Measure R **\$ 53.62 M**



Noise & Vibration Monitoring Overview

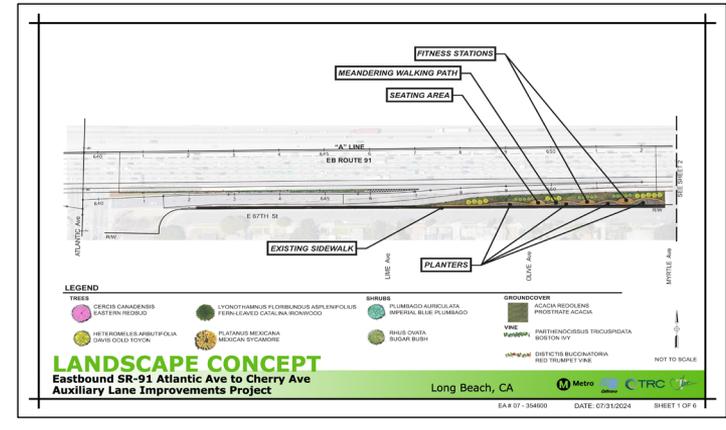
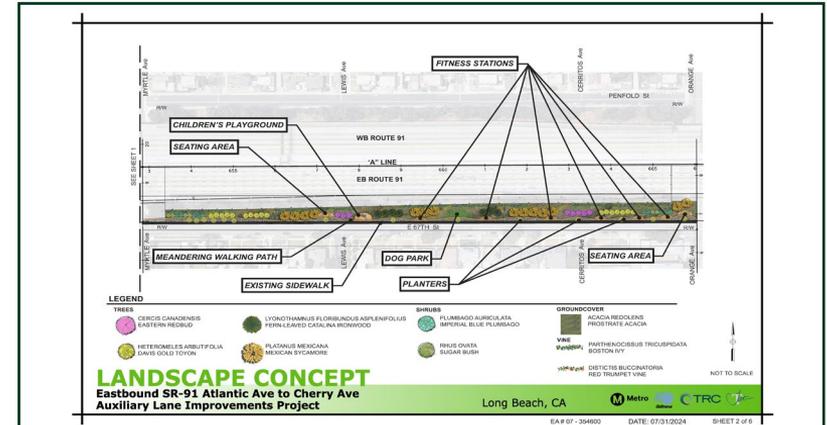
SR-91 EB Improvements
Atlantic to Cherry

SR-91 EB ATLANTIC TO CHERRY IMPROVEMENTS NOISE & VIBRATION MONITORING LOCATIONS



Design Evolution - Addressing Community Concerns

- > Metro and the City of Long Beach coordinated to integrate elements of the Hamilton Loop Project into this project.
- > Metro increased the depth of the retaining wall to facilitate the implementation of the Hamilton Loop Project.
- > On-going coordination with City staff ensured landscaping would be compatible with the Hamilton Loop Project.
 - This included adding irrigation lines to support the Hamilton Loop Project's landscaping.

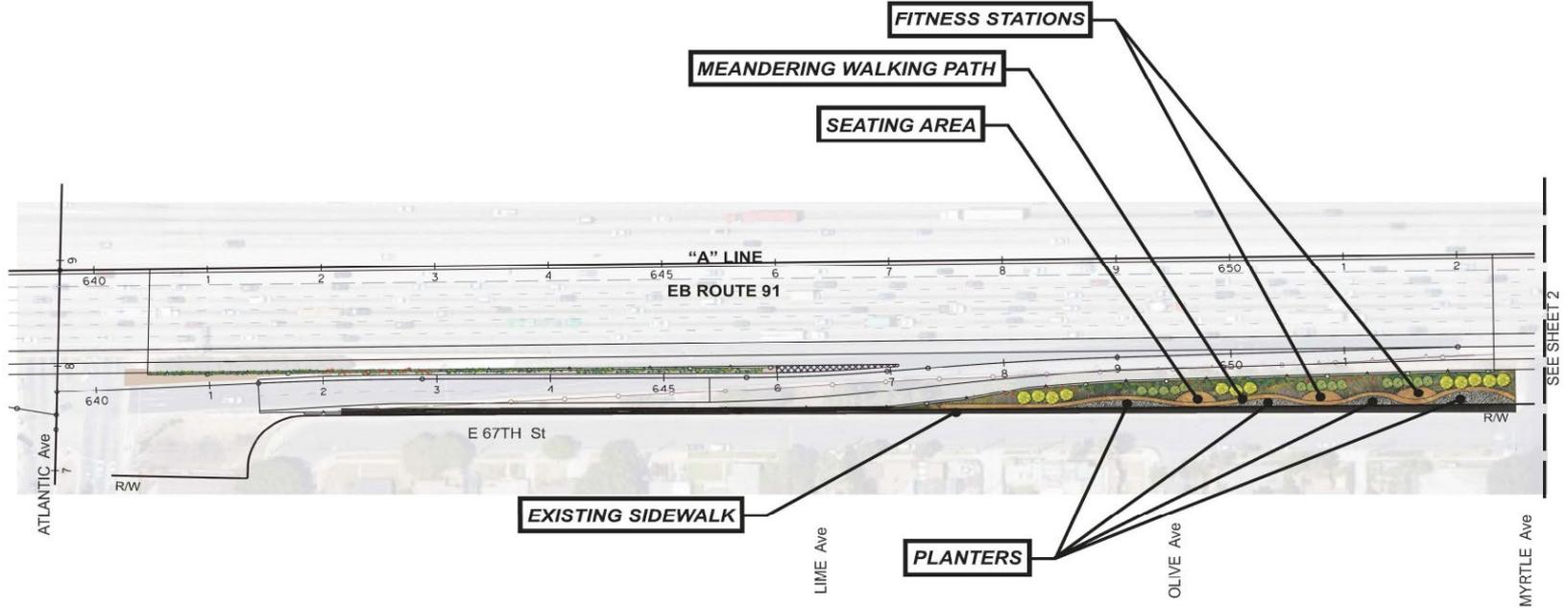


- > Noise Study Report completed Sept 2020 using readings from August 2019 (pre-pandemic)
- > Noise Abatement Decisions Report in October 2020 (documents the appropriate abatement)
- > New soundwall will be two feet taller – 12-14 ft
- > New rubberized asphalt pavement of the Atlantic ramps and Cherry off-ramp will reduce noise
- > 4-stage construction to mitigate noise and minimize construction impacts to the community
- > Study found existing levels of traffic will continue to lead to an increase in noise levels
 - Existing noise levels range between 56 dB to 65 dB (study conducted August 2019 at 9 locations in close proximity of the freeway)
 - With No Build noise levels are forecasted to range between 64 dB to 72 dB by year 2045

- > In response to feedback from local residents and Board Report Motion File #2022-0024 Directors Hahn, Mitchell, and Dutra:
 - **Secured \$1,000,000** in funding to install **air filtration** units for homes and businesses located within 750 feet of the SR-91 Atlantic to Cherry EB Aux Lane Project.
 - Additionally, **funding** was allocated for at least a **two-to-one replacement for all 174 trees** being removed, which would mean at least 348 replacement trees to be provided as part of the Project.
- > Metro staff coordinated the procurement and delivery of air filtration units, along with two replacement filters (per resident) to the City of Long Beach beginning in June 2024.
 - **Distribution efforts by the City have been ongoing** with a total of 584 units distributed to date. A total of 1,093 air filtration units will be procured and distributed as part of these efforts. The City hosted another distribution event on March 22nd.
- > Metro staff entered into a Funding Agreement (FA) with the City of Long Beach to fund the tree replacement as well as to provide air filtration outreach support costs for the City of Long Beach.
 - As of March 2024, all funds allocated for the tree replacement effort have been distributed to the City.

Hamilton Loop Project – Landscape Concept

SR-91 EB Improvements
Atlantic to Cherry



LEGEND

TREES

-  CERCIS CANADENSIS
EASTERN REDBUD
-  HETEROMELES ARBUTIFOLIA
DAVIS GOLD TOYON

-  LYONOTHAMNUS FLORIBUNDUS
FERN-LEAVED CATALINA IRONWOOD
-  PLATANUS MEXICANA
MEXICAN SYCAMORE

SHRUBS

-  PLUMBAGO AURICULATA
IMPERIAL BLUE PLUMBAGO
-  RHUS OVATA
SUGAR BUSH

GROUNDCOVER

-  ACACIA REDOLENS
PROSTRATE ACACIA
-  VINE
PARTHENOISSUS TRICUSPIDATA
BOSTON IVY
-  DISTICTIS BUCCINATORIA
RED TRUMPET VINE



NOT TO SCALE



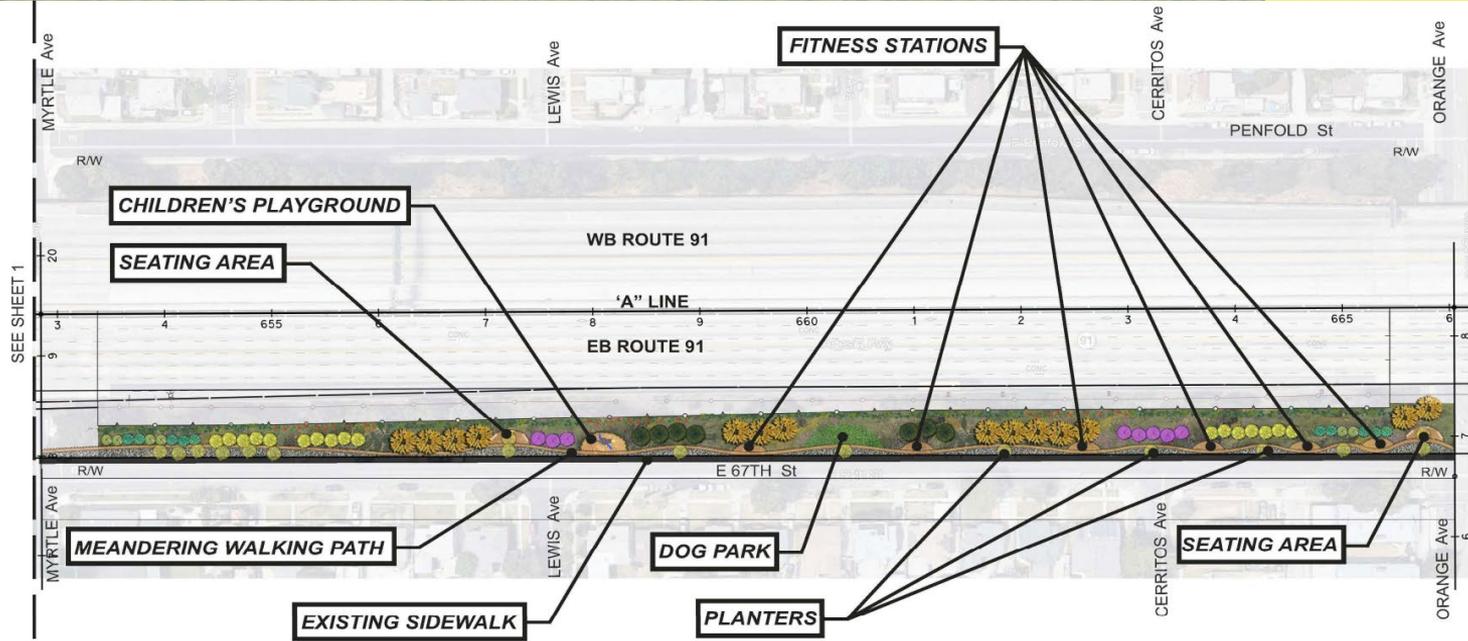
LANDSCAPE CONCEPT
Eastbound SR-91 Atlantic Ave to Cherry Ave
Auxiliary Lane Improvements Project

Long Beach, CA



Hamilton Loop Project – Landscape Concept

SR-91 EB Improvements
Atlantic to Cherry



LEGEND

TREES

-  CERCIS CANADENSIS
EASTERN REDBUD
-  HETEROMELES ARBUTIFOLIA
DAVIS GOLD TOYON

-  LYONOTHAMNUS FLORIBUNDUS ASPLENIFOLIUS
FERN-LEAVED CATALINA IRONWOOD
-  PLATANUS MEXICANA
MEXICAN SYCAMORE

SHRUBS

-  PLUMBAGO AURICULATA
IMPERIAL BLUE PLUMBAGO
-  RHUS OVATA
SUGAR BUSH

GROUNDCOVER

-  ACACIA REDOLENS
PROSTRATE ACACIA
- VINE**
-  PARTHENOCCISSUS TRICUSPIDATA
BOSTON IVY
-  DISTICTIS BUCCINATORIA
RED TRUMPET VINE



NOT TO SCALE



LANDSCAPE CONCEPT

Eastbound SR-91 Atlantic Ave to Cherry Ave
Auxiliary Lane Improvements Project

Long Beach, CA

