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2025 Final Short Range Transportation Plan

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Letter from the CEO

Dear Friends,

Metro is in a pivotal time as we seek to build and operate a transit system that is better for everyone in LA County.

With our massive expansion across LA County, we're now accessible to more Angelenos than ever before. This Short Range Transportation Plan (SRTTP) doubles down on our progress by making \$220 billion in regional transportation improvements to boost transit ridership in the region by 30% by 2039.

The regional and global effects of this investment will be enormous. Metro's capital program will add \$190 billion to LA County's gross regional product over the next 15 years – in addition to the \$220 billion we'll spend building and upgrading our system. That investment will add 96 new destinations to Metro's rail and bus rapid transit network, providing easy Metro access to 260,000 more LA County residents on 114 miles of new high-capacity transit lines and American-made trains and buses. No one in America is building as much as we are, as fast as we are.

To pull this off, we'll employ skilled Unionized tradespeople and white-collar professionals to perform 1.74 million years-worth of work over the next 15 years, and we're committed to making sure as much of that work as possible is performed by local small businesses. And, because of our commitments in our Construction Careers and Manufacturing Careers policies, we'll prioritize hiring returning veterans, workers from the local neighborhood, and apprentices, who can build their skills on these projects.

This investment is made possible through the support of local LA County residents who voted for Measure M in 2016 and Measure R in 2008. We currently estimate that local support will account for nearly 65% of our \$220 billion needed to build our program over the next 15 years. We project that local taxpayer support will help us secure nearly \$80 billion in federal and state funding for LA County transportation projects – funding that otherwise may not have come to the region. While our plan relies on conservative and fiscally constrained financial estimates, there are some risks due to an unprecedented level of uncertainty gripping the transportation and construction industries and the regional economy:

- Federal and state priorities related to transportation are shifting
- Capital and labor costs are rising generally, and inflation and tariffs may put further upward pressure on the cost of projects
- The potential for a regional economic downturn impacting sales tax receipts is high, with ongoing disruptions unfolding among several of our region's key industries
- The cost of maintaining our aging and expanding system is rising

But we face these challenges as one Metro, with one goal: to build and operate a transportation system that is better for everyone, so Metro can be people's first choice for transportation. This Short Range Transportation Plan will help us deliver on that vision in a fiscally responsible manner while keeping us accountable to the 2020 Long Range Transportation Plan policies and priorities, developed in collaboration with our communities and stakeholders.

Together, we will build the safe, resilient, and accessible transportation system LA County residents want and deserve.

Sincerely,



Stephanie Wiggins
Chief Executive Officer

Executive Summary

The 2025 Short Range Transportation Plan (SRTP) serves as LA Metro’s focused, 15-year strategy to implement, operate, and maintain one of the nation’s largest and most complex transportation networks. Building on the vision and goals of the 2020 Long Range Transportation Plan (LRTP), the SRTP reports on progress to date, outlines new initiatives since the adoption of the 2020 LRTP, and presents an expenditure plan for Metro’s Program through 2039. The SRTP also guides Metro investments to deliver a safe, resilient, equitable, and financially sustainable transportation system as Los Angeles prepares for mega events, such as the 2026 FIFA World Cup, the 2027 National Football League (NFL) Super Bowl, and the 2028 Olympic and Paralympic Games.

While Metro continues to navigate challenges stemming from the COVID-19 pandemic, including lower ridership, financial challenges, and public safety concerns, it is also showing strong signs of recovery. In recent years, Metro has experienced sustained ridership growth and is making significant investments to increase public safety and improve customer experience.

Key Investments and Initiatives in the SRTP

Looking forward to 2039, the SRTP highlights transportation investments across LA County. This includes \$137 billion in transit investments, a \$50 billion multimodal highway program, and over \$3.4 billion in active transportation investments. The SRTP describes these planned investments and new programs using the four strategic goal areas adopted in the 2020 LRTP:

- > **Better transit** service that is frequent, reliable, safe, and convenient.

Investments include:

- Nearly 114 new miles of high-capacity transit and 96 new stations, including the D Line Extension, East San Fernando Valley Light Rail Transit (LRT), Vermont Bus Rapid Transit (BRT), K Line to Torrance, and Sepulveda Transit Corridor
- Bus service enhancements through the continued implementation of the NextGen Bus Plan, with expanded bus-only lanes, transit signal priority

(TSP) to improve speed and reliability, and integrated fare programs

- Metro’s Department of Public Safety (DPS), a specialized transit community public safety workforce trained in care-based strategies to support transit riders

- > **Less congestion** through increased multimodal transportation options and better managed transportation systems.

Investments include:

- ExpressLanes on I-105, I-10, and I-405, as well as funding for local roadway projects
- New approaches to multimodal corridor investment, such as the Long Beach–East LA Corridor Mobility Investment Plan
- Integrated Corridor Management (ICM) to optimize traffic and incident response across key freight and commuter corridors
- Development of a vehicle miles traveled (VMT) reduction program and mitigation bank to support state and regional climate goals

- > **Complete streets** that offer safe travel for all roadway users, regardless of ability.

Investments include:

- Walking and biking infrastructure, including the regionally significant LA River Path, as well as funding support for local bikeways and pedestrian pathways
- Policies and programs to support biking and walking, including Metro’s Active Transportation Strategic Plan, the new Street Safety program, and the Metro Active Transport program to fund local bicycle and pedestrian projects

- > **Access to opportunity**, so that the transportation system connects residents to essential services and jobs.

Investments include:

- Fare initiatives expansion such as GoPass, offering over 50 million free rides to youth to date, a

low-income fare program with over 400,000 participants, and fare capping to make transit more affordable

- Partnerships with community-based organizations and programs, such as Adopt-a-Bike and Transit Oriented Communities Implementation Plan to support local economic development

These investments reinforce Metro’s commitment to equity, fiscal accountability, and customer experience, shaping mobility in LA County for decades to come.

Outcomes and Benefits

The major capital investments outlined in the SRTP, not including all the supportive policies and programs, are expected to deliver significant benefits to the residents of LA County by 2039. The SRTP delivers:

- A **30% increase in daily transit trips** to 1.8 million
- A **6% increase in households within a 10-minute walk of high-quality transit**, translating to over 260,000 LA County households gaining access. In Equity Focus Communities, this represents a 9% increase of over 137,000 households
- A reduction in congestion, with **average delays expected to decrease by approximately 7%**
- An economic impact of **\$190 billion in gross regional product** and **1.74 million job-years**

Funding the Plan and Managing Financial Risks

The Metro financial forecast for this SRTP relies on the fiscally-constrained Short Range Financial Assumptions (SRFA), which include all Board-approved projects and programs as of October 2024, as well as spending included in the agencywide annual budget and approved life-of-project budgets. Other Board initiatives that do not have an approved budget or funding plan are not included in the October 2024 SRFA. As project costs are better defined and Locally Preferred Alternatives selected, staff update the SRFA. The SRFA identifies and addresses Metro’s funding needs over the next 15 years based on estimated costs and projected revenues.

Risks are inherent in the financial forecast due to a number of factors, both in and outside of Metro’s direct control. At this time, Metro faces an unprecedented number of risk factors that require prudent decision-making. Some of the risks include:

- Shifting priorities of federal/state partners
- Inflation, tariffs, and associated impacts
- Economic downturn impacting sales tax receipts
- Rising capital and labor costs
- Increased operating costs
- Aging Metro system with increased maintenance costs
- Farebox recovery

The SRTP acknowledges significant financial uncertainties and challenges, including a “fiscal cliff” on the horizon based on the risks listed above. The funding plan leverages local sales tax measures, state and federal funds, and innovative financing. Through established internal processes and frameworks, such as Equitable Zero-Based Budgeting (EZBB) and the Annual Program Evaluation (APE), Metro is aligning projects with strategic priorities, strengthening cost controls, and prioritizing state-of-good-repair investments.

Future Steps

At the core of this effort is Metro’s commitment to delivering on the promises we made to voters in Measures R and M. The SRTP is the beginning of a multi-year effort at Metro to strategically plan for the future of transportation in the region. The SRTP provides the baseline for future efforts, including a deeper assessment through the Measure M Decennial Review, which will evaluate successes and challenges related to delivering the Measure-funded capital projects and programs. Following the Decennial Review, Metro will develop the next LRTP, which will consider future transportation investments in LA County through the middle of the 21st century.

The SRTP charts a pragmatic yet ambitious course to deliver a world-class, people-first transportation system in the face of fiscal, operational, and environmental challenges.

By balancing near-term project delivery with long-term vision, and by centering equity, customer experience, and resilience, Metro positions itself to meet the needs of LA County residents and create a more connected and thriving region.



Introduction

Metro is committed to improving mobility for all of its residents and visitors. As the planner, builder, and operator of one of the largest transportation networks in the United States for the county with the largest population, our responsibilities dictate that we continuously improve to ensure safe, efficient, seamless travels that meet the needs of each and every individual.

Los Angeles (LA) County faces a pivotal moment as it continues to recover from the COVID-19 pandemic and recent wildfires, while simultaneously preparing to host a series of major global events, including the 2026 NBA All-Star Game, 2026 FIFA World Cup, 2027 Super Bowl, and the 2028 Olympic and Paralympic Games. These events are expected to draw millions of people and increase demand on the region's transportation system. Combined with shifting travel patterns and financial challenges, this moment underscores the need for a dependable, high-quality transportation network that is resilient, sustainable, and equitable.

The 2025 Short Range Transportation Plan (SRTP) provides Metro's roadmap for the next 15 years. It builds on the 2020 Long Range Transportation Plan (LRTP), reports progress, identifies emerging needs and program delivery risks, and guides investments that enhance mobility, equity, and economic growth. The SRTP also positions Metro for the upcoming Measure M Decennial Review, ensuring that future plans and projects continue to deliver on regional goals and community benefits.



What is the SRTP?

This Short-Range Transportation Plan (SRTP) provides a detailed roadmap for implementing projects and initiatives that enhance mobility, safety, and accessibility in LA County over the next 15 years. The value of this plan lies in its ability to provide a focused, actionable strategy that aligns with long-term goals, while delivering tangible benefits in the short term.

Whether facing economic shifts, infrastructure demands, or changing community priorities, the plan prioritizes that the transportation system remains adaptive and resilient. The 2025 SRTP focuses on immediate and near-term investments and strategies included in the 2020 Long Range Transportation Plan (LRTP) and subsequent Board actions. The 2020 LRTP outlined a 30-year planning horizon, covering the period from 2017 to 2047. Several key factors and considerations shape this SRTP:

- > The 2020 LRTP is more than a financially constrained plan; it also includes Metro initiatives and bold policies necessary for a transformational change in the County.
- > The SRTP lays the groundwork for the upcoming Measure M Decennial Review (a 10-year assessment of the Measure M sales tax) and other Board policies and direction, which will guide the development of the next LRTP.
- > Current economic conditions warrant reassessing the financial landscape to address the impacts of the COVID-19 pandemic and rising inflation, which have increased project costs since Metro adopted the 2020 LRTP. The uncertainty around necessary funding commitments and availability means project funding plans and opening dates are subject to change.

We're putting people first and making sure we deliver on our commitments.

How are we doing that?

- By measuring our progress
- By recalibrating on lessons learned
- By identifying risks
- By prioritizing for the future

What does that mean?

1. We envision **better transit**, with seamless trips for riders travelling across LA County to learn, work or play.
2. Our vision is **less congestion**, where traffic flows more freely and travel times are more certain.
3. We will team up to make **complete streets**, which are safer and more accessible for everyone.
4. We will increase **access to opportunity** to better connect everyone to what they need most.

Over the past 35 years, Metro has undertaken the nation’s greatest transit infrastructure program to transform LA County.

This transformation has been possible thanks to LA County voters who approved the four half-cent sales tax measures, which laid the foundation for expanding the county’s transit system.

Since 1990, Metro’s rail and bus rapid transit network expanded from the Blue Line to over 200 miles, serving 130 stations across the county (Figure 2).

With the SRTP as the guide, Metro is staying true to our bold vision to deliver on our ambitious commitment to the people of LA County.

Therefore, the 2025 SRTP aims to:

- Provide a status update on progress made since the adoption of the 2020 LRTP
- Present a 15-year capital project expenditure plan through 2039
- Identify Metro’s near-term priorities and actions
- Showcase Metro’s progress towards addressing current challenges facing the region
- Outline the framework and expectations for the Measure M Decennial Review and next LRTP (Figure 1)

Figure 1

Metro’s Countywide Planning Context

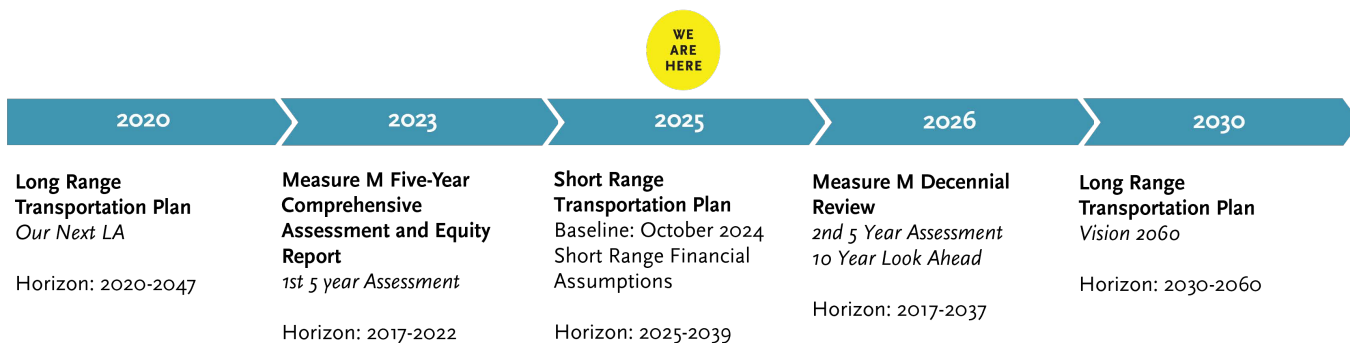
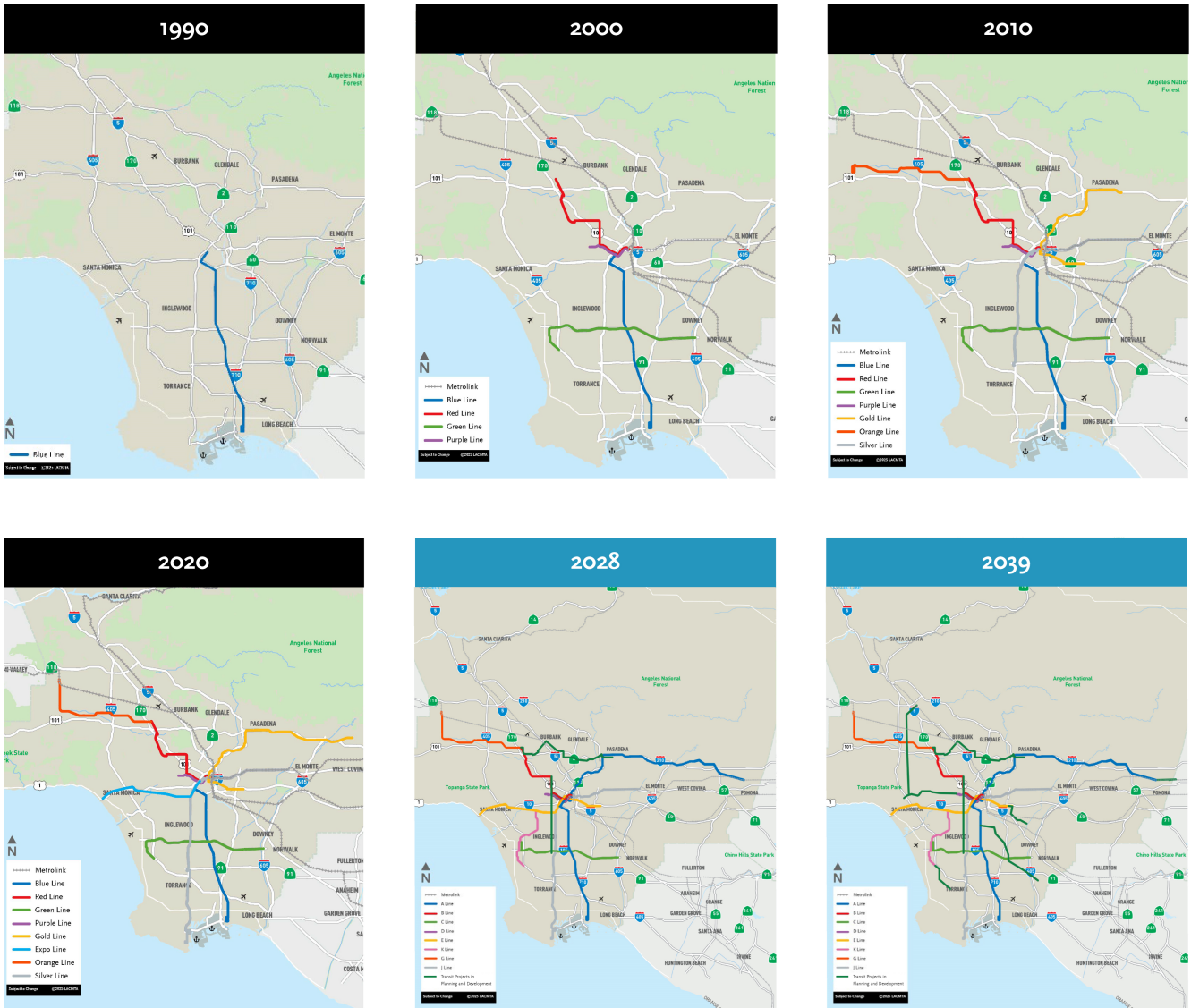


Figure 2
 Transit System Build Out from 1990 to 2039





cybersecurity threats, and public and national security concerns. To effectively address these multifaceted risks, our system must be dynamic and adaptable.

As the county's primary public transportation provider and regional transportation planning agency, Metro plays a vital role in bolstering community resilience, ensuring that all residents, particularly the most vulnerable, maintain access to essential needs. Furthermore, Metro is committed to incorporating resiliency practices into the infrastructure and services of the projects it funds and develops. This SRTTP highlights many of our ongoing and future initiatives.

Our Region's Resilience

LA County stands as a testament to resilience in the face of adversity and as a region preparing for a vibrant future. The county and Metro have sustained the unprecedented challenges of the COVID-19 pandemic, and most recently, the tragic wildfire events. Metro's response during these crises highlights our commitment to Angelenos and our ability to maintain essential services and support the community during times of extreme hardship.

Wildfire Response

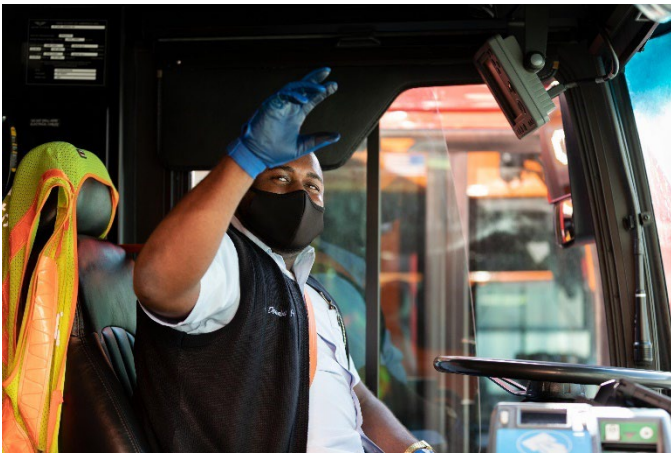
The devastating wildfire events in early January underscored our region's vulnerability to natural disasters and demonstrated how the region can unite and support communities in need. For Metro, the events have reinforced the importance of our role as the region's primary public transportation provider and key partner to other county and local agencies.

Metro's Emergency Response team actively engaged with local partners during the fire response to support affected communities and manage service impacts. Metro activated its Emergency Operations Center to collaborate with partner agencies, assist impacted employees, and coordinate bus route cancellations and service disruptions.

Metro's commitment to ongoing support of the recovery efforts included expanding access to reduced fare programs for individuals displaced by the wildfires. Metro continues to explore ways to aid in recovery efforts using Metro services, fleets, and properties.

Building a Resilient System

Metro and its partners recognize that a resilient system is crucial, not only for responding to future extreme weather events, but also for navigating the evolving challenges and unforeseen disruptions of the future. These challenges include a spectrum of risks, such as seismic activity,



Adapting to the Post-COVID-19 World

Metro continues to adapt to the post-COVID travel patterns and shifting return-to-office policies, while refining our operations in response to changing travel behavior and ongoing fiscal uncertainties.

Ridership on the Rise

Metro's recovery efforts from the COVID-19 pandemic included service enhancements, fare adjustments, and infrastructure investments on the bus system. At the height of the pandemic in April 2020, Metro's bus ridership declined by 70% to roughly 363,000 daily riders. This also corresponded to a 30% reduction in bus service, from about 7 million to 5 million revenue service hours (RSH) annual equivalent.

Metro maintained essential service during the pandemic, ensuring that frontline workers, lower-income families, and those without alternative transportation options could continue to reach critical destinations such as jobs, healthcare, and grocery stores. Despite financial challenges, Metro prioritized service on high-ridership routes and made necessary operational adjustments to keep essential lines running.

Metro implemented the first phase of the NextGen Bus Plan in December 2020, optimizing routes for higher frequency and reliability. By late 2021, these service improvements significantly boosted bus ridership. RSH were back up to 6.5 million by June 2021 and returned to the original 7 million by September. However, a contributing factor to returning to pre-pandemic service levels was Metro's ability to hire and retain bus operators. In September 2024, weekday ridership surpassed 1 million, marking 22 consecutive months of growth. In early 2025, bus ridership reached nearly 89% of pre-pandemic levels, while rail ridership reached 73%, with ongoing efforts to close this gap.

In addition to addressing economic hardships, Metro expanded the Low-Income Fare is Easy (LIFE) program, offering discounted or free rides to eligible families. Recognizing the financial strain caused by the pandemic, Metro further simplified enrollment processes, increased program outreach, and partnered with community organizations to ensure more families could access fare relief. As a result, LIFE boardings increased 16% between November 2023 and November 2024.

Furthermore, Metro's GoPass program, a free transit pass for K-12 and community college students, is seeing tremendous growth with over 54 million rides since program kickoff. Launched as a pilot in 2021, the program now has over 1,600 schools and 17 community colleges participating, with over 500,000 registered students out of 1.15 million total eligible students. In 2024, the program registered 173,000 students, which contributes to an 18% increase in GoPass boardings between August of 2023 and August of 2024.

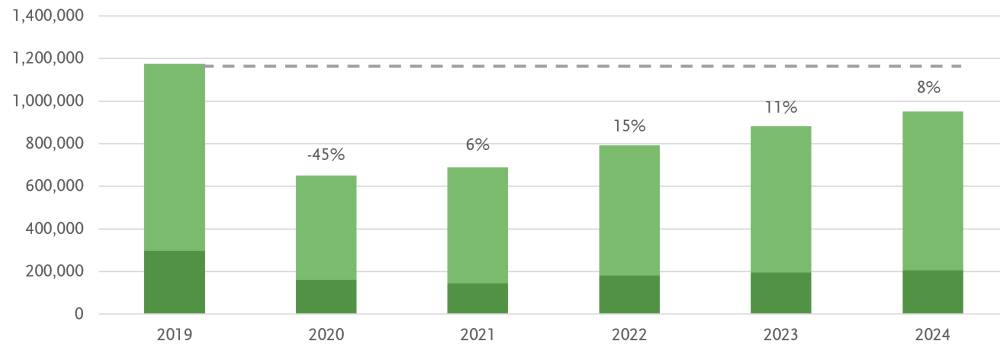
Lasting Travel Patterns Post-COVID-19

The region's transportation landscape bears lasting impacts from the COVID-19 pandemic. The pandemic accelerated e-commerce delivery services, increasing the demand on freight infrastructure, and contributing to roadway congestion. Public transit, particularly buses and urban rail, initially experienced significant ridership declines, impacting funding and service frequency. However, ridership is making a steady return toward pre-pandemic levels. While the majority of traffic congestion has returned, commuting patterns have shifted, with more flexible work schedules. In 2024, average daily Metro ridership in LA County was 8% higher than in 2023, improving from a 45% decline in 2020 from 2019 (Figure 3). In 2024, average daily trips in LA County were 3% percent higher than in 2023, resulting in over a million more trips, improving from a 34% decline in 2020 from 2019 (Figure 4). Overall, mode share for all trips has returned to pre-pandemic levels, with roughly 86% of weekday travel made by personal vehicle, 11% by walking, over 2% by transit, and less than 1% by bike.

Some differences in travel behavior remain, including trip purpose and time of day. Midday travel is slightly higher than pre-pandemic levels. Trips from school or work locations to other locations are lower. Trips from home to other locations are higher, suggesting a larger share of personal errands are happening from home as opposed to near places of work.

Figure 3

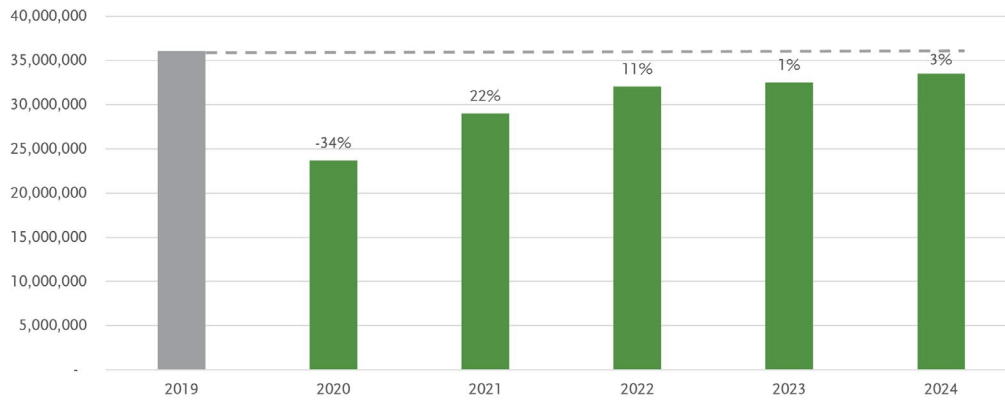
Average Daily Weekday Metro Ridership by Year (2019 to 2024)



Percentage change shown compared to previous year.

Figure 4

Average Daily Weekday Trips in LA County (2019 to 2024)



Percentage change shown compared to previous year.

Addressing Financial Uncertainties

Metro is currently facing two significant financial hurdles. The first is a growing operating deficit, often referred to as a "fiscal cliff," where projected operating expenses are anticipated to exceed revenues. This is largely attributed to the rising costs related to expanding, maintaining, and operating the rail network, addressing aging infrastructure and transit vehicle fleets, transitioning to zero-emission buses, and maintaining a safe and reliable system. The second challenge stems from the escalating costs for major infrastructure projects. Economic factors such as rising material costs, a competitive labor market, and supply chain constraints are contributing to project cost increases. Additionally, with trade policy changes and a renewed emphasis on rebuilding the U.S. manufacturing base, capital costs are likely to continue to rise in the short term.

Metro also relies on state and federal funding programs to stretch our local tax dollars. While no significant changes to federal funding programs have been realized to date, shifting policy priorities at the federal level may impact our work in the future. At the state level, potential changes to California's Cap and Invest Program may reduce appropriations to the Transit and Intercity Rail Program (TIRCP), a critical funding source that Metro has consistently and successfully leveraged to support its rail program.

Through Metro's Equitable Zero-Based Budgeting approach (EZBB), we implement strategies annually to address these financial challenges. They include:

- Strengthening cost controls
- Financial review milestones
- Prioritizing projects based on aligned strategic imperatives and priorities
- Interdepartmental collaboration to identify mitigation strategies

While there is significant uncertainty in future funding and expenses, Metro's near-term financial outlook has improved over the last 12 months. The fiscal year budget deficit projection has been significantly reduced from \$1.5 billion to \$100 million through fiscal year (FY) 2027. Additionally, the longer-term financial forecast has higher than expected recent sales tax receipts and projected ExpressLanes toll revenues. Furthermore, transit ridership is also increasing as travel returns to pre-pandemic levels.



- > Metro has also developed a plan for the Games Enhanced Transit System (GETS), a supplemental transit service that will deploy approximately 2,700 buses to increase capacity for spectator transportation during the “transit-first” 2028 Games, where transit will be prioritized and driving will be discouraged.

Mega Event Planning

The world is watching as LA County prepares to host four major sporting events:

- 2026 NBA All-Star Game
- 2026 FIFA World Cup
- 2027 NFL Super Bowl
- 2028 Olympic and Paralympic Games (2028 Games)

These major events offer the region and Metro the opportunity to create lasting change through legacy projects and enhanced services for residents and visitors. The 2028 Games Mobility Concept Plan (MCP) outlines Metro’s vision for the 2028 Games with an equity-focused lens, outlining the steps to support the transportation infrastructure needed to enhance mobility for the 2028 Games and beyond. The MCP highlights two of many ways Metro can support the efficient movement of people during these events, including supporting critical transportation infrastructure improvements and providing supplemental bus service:

- > Planned improvements include 35 miles of bus corridor enhancements (i.e., limited bus priority lanes; transit signal priority at intersections; enhanced digital shelters and amenities; and enhanced bus stops with improved lighting, sidewalk and curb ramp repair, bus pads, street trees, and wayfinding), three first/last-mile improvement plans, five mobility hubs, three open street locations near mobility hubs, five years of Go-pass program extension, and 60 Metro Bike Share stations.

Strategic Plan Priorities

In June 2018, Metro adopted its 10-year strategic plan, Vision 2028, which outlined the following five goals:

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

These goals helped guide the 2020 LRTP priorities, and while Metro's vision remains unchanged, the agency continues to evolve to address new challenges and opportunities. Post-pandemic, Metro has focused on getting the basics right as a strong foundation for becoming the first choice for transportation in the county. In recent years, Metro has prioritized enhancing customer experience, improving project delivery, ensuring fiscal responsibility, and addressing workforce challenges by putting people first.





Enhancing Customer Experience

Metro is committed to enhancing the rider experience by delivering desirable transportation services that meet the needs of regular riders and new customers. Serving a diverse, complex, and dynamic region with a variety of mobility needs, Metro aims to provide faster, more reliable, and seamless connections for commuters, residents, and visitors alike.

Notably, Metro aims to strengthen safety and security through increased staffing, enhanced surveillance, and community-based strategies. This includes expanding the presence of Transit Security Officers, law enforcement, Transit Ambassadors, and crisis intervention teams, as well as deploying more security cameras and lighting to improve visibility. Metro has created a Department of Public Safety (previously known as Transit Community Public Safety Department) that introduces a new public safety model that puts people at the center and addresses quality of life issues that have become so prevalent in cities and transit systems across the country.

To improve service, Metro is expanding high-frequency service, modernizing bus and rail systems, and creating easier fare payment systems and processes. Through these efforts, Metro is shaping a future where public transit is not just an alternative, but an essential and attractive part of daily life in LA County.



Project Delivery and Fiscal Responsibility

Metro is committed to transparency, accountability, and fiscal responsibility to the taxpayers of LA County. This means sharing our successes and being honest about our mistakes and the challenges facing our region. At the same time, Metro aims to become a more efficient and innovative agency. Metro is enhancing project delivery processes to reduce construction and management costs, through new cost control strategies and streamlined processes that save money and open projects earlier. We will implement a lifecycle cost view in project decisions, including prioritization, selection, and design. We will actively seek innovative partnerships with private companies and other agency partners to test new technologies and pilot new service offerings.

This SRTP highlights the many new projects that Metro will advance and open over the next 15 years. As part of our commitment to fiscal responsibility, Metro realizes that we cannot build a more expansive and connected system without first maintaining our current infrastructure as our system ages. Metro must continue our commitment to safety by focusing on transit asset management, including maintaining and rehabilitating our infrastructure. At the same time, we must look for ways to improve the resiliency and reduce inefficiencies of the systems to ensure we can provide essential services when our residents most need them.

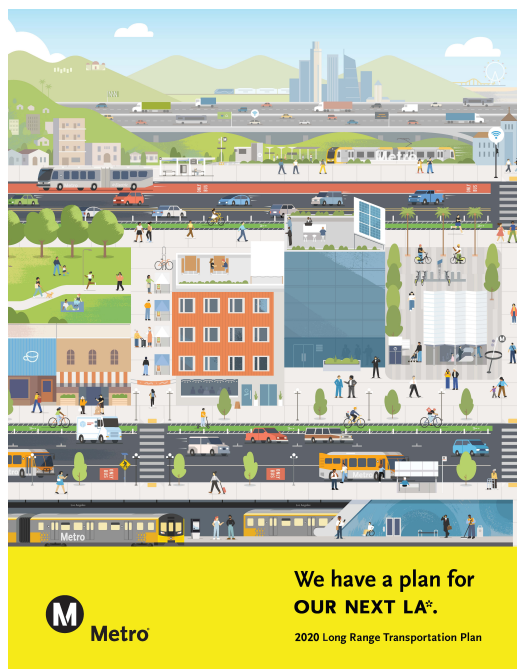
S RTP Priority Areas

The 2020 LRTP outlined four priority areas, building upon a two-year outreach effort that included surveys, meetings, and engagement throughout LA County:

1. **Better Transit:** Providing more transit options with improved quality and service
2. **Less Congestion:** Managing the transportation system to reduce the amount of time people spend in traffic
3. **Complete Streets:** Making streets and sidewalks safe and convenient for everyone, to support healthy neighborhoods
4. **Access to Opportunity:** Investing in communities to expand access to jobs, housing, and mobility options

This 2025 SRTP continues to advance these priorities through Metro's investments, programs, initiatives, and ongoing operations. The SRTP provides a progress overview in each area, highlighting individual projects and programs responsible for moving LA County forward.

The priority areas embed equity, to ensure every resident has the affordable transportation choices that work for their needs, and sustainability, to ensure a bright future for generations to come.



SRTP Benefits at a Glance

Metro’s sustained investment in building, operating, and maintaining LA County’s dynamic transportation infrastructure will continue to provide significant benefits to all Angelenos. This plan outlines how Metro’s investments advance our goals while providing new and enhancing existing transportation options for residents and visitors.

Better transit means access to fast, frequent, and reliable public transportation. Through the expansion of rail and bus transit, the 2025 SRTP will increase the percentage of households within a 10-minute walk and roll of fixed guideway transit (Figure 6). Countywide, the percentage of households accessible to transit will increase by 6% (walk) and 13% (roll), which translates to over 260,000 households and 574,000 households, respectively. In Equity Focus Communities (Page 50), the percentage of households will increase by 9% (walk) and 12% (roll), which translates into over 137,000 households and 202,000 households, respectively. In Opportunity Zones (Page 48), the percentage of households will increase to 40% (walk) and 77% (roll).

SRTP investments are projected to increase daily transit trips by almost 30%, from 1.4 million to more than 1.8 million in 2039, when compared to future growth trends without additional transportation investments (Figure 7). Transit commute mode share is also projected to increase, from under 11% to almost 13% with the SRTP investments (Figure 8). While the investments in this plan will reduce our per capita vehicle miles travelled (VMT), to achieve meaningful reductions in greenhouse gas emissions and VMT, Metro must manage our system more efficiently and take the bold actions outlined in this plan.

Transportation system enhancements also generate travel time savings and increase economic output and competitiveness. The SRTP will benefit the local and regional economy, providing direct and indirect economic benefits from expenditures on transportation projects. Expenditures and improvements are anticipated to increase Gross Regional Product by \$190 billion and create 1.74 million job-years over the 15-year period (Figure 5).

The next chapters will discuss each of Metro’s four SRTP priority areas in detail along with their associated projects and programs.

Figure 5

Net Increase in Gross Regional Product and Net Jobs Created from Capital Investment



*Refers to job-years which is defined as one job for one year.

Figure 6

Percent of Households within a 10-minute Walk or Roll of Fixed Guideway Transit

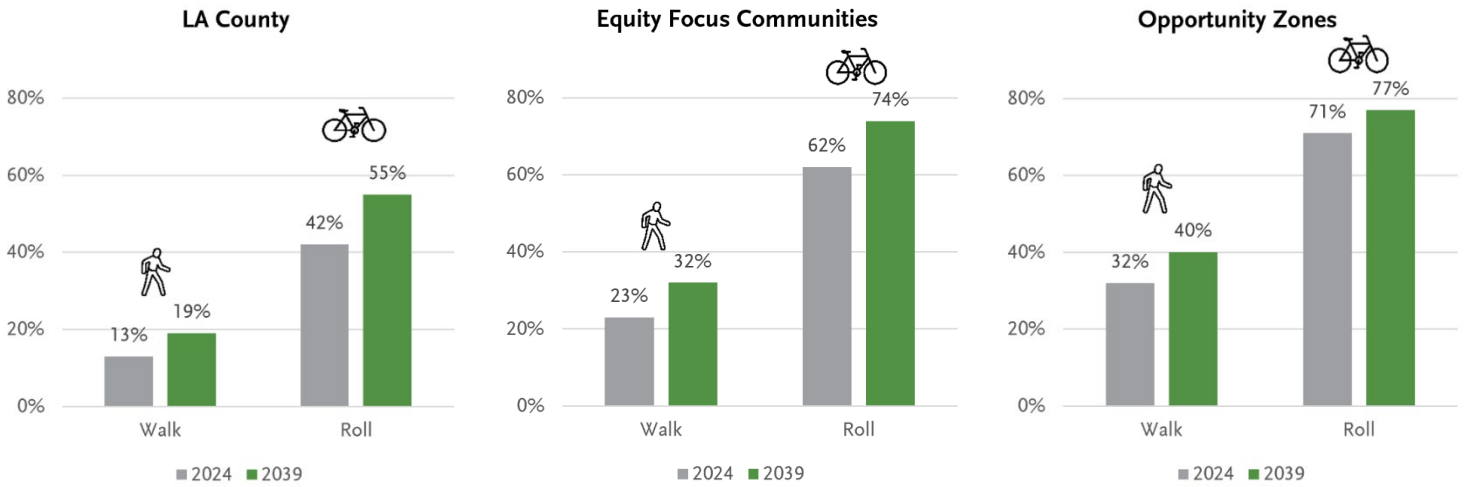


Figure 7

Daily Transit Trips in 2039 - with and without SRTP Investments

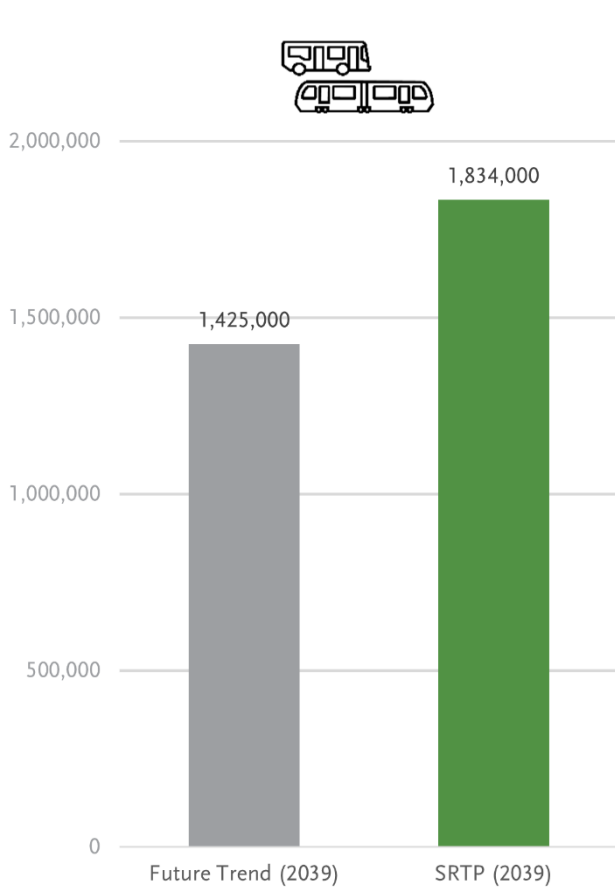
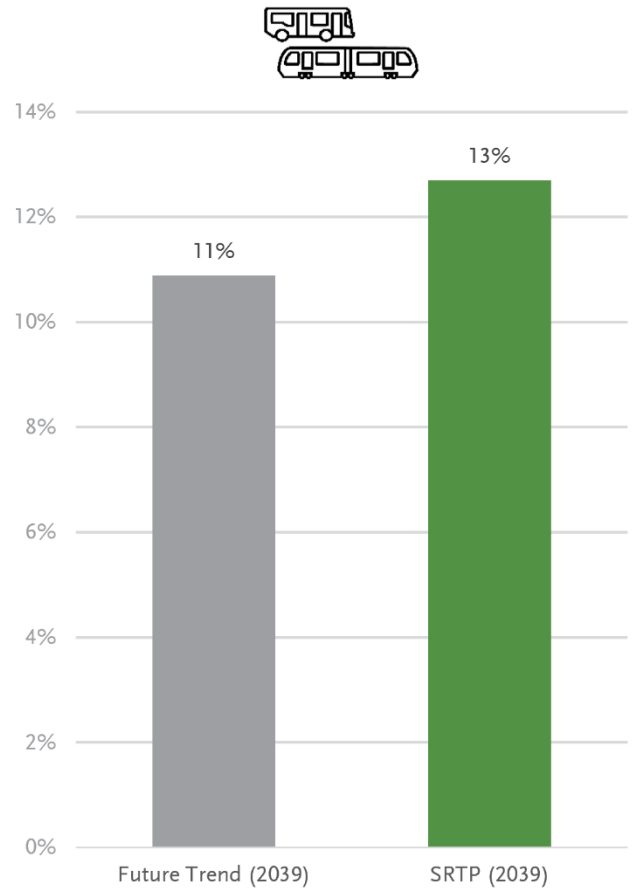


Figure 8

Transit Mode Share in 2039 - with and without SRTP Investments



Better Transit

Better transit means faster, more frequent, secure, and reliable public transportation, with more options and better customer experience. We must create a world-class transit system that is competitive with driving a private vehicle and that works for riders with different trip purposes and destinations. Better transit also means an integrated and seamless trip experience on rail, bus, and new mobility transportation options.





1990 (ADA) and equipped with smart sensors and contactless access

- > Decarbonizing the Metro fleet, fully electrifying the G Line bus fleet and developing a Zero Emission Bus (ZEB) Procurement Policy

This SRTP includes almost \$137 billion in transit investments over the next 15 years, including \$52 billion for capital projects. Rail and bus projects will add 114 miles of high-quality transit and 96 new heavy rail, light rail, and BRT stations. This will dramatically increase the access to fast, frequent, and reliable transit for residents throughout the county. More information on efforts to build a world-class transit system is provided below (Table 1 and Figure 9).

The following sections describe progress in developing Better Transit through the expansion of rail transit, bus projects, service improvements, customer experience and public safety, and other transit initiatives.

Building on the LRTP

Since the adoption of the 2020 LRTP, Metro has made significant progress towards our goal of providing high-quality transit service to key destinations and underserved areas. A few examples include:

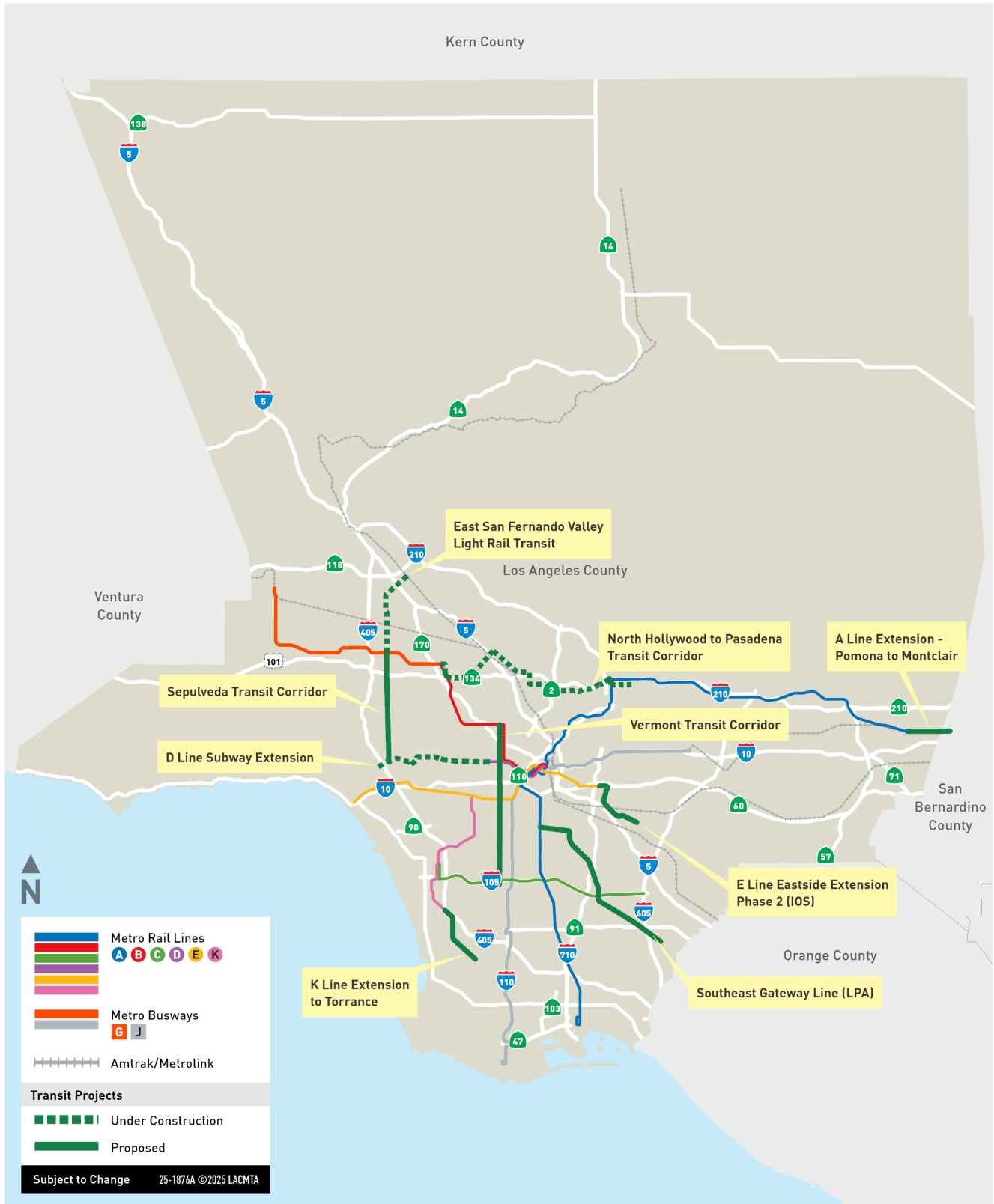
- > Opening major projects such as the K Line and Regional Connector, both of which extend service into federally designated Opportunity Zones, improving transit access in communities targeted for equitable and economically strategic investment
- > Making fare payment easier, by implementing all-door boarding on buses, developing a Mobility Wallet pilot, and offering free transit for K-12 students through the GoPass program
- > Implementing bus speed and reliability improvements, including bus-only lanes on numerous corridors, including, but not limited to La Brea Avenue, Aliso Street, and Alvarado Street, and testing bus lane enforcement technologies
- > Enhancing customer experience through the Station Experience program and Safety and Security improvements, which prompted the expansion of the Metro Ambassador program, providing mental health care through partnerships, implementing a law enforcement surge, implementing “Tap-to-Exit” at terminal stations, and installing new mobile restrooms, compliant with the Americans with Disabilities Act of

TABLE 1: TRANSIT INVESTMENT (FY 2025 – FY 2039)

PROJECT TYPE	FUNDING (\$M)	ESTIMATED OPEN YEAR
RAIL PROJECTS		
LAX/Metro Transit Center	\$187	2025
*A Line Extension to Pomona (LRT)	\$531	2025
*D Line Subway Extension (HRT)		
Section 1 to Wilshire/La Cienega	\$268	2025
Section 2 to Century City	\$731	2026
Section 3 to Westwood/VA Hospital	\$1,665	2027
*A Line Extension - Pomona to Montclair (LRT)	\$878	2029
*East San Fernando Valley Light Rail Transit (LRT)	\$3,433	2031
*K Line Extension to Torrance (LRT)	\$2,155	2034
*E Line Eastside Extension Phase 2 IOS (LRT)	\$7,818	2034
*Sepulveda Transit Corridor (Mode TBD)	\$8,211	2034
*Southeast Gateway Line LPA (LRT)	\$7,814	2035
K Line Northern Extension (Alignment and Mode TBD)	\$124	2047
BUS PROJECTS		
North San Fernando Valley Transit Corridor Project	\$292	2026
*North Hollywood to Pasadena Transit Corridor (BRT)	\$308	2027
G Line BRT Improvements	\$568	2027
*Vermont Transit Corridor (BRT)	\$544	2028
REGIONAL RAIL		
Metrolink Operations Subsidy	\$2,295	2025-2039
Metrolink Antelope Valley Line Improvements	\$187	2025-2027
Link Union Station	\$782	2025-2029
OTHER MISCELLANEOUS PUBLIC TRANSPORTATION PROJECTS		
Access Services – Metro Operations Subsidy	\$3,018	2025-2039
Metro State of Good Repair	\$9,903	2025-2039
Metro Rail System Improvements	\$807	2025-2039
TOTAL	\$52,519	2025 - 2039

SRTP project funding may not match with total project costs due to year of expenditure escalation and prior or prospective spending outside of the 15-year horizon of the SRTP. Final mode, alignments, and station locations to be confirmed during environmental processes. Items with an asterisk (*) are featured on the accompanying map.

Figure 9
Planned Transit Capital Projects



Final alignments to be included during environmental processes.



Rail Expansion Projects

Metro is making significant strides in expanding rail transportation across the county, improving access to key destinations and underserved areas. Since the adoption of the 2020 LRTP, Metro has completed two major rail projects, with construction progressing on several others.

With its grand opening in 2023, the Regional Connector provides 1.9 miles of new underground light rail to link Union Station and Downtown's Financial District. The Regional Connector added three new downtown stations—Little Tokyo/Arts District, Historic Broadway, and Grand Avenue Arts/Bunker Hill—merging the L Line with the E and A Lines. This creates two seamless routes that span between Santa Monica and East Los Angeles (21.9 miles) and between Long Beach and Pomona (57.6 miles), allowing residents, visitors, and commuters to travel through the downtown core more easily while enjoying continuous travel across much of the county. Average ridership on the A and E Lines is up 31% year-over-year when compared to the A, E, and L line configuration before the Regional Connector project was completed. During peak hours, the A and E Lines operate every 8 minutes on weekday mornings and afternoons.

The K Line, opened in 2022, connects communities like West Adams, Baldwin Hills, and Inglewood and represents Metro's largest South Los Angeles investment in two decades. In 2025, the LAX/Metro Transit Center station opened, providing access to both the C Line and K Line. The LAX/Metro Transit Center serves as a transfer point to the LAX Automated People Mover (APM), which is expected to begin operations in January 2026.

The D Line Extension will be extended via three separate sections, with the last section scheduled to open for service in 2027. It will extend service from Wilshire/Western to the Westside, via seven new stations.

The Foothill Extension will extend the A Line to Pomona with four new stations by 2025, with plans to expand further into the San Gabriel Valley.

The East San Fernando Valley Light Rail Transit Project has completed preliminary engineering design and is progressing to the first phase of construction for the southern segment, while the northern segment is under study for increased connectivity in the San Fernando Valley.

The preferred alignment for the K Line extension to Torrance (formerly C Line) was selected in 2024 and the project's final Environmental Impact Report is scheduled for public release in 2025.

Sepulveda Transit Corridor is going through planning and environmental review, ensuring future connectivity across the region.

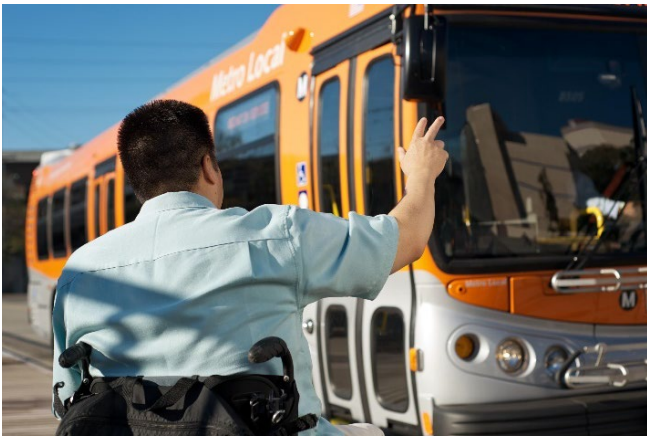
The E Line Eastside Extension Phase 2 is undergoing further environmental review to be eligible for federal funding.

The Southeast Gateway Line finished its environmental review in 2024 and is Metro's highest priority for federal funding. The project scope includes a 14.5-mile segment with eight stations.

Bus Improvement Projects

Metro has numerous planned and ongoing bus improvement projects, including the North San Fernando Valley Transit Corridor Improvements and the Southeast Los Angeles Transit Improvement project, which consist of upgrades to passenger facilities at three major bus transit centers—Artesia and Compton Stations on the A Line, and Norwalk Station on the C Line.

In addition to traditional bus operations, Metro offers Bus Rapid Transit (BRT) service. BRT is a high-quality bus-based transit system that delivers fast, frequent service. It does this with bus-only lanes, traffic-signal priority and high-quality stations with all-door boarding on buses. Metro is making progress on the North Hollywood to Pasadena Transit Corridor BRT and Vermont Transit Corridor BRT.



Service Enhancements

Metro is enhancing bus services to improve travel time and reliability, while integrating with other transit services in LA County. Key initiatives include the implementation of the NextGen Bus Plan and NextGen Speed and Reliability Program, which aim to create a more reliable, faster, more frequent, and accessible bus network. Since December 2022, service hours have remained at 7 million revenue service hours (RSH), with weekday ridership showing steady recovery, reaching 91.8% and over 100% for weekend ridership of pre-pandemic levels in December 2024. Reinvestments in increased frequencies and route restructuring have been pivotal to this growth.

To make transit truly competitive with driving, Metro is working with local agencies to convert key sections of traditional curb lanes to bus-only lanes. Approximately 71 miles of bus-only lanes have been completed, including projects on Roscoe Boulevard, Sepulveda Boulevard, Venice Boulevard, Florence Avenue, Vermont Avenue, La Brea Avenue, Sunset Boulevard, and Santa Monica Boulevard. Metro has implemented a Bus Lane Enforcement Program that automatically captures bus lane event violations using on-bus cameras to address illegal parking. This program began in 2024 and collects fines for vehicles violating the policy.

Another strategy to enhance bus flow is via Transit Signal Priority (TSP). Metro continues ongoing communication and collaboration with cities and agencies, including the City of Los Angeles, Culver City Bus, Foothill Transit, Gardena Transit, Santa Monica Big Blue Bus, and Torrance Transit. Metro has also optimized bus stop spacings and locations to achieve a better balance between speed and reliability, while also looking to improve the efficiency and effectiveness of bus line terminals.

The NextGen Bus Plan and the 2023 Customer Experience Plan note the importance of improving the overall rider

experience including the waiting experience at bus stops. While the responsibility for bus stop amenities lies with local municipalities, Metro has identified opportunities to support the municipalities with both funding and technical assistance to accelerate the addition of more bus shelters across the Metro bus network. Bus shelters protect riders from extreme weather and provide welcoming spaces for older adults and caretakers, people with disabilities, and children. Metro is collaborating with local jurisdictions to identify high priority stops and other improvement opportunities for a coordinated regional vision, including hosting a summit to showcase best practices and vendor solutions.

Metro will also invest directly in new shelters along multiple corridor projects, including along the North San Fernando Valley Transit Corridor and the Southeast LA Transit Improvement Program, which covers the Long Beach to East LA Corridor. Real-time displays and solar-powered lighting will also be provided along the Long Beach to East LA Corridor.

Metro Micro



As part of its integrated transit network, Metro offers an on-demand service called Metro Micro, designed for short, local trips. Using small, up to 10-passenger vehicles, Metro Micro provides flexible pick-up and drop-off options and allows customers to book rides for multiple passengers, supporting convenient ridesharing. Metro Micro operates in eight service areas providing access to 27 cities and 12 unincorporated areas in LA County, all of which serve Equity Focus Communities (EFC). The current service areas include:

- Watts/Compton
- LAX/Inglewood
- North Hollywood/Burbank
- El Monte
- Highland Park/Eagle Rock/Glendale
- Altadena/Pasadena/Sierra Madre
- Northwest San Fernando Valley
- UCLA/Westwood/VA Medical Center

The fare is \$2.50 with free transfers to Metro bus and rail, and reduced fares for LIFE customers, seniors, people with disabilities and students. The service's popularity has grown, increasing by 22% from 2023 to 2024 and attracting roughly 70,000 riders per month with 11% of riders being new to Metro and public transit. Nearly 20% of Metro Micro customers connect to Metro bus and rail through the program. The service is also highly rated by its customers, with an average rating of 4.8 out of 5.



Customer Experience

Customer Experience Program

Metro is committed to delivering a high-quality transit experience that prioritizes safety, cleanliness, comfort, reliability, and ease of riding the system across stations and transit vehicles. As outlined in its 2023 Customer Experience Plan, Metro's efforts go beyond operational performance to focus on creating a system that meets the diverse needs of riders. Recognizing that transit experiences can vary greatly among different user groups, Metro adopted a Gender Action Plan in 2022 to address the unique needs of women riders. This plan focused on four key areas: safety, station and vehicle design, fare policy, and service reliability, establishing a framework for gender-inclusive improvements throughout the system.

To create a consistent rider experience, Metro adopted a Systemwide Station Design Standards Policy, streamlining station design, construction, and maintenance for all current and future Metro Rail and BRT station designs. In 2023, the Integrated Station Design Solutions Project introduced comprehensive standards for the placement and design of finishes, furnishings, equipment, and other features within Metro stations. These standards have been incorporated as updates to the Metro Rail Design Criteria (MRDC) and Standard/Directive Drawings.

Easier Fare Payment



A convenient, integrated fare payment is a necessary part of a world-class transportation system. Since 2021, riders have had the option to access the TAP App on their mobile phones to purchase fare. A mobile option means customers no longer have to physically purchase a TAP card or load fares from a TAP vending machine or a vendor. The TAP App also allows customers to manage their TAP accounts, plan trips and view real time bus and train arrivals with an in-app trip planner. Riders can use TAP to access 27 different transit systems throughout the County. Finally, riders can now view their progress towards meeting the fare caps for the 1-day and 7-day cap periods in the TAP App.

Beginning in 2026, TAP Plus will modernize how riders purchase and pay fares while enhancing convenience and flexibility. With TAP Plus, riders can use credit or debit cards across all TAP-participating agencies. This includes access to key features such as discounts for seniors, LIFE program participants, and GoPass users, along with Metro-only benefits like fare capping and two hours of free transfers. Riders can also pay for transfers between TAP agencies, providing a more seamless and user-friendly rider experience.

Metro is also working to make transit simpler and easier to use. The agency is working collaboratively to build a seamless mobile app experience which will combine six individual, public-facing apps into one application, making it easier for customers to plan, pay for, and take multi-modal trips as well as communicate with Metro via their mobile device.

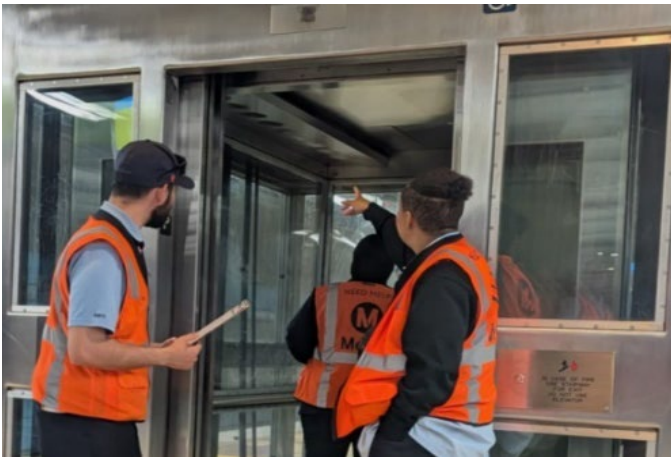
Metro has completed installing validators systemwide which allows for all-door boarding on buses. All-door boarding streamlines and further improves service efficiency by allowing riders with TAP cards to board through any door on Metro buses.

Throne: Smart Restroom



Metro launched the Smart Restroom (known as “Throne”) in 2023 to address rider requests for public restrooms. The Throne program provides safe, clean, free-to-use restrooms that are portable, touchless, and ADA-compliant at many bus and rail stations. Each unit is equipped with running water and ventilation, as well as basic amenities, including toilet paper, soap, towels, and a baby-changing station. Thrones are open seven days a week, with variable hours per location. The program has been so successful, it will be expanded to up to 64 locations by 2027.

Station Elevator Programs



Elevators are a critical component of the station experience, particularly for customers with disabilities, bicycles or other belongings, and parents with strollers. They are also susceptible to misuse because of the confined nature and placement relative to the overall passenger flow of a station. In 2024, Metro began to keep elevator doors open when not in use to improve safety and cleanliness through natural surveillance and deterrence of illicit activity. The program is now installed at all 57 eligible elevators across the Metro system.

Additionally, Metro is piloting an elevator attendant program at three key stations, including Pershing Square, 7th Street/Metro Center and Hollywood/Vine, to deter misuse and improve cleanliness and reliability, especially where open-door hardware is not yet available.



Improving Public Safety

Metro is taking significant steps to improve safety across its transit system, with increased station monitoring and targeted safety interventions, such as improvements at the Westlake/MacArthur Park Station to reduce loitering and restore safe transit use. These improvements include increased air circulation, background music, revised station entry/exit plans, better lighting, and additional staff presence.

In 2022, the “End of the Line” procedures were refined to better serve individuals exiting and boarding trains at the 10 rail line endpoints. Riders now must scan their TAP card to exit the station after their journey at all end-of-line stations. This TAP-to-Exit policy is expanding to stations throughout the system to improve safety and fare compliance. Surveyed riders noted ancillary benefits of the program, including a perception of enhanced safety and cleanliness. Data from the Transit Watch App have shown a drop in incidents that involve illicit activity, physical altercations, and maintenance or cleanliness issues.

Taller fare gate exits are being installed at more rail stations to reduce fare evasion and ensure proper system use, with promising results already seen at the Firestone and Lake Stations. The weapons detection pilot program, launched in 2024, is also being expanded to test the effectiveness of pillar-type screening technology on both trains and buses.

In 2022, Metro launched a crisis response pilot program in collaboration with the LA County Department of Mental Health (LACDMH) at stations and onboard vehicles. The program deploys response teams consisting of licensed mental health clinicians, law enforcement officers trained in crisis response, and community ambassadors, aiming to provide care-based support and services to unhoused and those needing mental health support. The program is part of a countywide “Alternative Crisis Response” plan focused on addressing mental health crises.

Department of Public Safety (DPS)



In 2024, the Metro Board unanimously approved the establishment of the Metro Transit Community Public Safety Department. In July 2025, it was renamed to the Department of Public Safety (DPS). The objectives of this department are to increase visibility and accountability as well as provide consistent service delivery by using a specialized transit community public safety workforce who are trained to address the needs of transit riders and use care-based strategies.

The DPS focuses on promoting an engaged, visible presence in a transit environment, following the “Enhanced Public Safety” Service Model. The DPS will be implemented in three phases over five years, retaining the current daily deployment of sworn personnel, and increasing the daily deployment of non-law enforcement unarmed personnel by 50%. The three phases include: 1) transition planning, 2) resource planning and recruitment, and 3) monitoring and evaluation. Phase One activities include the establishment of a transition team, recruitment of key personnel, as well as the initiation of labor negotiations and establishment of benefits, all while facilitating robust community engagement to inform these efforts.

DPS will also house a crisis response teams program to support the provision of community-based crisis intervention for individuals suffering from a mental health crisis on the Metro system. The program framework will be informed by evidence-based practices of Police-Mental Health Collaboration (PMHC), which promotes a reduction of force, redirects people from the criminal justice system toward mental health care, and enhances overall safety.

The DPS Chief directly reports to the Chief Executive Officer (CEO) and is tasked with building a modern, accountable, and effective safety operation from the ground up. He will select command staff, establish training standards, deploy new tools and technology, and build a strong culture of respect and protection.

Gender Action Plan



The Gender Action Plan (GAP) aims to raise awareness and improve services for women riders who demonstrate unique travel patterns and needs that are often tied to caregiving and household responsibilities. The GAP has informed decisions to improve lighting at high-ridership transit stations and has enhanced safety, resulting in a 16% increase in overall safety satisfaction as reported by female riders. The GAP contributed to development of the fare capping program in 2023 and expansion of the Low-Income Fare is Easy (LIFE) program to help reduce fare burden. Lessons learned from the GAP have also guided design elements on Metro projects such as the 2028 Games Mobility Concept Plan, 7th Street/Metro Station Systemwide Station Design, and Southeast Gateway Line First/Last Mile Plan.

Ambassador Program



Metro launched the Ambassador Program in 2022 to increase visible staff support for transit riders, particularly those experiencing homelessness. The program, which became permanent in 2023 with over 300 trained Ambassadors, assists the public seven days a week. Metro Ambassadors are not security officers and do not replace existing security personnel or law enforcement. Rather, they are an added workforce that complement a multilayered

team, including homeless and mental health outreach workers and cleaning crews, to maintain public safety and help make the system feel safer for our riders. Metro Ambassadors support riders as they navigate the system, assist in making connections to available resources, and report any maintenance, cleanliness, or safety issues.



Maintaining the Legacy System

In addition to building new major capital projects to expand the transit system, Metro must also prioritize the maintenance and state of good repair (SGR) of our transit system to ensure a strong safety culture and keep our system safe and reliable for our riders (Figure 10). This includes on-going maintenance and operations, as well as major repairs and upgrades. The SRTP includes roughly \$9.9 billion in SGR commitments that will build on recently completed projects and initiatives underway.

Rail Infrastructure Improvements

Metro has made significant progress in upgrading and modernizing existing rail lines. For example, the New Blue Improvements Project focused on bringing Metro's oldest light rail line (A line – formerly called the Blue Line) up to a state of good repair. This included safety and operational upgrades. Future efforts will focus on other lines to address aging infrastructure, improve reliability, and reduce breakdowns.

Bus Fleet and Facilities

Metro is working on transitioning to a zero-emissions bus fleet, which requires not only new zero-emission buses, but also upgrading maintenance facilities to support this new technology.

Station Modernization

Metro will continue to upgrade our existing stations, such as the completed project at the Willowbrook/Rosa Parks station, to include structural repairs, new amenities, and better integration with the surrounding community to improve safety, accessibility, and overall customer experience.

Signal System Upgrades

Modernizing outdated signal systems, such as the recent upgrades to passenger rail at Union Station and on the Metro G Line bus rapid transit corridor, are crucial for improving the efficiency and capacity of transit operations.

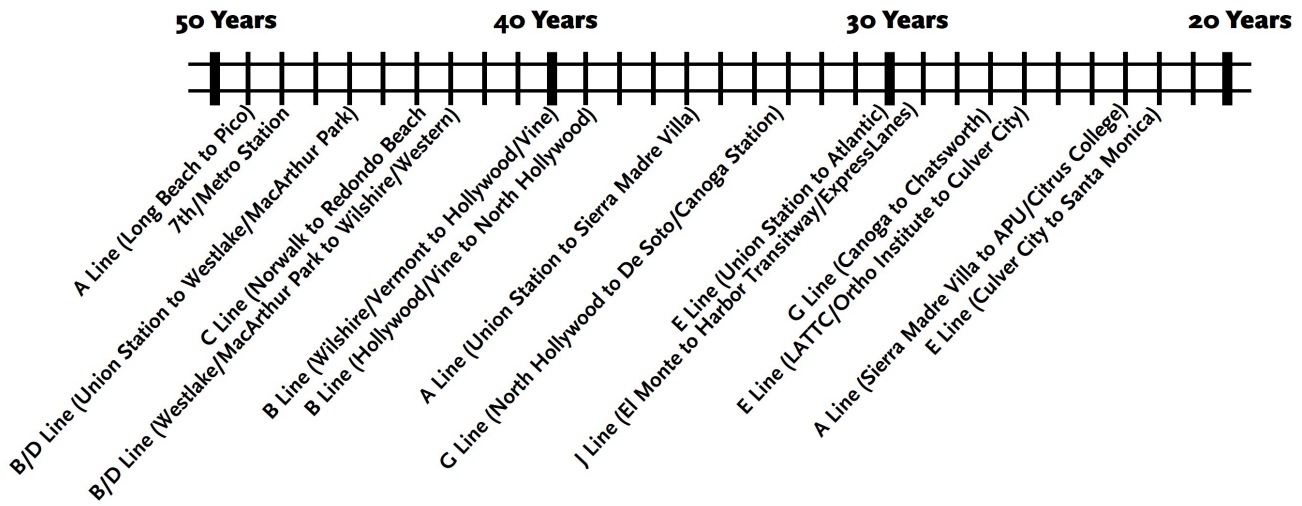
The Emergency Security Operations Center (ESOC)

The ESOC opened in March 2025 and is the nation's first 24/7 Unified Command, integrating Metro Security, law enforcement, contract security, and outreach teams. With live-streaming capabilities for buses and trains, real-time audio monitoring, and a new video management system, the ESOC improves emergency response and communication across the transit network. The ESOC allows Metro to incorporate federal, state, and local agency staff, and serves as a central hub for coordinating safety, security, and emergency response efforts across the LA County transportation system.

Additional Upgrades

Safety for staff and riders is a key priority, and as such, Metro installed full-length tempered glass barriers for bus operators in December 2024 and is upgrading B/D Line stations with brighter LED lighting. Additionally, Metro is introducing strategies to discourage loitering and promote a more welcoming station experience.

Figure 10
 Metro Rail System Age by 2039



Supporting Regional Rail

Metrolink is a vital commuter rail system serving LA County and the broader Southern California region. With its hub at Los Angeles Union Station, it provides connections to various parts of the county and beyond, extending into Orange, Riverside, San Bernardino, Ventura, and San Diego counties. Metrolink’s network spans 545 miles, operating eight lines and serving 69 stations across an extensive area. The core of Metrolink’s service is in LA County, and its services also integrate with other transit systems in the county, allowing for seamless transfers and expanded travel options for riders throughout the area. A valid Metrolink ticket often grants free access to these connecting local transit services, including Metro.

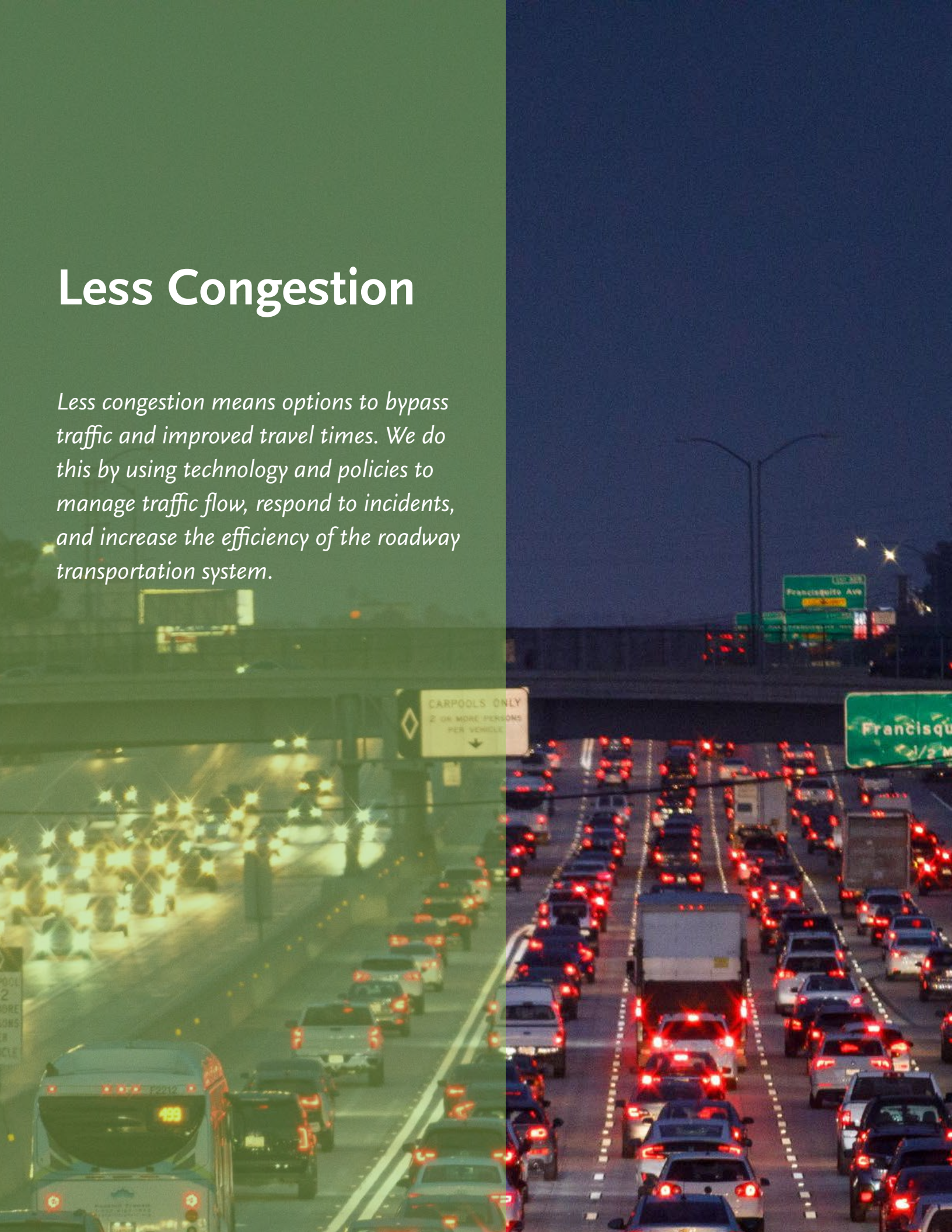
In addition, Metrolink riders may travel on select Amtrak Pacific Surfliner trains at no additional cost through the Rail 2 Rail program, which applies on corridors where both services share tracks, including the Ventura County Line between Los Angeles and Ventura County and the Orange County Line between Los Angeles and Oceanside. The Rail 2 Rail program allows Metrolink riders with valid fare media (monthly pass within the station pairs) to ride for free on both the Ventura and Orange County Lines.

Metrolink plays a major role in reducing VMT by providing a transportation option for long- and medium-distance trips, with the average rider traveling 37 miles. In addition, Metro coordinates with the Amtrak San Diego-Los Angeles-San Luis Obispo (LOSSAN) service, which also operates throughout LA County. Looking ahead, Metro will initiate its first passenger rail strategic plan in 2025 to better integrate and maximize the value of passenger rail service across the County.

As one of Metrolink’s key agency partners, Metro provides significant operating support for Metrolink. This SRTP includes almost \$2.3 billion in funding for Metrolink operations, with an additional \$457 million provided by Metro for capital improvements.

Less Congestion

Less congestion means options to bypass traffic and improved travel times. We do this by using technology and policies to manage traffic flow, respond to incidents, and increase the efficiency of the roadway transportation system.





Building on the L RTP

Since the adoption of the 2020 L RTP, Metro has made significant investments and policy changes to increase transportation options and reduce congestion. Some examples include:

- > Adoption of Multimodal Highway Investment Objectives
- > Groundbreaking on the I-105 ExpressLanes project
- > Advancing preparations for the 2028 Games, including the development of the Mobility Concept Plan (MCP) with priority projects needed to facilitate the movement of visitors, service workers, and goods throughout the county. Metro is also leading the development of a supplemental bus program to augment transit service and make the games a “transit first” event
- > Adopting the Long Beach to East LA Corridor Mobility Investment Plan (LB-ELA CMIP) in April 2024 as an alternative to the I-710 South expansion project. To support the efficient movement of goods and people through the corridor, Metro and Caltrans are also implementing Integrated Corridor Management (ICM) on the I-710 corridor.

LA County's extensive highway and road network serves as the backbone for the region's shared-use, multimodal transportation system, moving people, goods, and transit

vehicles in and through every one of its 88 cities and unincorporated communities.

Over the next 15 years, LA County will invest over \$50 billion in highway and roadway projects, which includes support for the maintenance and preservation of local roadways, roadway technology enhancements, and the expansion of active transportation networks. Major highway investments include an additional 26 miles of carpool lanes and 172 miles of ExpressLanes, off-ramp and interchange improvements, and grade separations (Table 2 and Figure 12).

Currently, Angelenos spend more than 8.2 million hours a day in their cars, and 29% of that is due to traffic congestion. Without the investments included in the SRTP, these delays are expected to worsen in the future; however, with the investment in system efficiency, daily vehicle hours of delay are projected to decrease by 6.6%, saving each Angeleno seven hours per year in travel time (Figure 11).

The following sections describe progress in delivering Less Congestion through multimodal project and program improvements such as integrated corridor management, corridor mobility investment plans (CMIP), expansion of the ExpressLanes network and more.

Figure 11

Annual Vehicle Hours of Delay Per Capita in 2039 – with and without the SRTP

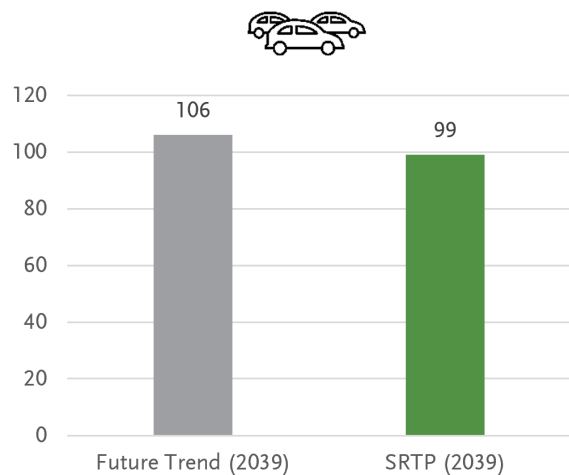


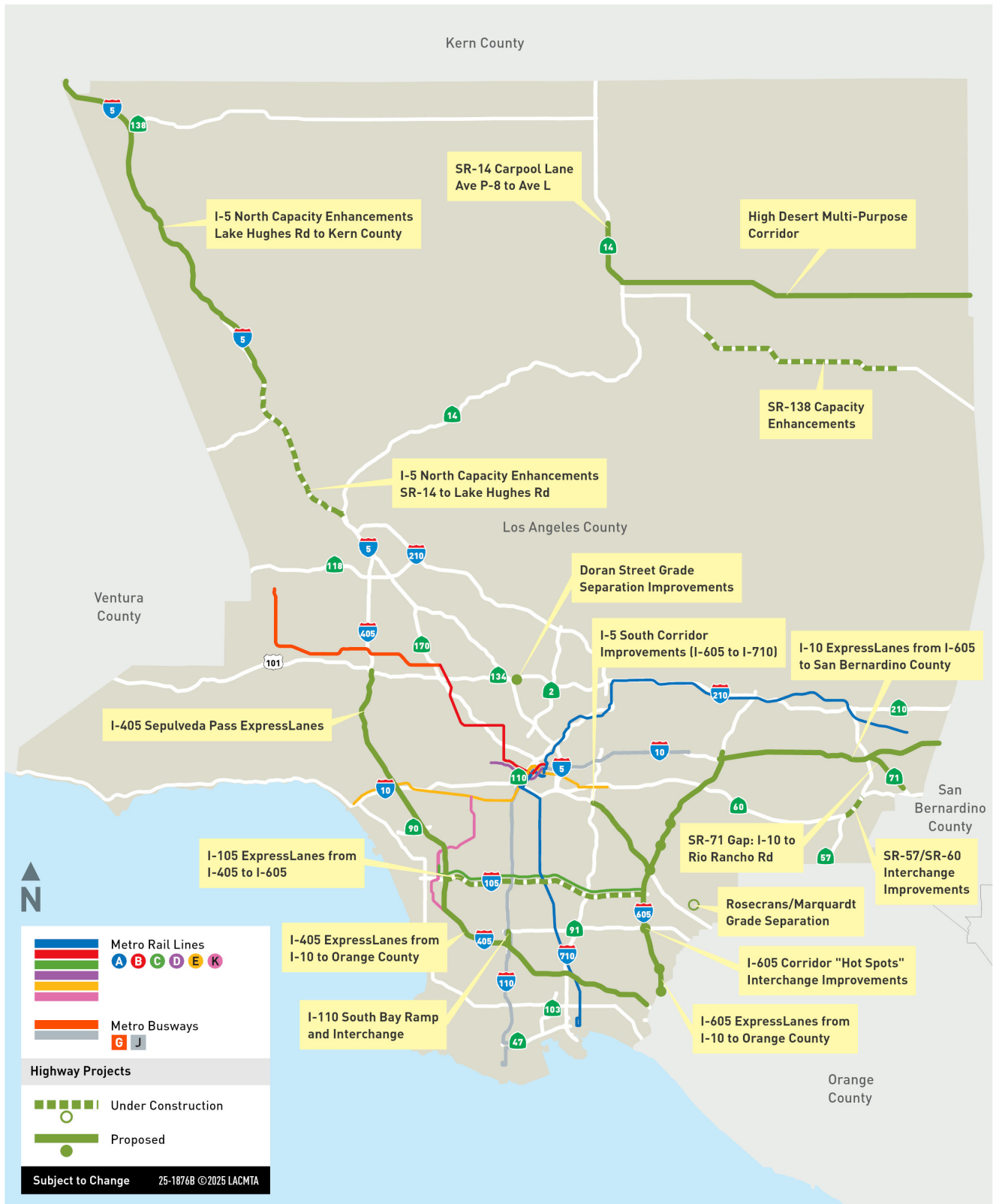
TABLE 2: HIGHWAY INVESTMENT (FY 2025 – FY 2039)

PROJECT TYPE	FUNDING (\$M)	ESTIMATED OPEN YEAR
EXPRESSLANES		
*I-105 ExpressLanes from I-405 to I-605	\$729	2027
*I-10 ExpressLanes from I-605 to San Bernardino County	\$342	2029
*Sepulveda Pass Transit Corridor (Ph 1 - ExpressLanes)	\$1,320	2029
*I-405 ExpressLanes from I-10 to Orange County	\$1,594	2034
*I-605 ExpressLanes from I-10 to Orange County	\$676	2035
GRADE SEPARATIONS		
Alameda Corridor-East Grade Separations	\$26	2025
*Rosecrans-Marquardt Grade Separation	\$25	2025
*Doran Street Grade Separation Improvements	\$65	2026
HIGHWAY IMPROVEMENTS		
*SR-138 Capacity Enhancements	\$36	2025
I-5 South Carpool and Mixed Flow Lanes I-605 to Orange County	\$66	2026
*I-5 North Capacity Enhancements (SR-14 to Lake Hughes Rd)	\$410	2026
*I-5 North Capacity Enhancements (SR-14 to Lake Hughes Rd) - Truck Lanes	\$6	2027
*I-110 South Bay Ramp and Interchange	\$366	2028
*SR-57/SR-60 Interchange Improvements	\$272	2028
*SR-71 Gap-I-10 to Rio Rancho Rd	\$336	2029
SR-138 Safety Improvements (remaining 7 segments)	\$96	2030
*SR-14 Carpool Lane Avenue P-8 to Avenue L	\$120	2032
*I-5 North Capacity Enhancements (Lake Hughes Rd to Kern Co)	\$323	2038
*I-605 Corridor “Hot Spots” Interchange Improvements	\$1,836	2039
*I-5 South Corridor Improvements (I-605 to I-710)	\$733	2045
MULTIMODAL IMPROVEMENTS		
*High Desert Multi-Purpose Corridor	\$326	2034
SR-710 North Mobility Improvements Plan	\$1,022	2035
I-710 South/Long Beach-East LA Corridor Mobility Improvements Plan	\$743	2039
TOTAL	\$11,468	2025 - 2039

SRTP project funding may not match with total project costs due to year of expenditure escalation and prior or prospective spending outside of the 15-year horizon of the SRTP. Final alignments to be confirmed during environmental processes. Items with an asterisk (*) are featured on the accompanying map.

HDMC is being developed as a rail transit project connecting CAHSR, Metrolink, and Brightline West HSR.

Figure 12
Planned Highway Projects



Final alignments to be included during environmental processes.



Managing the System

Integrated Corridor Management

Integrated Corridor Management (ICM) is a transportation management approach that coordinates and optimizes the movement of people and goods across multiple transportation networks within a corridor. The goal of ICM is to improve mobility, reduce congestion, and enhance the overall efficiency of the transportation system, including highways, arterials, transit systems, and freight routes that serve a given corridor. ICM elements include data sharing and communication, coordinated traffic signals and message signs, traveler information, and incident management.

Metro is implementing ICM on various corridors, including the I-210 in the San Gabriel Valley, the I-710 in Southeast Los Angeles and Gateway Cities, and the I-105/I-405 ICM in South Bay Cities. The I-210 ICM project is in operation, the I-710 ICM is entering into the construction phase, and the I-105/405 ICM is in the design phase.

Vehicle Miles Traveled Reduction Targets and Mitigation Bank

Vehicle Miles Traveled (VMT) is a measure of the total miles traveled by a vehicle within a specific time frame. VMT is closely correlated with greenhouse gas emissions (GHG), in that the more one drives, the more emissions one releases through the combustion of fuels, or the use of electricity derived from non-renewable sources. The transportation sector, which includes on-and off-road vehicles, aviation within the state, trains, and water-borne vessels, is responsible for 41% of total GHG emissions in the state of California and approximately 50% of GHG emissions in LA County. Therefore, reducing VMT in LA County is critical to achieving state climate goals.

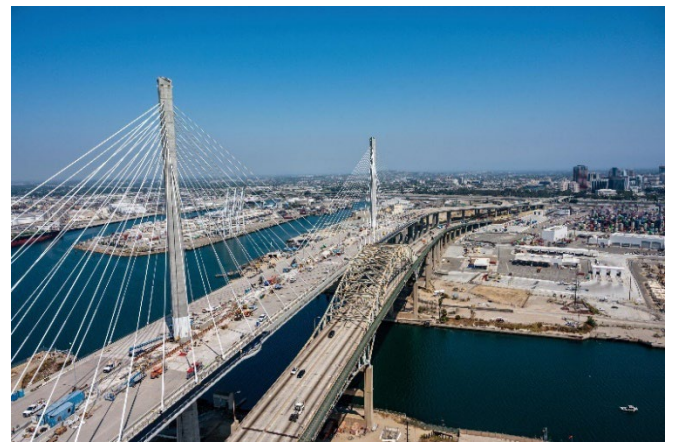
Providing transportation choices is foundational to any effort to reduce VMT. Metro is pursuing a comprehensive,

multimodal approach aimed at increasing the efficiency and attractiveness of all travel modes—including transit, active transportation, and shared mobility—to help reduce VMT and associated emissions. Metro is also developing a VMT Reduction Targets program with three goals:

- > Identify a framework for a regional working group to pursue funding, policy, and projects
- > Develop a plan to capture and track these VMT reductions in Metro's Climate Action and Adaptation Plan (CAAP) and to provide a 5-year update of the CAAP that includes VMT reduction targets
- > Require that reports to the Metro Board of Directors analyze the VMT impacts of the requested action

Metro is also addressing the VMT impacts of highway and ExpressLanes projects. In 2024, Metro launched a VMT Mitigation Bank pilot to mitigate induced travel created from Metro highway and ExpressLanes projects. The program promotes VMT-reducing projects, such as increased bus frequency and Metrolink frequency, to help offset potential increases in VMT from roadway improvements.

Long Beach to East LA Corridor Mobility Investment Plan

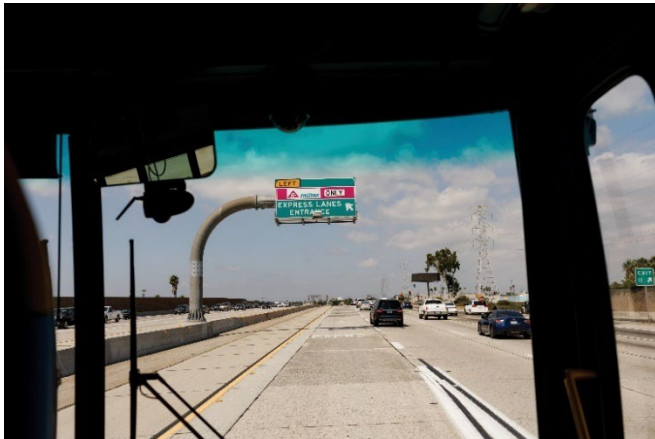


The Long Beach to East LA (LB-ELA) Corridor Mobility Investment Plan (CMIP) lays out a strategic, multimodal investment plan for the I-710 corridor. As one of the nation's most vital freight corridors, this route plays a key role in supporting the local, regional, and national economy. However, it also imposes significant environmental and health burdens on the communities through which it passes. While its role as a major trade gateway helps drive regional employment, it has also contributed to air pollution, traffic congestion, displacement, and a reduced quality of life for nearby residents.

The 19-mile-long corridor area includes 18 cities and three unincorporated communities surrounding the I-710 between Long Beach and East Los Angeles. The CMIP is anchored by an initial amount of \$743 million as foundational seed funding, sourced from locally-approved sales tax Measures R and M. This initial investment leverages an additional \$3.3 billion for a total of \$4 billion to support community-serving, regionally significant, multimodal projects throughout LB-ELA Corridor communities.

The CMIP was approved in 2024, building upon the collaboration of a task force and Community Leadership Committee (CLC), composed of residents living in the project area. The CMIP provides an innovative blueprint for working with local communities and regional stakeholders to develop a multimodal framework for highway investments. Implementation for early action projects will begin in 2026.

Expansion of ExpressLanes



Metro continues to expand and improve the ExpressLanes network. ExpressLanes are upgraded versions of carpool lanes (or managed lanes) that use dynamic pricing to manage access by allowing single-occupant vehicles (SOVs) and others that do not meet the minimum occupancy requirements (for example, high-occupancy vehicles [HOV 3+] to pay a variable fee to receive faster, more reliable trips. Eligible carpools, vanpools, and buses are able to use the lanes for free. Building off the success of the initial I-110 and I-10 projects, Metro is advancing several new and extended corridors, including:

- > The I-105 ExpressLanes project will convert the existing HOV lane and add a High-Occupancy Toll (HOT) lane for ExpressLanes from I-405 to I-605.
- > The I-10 ExpressLanes Extension Project will convert the HOV lanes on I-10 to ExpressLanes from I-605 to San Bernardino County.

- > The I-405 Sepulveda Pass ExpressLanes Project would create ExpressLanes from I-101 in the San Fernando Valley to I-10 in West Los Angeles by converting the existing HOV lane and potentially adding a HOT lane in both directions.

In addition to these projects, Metro's ExpressLanes Strategic Plan proposes additional corridors to complete the Tier 1 network as well as future Tier 2 and 3 networks.

Traffic Reduction Study Pilot



Metro is conducting a Traffic Reduction Study to explore whether and how congestion pricing could reduce traffic and improve transportation in LA County. The study has focused on:

- > Managing travel demand through pricing roadways in traffic-clogged areas
- > Providing more high-quality transportation options
- > Offering low-income assistance programs

Travel demand modeling has shown the potential for congestion pricing to reduce congestion and pollution, expand and speed up transit, fund low-income assistance programs, and boost economic opportunity. Implementation of congestion pricing would require Board action, legislation and more detailed review.

Complete Streets

Complete streets create a comprehensive, integrated network that utilizes infrastructure and design to allow safe and convenient travel along streets for all users. This means better connectivity and integration of all transportation modes, including active transportation, private vehicles, transit, and commercial deliveries. Complete streets provide safer crossing and roadway facilities for bicyclists and pedestrians, have more greenery and fewer potholes, and include resilient design practices to help create a more environmentally sustainable transportation system.





- > Numerous First/Last Mile (FLM) Plans
- > Safe Streets for All (SS4A) Grant Award
- > Complete Streets Training Program

The SRTP includes a \$3.47 billion investment in active transportation projects, including major regional projects such as the two segments of the LA River Path in San Fernando Valley and Central LA (Table 3 and Figure 13). The remaining \$3 billion in funding for active transportation projects will be allocated through Metro’s MAT Program, the Measure M Multiyear Subregional Programs (MSPs), and other programs.

Building on the LRTP

Since the adoption of the 2020 LRTP, Metro has taken on a new role in enhancing roadway safety, advanced complete streets projects, and increased environmental sustainability in LA County through the implementation of plans, projects, and programs, including:

- > Active Transportation Strategic Plan Update
- > Metro Street Safety Program
- > Metro Active Transport (MAT) Program Cycle 1

TABLE 3: ACTIVE TRANSPORTATION CORRIDOR INVESTMENTS (FY 2025 – FY 2039)

PROJECT TYPE	FUNDING (\$M)	ESTIMATED OPEN YEAR
MULTI-USE BIKE AND PEDESTRIAN PROJECTS		
*LA River Path – San Fernando Valley	\$38	2031
*LA River Path – Central LA	\$408	2031
TOTAL	\$446	2031

SRTP project funding may not match with total project costs due to year of expenditure escalation and prior or prospective spending outside of the 15-year horizon of the SRTP. Final alignments to be confirmed during environmental processes. Items with an asterisk (*) are featured on the accompanying map.

Figure 13

Active Transportation Corridor Projects





Active Transportation

Metro promotes active transportation—human-powered travel such as walking, biking, and rolling—as part of its regional transportation strategy. The agency's recent Active Transportation Strategic Plan (ATSP) update, MAT program, grant support for local jurisdictions seeking funding, and Rail to Rail projects are some elements of Metro's focus on enhancing safe, connected infrastructure for walking and cycling. The 2023 update of Metro's ATSP provides a strategic vision for regional and long-term investment in critical active transportation infrastructure throughout the county.

Metro Funding Programs



The MAT Program was created by Measure M and will provide \$857 million through 2057 to fund active transportation projects. In 2021, Metro approved \$63.1 million in MAT Program funding for five active transportation corridor projects and 11 First/Last Mile (FLM) projects. Cycle 2 MAT funding will provide \$75 million in funding through 2030. Cycle 2 also introduces funding for quick-build projects and projects in Pedestrian Districts, while continuing to fund projects in FLM Areas and Active Transportation Corridors.

The Metro Transit to Parks program has also led to the creation of the Recreation Access Grant Program, which awarded \$1 million to support transit operations and infrastructure to supportive projects.

Metro prepares FLM plans in partnership with local cities to facilitate safety improvements around future and current transit stations.

Metro also provides grantwriting assistance to cities applying for grant funding through the state Active Transportation program. Over the past five years, \$282 million has been awarded to active transportation projects that utilized Metro's grantwriting assistance.

Street Safety Program

Metro's Street Safety Program aims to promote street safety through data sharing and collaboration with federal, state, and local agencies, especially in locations with a nexus to transit in LA County. The policy outlines four key goals:

1. **Improve Safety:** Collaborate with federal, state, and local agencies to reduce traffic-related fatalities and serious injuries near transit stations.
2. **Equity Lens:** Address disparities in traffic-related harm by prioritizing the needs of marginalized communities and vulnerable road users near transit.
3. **Data Sharing and Analysis:** Use data on traffic incidents, demographics, and risk factors to inform policy and support funding efforts through grant applications and a safety scorecard.
4. **Improve Collaboration:** Strengthen partnerships with government agencies, support local street safety plans, and pursue joint grant opportunities.

In 2023, Metro received a \$6.3 million grant from the federal Safe Streets and Roads for All (SS4A) grant, in partnership with LA County Department of Public Health and the Gateway Cities Council of Governments to focus on street safety efforts.

Rail to River Segment A/B



The Rail to Rail and Rail to River active transportation Corridor Project will create biking and walking connections between Metro’s K Line Fairview Heights Station, J Line Slauson Station, A Line Slauson Station, and the LA River Path in the City of Bell. Rail to Rail Segment A has opened, while Rail to River Segment B, from the A Line to the LA River Path, is currently under design. The project will extend along Randolph Street and will connect the cities of Bell, Huntington Park, and the unincorporated community of Florence-Firestone in LA County.



Sustainability Initiatives

Climate Mitigation and Adaptation

Metro is working to advance sustainability measures in all aspects of decision-making, including the way the agency plans, partners, designs, builds, operates, and maintains our transit infrastructure. Metro has implemented numerous programs and projects that reduce GHG emissions and air quality pollutants, with a goal of reducing agency emissions by 79% by 2030 relative to 2017 levels. Metro also must ensure our systems, infrastructure, and services are resilient and able to withstand severe weather disruptions or be redundant and flexible to adapt to unforeseen events. Metro is using the following indicators to guide our resiliency planning:

- Identify all acute shocks or stressors for critical and/or vulnerable areas at or near Metro infrastructure
- Implement the flexible adaptation pathways concept to incorporate climate adaptation into planning, procurement, asset management, and operations
- Prioritize improvements to locations, facilities, infrastructure, equipment and operations to reduce climate risk

Zero Emission Bus Transition



Having committed to a zero emission bus fleet by 2035, Metro has embarked on the most extensive zero-emission bus (ZEB) transition program in the country, with more than 5 million miles of zero-emission service to date. Since 2021, Metro's G (Orange) Line BRT has operated at 100% zero emission service.

Metro has been awarded over \$1.05 billion in federal and state funds for ZEBs and charging infrastructure at locations including:

- Division 7 in West Hollywood
- Division 9 in El Monte
- Division 18 in Carson
- Harbor Gateway Transit Center
- El Monte Transit Center

In 2024, Metro approved nearly \$50 million in state Zero Emission Transit Capital Program (ZETCP) funds for the member agencies of the LA County Municipal Operators Association (LACMOA) to purchase ZEBs and charging infrastructure and implement facility modifications through a regional procurement effort. The procurement is the largest in U.S. history, increasing competition and interest among U.S. bus manufacturers. ZETCP funds also allocate \$320.6 million to Metro over four years for new ZEBs, charging infrastructure and facility modifications.

Zero Emission Truck (ZET)



Heavy-duty diesel trucks are the largest source of particulate matter air pollution for LA County, disproportionately impacting the health of communities closest to the highways on which these trucks operate. Since 2012, Metro has supported the transition of the heavy-duty trucking industry to zero-emission technology. Working with air quality agencies including California Air Resources Board and the Southern California Air Quality Management District, local Zero Emission Vehicle (ZEV) organizations, San Pedro Bay Ports Complex, and stakeholders from the community, Metro started the Zero Emission Truck (ZET) program with \$50 million in seed funding. As of 2025, Metro has increased its commitment to clean trucks with \$200 million of investments focused on charging infrastructure around the I-710 corridor through the LB-ELA CMIP.

Electric Vehicle Parking Strategic Plan (EVPSP)



Metro has developed an Electric Vehicle Parking Strategic Plan (EVPSP) to help meet growing rider and employee interest in zero-emission vehicles and to help meet the goals outlined in Metro's Climate Action Plan. Metro will implement and operate 2,000 electric vehicle chargers across 50 park-and-ride locations and Metro facilities. The EVPSP also positions Metro to complement other statewide and regional efforts by supporting EV adoption through increased access to daily charging.

XIT

Access to Opportunity

Access to opportunity means investing in communities to connect people to what they need. Travelers must get to where they need to go, when they need to be there – from their home to their job to their daily activities. Increasing access to opportunity brings better transit closer to jobs and homes, and supports small businesses, local economies, and families.

11:57AM 7/14/2011
Service Alert
After 8pm all Blue Line trains will continue to depart 7th Street/Metro Center from platform 2. (Figueroa Side)
Train to
Union Station
12:01 pm
12:13 pm





Building on the L RTP

Metro continues to provide essential services to connect people to jobs and their everyday needs. In addition, we are taking steps to improve the quality of life of Angelenos through ongoing initiatives. Some examples of recent progress include:

- > Developing the Transit Oriented Communities (TOC) Implementation Plan
- > Updating Equity Focus Community (EFC) designations using the latest demographic data
- > Establishing a common definition for “Access to Opportunity”

Metro’s work is not done. The SRTP describes many of the initiatives, policies, and programs that Metro will continue to implement over the coming years to support communities and improve the quality of life of Angelenos. These programs include various equity initiatives, fare policy programs, transit-oriented community initiatives, and workforce development programs.

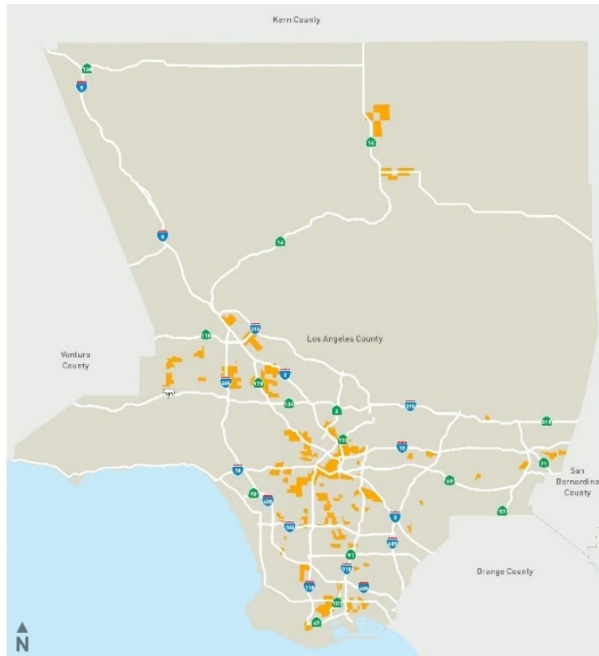
Equity Initiatives

Equity remains central to Metro’s mission, guiding our programs, policies, and investments to expand opportunities for communities most in need. The Metro Board adopted its first Equity Platform in 2018. Metro has created several tools available on our Equity Information Hub, which launched in 2023, to aid internal staff and external partners in project planning and budgetary decisions. These include:

- > The Metro Budget Equity Assessment Tool (MBEAT) has been used annually since 2021 to evaluate Metro departmental budgets.
- > The Pilot Equity Planning and Evaluation Tool (EPET) is intended to be used for multi-year projects and studies and has been used on eight projects since launching in 2022. The EPET was designed for use in large-scale, multi-year projects to support equitable outcomes, such as LB-ELA CMIP.
- > The Rapid Equity Assessment (REA) was developed during the COVID-19 pandemic as a tool to consider equity during urgent times or other periods of fast-paced change.

In 2023, Metro developed and adopted the Measure M Five-Year Assessment and Equity Report (Assessment) to comply with ordinance and guidelines requirements to assess Measure M progress in its first five years and track subsequent quality of life and equity benefits. The Assessment highlighted the importance of equity, partnerships, and adaptability as the region looks to continue meeting ambitious Measure M goals. The SRTP will support the development of the next Assessment to be delivered as part of the Measure M Decennial Review.

Opportunity Zones



In alignment with USDOT’s January 2025 order, which emphasizes sound economic analysis and prioritizes investments in federally designated Opportunity Zones, Metro will continue to develop tools to assist internal staff and external partners in project planning and budgetary decisions. This approach ensures that our projects not only address mobility needs but also continue to catalyze economic development, increase employment access, and improve long-term regional productivity.

Community-based Organizations (CBO) Partnerships



Metro partners with Community-based Organizations (CBOs) in a variety of ways and for diverse purposes, including conducting community outreach through a door-to-door walking campaign, community bike classes, and serving as strategic project partners for first/last mile projects. To enhance and normalize Metro’s CBO partnerships, Metro adopted a CBO Partnering Strategy in 2021. Since its inception in 2023, the CBO Database has

enrolled nearly 400 CBOs and fostered dozens of new CBO partnerships. Furthermore, Metro developed an Advisory Body Compensation Policy to support community members who dedicate their time and experience to provide feedback on Metro initiatives.

Adopt-a-Bike Program



The Adopt-a-Bike program was established in 2021 as a creative means to repurpose bicycles that were left on Metro property and never reclaimed.

Non-profit organizations and CBOs collect unclaimed bicycles left on Metro property to be distributed to LA County residents in underserved areas. To date, over 4,000 bicycles have been distributed.

Equity Focus Communities

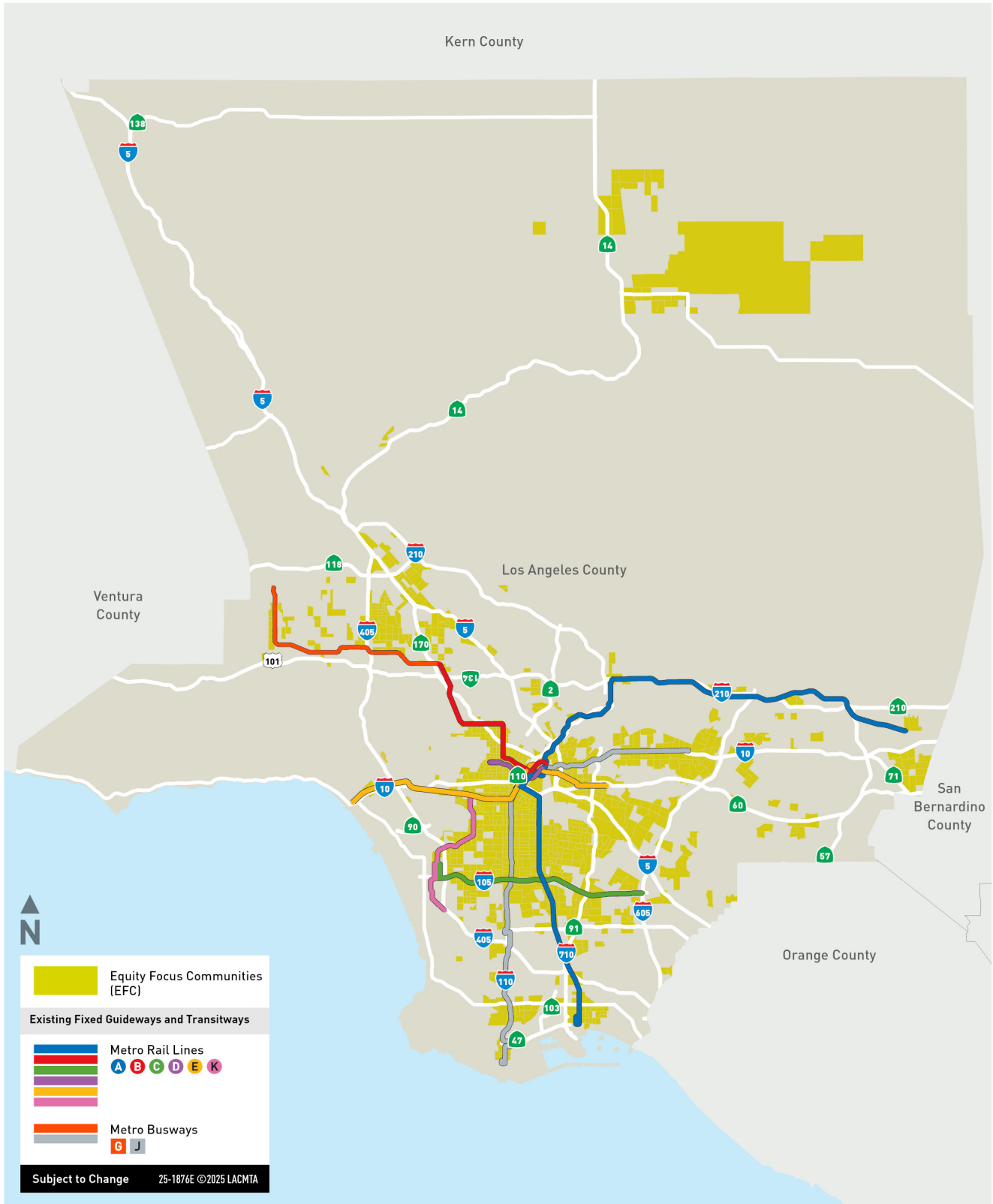
In 2019, Metro adopted its first Equity Focus Community (EFC) designation and EFC Map. This definition identified two demographic factors that are determinants of underinvestment and lack of opportunity: household income and race/ethnicity. A third factor, households with low vehicle ownership, presented an opportunity to target mobility investments in areas with potential for new mobility options. The EFC Map established specific areas that met the criteria thresholds for those demographic factors (Figure 14). Since 2019, the EFC Map has been used to help Metro and local agencies evaluate how projects and plans are supporting the communities in LA County in the most need. Metro also uses this designation as part of its annual budget equity assessment.

In 2022, after determining that a 3-year update cycle was appropriate, Metro updated the EFC Map. During this update, Metro established an index methodology to evaluate retaining the three demographic factors and developing the Metro Equity Need Index (MENI). The MENI ranks all Census tracts in LA County and created five tiers of need: Very High Need, High Need, Moderate Need, Low Need, and Very Low Need. The MENI defines EFCs as the top two tiers, Very High Need and High Need, encompassing roughly 40% of the county population.

In June of 2025, Metro released our third EFC Map, which is based on updated MENI tiers utilizing the latest Census data. This new MENI defines low-income households as earning less than \$75,000 per year.

Figure 14

Metro-Designated Equity Focus Communities





Fare Policy Programs

Transportation is the second largest cost for many LA County households. Metro has various fare programs for riders to ensure customers have access to the entire system. Whether it is youth, college students, people with disabilities or older adults, Metro aims to integrate fares, so they are simple, equitable, and affordable for all customers.

Fareless System Initiative and GoPass

In 2020, the Fareless System Initiative (FSI) Task Force studied and identified challenges and opportunities related to eliminating fares on Metro buses and trains. Launched in 2021, the GoPass program provides fareless transit on Metro and 17 other transit agencies in LA County for K-12 students, community college students, and low-income riders at participating schools and school districts. As of 2025, the program included 1,600 participating K-12 schools, 17 community colleges, over 490,000 registered students, and over 50 million trips taken since the program launch.

Other initiatives include:

- > **LIFE (“Low-Income Fare is Easy”)** is a fare discount program to reduce the cost of transit for low-income riders. Eligible customers receive a 90-day pass for unlimited free rides and can receive discounts for the purchase of weekly and monthly transit passes on Metro and other participating transit agencies in LA County, or toward a 20-ride pass for use on any one of the participating agencies. In 2024, TAP began a phased auto-enrollment campaign, removing enrollment barriers to existing and new LIFE customers. As of 2025, LIFE has supported over 400,000 participants. Metro is also exploring options to expand enrollment by integrating social benefit cards with the TAP Plus Program.
- > **UPass** provides college students at participating schools with the Universal College Student Transit Pass which

offers greater fare discounts and an expedited activation process that is administered directly on campus. Students pay no more than \$43 a month, with pricing varying by the amount of each school’s subsidy. This pass allows unlimited rides on all Metro services in LA County, including Metro Rail, Metro Rapid and Express buses, and local buses. There are currently 18 participating colleges and universities and 10 transit partners.

- > **Fare capping** is an equitable fare policy where customers pay per ride using Stored Value (cash) on TAP until they reach the 1-Day or 7-Day cap. Once the cap is reached, the customer rides for free for the remainder of the 1-Day or 7-day period. Fare capping ensures customers get the best value without overpaying for a pass upfront. As of 2023, full fare customers pay no more than \$5 a day or \$18 in a 7-day period, while reduced fare riders pay even less. Students are capped at a maximum of \$2.50 a day or \$6 in a 7-day period, and seniors and persons with disabilities pay a maximum of \$2.50 a day or \$5 in a 7-day period.
- > **Youth on the Move Program** provides free transit passes to foster youth (age 18-21) who have aged out of the foster care system, but still need transportation access to education, healthcare, employment, and recreational opportunities. The LA County Department of Children and Family Services (DCFS) qualifies eligible foster youth, while Metro provides free annual transit passes for DCFS to distribute. EZ transit passes allow participants to travel throughout LA County for school, work and other essential needs. Out of 4,000 eligible youth, 76% are enrolled in the program with 945 active participants.
- > The **Metrolink Student/Youth Discount** program provides 50% discounts to students to encourage them to take transit to their local schools and colleges. The program has been very popular at attracting new riders and students now account for 35% of Metrolink’s total ridership.

Mobility Wallet Pilot



LA Metro and the Los Angeles Department of Transportation (LADOT) have teamed on a Mobility Wallet pilot, providing \$1,800 per month in subsidies for use on shared mobility. The program is a prepaid debit card that assists with access to transportation. The wallet can be used for shared transportation services, buses, trains, taxis, ridesharing, shared bikes and scooters, purchases at bike shops, and more. Universal Basic Mobility (including Mobility Wallets) will also be implemented as part of the Mobility Concept Plan (MCP) for the 2028 Games.

Transit Oriented Communities

Metro is committed to incorporating equity and community development in how the agency plans and delivers the transit system by fostering Transit Oriented Communities (TOC). Metro adopted its TOC Policy in 2018, focused on finding and strengthening synergies between transit and the surrounding streets, public spaces, and developments to support an expanding transit network, including leveraging its land for affordable housing development. The program interfaces and collaborates with work across the agency and also supports local jurisdictions in developing and adopting transit-supportive policies and programs to leverage the value of transit investments and increase ridership.

Additionally, the policy has resulted in two key program functions: Joint Development (JD) and Strategic Initiatives (SI).

Joint Development

The JD program leverages Metro-owned properties for development projects that incorporate transit facilities with residential, commercial, and retail spaces. In 2023, the Board adopted Acceleration Strategies to achieve 10,000 housing units by 2031, leveraging 20 additional Metro-owned properties (10K sites) to build housing and other community benefits near transit. Metro's JD program has completed 16 projects across LA County, representing more than 2,300 units of housing, including 417 affordable housing units (Figure 15). As of 2024, an additional 1,887 units are in the construction pipeline and 1,510 units are in negotiations.

Metro also provides the Adjacent Development Review Program that reviews and influences the planning and design of projects to ensure they enhance transit accessibility and promote pedestrian-friendly environments. The program has resulted in the coordination on over 11,000 housing units, both affordable and market rate housing.

Strategic Initiatives

SI supports LA County cities and small business stakeholders with grant funding and technical assistance through the following programs:

- Grant Writing Assistance Program: Provides grant writing support for planning or capital TOC projects
- Technical Assistance Program: Funds planning studies that further TOC

- Markets at Metro: Maximizes Metro properties for commercial activity through station activation activities
- Pilot Investment Fund: supports small businesses impacted by Metro rail construction

Los Lirios Apartments



In 2024, Metro opened the Los Lirios Apartments in collaboration with East Los Angeles Community Corporation (ELACC) and BRIDGE Housing. Situated next to the E Line's Soto Station, Los Lirios features 64 income-restricted homes, 20 units for formerly unhoused individuals, multiple community amenities, and commercial retail space. The complex reflects Metro's commitment to bolstering transit-oriented development while protecting and providing affordable housing for low- and middle-income families. Los Lirios is one of dozens of JD projects Metro will build on land left over from its construction projects in the coming years.



Workforce Development

Metro is investing in the regional workforce by providing training, education, and employment opportunities. These efforts to reinvest sales tax revenues from voter-approved measures are designed to ensure that Metro's programs and services create direct opportunities for LA County residents to support their communities and strengthen the local economy.

Project Labor Agreements

Metro is the first transit agency in the nation to adopt a Project Labor Agreement with national targeted hiring goals for federally funded projects with Federal Transit Administration (FTA) approval. The PLA requires 40% participation of construction workers residing in economically disadvantaged areas, 10% participation of disadvantaged workers, and a 20% participation of apprentices.

Manufacturing Careers Policy

This job creation policy holds companies accountable for the local job creation required by Metro in their contracts, including minimum wage and benefits, workforce training and apprenticeship programs, and diversity requirements. It creates a path to employment for people facing barriers to employment, including those who are homeless, are single parents, receive public assistance, lack a GED or high school diploma, have a criminal record, are long-term unemployed, are termed-out of foster care, and veterans.

ESL Hiring Policy

Metro pursues partnerships with external ESL-serving stakeholders and Spanish-speaking organizations in local communities to amplify our efforts to recruit individuals with Spanish as their first language. Metro also coordinates with LA County's Internal Services Department to promote hiring opportunities in non-English media.

Access to Career Opportunities

Established in 2022, Metro has worked with community colleges located along Metro's major transit projects to establish skills-based courses for transit project construction, transit operations and pre-apprenticeships, and apprenticeships. These courses include the Rail Technical Training Courses offered at Los Angeles Trade and Technical College (LATTC), as well as courses under consideration at Cerritos College. A similar Rail Training Initiative and Apprenticeship program in the Southeast Gateway Line corridor ensures opportunities for Metro employees and new entrants.

The Joint Apprenticeship Committee (JAC) Program

The Joint Apprenticeship Committee (JAC) Program is a Metro/Amalgamated Transit Union (ATU) initiative that offers an opportunity for ATU members who are interested in career progression to receive basic foundational coursework in rail technical areas. These courses equip Metro's workforce with the skills needed to stay current in rail technical areas.

Center for Transportation Excellence

The Center for Transportation Excellence (Center) is a proposed 2 million-square-foot bus and passenger rail car hub of manufacturing and innovation in Antelope Valley. In 2024, a memorandum of understanding (MOU) between Metro, the LA County, and the City of Palmdale was executed to advance development of the Center, which will bring an estimated \$11.5 billion in economic returns and over 114,300 direct and indirect jobs to the Antelope Valley area.

School for Excellence



In 2022, Metro, in coordination with LA County, and the SEED Foundation, opened a transportation-focused boarding school to extend the career pipeline for elementary, middle, and high school students to learn about and enter the transportation field. SEED LA serves the most at-risk students from South LA and elsewhere in the county and prepares them for college and beyond. The 147,000-sq. ft. campus includes 170 dorm rooms, 20 staff apartments, 20 classrooms, an art studio, science labs, a maker space lab, administration space, conference rooms, a gymnasium, a dining hall, outdoor recreation space, courtyards, and a rooftop garden. The second phase will include building 180 affordable apartments, a Metro Job and Innovation Center, and community-serving retail stores.

Women Breaking Ground



Metro strives to diversify the construction workforce by expanding access to career opportunities for women and minority populations. Metro is leading efforts to increase female participation in the construction trades unions and encouraging contractors to hire and sponsor more women.

As part of this effort, Metro created a “Joint Awareness Campaign” in partnership with the Los Angeles/Orange County Building Trades Council to raise awareness among women about promising opportunities in construction. In 2024, the Joint Awareness Campaign launched a new website, [Women Breaking Ground](#), to serve as a one-stop resource for women pursuing a career in construction. The website has supported over 1,000 women by providing information on apprenticeship readiness training programs and connecting current tradeswomen with unions, contractors, and additional resources to help them access job opportunities and advance their careers.



Wildfire Recovery for Palisades and Eaton Fires

On January 7, 2025, wildfires propelled by hurricane-force winds, low humidity, and dry brush swept through multiple communities in LA County. The Palisades fire and the Eaton fire in Altadena collectively burned more than 37,000 acres, destroyed thousands of homes and businesses, and displaced thousands of households.

Metro played a critical role in supporting communities affected by the fires by ensuring access to transportation during and after the crisis. Metro modified the eligibility criteria of the LIFE Program to assist individuals and families displaced by the fires, offering a 30-day pre-loaded TAP card, a 90-day regional transit pass, and auto-

enrollment of 20 free rides monthly for six months, promoted at 85 public resource events organized by FEMA, Red Cross and others. These efforts resulted in more than 6,310 enrollments, mostly of people affected by the fires. In addition, Metro offered \$900 in virtual Mobility Wallet funds to eligible participants living in the impacted areas.

Metro also enrolled students in the GoPass program, which offers fare-free transit to K-12 students to support students who had to relocate. To date, 588 students at Pacific Palisades Charter High School have registered for the pass, taking more than 61,000 Metro rides.

Funding the Plan

Over the next 15 years, Metro is planning to fund the construction of \$220 billion for new multimodal capital projects as well as the ongoing cost to operate and maintain the countywide transportation system. This includes funds that Metro controls directly as well as resources that Metro allocates to jurisdictions and agencies throughout LA County.

The Metro financial forecast for this SRTP, or Short Range Financial Assumptions (SRFA), includes all Board-approved projects and programs as of October 2024, as well as spending included in the agencywide annual budget and approved life-of-project budgets. The October 2024 SRFA addresses Metro's funding needs over the next 15 years based on estimated costs and projected future revenues (Figure 16). The SRTP's funding plan identifies the programming of funds – i.e., the allocation of individual federal, state, and local funding sources to specific uses – and fulfills Metro's mandate to plan and program transportation funding for LA County.

All Measure R and Measure M projects scheduled for completion by 2039 are currently on Board-reported schedule. Projects that do not have a Locally Preferred Alternative (LPA) or approved additional funding are assumed to be completed at the cost and schedule in the Measure M Expenditure Plan. Other Board initiatives that do not yet have an approved budget or funding plan are not included in the SRFA. These include projects in the unfunded 2028 Mobility Concept Plan.

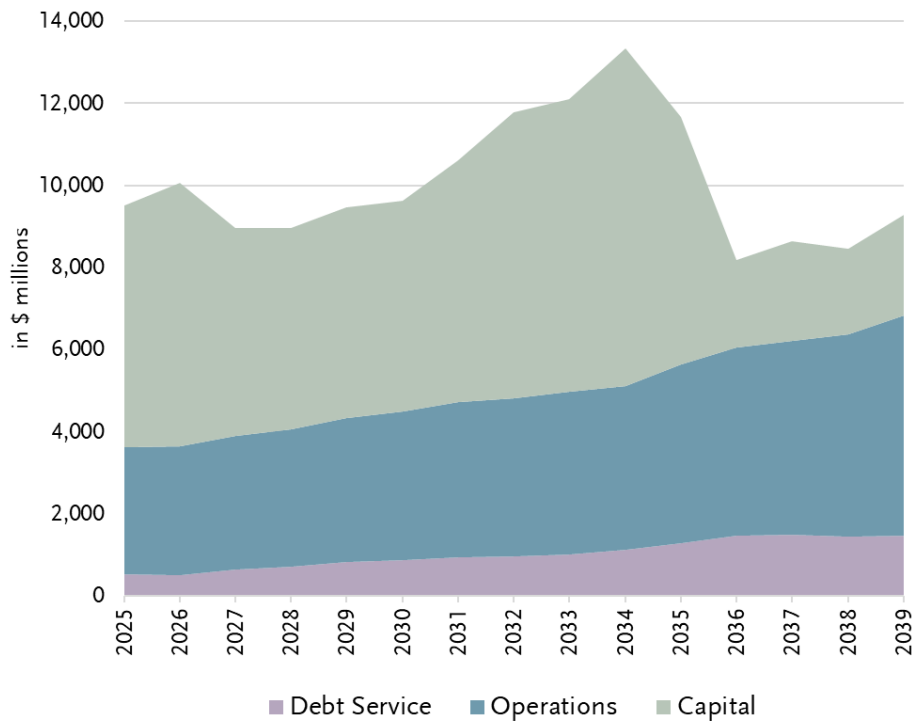


Risks are inherent in the financial forecast due to factors outside of Metro’s direct control, including:

- Rising capital costs
- New projects and initiatives
- Increased operating expenses and shortfalls in funding due to fare revenue
- Inflation
- Federal funding uncertainty

Metro may need to address any future significant funding changes with offsets that could involve a reduction in project scope, delay of projects, elimination of programs, and reduction in transit service. The SRFA is continually updated to reflect changes including new Board actions and revisions to discretionary and formula grant funding assumptions.

Figure 16
2024 SRFA Forecasted Expenses and Expenditures

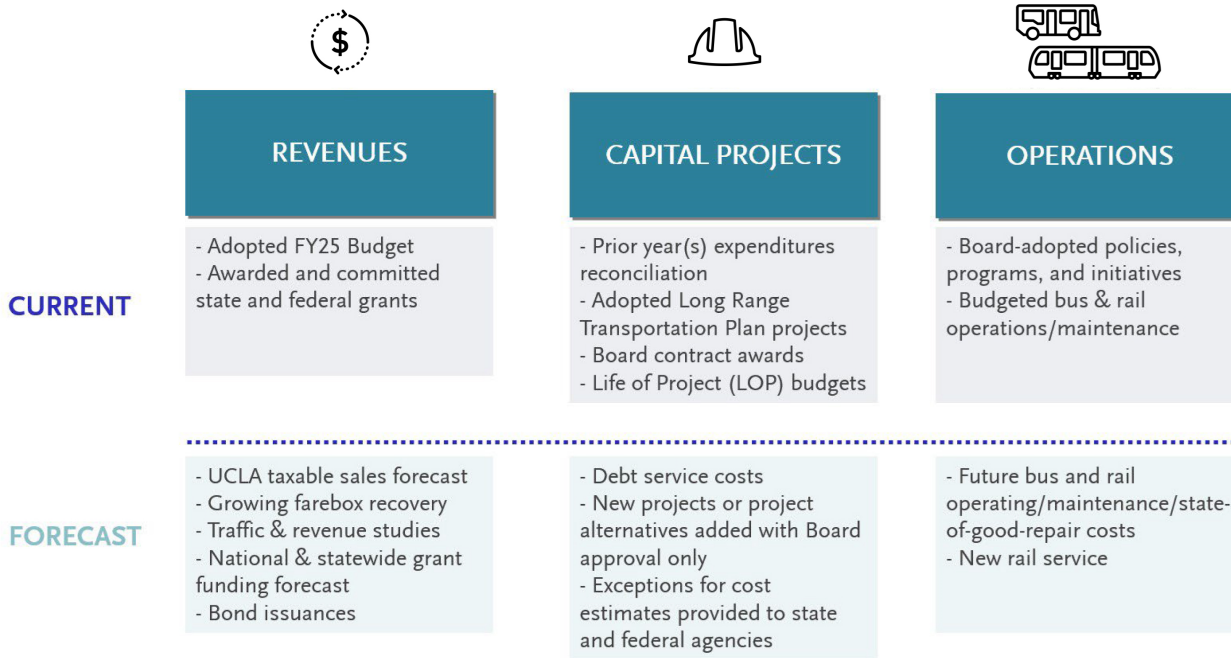


Forecast Assumptions

The SRFA is a detailed snapshot for this Constrained Plan and bellwether for identifying future Board decision points.

Key assumptions and associated impacts on the forecasted numbers are included in the October 2024 SRFA (Figure 17).

Figure 17
SRFA Assumptions



Forecasted Expenses and Expenditures

The SRTP's financial forecast includes Board-approved spending, which encompasses the Measure R and Measure M sales tax ordinance Expenditure Plans and schedules, the adopted 2020 LRTP, separate Board actions, and the adopted FY2025 budget. No accelerated project schedules are included that have not been approved by the Board. The majority of capital expenses over the next 15 years are for the top 10 major capital projects and initiatives in the forecast, which are largely delivered in the next 10 years. At the same time that capital projects are delivered over the 15-year period, operating costs are expected to almost double.

Metro and its regional partners within the county are planning to expend over \$220 billion from 2025 to 2039 (Figure 18), including:

- \$60.5 billion, or 27.5% on rail and bus capital projects
- \$76.6 billion, or 34.9% on transit operations including ADA service
- \$50.1 billion, or 22.8% on highway, streets, and multimodal programs

The sources of the anticipated funding from 2025 to 2039 (Figure 19) are:

- \$35.4 billion, or 16.1% from federal funds
- \$42 billion, or 19.1% from state funds
- \$142.4 billion, or 64.8% from local sales tax and financings

Figure 18
Uses of Funding

Countywide Uses (all sources of funding) FY 2025 - FY 2039 October 2024

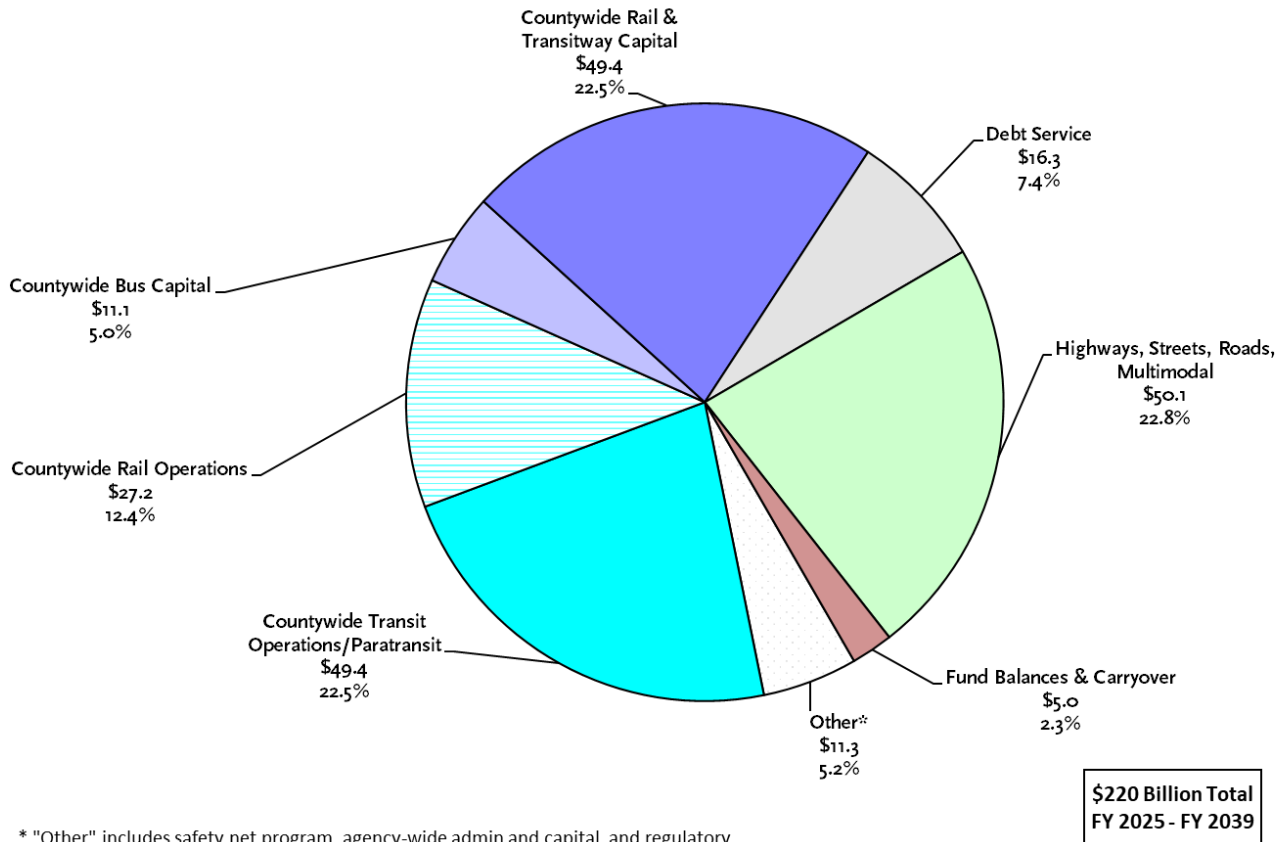
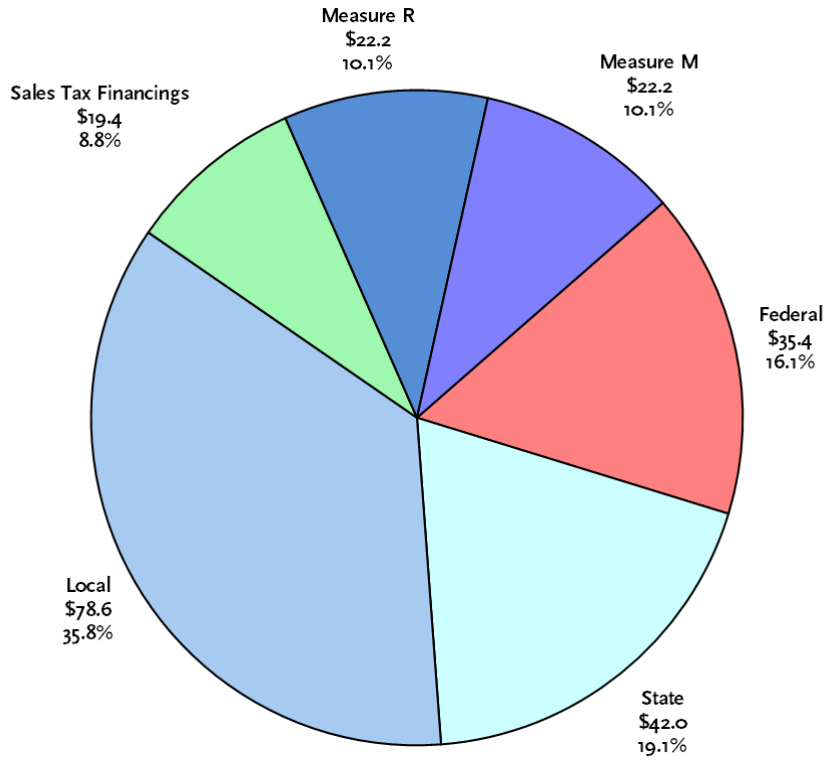


Figure 19
Sources of Funding

Countywide Sources FY 2025 - FY 2039 October 2024



**\$220 Billion Total
FY 2025 - FY 2039**

Revenue Outlook

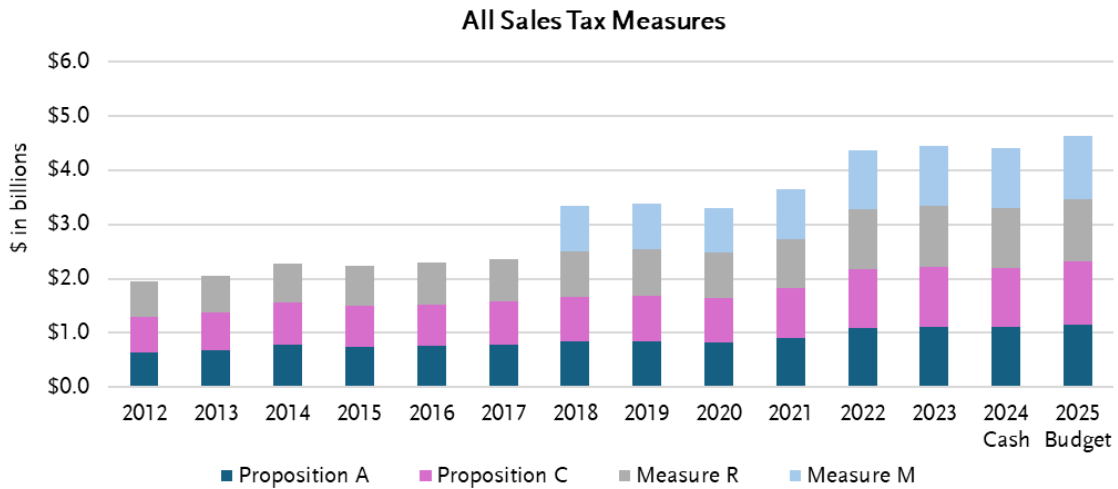
Sales Tax Receipts

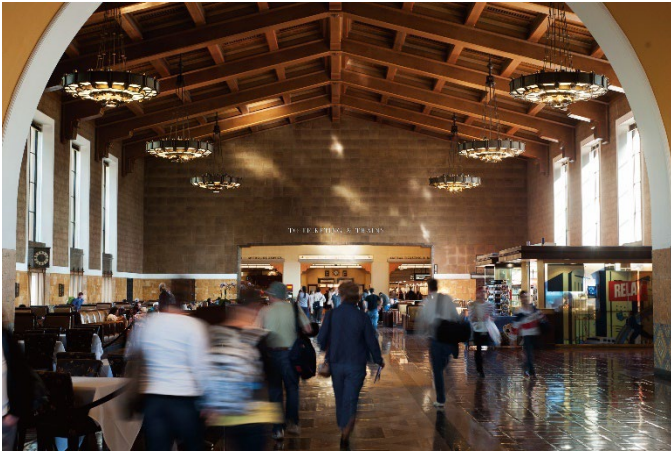
The sales tax revenue projections use the FY 2025 budget estimates and a forecast growth rate from UCLA Anderson School for the subsequent years (Figure 20). The updated FY 2025 budget amount for each of the four Metro sales taxes is \$1.048 billion based on current receipts. The UCLA

forecast has average annual growth in the subsequent 15 years of 3.0%. The sales tax forecast determines the amount of capital, transit operations subsidy, and state of good repair that can be funded.

Figure 20

Historical Revenue





Grant Funding

> **Federal grants:** Federal formula grant amounts are assumed to be equivalent to what is currently provided under the current multi-year reauthorization bill, the Infrastructure Investment and Jobs Act (IIJA). The grants fund about 16% of Metro’s total capital program, operating subsidy, and state of good repair through FY 2039.

> **State grants:** The October 2024 SRFA includes all awarded state grants and assumes Metro receives a percentage of the statewide estimate of future discretionary and formula grants. The amount Metro receives from the longstanding State Transportation Improvement Program (STIP) and other non-SB1 state grant programs is based on historical awards. The grants fund approximately 19.1% of Metro’s total capital program, operating subsidy, and state of good repair over the next 15 years.

The SRFA includes ongoing funding from existing federal discretionary grant programs that are authorized under current legislation, including IIJA and Inflation Reduction Act. The assumed funding from the ten largest federal grant programs totals nearly \$31 billion (Table 4). The projected funding levels are generally consistent with historical awards to Metro.

TABLE 4: ASSUMED FEDERAL DISCRETIONARY FUNDING

FEDERAL GRANTS	FY 25-FY 39 Funding (\$M)
Section 5309 New Starts	\$8,919
Capital Grant Receipt Revenue Bonds	\$5,915
Section 5307 Urbanized Formula	\$ 5,705
Section 5337 State of Good Repair - Fixed Guideway	\$3,292
Surface Transportation Block Grant Program (STBGP)	\$2,687
Congestion Mitigation & Air Quality Program (CMAQ)	\$2,464
Section 3005(b) Expedited Project Delivery Pilot Program	\$893
Other Federal Funds	\$420
Section 5339 Bus and Bus Facilities Formula	\$408
FASTLANE/INFRA Grants	\$282
TOTAL	\$30,985

The largest discretionary grant is New Starts within the federal Capital Investment Grants program.

The October 2024 SRFA includes \$8.9 billion of New Starts receipts during the 15 years of the forecast, of which \$8.0 billion has yet to be awarded. The projects that are assumed to receive future New Starts funding are unchanged from the 2020 LRTP (Southeast Gateway Line and Sepulveda Transit Corridor Phase 2), except that Gold Line Eastside Extension Phase 2 now also assumes New Starts funding. Expedited Project Delivery funding was awarded in September 2024 for East San Fernando Valley Light Rail Transit.

- > Fares: The FY 2025 budget for fare revenue is estimated at \$174.5 million. Fare revenues were \$300 million in FY 2018 but plummeted to \$20.5 million in FY 2021 due to the COVID-19 pandemic. However, over the course of the next 15 years, fare revenue is forecasted to increase to \$863 million by FY 2039, due in part to forecasted ridership increases from new project openings.
- > Toll revenues: On existing I-10 and I-110 ExpressLanes, toll revenues are projected to be slightly higher than previous estimates. Revenues are also expected to be higher for the planned I-105 and I-405 Sepulveda Pass ExpressLanes, and the October 2024 SRFA now includes the planned I-10 to San Bernardino County, I-405 to Orange County, and I-605 to Orange County ExpressLanes.



Financial Assumptions and Risks

Under current projections and assumptions, the October 2024 SRFA indicates that current commitments can be achieved, including operating the existing transit system, addressing state-of-good repair projected needs, and implementing the projects and programs in the Measure R and M Ordinances. This presumes Metro will take the needed steps to continue to balance the annual operating budget, successfully procure federal and state funding, and effectively manage the cost and schedule of delivering major capital projects. However, significant deviations from the assumptions could create an imbalance between expected revenues and expenditures.

Operating Revenues

While Metro’s ridership continues to recover, farebox recovery, or the percentage of operation costs covered by fares, is only 6.2%, which remains well below the pre-pandemic recovery levels of 16% in FY 2018 and 15% in FY 2019 for all transit modes. Additionally, federal COVID-19 relief funding, the American Rescue Plan Act (ARPA), was exhausted in FY 2023, resulting in reduced revenues of \$1.24 billion in FY 2024. Changes in ridership, fare structure, and farebox recovery, with increased operating costs, could impact the financial capacity of Metro to build and operate the county transportation system.

Operating Expenses

Metro forecasts operating and maintenance expenses for bus and rail transit service based on the most current Metro budget (for bus) and actual data from the FTA’s National Transit Database. Future values use the expected unit cost per unit of service multiplied by future revenue service hours (for bus and light rail), and revenue service miles, peak vehicles, and guideway miles for heavy rail. The future units of service (e.g., revenue service hours) are generally consistent with current Metro plans. Revenue service hours are forecasted for Metro bus and rail service from FY 2026 to FY 2039 (Figure 21). Bus revenue service hours increase from 7.436 million to 7.649 million. Rail revenue service hours increase from 1.669 million hours to 2.833 million service hours and include new service for the D Line Subway Extension, East San Fernando Valley Light Rail Transit, and Southeast Gateway Line. Total bus and rail Operating and Maintenance (O&M) costs increase from \$2.736 billion in FY 2026 to \$4.254 billion in FY 2039.

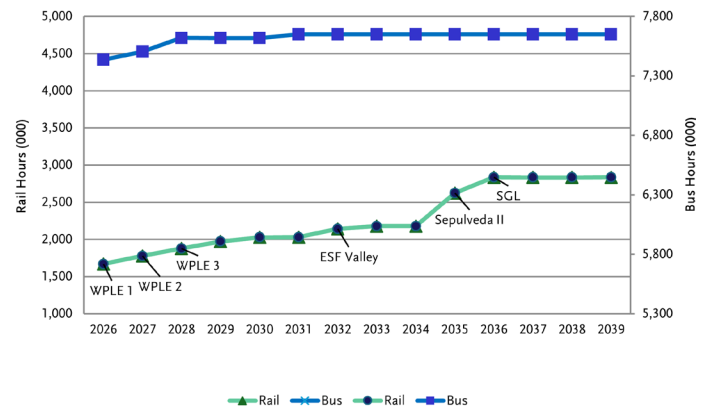
Figure 21

Revenue Service Hours

FUTURE OUTLOOK

New projects > ↑ Operating/maintenance expenses

Funding for operations hampered if operating revenue from new transit projects does not keep up with increasing operating costs.



Maintaining our Legacy System

Maintaining Metro's legacy infrastructure is foundational to the future successful operation of the new rail lines Metro plans to open. But as the system ages, more time and money are required to maintain signals, track systems, traction power and facilities. Metro's oldest rail line, the A Line, opened in 1990 and underwent extensive SGR improvements in 2019 ("New Blue"). The Metro B Line, C Line, D Line and portions of the E line have reached, or will reach, the same milestones for major SGR work over the 15-year horizon of the SRTP. And while portions of SGR efforts are already underway for Metro B and C lines, a full accounting of SGR needs for the D and portions of the E line (Union Station to Sierra Madre) represents financial needs that will be addressed in the coming years. Major station upgrades have occurred at key hubs like Union Station, Willowbrook/Rosa Parks Station, and 7th/Metro Center, focusing on accessibility, lighting, and wayfinding improvements, as well as the development of new facilities such as the LAX/Metro Transit Center, which opened in June 2025.

According to Metro's 2022 Transit Asset Management Plan (TAMP), Metro's average asset condition is considered "adequate" on the Federal Transit Administration's condition ratings scale. This rating, however, is bolstered by the new project openings that inflate the overall rating. Many of Metro's legacy stations and systems will need major upgrades in the coming years. The list of needs includes many things that may not be visible to Metro riders.

The downside of expanding the rail system continually over time is that Metro's need for SGR will grow exponentially as more of the system enters into legacy status and requires additional funding to preserve Metro's safety culture and ensure a safe and reliable system for its riders. The Metro Board must review and approve these unmet needs before funding can be identified for these efforts.

Capital Program and Project Delivery Risks

Capital Program Assumptions

If not in the 2020 LRTP, projects have been added only if the Board subsequently approved them or are otherwise mandated or supported by Board action. These encompass modifications in bus operations under NextGen, the transition to zero-emission buses, and the establishment of an ExpressLanes network.

No other new projects are included except for planning, environmental, pre-engineering, design, or other work that the Board has approved. In the event the Board pursues any new projects, a separate funding plan is developed for Board

approval and incorporated into the October 2024 SRFA and Long Range Financial Forecast (LRFF). This could require tradeoffs, including the deferral, reduction, or elimination of other SRTP projects or the addition of a new revenue source.

The SRFA assumes that major capital projects will adhere to the timelines as periodically reported to the Board (for projects under construction or completing the planning process), or as outlined in the LRTP. Nevertheless, Metro continues to evaluate strategies to deliver projects earlier than currently estimated, where there is expressed direction to do so.

Cost Escalation Risk

Project costs are assumed equal to those in the adopted LRTP or from separate Board actions in recent years (e.g., contract awards, "life of project" budgets, selection of LPA, and 30% design completed). Over the past 10 years, increases in construction prices have nearly doubled the consumer market inflation rate. Long-term financial forecast assumptions utilized an average project cost inflation rate of 3%. As such, many projects are experiencing cost pressures as they progress through planning and construction. Several planned projects currently have a wide range of cost estimates and the high-end estimate is not included in the October 2024 SRFA.

However, if operating and/or capital costs exceed current parameters in the SRFA or Metro local revenue and or state and federal funding fall short of expectations, Metro may be required to implement offsets to service, project scope, and delivery schedule to address funding gaps.

Future Grant Funding

Metro expects to receive \$1.0 billion in state and federal operating assistance and \$1.1 billion for capital projects in FY 2025. While historically stable, federal spending policy has changed significantly under the current administration and there is uncertainty about the receipt of both committed funding, that has already been awarded to Metro, and future formula and discretionary grants. The SRFA assumes state and federal grant funding will continue in line with historical levels; however, any material reduction in funding could require adjustments to the assumed level of transit service and the scope and schedule of new capital projects.

Highway Capital Program

The financial risk to Metro highway and ExpressLanes projects is most acute in the requirement to mitigate the induced travel impacts of projects that add new lane miles to projects on the State Highway System (SHS). Measure M was approved by the voters in 2016, which included highway

and ExpressLanes project cost estimates that did not anticipate the requirement to mitigate induced travel impacts. In September 2020, Caltrans adopted new rules, which require the measurement and mitigation of induced travel impacts of projects on the SHS.

Mitigating induced travel impacts is a costly endeavor and can be achieved by investing in new projects and programs that reduce vehicle miles traveled (VMT) such as new increases to bus service frequency or Metrolink service, bike share, Transportation Demand Management (TDM) programs and more.

Not all highway and ExpressLanes projects included in the SRTP Highway Investment table (Table 2) include project alternatives that add new lane miles to the SHS. Nor is Metro under any obligation to deliver project alternatives that add new lane miles. For example, the LB-ELA CMIP was originally conceived as a freeway widening project that was reoriented to a community-driven multimodal plan. However, should Metro proceed with all known project alternatives that add new lane miles to the SHS, Metro may face up to an additional \$10 billion in unfunded mitigation costs^{*1} over a twenty-year mitigation period^{**} that would begin on the opening day of a given project.

The \$10 billion in estimated unfunded mitigation costs represents a ceiling and may be partially mitigated by Board decisions on a project-by-project basis through the approval of project alternatives that reduce or eliminate the total number of new lanes miles in each project.

In addition to induced travel mitigation requirements, most highway and ExpressLanes projects have also experienced cost increases compared to initial cost estimates. Several projects have been affected by project delivery risks including scope adjustments and external pressures such as rising material and construction costs.

Highway and ExpressLanes project cost estimates, as identified in the LRTP financial forecast (prepared when Measure M was approved), compared to the October 2024 SRFA, reflect total project cost increases of \$2.4 billion.

Transit Capital Program

As with highway projects, most transit projects have experienced cost increases compared to their initial cost estimates. Several projects have been affected by project delivery risks, including significant project scope adjustments due to accommodations to local government and stakeholders, plus unforeseen conditions.

Transit project cost estimates, as identified in the 2016 LRTP financial forecast (prepared when Measure M was approved) and in the October 2024 SRFA reflect total project increases of \$16.5 billion.

The 2024 SRFA cost estimates reflect significant increases compared to the 2016 LRTP financial forecast across most transit projects. The majority of projects experienced cost growth, with percentage increases ranging from 5.0% to 129.4%. Overall, the projects have had substantial cost escalations, highlighting the impact of inflation, design refinements, market factors, and site conditions over time.

Unmet Needs

In addition to the many transit, active transportation and highway projects opening over the next 15 years, Metro has an additional \$3.2 billion in unmet needs to operate and maintain our expanding transit system and clean our fleet. This figure includes an estimated \$1 billion cost for a new bus and rail operations center and \$2.2 billion for bus and rail car vehicle replacement, HVAC system repairs and overhauls, repair and replacement of passenger information systems at our transit stations, bus and rail yard facility tools and equipment, repair and replacement of our rail track, signals, signs, catenary equipment and more. The Metro Board will need to review and approve these unmet needs before funding can be identified for these efforts.

¹ *Estimate based on the project alternatives with the greatest number of lane mile additions, using the California Induced Travel to estimate total induced travel. Mitigation costs are based on the average cost per VMT reduced derived from Metro's VMT Mitigation Program study or \$1.00 per annual VMT reduced.

^{**}Caltrans does not specify a specific duration of mitigation in their guidance on mitigation of induced travel but based on environmental documents approved or in Caltrans queue, a twenty-year mitigation duration is a reasonable assumption.

Managing Financial Risks and Challenges

Metro is prepared to deliver critical capital projects and reach significant construction milestones over the 15-year horizon of the SRTP. However, this progress comes at a time of increasing external pressures beyond Metro's control. A volatile funding environment, federal funding uncertainty, inflation, and new tariff and immigration policies are expected to drive up the costs of materials, labor, and construction. In response to these market conditions, contractors are pricing additional risks in construction bids, resulting in higher bids and escalated costs that may affect project viability. The aftermath of the recent LA wildfires also adds to these pressures due to the limited capacity of local jurisdictions and utility agencies to support Metro projects, potentially delaying design reviews, construction inspections, and permit approvals by six to 12 months.

Adding to these pressures, the state of California has introduced new California Environmental Quality Act (CEQA) rules that require the mitigation of the induced travel impacts of highway and ExpressLanes projects. This requirement, adopted well after voter-approval of Measure M, will significantly impact total project costs or alter project scope. The following section outlines the potential financial risks along with some of the tools and strategies Metro can use to mitigate them.

To address these challenges proactively, Metro established internal processes and frameworks that promote fiscal responsibility, transparency, and equity. These efforts include conducting ongoing program performance evaluations, identifying project risks early, and aligning budgets with strategic priorities. The Annual Program Evaluation (APE), Early Intervention Team (EIT), and Equitable Zero-Based Budget (EZBB) are part of Metro's toolbox to help mitigate risks.





Metro Processes to Mitigate Financial Risks

Annual Program Evaluation

The APE is a priority initiative that provides transparency into the performance of Metro's capital program. A comprehensive review of the risks associated with the costs and schedules of the capital program is conducted annually to address the challenges of managing a multi-billion-dollar capital program. The APE is a project management tool that provides a summary of initiatives to improve cost and schedule certainty and provides the Board with the current status of the various project budgets through completion. The APE initiative comprehensively evaluates Metro's capital program, including Transit, Highway, and Regional Rail, in addition to Planning projects anticipated to transition to design and construction in the corresponding fiscal year.

Early Intervention Team

The EIT was developed by Metro Board direction in response to the FY 2023 APE Report presented in June 2022. The Board requested the development of the EIT to create comprehensive criteria for successful project delivery to address topics such as funding strategy and project delivery method for all Measure M Expenditure Plan Projects and include metrics to help evaluate the success and progress of cost control efforts. It was established to provide additional leadership support for Metro's capital program, given the capital portfolio was experiencing elevated fluctuations in project cost and delayed delivery timelines. It was designed to draw on the collective wisdom of cross-departmental collaboration to review and assess cost and schedule drivers, potential corresponding mitigation strategies currently in practice at Metro, as well as new mitigation strategies needed across the full life cycle of projects. The EIT has focused its attention on the earlier phases of the

project lifecycle, where it has the greatest opportunity to influence project outcomes and where a cross-functional leadership team is best positioned to create and pressure test approaches and alternatives to drive increased value assurance.

Equitable Zero-Based Budget

As part of the toolbox to address current and future challenges, Metro's EZBB Process is a framework that integrates an equity lens to develop a fiscally responsible budget on an annual basis. This includes strengthening cost controls, setting financial review milestones, prioritizing projects based on aligned strategic imperatives and priorities, and engaging in interdepartmental collaboration to identify mitigation strategies.

Cost Benefit Analysis

The Metro cost benefit analysis methodology (CBA) establishes a standardized framework for evaluating capital project benefits relative to project cost. The CBA supports data-driven decision making by providing evaluations of expected project performance at critical decision points, such as alternative analyses, selection of a Locally Preferred Alternative, project approval, establishment of Life of Project budget and to evaluate any value-engineering efforts.

Unified Cost Management Policy

The Unified Cost Management Policy serves to inform the Board regarding cost increases to Measure R and Measure M funded projects and the strategies available to close a funding gap. Should a cost increase occur, the Board must approve a plan of action to address the issue prior to taking any action to permit the project to move to the next milestone. The tools available to address funding shortfalls including but not limited to scope reductions, new local agency funding resources or value engineering.

Other Mitigation Strategies

To build on its internal processes and address external pressures and major cost drivers related to rail system expansion and ongoing operations, Metro continues to explore adaptable strategies to keep projects moving forward. These strategies include project phasing approaches to manage costs and risks, innovative financing strategies to support project delivery, and a unique funding opportunity through the Measure M Decennial Comprehensive Review.

Phased Project Delivery Approach

Implementing large corridor-wide transportation projects in incremental phases is a strategic approach that maintains fiscal responsibility by reducing upfront financial burdens, spreading investments over time, and adapting to current funding challenges. This approach creates additional opportunities to secure external funding for each phase, making the project more competitive for federal and state grants. A potential benefit of this approach is the delivery of transportation services sooner.

In 2022, Metro approved a phased delivery approach for the 19.3-mile Southeast Gateway Line (SGL) project. Rather than advancing the full alignment from Artesia to LA Union Station (LAUS) at once, the project will be built in two phases to help address funding shortfalls, accelerate early project delivery, and mitigate preconstruction risks. The initial operating segment (IOS) will span 14.5-miles from Slauson/A Line Station to Pioneer Station in Artesia, and a separate study is underway to evaluate cost-effective alignment options for completing the remaining 4.8-mile connection to LAUS.

Project phasing provides an opportunity to evaluate transit alternatives at each phase. In 2022, Metro approved an IOS for the East San Fernando Valley Transit Corridor Project (ESFV) Light Rail Transit (LRT) consisting of a 6.7-mile southern segment connecting the communities of Van Nuys, Panorama City, Arleta, and Pacoima along Van Nuys Boulevard.

In 2025, Metro completed a supplemental study to assess the design options for the remaining 2.5-mile northern segment that runs along a shared right-of-way (ROW) on San Fernando Road from Van Nuys Boulevard to the Sylmar/San Fernando Metrolink Station. The analysis considers two alternatives, including: 1) extending the light rail line along the existing Metrolink railroad ROW with three new stations, and 2) adding a new Metrolink rail station at Van Nuys/San Fernando Road, including a Mobility Hub to connect riders traveling between the ESFV LRT and Metrolink. As the next step, Metro will share these options with the community to gather input that will inform the future planning and development for this corridor segment.

Innovative Financing Strategies

Innovative public financing mechanisms, such as Enhanced Infrastructure Financing Districts (EIFDs), present an opportunity to generate revenues and support project delivery. The City of West Hollywood is proposing an EIFD to help fund and accelerate the K Line Northern Extension project. Community organizations are also exploring a potential EIFD for the Southeast Gateway Line (SGL) project to support both the light-rail line and broader community investments along the Northern Alameda Corridor, such as affordable housing and public infrastructure upgrades.

Metro has a near-term opportunity to address project delivery challenges and financial risk through the Measure M Ten-Year Comprehensive Assessment (Decennial Review), which allows the Board once every decade to close funding gaps by transferring net revenues between the Transit, First/Last Mile (Capital) Subfund and the Highway, Active Transportation, Complete Street (Capital) Subfund. The first opportunity to make amendments to Measure M will be in FY 2027, which will require approval by two-thirds vote of the Board.



The Road Ahead

The 2025 SRTP has been developed at a key point in time to help the agency set a baseline and begin to prepare for significant planning efforts in the coming years, including the Measure M Decennial Review and the next long range transportation plan.

What is Measure M?

Measure M, approved overwhelmingly by county voters in 2016, is an indefinite half-cent sales tax designed to fund a wide range of transportation improvements. It serves as a long-term plan aimed at reducing traffic congestion and enhancing mobility throughout the region. It provides funding for a diverse range of projects, including Metro Rail and Bus projects, highway improvements, bicycle and pedestrian enhancements, and support for local and subregional projects. Measure M does not have an expiration date but requires annual oversight and periodic comprehensive assessments.

What are the Measure M Assessments?

By ordinance, Metro is required to provide annual financial updates through the Measure M Oversight Committee and more significant performance reviews every five and ten years:

- > **Five-Year Comprehensive Program Assessment:** In 2023, Metro completed its first five-year assessment, which evaluated the overall program and recommended improvements regarding current practices and organizational changes to improve coordination. The five-year review, which included an equity assessment, noted how Metro has made progress with respect to the Measure M goals and Measure M assessment criteria.
- > **Decennial Review:** Efforts for the Decennial Review will evaluate the performance of Measure M from July 2027 through June 2037. It will be coordinated with other Metro planning efforts and provide a comprehensive review of expenditure plan major projects and multi-year subregional programs in the Measure M Expenditure Plan. The assessment will evaluate the projects and programs completed, projects anticipated to be completed in the next 10 years, and circumstances impacting the delivery of projects and programs.

The next LRTP, tentatively planned for potential Board consideration in 2030, may overlap with the Decennial Review (Table 5), and will be influenced by any adjustments

or amendments to the Measure M Ordinance that result from the Decennial Review (Table 6).

TABLE 5: METRO UPCOMING COUNTYWIDE PLANNING EFFORTS

SHORT RANGE TRANSPORTATION PLAN	DECENNIAL REVIEW	LONG RANGE TRANSPORTATION PLAN
2025 COMPLETION	2026 ANTICIPATED COMPLETION	2030 ANTICIPATED COMPLETION
<ul style="list-style-type: none"> • Baseline system performance • Financial snapshot as of October 2024 • Examines updated project costs, schedules, and financial assumptions • Investment plan through 2039 	<ul style="list-style-type: none"> • 10-Year, forward and backward looking Project and Program Financial Evaluation <p>Allows limited amendments to Measure M ordinance with a 2/3rds vote of the Metro Board</p>	<ul style="list-style-type: none"> • Visioning and Performance Framework • Scenario Development and Analysis • Project Performance Evaluation • Investment plan through 2055

TABLE 6: DECENNIAL REVIEW DETAILS

REQUIRED ELEMENTS	POTENTIAL RESULTS
<p>Comprehensive assessment of each project and program in Measure M once every 10 years, which must include:</p> <ul style="list-style-type: none"> • Projects/programs completed • Projects/programs anticipated for completion in the next ten years • Changes in circumstances affecting the schedules 	<p>With a 2/3rds vote, Metro board can:</p> <ul style="list-style-type: none"> • Accelerate opening dates for existing projects, so long as it does not alter opening dates of other Measure M projects • Add new projects or programs if there is new funding capacity, so long as it does not take funds from other Measure M projects or alter opening dates. • Determine that a project is completed, and if there is excess funding available, allocate to other projects within the same subregion • Approve transfer of funds between the highway and transit subfunds*

*“Transit, First/Last Mile (Capital) Subfund” and the “Highway, Active Transportation, Complete Streets (Capital) Subfund.”



committed to making transit easier to ride, with new technologies and programs like all-door boarding on buses. At the same time, Metro is expanding the Tap-to-Exit program to increase fare compliance and improve the overall rider experience. These are just two examples of the trade-offs that Metro and partners must make as they work to improve the quality of our services in years to come.

At the core of this effort is our commitment to delivering on the promises we made to voters. The SRTP is just the beginning of a multi-year effort at Metro to strategically plan for the future of transportation in the region. The SRTP provides the baseline for future efforts including, but not limited to, a deeper assessment through the Measure M Decennial Review, evaluating successes and challenges related to delivering the measure-funded capital projects. Following the Decennial Review, Metro will develop the next L RTP, which will consider the future transportation investments in LA County until the middle of the 21st century.

Metro invites all Angelenos to partner with us as we set out to build a more prosperous, vibrant, and mobile future.

A Call to Action

Metro must maintain its momentum, making data-driven choices to achieve its ambitious transportation goals. The 2020 L RTP laid out a vision of transformative initiatives, including expanding ExpressLanes, accelerating bus speeds, exploring congestion pricing, broadening reduced fare access, enhancing first/last mile connections, and supporting transit-oriented communities. Metro has made significant strides: continuing our ExpressLanes expansion, implementing bus lanes and other speed improvements, launching GoPass and expanding reduced fare programs, and supporting transit-oriented development. However, crucial concepts like congestion pricing are still in the early stages, requiring further exploration. These bold policies are vitally important for continuing to reshape our region's transportation landscape.

Metro must continue balancing the need to expand affordable and easy access to transit with the financial realities and public safety concerns. While reduced fare programs drive ridership, they also strain revenue streams amidst rising operating costs. Furthermore, Metro is

Appendix Item 1: Metro Initiatives

New Efforts (Projects, Programs, Policies) since the 2020 LRTP

Bus Priority Lanes

Since 2020, Metro has installed nearly 50 lane miles of bus priority lanes in partnership with the Los Angeles Department of Transportation (LADOT), California Department of Transportation (Caltrans), and the City of West Hollywood, in alignment with the NextGen Bus Plan to provide fast, frequent, reliable, and accessible service. Bus priority lane locations include: 5th Street, 6th Street, Aliso Street, Alvarado Street, Grand Avenue, Olive Street, Venice Boulevard, La Brea Avenue, Sepulveda Boulevard, Ventura Boulevard, and Roscoe Boulevard.^{2 3}

Transit Oriented Communities Implementation Plan

The TOC Implementation Plan, approved by Metro's Board of Directors in 2020, operationalizes the 2018 TOC Policy. The Plan outlines Metro's goal of working towards equitable community development and land use around transit corridors, guided by four principles: internal coordination; strengthening coordination and collaboration with Metro partners; improvements to TOC programmatic areas; and creating TOC corridor baseline assessments for Metro transit corridors. Metro has achieved significant milestones, including completing 141 housing units, reviewing 766 CEQA notices, and funding three pilot plaza vending programs under the Markets at Metro initiative. The program continues to expand, with 236 housing units under construction, 14 additional projects in planning, and \$21 million secured through grant writing assistance. Moving forward, Metro will refine its TOC strategy, monitor real-time program updates through dedicated dashboards, and launch additional station activations and investment programs to enhance transit accessibility and economic opportunities.⁴

2028 Mobility Concept Plan

The 2028 Mobility Concept Plan (MCP) is designed to prepare LA County's transportation infrastructure for the 2028 Games. The MCP provides guidelines for funding advocacy and collaboration for more than 300 projects.⁵ In addition to providing car-free transportation alternatives during the 2028 Games, these projects aim to create a longstanding transportation legacy that supports sustainable and accessible mobility for all. Metro's Twenty-Eight by '28 (28x28) initiative highlights some of these projects. Five priority projects have been completed: J Line (Silver) Improvement Program, Crenshaw/LAX Line (K Line), Regional Connector, Eastside Access Improvements, Rail-to-Rail Pedestrian/Bike Path.⁶ Significant progress has been made on the Los Angeles River Bike Path.

In 2024, the Metro Board revised the 28x28 project list to prioritize initiatives aligned with the 2028 Mobility Concept Plan that can realistically be completed before the 2028 Games. This strategic shift focuses resources on projects that will enhance transportation accessibility and sustainability during the 2028 Games while contributing to long-term mobility improvements across LA County. Metro is accelerating project delivery, strengthening collaboration with local, state, and federal agencies, and engaging community stakeholders to ensure equitable benefits.

GoPass Pilot Program

The Metro GoPass provides free fares to K-12, adult school, and community college students at participating schools.⁷ In addition to Metro, GoPass provides transit access to the following 17 local transit operators. More than 400,000 students have been enrolled in the program and more than 40 million student boardings have been made.⁸ Originally implemented in 2021 and set to sunset in 2025, the program was made permanent in 2024.

2 <https://www.metro.net/about/l-a-metro-ladot-los-angeles-west-hollywood-celebrate-bus-priority-lanes-on-la-brea-avenue/>

3 <https://geohub.lacity.org/datasets/lahub::metro-bus-priority-lanes-/explore>

4 https://boardarchives.metro.net/BoardBox/2024/241226_Transit_Oriented_Communities_2023-24_Program_Update.pdf

5 <https://boardagendas.metro.net/board-report/2023-0377/>

6 <https://www.metro.net/28x28/>

7 <https://www.metro.net/riding/fares/gopass/>

8 <https://www.metro.net/about/l-a-metros-gopass-program-reaches-40-million-boardings/>

Fully Electric Bus Fleet on G Line

In 2021, Metro completed its transition from compressed natural gas buses (CNG) to battery electric buses along the 18-mile G Line (Orange). This transition is part of Metro’s goal of reaching a 100% zero-emissions fleet by 2035 as well as meeting CARBS’s Innovative Clean Transit (ICT) regulation requirements.⁹ The new fleet reduces greenhouse gas emissions and noise along the corridor, helping Metro address equity disparities in health outcomes and access to opportunity.¹⁰ As of 2024, the fleet of 40 buses is estimated to have run approximately 900,000 miles.¹¹

Providing Critical Mental Healthcare and Connections to Housing on Metro’s Transit System Motion

Metro piloted crisis response services at Metro stations and onboard vehicles in partnership with the LA County Department of Mental Health (LACDMH). Implemented in 2022, the pilot deploys multiple response teams led by LACDMH staff with a mix of licensed mental health clinicians, law enforcement officers trained in mental health crisis response, and community ambassadors. Additionally, Metro staff are trained by LACDMH in de-escalation tactics and mental health training. As part of a countywide “Alternative Crisis Response” initiative, the pilot will run for three years with potential yearly renewals.¹²

Metro Street Safety, Data Sharing, and Collaboration Policy

The Metro Street Safety, Data Sharing and Collaboration Policy and Action Plan focuses on improving safety for street users and reducing traffic-related deaths and injuries through collaboration and data sharing with agencies at different levels.¹³ The Metro Board adopted this policy in June 2022 and is part of a broader National Roadway Safety Strategy (NRSS) initiative and Vision 2028.¹⁴ In February 2023, Metro, in collaboration with the Gateway Cities Council of Governments and the LA County Department of Public Health, was awarded a \$6.3 million Safe Streets and Roads for All (SS4A) federal grant.¹⁵ Metro is currently working on implementing its Comprehensive Safety Action Plan to provide safer and more accessible complete streets. In October 2024, Metro awarded a two-year, \$1.1 million contract to a consultant team to support the implementation of this Action Plan.

Electric Vehicle Parking Strategic Plan

The Electric Vehicle Parking Strategic Plan (EVPSP) outlines future investments in electric vehicle and charging infrastructure focusing on three areas: employee EV charging, EV charging for transit riders, and charging for general public use.¹⁶ The EVPSP, adopted in 2022, provides strategies to implement and operate 2,000 chargers throughout its 50 Park and Ride locations and Metro workspaces.¹⁷ ¹⁸ ¹⁹ Metro has 73 EV charge stations at 17 Park and Ride lots.

Ambassador Program

The Ambassador Program began as a pilot in 2022 aimed at increasing visible staff providing support to transit riders. Following a set of classroom and field training, ambassadors provide care-based assistance to the public seven days a week.²⁰ ²¹ ²² In addition

9 <https://datamade-metro-pdf-merger.s3.amazonaws.com/2020-0636.pdf>

10 <https://www.metro.net/about/l-a-metro-now-running-all-zero-emission-electric-buses-on-the-g-orange-line-in-the-san-fernando-valley/>

11 <https://www.metro.net/about/l-a-metro-now-running-all-zero-emission-electric-buses-on-the-g-orange-line-in-the-san-fernando-valley/>

12 <https://www.metro.net/about/los-angeles-county-department-of-mental-health-and-l-a-metro-establish-unprecedented-partnership-to-provide-multidisciplinary-crisis-response-services-within-the-metro-transit-system/>

13 <https://boardagendas.metro.net/board-report/2022-0340/>

14 <https://lbt-preprod.la-metro-web.net/about/l-a-metro-embraces-usdots-national-roadway-safety-strategy-to-make-pedestrians-road-users-safer/>

15 <https://datamade-metro-pdf-merger.s3.amazonaws.com/2024-0508.pdf>

16 <https://datamade-metro-pdf-merger.s3.amazonaws.com/2022-0002.pdf>

17 <https://metro.legistar.com/LegislationDetail.aspx?ID=5737691&GUID=7256D67E-11CE-448D-88D8-80A0F5BAB336&Options=ID|Text|&Search=2023-2028>

18 <https://www.metro.net/riding/ev/#documents>

19 <https://datamade-metro-pdf-merger.s3.amazonaws.com/2022-0638.pdf>

20 <https://www.metro.net/riding/ambassadors/>

21 <https://boardagendas.metro.net/board-report/2023-0433/>

22 <https://www.metro.net/about/l-a-metro-celebrates-official-launch-of-new-ambassador-pilot-program/>

to public interactions, Ambassadors also facilitate maintenance and cleanliness issues.^{23 24} The Ambassador Program became permanent in 2023.²⁵

Mobility Wallet Program

The Mobility Wallet Pilot Program promotes transportation equity by providing eligible low-income residents with up to \$1,800 a year for transportation services.²⁶ Led by Metro and LADOT, the initiative includes a variety of eligible services such as Metrolink, Metro Micro, Metro bus and rail, Amtrak, FlixBus, bike shop purchases, bike-share, electric scooters, and rideshare/taxi options.²⁷ Launched in 2023, the pilot initially offered 1,000 eligible participants in South LA \$150 per month.^{28 29} In 2024, the pilot expanded into Phase Two, serving 2,000 countywide residents, with Phase Three slated to end in 2026.³⁰ The Mobility Wallet is part of a Universal Basic Mobility pilot program launched by the City of Los Angeles in 2021 to expand mobility options and promote transportation equity in South Los Angeles.³¹ Subsequent funding was provided by the City of Los Angeles, a grant from the California Air Resources Board's Sustainable Transportation Equity Project (CARB STEP), and a Southern California Association of Governments (SCAG) grant.³²

Regional Connector Opening

With its grand opening in 2023, the Regional Connector provides 1.9 miles of new underground light rail to link Union Station and Downtown's Financial District. Previously, the E (Expo) and A (Blue) Lines terminated at the 7th St/Metro Station while the now-eliminated L (Gold) Line connected Northeast LA to East LA. The connector added three new downtown stations—Little Tokyo/Arts District, Historic Broadway, and Grand Avenue Arts/Bunker Hill—and merged the L Line with the E and A Lines, creating two seamless routes that span from Santa Monica to East LA and from Long Beach to Azusa. Now, residents, visitors, and commuters can travel through the downtown core more easily while enjoying continuous travel across much of LA County.^{33 34}

^{35 36}

K Line Opening

In 2022, Metro unveiled the new K Line, which provides light rail service between the Expo/Crenshaw Station and the Westchester/Veterans Station in Inglewood. The K Line reestablished rail service along Crenshaw Boulevard after its closure in 1955 and marks historic connections in South LA to Metro's expanding rail network.³⁷ With the reconfiguration of the C Line in 2024 and the recently opened LAX/Metro Transit Center Station, the K Line extends from the E Line at the Expo/Crenshaw Station to a new southern terminal to Redondo Beach Station,^{38 39} providing seamless, car-free travel options. The LAX Metro Transit Center Station also serves the Los Angeles International Airport's Autonomous People Mover (APM), scheduled to open in late 2025.

²³ <https://la.streetsblog.org/2023/10/26/metro-transit-ambassadors-are-here-to-stay>

²⁴ <https://la.streetsblog.org/2023/10/26/metro-transit-ambassadors-are-here-to-stay>

²⁵ <https://boardagendas.metro.net/board-report/2023-0286>

²⁶ <https://www.metro.net/riding/mobilitywallet/>

²⁷ <https://ladot.lacity.gov/dotnews/mobility-wallet-transportation-subsidy-phase-II>

²⁸ <https://www.metro.net/riding/mobilitywallet/>

²⁹ <https://ladot.lacity.gov/dotnews/mobility-wallet-transportation-subsidy-phase-II>

³⁰ <https://thesearchives.metro.net/2024/07/03/our-mobility-wallet-pilot-is-expanding-countywide-and-applications-are-now-open/>

³¹ <https://ladot.lacity.gov/dotnews/ladot-launches-universal-basic-mobility-pilot>

³² <https://ladot.lacity.gov/dotnews/mobility-wallet-transportation-subsidy-phase-II>

³³ <https://www.metro.net/about/l-a-metros-regional-connector-transit-project-set-to-open-june-16/>

³⁴ <https://thesource.metro.net/reminder-c-and-k-lines-are-being-reconfigured-this-sunday-nov-3-and-aviation-century-station-is-opening/>

³⁵ <https://www.metro.net/cklines/>

³⁶ <https://www.metro.net/projects/airport-metro-connector/>

³⁷ <https://www.metro.net/about/l-a-metro-officially-opens-the-k-line-marking-a-new-transit-milestone-for-los-angeles-county/>

³⁸ <https://www.metro.net/cklines/>

³⁹ <https://www.metro.net/projects/airport-metro-connector/>

Customer Experience (CX) Plan

The CX Plan, updated regularly, aims to ensure comfortable ridership on bus and rail services through dynamic and consistent public outreach by focusing on five main goals: safety, cleanliness, comfort, reliability, and ease of use.⁴⁰ CX initiatives include the Ambassador Program and the Vinyl Seat Swap to facilitate easier cleaning.^{41 42 43 44}

Public Safety Surge

In 2024, the Public Safety Surge deployed more uniformed public safety personnel—including the Los Angeles Police Department (LAPD), Los Angeles County Sheriff's Department (LASD), Long Beach Police Department (LBPD), and Metro Transit Security officers—to be present on Metro stations and vehicles. It also prioritized reliable Wi-Fi and cellular service at all stations so riders can access emergency services and the Transit Watch App.^{45 46}

TAP-to-Exit Program

In 2024, the TAP-to-Exit program was launched to enhance fare compliance and improve safety. This initiative requires passengers to tap their TAP cards upon entry and exit to reduce fare evasion and increase security. The program serves the B Line North Hollywood Station, the E Line Downtown Santa Monica Station and Union Station for the B and D Lines. The program will be expanded to all 10 end-of-line stations in 2025, reinforcing efforts to improve fare compliance and systemwide security.^{47 48}

Zero Emission Transit Capital Program and ZEB Procurement Policy

While Metro has been pursuing cleaner technology in their vehicles for several years⁴⁹, this transition is underscored by the struggling bus manufacturing industry across the nation. The Zero-Emission Bus (ZEB) Procurement Policy intends to increase interest among bus manufacturers by reducing vehicle customization, introducing payment milestones, and standardizing prices.⁵⁰ These strategies are largely supported by California's Zero-Emission Transit Capital Program (ZETCP), which provides almost \$50 million to Metro and the LA County Municipal Operators Association (LACMOA) to purchase ZEBs and associated charging infrastructure.⁵¹

Bus Lane Enforcement (BLE) Program

As congestion is one of the largest barriers to ensuring reliable, on-time bus service, Metro has implemented bus-only lanes on major roads throughout the city. While these have improved bus speeds by 15%, parked cars in bus lanes and at bus stops interfere with efficient bus service.⁵² In response, Metro launched the Bus Lane Enforcement (BLE) program in 2024. Metro buses are equipped with front-facing cameras to identify vehicles parked in bus lanes and at bus stops and generate an evidence package that includes a video, vehicle license plate, and time and location of the incident. Then, a citation is issued by LADOT staff. The

40 https://cdn.beta.metro.net/wp-content/uploads/2023/11/01172040/23-2609_pub_CXPlan_book_8.5x11_final_web.pdf

41 <https://boardagendas.metro.net/board-report/2023-0648/>

42 <https://boardagendas.metro.net/board-report/2023-0433/>

43 <https://metro.legistar.com/LegislationDetail.aspx?ID=6636141&GUID=69B7237D-81EE-4CB9-931E-BD51302021F2&Options=ID|Text|&Search=CX>

44 <https://www.nbclosangeles.com/news/local/la-metro-attacks-safety-mayor-bass/3414089/>

45 <https://boardagendas.metro.net/board-report/2024-0365/>

46 <https://metro.legistar.com/LegislationDetail.aspx?ID=6864775&GUID=8480CF74-F99B-46EA-8B91-B8572B145F89&Options=ID|Text|&Search=metro+public+safety+surge+motion>

47 <https://www.metro.net/about/metros-successful-tap-to-exit-program-expands-to-union-station-beginning-feb-18/>

48 <https://metro.legistar.com/LegislationDetail.aspx?ID=6791397&GUID=6BE6E146-99AF-4D46-8D47-877D7CC80F9E&Options=ID|Text|&Search=TAP-to-Exit>

49 https://www.metro.net/about/l-a-metro-now-running-all-zero-emission-electric-buses-on-the-g-orange-line-in-the-san-fernando-valley/?utm_source=chatgpt.com

50 <https://metro.legistar.com/LegislationDetail.aspx?ID=6864769&GUID=2A851E6B-8B07-41FA-8704-DF0B94D1ADE0>

51 <https://www.metro.net/about/metro-moves-closer-to-zero-emission-buses-zeb-for-the-region/>

52 <https://www.metro.net/about/la-metro-ladot-city-of-los-angeles-celebrate-opening-of-5-6-miles-of-new-sepulveda-boulevard-bus-priority-lanes/>

program initially targets service along La Brea Avenue and Wilshire Boulevard, with plans to expand enforcement to additional routes, including the J Line and along Olive Street/Grand Avenue.^{53 54}

Los Lirios Affordable Housing Project (Joint Development Program)

In 2024, Metro opened the Los Lirios Apartments in collaboration with East Los Angeles Community Corporation (ELACC) and BRIDGE Housing. Situated next to the E Line's Soto Station, Los Lirios features 64 income-restricted homes, 20 units for formerly unhoused individuals, multiple community amenities, and commercial retail space. The complex reflects Metro's commitment to bolstering transit oriented development while protecting and providing affordable housing for low- and middle- income families. Metro plans to open two other Joint Development housing projects in 2025, aligning with their goal to reach a housing portfolio of 10,000 homes by 2031. Los Lirios is one of dozens of developments Metro will build on land left over from its construction projects in the coming years.⁵⁵ This project is part of Metro's broader Joint Development Program.

Metro Blue Line Improvements

Beginning in 2019 the Metro A line, formerly known as the Blue Line, saw multiple improvements as part of the "New Blue" project to improve reliability, safety and customer experience.⁵⁶ Infrastructure upgrades included a new overhead power system, an upgraded control system, and four new crossover switches to improve operational flexibility.⁵⁷ The Willowbrook/Rosa Park Station was renovated to make transfers between the A (Blue) and C (Green) Lines more accessible and improve customer experience with new lighting, wayfinding signage, and digital information displays.⁵⁸ The upgrades have improved service reliability.⁵⁹

53 <https://www.metro.net/projects/ble-program/>

54 <https://www.masstransitmag.com/bus/infrastructure/press-release/55269091/los-angeles-county-metropolitan-transportation-authority-metro-la-metros-bus-lane-enforcement-program-begins-ticketing-violators>

55 <https://www.metro.net/about/la-metro-joins-east-la-community-corporation-bridge-housing-to-welcome-families-to-new-homes-in-boyle-heights/>

56 <https://boardagendas.metro.net/board-report/2019-0731/>

57 <https://www.masstransitmag.com/rail/infrastructure/press-release/21112995/los-angeles-county-metropolitan-transportation-authority-metro-metros-blue-line-becomes-a-line-with-completion-of-new-blue-improvement-project>

58 <https://www.metro.net/about/l-a-metro-celebrates-completion-of-construction-for-the-state-of-the-art-willowbrook-rosa-parks-station/>




59 <https://www.metro.net/about/la-metro-ridership-reaches-one-million-weekday-riders-in-september-marks-22nd-consecutive-month-of-year-over-year-growth/>

Appendix Item 2: LRTP Strategy Action Matrix

Priority Area 1: Better Transit

Strategy 1.1: Expand rail transportation countywide



Since the A Line (Blue) opened in 1990, Metro has undergone a tremendous expansion of our rail transportation system, growing to the second largest rail system in the U.S. Aided by Measure R and Measure M, Metro is continuing to build out the rail network at a rapid pace. There are four rail corridors in construction currently and many more in design and planning.









ACTION ITEM	PROGRESS	STATUS
1.1a. Complete Metro Rail projects in construction	<p>The following Metro Rail projects are complete:</p> <ul style="list-style-type: none"> Regional Connector: 1.9 miles of new underground light rail linking Union Station and Downtown’s Financial District that features three new stations, merging the L Line with the E and A Lines to create new seamless routes K Line: new light rail linking the communities of West Adams, Baldwin Hills, and Inglewood in South Los Angeles LAX/Metro Transit Center: connects Metro C and K Lines directly to LAX via a free airport shuttle <p>The following Metro Rail projects are in construction:</p> <ul style="list-style-type: none"> Westside Purple Line Sections 1 (95% complete), 2 (75% complete), and 3 (57% complete) Division 20 Portal Widening Turnback (79% complete) Gold Line Foothill Extension Phase 2B (93% complete) East San Fernando Valley Transit Corridor (utility adjustment and pre-construction work) Southeast Gateway Line (utility adjustment and pre-construction work) 	
1.1b. Implement Metro Rail projects in design	<p>The following Metro Rail projects are in the design phase:</p> <ul style="list-style-type: none"> Southeast Gateway Line (preconstruction) Eastside Extension Phase II (NEPA process and preliminary engineering) C Line Extension to Torrance/Green Line (preliminary engineering) East San Fernando Valley Transit Corridor (pre-construction and 50% design completed) 	
1.1c. Prioritize four “pillar” Rail projects: Southeast Gateway Line, Extension Ph. 2, C Line [Green] to Torrance, and Sepulveda Transit Corridor	<p>Metro has achieved significant milestones in the four “pillar” Rail projects:</p> <ul style="list-style-type: none"> The project formerly known as the West Santa Ana Branch has been re-named as the Southeast Gateway Line, has completed environmental review and is advancing in the design phase The Eastside Extension Phase 2 has completed environmental review and is advancing engineering work through pre-construction surveys and First/Last Mile planning The C Line Extension to Torrance has an approved Locally Preferred Alignment (LPA) and is advancing under environmental and design phases 	

	<ul style="list-style-type: none"> The Sepulveda Transit Corridor has released the project draft environmental impact report for a 90-day public comment period 	
1.1d. Identify and plan future Metro rail expansion	Periodically, Metro develops a strategic project list to identify and plan future Metro rail expansion. The next planned update will coincide with development of Metro's next Long Range Transportation Plan.	
1.1e. Complete Link Union Station (Link US) project	Metro released the project's draft Environmental Impact Statement/Supplemental Environmental Impact Report (EIS/SEIR) in May 2024. The draft EIS/SEIR addresses new design elements that were introduced and additional new project impacts since the final Environmental Impact Report (EIR) was certified in June 2019. The project is progressing toward 65% design completion for Phase A – which includes the construction of the viaduct and connection to the west bank.	
1.1f. Support Metrolink Southern California Optimized Rail Expansion (SCORE) Program	Metro, as a member of the Southern California Regional Rail Authority, annually supports Metrolink's operation and capital expenses. Metro continues to coordinate with Metrolink staff on capital and operational needs in support of the SCORE plan and more.	

Strategy 1.2: Improve the frequency, speed and reliability of the bus and rail transit networks




Through signature efforts, including the NextGen Bus Plan and BRT Vision and Principles Study, Metro is redesigning our bus network to be faster, more frequent and reliable, as well as integrated with other Los Angeles County transit services. The first significant system update in 25 years, Metro's NextGen Bus Plan aims to reverse the recent declining ridership trend.

ACTION ITEM	PROGRESS	STATUS
1.2a. Implement recommendations of the NextGen Bus Plan	Metro continues to implement the recommendations from the NextGen Bus Plan. Recommended bus line proposals have been implemented. Service has been restored to a full 7 million revenue service hours (RSH) in December 2022, following a dip during the pandemic, with average weekly ridership consistently growing further in 2025.	
1.2b. Improve average travel speeds for the bus network	Nearly 50 lane miles of new bus priority lanes have been implemented, including on the following corridors: Roscoe Boulevard, Alvarado Street, La Brea Avenue (Phase I), Sepulveda Boulevard, Ventura Boulevard and Venice Boulevard. These projects are vitally important for improving travel times and reliability by allowing Metro to improve frequency with the same number of revenue service hours. Metro also launched the Bus Lane Enforcement Pilot Program that allows buses to automatically capture bus lane event violations using on-bus cameras, which ensures that bus lanes are kept clear. In preparation for the 2026 FIFA World Cup, the 2027 Super Bowl, and the 2028 Olympic and Paralympic Games, Metro is building a system of bus-only lanes and operational	

	strategies to support a “Transit First” approach to helping spectators get to where they need to go, which will improve travel speeds across the bus network.	
1.2c. Implement systemwide bus all-door boarding	Metro completed installation of bus mobile validators on all buses to enable all-door boarding. All-door boarding will begin systemwide implementation, which will allow riders with TAP cards to board through any door on all Metro buses.	
1.2d. Implement systemwide transit signal priority for bus and rail transit	Implementation of the Countywide Signal Priority (CSP) is ongoing and currently active in 24 cities throughout Los Angeles (LA) County. The CSP Program is the largest implementation of multi-jurisdictional signal priority in the nation and is closely coordinated with municipal transit agencies, including Culver City Bus, Foothill Transit, Gardena Transit, Santa Monica Big Blue Bus, and Torrance Transit.	
1.2e. Support complementary paratransit service	Metro provides funding to Access Services, the ADA Complementary Paratransit provider for LA County, covering more than 1,950 square service miles. In FY 2025, Access is forecasted to provide more than 4.8 million passenger trips to approximately 118,000 qualified ADA paratransit riders.	
1.2f. Continue coordination between Metro and municipal bus operators	Metro coordinates monthly with municipal operators through the Metro Bus Operations Subcommittee (BOS) and quarterly through the Local Transit Systems Subcommittee (LTSS). Metro also coordinates with municipal operators at their monthly service council meetings and monthly general managers meetings.	
1.2g. Implement new Intelligent Transportation System to better match travel/transit demand and transit service	In preparation for the 2026 FIFA World Cup, the 2027 Super Bowl, and the 2028 Olympic and Paralympic Games, Metro is partnering with LA28 to include new and upgraded transit signal priority and other arterial intelligent transportation system elements to improve bus speeds and support a transit-first approach to the Olympic Games.	
1.2h. Implement Metro BRT projects in design	The following Metro Bus Rapid Transit (BRT) projects are in design: <ul style="list-style-type: none"> • Vermont Transit Corridor • North Hollywood to Pasadena 	
1.2i. Implement future BRT corridors identified in BRT Vision and Principles study	Metro has initiated the procurement process for a technical study for Countywide BRT, anticipated for completion in October 2026. The corridors for the technical study include Broadway, Atlantic, and Venice (optional), all of which were Top 5 recommendations in the Metro BRT Vision and Principles study.	
1.2j. Complete G Line (Orange) Improvements	Metro has conducted scope refinements and grant funding coordination under the project's Progressive-Design-Build (PDB) delivery method and the project has a forecast completion date of Winter 2027.	







Strategy 1.3: Enable easier fare payment

A convenient, integrated fare payment that is accessible to all residents is essential for a world-class transportation system. Metro is expanding payment options in partnership with regional operators for a seamless payment experience. While TAP is already integrated across many services, customers will soon be able to pay for their fare through a mobile app.

ACTION ITEM	PROGRESS	STATUS
1.3a. Integrate payment for third-party mobility services	Significant progress has been made that will enhance the TAP system for future 3rd party integration. By 2026, TAP Plus will allow for an open payment system that enables credit card payments, along with QR code integration that will permit Metro customers to access other 3rd party mobility services. TAP Plus will also be moving to an account-based system to provide an even better customer experience when paying for transit or 3rd party mobility services while using a TAP card.	
1.3b. Expand TAP integration with all regional partners	27 partner transit agencies utilize the TAP card, providing over 700 fare products - with the City of Lawndale Beat being the newest partner to join. In addition to expansion, promo code integrations have been done in partnership with other municipal transit providers to allow students to get lower fares. TAP is also looking to expand integrated ticketing, allowing customers to attend an event and ride Metro with the same ticket, as has been successfully done with the Hollywood Bowl.	
1.3c. Develop TAP mobile app	Metro has completed development of the TAP mobile app. The TAP app now provides a free virtual card and transit product with the use of a promo code, leveraged by the widely successful GoPass program and other 3rd parties such as LA Kings, LA Sparks, and Angel City FC. With the launch of TAP Plus in 2027, customers will be able to use a new, enhanced TAP app that consolidates all of Metro's apps into one seamless mobile experience for riders.	




Strategy 1.4: Enhance station areas

To deliver excellent transit experiences, Metro is committed to improving stations and surrounding areas to be safe, smart, clean and green.

ACTION ITEM	PROGRESS	STATUS
1.4a. Consistently implement Systemwide Station Design for attractive, well-integrated, sustainable, and maintainable station environments	All current and future Metro Rail and BRT station designs are required to be compliant with the Systemwide Design Standards (SWSD) Policy. Metro developed fully integrated standards for the placement and design of finishes, furnishings, equipment, and other features within all new Metro stations. Metro is in the process of applying the integrated standards to an update of the 7 th St/Metro Center Station public environment, which will serve as a model for future updates to additional existing Metro stations.	
1.4b. Improve customer information, including the availability of real-time arrival information, wayfinding, and consistent signage	Metro has implemented and operates the Swiftly Rail Arrival Information System to provide more consistent and reliable real-time transit arrival information that improves the customer experience. The system integrates service alert information as well as interfaces with Metro's front-facing customer application (Transit App) to maintain a consistent user experience.	
1.4c. Increase shading and cooling at transit stations	In preparation for the 2026 FIFA World Cup, the 2027 Super Bowl, and the 2028 Olympic and Paralympic Games, Metro has partnered with LA28 to install new bus shelters along the system, including five mobility hubs that will have shaded waiting areas.	
1.4d. Improve bus shelter amenities in partnership with local jurisdictions	In preparation for the 2026 FIFA World Cup, the 2027 Super Bowl, and the 2028 Olympic and Paralympic Games, Metro has partnered with LA28 to install new bus shelters along the system, including five mobility hubs that will provide enhanced amenities for transit riders.	
1.4e. Implement Metro's Supportive Transit Parking Program (STPP) Master Plan	Metro has implemented a modest fee parking program focused on better serving transit users at 22 locations. The adopted transit parking demand model has also been utilized for future transit line development. Effective parking management not only provides available parking for Metro rail riders but also realizes cost savings on new rail projects.	
1.4f. Optimize station safety and security, including lighting levels, spacious uncluttered station environments, and effective monitoring of station area	Metro has developed design plans for updates to the 7 th St/Metro Center Station public areas. These updates include improvements to safety and security, including light levels, decluttering of the station environment, and new features such as security kiosks, new cameras, and better sight lines. The project is intended to serve as a model for updating additional existing Metro stations in the future.	






Strategy 1.5: Explore new service delivery

With new and competing transportation options, Metro must embrace new forms of mobility to attract and retain riders. In partnership with Via, Metro has implemented a Mobility on Demand pilot program with free, accessible and on-demand rides. The agency will also operate its own on-demand service with Metro employees behind the wheel called Metro Micro, which will serve six service areas in 2021 with the goal of capturing short trips around high transit ridership zones and complementing the existing fixed route system.

ACTION ITEM	PROGRESS	STATUS
1.5a. Implement Mobility on Demand (MOD) partnership with Via	Metro partnered with Via for a Federal Transit Administration (FTA) Pilot Demonstration project to test whether on-demand rideshare service improved first/last mile access to Metro transit stations in three service zones—Artesia, El Monte, and North Hollywood. The pilot has concluded with the findings published in an FTA report.	
1.5b. Implement Metro Micro on-demand transit service	Metro implemented and continues to operate Metro Micro services in eight service zones in LA County: Watts/Compton, LAX/Inglewood, North Hollywood/Burbank, El Monte, Highland Park/Eagle Rock/Glendale, Altadena/Pasadena/Sierra Madre, Northwest San Fernando Valley, UCLA/Westwood/VA Medical Center.	
1.5c. Launch Mobility as a Service (MaaS) platform	Metro continues to explore digital platform services for universal mobility. Metro is piloting a Mobility Wallet program. As part of its second phase, 2,000 eligible participants across the County will receive \$1,800 for 12 months to spend on a variety of shared transportation services, including: Metro Bus and Rail, municipal buses, Metro Micro, Bikeshare, Metrolink, E-scooters and bikes, taxi services, regional transportation services (Greyhound, Amtrak, and FlixBus), ride-hailing services (Uber/Lyft) and merchandise purchases at local bike shops.	






Strategy 1.6: Enhance customer experience

The new Customer Experience program goal is to minimize pain points, maximize smooth, uneventful experiences, and find opportunity for occasional surprise and delight. We are creating a system that is modern and intuitive, using design, technology and policies to address the unique needs of our customers at every stage of their journey.

ACTION ITEM	PROGRESS	STATUS
1.6a. Implement practices from Transfer Design Guide	The Transfer Design guide continues to inform the redesign of stations such as 7 th St / Metro Center (the busiest station in the Metro Rail system), which will incorporate practices outlined in the guide. Metro will update the Transfer Design Guide in FY 26-27 to reflect latest industry best practices and Metro policies and objectives.	
1.6b. Support passengers with disabilities, including ensuring universal accessibility of stations	Metro is updating the 2025-2028 Coordinated Plan which serves as a strategic framework for addressing the transportation needs of seniors and individuals with disabilities across LA County. The Coordinated Plan will serve as a key resource for evaluating Federal Transit Administration (FTA) Section 5310 subrecipient project applications and establishing funding priorities for subrecipients over the next four years to ensure accessible access to public transit.	
1.6c. Develop Gender Action Plan to address unique needs of women	Metro approved the Gender Action Plan (GAP) in October 2022. The GAP builds upon the Understanding How Women Travel (September 2019) study findings to create a foundation for actionable and measurable changes that will actively work toward enhancing the quality of the travel experience for women in LA County. The GAP will allow Metro to align existing work with new strategies specifically intended to improve travel experiences for women.	
1.6d. Ensure transit experience is clean and comfortable	Metro adopted a Customer Experience Plan in 2023, which is updated annually to focus on a multitude of activities to ensure the transit experience is clean and comfortable. The plan includes eight distinct strategies to improve cleanliness at stations and on transit. As a result of the plan, the agency is increasing the frequency of cleaning, expanding “in-line” and mid-day bus interior cleaning, end-of-line cleanings on rail lines and station hotspots, and expanding cleaning activities at Metro’s most-traveled stations and terminals.	
1.6e. Implement Facilities Assessments to maintain a state of good repair	<p>Metro regularly conducts and implements facilities assessments to maintain a state of good repair for our transit facilities. Elements include:</p> <ul style="list-style-type: none"> • Quarterly inspections for cleanliness, equipment functionality and hazard identification • Standardized inspection lists to check station elements such as lighting, elevators and TAP fare collection equipment • Data entry and issue reporting using Metro’s Asset Management Database 	

Strategy 1.7: Enhance transportation system security and build public trust



Customer safety is a top priority for Metro. We must continue to address safety concerns, while at the same time, build trust between our riders, communities and partners, public safety professionals and Metro employees.

ACTION ITEM	PROGRESS	STATUS
1.7a. Introduce the Transit Homeless Action Plan 2.0	The Homeless Outreach, Management & Engagement (HOME) department has expanded from three to 24 Multidisciplinary Teams (MDTs) deployed across Metro’s rail and busway system seven days a week, partnering with six homeless service agencies, including People Assisting the Homeless and LA Family Housing. To support MDT efforts, Metro collaborates with LA County Department of Health Services, the Los Angeles Homeless Services Authority (LAHSA), and the County CEO-Homeless Initiative to provide 80 interim housing beds accessible 24/7. Additionally, Metro participates in LAHSA’s annual homelessness count and holds a seat at the Los Angeles Leadership Table for Regional Homeless Alignment to help shape countywide homelessness governance.	
1.7b. Align the Multi-Agency Policing Plan to include Metro’s system expansion plan	The Multi-Agency Policing Plan anticipates system expansion by default, as it impacts all deployment strategies for Metro’s Public Safety Resources. That policing plan includes the opening of the Emergency Security Operations Center (ESOC), which will allow Metro to establish a unified command structure for all front-facing public safety resources (Ambassadors, Contract Security Metro Transit Security, and law enforcement).	
1.7c. Launch Metro’s new and improved Sexual Harassment Plan	Sexual harassment and other sexual misconduct are not tolerated on Metro transit. Metro implemented the improved sexual harassment plan as an independent effort, which has since been formally consolidated into Metro public safety reporting protocols available through the Metro Transit Watch app, by phone and through Metro security and law enforcement.	
1.7d. Develop new overall security-enhancing measures for the entire system to include environmental station design	Metro has implemented a TAP-to-Exit Program, Elevator Open-Door Program, Smart Restroom Initiative, while also exploring the testing of taller faregates at up to three stations and assessing two weapons detection technologies at two transit hubs. Safety is further being enhanced with increased staff, full-length plexiglass barriers on buses, and brighter LED lighting at all B/D Line stations, while also playing classical music at select stations to discourage loitering. Additionally, Metro is expanding underground cell service, upgrading emergency communication systems, and expecting full coverage at key K Line and Regional Connector stations in 2025.	
1.7e. Update the Security & Emergency Preparedness Plan and Metro Training	Metro regularly updates security and emergency preparedness plans to ensure plans reflect current organizational process and structures. The plans include considerations for a broad range of activities including operations, construction, facilities, inter-agency emergency coordination and more, all in service to the transportation needs of the region. Metro uses the information gained from these activities to develop training for employees to ensure they are prepared with the knowledge of how to respond to emergencies both natural and man-made.	

Complete 




Ongoing/In Progress 




Cancelled/No Progress Made 




1.7f. Open and operate the Emergency Security Operations Center	The Metro Center Street Project, or Emergency Security Operations Center (ESOC), opened in March 2025 to enhance security, incident management, and regional coordination with 88 cities and over 20 first responder agencies. It established the nation’s first 24/7 Unified Command, integrating Metro Security, law enforcement, contract security, and outreach teams. With live-streaming capabilities for buses and trains, real-time audio monitoring, and a new video management system, ESOC improves emergency response and communication across the transit network.	
1.7g. Enhance Emergency Management, Continuity of Operations, and Emergency Operations Procedures to national certification levels	Metro has opened the Emergency Security Operations Center (ESOC), which allows for a 24/7 security operations center with a Unified Command posture by design and enables Metro to address critical incidents, natural disasters, and special events. The ESOC allows Metro to incorporate state, local, and federal partners or serve as a transit fusion center for all modalities within the LA region.	

Strategy 1.8: Optimize sustainable and resilient operations and maintenance of fleet, infrastructure and facilities

Better transit includes sustainable and efficient transit systems. Metro employs life cycle and efficiency considerations for buses, maintenance yards and resource acquisition.

ACTION ITEM	PROGRESS	STATUS
1.8a. Implement Transit Asset Management Plan	Metro continues to implement the 25 Action Plans outlined in the 2022 Transit Asset Management Plan. Major progress includes awarding a contract for Facility Condition Assessments for FY 2023-2025, which complements ongoing work under an existing contract for Structures Inspections. The Enterprise Asset Management database contains over 33,000 records and provides data on the existing State of Good Repair backlog. Ongoing efforts are also focused on collecting records for new or future assets and extensions, including the K Line, LAX/Metro Transit Center, and Westside and Foothill openings.	
1.8b. Develop and implement an agency-wide Sustainable Acquisition Program	Metro is in the early stages of developing a sustainable acquisition program.	
1.8c. Integrate resource conservation, life cycle and efficiency considerations into Metro’s operational and construction policies, Standard Operating	Metro has developed and implements Standard Operating Procedures that integrate sustainable practices. Metro’s Office of Sustainability continues to collaborate with other Metro departments to integrate considerations into capital projects.	





Complete 
 Ongoing/In Progress 
 Cancelled/No Progress Made 

Procedures (SOPs) and specifications		
1.8d. Develop and implement materials, construction and operations-related training for Metro staff, partners and community to facilitate a culture of sustainability and resiliency	Metro's Office of Sustainability has coordinated across the agency in All Hazard Mitigation planning and adaptation implementation. This is part of Metro's goal to implement the flexible adaptation pathways concept to incorporate climate adaptation into planning, procurement, asset management, and operations by the end of 2025.	
1.8e. Transition to zero emission buses systemwide	In March 2021, Metro approved the Zero Emission Bus Rollout Program to transition its bus fleet to 100% zero emission by 2035. Since October 2021, Metro's G Line has been fully electrified and has deployed its first zero emission buses after the completion of testing and the installation of electric bus charging units along the alignment. The Zero Emission Buses Program continues to make progress by installing infrastructure upgrades to Harbor Gateway Transit Center, Divisions 9, 18 and 7, as well as updating enroute charging equipment.	
1.8f. Modify the B Line (Red)/D Line (Purple) maintenance yard	Metro is expanding the Division 20 maintenance yard to make appropriate infrastructure modifications to allow the B Line (Red) and D Line (Purple) systems to operate at reduced headways by widening the portal and modifying train track facilities. The project is currently in construction, with an anticipated project opening in 2026.	

Priority Area 2: Less Congestion



Strategy 2.1: Implement operational improvements with technology

By implementing technology improvements, Metro aims to manage congestion, improve safety and provide more reliable travel times for passenger and freight vehicles. Metro embraces technology to advance operational improvements, including through the Regional Integration of Intelligent Transportation Systems (RIITS) and the Countywide Signal Priority Program.

ACTION ITEM	PROGRESS	STATUS
2.1a. Implement integrated corridor management (ICM) projects, including the I-210 Connected Corridors project	The I-210 integrated corridor management (ICM) project is in operation and serves as a pilot project for Caltrans District 7 to consider additional corridors. The I-710 ICM project is moving into construction phase. The I-105/I-405 ICM project is in design.	
2.1b. Integrate freeway Intelligent Transportation Systems (ITS) strategies	The integrated corridor management (ICM) program coordinates highway and arterial intelligent transportation systems strategies, including traffic signal operations, system detection, and wayfinding. The I-710 ICM project secured \$27 million in state funding through the Trade Corridor Enhancement Program and will begin construction in 2025. The I-105/I-405 ICM project is expected to start construction in January 2026.	
2.1c. Implement arterial ITS programs, including Countywide Signal Priority Program and traffic signal synchronization	Metro continuously expands the Countywide Signal Priority (CSP) Program to improve bus speed and reliability. Metro began the latest project expansion in October 2021 and is expected to be complete in 2025. Following completion of the current expansion, Metro will pursue a cloud-based solution to add additional intersections. Metro supports broader local traffic signal synchronization efforts through Measure R and Measure M subregional programs and leads the Arterial ITS Committee toward regional interoperability enhancements in partnerships with the County, Caltrans, and 88 cities.	
2.1d. Prepare for connected and autonomous vehicles (CAV) and implement other smart highway strategies	Connected and autonomous vehicles efforts have been incorporated into pilot and deployment projects. Metro, in coordination with local agencies, is exploring Connected Vehicles to Everything (CV2X) with the City of Pasadena. In addition, CV2X technology is considered for Metro-led ICM projects.	



Strategy 2.2: Improve traveller information




Real time, accurate travel information is an importance resource for managing roadway congestion. Metro plays a vital role as a regional agency to collect and share information with local partners and residents.





ACTION ITEM	PROGRESS	STATUS
2.2a. Continue and improve 511 system	Metro partnered with Riverside County and San Bernardino County to integrate and expand the SoCal 511 system and continues to fund deployment and operation of SoCal 511.	
2.2b Share transportation information with regional partners	The Regional Integration of Intelligent Transportation Systems (RIITS) increased membership by 18 organizations, thus resulting in a total of 40 members by 2025. This program coordinates data exchange programs such as Integrated Corridor Management, Countywide Signal Priority, Measure UP!, SoCal 511, ExpressLanes and Metro Bike Share.	

Strategy 2.3: Expand the managed lane network

Metro understands that we cannot add new lanes to most highways, so to improve traffic flow, Metro must manage our system better. Managed lanes, such as high-occupant vehicle (HOV) lanes and high-occupancy toll (HOT) lanes, help optimize traffic flow in one or two lanes, thereby increasing the capacity of the entire corridor. HOT lanes or ExpressLanes allow carpool drivers to use the lane for free and solo drivers to pay a dynamically priced toll to access lanes.



ACTION ITEM	PROGRESS	STATUS
2.3a. Extend the high-occupancy vehicle network	The expansion of the high-occupancy vehicle (HOV) network was integrated into broader transportation initiatives focused on reducing congestion and promoting sustainable mobility. Key efforts include managed lane strategies, such as express toll lanes and carpool incentives, along with advanced technologies for real-time traffic management and dynamic pricing. Currently, Caltrans District 7 operates 517.3 miles of HOV lanes, with 27.4 miles under construction and 141.7 miles in planning, including major projects like the I-105 HOV to ExpressLane Conversion and the I-5 North County Enhancements Project.	
2.3b. Complete the Tier 1 ExpressLanes network	The I-10 extension project anticipates release of its environmental document in Fall 2025. The I-405 project also anticipates release of the draft Environmental Impact Report and Environmental Impact Statement (EIR/EIS) in Fall 2025. The I-105 Segment 1 (I-405 to Central Ave.) construction will begin in 2025 and is scheduled to be completed by late 2027. Segment 2 (Central Ave. To 710) and Segment 3 (710 to Studebaker Rd.) will begin construction in 2026 and are scheduled to be completed by 2029.	

Complete 
 Ongoing/In Progress 
 Cancelled/No Progress Made 

2.3c. Complete HOV and ExpressLanes direct connectors (I-105/I-605; I-110/I-405; I-605/SR-60)	Metro has restarted the I-605 Environmental Impact Report, which will include consideration of direct connectors at the I-105/I-605 and I-10/I-605 interchanges.	
2.3d. Complete the Tier 2 ExpressLanes network	Metro has not yet initiated this work as the current focus is on the Tier 1 network.	
2.3e. Complete the Tier 3 ExpressLanes network	Metro has not yet initiated this work as the current focus is on the Tier 1 network.	
2.3f. Evaluate financial policies to expand the ExpressLanes system using revenues generated from the existing network	Metro's work in this area is ongoing. The objective of the ExpressLanes Program is to increase mobility through a series of integrated strategies (transit operations, transportation demand management, transportation systems management, active transportation, and capital investments) in the I-10 and I-110 corridors. The strategies being implemented with revenues generated from the ExpressLanes Program on the 10/110 ExpressLanes will be expanded to the I-105 ExpressLanes, such as the net toll grant reinvestment program, Pay as You Go, Low-Income Assistance Plan, and Transit Rewards.	





Strategy 2.4: Minimize impact of roadway incidents

Metro aims to quickly and safely clear roadway incidents to improve traffic flow and lessen congestion. The Kenneth Hahn Callbox System and Metro Freeway Service Patrol work together to allow for quick response and clearance of stalled vehicles on the freeway.

ACTION ITEM	PROGRESS	STATUS
2.4a. Continue and expand Metro Freeway Service Patrol	Metro continues to fund the Freeway Service Patrol (FSP), which is a congestion mitigation program managed in partnership with Metro, CHP and Caltrans on all major freeways in LA County and is the largest of its kind in the nation, performing approximately 20,000 assists each month. The program utilizes a fleet of roving tow and service trucks designed to reduce traffic congestion by efficiently getting disabled vehicles running again or by quickly towing those vehicles off the freeway to a designated safe location.	
2.4b. Continue the Kenneth Hahn Callbox System	Metro continues to fund the operation of the LA County Kenneth Hahn Call Box System, which was established in 1988 to provide a motorist aid service to the public. Approximately 5,500 calls are generated annually from call boxes within the County. Of this total, about 4,000 calls result in some action or aid being rendered to users. In FY 24, 3,800 calls were generated from call boxes within the County.	






Strategy 2.5: Support efficient and sustainable goods movement

The County’s Goods Movement Strategic Plan, under development with stakeholders across the county, will develop a comprehensive approach that balances various goals, including the efficient and effective flow of goods to support economic prosperity with equity and environmental sustainability.

ACTION ITEM	PROGRESS	STATUS
2.5a. Implement LA County Goods Movement Strategic Plan	Metro released the <i>Goods Movement Strategic Plan (GMSP)</i> in 2021, outlining five strategic initiatives and 23 actions to promote equitable and sustainable freight movement. Partners prioritized five near-term strategies, including clean truck deployment, freight rail investment, and workforce development. In 2024, Metro advanced three of these initiatives through the Long Beach–East Los Angeles Corridor Mobility Investment Plan (LB-ELA CMIP). Metro also formed a zero-emission truck working group under the GMSP and later integrated it into the LB-ELA CMIP.	
2.5b. Develop curbside mobility improvements in partnership with regional agencies	Metro has not yet initiated this work.	
2.5c. Invest in multi-modal freight improvement options (rail investment and clean truck program)	The Long Beach-East LA Corridor Mobility Investment Plan includes the Freight Rail Electrification Pilot Project, Goods Movement Freight Rail Study, and Clean Truck Infrastructure. These projects will be located within the I-710 south corridor, which is the heaviest goods movement corridor in LA County.	
2.5d. Improve freight traveler information sharing	Metro is leading an update to the Freight Advanced Traveler Information System (FRATIS) modernization project, which is now called Drayage, Freight, and Logistics Exchange (DrayFLEX). DrayFLEX will build off previous FRATIS deployments and make enhancements to the existing FRATIS architecture, in addition to exploring connected vehicle technology applications. It will provide freight-specific dynamic travel planning information to improve container movement in and around the Port Complex.	



Strategy 2.6: Enhance regional circulation

The transportation system is a network that requires systematic approaches to address regional circulation issues. Metro is exploring regulatory and pricing mechanisms, as well as the expansion of current programs to manage demand and enhance circulation.

ACTION ITEM	PROGRESS	STATUS
2.6a. Implement New Mobility Regional Roadmap, a framework for building a countywide coalition to collectively determine the best path forward for managing new mobility	The work related to this action item has evolved into the pilot Mobility Wallet program, which offers eligible participants of LA County, \$1,800 for 12 months to spend on a variety of shared transportation services, including: Metro Bus and Rail, municipal buses, Metro Micro, Bikeshare, Metrolink, E-scooters and bikes, taxi services, regional transportation services (Greyhound, Amtrak, and FlixBus), ride-hailing services (Uber/Lyft) and merchandise purchases at local bike shops.	
2.6b. Complete Traffic Reduction Study that will explore how congestion pricing and additional transportation options could work together to reduce traffic congestion and increase mobility	Metro is exploring whether and how congestion pricing could reduce traffic and improve transportation in the County. Modeling work has demonstrated good potential for congestion pricing to reduce congestion and pollution, expand and speed up transit, fund mobility wallets, and boost economic opportunity. Moving from study to implementation will require Board action, legislation, and further analysis.	
2.6c. Recommend a pilot traffic reduction program after completion of the Traffic Reduction Study	Based on the results of action item 2.6b above, Metro may recommend a pilot program.	
2.6d. Continue to expand Metro Rideshare/Vanpool and Shared Mobility Program	Metro continues to operate rideshare and vanpool. In May 2024, Metro approved a five-year Regional Rideshare Software Partnership Funding Agreement with the five bordering County Transportation Commissions, which supports the operation of the Commuter Options and Regulatory Compliance Support Program. Additionally, the rideshare program will support and promote the LA28 Transportation Demand Management Master Plan.	
2.6e. Support transportation demand management (TDM) programs and trip reduction initiatives, including telecommuting	Metro has completed the TDM Master Plan, which outlines five initiatives to be piloted around mobility hubs and new transit corridors over the next two years. Metro also implemented the “One Car Less Challenge” in the City of Santa Monica where households with more than one vehicle pledged to give up using their second vehicle and instead walk, bike, or take transit. Phase II of this pilot program will roll out fall 2025 countywide for 1,000 households.	





Strategy 2.7: Enhance the operation of the state highway system

Metro continues to address key bottlenecks in the County, some of the most congested in the US. Metro works with Caltrans and regional partners to plan, build and maintain projects that address highway safety, capacity and operational efficiency.

ACTION ITEM	PROGRESS	STATUS
2.7a. Work with Caltrans and local agencies to construct capacity-improving projects to address freeway bottlenecks	Metro collaborates regularly with Caltrans, and local agencies to incorporate congestion management strategies that include multimodal solutions such as carpool lanes, ExpressLanes, and transit enhancements alongside traditional capacity-improvement projects. Additionally, there is a growing emphasis on sustainability and climate goals, aligning projects with state mandates like SB 375 and the California Climate Action Plan for Transportation Infrastructure (CAPTI) to balance congestion relief with long-term environmental and equity considerations.	
2.7b. Work with Caltrans and local agencies on a system approach to create a roadway network comprising the state highways and local arterials to improve throughput and alleviate traffic congestion	Metro, in coordination with Caltrans and local agencies, has consolidated efforts to create a coordinated roadway network by focusing on multimodal and technology-driven programs such as Metro's Integrated Corridor Management (ICM) and Smart Mobility initiatives. These programs leverage real-time traffic data, adaptive signal control, and interagency collaboration to optimize traffic flow across highways and local roads, while supporting active transportation and transit.	

Strategy 2.8: Improve the resiliency of Metro’s transportation system




A resilient Metro system is prepared and able to mitigate future hazards that would otherwise interfere with operations, disrupt service and endanger passengers. Metro addresses system resiliency with risk assessments, decision making that considers hazards, and climate adaptation plans and policies.

ACTION ITEM	PROGRESS	STATUS
2.8a. Conduct and maintain a multi-hazard risk assessment to understand vulnerabilities of the transportation system	Metro has adopted the All-Hazards Mitigation Plan. The plan is a tool to aid in facility infrastructure planning and improvements, including climate resiliency, and is a requirement to apply for the federal Hazard Mitigation Grant Program and the new Building Resilient Infrastructure and Communities Grant Program. The All-Hazards Mitigation Plan reflects the following goals: (1) protect life and property, (2) enhance public awareness, (3) protect natural systems, (4) promote partnerships and implementation, and (5) enhance emergency services. The adoption of the AHMP allows Metro to apply for FEMA emergency preparedness grant funding programs.	
2.8b. Incorporate considerations for all hazards into Metro decision-making about capital planning, procurement, asset management and operations	Metro's Flexible Adaptation Pathways approach creates a structure for incremental integration of adaptation strategies into Metro's business units by identifying alternatives and establishing triggers for action. Integrating this approach into Metro's state-of-the-art asset management, project planning processes and maintenance practices minimizes risk to business continuity.	
2.8c. Regularly update resilience and climate adaptation plans and policies to address changing hazards and risks to system service	The Climate Action and Adaptation Plan (CAAP) is updated regularly to assess near-term climate risks and identify long-term actions for future planning. The CAAP included a vulnerability assessment of 1,341 critical assets to evaluate their exposure to climate impacts. Metro uses these results to develop a targeted action plan to address future climate risks.	
2.8d. Implement hazard mitigation and climate adaptation strategies to increase transportation system resilience and passenger safety	Metro continues to monitor possible hazards and implements mitigation actions to maintain the structural integrity of its infrastructure. Examples of such efforts include seismic retrofits and flood control measures. Metro also actively collaborates with local, state, and federal agencies to ensure a unified and coordinated response during emergencies and conducts regular training sessions, drills, and simulations to ensure employee and emergency responder preparedness.	

Priority Area 3: Complete Streets


Strategy 3.1: Improve safety for all users




Metro’s approach to safety is multi-pronged. The Complete Streets Policy is centered around redesigning streets with safety for all users as the top priority. Metro’s vision is to prioritize safety in all projects with an overarching goal of reducing injuries and fatalities.

ACTION ITEM	PROGRESS	STATUS
3.1a. Implement Complete Streets Policy	Metro continues to implement the complete streets policy. Some of these ongoing activities include: conducting annual trainings on a range of complete streets topic to support local agencies delivering complete street projects; implementing a complete streets project checklist for Measure M Multiyear subregional grant funded projects and Measure R subregional grant programs; and requiring local agencies to have an adopted complete streets policy or defined equivalent to be eligible for specific Metro grant programs.	
3.1b. Implement Bicycle Education Safety Team (BEST) program	Metro implemented the BEST program from 2017 to 2022 with the support of non-profit advocacy organizations. Metro designed, coordinated, and conducted bicycle safety education workshops, community bike rides, and Safe Routes to School events to complement and enhance other countywide active transportation events and efforts. Primarily, the BEST Program provides County residents with the necessary skills and support to incorporate bicycle transportation into their everyday lives.	
3.1c. Prioritize and incorporate safety improvements in all projects to reduce injuries and fatalities	Metro expanded funding eligibility for specific Measure R and M highway subfunds to support investment in pedestrian, bicycle, and multimodal safety improvements. Metro also adopted the Street Safety, Data Sharing, and Collaboration Policy with four goals: improve safety, enhance data sharing and analysis, apply an equity lens, and strengthen collaboration. The Street Safety policy is in early stages of implementation.	

Strategy 3.2: Enhance access to transit stations




Metro strives to enhance transit stations by implementing first/last mile projects and strategies that improve multi-modal access around stations.


ACTION ITEM	PROGRESS	STATUS
3.2a. Implement First/Last Mile Program, including Board policy directives	Metro has completed numerous FLM plans and continues to prepare additional FLM plans, as directed by the Board. These plans facilitate walking, rolling, and biking improvements adjacent to current and future transit stations. Metro also makes competitive funding available for First/Last Mile plans through the Metro Active Transport, Transit and First/Last Mile, which is currently in its second program cycle.	

3.2b. Implement integrated improvement plans for existing intermodal station facilities, including the Connect Union Station Action Plan	Metro is in the early stages of advancing integrated improvement plans that will connect Link Union Station and LA River Path improvements toward intermodal station connectivity.	
3.2c. Implement Micro Mobility Vehicles Program	Metro initiated a pilot program in partnership with Via to explore strategies that improve multi-modal access to stations. This phase of the pilot has concluded. Metro continues to explore new ways to access stations, including through programs like Metro Micro.	
3.2d. Provide secure bike parking options at transit stations	Metro is in the midst of an extensive upgrade to its bicycle lockers at stations with the aim of enhancing security for cyclists and expand access to previously underserved locations. An upgrade to modernized, electronic lockers has been implemented at nine stations. An additional 206 lockers are expected to be completed by the end of FY 25.	

Strategy 3.3: Establish active transportation improvements as integral elements of the transportation system



Active transportation refers to any non-motorized mode of travel, including walking, biking, and rolling. Safe and effective active transportation infrastructure, including addressing physical barriers such as highway, rail, and river crossings, are critical to Metro because these modes of travel provide connectivity to transit hubs, promote public health and improve air quality.

ACTION ITEM	PROGRESS	STATUS
3.3a. Complete LA River Path Project	Metro is in the draft Environmental Impact Report (EIR) development phase for this project, which includes 30% design completed on all project alternatives, with project completion forecast for Spring 2031	
3.3b. Complete Rail to River Active Transportation Corridor	The Rail to River Active Transportation Corridor Project - Segment A has been completed and opened to public use. The Rail to River Segment B is currently in the Design and Environmental Clearance phase.	
3.3c. Implement recommendations of Active Transportation Strategic Plan	Metro is implementing the regional network recommended in the Active Transportation Strategic Plan via the Metro Active Transport, First/Last Mile, and Transit (MAT) grant program. Five active transportation corridor projects and 11 FLM projects were awarded and programmed as part of MAT Cycle 1. A solicitation has been released for MAT Cycle 2 projects with awards anticipated in FY 2026.	

3.3d. Support Metro Bike Share and local bikeshare programs expansion	The Metro Bike Share (MBS) program is one of the few remaining micromobility programs in LA County that is in part supported with public funds. Metro is focused on the growth and expansion of MBS within the City of Los Angeles and is also working with other local entities to establish additional MBS partnerships. In preparation for the 2026 FIFA World Cup, the 2027 Super Bowl, and the 2028 Olympic and Paralympic Games, Metro is teaming with LA28 to create at least 60 additional bike share stations.	
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Strategy 3.4: Maintain a state of good repair on roadways

A safe and reliable transportation system requires that assets are maintained in a state of good repair. Metro partners and funds highway projects that upgrade or replace roadway elements to improve system safety.

ACTION ITEM	PROGRESS	STATUS
3.4a. Fund highway and arterial projects with state of good repair element	Programs like California’s State Highway Operation and Protection Program prioritize maintaining, rehabilitating, and improving the safety of existing infrastructure. Dedicated funding from the Road Repair and Accountability Act supports State of Good Repair projects, ensuring upgrades meet performance standards and address aging infrastructure.	
3.4b. For more efficient investment, work with Caltrans to combine state highway repair and maintenance projects with Metro-funded capacity and operational enhancement	Caltrans and Metro are actively working together to align state highway repair and maintenance projects with Metro-funded capacity and operational improvements. This collaboration takes place through programs like the State Highway Operation and Protection Program and the Solutions for Congested Corridors Program.	





Strategy 3.5: Demonstrate sustainable design and construction practices

Metro strives to incorporate sustainable design and construction practices that reduce the impact of system growth. Metro aims to expand and improve the policy and related sustainability standards, while pursuing certifications set by national and state green building agencies.

ACTION ITEM	PROGRESS	STATUS
3.5a. Improve sustainability standards for project design and expand the Green Construction Policy (GCP)	Metro continues to advance LEED certification for all new capital projects along with CALGreen Tier 2 certification. Metro has an existing Green construction policy and is currently in the process of an update to the policy.	
3.5b. Pursue green certification and implement sustainability and resiliency technical requirements and specifications	Metro continues to implement requirements and specifications published in the 2020 Moving Beyond Sustainability Plan, including construction goals and targets to meet LEED Silver certification or higher for all new facilities over 10k square feet (or achieve Envision certification where LEED is not applicable), and design and build 100% of capital projects to CALGreen Tier 2 standards.	

Strategy 3.6: Reduce regional GHG and criteria air pollutant emissions





Metro is committed to reducing greenhouse gas (GHG) emissions and air quality pollutants. Transportation has the most significant impact on regional emissions, and to do our part, Metro plans to reduce our agency emissions by 79% relative to 2017 levels.



ACTION ITEM	PROGRESS	STATUS
3.6a. Implement projects identified in the Energy Conservation Project Portfolio	Metro has completed the Energy Efficiency Long-Term Plan. The Plan provides a roadmap for energy efficiency by identifying opportunities for upgrading and replacing building systems and controls at Metro facilities over the next 10 years, in alignment with Metro's Climate Action and Adaptation Plan.	
3.6b. Decarbonize Metro's energy and fuel supply	Metro has consolidated its renewable natural gas (RNG) contracts to fuel the nation's largest transit bus fleet. Metro continues to advance its Zero Emission Bus Program (see action item 1.8e for more details) to decarbonize Metro's energy and fuel supply.	
3.6c. Implement a Scheduled Maintenance Program for stationary and mobile emissions sources to reduce emissions	Metro has incorporated this action item into preventative plans to reduce equipment failures in summer and winter months, as well as into Preliminary Environmental Compliance Reporting.	
3.6d. Support local and regional projects that decrease GHG emissions or reduce single-occupant vehicle (SOV) trip	In addition to the broad support that Metro provides through its funding programs and policies, Metro has adopted Vehicle Miles Traveled (VMT) reduction targets to support the goal of reducing GHG emissions and reducing single-occupant vehicle trips in LA County.	

Priority Area 4: Access to Opportunity

Strategy 4.1: Advance equity through institutional transformation to eliminate disparities





Transportation can play an important role in economic development, increased opportunity and upward mobility. Metro seeks to ensure our programs, policies and investments expand opportunities for the communities in most need.

ACTION ITEM	PROGRESS	STATUS
4.1a. Implement Equity Platform	The Metro Office of Equity and Race was launched to operationalize the Equity Platform, a framework that guides how the agency works to address inequities and create more equitable access to opportunity through four main areas of action: 1) Define and Measure, 2) Listen and Learn, 3) Focus and Deliver, and 4) Train and Grow. The platform is not a singular task or process that will be completed, but rather an ongoing agency commitment to incorporate equity into all facets of Metro's decision-making and budget allocation, and genuinely engage impacted communities in processes, while continuously pursuing equitable outcomes.	
4.1b. Establish agency-wide definition of equity	Metro established the following definition of equity: "Equity is both an outcome and a process to address racial, socioeconomic, and gender disparities, to ensure fair and just access - with respect to where you begin and your capacity to improve from that starting point - to opportunities, including jobs, housing, education, mobility options, and healthier communities. It is achieved when one's outcomes in life are not predetermined, in a statistical or experiential sense, by their racial, economic, or social identities. It requires community-informed and needs-based provision, implementation, and impact of services, programs, and policies that reduce and ultimately prevent disparities."	
4.1c. Create and implement an equity assessment tool	A number of equity tools have been developed, including: Measure M Five-Year Assessment and Equity Report, Rapid Equity Assessment, Metro Budget Equity Assessment Tool, and the Equity Planning and Evaluation Tool Pilot. All equity assessment tools have been developed as an initial pilot, which can be implemented agencywide.	
4.1d. Prioritize investment to support those with the greatest mobility needs	Metro has developed and implemented the Budget Equity Assessment Tool (MBEAT) annually to understand how budget and investments are advancing equity goals. Each fiscal year MBEAT implementation has adjusted to meet the evolving annual budget process. The Measure M Five-Year Comprehensive Assessment and Equity Report is the first evaluation of the performance and impact of the overall Measure M program in its first five years (2017-2022) in order to identify opportunities for priorities and adjustments to support mobility needs countywide.	
4.1e. Prioritize improved access to opportunities for Equity Focus Communities	Metro has updated the Equity Focus Communities (EFC) definition and maps, which were first developed in 2019 as a way to define communities most in need of mobility investments. The update used the most recent demographic data for LA County, implementing an index methodology and setting a three-year update cycle going forward. Metro is in the process of developing the Access to Opportunity Project, which will provide an agency-	

	wide baseline assessment and creation of consistent definitions and metrics to understand mobility patterns, demands, and gaps in service for Metro to improve equitable outcomes and access to opportunity.	
4.1f. Develop and advance a Racial and Socio-Economic Equity Action Plan	Metro is in the early stages of planning on this work.	
4.1g. Implement Transit to Parks Strategic Plan with high equity focus / high feasibility Transit to Parks routes across the County	Metro has taken steps to implement the Transit to Parks Strategic Plan by providing grant writing assistance, hiring a Transit to Parks Liaison, and working with LA County Regional Parks and Open Space District to launch the Recreation Access grant. Two Transit to Parks projects have been funded as a result of the new Recreation Access grant program.	

Strategy 4.2: Reduce household expenses on transportation



After housing, transportation is the second largest cost for many LA County households. Metro has fare assistance programs for targeted populations, including low-income households, youth and students.

ACTION ITEM	PROGRESS	STATUS
4.2a. Expand Low-Income Fare is Easy (LIFE) Program	Metro continues to improve and expand the LIFE program. Eligible customers receive a 90-day pass for unlimited free rides and then receive discounts applied toward the purchase of transit passes or receive a 20-ride pass (on Metro and other participating transit agencies). Metro TAP began a phased auto-enrollment campaign, removing enrollment barriers to existing and new LIFE customers. As of 2025, LIFE has supported over 400,000 participants.	
4.2b. Continue Youth on the Move Program	Metro continues to support the Youth on the Move Program, in collaboration with the LA County Department of Children and Family Services, by providing free transit passes to foster youth (age 18-21) who have aged out of the system. Out of 4,000 eligible youth, 76% are enrolled in the program with 945 active participants.	
4.2c. Continue Universal College Student Transit Pass (U-Pass) Program	U-Pass provides college students with fare discounts and an expedited activation process that is administered by participating schools. Students pay no more than \$43 a month for unlimited rides on Metro, with pricing varying by the amount of each school's subsidy. There are currently 18 participating colleges and universities and ten transit partners.	
4.2d. Partner with transportation network companies (TNCs) to reduce the cost of accessing stations	Under the Metro's Mobility Wallet Pilot Program, 2,000 eligible participants across LA County will receive up to \$1,800 for 12 months to spend on a variety of shared transportation services, including ride-hailing and Metro Micro. Findings will inform future partnerships with TNCs.	

Complete 




Ongoing/In Progress 

Cancelled/No Progress Made 

4.2e. Explore free fares for students and the general public	The Fareless System Initiative (FSI) Task Force embarked on an intensive process of studying and identifying challenges and opportunities related to eliminating fares on Metro buses and trains. The work of the Task Force resulted in several strategic recommendations. The leading concept included fareless transit for K-12 students, community college students, and low-income riders, resulting in the GoPass program that launched in October 2021 and was made permanent by the Board in April 2024. The GoPass program offers fare-free transit rides on Metro and 17 other transit agencies	
4.2f. Complete Comprehensive Pricing Study to identify and evaluate pricing policy options relative to the goals of revenue, equity, security, ridership, and user experience	Metro completed a fare restructuring pricing study in 2022. Metro adopted and implemented the study recommendations for a modified fare restructuring plan, including fare capping, new fare pricing, and fare policy changes. The overall goal of the fare capping and the fare change proposal is to expand mobility and increase access to opportunity through a simple, equitable, and forward-looking fare structure that supports a sustainable transit system.	





Strategy 4.3: Build affordable housing near transit

Metro is working with our partners to address LA County’s housing and affordability crisis through several initiatives aimed at developing more and affordable housing near transit.

ACTION ITEM	PROGRESS	STATUS
4.3a. Implement Transit Oriented Communities (TOC) Policy	The TOC Policy has resulted in three key programs: Joint Development, Adjacent Development Review and Strategic Initiatives. Metro's TOC program focuses on finding and strengthening synergies between transit and the surrounding streets, public spaces and developments to support an expanding transit network, including by leveraging its land for affordable housing development. The program interfaces and collaborates with work across the agency (First/Last Mile, Systemwide Design, Joint Development) and also supports local jurisdictions in developing and adopting transit-supportive policies and programs to leverage the value of transit investments and increase ridership.	
4.3b. Implement Joint Development Program	Metro has updated its Joint Development Policy that will guide development of Metro's portfolio of housing development projects. Metro has also adopted the Joint Development 10K Acceleration Strategies to achieve 10,000 new housing units by 2031. The recommended strategies reduce the development timeline for new projects from an average of ten years to an average of five years, ending in full construction and opening. This is an aspirational yet achievable goal, the attainment of which will depend on market conditions, affordable housing funding, and the delivery of Metro rail projects.	
4.3c. Partner to build affordable transit-oriented housing	Since 2020, Metro's Joint Development program has completed construction on 182 affordable housing units in three projects, with two more projects consisting of 235 affordable housing units slated for completion in 2025. More than 2,000 housing units have been approved and are pending construction start. In January 2025, Metro began accepting development proposals for the first of 20 new sites in furtherance of the Board's goal to grow Metro's housing portfolio to 10,000 homes by 2031.	

Strategy 4.4: Invest in the regional workforce




Metro is investing in the regional workforce through training, education, and employment opportunities. Metro has several existing programs in this area and plans to open its transportation school in 2022.

ACTION ITEM	PROGRESS	STATUS
4.4a. Expand training programs, career academies, apprenticeship programs and employment opportunities in LA County	<p>Metro has continued to expand opportunities across LA County, including but not limited to:</p> <ul style="list-style-type: none"> • Access to Career Opportunities Program: Metro collaborates with community colleges located along Metro’s major transit projects to establish skills-based courses for transit project construction, transit operations, pre-apprenticeships, and apprenticeships. • Joint Apprenticeship Committee Program: Metro partners with the LA Trade and Technical College to train rail maintenance personnel. • Entry Level Trainee Program (ELTP): This is an entry-level program for recent college graduates to get work experience and job skills as a Metro transportation planner. • SEED School of LA County (SEED LA): Metro, in collaboration with LA County, opened a transportation-focused, college-prep public boarding school in 2022. By the end of 2026, SEED LA will have 400 enrolled students . • Risk Management Career Pathway: Metro is launching a new internal pathway in 2025, preparing enrollees for a career as a Workers’ Compensation Analyst to assist and manage employee safety and claims. 	
4.4b. Implement Project Labor Agreement and Construction Careers Policy	<p>Metro continues to implement Project Labor Agreements (PLA) and Construction Careers Policy. The PLA requires Metro contractors to have 40% participation of construction workers residing in economically disadvantaged areas, 10% of disadvantaged workers, and 20% of apprentices. Metro has expanded the requirement to the Metro Joint Development program. To date, the PLA has paid \$610 million in wages to disadvantaged workers in LA County.</p>	
4.4c. Increase resources needed to train and place people in hard-to-fill positions	<p>Metro continues to partner in Workforce Initiative Now-Los Angeles (WIN-LA), a workforce development initiative delivered through a regional collaboration of partners. WIN-LA focuses on creating career pathways in the transportation infrastructure industry through the intentional outreach and inclusion of priority communities throughout the County and beyond. WIN partners include Metro, the City of Los Angeles Workforce Development Board, the LA County Workforce Development Board, including the five consortia regional Workforce Development Boards.</p>	
4.4d. Develop logistics workforce initiatives and pilot programs	<p>Metro continues to explore initiatives, programs, and partnerships for the logistics workforce. The Metro Talent Hub, opened in June 2025, will provide resources and job training for existing Metro employees and LA County residents seeking employment and professional advancement. For LA County residents, Metro will host hiring and recruitment initiatives, as well as explore partnership opportunities with community and government stakeholders</p>	

	who have existing job readiness programs, such as work centers focused on careers in the fields of logistics and transportation.	
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Strategy 4.5: Expand opportunities for small businesses

Metro is committed to supporting small businesses and local economies through our contracting procedures, our projects in local communities and our direct investments.

ACTION ITEM	PROGRESS	STATUS
4.5a. Ensure local transportation investments support local business district programs	<p>Metro has provided and continues to provide a number of programs to support local businesses that experience impacts during Metro rail construction:</p> <ul style="list-style-type: none"> • The Transit Oriented Communities Economic Development Program and Investment Fund, with two pilot areas: Crenshaw (K Line) and Little Tokyo (Regional Connector). Funding is available to eligible local businesses for fixed asset loans, working capital loans, and technical assistance. • Eat Shop Play program, which launched on five corridors: Vermont Boulevard, Slauson Avenue, Sherman Way, Valley Boulevard, and Whittier Boulevard. The program is a marketing tool to encourage people to shop local businesses in support of the community. 	
4.5b. Support small businesses throughout construction (Business Interruption Fund and Business Solution Center)	<p>Metro continues to support small local businesses through its Business Interruption Fund and Business Solution Center by providing financial assistance to cover fixed costs during Metro rail construction. Metro estimates that since 2015, the program has provided \$39 million to local small businesses near Metro construction sites, retained 409 businesses and 1,305 jobs.</p>	
4.5c. Expand Metro small business programs (DBE, SBE, and DVBE) through training, partnering and mentorship programs	<p>Metro continues to expand and refine small business programs, including but not limited to:</p> <ul style="list-style-type: none"> • Adoption and implementation of a 48 by '28 Plan, which outlines steps to reduce barriers and increase participation of small and disadvantaged businesses in Metro contracting. • Metro Connect, which notifies small businesses about contract opportunities, provides one-on-one technical assistance for small businesses. • The Small Business Prime (SB Prime) Program, which helps contractors bid on and win contracts as prime contractors and subcontractors for projects from \$3,000 - \$5 million. Metro also sets aside procurements for Metro-registered SBEs exclusively. 	

Complete 




Ongoing/In Progress 

Cancelled/No Progress Made 

	<ul style="list-style-type: none">• Contractor Development and Bonding Assistance Program (CDBAP), which assists SBEs, DBEs, and DVBEs secure sufficient bonding to work on Metro construction projects. CDBAP helps in obtaining collateral support for bids and securing performance or payment bonds. It also provides technical and training support led by prime contractors who work on Metro, Los Angeles World Airports (LAWA), City of Los Angeles, and other agency contracts.• Contracting Outreach and Mentoring Plan (COMP), which requires that all contracts over \$25 million propose an innovative approach to providing Mentor Protégé opportunities to DBEs, SBEs, and DVBEs, amongst other requirements such as opportunity notification.• The Contractor Finance Assistance Program (CFAP) makes financial resources immediately available to small businesses by using their contract as collateral. This can provide relief to small businesses that have to float delays in payments resulting from invoices waiting to be processed and paid or change orders to be approved.	
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Strategy 4.6: Maximize our local investments

State and federal funding sources allow Metro to maximize our local resources. Metro continues to explore all funding opportunities and innovative project delivery mechanisms to increase the impact of our investments.

ACTION ITEM	PROGRESS	STATUS
4.6a. Support local jurisdictions to submit competitive grant applications	<p>Metro provides grant writing assistance to cities that seek to apply for funding through the state of California's biennial Active Transportation Program. Since the adoption of the LRTP in 2020, \$281 million has been awarded to projects that received Metro grant writing assistance.</p> <p>Metro also provides support through the Transit Oriented Communities Grant Writing Assistance Program to assist local communities pursuing federal, state, and local dollars eligible transit oriented community planning and capital projects. To date the program has been successful in securing over \$37 million in capital and planning funding dollars for and with communities and agencies.</p>	
4.6b. Deliver projects through alternative delivery models, including Public-Private Partnerships, as appropriate	Metro continues to explore alternative project delivery models for a range of Metro activities, most notably with Metro highway and transit capital projects. Concurrent with this effort, Metro continues to identify areas of improvement to streamline the process and to realize cost savings.	
4.6c. Leverage local transportation dollars to secure state and federal grants	Metro continues to leverage our local transportation dollars to deliver our ambitious rail expansion program. For the current reporting period, FY 2021 to the present, Metro Measures R and M have leveraged approximately \$5.3 billion in funding.	



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