

**Metro**

Los Angeles County
Metropolitan Transportation Authority

One Gateway Plaza
Los Angeles, CA 90012-2952

213.922.2000 Tel
metro.net

**FINANCE, BUDGET AND AUDIT COMMITTEE
JANUARY 16, 2013
PLANNING & PROGRAMMING COMMITTEE
JANUARY 16, 2013
CONSTRUCTION COMMITTEE
JANUARY 17, 2013**

SUBJECT: PROGRESS ON BUDGET THEMES AND PERFORMANCE METRICS

ACTION: RECEIVE AND FILE PROGRESS REPORT ON BUDGET THEMES AND PERFORMANCE METRICS

RECOMMENDATION

Receive and file report on budget themes and performance metrics.

ISSUE

On March 22, 2012, Board adopted a motion to implement a performance management system on six core areas at Metro. As part of this motion, staff was asked to provide a monthly review of up to three core themes and ensure that each goal is reviewed at least twice per year when new data becomes available.

DISCUSSION

Performance tracking is an effective means for an organization to reach its goals. Clear goals or themes coupled with the appropriate metrics focus the organization on outcomes that matter and provide the necessary tools to improve its productivity. This report covers the following themes: Civil Rights Compliance, Advance MTA's Bus and Rail Projects, and Advance the Highway and Freeway Projects.

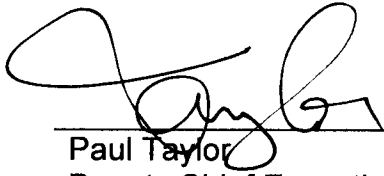
NEXT STEPS

Staff will continue to provide a monthly performance review of at least three core themes at the Finance, Budget and Audit Committee meeting and other relevant Board Committees.

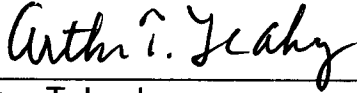
ATTACHMENTS

A. Performance Measures – January 2013

Prepared by: Michelle Navarro, Director of Budget
(213)922-3056



Paul Taylor
Deputy Chief Executive Officer



Arthur T. Leahy
Chief Executive Officer

PERFORMANCE METRICS

JANUARY 2013

BUDGET THEMES & GOALS					
1	2	3	4	5	6
Improve Bus and Rail Transit Service	Renewed Focus on Customer Service	Increase emphasis on Safety and Security	Civil Rights Compliance	Advance MTA's Bus and Rail Projects	Advance the Highway and Freeway Projects

Theme 4: Civil Rights Compliance	PAST				YTD	TARGET	Status
	FY08	FY09	FY10	FY11	FY12	FY12	

Office of Civil Rights

A. Rectify all deficiencies noted in 2011 Federal Civil Rights Compliance Review by 12/31/2012	N/A	N/A	N/A	N/A	80%	100%	?
B. All Departments will be Civil Rights Complaint by 6/30/13	N/A	N/A	N/A	N/A	80%	100%	●
C. Review all capital plans for ADA & Title VI compliance on time	N/A	N/A	N/A	N/A	99%	100%	●
D. Investigate EEO complaints within 180 days	N/A	N/A	N/A	N/A	99%	100%	●

- Favorable
- Satisfactory
- Unfavorable

Theme 5: Advance MTA's Bus and Rail Projects

Transit Project Delivery

Measurements:

- Project costs should be in line with the Project Progress (% Complete vs. % Expended)
- Timeliness of Completing Planned Milestones (% Complete of Current Phase to the Scheduled Target Date)
- Contingency Draw down %

Transit Projects	Current Phase	% Complete of Current Phase	Scheduled Target Date to Complete Current Phase	LOP (in millions)	Original Project Cost Estimates (in millions)	ITD Expenditures thru 10/31/12 (in millions)	% Expended	Project Contingency %	% Contingency Drawn
Gold Line Foothill Extension	Final Design	75%	February 2013	\$ 741.0	\$ 741.0	\$ 256.9	34.7%	7.5%	0.0%
Expo Phase II	Final Design	87%	May 2013	1,511.0	1,511.0	293.6	19.4%	13.9%	0.6%
Crenshaw/LAX	Final Design	0%	December 2014	1,749.0	1,749.0	74.5	4.3%	10.0%	0.0%
Regional Connector Transit Corridor	Preliminary Engineering	95%	December 2013	N/A	1,366.1	57.4	4.2%	22.0%	0.0%
Westside Subway Extension	Preliminary Engineering	65%	August 2014	N/A	6,015.0	98.3	1.6%	22.0%	0.0%
Highway Projects									
Countywide Soundwall Program	Construction	30%	October 2014	93.3	93.3	28.4	30.4%	15.2%	58.0%
Congestion Reduction Demonstration Program	Construction	73%	June 2014	291.0	291.0	211.1	72.5%	5.8%	52.0%
I-405 Sepulveda Pass improvements Project	Construction	62%	December 2013	1,048.0	1,040.0	622.7	59.9%	3.8%	73.0%

P E R F O R M A N C E M E T R I C S

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Theme 5: Advance MTA's Bus and Rail Projects**Countywide Planning****Measurement:**

Pre-Construction Costs should be between 2-4% of the Estimated Project Costs

Timeliness of Completing Planned Milestones (% Complete of Current Phase to the Scheduled Target Date)

Projects <i>without</i> Board Approved TOP	Current Phase	% Complete of Current Phase	Original Scheduled Target Date to Complete Current Phase	Scheduled Target Date to Complete Current Phase	Project Cost Estimates at YOY Value (in millions)	ITD Pre-Construction Costs as of 10/31/12 (in millions)	% of Pre-Construction Costs to Total Project Cost Estimates
Gold Line - Eastside Extension Phase 2	Draft EIS/EIR/EA	90%	February 2013	February 2013 *	\$ 2,490.0	\$ 17.5	0.7%
Airport Metro Connector	Technical Study	30%	April 2013	April 2013 *	330.0	3.4	1.0%
San Fernando Valley East N/S Transit Corridor					170.1		
- 3 corridors (Reseda, Sepulveda, Lankershim)	Environment Assessment	100%	May 2012	May 2012		0.3	0.2%
- Van Nuys/ Sepulveda	Alternative Analysis	90%	November 2012	January 2013		4.0	2.3%
Sepulveda Pass Transit Corridor	Systems Planning	95%	September 2012	January 2013 *	2,468.0	1.4	0.1%
South Bay Green Line Extension	Draft EIS/EIR/EA	90%	October 2012	April 2013 *	555.0	8.5	1.5%
Planning Complete - Transitioned to Transit Project Delivery							
Regional Connector Transit Corridor	Record of Decision	100%	June 2012	June 2012	1,366.1	31.7	2.3%
Westside Subway Extension	Record of Decision	100%	June 2012	August 2012	5,662.3	58.0	1.0%

Note: * With loss of Measure J, scheduled target date to complete current phase is subject to Board direction.

Projects	Current Phase	% Complete of Current Phase	Original Scheduled Target Date to Complete Current Phase	Scheduled Target Date to Complete Current Phase	Project Cost Estimates (in millions)	ITD Expenditures thru 10/13/12 (in millions)	% Expended
Eastside Light Rail Access Improvements					\$ 30.0		
- Phase I: four station areas (Pico/Aliso, Mariachi Plaza, Soto St & Indiana @ 1st/Indiana)	Final Design	5%	June 2013	June 2013		\$ 1.95	6.5%
- Phase II: four station areas (Indiana @ 3rd/Indiana, Maravilla, Civic Center & Atlantic)	Conceptual Design	10%	June 2013	June 2013			
- Phase III: two station areas (Little Tokyo/Arts District)	Award Design Contract	0%	July 2013	July 2013			
Eastside Safety Improvements (2)	Implementing improvements at at-grade crossings including the 2-year trial demonstration of in-pavement warning lights	50%	May 2013	May 2013	10.7	1.5	14.0%

(1) For progress reporting, this project has been broken down into 3 phases, representing the enhancement of 8 stations. Conceptual Designs will be completed by Metro, with Final Design and Construction completed by the city or county.

(2) Staff are implementing the improvements adopted by the Board in September 2011, this includes a 2-year trial demonstration of in-roadway warning lights at up to 10 grade crossings.

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Theme 6: Advance the Highway and Freeway Projects

Highway Program Delivery

Measurement:

Timeliness of Completing Planned Milestones

Project costs should be in line with Project Progress (Schedule vs. % Expended)

Highway Program	Current Phase	Scheduled Target Date to Complete Current Phase	Schedule Status	LRTIP Forecasted Project Cost (in millions)	Estimated Metro controlled funding (1) (in millions)	Metro Board Appr. funds To Date (2) (in millions)	ITD Expenditures (3) (in millions)	% Expended (ITD Expend. vs. Metro Approved Funding)
I-5/SR-14 Capacity Enhancements (HOV Direct Connector)	Construction	2013	●	\$ 175.8	\$ 15.6	\$ 15.6	\$ 12.8	82.0%
I-5 North Capacity Enhancements from SR-134 to SR118	Construction	2016	●	1,124.7	405.1	330.0	74.4	22.5%
I-10 HOV Widening from I-605 to SR-57	Construction	2018	●	390.7	No local \$	No local \$	-	-
BNSF Grade Separations in Gateway Cities	Construction	2014	●	235.0	35.0	35.0	-	0.0%
Countywide Soundwall Construction (Post 1989 Retrofit Program)	Construction	2014	●	2,372.1	483.8	104.2	55.7	53.4%
I-5 South Capacity Enhancements from I-605 to Orange County Line	Construction	2017	●	1,240.5	530.4	530.4	12.1	2.3%
SR-138 Capacity Enhancements	Various	2020	●	494.0	206.0	58.0	4.3	7.5%
I-5 North North Capacity Enhancements: Phase 1: Truck Lanes from SR-14 to Pico Canyon Rd	Construction	2014	●	5,292.8	131.0	56.0	0.1	0.1%
I-5 North North Capacity Enhancements: Phase 2A: Truck Lane + HOV from SR-14 to Parker Rd	Design	2014	●		279.0	38.0	0.1	0.2%
I-5 North North Capacity Enhancements: Phase 2B: Truck Lane + HOV from Parker Rd. to Kern County Line	N/A	TBD	●		2.0	-	-	-
SR-2 Freeway Terminus Improvement (Phase 1)	Construction	2015	●	11.2	No local \$	No local \$	-	-
I-710 Early Action Projects	Construction	2028	●	687.0	127.0	54.2	12.5	23.1%
I-605 Corridor "Hot Spot" Interchanges	Planning	TBD	●	3,200.8	812.8	7.2	4.4	61.6%
High Desert Corridor (Environmental)	Environmental	2014	●	33.0	33.0	33.0	9.4	28.5%
SR-710 North GAP Extension from I-10 to I-210	Environmental	December 2013	●	5,663.1	780.0	43.0	11.7	27.2%
I-710 South EIR/EIS	Environmental	2013	●	6,263.6	596.0	35.0	30.2	86.3%
Las Virgenes/Malibu COG Measure R Operational Improvements Program	Various	Various	●	175.0	175.0	41.7	6.4	15.3%
Arroyo Verdugo COG Measure R operational Improvements Program	Various	Various	●	170.0	170.0	24.8	2.0	8.1%
South Bay (I-405, I-110, I-105 and SR-91) Ramp and Interchange Operational Improvements Program	Various	Various	●	1,512.4	1,421.5	62.1	4.0	6.5%

- (1) Local funding for the project that Metro manages
- (2) Funds allocated for future years
- (3) Expenditures as of December 4, 2012

- On schedule
- Possible Problems
- Will not meet schedule

Office of Civil Rights	
A. Rectify all deficiencies noted in 2011 Federal Civil Rights Compliance Review by 12/31/2012	FTA found five deficiencies in five of twelve areas examined.
B. All Departments will be Civil Rights Complaint by 6/30/13	Ensure that all departments are 100% civil rights compliant with civil rights guidance
C. Review all capital reports on time	Review all circulation items for capital projects within 2 weeks.
D. Investigate EEO complaints within 180 days	Ensure that 100% of EEO, ADA and Title VI complaints are accurately logged into the internal system and assigned to investigation within 3 days of receipt.
Transit Project Delivery	
Upon completion of the Final MIR/EIR/EIS/EA, a project is transitioned to the Transit Project Delivery Department.	
Project Costs should be in line with the Project Progress (% Complete vs. % Expended)	Comparison of project expenditures to date and overall project progress. Measures whether expenditures are in line with project progress.
Timeliness of Completing Planned Milestones	Three key milestones (Preliminary Engineering, Final Design and Construction) were identified for Transit Project Delivery's involvement in a project. Progress and costs are measured at each phase.
Project Contingency	Predetermined sum of money designated for unforeseen conditions during the actual construction of a project.
Contingency Draw Down	Total percentage of contingency drawn to date
Countywide Planning	
Pre-Construction Costs should be 2-4% of the LOP Budget or Estimated Project Costs	Pre-Construction Costs include Planning phase activities such as Alternatives Analysis, Planning Support, Public Hearings, Conceptual Design and Preliminary Engineering. These costs should range between 2-4% of the total project costs.
Timeliness of Completing Planned Milestones	Four key milestones (System Planning, Alternative Analysis, Draft MIS/EIR/EIS/EA, and Final MIS/EIR/EIS/EA) were identified during Countywide Planning & Development's involvement in a project. Progress and costs are measured at each milestone phase.
Comparison of project expenditures to date and overall project progress. Measures whether expenditures are in line with progress	The life of a project can extend over 10+ years and the duration of each milestone phase is from 1-2+ years. Progress can be measured by expenditures through each milestone phase.
Highway Program Delivery	
Highway projects differ from Transit projects in that Highway projects remain with Highway Program Delivery throughout the life of the project and the construction of these assets do not belong to Metro.	
Timeliness of Completing Planned Milestones	Highways have established key milestones from Planning through Construction for highway and freeway projects. Scheduled target dates are set for each milestone. Progress toward completing each milestone for the planned target date is measured.
Comparison of project expenditures to date and overall project progress.	The life of a project can extend over 10+ years and the duration of each milestone phase is from 1-2+ years. Measures whether expenditures are in line with progress.