

**Metro**Los Angeles County
Metropolitan Transportation AuthorityOne Gateway Plaza
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metro.net**FINANCE, BUDGET AND AUDIT COMMITTEE
JULY 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. We have developed performance metrics to measure performance on 1) Improving Bus and Rail Transit, 2) Renewed Focus on Customer Service, 3) Increase emphasis on Safety and Security, 4) Civil Rights Compliance, 5) Advancing Bus and Rail Projects, and 6) Advancing the Highway and Freeway Projects. This report covers the following themes:

- Compliance with Civil Rights
- Advancing MTA's Bus and Rail Projects
- Advancing 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.

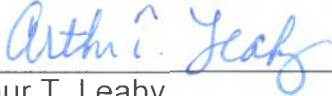
ATTACHMENT

A. Performance Measures – July 2013

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

JULY 2013

B U D G E T T H E M E S & G O A L S										
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		
				FY09	FY10	FY11	FY12		FY13	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	80%	100%	100%	●
B. All Departments will be Civil Rights Compliant by 6/30/13				N/A	N/A	N/A	80%	80%	100%	●
C. Review all capital plans for ADA & Title VI compliance on time				N/A	N/A	N/A	99%	100%	100%	●
D. Investigate EEO complaints within 180 days				N/A	N/A	N/A	99%	100%	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 (As of 4/2013)	LOP (in millions)	Original Project Cost Estimates (in millions)	ITD Expenditures thru 4/30/2013 (in millions)	% Expended	Project Contingency %	% Contingency Drawn
Gold Line Foothill Extension	Final Design	95%	Jul 2013	\$ 741.0	\$ 690.0	\$ 240.9	32.5%	7.5%	8.7%
Expo Phase II	Final Design	95%	Jul 2013	1,511.1	1,511.0	395.2	26.2%	13.9%	5.3%
Crenshaw/LAX	Final Design	0%	Dec 2014	1,762.9	1,749.0	85.4	4.8%	10.8%	0.0%
Regional Connector Transit Corridor	Final Design	0%	May 2015	Pending	1,375.0	47.1	3.4%	18.3%	0.0%
Purple Line Extension Sec-1 (Wilshire/Western to Wilshire/La Cienega)	Final Design	0%	Nov 2016	Pending	2,471.0	75.2	3.0%	15.5%	0.0%
Highway Projects									
Countywide Soundwall Program	Construction	43%	Oct 2014	75.7	75.7	32.2	42.5%	15.2%	32.9%
Congestion Reduction Demonstration Program	Construction	78%	Dec 2015	291.0	291.0	225.7	77.6%	5.8%	71.5%
I 405 Sepulveda Pass Improvements Project	Construction	72%	Jun 2014	1,070.7	1,034.0	767.3	71.7%	6.1%	73.7%

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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 LOP	Current Phase	% Complete of Current Phase	Target Date to Complete Current Phase (As of 1/2013)	REVISED Target Date to Complete Current Phase	Project Cost Estimates at YOY Value (in millions)	ITD Pre-Construction Costs (As of 5/31/13) (in millions)	% Expended
Gold Line - Eastside Extension Phase 2	Draft EIS/EIR/EA	90%	Aug 2013 *	Jan 2014	\$ 2,490.0	\$ 17.5	0.70%
Airport Metro Connector	Technical Study	75%	Aug 2013 *	Aug 2013	330.0	5.0	1.52%
San Fernando Valley East N/S Transit Corridor					170.1		3.41%
- 3 corridors (Reseda, Sepulveda, Lankershim)	Environment Assessment	100%	Complete	Complete		0.3	
- Van Nuys/ Sepulveda	Draft EIS/EIR	10%		Oct 2014		5.5	
South Bay Green Line Extension	Draft EIS/EIR	90%	Apr 2013 *	Dec 2013	555.0	8.9	1.60%

* With Loss of Measure J, scheduled target date to complete current phase was subject to Board direction.

Projects	Current Phase	% Complete of Current Phase	Target Date to Complete Current Phase (As of 1/2013)	REVISED Target Date to Complete Current Phase	Project Cost Estimates (in millions)	ITD Expenditures (As of 5/31/13) (in millions)	% Expended
Eastside Light Rail Access Improvements					\$ 30.0		8.2%
- Phase I: four station areas (Pico/Aliso, Mariachi Plaza, Soto St & Indiana @ 1st/Indiana)	Construction	7%	N/A	Mar 2016		\$ 2.2	
- Phase II: four station areas (Indiana @ 3rd/Indiana, Maravilla, Civic Center & Atlantic)	Conceptual Design	25%	Jun 2013	Sep 2013		0.3	
- Phase III: two station areas (Little Tokyo/Arts District)	Award Contract Design	0%	Jul 2013	Jul 2013		-	
Eastside Safety Improvements (1)	At-grade crossings and 2-year trial demonstration of in pavement warning lights	55%	May 2013	Dec 2013	10.7	2.0	18.5%

(1) Staff are implementing the improvements adopted by the Board in September 2011. this includes a 2-year trial demonstration of in-roadway warning lights

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

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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	Target Date to Complete Phase	Schedule Status	L RTP Forecasted Project Cost (in millions)	Est. Metro controlled funding (1) (in millions)	ITD Exp thru 5/31/13 (in millions)	% Expended (Exp vs. Metro Funding)
I-5/SR-14 Capacity Enhancements (HOV Direct Connector)	Construction	2013	●	\$ 175.8	\$ 15.6	\$ 15.6	99.8%
I-5 North Capacity Enhancements from SR-134 to SR118	Construction	2016	●	1,124.7	405.1	\$ 80.7	19.9%
BNSF Grade Separations in Gateway Cities	Construction	2014	●	235.0	35.0	\$	0.0%
Countywide Soundwall Construction (Post 1989 Retrofit Program)	Construction	2014	◆	2,372.1	483.8	\$ 78.3	16.2%
I-5 South Capacity Enhancements from I-605 to Orange County Line	Construction	2017	◆	1,240.5	530.4	\$ 17.8	3.4%
SR-138 Capacity Enhancements	Various	2020	●	494.0	206.0	\$ 5.6	2.7%
I-5 North North Capacity Enhancements: Phase 1: Truck Lanes from SR-14 to Pico Canyon Rd	Construction	2014	●	5,293.0	131.0	\$ 1.2	0.9%
I-5 North North Capacity Enhancements: Phase 2A: Truck Lane + HOV from SR-14 to Parker Rd (part of ARTI Project)	Design	2014	●		279.0	\$ 2.5	0.9%
I-710 Early Action Projects	Construction	2017	◆	687.0	195.0	\$ 1.7	0.9%
I-605 Corridor "Hot Spot" Interchanges	Various	Various	●	3,200.8	812.8	\$ 5.1	0.6%
High Desert Corridor (Environmental)	Environmental	2014	●	65.0	33.0	\$ 23.1	70.1%
SR-710 Gap (P.P.P)	Environmental	2015	●	5,663.1	780.0	\$ 28.4	3.6%
I 710 South (P.P.P)	Environmental	2015	■	6,263.6	596.0	\$ 67.5	11.3%
Las Virgenes/Malibu COG Measure R Operational Improvements Program	Various	Various	●	175.0	175.0	\$ 10.7	6.1%
Arroyo Verdugo COG Measure R operational Improvements Program	Various	Various	●	170.0	170.0	\$ 5.8	3.4%
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	\$ 6.2	0.4%

Theme 4: Civil Rights Compliance	
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.
Theme 5: Advance MTA's Bus and Rail Projects	
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	Amount of contingency used year 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.
Theme 6: Advance the Highway and Freeway Projects	
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.