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# FISCAL YEAR 1991-92 BUDGET

Adopted June 26, 1991

*Leading the Way  
to Greater Mobility*

M E T R O



LACTC

LOS ANGELES COUNTY TRANSPORTATION COMMISSION

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**LOS ANGELES COUNTY TRANSPORTATION COMMISSION**

**COMMISSIONERS AND PRINCIPAL OFFICIALS**

**JUNE 30, 1991**

**COMMISSIONERS**

**MEMBERS**

Ray Grabinski, Chair  
Michael D. Antonovich, Vice Chair  
Gloria Molina  
Edmund D. Edelman  
Kenneth Hahn  
Deane Dana  
Tom Bradley  
Richard Alatorre  
Jacki Bacharach  
Judy Hathaway-Francis  
James Tolbert (Citizen Representative)  
Jerry B. Baxter (Ex-Officio  
representing State of California)

**ALTERNATES**

Clarence Smith  
Nick Patsaouras  
Gerry Hertzberg  
Marvin Holen  
Mas Fukai  
Don Knabe  
Ray Remy  
Michael Woo  
Harold Croyts  
Robert White

**RAIL CONSTRUCTION CORPORATION**

**BOARD OF DIRECTORS**

David E. Anderson, Chair  
Ernie Camacho  
Herbert L. Carter  
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**PRINCIPAL OFFICIALS**

**TITLE**

**NAME**

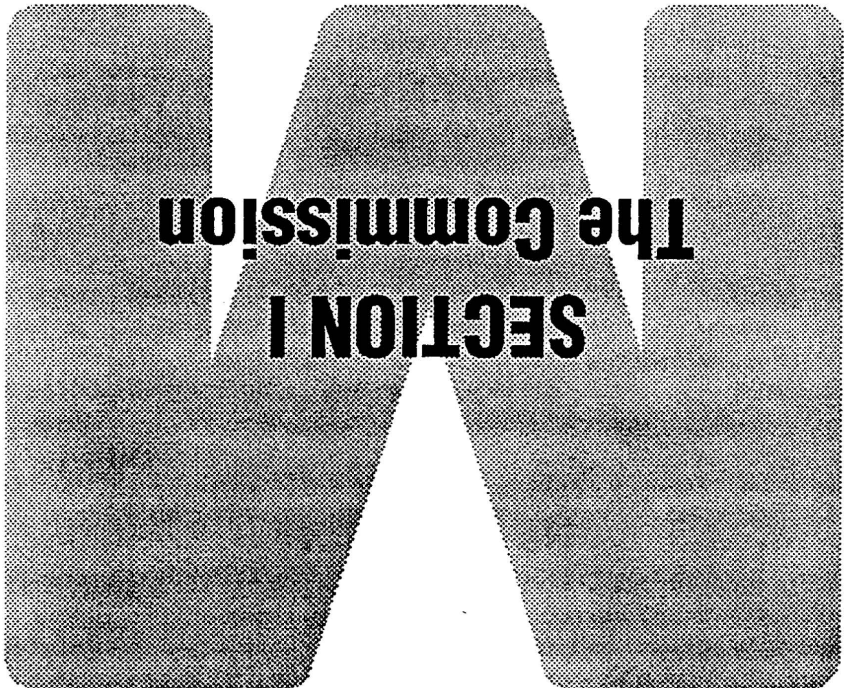
Executive Director  
Deputy Executive Director  
Deputy Executive Director  
President and CEO of RCC

Neil Peterson  
Judy Weiss  
Leslie Porter  
Edward McSpedon

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**SECTION I**  
**The Commission**

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THE LOS ANGELES COUNTY  
TRANSPORTATION COMMISSION

The Los Angeles County Transportation Commission (LACTC) was created by the California Legislature in 1976 to function as the principal transportation authority in Los Angeles County. The Commission sets public transit policies and funds mobility solutions, such as the County's streets and highways, rail transit, buses, shuttles, dial-a-ride, social-service transportation, bike-ways, and other public transit systems.

Playing a pivotal role in the transportation network throughout Southern California, the Commission coordinates activities between the various transportation operators and agencies in the County and State.

The Commission is governed by an 11-member board composed of:

- o The five Los Angeles County Supervisors;
- o The Mayor of Los Angeles;
- o Two Mayor-appointed members --  
a member of the L.A. City Council and, traditionally, a private citizen;
- o A member of the Long Beach City Council;
- o Two city council members from among the other 84 cities in the county;
- o A non-voting member: a Governor-appointed member from the California Department of Transportation

Each year the Commissioners elect a vice-chair among themselves who becomes the chair the following year. The board meets monthly in the Los Angeles Hall of Administration, and meetings are open to the public.

Three committees, composed of commissioners appointed by the chair-person, oversee the staff's efforts and present recommendations directly to the board:

- o Legislative and Intergovernmental Services Committee
- o Finance and Programming Committee
- o Planning and Mobility Improvement Committee

Internally, the LACTC consists of a professional staff that handles the Commission's financial, administrative, communications, planning and programming matters. In addition, six area teams have been set up to help improve the region's mobility and develop an overall county-wide plan for putting multimodal congestion solutions into effect. The teams are divided along geographical lines within Los Angeles County.



In 1989, the Commission established a subsidiary, the Rail Construction Corporation (RCC), to manage the design and construction of the Metro Rail System. A seven-member board presides over the RCC, composed of citizens appointed by the LACTC and the Southern California Rapid Transit District, operator of the bus and rail systems..

#### TRANSPORTATION FUNDING

The LACTC oversees most of the money spent on transportation within Los Angeles County -- about \$3.5 billion per year -- from the following sources:

- o 9 percent from taxes collected by the federal government
- o 28 percent from state-collected taxes
- o 62 percent from local revenues
- o 1 percent from private sources.

#### o Local funds:

##### Proposition A:

In 1980, the LACTC proposed that the County increase the sales tax from six to six and one half cents on each dollar to pay for public transit improvements. Voters approved the one-half cent tax increase under a measure called Proposition A. The tax began to be collected in mid-1982, and currently brings in about \$400 million each year.

About \$19.6 million goes into a general-fund budget for administration and related expenses. All the rest of Proposition A revenue is distributed as follows:

- o 25% to local jurisdictions for local transit;
- o 35% for rail construction and operation of rapid rail transit systems;
- o 40% to a Discretionary Account.

The LACTC has used the funds from this latter account to keep bus fares down, to fund innovative cost saving bus projects, and used as an incentive to encourage cities and county areas to coordinate dial-a-ride vans to serve elderly and disabled riders.

##### Proposition C:

In November 1990, L.A. County voters approved another one-half cent sales tax increase to pay for public transit-related improvements by passing Proposition C. This measure provides another \$400 million a year in funds. Proposition C revenues will fund the following transportation programs:

- o 40% for expanded and improved bus and rail transit county-wide;
- o 5% for increased transit security;
- o 10% for commuter rail service, park-and-ride lots and freeway bus stops;
- o 20% for a Local Return Program to the cities and the county for local transit programs and improved local maintenance and operations of streets used by transit;
- o 25% for improved transit speed and reliability on streets and freeways.

April 1, 1991, and the receipts thereof payable to the Commission will be made available in June 1991.

In February 1991, an action entitled **Vernon v. State Board Equalization** was filed by the San Fernando Valley Libertarian Party in the Superior Court for the County of Los Angeles challenging the validity of the Proposition C Sales Tax. The plaintiffs claimed that the tax required a two-thirds rather than a majority vote which was obtained. The trial court has upheld the validity of the tax and an appeal has been filed by the plaintiffs. In a 1982 case, Los Angeles County Transportation Commission v. Richmond, the validity of the Proposition A Sales Tax, which was also passed by a majority vote was upheld.

While expressing confidence that the courts will uphold the validity of the Proposition C Sales Tax, the Commission decided that the prudent course of action would be to resolve not to spend Proposition C proceeds until the litigation is clarified. Clarification is expected within 18 months. A copy of the policy adopted by the Commission on May 22 is in the Appendix as Attachment I.

State Funds:

- o Propositions 108, 111, and 116

In June 1990, California's voters approved three transportation measures. Proposition 111 increased the state gas tax by a nickel to 14 cents a gallon by August 1990, and later adds another penny each January until the gas tax equals 18 cents. Propositions 108 and 116 provide \$1 billion and \$2 billion respectively of rail bond money.

The legislation that authorized Proposition 108 also calls for two additional rail bond measures of \$1 billion each to be voted in 1992 and 1994 respectively. Over the next ten years, Los Angeles County will receive \$1.4 billion of Proposition 108 rail bond funds; \$3.8 billion of Proposition 111 gas tax funds; and \$0.5 billion of Proposition 116 rail bond funds.

### Transportation Development Act (TDA) Funds:

The LACTC receives approximately \$200 million per year from a transportation-dedicated 1/4 cent sales tax collected by the state of California. The funds are primarily used for bus capital and operating expenses.

#### o **Federal Funds:**

Los Angeles County receives approximately \$200 million per year of federal highway funds for the Caltrans-operated state highway system, and approximately \$30 million per year of federal funds for the city and county-operated local streets and roads.

Los Angeles County also receives federal mass transportation funds for bus and rail capital and operating expenses. We received approximately \$100 million per year for bus system improvements, and approximately \$150 million per year for the Metro Red Line project.

#### o **Private Funds:**

The LACTC encourages private investment in proposed transportation projects; private developers are currently involved in joint developments, such as freeway access projects, local street improvement projects, rail stations, and developing new technology not yet in use in California.

### Transportation Funding Program

The Transportation Funding Program for Los Angeles County for fiscal year 1992 is outlined in Exhibit AA. About \$3.5 billion in Federal, State, and local funds will be programmed for Los Angeles County's Transportation program in fiscal year 1992. From this \$3.5 billion, the LACTC will be directly responsible for programming \$2.3 billion (67%) and will review and approve another \$640 million (18%). The remaining \$500 million (14%) will be programmed by agencies other than LACTC.

In fiscal year 1992, the \$3.5 billion program represents an increase of about \$800 million from last fiscal year. This increase is mainly in state and local funds. Proposition C represents approximately \$400 million. (As mentioned before, none of the funds will be programmed pending resolution of the lawsuit.) The remainder primarily consists of Propositions 108 & 116 and flexible congestion relief funds.

### Funding Capital and Operations

Los Angeles County's capital and operations for fiscal year 1992 is shown on Exhibit AB. Overall, seventy-five (75%) of the funds will be programmed for capital and twenty-five percent (25%) for

operations. Compared to fiscal year 1991, there is a \$950 million increase in funds programmed for capital, whereas the funds for operations have remained approximately the same. Eighty percent (80%) of the increase in capital funds is in the highway program, fourteen percent (14%) in the rail program, and the remaining six percent (6%) in bus capital.

#### Funding By Mode

Funds programmed for fiscal year 1991 and 1992 by transportation mode is shown on Exhibit AC. Approximately 30% of the funds are programmed for bus transit. Bus transit is comprised of twelve Los Angeles Municipal Operators; the Southern California Rapid Transit District, the San Gabriel Valley Transportation Zone, the Bus Service Continuation Project (operated by the County & City of Los Angeles), and fixed route and Dial-a-Ride services operated by local jurisdictions. About 31% of the total will fund the various LACTC rail projects - the Metro Blue Line, Green Line, Red Line, and the Commuter Rail System. Another 38% will be spent on state highways, local streets & roads, and ridesharing programs. Lastly, 1% is programmed for LACTC administrative expenditures.

LOS ANGELES COUNTY TRANSPORTATION COMMISSION  
FY 1991-1992 BUDGET

LOS ANGELES COUNTY TRANSPORTATION IMPROVEMENT PROGRAM

(\$ M)

TRANSPORTATION MODE	FEDERAL FUNDS			STATE FUNDS							LOCAL FUNDS							GRAND TOTAL
	UMTA	FHWA	Total	STAP/ PVEA	TDA	ARTXIX TCI	108/116 FCR	ENV.ENH/ HSOPP/ TSM/IRR	GAS TAX SUBVEN. OTHER	Total	PROPOSITION A & C				FARES/ SAFE	SUBVEN/ OTHER	Total	
											LOCAL RTN	RAIL	DISC	ADM				
<b>BUS TRANSIT</b>																		
Regional	84.8 *		84.8	11.3 *	173.7 *					185.0			242.4 *		273.2 ***	16.9 ***	532.5	802.3
Local	15.8 *		15.8		30.7 *					30.7	125.8 **		42.8 *		26.2 ***	3.0 ***	197.8	244.3
<b>RAIL TRANSIT</b>																		
Light Rail													36.9 *		3.5 ***		40.4	40.4
Rail Development								59.3 *		59.3			266.1 *			1.7 *	267.8	327.1
Commuter Rail	0.1 *		0.1			18.8 *	125.5 *			144.3			133.3 *		3.2 *	13.0 ***	149.5	293.9
Heavy rail	136.5 *		136.5			14.7 *				14.7			199.1 *			59.2 *	258.3	409.5
<b>STREETS &amp; HIGHWAYS</b>																		
Highways & Freeways		39.0 *	39.0		2.2 *		370.0 *	99.0 ***	39.0 *	510.2			107.0 *		12.6 *		119.6	668.8
Local Streets & Roads		43.0 *	43.0	4.3 (PVEA)	4.6 *				19.0	27.9	79.0 **					489.0	568.0	638.9
<b>RIDESHARING</b>																		
Ridesharing											13.0 *					2.5	15.5	15.5
<b>LACTC ADMINISTRATION</b>																		
LACTC Administration														24.7 *			24.7	24.7
<b>TOTAL</b>	<b>237.2</b>	<b>82.0</b>	<b>319.2</b>	<b>15.6</b>	<b>211.2</b>	<b>33.5</b>	<b>554.8</b>	<b>99.0</b>	<b>58.0</b>	<b>972.1</b>	<b>217.8</b>	<b>635.4</b>	<b>392.2</b>	<b>27.9</b>	<b>315.5</b>	<b>585.3</b>	<b>2,174.1</b>	<b>3,465.4</b>

9-1

Includes Prop C funds that will not be programmed until litigation is clarified.

- \* = FUNDS PROGRAMMED BY THE LACTC
  - \*\* = FUNDS PROGRAMMED BY OTHER AGENCIES AND APPROVED BY THE LACTC
  - \*\*\* = FUNDS PROGRAMMED BY BOTH THE LACTC AND OTHER AGENCIES
- FUNDS PROGRAMMED BY OTHER AGENCIES  
GRAND TOTAL

2310.9
204.8
434.9
514.8
3,465.4

Note: Ridesharing "Other Sources" funds are state (Caltrans) funds. Prop A Rail funds for Light Rail include \$36.9 million for Blue Line start-up operations and \$3.5 million estimate from farebox revenues. Prop A Rail funds include Bonds Proceeds. Commuter Rail "Other Sources" funds from other government agencies, Commuter Rail "Adm" funds from rentals/leases.

EXHIBIT AA

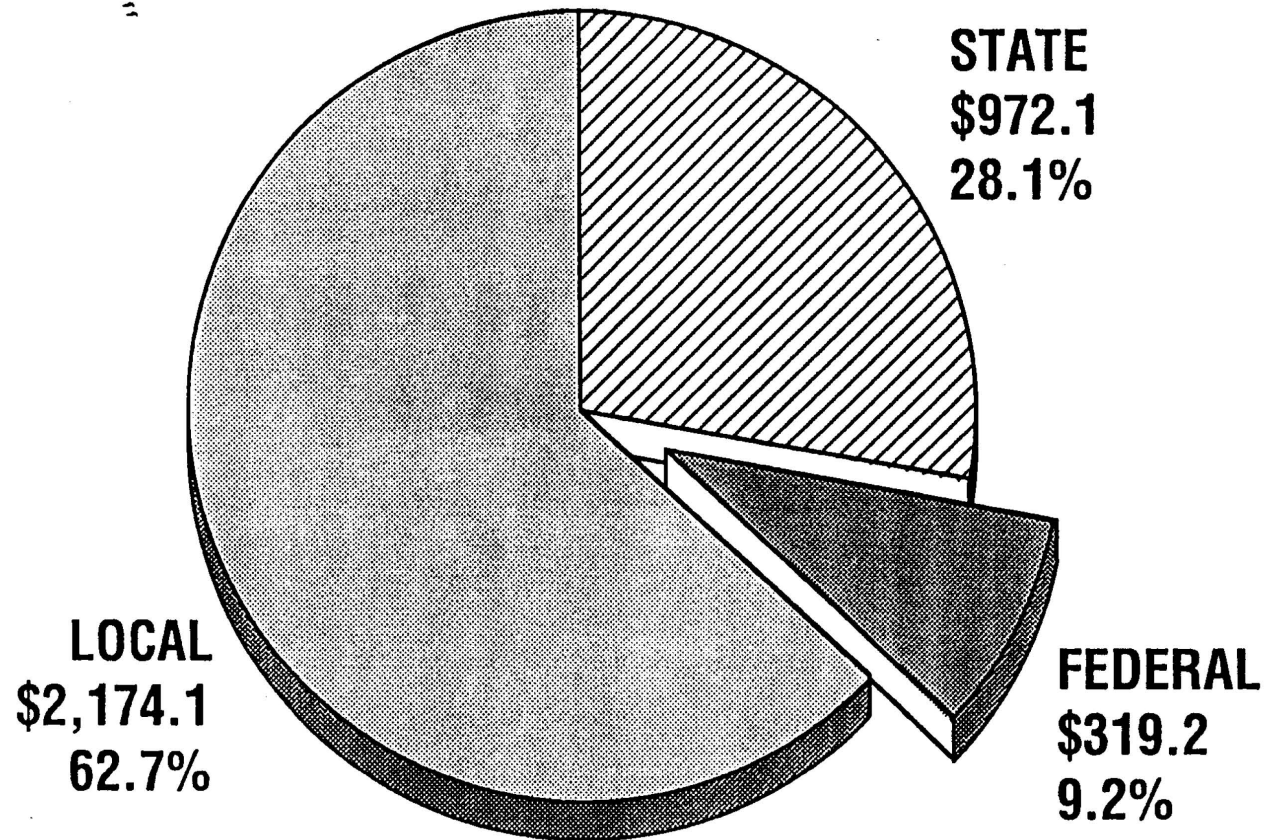




# PROPOSED FY 91/92 BUDGET

## BY FUND SOURCE

(IN MILLIONS)



LOS ANGELES COUNTY TRANSPORTATION IMPROVEMENT PROGRAM						
FISCAL YEAR 1991-92						
(\$ MILLIONS)						
TRANSPORTATION MODE	PROGRAMMED BY LACTC		PROGRAMMED BY OTHERS/ APPROVED BY LACTC		TOTAL	
	CAPITAL	OPERATIONS	CAPITAL	OPERATIONS	CAPITAL	OPERATION
<b>BUS TRANSIT</b>						
Regional	133.41	377.90	19.40	358.20	152.81	736.10
Local	<u>23.49</u>	<u>66.70</u>	<u>4.30</u>	<u>63.20</u>	<u>27.79</u>	<u>129.90</u>
Sub-Total	156.90	444.60	23.70	421.40	180.60	866.00
<b>RAIL TRANSIT</b>						
Light Rail	0.00	36.90	0.00	3.50	0.00	40.40
Rail Development	326.98	0.00	0.00	0.00	326.98	0.00
Commuter Rail	280.90	0.00	13.00	0.00	293.90	0.00
Heavy Rail	<u>409.52</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>409.52</u>	<u>0.00</u>
Sub-Total	1,017.40	36.90	13.00	3.50	1,030.40	40.40
<b>STREETS &amp; HIGHWAYS</b>						
Highways & Freeway	538.83	31.00	99.00	0.00	637.83	31.00
Local Streets & Roads	<u>47.50</u>	<u>0.00</u>	<u>591.40</u>	<u>0.00</u>	<u>638.90</u>	<u>0.00</u>
Sub-Total	586.33	31.00	690.40	0.00	1,276.73	31.00
<b>RIDESHARING</b>						
	<u>0.00</u>	<u>13.00</u>	<u>0.00</u>	<u>2.50</u>	<u>0.00</u>	<u>15.50</u>
<b>TOTAL PROGRAMMED</b>						
	1,760.63	525.50	727.10	427.40	2,487.73	952.90
<b>LACTC ADMINISTRATION</b>						
	<u>0.00</u>	<u>24.74</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>24.74</u>
<b>TOTAL</b>						
	<u>1,760.63</u>	<u>550.24</u>	<u>727.10</u>	<u>427.40</u>	<u>2,487.73</u>	<u>977.64</u>
<b>GRAND TOTAL</b>						
		<u>2,310.9</u>		<u>1,154.5</u>		<u>3,465.4</u>

## NOTES:

1 Includes TSM and Ridesharing funds.

2 Gas tax funds not programmed or approved by LACTC.

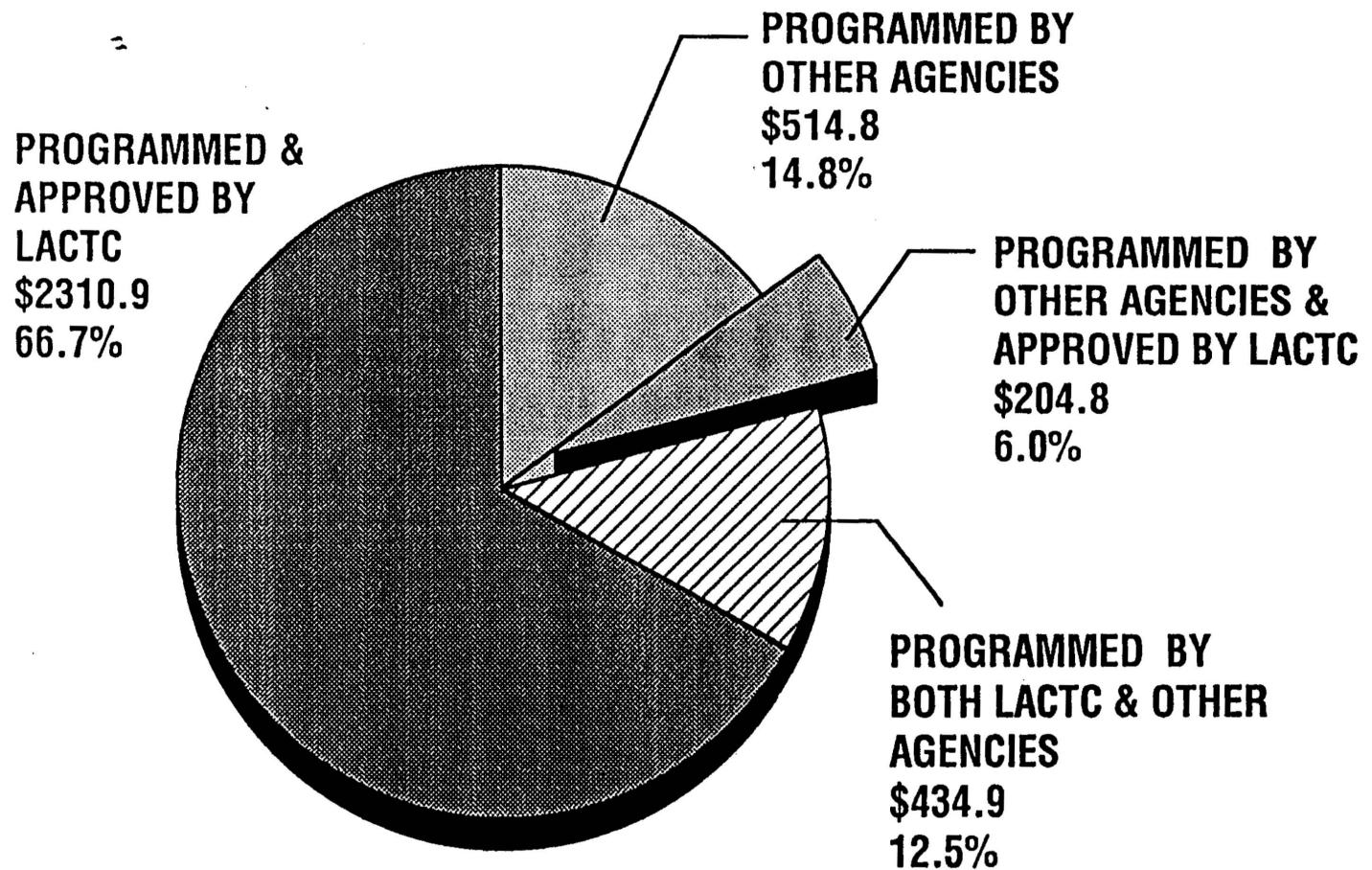
**Includes Prop C funds that will not be programmed until  
litigation is clarified.**



# PROPOSED FY 91/92 BUDGET

## BY WHO PROGRAMS & APPROVES

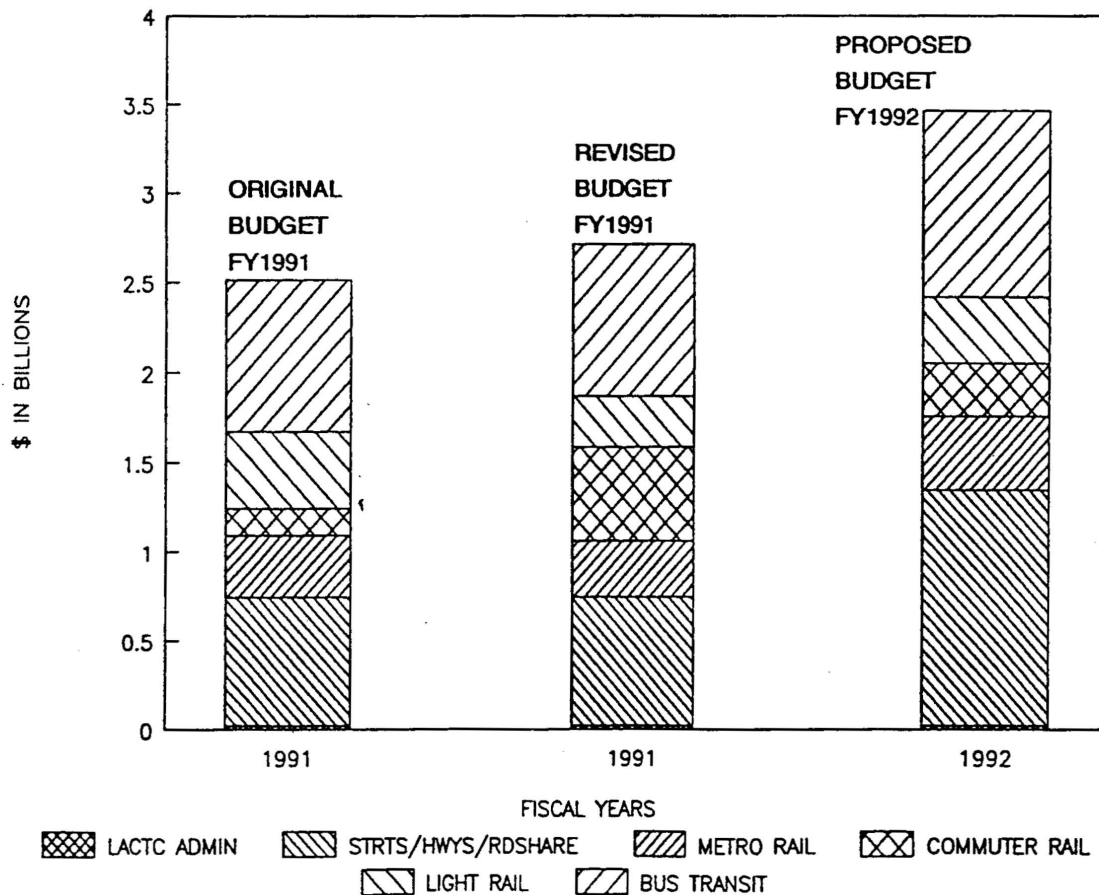
(IN MILLIONS)



**FUNDS PROGRAMMED BY LACTC BY MODE  
FISCAL YEAR 1991 AND 1992  
(\$ IN MILLIONS )**

**EXHIBIT AC**

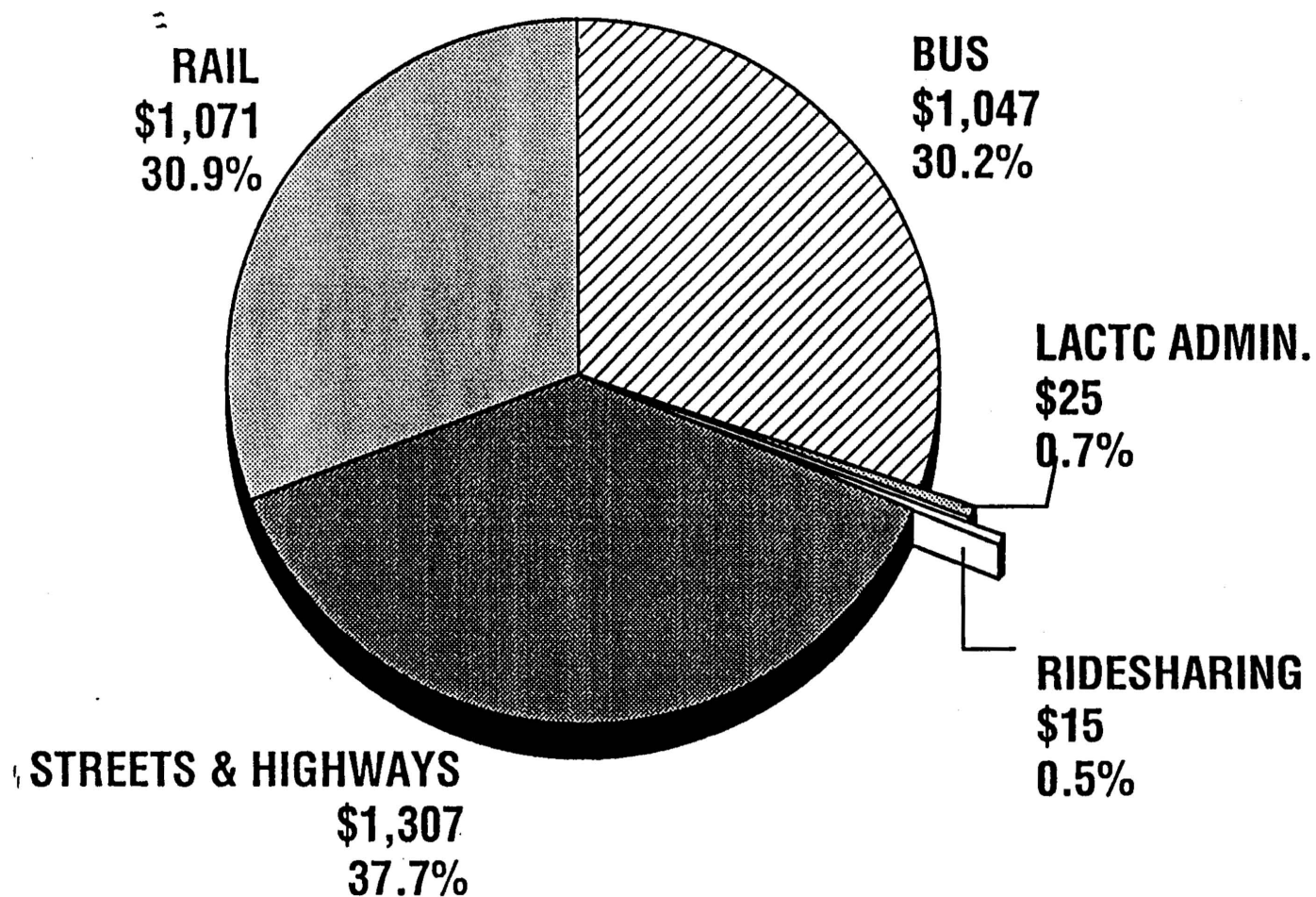
TRANSPORTATION MODE	FISCAL YEAR 1991 (ORIGINAL BUDGET)	% OF TOTAL	FISCAL YEAR 1991 (REVISED BUDGET)	% OF TOTAL	FISCAL YEAR 1992 (PROPOSED BUDGET)	% OF TOTAL
BUS TRANSIT	\$842	33%	\$842	31%	1047	30%
LIGHT RAIL/DVLPMNT	429	17%	282	10%	367	11%
COMMUTER RAIL	153	6%	529	20%	294	8%
HEAVY RAIL	347	14%	312	12%	410	12%
HWAYS/STRS & RDESHARE	725	29%	725	27%	1323	38%
LACTC ADMINISTRATION	21	1%	21	1%	25	1%
<b>TOTAL</b>	<b>\$2,517</b>	<b>100%</b>	<b>\$2,711</b>	<b>100%</b>	<b>\$3,465</b>	<b>100%</b>





# PROPOSED FY 91/92 BUDGET

BY MODE  
(IN MILLIONS)



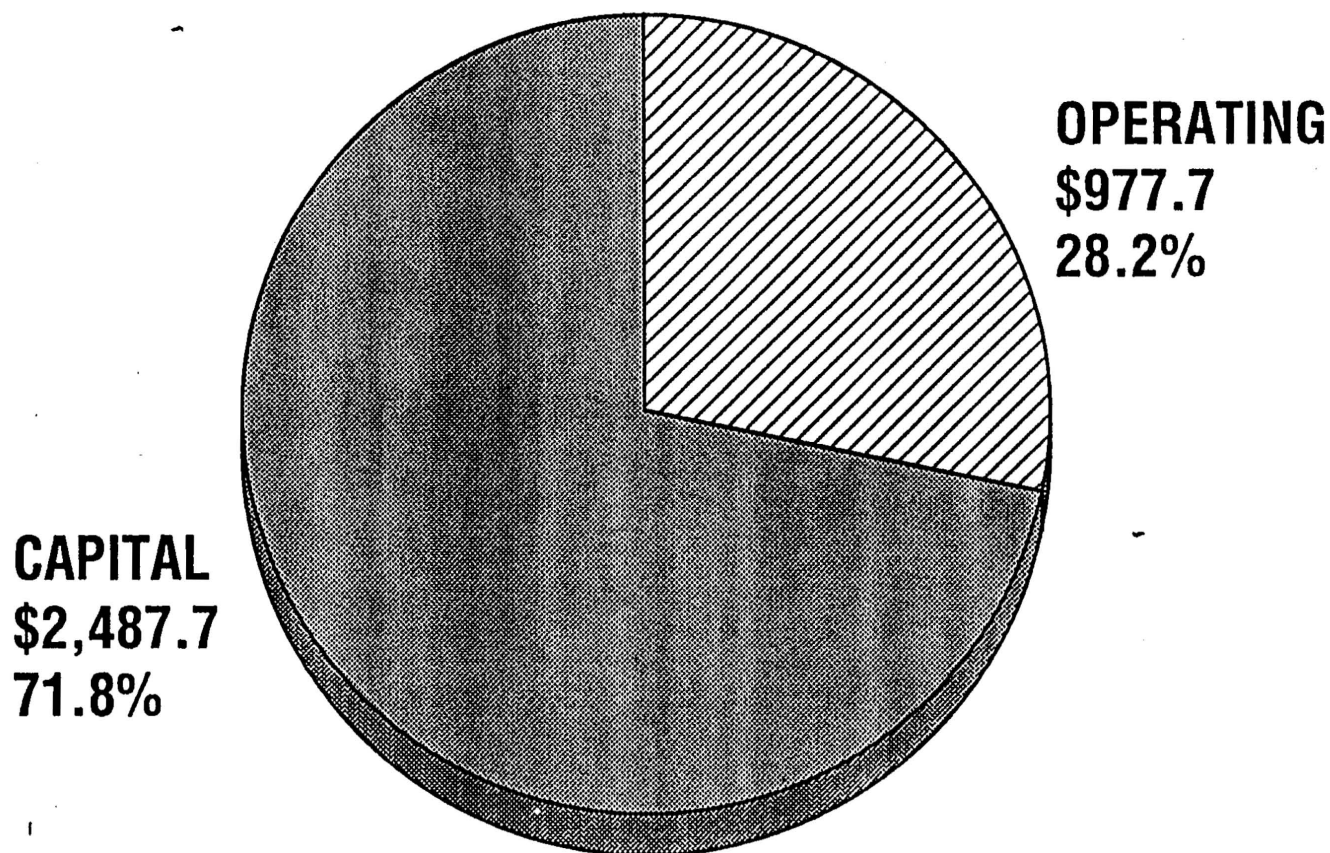




# PROPOSED FY 91/92 BUDGET

## BY CAPITAL VS. OPERATING

(IN MILLIONS)



## The Mobility Solution

The LACTC is launching a major program to greatly improve mobility in the county and the surrounding Southern California area. The program -- an integrated transportation network called the Metro system -- will be implemented over a thirty year period.

The Metro plan offers three important side benefits that improve our quality of life:

- o Better air quality
- o Less dependence on foreign oil
- o A measurable improvement in our regional economy as a result of improved productivity.

Planned as a user-friendly system that maximizes the integration of a rail, bus and highway network, the Metro includes the following mix of transportation modes and solutions:

- o Light and heavy rail lines
- o Freeway carpool and high occupancy vehicle lanes
- o Synchronized traffic signals
- o Expanded bus service
- o Easily understandable fare and transfer system between all bus and rail lines
- o Park-and-ride lots for rideshare, bus and rail commuters
- o Security to ensure commuter and rideshare safety
- o Clearly identifiable and accessible freeway call boxes
- o A mixture of technology to best mesh the needs of the area with the latest industry developments
- o Expanded bikeway system
- o Commuter rail
- o Tow truck patrols and other incident management programs for our freeways
- o Transportation Management Demand activities
- o Paratransit services for the elderly and disabled.

### o The Rail System

The rail transit system alone will consist of more than 300 miles of light rail, heavy rail (subways), and commuter rail by 2010, carrying a total daily passenger load that is expected to exceed 500,000. The Metro Rail network planned to date is designated by the following rail lines:

The Metro Blue Line: The first rail segment to be completed is a 22-mile light rail line between Long Beach and downtown Los Angeles. Opened on July 14, 1990, it currently carries about 31,000 riders a day and it is estimated that it will carry 54,000 riders a day by 2000 when more connecting systems are in operation.

The Metro Red Line: An 18-mile underground heavy rail system that will serve the densely populated regional core of Los Angeles County. Starting at Union Station where it links up to commuter rail lines, it will move south into downtown Los Angeles, then west into Hollywood, and eventually on into the San Fernando Valley. The first phase of this line will open in September of 1993.

The Metro Green Line: The first fully automated rail rapid transit line in the United States, will run in the middle of the Glenn Anderson Freeway (I-105) connecting Norwalk and El Segundo. It will have two branch extensions, a 3.5 mile "south coast" segment extending south from Aviation/Imperial into El Segundo and ending at Freeman/Marine in Redondo Beach, and a 3-mile "north coast" branch extending north on its own aerial guideway to LAX and Westchester. This line opens in November of 1994.

Commuter Rail: As an integral part of the 300-mile rail system, the LACTC is working to develop commuter rail lines in cooperation with San Bernardino, Los Angeles, Ventura, Riverside, Orange and San Diego Counties. By October 1992, the first three commuter rails -- running across the San Gabriel Valley to San Bernardino, and across the San Fernando Valley to Moorpark and Santa Clarita -- are planned to run on rights-of-way recently purchased from rail road companies.

#### o The Bus System

Buses are an integral part of a balanced transportation system. The LACTC funds a total of 1.4 million bus trips per day in Los Angeles County, which includes the 1.3 million daily trips carried on the Southern California Rapid Transit District (SCRTD) system alone. It is the third largest bus system in the country.

The LACTC allocates state, federal and local operating funds to the Southern California Rapid Transit District and twelve municipal bus operators in the County. The objectives of the allocation process are to:

- o Provide bus operators with a predictable and stable source of funding;
- o Pay for the delivery of basic bus services;
- o Ensure an equitable distribution of funds; and
- o Reward operators for performance.

To meet mandates set by the South Coast Air Quality Management District, the entire bus fleet will operate on clean fuel or electrified lines by the year 2010. The latest in clean fuel and "electrified" bus technologies are being studied to find the buses best suited for the region.

The LACTC's primary challenge is to expand the existing bus fleet and restructure bus deployment to provide the quality of bus service that will not only attract a higher ridership to this transportation mode, but will match the riders changing transit patterns.

In addition, over 80 cities and the county provide paratransit and other local transit services.

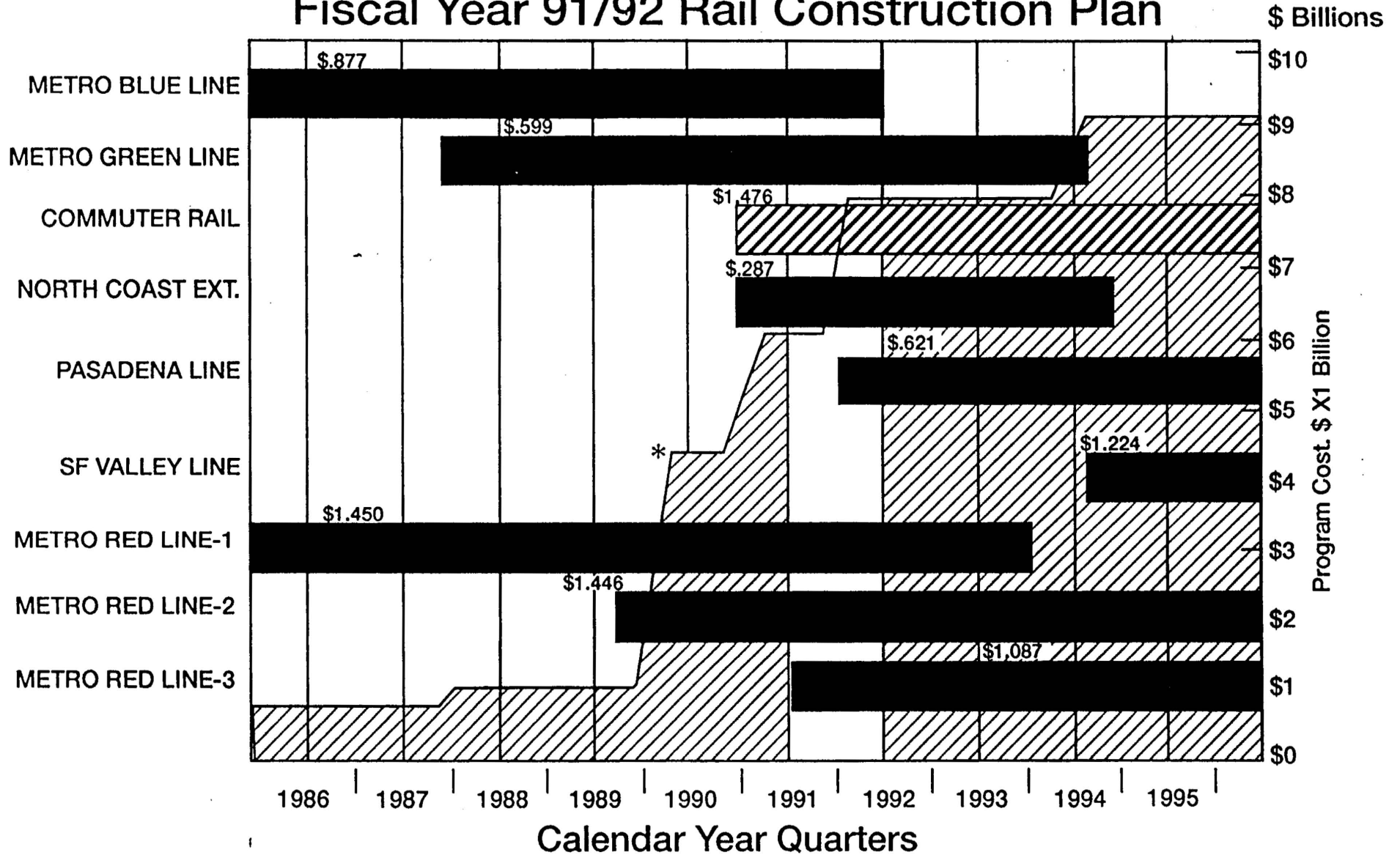
o **Improved Highways**

The LACTC plan for an integrated METRO system includes proposals for modern, practical, cost-effective methods for managing traffic and maintaining our streets.

Some of the highway projects currently underway are:

- o **Smart Streets:** High tech systems to keep traffic moving on major freeways and streets despite weather, time of day, or incidents.
- o **Tow Truck Service:** Tow truck patrol, dispatched to the most congested corridors to rapidly relieve traffic tie-ups on freeways.
- o **Call-Box System:** Upgrading and expanding our freeway emergency call-box system.
- o **Connected Car Pool Lanes:** Designed to encourage ridesharing by allowing commuters to travel from freeway to freeway without leaving the carpool-lane system.
- o **HOV Lanes:** Greatly expanding the High Occupancy Vehicle (HOV) system from its present number of only 16 miles on the counties 572 mile freeway system.
- o **Park-and-Ride Lots:** Convenient and safe lots strategically placed to facilitate using public transportation systems such as rail and bus.
- o **Metro Hotline:** For motorist recommendations for solutions along their travel paths.
- o **Bikeways:** We are seeking ways to expand and improve maintenance of the County's 500-mile bikeway system.

# Los Angeles County Transportation Commission Fiscal Year 91/92 Rail Construction Plan



\* Increase reflects transfer of Red Line in July, 1990 to LACTC



## LEADING THE WAY TO GREATER MOBILITY

### The Strategic Planning Process

The LACTC's mission is to lead the way to greater mobility in Southern California. This requires careful planning and distribution of available transportation funds to reduce congestion from current day conditions -- despite the projected population growth. The only way to do that is to get as many people as possible using a much greater variety of transportation modes. The LACTC is dedicated to accomplishing that end.

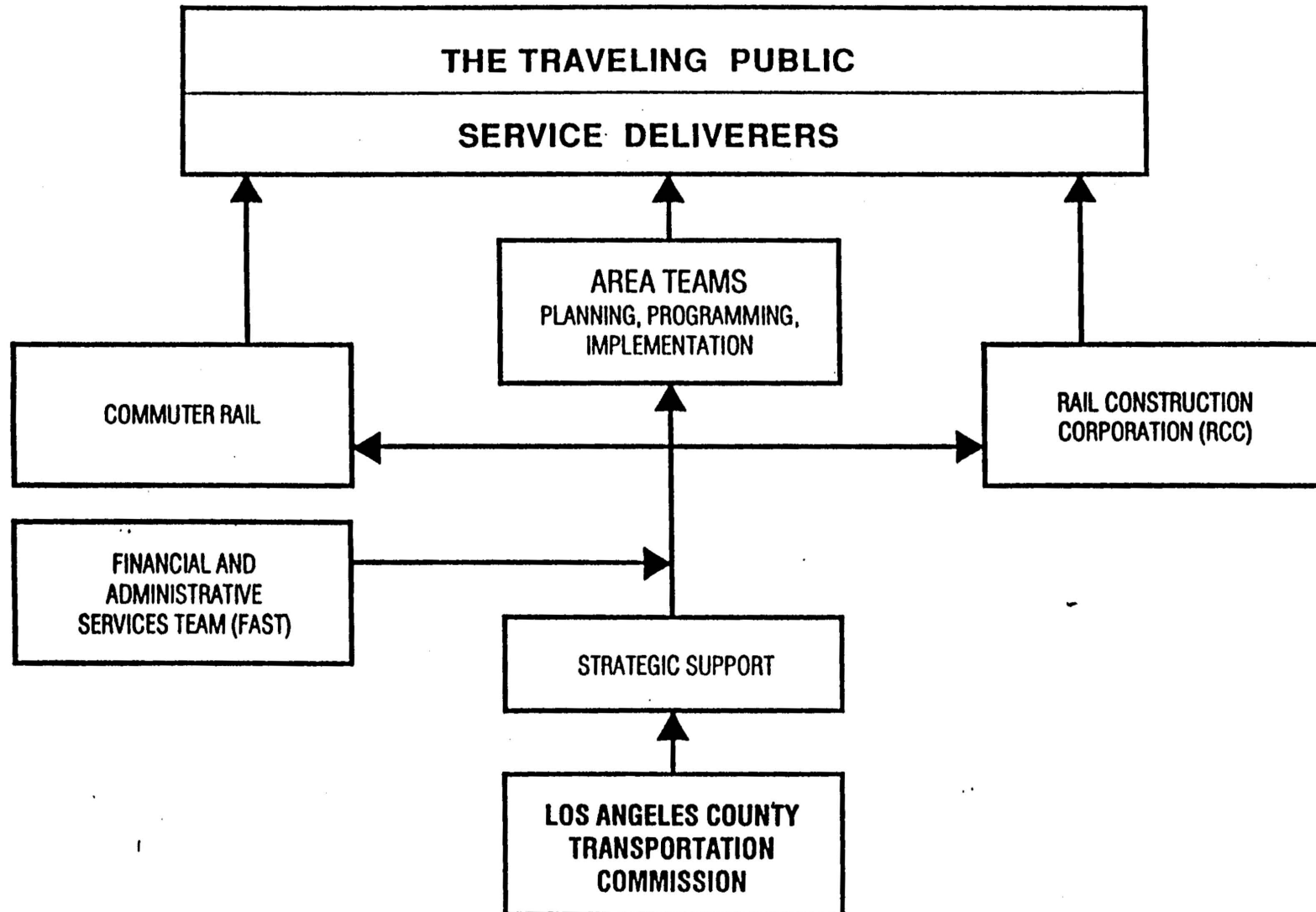
Since 1990, when the Commission established its mission to Lead the Way to Greater Mobility, our constituents have continued to express the desire that the Commission take a leadership role in solving the mobility problems in Los Angeles County. They see the Commission as a reliable and accessible source of information and welcome the staff outreach to cities, community groups and other constituents. Our mission statement is now an integral part of our activities. Five key strategic goals remain constant from year to year to support the staff in fulfilling the overall mission and establish annual objectives. Those five goals are:

1. Constituent Satisfaction
2. Mobility Improvement
3. Mobility Delivered Per Dollar Expended
4. Quality of Life Improvement
5. Organizational Effectiveness

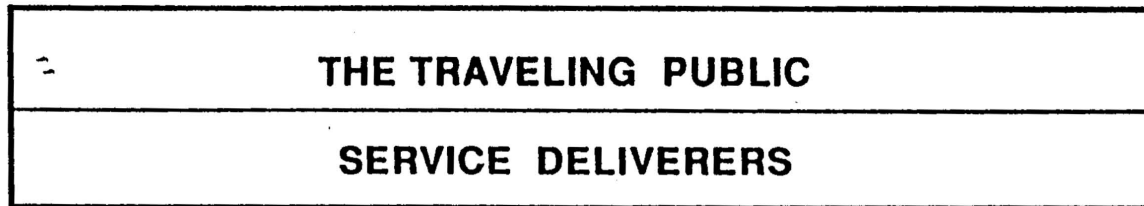
In order to determine our progress toward this mission, annual objectives are developed by which we can measure our annual performance. Key achievements based on last year's objectives and the new objectives for FY 91-92 follow.

LACTC is structured specifically to fulfil its mission of Leading the Way to Greater Mobility. The Area Teams are organized along geographic lines to interface with customers and deal effectively with the region's specific mobility problems in the areas they serve. The Area Team members work closely across area boundaries as well to provide regional solutions to countywide mobility concerns and coordination among various modes of transportation. The Rail Construction Corporation, a wholly owned subsidiary of the Commission, continues to build the rail system. Its top objective is to stay on schedule and on budget. The Strategic Support Teams and the Financial and Administrative Services Team provide top-quality technical, strategic, administrative and financial support to the Area Teams and the Rail Construction Corporation. During FY 90-91, a five-county Joint Powers Authority was created to build a Commuter Rail system for the region including Los Angeles, Orange, Riverside, San Bernardino and Ventura Counties. The staff of the JPA resides within the Commission structure and is supported by the various divisions of the LACTC. The agency's organizational structure is shown in the following charts.

# LACTC CONCEPTUAL ORGANIZATIONAL CHART



# SERVICE DELIVERERS



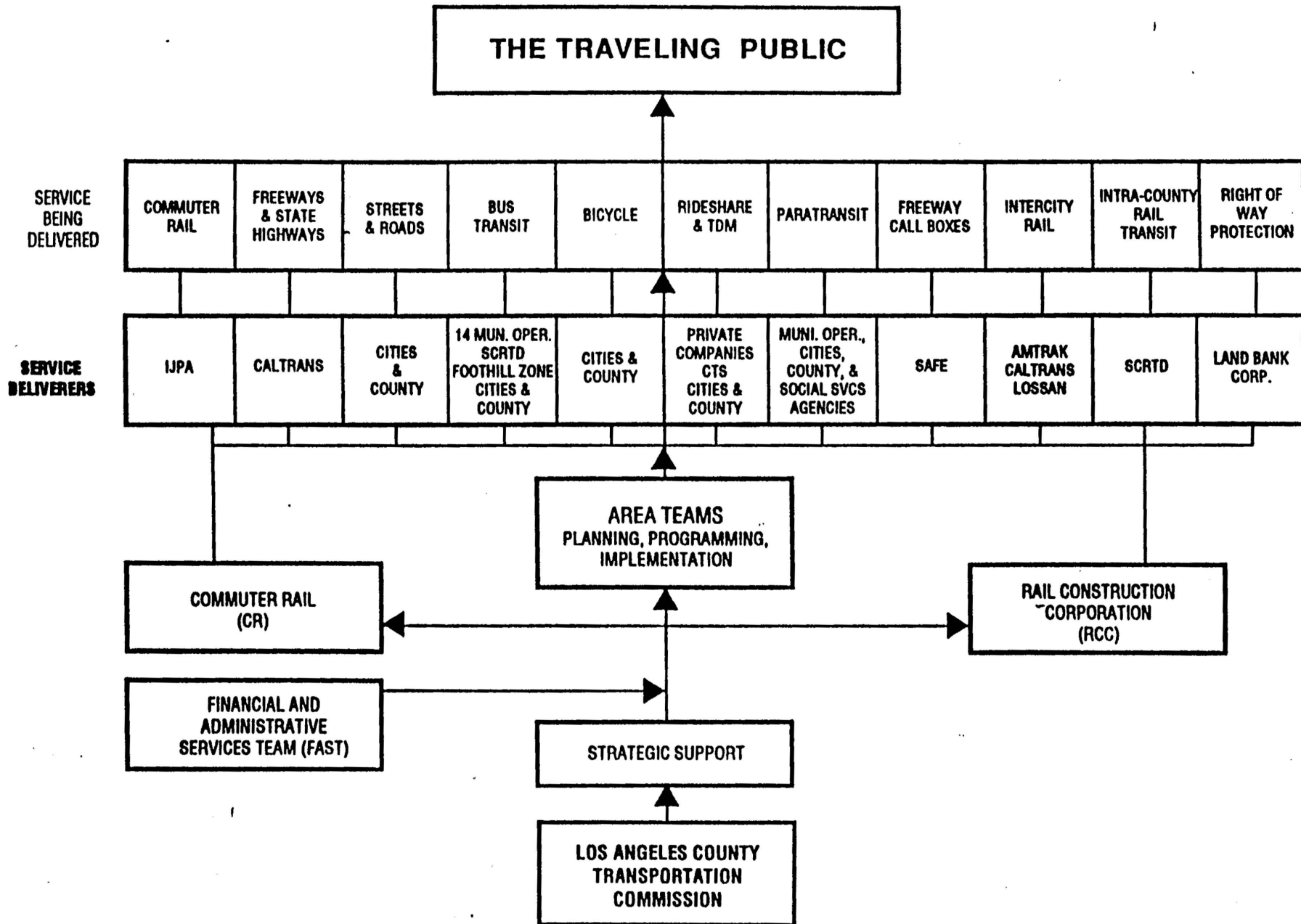
**SERVICE BEING DELIVERED**

COMMUTER RAIL	FREEWAYS & STATE HIGHWAYS	STREETS & ROADS	BUS TRANSIT	BICYCLE	RIDESHARE & TDM	PARATRANSIT	FREEWAY CALL BOXES	INTERCITY RAIL	INTRA-COUNTY RAIL TRANSIT	RIGHT OF WAY PROTECTION
---------------	---------------------------	-----------------	-------------	---------	-----------------	-------------	--------------------	----------------	---------------------------	-------------------------

**SERVICE DELIVERERS**

IJPA	CALTRANS	CITIES & COUNTY	14 MUN. OPER. SCRTD FOOTHILL ZONE CITIES & COUNTY	CITIES & COUNTY	PRIVATE COMPANIES CTS CITIES & COUNTY	MUNI. OPER., CITIES, COUNTY, & SOCIAL SVCS AGENCIES	SAFE	AMTRAK CALTRANS LOSSAN	SCRTD	LAND BANK CORP.
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# LACTC's CUSTOMERS



## LEADING THE WAY TO GREATER MOBILITY

### The Five Key Strategic Goals

#### 1. Constituent Satisfaction

To provide quality transportation services to the traveling public and to assist providers in meeting this objective.

#### 2. Mobility Improvement

To carry out multimodal area action plans and an overall county-wide plan to improve mobility for all.

#### 3. Mobility Delivered Per Dollar Expended

To focus LACTC planning and funding actions to produce maximum mobility for each dollar expended.

#### 4. Quality of Life Improvement

To develop transportation strategies to enhance the quality of life for Los Angeles area residents, addressing such issues as air quality, productivity, reliance on foreign oil and economic competitiveness in the world economy.

#### 5. Organizational Effectiveness

- To support an action-oriented agency team with the focus on mobility improvement for the region and a healthy, vibrant staff environment which rewards team commitment and performance.

## LEADING THE WAY TO GREATER MOBILITY

### FY 90-91 Major Achievements

#### 1. Constituent Satisfaction

- + Adopted a Commuters Bill of Rights and Transit Riders Bill of Rights.
- + Completed Area Team Environmental Scans of each area. To do this work, policy-makers, elected officials and community leaders were interviewed.
- + Expanded Community Relations Outreach and School Safety Program.
- + Increased public awareness through establishing transportation publications, such as the monthly magazine METRO MOVES.
- + Developed Transportation Reporting Improvement Program (TRIP) for media and commuter information.
- + Established a perception of rail security with the opening of the Blue Line.
- + Initiated a major media campaign to inform the public of major building programs and transit options.

#### 2. Mobility Improvement

- + Opened the Metro Blue Line on schedule and the 7th and Flower Streets Station three months early.
- + Identified the seven most congested Corridors and established an action plan to mitigate congestion.
- + Developed HOV masterplan.
- + Initiated Countywide Park and Ride Study.
- + Developed draft Congestion Management Program.
- + Implemented Transit Service Expansion Program.
- + Advanced construction of the rail program by adopting the Metro Green Line budget and letting construction projects.

- + Improved regional coordination by establishing a five county Joint Powers Authority to build, construct and operate commuter rail service.
- + Increased commuter mobility by purchasing 170 miles of railroad right-of-way.
- + Revised, originated and printed numerous maps and fact sheets to be distributed to the public.

### 3. Mobility Delivered Per Dollar Expended

- + Obtained additional funding for transportation programs by supporting state gas tax increase and passage of Proposition C half cent sales tax funds.
- + Generated more than \$1,000,000 in private contributions for rail facility enhancement.
- + Revised Proposition A Discretionary Guidelines.
- + Adopted Proposition C Policy Guidelines.
- + Improved programmatic and financial accountability through the establishment of an in-house independent contract and internal audit function.
- + Instituted a review of the uses for Proposition A local return funds.
- + Initiated a Commercial Paper Program to meet ongoing cash flow requirements.
- + Executed the full funding contract for MOS-2 Metro Red Line with UMTA.

### 4. Quality of Life Improvement

- + Increased the air quality improvement activities by initiating clean air technology projects.
- + Adopted an energy contingency plan in conjunction with transit operators and other agencies.
- + Initiated the CTSA program to address the needs of the mobility-impaired population.



- + Created Greenways Program for environmental enhancements of rights-of-way.
- + Fully established the Art for Rail Transit Program, allocating one half of one percent of construction costs for the creation of works of art for the rail line.
- + - Established an agency-wide recycling program which recycles every paper product disgarded by staff and expands the use of recycled paper for Commission publications.

## 5. Organizational Effectiveness

- + Improved relations between SCRTD and LACTC by appointing common board members and conducting quarterly joint SCRTD/LACTC meetings.
- + Implemented the Rail Construction Corporation subsidiary to maximize the effective use of resources and avoid duplication of effort.
- + In cooperation with SCRTD, smoothly transitioned the MOS-1 project to RCC.
- + Formed the Area Teams to carry out the Commission's multimodal mandate.
- + Received Government Finance Officers Association awards for excellence in financial reporting and budgeting.
- + Implemented "CAT-base", a contract accounting system to provide critical management information and enhance accountability control.
- + Established a Commission Risk Management Program.
- + Worked with the media to reverse the negative image of transportation service delivers in Los Angeles County
- + Worked cooperatively with other jurisdictions to resolve the Metro Red Line tunnel fire, to discover its cause, and to implement a program to eliminate a recurrence.
- + Implemented an internal and external awards program to identify excellence in spirit, valor, and innovation. -
- + Increased staff training and orientation to contribute to personal and professional growth.

**LEADING THE WAY TO GREATER MOBILITY**

**FY 91-92 Objectives**

Discussion and approval of the FY 1991-92 Objectives shown on the following pages (I-25 through I-27) is scheduled for an upcoming Commission meeting.



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## LEADING THE WAY TO GREATER MOBILITY

### FY 91-92 Objectives

(Proposed)

#### 1. Constituent Satisfaction

- + Improve public and business sectors knowledge of transportation issues and efforts.
- + Improve public ownership of an integrated multimodal transportation system.
- + Develop a common Metro message and distribute clear concise information to the public and policymakers.
- + Maintain public consensus on the San Fernando Valley rail alignment.
- + Utilize new technologies which enhance customer service whenever feasible.
- + Continue and improve Area Team outreach to and involvement with local communities and jurisdictions to increase the understanding and meeting of constituent mobility needs.
- + Establish effective measures of service delivery and constituent satisfaction.

#### 2. Mobility Improvement

- + Develop and adopt an integrated multimodal Long Range Transportation System Plan, which includes ports and airports in the system design.
- + Keep Commuter Rail design and construction on schedule and within established budget. Continue to work closely with local jurisdictions and the JPA on station development.
- + Cooperate with the municipalities to implement the Congestion Management Program .
- + Implement regular transportation system mobility reporting through the Transportation Reporting Improvement Program.

- + Preserve transportation corridor right-of-way through implementation of such programs as the Land Bank Corporation and purchase of the Santa Fe Right-of-Way.
- + Consider and utilize new technology in fuels, telecommunications, ATISAC, advanced rail and other fields which may shed new light on mobility improvement.
- + Fulfill the requirements of the Americans with Disabilities Act.
- + Adopt bus electrification demonstration lines and begin construction.
- + Implement the Tow Service Patrol Program.
- + Implement the HOV Master Plan.
- + Complete and begin implementation of the Park and Ride Master Plan.
- + Complete Orange Line AA/EIS and continue development of ongoing rail projects.
- + Implement the design phase of the Pasadena extension of the Metro Blue Line.
- + Keep all rail construction activities on schedule and within established budgets.

### 3. Mobility Delivered Per Dollar Expended

- + Successfully implement the Proposition C funding allocation ordinance.
- + Adopt a 30 Year Transportation Financial Plan.
- + Implement the Private Sector Initiatives Program to seek innovative techniques to finance the system plan.
- + Fully implement the Joint Development Program to establish stations as community transportation centers and provide ongoing revenues for future transportation development.
- + Obtain Metro Red Line MOS-3 funding in the federal reauthorization of the Surface Transportation Act.

- + Increase outreach to Disadvantaged Business Enterprises to enable the Commission to meet its FY 91-92 DBE goals.
- + Work with the state to ensure full appropriation of gas tax and transportation bond funds.

#### 4. Quality of Life Improvement

- + Implement an Air Quality Plan consistent with state and federal mandates.
- + Continue to take a leadership role in the activities of the Disadvantaged Business Enterprises Coordinating Council. Establish a countywide DBE certification program.
- + Continue to take a leadership role in the activities of educating students on the benefits of public transportation.
- + Continue to expand the Art in Rail Transit Program to include projects throughout the rail system.
- + Implement Greenways Program.

#### 5. Organizational Effectiveness

- + Develop an intergovernmental strategy cooperatively with other agencies and municipalities which identifies roles Commissioners roles and resource allocation.
- + Improve relationships with SCRTD.
- + Prepare an SCRTD/LACTC reorganization plan fulfilling the requirements of SB 1587.
- + Clarify the role and structure of the Rail Construction Corporation.
- + Continue to develop an action-oriented agency team environment which rewards team commitment and performance.
- + Implement Federal and State mandated responsibilities.



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## THE BUDGET PROCESS

### State and Administrative Requirements

State law requires the Commission to establish a budget system and to adopt an annual operating budget. The Commission's budgetary process complies with the State statutes and is based on the modified accrual basis of accounting.

The Commission's administrative code requires the Executive Director to submit a final budget by the last meeting in June. A public hearing must be held prior to adoption of the budget.

Annual budgets are adopted at the fund level and include the:

- General Fund
- Capital Projects Fund
- Special Revenue Funds directly expended (rather than allocated) by the Commission, including PVEA, SAFE, and TDA Administration.

Budgets are not adopted for other special revenue funds, nor the Debt Service fund. These funds' activities for FY 1991-1992 are shown within Section III of the budget to give a more complete picture of the Commission's operations and financial position.

### Impact of Multi-year Projects on the Budget

Comprehensive multi-year estimate-at-complete construction budgets, called Program Plans, are established for each rail project. When the board approves a project for design and construction, they also approve the budget and schedule for that project. Subsequent changes to the budget, if required, are approved individually by the board. Only the portion of costs expected to be incurred on each project during the fiscal year are included in the annual operating budget.

### Impact of the Strategic Process on the Budget

The Commission has moved from being a small, primarily one project (Blue Line) planning and construction commission to a billion dollar, multi-project planning and construction organization. As such, the Commission is moving to a matrix management approach where all significant work is now considered a separate "project" that "buys" its resources from the functional departments within the Commission.

Project managers have been assigned for all projects. Three projects have been identified as test projects for tying in the operating budget with the strategic plan. They are Congestion Management, TRIP, and the Green Line. The project managers must identify the Commission goals and objectives that they serve. The managers then must identify individual goals and objectives they plan on meeting for the year. Likewise, functional departments must identify the projects they are supporting and assist the

projects in reaching their goals/objectives.

All projects will be required to follow this process for the FY 1991-1992 Amended Budget.

Preparation of the Budget

Budgets are developed by each section manager working with the division director and assisted by the Finance section staff. The budget is prepared and controlled by line item within each project/organizational interface. Project managers for the three test projects are responsible for conferring with department managers for support for the following year. Personnel requests are submitted to Human Resources for review and comment and to Administrative Services and MIS for determination of space, supplies and computer requirements. These steps help insure that personnel and computer requests are appropriate and consistent with Commission policies and that all related costs are included.

After review and consolidation by Finance, completed section budgets are reviewed with their originators and divisional management. Divisional management meet directly with the Executive Director, and budget staff to discuss their requests to ensure they meet both their own, division and commission goals and objectives.

Concurrently, budget drafts are submitted to the Commission in April and May, and a public hearing is held.

A final budget is then prepared by staff, incorporating revisions arising from this process and submitted to the Commission for adoption in May or June.

While the budget is adopted in a summarized form, day-to-day administration and control is done at the same detailed level at which it was developed.

Flowchart of Budget Process

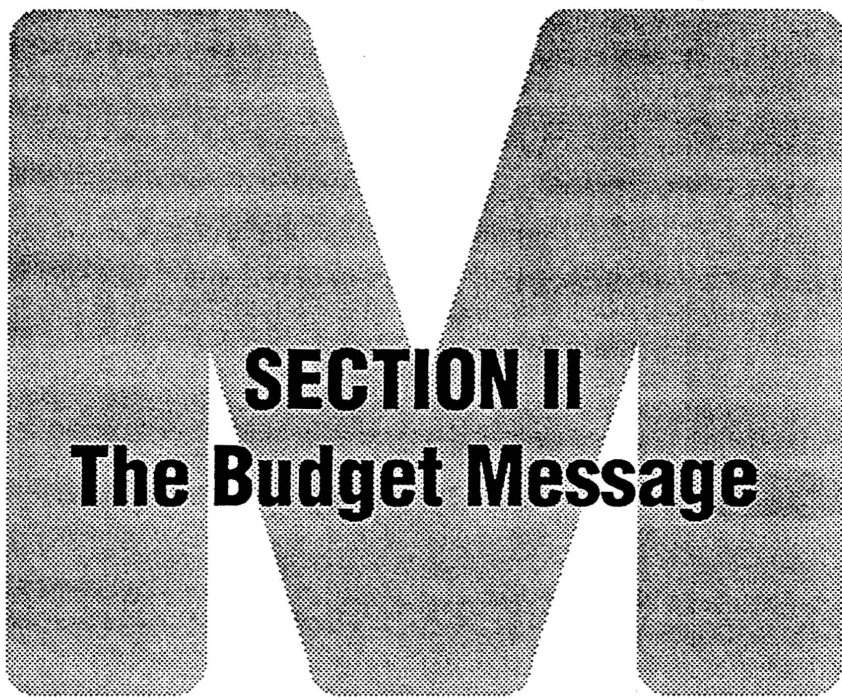
A simplified flowchart of how the budget is prepared is presented below:

Activity	March	April	May	June	July
Update Planning Model	>----->				
Conduct Preliminary Analyses	>---->				
Set Schedule	>->				

Activity	March	April	May	June	July
Prepare Kickoff Package	>--->				
Hold Kickoff Meeting	>				
Departmental/Project Information Due		>			
Departmental Reviews		>->			
Project Reviews		>->			
Divisional Review		>->			
Ex. Director Review			>		
Preliminary Presentation to LISC			>		
Final Preparation/Review			>>		
Prepare Presentation Material			>>		
Budget Made Available to Commission and Public			>		
Budget Approval by Commission			>----->		
Budget Effective					>----->



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**SECTION II**  
**The Budget Message**

**M E T R O**



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Neil Peterson  
Executive Director

June 26, 1991

**MEMO TO:** LACTC MEMBERS AND ALTERNATES  
**FROM:** NEIL PETERSON  
**SUBJECT:** BUDGET FOR FY 1991-92

### Introduction

I am pleased to submit for your consideration a proposed operating budget for the fiscal year ending June 30, 1992 for the Los Angeles County Transportation Commission.

The proposed budget includes the Commission's General and Capital Funds, the Service Authority for Freeway Emergencies (SAFE), the Transit Development Act (TDA) Administration Fund, the Smart Corridor demonstration project funded by the State from the Petroleum Violation Escrow Account (PVEA Fund), and the Rail Start-Up Operations Fund for the Blue Line operations subsidy.

Programs relating to certain funding sources, such as Propositions A and C (the Los Angeles County Anti-Gridlock Transit Improvement Fund), the State Transit Assistance Fund (STAF), and the Ride-sharing Fund through which we fund Commuter Computer, have individual planning and approval processes. They are included here as informational exhibits.

This budget message highlights the significant new programs, other changes and additions in the proposed budget as compared to the adopted current year budget.

### Program Highlights

#### Proposition C

The passage of Proposition C - the Anti-Gridlock Transit Improvement Proposition - by Los Angeles voters in November, 1990, promises to provide the needed funding impetus for a variety of new, expanded or accelerated mobility improvement projects. As a result of the pending litigation against Prop C the Commission has decided to reconsider these projects since funds will not be programmed until the case is favorably resolved. The staff has reviewed cash flow requirements, scope of activities and possible deferments, and alternative funding sources. The projects below



Los Angeles County  
Transportation  
Commission

818 West Seventh Street  
Suite 1100  
Los Angeles, CA 90017  
Tel 213 623-1194



are considered to be of sufficient import to be included in this year's budget. Those programs which will be directly administered by the Commission are included in this operating budget:

The Commission has been designated the Consolidated Transportation Services Agency (CTSA) for Los Angeles County and is required by law to coordinate all paratransit services for the county. Funding is provided for a 25% expansion of dial-a-ride services and a computerized dispatch system linking 200 operators. The program is designed to bring the county into compliance with the Americans with Disabilities Act requirement to provide accessible service equivalent to existing fixed route service by January, 1992.

The Freeway Service Patrol program authorized by the Commission is included. The services to be provided to stranded motorists will reduce non-recurrent congestion, secondary accidents caused by congestion, and auto emissions caused by vehicles idling in congestion.

Funding is included for the implementation of the High Occupancy Vehicles (HOV) Master Plan and the Traffic Signal Coordination program.

#### Rail Construction Program

The RCC's rail capital program includes:

Three lines in active construction - the Metro Red Line Segments 1 and 2, and the Metro Green Line.

Support for the commuter rail program in such areas as systems engineering, construction management, utility relocation, and construction impact mitigation and such other community relations activities as school safety.

Final design and other advance work on the Pasadena and North Coast extensions of the Metro Blue and Green Lines. Work on the Metro Red Line Segment 3 Hollywood Highland Station and the tunnel to and slightly beyond the station is planned to coincide with Segment 2 design and construction, to minimize construction impacts in that area.

Close-out activities on the Metro Blue Line, which opened for revenue service in July, 1990, and field work on the MC-5 Freight Diversion project are also budgeted.

The Commuter Rail budget included here represents a combined preliminary five-county budget for the construction of all initial lines. The proposed joint powers authority members are finalizing per-county cost and funding allocations and will present a proposed

budget in the next month to each county for adoption. Included are preliminary amounts for the first three commuter rail lines, scheduled to begin operation in October 1992:

San Bernardino County to Los Angeles - a 57-mile line linking the City of San Bernardino to Union Station in downtown Los Angeles, relieving congestion along both the San Bernardino and the Foothill Freeways.

Ventura County to Los Angeles - a 45-mile line between Moorpark in eastern Ventura County and Union Station, across the center of the San Fernando Valley.

Santa Clarita Valley to Los Angeles - a 35-mile line from the City of Santa Clarita to Union Station, paralleling San Fernando Road.

Work on these lines, which consists primarily of upgrading or rehabilitating track and signal facilities, is expected to reach 60 percent completion by the end of the fiscal year.

#### New Initiatives

Additional new initiatives provided for include:

Joint Development - the Commission seeks to stretch its limited capital funds by integrating private funding sources whenever possible. Such public transit facilities as Metro stations, commuter rail stations, and park-n-ride lots generate trips at a focused location, which not only reduces congestion of freeways and surface streets, but also increases property value on and adjacent to the stations. Joint development efforts allow this increased value to be captured to help offset the original system cost and operations costs.

Funding is provided for developing and administering the Congestion Management Program (CMP) for Los Angeles County. The CMP is a new State requirement to address county-wide congestion concerns through transportation, land use, and air quality planning.

Increased fiscal accountability - with the passage of Prop C and the acceleration of rail capital activities comes an increased focus on responsible fiscal and operational management. Funding is provided for enhanced internal and contract audit capabilities, improvements to financial and performance management information systems, and development and maintenance of efficient policies, systems and procedures. Equal opportunity in contracting and hiring is emphasized with the proposed consolidation of SCRTD and Commission contract compliance functions, and increased funding for community outreach.

Acting in its role as the Service Authority for Freeway Emergencies (SAFE) for Los Angeles County, the Commission is initiating a major overhaul of the freeway emergency call box system. The 3,500 hard-wired emergency phones will be replaced with solar-powered cellular units, and about 400 new call boxes will be added. The new system will feature automatic number identification, which allows the dispatcher to identify the caller's location, and expanded pedestrian standing areas and relocated call box sites to improve accessibility and user safety. Installation is scheduled to begin in July and take about eighteen months.

### Revenues

As shown in Section 1, the Commission oversees most of the money spent on transportation in Los Angeles County. A significant percentage of these dollars are directly expended by the Commission and are included in this operating budget.

Local revenues, primarily sales taxes, play a large part in funding transportation in the county:

#### Proposition A

Revenues from the 1/2 cent sales tax approved by county voters in 1980 are projected to increase to \$426.7 million, 4.3 per cent over the current year estimate of \$409 million. Of this, \$19.6 million is requested to finance General Fund activities, compared with \$18.9 million in FY 90-91. The remainder is allocated as follows:

<u>\$ Million</u>	<u>Percent</u>	<u>Fund Use</u>
\$101.8	25%	Local return. Allocated to cities in the county by a population-based formula, for use on transit projects.
\$162.8	40%	Discretionary. Allocated to transit operators, including the Southern California Rapid Transit District and municipal operators, to increase ridership by reducing bus fares and funding innovative, cost-saving transit projects, and also as an incentive to encourage cities and county areas to coordinate dial-a-ride services for elderly and disabled riders.

\$142.5

35%

Rail. Used for construction and operation of the voter-mandated 150-mile rail system. Funds are leveraged through the issuance of bonds and commercial paper.

### Proposition C

In November 1990, county voters approved another one-half cent sales tax increase to pay for public transit improvements. Because certain retail installment sales transactions subject to Prop A are not subject to Prop C, initial collections are projected at \$406.6 million (91% of projected Prop A revenues). The Commission proposed that the costs of administering the overall Prop C program be limited to one and one-half percent of tax revenues, and this became part of the Prop C ordinance.

Proposition C interest is requested to finance both the Freeway Service Patrol (towing services), and Transportation Reporting Improvement Program (TRIP).

### TDA

The Commission also receives one percent of regional Transportation Development Act revenues (1/4 of one cent of the state sales tax). The \$2.3 million estimated revenues from this source are allocated to fund a portion of the costs of developing the CMP.

### Capital Projects Fund

Capital Projects Fund expenditures are expected to be financed from a variety of sources on a project-specific basis. The Metro Blue Line and rail development/planning studies are financed by proceeds from an anticipated Prop A sales tax revenue bond issue. Metro Green Line funding is also primarily from bond proceeds. The Metro Red Line is funded by Federal grants from the Urban Mass Transit Administration (UMTA), State grants, local funds from the City of Los Angeles, and Commission funds, pursuant to the full-funding grant agreements for Segments 1 and 2.

### Commuter Rail

Commuter Rail construction is funded in part by the Proposition 108 and 116 rail bond initiatives approved by California voters in June of 1990. Proposed Joint Powers Authority members are finalizing per county allocations and will present a proposed budget to each county for formal adoption.

## SAFE

The Service Authority for Freeway Emergencies (SAFE) collects one dollar on each vehicle registration in the county. Projected revenues increase by 6%, to \$6.5 million. The license fees will be used to replace the 30-year-old call box system along area freeways, and for California Highway Patrol dispatching, telephone charges and maintenance.

## PVEA

Carryover of a portion of \$2.5 million in grant revenue received in the Petroleum Violation Escrow Account (PVEA) Fund during FY 90-91, will continue funding the "Smart Corridor" demonstration project along the Santa Monica Freeway corridor.

## Operating Expenditures

Charts in Section 1 graphically show the Commission's responsibility for programming and approving over \$2 billion in transportation capital and operating funding for mobility improvement in the county. Charts depicting the Commission's rail construction program indicate continued high capital projects activity for through 1995, with some tapering through the year 2000. As the Commission approves additional projects for inclusion in the 30-year transit financial plan, it is expected that construction activity in the late 1990's will increase from that shown.

This budget provides the staff and other resources needed to plan and manage these responsibilities and the new and expanded programs described above. The overall proposed operating budget of \$1.2 billion is \$123 million less than the amended FY 90-91 budget, due to inclusion of \$450 million in the latter for purchase of the Southern Pacific rail rights-of-way (ROW). Excluding this one-time real estate purchase, the proposed budget would be \$327 million higher than the previous year's.

Construction related costs make up 77 percent of the total budget. Operating costs, Metro Blue Line operating subsidies, other capital costs, and such items as community outreach expenses, staff training, and office space, make up 19 percent. Personnel costs, including salaries, fringes, and temporary services equal 4 percent.

## Personnel

Additional staffing is needed to effectively carry out these new and expanded responsibilities. The associated costs remain within the policy guideline of 20 percent of total project management

costs established for rail projects in final design and construction. Overall administration of the Prop A and planning for C programs and other transportation funds (the General Fund administrative portion), remains under 1 percent of the total funds programmed. Exhibits showing staff requests by division and by program - in relation to the above guidelines - are included immediately following this budget message.

A total of 57 new positions are requested. A number of these would be filled only upon approval of the associated program (e.g., the transfer of the Pasadena extension of the Metro Blue Line to the RCC for final design and construction) by the Commission. Twenty-five new positions are required for the RCC and Commuter rail programs, inclusive of direct support positions. This would bring total rail related staffing to 326, under the target staffing indicated for the program size. Fourteen additional positions are requested for the Area Teams to handle new initiatives and mandates. Six financial and support positions are requested, apart from staff directly charging the rail program.

Staff additions are shown below by program:

RCC Rail and Rail program support	24
Commuter Rail (direct)	1
Proposition C	
CTSA/ADA Compliance	3
Smart Corridor/TRIP	2
Highway/Bus Initiatives	4
Strategic and FAST Support	3
New Initiatives	
CMP	6
Joint Development	2
Increased Fiscal Accountability	12*
	Total
	<u>57</u>

\*Includes staff to enhance capabilities in internal and contract auditing, human resources, accounting and budgeting, procurement, policy and procedures, and risk management.

A cost of living adjustment (COLA) of 5 percent has been included for all employees other than the Executive Director, effective July 1. This is 1.6 percent under the actual increase in the CPI for calendar year 1990 for urban consumers in the Los Angeles-Anaheim-Riverside area, as reported by the U.S. Department of Labor.

#### Operating Costs

Operating costs include contracts for the tow services patrol (\$9 million), ADA compliance (\$5.1 million), and other contractual



services needed to upgrade, streamline, or provide technical expertise in areas such as management information systems, auditing, transportation policy, and marketing. Office space rental is sufficient for the projected staffing increase.

The "Other" category includes the Transportation Occupations Program (TOP) costs and funding for SCRTD's contract for Metro Blue Line-operations.

While approval of this budget provides funding for these items, expenditures over \$50 thousand must be brought to the Commission individually for approval.

#### Capital Outlay

Capital outlay includes computer hardware and leasehold improvements on additional space to be obtained in the building needed to accommodate new staff and consultants. The new call box system funded by the SAFE is included in this category.

#### Construction Expenditures

Construction expenditures are projected to increase by 50 percent compared with the amended budget (excluding the Southern Pacific right-of-way purchase). Funding is included for:

Metro Blue Line - completion of contract closeout items and MC-5 track relocation work in the City of Compton in conjunction with the Santa Fe Railroad;

Pasadena extension - in anticipation of turnover to the RCC for construction a budget is included for design management, utility relocations and right-of-way acquisitions activities;

Metro Green Line - continuing work on the Norwalk to El Segundo Line as well as the North Coast extension;

Metro Red Line - continuing work on segments 1 and 2 as well as the advanced design work on the Hollywood and Highland station (part of segment 3), and funding early acquisitions of Segment 3 right-of-way;

Commuter Rail Projects - upgrading and rehabilitating track and signal facilities, equipment purchases, and other work, estimated to reach 60 percent completion by the end of the fiscal year;

Construction Security Enhancement Program - provides 24 hour security at subway station and tunnel sites after these facilities have been constructed and turned over to the Commission prior to revenue operations; and



Rail Development and Planning - professional services related to route alignment, environmental impacts, and other advance planning for future potential rail lines.

A project reserve of nine percent of total construction costs budgeted is provided.


#### **Award for Distinguished Budget Presentation**

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the Commission for its annual budget for the fiscal year beginning July 1, 1990.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications medium.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

PREPARED BY: Leslie V. Porter  
Deputy Executive Director

  
NEIL PETERSON  
EXECUTIVE DIRECTOR

BD1:92BUDMES



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

**PRESENTED TO  
Los Angeles County  
Transportation Commission, California  
For the Fiscal Year Beginning  
July 1, 1990**

*Gary R. Hordtem*

President

*Jeffrey L. Esler*

Executive Director

LOS ANGELES COUNTY TRANSPORTATION COMMISSION  
 FY 1991-1992 BUSINESS PLAN

LACTC STAFFING SUMMARY

AREA	CURRENT AUTHORIZED 3) STAFFING	PROPOSED INCREASES FY 1991-1992	TOTAL
TOTAL RCC/LACTC RAIL PROGRAMS_(1)	289	24	313
COMMUTER RAIL	12	1	13
AREA TEAMS (2)	46	12	58
STRATEGIC GROUP (2)	58	14	72
FINANCE & ADMINISTRATIVE SUPPORT TEAM (2)	58	6	64

Total LACTC	463	57	520
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- Note: 1) Includes staff charged directly to rail programs.  
 . 2) Excludes staff charged directly to rail programs.  
 . 3) Per Amended FY 90-91 Budget

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 03-Jul-91

II-11

LOS ANGELES COUNTY TRANSPORTATION COMMISSION  
 FY 1991-1992 BUSINESS PLAN

FY 1991-1992 PROPOSED CAPITAL, AGENCY COSTS, AND  
 RAIL PROGRAM STAFF REQUIREMENTS

PROJECT	CAPITAL COST (\$ Million)	20% PROJECT ADMIN	20% AGENCY COSTS	STAFF ESTIMATE @\$100,000
BLUE LINE	33.6	6.7	1.3	
PASADENA LINE	38.2	7.6	1.5	
GREEN LINE	142.5	28.5	5.7	
RED LINE MOS-1	206.6	41.3	8.3	
RED LINE MOS-2	118.3	23.7	4.7	
RED LINE MOS-3	29.3	5.9	1.2	
COMMUTER RAIL	256.6	51.3	10.3	
<b>Total RAIL REQUIREMENTS</b>	<b>825.1</b>	<b>165.0</b>	<b>33.0</b>	<b>330</b>

Total REQUESTED

326

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 03-Jul-91

II-12

LOS ANGELES COUNTY TRANSPORTATION COMMISSION  
 FY 1991-1992 BUDGET

**PROP C PROJECTS AND STAFFING FROM  
 ALTERNATIVE FUNDING SOURCES**

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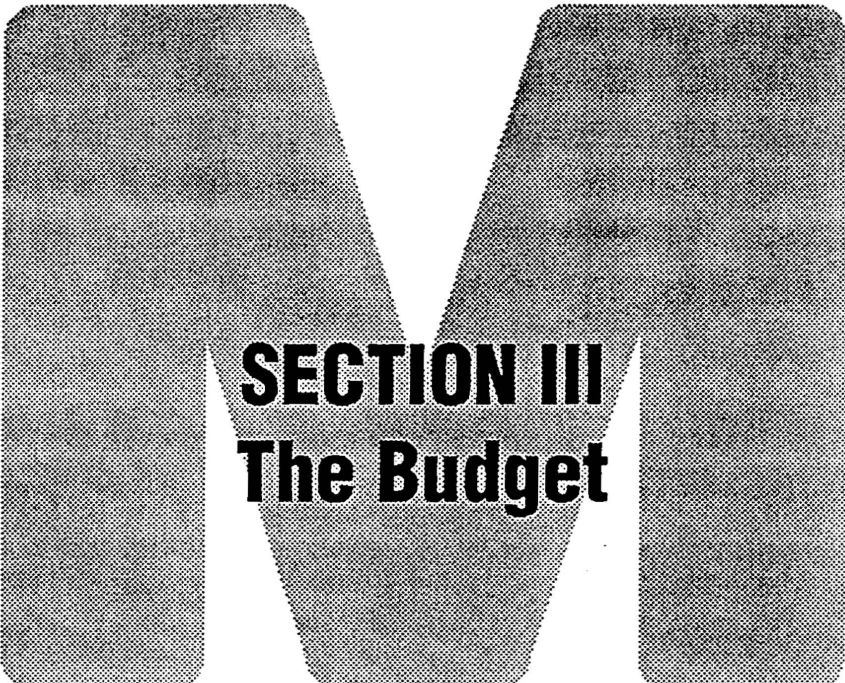
Projects	Revised Budget	Alternate Funding		Revised Staffing
		Prop A	Prop C Interest	
CMA	0.4	0.4		
ADA	5.1	5.1		3
Highway 118	0.0			1
TOW	9.0		9.0	1
Smart/TRIP	2.6		2.6	2
Planning	2.3	2.3		6
Bus Electification	8.0	8.0		
Blue Line	40.1	40.1		
Green Line	0.0			
Commuter Rail	0.0			
Strategic/Fast				3
<b>Total</b>	<b>67.5</b>	<b>55.9</b>	<b>11.6</b>	<b>16</b>

Note: Four of the sixteen positions were requested in the FY  
 1990-1991 Amended Budget.

LOS ANGELES COUNTY TRANSPORTATION COMMISSION  
FY 1991-1992 BUSINESS PLAN

**NEW INITIATIVE STAFFING**

PROJECTS	STAFF REQUESTED
CMP	6
JOINT DEVELOPMENT	2
REGULATION XV	0
SAFE	0
INCREASED FISCAL ACCOUNTABILITY (1)	12
<b>Total NEW INITIATIVES FY 1991-1992</b>	<b>20</b>
<b>Staff Requested FY 90-91 Amended Budget</b>	<b>4</b>
<b>Total NEW INITIATIVES</b>	<b>24</b>

A large, stylized logo consisting of two 'M' characters. The left 'M' is solid black, and the right 'M' is white with a black outline. They are positioned within a white circle, which is itself centered within a dark gray square background.

**SECTION III**  
**The Budget**

**M E T R O**





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LOS ANGELES COUNTY TRANSPORTATION COMMISSION  
FISCAL YEAR 1991-92 BUDGET

(\$ 000)

SCHEDULE I (REVISED)

ESTIMATED REVENUES AND EXPENDITURES BY FUND

	<u>GENERAL</u>	<u>CAPITAL PROJECTS</u>	<u>RAIL START- UP OPERS.</u>	<u>SAFE</u>	<u>TDA ADMIN</u>	<u>PVEA</u>	<u>GRAND TOTAL</u>
ESTIMATED BEGINNING FUND BALANCE, 7/01/91	\$1,023.9	\$116,833.8	\$0.0	\$11,991.0	\$13.0	\$2,000.0	\$131,861.7
				(1)			
<u>ESTIMATED REVENUES AND OTHER FINANCING SOURCES</u>							
TDA Funds	2,234.5	0.0	0.0	0.0	409.4	0.0	2,643.9
Prop A Funds	32,128.3	0.0	0.0	0.0	0.0	0.0	32,128.3
Prop C Funds	11,556.0	0.0	0.0	0.0	0.0	0.0	11,556.0
Bond Proceeds	3,223.7	408,672.7	40,103.6	0.0	0.0	0.0	450,000.0
Operating Transfers In	114.4	0.0	0.0	0.0	0.0	0.0	114.4
Local - Intergovernmental	0.0	72,229.5	0.0	0.0	0.0	0.0	72,229.5
Federal Grants	0.0	138,509.6	0.0	0.0	0.0	0.0	138,509.6
State Grants	0.0	218,373.8	0.0	0.0	0.0	2,741.6	221,115.4
Interest	35.8	0.0	0.0	626.0	10.0	60.0	731.8
Miscellaneous	0.0	4,922.8	0.0	0.0	0.0	0.0	4,922.8
Motor Vehicle Registration	0.0	0.0	0.0	6,498.0	0.0	0.0	6,498.0
<b>Total</b>	<b>49,292.7</b>	<b>838,708.4</b>	<b>40,103.6</b>	<b>7,124.0</b>	<b>419.4</b>	<b>2,801.6</b>	<b>938,449.8</b>
ESTIMATED TOTAL FUNDS AVAILABLE	50,316.6	955,542.2	40,103.6	19,115.0	432.4	4,801.6	1,070,311.5
<u>BUDGETED EXPENDITURES:</u>							
Personnel	8,265.3	30,441.3	153.6	121.1	137.5	0.0	39,118.8
Operating	39,737.0	22,817.2	1,750.0	4,499.6	270.9	4,241.6	73,316.3
Capital	1,274.9	6,393.2	0.0	8,076.0	0.0	0.0	15,744.1
Other	15.5	76.7	38,200.0	0.0	1.0	0.0	38,293.2
Construction	0.0	821,847.6	0.0	0.0	0.0	0.0	821,847.6
Project Reserve	0.0	73,966.3	0.0	0.0	0.0	0.0	73,966.3
<b>Total</b>	<b>49,292.7</b>	<b>955,542.2</b>	<b>40,103.6</b>	<b>12,696.7</b>	<b>409.4</b>	<b>4,241.6</b>	<b>1,062,286.2</b>
ESTIMATED ENDING FUND BALANCE, 6/30/92	\$1,023.9	\$0.0	\$0.0	\$6,418.3	\$23.0	\$560.0	\$8,025.3
Supporting Schedules:	IA & B	IC	ID	IE	IF	IG	

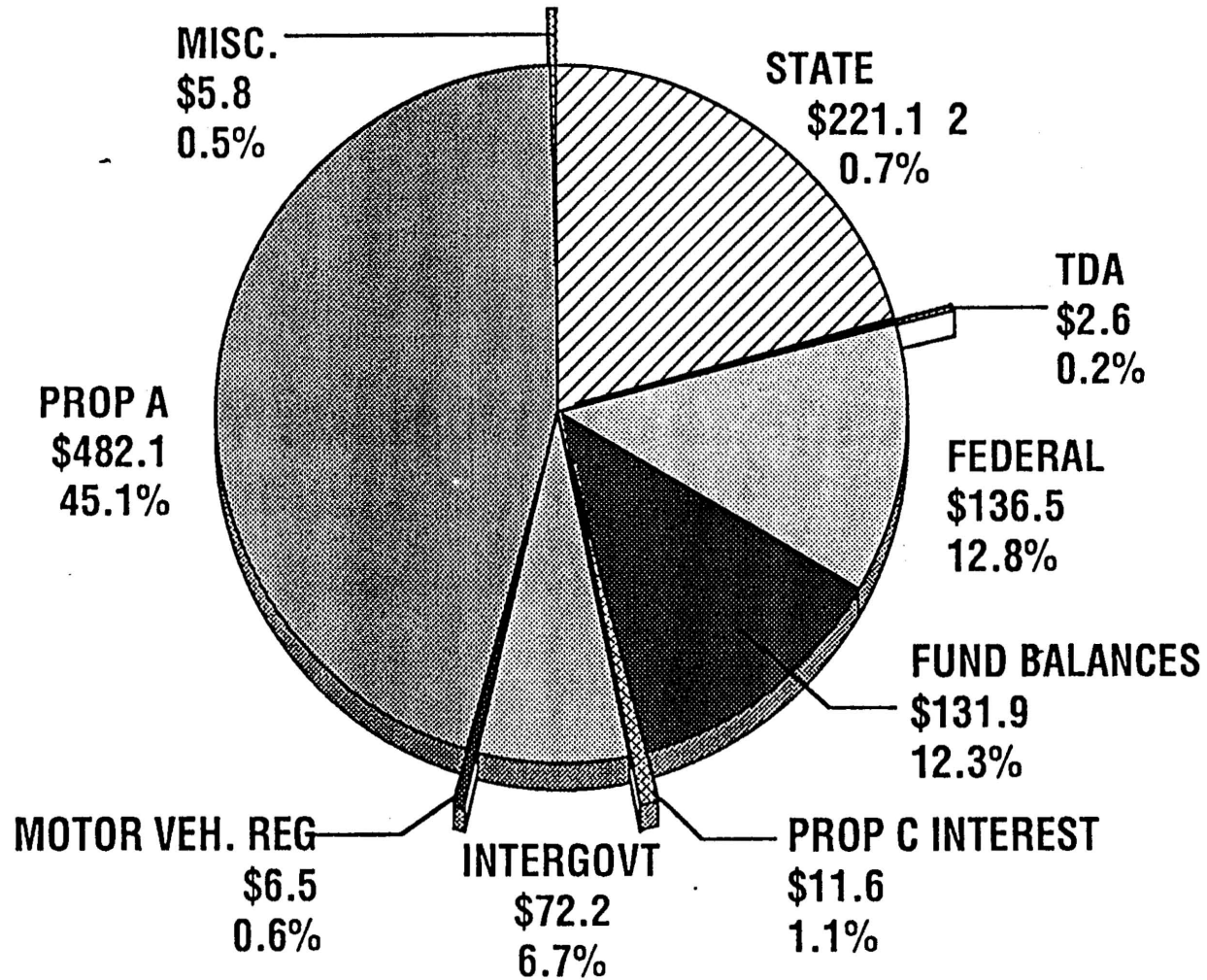
I-III



# PROPOSED FY 91/92 BUDGET

## FUNDING SOURCES FOR OPERATING EXPENDITURES

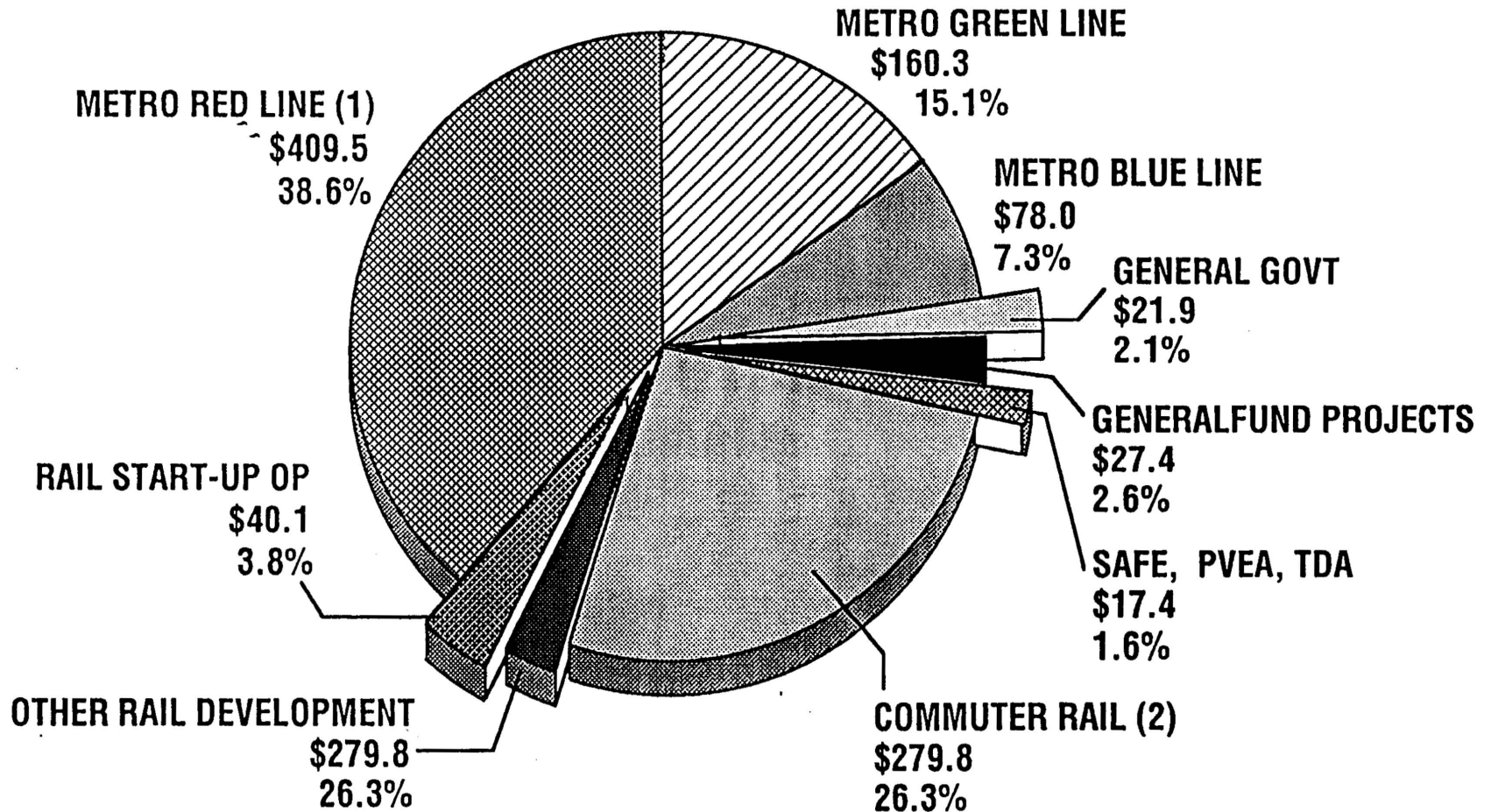
(IN MILLIONS)



**TOTAL SOURCES = \$1,070.3**



# PROPOSED FY 91/92 BUDGET BY PROGRAM (IN MILLIONS)



(1) Includes Segments 1, 2 and 3, Orange Line, and Red Line safety requirements.

(2) Includes Right-of-Way Protection.

**TOTAL BUDGET = \$1,062.3**

LOS ANGELES COUNTY TRANSPORTATION COMMISSION  
FISCAL YEAR 1991-92 BUDGET

(\$ 000)

SCHEDULE I-A

FY 1991-1992  
GENERAL FUND PROJECT DETAIL

	ADMIN.	TRIP	CTSA/ADA COMPLIANCE	CONGESTION MANAGEMENT	TOW SERVICE PATROL	BUS ELECTRIFI CATION	TOTAL
ESTIMATED BEGINNING FUND BALANCE	\$1,023.9	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$1,023.9
<u>ESTIMATED REVENUES AND OTHER FINANCING SOURCES:</u>							
TDA Fund	0.0	0.0	0.0	2,234.5	0.0	0.0	2,234.5
Prop A Fund Reimbursement	21,857.7	0.0	1,876.3	394.3	0.0	8,000.0	32,128.3
Prop C Interest	0.0	2,556.0	0.0	0.0	9,000.0	0.0	11,556.0
Bond Proceeds	0.0	0.0	3,223.7	0.0	0.0	0.0	3,223.7
Operating Transfers In	114.4	0.0	0.0	0.0	0.0	0.0	114.4
Interest	35.8	0.0	0.0	0.0	0.0	0.0	35.8
<b>Total</b>	<b>22,007.9</b>	<b>2,556.0</b>	<b>5,100.0</b>	<b>2,628.8</b>	<b>9,000.0</b>	<b>8,000.0</b>	<b>49,292.7</b>
<b>ESTIMATED TOTAL FUNDS AVAILABLE</b>	<b>23,031.8</b>	<b>2,556.0</b>	<b>5,100.0</b>	<b>2,628.8</b>	<b>9,000.0</b>	<b>8,000.0</b>	<b>50,316.6</b>
<u>BUDGETED EXPENDITURES:</u>							
Personnel	6,569.2	144.7	492.7	1,058.7	0.0	0.0	8,265.3
Operating	14,148.3	2,411.3	4,607.3	1,570.1	9,000.0	8,000.0	39,737.0
Capital	1,274.9	0.0	0.0	0.0	0.0	0.0	1,274.9
Other	15.5	0.0	0.0	0.0	0.0	0.0	15.5
<b>Total</b>	<b>22,007.9</b>	<b>2,556.0</b>	<b>5,100.0</b>	<b>2,628.8</b>	<b>9,000.0</b>	<b>8,000.0</b>	<b>49,292.7</b>
ESTIMATED ENDING FUND BALANCE	\$1,023.9	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$1,023.9

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LOS ANGELES COUNTY TRANSPORTATION COMMISSION  
FISCAL YEAR 1991-92 BUDGET

(\$ 000)

SCHEDULE I-B

GENERAL FUND - ADMINISTRATIVE  
BUDGET COMPARISON BY EXPENDITURE CATEGORY

	FY 89-90 ACTUAL	FY 90-91 BUDGET	FY 90-91 REVISED BUDGET	FY 91-92 PROPOSED BUDGET	INCREASE/ (DECREASE)	PERCENT CHANGE
ESTIMATED BEGINNING FUND BALANCE	\$2,003.0	\$1,235.8	\$1,030.0	\$1,023.9	(\$6.1)	-0.6%
<u>ESTIMATED REVENUES AND OTHER FINANCING SOURCES:</u>						
Local - Intergovernmental	10.0	0.0	0.0	0.0	0.0	0.0%
TDA fund	2,081.0	2,103.3	2,103.3	0.0	(2,103.3)	-100.0%
Prop A fund reimbursements	5,802.0	18,876.7	18,876.7	21,857.7	2,981.0	15.8%
Prop C Interest	0.0	0.0	0.0	0.0	0.0	0.0%
Bond Proceeds	0.0	0.0	0.0	0.0	0.0	0.0%
Operating transfers in	0.0	0.0	0.0	114.4	114.4	0.0%
Interest	170.0	113.8	113.8	35.8	(78.0)	-68.5%
Miscellaneous	21.0	15.0	15.0	0.0	(15.0)	-100.0%
<b>Total</b>	<b>8,084.0</b>	<b>21,108.8</b>	<b>21,108.8</b>	<b>22,007.9</b>	<b>899.1</b>	<b>4.3%</b>
ESTIMATED TOTAL FUNDS AVAILABLE	10,087.0	22,344.6	22,138.8	23,031.8	893.0	4.0%
<u>BUDGETED EXPENDITURES:</u>						
Personnel	4,172.0	8,942.9	8,881.7	6,569.2	(2,312.5)	-26.0%
Operating	3,975.0	11,030.7	10,442.3	14,148.3	3,706.0	35.5%
Capital	910.0	1,141.3	1,757.0	1,274.9	(482.1)	-27.4%
Other	0.0	0.0	33.9	15.5	(18.4)	-54.3%
<b>Total</b>	<b>9,057.0</b>	<b>21,114.9</b>	<b>21,114.9</b>	<b>22,007.9</b>	<b>893.0</b>	<b>4.2%</b>
ESTIMATED ENDING FUND BALANCE	\$1,030.0	\$1,229.7	\$1,023.9	\$1,023.9	\$0.0	0.0%

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LOS ANGELES COUNTY TRANSPORTATION COMMISSION  
FISCAL YEAR 1991-92 BUDGET

(\$ 000)

SCHEDULE I-C

**CAPITAL PROJECTS FUND  
BUDGET COMPARISON BY EXPENDITURE CATEGORY**

	<u>FY 89-90 ACTUAL</u>	<u>FY 90-91 BUDGET</u>	<u>FY 90-91 REVISED BUDGET</u>	<u>FY 91-92 PROPOSED BUDGET</u>	<u>INCREASE/ (DECREASE)</u>	<u>PERCENT CHANGE</u>
<b>ESTIMATED BEGINNING FUND BALANCE</b>	<u>\$82,255.0</u>	<u>\$0.0</u>	<u>\$12,884.0</u>	<u>\$116,833.8</u>	<u>\$103,949.8</u>	<u>n/a</u>
<b>ESTIMATED REVENUES AND OTHER FINANCING SOURCES</b>						
Prop A Funds	177,955.0	422,385.0	423,471.0	0.0	(423,471.0)	-100.0%
Bond Proceeds	102,985.0	72,200.0	73,578.3	406,672.7	333,094.4	452.7%
Commercial Paper Proceeds	0.0	0.0	345,000.0	0.0	(345,000.0)	-100.0%
Local	0.0	61,710.0	120,404.0	72,229.5	(48,174.5)	-40.0%
Federal Grants	2,897.0	124,320.0	124,640.0	136,509.6	11,869.6	9.5%
State Grants	892.0	216,030.0	102,821.0	218,373.8	115,552.8	112.4%
TDA Funds	110.0	0.0	0.0	0.0	0.0	n/a
Interest	6,628.0	577.6	1,200.0	0.0	(1,200.0)	-100.0%
Miscellaneous	668.0	1,124.8	3,094.0	4,922.8	1,828.8	59.1%
COP Proceeds	0.0	0.0	33,000.0	0.0	(33,000.0)	-100.0%
<b>Total</b>	<u>292,135.0</u>	<u>898,347.4</u>	<u>1,227,208.3</u>	<u>838,708.4</u>	<u>(388,499.9)</u>	<u>-31.7%</u>
<b>ESTIMATED TOTAL FUNDS AVAILABLE</b>	<u>354,390.0</u>	<u>898,347.4</u>	<u>1,240,092.3</u>	<u>955,542.2</u>	<u>(284,550.1)</u>	<u>-22.9%</u>
<b><u>BUDGETED EXPENDITURES:</u></b>						
Personnel	5,692.0	20,446.7	15,519.4	30,441.3	14,921.9	96.1%
Operating	2,536.0	5,987.4	8,367.3	22,817.2	14,449.9	172.7%
Capital	1,246.8	1,752.0	3,014.3	6,393.2	3,378.9	112.1%
Other	314,746.3	238.5	281.5	76.7	(204.8)	-72.8%
Construction	17,284.9	790,838.8	1,045,076.6	821,847.6	(223,229.0)	-21.4%
Project Reserve	0.0	79,084.0	50,999.8	73,966.3	22,966.5	45.0%
<b>Total</b>	<u>341,506.0</u>	<u>898,347.4</u>	<u>1,123,258.9</u>	<u>955,542.2</u>	<u>(167,716.7)</u>	<u>-14.9%</u>
<b>ESTIMATED ENDING FUND BALANCE</b>	<u>\$12,884.0</u>	<u>\$0.0</u>	<u>\$116,833.4</u>	<u>\$0.0</u>	<u>(\$116,833.4)</u>	<u>-100.0%</u>

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LOS ANGELES COUNTY TRANSPORTATION COMMISSION  
FISCAL YEAR 1991-92 BUDGET

(\$ 000)

SCHEDULE I-D

RAIL START-UP OPERATIONS FUND  
BUDGET COMPARISON BY EXPENDITURE CATEGORY

	<u>FY 89-90 ACTUAL</u>	<u>FY 90-91 BUDGET</u>	<u>FY 90-91 REVISED BUDGET</u>	<u>FY 91-92 PROPOSED BUDGET</u>	<u>INCREASE/ (DECREASE)</u>	<u>PERCENT</u>
ESTIMATED BEGINNING FUND BALANCE	\$0.0	\$21,675.9	\$3,179.0	\$0.0	(\$3,179.0)	-14.7%
<u>ESTIMATED REVENUES AND OTHER FINANCING SOURCES</u>						
Transfer from Prop A:						
5% rail set aside account	3,374.7	7,008.0	33,632.0	0.0	(33,632.0)	-479.9%
Prop C - 40%	0.0	0.0	0.0	0.0	0.0	0.0%
Bond Proceeds	0.0	0.0	0.0	40,103.6	40,103.6	0.0%
Interest	43.0	992.0	992.0	0.0	(992.0)	-100.0%
<b>Total</b>	<b>3,417.7</b>	<b>8,000.0</b>	<b>34,624.0</b>	<b>40,103.6</b>	<b>5,479.6</b>	<b>68.5%</b>
ESTIMATED TOTAL FUNDS AVAILABLE	3,417.7	29,675.9	37,803.0	40,103.6	2,300.6	7.8%
<u>BUDGETED EXPENDITURES:</u>						
Personnel	0.0	0.0	0.0	153.6	153.6	0.0%
Operating	238.8	0.0	2,119.0	1,750.0	(369.0)	0.0%
Other		29,675.9	35,684.0	38,200.0	2,516.0	8.5%
<b>Total</b>	<b>238.8</b>	<b>29,675.9</b>	<b>37,803.0</b>	<b>40,103.6</b>	<b>2,300.6</b>	<b>7.8%</b>
ESTIMATED ENDING FUND BALANCE	\$3,178.9	\$0.0	\$0.0	\$0.0	\$0.0	0.0%

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LOS ANGELES COUNTY TRANSPORTATION COMMISSION  
FISCAL YEAR 1991-92 BUDGET

(\$ 000)

SCHEDULE I-E

SERVICE AUTHORITY FOR FREEWAY EMERGENCIES (SAFE) FUND

	FY 89-90 ACTUAL	FY 90-91 BUDGET	FY 90-91 REVISED BUDGET	FY 91-92 PROPOSED BUDGET	INCREASE/ (DECREASE)	PERCENT CHANGE
ESTIMATED BEGINNING FUND BALANCE	\$3,640.5	\$6,294.5	\$7,649.0	\$11,991.0	\$4,342.0	69.0%
<b>ESTIMATED REVENUES AND OTHER FINANCING SOURCES</b>						
Licenses - Motor Vehicles	6,364.5	6,054.0	6,054.0	6,498.0	444.0	7.3%
Operating Transfers In	0.0	0.0	0.0	0.0	0.0	0.0%
Interest	601.4	234.0	234.0	626.0	392.0	167.5%
Total	6,965.9	6,288.0	6,288.0	7,124.0	836.0	13.3%
ESTIMATED TOTAL FUNDS AVAILABLE	10,606.4	12,582.5	13,937.0	19,115.0	5,178.0	41.2%
<b>BUDGETED EXPENDITURES:</b>						
Personnel	43.5	48.1	48.1	121.1	73.0	151.8%
Operating	1,836.2	3,982.2	1,897.9	4,499.6	2,601.7	n/a
Other	1,077.7	7,820.0	0.0	0.0	0.0	0.0%
Capital	0.0	0.0	0.0	8,076.0	8,076.0	n/a
Total	2,957.4	11,850.3	1,946.0	12,696.7	10,750.7	90.7%
ESTIMATED ENDING FUND BALANCE	\$7,649.0	\$732.2	\$11,991.0	\$6,418.3	(\$5,572.7)	-761.1%

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LOS ANGELES COUNTY TRANSPORTATION COMMISSION  
 FISCAL YEAR 1991-92 BUDGET

(\$ 000)

SCHEDULE I-F

TDA ADMINISTRATION FUND  
 BUDGET COMPARISON BY EXPENDITURE CATEGORY

	FY 89-90 ACTUAL	FY 90-91 BUDGET	FY 90-91 REVISED BUDGET	FY 91-92 PROPOSED BUDGET	INCREASE/ (DECREASE)	PERCENT
ESTIMATED BEGINNING FUND BALANCE	\$143.0	\$84.0	\$140.0	\$13.0	(\$127.0)	-198.6%
ESTIMATED REVENUES AND OTHER FINANCING SOURCES						
TDA Funds	300.0	314.0	314.0	409.4	95.4	30.4%
Interest	15.0	10.0	10.0	10.0	0.0	0.0%
Total	315.0	324.0	324.0	419.4	95.4	29.5%
ESTIMATED TOTAL FUNDS AVAILABLE	458.0	388.0	464.0	432.4	(31.6)	-8.1%
BUDGETED EXPENDITURES:						
Personnel	111.7	135.2	135.2	137.5	2.3	1.7%
Operating	197.4	175.0	311.0	270.9	(40.1)	-22.9%
Capital	8.1	3.8	3.8	0.0	(3.8)	-100.0%
Other	0.8	0.0	1.0	1.0	0.0	n/a
Total	318.0	314.0	451.0	409.4	(41.6)	-13.2%
ESTIMATED ENDING FUND BALANCE	\$140.0	\$74.0	\$13.0	\$23.0	\$10.0	13.5%

LOS ANGELES COUNTY TRANSPORTATION COMMISSION  
 FISCAL YEAR 1991-92 BUDGET (JUNE)

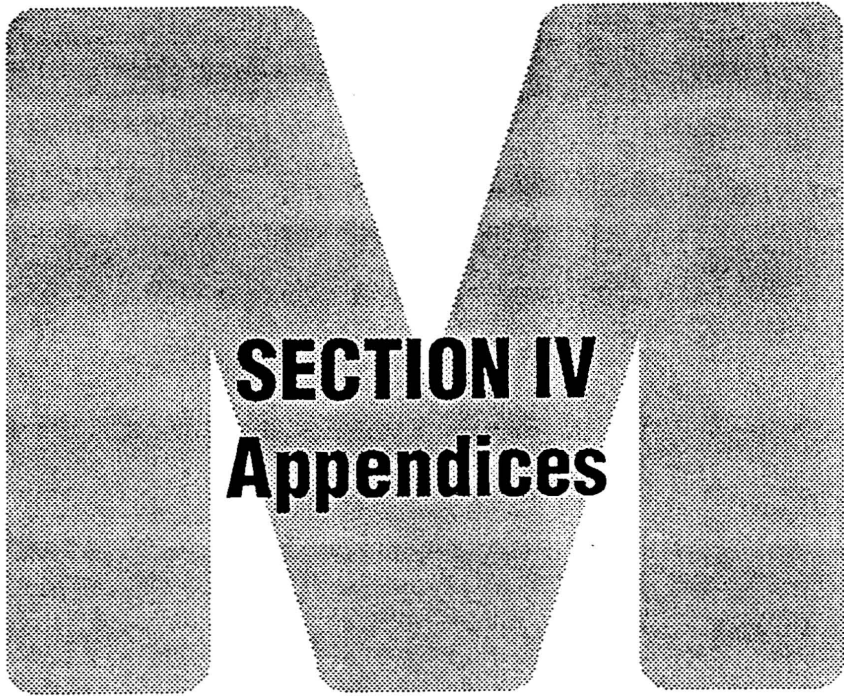
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SCHEDULE I-G

PVEA FUND  
 BUDGET COMPARISON BY EXPENDITURE CATEGORY

	<u>FY 90-91 BUDGET</u>	<u>FY 90-91 REVISED BUDGET</u>	<u>FY 91-92 PROPOSED BUDGET</u>	<u>INCREASE/ (DECREASE)</u>	<u>PERCENT</u>
ESTIMATED BEGINNING FUND BALANCE	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$2,000.0</u>	<u>\$2,000.0</u>	<u>0.0%</u>
ESTIMATED REVENUES AND OTHER FINANCING SOURCES					
PVEA fund	0	2,500	2,742	242	9.7%
Interest	0	0	60.0	0	
Total	<u>0</u>	<u>2,500</u>	<u>2,802</u>	<u>242</u>	<u>9.7%</u>
ESTIMATED TOTAL FUNDS AVAILABLE	<u>0</u>	<u>2,500</u>	<u>4,802</u>	<u>2,302</u>	<u>92.1%</u>
BUDGETED EXPENDITURES:					
Operating	0	500	4,242	3,742	748.3%
Total	<u>0</u>	<u>500</u>	<u>4,242</u>	<u>3,742</u>	<u>748.3%</u>
ESTIMATED ENDING FUND BALANCE	<u>\$0.0</u>	<u>\$2,000.0</u>	<u>\$580.0</u>	<u>(\$1,440.0)</u>	<u>-72.0%</u>

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**SECTION IV**  
**Appendices**

**M E T R O**



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LOS ANGELES COUNTY TRANSPORTATION COMMISSION  
ATTACHMENT I

COMMISSION POLICY CONCERNING THE  
EXPENDITURE OF THE PROCEEDS OF PROP C

On November 6, 1990, the voters of Los Angeles County approved Proposition C, a measure which provides for an increase in the County of the retail transactions and use tax. Proceeds of the Proposition C Sales Tax are to be used by the Commission for transportation purposes.

A lawsuit has been filed challenging the validity of the Proposition C Sales Tax. The Commission is vigorously defending this lawsuit, and was victorious in Superior Court. The plaintiffs in the lawsuit have given notice of their appeal of the decision to the Court of Appeals. The Commission believes its legal arguments are strong and persuasive, and that the Proposition C Sales Tax will be upheld.

Because no one can guarantee the results of litigation, however, prudence dictates that the proceeds of the Proposition C Sales Tax not be spent until issues relating to the validity of the Proposition C Sales Tax are further clarified. Accordingly, the Commission hereby acknowledges that it has no intention of spending the proceeds of the Proposition C Sales Tax (other than interest earnings thereon) until circumstances indicate that it would be prudent to do so. Such circumstances may include, for example, a final solution of the lawsuit confirming the validity of the Proposition C Sales Tax or authorizing the expenditure by the Commission of the proceeds of the Proposition C Sales Tax previously collected or the rendering of an opinion of the Commission's bond counsel to the effect that the lawsuit challenging the Proposition C Sales Tax is without merit.

It is the Commission's policy that under no circumstances will it expend such proceeds to such an extent as to adversely affect the Commission's bondholders or holders of other debt or lease obligations of the Commission.

Adopted May 22, 1991



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Schedule II

PROPOSED COMMISSION STAFFING - SUMMARY BY DEPARTMENT

Division/Department	1991 Authorized	1992 Proposed	Total Proposed
<b>STRATEGIC</b>			
Executive	9	0	9
Policy Analysis	8	0	8
Communications	22	5	27
Intergovernmental	5	0	5
Administrative Services	24	14	38
Human Resources	13	0	13
Contract Compliance	17	5	22
<b>Total STRATEGIC</b>	<b>98</b>	<b>24</b>	<b>122</b>
<b>AREA TEAMS</b>			
Area Teams Administration	6	2	8
CMA	3	6	9
Central Team	8	0	8
San Gabriel	8	0	8
Southeast	9	0	9
Southbay	9	1	10
Westside	8	0	8
San Fernando	7	2	9
CTSA	3	3	6
<b>Total AREA TEAMS</b>	<b>61</b>	<b>14</b>	<b>75</b>
<b>FAST</b>			
Fast Administration	5	1	6
Treasury	3	1	4
Capital Planning	11	0	11
Finance	44	3	47
Audit	18	3	21
Risk Management	2	1	3
Real Estate/Joint Development	28	2	30
<b>Total FAST</b>	<b>111</b>	<b>11</b>	<b>122</b>
<b>COMMUTER RAIL</b>			
	12	1	13
<b>RCC</b>			
RCC Executive	3	0	3
Project Managers	8	0	8
EVP - Operations	2	0	2
Engineering	38	2	40
Systems Operations	15	0	15
Construction	17	1	18
Contracts	25	1	26
Project Management Services	30	1	31
EVP - External Affairs	3	0	3
Community Relations	23	0	23
Third Party Coordination	13	2	15
Project Ass't Coordinators	4	0	4
<b>Total RCC</b>	<b>181</b>	<b>7</b>	<b>188</b>
<b>Total LACTC</b>	<b>463</b>	<b>57</b>	<b>520</b>

**LOS ANGELES COUNTY TRANSPORTATION COMMISSION  
POSITION/SALARY BANDS - REGULAR POSITIONS**

**FISCAL YEAR 1991 - 1992**

**SALARY  
BAND**

	Administrative Intern	Hourly	\$8.50 - \$11.00
A	Office Assistant I	Bi-Weekly Annual	\$782.38 - \$977.92 \$20,342 - \$25,426
B	Mail and Supply Assistant Office Assistant II		\$860.63 - \$1,075.73 \$22,377 - \$27,969
C	*Administrative Assistant I (Records Management Assistant) Secretary I Secretary/Receptionist		\$1,033.24 - \$1,291.58 \$26,864 - \$33,581
D	Accounting Technician Administrative Assistant II Secretary II (Administrative Secretary)		\$1,084.88 - \$1,485.14 \$28,207 - \$38,614
E	Administrative Assistant III Secretary III (Senior Administrative Secretary)		\$1,182.12 - \$1,559.82 \$30,891 - \$40,555
F	Accountant I Administrative Analyst I (Telecommunications Analyst) Auditor I Contract Compliance Analyst I Human Resources Analyst I Information System Analyst I Public Affairs Officer I (Manager, Government & Public Affairs - Area Team) Real Estate Officer I Transportation Analyst I (Project Manager I - Area Team, Program Manager - Capital, Project Coordinator Policy)		\$1,247.84 - \$1,716.10 \$32,444 - \$44,619
G	Accountant II Administrative Assistant IV Administrative Analyst II Contract Analyst I Contract Compliance Analyst II Cost Engineering Analyst I		\$1,398.36 - \$1,887.77 \$36,357 - \$49,082

\* Administrative Assistant classification incorporates Human Resources, Area Teams and Contracts.

Effective: 7/01/91

**Position/Salary Bands**  
**Regular Positions 1991 - 1992**  
Page 2

**Salary  
Band**

G (Continued)

General Services Coordinator I  
Graphic Artist I  
Human Resources Analyst II  
Information Systems Analyst II  
Public Affairs Officer II (Manager,  
Government & Public Affairs - Area Team)  
Project Assistant Coordinator - RCC  
Rail Facilities Coordinator I  
Secretary IV - Upgrade from F

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H	Agencies Coordinator I	\$1,503.44 - \$2,029.61
	Auditor II	\$39,089 - \$52,770
	Special Assistant to Executive Director New Classification	
	Budget Analyst	
	Configuration Management Specialist	
	Cost Engineering Analyst II	
	Graphic Artist II (Senior Graphics Artist)	
	Rail Facilities Coordinator II	
	Real Estate Officer II	
	Records Manager	
	Scheduling Analyst	
	Transportation Analyst II (Project Manager - Area Team, Program Manager - Capital & Project Coordinator Policy)	
	Utilities Coordinator I	

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I	Accountant III	\$1,736.86 - \$2,344.78
	Administrative Analyst III (Senior Budget Analyst)	\$45,158 - \$60,964
	Configuration Management Specialist II (Senior Configuration Management Specialist) New classification	
	Contract Analyst II (Contract Administrator)	
	Contract Compliance Analyst III	
	General Services Coordinator II	
	Human Resources Analyst III (Sr. Human Resources Analyst)	-
	Information Systems Analyst III	
	Public Affairs Officer III (Manager, Government & Public Affairs - Area Team Senior Public Affairs Officer - RCC)	
	Transportation Analyst III (Rail Development Planner, Project Manager - Area Team, Program Manager - Capital, Project Coordinating-Policy)	

Position/Salary Bands  
 Regular Positions 1991 - 1992  
 Page 3

J	Accountant IV (Accounting Manager)	\$2,044.19 - \$2,759.68
	Auditor III (Senior Auditor)	\$53,149 - \$71,752
	Contract Analyst III (Chief Contract Engineer & Senior Contract Administrator)	
	Contract Compliance Analyst III (Contract Coordinator/EEO Coordinator Upgrade from Band I)	
	Coordinator, Agencies II	
	Coordinator Utilities II	
	Program Control Reporting Administrator	
	Real Estate Officer III	
	Senior Air Quality Transportation Analyst	
	Senior Cost Engineering Administrator	
	Senior Cost Estimator	
	Senior Program Control Systems Administrator	
	Senior Rail Development Planner	
	Senior Scheduling Administrator	
<hr/>		
K	Air Quality Transportation Administrator	\$2,248.82 - \$3,035.92
	Accountant V - New Classification	\$58,469 - \$78,934
	Analyst IV (Manager, Facilities)	
	Construction Manager	
	Contract Analyst IV (Manager)	
	Electrical Engineering Manager	
	Engineering Integration Manager (New Classification)	
	Facilities Engineering Manager	
	Human Resources Analyst IV	
	Lead Rail Facilities Coordinator, Agencies	
	Lead Rail Facilities Coordinator, Utilities	
	Contract Compliance Analyst IV (Contract Compliance Administrator - DBE -Upgrade from J Band)	
	Manager, Real Estate	
	Mechanical Engineering Manager	
	Operations Planning Manager	
	Project Manager I - Commuter Rail	
	Public Affairs Officer V (Manager, Media Relations)	
	Rail Activation Manager	
	Rail Maintenance Planning Manager	
	Operations Systems Safety Manager	
	Safety Certification Manager	
	Security Program Manager	
	Supervisor, Configuration Manager	
	Systems Engineering Manager	

7/01/91

Position/Salary Bands  
 Regular Positions 1991 - 1992  
 Page 4

Salary  
 Band

K Continued

Systems Safety Manager  
 Systems Security Manager  
 Quality Assurance Manager (Systems)  
 Quality Assurance Manager (Facilities)  
 Transportation Analyst IV (Project Coordinator,  
 Transportation Policy, Project Manager  
 - Area Team, Program Manager - Capital,  
 Manager, Government & Public Affairs)

L Auditor IV (Manager Contracts Audit \$2,303.02 - \$3,339.37  
 /Internal Audit) \$59,878 - \$86,823  
 Director, Engineering Integration  
 Director, Rail Operations/Maintenance  
 Start-up  
 Director, Budget & Financial Services - RCC  
 New Classification)  
 Director, Community Relations - RCC  
 Director, Quality Assurance  
 Director, Systems Safety/Security  
 Manager, Third Party Coordination  
 Information Systems Analyst IV (Manager,  
 Policies & Procedures)  
 Lead Project Control Engineer (Upgraded  
 from K band - Title change from  
 Supervisor, Cost Estimating, Scheduling  
 and Cost Engineering  
 Project Manager II (Commuter Rail)  
 Real Estate Officer IV  
 Construction Safety Manager  
 Supervisor, Facilities Engineering Management  
 Supervisor, Systems Engineering Management

M Analyst V \$2,418.11 - \$3,506.23  
 Auditor IV (Director of Internal \$62,871 - \$91,162  
 Audit)  
 Budget Director (New Classification)  
 Contract Analyst V (Director & Sr. Manager, Contracts)  
 Contract Compliance Analyst V  
 (Director, Contract Compliance - Upgrade from K Band)  
 Director, Construction (I and II)  
 Director, Construction Safety  
 Director, Program Control (New Classification)  
 Director, Technical Services (Upgrade and New Classification)  
 Human Resources Analyst V  
 (Director of Human Resources) 7/01/91

**Position/Salary Bands**  
**Regular Positions 1991 - 1992**  
Page 5

**Salary  
Band**

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**M - Continued**

	Information System Analyst V (Director of Administrative Services) Manager, Commuter Rail Project Manager III Real Estate Officer V (Senior Manager Real Estate) Risk Manager Transportation Analyst V Treasurer	
<hr/>		
N	Controller	\$2,925.98 - \$4,242.72
	Director (Area, Rail Transit Development - Commuter Rail)	\$76,076 - \$110,311
	Director, Capital Planning & Programming	
	Director, Engineering Integration (Upgrade from L)	
	Director, Facilities Engineering, RCC	
	Director, Systems Engineering, RCC	
	Director, Transportation Policy	
	Executive Vice President of External Affairs, RCC	
	Project Manager IV	
	Transportation Development Specialist (New Classification)	
	Vice President, Programs Management	
<hr/>		
O	Assistant Executive Director (New classification)	\$3,619.07 - \$4,704.85 \$94,096 - \$122,326
	Director, Real Estate & Joint Development (New Classification)	
	Executive Vice President/Technical (Operations - RCC)	
	Vice President, Construction	
	Vice President, Engineering	
	Vice President, Project Management (Blue Line)	
	Vice President, Systems Operations/Assurance	
	Vice President, Project Management	
	MOS-1, MOS-2 (Green Lines Upgrade from N)	
<hr/>		
P	Deputy Executive Director	\$3,619.07 - \$5,410.00
	President/CEO, Rail Construction Corporation	\$98,426 - \$140,660
<hr/>		
Q	Executive Director	(No Range)

7/01/91

## GLOSSARY

AA/DEIS	Alternatives Analysis/Draft Environmental Impact Statement.
ADA	Americans with Disabilities Act. A paratransit program requiring provision of accessible service equivalent to existing fixed route service by January 1992.
AQMD	Air Quality Management District
A-R-T	Art for Rail Transit
BASIS OF ACCOUNTING	Refers to that point in time when revenues, expenditures or expenses (as appropriate), and related assets and liabilities are recognized in the accounts and reported in the financial statement.
BUDGET	A government's plan of financial operations for a given period including proposed expenditures and a proposed means of financing them.
CAPITAL PROJECTS FUNDS	Funds used to account for resources restricted for major capital outlays.
CM	Construction management
CMP	Congestion Management Program
COLA	Cost-of-Living Adjustment
CPI	Consumer Price Index
CPUC	California Public Utilities Commission
CTSA	Consolidated Transportation Services Index. LACTC has been designated as the CTSA for L.A. County to coordinate all paratransit services to ensure compliance with the Americans with Disabilities Act.
CTC	California Transportation Commission
DBE	Disadvantaged business enterprise. Includes businesses owned and operated by minorities and women, etc.
DEBT SERVICE FUNDS	Funds used to account for resources used to repay the principal and interest on general purpose long-term debt.

DF & I Design, furnish, and install

EIR Environmental impact report

ENCUMBRANCES Commitments related to unperformed contracts for goods or services. A purchase order is the most common encumbrance.

EXPENDITURES Decreases in net financial resources. Expenditures include current operating expenses which require the current use of net current assets.

FAST Financial & Administrative Support Teams

FAU Federal Aid Urban program is authorized by the enactment of the Federal Highways Act every five years. The current FAU apportionments were enacted in 1987 and run through Fiscal Year 1990-91. Cities and the county are eligible for FAU funds for projects, such as street reconstructions, widening and installation of lights and signals.

FFGA Full-funding grant agreement - the grant agreement with UMTA for Metro Rail phases.

FISCAL YEAR The period at the end of which a government determines its financial position or results of operations. The LACTC fiscal year begins July 1 and ends June 30.

FORCE ACCOUNT Work done by other government agencies.

FUND A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and changes in these assets and liabilities.

GENERAL FUND The fund used to account for all resources not required to be accounted for in another fund.

GFOA Government Finance Officers Association

HOV LANES High occupancy vehicles lanes - "carpool" lanes.

JPA Joint powers authority



**LACBD** Los Angeles Central Business District

**LACTC** Los Angeles County Transportation Commission

**LOSSAN** Los Angeles - San Diego intercity railway

**LRT** Light Rail Transit

**LRV** Light rail vehicle

**METRO BLUE LINE** Long Beach - Los Angeles Rail Transit Project. A 22 mile electrically powered light rail line constructed and opened for service on July 14, 1990 (final link to the Seventh Street Station opened February 15, 1990).

**METRO GREEN LINE** Norwalk-El Segundo Rail Transit Project. A 20 mile electric rail line to be constructed by LACTC on the median of the I-105 freeway. Operation is scheduled to commence in 1993.

**METRO RED LINE-SEGMENT-2** Phase I of the Metro Rail project under construction by LACTC from Union Station to Wilshire/Alvarado (4.4 miles).

**METRO RED LINE-SEGMENT-2** Phase II of the Metro Rail project under construction by LACTC from Wilshire/Alvarado north to Hollywood/Vine and west to Wilshire/Western (6.7 miles).

**MIS** Management information systems. The name of the computer services section at LACTC.

**MODIFIED ACCRUAL BASIS** The accrual basis of accounting adapted to the governmental fund type spending measurement focus. Under it, revenues are recognized when they become both "measurable" and "available to finance expenditures of the current period." Expenditures normally are recognized when the related fund liability is incurred.

**PMOC** Project Management Oversight Consultant

**PROPOSITION A** Proposition A sales tax initiative approved by Los Angeles County voters in 1980. It established a 1/2 of 1% sales tax to be used for public transit. Proposition A revenues are accounted for in a Special Revenue Fund. A portion of revenues are used to partially finance General Fund activities.

**PROPOSITION C** Proposition C, another half-cent sales tax, was approved by county voters in 1990 for public transportation purposes. Effective April 1991,

this tax raises an additional \$400 million per year for the Metro transportation system and transit related highway improvements.

**PVEA** Petroleum Violation Escrow Account. Resources are accounted for in a Special Revenue Fund and will be used for the "SMART Corridor" project which includes signal synchronization and use of alternative routes to improve traffic flow.

**RCC** Rail Construction Corporation.

**RIDESHARING** This fund is used to account for ridesharing contributions from various local governments. Resources are currently used to fund Commuter Computer.

**RMC** Records management center. The group within the Administrative Services section of the Commission which maintains critical records in accordance with the Commission's records retention policy.

**ROW** Right of way. Land for a rail transit system.

**SAFE** Service Authority for Freeway Emergencies. Created by the Commission as permitted by state law to receive one dollar from each vehicle registration within the County. Funds will be used to provide expanded and improved emergency call box service along the freeways. The activities are accounted for in a Special Revenue Fund.

**SCAG** Southern California Association of Governments.

**SCRTD** Southern California Rapid Transit District.

**SGV** San Gabriel Valley

**SPECIAL REVENUE FUNDS** Funds used to account for resources which are legally or administratively restricted for specific purposes.

**SST** Strategic Support Team

**STAF** State Transit Assistance (STA) Fund. A Special Revenue Fund used to account for the revenue received by LACTC from the sales tax on gasoline for transit purposes.

STIP State Transportation Improvement Program

TCM Transportation control measures

TDA Transportation Development Act. Created by state law in 1972, the TDA authorizes the use of one-quarter of one percent of the state sales tax for transit. A Special Revenue Fund is used to account for the funds programmed by LACTC. One percent of these revenues are received by the General Fund for its transportation planning activities.

TDM Transportation demand management

TIP Transportation Improvement Program - the programming document which establishes allocation of funding for Los Angeles County highways and transit.

TOP The Transportation Occupations Program jointly sponsored by LACTC, local businesses and school districts through which the light rail lines pass. The program prepares young people for careers in transportation.

TOW Freeway service patrol program of tow trucks on major freeways during morning and evening commute hours.

TPM Transportation Performance Measurement

TSM Transportation Systems Management

UMTA The Urban Mass Transit Administration of the United States Department of Transportation.



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Transportation Commission

Los Angeles County  
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