


THE TRANSPORTATION REVOLUTION IS HERE.



Metro®



METRO IS CARRYING THE BANNER FOR REAL AND LASTING CHANGE IN TRAFFIC-CHOKED SOUTHERN CALIFORNIA. THERE WILL BE NO WAVING OF WHITE FLAGS HERE. INSTEAD, WE'RE WAGING A TRANSPORTATION REVOLUTION. AND TO WIN THE WAR ON TRAFFIC AND MANAGE UNPRECEDENTED GROWTH, WE'RE MAKING BOLD, VISIONARY PLANS TO TACKLE NOT ONLY THE INFRASTRUCTURE REALITIES OF TODAY, BUT THE AS-YET UNKNOWN CHALLENGES OF TOMORROW. METRO IS NOT JUST LOOKING TOWARD THE FUTURE. WE ARE DESIGNING IT.

We're waging a transportation revolution, and with it, we have the opportunity to be bold and tackle not only the infrastructure challenges of today but the challenges of tomorrow.

Last year Metro had 453 million boardings, taking vehicles off our streets and freeways. We opened two major rail line extensions: the Gold Line to Azusa and the Expo Line to Santa Monica. And from the start, both of those lines transcended our most liberal ridership projections, proving that the people of LA County are ready for more transit options and will take advantage of them when they become available.

With three more major rail projects currently under construction, the Regional Connector, the Purple Line subway and the Crenshaw/LAX Line, I think it's safe to say we are becoming the transportation infrastructure capital of the world.

Along with the two rail lines opened last year, we launched the Silver Line Express Bus Rapid Transit (BRT) line to provide faster and more frequent service between downtown LA and San Pedro.

We started the NoHo to Pasadena Express Line 501 bus from the Red Line in North Hollywood to the Gold Line in Pasadena, the first ever direct connection between the San Fernando and the San Gabriel valleys.

We continued our commitment to the environment by opening the new state-of-the-art Division 13 bus maintenance center in downtown Los Angeles.

Here at Metro, fiscal responsibility ranks right up there with safety as a primary concern. We take the gift of taxpayer dollars very seriously and we aim to be frugal, responsible, practical and accountable with what we are given.

I'm proud to point out that Metro's budget is balanced at \$5.7 billion – a net decrease of \$142 million from the previous year, due primarily to cost controls and increased fiscal discipline. And yet the budget provides funding to keep our system in a state of good repair.

We worked with our stakeholders and the Metro Board of Directors to develop our transportation plan for the future that became the basis for Measure M, the sales tax measure to support regional mobility.

Among our chief goals is to create an infrastructure inheritance for our children and theirs. We want to leave them with a developed mobility network that has been well planned and maintained and is in fighting shape 100 years from now.

Shortly after I arrived in Los Angeles last year, I told employees I wanted Metro to emerge as the best, most innovative, balanced and customer-focused transportation agency in the world. After a year of exciting accomplishments and determined effort by the Metro Board of Directors, our staff and the community, I see now that this goal is well within our reach.

So I invite you to review our progress through the pages of this book. I think you will agree that together, we produced an amazing year of successes.



Phillip A. Washington
Chief Executive Officer



**LETTER FROM THE CEO:
THE REVOLUTION
IS NOW.**





Multimodal may be a wonky term, but it's also a way of life. Our mobility toolbox is growing, with more choices than ever. From faster highway lanes to new rail extensions, enhanced bus rapid transit to zippy new Metro bikes, options abound.

We celebrated the 25th anniversary of Metro Rail and **opened two major rail line extensions:** the Gold Line to Azusa and the Expo Line to Santa Monica. This brings our system from zero miles of rail to **101 miles in just over 25 years.**

Last year Metro welcomed **453 million boardings**; that means millions of cars off our streets and highways.

We celebrated the 10th anniversary of the Metro Orange Line Bus Rapid Transit (BRT) between North Hollywood, Warner Center and Chatsworth. Since opening day in 2005, the line has accommodated **74 million passenger boardings**, making it one of the most successful BRT lines in the nation.

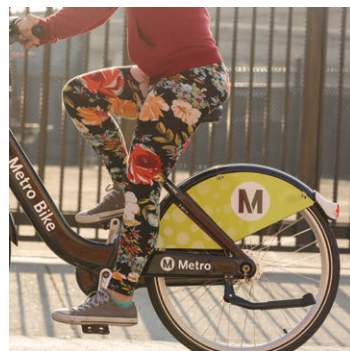
The popular Orange Line is moving faster, and our goal is to continue to decrease patron commute times and make the route more efficient.

We **launched the Silver Line Express** to provide faster and more frequent service between downtown LA and San Pedro. The route travels along the I-110 Harbor Freeway ExpressLanes and eliminates the need to transfer from one bus line to another, making the Silver Line service more connected for a faster journey. Also, to decrease dwell times and improve service and performance, we implemented an all-door boarding pilot program for the Metro Silver Line.

In our continuing drive to create a linked network that will serve all of LA County, we launched the **NoHo to Pasadena Express Line 501** bus service. The 501 offers the first direct connection between the Red and Orange Line stations in North Hollywood and the Gold Line in Pasadena.

During the past fiscal year we put more than **250 new buses** in service, lowering the average age of our fleet and making travel safer and more comfortable for our patrons. We're testing zero emission electric buses as a future option. And we're taking delivery of **five new rail cars a month** to make room for the growing number of patrons who have started riding our lines. Our rail car program is **creating local jobs** at an assembly plant in Palmdale.

We're **building bike paths** near our rail lines, like those along the Orange Line in the San Fernando Valley and the Expo Line to Santa Monica. And this year we **partnered with ride sharing services**, such as UberPOOL and car-sharing companies like ZipCar, at our stations to encourage multimodal travel.



Since opening earlier this year, our two newest rail extensions – the Expo and the Gold Lines – have surpassed our ridership projections. On Expo, weekday boardings jumped from 29,000 in April – before the extension opened – to nearly **46,000** in June. On Sundays in June – beach season – Expo ridership skyrocketed from 16,000 to **36,000**. The Gold Line carried nearly 8,000 more boardings on May weekdays this year than last and nearly 7,200 more on Sundays, offering further proof that the people of LA County will take advantage of more transit options when they arrive.



Metro **celebrated the halfway point** on the Crenshaw/LAX Transit project, and we **broke ground on the Southwest Maintenance Yard**, a part of the Crenshaw project, which will keep the existing Green Line and new Crenshaw Line in good working condition after its completion in 2019.

We know that major construction has an impact on the communities we serve. The Project Labor Agreement on our major projects allowed **1,834,859.26 hours, or 58.72%**, of project hours to be worked by workers living in economically disadvantaged area zip codes. Major construction can also impact small mom and pop businesses. Metro's pilot Business Interruption Fund designated **\$3 million** in grant funds to support business during construction. Our *Eat, Shop, Play* marketing toolkit also promotes small businesses during construction.

Three major rail projects are under construction. The Regional Connector will provide a seamless connection between Metro's Gold, Blue and Expo Lines, so that passengers don't have to change trains in downtown LA. The Purple Line subway to Beverly Hills will eventually travel to UCLA and the Veterans Affairs campus in Westwood. The Airport Metro Connector, which is a collaborative project with the Los Angeles World Airports, will add a new transit center at 96th Street and Aviation Boulevard that will link with the airport's proposed Airport People Mover to the central terminal area.



We improved traffic speeds and reduced greenhouse gas emissions through programs like ExpressLanes on the I-10 and the I-110 freeways. Nearly **38 million trips** were taken on ExpressLanes last year. The tolls generated from ExpressLanes were reinvested back into communities through the Metro Net Toll Reinvestment grant program, to fund new local projects and to keep the corridors in good repair.

Metro's Freeway Service Patrol performed more than **300,000 assists** on LA County freeways in FY 2016. Assists come in various forms, towing motorists with disabled vehicles safely off of the freeway, changing out flat tires, providing up to one gallon of fuel, providing water for overheated vehicles, and removing debris from freeway lanes.

As part of our program to create first/last mile options for our customers, Metro's new bike share program debuted with more than **800 Metro Bikes at dozens of bike stations** in downtown LA. It's the first bike share project in the United States to be operated by a transit agency, and we predict healthy demand.



We **completed the aerial Red Line Universal City Pedestrian Bridge** so that subway riders and their kids could safely cross the street to Universal Studios Hollywood, in time for the opening of The Wizarding World of Harry Potter.

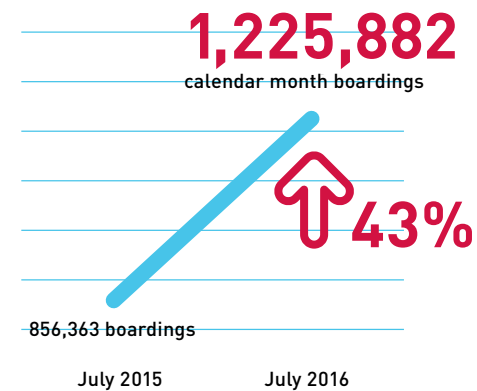
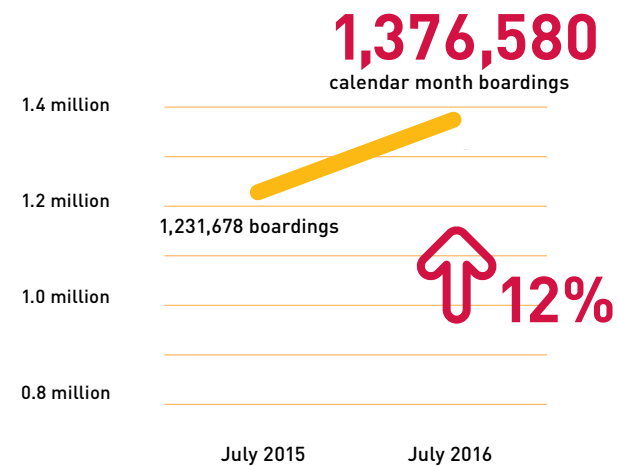
To **improve traffic flow on the I-5 Freeway**, carpool lanes from the SR-118 to Buena Vista Street in Burbank have been completed and work is continuing from Buena Vista to SR-134.

Now in its sixth year of express service to the ballpark, the Dodger Stadium Express boarded its **one millionth rider**, introducing new customers to Metro and reducing traffic and smog in LA.

Metro was awarded **\$400 million** in federal and state discretionary grants in FY 2016, including \$300 million in New Starts funds for the Westside Purple Line extension and Regional Connector projects, a \$15 million TIGER grant for the Rosecrans/Marquardt grade crossing project, a \$10.5 million Bus and Bus Facilities grant for new CNG buses and bus facilities, and over \$400 million in federal formula funds for Metro programs. Metro was awarded more than **\$109 million** in Cap-and-Trade grant funds from the State of California for upgrades to the Red and Purple Lines and new transportation projects, like the Airport Metro Connector/96th Street Station project.



Ridership with Gold & Expo Line Extensions



In the digital age, our customers want news and views they can use to aid their journeys. That's why Metro is embracing innovation and a multi-channel approach to engaging information.

To keep the public informed, Metro issued **192 news releases**, conducted **37 news conferences**, responded to more than **1,700 incoming media inquiries**, and generated **7,817 print and digital news stories** on Metro-related activities, valued at **\$2.4 billion** in the US. Internationally, a total of **559 stories** were tracked and valued at **\$4.9 billion**.

Nearly **400 business and industry leaders** attended our first-ever Industry Forum in downtown Los Angeles to hear about our existing projects and programs and to share ideas for battling traffic and creating transportation options for our region.

Metro's new Office of Extraordinary Innovation (OEI) introduced a new Unsolicited Proposal Policy to encourage and facilitate partnerships between Metro and innovative private sector companies. Since it was launched, Metro has received **41 Unsolicited Proposals** – about one per week – for everything from cutting-edge safety technology to new forms of on-demand transportation services to multi-billion dollar proposals to form innovative partnerships to deliver capital investments.

OEI **completed its first two partnerships**, including an innovative first/last mile mobility strategy with a ride sharing company to help residents travel to and from the new Expo Line without driving a personal car, and a series of story-driven podcasts that unearth the rich history of transportation in LA and offer clues into its future. The Innovation Office also applied for several grants, including a collaboration with our Countywide Planning and Development Sustainability team and local

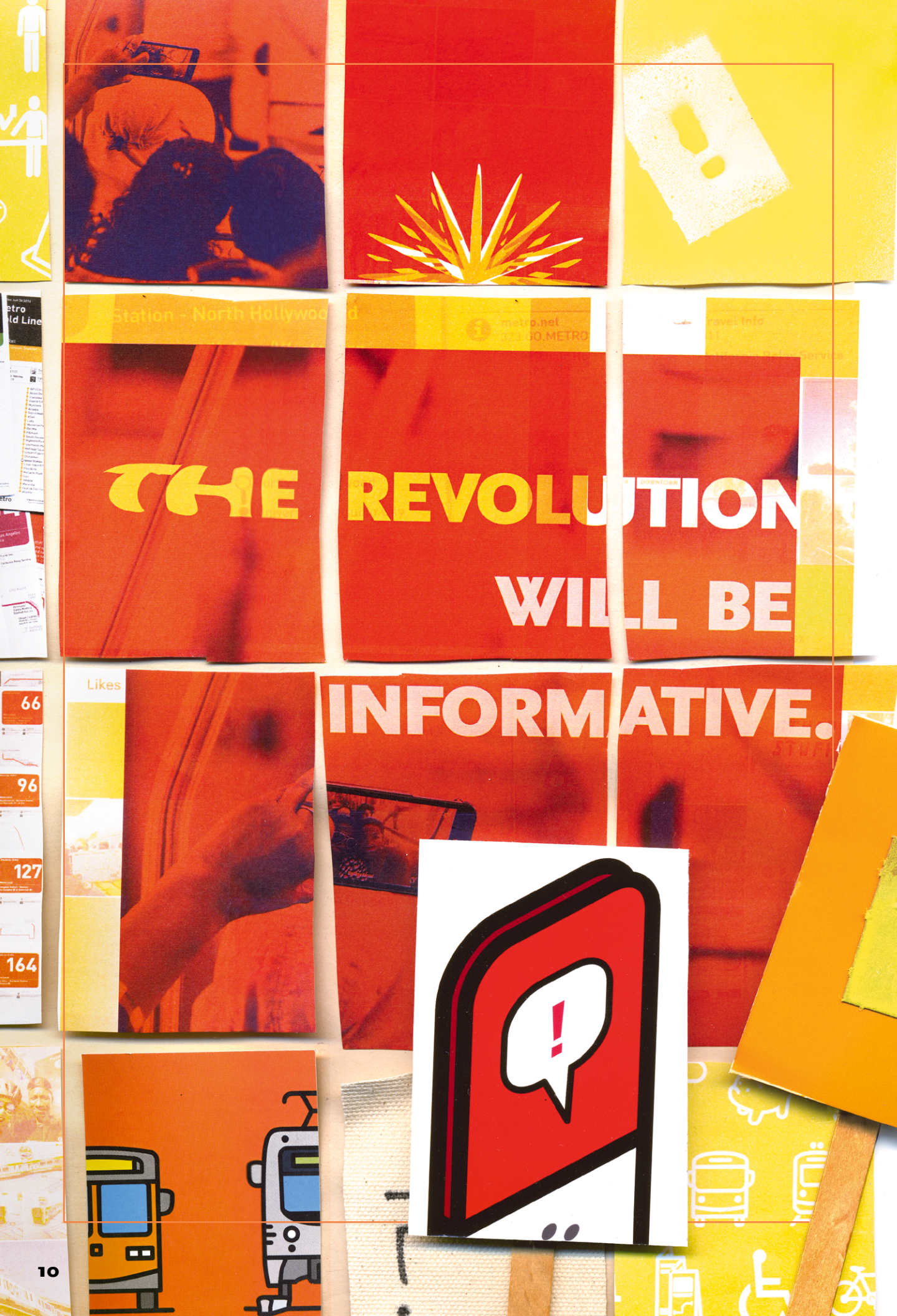
non-profit organization LA-Más. This effort led to a **grant award for a pilot project** to implement design interventions around the Lincoln Heights/Cypress Park Metro Station area to increase walking, biking, and transit ridership, expand the toolkit of first/last mile strategies, and change cultural attitudes regarding public and active transportation to a way that is scalable on a city-wide level.

OEI also **kicked off a year-long strategic planning process** to re-examine the agency's role as the major mobility provider in LA County and course correct for a transportation revolution already underway.

All **25 regional transportation agencies** in LA County have joined the Metro TAP network, creating the largest seamless fare media system in the nation. This allows passengers unprecedented connectivity and the ability to transfer easily to any regional bus or train.

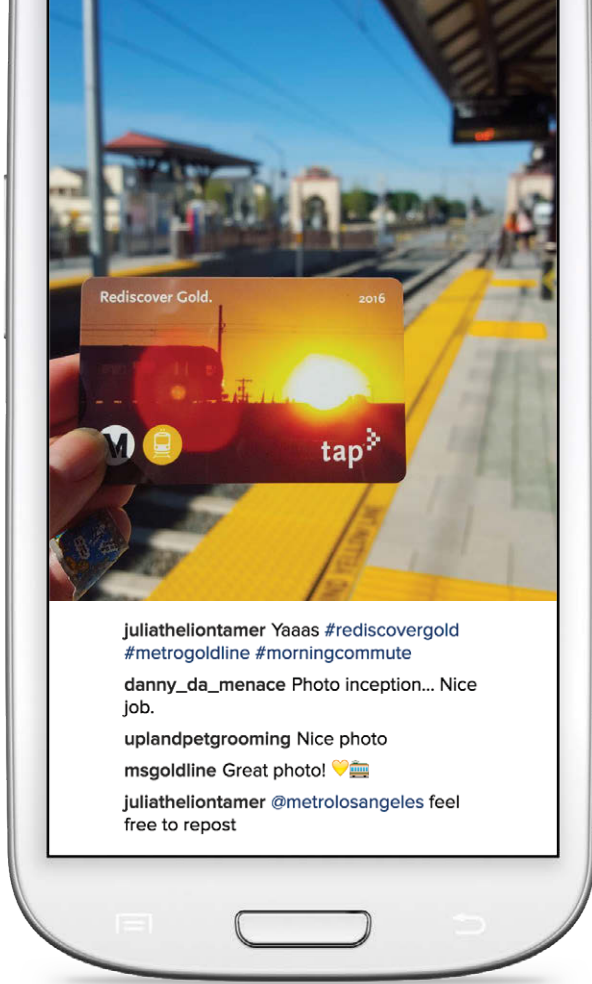
To enhance service to underserved areas, we **developed a Mobile Customer Center** that makes it more convenient for our customers to purchase TAP and reduced-fare cards.

TAP vending machine screens have been redesigned to make it easier and more intuitive for our patrons to purchase fares. We also created a new TAP website and customer response system, and web sales have **increased by 52%** over 2015. Metro staff also absorbed TAP's customer service function and moved it in-house, enabling us to close out a yearly **\$11.7 million** vendor contract.



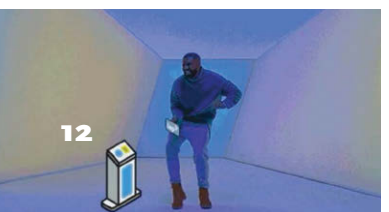
Metro continues to be a leader in transit agency new media communications. Our website, *metro.net*, received some **14.8 million visits** and **37.6 million page views** in FY 2016. Our blog *The Source* was visited by more than **1.1 million readers**, with **3.1 million page views**; our Facebook page reached more than **6.2 million people** (that's 62% of the population of LA County) and views of our Twitter accounts – including Metro Rider Alerts, which offers patrons real-time service updates – increased by **65%**. What's more (much more), Metro's transit data is available on over **one billion** iPhones and **1.4 billion** Android devices.

We produced videos for the Expo opening, LA Food Fest and the Safetyville rail safety campaign that were viewed more than **3 million times** and generated mentions on the *Today* show, *Jimmy Kimmel Live!* and other major news outlets.



With so much good news, and some mighty fine views, it's not surprising that our customers have taken to their apps to join in the conversation.

#gometro
 #rediscovergold
 #moreexpo
 #metroartpresents





**THE REVOLUTION
WILL BE STRATEGIC
AND SECURE.**

Metro never forgets that taxpayers fund our work on behalf of LA County. We mix strategic new spending with diligent cost-cutting to get the most out of our budget; innovative programs and practices that increase passenger safety are a high priority in our game plan.

Metro's budget is balanced at **\$5.7 billion** – a net decrease of \$142 million from the previous year, primarily due to cost controls and increased fiscal discipline. Even with the savings achieved, the budget provides funding to keep our system in a state of good repair.

During FY 2016, Metro's record of fiscal responsibility and prudent debt management was rewarded with **increases to our credit ratings**. In November 2015, Moody's upgraded Metro's General Revenue bonds by two notches and all other long-term outstanding debt by one notch. Standard & Poor's upgraded its rating of the General Revenue Bonds by three notches to AA during FY 2016. As of June 30, 2016, Metro's bonds are rated Aa1/AAA for Proposition A 1st Tier Senior and Measure R Senior bonds, Aa2/AA+ for Proposition C bonds, and Aa2/AA for General Revenue bonds.

Through effective auditing, we ensured that Proposition A, Proposition C and Measure R funds were used for the intended projects/ programs. Additionally, through audits of contracts and grant agreements, we identified **\$19.7 million** of cost-saving opportunities and **\$8.4 million** of unused funds that may be re-programmed to other Call for Projects. The funding allows us to examine new technology that will help make Metro more secure.

This year we **tested a new video analytics program** that monitors passengers as they come and go from Metro Rail stations. When an anomaly is identified, the system flags it and sends it to authorities, giving them a chance to respond more quickly. Such technology may become part of our approach to keeping our patrons and our employees safe.

After a successful pilot test, Metro is **expanding use of mobile video monitoring** technology. Mobile monitoring makes it possible to send live video from Metro Rail and bus stations directly to a smartphone or tablet. This can give first responders advanced warning of what to expect on a call before they arrive.

To save taxpayer dollars, Metro continues to aggressively identify and pursue other vehicle drivers who cause damage to Metro buses and property. The total recoveries collected in FY 2016 exceeded **\$1.6 million**, the highest recovery amount for the past eight fiscal years.

The Metro Board **adopted the Risk Allocation Matrix (RAM)**, ensuring financial stability as an agency-wide responsibility. RAM is a collaborative process to identify a strategic mix of cost savings and new revenue generating initiatives.

**THE REVOLUTION WILL BE MEASURED
IN MORE THAN MPG.**



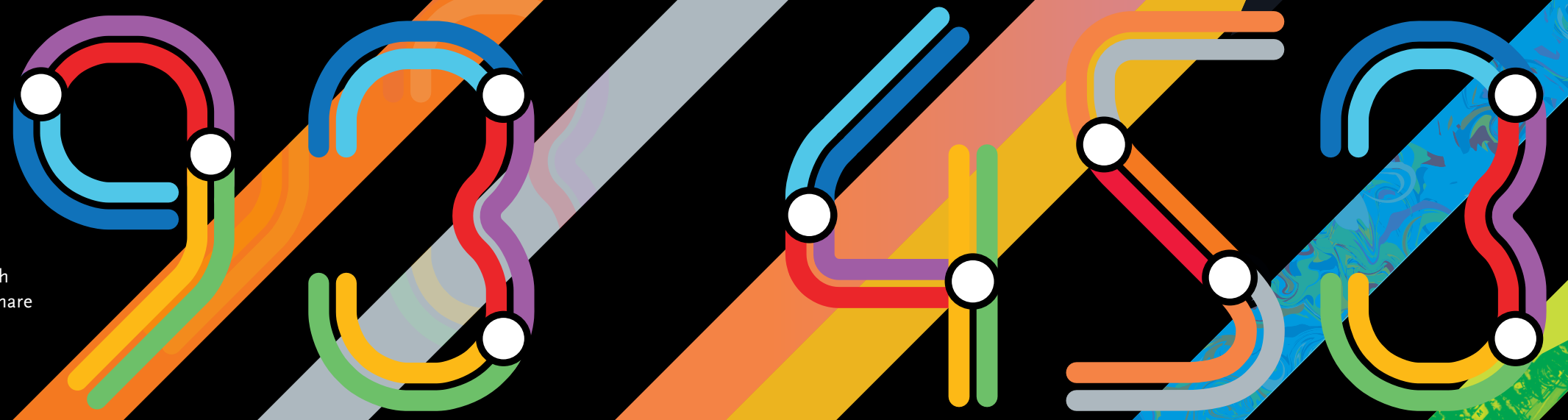
2016 was a momentous year for LA County, for the vital interweave of public transportation and citizenry, and for Metro.

Two new rail extensions, both strong and well-positioned, bring our station total to **93**.

Three more under construction, will bring rail into new neighborhoods and business districts.

New bus service also bloomed this year, and we honked a happy horn at the launch of Metro Bike service with over **60** bike share stations in downtown Los Angeles.

2016 was a big one. And the stage is set: More options, more service, more Metro.



rail stations

million annual boardings

10-YEAR ANNIVERSARY CELEBRATION OF THE ORANGE LINE

12/14 - SILVER LINE EXPRESS SERVICE TO SAN PEDRO LAUNCHES

2/28 - 501 EXPRESS LINE FROM NOHO TO PASADENA LAUNCHES

3/5 - GOLD LINE EXTENSION TO AZUZA LAUNCHES

5/20 - EXPO LINE EXTENSION TO SANTA MONICA LAUNCHES

7/7 - BIKE SHARE IN DOWNTOWN LAUNCHES

NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEPT OCT

#1  **LIGHT RAIL RIDERSHIP IN THE US**

Source: FTA 2016 National Transit Database

#2  **BUS RIDERSHIP IN THE US**

Second only to New York Source: FTA 2016 National Transit Database



Safety is priority number one at Metro, both for our patrons and for our employees, and this philosophy continues to pay dividends. We're proud to say that the number of reported industrial injuries was reduced by **4.6%** in FY 2016, saving pain and suffering for our employees, and saving the agency an estimated **\$3 million** in future disability, medical and legal expenses.

Metro's Security & Law Enforcement Division collaborated with the Emergency Management department to plan, design and coordinate training and incident-driven exercises with more than **20 fire, police and city agencies**, as well as federal and private entities, to ensure safe travels for our patrons on the new Metro Gold and Expo Line extensions.

We **tested first responder safety** and multi-agency communication and coordination on all Metro Rail lines to prepare for emergency incidents we hope will never happen. But if they do, we'll be ready.

To help keep our patrons – and our operators – safe, we **implemented the National Safety Council defensive driving instructor and operator program** for bus operators. The program will help reduce vehicle accidents by giving bus operators the tools to identify hazards and react in time to prevent a collision.

We **continued installation of on-board video monitors and operator barriers** to improve the safety of our patrons and our operators.

To help keep us all safe, Metro appointed a new Transit Security Director and a Security and Law Enforcement Compliance Manager to lead and monitor performance of Metro's security and law enforcement teams. With an emphasis on getting back to basics, Metro has created a train riding team focused on increasing security and visibility across the transit system, to ensure that all patrons are mindful of Metro's Code of Conduct. The security team is adding **77 new Metro positions** and more than **200 contract positions**.

Metro is providing a better and safer customer experience at Union Station East. We **introduced a new passenger pick-up and drop-off facility** to separate passenger vehicles from buses on Patsaouras Plaza, and added new fencing to direct pedestrians to crosswalks and away from vehicle traffic. We also renovated the plaza pavers and storm drains, renovated the aquarium exhibit, fountains and passenger restrooms, improved lighting and wayfinding signage, and introduced new concession kiosks.

We **established a homelessness task force** to address the impact of homelessness on our transit system. Working in partnership with the Los Angeles Homeless Service Authority, multiple municipal jurisdictions, non-profit agencies and social service agencies, Metro's goal is to implement a comprehensive strategy to direct those in need to shelters and health services, as an alternative to seeking shelter within the transit network.



A reduction in the number of industrial injuries
saves \$3 million
in future disability, medical, and legal expenses.

Metro's 2017 balanced budget is a
2.5% savings
from last year's budget.



Metro uses many precious resources to move millions each day, and we are determined to be exemplary stewards. Smart and sustainable choices are built into every current and future process we pursue.

We're building and retrofitting facilities so that they have the least impact to human health and the environment, like the new state-of-the-art Division 13 bus maintenance center in downtown Los Angeles. Division 13 is Metro's **sixth Leadership in Energy and Environmental Design (LEED)-certified building** constructed from the ground up.

To date, we have installed more than **five megawatts of renewable energy** in our facilities, and we currently enjoy more than **\$2.5 million worth** of annually avoided energy costs. We just **completed the installation of a Wayside Energy System on the Gold Line**. When operational later this year, it will yield additional cost-savings and energy resiliency opportunities throughout our system.

To do our part during the California drought, we achieved a **15% reduction in water consumption** due to the installation of more efficient fixtures, water conservation measures, and similar efforts; Metro is well on its way to fulfilling our goal of an additional 20% water reduction goal by 2017.

Metro **completed the Freeway Beautification Pilot Project** by finalizing construction of a new, drought-tolerant landscape at the I-710/I-105 interchange. Through this project Metro has augmented Caltrans efforts to improve the appearance of stretches of the I-110 and I-710 through graffiti abatement, litter removal, landscape maintenance and landscape improvements.

Our agency currently is generating about **80,000 carbon credits per year** through the dispensing of fossil compressed natural gas into our bus fleet. We have sold more than **\$20 million** worth of carbon credits in the California Air Resources Board's (CARB) Low Carbon Fuel Standard market (LCFS) with the proceeds currently being re-invested in implementing or building a greater number of green infrastructure projects.

This year, we have initiated a procurement for renewable natural gas (RNG) that will replace the fossil natural gas currently in use; and once RNG use is fully implemented in early 2018, our agency will **at least double the number of carbon credits** that we generate and can sell in the LCFS market for greater green infrastructure investments. Most importantly, we expect to reach the 2050 CARB air quality goals for both Nitrous Oxide (NOx) compounds and Greenhouse Gas (GHG) emissions reductions in 2025 by using renewable natural gas, along with CNG buses that are equipped with low NOx compound-emitting engines that we currently are procuring.



This year, Metro **began operating the Monrovia Yard and Santa Monica Yard Rail Facilities**, which are projected to achieve one of the highest sustainability goals of any transit facility in terms of energy use, water conservation, green roof, drought tolerant plants, and other related green infrastructure. The Santa Monica Yard in particular is projected to be Metro's **first net zero facility** once solar panels are installed in 2017.



Greenhouse Gas Emissions

Metro displaced more greenhouse gas emissions than it produced in 2015 by more than **8,000 metric tons** of carbon dioxide equivalents, which means that simply operating our transit and transportation system produces net greenhouse emissions benefits for our region.

THE REVOLUTION WILL BE FOR EVERYONE.



From grade-schoolers to seniors, commuters to constituents, we are putting the “public” back in public transportation. Metro is determined to share the good news and bright future we’re creating with everyone who lives, works and plays in LA County.



By attending more than **650 meetings, events, festivals and fairs** throughout LA County, Metro provided opportunities for public input and suggestions for important decisions about service, projects and programs.

The *On The Move* Riders Club Program is a peer-on-peer training designed to provide older adults with the knowledge, practice and confidence to safely and independently travel on public transportation. Volunteers, known as Travel Buddies, are trained by Metro staff. As of September 2016, there are **32 active clubs**. The program has reached at least **2,000 older adults** through presentations at senior centers, and conducted **400 hands-on group trips** led by the Program’s Travel Buddies.

We **launched U-Pass, our new Universal College Student Fare Program**, so that students can more easily enroll in our reduced fare college pass program.

We lowered a **950-ton tunnel boring machine** into the ground to start digging a portion of the Crenshaw/LAX Transit Project and we named it Harriet Tubman – a name selected by a local high school student to honor the former slave and key player in the Underground Railroad. This fall we are lowering two more tunnel boring machines for the Regional Connector and the Purple Line. Neighborhood students again will name the machines, in keeping with a centuries-old mining tradition.

Our Military Veterans Hiring Program has been instrumental in Metro’s employment of more than **300 veterans** since it began in 2012. And this year, we held our first Metro Veterans Job and Resource Fair and our first Metro Veterans Day Luncheon. Approximately **32 employers** (Federal, State, County, City, and the private sector), **16 resource organizations and Veterans support groups** were in attendance supporting these events.

Metro successfully **delivered a suite of projects** as part of the Veterans Transportation and Community Living Initiative grant: an enhancement of *VetsGo511.com* connects veterans to vital social services and resources, and provides trip planning and transportation options to get there; automation of Access Services eligibility appointment scheduling helps disabled veterans; and automation of scheduling and routing for Disabled American Veterans provides shuttle service for veterans to their VA healthcare appointments.

Metro and our transit partners honored Special Olympics volunteers by providing them with more than **26,000 free trips** during the two-week period of the 2015 games last summer. Metro was recognized as the Official Transit Provider of the 2015 Special Olympics.

Through Access Services, Metro helped make possible more than **4.3 million passenger trips** for more Americans with Disabilities Act paratransit customers in LA County. More than **31 million trips** were taken by Access Paratransit registrants on regular Metro fixed-route service as well.





Metro produced **three educational videos and 15 video vignettes** to help inform the public about the accessibility features, which make using our bus and trains easier for persons with disabilities.

We **implemented a range of renovation and improvement projects** to return historic Union Station to a condition of good repair and safety, including a sophisticated heating, ventilation and air conditioning system with an emphasis on sustainability. We also replaced the entire historic Spanish tile roof, installed all incandescent lighting with energy efficient fixtures, and updated the Historic Structures Report.

To **reintroduce Union Station to the public**, we added a variety of new food retail vendors and have embarked on an innovative leasing program for forthcoming restaurants and retail vendors. To further activate the station, we have made preparations for the historic Fred Harvey Restaurant to reemerge as a contemporary American brew pub, after the former's closure nearly 50 years ago.

We **provided a well-attended range of arts and cultural programming** at Union Station to encourage ridership and engage communities in meaningful ways. We also **expanded our popular Art Tours** with offerings exploring new Expo and Gold Line artworks, along with adding Spanish language tours.

To make traveling more pleasurable for our patrons, we **integrated new award-winning artworks** into the Metro Gold, Expo and Silver Lines, and added new "Through the Eyes of Artists" posters on buses and trains throughout the Metro system.

We **produced an exhibition** featuring portraits of the diverse range of artists whose artworks enrich the transit rider's journey,

and **hosted a related series of free forums** and artist conversations for the public to learn more. As part of the Crenshaw/LAX project we **hosted a series of Meet the Artist events and community workshops**.

Improved signage and wayfinding design standards were developed for clear, consistent messaging and were implemented at all new Gold and Expo Line stations and parking facilities, the Universal City/Studio City pedestrian bridge, NoHo Connector and Division 13 Bus Maintenance Facility. Vibrant paint colors, distinctive supergraphics and seat fabric designs, along with updated regulatory decaling, were also implemented on new rail cars.

We demonstrated our commitment to working with small businesses by successfully **launching the Contracting Outreach and Mentoring Program** to encourage contractors to mentor small business subcontractors. This is good business and it's good for the local economy. Metro continues the Small Business Prime program, a breakthrough initiative that paves the way for small businesses to bid and win contracts up to **\$5 million**. This program was codified in state law this year, after the successful passage of Assembly Bill 2690, thanks to the leadership of Assembly Member Sebastian Ridley-Thomas.

To **help businesses near rail construction**, we have continued to refine and expand our first-of-its-kind, multifaceted construction mitigation program *Eat, Shop, Play*. In its second year, the marketing campaign for impacted businesses continues to provide spotlights, vendor fair opportunities and catering contracts for Metro-sponsored events. Designed to promote impacted businesses for the Crenshaw/LAX, Regional Connector and Purple Line Section 1 transit projects, *Eat, Shop, Play* has successfully earned a following on multiple social media platforms.



Metro has made a commitment to "Prepare Today's Workforce to Address Tomorrow's Business Needs" and works to **maintain an ongoing collaborative partnership** with its internal labor unions to determine a talent management strategy that ensures the agency has a highly skilled and qualified workforce. Metro also continues to **maintain an ongoing working relationship** with external partner agencies to address persistent technical and skill gap areas; and as a mechanism to leverage resources to create "career pathways" for Metro's workforce and job seekers to **promote economic growth for the region**. Metro has **strengthened its strategic workforce development** pipeline through creating partnerships that include:

- > Transportation Career Academy Program
- > Metro Internship Program
- > Entry-Level Trainee Program
- > Metro Workforce Development Programs
- > Technical Training and Rail Apprentice Programs
- > Bus Operator Training Academy

The Metro Board of Directors and the Los Angeles County Board of Supervisors voted to place a sales tax measure on the November ballot, called the Los Angeles County Traffic Improvement Plan. Measure M came about through a collaborative three-year process with stakeholders from across the county. The goals: to **provide better mobility, more transportation options and improved quality of life** for the people of LA County.



AWARDS

Metro operators and maintainers won the **Rail Transit Team Achievement Award** at the 2016 APTA International Rail Rodeo in Phoenix, AZ.

Metro's Accounting Department—Payroll section received the 2015 **Prism Award** from the American Payroll Association and their Strategic Accounts Payable Leadership Task Force. The American Payroll Association honors **one payroll department nationally** that has achieved innovation and excellence in technology, performance or process improvements. With the ongoing system upgrades and services, the department received the award for process improvements that continue to exceed industry standards.



Metro's Accounting Department received **The Certificate of Achievement for Excellence in Financial Reporting** for the FY 2015 Comprehensive Annual Financial Report. GFOA said, "The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management."

Metro received the **Certification of Excellence Investment Policy Award** from the Association of Public Treasurers of United States and Canada.

We received the US Green Building Council Green Building Award in recognition for our successful achievement of Leadership in Energy and Environmental Design **LEED-Silver Certification** for our Division 7 facility.

Metro's Division 13 bus maintenance center in downtown Los Angeles and Monrovia Rail Yard facility in Monrovia, were awarded **Gold Certification** from the LEED for new construction.

Artwork at Division 13, Metro's new bus maintenance facility, made the Collaboration of Design + Art (CODA) **Top 100** in the world list, and received **one of only four Merit Awards** in the Transportation category.

Metro Art received a **2016 Videographer Award** for a series of videos on the Crenshaw/LAX art program, featuring community members and artists involved in the project.

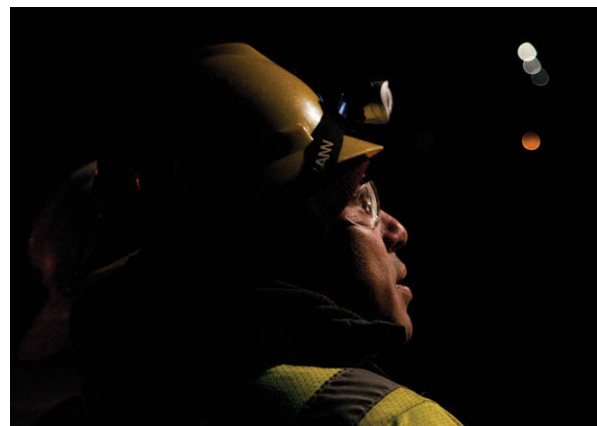
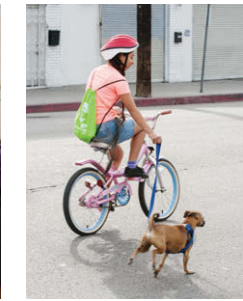
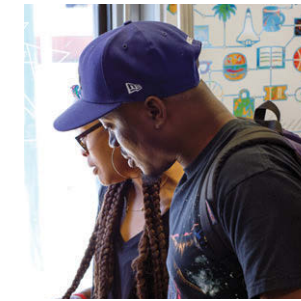
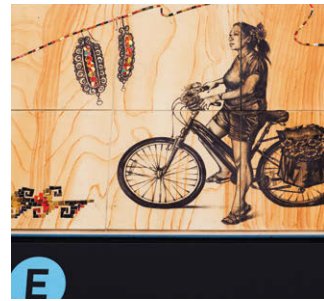
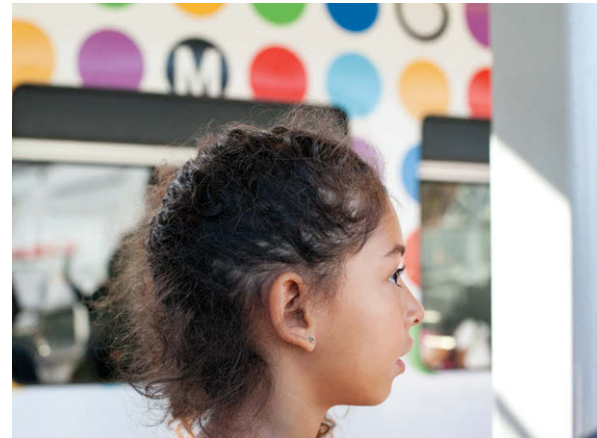
The American Society of Civil Engineers selected the Metro Red Line Universal City Pedestrian Bridge project for "**2016 Outstanding Bridge Project of the Year Award.**"

The artist-designed bridge in Arcadia along the Gold Line was named to the **Top 100 projects in the world** by ArchDaily, a weblog covering architectural news.

Access Services received the 2015 **Millennium Momentum Foundation's Agency of Opportunity Award** for achieving results in service delivery, and demonstrating significant commitment to reach, support and professionally advance the residents of communities served by Access Services.

Metro's Union Station Master Plan received **awards for Transportation Planning** from the American Planning Association's Los Angeles and Statewide chapters.

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Contact Us

-  Metro
One Gateway Plaza
Los Angeles, CA 90012-2952
-  323.GO.METRO
-  customerrelations@metro.net
-  metro.net/annualreport
-  [@metrolosangeles](https://twitter.com/metrolosangeles)
-  facebook.com/losangelesmetro

