

November 7, 2017

Dear Metro staff and Policy Advisory Council members:

As we approach the one-year anniversary of the voter-approved passage of Measure M, we reflect on the opportunity ahead for unprecedented transportation investment in the Los Angeles region. Further, the brand new Multi-year Subregional Program (MSP) funding investment (nearly a quarter of total Measure M revenue) presents the region with a robust opportunity to demonstrate to LA County voters that their public investment matters and will be used to improve our collective quality-of-life.

We commend Metro for taking bold steps to rise to the challenge of successfully delivering over \$120 billion in transportation improvements over the next four decades. The creation of the Policy Advisory Committee (PAC) was a critical first step to establishing new practices that rise to this extraordinary opportunity. It is important to note that the PAC was not mandated by the Measure M ordinance, but it sent an immediate signal that Metro understands the care and attention to create public trust from the outset. We are extremely appreciative for the opportunity to be a part of the MSP administrative guidelines development and want to ensure that our subregions are fully supported in creating a transparent and accountable MSP for their constituents.

The MSP guidelines present a key opportunity to meet the Measure M ordinance core goal to “Provide accountability and transparency; protect and monitor the public’s investments through independent audits and oversight.” This requires successful performance at all levels: City, COG, and Metro. Adopting frameworks for performance measures and public participation will enhance, and not subtract from, the practices of cities and COGs that exist today and are based on many years of experience. We believe there are successful practices based on years of implementing local return, innovations from Measure R, and the development of Mobility Matrices that informed Measure M.

Performance Measures

We, the undersigned organizations and individuals, **support a systematic but flexible regional performance measures framework that aligns with the Measure M ordinance core goals and demonstrate good planning practices.** This is best reflected in a **Hybrid Option 1/2** as suggested in the Metro memo to the PAC dated November 2, “Use of Performance Measures to Support Measure M MSP 5 Year Plan Development and Implementation”.

We affirm the consensus PAC position that the five Metro-approved themes of Mobility, Economy, Accessibility, Safety, and Sustainability together represent the potential impact our MSP and Measure M investments can have on our region, subregions, and local neighborhoods. As our region seeks to meet statewide environmental and emissions reduction goals, bolster local business and commerce, and increase safe, accessible, efficient travel for all, we also look to

identify methods that measure our impact on these key sectors and ensure our investments are being efficiently spent.

A Hybrid Option 1/2 allows for application of systematic performance measures with sensitivity and flexibility to address sub-regional context within the regional goals above. Establishing shared regional goals within which subregions can selectively weight and prioritize performance measurement categories and metrics would allow for balancing subregional context with regional report as a whole. To be clear, creating performance measure guidelines for the MSP is not for the purpose of comparing sub-regions against each other but to measure what works and what doesn't, and help guide future planning. We cannot demonstrate success without being able to demonstrate how far we have come from where we started.

We propose the following modifications/recommendations:

- Metro should establish at least one quantitative measure, approved by the Board, in addition to any qualitative measures selected by subregions for each of the 5 Themes
- Qualitative measures would not require a prescribed, board-approved methodology
- Measures adopted under this scenario would be applied as a minimum framework
- Subregions should be allowed to overlay additional quantitative or qualitative measures appropriate to their local priorities

Public Participation

We, the undersigned organizations and individuals, support the Public Participation plan as proposed by Metro. The proposed plan addressed the need for a clear and consistent system for public participation, while allowing for subregions to tailor participation to their local context.

We propose the following specific recommendations:

- Require that every proposed project meet a threshold of a minimum of two public in-person hearings
- Require a means for accepting written comments and digital comments
- Require a non-governmental seat in a decision-making/voting role
- Require an assessment of translation needs, and implementation of any translation services identified; assessment should include statement of findings if such services are deemed not necessary
- Encourage partnerships with local community based organizations to conduct outreach and community engagement, particularly when linguistic or culturally relevant services are deemed necessary

Additional Recommendations

We recommend several ways for Metro staff to support the COGs/subregions in conducting high-quality context-sensitive performance measure analysis and public participation practices:

1) Provide technical assistance and best practices

- Share Metro's understanding of state and federal funding criteria to make subregions more competitive for leveraging funding
- Facilitate cross-sharing of practices across subregions that would strengthen governance practices and ultimately result in a stronger alignment of data collection and community engagement across the region

2) Data collection and analysis

- Provide baseline quantitative data for each subregion to support decision-making and development of 5-year project plans
- Collect and provide post-project quantitative data to allow for performance evaluation that guides future decision-making

Thank you,

Bryn Lindblad
Associate Director, Climate Resolve

KeAndra Dodds
Enterprise Community Partners

Jessica Meaney
Executive Director, Investing in Place

Thomas Yee
Initiative Officer, LA Thrives

Malcolm Harris
Director of Programs & Organizing, Trust South Los Angeles

Andrew Pasillas
Regional Policy Manager, Safe Routes to School National Partnership