

# **Metro**

*Los Angeles County Metropolitan Transportation Authority  
One Gateway Plaza  
3rd Floor Board Room  
Los Angeles, CA*



**Metro**<sup>®</sup>

## **Agenda - Final**

**Wednesday, October 18, 2017**

**2:00 PM**

**One Gateway Plaza, Los Angeles, CA 90012,  
3rd Floor, Metro Board Room**

### **Planning and Programming Committee**

*Jacquelyn Dupont-Walker, Chair*

*Hilda Solis, Vice Chair*

*Kathryn Barger*

*Mike Bonin*

*Ara Najarian*

*Carrie Bowen, non-voting member*

*Phillip A. Washington, Chief Executive Officer*

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(ALSO APPLIES TO BOARD COMMITTEES)

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Notwithstanding the foregoing, and in accordance with the Brown Act, this agenda does not provide an opportunity for members of the public to address the Board on any Consent Calendar agenda item that has already been considered by a Committee, composed exclusively of members of the Board, at a public meeting wherein all interested members of the public were afforded the opportunity to address the Committee on the item, before or during the Committee's consideration of the item, and which has not been substantially changed since the Committee heard the item.

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- a. Disorderly behavior toward the Board or any member of the staff thereof, tending to interrupt the due and orderly course of said meeting.
- b. A breach of the peace, boisterous conduct or violent disturbance, tending to interrupt the due and orderly course of said meeting.
- c. Disobedience of any lawful order of the Chair, which shall include an order to be seated or to refrain from addressing the Board; and
- d. Any other unlawful interference with the due and orderly course of said meeting.

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**NOTE: ACTION MAY BE TAKEN ON ANY ITEM IDENTIFIED ON THE AGENDA**

**CALL TO ORDER****ROLL CALL****APPROVE Consent Calendar Item: 14.**

**Consent Calendar Items are approved by one motion unless held by a Director for discussion and/or separate action.**

CONSENT CALENDAR**14. SUBJECT: FIRST/LAST MILE PLANNING AND IMPLEMENTATION  
UPDATE**[2017-0554](#)**RECOMMENDATION**

RECEIVE AND FILE report on First/Last Mile Program Status in response to Board Motion 51 (July 27, 2017).

**Attachments:** [Attachment A - Motion 51, July 27, 2017](#)  
[Attachment B - FLM Motion 14.1](#)  
[Attachment C - FLM Motion 14.2](#)

NON-CONSENT**15. SUBJECT: ORANGE LINE BUS RAPID TRANSIT IMPROVEMENTS**[2017-0413](#)**RECOMMENDATION**

APPROVE:

- A. the findings and recommendation resulting from the Orange Line Bus Rapid Transit Improvements Technical Study; and
- B. advancing Orange Line Bus Rapid Transit Improvements into the public engagement, environmental review and engineering design concurrent processes.

**Attachments:** [Attachment A - Orange Line Executive Summary](#)  
[Attachment B - MOL Presentation 171004](#)

16. **SUBJECT: FINANCIAL FORECAST UPDATE AND BASELINE FOR THE LONG RANGE TRANSPORTATION PLAN**

[2017-0550](#)

**RECOMMENDATION**

RECEIVE AND FILE financial forecast update.

**Attachments:** [Attachment A - LRTP Update Financial Forecast Baseline.10.11.17](#)

(ALSO ON EXECUTIVE MANAGEMENT COMMITTEE)

17. **SUBJECT: EXTEND A FIVE-YEAR WESTERN/CARLTON, LP, LICENSE AGREEMENT AN ADDITIONAL TWENTY-FOUR YEARS**

[2017-0595](#)

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to execute an amended and restated license agreement with Western/Carlton II, LP, a California Ltd. Partnership (Western/Carlton), extending the term for an additional twenty-four (24) years with an option to extend five years allowing Western/Carlton to use that portion of Metro property situated adjacent to the Western/Carlton's ground-leased premises at the Hollywood/Western Red Line Station, as depicted on Attachment A (License Property), for the operation and use of the ground-leased premises and related improvements.

**Attachments:** [Attachment A-License Property](#)

18. **SUBJECT: STATE ACTIVE TRANSPORTATION PROGRAM**

[2017-0602](#)

**RECOMMENDATION**

APPROVE the State Active Transportation Program Cycle 4 Priorities Framework.

36. **SUBJECT: REVISED MOTION BY DIRECTORS GARCETTI AND DUPONT-WALKER AND BUTTS**

[2017-0715](#)

**TRANSPORTATION DEMAND MANAGEMENT**

WE, THEREFORE, MOVE that the Board direct the CEO to:

- A. Prepare a list of TDM best practices of California agencies and jurisdictions, including but not limited to the Bay Area Metropolitan Transportation Commission;
- B. Inventory current MTA funding sources for planning or implementing TDM programs and projects at the county or local level;
- C. Recommend how MTA can establish a robust and comprehensive countywide TDM program, including but not limited to:
  1. Countywide TDM guidelines to help municipalities create and

- implement TDM policies by establishing best practices for TDM application, monitoring, and evaluation, and allowing for flexibility to innovate beyond countywide standards;
2. Countywide TDM marketing, outreach, and engagement campaign that targets potential users through a compelling and recognizable brand available to local cities and jurisdictions to promote multi-modal travel choices such as transit, vanpooling, carpooling, walking, and bicycling;
  3. Facilitating regular discussions between Transportation Management Organizations in the region to coordinate countywide and local TDM ordinance implementation activities and share best practices;
  4. Working with major trip generators, major employers, and business community representatives to develop and implement tax incentives and other state legislation necessary for MTA to effectively promote and coordinate TDM strategies in Los Angeles County;
  5. Expanding U-Pass, the Employer Annual Pass Program (EAPP), the Bikeshare for Business Program, and other TAP purchase programs to allow Transportation Management Organizations (TMOs), telework centers, tourism organizations, residential and other non-employer entities to purchase bulk-rate transit and bike share passes;
  6. Strategies to promote telecommuting;
  7. Establishing a Countywide Commuter Tax Benefit Ordinance to provide incentives for non-single occupancy vehicle travel;
    - a) Seeking legislation to enable Los Angeles County to implement the nation's most aggressive commuter tax benefits program to reimburse and credit the cost of sustainable transportation options. This legislation should explore ways to provide significant tax-credit benefits for the use of transit, vanpooling, bicycling, and all other sustainable transportation modes;
    - b) Should legislation be successfully secured, a first priority for resources created by this program would be the establishment of an MTA TDM Implementation Demonstration Program. The TDM Demonstration Program would target selected jurisdictions for early implementation of best-practice TDM strategies, along with appropriate financial incentives. MTA may give

special priority to any multi-jurisdictional TDM program proposal.

8. Managing compliance with the State of California's Parking Cash-Out law for worksites within Los Angeles County;
  9. Considering consolidation of MTA's various TDM functions into a single group and/or creating a Countywide TDM Coordinator position tasked with coordinating MTA's TDM efforts, including identifying additional staffing needs;
- D. Incorporate into MTA's 2018 state legislative program for MTA to seek legislation that would strengthen MTA's ability to carry out a countywide TDM program; and
- E. Report back to the Planning and Programming Committee on all the above in ~~420~~ 150 days.

## Adjournment

Consideration of items not on the posted agenda, including: items to be presented and (if requested) referred to staff; items to be placed on the agenda for action at a future meeting of the Committee or Board; and/or items requiring immediate action because of an emergency situation or where the need to take immediate action came to the attention of the Committee subsequent to the posting of the agenda.



## Board Report

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**File #:** 2017-0554, **File Type:** Motion / Motion Response

**Agenda Number:** 14.

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**PLANNING AND PROGRAMMING COMMITTEE  
OCTOBER 18, 2017**

**SUBJECT: FIRST/LAST MILE PLANNING AND IMPLEMENTATION  
UPDATE**

**ACTION: RECEIVE AND FILE**

**RECOMMENDATION**

RECEIVE AND FILE report on First/Last Mile Program Status in response to Board Motion 51 (July 27, 2017).

**ISSUE**

This report responds to Metro Board Motion 51 (July 27, 2017) which required a report to the Planning and Programming Committee on progress implementing previous Board direction related to First/Last Mile. Specifically, the Board adopted Motion 14.1 in May 2016 calling for a range of First/Last Mile planning, funding, and implementation activities and Motion 14.2 in June 2016 allowing for local implementation of First/Last Mile for new transit project to be counted toward fulfilling the 3% local contribution for rail projects. This report follows a December 1, 2016 report to the Board establishing a slate of new program activities and delineating resource needs.

**DISCUSSION**

On December 1, 2016, the First/Last Mile Motion Response identified new projects/programs which organize and operationalize direction given by the Board in Motions 14.1 and 14.2. The December 1, 2016 report further delineated resource needs including staffing and consultant budget necessary to carry out the work. In updating progress, this report follows the program structure described in that prior report which grouped First/Last Mile activities as follows:

- Transit Capital Projects Guidelines to Integrate First/Last Mile
- Countywide First/Last Mile Planning
- Purple Line Sections 2 & 3 First/Last Mile Planning and Design
- Matching Grant Funding / Grant Technical Assistance

At this stage, staff has taken steps to establish each of these program areas. Of note, the Countywide Planning and Development Department structure now includes a dedicated First/Last Mile Planning group which is organized as part of a larger Transit Oriented Communities (TOC) team. This structure acknowledges that as the Metro system has expanded over the years, it is important to



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advance a holistic approach to transit planning that makes accessibility, equity and sustainability part of our transit corridor planning and delivery process. Staff is developing the TOC Program to guide the incorporation of the TOC concept into Metro's day-to-day operations as well as implementation of Measure M projects. In spring 2018, staff will bring to the Board a presentation on the TOC Program, along with a TOC Policy. The TOC Policy is a requirement of the Board-adopted Measure M Guidelines and will provide direction on eligibility of both Metro spending on TOC activities, including the First/Last Mile Program, and Local Return funds.

Status on each First/Last Mile activity is described below:

### In Progress

- **Blue Line First/Last Mile Planning (Countywide First/Last Mile Planning)**

**Description:** Grant (State Active Transportation Program) funded effort to produce station area first/last mile plans for all 22 Blue Line stations.

**Status/Highlights:**

- Project completion with final first/last mile plans anticipated in December 2017.
- Outreach includes innovative community engagement partnered with Community Based Organizations. Events have been effective in gathering input from broad cross-section of community members, and will help to refine approaches for future work.
- Station area conditions are challenging for many Blue Line stations, particularly where residential, industrial, and goods movement uses exist in close proximity with substantial conflicts for pedestrians and cyclists accessing stations.
- Cities along the Blue Line corridor have been engaged in the process and are supportive of first/last mile outreach efforts. Further coordination with local agencies, focusing on next steps and implementation opportunities, will take place in the closing stages of the project.

- **Purple Line Sections 2 & 3 and Transit Capital Projects Guidelines**

**Description:** Specifically responds to Motions 14.1 and 14.2 by preparing plans for Purple Line Sections 2 and 3 station areas, and by preparing guidelines to delineate process to integrate first/last mile into future transit capital projects. Purple Line and Guideline efforts are joined in one project/contract in order to take advantage of synergies in the work.

**Status/Highlights:**

- Project is in the closing stages of procurement with contract kickoff anticipated by November 2017. Any more current status will be updated to the Committee verbally at the meeting.
- Preliminary coordination with corridor jurisdictions underway. Of note, staff from the City of Beverly Hills participated in consultant proposal evaluations.
- Guidelines development will feature extensive internal and external coordination processes, and will provide an early template for the integration of TOC concepts within the transit corridor planning process.
- First/Last Mile planning and implementation will be integrated into all future transit

capital projects, including the Airport Metro Connector, East San Fernando Valley Corridor, and others, as required by Motion 14.1. To date, the coordination and integration process has begun on individual projects, particularly where new planning and design scopes of work have been developed. The process for each project will be detailed through the Guidelines and will likely vary depending on how far along the project is. For all projects, however, our process will allow for First/Last Mile components to be in place at the time of completion.

- **City of Inglewood Stations (Countywide First/Last Mile Planning)**

**Description:** Fulfills Metro obligation under the 3% Local Funding Agreement adopted by the Metro Board on August 23, 2016. The effort will result in First/Last Mile station area plans for three Crenshaw/LAX Line stations within the City of Inglewood and one existing Green Line station.

Status/Highlights:

- Project is currently in the procurement process (Proposals received on August 23, 2017).
- Anticipated Project kickoff in December 2017; with any more current status to be updated to the Committee verbally at the meeting.
- This project was substantially re-scoped in order to be executed with available staffing. This change in approach slowed initiation of procurement, necessitating a one year extension of 3% Local Funding Agreement, as reported to the Board in a Board Box on August 10, 2017.

- **Gold Line Foothill Extension Phase 2B**

**Description:** Begins implementation process for station areas on the Gold Line Foothill Extension Phase 2B by preparing station area plans, which includes coordination with the Foothill Gold Line Construction Authority (Authority) and corridor cities. This effort responds to specific direction in Motion 14.1 to include Foothill Gold Line extension stations among First/Last Mile implementation activities.

**Status/Highlights**

- Project is currently in early stages of procurement with anticipated award in early 2018.
- Coordination discussions have begun involving the Authority, Metro's Program Management team, and corridor cities.
- Project deliverables are intended to identify eligible station area improvements and facilitate 3% Local Contribution negotiations.

## Pending

- **Matching Grant Program**

**Description:** Per Motion 14.1, and described in the December 1, 2016 report, staff is to

develop a program whereby Metro will provide local match funding for local jurisdiction initiated grant applications seeking to implement first/last mile projects. This effort will be geared towards maximizing competitiveness for grants.

**Status/Highlights:**

- This matching grant program would utilize funding within the Measure M 2% Metro Active Transportation Program. At this time, that program is pending Administrative Guidelines, estimated to be completed by June 2018. Within the Guideline development process, matching grants will be considered alongside other funding priorities.
- It should be noted that Motion 14.1 was adopted in advance of the successful passage of Measure M, which resulted in substantial new sources of potential matching funds. Notably, this includes:
  - local return, available by formula to all cities, and
  - a subset of multi-year subregional programs that are dedicated by ordinance to first/last mile and active transportation investments.

Therefore, this new enhanced funding environment for active transportation projects will also be considered, as a comprehensive response to local match is developed.

- **Grant/Funding Technical Assistance**

**Description:** This program is intended to expand Metro's on-going efforts to provide technical assistance for grant applications. Current efforts are focused on the State Active Transportation Program.

**Status/Highlights:**

- Through Motion 14.1, the Board has adopted a Grant Assistance Program for Metro staff to provide technical and grant writing support to local jurisdictions wishing to deliver first/last mile projects and applying to the State Active Transportation Program.
- A concurrent report on this agenda provides a status update and recommended approach for the fourth cycle of state ATP grants. At this time, staff is recommending that projects implementing first/last mile improvements be assigned additional priority for Metro-sponsored grant submittals.
- It should be noted the December 1, 2016 report reflected a doubling of grant assistance, but that this could not be accommodated with available staffing through the FY 2018 budget.

- **Countywide First/Last Mile Planning (existing stations/stops - beyond current Blue Line and Inglewood efforts)**

**Description:** Per Motion 14.1, staff is to prepare first/last mile station area plans for the existing transit system inclusive of Metro Rail, busways, regional rail, and high ridership bus stops.

**Status/Highlights:**

- Current efforts include the completion of the Blue Line First/Last Mile planning project, as noted above as well as First/Last Mile plan preparation for the stations in the City of Inglewood. The Inglewood project includes creation of a digital data collection tool that will be used in future planning efforts countywide.
- The current bus system overhaul will inform locations to be included in the countywide planning effort.
- Remaining station/stop area first/last mile plans will be pursued in future years when staffing is available, and related foundational studies are completed.

### Other Activities

In recent months, Metro has pursued a variety of First/Last Mile outreach, communication and coordination efforts. Some of these activities include:

- LA-Más Go Ave 26: LA-Más, a non-profit urban design organization, received a one year grant from Transit Center (national non-profit transit research and advocacy organization) with support from Metro. The grant funds temporary design interventions to improve pedestrian experience near Lincoln/Cypress Station. This project has the opportunity to inform Metro's station area plans as it relates to first/last mile strategies and investments.
- Training: Metro has completed four First/Last Mile Training workshops geared toward local staff and elected officials, with two more upcoming training sessions thru January 2018. Thus far, the four completed First/Last Mile Training workshops had attracted over 230 participants.
- Future project coordination/TOC approach - Working closely with future transit capital project teams (e.g. East San Fernando Valley, Eastside Gold Line Extension) efforts are focused on advancing First/Last Mile planning steps where appropriate and considering steps to more fully integrate TOC and First/Last Mile considerations in the corridor/project planning process.
- Educational Forum by Planning Horizons: On July 24, 2017, staff made an in-depth presentation about the system-wide approach of Metro's First/Last Mile program at a Caltrans education forum.
- Blog Coverage: On August 30, 2017, TransitCenter published an article *LA Metro Walks the Walk*, which summarized Metro's First/Last Mile Strategic Plan, and the agency's approach on implementing the First/Last Mile program.

### FINANCIAL IMPACT

Item is presented for information only with no financial impact at this time.

### NEXT STEPS

Staff will pursue on-going First/Last Mile planning and implementation work as described in this report, and will provide further updates to the Committee at approximately six month intervals.

### ATTACHMENTS


Attachment A - Motion 51, July 27, 2017

Attachment B - Motion 14.1

Attachment C - Motion 14.2

Prepared by: Jacob Lieb, Senior Director, Countywide Planning & Development, (213) 922-4132  
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Reviewed by: Therese W. McMillan, Chief Planning Officer, (213) 922-7077



Phillip A. Washington  
Chief Executive Officer



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## Board Report

File #:2017-0523, File Type:Motion / Motion  
Response

Agenda Number:51.1

**REGULAR BOARD MEETING  
JULY 27, 2017**

## Motion by:

**DIRECTORS GARCETTI, NAJARIAN and BONIN**

July 27, 2017

**Relating to Item 51, File ID 2017-0289: Call for Projects - First-Last Mile**

Given the ongoing trend of falling transit ridership, it is important that MTA maintain and strengthen its commitment to First-Last Mile infrastructure.

In May 2016, the MTA Board unanimously adopted a landmark motion elevating the priority of First-Last Mile infrastructure. Point B.5. of the First-Last Mile motion instructed MTA to develop First-Last Mile plans for priority stations, including all Metrolink stations in Los Angeles County. Point B.2. of the First-Last Mile motion instructed MTA to prioritize the funding First-Last Mile projects through MTA grant programs, including the Call for Projects.

One of the projects recommended for funding in the 2015 Call for Projects was the Glendale Train Station First-Last Mile Regional Improvements project. According to the 2015 Call for Projects recommendation, this project includes “first-last mile complete streets improvements connecting Tropico and Atwater Village to regional connections through the Glendale’s Amtrak/Metrolink station and Metro Rapid buses.”

Due to a \$2.3 million shortfall in another Call project, MTA now recommends shifting funding from the Glendale Train Station First-Last Mile Regional Improvements to fill the shortfall. The other project, a Compressed Natural Gas Fueling and Maintenance Facility Project serving Glendale Beeline, will lose its federal funding match if the shortfall is not filled.

MTA’s intent is to compartmentalize the impacts within the City of Glendale. However, the de-funding of a First-Last Mile project is inconsistent with First-Last Mile policies adopted by the Board and described above.

Additionally, per a 1992 settlement, MTA is legally obligated to “design, finance, and construct” a pedestrian bridge across the LA River at the Taylor Yard Metrolink Central Maintenance Facility. Although MTA is legally obligated, it has delegated responsibility for design and construction to the City of Los Angeles. There is a shortfall in the MTA funding agreement to fund the design of the

bridge.

This month, MTA recommends de-obligating \$2.5 million from a cancelled City of Los Angeles project.

As stated above, given the ongoing trend of falling transit ridership, it is important that MTA maintain and strengthen its commitment to First-Last Mile infrastructure.

**SUBJECT: MOTION BY GARCETTI, NAJARIAN AND BONIN**

WE THEREFORE MOVE that the Board direct the CEO to:

- A. MAINTAIN funding for the Glendale Train Station First-Last Mile Regional Improvements project;
- B. PROGRAM funding from the cancelled City of Los Angeles project to fill the shortfall in the City of Glendale Compressed Natural Gas Fueling and Maintenance Facility Project, which is estimated to be \$2.3 million;
- C. PROGRAM any remaining funding from the cancelled City of Los Angeles project to the Taylor Yard Bridge design funding agreement; and
- D. REPORT to the Planning & Programming Committee in October on the status of MTA's First-Last Mile program.



## Board Report

**File #:**2016-0442, **File Type:**Motion / Motion Response

Agenda Number:14.1

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### PLANNING AND PROGRAMMING COMMITTEE MAY 18, 2016

#### Motion by:

**Directors Garcetti, Bonin, Kuehl, Solis, DuBois and Najarian**

May 18, 2016

#### **Item 14, File ID 2016-0108; First-Last Mile**

According to MTA data, 76 percent of Metro Rail customers and 88 percent of Metro Bus customers arrive at their station or stop by walking, biking, or rolling. To support these customers, MTA staff prepared an Active Transportation Strategic Plan which contains many First-Last Mile improvements that will connect people to MTA's transit network and maximize the benefits from transit investments being made across Los Angeles County.

First-Last Mile elements include, but are not limited to, ADA-compliant curb ramps, crosswalk upgrades, traffic signals, bus stops, carshare, bikeshare, bike parking, context-sensitive bike infrastructure, and signage/wayfinding. The Federal Transit Administration considers First-Last Mile infrastructure to be essential to providing safe, convenient, and practical access to public transportation.

So far, MTA has taken important preliminary steps to implement First-Last Mile projects, including the award-winning 2014 Complete Streets Policy, the Wayfinding Signage Grant Pilot Program, providing carshare vehicles at Metro Rail stations, and pilot First-Last Mile infrastructure at Arcadia, Duarte, Expo/Bundy, and 17th Street/SMC stations.

However, more can be done to support First-Last Mile facilities across all of Los Angeles County.

MTA's award-winning Complete Streets Policy stated that MTA would approach every project as an opportunity to improve the transportation network for all users. However, in practice, there is a needlessly narrow approach to major transit projects that has resulted in many missed opportunities to deliver First-Last Mile elements.

Outside of major transit projects, it will typically not be MTA's role to deliver First-Last Mile projects that are the purview of local jurisdictions. However, MTA can take steps to meaningfully facilitate and help local jurisdictions deliver First-Last Mile projects through a variety of means.



To support regional and local transit ridership across Los Angeles County, it is time for MTA to reaffirm its dedication to the delivery of First-Last Mile facilities across all of Los Angeles County.

**APPROVE Motion by Garcetti, Bonin, Kuehl, Solis, DuBois and Najarian** that the Board adopt the Active Transportation Strategic Plan (Item 14); and,

WE FURTHER MOVE that the Board direct the CEO to:

- A. Designate streets within the Active Transportation Strategic Plan's 661 transit station areas as the Countywide First-Last Mile Priority Network;
- B. To support regional and local transit ridership and facilitate build-out of the Countywide First-Last Mile Priority Network, including, but not limited to, ADA-compliant curb ramps, crosswalk upgrades, traffic signals, bus stops, carshare, bikeshare, bike parking, context-sensitive bike infrastructure (including Class IV and access points for Class I bike infrastructure), and signage/wayfinding:
  1. Provide technical and grant writing support for local jurisdictions wishing to deliver First-Last Mile projects on the Countywide First-Last Mile Priority Network, including providing technical assistance and leadership to jurisdictions to help and encourage the implementation of subregional networks that serve the priority network;
  2. Prioritize funding for the Countywide First-Last Mile Priority Network in MTA grant programs, including, but not limited to, the creation of a dedicated First-Last Mile category in the Call for Projects;
  3. Create, and identify funding for, a Countywide First-Last Mile Priority Network Funding Match Program, separate from existing MTA funding and grant programs, for local jurisdictions wishing to deliver First-Last Mile projects on the Countywide First-Last Mile Priority Network;
  4. To support the Active Transportation Strategic Plan, dedicate funding for the Countywide First-Last Mile Priority Network in the ongoing Long-Range Transportation Plan update, including a review of First-Last Mile project eligibility for all Prop A, Prop C, and Measure R capital funding categories;
  5. Building on MTA's underway effort to conduct First-Last Mile studies for Blue Line stations, conduct First-Last Mile studies and preliminary design for First-Last Mile facilities for all MTA Metro Rail stations (existing, under construction, and planned), all busway stations, the top 100 ridership Los Angeles County bus stops, and all regional rail stations;
  6. Incorporate Countywide First-Last Mile Priority Network project delivery into the planning, design, and construction of all MTA transit projects ~~starting with the Purple Line Extension~~

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Section 2 project. These Countywide First-Last Mile Priority Network elements shall not be value engineered out of any project; and staff to report back at the June Planning and Programming Committee on the Purple Line Extension Section 2 Project.

C. Report on all the above during the October 2016 MTA Board cycle.

**AMENDMENT by Solis** to include Foothill Gold Line Phase 2B Extension to Claremont.

**Board Report**

**File #:**2016-0451, **File Type:**Motion / Motion Response

Agenda Number:

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**PLANNING AND PROGRAMMING COMMITTEE MEETING  
MAY 18, 2016**

**Motion by:**

**Directors Butts, DuBois, Knabe and Solis**

May 18, 2016

**Relating to Item 14.1, File ID 2016-0442; Active Transportation Plan**

The preamble of Motion 14.1 states an excellent case for how important the Active Transportation Strategic Plan will be for local jurisdictions, especially for those jurisdictions through which the rail system is running with stations lying therein.

The fact that half of all trips are three miles or less highlights the need to focus on enhancing access to and from Metro transit stations and Motion 14.1 underscores those issues.

The co-authors address the connection in Sections B-4 and B-6 in reaffirming Metro's dedication to the delivery of First-Last Mile facilities and the need to leverage funding opportunities and Metro resources by incorporating "...Countywide First-Last Mile Priority Network project delivery into the planning, design, and construction of all MTA transit projects..."

Motion 14.1 further points out that "...outside of major transit projects, it will typically not be MTA's role to deliver First-Last Mile projects that are the purview of local jurisdictions. However, MTA can take steps to meaningfully facilitate and help local jurisdictions deliver First-Last Mile projects through a variety of means."

We believe that the existing practice of encouraging local jurisdictions to contribute up to 3% of a rail project's budget should be included among that "variety of means" as an appropriate vehicle to facilitate the leveraging of Metro and local jurisdictions' resources towards the goals contained in the ATSP and section B-6 of Motion 14.1.

**APPROVE Motion by Butts, DuBois, Knabe and Solis** to amend Motion 14.1 under subsection B-6 to specify that, henceforth, Metro would negotiate in a standardized MOU with the respective contributing jurisdiction(s) that up to 100% 50% of a local jurisdiction's 3% local contribution can go towards underwriting ATP, First-Last Mile, bike and pedestrian and street safety projects that contribute to the accessibility and success of the stations in the respective jurisdictions.

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**File #:**2016-0451, **File Type:**Motion / Motion  
Response

Agenda Number:

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**AMENDMENT by Solis** to include Foothill Gold Line Phase 2B Extension to Claremont.



Board Report

File #: 2017-0413, File Type: Project

Agenda Number: 1.

PLANNING AND PROGRAMMING COMMITTEE  
OCTOBER 18, 2017

**SUBJECT: ORANGE LINE BUS RAPID TRANSIT IMPROVEMENTS**

**ACTION: APPROVE RECOMMENDATIONS**

**RECOMMENDATION**

APPROVE:

- A. the findings and recommendation resulting from the Orange Line Bus Rapid Transit Improvements Technical Study; and
- B. advancing Orange Line Bus Rapid Transit Improvements into the public engagement, environmental review and engineering design concurrent processes.

**AMENDMENT BY DUPONT-WALKER AS AMENDED BY SOLIS**

I MOVE THAT the recommendation be amended to carry the seven potential stand-alone grade separations identified in the consultant report\* forward into the environmental process for further consideration a project alternatives, and that MTA coordinate closely with LADOT on the environmental, stakeholder, and public review processes to refine and better identify potential traffic delay and other impacts to affected intersections.

\*Reseda Blvd., Balboa Blvd., Sepulveda Blvd., Van Nuys Blvd., Woodman Ave., Burbank Blvd., and Laurel Canyon Blvd.

AMENDMENT BY SOLIS: to explore cost-sharing with the City so that we could look at structure that might include the City and the COG.

**DISCUSSION**

Overview of Metro Orange Line

The MOL is a multi-modal transportation corridor. MOL provides a vital high-capacity transit link for San Fernando Valley and extends nearly 18 miles in length from the North Hollywood Metro Red Line station to Chatsworth, with a spur to Warner Center. It is a highly successful transit line in Metro’s network, with approximately 25,000 daily riders.

### Technical Study Analysis

A Technical Study was authorized by the Board in January 2016. Improvements studied included grade separations, minor street closures, better transit signal priority technology, electronic bus connectivity to facilitate bus platooning and a four quadrant gating system. The core goal is to improve operating speeds/reduce bus travel times to move customers more efficiently and safely. Six alternatives were packaged together out of numerous individual, potential improvements. Four alternatives studied a different mix of grade separations. One alternative studied solely using gating at all intersections. Another alternative evaluated a mix of grade separations and gating.

### Technical Study Key Findings

Details of the Technical Study are outlined in Attachment A. Key findings are as follows:

- The gating system accomplished the highest benefit for the least cost relative to the other improvements. It allows buses to travel much faster than the current average of 21 miles per hour through roadway intersections while also improving safety by lowering the risk of vehicle intrusions into the busway.
- Gating is a cost-effective approach to providing an equitable distribution of safety improvements along the busway, which allows for a time saving that is cumulatively substantial. With gating, there is far less benefit to closing minor roads in the MOL corridor, as gating would reduce uncertainty for bus drivers at the crossings and improve travel times and safety.
- Grade separations of major arterial roadways did not achieve the hoped-for benefit in time savings because the stations located at these intersections required buses to stop anyway and are costly. Grade separations provide an equivalent or superior safety improvement but, due to the cost, the safety improvement is limited to those grade separated intersections, versus a busway-length deployment of safety gating.
- In general, the minor roads identified as high candidates for closure were found to be important for local access, complicating closures as a solution.

The alternative that studied a mix of gating and grade separation performed substantially better in all measures compared to the other alternatives and fits within the Measure M budget.

- Travel time is reduced by 16 minutes between the North Hollywood station and Chatsworth stations (12 minutes to Canoga Park station) when combined with enhanced bus operations.
- Daily ridership could be increased by over 10,000. Vehicular cross-traffic wait time is longer when the gates are down as compared to existing road traffic signal condition, but the gates only come down to stop traffic when needed for a bus crossing and all other times will be open for the cross traffic. Also, the gates will be coordinated for bicycle and pedestrian users of the Class I bike path, in certain circumstances.
- Preliminary analysis indicates a change in cross-vehicle travel time to be a few seconds different during peak periods and is significantly improved during off-peak than without this Project. As the project advances further into the design and technical study processes, the

results from these performance metrics may change.

### Recommended Alternative

The recommended alternative addresses all modes along and crossing the corridor in a manner that will be more efficient and enhances safety. It is found to be consistent with the project in the Measure M Ordinance.

The recommended alternative involves a package of capital improvements:

- A new single-grade separation structure would span from Van Nuys to Sepulveda Boulevards and the existing stations at these locations would be relocated vertically to the new structure with side-loading station platforms. The new structure would also span three intersecting streets in between. The grade separation structure and stations would be designed to accommodate the long-term plan to convert MOL to light rail transit (LRT).
- All other intersections along the busway between North Hollywood and Chatsworth stations would receive four quadrant safety gates of the type used for LRT.
- The Class I bike path adjacent to the span of the busway grade separation structure would, at a minimum, be grade separated at Van Nuys and Sepulveda Boulevards; another design option would grade separate the same span as the busway structure.
- All the existing Class I bike path intersections with roadways would retain signalization, including at Van Nuys and Sepulveda Boulevards for local access.
- One minor street, Tyrone Avenue, would be closed to accommodate the busway grade separation structure.
- Other operational improvements to MOL may be implemented, which do not involve significant capital improvements.

### Reasoning for Recommended Alternative

This alternative is recommended because:

- It achieves superior and significant travel time savings for MOL of up to 16 minutes/29 percent each direction;
- Ridership could be increased by approximately 39 percent;
- It readies the transportation corridor for LRT conversion;
- Safety is markedly improved by nearly eliminating vehicular intrusions into the busway; and
- It fits within the Measure M budget, based on the conceptual engineering done to date.

Moreover, this alternative provides commensurate improvements to the adjacent regionally-significant active transportation facility, in furtherance of first-last mile connectivity to transit. It also accommodates two other planned, intersecting transit: East San Fernando Valley and Sepulveda

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Pass Transit Corridors. This alternative would be designed to support the creation of Transit-oriented Communities (TOC). Therefore, it does not preclude or complicate a potential, future update of the land use plan and zoning to support the creation of TOC at this mobility hub by the City of Los Angeles, should the City decide to do so.

#### Measure M Consistency Finding

The Measure M ordinance identifies the capital investment as “Orange Line BRT Improvements” with a groundbreaking date of FY2019 and an opening date of FY2025. Footnote “n” states, “Critical grade separation(s) will be implemented early through Operation Shovel Ready.” The Operation Shovel Ready Initiative was transmitted to the Board in January 2016 as an informational memorandum. The approach of the Initiative is to bring projects to a “Shovel-Ready” state that enables Metro to take advantage of potential opportunities, which may develop and allow the projects to advance into the engineering design and construction stage sooner than planned. While assumptions were made for the purposes of preparing the Measure M Expenditure Plan, all Measure M project descriptions are finalized after planning study, public engagement and environmental review. The final project description must be consistent with the project identified in the Measure M ordinance.

The recommended alternative is consistent with the Measure M ordinance. It allows for a faster build because it is less intense to construct overall. It allows for the fastest ride and greatest travel time improvements of all the alternatives studied, including a fiscally unconstrained alternative with five arterial roadway grade separations. And it is future ready because the improvements are designed to accommodate LRT to the extent feasible now. Measure M provides for converting MOL to LRT, with an opening date of FY2057. Because Measure M identifies the groundbreaking date for this project as FY2019, the recommendation is also consistent with Operation Shovel Ready, since the planning, environmental and design work must occur promptly to allow this early action project to be developed on schedule.

Additionally, the alternative accommodates the integration with two other planned Measure M projects: the East San Fernando Valley and Sepulveda Pass Phase 2 Transit Corridors. Importantly, the proposed combined grade separation and gating improvements allow MOL to be grade separated from these other two planned transit corridors.

Staff finds that each feature of the recommended alternative is distinctly consistent with Measure M:

- The busway grade separation structure provides for the critical separation set forth in footnote “n” of Measure M.
- It is critical because it separates the busway from two sub-regional arterial roadways with high peak period traffic volumes and accommodates future planned regional transit corridors by eliminating incompatible crossings of transit lines.
- Safety gating of all other intersections with the busway is a critical MOL corridor improvement because the safety benefits directly correlate with reducing bus travel times, while having a minimal effect on vehicular cross-traffic when combined with enhanced bus operations.
- The Class I bike path grade separation adjacent to the busway grade separation improves first -last mile connectivity by providing safer and faster active transportation crossings of



Sepulveda and Van Nuys Boulevards, which is an MOL corridor improvement.

- Closure of Tyrone Avenue is necessary to accommodate the busway grade separation structure and does not significantly affect access or negatively impact traffic.
- The gating and project design also accommodates future LRT service, with the stations also being designed to accommodate LRT to the extent feasible now.

### Considerations

While a good solution, every proposed capital improvement comes with its own set of issues to consider and address. The recommended alternative introduces safety gating that includes the standard warning bell sound. Some stakeholders may have hoped that the grade separations would have a substantial benefit to reducing vehicular travel times across the valley. Because this is an investment in MOL improvements, as set forth in Measure M, improving sub-regional roadway travel congestion was outside the scope of the this capital investment, but was a consideration when evaluating the effect of the project on vehicular cross-traffic. Measure M provides local return and Multi-year Sub-regional Funds that may be used for improving local and sub-regional roadway travel times. Construction impacts will occur, mostly associated with the grade separation component. The construction plan will need to maintain bus, bicycle, pedestrian and vehicular access and service to the maximum extent that is reasonably feasible. Detailed engineering design has not yet been done. This additional step in the pre-development process may result in value engineering. Also, the project cost estimate will continue to be updated as the engineering advances. If any significant changes are identified that affect the future project description, the Board will be notified and provided with options for consideration.

### **DETERMINATION OF SAFETY IMPACT**

This Board action will not have any adverse safety impacts on Metro's employees and patrons. The Board is only authorizing additional study and engagement; no operational changes or construction result from this Board action.

### **FINANCIAL IMPACT**

The FY 2017-18 budget includes \$750,000 in Cost Center 4370 (Transit Corridors Planning), Project 471405 (Orange Line Grade Separation) to support the environmental phase for the Metro Orange Line Grades Separations/Other Improvements project. Since work on this project would be multiyear, it will be the responsibility of the cost center manager and Chief Planning Officer to budget funds in future years.

In addition, FY 2017-18 budget includes \$8,200,000 in Cost Center 8510, Project 471405 (Orange Line BRT Improvements) for engineering support and advanced utility relocation designs. Since work on this project would be multiyear, it will be the responsibility of the Project Manager and Chief Program Management Officer to budget funds in future years.

In June 2017, the Board of Directors authorized the CEO to execute a contract for Supplemental Engineering Services for Engineering Design of Rail and Highway Transportation Projects on a task

order basis in the amount of \$15,000,000 with options for a total contract value not to exceed \$20,000,000, and execute individual Task Orders and changes within the Board approved contract amount. Since this is a multi-year project, the Chief Program Management Officer and the Project Manager will be responsible for budgeting for costs of future task orders related to this contract.

Measure M provides \$286 million in 2015 dollars for MOL improvements. A preliminary estimate suggests that the recommended project fits within that budget. A refined cost estimate will be determined during the preliminary engineering phase. The source of funds for this recommendation is Measure M 35% funds earmarked for MOL Improvements, which is not eligible for bus and rail operating expenditures.

### **ALTERNATIVES CONSIDERED**

The Board could consider:

1. Selecting another alternative from the Technical Study as the preferred alternative;
2. Identifying multiple alternatives from the Technical Study to be advanced further into the design process, without selecting a preferred alternative now; or
3. Directing staff to study alternatives that were not previously considered.

These alternative Board actions are not recommended because of the reasons staff discussed in reaching its recommendation. Alternatives that exceed the Measure M budget are infeasible and based on the technical study are unlikely to achieve the goal of improving MOL. Declining to move the study forward is inconsistent with the Measure M ordinance and is therefore not an alternative considered.

### **NEXT STEPS**

#### **Environmental Review**

Staff is currently evaluating the applicable environmental determination on the future project, ranging from a statutory exemption to an Environmental Impact Report. Additional design, study and public engagement will determine the appropriate environmental clearance for the future project. Should it be found exempt from California Environmental Quality Act (CEQA), thorough documentation will justify that determination.

#### **Areas of Coordination**

In addition to the public and stakeholder engagement process, special coordination is required to implement the recommended alternative. As it is entirely within the City of Los Angeles, the City of Los Angeles Department of Transportation (LADOT) will need to approve gating of its streets, since the Public Utilities Commission does not regulate gating for buses. The application of gating for buses, while not inconsistent with the California Manual on Uniform Traffic Control Devices, will require further coordination and possibly formal approval from the Federal Highway Administration and review by the California Traffic Control Devices Committee.

### Public and Stakeholder Engagement

No formal public engagement occurred as part of the Technical Study. The Technical Study created and analyzed alternatives, which gives the public feasible options to consider, in addition to the recommended alternative. This approach was taken because MOL is not a blank slate; it is an existing facility. Therefore, the Technical Study facilitated the focus necessary as a prerequisite to public engagement. Informal stakeholder engagement did occur, primarily with LADOT.

Metro will conduct a robust public engagement program to share information and gather input from key stakeholders. In addition to coordinating with LADOT, the public engagement will target a range of stakeholders and general public with a potential interest in the project. This recommended project is subject to further consideration following the public engagement process.

In conclusion, following the Board's action, staff would simultaneously initiate the public and stakeholder engagement process, initiate the environmental review process, along with conducting engineering design to advance the future project and remain on schedule. Staff will report back on the outcomes from public engagement, environmental review and design development in 2018.

### ATTACHMENTS

Attachment A - Metro Orange Line Grade Separations/Other Improvements Technical Study Executive Summary

Attachment B - Presentation

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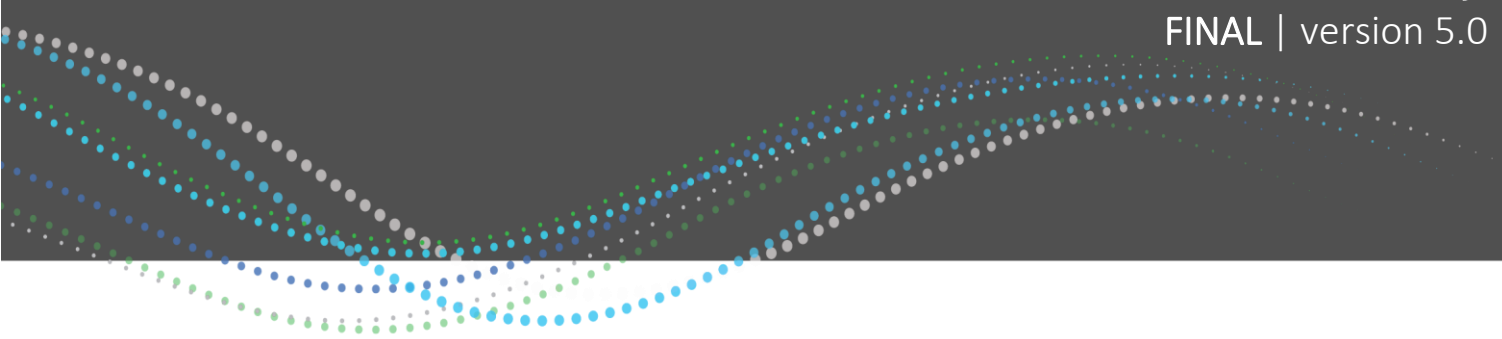


Phillip A. Washington  
Chief Executive Officer



Metro Orange Line Grade Separation Analysis and  
Operational Improvements Technical Study  
**Task 10.0 Executive Summary**

FINAL | version 5.0



September 19, 2017

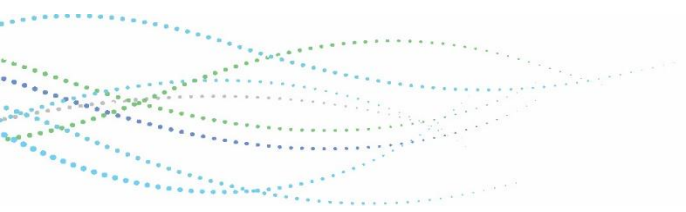
Submitted to:



17117-0750 | Prepared by Iteris, STV, TransLink, and WSP

## DOCUMENT VERSION CONTROL

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Task 10.0 Executive Summary Draft	June 13, 2017	2.0
Task 10.0 Executive Summary Final	August 25, 2017	3.0
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Task 10.0 Executive Summary Final	September 19, 2017	5.0



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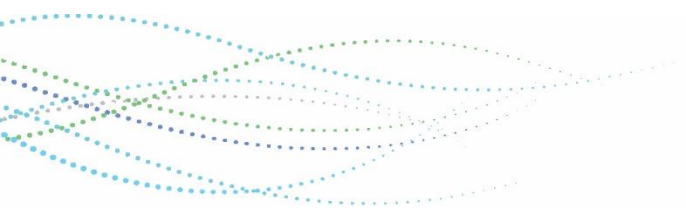
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## 1.0 INTRODUCTION

The Metro Orange Line Grade Separation Analysis and Operational Improvements Technical Study evaluated the feasibility of grade separation improvements at key intersections and other improvements that would enhance existing bus service, performance, and ridership. Other improvements considered included minor street closures, better transit signal priority technology, improved bus signal communication, and a four quadrant gating system. This study covers approximately 12.7 miles of the MOL from the North Hollywood station to the Canoga station, and it does not include the Warner Center or the Chatsworth extensions.

At the conclusion of the feasibility study, several packages of improvements were identified to be brought to the Metro Board. Among the packages of improvements, a single recommended option was developed for the Board's consideration. This alternative would address the operational needs of Orange Line buses and passengers, and improve safety at all the intersections while also falling within the budget allocated in the Measure M Expenditure Plan for Orange Line Bus Rapid Transit (BRT) improvements. This document further details the technical analysis and ultimate recommendation.

## 2.0 PROJECT PURPOSE AND NEED

To improve operations, address safety concerns, minimize environmental and community impacts, and ensure cost effectiveness, several types of improvements were evaluated throughout this technical study. The purpose of the project is to identify the optimal improvements to address specific goals, as described further below:

- **Improve Operating Speeds** - Improving operating speeds addresses current public complaints of excessive cross-Valley travel times and delays at intersections. Year 2015 intersection crossing speed for MOL buses was 10 miles per hour (mph). In 2016, intersection crossing speeds were increased to 15/25 mph. When the MOL is modeled with improved intersection crossing speeds of 25 mph (crossings adjacent to stations) and 35 mph (at all other crossings) and at the posted speed limit between stations, travel time savings of nearly four minutes may be achieved. **Figure 1** shows the MOL modeled travel time savings with the implementation of higher intersection crossing speeds. Travel time savings may likely be higher with additional enhancements such as grade separations or gate systems, to reduce the potential for unsafe behaviors by cross street traffic (vehicles, pedestrians, and bicycles) crossing the busway.



**Figure 1 – MOL Travel Time Comparison (North Hollywood to Chatsworth)**

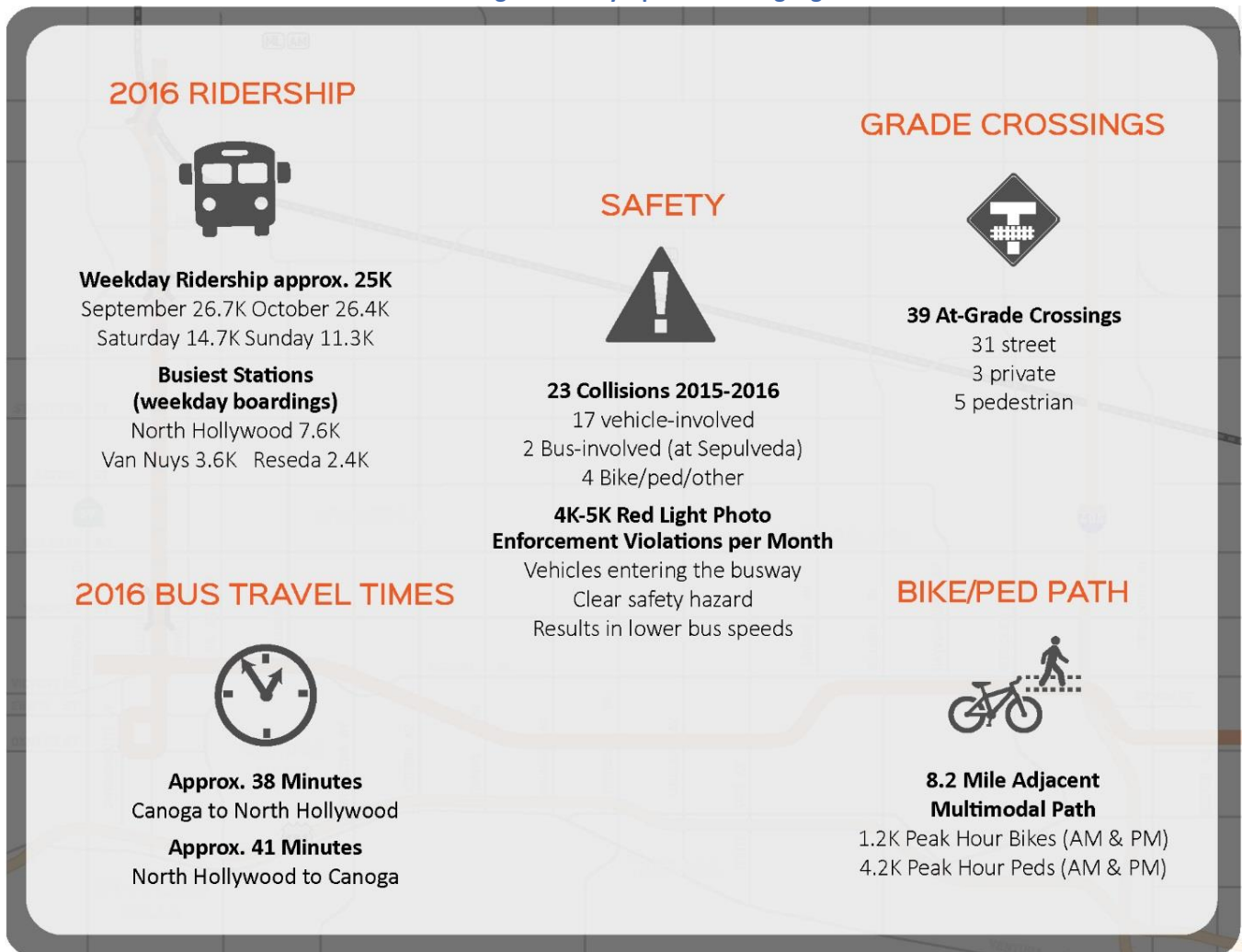


- Address Safety Concerns** - Given current incident data, there are key locations that would benefit from improvements along the MOL corridor to reduce conflicts between MOL buses, vehicles, bicyclists, and pedestrians. In particular, grade separations at key intersections can minimize conflicts and prevent incidents by physically separating the MOL corridor, potentially including the adjacent bike path, from the crossing roadways. Controlled crossings (e.g., gate controls) would address safety concerns by managing and restricting vehicle and bicycle/pedestrian interactions with MOL operations. Overall, the MOL corridor experienced 23 bus-involved collisions between 2015 and 2016, and these collisions would likely be reduced by additional crossing improvements analyzed as a part of this project.
- Benefit the Surrounding Community** – Improvements to the MOL corridor can increase bus speeds, decrease end-to-end travel times, increase ridership, improve safety conditions, and provide better overall mobility options for the San Fernando Valley. However, any improvements along the MOL corridor will need to consider impacts during construction and on existing and planned transportation facilities during operation. This includes effects and potential impacts to existing circulation (vehicular, bicycle and pedestrians), land use impacts, effects to transit connectivity, changes to roadway and intersection configurations, effects to parking supply, minimizing pedestrian and bicycle impacts, and any degradation to traffic operations on adjacent streets. It would not be desirable to significantly delay existing MOL riders during construction, as this could reduce ridership by creating lengthy off-corridor detours for the MOL buses. The 2012 Orange Line BRT Sustainable Corridor Implementation Plan (Implementation Plan) called for substantial investment in the corridor including additional housing in station areas and improved active transportation access to/from stations. The Implementation Plan also described the need for short- and long-term operational improvements along the corridor, such as better signal timing, crossing gates, and grade separation at specific intersections. It is important that improvements to the MOL corridor incorporate and reflect these plans and programs, and consider any impacts/effects to San Fernando Valley neighborhoods and communities.

- Ensure Cost Effectiveness** - The MOL is a successful system as it has an estimated ridership of 25,090 weekday daily boardings (2016 year to date) through the San Fernando Valley. As a Bus Rapid Transit (BRT) facility, the MOL has delivered cost-effective service with an estimated \$10 cost per new daily transit trip compared to a light rail service of around \$25 per new rider. Improvements to the MOL corridor must ensure costs are commensurate with benefits to continue the overall cost effectiveness of the system. This goal is to ensure financial feasibility in order for the project to achieve reasonable benefits today and in the long term. Short-term improvements must be designed to not preclude conversion to LRT in the future.

Key operational highlights of the existing busway are as shown in **Figure 2**

**Figure 2 – Key Operational Highlights**



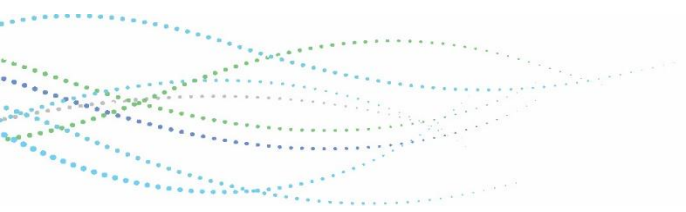
The project study area is shown in **Figure 3**.

Figure 3 – Study Area



Since the project began in September 2016, the project team has conducted the following tasks: Developed a clear purpose and need statement, conducted a review of existing conditions, developed screening criteria to identify improvements and alternatives for further evaluation, conducted detailed technical analyses of a variety of improvements, prepared a preliminary environmental checklist, performed travel demand modeling, developed a matrix of recommended solutions, identified a series of improvement packages for consideration as a part of an identified Measure M expenditure, and identified a recommended base alternative with other options as alternatives for further consideration and study. All these tasks were conducted in order to further document and evaluate the criteria specified in the project's **purpose and need statement**, as shown below:

*The Metro Orange Line Grade Separation and Operational Improvements Technical Study seeks to provide safe and cost-effective strategies to improve operating speeds, capacity, and safety, while addressing passenger needs and minimizing disruption to the San Fernando Valley residents.*



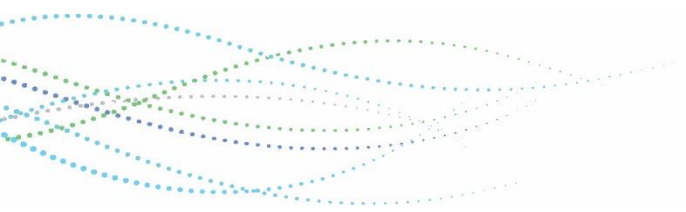
### 3.0 EVALUATION, SCREENING, AND RECOMMENDED IMPROVEMENTS

Based on the factors described in the purpose and need statement, the project team identified the following goals, criteria, and performance metrics:

**Table 1 – Evaluation Criteria and Performance Measures**

GOAL	CRITERIA	PERFORMANCE MEASURE
Improve Operating Speeds	<ul style="list-style-type: none"> <li>Reduce bus delays from red lights</li> <li>Reduce overall person-delay</li> <li>Improve consistency of bus speeds across the corridor</li> </ul>	<ul style="list-style-type: none"> <li>Average bus speed at crossing</li> <li>Red light delay for buses at crossing</li> <li>Total rider delay</li> <li>Average bus speed per segment</li> <li>Stop-to-stop travel time</li> </ul>
Address Safety Concerns	<ul style="list-style-type: none"> <li>Decrease modal conflicts at crossings</li> <li>Improve pedestrian and bicyclist safety</li> </ul>	<ul style="list-style-type: none"> <li>Collisions with buses</li> <li>Collisions from right-turn-on-red violations</li> <li>Visibility restrictions</li> <li>Near-miss collisions</li> <li>Bicycle/pedestrian collisions</li> </ul>
Benefit the Surrounding Community	<ul style="list-style-type: none"> <li>Serve surrounding community</li> <li>Preserve/enhance pedestrian and bicycle connections</li> <li>Reduce delays for cross-traffic</li> </ul>	<ul style="list-style-type: none"> <li>Population &amp; employment density</li> <li>Traffic volumes of cross-streets</li> <li>Level-of-service of cross-streets</li> <li>Per-lane volumes of cross-streets</li> </ul>
Ensure Cost Effectiveness	<ul style="list-style-type: none"> <li>Maximize cost-effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Capital costs</li> <li>Operations and maintenance costs</li> <li>Annual cost/ridership added</li> </ul>

The evaluation criteria and performance metrics were used to screen all crossings to identify the need for potential improvements, as shown in **Table 2** below. The specific improvements for each crossing, as identified via the needs analysis summarized in **Table 2**, are shown on **Figure 6**.



**Table 2 – Needs Analysis Matrix: Initial Improvement Based on Needs Analysis Findings**

Crossing	Need for Improvement			Key Issues	Initial Improvement	Proposed
	Improve Operating Speeds	Address Safety Concerns	Benefit Surrounding Community			
<b>Laurel Canyon Blvd</b>	HIGH	MED	HIGH	<ul style="list-style-type: none"> <li>- High impacts on average bus speeds</li> <li>- High numbers of collisions</li> <li>- Visibility restrictions</li> <li>- High cross-traffic volumes</li> </ul>	Grade Separation	
<b>Woodman Ave</b>	HIGH	HIGH	HIGH			
<b>Sepulveda Blvd</b>	HIGH	HIGH	HIGH			
<b>Balboa Blvd</b>	HIGH	HIGH	MED			
<b>Reseda Blvd</b>	HIGH	HIGH	HIGH			
Tujunga Ave	HIGH	LOW	LOW	<ul style="list-style-type: none"> <li>- Impacts on average bus speeds</li> <li>- Red light delay</li> <li>- Presence of current collisions or near misses</li> <li>- Varying levels of cross-traffic volumes</li> </ul>	Other Improvements (Minor Capital, Operational, and/or Closure)	
Colfax Ave	HIGH	LOW	LOW			
Corteen Pl	MED	LOW	MED			
Whitsett Ave	MED	LOW	MED			
Coldwater Canyon Ave	HIGH	LOW	MED			
Chandler Blvd	HIGH	LOW	LOW			
<b>Fulton Ave/Burbank Blvd</b>	HIGH	LOW	MED			
<b>Oxnard St</b>	HIGH	LOW	MED			
Hazeltine Ave	MED	LOW	MED			
Tyrone Ave	LOW	MED	MED			
<b>Van Nuys Blvd</b>	MED	MED	HIGH			
Kester Ave	MED	HIGH	MED			
<b>Sepulveda Station (ped Xing)</b>	MED	LOW	MED			
<b>Woodley Ave</b>	HIGH	MED	MED			
White Oak Ave	MED	LOW	MED			

**Table 2 – Needs Analysis Matrix: Initial Improvement Based on Needs Analysis Findings (continued)**

Crossing	Need for Improvement				Key Issues	Initial Proposed Improvement
	Improve Operating Speeds	Address Concerns	Safety	Benefit Surrounding Community		
Lindley Ave	LOW	MED		MED	<ul style="list-style-type: none"> <li>- Impacts on average bus speeds</li> <li>- Red light delay</li> <li>- Presence of current collisions or near misses</li> <li>- Varying levels of cross-traffic volumes</li> </ul>	Other Improvements (Minor Capital, Operational, and/or Closure)
Wilbur Ave	HIGH	LOW		LOW		
<b>Tampa Ave</b>	MED	MED		MED		
Corbin Ave	MED	MED		LOW		
Victory Blvd	HIGH	LOW		MED		
<b>Winnetka Ave</b>	MED	LOW		MED	<ul style="list-style-type: none"> <li>- Impacts on average bus speeds</li> <li>- Red light delay</li> <li>- Presence of current collisions or near misses</li> <li>- Varying levels of cross-traffic volumes</li> </ul>	Other Improvements (Minor Capital, Operational, and/or Closure)
Mason Ave	LOW	HIGH		LOW		
<b>De Soto Ave</b>	LOW	MED		HIGH		
Agnes Ave (ped Xing)	MED	LOW		LOW	<ul style="list-style-type: none"> <li>- Limited impacts on average bus speeds</li> <li>- Limited red light delay</li> <li>- Low numbers of collisions</li> <li>- Low levels of visibility restrictions</li> <li>- Low volumes of cross-traffic</li> <li>- High level of service (LOS) performance for cross-streets</li> </ul>	No Change
Bellaire Ave	LOW	LOW		MED		
Goodland Ave (ped Xing)	LOW	LOW		MED		
Ethel Ave	MED	LOW		LOW		
Vesper Ave	LOW	LOW		MED		
City of LA (private Xing)	LOW	LOW		LOW		
Densmore Ave (gated driveway)	LOW	LOW		LOW		
Driveway (private)	LOW	LOW		LOW		
Hayvenhurst Ave (ped Xing)	LOW	LOW		LOW		
Zelzah Ave (ped Xing)	LOW	LOW		LOW		

Note: Crossings listed in **bold** indicate the presence of a MOL station.



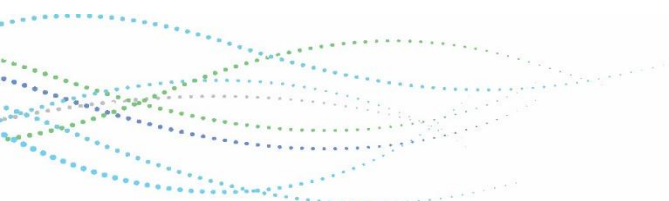
Detailed technical analyses were completed for the following aspects of each identified improvement alternative, for each selected location:

- Potential minor street closures
- Conceptual design and cost estimates
- Operating plans
- Traffic impacts
- Traffic management and construction staging plans
- Parking impacts
- Right-of-way survey and maps
- Conceptual geotechnical investigation
- Utility investigation
- Conceptual hydraulics and hydrology study
- Four quadrant gate system feasibility

A number of detailed technical studies were prepared to address specific aspects and improvements. The results of these technical studies are documented in independent technical memoranda. A summary of the technical analyses is presented in **Table 3** and shown in **Figure 4**.

Additional improvements are currently planned for the MOL, and include the following:

- **Canoga shortline operations** – In order to provide improved service for the portions of the MOL experiencing the highest passenger loads, Metro conducted public outreach for potential implementation of a new shortline service at Canoga. This new service will provide a shortline turnaround loop for buses and operate between the North Hollywood and Canoga and /or other stations, adding additional capacity.
- **Electric buses** – Metro is planning on operating 100% electric buses on the MOL in the near future, following Board approval of new electric buses for the MOL corridor in July 2017. These buses will be significantly quieter than existing buses, which should improve adverse noise levels along the corridor. It is anticipated that the new buses will be delivered and in operation along the MOL corridor by 2020.
- **On-board WiFi** – Metro is currently exploring means for providing on-board WiFi service on MOL buses. This service would improve the quality of a rider’s experience, and could potentially increase ridership.
- **Canoga Transit Hub** – Metro is considering a new Transit Hub at the Canoga Station to better coordinate with other local services and possibly a new Warner Center shuttle service that would provide more stops along the way to the Transit Center at Owensmouth Avenue.





**Table 3 – Summary of Potential Improvements and Associated Technical Analysis Findings**

Improvement	Bus Travel Time Change	Change in Cross-Street Traffic Delays	Safety Benefit	Cost <sup>1</sup>	Other Issues
Grade Separation	<ul style="list-style-type: none"> <li>• <b>Reduction</b> of approx. 1 min per bus per grade separation</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Reduction</b> in average peak hour delay of approximately 5 seconds per vehicle per grade separation</li> <li>• Note that the reduction in delay is directly related to adjacent traffic signals, and is greatest in those locations where the existing MOL crossing is adjacent to other traffic signal controlled intersections</li> </ul>	<ul style="list-style-type: none"> <li>• Removes potential for bus/vehicle/bike/ped conflicts for buses within the MOL corridor</li> </ul>	<ul style="list-style-type: none"> <li>• \$50 M - \$100 M per grade separation</li> </ul>	<ul style="list-style-type: none"> <li>• Potential interruption of existing bus/bike path operations</li> <li>• Potential reduction of Metro-owned parking</li> <li>• Potential utility conflicts</li> </ul>
Improved Transit Signal Priority (TSP)	<ul style="list-style-type: none"> <li>• <b>Reduction</b> of less than 1 min per bus for the entire corridor</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Increase</b> in average peak hour delay of approximately 1-2 seconds per vehicle per crossing</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced potential for short stops by bus vehicles</li> </ul>	<ul style="list-style-type: none"> <li>• \$50 K per crossing</li> <li>• Note that costs could increase if additional communication links are required</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance/deployment challenges with in-vehicle transponders</li> </ul>
Improved Bus-Signal Communication <sup>2</sup>	<ul style="list-style-type: none"> <li>• <b>Reduction</b> of less than 1 min per bus for the entire corridor</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Increase</b> in average peak hour delay of approximately 1-2 seconds per vehicle per crossing</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced potential for short stops by bus vehicles</li> </ul>	<ul style="list-style-type: none"> <li>• \$50 K per crossing</li> </ul>	<ul style="list-style-type: none"> <li>• Accuracy of real-time traffic signal information</li> </ul>
Minor Street Closures	<ul style="list-style-type: none"> <li>• <b>Reduction</b> of approx. 40 sec per bus per closure</li> </ul>	<ul style="list-style-type: none"> <li>• N/A (no cross traffic movements)</li> </ul>	<ul style="list-style-type: none"> <li>• Removes potential for bus/vehicle/bike/ped conflicts for buses within the MOL corridor</li> </ul>	<ul style="list-style-type: none"> <li>• \$25 K - \$100 K per closure (or higher)</li> </ul>	<ul style="list-style-type: none"> <li>• Interruption of direct walking/bicycling paths in residential neighborhoods</li> <li>• Reduced access for public safety vehicles</li> </ul>
Four Quadrant Gate Systems	<ul style="list-style-type: none"> <li>• <b>Reduction</b> of approx. 48 sec per bus per gate system</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Increase</b> in average peak hour delay of approximately 7-8 seconds per vehicle per gate system location</li> <li>• Note that gates would only operate when a bus is present, and changes in bus operations – such as platooning vehicles or operating at increased headways – could reduce the overall average delay experienced</li> </ul>	<ul style="list-style-type: none"> <li>• Virtually removes potential for bus/vehicle/bike/ped conflicts for buses within the MOL corridor</li> </ul>	<ul style="list-style-type: none"> <li>• \$1.3 M per gate system (or higher)</li> </ul>	<ul style="list-style-type: none"> <li>• May require further coordination with regulatory agencies, as the application of gates for a BRT system is unique</li> <li>• Implementation challenges for fail-safe operation</li> </ul>

Notes:  
 1. Costs do not include ongoing operations and maintenance costs. Capital costs only  
 2. This improvement is being pursued as a separate initiative from the Office of Extraordinary Innovation.

Figure 4 – Potential Improvement at Each Crossing



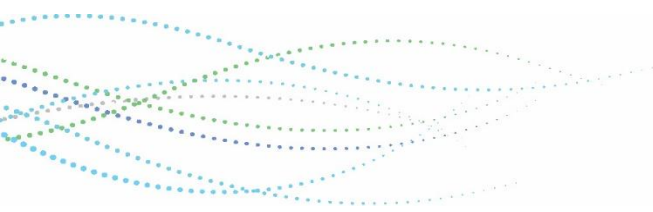
## 4.0 POTENTIAL FOUR QUADRANT GATE SYSTEMS

As a part of the study, an additional analysis was conducted to evaluate the potential application of railroad-type gate systems as an additional traffic control and safety feature at MOL busway crossing intersections. This improvement would consist of the deployment of railroad-style four quadrant gate systems at at-grade intersection crossings along the MOL corridor. This improvement is considered technically feasible, and would require clear policy direction from Metro in regards to corridor access for non-bus vehicles. This improvement would result in the replacement of existing traffic signals controlling the buses at MOL intersection crossings with four-quadrant gate systems. The gate systems would require additional warning time, which would increase delays for cross-street traffic; however, the gates would only be activated when a bus is present, so the overall number of activations would potentially offset any travel delays over the course of a day. The analysis has identified the following factors that will determine the potential feasibility of such a system:

- A four quadrant gate system is technically feasible, utilizing existing technologies.
- Application of a four quadrant gate system on a BRT corridor would be unique, and it is recommended that Metro pursue formal discussions with the California Traffic Control Devices Committee (CTCDC) during development. It is unclear if the CTCDC would require formal approval of a gate system deployment for BRT.
- It is recommended that the gate system conform with existing guidelines, including and not limited to the California Manual on Uniform Traffic Control Devices (CA MUTCD), to the greatest extent possible.
- In order to comply with the CA MUTCD, application of a gate system at MOL crossings would require the removal of existing traffic signals currently controlling the bus movements at each crossing; traffic signals controlling vehicular movements on crossing streets would be modified or remain, consistent with traffic signal installations adjacent to other Metro rail crossings.
- With the removal of existing traffic signals controlling the buses and replacement with gate systems, it is recommended that Metro restrict access to the MOL busway to only authorized bus vehicles; any other vehicles would be subject to the right-of-way restrictions currently in-place on other Metro rail facilities throughout Los Angeles County.

Any gate system would require fail-safe operations, consistent with current rail systems. For the MOL corridor, fail-safe operations would be ensured by the following key principles:

1. Only Metro buses would be allowed to operate along the MOL corridor, consistent with current rail operations. All other vehicles (e.g., maintenance, public safety) would be required to adhere to Metro policies regarding access to Metro-owned rights-of-way.
2. Existing traffic signals controlling bus movements at street crossings would be removed and replaced with gate systems, in accordance with CA MUTCD requirements for light rail transit (LRT) signals. The gate systems would employ train signals to notify approaching buses of gate status – displaying a solid light when the gate system is activated and displaying a flashing light when the gate arms are down and the crossing is secured.
3. A combination of redundant vehicle detection systems would be required, to both activate the gate system when a bus was approaching, and to provide the required “check-in/check-out” functionality to ensure a bus has crossed the intersection. Additional features may be required at certain



locations, such as in-vehicle mounted equipment or a secured external control mechanism (similar to a “police key” on a traffic signal controller cabinet), to ensure that bus operators could trigger gate operations in the event of detector failure and/or extended loading/unloading time at adjacent station platforms.

In order to operate in a manner least impactful to cross-street traffic, it is recommended that the four quadrant gate systems fail in the upright position. Should a gate system fail to detect an approaching bus and not activate or if a vehicle were to stall on the crossing, the gate status signal would notify the bus operator that the gates were in the upright position, and the bus operator would then be required to stop before proceeding through the crossing. Approaches described under item 3 above could be used as an alternate gate activation technique.

## 5.0 RECOMMENDED BASE ALTERNATIVE

Initially four packages of improvements were developed for consideration, reflecting different combinations of grade separations and other operational improvements. An additional package was added, in order to consider the deployment of gate systems at all crossings. When these five packages were discussed with Metro staff during the course of recurring project meetings, it was ultimately determined that a hybrid package combining a variety of improvement measures would provide the maximum benefit and address the stated purpose and need to the greatest extent. Therefore, Package A-1 was developed as presented below.

### **Package A-1: Hybrid Solution (Grade Separations + Gate Systems)**

Package A-1 (shown in **Figure 5**) proposes aerial grade separations at the Van Nuys and Sepulveda stations. The busway would be elevated the entire length from Van Nuys Station to Sepulveda Station, including the pedestrian crossing at Sepulveda Station and the station would be relocated over Sepulveda Boulevard. All roadway crossings between the Van Nuys and Sepulveda stations would remain open. Tyrone Avenue is the only roadway proposed to be closed. No changes are proposed to the other four pedestrian-only crossings located along the study segment, and the remaining 27 crossings would have gate systems installed.

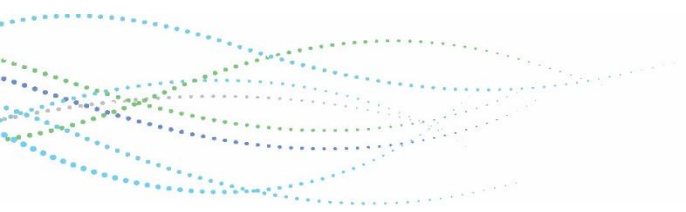




Figure 5 – Recommended Base Alternative (Package A-1)



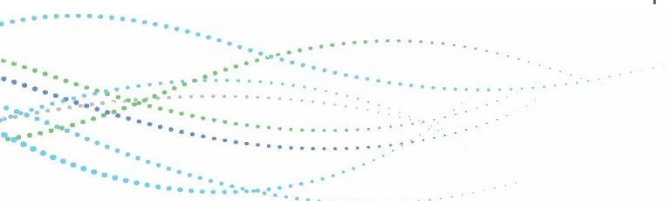
The recommended base alternative, Package A-1, assumes that the majority of busway crossings along the 12.7-mile study segment would be protected by gate systems, as described previously in **Section 4**. As the gate systems require additional advance warning time, the recommended base alternative also assumes changes to busway operations to minimize cross-traffic delays. The recommended base alternative assumes that during peak periods, buses would operate in two-vehicle platoons at eight-minute headways. This operation would allow the busway to carry the same amount of peak period riders at increased headways, thereby reducing the frequency of gate activation and reducing associated potential cross traffic delays. It should be noted that the eight-minute headway needs to be further evaluated and approved by Metro Operations department. The recommended base alternative also assumes that bus vehicles would operate at the maximum civil speed allowed by Metro operations, when traveling within the busway. With the increased protection of the crossings provided by the gate systems and grade separations, bus operators will be able to operate at higher speeds at the crossings, and will therefore be able to operate at higher speeds on busway segments between crossings.

Under Package A-1, bus travel times would decrease by approximately 12.6 minutes (average for both directions), and average cross street traffic delays due to gate activations during peak periods would reduce by approximately 1.6 seconds per vehicle. Daily vehicle miles travelled (VMT) would decrease by about 81756, and the change in O&M costs would decrease by approximately 6.4 percent. The recommended base alternative assumes that the adjacent bike path would remain operational, and associated traffic signal controls for bike path crossings would be maintained. The signals controlling the bike path crossings would be connected to the busway crossings and gate systems, so that bikes could operate a push button to receive a signal to cross the intersecting streets, independent of gate system activation by MOL buses. This means that cross traffic would potentially face red lights due to bike crossings, assumed to be consistent with current levels of activation.

In terms of overall safety benefits, the hybrid package A-1 would provide the maximum potential improvement for the entire MOL corridor, as it allows for additional features that restrict and limit potential conflicting vehicular, pedestrian, and bicycle movements across the busway at the highest number of crossings. The combination of grade separations and gate systems would significantly impede the ability of cross-street traffic and pedestrians to illegally cross the busway while a bus was approaching or within the crossing, which would result in a significant reduction of bus-involved collisions.

It is important to note that although the focus of this feasibility study is the 12.7-mile east-west segment (from North Hollywood to Canoga), Metro seeks to provide improvements for the entire 18-mile MOL corridor, (from North Hollywood to Chatsworth). Recognizing this, **Table 4** below presents a summary of the recommended improvements and associated performance metrics for all segments of the MOL corridor. As noted on the table, performance metrics and costs for improvements for the segments not included in this current feasibility study were developed using information provided by Metro. Additional evaluations and refinements will likely occur during subsequent environmental clearance and design phases.

From a cost/benefit standpoint, the recommended base alternative would provide improvements at 33 MOL crossings at an average cost of \$8.5 M per crossing. By increasing protections at 33 crossings, Package A-1 provides the maximum potential reduction for the 23 bus-involved collisions that occurred along the MOL corridor between 2015 and 2016. Compared to the other alternative packages described in the next section, the recommended base alternative provides greater improvements at more crossings, at nearly half the cost



per crossings.

**Table 4 – Recommended MOL Corridor Improvements**

Segment	Recommended Improvements & Performance Metrics
East-West Segment (North Hollywood to Canoga)	<ul style="list-style-type: none"> <li>• Hybrid Solution                             <ul style="list-style-type: none"> <li>○ 5 Grade separated crossings</li> <li>○ 27 Gated crossings</li> <li>○ 1 roadway crossing closures</li> <li>○ \$273 M (2017 \$)<sup>1</sup></li> <li>○ Average 12.6-minute travel time decrease</li> </ul> </li> <li>• Maintain existing bike path</li> </ul>
North-South Segment (Canoga to Chatsworth)	<ul style="list-style-type: none"> <li>• Gates only (Not included in current study)                             <ul style="list-style-type: none"> <li>○ 7 Gated crossings</li> <li>○ \$10 M<sup>2</sup> (2017 \$)</li> <li>○ Average 3.4-minute travel time decrease<sup>2</sup></li> </ul> </li> <li>• Maintain existing bike path</li> </ul>
Entire Corridor (North Hollywood to Chatsworth)	<ul style="list-style-type: none"> <li>• Hybrid Solution (Not included in current study)                             <ul style="list-style-type: none"> <li>○ 5 Grade separated crossings</li> <li>○ 34 Gated crossings</li> <li>○ 1 roadway crossing closure</li> <li>○ Bike path grade separation</li> <li>○ \$283 M<sup>2</sup> (2017 \$)</li> <li>○ Average 16-minute travel time decrease<sup>2</sup></li> </ul> </li> <li>• Maintain existing bike path</li> </ul>

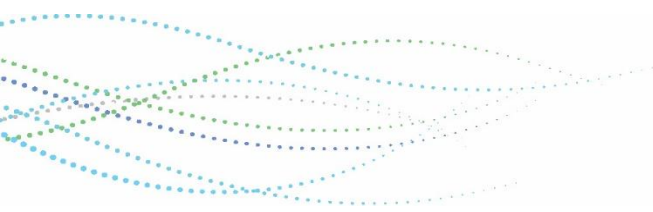
Note:

1. Cost estimates include elevated bike path (described below) as well as side platform station configurations.
2. Cost estimates and performance metrics presented are rough estimates, due to the preliminary nature of the feasibility analysis. Subsequent environmental clearance and design phases will require further evaluation and analysis.

As an optional component of the recommended base alternative, a preliminary feasibility analysis of potential grade separations for the adjacent bike path was conducted, so that bike path users could cross over the busiest cross streets – Sepulveda and Van Nuys. The results of the preliminary feasibility analysis are presented below in **Table 5**. It is important to note that these results address only the engineering and operational feasibility, with a goal of identifying improvements that could be incorporated into the recommended base alternative to provide improved facilities for additional modes besides only buses and vehicles. There are many conceptual benefits of providing grade separations for the adjacent bike path over two of the most congested crossings along the MOL corridor, including safety and travel time benefits. There are also concerns regarding the feasibility of constructing, maintaining, and ensuring ongoing safety and security for separate grade separated bike path crossings. Therefore, additional evaluations and refinements will likely occur during subsequent environmental clearance and design phases.

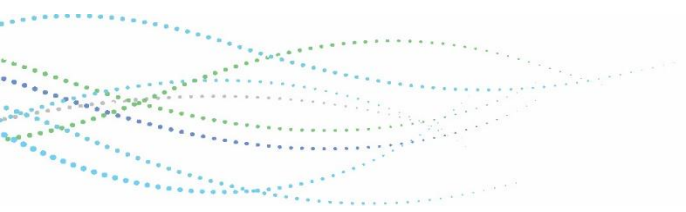
**Table 5 – Bike Path Grade Separation Alternatives**

Alternative	Cost (2017 \$)
Grade Separated bike path from Sepulveda to Van Nuys (No local access between these crossings) – Long Bike Path option	\$22.7M
Grade separated bike path at Sepulveda crossing and Van Nuys crossing only – Short Bike Path option	\$12.8M



## 6.0 ALTERNATIVE OPTIONS

Using the findings of the detailed technical analyses, the project team identified feasible improvements for further consideration. The improvements were then compared to the preliminary environmental checklist and travel demand modeling results, in order to arrive at a group of recommended improvements. These recommended improvements were then grouped together into potential packages for further study and potential implementation. The improvement packages for the east-west segment portion of the MOL are summarized in **Table 6** and described further below, and shown in **Appendix A**.



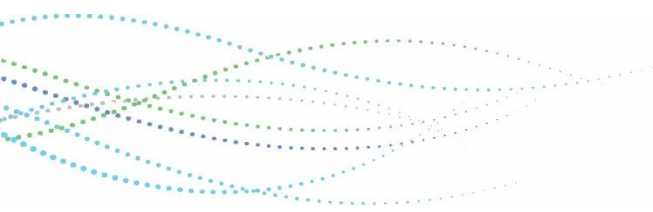


**Table 6 – Summary of Potential Alternative Options (MOL North Hollywood to Canoga Segment)**

Improvement / Benefit	Package A: Van Nuys & Sepulveda + Reseda	Package B: Valley College & Woodman + Reseda	Package C: Woodman + Sepulveda + Reseda	Package D: Valley College & Woodman + Van Nuys & Sepulveda + Reseda (Fiscally Unconstrained)	Package E: Gate Systems (Current operating speeds)	Package A- 1 (Hybrid) Van Nuys + Sepulveda + Gates Systems (with platooning & higher speeds & increased headways) <sup>6</sup>
# of Grade Separated Crossings	6	4	4	9	0	5
# of Permanent Closures	1	1	1	1	0	1
LA City Council Districts with Grade Separations	CD 3; CD 6	CD 2 & CD 4; CD 3	CD 2; CD 3; CD 6	CD 2; CD 3; CD 4; CD 6	-	CD 6
Existing Bus Travel Time (Average) <sup>2</sup>	Eastbound (EB - Canoga to North Hollywood): 40.3 mins Westbound (WB - North Hollywood to Canoga): 42.7 mins					
Change in Bus Travel Time (Between Canoga and North Hollywood) <sup>2</sup>	EB: -4.2 mins WB: -3.8 mins	EB: -2.5 mins WB: -2.3 mins	EB: -2.7 mins WB: -2.4 mins	EB: -6.3 mins WB: -4.2 mins	EB: -12.1 mins WB: -12.7 mins	EB: -12.3 mins WB: -12.9 mins
Existing Cross Street Traffic Delay <sup>3</sup> (PM Peak Hour, Average per Vehicle)	Northbound: 24.4 sec/veh Southbound: 22.2 sec/veh Average: 23.3 sec/veh					
Change in Cross Street Traffic Delay <sup>3</sup> (PM Peak Hour, Average per Vehicle)	NB: -0.3 sec/veh SB: -0.4 sec/veh AVG: -0.4 sec/veh	NB: -0.7 sec/veh SB: -0.9 sec/veh AVG: -0.8 sec/veh	NB: -0.6 sec/veh SB: -0.8 sec/veh AVG: -0.7 sec/veh	NB: -0.7 sec/veh SB: -1.6 sec/veh AVG: -1.1 sec/veh	NB: +9.6 sec/veh SB: +4.9 sec/veh AVG: +7.3 sec/veh	NB: -1.7 sec/veh SB: -1.4 sec/veh AVG: -1.6 sec/veh
Existing Ridership <sup>4</sup> (Weekday daily passengers)	24,500					
Change in Ridership, Year 2025 (Weekday daily passengers)	+1,000 (+4%)	+1,400 (+5%)	+900 (+3%)	+3,400 (+13%)	+10,100 (+39%)	+10,100* (+39%)
Change in VMT, Year 2025 (Daily)	-11,120	-13,202	-8,765	-29,159	-81,756	-81,756*
% Change in O&M Costs <sup>5</sup>	-2.5%	-1.4%	-1.4%	-1.9%	-6.4%	-6.4%*
Estimated Capital Cost of Grade Separations	\$259M	\$262M	\$223M	\$453M	-	\$191M
Estimated Capital Cost of Permanent Closures	\$0.08M	\$0.08M	\$0.08M	\$0.08M	-	\$0.08M
Estimated Capital Cost of Improved Bus-Signal Communications	\$0.2M	\$0.4M	\$0.4M	\$0.2M	-	-
Estimated Capital Cost of Signal Improvements	\$1.3M	\$1.4M	\$1.4M	\$1.2M	-	-
Estimated Capital Cost of Gate Systems	-	-	-	-	\$40.3M	\$35.1M
Estimated Capital Cost of Side Platform Locations	\$15M	\$10M	\$10M	\$20M	-	10M
Estimated Capital Cost of Elevated Bike Path (Van Nuys to Sepulveda)	\$23M	\$13M	\$13M	\$23M	-	\$23M
Additional Overall Contingency (5.5%) <sup>7</sup>	\$16.4M	\$15.8M	\$13.6M	\$27.4M	\$2.2M	\$14.3
<b>Estimated Total Capital Costs (2017 \$)</b>	<b>\$315M</b>	<b>\$303M</b>	<b>\$261M</b>	<b>\$525M</b>	<b>\$43M</b>	<b>\$273M</b>

Notes:

- Grade separations at certain locations will require additional grade separations for adjacent crossings due to the proximity of roadways and design requirements for grade separations.
  - Does not include station dwell time, as dwell time is highly variable per station and time of day.
  - Average for all signalized crossings between North Hollywood and Canoga, and not indicative of specific crossings.
  - Travel demand model derived ridership; actual existing (Year 2016) ridership averages 25,090 daily passengers on weekdays.
  - O&M costs are rough estimates; see Appendix B for additional details.
  - Under Package A-1, buses are assumed to travel at the maximum civil speed authorized by Metro within the corridor, further reducing end-to-end travel times. Buses are also assumed to operate in two-vehicle platoons at increased headways (8-minute headways assumed for purposes of analysis). Last, gate systems would only operate when a bus is present, which would result in an overall decrease in gate activations throughout the course of a typical day.
  - A 5.5% contingency was added to all cost estimates, on top of individual contingencies for specific elements, to account for the preliminary nature of this technical study.
- \* Travel Demand Model results are preliminary in nature, due to the preliminary nature of this technical study. Since changes in ridership and VMT are related to increased bus travel speeds, it is assumed that the estimates of Ridership and VMT change would change slightly from what is currently shown with further refinements to the proposed alternatives. Similarly, O&M costs for Package A-1 were not provided. These items would be refined in subsequent environmental clearance and design phases.



**Package A: Van Nuys & Sepulveda + Reseda**

Package A (shown in **Figure 6a**) proposes aerial grade separations at the Van Nuys, Sepulveda, and Reseda stations. The busway would be elevated the entire length from Van Nuys Station to Sepulveda Station, which is proposed to be relocated over Sepulveda Boulevard. All roadway crossings between the Van Nuys and Sepulveda stations would remain open. Tyrone Avenue is proposed to be closed as it required for the grade separation ramp structure. The package also includes bus-signal communication systems at pedestrian crossings (Agnes Avenue, Goodland Avenue, Hayvenhurst Avenue, and Zelzah Avenue). These crossings do no significant impact bus operations and could be good opportunities to pursue a bus-signal communications pilot program. The remaining crossings in the corridor would receive TSP improvements.

Under Package A, bus travel times would decrease by approximately six minutes (combined in both directions), and cross street traffic delays would decrease by an average of 0.4 seconds per vehicle. Daily VMT would decrease by about 11,100, and the change in O&M costs would decrease by approximately 2.5 percent.

**Package B: Valley College & Woodman + Reseda**

Package B (shown in **Figure 6b**) proposes two undercrossing grade separations at the Valley College and Woodman stations, and an aerial grade separation at Reseda Station. The Valley College and Woodman stations are proposed to be below-grade stations, and the busway would be lowered from at-grade to travel below-grade between the stations, crossing under Oxnard Avenue as well. Tyrone Avenue is proposed to be closed. The remaining crossings would receive the same bus-signal communication systems and signal improvements as recommended in Package A. In addition, the City of Los Angeles Bureau of Street Maintenance, Van Nuys District Yard driveway (referred in this document as City of Los Angeles driveway), located just east of the Sepulveda Boulevard crossing, would receive bus-signal communication system improvement.

Under Package B, bus travel times would decrease by approximately four minutes (combined in both directions), and cross street traffic delays would decrease by an average of 0.8 seconds per vehicle. Daily VMT would decrease by about 13,200, and the change in O&M costs would decrease by approximately 1.4 percent.

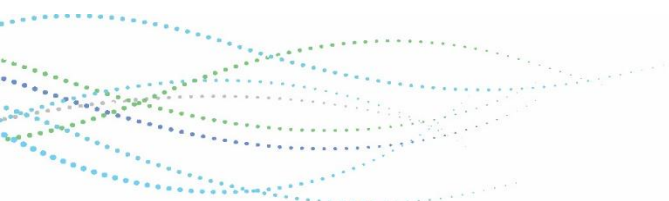
**Package C: Woodman + Sepulveda + Reseda**

Package C (shown in **Figure 6c**) proposes an undercrossing grade separation at Woodman Station and aerial grade separations at the Sepulveda and Reseda Stations. The Woodman Station is proposed to be a below-grade, station and the busway would be lowered from at-grade to travel below-grade in this area, crossing under Oxnard Street as well. Similar to Package A, the existing Sepulveda Station would be relocated to be over Sepulveda Boulevard. Tyrone Avenue is proposed to be closed. The remaining crossings would receive the same bus-signal communication systems and signal improvements as recommended in Package B.

Under Package C, bus travel times would decrease by approximately four minutes (combined in both directions), and cross street traffic delays would decrease by an average of 0.7 seconds per vehicle. Daily VMT would decrease by about 8,800, and the change in O&M costs would decrease by approximately 1.4 percent.

**Package D: Fiscally Unconstrained (All Priority Grade Separations)**

Package D (shown in **Figure 6d**) is fiscally unconstrained, and would grade separate all five priority grade



separations identified in Measure M. Tyrone Avenue is proposed to be closed. The remaining crossings would receive the same bus-signal communication systems and signal improvements as recommended in Package A.

Under Package D, bus travel times would decrease by approximately six minutes (combined in both directions), and cross street traffic delays would decrease by an average of 1.1 seconds per vehicle. Daily VMT would decrease by about 29,100, and the change in O&M costs would decrease by approximately 1.9 percent.

#### **Package E: Gate Systems**

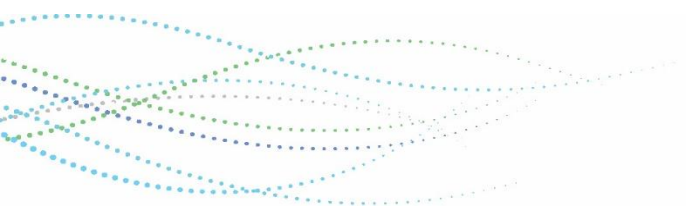
This alternative (shown in **Figure 6e**) proposes deploying railroad-style four quadrant gated systems at all crossings along the corridor, except for the City of Los Angeles driveway and pedestrian crossings, which would receive bus signal improvements. No crossings are proposed to be closed.

Under this alternative, bus travel times would decrease by 12 minutes (per direction), and cross street traffic delays would increase by an average of 7.3 seconds per vehicle. Daily VMT would decrease by about 82,000, and the change in O&M costs would decrease by approximately 6.4 percent.

#### **Detour Routing**

The technical evaluation also included an analysis of potential detour routes for buses, bicycles, and pedestrians during construction of any of the grade separation alternatives. For bicycle and pedestrian routes, including the adjacent multi-modal bike path, the detours would route users to adjacent surface streets and signalized intersections. The goals for potential bus detours include:

- Maintain bus service during the construction period
- Maintain convenient passenger access to MOL service and connecting bus routes
- Avoid bus operations in construction zones
- Keep MOL service as close to the current ROW as possible
- Provide safe and efficient bus service operation during construction



## 7.0 TRAVEL DEMAND FORECASTING MODEL SUMMARY

Preliminary travel demand model forecasts were developed to determine potential ridership and VMT changes that would result from potential grade separations. Metro’s travel demand model was used to develop forecasts for the opening year of potential grade separations, anticipated as the year 2025 (based on the most recent Measure M funding plan). The project team reviewed detailed model inputs for accuracy and correctness, running the model stream and comparing the results to existing conditions for the modeling area. Changes were made in the model code to reflect current conditions and the 2025 horizon year, including modifications to socioeconomic data and updated transit information. Ridership forecasts were prepared for potential combinations of grade separations, and the results are presented on **Table 7**. The majority of the growth is forecast to occur during peak periods, with additional growth forecast in the off-peak periods. Maximum passenger loads are forecast for the Sepulveda station, consistent with current ridership.

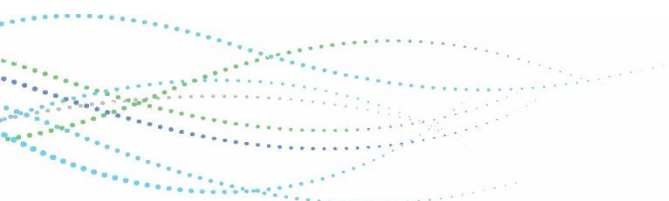
**Table 7 – Summary of Ridership Forecasts**

Forecast Scenario	Ridership			Change			Growth		
	Peak	Off-Peak	Total	Peak	Off-Peak	Total	Peak	Off Peak	Total
Base Year 2012	16,200	8,300	24,500	-	-	-	-	-	-
Year 2025 (No Build)	18,200	7,700	25,900	-	-	-	12%	-7%	6%
Year 2025 Package A	18,900	8,000	26,900	700	300	1,000	4%	4%	4%
Year 2025 Package B	19,200	8,100	27,300	1,000	400	1,400	5%	5%	5%
Year 2025 Package C	18,900	7,900	26,800	700	200	900	4%	3%	3%
Year 2025 Package D	20,900	8,400	29,300	2,700	700	3,400	15%	9%	13%
Year 2025 Gate Systems	26,100	9,900	36,000	7,900	2,200	10,100	43%	29%	39%

## 8.0 FUTURE LRT CONVERSION CONSIDERATIONS

As the Measure M Expenditure Plan identifies future conversion of the MOL corridor to rail, stations at the proposed grade crossing locations would be designed to be convertible to future light rail transit (LRT) requirements. A feasibility study was conducted to evaluate the potential for temporarily raising the busway during BRT operations, and then lowering the guideway for future LRT operations, and this was determined to be infeasible. Other considerations regarding conversion of stations to LRT requirements include:

- Center platform design implemented for BRT operation (requires cross-over, similar to El Monte Busway)
- Platforms would be extended to three-car LRT length
- Platforms would be raised
- Canopies would be adjusted
- Escalators would be modified



## 9.0 PARKING IMPACTS

Existing Metro-owned parking facilities adjacent to proposed grade separations would be impacted both during construction and after, with the addition of new structures. Currently there are approximately 1,500 spaces available in Metro-owned parking facilities within the study area, and a total of 1,073 would potentially be lost if all proposed grade separations were constructed simultaneously. A summary of temporary parking losses by grade separation location is shown on **Table 8**.

**Table 8 – Summary of Temporary Parking Loss**

Location	Inventory	Temporary Loss
Reseda	401	371
Sepulveda	531	249
Van Nuys	594	431
Woodman	22	22
<b>TOTAL</b>	<b>1,548</b>	<b>1,073</b>

## 10.0 FUNDING SUMMARY

Potential grade separations are included in the Measure M Expenditure Plan, as well as ultimate conversion of the MOL corridor to LRT. Funding is summarized in **Table 9**.

**Table 9 – MOL Measure M Expenditure Plan**

Project (Final Project to be Defined by the Environmental Process)	Notes	Schedule of Funds Available		Subregion*	2016 - 2067 Local, State, Federal, Other Funding 2015\$ ('000s)	Measure M Funding 2015\$ ('000s)	Most Recent Cost Estimate 2015\$** ('000s)	Modal Code
		Ground- breaking Start Date	Expected Opening Date (3 year range)					
<b>Expenditure Plan Major Projects</b>			1st yr of Range					
Orange Line BRT Improvements	n	FY 2019	FY 2025	sf	\$0	\$286,000	\$286,000	T
Orange Line Conversion to Light Rail		FY 2051	FY 2057	sf	\$1,067,000	\$362,000	\$1,429,000	T

Notes:

n. Critical grade separation(s) will be implemented early through Operation Shovel Ready.

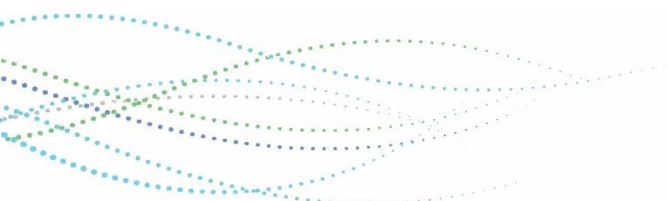
\* Subregion Abbreviations: sf = San Fernando Valley

\*\* The most recent cost estimate equals the accelerated cost. Prior year expenses included in all project costs.

Source:

Los Angeles County Transportation Expenditure Plan – Fiscal Year 2018-2057

([http://theplan.metro.net/wp-content/uploads/2016/09/measurem\\_ordinance\\_16-01.pdf](http://theplan.metro.net/wp-content/uploads/2016/09/measurem_ordinance_16-01.pdf))

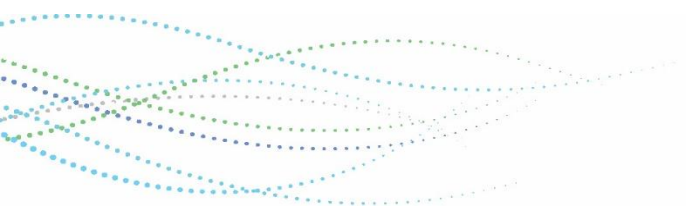


## 11.0 NEXT STEPS

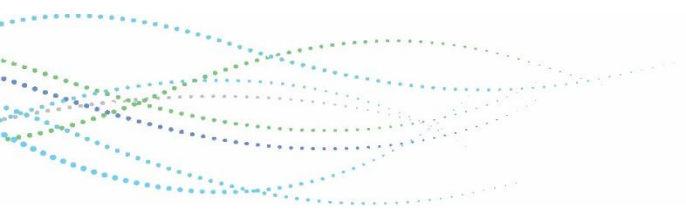
Following completion of this technical study, Metro staff will initiate an environmental process and preliminary engineering design. Concurrently, Metro is pursuing a pilot study of potential gate systems to reduce the frequency of right-turn on red (RTOR) violations and collisions, and will be deploying new equipment at four intersections along the north-south segment between Canoga and Chatsworth to test the efficacy of gates to deter motorists from making illegal right hand turns across the busway.

A number of key issues will require further attention and analysis during subsequent project phases. The issues include:

- **Project-specific transportation and parking impacts** – Refined transportation and parking analyses should be conducted for the recommended base alternative, as a part of subsequent environmental clearance and design efforts.
- **Real estate/Right-of-way impacts** - Metro may need to initiate negotiations for right-of-way acquisitions included as a part of the recommended base alternative.
- **Utility impacts** - Further utility investigations should be conducted to confirm potential conflicts for the recommended base alternative, as a part of subsequent environmental clearance and design efforts.
- **Ridership impacts** – Forecast ridership increases indicate continued crowding of buses during peak periods, particularly for stations between Sepulveda and North Hollywood. The Reseda (or Canoga) Shortline operation may address these issues, and Metro should continue to monitor peak bus loads to ensure bus capacity can meet ridership demand.
- **Ongoing operations** – Metro will continue to monitor and adjust bus operations to address issues related to bus speeds and safety.
- **Multi-agency coordination** – Metro will continue to coordinate with LADOT and other stakeholder agencies to ensure potential improvements along the corridor are integrated into other concurrent projects.
- **Public outreach** – Metro will continue to reach out to community stakeholders, to ensure this vital transportation link continues to meet the mobility needs of the San Fernando Valley.

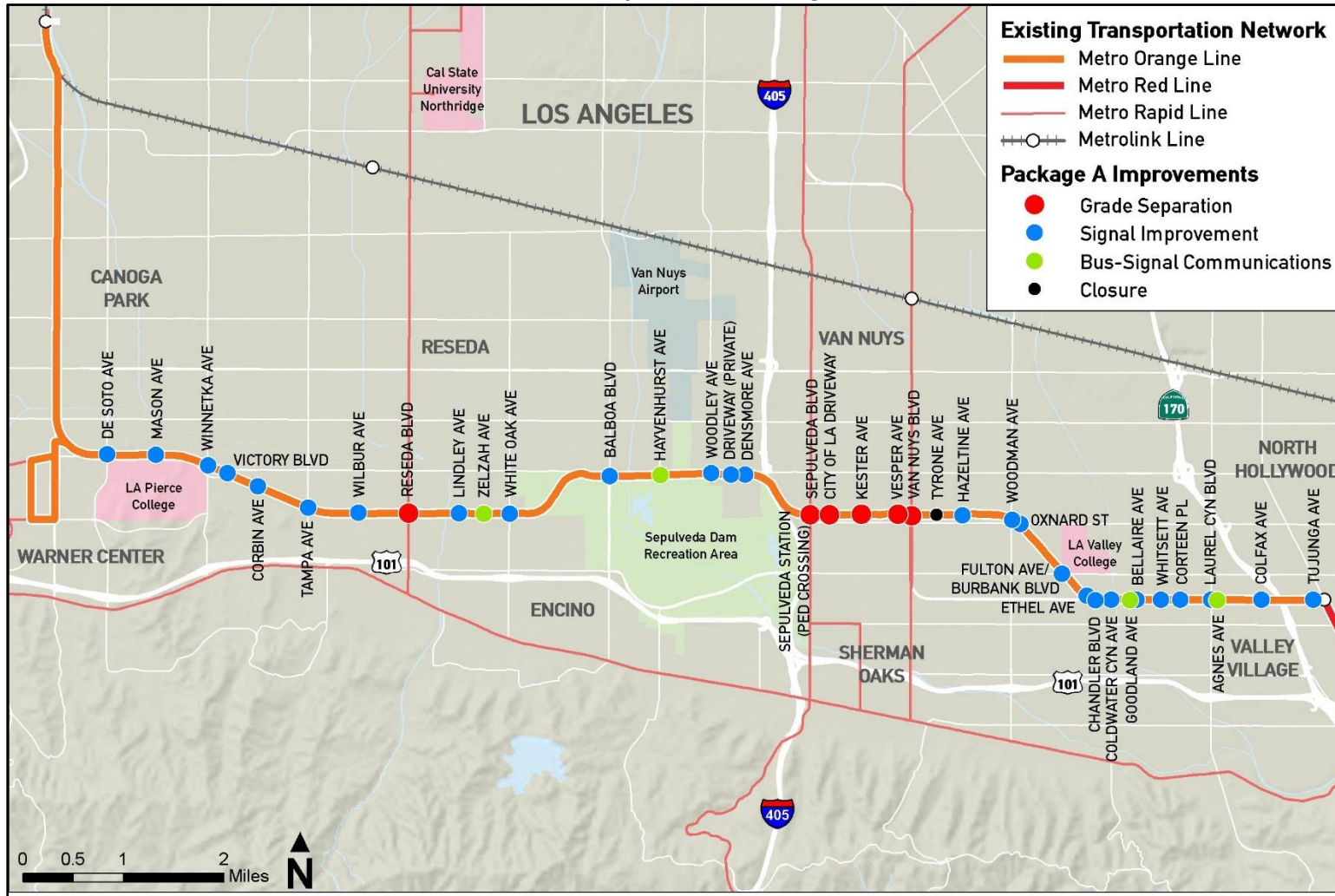


# Appendix A





### Potential Improvement Package A





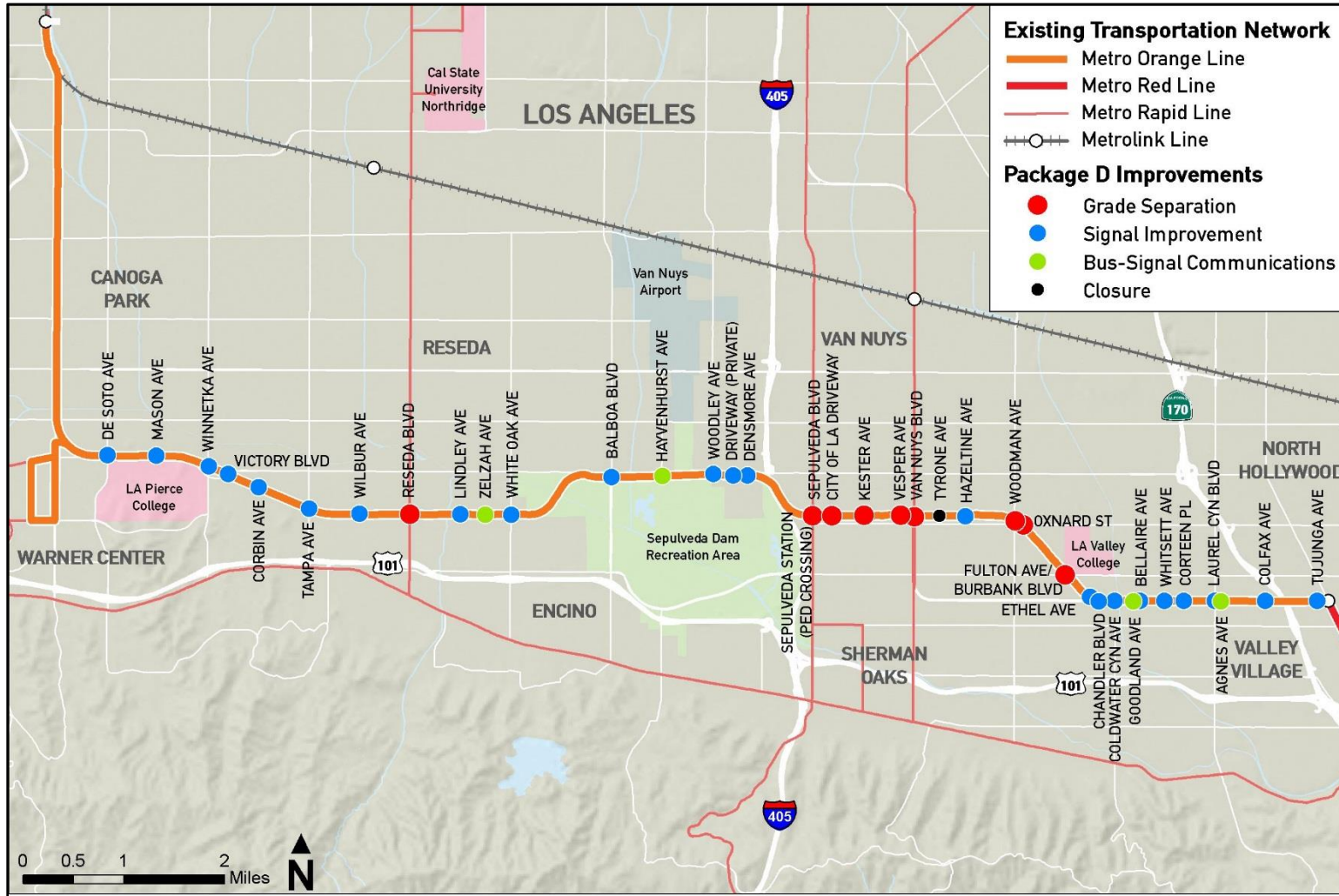
### Potential Improvement Package B



### Potential Improvement Package C



### Potential Improvement Package D





Potential Improvement Package E - Gate Systems



# Orange Line BRT Improvements

Planning and Programming Committee

October 18, 2017



Metro

# Measure M Project

## PROJECT SCHEDULE

- Groundbreaking Date: FY2019
- Opening Date: FY2025

## PROJECT DESCRIPTION:

- “Orange Line BRT Improvements”
- “Critical grade separation(s) will be implemented early through Operation Shovel Ready”

## PROJECT GOAL:

- Move Orange Line customers efficiently and safely



# Comparisons

## North Hollywood to Canoga

Improvement / Benefit	Fiscally Constrained with 3 Grade Separations	Fiscally Unconstrained with 5 Grade Separations	Grade Separation from Van Nuys to Sepulveda + Gates
BUS TRAVEL TIME REDUCTION 	-4 min	-5.3 min	<b>-12.6 min</b>
RIDERSHIP 	+1,000	+3,400	<b>+10,100</b>
CAPITAL COST 	\$261 M	\$455 M	<b>\$273 M</b>

# Study Findings

- Gating
  - Provides the highest benefit for the least cost
  - Provides an equitable distribution of safety improvements along the busway
- Grade separations of major arterial roadways
  - Good safety improvement but financially infeasible to spread safety benefits across the entire corridor
  - Did not achieve the hoped-for benefit in time savings
- Effect on roadway cross traffic travel times
  - Ranges from minimal to improved
  - Further study and coordination with LADOT ongoing

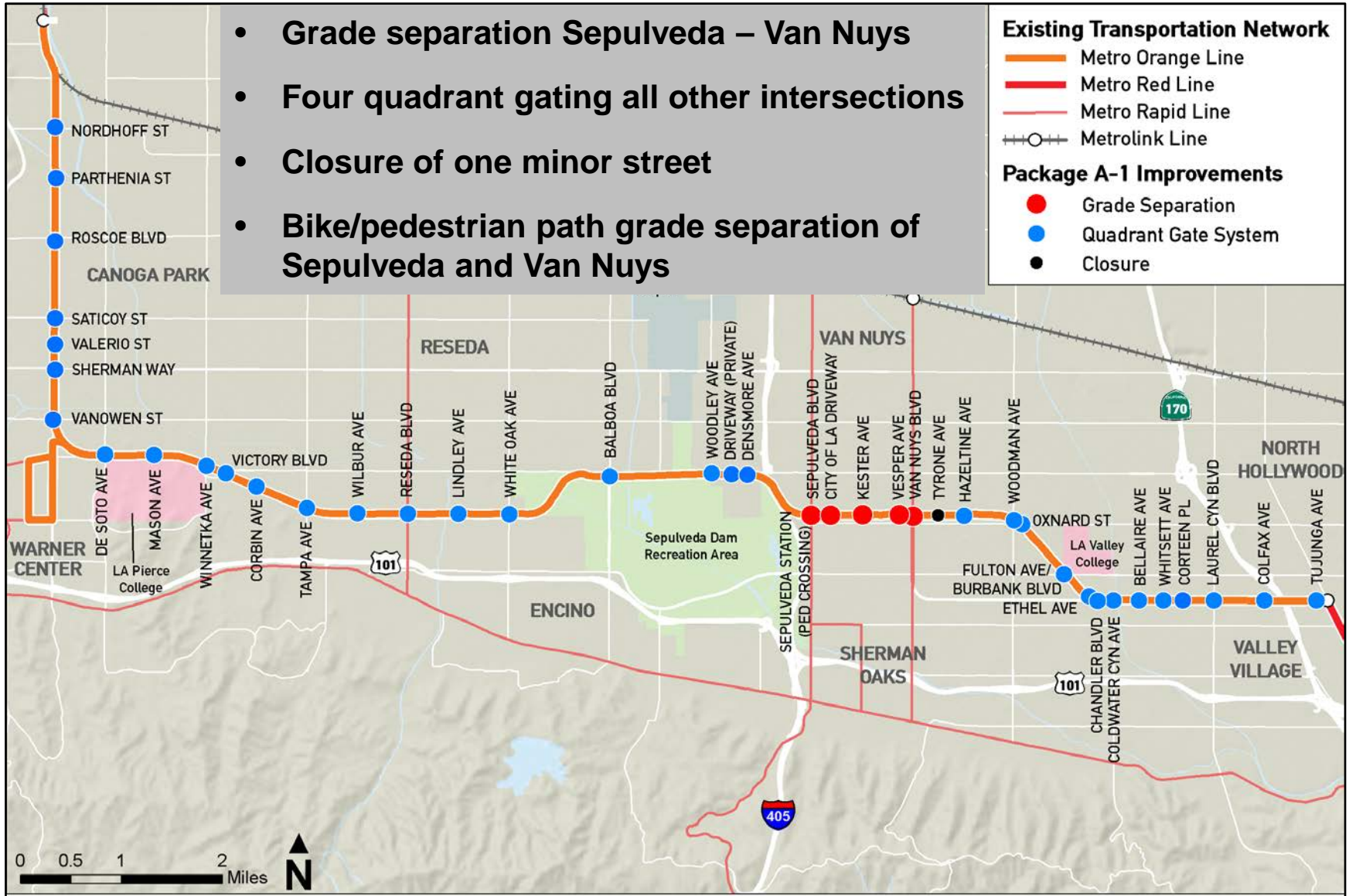


# About Gating

- Gates approved as a traffic control device
- Same as LRT gates
- Regulatory approval may be required for BRT
- Discussion with regulatory agencies to occur
- Each gated intersection is about 100<sup>th</sup> the cost of a grade separation structure





# Recommended Alternative



- Grade separation Sepulveda – Van Nuys
- Four quadrant gating all other intersections
- Closure of one minor street
- Bike/pedestrian path grade separation of Sepulveda and Van Nuys

# Recommended Alternative

Segment	Performance Metrics	
		
<b>East-West Segment</b> (North Hollywood to Canoga)	<b>-12 min</b>	<b>\$273 M</b>
<b>North-South Segment</b> (Canoga to Chatsworth)	<b>-3 min</b>	<b>\$10 M</b>
<b>Entire Corridor</b> (North Hollywood to Chatsworth)	<b>-16 min</b>	<b>\$283 M</b>

# Recommendation

## Board **action** to consider:

- APPROVING the findings and recommendation resulting from the Orange Line Bus Rapid Transit Improvements Technical Study; and
- APPROVING advancing Orange Line Bus Rapid Transit Improvements into the public engagement, environmental review and engineering design concurrent processes.



Board Report

File #: 2017-0550, File Type: Informational Report

Agenda Number: 16.

PLANNING AND PROGRAMMING COMMITTEE

OCTOBER 18, 2017

EXECUTIVE MANAGEMENT COMMITTEE

OCTOBER 19, 2017

**SUBJECT: FINANCIAL FORECAST UPDATE AND BASELINE  
FOR THE LONG RANGE TRANSPORTATION PLAN**

**ACTION: RECEIVE AND FILE**

**RECOMMENDATION**

RECEIVE AND FILE financial forecast update.

**ISSUE**

This report provides an update of the Financial Forecast for the Long Range Transportation Plan (LRTP), providing a financial baseline for the pending update of that plan. Importantly, it illustrates how existing commitments - coupled with key assumptions regarding investment priorities - impacts Metro’s estimated capacity to deliver transportation services, projects and programs. Attachment A provides more detailed financial information to support the findings in this report. Key among those is that while this baseline suggests that current commitments can be achieved-including operating the existing transit system, addressing state of good repair projected needs, and honoring all Measure R and M commitments as outlined in their respective Ordinances--, there are potential challenges should major assumptions shift in the future.

**DISCUSSION**

**BACKGROUND**

The Financial Forecast (Forecast) provides a funding framework for operation and maintenance of the Metro transportation system, as well as new capital financial commitments. It includes assumptions for all available resources and is prepared in accordance with the funding and timing requirements in Metro's sales tax ordinances and Board policies, along with state and federal regulations. This Forecast is a part of the LRTP update and will provide a financial baseline for evaluating different assumptions and the resulting impacts on our financial capacity.

This Financial Baseline forecast covers the 40-year period from FY 2018 through FY 2057. It is important to note that long-range forecasts are exactly that - estimates based on the best available

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information at the time the forecast is produced. As such, it is expected to change as new information is obtained. The forecast does, however, provide valuable parameters to guide Board or other formal actions representing financial commitments - for example adopted capital investment programs, multiple or single year budgets, or grant approvals. A future recommended next step is to develop a 10-year term investment program that would be adopted by the Board, informed by the first 10 years of the long-range financial forecast.

### Prior Forecast

The Forecast is periodically updated and presented to the Board. The Forecast presents Metro's long-range financial outlook for existing LRTP priorities and other Board-approved costs, which supports the region's Regional Transportation Plan/Sustainable Communities Strategy, coordinated by SCAG (Southern California Association of Governments, the region's Metropolitan Planning Organization). The Forecast also supports the Transportation Improvement Program required for federal funding access, as well as federal grant applications, such as the Capital Investment Grants program (including New Starts).

The last Forecast update was presented to the Board in June 2016 (2016 Update), prior to the adoption of Measure M, as an assessment of the impacts of the then potential ballot measure. Since that time, in addition to the passage of Measure M, there have been significant changes to the assumptions included in the 2016 Update. One such change, in addition to the passage of Measure M, is the Road Repair and Accountability Act (2017, known as SB 1). SB 1 is the first state gas tax increase since 1994.

### Key Financial Assumptions

In order to provide a financial baseline to the LRTP, the Forecast is built on core financial assumptions, including priorities that align with the existing LRTP, as well as Metro policies related to those commitments. The LRTP priority commitments are summarized as follows: 1) Metro must fully fund its operations and maintenance; 2) Metro must ensure an appropriate level of State of Good Repair funding, especially as new federal regulations are still being implemented; and 3) Metro must meet all of the commitments it has under Measures R and M. Other commitments that need to be funded were discretionary, priority-setting decisions made by the Board up until this particular forecast was finalized (August 2017).

### Ten-Year Snapshot

Because any funding forecast becomes less accurate over time, staff has provided a more detailed assessment of financial capacity, for the first 10 years of the evaluation period. Over the next ten years, funding appears sufficient to meet all of our current, estimated system-wide operating and capital commitments, on their existing planned schedules. The Forecast assumes Metro will continue to operate the current level of bus service and an increasing level of rail and Bus Rapid Transit (BRT) service, as new rail and BRT lines are opened. It includes the wide range of capital projects and sub-regional programs specified under Metro's voter-approved ordinances. Further, it includes the cost to maintain and replace Metro's existing assets and future assets to support new rail and BRT lines. The cost of these commitments requires that Metro strategically utilize existing and expected future



local, state, and federal funding resources. However, while SB 1 will help maintain these commitments, there are some existing and potential challenges to this plan. SB 1 is estimated to provide as much as \$5.9 billion of new funding for Metro over the next ten years. While the increase to state fuel taxes can offset estimated project and program costs, approximately half of the estimated revenues is competitive, and therefore less dependable than funds distributed by formula (Attachment A, page 9).

In this Forecast, there are no changes to federal funding assumptions, which currently estimate approximately \$11.9 billion in federal funds in the first ten years (page 11, Attachment A), almost half of which is discretionary. While this level of discretionary federal funding is consistent with Metro's past grant awards, the current Administration does not presently support the Capital Investments Grant programs (including Federal Transit Administration/FTA New Starts grants), which provides \$5.6 billion in the first ten years of the Forecast. Additionally, proposed congressional appropriation levels, while still pending, are lower than previously authorized under the FAST Act.

### Ten-Year Snapshot - Costs

Since the 2016 Update, sales tax forecasts have been lowered due to slowing economic activity. In parallel, expanded commitments have been attached to Metro priority project and program areas. The cost of major Metro capital projects has increased compared to previous estimates, and additional capital projects have been approved. Staff also notes those cost considerations not yet included in the baseline, i.e., anticipated funding for potential large-scale projects currently under evaluation for this ten-year period, such as electrification of the bus system or proposed operational improvements to the Blue Line.

In addition to these capital expenses, there have been changes to the operating cost assumptions. Rightsizing of transit service and/or fare structure is assumed in the Forecast to improve fare revenue recovery.

### State of Good Repair

The financial plan in the Forecast includes \$36.3 billion in “state of good repair” replacement and repair costs, based on the Metro Transit Asset Management database for existing assets in service, as well as estimates for new infrastructure that will be placed in service in the future (Attachment A, page 14). This amount does not include a contingency amount. A best practice is to provide for a contingency.

### LRTP Financial Capacity

All combined revenues are used to fully fund the assumed priority expenditures, as noted previously, for the existing and expanded system (Attachment A, pages 16-17). There is limited unassigned fund and debt capacity in the baseline assumptions. Specifically, the Forecast includes \$41.0 billion of sales tax- and grant-backed debt financing over forty years. The future debt service is expected to increase steadily over time to match the aggressive, proscribed project delivery schedule. The Forecast's debt service is capped by Metro Debt Policy maximums.

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Using these assumptions, Measures R and M project and program delivery commitments can be fulfilled under baseline assumptions, including projected inflationary impacts. However, as there is limited funding capacity, any addition of new projects or acceleration of existing projects or programs will require one or more of the following trade-offs:

- Additional debt financing - if available;
- Cost offsets through innovations, scope changes, or delivery efficiencies;
- Reassessment of investment priorities; and/or
- New, unanticipated revenues.

## **FINANCIAL IMPACT**

The LRTP Financial Model is essential to the long-range planning activities of the agency to maximize funding for Los Angeles County transportation projects and to manage project and system costs over the 40-year planning horizon.

The Forecast's financial plan is predicated on: a stable sales tax growth; containment of operating and capital costs, including right-sized fare revenue; and reliable contributions from federal and state funding partners. Any significant loss in revenue or cost increases will likely require offsetting action, such as application of cost containment policies or delay to capital project(s).

### **Impact to Budget**

The LRTP Financial Model has no impact to the FY 2018 budget.

## **NEXT STEPS**

Staff will continue to monitor and update the Financial Forecast as actual data are realized and projections revised, including sales tax receipts; federal and state funding levels; any new Board-approved projects; operating results; and the annual budget.

As part of the LRTP update, staff recommends preparation of financial scenarios and sensitivity analyses that evaluate the impacts of alternative assumptions against the Forecast baseline.

Metro Office of Management and Budget (OMB) is in the process of preparing a 10-year budget. Aligned with that effort, staff recommends a 10-year strategy (Short Range Transportation Plan/SRTP) for approval by the Metro Board in June 2018 as part of the series of actions related to the LRTP. The SRTP would refine investment priorities for the near term, which is the most restricted investment period as envisioned in the baseline forecast. It would also provide mechanisms to address the needs of unfunded or underfunded, large scale capital projects under consideration, as well as create a framework to assess application of the acceleration/deceleration policy before the Board for action next month.

## **ATTACHMENTS**

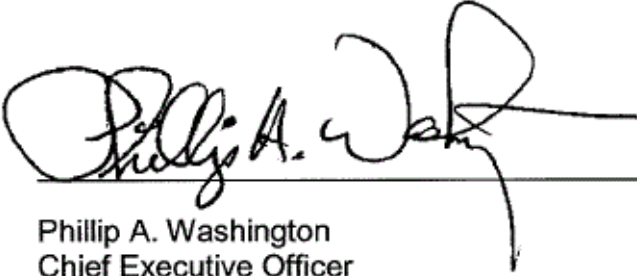


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Attachment A - 2017 LRTP Update: The Baseline Financial Forecast

Prepared by: Craig Hoshijima, Senior Director, (213) 922-3982  
Kalieh Honish, Executive Officer, (213) 922-7109  
Manjeet Ranu, Senior Executive Officer, (213) 928-3157

Reviewed by: Therese W. McMillan, Chief Planning Officer, (213) 922-7077



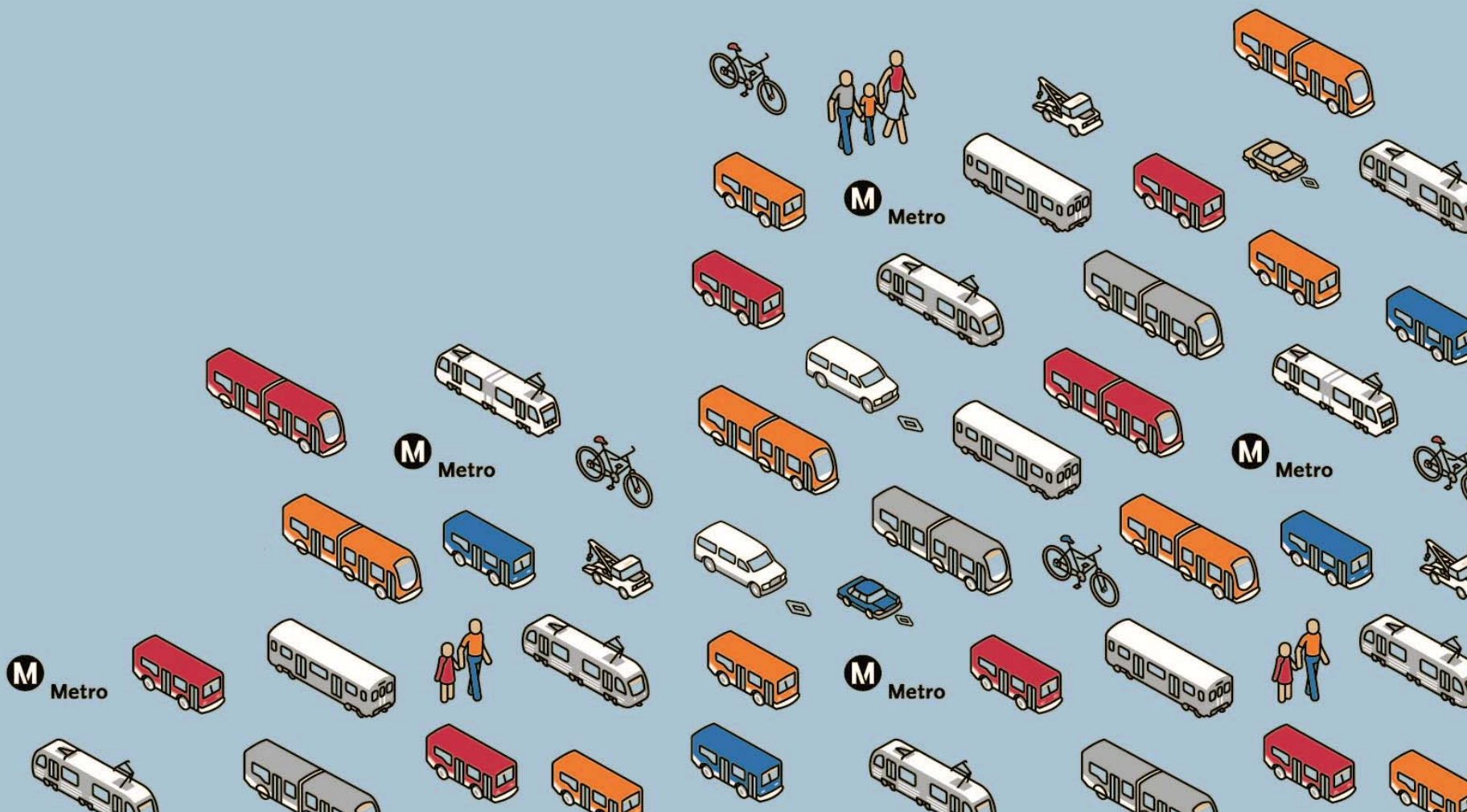
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Phillip A. Washington  
Chief Executive Officer

# ATTACHMENT A

## Long Range Transportation Plan

### 2017 Update – The Baseline Financial Forecast Details



## Purpose of the LRTP Financial Forecast

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- **Metro's long range financial outlook**
  - Guides LRTP development of long range investment plan for operation of transportation system and capital projects
  - Prepared in accordance with sales tax ordinances and Board policies and guidelines
- **Supports Transportation Improvement Program and Long Range Transportation Plan (LRTP)**



## L RTP Financial Baseline

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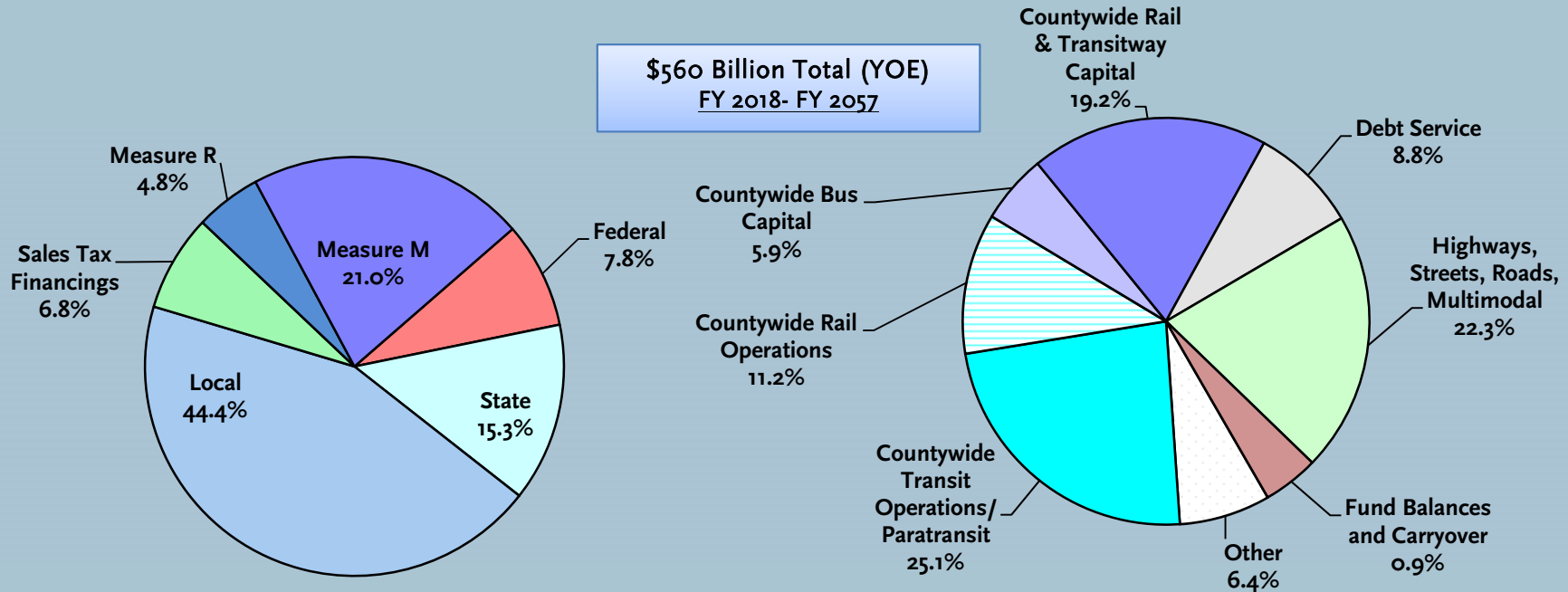
- This Financial Forecast provides the financial baseline for the L RTP Update
- Baseline refers to Metro's current and known future operations, maintenance, and capital financial commitments
  - Assumes these to be the priority investments for projected financial capacity
- Allows Metro to evaluate different assumptions regarding investment priorities, and subsequent impact on financial capacity



# Funding and Uses (40-year) - \$560B Total

Countywide Revenues FY 2018 – FY 2057

Countywide Expenditures FY 2018 – FY 2057



- Major Transit and Highway Capital Projects
- Capital Funding Programs
- Bus and Rail Revenue Service Hours
- State of Good Repair
- Metro Administrative Support



## 2017 Financial Baseline Key Assumptions

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- **Fully fund the following priorities:**
  - Operations
  - State of Good Repair (SGR) Needs
  - Prior Commitments (Measures R & M)
- **Debt Issued to Support Cash flow for Existing Commitments**



## 2017 Financial Snapshot: First 10 Years

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- Over the next 10 years, funding appears sufficient to meet estimated system-wide operating and capital costs (on planned schedule)
  - Lowered aggregate sales tax forecast due to slowing economic activity
  - Board-approved adjustments of \$2.4 billion – cost increases and new projects are addressed
  - Recent increase in State fuel taxes (SB1) will help offset lower local revenue and higher costs
  - Federal funding assumptions are relatively unchanged



## Board-Approved Adjustments Added to Baseline Expenditures (since June 2016 update)

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Category	Amount (millions)
1) Addition of Sub-regional Equity Program	\$1,196.0
2) Cost adjustments based on approved LOPs (aggregate)	428.7
3) New projects/Other (e.g., North San Fernando Valley BRT, Westside Purple Line Ext.3)	759.1
<b>Total</b>	<b>\$2,383.8</b>





## Potential Projects & Costs

---

- The financial baseline does not include costs or funding for potential large-scale projects that are currently under evaluation as first 10-year investments (partial list)
  - Electrification of bus system
  - Link US redesign of Union Station
  - Wye improvements to Blue and Expo lines
  - Centinela Grade Separation
  - Additional Tier 1 Express Lanes
  - Rail Operations Center (ROC) expansion



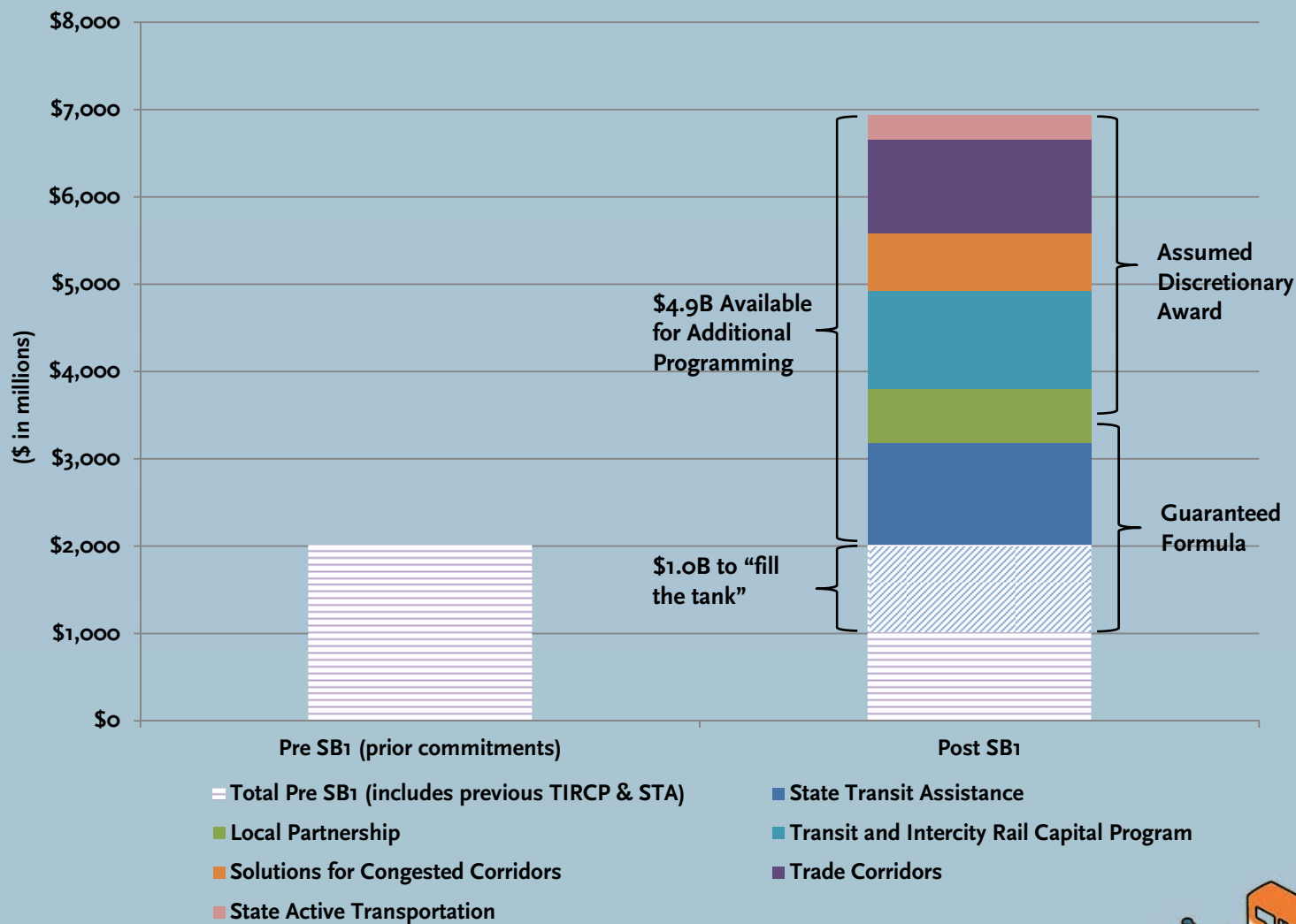
## SB1 Impact

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- The State-approved increase in fuel and other transportation taxes is expected to direct as much as \$5.9 billion for Metro over the next ten years (estimated from State-based forecasts)
  - Provides for both operating and capital investments
  - Formula share is \$2.5B; Competitive is assumed to be \$3.4B
    - Metro's capture of State discretionary programs is based on past performance & criteria
  - \$1.0B of SB1 anticipated capacity needed to “fill the tank” for prior State commitments

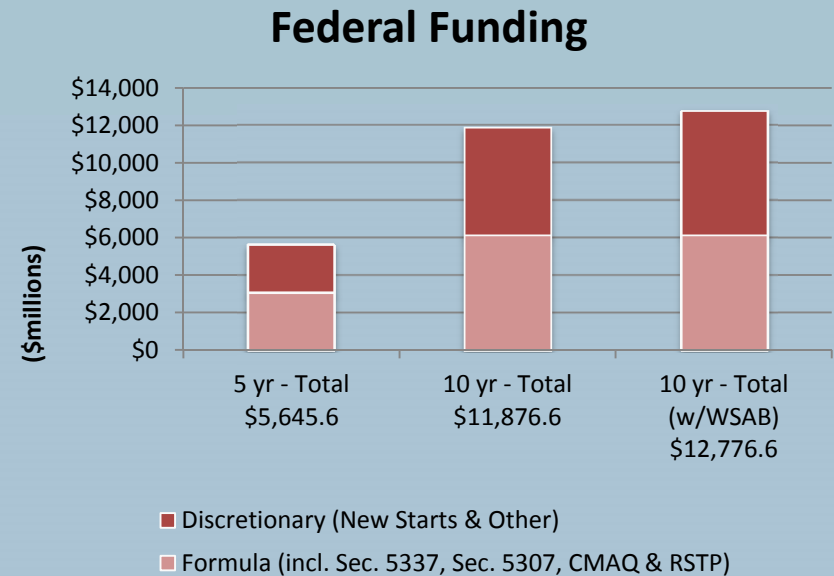


# SB1 Impact (10 years)



# Federal Funding Outlook (10 years)

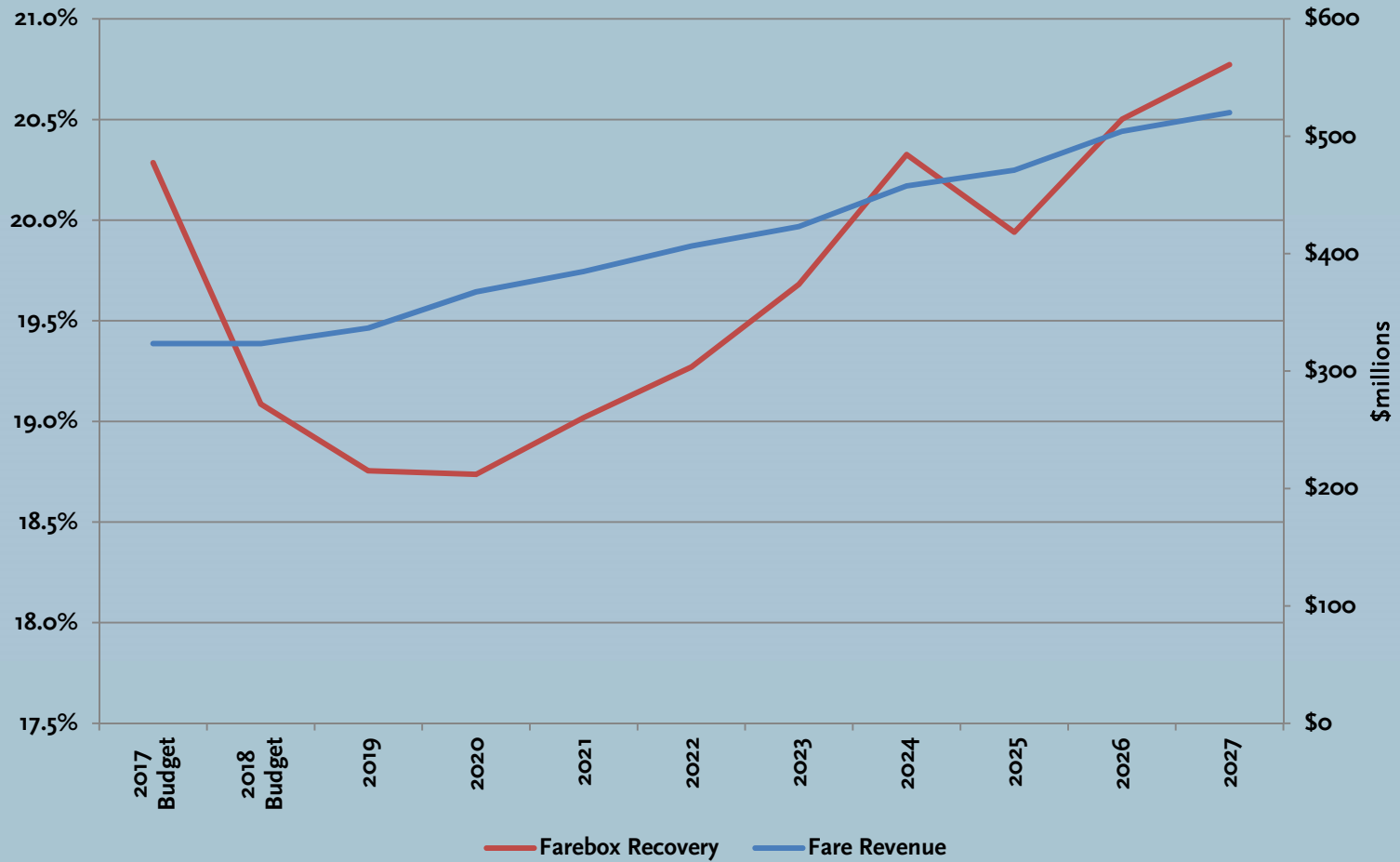
- Financial baseline includes \$2.0 billion New Starts funding in FY18-FY22 (5 years)
  - Regional Connector
  - Purple Line Section 1
  - Purple Line Section 2
  - New funding for Purple Line Section 3
- New Starts funding over ten years:
  - \$3.5 billion adding Sepulveda Pass Phase 2
  - Would be \$4.4 billion if adding accelerated West Santa Ana Branch (WSAB) Phase 2 gap closure schedule



\*Other includes TIGER & INFRA



# Fares and Farebox Recovery (10 years)



## Fares and Farebox Recovery (10 years)

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- Farebox recovery estimated at 19.1% in FY18 budget
- Fare revenues projected to grow from \$323 million to \$520 million over 10 years
  - Farebox recovery is related to both ridership and fare revenue
  - With regard to ridership, Metro has launched a Bus Reimagining Study to potentially restructure the system
  - “Right-sized” fare structure is assumed in order to track revenue growth



## State of Good Repair (40 years)

- Financial Forecast includes \$36.3 billion of “state of good repair” (i.e., replacement and repair) costs
  - Costs based on Metro Transit Asset Management (TAM) database (for existing assets in service)
  - SGR estimates attached to new infrastructure are extrapolations of TAM data

Category	(\$mil) FY18-FY57
Rail Facilities	\$49
Heavy Rail Vehicles	1,671
Light Rail Vehicles	6,141
Rail - Existing Lines	8,069
Rail - New Lines*	4,491
Bus Fleet	12,153
Bus Facilities	3,718
<b>Total</b>	<b>\$36,292</b>

\*includes vehicles & BRT lines



## Debt Financing

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- **Financial baseline includes \$41.0 billion of sales tax-and grant-backed debt financing over forty years**
  - Future debt service expected to increase steadily over time to match aggressive project delivery schedule
  - Debt service capped by Debt Policy maximums
  - Retirement of existing Prop A and Prop C debt offsets future cash flow impact





# L RTP Baseline Forecast Assumptions (40 Years)

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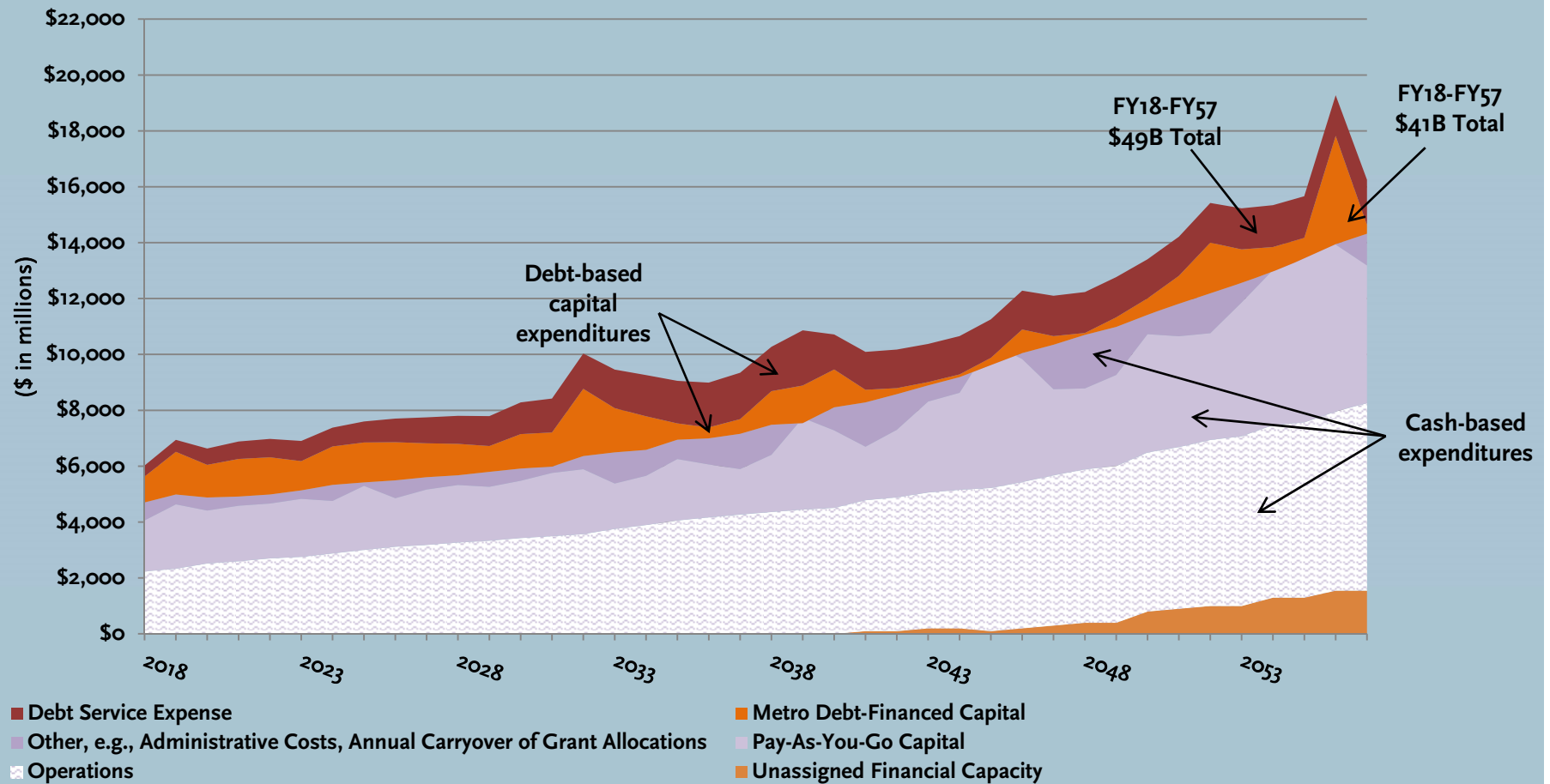
All combined revenues used to fully fund the following assumed priority expenditures:

- Operations associated with existing and expanded system
- Sustaining and maintaining existing system and SGR projects for expanded system
- Capital Programs attached to the following commitments:
  - Measure R Projects & Programs
  - Measure M Projects & Programs

There is very limited unassigned fund or debt capacity in the baseline assumptions



# Long Range Baseline Expenditure Forecast



## Baseline Funding Capacity Takeaway

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- **All Measure R and M commitments can be fulfilled under baseline assumptions**
  - This includes inflationary impacts to costs over 40 year period



## Baseline Funding Capacity Takeaway

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- However, any addition of new projects or acceleration of existing projects or programs will require one or more of the following trade-offs:
  - Additional debt financing
  - Cost offsets through innovations, scope changes, or delivery efficiencies
  - Reassessment of investment priorities
  - New, unanticipated revenues



## Managing Risks

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- **Financial baseline is predicated on:**
  - Stable sales tax growth
  - Containment of operating and capital costs and right-sized fare revenue
  - Reliable contributions from Federal and State funding partners
- **Any significant loss in revenue or cost increases will require offsetting action**
  - Apply cost containment policies (Measure R and M)
  - Delay capital project start-up date



## Next Steps

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- **Metro staff will continue to monitor and update the long range financial forecast conditions**
  - Sales tax receipts
  - Federal and State grants
  - Board-approved changes
  - Annual budget
- **As part of the LRTP, staff will recommend financial scenarios and sensitivity analyses**
  - Evaluate alternative assumptions and their impacts against the baseline



## Next Steps (continued)

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- **Recommend a 10-year strategy that identifies and allocates funding consistent with the LRTP investment plan**
  - Refines priorities for most restricted investment period
  - Provides mechanisms to address currently unfunded, large scale capital projects under consideration
  - Creates framework to assess acceleration/deceleration policy



**Board Report**

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**File #:** 2017-0595, **File Type:** Agreement**Agenda Number:** 17.

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**PLANNING AND PROGRAMMING COMMITTEE  
OCTOBER 18, 2017****SUBJECT: EXTEND A FIVE-YEAR WESTERN/CARLTON, LP,  
LICENSE AGREEMENT AN ADDITIONAL  
TWENTY-FOUR YEARS****ACTION: APPROVE EXTENDED LICENSE****RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to execute an amended and restated license agreement with Western/Carlton II, LP, a California Ltd. Partnership (Western/Carlton), extending the term for an additional twenty-four (24) years with an option to extend five years allowing Western/Carlton to use that portion of Metro property situated adjacent to the Western/Carlton's ground-leased premises at the Hollywood/Western Red Line Station, as depicted on Attachment A (License Property), for the operation and use of the ground-leased premises and related improvements.

**ISSUE**

In June 2016, Western/Carlton and Metro entered into a five-year license agreement for Metro property situated adjacent to Western/Carlton's ground-leased premises so that one of Western/Carlton's tenants, the Thai Community Development Center (Thai CDC) could make use of the area. Thai CDC is a non-profit organization that has started construction on an employment generator and food retail incubator project it wishes to operate, in part, on the License Property, which has garnered City of Los Angeles' support. Thai CDC has secured grants and other economic development funding for the tenant improvements within their leased space. One funding source, a New Market Tax Credits loan, requires that Western/Carlton and Metro have a 24-year license agreement (with a five-year option to extend). Metro policy requires Board approval for any license agreement over a five-year term.

**DISCUSSION**

In December 2013, Thai CDC approached Metro regarding use of the License Property, which is situated immediately adjacent to Western Carlton's ground-leased premises, and interior space they intended to lease inside the mixed-use building Western/Carlton constructed thereon. Thai CDC was securing seed funding to develop a food retail incubator in the leased space that would train local entrepreneurs in running and managing restaurants, and wanted to use the License Property in conjunction with this use. To allow Thai CDC to use the License Property and keep the license and



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the ground lease with the same party, Metro licensed this area to Western/Carlton and allowed Western Carlton to sublicense it to Thai CDC. Thai CDC, Western/Carlton and Metro executed a 5-year license, sublicense and related documents in June 2016. As a result of these transactions, several grants and loans were approved by the City of Los Angeles. More recently, Thai CDC informed Metro of the need for the New Market Tax Credits loan and its requirement for a longer term license between Metro and Western/Carlton.

This project has strong support from the City of Los Angeles Economic and Workforce Development Department and the Office of Councilmember Mitch O'Farrell as well as state legislators and the local community. Further, this proposed use is in support of Metro's Transit Oriented Communities efforts, as it allows for community-serving uses at a Metro station and supports local economic development.

### **DETERMINATION OF SAFETY IMPACT**

This action will have no impact on safety standards for Metro.

### **FINANCIAL IMPACT**

Adoption of the 24-year license would bring an estimated one hundred forty-two thousand dollars (\$142,000.00) in revenue to the agency over its 24-year term. This amount equals the initial annual fee of \$3,366.48 which is increased annually by the Consumer Price Index (CPI).

#### **Impact to Budget**

This action provides additional revenue to Metro's annual budget for the next twenty-four years.

### **ALTERNATIVES CONSIDERED**

The Board could consider not extending the license. We do not recommend this as we have already granted a license in support of the project, the project has strong support from elected officials and community stakeholders, and the proposed use is in furtherance of Metro's efforts to support the creation of Transit Oriented Communities.

### **NEXT STEPS**

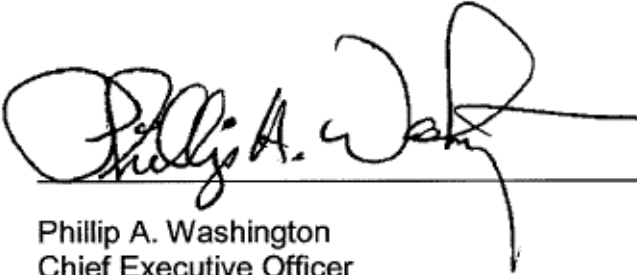
Upon Board approval, staff will execute an amended and restated license agreement with Western/Carlton for twenty-four years with a five-year option to extend.

### **ATTACHMENTS**

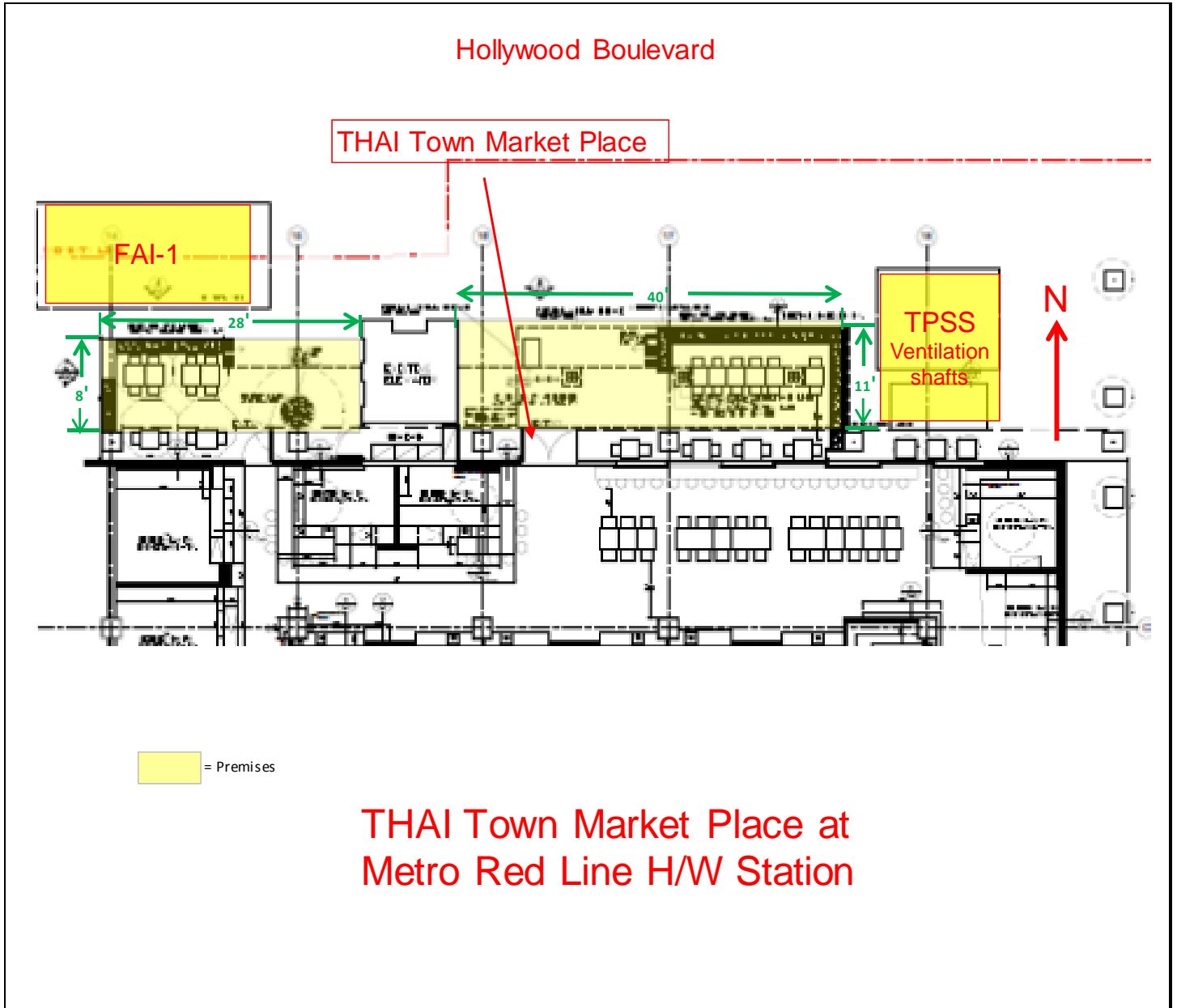
Attachment A - License Property

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Phillip A. Washington  
Chief Executive Officer



APN: 5544021911, 5544021910

	Branch/Line	Map Reference	Mile Post	<b>EXHIBIT 'A'</b>	Lessee/Licensee	
	Metro Red Line	N/A	N/A		<b>Thai Community Development Center</b>	
	Engineers Station	Community	City	MTA File No.		
	Los Angeles	Western/Hollywood	Los Angeles	Los Angeles Metropolitan Transportation Authority	Scale	Date
Area	Use	Legend	One Gateway Plaza	Not to Scale	09/13/13 Lberg	
664 sq. ft.	Outdoor Seating	N/A	Los Angeles, CA 90012-2952			