



Board Report

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Agenda Number: 37.

EXECUTIVE MANAGEMENT COMMITTEE  
JANUARY 18, 2017

**SUBJECT: TWENTY-EIGHT BY '28 PROJECT LIST-  
TRANSPORTATION INVESTMENT GUIDE IN  
TANDEM WITH THE 2028 OLYMPIC AND  
PARALYMPIC GAMES**

**ACTION: APPROVE RECOMMENDATION**

**RECOMMENDATION**

APPROVE the Twenty-Eight by '28 list provided in Attachment A.

**ISSUE**

At the September Board Meeting, Chair Garcetti announced the “Twenty-Eight by '28 Initiative” to highlight projects for completion by the 2028 Olympic and Paralympic Games. At the direction of the Chair, staff developed a draft candidate list of projects that included Measure R, Measure M and other projects already slated for completion by 2028, as well as “aspirational” project schedules that propose to be accelerated by 2028 (“aspirational” is defined as a project that has a current delivery date later than 2028).

At its November Board Meeting, the Board received and filed the draft list of projects. The Board discussed that the initiative is helpful in articulating a vision for what Metro seeks to achieve by 2028, which facilitates obtaining needed support from Metro’s many partners in delivering a transformative transportation investment program for Los Angeles County by the commencement of the 2028 Games. Investments on this list are distributed countywide, demonstrating proactive regional coordination. Furthermore, the Board noted that any post-2028 project not on the list could still be considered for schedule acceleration per the Board’s Early Project Delivery Strategy.

Pursuant to the Measure M Ordinance, project acceleration may only occur if doing so does not delay the delivery of any other project. Accordingly, the 2028 Games presents an opportunity to advocate for accelerated resources, particularly from the state and federal government, to achieve early project delivery of the aspirational schedules and additional projects.

By identifying projects with aspirational schedules alongside projects already planned to be delivered by 2028, the Board would be highlighting-but not committing-those projects for early project delivery.

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The proposed policy for a Measure M Early Project Delivery Strategy, if adopted, would apply prior to the Board making a binding decision on advancing a project earlier than scheduled in the Measure M Expenditure Plan. Not all Measure M investments scheduled for completion by 2028 are included in this list. Inclusion does not supersede any commitments made in the Measure M Ordinance.

## **BACKGROUND**

As a transportation agency, Metro fundamentally provides access to opportunity. Recognizing the importance of how transportation affects the quality of life in Los Angeles County, Metro has led with the voter-approved Measures R and M ordinances, which identify new mobility projects throughout the County. Subsequently, Los Angeles was awarded the 2028 Summer Olympic and Paralympic Games. In about ten years, the confluence of the array of new long-term transportation investments led by Metro and the 2028 Games represents an opportunity to strive to achieve what is already planned or needed, earlier. In doing so, the outcome for Los Angeles County could be a more livable, successful and equitable region. This will benefit Los Angeles County for generations after transportation projects are completed and the 2028 Games have concluded. The 2028 Games represents a clear, relatable milestone to crystalize what could be accomplished in the next ten years by working collaboratively as a region.

Qualitative criteria to select the projects on the draft candidate list for the Twenty-Eight by '28 Initiative include:

- Currently scheduled for completion by 2028;
- Supports high-capacity access to key regional activity centers and corridors;
- Provides a vital link in Los Angeles County's developing high-capacity transit network;
- Supports the integration of land use and transportation to accommodate new mixed income housing opportunities in areas to be served by transit, along with economic development opportunities; and
- Eases congestion at existing bottlenecks and congested corridors.

The Twenty-Eight by '28 list includes:

- Seventeen projects already slated for completion, of which four are Measure R projects and 13 are Measure M projects.
- Eight additional Measure M project schedules are deemed "aspirational". This includes four Measure M mega projects that require accelerated resources to deliver significantly earlier. The I-405 South Bay Curve Improvements project is one of the four mega projects, which is included due to expressions of interest by the state government.
- Three additional projects-MicroTransit, I-10 Express Lanes extension to the San Bernardino County line, and Blue Line Signal and Washington/Flower Junction Improvements-are not entirely funded by Measure R or Measure M. These projects would require resources.

The Twenty-Eight by '28 project list is provided in Attachment A and Attachment B maps the list in relation to the sports park clusters and other venue sites for the 2028 Games.

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Metro's updated financial forecast concludes that all Measures R and M commitments can be fulfilled under baseline assumptions. This includes inflationary impacts to costs over the 40-year period of the forecast. However, any addition of new projects or early delivery of existing projects 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

With that context, it is understood that this proposed concept is both pragmatic and aspirational, which has value as an initiative that is clear to the public and stakeholders on what Metro could accomplish during the next 10 years and tandem with the opening of the 2028 Olympic and Paralympic Games.

## **DISCUSSION**

Staff has conducted an analysis of financial feasibility for constructing, operating and maintaining these projects. The capital cost, excluding operating and debt service costs, is \$23.9 billion (year of expenditure dollars) greater than forecasted revenues available by 2028 and relies on assumptions that state and federal funding sources for certain projects will be available as anticipated. Of that, \$16.2 billion or 68 percent is due to four mega aspirational project schedules. The M-PERT (Measure M Project Evaluation Readiness Tool) as part of the Early Project Delivery screening process can be applied as strategic accelerator inputs become identified for the projects with aspirational schedules. Not all Measure M investments scheduled for completion by 2028 are included in this list. Inclusion does not supersede any commitments made in the Measure M Ordinance.

## **FINANCIAL IMPACT**

There is no financial impact should the Board adopt the Twenty-Eight by '28 list. The financial impact of an early delivery for a project would be determined when the opportunity exists to accelerate its delivery, guided by the adopted Policy for a Measure M Early Project Delivery.

## **ALTERNATIVES CONSIDERED**

No alternatives to the proposal were offered for consideration.

## **NEXT STEPS**

The ability to actually deliver a particular project earlier than scheduled will be determined on a case-by-case basis, per the adopted policy for a Measure M Early Project Delivery Strategy. That policy provides a framework guiding how to accelerate the eight projects proposed for early project delivery, along with any other Measure M project not a part of the Twenty-Eight by '28 list. The ability to deliver any of the three new projects will be determined as the projects are developed and the project scope, cost and funding plan are presented to the Board. Staff will report back on a quarterly basis

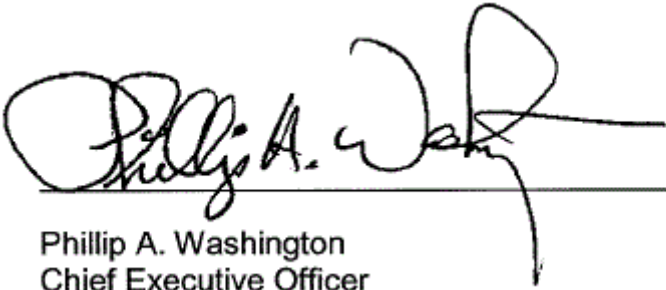
on the project delivery and funding status of the Twenty-Eight by '28 list.

**ATTACHMENTS**

Attachment A - Twenty-Eight by '28 Project List  
Attachment B - Project Location and Games Venues Map  
Attachment C - Presentation

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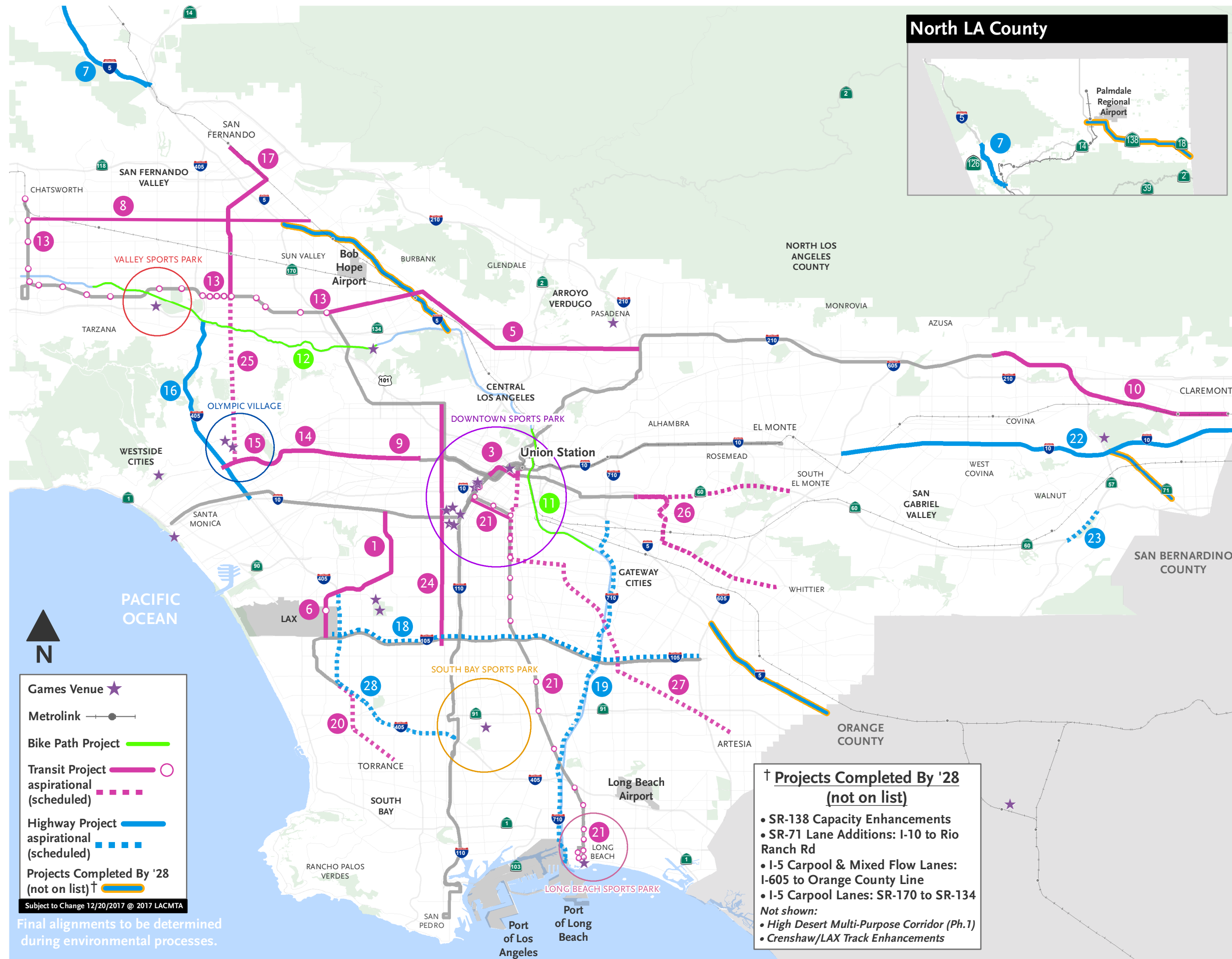
## ATTACHMENT A: TWENTY-EIGHT BY '28 PROJECT LIST

Project	Target Completion Date	Current Completion Date	Sub-region
1. Crenshaw/LAX Line	2019	2019	cc, sb
2. MicroTransit **	2019	2019	TBD
3. Regional Connector	2021	2021	cc
4. New Bus Rapid Transit Corridors (Phase 1)	2022	2022	TBD
5. Orange and Red Lines to Gold Line Transit Connector (North Hollywood to Pasadena)	2022	2022	sf, av
6. Airport Metro Connector Station	2023	2023	sb
7. I-5 North County Capacity Enhancements	2023	2023	nc
8. North San Fernando Valley	2023	2023	sf
9. Purple Line Extension Section 1	2023	2023	cc
10. Gold Line Foothill Extension to Claremont (with ability to extend to Montclair)	2025	2025	sg
11. LA River Waterway & System Bike Path	2025	2025	cc, gc
12. LA River Bike Path and Mobility Hub – San Fernando Valley	2025	2025	sf
13. Orange Line Travel Time and Safety Improvements	2025	2025	sf
14. Purple Line Extension Section 2	2025	2025	cc, w
15. Purple Line Extension Section 3	2026	2026	w
16. Sepulveda Pass ExpressLanes	2026	2026	sf, w
17. East San Fernando Valley	2027	2027	sf
18. I-105 ExpressLanes*	2027	2029	cc, gc, sb
19. I-710 South Corridor Early Action*	2027	2032	gc
20. South Bay Light Rail Extension*	2027	2030	sb
21. Blue Line Signal and Washington/Flower Junction Improvements**	2028	2028	cc
22. I-10 ExpressLanes I-605 to San Bernardino Line**	2028	2030	gc, sg
23. SR-57/60 Interchange Improvements*	2028	2031	sg
24. Vermont Transit Corridor	2028	2028	cc
25. Sepulveda Transit Corridor*	2028	2033	sf, w
26. Gold Line Eastside Extension to Whittier or South El Monte*	2028	2035	gc, sg
27. West Santa Ana Branch*	2028	2041	cc, gc
28. I-405 South Bay Curve Improvements*	2028	2047	sb

\* accelerated project

\*\* non-Measure R nor Measure M project

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**Transit Projects**

1. Crenshaw/LAX Line
3. Regional Connector
5. Orange and Red Lines to Gold Line Transit Connector (North Hollywood to Pasadena)
6. Airport Metro Connector Station
8. North San Fernando Valley
9. Purple Line Extension Section 1
10. Gold Line Foothill Extension to Claremont (with ability to extend to Montclair)
13. Orange Line Travel Time and Safety Improvements
14. Purple Line Extension Section 2
15. Purple Line Extension Section 3
17. East San Fernando Valley
20. South Bay Light Rail Extension\*
21. Blue Line Signal and Washington/Flower Junction Improvements\*\*
24. Vermont Transit Corridor
25. Sepulveda Transit Corridor\*
26. Gold Line Eastside Ext. to Whittier or South El Monte\*
27. West Santa Ana Branch\*

**Highway Projects**

7. I-5 North County Capacity Enhancements
16. Sepulveda Pass ExpressLanes
18. I-105 ExpressLanes\*
19. I-710 South Corridor Early Action\*
22. I-10 Express Lanes I-605 to San Bernardino Line\*\*
23. SR-57/SR-60 Interchange Improvements\*
28. I-405 South Bay Curve Improvements\*

**Bike Path Projects**

11. LA River Waterway & System Bike Path
  12. LA River Bike Path and Mobility Hub - San Fernando Valley
- Not shown: MicroTransit\*\*, New Bus Rapid Transit Corridors (Phase 1)  
 \* aspirational project (scheduled)  
 \*\* non-Measure R nor Measure M project

Final alignments to be determined during environmental processes.

Subject to Change 12/20/2017 @ 2017 LACMTA



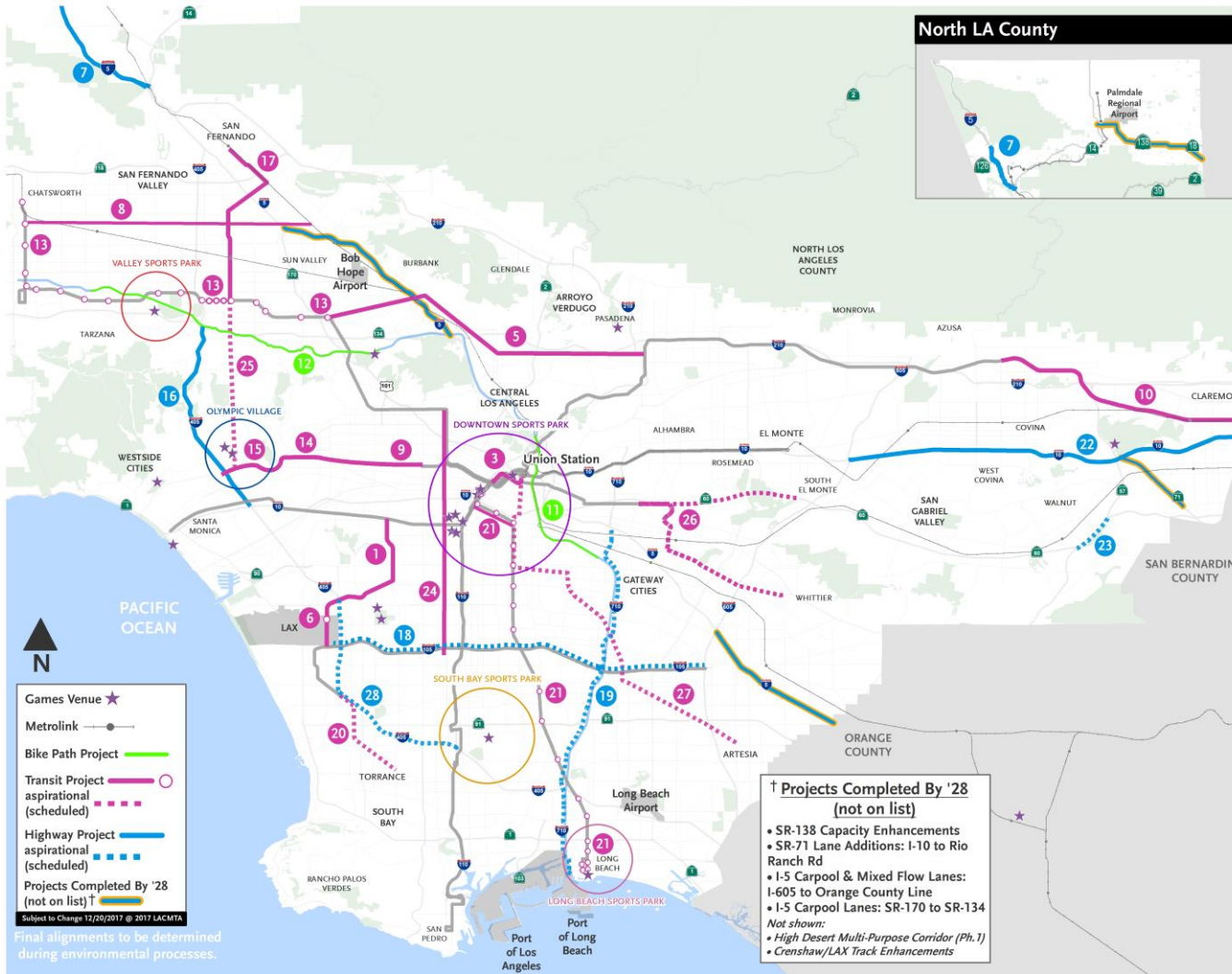
**Twenty-Eight by '28 Project List—  
Transportation Investment Guide in Tandem with the  
2028 Olympic and Paralympic Games**



**Metro**

# Twenty-Eight by '28 Projects and Other 2028 Projects

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## Transit Projects

1. Crenshaw/LAX Line
3. Regional Connector
5. Orange and Red Lines to Gold Line Transit Connector (North Hollywood to Pasadena)
6. Airport Metro Connector Station
8. North San Fernando Valley
9. Purple Line Extension Section 1
10. Gold Line Foothill Extension to Claremont (with ability to extend to Montclair)
13. Orange Line Travel Time and Safety Improvements
14. Purple Line Extension Section 2
15. Purple Line Extension Section 3
17. East San Fernando Valley
20. South Bay Light Rail Extension\*
21. Blue Line Signal and Washington/Flower Junction Improvements\*\*
24. Vermont Transit Corridor
25. Sepulveda Transit Corridor\*
26. Gold Line Eastside Ext. to Whittier or South El Monte\*
27. West Santa Ana Branch\*

## Highway Projects

7. I-5 North County Capacity Enhancements
16. Sepulveda Pass ExpressLanes
18. I-105 ExpressLanes\*
19. I-710 South Corridor Early Action\*
22. I-10 Express Lanes I-605 to San Bernardino Line\*\*
23. SR-57/SR-60 Interchange Improvements\*
28. I-405 South Bay Curve Improvements\*

## Bike Path Projects

11. LA River Waterway & System Bike Path
12. LA River Bike Path and Mobility Hub - San Fernando Valley

Not shown: MicroTransit\*\*, New Bus Rapid Transit Corridors (Phase 1)

\* aspirational project (scheduled)

\*\* non-Measure R nor Measure M project

### † Projects Completed By '28 (not on list)

- SR-138 Capacity Enhancements
  - SR-71 Lane Additions: I-10 to Rio Ranch Rd
  - I-5 Carpool & Mixed Flow Lanes: I-605 to Orange County Line
  - I-5 Carpool Lanes: SR-170 to SR-134
- Not shown:
- High Desert Multi-Purpose Corridor (Ph.1)
  - Crenshaw/LAX Track Enhancements



# List Overview

- 17 projects already slated for completion
- 8 project schedules are deemed “aspirational”
- 3 additional projects that require resources



# Background

- Chair Garcetti announced the “Twenty-Eight by ’28 Initiative” to highlight projects for completion by the 2028 Olympic and Paralympic Games
- At Chair’s direction, staff drafted a project list, which the Board favorably reviewed
- Includes Measure R, Measure M and other projects already slated for completion by 2028
- Also includes “aspirational” project schedules that propose to be accelerated by 2028



# The Twenty-Eight by '28 Initiative

- The 2028 Games is an opportunity to advocate for accelerated resources, to achieve early project delivery
- **By identifying projects with aspirational schedules alongside projects already planned to be delivered by 2028, the Board would be highlighting—but not committing—those projects for early project delivery**
- Inclusion on list does not supersede commitments made in Measure M



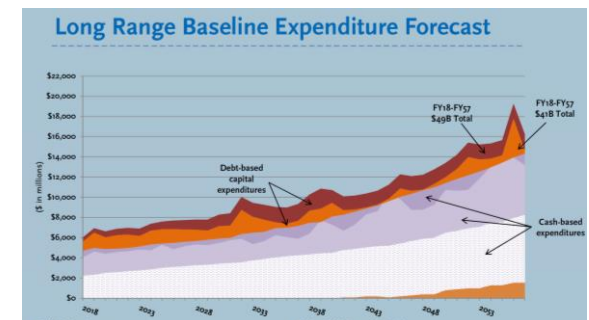
# Opportunity

- Metro fundamentally provides access to opportunity
- In 10 years, planned transportation projects with the 2028 Games are an opportunity to achieve these projects earlier
- A more livable, successful and equitable region could be realized sooner
- The 2028 Games is a clear, relatable milestone to crystalize what could be accomplished in the next 10 years



# Context

- Measures R and M commitments can be fulfilled under baseline assumptions
- Addition of new projects or early delivery of existing projects require one or more trade-offs
  - Additional debt financing
  - Cost offsets through innovations, scope changes or delivery efficiencies
  - Reassessment of investment priorities
  - New, unanticipated revenues



# Early Project Delivery Strategy

- A framework to guide preparing and evaluating strategies to delivery projects earlier than scheduled
- Four categories of strategic accelerator inputs:
  - Funding
  - Partnerships
  - Process
  - Innovations



# Next Steps

- Executive Management Committee review at January 18, 2018 meeting
- Board ACTION at January 25, 2018 meeting
- Future consideration, on a project-by-project basis, of potential for early project delivery



Thank you



Metro