



Metro

## Board Report

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

**File #:** 2018-0589, **File Type:** Contract

**Agenda Number:**

### REGULAR BOARD MEETING SEPTEMBER 27, 2018

**SUBJECT: CRENSHAW NORTHERN EXTENSION PROJECT**

**ACTION: APPROVE RECOMMENDATIONS**

#### **RECOMMENDATION**

**AUTHORIZE:**

- A. the preparation of an Advanced Alternatives Screening Study with further engineering design, initiation of the procurement process for a Project Environmental Impact Report (EIR) with additional studies to facilitate subsequent National Environmental Quality Act (NEPA) review, conducting public/stakeholder engagement and supporting the City of West Hollywood in preparing a Funding and Delivery Strategic Plan, with all work efforts subject to subsequent funding appropriations by the Board of Directors; and
- B. the Chief Executive Officer to increase Contract Modification Authority (CMA) specific to Task Order No. PS4686900 with AECOM Technical Services, Inc. in the amount of \$400,000, increasing the CMA amount from \$100,000 to \$500,000, for the Advanced Alternatives Screening Study.

#### **ISSUE**

The Crenshaw Northern Extension is a Measure M project with a groundbreaking date of Fiscal Year (FY) 2041, project completion date of FY2047 and a funding allocation of \$2.24 billion (2015\$). A Feasibility/Alternatives Analysis Study, which yielded five potential alignment alternatives (Attachment A and B), was accepted by the Board as a Receive and File item on July 26, 2018 (Legistar # 2018-0236). Targeted stakeholder and elected officials outreach regarding the Study outcomes have occurred, which provided valuable feedback. However, broader public/stakeholder outreach is needed to obtain input on these five alignments, along with additional technical study, to winnow the number of alternatives to be carried forward into future environmental review. Doing so allows the environmental review to be conducted more efficiently, over a shorter period. A key outcome of the Study was the finding that all the alternatives studied exceed the funding allocation, some by approximately double.

The City of West Hollywood formally committed by City Council action to develop and propose to Metro an early project delivery strategy that would be consistent with the conditions to consider

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accelerating project delivery. Staff recommends providing support to the City in its efforts to prepare a viable, accelerated funding and delivery strategy. This is consistent with Metro's prior commitment to advance planning and environmental review for the Crenshaw Northern Extension to bring it to a state of readiness that could facilitate acceleration.

## **BACKGROUND**

A northern extension was first identified as a part of planning studies for the Crenshaw/LAX Line project in 2009. Studies at that time considered an extension of the Crenshaw/LAX Line north of the Metro Expo Line, to the Metro Purple Line on Wilshire Boulevard, with the potential to ultimately extend farther north to the Metro Red Line in Hollywood via West Hollywood. Funding for the extension was not identified at the time and therefore the northern terminus of the Crenshaw/LAX project was set at the Exposition/Crenshaw Station; further studies of the northern extension were deferred.

In February 2016, the Crenshaw Northern Extension project was included in the Chief Executive Officer's "Operation Shovel Ready Initiative" list of projects for advancement through early stages of project planning. The Crenshaw Northern Extension Feasibility Study was initiated in May 2016. Following the passage of the Measure M in November 2016, it was further expanded to include an Alternatives Analysis.

The study defines and analyzes four potential alignment alternatives that could extend the Crenshaw/LAX Line northward from the Metro Expo Line to the Metro Purple Line on Wilshire Boulevard and onto the Metro Red Line in Hollywood, as well as one alignment alternative that would extend from the Expo Line to the Red/Purple Line Wilshire/Vermont Station, with a connection to Hollywood via transfer to the existing Metro Red Line, but would not serve West Hollywood.

In July 2018, the Crenshaw Northern Extension Feasibility/Alternatives Analysis Study was completed and presented to the Metro Board as a Receive and File item. Metro staff was asked to meet with the cities of West Hollywood and Los Angeles to review next steps in the planning process and report back as soon as the September 2018 board meeting.

A meeting was held on September 12, 2018 to facilitate the cities of Los Angeles and West Hollywood understanding their respective goals, opportunities and issues surrounding the northern extension of the Crenshaw/LAX Line. Discussion occurred about how scopes of work would be approached and structured. A draft schedule was presented at that meeting (subsequently revised as Attachment C) defining key steps going forward for further technical work, public outreach and environmental review, along with parallel efforts to explore how to achieve accelerating project delivery.

The City of West Hollywood's fundamental requests of Metro included:

- Find all reasonable and appropriate approaches to streamline the process to expedite bringing the project to a state of readiness that would enable it to be delivered much earlier than scheduled, should the opportunity exist to do so. Move aggressively on the schedule to complete the work effort.
- Prepare a Project EIR, rather than a Program or Staged EIR, to reduce the potential for needing additional environmental clearance in the future and bolster efforts to accelerate

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delivery. Procure the environmental work as a joint NEPA-CEQA (California Environmental Quality Act) document, with an option for invoking the NEPA scope of services.

- Prepare additional studies to support subsequent NEPA review and clearance in the future, to streamline that transition, when appropriate and authorized by the Federal Transit Administration.
- Simplify the public engagement process by eliminating low-performing alternatives early, packaging similar alternatives and conducting latter outreach efforts with the benefit of additional technical information.
- Deliver the project as a single, complete phase, as early as possible.

The City of Los Angeles' initial input regarding the proposed, continued work on the Crenshaw Northern Extension project included:

- Public engagement needs to be adequate and address all alternatives.
- West Hollywood should consult with the City of Los Angeles on its Funding and Delivery Strategy.
- Study land use and demographics, which would inform an understanding of the process to winnow the alternatives.

Both cities agree that Metro should set a threshold for deciding when to enter the procurement process for preliminary engineering (30 percent design), while being understanding that Metro should only undertake this work when efforts to accelerate project delivery appear promising. The Advanced Alternatives Screening Study will result in more detailed engineering design.

## **DISCUSSION**

There has been a long-standing interest among West Hollywood local elected officials and stakeholders to accelerate the delivery of the Crenshaw Northern Extension project. Within the provisions allowed under Measure M, Metro staff has committed to exploring a viable path forward to accelerate the project, consistent with adopted Board policy Early Project Delivery Strategy, led by the City of West Hollywood. A significant finding emerging out of the Feasibility/Alternatives Analysis Study is the fact that the cost of all five alternatives exceed Measure M funding allocations, some by approximately double. This funding gap is even greater, should even longer segments of the routes require below-ground, subway construction than currently identified. Any potential acceleration strategy at this juncture would have to address that factor, either through mitigating cost, securing new revenue, or a hybrid of both.

To better support the City of West Hollywood in identifying project delivery options and a funding strategy in collaboration with Metro, there is a need to conduct broad public outreach and further technical study to narrow the number of alternatives. This work effort would focus more detailed design, transit-oriented communities study, environmental review and cost estimation to support public engagement and winnowing of the alternatives.

Two separate rounds of community meetings are proposed in early and mid-2019 in locations throughout the Study Area to raise awareness about the Crenshaw Northern Extension Study and gather input on the alternatives. While there is clearly interest in this project, concerns are being

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raised about entire alignments and design of alignment sections from the limited stakeholders currently aware of the study outcome. For outreach to glean meaningful, broad input to determine which alignments are appropriate to carry forward for further study, awareness of the project and its potential alignments and features needs to be raised.

Once the outreach is complete, the technical evaluation of each alternative would be expanded to consider the issues raised through the public outreach process and further refine and modify these alternatives as necessary, including cost estimation. Staff is therefore proposing to modify the existing Task Order with AECOM Technical Services, Inc. to conduct an Advanced Alternatives Screening Study. Staff will return to the Board of Directors in fall 2019 with the results and findings of the Advanced Alternatives Screening Study and a recommendation for a reduced number of alternatives to carry forward for environmental review. A decision about whether to advance into environmental review will be dependent upon the City of West Hollywood's Funding and Delivery Strategy, which will be the basis for an evaluation pursuant to Metro's policy for an Early Project Delivery Strategy.

#### Funding and Delivery Strategic Plan

As a parallel process and in conjunction with the Advanced Alternatives Screening Study, staff will consult, as requested, in efforts led by the City of West Hollywood, in coordination with the City of Los Angeles, to prepare a Project Funding and Delivery Strategic Plan. The City of West Hollywood's study will evaluate strategies to attract private, state and federal investment and assess the revenue potential, logistics and strategic options for additional local funding sources that could help achieve early project delivery, including value capture, such as an Enhanced Infrastructure Finance District (EIFD); bonding against the City of West Hollywood's Measure M local return funds; and/or a local sales tax increase. Metro will issue a Challenge Statement to the private sector to solicit feedback and ideas on efforts to accelerate project delivery.

#### Environmental Clearance

Immediately after this requested Board action, Metro will initiate the procurement process for consultant services to prepare a Project EIR, with the ability to support transitioning to a joint NEPA-CEQA document. During environmental review, Metro will initiate procurement of preliminary engineering (30 percent design). Staff will return to the Board in fall 2019 with a recommendation on alternatives to carry forward into environmental review, following the conclusion of the Advanced Alternatives Screening Study and the public outreach associated with it. Importantly, initiating environmental review would be coupled with a finding that the Funding and Delivery Strategic Plan prepared by the City of West Hollywood, as evaluated by Metro, demonstrates that a reasonable ability to fund, operate and accelerate delivery of the project exists.

#### Key Considerations

Key considerations surrounding the efforts to study, plan, environmentally clear and accelerate project delivery include:

- Public Outreach - Stakeholder engagement during the initial study effort was focused. Broader public awareness and engagement efforts will result in significantly more input. The

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listening and responding that comes with genuine public engagement necessitates adaptability and flexibility during the process. This may result in the process taking additional time to work with the public and partner agencies.

- Acceleration Potential - The commitment and energy demonstrated by the City of West Hollywood and other supporters, in consultation with Metro, is needed to identify a capital, operations and maintenance funding strategy to advance delivery of the project from the currently planned FY2047 operating date to a much earlier date, while also addressing what the Feasibility /Alternatives Analysis Study found to be a significantly costlier project. The City of West Hollywood's Funding and Delivery Strategic Plan will be crucial in determining whether the project warrants advancing into environmental review.
- Private Sector Ideation - The Challenge Statement to be issued by Metro will garner how the private sector views the challenges and solutions for achieving a greatly accelerated delivery of the Crenshaw Northern Extension project.

## **DETERMINATION OF SAFETY IMPACT**

These actions will not have any impact on the safety of our customers and/or employees because this Project is at the study phase and no capital or operational impacts result from this Board action.

## **FINANCIAL IMPACT**

The FY 2018-19 budget includes an initial \$500,000 in Cost Center 4350 (Systemwide Team 2), Project 475558 (Crenshaw Northern Extension) to prepare the Advanced Alternatives Screening Study. Additional funding will be required, which will be requested of the Board at one or more future meetings.

### **Impact to Budget**

The source of funding for this project is Measure M 35%. As these funds are earmarked for the Crenshaw Northern Extension project, they are not eligible for Metro bus and rail capital and operating expenditures.

## **ALTERNATIVES CONSIDERED**

The Board may decide not to approve advancing the Crenshaw Northern Extension project into an Advanced Alternatives Screening Study, including public outreach and screening of alternatives. This is not recommended because additional study with the benefit of broad public engagement is needed to advance the existing study to a level that would support future decision-making. The Board may also decline to conduct any further work, absent a realistic delivery and funding strategy being presently identified to deliver the project earlier than FY2047. This is not recommended because the City of West Hollywood has proposed to prepare a Funding and Delivery Strategic Plan to consider, which would be based upon Metro's policy for an Early Project Delivery Strategy. Moreover, in 2016, Metro committed to conducting a study and environmental review of the Crenshaw Northern Extension project.

## **NEXT STEPS**

Should the Board choose to approve the recommendations, staff will proceed to implement the Board's authorizations. Staff will keep the Board apprised and return to the Board at project milestones (Attachment C).

## **ATTACHMENTS**

Attachment A - Map of Crenshaw Northern Extension Alternatives

Attachment B - Crenshaw Northern Extension Feasibility/Alternatives Analysis Study Report - Executive Summary

Attachment C - Crenshaw Northern Extension Schedule

Attachment D - Procurement Summary

Attachment E - Task Order Modification Log

Attachment F - DEOD Summary

Prepared by: Alex Moosavi, Manager, Transportation Planning (213) 922-2661

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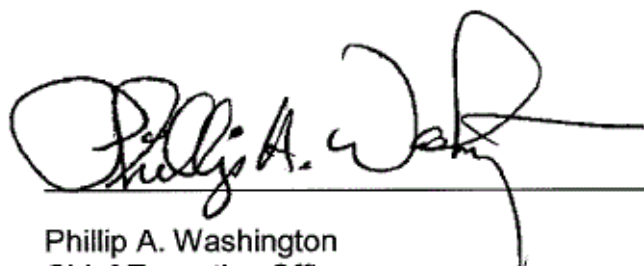
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Phillip A. Washington  
Chief Executive Officer

# Crenshaw Northern Extension Study Area and Alternatives

Att. A

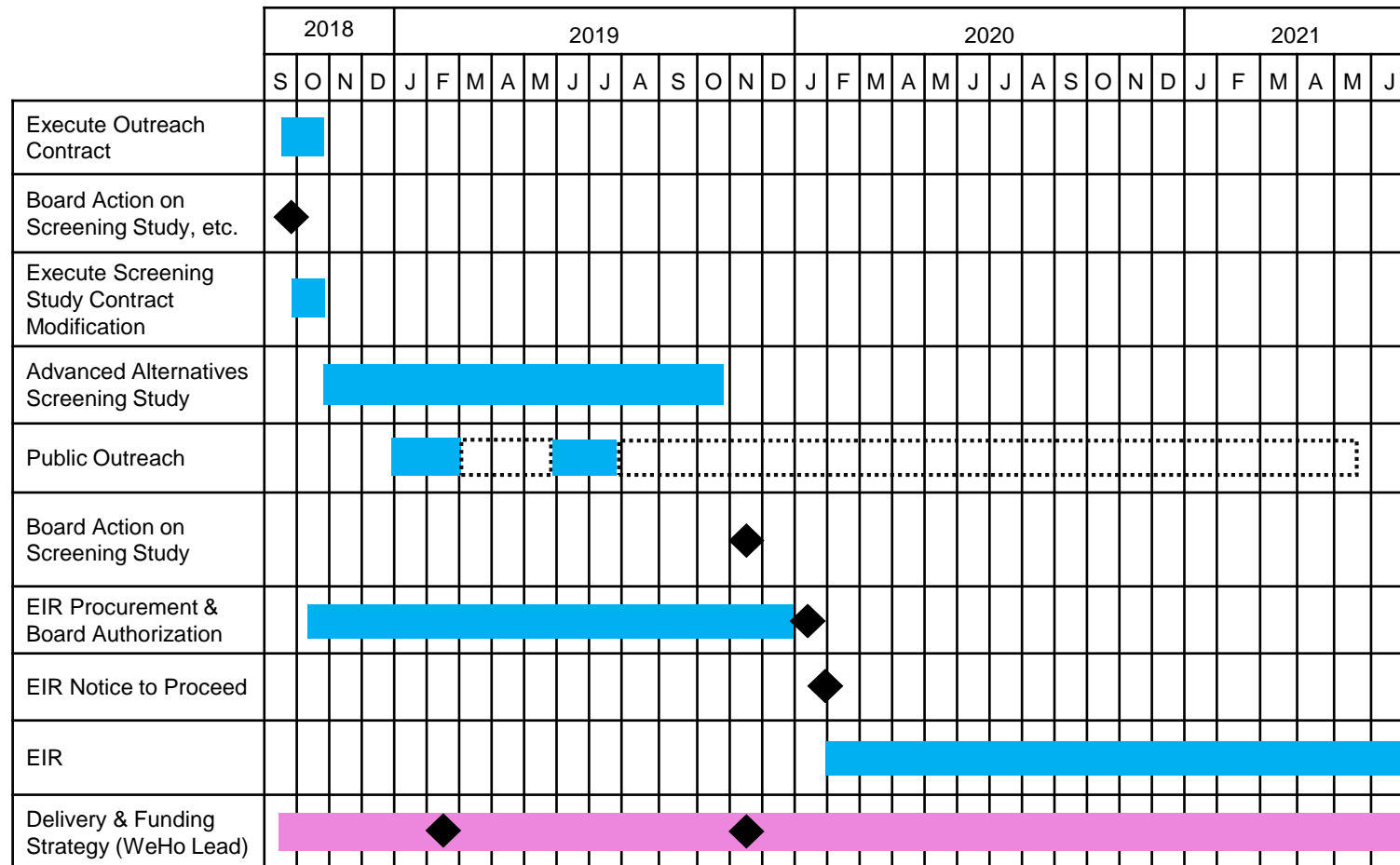


**Attachment B**  
**Crenshaw Northern Extension Feasibility/Alternatives Analysis Study Report**

[https://media.metro.net/projects\\_studies/crenshaw\\_northern\\_extension/images/feasibility\\_report\\_final\\_crenshaw\\_north.pdf](https://media.metro.net/projects_studies/crenshaw_northern_extension/images/feasibility_report_final_crenshaw_north.pdf)



## Crenshaw Northern Extension Schedule



◆ = Milestone Date

Updated 9-20-18

\* Metro will issue a "Challenge Statement" as a separate effort to be conducted in parallel with West Hollywood's Delivery & Funding Strategy work

## PROCUREMENT SUMMARY

CRENSHAW/LAX NORTHERN EXTENSION PROJECT - FEASIBILITY STUDY  
TRANSPORTATION PLANNING SERVICES/PS4010-3041-A-XX

1.	<b>Contract Number:</b> PS4010-3041-A-XX (Task Order No. PS4686900)			
2.	<b>Contractor:</b> AECOM Technical Services, Inc.			
3.	<b>Work Description:</b> Crenshaw/LAX Northern Extension Feasibility Study Transportation Services			
4.	<b>The following data is current as of:</b> 09/11/18			
5.	<b>Contract/TO Completion Status:</b>			
	<b>Award Date:</b>	05/04/16	<b>Awarded Task Order Amount:</b>	\$799,193
	<b>Notice to Proceed (NTP):</b>	05/04/16		
	<b>Original Completion Date:</b>	07/01/17	<b>Value of Mods. Issued to Date (including this action):</b>	\$99,908
	<b>Current Est. Complete Date:</b>	12/31/18	<b>Additional Contract Modification Authority Requested:</b>	\$400,000
6.	<b>Contract Administrator:</b> Angela Mukirae		<b>Telephone Number:</b> (213) 922-4156	
7.	<b>Project Manager:</b> Alex Moosavi		<b>Telephone Number:</b> (213) 922-2661	

**A. Procurement Background**

On May 4, 2016, Task Order No. PS4686900 was awarded to AECOM Technical Services, a contractor on the Countywide Planning Bench, Discipline No. 1 (Transportation Planning), in the firm fixed amount of \$799,193 for the Crenshaw/LAX Northern Extension Feasibility Study Transportation Services.

Attachment E shows that six Contract Modifications have been issued to date to add work and no Contract Modifications are currently in negotiation or pending.

**B. Cost Analysis**

The recommended price of any future modifications will be determined to be fair and reasonable based upon an independent cost estimate, cost analysis, technical evaluation, fact finding, and negotiations.

**ATTACHMENT E**

**TASK ORDER MODIFICATION LOG  
COUNTYWIDE PLANNING BENCH/CONTRACT NO. PS4010-3041  
TASK ORDER LOG VALUE ISSUED TO DATE**

<b>Mod. No.</b>	<b>Description</b>	<b>Status (approved or pending)</b>	<b>Date</b>	<b>Amount</b>
1	No Cost Time Extension	Approved	06/19/17	\$0
2	Additional model runs, technical presentation materials and time extension.	Approved	11/08/17	\$49,942
3	No Cost Time Extension	Approved	11/15/17	\$0
4	No Cost Time Extension	Approved	01/19/18	\$0
5	Additional travel demand modeling, addendum to final feasibility report and time extension.	Approved	04/12/18	\$49,966
6	No Cost Time Extension	Approved	08/16/18	\$0
	<b>Task Order Modification Total:</b>			<b>\$99,908</b>
	<b>Original Task Order Amount:</b>	<b>05/04/16</b>		<b>\$799,193</b>
	<b>Total:</b>			<b>\$899,101</b>

## TASK ORDER MODIFICATION LOG

### COUNTYWIDE PLANNING BENCH/CONTRACT NO. PS4010-3041 TASK ORDER LOG VALUE ISSUED TO DATE

Discipline No./ Description	Contract No.	Contractor	Value of Task Orders Issued to Date
1/Transportation Planning	PS4010-3041-O-XX	David Evans & Associates, Inc.	\$459,587.68
	PS4010-3041-BB-XX	IBI Group	\$1,782,195.46
	PS4010-3041-F-XX	Cambridge Systematics, Inc.	\$4,166,426.74
	PS4010-3041-U-XX	Fehr & Peers	\$1,978,617.34
	PS4010-3041-YY-XX	STV Corporation	\$490,954.00
	PS4010-3041-I-XX	CH2M Hill, Inc.	\$286,865.00
	PS4010-3041-DD-XX	Iteris, Inc.	\$1,911,605.06
	PS4010-3041-Y1-XX	HDR Engineering, Inc.	\$1,641,541.24
	PS4010-3041-Y1-XX	KOA Corporation	\$298,142.85
	PS4010-3041-RR-XX	Parsons Transportation Group	\$1,832,178.00
	PS4010-3041-EE-XX	Kimley Horn & Associates, Inc.	\$291,005.46
	PS4010-3041-A-XX	AECOM Technical Services, Inc.	\$2,655,179.96
	PS4010-3041-QQ-XX	Parsons Brinckerhoff, Inc.	\$1,832,178.00
		Subtotal	\$19,623,476.79
2/Environmental Planning	PS4010-3041-FF-XX	Kleinfelder, Inc.	\$1,138,230.77
		Subtotal	\$1,138,230.77

6/Architecture	PS4010-3041-RR-XX	Parsons Transportation Group	\$115,817.00
	PS4010-3041-W-XX	Gensler	\$269,041.34
		Subtotal	\$384,858.34
7/Urban Design	PS4010-3041-W-XX	Gensler	\$406,905.18
		Subtotal	\$406,905.18
9/Environmental Graphic Design	PS4010-3041-WW-09	Selbert Perkins Design	\$248,361.00
		Subtotal	\$248,361.00
11/Financial Analysis	PS4010-3041-I-XX	CH2M Hill, Inc.	\$587,011.00
	PS4010-3041-A-XX	AECOM Technical Services, Inc.	\$95,976.53
		Subtotal	\$682,987.53
12/Land Use and Regulatory Planning	PS4010-3041-BB-XX	IBI Group	\$1,286,323.00
		Subtotal	\$1,286,323.00
13/Sustainability/Active Transportation	PS4010-3041-U-XX	Fehr & Peers	\$1,950,067.67
	PS4010-3041-XX-13	Stantec Consulting Services, Inc.	\$618,390.76
		Subtotal	\$2,568,458.43
14/Database Technical Services	PS4010-3041-PP-14	Novanis	\$1,310,664.93
	PS4010-3041-KKK-14	Accenture	\$101,000
		Subtotal	\$1,411,664.93
17/Community Outreach/ Public Education & Research Services	PS4010-3041-EEE-17	The Robert Group	\$771,839.00
	PS4010-3041-D	Arellano Associates	\$564,877.00
		Subtotal	\$1,336,716.00
<b>Total Task Orders Awarded to Date</b>			<b>\$29,029,688.17</b>
<b>Board Authorized Not-To-Exceed (NTE) Cumulative Total Value</b>			<b>\$30,000,000.00</b>
<b>Remaining Board Authorized NTE Cumulative Total Value</b>			<b>\$970,311.83</b>

## DEOD SUMMARY

**CRENSHAW/LAX NORTHERN EXTENSION PROJECT - FEASIBILITY STUDY  
TRANSPORTATION PLANNING SERVICES/PS4010-3041-A-XX**

**A. Small Business Participation**

AECOM made a 25.70% SBE commitment. The project is 93% complete and current SBE participation is 20%, representing a 5.70% shortfall.

AECOM explained that the reason for their shortfall is due to Contract Modification No. 2 (stakeholder meeting support and travel demand modeling), and Modification No. 4 (final reporting). Both Modifications required heavy involvement and knowledge of the prime, and Modification No. 2 eliminated geotechnical investigation, which was slated to be performed by SBE subcontractor, Diaz Yourman. In addition, AECOM indicated that Here Design was added after Melendrez voluntarily withdrew from the project. Here Design is able to provide the same services with a reduced cost, which increased the SBE shortfall.

To address this shortfall, AECOM plans to allocate 40% of the upcoming Supplemental Alternative Analysis phase for SBE participation, including Here Design and Sapphos Environmental, to assist with additional analysis once the scope of work is provided. AECOM expects to meet its SBE contract commitment by the completion of the project.

Notwithstanding, Metro Project Managers and Contract Administrators, will work in conjunction with DEOD to ensure that AECOM is on schedule to meet or exceed its SBE commitments. If AECOM is not on track to meet its small business commitment, Metro staff will ensure that a plan is submitted to mitigate shortfalls. Additionally, access has been provided to Metro's tracking and monitoring system to more key stakeholders over the contract to ensure that all parties are actively tracking Small Business progress.

<b>Small Business Commitment</b>		<b>25.70% SBE</b>	<b>Small Business Participation</b>	<b>20% SBE</b>
	<b>SBE Subcontractors</b>		<b>% Committed</b>	<b>Current Participation<sup>1</sup></b>
1.	Melendrez		11.60%	0.00%
2.	Sapphos Environmental		8.01%	7.72%
3.	Diaz Yourman Associates		6.09%	1.78%
4.	Here Design		Added	10.50%
	<b>Total</b>		<b>25.70%</b>	<b>20.00%</b>

<sup>1</sup>Current Participation = Total Actual amount Paid-to-Date to DBE firms ÷ Total Actual Amount Paid-to-date to Prime.

**B. Living Wage and Service Contract Worker Retention Policy Applicability**

The Living Wage and Service Contract Worker Retention Policy is not applicable to this Modification.

**C. Prevailing Wage Applicability**

Prevailing Wage requirements are applicable to this project. DEOD will continue to monitor contractors' compliance with the State of California Department of Industrial Relations (DIR), California Labor Code, and, if federally funded, the U S Department of Labor (DOL) Davis Bacon and Related Acts (DBRA). Trades that may be covered include: surveying, potholing, field, soils and materials testing, building construction inspection, construction management and other support trades.

**D. Project Labor Agreement/Construction Careers Policy**

Project Labor Agreement/Construction Careers Policy is not applicable to this Contract. PLA/CCP is applicable only to construction contracts in excess of \$2.5 million.

# Crenshaw Northern Extension

Item #50

Regular Board Meeting: September 27, 2018

File 2018-0589





# Crenshaw Northern Extension Recommendation

- **AUTHORIZE:**
  - A. Preparation of an Advanced Alternatives Screening Study, including:
    - Public/stakeholder engagement
    - Alternatives refinement
    - Support for West Hollywood in preparing Funding & Delivery Strategic Plan
    - Initiation of Procurement Process for Project EIR including studies to facilitate subsequent NEPA review
  - B. The CEO to increase Contract Modification Authority (CMA) with AECOM Technical Services, Inc. in the amount of \$400,000 for the Advanced Alternatives Screening Study

# Follow-up to July Board Action

- July 26, 2018

- Board Received and Filed Crenshaw Northern Extension Feasibility/AA Study
- Directed staff to meet with cities of West Hollywood and Los Angeles to further review next steps and report back

- September 12, 2018

- Meeting with cities to review scope of next phase planning and environmental studies

# Measure M Provisions and Feasibility/AA Study Alternatives

## ■ Schedule

- FY 2041 Groundbreaking
- FY 2047 Opening

## ■ Funding

- \$2.24 billion (2015\$)

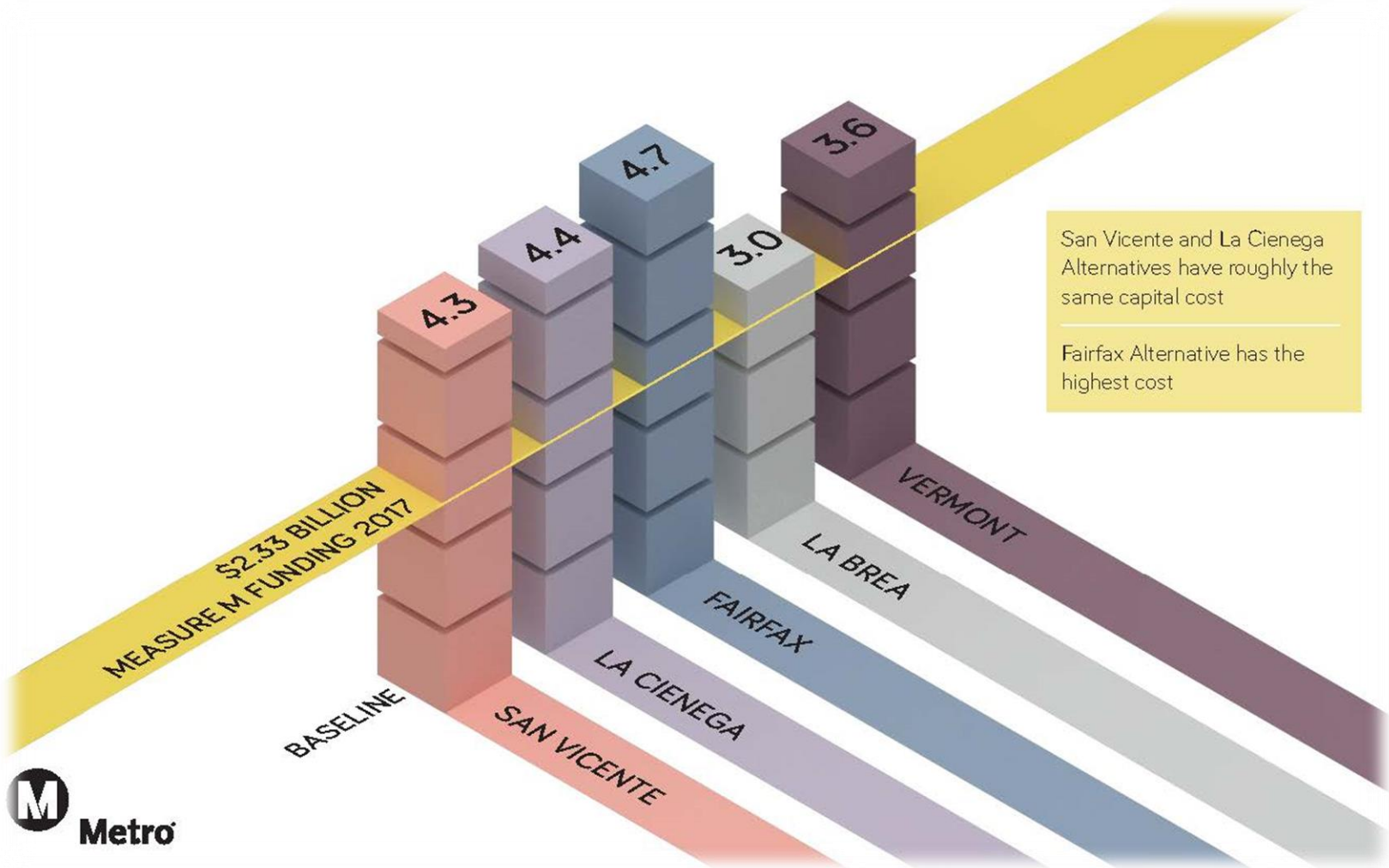
## ■ Alternatives Evaluated

- San Vicente
- La Cienega
- Fairfax
- La Brea
- Vermont



# Capital Cost of Alternatives

(2017 \$ Billions)



# Cities of West Hollywood and Los Angeles

## Requests of Metro

- West Hollywood

- Find all reasonable approaches to streamline project readiness
- Prepare a Project EIR
- Additional studies to support combined CEQA/NEPA environmental review
- Screen out lower performing alternatives early

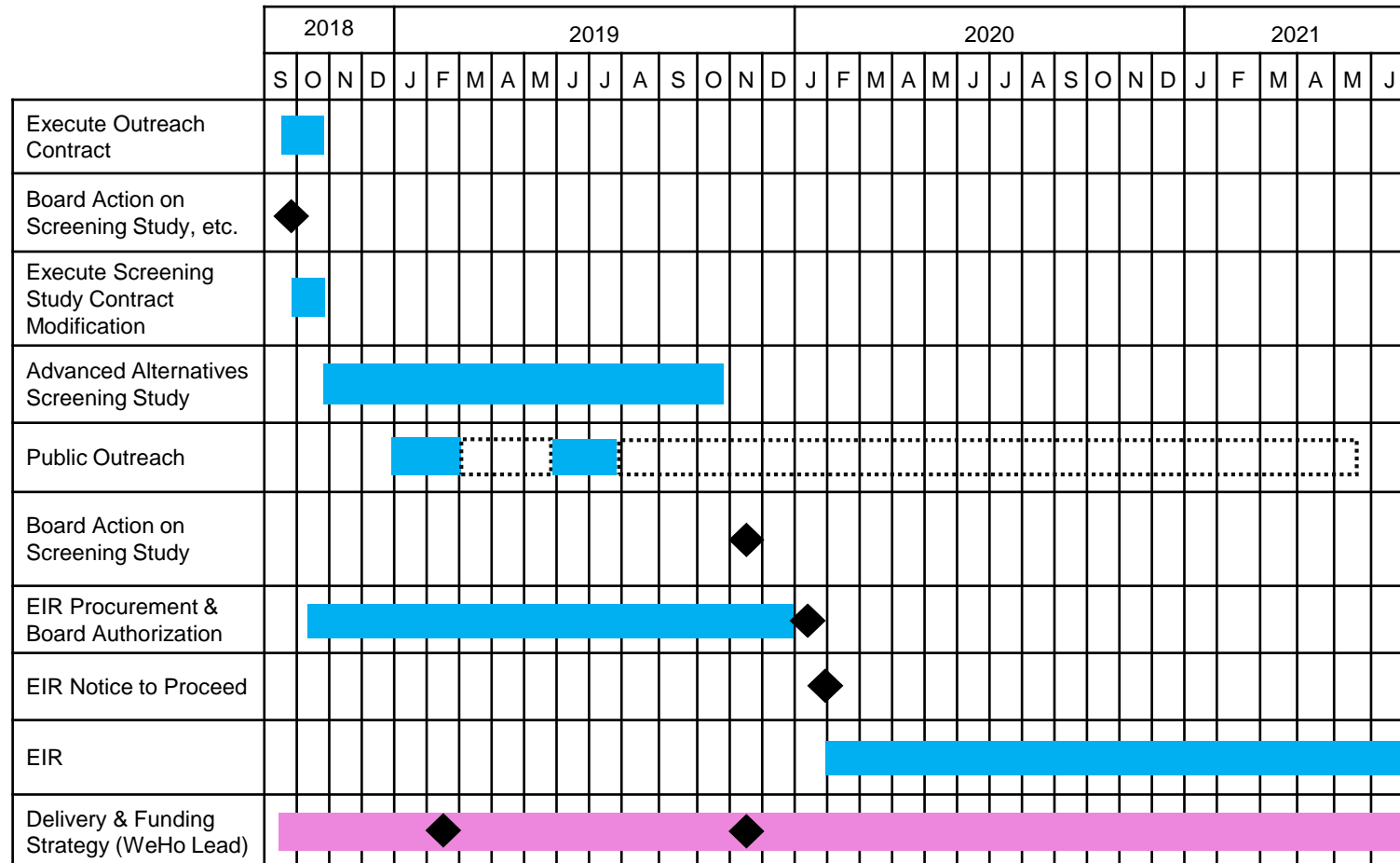
- Los Angeles

- Public outreach needs to be adequate and address all alternatives
- West Hollywood should work with the City of Los Angeles on its Funding and Delivery Strategy
- Study land use and demographics, which would inform the process to winnow the alternatives

# Key Considerations

- **Broader Outreach and Additional Study Needed**
  - Broader public engagement needed to inform alternative refinements
  - May affect pace of project schedule
  - Winnow and refine alternatives based on input and further technical analysis
- **Acceleration Potential**
  - Commitment demonstrated by West Hollywood and others, in consultation with Los Angeles and Metro, needed to advance a Funding and Delivery Strategic Plan
  - Crucial in determining whether project warrants advancing into environmental review
- **Private Sector Ideation**
  - A Challenge Statement issued by Metro will garner how the private sector views the challenges and solutions for achieving greatly accelerated delivery

# Schedule/Next Steps



◆ = Milestone Date

Updated 9-20-18

\* Metro will issue a "Challenge Statement" as a separate effort to be conducted in parallel with West Hollywood's Delivery & Funding Strategy work