



Board Report

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PLANNING AND PROGRAMMING COMMITTEE AUGUST 19, 2020

SUBJECT: CRENSHAW NORTHERN EXTENSION

ACTION: APPROVE RECOMMENDATIONS

RECOMMENDATION

CONSIDER:

- A. RECEIVING AND FILING the Crenshaw Northern Extension Advanced Alternatives Screening Study; and
- B. AUTHORIZING the Chief Executive Officer (CEO) to award and execute a 30-month, firm fixed price Contract No. AE64930000 to Connect Los Angeles Partners, a joint venture between WSP USA, Inc. and AECOM Technical Services, Inc., for environmental analysis (CEQA) and advanced conceptual engineering (ACE) in the amount of \$50,367,851, subject to resolution of protests, if any. However, only the amount of \$2.19M is requested in the FY21 budget for Professional Services in Cost Center 4350 (Special Projects), Project 475558 (Crenshaw Northern Extension). Upon approval of this action, staff will ensure necessary funds are allocated to the project in coherence with the Continuing Resolution until the FY21 budget is adopted in September.

ISSUE

Work has been completed on the Crenshaw/LAX Northern Extension Advanced Alternatives Screening Study (Attachment A) in accordance with Board direction received in September 2018 (Item #50, Legistar File #2018-0589). The study included public outreach (Attachment B) and a review of preliminary project alternatives with recommendations for a refined set of alternatives to advance into environmental review.

On August 12, 2019 Metro issued a Request for Proposals (RFP No. PS63932) seeking a qualified contractor for environmental and engineering services for the Crenshaw Northern Extension Corridor Project. The principal goal is to make the project shovel-ready for any potential new sources of construction funding that could accelerate project delivery under the Measure M program.

The City of West Hollywood has been an active partner with Metro during the early feasibility and alternatives analysis studies and has prepared a Crenshaw/LAX Northern Extension Funding and

Project Delivery Strategic Plan (Attachment C) in accordance with Metro's Early Project Delivery Policy. The City of Los Angeles has also participated.

Board approval is needed to award Contract No. AE64930000 to allow the contractor to begin work on the environmental clearance. In accordance with the CEO's Call to Action Financial Recovery Plan, funding included in the Draft FY21 budget has been reduced to \$2.1 million for this project to meet austerity targets established for the Countywide Planning and Development Department. Availability of additional funding to continue advancing the study will be considered in the FY21 mid-year budget and in future FY22 and FY23 budgets.

BACKGROUND

The Crenshaw/LAX Northern Extension Project is a Measure M project with a groundbreaking date of FY 2041 and project completion date in FY 2047. Originally, \$2.24 billion in Measure M funds (\$2015) were allocated for this project.

History

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. Funding for the extension was not identified at that time and therefore the northern terminus of the Crenshaw/LAX project was set at the Exposition/Crenshaw Station and further studies of the northern extension were deferred.

In February 2016, the Crenshaw Northern Extension project was included in Metro'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 Feasibility/Alternatives Study defined and analyzed 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 onward to 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 were directed by the Board to meet with the cities of West Hollywood and Los Angeles to review next steps in the planning process and report back. Those meetings resulted in the following requests from both cities.

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 Environmental Impact Report (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 delivery. Procure the environmental work as a joint National Environmental Policy Act (NEPA) and California Environmental Quality Act (CEQA) 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' input regarding the proposed, continued work on the Crenshaw Northern Extension project included:

- Public engagement should 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 agreed that Metro should set a threshold for deciding when to enter the procurement process for preliminary engineering (30 percent design), while understanding that Metro should only undertake this work when efforts to accelerate project delivery appear promising.

Based on the above input, in September 2018, the Board authorized the initiation of an Advanced Alternative Screening Study which has now been completed (Attachment A) with further engineering design, community outreach and the completion of a procurement process for environmental clearance.

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 committed to exploring a viable path forward to accelerate the project, consistent with adopted Board Early Project Delivery Strategy, led by the City of West Hollywood. A significant finding emerging out of the 2018 Feasibility/Alternatives Analysis Study was 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 initially 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.

Advanced Alternatives Screening Study (2019-20)

To better support the City of West Hollywood in identifying project delivery options and a funding strategy in collaboration with Metro, this study has conducted broad public outreach and further technical study to narrow and refine the alternatives. This work effort has focused on more detailed design, a transit-oriented communities study, initial environmental screening and cost estimation to support public engagement and winnowing of the alternatives.

Two separate rounds of community meetings were conducted in early 2019 through spring 2020 throughout the study area to raise awareness about the Crenshaw Northern Extension Study and gather input on the alternatives.

The study has documented the corridor's existing conditions, conducted community outreach, and identified and screened potential alternatives by way of an Advanced Alternatives Screening Report. The study identified five main problems demonstrating that the study area needs high-capacity north-south transportation infrastructure based on the existing travel conditions, transportation infrastructure performance and travel demand.

- **Transit Network:** Transit options within the study area are limited to east-west rail services and buses that operate on congested roadways. North-south travel on the rail network requires transfer through downtown Los Angeles, thus decreasing network efficiency. The lack of high capacity roadways/highways in the study area, combined with existing congestion levels and the inability to expand the existing roadway network all negatively impact existing bus service. The addition of a north-south transit line in the study area has the potential to (1) effectively serve local population, employment, and activity centers within the study area, and (2) form part of a well-connected transit system for regional transit users travelling to or through the study area.
- **Congestion & Transit Reliability:** Commuters' willingness to use transit is negatively impacted by long and unpredictable travel times due to traffic congestion. The project must increase the efficiency and convenience of transit trips by providing faster, more reliable service in an exclusive guideway that is not affected by local roadway congestion.
- **Travel Demand:** High demand exists for trips within the study area as well as trips between the study area and surrounding region. Projected increased travel demand will place additional strain on an already overburdened system and further increase travel times. The project would provide a high-capacity, grade-separated transit service to meet growing travel demand.
- **Demand for High-Quality (Fast and Reliable) Transit Service:** The study area consists largely of transit-supportive land uses that attract a high volume of transit trips from within the study area and the entire region. Despite existing high levels of transit use, transit ridership is constrained by slow speeds, circuitous travel routes, high travel times, and unreliability due to congestion.
- **Transit Dependency:** The study area has a significant proportion of transit-dependent

residents compared to the average of L.A. County. Transit-dependent residents are disproportionately impacted by long travel times and crowding on the existing transit system. The Project has the potential to address these mobility challenges by providing reliable, high-speed and high-capacity transit service that serves as a critical link in the regional transit network, enhancing mobility within the study area and the broader region, particularly to the north (San Fernando Valley/North County) and south (South LA, LAX, and South Bay). The study area's urban character and land use densities lead to both high transit ridership and a much higher percentage of people riding transit as compared to the rest of the region.

The Advanced Alternatives Analysis alternatives are projected to attract approximately 88,000 to 91,000 daily trips on the project over the no-build scenario based on the results of ridership projections from the Metro Regional Travel Demand Model. This projected ridership is at the same level as Metro's heavy rail lines and some heavily utilized rail lines in the nation (like MBTA Orange Line in Boston). The Crenshaw Northern Extension project closes a gap in the rail system and thereby greatly improves transit mobility from the San Fernando Valley to the South Bay and Gateway cities.

Community and Stakeholder Outreach

Metro staff conducted an extensive community outreach effort (Attachment B), completing 32 community outreach meetings including neighborhood councils, neighborhood associations, Westside COG, C/LAX Community Leadership Council, major retail and employment centers, and public events such as Black History Month in Leimert Park and Ciclavia "Hollywood to West Hollywood", two online surveys and one informational video. Additionally, staff attended numerous briefings and attended various pop-up events. Through these efforts, staff obtained 171 emails, 224 in-person comments and 675 survey responses.

A majority of stakeholders and community members indicated a strong desire for the western alignments (San Vicente/Hybrid) because it included major destinations and job centers. There was also a smaller group that favored the La Brea alternative due to the direct connectivity through the region.

Best Performing Alternatives

All alternatives studied in the Advance Alternatives Screening Analysis have high ridership projections and great potential in serving low-income riders. While the benefits are comparable among all alternatives, the issues of constructability (including engineering constraints) did result in notable differences in project costs and impacts.

Based on the findings described above related to ridership, costs, Transit Oriented Communities/First-Last Mile, and engineering constraints, the following recommendations are made (see Figure 1):

- San Vicente Alternative (Hybrid)
 - Hybrid Alignment- Modify the San Vicente Alignment by deletion of the section between Fairfax Avenue and Beverly Boulevard. Replace this segment with a new hybrid

alignment that would travel north on Fairfax between San Vicente and Beverly Boulevard where it would turn west to rejoin San Vicente Boulevard near the Cedars-Sinai Medical Center and the Beverly Center Shopping Center. The original San Vicente alignment included a poorly performing station at Wilshire Boulevard where a transfer connection to the Metro Purple Line D would require passengers to walk approximately 1,300 feet between San Vicente Boulevard and La Cienega Boulevard. Additionally, the alignment through the Carthay Circle community would have required an aerial configuration that would be incompatible with the Historic Preservation Overlay Zone (HPOZ) status. The Fairfax alignment between San Vicente and Beverly Boulevard would provide a significantly better connection to the Purple Line at Wilshire/Fairfax and much better land use connectivity to Museum Row, Farmers Market, the Grove and CBS Television City.

- Delete La Cienega Optional Segment- The optional alignment section along La Cienega between Beverly Boulevard and Santa Monica Boulevard is recommended for deletion in favor of the San Vicente Hybrid Alignment described above. This option would have required that the station serving Cedars-Sinai Medical Center, Beverly Center and the Beverly Connection would have required significant impacts to properties north and east of the intersection of Beverly/La Cienega in order to construct the cut and cover subway station. In order to avoid such impacts, the station would need to be constructed much farther east of the intersection of Beverly/La Cienega creating much fewer direct connections to the major land uses in the area.
- Hollywood Bowl Extension- Introduce an extension from Hollywood/ Highland Station to the Hollywood Bowl.
- Initial Operable Segments- Include further study of three initial operable segments: 1) Crenshaw/Expo Station to Wilshire/Fairfax Station; 2) Crenshaw/Expo Station to San Vicente/Santa Monica Station; 3) Crenshaw/Expo Station to Hollywood/Highland-Hollywood Bowl Station.
- Fairfax Alternative
 - Retain this alternative for further study.
 - Initial Operable Segments- Include further study of three initial operable segments: 1) Crenshaw/Expo Station to Wilshire/Fairfax Station; 2) Crenshaw/ Expo Station to Fairfax/Santa Monica Station; 3) Crenshaw/ Expo Station to Hollywood/Highland-Hollywood Bowl Station.
 - Hollywood Bowl Extension- Introduce an extension from Hollywood/ Highland Station to the Hollywood Bowl.
- La Brea Alternative
 - Retain this alternative for further study
 - Dismiss Aerial Segment- Dismiss further consideration of an aerial configuration due to community opposition, roadway and property impacts, and the potential for substantial

visual and aesthetic effects. Retain an underground configuration in the La Brea corridor due to high cost effectiveness and the high level of regional connectivity provided by the alternative.

- Initial Operable Segments- Include further study of three initial operable segments: 1) Crenshaw/Expo Station to Wilshire/La Brea Station; 2) Crenshaw/Expo Station to Hollywood/Highland-Hollywood Bowl Station.
- Hollywood Bowl Extension- Introduce an extension from Hollywood/ Highland Station to the Hollywood Bowl.
- Vermont Alternative
 - Dismiss this alternative from further consideration. The Vermont Alternative does not meet several key goals of the project. Other alignments under consideration provide much greater travel time savings for trips to, from and between major study area activity centers/ destinations, offering a speedier connection to Line D (Purple Line) and significantly less travel times to points further north throughout Central Los Angeles and the San Fernando Valley, and west.
 - In addition, action by the Metro Board calls for a separate transit study that would extend south along the Vermont corridor instead of this alignment that would divert Vermont trains off of Vermont south of Wilshire Boulevard. Separate studies indicate that the Vermont Corridor is the heaviest used bus corridor in the Metro system and should be served by a separate, high-capacity transit line that stays on the Vermont Corridor.

Figure 1: Recommended Screening of Alternatives



Environmental Review

Initiating the Draft EIR will allow Metro to continue to study, analyze, and seek additional community input on these alternatives pursuant to CEQA. Federal funds have not been identified for this project. Environmental review pursuant to NEPA would occur only if federal funds were applied to this project. Staff propose to initiate the CEQA analysis first in order to identify a Locally Preferred Alternative, thoroughly analyze and document potential impacts, and advance the design of the alternatives in order to streamline the NEPA analysis should federal funds become available.

Equity Platform

The study area has a significant proportion of transit-dependent residents compared to the average of L.A. County. Transit-dependent residents are disproportionately impacted by long travel times and crowding on the existing transit system. The project has the potential to address these mobility challenges by providing reliable, high-speed and high-capacity transit service that serves as a critical link in the regional transit network, enhancing mobility within the study area and the broader region, particularly to the north (San Fernando Valley/North County) and south (South LA, LAX, and South Bay). The study area's urban character and land use densities lead to both high transit ridership and a much higher percentage of people riding transit as compared to the rest of the region.

Metro will continue to engage the community in order to plan, design a project that improves access to opportunities and reflects the needs of the communities and the overall region.

DETERMINATION OF SAFETY IMPACT

These actions will not have any impact on the safety of Metro customers and/or employees because this project is in the planning process phase and no capital or operational impacts result from this Board action.

FINANCIAL IMPACT

The amount of \$2.19M is requested in the FY21 budget for Professional Services in Cost Center 4350 (Special Projects), Project 475558 (Crenshaw Northern Extension). Upon approval of this action, staff will ensure necessary funds are allocated to the project in coherence with the Continuing Resolution until the FY21 budget is adopted in September. Project will also be reassessed during the FY22 and FY23 budget process. Since this is a multi-year program, the Cost Center manager and Chief Planning Officer will be responsible for budgeting in future years.

Impact to Budget

The funding source for the project is Measure M 35%. These funds are earmarked for the Crenshaw Northern Extension project and are not eligible for Metro bus and rail capital and operating expenditures.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The project will support the goals of the strategic plan by enhancing communities and lives through mobility and access to opportunity by adding a new high-quality mobility option, closing a gap in the rail network that provides outstanding trip experiences and enhances communities and lives through mobility and access to opportunity.

ALTERNATIVES CONSIDERED

The Metro Board could decide not to take action. This alternative is not recommended, as this would impact commencing the project's environmental clearance process and risk delay in the delivery of the Project through Metro's Early Project Delivery Strategy.

NEXT STEPS

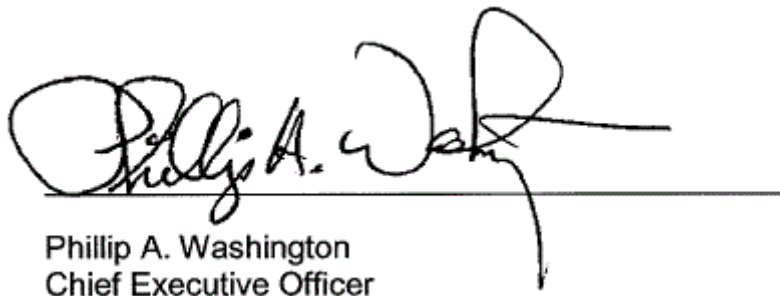
Upon Board approval, staff will execute Contract No. AE64930000 with Connect Los Angeles and initiate the Draft Environmental Impact Report/Advanced Conceptual Engineering and community engagement.

ATTACHMENTS

Attachment A - Crenshaw Northern Extension Advanced Alternatives Screening Study
Attachment B - Community Outreach & Meeting Report
Attachment C - Crenshaw/LAX Northern Extension Funding and Project Delivery Strategic Plan
Attachment D - Procurement Summary
Attachment E - DEOD Summary

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Advanced Alternative Analysis Study Executive Summary

CRENSHAW NORTHERN EXTENSION



February, 2020

Prepared for:

Prepared by:



Metro

AECOM



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1 Background

The project currently under evaluation is an extension of the Crenshaw/LAX project to destinations north of the current terminus at Crenshaw and Exposition. The original concept of the Crenshaw/LAX Line was first introduced in the 1990s to better serve transit-dependent residents and to stimulate economic growth in South Los Angeles. Metro completed the Draft Environmental Impact Report (DEIR) for this transit line in 2009 and selected a light rail alternative as the Locally Preferred Alternative based on public input and environmental analysis. While the original plan was to connect from Wilshire Boulevard (Blvd.) to LAX, due to budget constraints the portion north of Exposition Blvd. was deferred and considered as a future extension of the original Crenshaw/LAX Line. Also in 2009, Metro released a feasibility report of this northern extension to Wilshire Blvd.¹ (Final Feasibility Study - Wilshire/La Brea Light Rail Transit Extension), which determined that future extensions of the Crenshaw/LAX line would consider north/south alignments including La Brea, Fairfax and La Cienega Blvds., given great compatibility with land use, plans, and cost-effectiveness measures. Further potential extensions heading north of Wilshire Blvd. into West Hollywood and/or the Hollywood area were also briefly discussed in this report (Figure ES - 1).

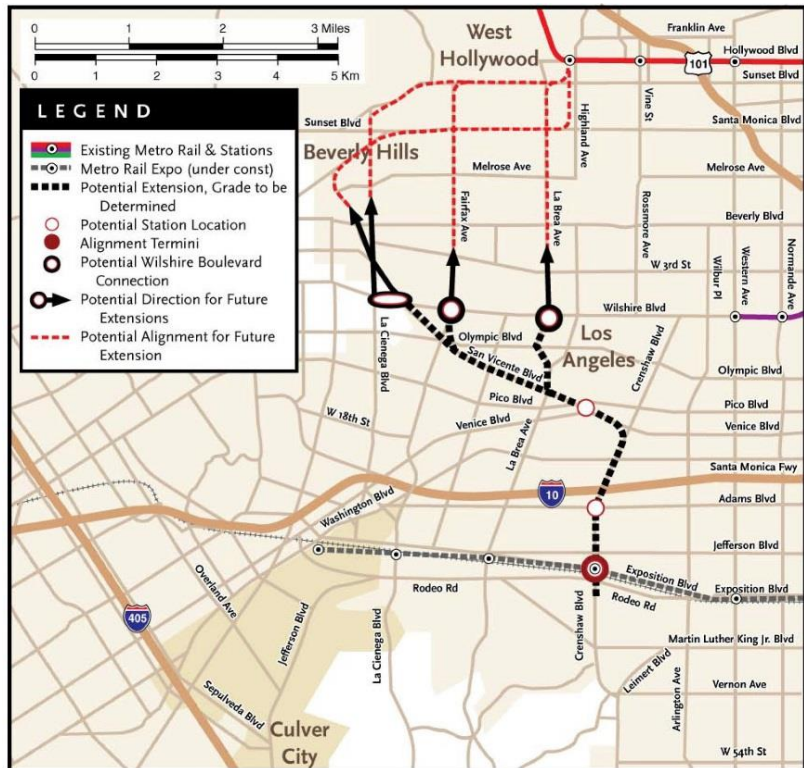


Figure ES - 1 Potential Alignments for Extension of Crenshaw Line from the 2009 Wilshire/La Brea LRT

According to the 2009 feasibility report, the ridership on the Crenshaw/LAX Line was forecast to increase up to 150% if the line were extended to the Purple Line at Wilshire/La Brea, suggesting notable demand for additional transit connectivity and providing grounds to further refine and analyze the alignment alternatives. Building on the alignments identified in the 2009 feasibility report, seven years later, Metro initiated the Crenshaw Northern Extension Feasibility/Alternatives Analysis Study in 2018 (2018 Feasibility Study²) to analyze the northern extension of the Crenshaw/LAX Line from the Metro Expo Line to connect to the Purple and Red Lines via Mid-City Los Angeles, West Hollywood and Hollywood.

Based on review of the existing street right-of-way, traffic conditions, track geometry, and other engineering criteria, five alternatives were established (including San Vicente, La Cienega, Fairfax, La Brea and Vermont Alternatives, as shown in Figure ES - 2). These alternative configurations were then initially analyzed on their ability to provide reliable transit service while attempting to maximize use of

¹ Metro. May 2009. Crenshaw Transit Corridor Project Final Feasibility Study - Wilshire/La Brea Transit Extension" (PDF). Available at http://media.metro.net/projects_studies/crenshaw/images/Feasibility%20Study%20Wilshire-La%20Brea%20LRT%20Extension%20-%20Report.pdf

² Metro. June 2018. Crenshaw Northern Extension Feasibility/Alternative Analysis Study Final Report. https://media.metro.net/projects_studies/crenshaw_northern_extension/images/executive_summary_crenshaw_north.pdf

at- or above-ground guideways to limit capital cost. The alignments were then further refined considering operations, potential for environmental sensitivities, urban design, and stakeholder feedback. While this study concluded with a set of preliminary alternatives with the most cost-effective and potentially feasible configurations, additional study was still needed to further define the feasibility of at-grade operation. Similarly, more detailed engineering analysis was needed to confirm the viability for aerial alignments given specific roadway constraints related to traffic and transit access as well as other issues of concern such as turn radius, property impacts, and community fit.



Figure ES - 2 Crenshaw Northern Extension Feasibility/Alternatives Analysis Study Universe of Alternatives

Upon completion of the 2018 Feasibility Study, in 2019 Metro initiated the Advanced Alternative Analysis study intended to inform stakeholders and communities about alternative alignments being considered, gather input to further refine and screen alternatives, incorporate Metro’s Transit-Oriented-Communities and First/Last Mile policies into the screening process, update ridership, further refine engineering feasibility of alignment configurations, and most importantly, to determine which alternatives should be carried forward into the environmental process.

2 Purpose and Need

The Crenshaw/LAX Line Northern Extension project (the Project) has significant potential local and regional benefits serving as a critical north-south link between Metro's east-west rail lines and providing reliable travel time and transit connectivity not currently available north of the Expo Line. The purpose and need for the Project have not changed from what was established in the 2018 Feasibility Study. A summary description is provided below.

As stated in the 2018 Feasibility Study, the study area is a major travel destination with high-density tourism spots, shopping and employment centers. The study area is also currently faced with some of the region's worst surface traffic due to the relatively narrow right-of-way on its arterial network, a network that dates back to the early twentieth century, and the high volume of trips traveling within and through the study area. As the population and employment within the study area grow further, these conditions will continue to intensify and will impact economic development, quality of life, and the environment. The 2018 Feasibility Study identified five main mobility problems demonstrating that the study area is in need of high-capacity north-south transportation infrastructure based on the existing travel conditions, transportation infrastructure performance and travel demand:

- **Transit Network:** Transit options within the study area are limited to east-west rail services and buses that operate on congested roadways. North-south travel on the rail network requires transfer through downtown Los Angeles, thus decreasing network efficiency. The lack of high capacity roadways/highways in the study area, combined with existing congestion levels and the inability to expand the existing roadway network all negatively impact existing bus service. The addition of a north-south transit line in the study area has the potential to (1) effectively serve local population, employment, and activity centers within the study area, and (2) form part of a well-connected transit system for regional transit users travelling to or through the study area.
- **Congestion & Transit Reliability:** Commuters' willingness to use transit is negatively impacted by long and unpredictable travel times due to traffic congestion. The project must increase the efficiency and convenience of transit trips by providing faster, more reliable service in an exclusive guideway that is not affected by local roadway congestion.
- **Travel Demand:** High demand exists for trips within the study area as well as trips between the study area and surrounding region. Projected increased travel demand will place additional strain on an already overburdened system and further increase travel times. The Project would provide a high-capacity, grade-separated transit service to meet growing travel demand.
- **Demand for High-Quality (Fast and Reliable) Transit Service:** The study area consists largely of transit supportive land uses that attract a high volume of transit trips from within the study area and the entire region. Despite existing high levels of transit use, transit ridership is constrained by slow speeds, circuitous travel routes, high travel times, and unreliability due to congestion.
- **Transit Dependency:** The study area has a significant proportion of transit-dependent residents compared to the average of L.A. County. Transit-dependent residents are disproportionately impacted by long travel times and crowding on the existing transit system. The Project has the potential to address these mobility challenges by providing reliable, high-speed and high-capacity transit service that serves as a critical link in the regional transit network, enhancing mobility within the study area and the broader region, particularly to the north (San Fernando Valley/North County) and south (South LA, LAX, and South Bay). The study area's urban character and land use densities lead to both high transit ridership and a much higher percentage of people riding transit as compared to the rest of the region.

A north-south connection is greatly needed for the study area to facilitate local and regional trips more efficiently, so that riders will not need to make detours through the downtown area. Such a connection can also improve transit efficiency by providing direct connections to Metro rail lines. The investment in the original Crenshaw/LAX Line will be better leveraged, and the regional network from the Valley to South Los Angeles will also be complete with this connection (Figure ES - 3).

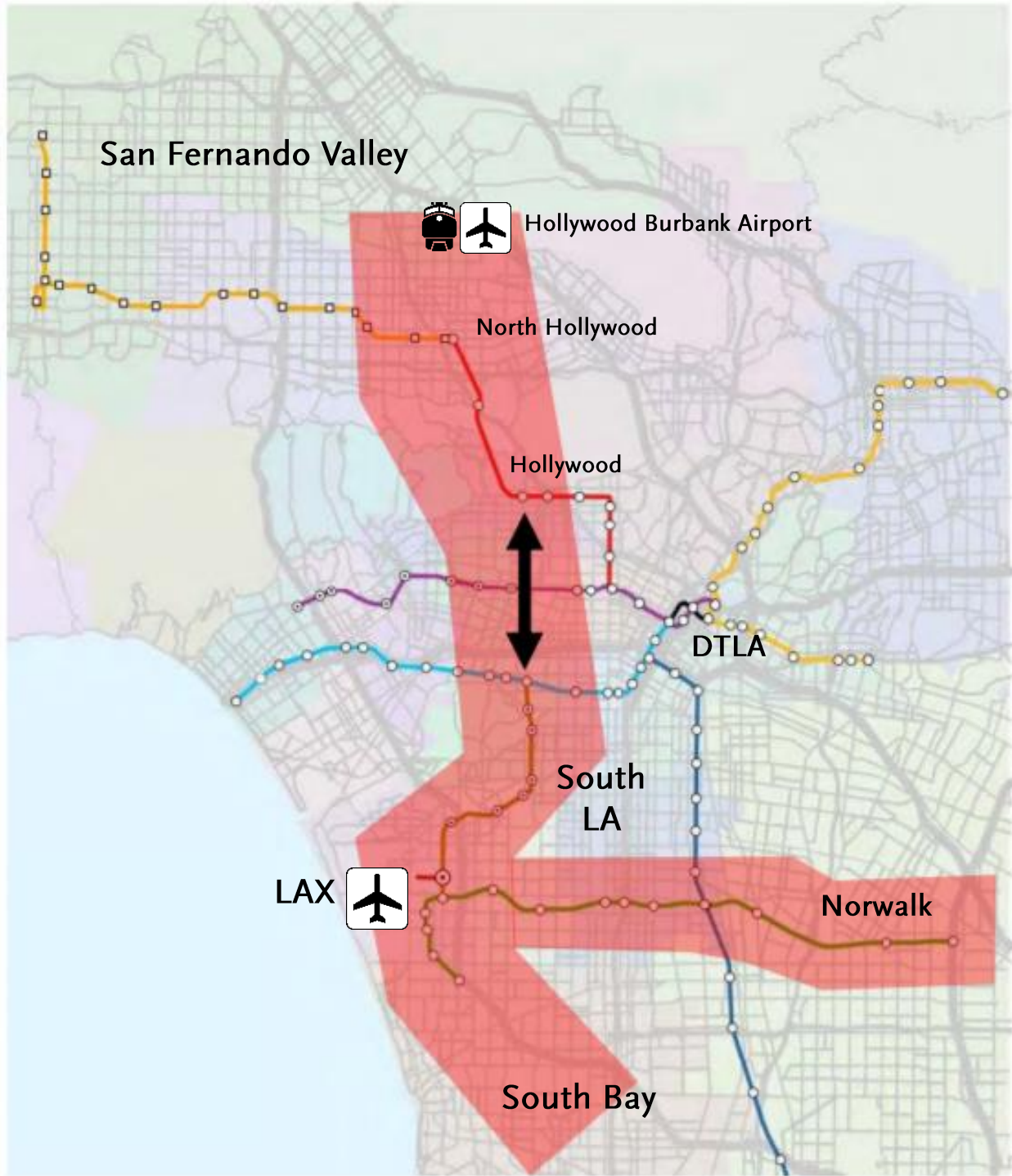


Figure ES - 3 Regional Connectivity with Project

Table ES - 1 provides examples of anticipated travel times between several key origins and destinations that can be realized with the development of the Project. Travel times between key locations can be dramatically improved with the Project. For example, a transit trip between Hollywood and CBS/The Grove that currently takes 24 minutes could be completed in 5 minutes with the Project. Similarly, trips between LAX and CBS/The Grove and Leimert Park and Beverly Hills could be reduced by about half or more, providing significant travel time savings.

Table ES - 1 Anticipated Travel Times between Major Destinations with the Project

Between	And	Without Project	With Project
Hollywood	LAX	64	32-39
Hollywood	CBS/The Grove	24	5-9
Hollywood	Culver City	52	24-31
Hollywood	Inglewood	60	27-34
Hollywood	Cedars-Sinai	44	8
Hollywood	Westwood	35	17-21
LAX	CBS/The Grove	90	31
LAX	Cedars-Sinai	102	32
LAX	Miracle Mile	84	27-29
LAX	WeHo Rainbow District	105	32-34
West Adams	CBS/The Grove	35	11
Leimert Park	CBS/The Grove	47	17
Leimert Park	Beverly Hills	59	21-22
Leimert Park	Westwood	44	25-26
Leimert Park	Cedars-Sinai	53	18
WeHo Rainbow District	LACMA	35	15
WeHo Rainbow District	Hollywood	34	6
North Hollywood	Culver City	58	34-41
North Hollywood	Expo/Crenshaw	50	22-29
Burbank Airport	Culver City	84	56-63

3 Alternatives Considered

3.1.1 2018 Feasibility Study

Preliminary alternatives developed during the 2018 Feasibility Study built upon alignments studied in the 2009 Wilshire/La Brea LRT Extension Feasibility Study and served as the starting point for Advanced Alternatives Analysis. These included the following route alternatives between Expo/Crenshaw and Hollywood/Highland:

- **San Vicente Boulevard:** Mid-City to Hollywood/Highland via San Vicente Blvd. and Santa Monica Blvd.
- **La Cienega Boulevard:** Mid-City to Hollywood/Highland via San Vicente Blvd., La Cienega Blvd., and Santa Monica Blvd.
- **Fairfax Avenue:** Mid-City to Hollywood/Highland via San Vicente Blvd., Fairfax Ave., and Santa Monica Blvd.
- **La Brea Avenue:** Mid-City to Hollywood/Highland via La Brea Avenue.
- **Vermont Avenue:** Crenshaw to Wilshire/Vermont via Olympic Blvd.

The Vermont Avenue alternative was included in the universe of 2018 Feasibility Study alternatives as it provided the shortest connection to both the Red and Purple Lines at the Wilshire/Vermont Station, whereas all other alternatives connect to the Metro Purple Line along Wilshire Blvd. and the Metro Red Line at the Hollywood/Highland Station.

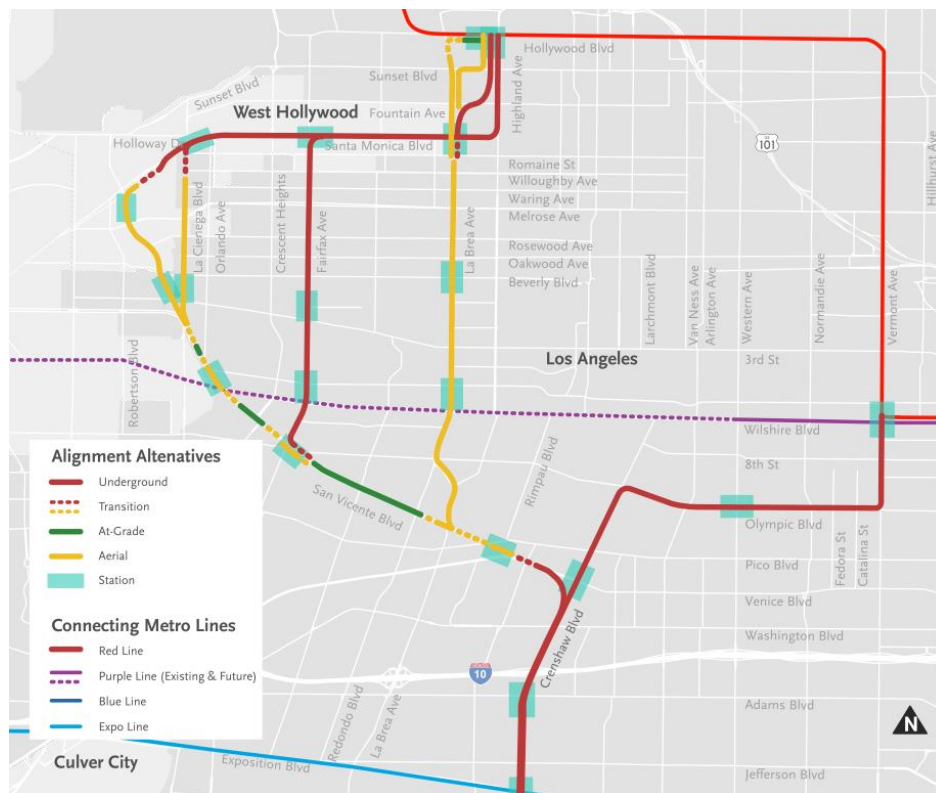


Figure ES - 4 Alternative Alignment Baseline Configurations in the Feasibility/Alternative Analysis Study

With the establishment of the preliminary routes as mentioned above, baseline alignments were developed on the rationale of maximizing at- or above-ground configuration in order to reduce capital cost (Figure ES - 4). At the 2018 Feasibility Study phase, the alignments did not address detailed issues related to constructability, urban form, or community fit. Alternatives were primarily evaluated based on performance measures related to ridership and cost-effectiveness.

At the conclusion of the 2018 Feasibility Study process, the Vermont Alternative was recommended for dismissal from further consideration due to poor performance relative to the other alternatives and its inability to meet several aspects of the project's purpose and need. All other alternatives were recommended to be further evaluated in the next phase of the project. Since no public outreach occurred as part of the 2018 Feasibility Study effort, however, the Vermont Alternative was included in initial public outreach conducted as part of the Advanced Alternatives Analysis as described below.

3.1.2 Advanced Alternatives Analysis

A critical first step for the Advanced Alternatives Analysis was to engage with stakeholders and the public through a series of outreach meetings. The 2018 Feasibility Study process did not include public engagement, so Metro wanted to share information developed during that study and get feedback from the public on alternatives and issues that should be evaluated as part of the Advanced Alternatives Analysis. Although the Vermont Alternative was recommended for dismissal during the 2018 Feasibility Study, it was included along with all other alternatives shared to obtain public input on all alternatives that were considered.

Four outreach meetings were held in spring 2019, at the outset of the Advanced Alternatives Analysis. Information shared at these meetings included alternative alignment corridor locations, summary of performance of alternatives as identified during the 2018 Feasibility Study, and descriptions of additional performance measures (ridership, cost, travel time savings, Transit Oriented Communities (TOC) and First and Last Mile (FLM) characteristics), proposed to be utilized as part of the Advanced Alternatives Analysis screening.

Several public meeting participants expressed an interest in exploring further extending the project north to connect to the Hollywood Bowl. Although not initially considered as part of the project goals and purpose and need, this idea was determined to have merit, particularly related to the constructability of alternatives in light of the limited number of options for tunnel boring machine (TBM) launch sites near the Hollywood/Highland Station location. Metro recommends that a potential extension north to the Hollywood Bowl be considered as part of all alternatives that advance to the environmental and advanced conceptual engineering phase of project development. Although not specifically considered or evaluated as part of the Advanced Alternatives Analysis, an extension to the Hollywood Bowl will be addressed as part of analysis during the next phase and will be accommodated by the conceptual design of alternatives included in the Advanced Alternatives Analysis that connect with the Red Line at Hollywood/Highland Station.

Three new alternatives were also suggested by the communities at the initial public outreach meetings conducted in spring 2019. The suggestions included continuing the alignment to Burbank Airport, interlining with the Expo Line, and a new hybrid alignment that would serve Fairfax Ave. and San Vicente Blvd. After closer investigation, the first two community-suggested alternatives were dismissed from further study by not meeting the purpose and need established for the Project as well as engineering and right-of-way constraints along the Expo line.

The hybrid alignment was determined to be a viable alternative, meeting project goals and the purpose and need. Therefore, it was included for additional analysis as a design option to the San Vicente Alternative. The alternative is a hybrid of alignment characteristics of both the Fairfax and San Vicente

Alternatives investigated in the 2018 Feasibility Study, while providing service to additional regional cultural, retail, and employment destinations along both alternatives, including LACMA, the Grove, the Beverly Center, Cedars-Sinai, etc. (Figure ES - 5).



Figure ES - 5 San Vicente Alternative Design Option 2 – Hybrid Alignment Map

During the fall of 2019, four additional outreach meetings were conducted. Information shared with the public at these meetings included updated results from performance measures, station location options for each alternative corridor, information on the funding analysis undertaken by the City of West Hollywood as part of Metro’s Early Project Delivery Strategy, and criteria analyzed as part of the TOC/FLM analysis for the current phase of study. Feedback received from the public at this second round of meetings was largely supportive of the project. No new alternatives were recommended as part of the second round of outreach meetings that require additional analysis.

Throughout the outreach efforts, communities consistently expressed more interest in western alternatives that provide better access to large activity and employment centers and less support for alternatives in the eastern portion of the study area. As part of outreach meetings, Metro shared with the public that the Vermont Alternative was recommended for elimination for two reasons. First, it does not meet some key goals of the project, and second, recent action by the Metro Board called for a separate transit study along the Vermont corridor. Existing Metro rail service (Expo Line) already provides rail service for a large portion of through trips headed towards Downtown L.A. and points east. The other four alignments under consideration would provide much greater travel time savings for trips to, from and between the major study area activity centers/destinations, offering a speedier connection to the Purple Line and significantly lower travel times to points further north throughout Central Los Angeles and the San Fernando Valley, and west, including major employment centers on the Westside.

Additionally, the Measure M Expenditure Plan includes a high capacity Bus Rapid Transit (BRT) project along the Vermont Corridor which would partially compete with the Vermont Alternative analyzed in the 2018 Feasibility Study. The 2019 Vermont Transit Corridor Rail Conversion & Feasibility Study and Metro Board actions in April 2019 indicate that an underground heavy rail system along this corridor interlining with the Red Line or Purple Lines will be evaluated. In this context, the Vermont Alternative of the 2018 Feasibility Study would preclude a separate rail project that would serve the Vermont corridor south of Wilshire Blvd. and the existing Red Line.

The alternatives considered as part of the Advanced Alternative Analysis build on initial concepts developed during the 2018 Feasibility Study and were modified to reflect the initial screening performance, community and stakeholder input, and Metro Board direction. The five alternatives evaluated as part of this study are illustrated on Figure ES - 6. They include San Vicente (A), San Vicente Design Options for La Cienega (A1) and the Hybrid (A2), Fairfax (B), and La Brea (C).

In addition to the alternatives described above, the Advanced Alternatives Analysis also included a high-level evaluation of the potential locations where a maintenance facility could be constructed that would provide storage and maintenance capacity necessary to accommodate the vehicle fleet associated with the Crenshaw Northern Extension.



Figure ES - 6 Map Alternatives for the Advanced Alternative Analysis Phase

4 Performance of Alternatives

The five alternatives and options were evaluated against several performance measures, including ridership, costs, and TOC/FLM-supportiveness. Issues related to environmental sensitivity and equity concerns were also included as part of the evaluation. Alternatives were also further evaluated for engineering feasibility of vertical configurations, constructability of the full alignment, and phasing of an initial operating segment (IOS) based on potential funding availability.

4.1.1 Ridership Forecasting³

The Advanced Alternatives Analysis alternatives are projected to attract approximately 88,000 to 91,000 daily trips on the project over the no-build scenario based on the results of ridership projections from the Metro Regional Travel Demand Model. It should be noted that the ridership projections from the Metro model focus on home-based work trips. As a result, the model does not necessarily capture all trips that might occur for unique purposes such as tourism and special events. Nevertheless, projected ridership is at the same level as Metro’s heavy rail lines and some heavily utilized rail lines in the nation

³ The ridership forecasting results are based on home-based work trips on weekdays, and did not reflect potential impacts from tourism, special events, surrounding land use, etc.

(like the MBTA Orange Line in Boston). Among those, 21,000 to 23,000 trips are by new transit users, who would not have used transit for their trip purpose without this project (Figure ES - 7). The San Vicente Alternative and San Vicente Alternative Option 1 - La Cienega are projected to have the highest daily project ridership and new transit trips, followed by San Vicente Alternative Option 2 – Hybrid, Fairfax, and La Brea Alternatives.

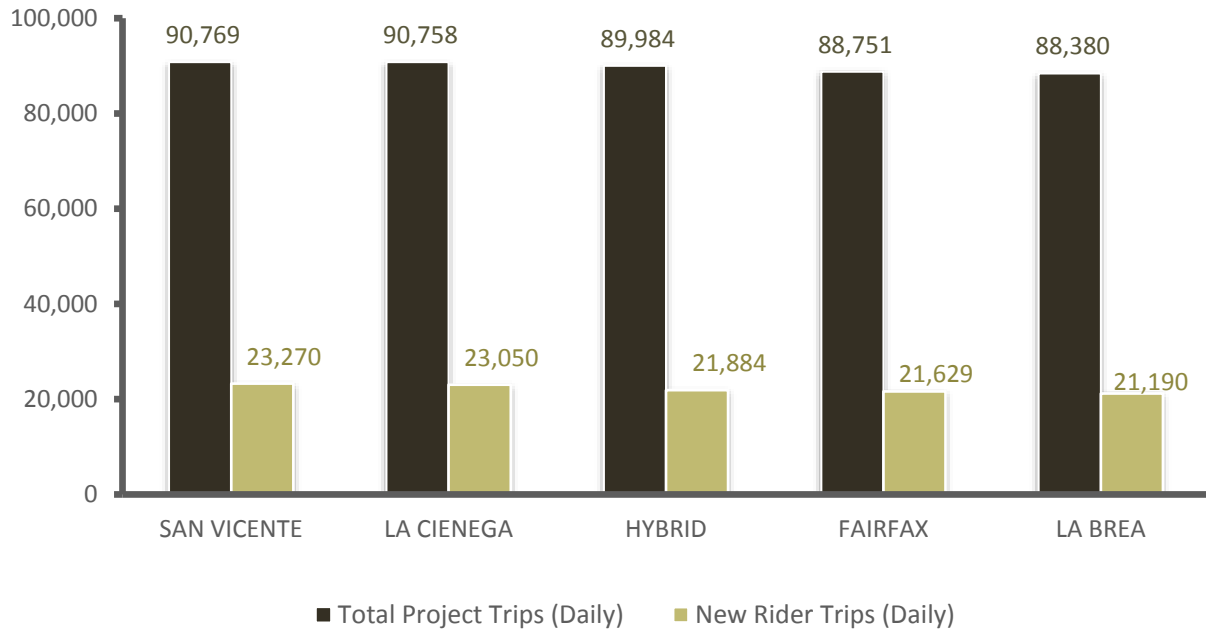


Figure ES - 7 Daily Ridership and New Rider Trips for Alternatives

A similar pattern is illustrated for travel time savings (Figure ES - 8). While all alternatives would result in notable reduced transit travel times and improved transit service compared to existing conditions, the western alignments have greater overall time savings as well as travel time savings per project trip, and thus can provide larger benefits.

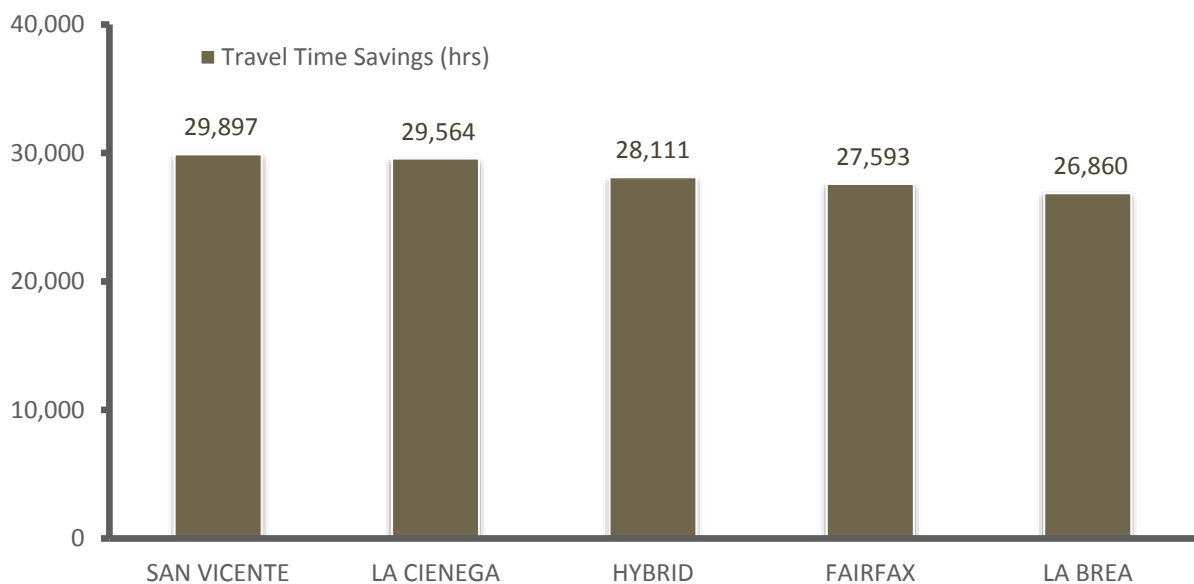


Figure ES - 8 Travel Time Savings by Alternative

Figure ES - 9 provides an illustration of the number of through trips, local trips, and riders who get on or off within the corridor for each alternative. A couple of clear patterns emerge from this information. One is that alignments further east serve a higher level of through trips originating outside the study area and terminating outside the study area. This is likely a result of the lower travel time associated with the more direct alternatives such as La Brea or Fairfax. Another pattern is that the alignments further west serve a much higher level of local trips due to the connectivity they provide with key activity and employment centers. This suggests that the western alignments provide a greater combination of both local trips within and through the study area than that provided by eastern alignments.

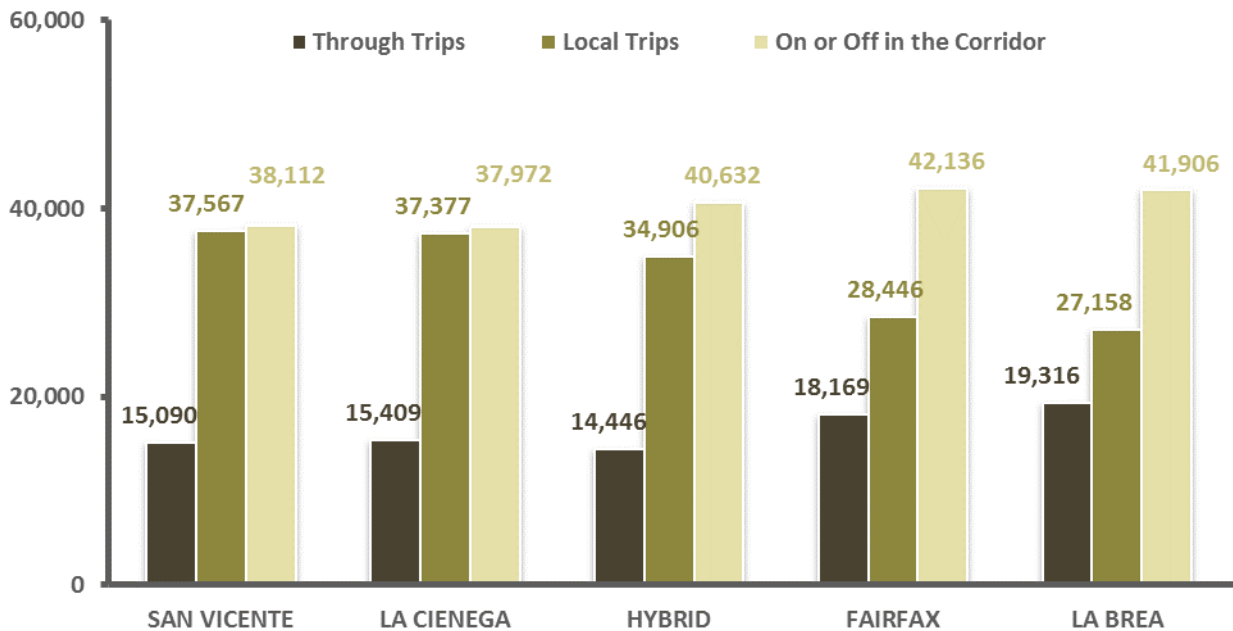


Figure ES - 9 Daily Ridership Breakdown for Alternatives

4.1.2 Socio-economic Analysis

As seen in **Error! Reference source not found.** and Figure ES - 9, the forecasted daily ridership decreases among the alternatives from west to east. The longer, western alternatives have higher ridership because they have more stations and provide better access to more activity, population, and employment centers than the eastern alternatives. This is reinforced by the number of projected jobs and population that could potentially be served by each alternative in 2040 within a half-mile of proposed stations (Figure ES - 10). For example, not including Venice/Vineyard and Santa Monica/La Brea (which are shared by all alternatives), the longer western alignments (San Vicente Alternative and La Cienega and Hybrid Design Option) provide access to twice as many jobs (from 55,700 to 64,500) and more than four times as many residents (from 62,400 to 67,400) compared to the La Brea Alternative (21,600). Conversely, while the Fairfax Alternative provides fewer total jobs (44,500) it is on par with the San Vicente Alternative and Design Options in providing job accessibility on a per mile basis (at 9,300 jobs/mile). In all, the San Vicente Alternative and Design Options serve significantly more people near their proposed station areas - about double the population of the Fairfax Alternative stations areas and more than five times as many people near the stations along the La Brea Alternative.

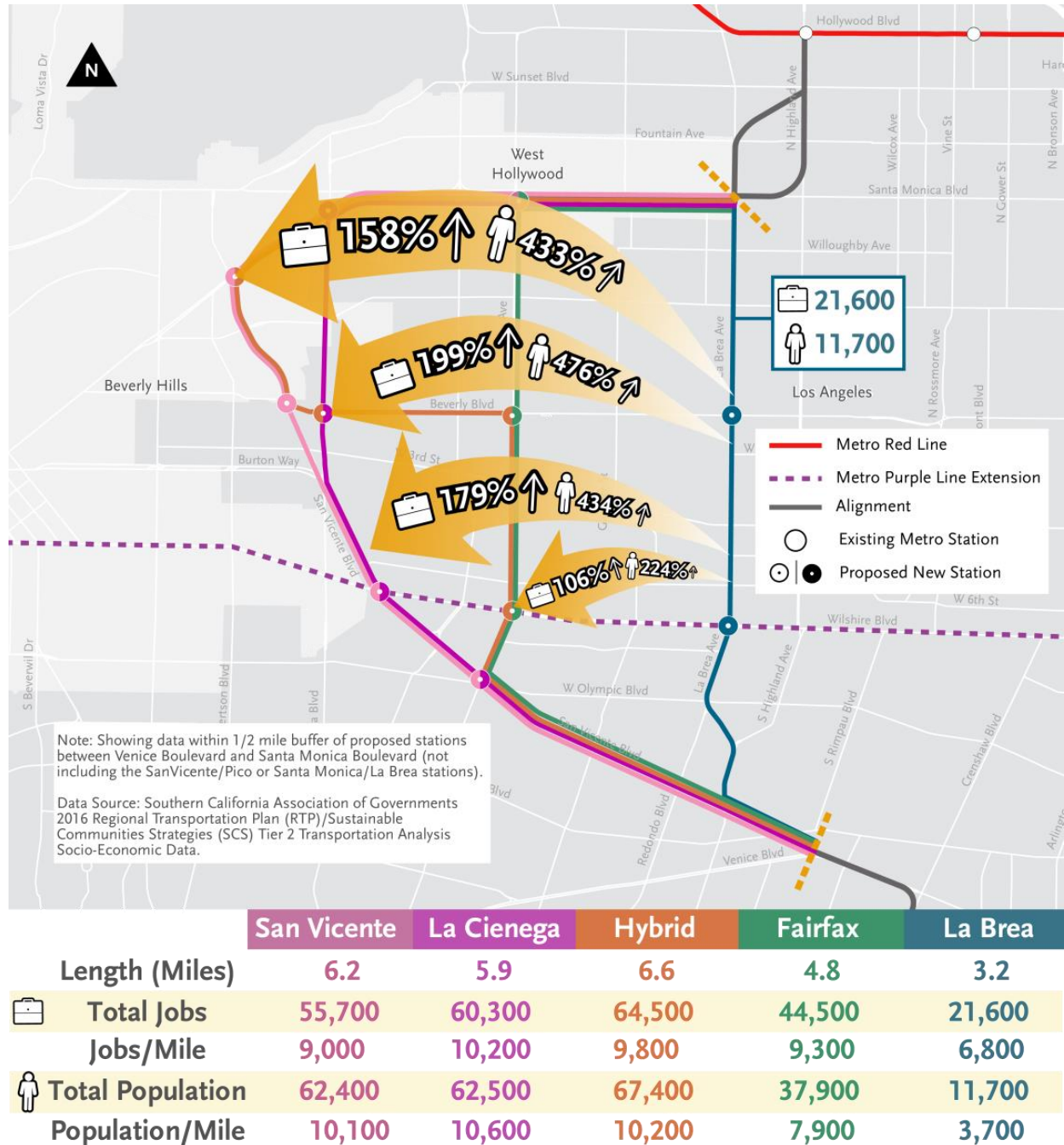


Figure ES - 10 Comparison of Alternatives Access to Employment and Population in 2040

In addition, the western alignments go through more census tracts that are considered transit dependent, where high percentages of zero-car, low-income, and/or low-income senior citizen households are present, presenting extensive opportunities to provide robust transit options for vulnerable and transit dependent residents (Figure ES - 11).

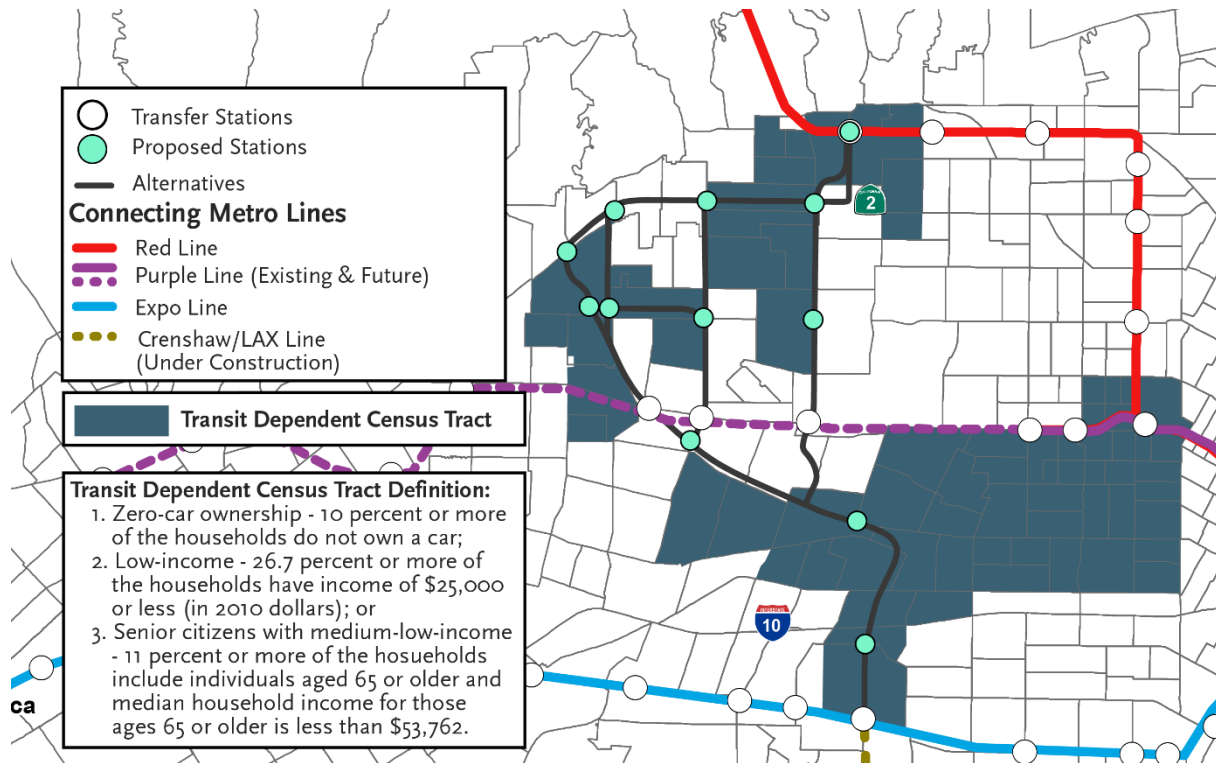


Figure ES - 11 Crenshaw Northern Extension study area Transit Dependency by Census Tract

4.1.3 Cost Estimating

The capital cost of the project alternatives ranges from \$3 to \$6.5 billion (Figure ES - 12). While the La Brea Alternative has fewer project trips and serves less transit-dependent populations compared to the San Vicente Alternative and Design Options, it has the lowest capital cost (\$3.0 to \$4.4 Billion, depending on the design configuration). The same pattern exists for annual operations & maintenance (O&M) costs. As the project length, travel time, and estimated revenue-hours of operation increase, the annual O&M costs also increase. As a result, the La Brea Alternative has the lowest annual O&M costs at \$42 million and the San Vicente Alternative Design Option 2 – Hybrid has the highest at \$75 million (Figure ES - 13).

Alignment and guideway vertical configurations have the potential to dramatically impact capital and operating costs. This is reflected in the range of costs presented which capture a best-case baseline condition (as reflected in the 2018 Feasibility Study alignments where at and above-grade configuration was maximized), to a fully underground configuration where all guideway and stations are in subway

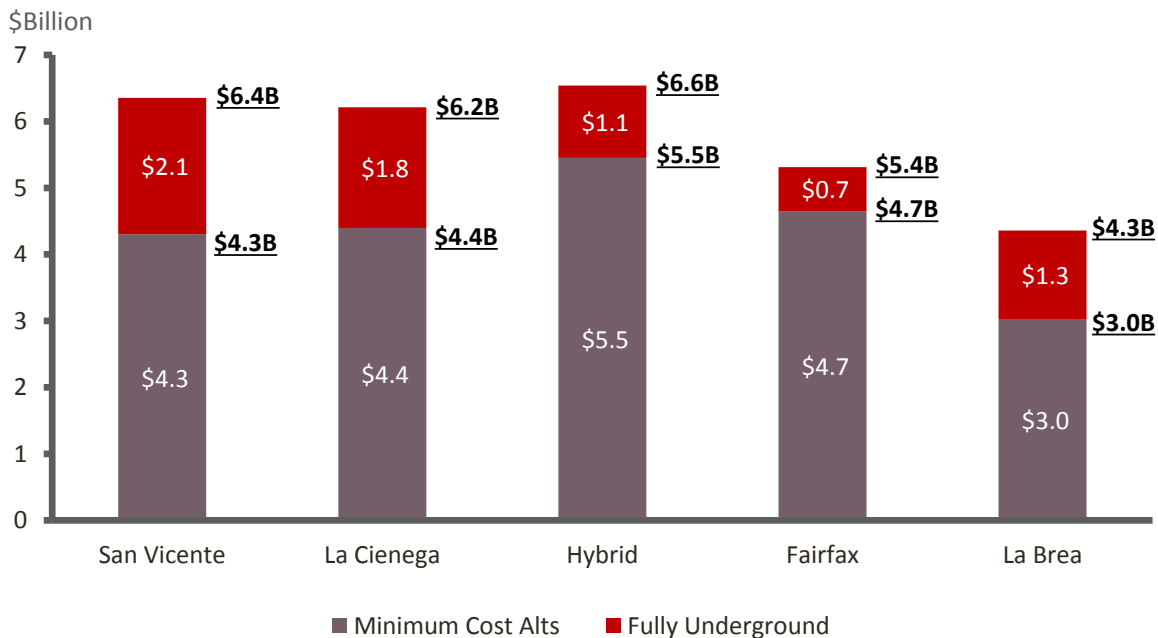


Figure ES - 12 Capital Cost Estimates for Project Alternatives

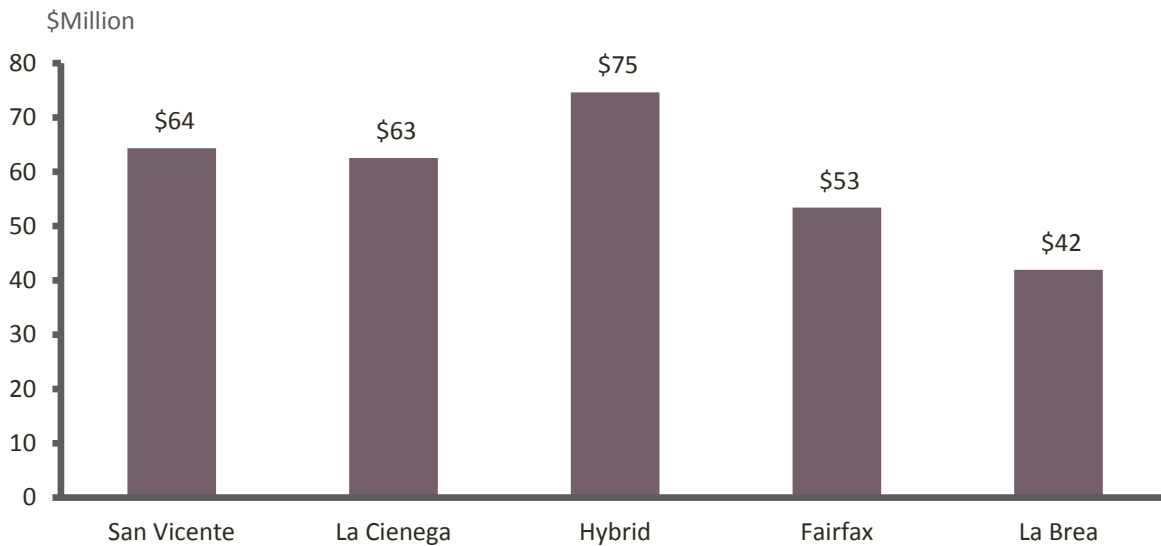


Figure ES - 13 O&M Cost per Project Trip by Alternative

4.1.4 Engineering Constraints and Limitations

The alternative configurations have notable engineering constraints for design and construction that substantially impact the feasibility and cost-effectiveness of at-grade or aerial configurations for certain segments. Some constraints are universal, for example, it's difficult to find a potential TBM launch site (at minimum 3 acres) on the north side of Wilshire Blvd. for all alternatives. This limitation makes certain potential underground segments infeasible if construction were to require cut and cover methodology as opposed to boring. The infeasibility is a function of cost for land and the potential for significant environmental impacts. Specific engineering constraints and limitations for the alternative configurations that were developed during the 2018 Feasibility Study process to minimize cost were

further evaluated as part of the Advanced Alternatives Analysis. The constraints and limitations specific to each alternative corridor are described below:

- **San Vicente Alternative:** Four primary engineering constraint issues exist along the unique portion of the San Vicente Alternative that limit viability of aerial and at-grade configurations developed during the 2018 Feasibility Study. First, the combination of aerial and at-grade configuration through the Carthay Circle area would allow for only a limited amount (approximately 1,300 feet) of actual at-grade operation due to the need for aerial transitions necessary to cross the Fairfax/Olympic/San Vicente (asterisk) intersection and the aerial crossing of Wilshire Blvd. This would result in the need for aerial structure within the Historic Preservation Overlay Zone (HPOZ) established for Carthay Circle which would be in conflict with the HPOZ designation of the area. Second, an aerial crossing of Wilshire Blvd. would require placement of the Wilshire Station north of Wilshire Blvd. while the Purple Line station is located west of San Vicente Blvd. This would necessitate a walk of about 1,300 feet for passengers who would transfer between the Crenshaw Northern Extension and the Purple Line stations in this location which is a concern due to the large volume of passenger transfers (potentially 20,000 plus) forecast between the two lines. Third, an aerial configuration north of Wilshire Blvd. through the Cedars Sinai/Beverly Center area would be extremely difficult to construct based on the level of existing and proposed future development. Combined with a likely need for straddle bents to accommodate a wide crossing of La Cienega Blvd., the aerial alignment in this area is considered too impactful to be viable. The fourth constraint pertains to the option for underground alignment through the Carthay Circle portion of the alignment. There are not identifiable adequate locations for potential TBM launch or extraction sites within this area that would foster development of an initial operating segment (IOS) between the Exposition Line and the Purple Line.
- **San Vicente Alternative Design Option 1 – La Cienega:** The primary constraint associated with an aerial alignment on La Cienega Blvd. is the limited right-of-way width. An aerial station or a transition from aerial to underground alignment would result in the need to reduce travel lanes from three to two in each direction or would require major real estate impacts due to the need to acquire adjacent property. For those reasons, an alignment utilizing La Cienega Blvd. would need to be underground prior to reaching La Cienega Blvd.
- **San Vicente Alternative Design Option 2 – Hybrid:** The primary design constraint for this alternative is also related to the roadway right-of-way width, but for this alternative it is the widths along Beverly Blvd. (approximately 70 feet) and Fairfax Ave (as low as 55 feet). The limited width results in similar impacts related to either travel lane reduction or property acquisition. As a result, this alternative would need to be underground starting just south of the Fairfax/Olympic/San Vicente (asterisk) intersection and would continue underground to the northern terminus. The alternative avoids the issues described above for the San Vicente Blvd. Alternative and also could provide an opportunity to utilize either La Cienega or San Vicente Blvd. north of Beverly Blvd.
- **Fairfax Alternative:** The 2018 Feasibility Study recognized that the Fairfax corridor is not viable for aerial or at-grade configuration due to limited right-of-way width that exists along the street combined with high volumes of ADT. Additional engineering constraints identified during the Advance Alternatives Analysis include those associated with potential stations at Wilshire/Fairfax and Santa Monica/Fairfax. At Wilshire/Fairfax, the 2018 Feasibility Study identified the station location north of Wilshire but did not consider in detail the impacts for construction of a cut and cover station on the adjacent land use or the impacts associated with the depth of station required to be beneath the planned Purple Line in this location. The adjacent

land use includes important cultural and historic properties that would likely represent significant environmental impacts due to the extent and duration of construction that would be required to build the deep station. Furthermore, construction of a potential IOS to Wilshire Blvd. would be substantially more viable if the station were to be located on the south. As a result, it is recommended that the station should be moved to the south side of Wilshire Blvd. where better construction staging opportunities exist relative to adjacent land use. At the intersection of Santa Monica Blvd. and Fairfax Blvd. the most desirable location for a station is directly under the intersection with access provided from the intersection quadrants. Due to the need for the alignment to turn east on Santa Monica Blvd. from Fairfax Blvd., the placement of a station would have to be located near Genesee Ave., approximately 1,000 feet to the east of the intersection, due to turn radii limitations associated with TBM equipment. An alignment option was developed that would allow placement of the station directly at the intersection, but it would result in substantial impact to adjacent land use due to the diagonal station placement required and the cut and cover construction method utilized for station construction.

- La Brea Alternative: Three primary engineering constraints limit the viability for aerial configuration through this corridor. First, the turn from San Vicente Blvd. to La Brea Blvd. would require either a tight radius configuration that would slow operations or property acquisition in order to accommodate a flatter curve and higher speed operation. Second, a series of roadway turns exist along La Brea Blvd. between San Vicente Blvd. and Olympic Blvd. that would likely require straddle bent structures due to limitations for placement of columns, thus impacting adjacent land use and necessitating right-of-way acquisition while significantly limiting speed through this segment. Finally, aerial configuration would require acquisition of additional right-of-way in order to maintain current traffic lane configurations, particularly at station locations. The existing average daily traffic (ADT) volumes along La Brea Blvd. are the highest of those in any corridor under consideration at over 27,000 ADT. Therefore, traffic lane elimination or reduced width is not considered viable due to potentially significant impacts associated with increased congestion or land acquisition. Alternatively, the existing traffic lane configuration could be preserved, but reduction of sidewalk width would be necessary to accommodate aerial stations. This condition presents limitations for aerial station development at Wilshire, Beverly, and Santa Monica Blvds. Reduction of sidewalk width would not only conflict with the City of LA's standards for streets and sidewalk widths which require 15 feet at minimum, but also would counter Metro's FLM policies that encourage pedestrian connectivity and the creation of an inviting public realm. An underground configuration along La Brea Blvd. is considered to be the only viable solution for an alignment in this corridor due to roadway and land use impacts associated with the limited right-of-way space in the corridor.

The Southwestern Yard Maintenance and Storage Facility (MSF) serving the Crenshaw/LAX Line and Green Line are unlikely to have additional capacity to accommodate the maintenance and storage needs of this project's full fleet (including overnight storage of vehicles, routine maintenance, and overhauls) and maintenance equipment (for maintaining the guideway and right-of-way). Approximately 9.7 to 13.3 acres at minimum are estimated to accommodate the fleets for the alternatives analyzed during this phase of study. The study area consists of densely developed residential and commercial uses and has few vacant and underutilized properties. An MSF in such an urban setting could pose significant environmental impacts to the neighborhoods or require challenging and costly underground construction. However, several potential sites have been identified outside of the study area along the Crenshaw/LAX corridor in the vicinity of LAX. These sites will be further evaluated during the next phase of the study.

4.1.5 Transit Oriented Communities and First/Last Mile Analysis

To promote transit accessibility for existing neighborhoods, healthy and active lifestyles, improve access to jobs and economic opportunities, and reduce greenhouse gas emissions, a TOC and FLM compatibility analysis was conducted during the Advanced Alternatives Analysis. The TOC/FLM analysis process integrates Metro's TOC/FLM policies and planning principals to ensure that expansion of the transit system connects communities, integrates future, and promotes accessibility via active transportation modes.

The analysis was developed for the area within a half-mile radius around each proposed station (which is roughly a 15-minute walk).

For TOC the analysis consisted of the following elements:

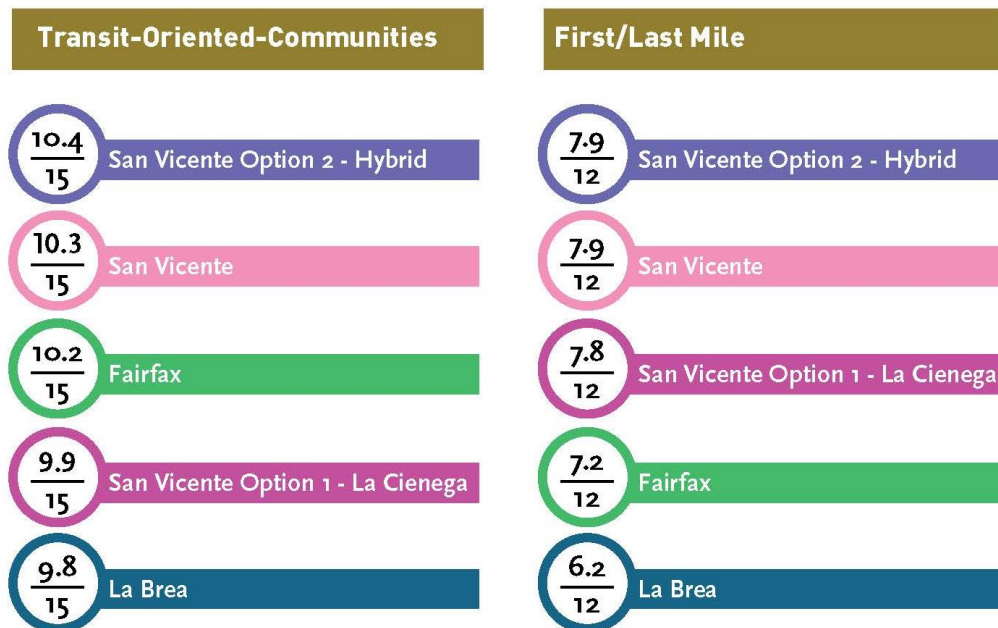
- Transit supportive density expressed through the population and employment surrounding stations including:
 - Activity units – total jobs plus total population divided by acreage of the half-mile catchment area
 - Activity centers – mixed-use areas that draw a high number of visitors such as retail corridors, shopping centers, universities, or medical centers
- The presence of vacant or underutilized parcels
- Transit supportive plans, parking management policies, and affordable/ inclusionary housing policies in place by local municipalities

For FLM, the analysis consisted of the following elements:

- FLM supportive infrastructure including block size (intersection density), pedestrian access, bicycle facilities, ADA, and new mobility access.
- Quality of the public realm
- FLM supportive plans and policies
- Safety and security including active transportation collision rates, lighting, visibility, crossings, and security elements

Results show that the San Vicente Alternative Design Option 2 – Hybrid scored highest and the La Brea Alternative scored lowest. Generally speaking, alternatives and design options are relatively comparable in their existing TOC supportiveness within the corridor. The main differences between alternatives relate to higher densities and activity centers along western alignments and amount of vacant and underutilized parcels. Applicable transit supportive plans and policies relate to a majority of proposed stations, with some cities leading the charge for early adoption of existing plans.

Similar results are seen for FLM supportiveness, with the San Vicente Alternative Design Option 2 - Hybrid and San Vicente Alternatives tied for first place ranking, closely followed by the San Vicente Design Option 1 - La Cienega. The Fairfax and La Brea alternatives are in fourth and fifth positions respectively. The existing conditions and planned investments in West Hollywood have led to higher intersection density levels, existing and planned supportive infrastructure for active transportation modes, and enhancements to the public realm improving accessibility, safety and security, and thus resulting in the difference in the scoring of all alternatives (Figure ES - 14).



Note: Metro will develop TOC baseline studies to analyze additional detail in the next phase of project development.

Figure ES - 14 TOC/FLM Analysis Results by Alternative

4.1.6 Environmental Considerations

A high-level environmental evaluation was completed for the 2018 Feasibility Study based on baseline alternative configurations that maximized the potential above-grade vertical alignment for each alternative. Due to the high-level nature of the analysis conducted to date and the likely changes to alternative vertical configurations from the baseline configurations evaluated during the 2018 Feasibility Study, additional environmental analysis was limited to a similar evaluation for the new San Vicente Alternative Design Option 2 – Hybrid in order to provide a similar base of comparison. Inclusion of this new alternative did not result in any new conclusions overall. Similar to earlier analysis, the longer alignments have potentially greater environmental effects depending upon final vertical configuration. The San Vicente Alternative – Design Option 2 resulted in a slightly higher expectation for potential environmental effects based on its longer length and the baseline vertical alignment that included aerial and underground configuration. Additional detailed environmental analysis was not conducted for the Advanced Alternatives Analysis since vertical alignment has not been confirmed. This will be the subject of the next phase of project development during environmental review.

Several conclusions can be drawn however, from qualitative review of alternatives in light of environmental considerations and the potential for impacts. For example, all alternatives would be anticipated to contribute to lower regional Vehicle Miles Traveled (VMT) and associated improvements in air quality conditions by increasing the volume of travel by public transit and reducing travel by automobile. Similarly, all alternatives would have the benefit of improved travel time and increased accessibility for many individuals, particularly those transit dependent populations present within the study area. Specific additional conclusions for each alternative include:

- San Vicente Alternative: the baseline alternative included substantial at-grade and aerial configuration throughout San Vicente Blvd. Impacts likely to be associated with this configuration include impacts related to visual and aesthetic conditions; noise and vibration, particularly near adjacent residential areas; cultural resource impacts, particularly for areas along the corridor designated as historic preservation overlay zones (HPOZ); and traffic impacts resulting from the

reconfiguration of streets necessary to accommodate a rail guideway and potential columns for aerial structure. Many of these impacts would be substantially mitigated by an underground alignment through this corridor, however, an underground alignment would be likely to have some other impacts including those related to underground gases or hazardous materials such as oil wells/deposits, utility conflicts and relocations, and potential discovery of cultural or paleontological resources requiring special treatment.

- San Vicente Alternative Design Option 1 – La Cienega: the baseline alternative included similar at-grade and aerial configuration throughout San Vicente Blvd. as well as aerial configuration along La Cienega Blvd. Impacts along San Vicente Blvd. between the Venice/Vineyard Station location (between San Vicente and Pico Blvds.,) and La Cienega Blvd. would be identical to those described above for the San Vicente Alternative, including those related to visual and aesthetic conditions, noise and vibration, and cultural resources. Along La Cienega Blvd. this alternative would have high potential for additional impacts related to visual and aesthetic conditions; noise and vibration, particularly near adjacent residential areas; and traffic impacts resulting from the reconfiguration of streets necessary to accommodate guideway columns or related property acquisitions to maintain current street configuration. Many of these impacts would be substantially mitigated by an underground alignment through this corridor, however, an underground alignment would also be likely to have impacts similar to those described for the San Vicente Alternative, but they would occur on La Cienega Blvd. instead of on San Vicente Blvd. between about Burton Way and Santa Monica Blvd.
- San Vicente Alternative Design Option 2 – Hybrid: the baseline alternative included vertical alignment options similar to those for the Fairfax Alternative on the south, an aerial configuration along Beverly Blvd. between Fairfax Blvd. and San Vicente Blvd. and aerial configuration along San Vicente Blvd. north to Santa Monica Blvd. where the alignment would transition to underground. As a consequence of the additional length for this alternative, additional impacts would be anticipated, particularly along Beverly Blvd. where traffic impacts resulting from the reconfiguration of the street necessary to accommodate guideway columns or related property acquisitions to maintain current street configuration would be necessary. Many of these impacts would be substantially mitigated by an underground alignment through this corridor, however, an underground alignment would also be likely to have impacts related to underground gases or hazardous materials such as oil wells/deposits, utility conflicts and relocations and potential discovery of cultural or paleontological resources along Beverly Blvd. in addition to San Vicente Blvd. north of Beverly Blvd.
- Fairfax Alternative: the baseline alternative included an underground configuration due to the limitations of street width in many sections of Fairfax Blvd. Impacts likely to be associated with this configuration include those related to underground gases or hazardous materials, utility conflicts and relocations, and potential discovery of cultural or paleontological resources requiring special treatment. Depending upon the location for access portals to stations, this alternative could also have the potential to impact some recognized historic resources located with the corridor.
- La Brea Alternative: the baseline alternative included aerial configuration throughout the length of the alignment, therefore this alternative would have high potential for impacts related to visual and aesthetic conditions; noise and vibration, particularly near adjacent residential areas; and traffic impacts resulting from the reconfiguration of streets necessary to accommodate guideway columns and station locations or related property acquisitions to maintain current street configuration. Many of these impacts would be substantially mitigated by an underground alignment through this corridor, however, an underground alignment would be likely to have some other impacts including those related to underground gases or hazardous materials, utility conflicts and relocations, and potential discovery of cultural or paleontological resources requiring special treatment.

4.1.7 Phasing

Measure M provides approximately \$2.3 billion in funding for the project. As a result, it is possible that the project will need to be constructed in more than a single construction phase, through Interim Operable Segments (IOS), in order to complete the full extension to Hollywood/Highland and/or the Hollywood Bowl. One potential IOS that would produce considerable benefits is between the Metro Expo Line and the Metro Purple Line (Figure ES - 15).

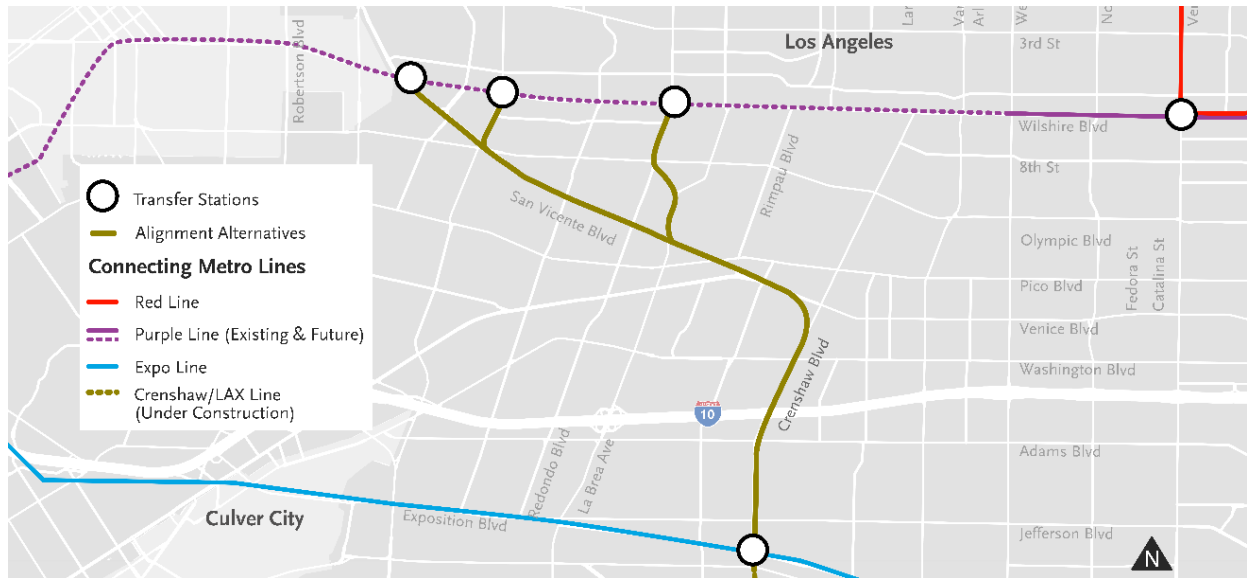


Figure ES - 15 Initial Operable Segments for Alternatives

In contrast to the full alternatives, the total trips on IOS segments between the Expo Line and the Purple Line are higher for the eastern alignments than the western alignments (Figure ES - 16). This is due to the fact that the phased scenario would operate more as a regional serving alignment and less as a locally serving alignment, given the concentration of activity and employment centers north of Wilshire Blvd. Therefore, the alignment with the shortest and fastest travel time connecting the Expo and Purple lines is expected to have the highest ridership among the IOS options.

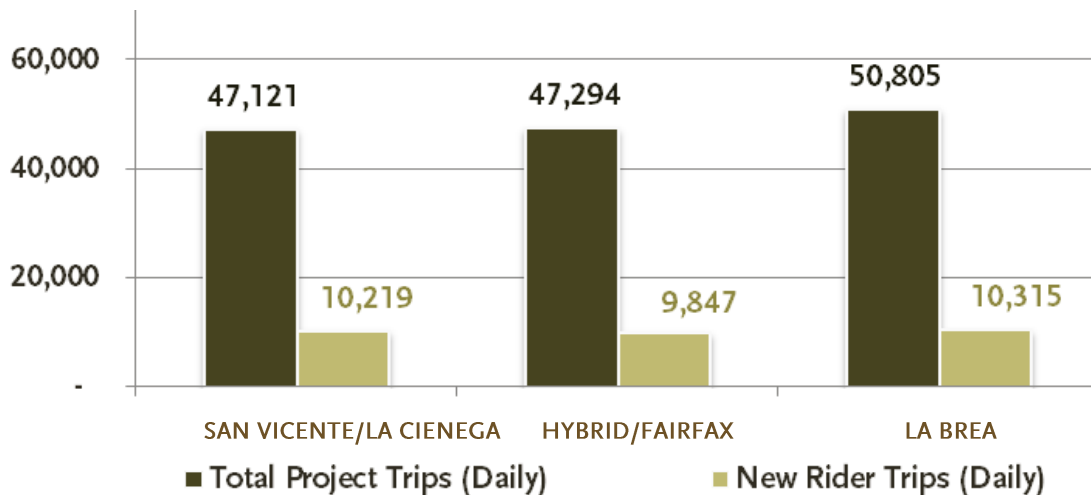


Figure ES - 16 Daily Ridership for Project Phased to Purple Line

As mentioned above, all IOSs to Wilshire Blvd. will fall within the Measure M funding allotment for their respective baseline configurations developed during the feasibility study phase (Figure ES - 17). The Fairfax Alternative IOS will have the highest capital cost, followed by San Vicente and La Brea Alternatives. Fully underground configurations may require additional funding in order to complete an IOS segment to the Purple Line.

If the IOSs were built as fully underground alignments, the costs would exceed the Measure M funding allotment. If additional funds were secured to deliver the initial phase of the project, the project alternatives could be delivered to the Metro Purple Line. The fully underground San Vicente IOS would cost roughly \$3.1 billion, or about \$800M more than the Measure M funding in 2017 value. The fully underground Fairfax IOS would cost roughly \$2.8 billion, or about \$500M more than the Measure M funding in 2017 value. The fully underground La Brea IOS would cost roughly \$2.6 billion, or about \$300M more than the Measure M funding in 2017 value.

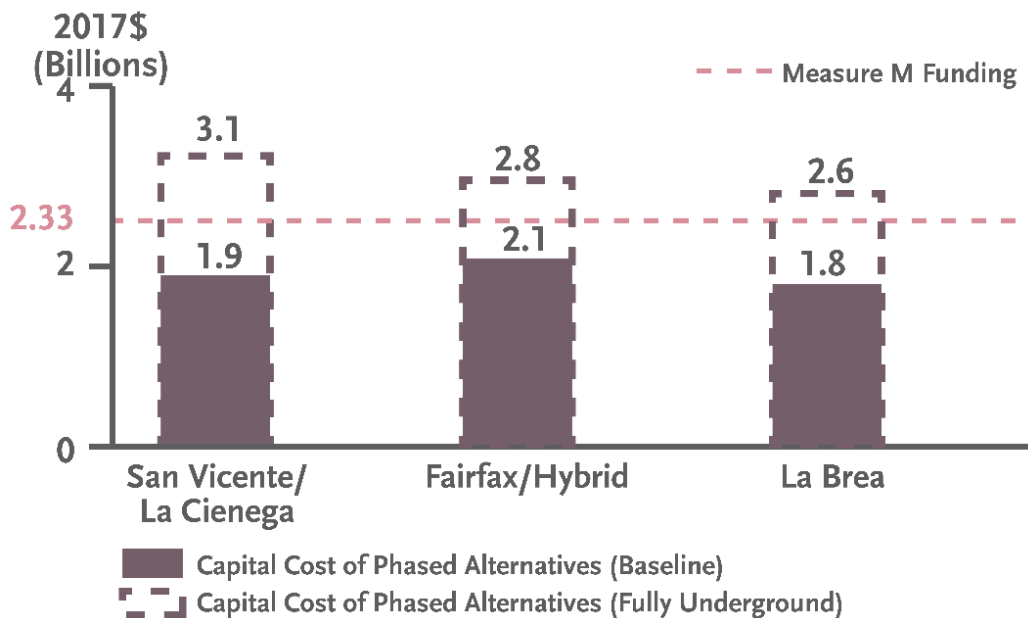






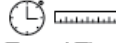




Figure ES - 17 Capital Cost Estimates of Phased Alternative

In addition, there have been discussions on potential acceleration for this project through Metro's Early Project Delivery Strategy, and the City of West Hollywood has conducted early project delivery study with input from City of Los Angeles and Metro. According to the study findings, the potential maximum additional funding sources identified to date within the City of West Hollywood include: \$47 Million from local return, \$447 Million from West Hollywood's sales tax, \$65 Million from advertising and \$573 Million from the Enhanced Infrastructure Financing District (EIFD) funding, totaling \$1.13 Billion. Given the City of West Hollywood's role as a potential funding partner, future environmental review will consider additional IOS segments or multiple segments that provide the opportunity to extend the project to Santa Monica Blvd. within an initial phase and at the earliest date possible.

5 Findings, Recommendations and Next Steps

Below is a summary of the key performance statistics of the alternatives considered in the Advanced Alternatives Analysis (Figure ES - 18).

	SAN VICENTE	SAN VICENTE DESIGN OPTION 1 - LA CIENEGA	SAN VICENTE DESIGN OPTION 2 - Hybrid	FAIRFAX	LA BREA
 Key Map					
 Travel Time & Distance	19.0 min 9.6 mi	18.4 min 9.2 mi	20.6 min 9.9 mi	15.7 min 8.0 mi	12.4 min 6.3 mi
 Ridership	90,800	90,800	90,000	88,800	88,400
Low-income Riders*	32,100	32,500	32,000	32,500	32,700
 Cost	\$4.3-\$6.4 B	\$4.4-\$6.2 B	\$5.5-\$6.5 B	\$4.7-\$5.3 B	\$3.0-\$4.4 B

*Based on home-based work trips

Figure ES - 18 Key Performance Results for the Advance Alternative Analysis Alternatives

Overall, all alternatives have high ridership projections and great potential in serving low-income riders. While the benefits are comparable among all alternatives, the issues of constructability (including engineering constraints) have resulted in notable differences in project costs and impacts.

The San Vicente Alternative has a few segments that will go through sensitive neighborhoods that are traffic-heavy, residentially dense, and environmentally constrained that require additional right-of-way or property acquisition or underground configuration for the majority of the alignment, reducing the cost-effectiveness of the project. While some of the issues could be avoided by utilizing the La Cienega alignment from Beverly Blvd. to Santa Monica Blvd., at- or above-grade configuration is still unlikely due to the built environment, natural conditions, and utilities placement in this area. A hybrid alignment (San Vicente Design Option 2) that travels on Fairfax north to Beverly Blvd. is the seemingly most constructible alignment that will still serve similar neighborhoods and produce considerable benefits. It would also avoid most issues identified for the other design options of this alternative by utilizing different routes or underground configuration.

Most aerial segments of Fairfax and La Brea Alternatives are faced with right-of-way acquisition issues due to tight design curvature and station placement challenges because of street and alignment configurations.

Therefore, despite the small differences between the alternatives and design options in project benefits, the feasibility of the alignments and configurations are largely driven by engineering constraints which will result in considerable differences in costs and other impacts. The alignments developed during the 2018 Feasibility Study phase to maximize at-grade configurations and to reduce costs have been screened and refined further from the feasibility and constructability perspectives in the Advanced Alternative Analysis phase.

5.1.1 Recommendations

Based on the findings described above related to ridership, costs, TOC/FLM, and engineering constraints, the following recommendations are proposed:

1. Dismiss the San Vicente Alternative from further study in favor of the San Vicente Alternative Design Option 2 – Hybrid. This recommendation is based on several issues including the limitations for a quality transfer connection between the extension and the Purple Line at Wilshire and San Vicente where a transfer connection would require passengers to walk approximately 1,300 feet to access the Purple Line. Additional complications include the difficulty of constructing at-grade/aerial alignment along San Vicente Blvd. in the vicinity of Carthay Circle due to its designation as an HPOZ area. Underground construction for operation of an IOS would require a cut and cover method that would be highly disruptive and impactful to adjacent land uses. As a result, the benefits of this alignment will be better captured with the San Vicente Alternative Design Option 2 – Hybrid since it would connect all major activity centers and destinations while avoiding the complicated asterisk intersection of Olympic/Fairfax/San Vicente Blvds. and a suboptimal connection to the Purple Line.
2. Dismiss the San Vicente Alternative Design Option 1 – La Cienega in favor of a new design option associated with the San Vicente Alternative Design Option 2 – Hybrid whereby the alignment would turn north from Beverly Blvd. under La Cienega Blvd. This recommendation is based on the recommendation above for dismissal of the San Vicente Alternative in favor of Design Option 2 - Hybrid.
3. Retain the San Vicente Alternative Design Option 2 – Hybrid for further study due to its the high level of connectivity for destinations/activity centers, the highest rating of all alignments for combined TOC/FLM, public popularity, and general constructability and quality transfer connection with the Purple Line. The alternative would include options for above ground or underground configuration at Venice/Vineyard Station (between San Vicente and Pico Blvds) and on San Vicente Blvd. between the Venice/Vineyard Station and just south of Olympic Blvd. The alignment would then transition to underground before turning north at Fairfax Blvd. and west under Beverly Blvd. The primary alignment would connect with San Vicente Blvd. and continue underground along Santa Monica Blvd. to the Red Line connection at Hollywood/Highland and potentially further north to the Hollywood Bowl. A design option for the Hybrid Alternative would be to turn onto La Cienega Blvd., remaining below grade north to Santa Monica Blvd. and to Hollywood/Highland and/or the Hollywood Bowl.
4. Retain the Fairfax Alternative for further study as an option to the San Vicente Alternative Design Option 2 – Hybrid. This recommendation is based on the common alignment characteristics of the two alternatives up to the vicinity of Beverly Blvd. Although there are fewer destinations/activity centers located along Fairfax Blvd. north of Beverly Blvd., and potential engineering challenges associated with development of a station location at the intersection of Fairfax and Santa Monica Blvd., the alternatives would still serve the primary destinations/activity centers within the Fairfax corridor and would provide a faster end-to-end travel time than the San Vicente Alternative Design Option 2 – Hybrid.
5. Retain the La Brea Alternative, but dismiss further consideration of an aerial configuration due to community opposition, roadway and property impacts, and the potential for substantial visual and aesthetic effects. Retain an underground configuration in the La Brea corridor due to high cost effectiveness and the high level of regional connectivity provided by the alternative.

6. Dismiss the Vermont Alternative as recommended at the conclusion of the 2018 Feasibility Study. The Vermont Alternative does not meet several key goals of the project. For example, other alignments under consideration would provide much greater travel time savings for trips to, from and between the major study area activity centers/destinations, offering a speedier connection to the Purple Line and significantly lower travel times to points further north throughout Central Los Angeles and the San Fernando Valley, and west. In addition, action by the Metro Board calls for a separate transit study along the Vermont corridor including a potential underground heavy rail system interlining with the Red Line or Purple Lines. In this context, the Vermont Alternative as developed under the 2018 Feasibility Study would preclude a separate rail project that would serve the Vermont corridor south of Wilshire Blvd. and the existing Red Line.
7. For all agreed-upon recommendations noted above (including La Brea Alternative, Fairfax Alternative and Hybrid Alternative La Cienega option), connections to the Hollywood Bowl will be considered and studied in the next phase of work.

Figure ES - 19 illustrates the proposed preliminary configurations for the three alternatives and one design option to be further screened in the next phase of study.



Figure ES - 19 Proposed Preliminary Configurations of Alternatives

6 Next Steps

The next steps for the Advance Alternative Analysis include the Metro Board's consideration and acceptance of the recommendations noted above and the initiation of the CEQA environmental process and advanced conceptual engineering. A funding plan would then need to be in place before preliminary engineering and final design/construction.



Attachment B – Community Outreach & Meeting Report

From the beginning of the study, Metro staff conducted a robust community outreach effort to engage residents and employees through the Study Area and beyond, including transit riders, neighborhood and homeowner associations, neighborhood councils, Westside Cities Council of Governments, Crenshaw/LAX Leadership Council, and major retail, medical and employment centers. To meet residents and other potential riders in their community, project staff helped distribute information about the project through informational booths setup at Black History Month events in Leimert Park, Taste of Soul in the Crenshaw District, PRIDE in West Hollywood, and Ciclavia's "Meet The Hollywoods" Additionally, staff organized briefings for elected officials' staff. Through outreach efforts that began in Winter 2018 to Winter 2020, staff received 171 emails, 224 in-person comments, and 675 survey responses.

As part of the additional outreach in Winter 2020, project staff held 32 direct meetings with ownership and management of major destinations and employment centers, community groups and residents in the project study area.

Spring 2019 Outreach

Four community open house styled meetings were held throughout the Crenshaw Northern Alignment Advanced Alternatives Screening Study area in Spring 2019 (March 21, 23, 26 & 28). The report below captures outreach activities during this periods and partial outreach activities following the meetings. Additionally, it captures high level information on the reach and engagement captured by e-mail distribution and Facebook ads. A summary of preferred alternatives is captured based on attendee feedback in either the comment cards or the question cards. The report captures data as of April 1, 2019.

General Summary of information captured from all four meetings:

- 82 relevant social media comments derived from four separate Metro Facebook Crenshaw Northern Extension event invitation posts and one The Source Metro Facebook post.
- 33 Crenshaw Northern Extension project email comments.
- 24 comments responding to two articles regarding the project posted on The Source.Metro.net.
- One phone voicemail from an individual who has utilized the Crenshaw Northern Extension Project Telephone Hotline.

As part of the Crenshaw Northern Extension's Advanced Alternatives Screening Study, Metro's outreach efforts to solicit public input yielded robust and diverse public comments and participation.

In Spring 2019 outreach efforts were focused around four community meetings held within the Crenshaw Northern Extension study area. In anticipation of the four initial community meetings, one elected official briefing and one media briefing were conducted prior to the start of the four community meetings.



Throughout the study period, there was ample participation by elected officials and their staffs, local media, community leaders, residents, business owners and the general public. From all of the meetings and community engagement, there was a demonstrated the desire and need to accelerate completion of this project. Although the comments and questions were diverse and varied the following common themes should be recognized:

- Acceleration of the project was frequently asked about and advocated for.
- The desire to explore innovative acceleration funding sources through partnerships with real estate developers was frequently asked about and advocated for.
- Specific alignment preferences were articulated and advocated for with Alignment A (San Vicente/La Cienega) most frequently cited due to the alignment's close proximity to job centers.
- Grade separation concerns were articulated with strong advocacy for not completing this project with at-grade alignments.
- Gentrification and displacement issues were cited as concerns.
- The issue of parking and neighborhood parking impacts in locations near stations were frequently cited as areas of concern.
- Rail transit line connectivity was frequently cited as a concern when studying connecting rail transit lines.
- Expedient completion of the Crenshaw/LAX line was often asked about and advocated for.
- Equity in Metro hiring and contracting was mentioned as a concern.

Fall 2019 Outreach

Community Meetings and Outreach Summary

Metro hosted a second round of outreach meetings to update the community on what changed with public input from the first round of community meetings in Spring 2019. The first round of community meetings in Spring 2019 was focused on introducing the Crenshaw Northern Extension project with alternatives that have been studied as feasible extensions to the Crenshaw Transit light rail line. The meetings were held in geographically sensible areas throughout the Advanced Alternatives Screening Study area, including West Hollywood, Central Los Angeles, Mid-City, Koreatown and West Adams. The purpose of the Fall 2019 outreach and community meetings was to receive feedback from the public on the preferred alternative of the five—including the newly proposed San Vicente Hybrid option—and reveal the potential stations for each alternative. Metro's presentation also included a transit-oriented communities analysis and



a first/last mile analysis to educate the public on the factors being taken into consideration for each alternative.

When preferences for specific alignment alternatives were articulated, A2 San Vicente-Fairfax Hybrid was most often cited as a preferred alternative. In addition to this, the A2 San Vicente-Fairfax Hybrid was most often cited as a preferred alternative by individuals articulating a concern with Historic Preservation Overlay Zones (HPOZ). The following is a breakdown of comments received by alignment preference during the Fall 2019 community meetings:

- 21 comments were supportive of Alternative A2 San Vicente-Fairfax Hybrid
- 6 comments were supportive of Alternative A San Vicente
- 6 comments were supportive of Alternative C La Brea
- 5 comments were supportive of Alternative B Fairfax and;
- 3 comments were supportive of Alternative A1 La Cienega

Below is a summary of attendees and comment and question cards received at the Fall 2019 Advanced Alternatives meetings:

Combined Meeting Report

Total attendees that signed in: 161

Total question cards submitted: 77

Total comment cards submitted: 30

Total comments (post-it notes) submitted on two feedback boards: 68

Total comments on social media: 24

A majority of the attendees expressed overall support for a line that would connect the Crenshaw Transit line north to the Metro Red and Purple lines. Attendees and individuals that submitted comments online articulated that they wanted an alignment that could get them to as many destinations as possible and be built in an accelerated timeframe.

In order to attract a substantial number of stakeholders to the open house meetings, various media outlets were used, such as email blasts with a reach of just over 800 recipients; Metro distributed the same e-blast to Purple Line stakeholders. An elected official briefing was also conducted beforehand, in preparation for the Fall outreach. These meetings garnered continued support for the acceleration of the project, along with common public feedback including:

- Historical Preservation Overlay Zones as they relate to Carthay Circle
- Possible funding sources that would allow an early project delivery
- Neighborhood preservation and pedestrian safety



- Factors that determine grade separation (at-grade, aerial and/or underground)
- Underground (below-grade) vertical preferences
- Community outreach concerns, specifically within Carthay Circle Historical Preservation Overlay Zone
- Demand for station parking lots
- Alternatives that have received the most support
- Accessibility to the Hollywood Bowl
- Ridership figures and comparisons

Winter 2020 Outreach Commerce and Employment Centers

To further enhance outreach in the CNE study area, the project team provided presentations to the ownership and management of some of the largest employers and centers for commerce in Los Angeles. The locations included The Grove, The Farmers Market, Beverly Connections, Cedars-Sinai Medical Center, and The Beverly Center. There was a general consensus of support for northwestern alignments that would either have stations adjacent, under or in the vicinity of their facilities. These meetings garnered continued support for the acceleration of the project, along with feedback including:

- Finding ways to reduce vehicle parking while increasing patron visits
- Partnership to provide employees with more reliable and consistent transit options
- Exploring options to provide station access
- Reducing traffic congestion
- Expanding potential commercial uses to parking structures
- Placing stations near high-density mix-use commercial and residential structures

The following pages provide a more details about the community outreach conducted in Fall 2019



Open House Community Meeting & Outreach Report Fall 2019

I. Community Meetings and Outreach Summary

Metro hosted a second round of outreach meetings to update the community on what changed with public input from the first round of community meetings in Spring 2019. The first round of community meetings in Spring 2019 was focused on introducing the Crenshaw Northern Extension project with alternatives that have been studied as feasible extensions to the Crenshaw Transit light rail line. The meetings were held in geographically sensible areas throughout the Advanced Alternatives Study area, including West Hollywood, Mid-City, Koreatown and West Adams. The purpose of the Fall 2019 outreach and community meetings was to receive feedback from the public on the preferred alternative of the five—including the newly proposed San Vicente Hybrid option—and reveal the potential stations for each alternative. Metro's presentation also included a transit-oriented communities analysis and a first/last mile analysis to educate the public on the factors being taken into consideration for each alternative.

A majority of the attendees expressed overall support for a line that would connect the Crenshaw Transit line north to the Metro Red and Purple lines. Attendees and individuals that submitted comments online articulated that they wanted an alignment that could get them to as many destinations as possible and be built in an accelerated timeframe.

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- Historical Preservation Overlay Zones as they relate to Carthay Circle
- Possible funding sources that would allow an early project delivery
- Neighborhood preservation
- Factors that determine grade separation (at-grade, aerial and/or underground)
- Underground (below-grade) vertical preferences
- Community outreach concerns, specifically within Carthay Circle
- Demand for station parking lots

- Alternatives that have received the most support
- Accessibility to the Hollywood Bowl
- Ridership figures and comparisons
- Pedestrian safety

When preferences for specific alignment alternatives were articulated, A2 San Vicente-Fairfax Hybrid was most often cited as a preferred alternative. In addition to this, the A2 San Vicente-Fairfax Hybrid was most often cited as a preferred alternative by individuals articulating a concern with Historic Preservation Overlay Zones (HPOZ). The following is a breakdown of comments received by alignment preference during the Fall 2019 community meetings:

- 21 comments were supportive of Alternative A2 San Vicente-Fairfax Hybrid
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- 6 comments were supportive of Alternative C La Brea
- 5 comments were supportive of Alternative B Fairfax and;
- 3 comments were supportive of Alternative A1 La Cienega

Below is a summary of attendees and comment and question cards received at the Fall 2019 Advanced Alternatives meetings.

Combined Meeting Report

Total attendees that signed in: 161

Total question cards submitted: 77

Total comment cards submitted: 30

Total comments (post-it notes) submitted on two feedback boards: 68

Total comments on social media: 24

Elected officials and/or representatives in attendance at meetings:

1. West Hollywood City Councilmember Lindsey Horvath
2. Former West Hollywood City Councilmember Abbe Land
3. Jay Greenstein, Chief Field and Transportation Deputy, Office of LA City Councilmember Paul Koretz
4. Stewart Lozano, Field Representative, Office of Assemblymember Richard Bloom
5. Angie Aramayo, Central Area Representative, Office of Mayor Eric Garcetti
6. Fernando Morales, West/Metro LA Senior Field Deputy, Office of LA County Supervisor Sheila Kuehl
7. Sonia Lopez, Senior Field Representative, Office of California State Senator Holly Mitchell

The Community Update Meetings were scheduled as follows:

- Meeting #1: West Hollywood
Plummer Park
7377 Santa Monica Boulevard, West Hollywood
Tuesday, October 22, 2019; 6:00– 8:00 pm
58 people signed in at this meeting, and 29 individuals submitted question cards.
Metro received 12 written comments at the end of this meeting.

- Meeting #2: Mid-Wilshire
 Wilshire Crest Elementary School
 5241 W. Olympic Boulevard, Los Angeles
 Thursday, October 24, 2019; 6:00– 8:00 pm
 29 people signed in at this meeting, and 15 individuals submitted question cards.
 Metro received 6 written comments at the end of this meeting.

- Meeting #3: West Adams
 Virginia Road Elementary School
 2925 Virginia Road, Los Angeles
 Saturday, October 26, 2019; 10:00 am – 12:00 pm
 35 people signed in at this meeting, and 19 individuals submitted question cards.
 Metro received 2 written comments at the end of this meeting.

- Meeting #3: Beverly Grove / West Hollywood
 Rosewood Avenue Elementary
 503 N. Croft Avenue, Los Angeles
 Tuesday, October 29, 2019; 6:00– 8:00 pm
 Saturday, October 26, 2019; 10:00 am – 12:00 pm
 39 people signed in at this meeting, and 14 individuals submitted question cards.
 Metro received 10 written comments at the end of this meeting.

II. Overview of Support Tasks and Activities

To support Metro Community Relations, the Lee Andrews Group (LAG), implemented the following activities, and supporting tasks:

Tasks	Date	Notes
Take-One content	Electronic file available October 1: Print	Placed on Metro website October 1, 2019.
Define Take-One distribution Plan	October 9: Community distribution	<p>Hard copies distributed to the following locations:</p> <ul style="list-style-type: none"> • Robertson Branch Library (50 English/Spanish) • Baldwin Hills Branch Library (50 English/Spanish) • Washington Irving Branch Library (50 English/Spanish) • Pio Pico Branch Library (50 English/Korean & 50 English/Spanish) Memorial Branch Library (50 English/Spanish) • John C. Freemont Branch Library (50 English/Spanish) • Fairfax Branch Library (50 English/Spanish)

Website content	Final Content October 8: Live	Anticipate quarterly updates to the website content.
Social Media content	October 8- Pre-meeting During meeting Post meeting	Facebook posts 10/8-10/29. <ul style="list-style-type: none"> • 10/22 West Hollywood Meeting Facebook post reached 23.6K Facebook feeds and generated 174 Facebook responses. • 10/24 Mid-City Meeting Facebook post reached 35.6 K Facebook feeds and generated 153 Facebook responses. • 10/26 West Adams Meeting Facebook post reached 29.4K Facebook feeds and generated 249 Facebook responses. • 10/29 Beverly/Fairfax Meeting • Facebook post reached 28K Facebook feeds and generated 147 Facebook responses.
Tasks	Date	Notes
Electronic Meeting Notification	October 11: Meeting Notification Email October 22: Meeting Reminder Email October 25: Meeting Reminder Email October 29: Meeting Reminder Email	Email Open Rates: <ul style="list-style-type: none"> • October 11 – 400 opens • October 22 – 364 opens • October 25 – 294 opens • October 29 – 280 opens
Elected officials' briefing	October 16:	A total of 20 individuals from federal, state and local elected official offices including: City of Culver City, City of Beverly Hills, City of West Hollywood, Los Angeles City Councilmember Paul Koretz, Los Angeles City Councilmember Mitch O'Farrell, City of Los Angeles Mayor Eric Garcetti, Los Angeles County Supervisor Sheila Kuehl, Los Angeles County Supervisor Mark Ridley-Thomas, California State Assemblymember Sydney Kamlager, California State Assemblymember Miguel Santiago, California State Assemblymember Richard Bloom, State Senator Ben Allen, Congressman Ted Lieu, Congressman Jimmy Gomez, Congressmen Adam Schiff, Congresswoman Karen Bass and United States Senator Diane Feinstein
Stakeholder List	October 8: Utilize list to send email invite	Sent email to list of stakeholder email addresses, staff of elected officials, BIDs, local chambers, neighborhood councils, and association members, West Hollywood Advisory Board members, and various community leaders identified asking to promote and attend the series of community meetings

Community
Events/Pop-ups

October 11 -26, 2019

Take-Ones and additional information was distributed at the following events/locations: Taste of Soul, Hollywood & Melrose Farmers Market, West Hollywood Farmers Market, La Cienega Farmers Market. Communities surrounding the community meeting were additionally canvassed by street team members.

In addition to the four open public meetings conducted during the fall, Metro staff and the outreach team conducted outreach at the community group level with the following community groups:

- August 20, 2019: Carthay Circle Community Meeting
- October 10, 2019: Wellington Park Neighborhood Association Meeting
- November 19, 2019: Mid City West Neighborhood Council Meeting
- December 10, 2019 meeting with the leadership at Cedars Sinai.
- February 16, 2020 – African American History month event at Leimert Park

III. Open House Community Meetings Recap



Meeting 1

Date: October 22, 2019

Location: Plummer Park

Attendees: 58

Question cards submitted: 29

Comment cards submitted: 12

Total comments (post-it notes) submitted on two feedback boards: 33

Media: KNBC-4

Elected officials and/or representatives:

1. West Hollywood City Councilmember Lindsey Horvath

Below is a summary (by category) of the *questions* submitted:

Environmental

- Why aren't stations ever cleaned in areas such as Santa Monica Blvd.
- Besides environmental factors, are resident opinions and the WeHo City Council being considered when choosing at-grade or underground on San Vicente?

Alternative Selection

- If the train is at-grade on Santa Monica Blvd, where would it be? In the middle of the street? Will that take away traffic lanes?
- Would traffic lanes be eliminated altogether if the train runs on San Vicente?
- Is Metro surveying riders of the 105, 217, 780, 218, 212 and other N-5 routes to see what alignments they prefer, since they are the Angelenos currently traveling N-5 on this corridor?
- Will the City of LA support the development of the La Cienega alternative?
- Will Metro commit to underground to preserve WeHo public space if the San Vicente line is chosen?
- Who decides which route will be completed?
- Can a BRT and rail option be considered under the current scope (I.e. Alternative C with a BRT on San Vicente)?
- What are the operating cost comparisons between A2 and C?
- Will the San Vicente Hybrid option be significantly quicker than riding insurface traffic?
- Why can't there be a station at Crenshaw/Wilshire?

Transit-oriented Communities

- Does Metro offer incentives to cities to implement plans for pedestrian and bicycle facilities in the vicinity of stations?

- Has there been other cities with a strong distinctive character/personality such as WeHo that has acquired a Metro line? If so, were there any noticeable changes to the town?

Early Project Delivery

- Why aren't DOT funds being issued for funding the needed construction of the CNE line instead of a local sales tax increase?
- What funding sources will the City of WeHo use to accelerate the project?
- How will EIFD special taxing district work to provide more money to accelerate the project?
- Are property owners expected to pay more taxes for the budget of this project?
- What would make it possible for the line to open in 2028?

Other

- Land use
 - Will the City of LA change zoning of R1 lots where at-grade or underground rail lines will run? Has this happened before with other lines, such as the Expo?
 - How can the public make an informed decision on a preferred route without knowing the contents of the related transit plans, such as tenant protections and upzoning?
 - Did upzoning along routes cause a reduction in ridership?
 - Why not study the potential increase in ridership by building parking garages at stations?
 - Will the City of LA change R1 zoning on lots bordering or near new lines? Has this happened with other existing lines, such as Expo?
- FLM—What is being done for first/last mile accommodations?
- Displacement
 - What is Metro doing for the Leimert Park community and other areas regarding gentrification issues and businesses being affected.
 - How do we prevent displacement of residents and more gentrification?

Below is a summary (by category) of the *comments* submitted:

Environmental

- Children and elderly people are subjected to drugs and smoking at stations/stops.

Alternative Selection

- I support the A2 Hybrid route; I greatly oppose the other routes.
- Have the rail at-grade north of Melrose to resolve the “sharp right” turn issue—allowing the LRT train to run on the center median on Fairfax and make a right on Santa Monica Blvd.
- I like Alternative A2 for access to popular destinations (I.e. LACMA, The Grove, CBS, Cedars-Sinai, Beverly Center, WeHo Library, PDC, etc.).
- Aerial for alternative A2 would free up narrow crowded streets and prevent pedestrian injuries.

- The San Vicente Hybrid option supports gig food couriers in conducting their business effectively and safely.
- Metro should consider a station on La Cienega/Santa Monica Blvd and at the Hollywood Bowl.
- I believe alternative “C” (Fairfax Ave) makes most sense because Fairfax Ave has the most points of interest (Museums, La Brea Tar Pits, 3rd Street Farmer’s Market, The Grove, Fairfax High School, etc.) Fairfax Ave also has the most density.
- I vote for option A if it is underground only—aerial is ugly and at-grade makes traffic worse.
- I support the A2 Hybrid alternative, and greatly oppose the other routes and plan to fight them along with my neighbors and HPOZ community.
- As a resident of WeHo, I prefer the Hybrid option because it covers more dense areas.
- If WeHo and LA City pursue an EIFD, we should pursue a network concept consisting of option C and BRT on Sam Vicente from Sunset to Pico/Rimpau Transit Center. Bus lanes can be implemented on streets like Sunset, Fairfax, La Cienega, Beverly and 3rd Street. We need an actual network improvement in the area.
- The response to the question “Why can’t the Crenshaw line go to the Purple line/Wilshire Blvd was inadequate! The stop at Crenshaw/Wilshire would work as a transfer point to the Purple line East and West. This would bring passengers to the West and connect with new northern routes through WeHo.
- I’m a homeowner in the Miracle Mile HPOZ and I’m very excited about these proposed plans! Especially the portion that runs along San Vicente, whether or not it’s above ground. Right now, it’s noisy, polluted and always jammed with cars and terrible for pedestrians.
- I definitely prefer the Hybrid alignment as it serves the community and its largest employers and attractions (such as museums on Wilshire, Farmer’s Market, The Grove and Beverly Center). I also support the extension to the Hollywood Bowl.
- I am thrilled that there is preference for the San Vicente/La Cienega because that is way more effective and needed than moving farther east. San Vicente ultimately would be the absolute best for WeHo residents and the vast majority of visitors going to the Rainbow District.
- Location of stations is key—need to be convenient to destinations.
- La Brea makes for a better transit network.

Transit-oriented Communities

- Metro park and ride lots will not work if there is a \$3 charge per day.

Early Project Delivery

- Do not accelerate the timeline. Do it right and don’t rush!
- I believe the northern extension must be accelerated to be completed by 2030.

Other

- Safety
 - The elevators never work at stations in lower-income communities.

- There needs to be security at park and ride lots to avoid vandalism and theft.
- Funds—allocate funding to keep trains clean.



Meeting 2

Date: October 24, 2019

Location: Wilshire Crest Elementary School

Attendees: 29

Question cards submitted: 15

Comment cards submitted: 6

Total comments (post-it notes) submitted on two feedback boards: 7

Media: Larchmont Buzz

Elected officials and/or representatives:

1. West Hollywood City Councilmember Lindsey Horvath
2. Stewart Lozano, Field Representative, Office of Assemblymember Richard Bloom
3. Angie Aramayo, Central Area Representative, Office of Mayor Eric Garcetti
4. Fernando Morales, West/Metro LA Senior Field Deputy, Office of LA County Supervisor Sheila Kuehl

Below is a summary (by category) of the *questions* submitted:

Environmental

- To increase the usefulness of the CNEP, will the lights in the area be revised/increased to synchronize with the rail line?
- Does the study account for signal prioritization for at-grade?
- Will stations be designed to LEED standards or include solar power?
- Could safety improvements for people walking to future stations be included in the project?
- If Metro runs up Fairfax, is there an opportunity to improve pedestrian crossing/safety at the Fairfax asterisk? Would studies be performed?

Alternative Selection

- Is Metro seriously contemplating a below-ground alternative that our city council assured us its approval depended on?
- What determines where the line is above/below ground?
- Why doesn't Crenshaw line connect at Crenshaw/Wilshire?
- Would the Hollywood Bowl station/stop reduce car traffic on Highland?

Early Project Delivery

- How soon could this extension open if the funding was found by the local communities? What would be the advanced/expedited timeline?

Other

- Funds
 - Is the \$2 billion the max that is needed?
 - How would EIFD be decided in LA? Is this a voter decision to divert tax revenue away from general fund?
 - How many of Metro's rail projects were fully funded at this stage? Would this be competitive for State and Federal grants?
 - What measures is Metro (not West Hollywood) taking to secure the funding required to expedite the project?
- Outreach
 - Has Metro written to all property owners on San Vicente to inform them of meeting dates and route options? Most properties are not owner occupied. How did you notify property owners along San Vicente?
 - How have you engaged with non-English speaking communities?
 - Have you proactively engaged with young people/children? They will be the ones benefiting the most.
 - Can more outreach be done like radio, signage, etc.
- Stations
 - Will stations include bicycle storage and/or mobility hubs?
 - Will you take away street parking near the new stations to get more people into transit and out of cars?
 - Will you build new turnstiles to prevent cheating on fares?
- Art
 - For murals, is there anything historical for African-Americans?

Below is a summary (by category) of the *comments* submitted:

Environmental

- My house on San Vicente Blvd falls under historic zoning; Metro should follow the same restrictions as residents when it comes to construction.
- I could not care less about parking—why are we subsidizing your private vehicle use?

Alternative Selection

- The A2 option would be the best choice.
- I would suggest starting a study for La Brea to have a BRT, preferably with a dedicated bus lane in the middle. This could push for a car-ban all along Hollywood Blvd, similar to 14th street in New York.
- I prefer alignment A (San Vicente) all the way!
- Alignment A2 seems like it would be a fantastic way to connect destinations in WeHo with the transit system. It's imperative, though, that this is accompanied by upzoning, reducing parking minimums and creating more walkable communities.
- Any above ground rail system on San Vicente will cut our Carthay Circle in half. It will diminish our physical continuity, bring noise, remove part of our community greenery, serenity, and "small town" feel that we cherish in the middle of our sprawling city. Historic (HPOZ) neighborhood residents wish to keep their neighborhood intact.

Transit-oriented Communities

- We need more density around stations! Home owners will whine but us renters desperately need transit-oriented options.

Other

- Stations
 - I suggest that a small entrance be installed underground to cross Hollywood Blvd.
 - All stations need to be ADA compliant—no excuses.
 - Please protect bike storage; not comfortable leaving my bike chained.
- Rail stops
 - Ensure that there are less than 6-minute headways on all rail lines!



Meeting 3

Date: October 26, 2019

Location: Virginia Road Elementary School

Attendees: 35

Question cards submitted: 19

Comment cards submitted: 2

Total comments (post-it notes) submitted on two feedback boards: 10

Media:

Elected officials and/or representatives:

1. West Hollywood City Councilmember Lindsey Horvath
2. Sonia Lopez, Senior Field Representative, Office of California State Senator Holly Mitchell

Below is a summary (by category) of the questions submitted:

Environmental

- What are the top three things that will impact the route decision?
- How will traffic be affected?
- What is the role of the public during the environmental process next year?

Alternative Selection

- What is the most supported alternative line option based on current feedback?
- Which sections will be underground, at-grade or aerial?
- Have the purple line extensions planned for/incorporated a connection to the CNE?
- Is it possible for the project to be built in phases; phase 1 connecting to the purple line beginning in 2021-22 to be ready before the Olympics, and phase 2 connecting to the red line.
- Why was the Pico – San Vicente stop at mid-town not considered as a station stop? There is no shopping center at Olympic – San Vicente and connections to BBB #7 bus.

Transit-oriented Communities

- Will any existing home be destroyed to make way for railway?
- Will zoning laws be changed to permit density building (i.e. 5-story apartment complex)
- How will VMT (vehicle miles traveled) change the environmental review of transit projects? Will this be the first Metro project that uses VMT instead of LOS?

Early Project Delivery

- How long is it going to take to finish the project?
- Why is the CNE projected to take longer to build than the Expo?
- What is the timeframe for the five options?
- Unfortunately, the Metro boards current plans do not call for construction to even begin until 2041. This does not focus on the underserved communities and a pathway to travel to work and more. Do we really want additional generations or minority residents to be denied full access to LA's economic and cultural life because they can't travel easily?
- What would the accelerated timeline be?

Other

- Stations
 - Would the Hollywood Bowl station only operate during events?

Below is a summary (by category) of the *comments* submitted:

Alternative Selection

- Most of the focus in this effort seems to be building the train lines. As I see, making it easier for riders to use connecting buses (better/larger shelters, bus hubs, easier to quickly load/unload bikes) might make the train alignment choices easier, faster and more user friendly. I believe we need to retrain riders to use train/bus combinations.
- Alignment A2 is a winner, providing access to the Beverly Center, Farmer's Market, LACMA and more.
- Strongly suggest the San Vicente route, above ground on the San Vicente portion. Keep cost down by using current median.
- Do not use Adams Blvd. as a stop; use Washington Blvd. instead.
- Could you combine the CNE with a WeHo streetcar to capture both regional and local trips? Perhaps the budget savings on a more direct route (options C or D) could be used to fund the streetcar. Perth, Australia, is looking to use "Autonomous-rail rapid transit" (ART) to build light-rail-like capacity and ride quality for the price of BRT! Perhaps this technology can be used for a WeHo streetcar.

Transit-oriented Communities

- Displacement of lower income residents for builders to take advantage of convenient travel for middle and upper class.

Early Project Delivery

- Accelerate construction and start by the end of 2021.



Meeting 4

Date: October 29, 2019

Location: Rosewood Avenue
Elementary School

Attendees: 39

Question cards submitted: 14

Comment cards submitted: 10

Total comments (post-it notes)

submitted on two feedback

boards: 18

Media:

Elected officials and/or representatives:

1. West Hollywood City Councilmember Lindsey Horvath
2. Jay Greenstein, Chief Field and Transportation Deputy, Office of LA City Councilmember Paul Koretz

Below is a summary (by category) of the *questions* submitted:

Environmental

- What has Metro's process been in terms of partnering with planning and HPOZ's to determine the impact of alignments A, B and C on Carthay Circle?
- What acknowledgement and consideration is being given to the impacts of alignments A, B and C on Carthay Circle, which is a historic, residential community?
- Regarding land use, have the percentages of residential areas directly impacted by the various alignments been calculated?
- What will you be able to do to minimize disruption during construction?
- What are the impacts of underground construction to nearby properties (i.e. access, noise, vibrations, pollution, debris, traffic, etc.)?
- I am a HPOZ Carthay Circle resident. A decade ago San Vicente underwent a "Flood Zone" improvement costing millions to the taxpayer, including removing median trees, crating, having arborists care for trees—some over 100 years old—by putting transit underground, how will this impact flood draining, does it negate?
- What measures will be taken for protecting HPOZ residential areas, Carthay Circle in particular.

Alternative Selection

- Where will the rail be above and below ground?
- How does an alignment on San Vicente "preserve the character" of the historic Carthay Circle community or respect the protections of the HPOZ?
- This project is a critical link in our rail network. If the La Brea alternative is chosen, will West Hollywood still support this project?
- How many people drive into Beverly Hills and Century City who live in Mid City and WeHo who could be served by this project?
- How would the light rail stations connect to subway stations?
- What is the likelihood of the line being above ground?

Transit-oriented Communities

- Will homes and businesses be condemned? What type of businesses will go in stations?

Early Project Delivery

- Will the CNE be operational in time for the Olympics?

Other

- Rail stops
 - How often will trains run?
- Council
 - What is councilman Koretz's view on the alignments directly impacting the Carthay Circle historic community?

- Outreach
 - In terms of community outreach, what has the process been for the notice of meetings? Carthay Circle residents haven't been noticed yet and the top 3 alignments directly bisect our historic residential community.
 - Why hasn't there been a meeting in Carthay Circle?
- Art
 - How can I get involved in Metro art projects?

Below is a summary (by category) of the *comments* submitted:

Environmental

- HPOZ charm of neighborhood above ground train would ruin appearance of San Vicente. Underground utilities buried will be impacted. These are concerns of most of the residents of Carthay Circle, the same as those of WeHo who apparently do not want this eye sore in "their" tolerant community but would benefit from its commerce.

Alternative Selection

- Extending plans to Hollywood Bowl sound smart.
- Option A2 looks like the most versatile option, but the require funding is concerning. Option A or A1 would be a great 2nd best option, especially for WeHo residents and workers.
- I support the project, specifically the A, A1 and A2 routes. My concern is regarding to use of at-grade track on San Vicente between Olympic and Wilshire; for many reasons I hope that segment would be underground.
- Please choose alignments B or C. La Brea is likely better, but Fairfax works as well. I support elevated alignments if it saves money, and I think the views from the train would be incredible.
- The top three alignments threaten to critically impact the historic, residential/Carthay community. This makes me think of the Boyle Heights community that was forever changed by infrastructure, freeways bisecting that historic community. Communities can be destroyed by these large transportation projects.
- La Cienega has businesses, restaurants, and a school that would be accessible! Nothing on San Vicente!
- What is important to me and the community that I live in is the congestion you will bring by building A1 or A2 above ground (which I am totally against) or below ground. Between the station and the parking, you destroy the atmosphere of WeHo that everyone is trying to get to. Have you factored in the proliferation of Uber and Lyft, which is unstoppable?
- I like the San Vicente Alternative 2; it's the option I would personally utilize the most. It seems to me that with all the money, time and effort that goes into each of these extensions, we should take advantage of an opportunity to create a line that links the most visited/lived in areas of LA rather than focus on how short the trip from A to B is.
- Options A2 and B make the most sense to me. I think it's of critical importance to connect to the Hollywood Bowl. Like a lot of Angelenos, I'm worried about gentrification, but I think that connecting our major stadiums and culture is extremely

important (The Bowl, Dodger Stadium, Getty, etc.). That could actually make a huge difference and strengthen the access to our institutions and alleviate event traffic and parking.

- Fairfax would be ideal as this is a business access and only impacts Park Ls Brea residents instead of an entire cozy HPOZ protected area.

Transit-oriented Communities

- Close Hollywood Blvd. to cars! It's already shut down so often for events.

Early Project Delivery

- This is a critical project for the future of the region. Whatever is necessary in terms of alignments, securing funding sooner, etc. – Do it! The opponents are local, but do not reflect LA's future.

IV. Social Media Feedback


Relevant Facebook Comments on Crenshaw Northern Extension – Overview Video

- **Alex Jenkins wrote:** "Wouldn't it be good if we could have a time machine, go back to perhaps the 1930's and 40's, and keep the entirety of the Los Angeles Railway and Pacific Electric, and then build up the zoning laws in LA county around them, with zoning based on proximity to LARY and PE Lines, so the closer you'd be to them, the higher you could build (so essentially TOD all around LA county)? I believe the northern extension must be accelerated to be completed by 2030."
- **Btomimatsucunard wrote:** "It'd be awesome! Tho the travel times might have been an annoyance. I looked at an old rapid transit proposal from '47, and they referenced current travel times from Santa Monica to LA as being 70 minutes. Similar travel times for Hollywood as well."
- **Alex Jenkins wrote:** "btomimatsucunard I wouldn't be surprised if part or all of the network, especially in Downtown LA and the surrounding areas would have been put in tunnel or elevated in that case Or the monorail could have been built up, that's shorten journey times massively"
- **Btomimatsucunard wrote:** "@Alex Jenkins the plan had that in it I believe but I was referencing the old Red Car system. We lost a huge opportunity for a relatively easy and cheap upgrade of the existing system."
- **Alex Jenkins wrote:** "btomimatsucunard Ah, sorry, I think I might have misunderstood you. It'd actually be good today, if the PE network, especially in Downtown, Hollywood and those areas, was put into tunnels, but as you said, it's a huge opportunity that we've lost."
- **Btomimatsucunard wrote:** "Right, if the first incarnation of the MTA or the County could have seen the opportunity we had and modernize the Red car and Yellow car systems we could have been on par with San Fran or Pittsburg with their heritage systems."

- **Alex Jenkins wrote:** “btomimatsucunard Yeah, or even something like the Stadtbahn networks in Germany. It would have been possible to create a full blown metrosystem out of them in the future if LA had gone down that route”
- **Xcelron wrote:** “I agree, but that all sounds like a dream. It'd be nice if this was a train city. It's more relaxing to be on a train, i'm on board with this.”
- **Jh Zhou wrote:** “Yeah, but with a groundbreaking date set for 2041 and expected opening in 2047. I would be 200 yrs old by then.”
- **ChariotManGaming wrote:** “That's why NYC MTA Transit is the best because it takes you anywhere in the city.”
- **Richared Le wrote:** “Thank you based Metro”
- **nintenmetro wrote:** “First off, if it goes to Hollywood/Highland, I hope you can extend it to Universal, Toluca Lake (iHeartRadio theater), and Burbank (Olive/San Fernando). Second, what's the name of the music in the background?”

Relevant Facebook Comments on Crenshaw Northern Extension – Overview YouTube Video Posted to Facebook

- **Michael Ramirez wrote:** “While a Crenshaw Northern Extension would be great how about instead of having the line meet up and terminate at Hollywood and Highland we extend it down Santa Monica Blvd through Hollywood to Echo Park and Silver Lake where it turns into Sunset and to downtown to end at Union Station instead and fill more than the gaps in West Hollywood?”
- **Paul Karaitis wrote:** “Michael Ramirez Oh, YES. If I had the \$4 billion or so it'd probably take to make that happen I'd give it in a heartbeat! Unfortunately, I don't have anything near that amount.....”
- **Kyle Remmenga wrote:** “Michael Ramirez call me crazy, go to hollywood highland since hollywood has way more people and tourist and that’s where it should go BUT add another designated line along the route you propose going from union station up sunset and tunneled parallel between sunset and santa monica to eventually meet and connect with crenshaw northern extension.”
- **Rick Russell wrote:** “Michael Ramirez a better rout would be to extend from Hollywood to the valley conecting the orange line”
- **Luis Rebolledowrote:** “Ha.....Realistically this is a proposal that will not benefit anyone in the near future. I have yet to hear any ideas that would benefit our current traffic situation. I realize planning for the future is important but what is metro doing for the now?”
- **Samantha Carroll wrote:** ““2041 groundbreaking” what’s. What’s the point of even talking about it like this now? This won’t benefit, like, anyone who lives here now?”
- **Adam G. Linder wrote:** “Samantha, HAHAHAHAHA. And here’s the problem with the entire world. ^^ screenshooting this for history books on why the kids of the future don’t have nice things.”
- **Carlos Velasco wrote:** “2041? We ain't gonna need no metro bythen”
- **Julien Jorda wrote:** “Christelle Cenatiempo Jorda Arnaud Lefay well, it's planned for 2041 ...but it's qd mm colos!”

- **Arnaud Lefay wrote:** “so you stay 10 more years??”
- **Mita Fane wrote:** “The Grove is not in West Hollywood. He needs a map”
- **Kim Walling wrote:** “No traffic congestion hassles for me, for 20+years, LA West area. Only 2block walk to 7 different Transit lines, via www.metro.net THE better way by: helping clean air, no car costs/hassles, far safer from distracted drivers, crime, +more ppl bonding! 


Meeting 1

Date: October 22, 2019

Location: Plummer Park

Questions submitted:

1. Will LA City change zoning of R1 lots where above or below-grade rail lines run? Has this happened with other lines, such as Expo?
2. Where is WeHo with helping the ½ mile to 1 mile...residents need to travel to stations (i.e. scooter, e-bike)?
3. Instead of a local sales tax increase, why aren't the state of California and the Federal government DOT funds being issued for funding for the needed construction of the CNE line? Sales tax is a very regressive measure!
4. What is Metro doing for the Leimert Park community and other areas as far as gentrification issues and businesses being affected?
5. How can the public make an informed decision on a route for the Crenshaw extension without knowing the contents of the related transit plans, including tenant protections and upzoning?
6. Is the City of LA transit plan upzoning along the routes responsible for reducing ridership?
7. Why can't the Crenshaw line connect to the Purple line?
8. If you have above ground on Santa Monica Blvd. or any other street, where would it be? In the middle of the street? Will that take away traffic lanes?
9. Would you eliminate car lanes altogether on San Vicente if that route is chosen?
10. Why not study the potential increase in ridership by building parking garages at stations?
11. Is Metro surveying riders of the 105, 217, 780, 218, 212 and other N-5 routes to see what alignments they prefer, since they are the Angelenos currently traveling N-5 on this corridor?
12. If the alignment is on La Cienega that would be the City of LA, thus less costly to WeHo; will the City of LA support that development?
13. Does Metro offer incentives to cities to implement plans for pedestrian and bicycle facilities in the vicinity of stations?
14. Who decides which route will be completed?
15. Does Metro have any opinions they can share regarding the recent findings of the City of WeHo funding sources, which could be used to accelerate the project?

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16. Explain how EIFD special taxing district would work to provide more money to accelerate the WeHo connection? Are you expecting property owners to pay even more for the budget?
 17. Could a BRT and rail option be considered under the current scope (i.e. a pairing of option C and a BRT on San Vicente)?
 18. Can you describe the operating costs between option A2 and C?
 19. When does the money need to be in place to be completed by 2028?
 20. Is it true that the San Vicente/Hybrid alignment will be significantly quicker than riding in surface traffic?
 21. Have there been other cities with as strong a distinctive personality/character that has gotten Metro, and has there been any noticeable change to the town?
 22. Environmental impacts are what decide whether the line in WeHo is about or underground, but what about what many residents want and what the WeHo city council said that it must be underground?
 23. Why can't the Crenshaw line end at Wilshire with a station at Crenshaw and Wilshire?
 24. When preserving HPOZ, will you go underground only (i.e. San Vicente)?
 25. How do we prevent displacement of residents and more gentrification?
 26. Will LA City change R1 zoning on lots bordering or near new Metro lines? Has this happened with other existing rail lines, like Expo? R1 to R3 would support property value.

Comments submitted:

1. I support the A2 Hybrid route, and greatly oppose the other routes.
2. Safety and environmental factors need to be taken into consideration such as people (particularly children and elderly) being subjected to drugs and smoking around the stations, safety hazards like nonworking elevators, and uncleaned train stations.
3. I want the train near my house so we can get more places.
4. I love this project and wish I could ride the line today.
5. A solution to resolve a "sharp right" turn issue—from Fairfax onto Santa Monica Blvd—is to bring the train onto the street level—north of Melrose. The LRT train could then run in the center median of Fairfax, then make a sharp right (at-grade) onto Santa Monica Blvd, continue at-grade.
6. There are many Metro park and ride lots that were placed there for easy commutes and to have a cleaner environment. Metro has decided to charge \$3/day; now the lots are empty and LAX workers are affected. Rates of \$3 do not seem to work, especially with no security onsite to monitor vehicle safety, vandalism and theft.
7. Allocate funding to keep trains clean and tidy.
8. The best option is to complete the Crenshaw line to Wilshire.
9. I like A2 for access to LACMA, Grove, CBS, Cedars-Sinai, Beverly Center, WeHo Library, etc. Overhead would reduce traffic density and free up narrow crowded streets and avoid pedestrian/traffic injuries.
10. I very much like the Hybrid option A2, as this will provide the greatest coverage for access to key community sites (i.e. Grove, Cedars-Sinai, CBS, WeHo Library, rec. center and Beverly Center). Provides western most course, enabling the line to go down middle of Santa Monica Blvd.



11. I support the San Vicente Hybrid option. As a gig food courier, it helps me (and my colleagues) conduct (our) business effectively and safely. The San Vicente Hybrid option serves destinations residents and tourists like to go to (The Grove, Beverly Center, San Vicente/Santa Monica Blvd, WeHo Gateway and Hollywood/Highland). I would like to see more consideration toward adding a station on La Cienega/Santa Monica Blvd and a station at the Hollywood Bowl. I would also like Metro to consider another study to extend the Crenshaw line north of the Hollywood Bowl to Downtown Burbank or Burbank Airport via Barham Blvd, Olive Ave, or Hollywood Way; this can potentially alleviate traffic on Burham Blvd during Hollywood Bowl events.
12. I believe the alternative "C" (Fairfax Ave) makes most sense because Fairfax Ave has the most points of interest (Museums, La Brea Tar Pits, 3rd Street Farmer's Market, The Grove, Fairfax High School, etc.) Fairfax Ave also has the most density.
13. For the "sharp right" turn from Fairfax onto Santa Monica Blvd, it is possible by bringing the LRT onto the street level. The LRT can run in the center median of Fairfax Ave, then proceed east in the center of Santa Monica Blvd.
14. I vote for Option A; this alternative is the best as it goes to the City Library and park, the main WeHo nightlife area, the Sherriff station and Pride/Halloween events.
15. I vote for underground only—aerial is ugly and at-grade makes traffic worse.
16. Do not accelerate the timeline; do it right and don't rush!
17. I support the A2 Hybrid route; I greatly oppose the other routes and plan to fight them along with my neighbors and HPOZ community.
18. As a resident of WeHo, I prefer the Hybrid option because it covers more dense areas (i.e. The Grove, Beverly Center, Cedars-Sinai, WeHo entertainment area and Pacific Design Center).
19. If WeHo and LA City pursue an EIFD, we should pursue a network concept consisting of option C and BRT on Sam Vicente from Sunset to Pico/Rimpau Transit Center. Bus lanes can be implemented on streets like Sunset, Fairfax, La Cienega, Beverly and 3rd Street. We need an actual network improvement in the area, not a Disneyland circulator train (A2).
20. The response to the question "Why can't the Crenshaw line go to the Purple line/Wilshire Blvd was inadequate! The stop at Crenshaw/Wilshire would work as a transfer point to the Purple line East and West. This would bring passengers to the West and connect with new northern routes through WeHo.
21. Please stay off San Vicente from Pico to Wilshire; it is only residential and would destroy historical communities.
22. I'm a homeowner in the Miracle Mile HPOZ and I'm very excited about these proposed plans! Especially the portion that runs along San Vicente, whether or not it's above ground. Right now, it's noisy, polluted and always jammed with cars and terrible for pedestrians.
23. Please complete the project in phases, at least up to Wilshire, to encourage new ridership and earn more money through fees to fund the remaining phases.
24. Please improve your app, and GPS sync with Google Maps; this is the primary reason why young people find it so frustrating to "Go Metro."
25. I am extremely pleased to see the addition of the A2 Hybrid route. I definitely prefer that alignment as it serves the community and its largest employers and attractions



(such as museums on Wilshire, Farmer's Market, Grove and Beverly Center). I also support the extension to the Hollywood Bowl.

26. I believe the northern extension must be accelerated to be completed by 2030.
27. I am thrilled that there is preference for the San Vicente/La Cienega because that is way more effective and needed than moving farther east.
28. San Vicente ultimately would be the absolute best for WeHo and LA residents visiting WeHo. Why? The vast majority love visiting the Rainbow District/Gayborhood; it is one of the largest collections in the world for LGBT activities, bars and shops and I am constantly being asked on the buses on Santa Monica Blvd how to get to the Rainbow District. That is the shining star of our wonderful city; anything else (such as routes B and C) would be an extreme mistake and misuse of funds.
29. Thank you so much for all your incredible work! WeHo is amazing and I try to tell everyone I know to use Metro because it doesn't get enough credit and it is wonderful.
30. It is important to guarantee frequent service—minimum of every 20 minutes.
31. Location of stations is key—need to be convenient to destinations.
32. La Brea makes for a better transit network. People don't just want to go to all the destinations in WeHo, they want to move around LA efficiently. If we don't make a functional network, we won't get people out of cars. La Brea, at half the cost, half the travel time, and the same ridership, is the more responsible choice. Just build a busway down Santa Monica Blvd.


Meeting 2

Date: October 24, 2019

Location: Wilshire Crest Elementary School

Questions submitted:

1. Is Metro seriously contemplating a below-ground alternative that our city council assured us its approval depended on? West Hollywood West residents are concerned that an at-grade or aerial route on a San Vicente alignment north of Beverly would divide our neighborhood, run in front of homes on San Vicente and interfere with the Halloween and Pride festivals.
2. To increase the usefulness of the CNEP, will the lights in the area be revised/increased to synchronize with the rail line?
3. Is the \$2 billion the max that is needed?
4. Has Metro written to all property owners on San Vicente to inform them of meeting dates and route options? Most properties are not owner occupied. How did you notify property owners along San Vicente?
5. How have you engaged with non-English speaking commuties?
6. Have you proactively engaged with young people/children? They will be the ones benefiting the most.
7. Does the study account for signal prioritization for at-grade?
8. Will stations be designed to LEED standards or include solar power?
9. Will stations include bicycle storage and/or mobility hubs?
10. Can more outreach be done like radio, signage, etc.
11. What determines where the line is above/below ground?
12. Employment of communities involved?
13. Why doesn't Crenshaw line connect at Crenshaw/Wilshire?
14. For murals, is there anything historical for African-Americans?
15. How does the ridership of this line compare to other existing and planned Metro lines?
16. How many Metro staff members took alternative transit modes (i.e. not driving) to get here today?
17. Could safety improvements for people walking to future stations be included in the project?
18. If Metro runs up Fairfax, is there an opportunity to improve pedestrian crossing/safety at the Fairfax asterisk? Would studies be performed?
19. How would EIFD be decided in LA? Is this a voter decision to divert tax revenue away from general fund?
20. How soon could this extension open if the funding was found by the local communities? What would be the advanced/expedited timeline?
21. Would the Hollywood Bowl station/stop reduce car traffic on Highland?
22. Does Metro have a list of artists that they would consider using to commission work and how will they choose them?
23. How many of Metro's rail projects were fully funded at this stage? Would this be competitive for State and Federal grants?
24. Will you take away street parking near the new stations to get more people into transit and out of cars?
25. Will you build new turnstiles to prevent cheating on fares?

- 
26. What measures is Metro (not West Hollywood) taking to secure the funding required to expedite the project?
 27. What is being done to ensure Crenshaw line trains will have signal preemption when operating at-grade (to avoid the frustrating wait times Expo line riders experience in DTLA)?


Comments submitted:

1. My house on San Vicente Blvd falls under historic zoning; Metro should follow the same restrictions as residents when it comes to construction.
2. Please install Chicago/New York style entrances. I take the 780 to Hollywood and Western B line to the 720, and have lost too many connections because I have to wait almost a minute to cross the street. It adds 10-15 minutes to my commute, and buses slow down after rush hour. I suggest that a small entrance be installed underground to cross Hollywood Blvd.
3. The A2 option would be the best choice. Having a heavy-rail option would be a better long-term solution. La Brea (212/312) is underserved. I would suggest to start a study for La Brea to have a BRT, preferably with a dedicated bus lane in the middle. This could push for a car-ban all along Hollywood Blvd, similar to 14th street in New York. Make no unnecessary reductions to project due to neighborhood pressure; this project is crucial to the area.
4. NIMBY's are always the loudest; ignore them. For every NIMBY, there are 10 NIMBY's who couldn't attend or didn't feel comfortable speaking up—I'm tired of angry property owners yelling and misbehaving
5. We need more density around stations! Home owners will whine but us renters desperately need transit-oriented options.
6. All stations need to be ADA compliant—no excuses.
7. Please protect bike storage; not comfortable leaving my bike chained.
8. I could not care less about parking—why are we subsidizing your private vehicle use?
9. I prefer alignment A (San Vicente) all the way!
10. Alignment A2 seems like it would be a fantastic way to connect destinations in WeHo with the transit system. It's imperative, though, that this is accompanied by upzoning, reducing parking minimums and creating more walkable communities. Also, ensure that there are less than 6-minute headways on all rail lines!
11. I live in historic Carthay Circle, which was built as its own small community—1926 movie theater, market, park, school, gas station, medical offices and underground utility lines. Any above ground rail system on San Vicente will cut our Carthay Circle in half. It will diminish our physical continuity, bring noise, remove part of our community greenery, serenity, and “small town” feel that we cherish in the middle of our sprawling city. The above ground rail line on Exposition/Jefferson did cut that neighborhood in half; that result is unfortunate. Historic (HPOZ) neighborhood residents wish to keep their neighborhood intact.

Meeting 3

Date: October 26, 2019

Location: Virginia Road Elementary School



Questions submitted:

1. How long is it going to take to finish the project?
2. What is the most supported alternative line option based on current feedback? Is there any effort to get more large-scale feedback from people who aren't at these meetings?
3. How will VMT (vehicle miles traveled) change the environmental review of transit projects? Will this be the first Metro project that uses VMT instead of LOS?
4. Which sections will be underground, at-grade or aerial?
5. What are the top three things that will impact the route decision?
6. Why is the CNE projected to take longer to build than the Expo?
7. What is the timeframe for the five options?
8. How much of the alignment will be underground?
9. Have the purple line extensions planned for/incorporated a connection to the CNE?
10. Will any existing home be destroyed to make way for railway?
11. How will traffic be affected?
12. Will zoning laws be changed to permit density building (i.e. 5-story apartment complex)
13. Is it possible for the project to be built in phases; phase 1 connecting to the purple line beginning in 2021-22 to be ready before the Olympics, and phase 2 connecting to the red line.
14. Would the Hollywood Bowl station only operate during events?
15. What is the role of the public during the environmental process next year?
16. Unfortunately, the Metro boards current plans do not call for construction to even begin until 2041. This does not focus on the underserved communities and a pathway to travel to work and more. Do we really want additional generations or minority residents to be denied full access to LA's economic and cultural life because they can't travel easily?
17. What would the accelerated timeline be?
18. Why was the Pico – San Vicente stop at mid-town not considered as a station stop? There is no shopping center at Olympic – San Vicente and connections to BBB #7 bus.

Comments submitted:

1. Most of the focus in this effort seems to be building the train lines. As I see, making it easier for riders to use connecting buses (better/larger shelters, bus hubs, easier to quickly load/unload bikes) might make the train alignment choices easier, faster and more user friendly. I believe we need to retrain riders to use train/bus combinations.
2. Displacement of lower income residents for builders to take advantage of convenient travel for middle and upper class.
3. Alignment A2 is a winner, providing access to the Beverly Center, Farmer's Market, LACMA and more.
4. Strongly suggest the San Vicente route, above ground on the San Vicente portion. Keep cost down by using current median.
5. Do not use Adams Blvd. as a stop; use Washington Blvd. instead.
6. Accelerate construction and start by the end of 2021.
7. Could you combine the CNE with a WeHo streetcar to capture both regional and local trips? Perhaps the budget savings on a more direct route (options C or D) could be



used to fund the streetcar. Perth, Australia, is looking to use “Autonomous-rail rapid transit” (ART) to build light-rail-like capacity and ride quality for the price of BRT! Perhaps this technology can be used for a WeHo streetcar.


Meeting 4

Date: October 29, 2019

Location: Rosewood Avenue Elementary School

Questions submitted:

1. Will homes and businesses be condemned? What type of businesses will go in stations?
2. Where will the rail be above and below ground?
3. How often will trains run?
4. What has Metro's process been in terms of partnering with planning and HPOZ's to determine the impact of alignments A, B and C on Carthay Circle?
5. What is councilman Koretz's view on the alignments directly impacting the Carthay Circle historic community?
6. How does an alignment on San Vicente "preserve the character" of the historic Carthay Circle community or respect the protections of the HPOZ?
7. In terms of community outreach, what has the process been for the notice of meetings? Carthay Circle residents haven't been noticed yet and the top 3 alignments directly bisect our historic residential community.
8. What acknowledgement and consideration is being given to the impacts of alignments A, B and C on Carthay Circle, which is a historic, residential community? Carthay elementary is just two blocks away from the proposed alignments on San Vicente.
9. Regarding land use, have the percentages of residential areas directly impacted by the various alignments been calculated?
10. What will you be able to do to minimize disruption during construction?
11. What are the impacts of underground construction to nearby properties (i.e. access, noise, vibrations, pollution, debris, traffic, etc.)?
12. This project is a critical link in our rail network. If the La Brea alternative is chosen, will West Hollywood still support this project?
13. How many people drive into Beverly Hills and Century City who live in Mid City and WeHo who could be served by this project?
14. How would the light rail stations connect to subway stations?
15. What is the likelihood of the line being above ground?
16. Why hasn't there been a meeting in Carthay Circle? Is a surface line splitting Historic Carthay off the table?
17. I am a HPOZ Carthay Circle resident. A decade ago San Vicente underwent a "Flood Zone" improvement costing millions to the taxpayer, including removing median trees, crating, having arborists care for trees—some over 100 years old—by putting transit underground, how will this impact flood draining, does it negate?
18. Will the CNE be operational in time for the Olympics?
19. How can I get involved in Metro art projects?
20. What measures will be taken for protecting HPOZ residential areas, Carthay Circle in particular.
21. Why can't we have electric bikes in WeHo (i.e. Jump/bikes)?
22. Does ridership take into account huge events like Pride and Halloween in WeHo?



Comments submitted:

1. This is a critical project for the future of the region. Whatever is necessary in terms of alignments, securing funding sooner, etc. – Do it! The opponents are local, but do not reflect LA’s future.
2. Extending plans to Hollywood Bowl sound smart.
3. Option A2 looks like the most versatile option, but the require funding is concerning. Option A or A1 would be a great 2nd best option, especially for WeHo residents and workers.
4. I am grateful for the support of Metro and the City of West Hollywood.
5. Close Hollywood Blvd. to cars! It’s already shut down so often for events.
6. I support the project, specifically the A, A1 and A2 routes. My concern is regarding to use of at-grade track on San Vicente between Olympic and Wilshire; for many reasons I hope that segment would be underground.
7. Please choose alignments B or C. La Brea is likely better, but Fairfax works as well. I support elevated alignments if it saves money, and I think the views from the train would be incredible.
8. The historic Carthay Circle Theater was demolished in 1969 and it is now iconized and has been replicated at Disney California Adventure. Yet, now Metro’s top three alignments threaten to critically impact the historic, residential/Carthay community. This makes me think of the Boyle Heights community that was forever changed by infrastructure, freeways bisecting that historic community. Communities can be destroyed by these large transportation projects.
9. La Cienega has businesses, restaurants, and a school that would be accessible! Nothing on San Vicente!
10. What is important to me and the community that I live in is the congestion you will bring by building A1 or A2 above ground (which I am totally against) or below ground. Between the station and the parking, you destroy the atmosphere of WeHo that everyone is trying to get to. Have you factored in the proliferation of Uber and Lyft, which is unstoppable?
11. I like the San Vicente Alternative 2; it’s the option I would personally utilize the most. It seems to me that with all the money, time and effort that goes into each of these extensions, we should take advantage of an opportunity to create a line that links the most visited/lived in areas of LA rather than focus on how short the trip from A to B is.
12. Options A2 and B make the most sense to me. I think it’s of critical importance to connect to the Hollywood Bowl. Like a lot of Angelenos, I’m worried about gentrification, but I think that connecting our major stadiums and culture is extremely important (The Bowl, Dodger Stadium, Getty, etc.). That could actually make a huge difference and strengthen the access to our institutions and alleviate event traffic and parking.
13. HPOZ charm of neighborhood above ground train would ruin appearance of San Vicente. Underground utilities buried will be impacted. These are concerns of most of the residents of Carthay Circle, the same as those of WeHo who apparently do not want this eye sore in “their” tolerant community but would benefit from its commerce.
14. Fairfax would be ideal as this is a business access and only impacts Park Ls Brea residents instead of an entire cozy HPOZ protected area.



**Crenshaw/LAX Northern Extension
Funding and Project Delivery Strategic Plan
Phase I: Funding Capacity Analysis
CITY OF WEST HOLLYWOOD, CALIFORNIA**



City of West Hollywood
California 1984

March 26, 2020
Prepared by: **HR&A Advisors, Inc.**

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Appendices B – E can be found separately on an online shared files drive maintained by the City of West Hollywood here. The link to access these files can be found [here](#).¹

APPENDIX F: METRO DIVISION 7 BUS-YARD PRO-FORMA DETAIL

¹ The full link to the Appendices can be found here:
<https://onedrive.live.com/?authkey=%21ANzIdEk2N3tarDc&id=84BDC8D4B31D04AA%2119015>

INTRODUCTION

CONTEXT

The City of West Hollywood (the “City” or “West Hollywood”) engaged HR&A Advisors (“HR&A”) to assess the potential scale of funding from new revenue sources that could be dedicated to both accelerating the delivery of, and filling existing funding gaps for, the Crenshaw/LAX Northern Extension (the “Project”), a Los Angeles County Metropolitan Transportation Authority (“LA Metro” or “Metro”) ‘Measure M’ project slated for groundbreaking in 2041. The Measure M sales tax ballot initiative, approved by Los Angeles County (“County”) voters in 2016, included provisions to allow a project to be accelerated, if doing so does not delay any other project. Metro’s Board of Directors (“Board”) established an Early Project Delivery (“EPD”) Strategy in 2018 to set criteria and a point system for considering acceleration of a Measure M project. One of the critical EPD criteria is the scale of new funding that the project can attract in order to facilitate early delivery. In addition to the goal of accelerating delivery of the Project, the City’s efforts to identify funding sources for the Project also help to improve the overall viability of the Project, because the current cost estimates for the Project range from \$3.0 to \$6.5 billion (depending on alignment and percent underground) and only \$2.24 billion in Measure M funding is allocated to the Project, leaving a significant funding gap.

Metro has generated preliminary cost figures for six potential rail alignment alternatives; ultimately, one of these six rail alignments will be selected by Metro as the preferred route for the Project. In order to receive the highest point allocation per the EPD’s financing criteria, the City must identify funding equal to 25 percent of the capital cost of the alignment for the portion within West Hollywood, which is equal to up to \$796 million.² By reaching this target, the City has the opportunity to earn 30 out of the 67 necessary points for an EPD project to advance directly to Board consideration.

It is important to note that receiving a high point total on the EPD enables the Project to be considered for early delivery. As noted above, a funding gap also exists for the project, with this in mind additional funding sources will need to be identified to cover the remaining costs of the Project if early delivery is to be realized. This study helps to identify those potential funding sources, and Phase 2 of the Funding and Project Delivery Strategic Plan will work to formulate a financing strategy for the entirety of the Project.

The revenues evaluated represent sources of funding that do not need to be diverted from existing City projects and programs. These revenue sources are new future dollars and their potential use would not jeopardize existing levels of City services. The revenue generating mechanisms scrutinized as a part of the City’s full funding profile include:

1. **Local return funds** dispersed to the City by Metro from existing Countywide sales tax Measures,
2. Revenue from a potential citywide **sales tax increase**,
3. **Station-adjacent advertising** revenue, and
4. Property tax increment generated by an **enhanced infrastructure financing district (“EIFD”)**.

HR&A paired the insights gained from the funding capacity analysis with a set of strategies that identified supplemental revenue generation opportunities, including:

1. Station **sponsorship/naming-rights**,
2. **Value capture from joint development**, and
3. Supplemental revenues from **City and County of Los Angeles participation in the EIFD**.

² HR&A considered 25 percent of the project cost for each alignment and prorated that figure contingent upon the proportion of the alignment that would pass through West Hollywood. The final cost to the City will also depend on the vertical profile that is used.

THE PROJECT

PROJECT DESCRIPTION

Upon completion, the Project will connect to the Exposition line (“Expo”) at the Expo/Crenshaw station and the Red line at the Hollywood/Highland station. The Project is expected to have the highest ridership of any light rail line in the Country with daily ridership estimates ranging between 77,000 and 90,000 passengers, according to a briefing released by Metro in March of 2019. If ridership meets expectations, the Project would result in higher daily ridership than the Red and Purple heavy-rail lines.³ High projected ridership is attributed to high residential and employment density, with the areas immediately surrounding the potential rail alignments averaging 20,000 residents and 11,000 jobs per square mile. The Project would serve as an important north-south regional connector that would close gaps between four existing Metro rail lines, and would capture the vast regional demand for public transit, connecting residents to major job centers in the region, visitors to entertainment and tourism destinations, and employees and patients to healthcare destinations. Furthermore, connecting West Hollywood to the Expo and Red lines will bolster the City’s visitor-oriented businesses and hospitality industry, enhancing the City’s already robust fiscal revenue profile. Of importance as well, the Project will help to reduce future traffic congestion, and provide a significantly quicker travel option, in an area that has some of the heaviest traffic in the region. For example, Metro projects that a trip from Hollywood to LAX currently takes 64 minutes in a car at peak travel times, that travel time would be cut in half to 32 minutes if the Crenshaw/LAX line were used, once completed. Figure 1 shows the six proposed alignments for the Project.

Figure 1: Potential Crenshaw/LAX Northern Extension Alignment



Sources: Los Angeles County Metropolitan Transportation Authority

³ Figures taken from Metro’s “Next stop: key rail connections, Crenshaw Northern Extension.” Published March 2019.

METRO'S EARLY PROJECT DELIVERY GUIDELINES

On May 7, 2018, West Hollywood's City Council responded to Metro's EPD Strategy Guidelines by approving Resolution No. 18-5055 and launching the City's initiative to seek accelerated delivery of the Project. Metro's EPD Strategy covers four categories which are considered to affect the timing of a project, including: Funding, Process, Partnership, and Innovations. Projects that receive the highest point totals across these four categories advance directly to review by the Metro Board. An EPD Strategy application will generate the most points if supported by a local municipality (or a coalition of local municipalities), and if that local municipality can contribute up to 25 percent of the total project construction costs within that jurisdiction.⁴ Metro has already committed \$2.24 billion in Measure M funds to the Project if the Project were to be delivered in 2041. However, updated construction cost estimates provided by Metro range between \$3.0 billion and \$6.5 billion depending on the alignment, so as mentioned previously this Funding Capacity Analysis will also serve to increase the viability of the Project because the funding identified can also be used to help fill the funding gap. The estimated construction costs differ because the alignments vary in length and grade separation (vertical profile). The table in Figure 2 shows the estimated cost per alignment, the amount of each alignment that would physically exist within the City's boundaries, and the amount West Hollywood would have to contribute to receive the maximum point total in the funding category of the EPD.⁵

Figure 2: Local Funding Targets to Meet EPD Funding Guidelines

Alignment	San Vicente (A)	La Cienega (A1)	Hybrid (A2)	Fairfax (B)	La Brea (C)	Vermont
Estimated Cost Range from Metro	\$4.3 – \$6.4B	\$4.4 – \$6.2B	\$5.5 – \$6.5B	\$4.7 – \$5.3B	\$3.0 – \$4.4B	\$3.6B
% of Project in West Hollywood	48%	30%	49%	19%	7%	0%
% of Project in City of Los Angeles	52%	70%	51%	81%	93%	100%
West Hollywood's EPD Funding Target	\$768 Million	\$465 Million	\$796 Million	\$252 Million	\$77 Million	\$0 Million

¹ Represents the funding necessary for West Hollywood to achieve a score of 30 in the funding section of the EPD requirements; based on the maximum potential cost of the Project.

Sources: AECOM, City of West Hollywood.

HR&A evaluated the funding profile of the San Vicente, La Cienega, Hybrid, Fairfax, and La Brea alignments. HR&A did not analyze funding potential for the Vermont alignment as this alignment does not cross the City's boundaries, would not serve the residents of West Hollywood if built, and is expected to be recommended for dismissal from future analysis by Metro staff.

ORGANIZATION OF THE REPORT

HR&A's report analyzed the funding capacity for Metro local return funds dispersed to the City, a potential sales tax increase in West Hollywood, station-adjacent advertising revenue on private property, and EIFD tax increment revenues. Specifically, the net present value of each potential 45-year cashflow is discussed for every revenue source, excluding station-adjacent advertising which had a shortened projection period because revenues are only expected after the Project opens.

Each component of the funding sources section of this report is organized in the following way:

1. An overview of the funding source
2. Analysis, approach, and assumptions
3. Findings, including:
 - a. Total revenue generation through 2065
 - b. Sensitivities that impact revenue generation

⁴ Metro's EPD requirements are included as Appendix A at the end of this report.

⁵ All cost figures were taken from Metro except for the EPD requirement, which HR&A calculated independently.

FUNDING SOURCES

HR&A evaluated the total revenue potential of each funding source through year 2065. This section of the report establishes a potential funding profile available to West Hollywood by evaluating the combined funding of the revenue sources the City is potentially willing to commit to accelerate and help construct the Project. HR&A evaluated the following funding sources:

- Local return funds dispersed to the City from Metro,
- Revenues from a potential citywide sales tax increase, and
- Property tax increment from an enhanced infrastructure financing district (EIFD).

In addition, the City engaged Premier Partnerships (“Premier”) to evaluate the revenue potential of station-adjacent advertising on private property.

The 2065 forecasting period was selected because it correlates with a 45-year EIFD, the maximum time an EIFD can be in place. The total funding capacity for each of the sources is presented in 2019 dollars and discounted at 3 percent over the projection period.

LOCAL RETURN FUNDS

Residents of the County have approved four different sales tax increases over the last forty years to help fund Metro and transit infrastructure projects throughout the County. Each of the four measures allocate the revenues from the sales tax increase differently, however, they all include a ‘local return’ component. Under the local return formula, Metro disperses a share of all revenue collected through the sales tax increase to individual municipalities and unincorporated Los Angeles County. Jurisdictions can only use the funds for transit related expenditures; however, Metro relinquishes control to the local municipality to decide which infrastructure projects receive funding. Local return funds to individual municipalities are allocated on the basis of their share of total population in the County. The figure below shows the amount allocated to local return funds from the four Countywide sales tax initiatives, the actual Countywide taxable sales volume in 2018, and the local return fund revenue received by West Hollywood in 2018.

Figure 3: Local Return Fund Allocation for West Hollywood (2018)

	Proposition A	Proposition C	Measure R*	Measure M*
Taxable Sales in Los Angeles County	\$168.8 Billion			
Proposition/Measure Sales Tax Increment	0.50%	0.50%	0.50%	0.50%
Proposition/Measure Total Revenue Collected	\$844 Million	\$844 Million	\$844 Million	\$844 Million
Local Return Component	25%	20%	15%	17%
Total Local Return Component	\$211 Million	\$168.8 Million	\$126.6 Million	\$143.5 Million
West Hollywood Population Share	0.35%	0.35%	0.35%	0.35%
West Hollywood's Local Return Funds	\$738,500	\$590,800	\$443,100	\$502,180

* HR&A's long-term forecast of revenues for Measures R and M reflect their changes in 2039. Measure R is expected to expire during 2039 while Measure M's Tax Increment increases from 0.5% to 1.0%. The detailed changes to these Measures can be found in Appendix C.

Sources: Los Angeles County Metropolitan Transportation Authority, City of West Hollywood

PROPOSITIONS A AND C

Propositions A and C are the oldest transit infrastructure related sales tax initiatives currently in place in the County. Neither of these sales tax increment policies have a set expiration date, another ballot measure would need to be drafted and ratified at the County level to repeal either of these propositions. Each proposition individually increased the sales tax rate in the County by one-half of one percent. HR&A evaluated the funding potential of the local return fund component of both Propositions; however, they are not accounted for in the final funding profile. They are not included in the final funding profile, because though discussions with City staff we understand that the local return funds from Propositions A and C are already allocated for ongoing transportation expenses and projects, and would not likely be available to help fund the Project.

MEASURES R AND M

Measures R and M represent Metro's most recent sales tax increment initiatives. Measure R was approved by voters in the County in 2008 and Measure M was approved in 2016. Both represent a one-half of one percent increase to the County's sales tax rate, similar to Propositions A and C. Unlike the propositions, Measure R is set to expire in 2039. Measure M does not have a set date of expiration and will increase to 1 percent in 2039 as Measure R expires. Like Propositions A and C, a separate ballot measure would need to be drafted and ratified by voters in the County to repeal Measure M. As the more recent sales tax initiatives, City staff has indicated that the local return funds for Measures R and M have been used for one-time expenses or for items that can be shifted to other funding sources. For this reason, City staff believed it was reasonable for these funds to be included in the funding profile and as such they comprise the entirety of the local return fund funding profile for this analysis.

ANALYSIS APPROACH

Metro's required allocation for local return funds relies upon a municipality's share of population relative to the County as a whole. As such, forecasting the City's share of local return funds through 2065 required HR&A to evaluate the future growth of the City and County populations, as well as the County's taxable sales.

Population Projections

To forecast population growth for West Hollywood and the County, HR&A used the Southern California Association of Government's ("SCAG") Regional Transportation Plan ("RTP") population forecasts. SCAG's forecasting methodology considers existing zoning restrictions when forecasting growth at a regional level for all municipalities and unincorporated counties. Any future changes to zoning through the adoption of General or Specific plans are also considered by SCAG.

HR&A forecasted revenues through 2065; however, SCAG's population forecast only runs through year 2040. HR&A used the compound annual growth rate from SCAG's forecast to extend the population projections through 2065. The result yielded year to year population estimates for West Hollywood from 2020 to 2065. Using the same methodology for the County's population, HR&A calculated the City's relative population share on a yearly basis across the projection period.

Taxable Sales Projections

Metro's local return fund allocations depend on the revenue collected through the four sales tax initiatives. HR&A used Metro's internal taxable sales forecast as the basis for a 45-year taxable sales forecast. Metro's internal forecast only projects forward ten years, so HR&A extended this forecast by taking the compound annual growth rate and applying it to historic observations to create a 45-year forecast of taxable sales in the County.

Projected Revenue to West Hollywood

After estimating the County’s taxable sales growth over 45 years, HR&A applied Proposition A and C and Measure R and M’s half-cent tax rate to the County’s taxable sales. The result yielded total revenue collected by each Proposition and Measure on a yearly basis. Subsequently, each Measure’s local return fund rate was applied to the total collected revenue to establish a baseline local return fund pool of money for the County on a yearly basis. HR&A then calculated West Hollywood’s specific share of all local return fund dollars collected by Metro by applying the City’s SCAG derived population share to the pool of local return fund dollars on a yearly basis.

LOCAL RETURN FUND REVENUES FUNDING CAPACITY

HR&A found that the funding capacity of all local return fund revenue distributed to the City over the projection period neared \$100 million in NPV terms. The figure below demonstrates the breakdown of potential revenues for each initiative; Measure R and M’s values are bolded as they represent the only figures integrated into the full funding profile, together totaling **\$48 million**. Based on discussions with City staff it was assumed that Proposition A and C local return funds were already committed to ongoing transportation expenses and projects, and thus were not included in the funding profile, however, since Measures M and R are more recent initiatives their local return funds have been used for one-time expenses or for items that can be shifted to other funding sources, and thus City staff believed it was reasonable to include them in the funding profile. HR&A’s findings account for Measure R expiring in 2039 and Measure M’s tax share allocation increasing in the same year, which is the reason for the large difference in the dollar amount for the two Measures (as shown in Figure 4 below).⁶

Figure 4: Local Return Funds Available to West Hollywood

	Prop A	Prop C	Measure R	Measure M
Net Present Value of Local Return Fund Revenue (2019-2065)	\$30 Million	\$24 Million	\$8 Million	\$40 Million

Sources: HR&A Advisors

POTENTIAL CITYWIDE SALES TAX INCREASE

West Hollywood benefits from being a tourist attraction for the people of Los Angeles County, hosting marquee events such as the LA Pride Festival and Parade and a citywide Halloween Carnival. These contribute to the City’s robust collections of sales tax revenue, which exceeded \$17 million in 2019. West Hollywood’s role as a tourist attraction, and the strong local business climate in the City, place it in a unique position to benefit from an increase to the local sales tax rate. Unlike many cities, over the last several years the City has seen steady increases in sale tax revenues, which can in part be attributed to the strong base of hospitality businesses within the City, including hotels, restaurants, bars, nightclubs, cannabis businesses, and entertainment facilities. The City also has a diverse mix of sales tax generating business, including big box retail stores (Target and Best Buy), supermarkets (Whole Food’s, Trader Joe’s, Pavilions, Ralphs, Gelson’s), high end retail, restaurants, hotels, bars/nightclubs, and furniture and design stores, providing a buffer against downturns in specific business categories.

West Hollywood has exhibited historically strong growth in sales tax revenue. Over the last 25 years West Hollywood’s sales tax receipts have increased at a compound annual growth rate of 5 percent. Growth slowed

⁶ These figures were drawn from Metro’s own internal 10-year forecasts which were extended out through 2065 and scrutinized appropriately. The guidelines for each Proposition and Measure were also scrutinized to assess their local return capacity and County-wide sales tax increment.

to 3 percent immediately following the Great Recession, but between 2014 and 2019, the City's sales tax revenues have rebounded and grown at a rate of 4 percent annually.

The current Citywide sales tax rate is 9.5 percent, and the City receives 1.0 percent of citywide taxable sales subject to the State sales and use tax. The City has the capacity to increase the citywide sales tax rate to 10.25 percent per the State of California's Revenue and Tax Code. As of January 1, 2020, there were 31 cities in Los Angeles County with sales and use tax rates at or above 10 percent, with 22 of those 31 with tax rates at or above 10.25 percent. If West Hollywood pursued this action, it would not be unprecedented. A City-initiated sales tax increase would ensure the additional sales tax rate capacity is captured by the City and used for local projects, whether transportation related or otherwise. Without this City led initiative, the rate capacity could be captured by other taxing entities outside of the City, and the City would lose the potential for local control of these funds.

Per the State's Revenue and Taxation Code, a ballot measure for a general increase to the sales tax rate, which implies that incremental revenue collected will not go to a specific purpose, would require a 50+1 majority vote to pass. A ballot measure for a sales tax increase that would specifically allocate funds toward a specific project would require a two-thirds majority vote to pass. If a 50+1 majority sales tax initiative were approved the City Council would allocate the funds through the City's budget process.

HR&A evaluated the revenue potential of both a 0.5 and 0.75 percent sales tax increase. A 0.75 percent increase was tested because it represents the upper limit of a sales tax rate increase that can be ratified locally in California without State legislative action, while a 0.5 percent increase was also tested to evaluate whether the full 0.75 percent increase was necessary for West Hollywood to reach its EPD funding target.

ANALYSIS APPROACH

HR&A forecasted Citywide taxable sales from 2019 through 2065 using an econometric model that parsed the relationship between West Hollywood's taxable sales and Countywide population, employment, and household income (the "Parameters"). These Parameters were selected because, as a regional entertainment and tourism hub, Countywide population, employment, and income are representative of the City's taxable sales drivers. HR&A found parameters limited to Citywide figures, or expanded to national figures, to not have as strong a correlation to taxable sales as Countywide parameters.

The basis of HR&A's analysis was a regression model. To account for inflation throughout the regression model, household income and historical taxable sales were adjusted to real dollars using the consumer price index from the U.S. Bureau of Labor Statistics. Overall, HR&A received 24 years of historical sales tax revenue data from the City and independently collected 24 years of data for each Parameter in the model.⁷

After establishing the historical relationship between the Parameters and sales tax revenue in the City, HR&A forecasted future sales tax revenue by implementing forecasts for the Parameters that were drawn from third-party data sources. Forecasting the Parameters allowed HR&A to estimate future taxable sales in the City through 2065.

⁷ Population figures were drawn from the Department of Finance's E-4 Historical Population Estimates for Cities, Counties, and the State. Employment was drawn using the U.S. Bureau of Labor Statistics Data Finder database tool. Household income was drawn from the Census via the web tool provided by the St. Louis Federal Reserve known as FRED. All historical data years spanned from 1994-2018.

Regression Analysis

HR&A gathered historical data for each Parameter from the following sources:

- Population – the California Department of Finance’s historic estimates.
- Employment – the U.S. Bureau of Labor Statistics.
- Household Income – the U.S. Census Bureau’s American Community Survey.

The regression model produced numerical relationships between each of the Parameters and the City’s sales tax revenues. Using the relationships established by the model, HR&A was able to estimate the change to the City’s taxable sales that resulted from any change to the Parameters of the model.⁸

Forecasting Sales Tax Revenues

HR&A forecasted the Parameters of the model to estimate future expected taxable sales in West Hollywood. HR&A used reputable third-party data sources for future estimates of population, income, and employment in the County, including the following:

- Population – SCAG’s RTP forecasts were used and extended through 2065 using the previously cited methodology in the local return fund section of this report.
- Employment – the University of California Los Angeles Anderson School’s employment growth forecast, which were released through 2020 by UCLA and extended through 2065 by HR&A.
- Household Income – the California Department of Transportation’s (“DOT”) household income forecast, which were released through 2050 by DOT and extended through 2065 by HR&A.

After the future values for each of the Parameters in HR&A’s model were established, HR&A was able to estimate total taxable sales in West Hollywood on a yearly basis through the projection period.⁹

Implications of Proposed Sales Tax Increase

After establishing projected yearly taxable sales through 2065, HR&A applied the City’s proposed 0.5 and 0.75 percent sales tax increment rates to the forecasts to estimate the yearly new sales tax revenue that would be received from each of these proposed increments. HR&A’s model dealt with real growth to account for inflation when establishing the initial correlation of the Parameters and taxable sales; as such, the results in this findings section are all shown in real dollars and growth rates are shown in real terms as well.

After a baseline was established, HR&A tested different growth rate scenarios to account for potential bullish and bearish spending patterns over the projection period. Real growth over the projection period for the baseline, low, and high growth scenarios was 1.5 percent, 1.1 percent, and 1.9 percent, respectively. As previously cited, the City’s nominal taxable sales growth over the last five years was 4 percent. Considering a 2 percent rate of inflation over the last five years, the City had real growth of approximately 2 percent.

⁸ HR&A relied on an ordinary least square regression model to establish numerical relationship coefficients of correlation between the Parameters and the City’s sales tax receipts. Several parameters were tested, the ones detailed in this report provided the highest explanatory power. The OLS regression HR&A conducted had large explanatory power, with an R² of 0.98 and an adjusted R² of 0.97. The p-values for the independent variables were statistically significant at the 0.15 level across the board, with the variables for employment and income being significant at the .05 level.

⁹ Using SCAG for population, the California Department of Transportation (“DOT”) for household income, and UCLA Anderson School’s employment growth forecast HR&A was able to estimate future taxable sales growth in the City. The DOT’s household income forecasts were presented in real dollars, so they did not have to be converted using the consumer price index; however, forecasts only extended through 2050. HR&A used the DOT’s compound annual growth rate to extend these forecasts over the projection period. The UCLA Anderson School’s employment growth forecasts did not require any adjustments as they represented a yearly percentage rate of growth which HR&A applied through the projection period.

HR&A’s baseline forecast therefore represents conservative growth rates when compared to the City’s recent historical growth in sales tax revenue.

POTENTIAL CITYWIDE SALES TAX INCREASE FUNDING CAPACITY

If the City’s voting population were to ratify a 0.5 percent sales tax increase, the City could expect to collect between \$270 million and \$326 million in sales tax revenue contingent upon future taxable sales trends. If the City were to ratify a 0.75 percent sales tax increase, then they can expect to collect between \$410 million and \$490 million in sales tax revenue, contingent upon future taxable sales trends. Findings for each sales tax increase and growth scenario are illustrated below, results are shown in present value terms over the 45-year projection.¹⁰ The first projection year for the analysis was 2019, per available data, and the overall revenue stream over the 45 years of the projection period is quantified in present value terms.

Figure 5: Revenues from Potential Sales Tax Increase (45-year projection, est. 2019-2065)

Proposed Increase	Low Growth	Baseline Growth	High Growth
0.50% Increase	\$273 Million	\$298 Million	\$326 Million
0.75% Increase	\$410 Million	\$447 Million	\$490 Million

Sources: HR&A Advisors

STATION-ADJACENT ADVERTISING REVENUE

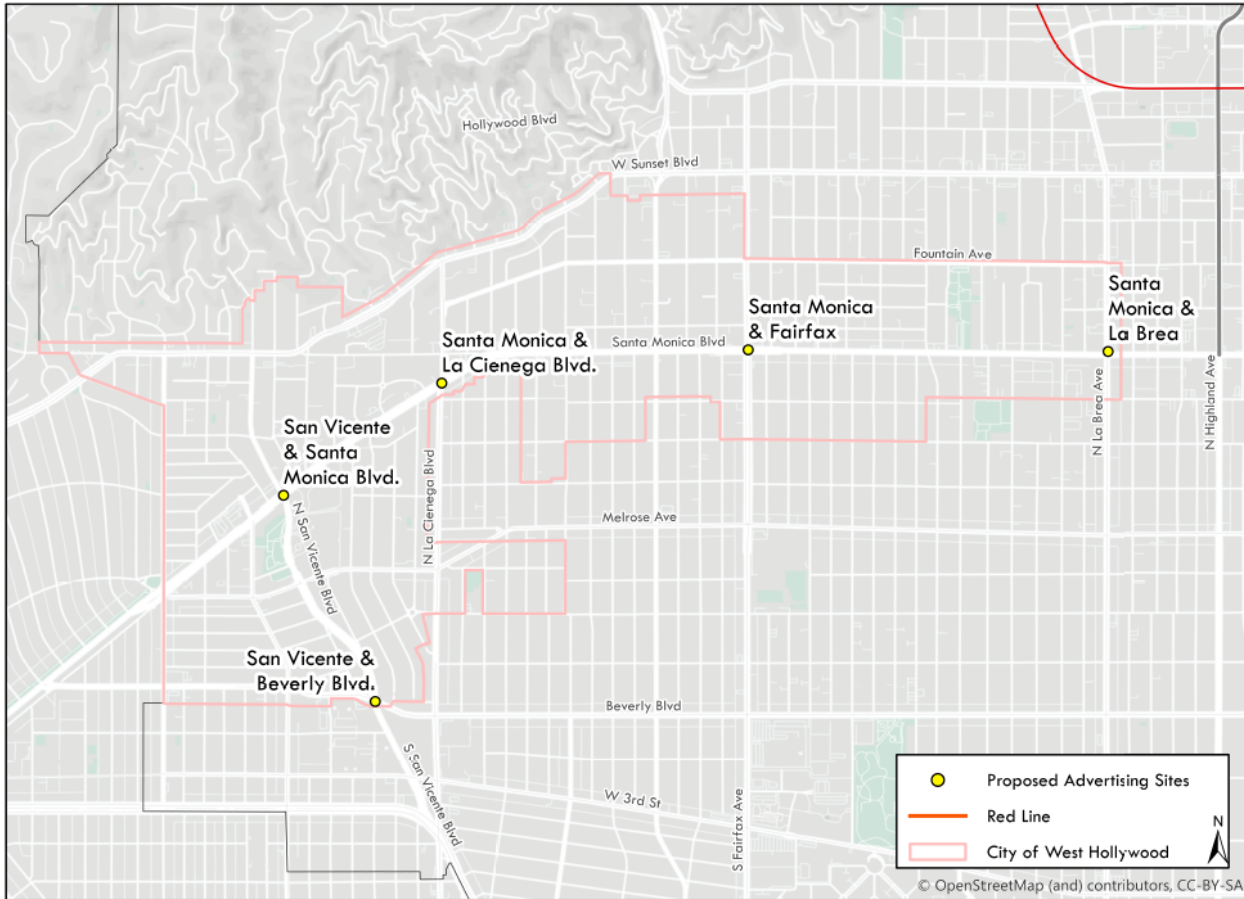
West Hollywood is one of the country’s leading advertising markets, with Sunset Boulevard being second only to Times Square in terms of yearly advertising dollars spent. Although the eventual rail-adjacent advertising sites will not be located on Sunset Boulevard, advertising throughout the City benefits from West Hollywood’s allure both as a prime visitor destination and drive through market. The Project presents a great opportunity for advertisers to capitalize on the thousands of transit users that will be walking through new rail stations (and the areas adjacent to them) every day, with total daily ridership expected to be between 88,000 and 90,000 passengers.

Through the adoption of the City’s most recent General Plan new off-site advertising is restricted to Sunset Boulevard. In order to help fund the Project, the City could consider changing land use regulations and permit the use of development agreements to create revenue sharing agreements for new off-site advertising at station-adjacent locations.

Premier Partnerships has provided advisory and consulting services to West Hollywood in the past. Premier’s experience with national media and advertising markets placed them in a unique position to advise the City on potential advertising revenues for station-adjacent advertising sites through 2065. Premier’s analysis considered the revenue potential for five station-adjacent sites that will benefit from the increased foot traffic from the Project. Funding from advertising revenues is contingent on the eventual alignment that is selected because, as the following figure demonstrates, several potential advertising sites would be bypassed by the Project if the La Brea or Fairfax alignments are selected. The full funding profile for each of the alignments, presented at the end of the findings section of this report, reflects the differing amount of advertising revenues that can be expected for each alignment.

¹⁰ Due to the timing of the original analysis, HR&A’s econometric model was constructed with 2018 taxable sales as the base year. Since the econometric model was built, taxable sales figures for the City of West Hollywood in 2019 were estimated to come in above \$17 million. This represents 3% year-to-year increase from 2018, well below HR&A’s conservative 1.5% compound annual growth over the projection period for the baseline sales tax increment scenario.

Figure 6: Potential Station-Adjacent Advertising Sites



Sources: City of West Hollywood, HR&A Advisors

ANALYSIS APPROACH¹¹

Premier forecasted station-adjacent advertising revenue for the City from 2028, the assumed accelerated completion year of the project, to 2065. Premier evaluated the five station areas highlighted in Figure 6. Premier tested several scenarios that included various intensities of programming at each site and varying revenue share structures, every scenario tested by Premier assumed that advertising at these five sites would be digital. Premier needed to estimate and forecast two factors in their analysis:

1. the number of views each potential advertising site would receive; and
2. the expected cost of advertising per one thousand views received, referred to as Cost Per Mile (“CPM”).

Premier paired total views with advertising cost per one thousand views to reach a dollar figure of potential revenue on a yearly basis. Views for the advertising sites that Premier estimated include vehicle, pedestrian, and train rider traffic. Premier integrated a value appreciation premium into their analysis and forecast. Value appreciation is driven by location, visibility, and clutter level at each station area advertising site.

¹¹ Premier was tasked with preparing these estimates, HR&A has summarized their findings from a separate memorandum prepared for the City of West Hollywood in September 2019.

Programming Intensity Scenarios

Premier assumed three levels of advertising intensity at each station-adjacent advertising site. All valuations have been conducted by square feet (e.g. 5,000 SF), not individual unit (e.g. 2 billboards). As such, the square foot figures demonstrated below can include one or more billboards, depending on their size and type:

- High Scenario: 12,000 SF allocated to billboards at each station
- Medium Scenario: 8,500 SF allocated to billboards at each station
- Low Scenario: 5,000 SF allocated to billboards at each station

Premier’s analysis assumed all billboards will be digital, reflecting presumed technological and design updates in the billboard market over the next ten years. From the total potential reach, the size and type of each billboard was used to create a visibility score, which in turn projected the total actual impressions.

Premier also provided an extra 20,000 SF scenario for the Santa Monica & San Vicente station because there is the potential for more development around that station, when compared to other stations, due to the large Metro Division 7 bus-yard that is located there, and could be the site of a public-private joint development.

Pricing Scenarios

Premier tested three potential rates of advertising pricing as well. Premier used CPM rates of \$9, \$11, and \$13; these rates were adjusted throughout the projection period by the value appreciation premium previously discussed. After the Year One projection is made, the value is projected out from 2028 to 2065 using a 3% year-over-year inflation rate.

Revenue Sharing Agreement

As discussed, new billboard advertising in the City could provide funding for the Project if the City brokers revenue sharing agreements with future billboard operators. A revenue sharing agreement could be applied to individual advertising sites or citywide. For the analysis, Premier assumed the City would collect 25 percent of the total Billboard Operator Revenue. Premier also considered different revenue sharing agreement structures with variations on upfront Year One payments versus annual payments.

STATION-ADJACENT ADVERTISING REVENUE FUNDING CAPACITY

Based on Premier’s analysis, the City of West Hollywood can expect to generate between \$685,000 to \$1.32 million in advertising revenues on an average annual basis across all five new station locations.

Figure 7: Revenues from Station-Adjacent Advertising Sites

Scenario	Avg Annual Value (2028-2065)	Total NPV (2028-2065)
CPM: \$9 Low Scenario (5K Sqft.)	\$685,000	\$26 Million
CPM: \$13 High Scenario (12K Sqft.)	\$1.3 Million	\$50 Million

Sources: Premier Partnerships

Premier provided two strategies for revenue collection from the billboard operators at all five station locations. The CPM rate for both scenarios tested is \$9. Understanding the city has a goal of raising capital, the two strategies focus on different levels of upfront revenue generation:

- Lower Upfront Fee Scenario: 25% total of all advertising revenue, 10% of which is an upfront payment
- Higher Upfront Fee Scenario: 20% total of all advertising revenue, 25% of which is an upfront payment

Figure 8: Upfront Revenue Collection Strategy

	Strategy 1: Lower Upfront Fee			Strategy 2: Higher Upfront Fee		
	Upfront Fee	Annual Fee	Total City Revenue	Upfront Fee	Annual Fee	Total City Revenue
San Vicente & Beverly	\$400,000	\$100,000	\$4,300,000	\$900,000	\$100,000	\$3,400,000
Santa Monica & Fairfax	\$800,000	\$200,000	\$8,100,000	\$1,600,000	\$100,000	\$6,500,000
Santa Monica & La Brea	\$900,000	\$200,000	\$8,700,000	\$1,700,000	\$100,000	\$6,900,000
Santa Monica & La Cienega	\$900,000	\$200,000	\$8,800,000	\$1,800,000	\$100,000	\$7,000,000
Santa Monica & San Vicente	\$700,000	\$200,000	\$7,200,000	\$1,400,000	\$100,000	\$5,800,000
Total	\$3,700,000	\$900,000	\$37,100,000	\$7,400,000	\$600,000	\$29,700,000

Sources: Premier Partnerships

ENHANCED INFRASTRUCTURE FINANCING DISTRICT (“EIFD”)

EIFDs provide a tool for local governments to fund community revitalization, affordable housing, and infrastructure projects from a variety of sources, most notably from Tax Increment Financing (“TIF”). EIFDs were authorized by California Senate Bill 628, which took effect on January 1, 2015. The legislation was later amended in 2015 by Assembly Bill 313 and Senate Bill 63, in 2018 by Senate Bill 961, and more recently by Assembly Bill 116, which removed voter approvals that were once required for bond issuances using EIFD funds. The EIFD tool is based on the State’s existing Infrastructure Finance District legislation but allows more flexibility by simplifying the formation process; expanding sources of available financing; and increasing the types of projects that can be funded by EIFDs. EIFDs are governmental, place-based entities established by cities or counties, but are separate and distinct from the initiating jurisdiction(s). It is important to note that TIF districts are not “new money,” they simply capture a portion of the growth of existing tax receipts. Additional legislative enhancements to the EIFD tool provisions in state law have been discussed and the City will continue to monitor and actively engage in these statewide conversations.

Tax Increment Financing (“TIF”) in California

TIF is a public finance mechanism whereby a local government establishes an area/district from which it diverts tax increment, i.e. increases in tax revenues (typically property taxes) above base year levels that are allocated to a local fund or authority to fund physical improvements and programs that provide a public benefit to the area. Jurisdictional participation in a TIF district is optional and jurisdictions elect what proportion of incremental revenues they are comfortable contributing to the TIF special fund or authority.

Property taxes, which are the only tax revenue HR&A scrutinized in this EIFD analysis, are based on assessed value, which is determined by the local assessor, and is different from market property value. Assessed value is typically lower than market property value, or what a property might generate on sale, and annual increases in assessed value are limited in the state of California to a maximum of 2 percent due to Proposition 13 (“Prop 13”), a ballot initiative approved by voters in 1978. However, recently several state ballot proposals have been discussed that would separate how residential and commercial properties are assessed and adjusted each year. If one of these proposals were to qualify for a future ballot, and be approved by state voters, the assessed values of commercial properties would likely increase significantly providing a spike in assessed value and property tax revenue that would continue in the future and would provide additional tax increment to the EIFD. While not included in this phase of this analysis, increased commercial assessed values would likely increase the amount of tax increment generated by the EIFD.

TIF districts are most effective in areas where there is a likelihood for new investment, a history of property turnover, and a history of value increases. TIF revenues are neither new taxes nor “new money,” instead they are the future growth in property tax dollars that are already being collected. A portion of that future growth is then redirected for specific purposes instead of being allocated for general purposes.

EIFD Formation Process

Forming an EIFD requires the establishment of a public entity separate from the local municipality or municipalities initiating it. All municipalities that will contribute a portion of the increment of their property taxes within the TIF district are required to participate in the EIFD formation process. The steps to form an EIFD are as follows:

1. A sponsoring agency (County Board of Supervisors or City Council) must adopt a Resolution of Intention and form a Public Financing Authority (“PFA”) which will serve as the governing entity over the EIFD. The PFA needs to be comprised of members of all participating municipalities as well as two members of the public. The majority of the PFA will be comprised of legislative members of the jurisdiction that is sponsoring the agency. During this initial phase, landowners within the proposed district and other taxing entities must be informed of the intention to form an EIFD.
2. The PFA must then prepare an Infrastructure Financing Plan (“IFP”) to send to landowners within the district and taxing agencies. The IFP dictates the terms of the EIFD. It includes information on the district boundaries, the source of incremental tax collections, the infrastructure project(s) the EIFD will fund, the proposed length of time the EIFD will be in place, the share of incremental property tax each municipality will allocate, and the maximum amount of funds that can be collected over the EIFD’s lifetime.
3. The PFA must hold a public hearing to discuss the IFP and adopt it to formally create the EIFD. All participating jurisdictions in the PFA must pass their own local resolution approving the EIFD.

ANALYSIS APPROACH

HR&A took a multi-phase analysis approach to scrutinize the potential funding capacity of an EIFD. HR&A’s analysis required the following steps:

- Establish the TIF **geographic boundaries**,
- Establish a potential rate of **taxing authority participation (actual rates determined at a later date)** and local tax rates,
- Evaluate **incremental development capacity** from the redevelopment of vacant and underutilized land based on existing zoned land use capacity,
- Assess historical **real estate market parameters** for parcels within the TIF geographic boundaries, and
- Evaluate the potential for increased EIFD revenues through **sensitivity testing of significant parameters**.

Geographic Boundaries

An EIFD’s revenue potential is largely influenced by the location of the TIF district that is established. HR&A conducted the EIFD analysis by testing two TIF district scenarios for each of the five proposed rail alignments that pass through West Hollywood:

- a half-mile district radius from each potential rail line, and
- a quarter-mile district radius from each potential rail line.

The result was ten total TIF district scenarios, two for each of the five alignments. HR&A tested the funding capacity of each of these ten TIF districts.

The geography surrounding the ten potential TIF districts represent the EIFD Study Area. The EIFD Study Area encompasses a wide variety of local conditions including some of the County’s most valuable land, disinvested areas, and also some of the fastest growing areas in terms of property values, making this area highly appropriate

for a TIF district like an EIFD. Detailed maps showing the potential boundaries analyzed for each alignment are included in Appendix B of this report.

Taxing Authority Participation and Local Tax Rates

HR&A tested the revenue potential of three jurisdictional participation scenarios for the EIFD:

- West Hollywood alone;
- West Hollywood and the County of Los Angeles (only within West Hollywood); and
- West Hollywood, the County of Los Angeles, and the City of Los Angeles (the entire extension).

For this analysis, HR&A assumed that participating jurisdictions would contribute 50 percent of the future growth in their general levy property tax share. The jurisdictional property tax shares vary across the EIFD Study Area, but on average equate to 26 percent for the City of Los Angeles, 18 percent for the County of Los Angeles, and 18 percent for West Hollywood. In HR&A's baseline findings, only West Hollywood is assumed to be a participating jurisdiction; however, illustrative scenarios with the City of Los Angeles and County as participants are presented in the supplementary funding sources section of this report.

Incremental Development Capacity and Pace of New Development

HR&A evaluated the potential for redevelopment of properties across the Study Area by conducting a parcel-by-parcel analysis for the proposed TIF district boundaries. Using the most recent data from the Los Angeles County Department of the Assessor (the "Assessor's Office"), HR&A developed a set of criteria that indexed parcels in the Study Area as vacant or underutilized. If a parcel was underutilized or vacant, HR&A assumed it would be redeveloped to the maximum density allowed under the parcel's current zoning.

Parcels that had a **Floor Area Ratio (FAR) below 10 percent** of the total allowable FAR for the zoning designation or had an **improvement-to-total assessed value ratio below 10 percent** were considered vacant or underutilized. The average improvement-to-assessed value across the Study Area hovered around 35 percent, implying that using a threshold of 10 percent was highly conservative. HR&A assumed that some portion of the vacant and underutilized parcels in the study area would be redeveloped over the projection period as long as there was demand for new residential and commercial space.

Latent demand for the redevelopment of underutilized and vacant land was estimated using future household and employment growth in the Study Area. HR&A used SCAG's household and employment forecasts through 2040, using methods previously cited to extend these forecasts, to dictate a pace of absorption for vacant or underutilized parcels. Employees were converted to commercial square footage using an average one employee per 350 square foot figure, which is characteristic of the EIFD Study Area.

HR&A assumed certain types of parcels would not be redeveloped over the 45-year projection period and excluded those from the analysis. Excluded parcels included:

- Restrictively zoned, i.e. uses unlikely to be redeveloped such as cemeteries, churches, right-of-ways, open space, public facilities, submerged land, or agriculture;
- Publicly-owned/zoned;
- Single-family detached homes, HR&A excluded the redevelopment potential of all single-family homes or parcels that are currently zoned for the development of single-family homes.

After indexing underutilized or vacant properties HR&A separated parcels contingent on either residential or commercial zoning and use. HR&A made this distinction because market conditions differ greatly between these two land use categories. As noted, the development of public properties via public private partnerships were not included in the EIFD analysis, however, public private joint developments on public properties could provide significant additional TIF revenues if such projects were approved by the appropriate public entity.

Real Estate Market Parameters

Historical real estate market parameters were drawn for specific submarkets in the EIFD Study Area because of the Study Area's vast geographic coverage. The submarkets in HR&A's analysis included South Los Angeles, Mid-City, Mid-Wilshire, Hancock Park, West West Hollywood, East West Hollywood, and Beverly Grove. HR&A used CoStar Group Inc. ("CoStar") as the primary data source for historical information on parcels within the Study Area. HR&A's modeling approach necessitated the evaluation of historical property turnover, appreciation, and for-sale value.

Property Turnover

Based on historical data from CoStar, turnover for residential properties in the study area was fixed at **5 percent** (where residential properties were assumed to be sold once every twenty years) while commercial turnover is set at **7 percent** (where commercial properties were assumed to be sold once every 14 years.) Once sold on the open market properties are reassessed (typically at the sale price) and the City's property tax collections increase contingent on the reappreciation of the properties.

Property Value Appreciation

Based on historical data from CoStar, HR&A chose a year-to-year growth factor with commercial properties appreciating at **4 percent** and residential properties appreciating at **6 percent**. HR&A evaluated historical appreciation rates over the last ten years in the Study Area, controlling for the Great Recession, and found that the value of for-sale commercial and residential properties hovered near the 4 and 6 percent marks. When a property is sold in HR&A's model the gap between the most recent and previous sale dates is calculated and that property is reassessed depending upon its associated land use. These assumed rates of growth can be considered conservative, particularly in the City of West Hollywood, which has consistently experienced some of the largest increases in assessed value in Los Angeles County over the last 10 years.

Property Sale Value

Once developed or redeveloped, the future value of underutilized or vacant properties was determined based on the historically observed selling price for residential and commercial properties within the same submarket. Because of the market variations across the submarkets, estimated future assessed value of redeveloped parcels varied across the Study Area. For example, parcels in Hancock Park would have a larger assessed value, and in turn produce more incremental property tax to capture, when compared to a similarly sized property in South Los Angeles.

Sensitivity Analysis

HR&A tested changes to assumptions to assess the potential of enhancing EIFD revenues. EIFD scenarios with higher absorption rates for new development and larger year-to-year property value appreciation factors were tested, presenting more favorable conditions for EIFD revenue generation.

Higher Capture of Growth Around the Proposed Transit Line

HR&A's initial analysis revealed that not all underutilized and vacant parcels were being absorbed across submarket areas due to low demand, which was drawn from projected household and employment growth. HR&A tested the impacts of increased demand on revenue generation in the EIFD by concentrating household and employment growth from nearby neighborhoods along the Study Area. HR&A used SCAG's RTP High-Quality Transit Area report ("HQTA"), published in 2016, as the basis for the increased capture rate at the root of this sensitivity test. The Study Area fits SCAG's description of a high-quality transit areas, as a result HR&A tested a larger household and employee capture rate for the EIFD Study Area.

Greater Property Value Appreciation with Transit Premiums

HR&A has conducted extensive independent research regarding the impact of transit-oriented development on property value appreciation. A literature review assessed the impacts of transit-oriented development across the country and it was supplemented by a quantitative regression analysis that was localized to the impacts of the Exposition light rail line in Los Angeles. HR&A reviewed white papers produced by Strategic Economics, AECOM, and several reports from the Journal of Public Transportation on this topic.

Relying on HR&A's qualitative and quantitative research methods on the appreciation of residential and commercial property values after the addition of transit to an area, two transit-oriented development premiums of 5 and 10 percent were tested to determine the impact of such an increase to localized property appreciation on EIFD revenue generation. Sensitivity testing results are outlined below. It is important to note that HR&A tested the impact of a 5 and 10 percent increase to existing appreciation rates, which is dramatically different than testing the impacts of increasing existing appreciation rates by 5 and 10 percentage points (for example a 10% increase in a 5% historic appreciation rate is equal to 0.5% and the new rate would be 5.5%, however, increasing the same appreciation rate by 10 percentage points would make for a new rate of 15%).

EIFD FUNDING CAPACITY

HR&A estimated the revenue yield for all ten TIF district scenarios in the EIFD Study Area. HR&A's estimates are intended for illustrative purposes only; EIFD revenue yield will depend on subsequent decisions about geographic boundaries, participation percentages by the impacted jurisdictions, and future real estate market conditions. The first projection year for the analysis was 2019, per available data, and the overall revenue stream over the 45 years of the projection period is quantified in present value terms.

Baseline Findings

In HR&A's baseline scenario, presented below in Figure 9, West Hollywood is assumed to be the sole participating jurisdiction. Because the results illustrate the impacts of the TIF districts within West Hollywood only, the alignments with the most land area in West Hollywood yield more revenue. As such **the Hybrid, San Vicente, and La Cienega alignments generate the greatest amount of property tax increment.**

Figure 9: West Hollywood EIFD Revenues (2020-2065)

Alignment	Half-Mile EIFD	Quarter-Mile EIFD
San Vicente (A)	\$493 Million	\$365 Million
La Cienega (A1)	\$399 Million	\$288 Million
Hybrid (A2)	\$573 Million	\$401 Million
Fairfax (B)	\$156 Million	\$100 Million
La Brea (C)	\$42 Million	\$26 Million

Sources: HR&A Advisors

Sensitivity Testing

HR&A modified the preliminary output results by testing increased appreciation rates and increased absorption of new development in the EIFD Study Area. HR&A kept all other assumptions the same. West Hollywood remains the only participating jurisdiction in these scenarios and they are still assumed to be contributing 50 percent of their incremental property tax collections.

Figure 10: Sensitivity Testing of EIFD Revenues (2019-2065)

Alignment and EIFD Buffer	(1) 10% Increased Appreciation Rate	(2) Increased Capture of Growth	Cumulative Impact of 1 & 2
Hybrid 0.5 Mile	\$688 Million	\$579 Million	\$694 Million
Hybrid 0.25 Mile	\$477 Million	\$423 Million	\$499 Million
San Vicente 0.5 Mile	\$599 Million	\$495 Million	\$601 Million
San Vicente 0.25 Mile	\$440 Million	\$367 Million	\$442 Million
La Cienega 0.5 Mile	\$474 Million	\$403 Million	\$478 Million
La Cienega 0.25 Mile	\$351 Million	\$290 Million	\$353 Million
Fairfax 0.5 Mile	\$191 Million	\$157 Million	\$192 Million
Fairfax 0.25 Mile	\$122 Million	\$102 Million	\$124 Million
La Brea 0.5 Mile	\$50 Million	\$43 Million	\$51 Million
La Brea 0.25 Mile	\$31 Million	\$27 Million	\$32 Million

Sources: HR&A Advisors

CUMULATIVE FUNDING PROFILE

CUMULATIVE FUNDING PROFILE

The comprehensive funding profile for every alignment is shown in Figure 11. The funding profile shown represents revenue for a half-mile EIFD boundary, the baseline growth scenario for the potential sales tax increase, and increased EIFD revenues attributable to a higher capture of growth around the transit line and greater property value appreciation. For the advertising revenue, each alignment represents the higher upfront fee structure modeled by Premier and the figures are adjusted according to the geography. For example, the Fairfax alignment will not show revenues for the San Vicente and Beverly Blvd. site because the transit line does not pass through that intersection.

Local Return Funds

The City is unlikely to commit Measure R and M's revenues to the La Brea alignment because that line does not pass through a significant enough portion of the City's jurisdictional boundaries. As such, the funding profile for this alignment excludes any potential revenues from local return funds.

Potential Citywide Sales Tax Increase

When pairing together the revenue from a potential sales tax increase and local return funds, West Hollywood's funding profile begins to approach the necessary EPD targets. However, like with the Local Return Funds, the City is unlikely to commit citywide sales tax revenue to the La Brea alignment because that alignment does not provide as much benefit to the City as the other alignments. The funding profile for that alignment excludes revenues from a potential citywide sales tax increase. For the other alignments, the City can reach approximately 67 percent of its EPD funding target with local return funds and a 0.75 percent sales tax increase considering a high growth scenario.

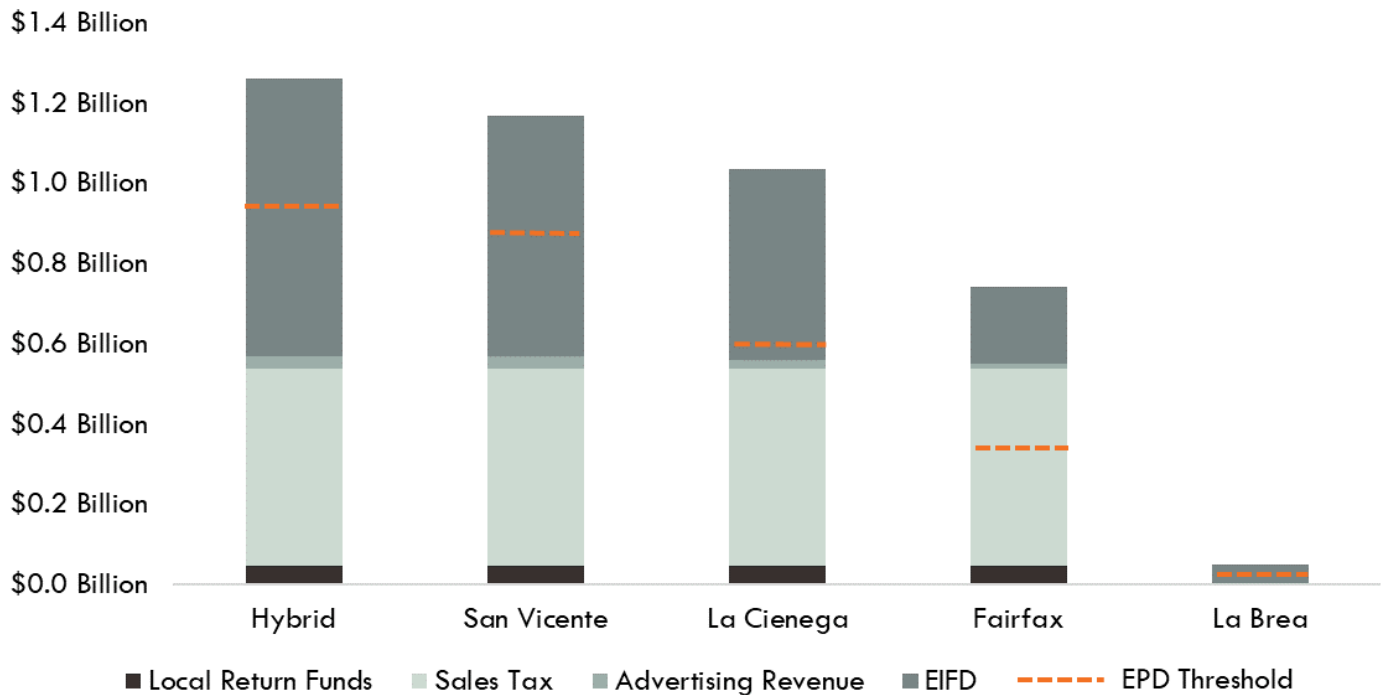
Station-Adjacent Advertising Revenues

There is relatively limited station-adjacent advertising revenue attributable to the Fairfax and La Brea alignments, because those two alignments have a limited number of stations. The Fairfax alignment would only allow the City to capitalize on increased foot traffic from two stations and La Brea would only allow for one station. La Cienega would only benefit from three of the five station sites that were studied, while San Vicente and the Hybrid alignments would benefit from all five stations.

EIFD Revenues

Both baseline and enhanced EIFD results proved to be favorable for West Hollywood under normal economic conditions and sole jurisdictional participation. With the enhanced EIFD revenues, the City's full funding profile over HR&A's projection period can satisfy the necessary EPD requirement for the Hybrid, San Vicente, La Cienega, and Fairfax alignments.

Figure 11: Best Case Cumulative Funding Profile for Half-Mile EIFDs (2019-2065)



Sources: HR&A Advisors

FINANCING CONSIDERATIONS

HR&A has identified several viable sources of funding that, when combined, present the City with a significant funding package that can be presented to Metro as part of the City’s EPD Strategy. The City’s best-case funding profile is contingent upon the allocation of Measure M and R local return funds, a 0.75 percent increase to the current sales tax rate, a half-mile TIF financing district established through the EIFD, and 12,000 SF of advertising space at each station area. The full funding profiles for each best-case scenario by alignment are presented in the preceding figure.

In aggregate, HR&A’s 45-year revenue projections would allow the City to contribute between \$57 million and \$1.26 billion to the Project, under each funding source’s best-case scenario and depending on the alignment selected. However, it is important to note that the funding capacity of the revenue does not directly translate into bondable dollars for upfront funds. Revenue from local return funds and a potential sales tax increase exhibit the most capacity for a large bond issuance before 2028 because these revenues have cash flows that are relatively consistent across the 45-year projection. An EIFD is more difficult to bond against because it takes time for tax increment revenue to grow. However, there are other financing mechanisms available, such as federal Transportation Infrastructure Finance and Innovation Act loans (TIFIA) which would potentially allow more favorable repayment terms, including no debt service payments until after construction is complete and interest only payments for a specified period of time after that. This type of structure is favorable since EIFD revenues do not ramp up until 10-15 years after establishment of the district, and other funds such as sales tax revenue could be used to make interest only payments beforehand. The City has been working separately with a financial advisor to explore creative financing options for these revenue sources, which will be included as a part of Phase 2 of the Crenshaw/LAX Northern Extension Funding and Project Delivery Strategic Plan (this report is Phase 1 (Funding Capacity Analysis)).

SUPPLEMENTAL FUNDING SOURCES

HR&A evaluated the potential of supplementary funding sources that could help bridge the gap between the cost of the Project and the funding identified by West Hollywood to meet the EPD target. This is important because even with the potential revenue contribution directly from West Hollywood the Project still has a funding gap. Traditionally leveraged strategies for transit financing were explored, these include sponsorship and naming rights as well as value capture joint development. HR&A also explored the funding capacity that would result from the City and County of Los Angeles’ participation in each of the ten TIF district scenarios previously cited.

SPONSORSHIP AND NAMING RIGHTS

In addition to potential revenues from advertising at station adjacent intersections, station sponsorship and naming rights are another potential revenue source for the Project. However, it is important to note that this revenue would be controlled by Metro not the City of West Hollywood. HR&A conducted a case study analysis of sponsorship and naming rights agreements for both stations and transit lines for six different transit agencies. Results are summarized in Figure 12 below.

Figure 12: Sponsorship and Naming Rights Agreements

Agency	Station	City	Sponsor	Year	Annual Revenue	Annual Passengers	Visibility
MTA	Atlantic Ave-Barclays Center	New York	Barclays	2009	\$0.2M	13.8M	Joint naming rights
SEPTA	Jefferson Station	Philadelphia	Thomas Jefferson Univ. Hospitals	2014	\$0.8M	7.0M	Exclusive naming rights
SEPTA	NRG Station	Philadelphia	NRG Energy Inc.	2018	\$1.1M	1.0M	Exclusive naming rights
SEPTA	Vodafone Sol	Madrid	Vodafone	2013	\$1.3M	19.5M	Exclusive naming rights and immersive advertising

Agency	Line	City	Sponsor	Year	Annual Revenue	Annual Ridership	Visibility
RTA	Healthline	Cleveland	The Cleveland Clinic	2008	\$0.3M	5.2M	Bus wrap and line branding
RTD	Univ. of Colorado A Line	Denver	University of Colorado	2015	\$1.0M	6.6M	Train wrap and line branding
MTS	Sycuan Green Line	San Diego	Sycuan Casino	2017	\$0.9M	13.6M	Complete line branding
MTS	UC San Diego Blue Line	San Diego	UC San Diego Health	2015	\$1.0M	16.5M	Complete line branding

Sources: HR&A Advisors

HR&A found that this revenue source is relatively small (\$0.2 to \$1.3M annually) and varies based on station passenger volume and level of visibility. Visibility ranges from joint station or line naming, featuring the sponsor’s name with the station’s original name, to immersive advertising, where a station or line is branded with the sponsor’s name throughout in an exclusive advertising agreement. Given the size of this source, it is likely best suited to help fund operating and maintenance costs which are also a factor in Metro’s acceleration decision making.

Since Metro would own and operate each of the line’s stations, the City would likely have no formal role in contracting a sponsorship agreement. Nevertheless, the City can leverage its connections with key institutions and corporations to convene negotiations between these entities and Metro. Most likely sponsors include large institutions, such as hospitals or universities, or corporations with strong direct-to-consumer businesses, such as telecommunications or financial institutions, which benefit from increased visibility.

VALUE CAPTURE FROM JOINT DEVELOPMENT

Joint development, in the context of transit related projects, refers to the public-private partnership between a public agency and private developer to develop publicly-owned “excess” land at or proximate to future stations. While the EIFD model assumes the redevelopment of significantly underutilized and vacant parcels, it excludes publicly owned land. For these publicly owned properties, of which there are several in the City of West Hollywood, there is an opportunity to capture some of the incremental real estate development value for the Project by deploying appropriate development strategies and partnerships. These strategies exist on a spectrum from a passive partnership, such as ground leasing, where a development partner pays a pre-determined ground lease to the public agency for the right to develop on a ‘clean’ property that is made available, to developer-led delivery of transit infrastructure, where the developer plays an active role in funding and delivery of portions of the transit infrastructure in return for the right to develop.

The level of developer partnership in joint development depends upon the timing of private developer engagement in the project (developer-led infrastructure delivery means involvement at early stages of site planning) as well as the potential benefit of a deeper partnership weighed against the additional development risk to the developer. It is important to note that a developer’s risk-reward calculus is very different from a public agency’s, meaning for the risks to be worthwhile for a developer, the incremental value that integration of the additional infrastructure component creates for the developer must be significantly greater than the developer’s capital contribution of providing them. In other words, a developer will typically contribute less directly for the same piece of infrastructure than a public agency would due to the private sector’s higher return on investment expectations. Also, delivery of infrastructure directly by a real estate developer often requires the necessity to bring in various areas of expertise, and capital, that results in a different blend of risk return expectations than a discrete infrastructure or real estate project. However, if there is substantial value that can be created and captured, this is a creative project delivery and funding mechanism.

Real estate in the City of West Hollywood is highly desirable as a part of the broader west Los Angeles real estate market. This desirability is reflected in a scan of recent land sales transactions, which shows that on average commercial land of greater than one acre is currently selling for an average of about \$22 million per acre; one highly desirable 7.6 acre property slated for redevelopment into the One Beverly Hills hotel and condo project was recently sold for \$58 million an acre, and a 0.88 acre property on the Sunset Strip in West Hollywood, that is also slated for redevelopment, recently sold for \$80 million.¹² New development on a publicly owned parcel could help unlock this latent value.

Given the strength of the local real estate market, the value creation potential for such a development is likely high enough for a developer to take an active role in any partnership agreement. For City-owned parcels, the City has the power to negotiate the appropriate level of partnership with a private developer. For parcels owned by a public agency other than the City, the City still has an important role to play through the entitlement process to unlock value creation potential, or to further participate in the joint agreement through potential tax rebates. Metro already has an established joint development policy, which was most recently updated in July 2015. This program can serve as a useful resource to structure any joint development negotiations, particularly for properties owned by Metro.

In addition, the Metro Board adopted (June 2018) a "Transit Oriented Communities Policy" (TOC) and Metro staff is currently developing a TOC implementation program. Additionally, Metro is exploring additional

¹² CoStar, June 2019.

policies and programs to support the linkage between transit investment decisions and affordable housing. ("Metro Affordable Housing Policies and Tools," Board staff report, January 16, 2020)."

Further details on these funding sources and the case studies HR&A reviewed to inform this analysis can be found in a briefing prepared for the City entitled "Value Capture Case Studies: Crenshaw/LAX Northern Extension" (Appendix D).

The analysis below is for a large primarily Metro owned site in the City, but as Metro acquires more property for station construction there is the potential for other public private joint development.

Metro Division 7 Bus-yard Site

As a part of our analysis of potential supplemental revenues that could serve to accelerate the Project, HR&A completed a high-level assessment of the value capture potential of redevelopment at Metro's Division 7 Bus-yard site, located in the City of West Hollywood. The Bus-yard sits on about 10.6 acres of prime land on the corner of San Vicente Blvd and Santa Monica Blvd. The site is currently home to a Los Angeles County Sheriff Station and an active bus yard used by Metro, of which the Metro bus yard is the vast majority of the site. The site was evaluated in particular because (1) it sits at the site of a potential future rail station (depending on the alignment chosen), (2) it is the largest underdeveloped site in West Hollywood, and (3) it is publicly owned.

HR&A does not presume Metro would necessarily pledge proceeds of the land redevelopment towards this project as part of our base analysis, but our analysis illustrates value potential if it were to be redeveloped.

Value Capture Estimation Methodology

HR&A undertook a Residual Land Value ("RLV") analysis to identify the value created by a new development which would reconstruct and incorporate the existing bus yard and sheriff station into a larger development while retaining the operational integrity of both existing facilities. RLV represents what a developer would theoretically be willing to pay for land after comparing the potential project value to its total costs (e.g., hard costs, soft costs, and financing costs). This RLV can be the basis of negotiations between Metro, Los Angeles County, the City, and the developer over a Public-Private Development ("P3") structure, such as a fee-simple land sale or ground lease, to help cover facility costs for proposed station at Santa Monica/San Vicente as part of the Crenshaw North Extension.

An RLV analysis requires a development program to estimate the revenue and expense components necessary in determining total project value and land value. HR&A used a 2012 unsolicited proposal from Cohen Brothers Realty Corporation of California (CBRCC) to Metro, which called for a 1.2 million square foot mixed-use development on the property with provisions to replace both the Bus Yard and Sheriff's Station, as a baseline for its financial model. Building upon this baseline, HR&A tested three scenarios as summarized below in **Error! Reference source not found.**¹³. All scenarios also include 50,000 SF set aside for new local government facilities at the redeveloped bus yard site paid for by the developer. HR&A believes that this RLV analysis is likely to be conservative and could be substantially higher if additional density were allowed on the site, as well as if other non-real estate sources like advertising revenues or potential tax rebates were maximized.

Figure 13: Division 7 Bus Yard RLV Scenarios

	Scenario 1	Scenario 2	Scenario 3
Scenario Name	Cohen Proposal (Baseline)	New Baseline	Add'l Parking Reduction
Land Area (SF)	461,736	461,736	461,736
Building Area (GSF)	1,375,000	1,374,000	1,424,000
FAR*	2.98	2.98	3.08
Retail (GSF)	180,000	180,000	180,000
Office	520,000	520,000	570,000
Hotel	175,000	175,000	175,000
Residential Units	419	480	480
Hotel Keys	250	250	250
Parking Spaces	4,428	2,761	1,406

Sources: CBRCC, HR&A Advisors

Descriptions of scenario each are as follows:

- **Scenario 1 - CBRCC Proposal (Baseline)**

This scenario is based on the 2012 Proposal from CBRCC. HR&A made slight adjustments to include the correct number of statutorily mandated affordable units (20 percent of total), satisfied through the provision of senior housing, and decreased residential unit size to reflect recent multifamily deliveries. This scenario includes 120,000 SF of government office (Sheriff's Station = 50,000 SF, local government facilities = 50,000 SF, Metro offices = 20,000 SF).

- **Scenario 2 – New Baseline**

This scenario took the CBRCC proposal and switched senior housing to affordable housing, changed residential unit mix to align with recent deliveries (weighted towards studio and 1-bedroom units), and applied a commercial parking reduction ordinance passed by the City in December 2018, cutting some parking requirements by as much as 70 percent.

- **Scenario 3 – Additional Parking Reduction**

Per City staff request, this scenario applied an additional reduction in parking requirements (50%) and added another 50,000 SF of market-rate office, which counterbalances the 50,000 SF of market-rate office lost for the proposed local government facilities on the site. Staff's request for further parking reductions were because the project would be located on top of a Metro rail station.

Total Development Cost

In general, the total development cost of the redevelopment project is between \$750 million and \$925 million varying due to program size and level of parking required, per the scenarios described above. The retention and replacement of the Bus Yard is a significant cost totaling nearly \$200 million, or between 15 to 25 percent of the total development cost depending on the development scenario.¹³

Total Project Value

Given today's market conditions, the total value of the project would be nearly \$1.0 billion dollars. This project value could be partly captured through property taxes and would add significant value to a future Enhanced Infrastructure Financing District.¹⁴ The EIFD projections shown previously in this report do not include additional TIF from the joint development of public assets, the addition of revenues from project specific TIF would increase those figures.

¹³ Per Metro provided estimate.

¹⁴ See HR&A's 2019 report entitled "Crenshaw Northern Line Extension, Financial Feasibility Analysis" for more details.

Residual Land Value

According to recent land sale transactions in and around West Hollywood, land greater than one acre is typically selling for \$22 million per acre, or approximately \$500 per square foot of land. HR&A's RLV analysis demonstrates a depressed project RLV due to the requirements of constructing the Bus Yard, as well as providing non-income producing government offices. Under Scenario 1, these developer concessions would result in a negative RLV, meaning the developer would require a subsidy to deliver the proposed project. Even with a revised program and reduced parking requirements, Scenario 3 at an RLV of \$309 per square foot of land still falls short of competitive benchmarks.

To increase RLV there are two main strategies: increase revenue generation for the property or reduce development costs. The project could increase revenues primarily through greater allowable density which would allow for more income producing uses (i.e., apartments, retails, office, hotel). Depending on the amount of density granted, it could be enough to overcome the subsidy and achieve at or above market RLV. The other strategy would likely come through reducing the burden of developer concessions. For instance, instead of having the developer fund the construction of a new local government facilities, West Hollywood could choose to provide the developer payment for this asset in return for the developer delivering it as part of the overall redevelopment project.

This RLV can be the basis of negotiations with a private developer on a P3 structure. While there are more complicated P3 structures, where the developer would deliver additional transportation infrastructure for the proposed Santa Monica/San Vicente station, the simplest arrangement would be a ground lease. A ground lease could yield significant value for Metro and Los Angeles County (the land-holding parties). For example, a yield rate of 6.5 percent applied to RLV in Scenario 2 and Scenario 3 would translate into annual payments of \$2.3 million to over \$9.3 million respectively.^{15 16} Depending on the timing of redevelopment and openness of the land-holding parties to commit revenue from the project, the redevelopment of this project could be a significant additional capital source to help fund the Crenshaw Northern Extension.

Lastly, this analysis doesn't include further potential financial or entitlement incentives that could be negotiated as a part of an agreement between Metro, the City of West Hollywood, the County of Los Angeles, and a private developer; including, 1) enhanced digital signage entitlements, 2) potential tax rebates (hotel tax and property tax), and 3) entitlements for increased density. These potential incentives would increase the residual land value and overall value of the projects, thus potentially providing greater funds to Metro than what is shown in the following table.

¹⁵ A yield rate is the percentage applied to the land value of a project to determine an annual ground rent payment. While there are other more complicated ground lease structures involving participation or revenue sharing, this example only considers a ground rent payment for illustrative purposes.

¹⁶ HR&A is not acting as a Municipal Advisor (see General and Limiting Conditions). Any ground lease payments would be the result of extensive negotiations between Los Angeles County, Metro, The City of West Hollywood, and a private developer.

Figure 14: Division 7 Bus Yard Scenario Results

Scenario Name	Scenario 1 CBRCC Proposal (Baseline)	Scenario 2 New Baseline	Scenario 3 Add'l Parking Reduction
Development Cost			
Apartment	\$234,500,000	\$242,900,000	\$213,100,000
Retail	\$206,800,000	\$161,200,000	\$134,200,000
Office	\$347,200,000	\$292,500,000	\$287,900,000
Hotel	\$137,300,000	\$125,300,000	\$117,600,000
Total Development Cost	\$925,900,000	\$821,800,000	\$752,700,000
Metro Bus Facility % of Cost	21%	24%	26%
Project Value			
Apartment	\$257,900,000	\$264,400,000	\$264,400,000
Retail	\$200,900,000	\$197,000,000	\$197,000,000
Office	\$344,300,000	\$343,200,000	\$386,000,000
Hotel	\$175,700,000	\$175,700,000	\$175,700,000
Total Project Value	\$978,800,000	\$980,300,000	\$1,023,100,000
Residual Land Value			
Apartment	(\$8,800,000)	(\$11,500,000)	\$18,200,000
Retail	(\$31,000,000)	\$11,200,000	\$38,200,000
Office	(\$45,900,000)	\$7,700,000	\$49,900,000
Hotel	\$16,400,000	\$28,500,000	\$36,200,000
Total Residual Land Value	(\$69,400,000)	\$35,900,000	\$142,500,000
RLV Per SF Land Area	(\$150)	\$78	\$309

Sources: HR&A Advisors

Implications

The Division 7 Bus Yard represents the most significant publicly-owned redevelopment opportunity in the City of West Hollywood. While the City does not have an ownership interest in the project, it plays a significant role in unlocking its value creation potential. Any redevelopment would require a general plan amendment and zone change. Further, the City can offer special entitlement concessions, such as reduced parking requirements and increasing allowable densities, given the unique transit-oriented nature of the project above a future rail station.

Given this potential value, there is an enormous incentive for the City, Metro, and Los Angeles County to work closely together to realize the full potential of this site. Not only can this project offer public benefits of a new Bus Yard, Sheriff Station, and local government facilities, it could potentially contribute significant capital to help fund the Crenshaw Northern Extension through both EIFD revenues and a P3 arrangement for the land (e.g., a ground lease).

LOS ANGELES CITY AND COUNTY EIFD PARTICIPATION

While West Hollywood can meet its EPD local contribution target without EIFD participation from the City and County of Los Angeles, additional funding is required to fill the funding gap for the Project. If the City and County of Los Angeles were to participate in the EIFD, there would be significant additional funding. The City and County of Los Angeles' higher tax rates and large share of parcels relative to West Hollywood enable them to have larger amounts of funding available relative to West Hollywood. Assuming a 50 percent property tax increment contribution from both the City and County of Los Angeles, findings are shown below.

*Figure 15: EIFD Funding Profile for West Hollywood and Los Angeles County
City of West Hollywood*

Alignment and EIFD Buffer	City of WeHo Alone	LA County in City of WeHo	City of WeHo and LA County
Hybrid 0.5 Mile	\$0.57 Billion	\$0.50 Billion	\$1.07 Billion
Hybrid 0.25 Mile	\$0.40 Billion	\$0.35 Billion	\$0.75 Billion
San Vicente 0.5 Mile	\$0.49 Billion	\$0.43 Billion	\$0.92 Billion
San Vicente 0.25 Mile	\$0.37 Billion	\$0.32 Billion	\$0.68 Billion
La Cienega 0.5 Mile	\$0.40 Billion	\$0.35 Billion	\$0.75 Billion
La Cienega 0.25 Mile	\$0.29 Billion	\$0.25 Billion	\$0.54 Billion
Fairfax 0.5 Mile	\$0.16 Billion	\$0.14 Billion	\$0.29 Billion
Fairfax 0.25 Mile	\$0.10 Billion	\$0.09 Billion	\$0.19 Billion
La Brea 0.5 Mile	\$0.04 Billion	\$0.04 Billion	\$0.08 Billion
La Brea 0.25 Mile	\$0.03 Billion	\$0.02 Billion	\$0.05 Billion

Sources: HR&A Advisors

Figure 16: EIFD Funding Profile for the City and County of Los Angeles

Alignment and EIFD Buffer	City of Los Angeles		
	City of LA Alone	LA County in City of LA	City of LA and LA County
Hybrid 0.5 Mile	\$2.05 Billion	\$1.89 Billion	\$3.93 Billion
Hybrid 0.25 Mile	\$0.92 Billion	\$0.85 Billion	\$1.76 Billion
San Vicente 0.5 Mile	\$2.10 Billion	\$1.95 Billion	\$4.05 Billion
San Vicente 0.25 Mile	\$0.86 Billion	\$0.80 Billion	\$1.67 Billion
La Cienega 0.5 Mile	\$2.16 Billion	\$2.00 Billion	\$4.16 Billion
La Cienega 0.25 Mile	\$0.83 Billion	\$0.77 Billion	\$1.60 Billion
Fairfax 0.5 Mile	\$1.91 Billion	\$1.78 Billion	\$3.68 Billion
Fairfax 0.25 Mile	\$0.85 Billion	\$0.79 Billion	\$1.65 Billion
La Brea 0.5 Mile	\$1.61 Billion	\$1.50 Billion	\$3.11 Billion
La Brea 0.25 Mile	\$0.81 Billion	\$0.75 Billion	\$1.56 Billion

Sources: HR&A Advisors

Figure 17: EIFD Funding Profile for All Municipalities within the District Boundary

Alignment and EIFD Buffer	City of WeHo and LA County	City of LA and LA County	All Municipalities
Hybrid 0.5 Mile	\$1.07 Billion	\$3.93 Billion	\$5.01 Billion
Hybrid 0.25 Mile	\$0.75 Billion	\$1.76 Billion	\$2.52 Billion
San Vicente 0.5 Mile	\$0.92 Billion	\$4.05 Billion	\$4.98 Billion
San Vicente 0.25 Mile	\$0.68 Billion	\$1.67 Billion	\$2.35 Billion
La Cienega 0.5 Mile	\$0.75 Billion	\$4.16 Billion	\$4.91 Billion
La Cienega 0.25 Mile	\$0.54 Billion	\$1.60 Billion	\$2.14 Billion
Fairfax 0.5 Mile	\$0.29 Billion	\$3.68 Billion	\$3.97 Billion
Fairfax 0.25 Mile	\$0.10 Billion	\$1.65 Billion	\$1.75 Billion
La Brea 0.5 Mile	\$0.08 Billion	\$3.11 Billion	\$3.19 Billion
La Brea 0.25 Mile	\$0.05 Billion	\$1.56 Billion	\$1.61 Billion

Sources: HR&A Advisors

NEXT STEPS

The technical analysis summarized in the report above indicates the viability of using innovative funding and financing tools to close the funding gap to construct the northern extension of the Crenshaw/LAX Metro rail line (whether built in the near term or 2041) and pursue early delivery of this critical regional transportation project. This extension is a key opportunity for the City of West Hollywood and its regional partners to advance shared sustainability, active transportation, and economic development objectives. We recommend that the City work closely with Metro, the City of Los Angeles, the County of Los Angeles, and other stakeholders to advance the implementation of the project. Next steps should include the following:

- **Financing Strategy Finalization and Implementation:** Based on the funding sources identified above, the City of West Hollywood should finalize its preferred financing strategy. As described in the analysis, it is unlikely any one funding source would suffice to ensure that the project qualifies for Early Project Delivery per Metro standards, therefore a multi-pronged financing strategy should be finalized and advanced.
- **Consensus Building and Interagency Partnerships:** Implementation of the funding strategy to enable Early Project Delivery will require coordination with stakeholders and officials from the City of Los Angeles, Los Angeles County, and Metro. In particular, participation in an EIFD by LA County and/or the City of Los Angeles will require strong and intentional consensus building to ensure that the goals of all are represented in the creation and implementation of the financing district.
- **Preparation of Overall Funding Strategy:** One of the critical next steps will be the formation of an overall strategy to fund the project, which will take place jointly between all agency partners during the first phase of the Environmental Impact Report. In addition to HR&A, the City has hired a municipal financial advisor (Scully Capital) to assist with the preparation of this strategy. This will be an important next step because it is necessary for the project to move into the project engineering and NEPA portions of the environmental work.
- **Equitable Growth Considerations:** New funding sources, including the potential EIFD, funds from Metro, and other local and regional funding could also be used to improve the overall positive impact of the project as well as mitigate unintended impacts of the Project. Key considerations for further study by the involved parties (i.e. City of West Hollywood, City of Los Angeles, and LA County) could include anti-displacement or gentrification investments, first/last mile improvements, and other district-level infrastructure.
- **Refinement of Funding Capacity Analyses:** The funding capacity analysis is analytically rigorous and utilizes best available data as of Fall 2019 to evaluate funding capacity over a 45 year projection period. However, it is possible that changes in macroeconomic conditions (e.g. faster or slower economic growth), state laws (related to density and/ or tax collection procedures), and other factors may require the refinement of the analysis.
- **Benefits Case:** The completion of the rail extension would usher substantive economic, fiscal, environmental and other benefits for the City of West Hollywood as well as for the City of Los Angeles and Los Angeles County. These quantitative and qualitative benefits should be evaluated and described for the general public in the context of the project cost.

APPENDIX A: METRO EARLY PROJECT DELIVERY GUIDELINES

Proposed Metro Board Policy: Early Project Delivery Strategy

EFFECTIVE DATE:

November 30, 2017

TITLE

- This Policy shall be referred to as the Early Project Delivery Strategy.

PURPOSE

- This Policy establishes clear, uniformly applied criteria to determine if a Measure M Project can be delivered faster than scheduled in the Measure M Expenditure Plan. A comprehensive policy allows for rigorous and expeditious analyses and determinations. It provides for transparency and financial accountability. Projects can be accelerated as long as others are not negatively impacted, pursuant to the Measure M Ordinance.

PROCESS

1. Identify multiple inputs that suggest a potential for acceleration. A screening tool will then be utilized to assist in identifying the inputs that potentially have occurred and whether an initial assessment of the propensity for acceleration is warranted.
2. If warranted, staff will then conduct an analysis to confirm the ability to accelerate a project schedule, determine the extent to which a project could be accelerated and what would be the impacts of that action.
3. The Board of Directors will review the staff analysis and may: (a) give direction to subsequently provide notice and take action pursuant to controlling law; (b) decline to find for early project delivery; or (c) direct staff to undertake further analysis.

GENERALLY

- Multiple acceleration inputs are typically needed to result in accelerating a project schedule.
- A project's funding, schedule, scope or legal/regulatory environment are integral to the acceleration inputs.
- Acceleration inputs considered may also indirectly relate to the project if they are demonstrated to substantially advance system performance or adopted policies of the Board.
- Acceleration inputs are intended to be transportation mode-neutral, unless otherwise indicated (e.g., mode-specific funding revenues or fees).
- Funding considerations must be consistent with all applicable local, state, and/or federal rules and regulations; and Board-adopted debt policy.

DEFINITION

- Accelerator: a single strategic input that could partially support facilitating early delivery of a Measure M project.

STRATEGIC INPUTS FOR EARLY PROJECT DELIVERY

	Accelerator	Points
Funding (30 points)	1. New Revenue. Has new, committed funding become available at an amount greater than 25% of the total project construction cost?	15
	A. Is this funding discretionary?	2
	B. Is this funding somehow conditional to the project or time-sensitive?	5
	C. Is funding cash flow available sooner as a result of a delayed project?	3
	D. Are confirmed surplus funds available from another project in the same subregion, based on a final Life of Project budget?	2
	E. Would there be cost savings of at least 25% based on the time value of money resulting from this funding accelerator?	3
Partnerships (30 points)	2. Regional Responsibility. Have one or more of the local jurisdictions within which the project is located substantially advanced or committed to advancing the implementation of one or more Metro Board adopted goals and policies that support the integration of transportation and land use for which Metro is reliant upon its local partners to achieve?	6
	3. Process Streamlining. Have all responsible local agencies streamlined permitting processes and executed or committed to executing necessary memoranda of agreements prior to awarding of the project construction contract?	5
	4. Additional Support. Is the local jurisdiction and/or other local partner contributing at least 10% more than the required 3% contribution or 5% of the project cost within that jurisdiction from other sources?	5
	5. Value Capture. Is a local improvement, financing district or other value capture financing tool existing or will be established within three years of the groundbreaking date for the purpose of funding at least 10% of the project cost within the jurisdiction in which the financing tool is established?	5
	6. Advance Funding. Is there a proposal by a local jurisdiction or other party to advance funding, which would deliver all or a functional segment of the project 10% earlier?	5
	7. Impact Fees. Is there a program to collect a fee in-lieu of providing required parking and/or local traffic improvements, with revenues allocated to transportation demand management (TDM) strategies that are directly dependent on and in support of Metro's project, or a goods movement impact fee program to fund improvements, in conformance with California and federal laws?	4

	Accelerator	Points
Process (25 points)	8. Streamlined Review. Is this project currently undergoing or can commit to a streamlined planning and environmental review process that does not exceed three years in duration?	5
	9. Clearance Complete. Has this project concluded the planning and environmental review process, needing no more than a refresh of the environmental document(s), not exceeding one year in duration to complete (Operation Shovel Ready)?	10
	10. Phased Completion. Can this project be designed to phase improvements to achieve early action, incremental benefits?	8
	11. Property Availability. Has at least 75% of the required right-of-way and site acquisitions been completed or is anticipated to be completed within one year?	2
Innovations (15 points)	12. Alternative Solutions. Is there an equal or superior, less costly improvement to accomplish the capacity and performance intended by the transportation project?	3
	13. Technological Innovations. Are there technological innovations that will reduce the planned capital and/or operating cost of the project?	3
	14. Consolidated Delivery. Is there an opportunity to combine two or more projects/segments to achieve economy of scale and minimize impacts of multiple back-to-back construction over a long period of time such that the combined project construction cost is reduced by at least 25%?	3
	15. Delivery Method. Is this project the subject of a public-private partnership proposal or other unsolicited proposal that can reduce the estimated construction cost by a minimum of 10% or accelerate the delivery date by at least 5 years?	6

PROPENSITY FOR EARLY PROJECT DELIVERY

High:	67-100	Automatically advances to staff analysis and Board consideration
Medium:	34-66	Advances to staff review, which determines whether Board consideration is warranted
Low:	0-33	Does not advance to staff review nor Board consideration
Exception:	N/A	Project acceleration can unambiguously be demonstrated by an exceptional condition regardless of scoring (e.g., unexpected full funding from outside source)

MEASURE M PROJECT EVALUATION READINESS TOOL (M-PERT)

- M-PERT is an evaluation tool only—not a determinative decision tool.
- Required initial screening step (unless exceptional condition, per above).
- All Measure M projects ordered as listed in the Expenditure Plan are included.
- The above acceleration strategic inputs are set forth as “yes” or “no” questions to answer.
- A score given to each input to measure its relative strength in impacting project timing; a “yes” answer returns the possible score for that input, as listed above.
- An overall score given as a low, medium and high indicator for acceleration.
- An accounting of evaluations conducted is logged and reported.
- The M-PERT tool is for use by Metro staff, Board Directors and their deputy staff.

MAINTAINING PROJECT SCHEDULES: HOW TO HELP METRO DELIVER PROJECTS

	Responsibilities
Funding	<ul style="list-style-type: none"> • Protect all funding sources allocated to the project, per Metro’s financial plan. • Keep the project within the budgeted cost identified in the Measure M Expenditure Plan.
Partnerships	<ul style="list-style-type: none"> • Request design features that have a rational nexus to potential project impacts. • Minimize permitting requirements and ensure that ministerial actions are a staff- level decision, done timely. • Establish and maintain an effective, genuine public and stakeholder engagement process.
Process	<ul style="list-style-type: none"> • Select a Locally Preferred Alternative that can be constructed within budget or augmented with reasonably expected, new outside funding sources that are needed to achieve desired community goals and compatibility. • Pursue constructive conflict resolution, creativity and solutions that are in rough proportionality to the problem to avoid litigation delays. • Thoroughly address environmental issues and avoid project design features that trigger costly mitigation measures.
Innovations	<ul style="list-style-type: none"> • Rely upon current, proven technology for the project design, rather than await speculative innovations. • Seek any necessary regulatory reform and streamlining to allow the rapid deployment of any available state-of-the-art, proven technologies that can increase capacity, reduce travel times or improve safety, which can help keep the project on time and at or below budget.

DISCLOSURE AND RECOVERY PLAN

- A disclosure and recovery plan shall be prepared for a project at risk for delay.

ANNUAL REPORTING AND EVALUATION

- The CEO shall report annually on activities and actions pertaining to this Policy, including projects being considered for early project delivery, the number of screening inquiries conducted for each project using M-PERT and projects under or being considered for a Disclosure and Recovery Plan.

APPENDIX B: POTENTIAL EIFD ALIGNMENT MAPS

This appendix material can be found separately on an online shared files drive maintained by the City of West Hollywood here. The link to access these files is available [here](#).¹⁷

¹⁷ The full link to the Appendices can be found here:
<https://onedrive.live.com/?authkey=%21ANzIdEk2N3tarDc&id=84BDC8D4B31D04AA%2119015>

APPENDIX C: CITY-CONTROLLED REVENUE FUNDING CASHFLOWS

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¹⁸ The full link to the Appendices can be found here:
<https://onedrive.live.com/?authkey=%21ANzIdEk2N3tarDc&id=84BDC8D4B31D04AA%2119015>

APPENDIX D: VALUE CAPTURE CASE STUDIES

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¹⁹ The full link to the Appendices can be found here:

<https://onedrive.live.com/?authkey=%21ANzIdEk2N3tarDc&id=84BDC8D4B31D04AA%2119015>

APPENDIX E: EIFD REVENUES/CASHFLOWS BY ALIGNMENT AND EIFD SENSITIVITIES

This appendix material can be found separately on an online shared files drive maintained by the City of West Hollywood here. The link to access these files is available [here](#).²⁰

²⁰ The full link to the Appendices can be found here:

<https://onedrive.live.com/?authkey=%21ANzIdEk2N3tarDc&id=84BDC8D4B31D04AA%2119015>

PROCUREMENT SUMMARY

CRENSHAW/LAX NORTHERN EXTENSION TRANSIT CORRIDOR/AE64930000

1.	Contract Number: AE64930000	
2.	Recommended Vendor: Connect Los Angeles Partners, Joint Venture (WSP USA Inc. and AECOM Technical Services, Inc.)	
3.	Type of Procurement (check one): <input type="checkbox"/> IFB <input type="checkbox"/> RFP <input checked="" type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	Procurement Dates:	
	A. Issued: August 12, 2019	
	B. Advertised/Publicized: August 12, 2019	
	C. Pre-Proposal Conference: August 22, 2019	
	D. Proposals Due: September 30, 2019	
	E. Pre-Qualification Completed: June 29, 2020	
	F. Conflict of Interest Form Submitted to Ethics: September 30, 2019	
	G. Protest Period End Date: August 25, 2020	
5.	Solicitations Picked up/Downloaded: 181	Proposals Received: 3
6.	Contract Administrator: Gina Romo	Telephone Number: (213) 922-7558
7.	Project Manager: Roger Martin	Telephone Number: (213) 922-3069

A. Procurement Background

This Board Action is to approve Contract No. AE64930000 issued in support of the Crenshaw/LAX Northern Extension Transit Corridor for environmental analysis (CEQA) and advanced conceptual engineering (ACE). Board approval of contract awards are subject to resolution of any properly submitted protest.

The Request for Proposals (RFP) was issued in accordance with Metro's Acquisition Policy and the contract type is a firm fixed price. The RFP was issued with an SBE goal of 21% and a 3% DVBE goal.

Three amendments were issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on August 27, 2019, clarified the milestone schedule and extended the due date of proposals to September 23, 2019.
- Amendment No. 2, issued on September 16, 2019, extended the due date of proposals to September 30, 2019.
- Amendment No. 3, issued on September 18, 2019, provided revisions clarifying some tasks of the scope of services.

A pre-proposal conference was held on August 22, 2019, and was attended by 92 individuals, representing 72 firms. There were 41 questions asked and responses were released prior to the proposal due date.

A total of 181 firms downloaded the RFP and were included in the plan holder's list. A total of three proposals were received on September 30, 2019 from the following firms:

- Arup North America Limited
- Connect Los Angeles Partners, Joint Venture
- Mott MacDonald Group, Inc.

B. Evaluation of Proposals

A Proposal Evaluation Team (PET) consisting of staff from Metro Transportation Planning, Countywide Planning, and Project Engineering was convened and conducted a comprehensive technical evaluation of the proposals received.

The proposals were evaluated based on the following evaluation criteria and weights:

- | | |
|---|------------|
| • Degree of Skills and Experience of Team | 15 percent |
| • Experience and Capabilities of Personnel of the Team | 25 percent |
| • Effectiveness of Team Management Plan | 15 percent |
| • Understanding of Work and Approach for Implementation | 35 percent |
| • Innovation | 10 percent |

The evaluation criteria is appropriate and consistent with criteria developed for other, similar Architectural and Engineering (A&E) environmental procurements. Several factors were considered when developing these weights, giving the greatest importance to Understanding of Work and Approach for Implementation. The PET evaluated the proposals according to the pre-established evaluation criteria. This is an A&E, qualifications-based procurement; therefore, price cannot be used as an evaluation factor pursuant to state and federal law.

All three proposals received were determined to be within the competitive range and are listed below in alphabetical order:

1. Arup North America Limited
2. Connect Los Angeles Partners, Joint Venture (Connect)
3. Mott MacDonald Group, Inc.

During the period of October 2 through October 11, 2019, the PET independently evaluated and scored the technical proposals.

All firms were invited for oral presentations on October 14, 2019. The firms had an opportunity to present their proposed project manager, the team's qualifications and respond to questions from the PET. In general, each team's presentation addressed the requirements of the RFP, experience with all aspects of the required tasks, and stressed each firm's commitment to the success of the project.

Each team was asked questions relative to the team’s availability and project milestones, working with outreach and system consultants, methods to control costs and schedule, and the value-added benefits of the team’s chosen advisors.

The final scoring, after the oral presentations, determined Connect to be the highest technically qualified firm.

Qualifications Summary of Recommended Firm:

Connect Los Angeles Partners, Joint Venture (Connect) is a Joint Venture between WSP USA Inc. (WSP) and AECOM Technical Services, Inc. (AECOM). The team that Connect has brought together includes environmental specialists, engineers, architects, urban planners, outreach, surveying, modeling, and mapping experts.

The Connect team proposal provided a diverse mix of recent and relevant experience in transit projects including Metro’s Regional Connector, Purple Line Extension and West Santa Ana Branch. The proposal also demonstrated an understanding of the overview of the project area and a familiarity with the opportunities and constraints of planning, designing and environmentally clearing large scale projects. The proposal showed contextual awareness of transportation and land use and clearly articulated outcomes in a concise and compelling manner.

The organization and responsibility of key project leads is proportional to the professional experience in planning, designing and environmentally clearing each alternative presented for this project. The proposed team provided evidence of strong support on core elements of the project including transit supportive planning toolkit and first and last mile experience.

Following is a summary of the PET evaluation scores:

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	Connect Los Angeles Partners, JV				
3	Degree of Skills and Experience of Team	91.00	15.00%	13.65	
4	Experience and Capabilities of Personnel of the Team	90.00	25.00%	22.50	
5	Effectiveness of Management Plan	89.00	15.00%	13.35	
6	Understanding of Work and Approach for Implementation	92.00	35.00%	32.20	
7	Innovation	83.00	10.00 %	8.30	
8	Total		100.00%	90.00	1

9	Mott MacDonald Group, Inc.				
10	Degree of Skills and Experience of Team	87.00	15.00%	13.05	
11	Experience and Capabilities of Personnel of the Team	85.00	25.00%	21.25	
12	Effectiveness of Management Plan	81.00	15.00%	12.15	
13	Understanding of Work and Approach for Implementation	83.00	35.00%	29.05	
14	Innovation	79.00	10.00%	7.90	
15	Total		100.00%	83.40	2
16	Arup North America Limited				
17	Degree of Skills and Experience of Team	74.00	15.00%	11.10	
18	Experience and Capabilities of Personnel of the Team	71.00	25.00%	17.75	
19	Effectiveness of Management Plan	72.00	15.00%	10.80	
20	Understanding of Work and Approach for Implementation	76.00	35.00%	26.60	
21	Innovation	74.00	10.00%	7.40	
22	Total		100.00%	73.65	3

C. Cost Analysis

The recommended price of \$50,367,851 has been determined to be fair and reasonable based upon Metro's Management and Audit Services (MAS) audit findings, an independent cost estimate (ICE), the Project Manager's technical analysis, a cost analysis, fact finding, and negotiations.

	Proposer Name	Proposal Amount	Metro ICE	Negotiated Amount
1.	Connect Los Angeles Partners JV	\$63,267,803	\$27,209,436	\$50,367,851

The variance between the initial proposed price and the final negotiated price is due to scope clarifications and refinements.

The ICE prepared for the Crenshaw Northern Extension project assumed a few of the alignments that were studied would be eliminated during the advanced screening analysis. However, in January 2020, staff determined these alignments would continue as part of the environmental process as each of the alignments have potential ridership projections of 90,000 daily riders respectively, travel time savings in the eastern alignments; and access to greater jobs market for the western alignments. Therefore, the negotiated amount includes the additional alignments and the level of effort to carry the alignments forward through the environmental study.

D. Background on Recommended Contractor

The recommended firm, Connect Los Angeles Partners, Joint Venture, (Connect), is a joint venture between WSP USA Inc. (WSP) and AECOM Technical Services, Inc. (AECOM). WSP, founded in 1933, is a New York based firm with offices throughout the nation, including the Los Angeles area. They are a multi-faceted transportation company with a full team of planners, engineers and advisors. AECOM was founded in 1990 and has diversified into a global firm with full architecture, engineering, construction, planning and environmental services.

The Connect team's Project Manager is an engineer and certified planner with over 13 years of experience and was the southern California regional director of projects for the high-speed rail project. The team assembled by Connect consists of 16 subcontractors, who bring specific and relevant urban planning, civil and traffic engineering expertise to the project. Thirteen of the subcontractors are SBEs and three are DVBEs.

DEOD SUMMARY

CRENSHAW/LAX NORTHERN EXTENSION TRANSIT CORRIDOR/AE64930000

A. Small Business Participation

The Diversity and Economic Opportunity Department (DEOD) established a 21% Small Business Enterprise (SBE) and 3% Disabled Veteran Business Enterprise (DVBE) goal for this solicitation. Connect Los Angeles Partners, a Joint Venture between WSP USA Inc. and AECOM Technical Services, Inc., exceeded the goal by making a 21% SBE and 3.71% DVBE commitment.

SMALL BUSINESS GOAL	21% SBE 3% DVBE	SMALL BUSINESS COMMITMENT	21.00% SBE 3.71% DVBE
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	SBE Subcontractors	% Committed
1.	Connetics Transportation Group	0.29%
2.	Del Richardson & Associates	1.17%
3.	Here Design Studio, LLC	1.00%
4.	Intueor Consulting, Inc.	4.37%
5.	Jenkins, Gales & Martinez, Inc.	0.56%
6.	JKH Consulting	0.11%
7.	Studio M-LA	0.63%
8.	Raw International, Inc.	2.34%
9.	Suenram & Associates, Inc.	2.02%
10.	Systems Consulting, LLC	0.47%
11.	V&A, Inc.	5.31%
12.	Vicus LLC	2.31%
13.	Zephyr UAS, Inc.	0.42%
Total SBE Commitment		21.00%

	DVBE Subcontractors	% Committed
1.	Conaway Geomatics	2.70%
2.	Leland Saylor Associates	0.71%
3.	MA Engineering	0.30%
Total DVBE Commitment		3.71%

B. Prevailing Wage Applicability

Prevailing Wage requirements are applicable to this project. DEOD will 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).

C. Living Wage Service Contract Worker Retention Policy Applicability

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

D. Project Labor Agreement/Construction Careers Policy

Project Labor Agreement/Construction Careers Policy is not applicable to this Contract. Project Labor Agreement/Construction Careers Policy is applicable only to construction contracts that have a construction contract value in excess of \$2.5 million.



HOLLYWOOD

Next stop: key rail connections.

CRENSHAW NORTHERN EXTENSION



Planning and Programming Committee

August 19, 2020

Legistar File No. 2020-0174



Metro



Consider:

- RECEIVING AND FILING the Crenshaw Northern Extension Advanced Alternatives Screening Study; and
- AUTHORIZING the Chief Executive Officer (CEO) to award and execute a 30-month, firm fixed price Contract No. AE64930000 to Connect Los Angeles Partners, a joint venture between WSP USA , Inc. and AECOM Technical Services, Inc., for environmental analysis (CEQA) and advanced conceptual engineering (ACE) in the amount of \$50,367,851, subject to resolution of protests, if any.
- However, only the amount of \$2.19 M is requested in FY 21 budget for Professional Services in Cost Center 4350 (Special Projects), Project 475558 (Crenshaw Northern Extension). Upon approval of this action, staff will ensure necessary funds are allocated to the project in coherence with the Continuing Resolution until the FY 21 budget is adopted in September.

Project Overview & Background



➤ Extension of Crenshaw/LAX Line

- Originally studied as part of Crenshaw/LAX study corridor
- Deferred due to funding shortfalls (March 2008)

➤ Studies/Programming to Date

- Shovel Ready Initiative (January 2016)
- Feasibility/AA Study (June 2018)
- AA Screening Study (February 2020)

➤ Measure M Schedule

- FY 2041 Groundbreaking
- FY 2047 Revenue Service



AA Screening Study Recommendations



Recommended alignments are based on community outreach, ridership, costs, First Last Mile considerations, and engineering constraints:

- (1) San Vicente (Hybrid) Alternative
- (2) Fairfax Alternative
- (3) La Brea Alternative

Recommendations also include:

- Hollywood Bowl Extension, an extension from Hollywood/Highland Red Line station to the Hollywood Bowl
- Study of Interim Operable Segments



Summary of Procurement/DEOD



- The Request for Proposal (RFP) was issued in accordance with Metro's Acquisition Policy and the contract type is a firm fixed price. The RFP was issued with an SBE goal of 21% and 3% DVBE goal. The Connect Team exceeded goal by making 21% SBE and 3.71% DVBE commitment.
- The Connect Team proposal provided a diverse mix of recent and relevant experience in transit projects including Metro's Regional Connector and West Santa Ana Branch. The proposed team also provided evidence of strong support on core elements of the project including transit supportive planning toolkit and first and last mile experience.
- The recommended price of \$50,367,851 has been determined to be fair and reasonable based upon Metro's Management and Audit Services (MAS) audit findings, and independent cost estimate (ICE), the Project Manager's technical analysis, a cost analysis, fact finding, and negotiations.

Next Steps



- August 2020 – Award 30-month contract, subject to approval of the FY 21 Budget in September 2020, for the Environmental Impact Report (EIR), and Advanced Conceptual Engineering (ACE)
- October 2020 – Initiation of CEQA Environmental Study
- Spring 2021 – Public Scoping
- Work with Cities of Los Angeles and West Hollywood on Funding and Project Delivery Strategic Plan

