



West Santa Ana Branch City Manager Technical Advisory Committee

Thursday, February 10, 2022, 2:00 PM – 3:30 PM

TELECONFERENCE MEETING VIA ZOOM

Register in advance for this webinar:

https://us02web.zoom.us/webinar/register/WN_HqaYh1qISOihBCkYYzB0VQ

Phone: 669.900.6833 Meeting ID: 867 9174 1151

AGENDA

- | | | |
|---------|---|---|
| | 1. Welcome | John Moreno, Chair |
| | 2. Approval of Minutes | |
| 10 min. | 3. WSAB Project - Next Steps
A. Northern Segment Study
B. First/Last Mile Study Efforts
C. TOD SIP Implementation Funding Program
D. Next Step: Discussion of DEIS/EIR comments with Cities | Meghna Khanna, Senior Director, Mobility Corridor, Countywide Planning |
| 20 min. | 4. Metro Value Capture Study
A. Approach
B. Value Capture Process
C. First Step – Meetings with Stakeholders | Craig Hoshijima, Executive Officer, Strategic Financial Planning and Morgner Construction Management, Kosmont & Associates, Community Connections |
| 15 min. | 5. CM TAC Value Capture Discussion
A. Approach
B. Next Steps | John Moreno, Chair
Gilbert Livas, Vice Chair
Nancy Michali |
| 5 min. | 6. Master Cooperative Agreement Efforts | John Moreno, Chair |
| | 7. Other City Manager TAC Discussion | |
| | 8. Next CM TAC Meeting – Thursday, March 10 starting at 2:00PM via Zoom
Focus: Value Capture | |
| | 9. Adjournment | |



2. Approval of Minutes

**MINUTES OF THE MEETING OF THE
GATEWAY CITIES COUNCIL OF GOVERNMENTS**

West Santa Ana Branch City Manager Technical Advisory Committee

January 13, 2022

ZOOM Meeting

PRESENT: Chair, John Moreno, City of Paramount
Melissa Burke, City of Artesia
Len Gorecki, City of Bellflower
Art Gallucci, City of Cerritos
Raul Alvarez, City of Huntington Park
Elaine Kunitake, County of Los Angeles
Jennifer Vasquez, City of Maywood
Chris Jeffers, City of South Gate

ABSENT: Carlos Islas, City of Bell
Michael O’Kelly, City of Bell Gardens
Alfonso Noyola, City of Cudahy
Gilbert Livas, City of Downey
Carlos Fandino, City of Vernon

ALSO PRESENT: **Electeds:** Luke Klipp, Viviana Gomez, *Office of Supervisor Hahn.*
County/Cities:, Karen Lee, *City of Artesia*; Len Gorecki, *City of Bellflower.*
Metro: Fernando Dutra, *Metro Director*; Meghna Khanna, David Mieger, Laurie Lombardi, Raffi Hamparian, Craig Hoshijima, Andrew Quinn, Mark Dierking, *Metro Staff.*
Eco-Rapid Transit: Michael Kodama, Allyn Rifkin.
Gateway Cities COG: Nancy Michali, Karen Heit, Marisa Perez, Joel Arevalos, *GCCOG staff.*
Other: Matthew Gerard, *Solutions International*; Tuyen Mai.

Chairperson John Moreno called the meeting to order at 2:04 pm. He welcomed everyone back after the holidays, and given all of the COVID challenges everyone is facing.

Item 2. Approval of Minutes

Mr. Moreno asked for approval of the minutes for the previous City Manager TAC meeting held on November 1, 2021. Jennifer Vasquez, City of Maywood, moved to approve and Chris Jeffers, City of South Gate, seconded the motion, and the CM TAC approved the minutes.

Item 3. WSAB Advocacy Efforts

Mr. Moreno welcomed Fernando Dutra, Metro Director, to the meeting and turned it over to Mr. Dutra to make a presentation on the WSAB Advocacy Plan prepared by Gateway Cities Council of Governments (COG) staff.

Mr. Dutra said thank you to all of the smart, dedicated members of the WSAB City Manager TAC. He said how much he appreciated the CM TAC's hard work in developing the great WSAB Project Locally Preferred Alternative (LPA) and related action recommendations. It was an important collaborate effort by all of the WSAB Corridor cities. Now it is important for all of us to work together to push the Project forward into being a shovel-ready project as we approach the Metro Board decisions on January 19th and 27th. This is a project of local and regional importance. He requested the cities help, along with support from the COG and Eco-Rapid Transit, on the Project advocacy efforts. The WSAB Project currently has a \$4.6 billion funding gap to construct the entire alignment from the City of Artesia north through Downtown Los Angeles to Union Station. We all have a lot of work to do!

Mr. Dutra presented the **Metro Board Actions** to be approved at their January 27th Board Meeting. Metro staff plans to recommend the following actions to the Metro Board –

- Select Union Station as the terminus of the WSAB Line in Downtown Los Angeles.
- Select the Locally Preferred Alternative as a 14.9-mile segment from a new Slauson/A (Blue) Line Station to Artesia (Pioneer Station), with a new Maintenance Facility to be located in the City of Bellflower.
- Complete a study by 2023 to complete the segment from the new Slauson Station to Union Station in a more cost-effective way, include a possible station at Little Tokyo, and complete the NEPA/CEQA environmental document for this segment.
- Provide interim bus connections from the new Slauson Station to the future Union Station terminus.

Mr. Dutra stated that Supervisor Janice Hahn is fired up and wants acceleration of the WSAB Project delivery dates to earlier than those proposed by Metro staff. Support for the proposed Little Tokyo Station was well-represented at last night's COG Transportation Committee meeting.

The **WSAB Funding Plan** shows that to meet the estimated \$4.9 billion cost for the new Slauson Station to the Pioneer Station project segment, Metro staff has prepared an initial \$6.87 billion funding plan that combines local, state and federal resources. The current estimated project cost is based on a 15% level of design plus projected inflation.

- The Plan includes \$3.15 billion (updated from \$2.57 billion) in Federal New Starts funds and \$850 million in State funds – all of which needs to be secured for the Project.
- The Plan assumes that the cities along the alignment will contribute a minimum total of \$206.1 million in local contribution funding, as required by Measure M. This estimate is based on a 15% level of design, the final local contribution amount will be based on a 30% level of design. We will all work closely with Metro to meet these requirements.

Supervisor Hahn is not happy with the proposed WSAB Funding Plan, and will be requesting Metro staff to identify additional funding sources to accelerate completion of the full WSAB Project.

Mr. Dutra then launched into a presentation of the **COG's Advocacy Plan** by first emphasizing that the WSAB Corridor cities need to quickly move forward on signing the Master Cooperative Agreements. The actions identified in the Advocacy Plan need to be completed as soon as possible as we have little time before the January 27th Metro Board meeting. The first action of the Plan was distribution of letters to the Governor, Speaker and Senate Pro Tempore (Los Angeles County delegation) regarding the importance of funding the WSAB Project as part of the 2022 state budget deliberations.

For the second action item, it will be important for the Corridor's electeds and city managers to reach out to labor, business, education, health care and other community stakeholders to secure their support for the WSAB Project. It is important to identify who the Corridor stakeholders are and their contact information. Marisa Perez, Mr. Dutra's Executive Deputy, will be reaching out to electeds and city managers for stakeholder information.

Mr. Dutra went on to share the critical dates to provide comments at the upcoming Metro meetings – the Planning and Programming Committee on January 19 and the Metro Board Meeting on January 27. Ms. Perez will be reaching out to electeds and city managers with a sample letter of support to be signed and submitted. The cities are requested to concentrate their letters and meeting attendance efforts for the Metro Board meeting on January 27. Community locations have been confirmed for the Board meeting to provide live-streaming of the meeting and the ability to provide public comments on the Metro Board's proposed WSAB Project actions.

The Gateway Cities COG staff will develop and launch a WSAB Outreach Communications Toolkit to be used by COG Board Members, City Managers and stakeholders. We are requesting help in identifying contact points for stakeholders, and COG staff will follow-up with distribution of all communication materials. A press conference will be organized and held before the January 27th Metro Board meeting to demonstrate support for the WSAB Project. Other efforts will include getting the Corridor's youth involved in supporting the Project by showing them that everything that we are doing is for them.

In the future, the COG staff will draft letters for the COG Board to submit to Federal and State elected officials at key funding decision milestones. The COG will be planning advocacy meetings with policy leaders in Sacramento and Washington, D.C. Based on past experience, it is better to make our case in-person, but our efforts will be dependent on COVID meeting guidance. The Advocacy Plan is a big, aggressive plan, and the feedback from Metro and others that it is a plan unlike those prepared for other projects. Our efforts will show that the WSAB Project is the best project out there! Mr. Dutra shared the key WSAB advocacy dates for January – it is going to a busy month!

Chair Moreno stated that as the Advocacy Plan was already approved by the COG Board, this item should be a receive and file action. It is important to have the advocacy efforts underway as soon as possible. He asked if there were any comments or questions from the city managers on the Advocacy Plan. Mr. Moreno asked if the Washington, D.C. visits would be conducted with Metro lobbyists to show a united front? Mr. Dutra said that was a great idea. He has monthly meetings with Metro CEO Wiggins and would ensure that Metro and the COG work together on integrating Washington, D.C. and Sacramento meeting efforts. He noted that an additional \$1.7 billion in funding was identified for the WSAB Project yesterday – the result of the COG's and other group's efforts. Chair Moreno asked for final questions and hearing none moved the agenda on to the next item.

Item 4. Metro Board January WSAB Project Recommendations

Chair Moreno stated that the next two items will be presented by Metro staff. The first project presentation will be by Meghna Khanna, Project Manager, who will provide a presentation of the **WSAB Project Recommendations** to be presented to the Metro Board on January 27th. Ms. Khanna was joined by David Mieger.

WSAB LPA Recommendation

Ms. Khanna presented the three point recommendation that Metro staff will be taking to the Metro Board for approval –

- APPROVING Los Angeles Union Station (LAUS) as the terminus for the 19.3-mile WSAB Project.
- APPROVING the Locally Preferred Alternative (LPA) as the Slauson/A Line (Blue) Station to Pioneer Station Segment with –
 - Maintenance and Storage Facility (MSF) to be located in the City of Bellflower.
- DIRECTING staff to help deliver the Slauson/A Line to LAUS Segment before the Measure M Expenditure Plan date of FY 41 to FY 43 –
 - Identifying a cost-effective alignment route in lieu of the all-grade separated configuration currently assumed for the Slauson/A Line (Blue) Station to Union Station segment.
 - Reengaging the community to best define a project, including station design locations, which meets the changing mobility needs of Little Tokyo, Arts District, LAUS and surrounding area residents, employees and businesses.
 - Preparing a separate environmental document for this segment.
 - Identifying interim bus connections to connect Slauson/A Line to Union Station.

Ms. Khanna said that a question was raised at a previous presentation regarding the use of “Locally” in the identified “Locally Preferred Alternative” when the locally or community-approved alternative is the full alignment not just the segment from the new Slauson Station south to Pioneer Station. She clarified that the term “Locally” is required by the NEPA and CEQA environmental review processes. Ms. Khanna thanked the City of Bellflower for supporting location of the WSAB Project Maintenance and Storage Facility (MSF) in their city.

Ms. Khanna provide an overview of the key system elements required by the WSAB Project. The Project will provide aerial segments over streets, freeways and rivers. System elements include a light rail bridge over the I-105 Freeway allowing passenger connections to a new C/Green Line Station located in the median of the Freeway. This connection will provide a critical transfer point for passengers from the new WSAB Line to transfer to the existing C/Green Line and the future Crenshaw/LAX Line and the destinations they serve. A new freight bridge over the I-105 Freeway is also required. River crossings for light and freight will require modifications to existing bridges over the Los Angeles River and the Rio Hondo River, and a new bridge over the San Gabriel River. The Project will have four freeway crossings – using two existing freeway undercrossings (SR-91 and I-605), the new crossing of the I-105 Freeway, and a new “jackbox” cut under the I-710. The Project will have fifteen (15) aerial grade separations and eleven (11) at-grade light rail crossings. The Project will also require realignment of 8.1 miles of freight rail tracks in coordination with the UP Railroad and the Ports of Long Beach and Los Angeles. The MSF will be located on a 21-acre city-owned parcel in the City of Bellflower. The site is currently developed with a recreational commercial business, and the future MSF site will include a small open space for residents that will be developed and maintained by the City.

Anticipated Project Schedule for the 14.8-mile Initial Segment

With the selection of the LPA in January, the plan is for the Metro Board to certify the Final EIR in Winter 2022 and the Federal Transit Administration (FTA) to issue a Record of Decision (ROD) for the Final EIS in the Spring 2023. The **ROD is a pre-requisite to initiating the project enabling work efforts:** 1) Begin the California Public Utilities Commission (CPUC) application process for grade crossing designs; 2) initiate

right-of-way acquisition; and 3) begin relocation of freight tracks and utilities. Groundbreaking for enabling work is projected to occur in 2023 with light rail system construction scheduled to start in 2026, and operations to begin between 2033-2035.

Anticipated Schedule for the Downtown Study

With Metro Board approval, the Downtown Study for the 4.5-mile Slauson/A Line Station to Union Station (LAUS) Segment will start in March 2022 and conclude in Early 2023. Preparation of an environmental document for this segment will begin after completion of the study. The intent of the study schedule is to deliver the segment before the date identified in the Measure M Expenditure Plan (FY 41 to FY 43). The study will result in identification of a cost-effective alignment replacing the currently costly, fully-grade separated alignment through Downtown Los Angeles. The study will reengage with community stakeholders to best define the project, including preferred station locations, such as for the proposed Little Tokyo Station.

New Starts Request for Entry

In December 2021, Metro requested entry into the Project Development (PD) phase of the New Starts Funding Program from the Federal Transit Administration (FTA). The request initiated a 45-day FTA review and response process. Project Development is the first formal phase of the New Starts process. Several requirements must be completed during the PD phase, including the Federal environmental review process, selecting the LPA and adopting in into a fiscally constrained long range transportation plan.

Interim Bus Connections

Interim bus connections will be planned to provide access to LAUS while the Slauson-LAUS segment is under construction.

Ms. Khanna ended her presentation with a thank you to the CM TAC cities for their coordination and cooperation in getting to this important WSAB Project decision point.

CM TAC Discussion

Chair Moreno thanked Ms. Khanna and asked for questions and comments. He started the discussion by asking a question about the **Project Schedule**: if Metro finds the funding to accelerate the Project, is it possible to expedite the Project? Ms. Khanna responded funding for the first segment will be provided by State and Federal funding (recently passed Infrastructure Bill) sources. As currently designed, the Project has a \$5.4 billion funding gap is too large to fund. Identifying a more cost-effective design and reduce the funding gap.

Mr. Moreno said he was more interested in expediting the Initial Segment. The original completion date was 2028 – is it possible to accelerate the project so it can be done by 2028, rather than 2033-2035?

Ms. Khanna there are significant project design and construction issues to be resolved for the Initial Segment, including relocating existing freight tracks and building new freight tracks, building the new Slauson Station beside the existing A/Blue Line Slauson Station, and the new C/Green Line Station in the middle of the I-105 Freeway. Metro staff is looking for ways to expedite the Project by addressing these challenging issues.

Mr. Moreno asked if it is logistically possible? Ms. Khanna stated that completing the project in five years after the ROD will be challenging.

Mr. Moreno said he had been asked if **widening of the I-105 Freeway was included in the Project?** Ms. Khanna said that **the new C Line/I-105 Station can fit within the existing freeway right-of-way and widening of the freeway is not required.** The existing freeway lanes will be narrowed, and the outside bridge columns will be removed as the new bridges are being designed as two-span bridges rather than the current three-step bridge design. Mr. Moreno asked if the freeway frontage road would be narrowed? Ms. Khanna responded no, the frontage road would remain as currently configured. Mr. Moreno asked if the Project design was taking the Express Lane Project into account? Ms. Khanna said yes the project design does – the WSAB Project design will incorporate both projects..

Mr. Jeffers, City of South Gate, asked with the projected completion of construction in 2033-2035, **when will the WSAB Line begin operations?** Ms. Khanna clarified operations will begin sometime between 2033 and 2035. Mr. Jeffers stated that he understood that completion of the physical construction was one date and that the Project will require 6-9 months of operational activities, or another layer of Project-related activities. Are operational activities included in the Project Schedule? Ms. Khanna answered that yes, the Project Schedule does include operational testing.

Mr. Moreno asked for any additional questions from the city managers? He asked **where (within the Project Corridor) will the Project construction start?** Ms. Khanna stated that June Susilo and her Project Development team will determine that as part of the Project Delivery Decision process during 2022. The Project starting place is not identified at this point. Mr. Moreno requested that the starting point be clarified sooner rather than later as cities want to know when they are going to be impacted. Please keep us informed. The cities would be happy to give input into the process. Mr. Moreno asked for any other questions from the CM TAC and hearing none, moved on to the next agenda item.

Item 5. Metro Board January WSAB Funding Plan and P3 Assessment Update

Mr. Moreno introduced Mr. Hoshijima, Executive Officer, Strategic Financial Planning, to provide a presentation on the proposed WSAB Funding Plan. He will be joined by Andrew Quinn, Senior Director, Office of Extraordinary Innovation (OEI), to provide an update on the P3 Assessment Process.

Mr. Hoshijima started his presentation by stating that the proposed Funding Plan being shared today was presented to the Metro Board in December for review and comment. While the ultimate goal is to deliver the WSAB Project from the Pioneer Station to Downtown Los Angeles, the current funding plan efforts have focused on the Recommended LPA segment not the entire Project length. The Downtown Study will be undertaken to refine the design and hopefully lower the cost of the Downtown Los Angeles segment.

The funding challenge is that the WSAB Project Draft EIS/EIR cost estimates are much higher than originally planned for based on the prior estimates (in current dollars) included in the Measure M Expenditure Plan. The Measure M cost estimate for the full line from Pioneer Station to Downtown with Union Station as a terminus (Alternative 1A) was \$4 billion. Today, the full line cost estimate has more than doubled to \$8.567 billion (in current dollars), or an increase of \$4.567 billion. The current projected cost for the Pioneer Station to Slauson Station segment (the Recommended LPA) is \$4.902 billion.

There is significantly more project cost to secure funding for – and a corresponding shortfall in identified funding. With a projected funding gap for the full alignment of at least \$4.6 billion, the proposed funding strategy focuses on a more aggressive Federal New Starts grants strategy. The recently passed

Federal Infrastructure Bill did increase the amount of funding possibly available for the WSAB Project. Metro staff is exploring other federal resources that may be available, and proceeding with an analysis of P3 project delivery.

Funding sources

The proposed Funding Plan call for Metro to –

- Seek \$3.15 billion New Starts funding for the Recommended LPA; the request is limited to less than 50% so the WSAB Project will receive a higher rating in the New Starts Program from FTA.
 - Note that New Starts grants are paid out over many years, frequently beyond completion of project construction, and Metro will have to borrow until federal funds are available; borrowing will increase the Project cost.
- Target State funding - \$850 million.
- Compile \$3.12 billion in local funds, including Measure M, Measure R, 3% Local Contributions and innovative financing, such as from pension funds.
- Work to secure value capture as a funding source. Metro and the Corridor cities will continue to pursue development of value capture funding sources. The intent is to identify station area boundaries ¼-mile radius around each station, and identify potential development and tax resources that could be generated over the next 20-30 years.
 - The effort will involve the Corridor cities and the County of Los Angeles, and extensive analysis (and adoption/implementation efforts), which can take multiple years.
 - Funding generated can be used for cities to make their 3% local contributions.

The funding plan allows for completion of the Project segment from Pioneer to Slauson as early as FY33 to FY35, earlier than identified by the Measure M Ordinance; new funding can advance the schedule.

As currently designed, the all-grade-separated configuration for the Slauson/A Line (Blue) Station to Union Station segment is estimated to cost at least \$4.6 billion. With Metro Board action, the Downtown Segment study efforts will include working with downtown communities to evaluate ways to reduce the cost of the northern segment. The study will result in selection of the segment, revised segment costs for which additional funding will be required.

Mr. Hoshijima handed the presentation over to Mr. Quinn to provide an update on the P3 Assessment Process. The assessment of the P3 delivery option has been ongoing since the WSAB Project was identified as a possible P3 delivery candidate. The Metro P3 Assessment Process has 10 steps, and staff has recently completed Step 6 Evaluation of Value for Money & Financial Analysis, which compares P3 and current project delivery tools in multiple project areas. As part of the evaluation effort, Metro staff tested market interest by meeting with potential investors in Fall 2021, and found a high level of interest in the WSAB Project.

As part of Step 7 Project Funding & Affordability Assessment, Mr. Quinn and his group are working with Ms. Khanna and Mr. Hoshijima to identify a viable funding plan. Completion of Step 8 Board Selection of Project Delivery Method is scheduled for Summer 2022. With Board action, the team will proceed to Step 9 with preparation of procurement packages for the Board-approved Project Delivery Method.

Advantages of P3 procurement include the following. Based on P3 assessment efforts, investors, including pension and ESG funds among others, are projected to raise approximately \$2 billion of private financing for the WSAB Project. This would reduce the amount of funding required of Metro during construction, and would allow Metro to build more of the Project sooner. P3 delivery would reduce project risks by providing greater cost and schedule certainty than the typical Design-Build (DB) delivery method used by Metro by tying payment to performance (and delivery). Full payment by Metro would not be due until when the rail line is operational, and the P3 operator would be required to keep the WSAB Project operating as a high-quality project. As part of any Metro-P3 agreement, the P3 contractor would be required to negotiate comparable agreements with Metro’s existing labor unions for operations and maintenance efforts.

Mr. Hoshijima concluded the presentation by discussing **Additional Funding Actions** –

- ✓ Request entry into the FTA New Starts Project Development for the Recommended LPA (completed).
- Board action on Project Delivery Method in Summer 2022
- Procure technical advisors for value capture financings that will help initiate a potential multi-year process.

Mr. Hoshijima concluded his presentation by saying that Metro looks forward to working with the WSAB Project cities to move WSAB Project value capture opportunities forward.

CM TAC Discussion

Chair Moreno asked if there were any questions on the funding or P3 presentations?

Mr. Jeffers asked, seeing how inflation is ramping up, does Metro have any concerns that increasing inflation will further impact the WSAB Project’s funding gap situation? Mr. Hoshijima said that this is a common risk on all Metro projects, and that Metro is monitoring and evaluating rising inflation’s impact on the WSAB Project cost.

Chair Moreno asked for any further questions or comments on this item, and hearing none, thanked Metro staff for their excellent presentations and moved on to the next agenda item.

Item 6. Overview of 2022 Efforts

Mr. Moreno introduced the final item providing an overview of upcoming issues and efforts for the CM TAC. 2022 will be a busy year for us as we address several key issues and decisions that will set the framework for the WSAB Project. While it may seem that our efforts may be quieting down looking at Metro’s Project Schedule, we will be on the hot seat to –

1. **Work with Metro on reducing Project risk and refining Project details.** Finishing up the MCAs is a priority!
2. In related efforts, the **CM TAC will be setting the direction and parameters for future station area planning and development efforts through three study efforts.**

Project Schedule

Mr. Moreno presented a summary of the **Project Schedule** dates that will require CM TAC/City input –

- Board approves/certifies the Final EIR Winter 2022
- FTA Issues a Record of Decision (ROD) Spring 2023
- With issuance of the ROD, project acquisition and enabling work can begin. 2023-2026

City/City Manager TAC Efforts Before the Record of Decisions

- **Master Cooperative Agreements executed by all cities.** February-April 2022
- **Work with Metro Planning/Construction staff** to reduce Project risk, such as permitting process and coordination on utilities and signal systems, etc.; and to ensure all city comments have been addressed in the Final EIS/EIR, and appropriate mitigation measures are identified/included in the Project design plans. February 2022 → Late Fall 2022

Related Project Efforts

The City Managers/CM TAC will set the direction for and implement the recommendations identified in the following studies for future station area access, public realm and development plans.

Metro Value Capture Study – A consultant team is being selected by Metro and the study efforts will start in February/March and are expected to conclude with implementation recommendations in December 2022. **The Value Capture Study is the most important effort** for the future of the station areas. The CM TAC/city managers need to be closely involved in guiding decisions, such as how the increased “value” will be captured and how the resulting funds will be used. Cities have planned on using these possible funds for station area infrastructure, access and development-related improvements, while Metro is seeking to use the “value” generated for the Project construction funding shortfall.

While the day-to-day efforts for the following two studies may be deferred to your Planning Directors/ Public Works Directors, it is important that city managers stay involved and guide the projects and their recommendations. The First/Last Mile planning efforts will have impacts on funding and other commitments required from each WSAB Corridor city.

The First/Last Mile Study efforts will start in March/April by Metro staff working closely with the cities impacted by each station area. The study purpose is to develop station area active transportation access plans, including public realm improvements. The station area plans are anticipated to be completed within one year (April 2023+). The end result will be station-specific plans and list of projects to be approved by each city and Metro. Please note that the resulting plans will have impacts on/benefits for future station area development. The cities will then be eligible to start the funding application process to implement the identified projects.

The COG Land Use/Housing Study effort will provide an overview of possible station area land use/housing decisions through parametric modeling. It will be led by Melani Smith, the COG Director of Regional Planning, and will start in February and is anticipated to take a year. The parametric model will allow cities to quickly identify and assess different station area land use scenarios – at a plan level and three-dimensionally. It will also provide an opportunity to evaluate housing decisions at both a Corridor- and a station area-level.

Mr. Moreno presented a proposed **Overview of a Six-month CM TAC Meeting Schedule**, which will allow for the CM TAC to accomplish all of these tasks in a focused manner not requiring meetings every month, allowing time for cities to address their own city managers responsibilities, such as annual budget preparation. We will have a busy start to the year and then have the opportunity to defer CM TAC meetings to a more quarterly, as-needed basis.

CM TAC Discussion

Chair Moreno asked if there were any questions or comments from the CM TAC on this item.

Ms. Khanna raised the point that city implementation of the First/Last Mile Projects can help offset the 3% Local Contribution requirement. Mr. Moreno responded thank you for bringing that up as the 3% price tag is high and cities are looking ways to reduce the cost.

Mr. Jeffers Value stated that he thought that a workshop would be good as to clarify the role the cities will be playing in the value capture discussion (and implementation). What are the tools and what will the process be? He is unfamiliar with value capture – what have other cities have done?

On the advocacy effort side, on the Gold Line Extension Project, cities were more active in reaching out to state and federal officials for funding. It helped the cities stretch their available funds for project-related improvements. He is very supportive of the advocacy efforts as the message can wane over time. For the Gold Line, cities held –

- Quarterly meetings with staff
- Annual meetings with state representatives.

Important for CMs to push on value capture efforts – happy to pay for a consultant to explain value capture tools and benefits/challenges. Mr. Moreno responded Nancy Michali is on top of the hiring a consultant issue, We will be coming back with options at the next CM TAC meeting. Mr. Dutra brought up the important issue of reaching out to state and federal officials frequently, and the value of having the CM TAC and City Managers involved along with the COG. We know the details and how to implement projects and policies.

Nancy Pfeffer, Executive Director, Gateway Cities COG, stated that is important to have the COG involved and for the COG to involve the CM TAC in advocacy efforts. Mr. Jeffers is right about the need for frequent interaction with elected officials. The COG is striving to do that through the COG-developed Advocacy Plan and will continue to do so. The COG will be providing the tools for the cities to participate in on-going advocacy efforts.

Mr. Jeffers said he is trying to share his Gold Line experience. Metro paid for building and lobbying, and assessed the cities to fund marketing efforts. A \$25,000 marketing investment can turn into a significant investment in the future. What about dedicated staff or a consultant for the Project? ERT and COG dues could go towards that goal, or cities could use their Prop A funds to pay for this effort. We should place this issue on the agenda to discuss further. Is the COG's lobbyist in Sacramento available to help? Ms. Pfeffer said yes, let her know what he can do for the cities. Mr. Jeffers said it will be important to coordinate Corridor lobbyist efforts.

Karen Lee, City of Artesia, wanted to make comments to dovetail with those made by Mr. Jeffers. Adam Schiff established the Gold Line Foothill Extension Construction Authority – a remarkable achievement. ERT provides political support and the COG and the CM TAC address planning – what about construction help for the cities?

Chair Moreno asked for any further questions or comments on this item, and hearing none, moved on to the next agenda item.

Item 7. Other City Manager TAC Discussion

Chairperson Moreno asked if there were any other issues for discussion, or any final questions and comments from CM TAC members, and hearing none moved to adjourn the meeting.

Item 8. Next CM TAC Meeting

The next CM TAC meeting is scheduled for February 10, 2022, and will focus on the upcoming Metro Value Capture Study effort.

Item 9. Adjournment

Chairperson Moreno moved to adjourn the meeting at 3:30 pm.