



Connecting its cities via environmentally effective rapid transit

Eco-Rapid Transit, formally known as the Orangeline Development Authority, is a joint powers authority (JPA). Its Board of Directors consists of the following public entities and primary representatives:

**County of Los Angeles**

Hon. Janice Hahn  
Supervisor, Forth District

**City of Artesia**

Hon. Ali Sajjad Taj  
Chair of the Board

**City of Bell**

Mr. Jesus Casas

**City of Bell Gardens**

Hon. Alejandra Cortez  
Secretary of the Board

**City of Cerritos**

Hon. Bruce Borrows

**City of Cudahy**

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Vice Chair of the Board

**City of Downey**

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(Vacant)

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**City of Maywood**

Ms. Angelina Martinez

**City of Paramount**

Hon. Isabel Aguayo  
Treasurer of the Board

**City of South Gate**

Hon. Maria Davila

**Burbank-Glendale-Pasadena**

**Airport Authority**

Hon. Frank Quintero

Executive Director  
Eric C. Shen, P.E., PTP, CPE

General Counsel  
Matthew T. Summers

Ex-Officio  
Ricardo Reyes  
City Manager Representative

Internal Auditor  
(Vacant)

## ECO-RAPID TRANSIT

### BOARD OF DIRECTORS

#### REGULAR MEETING

April 12, 2023, Wednesday  
6:30 PM Pacific Daylight Time (PDT)

\*\*\*\* IN-PERSON \*\*\*\*

[16401 Paramount Boulevard](#)  
[Paramount, California 90723](#)

TELECONFERENCE MEETING VIA [ZOOM](#) (NEW LINK)

Meeting ID: 813 5448 0188

Passcode: 553831

One tap mobile: +16694449171,,81354480188#,,, \*553831# US

### A G E N D A

Agenda reports and other written documents are available on the eco-rapid transit website at [www.eco-rapid.org](http://www.eco-rapid.org).

Public comments on items on the agenda will be taken at the time the item is called and are limited to 3 minutes per speaker.

#### PRELIMINARY BUSINESS

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Public Comments

#### CONSENT CALENDAR

5. The items listed under the Consent Calendar are considered routine and will be enacted by one motion. There will be no separate discussion of these items unless a Board member or the General Public so requests, in which event the item will be removed from the Consent Calendar and considered separately:

- A. Approval of Minutes of March 23, 2023
- B. Treasurer's Report and Warrant Register dated March 31, 2023

#### ACTION ITEM - NONE



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## INFORMATION ITEM

6. West Santa Ana Branch (WSAB) Project - Corridor Governance Plan, Final Draft Plan Discussion
7. Executive Director Verbal Report
8. Chair's Comments
9. Announcements/Board of Directors Comments

## ADJOURNMENT

ERT BOD 20230412 AGENDA VF.DOCX

**MINUTES OF THE SPECIAL MEETING OF  
ECO-RAPID TRANSIT/ORANGELINE DEVELOPMENT AUTHORITY  
March 23, 2023  
Teleconference Meeting via Zoom or by Phone**

**CALL TO ORDER**

Vice Chair Gonzalez called the meeting to order at 6:33 PM Pacific Standard Time. A quorum (7 voting members out of 12 filled seats) was reached; thus, action items were taken by the Board.

**PLEDGE OF ALLEGIANCE**

Director Macias (Huntington Park) led the assembly in the flag salute.

**ROLL CALL**

Voting Board of Directors were present (listed by agency and position on the Board):

1. City of Cudahy – Hon. Jose R. Gonzalez, Vice Chair
2. County of Los Angeles Supervisor Hahn’s Office – Luke Klipp, Director
3. City of Bell Gardens – Hon. Alejandra Cortez, Director
4. City of Huntington Park – Hon. Karina Macias, Director
5. City of Maywood - Ms. Angelina Martinez, Director
6. City of Paramount – Hon. Isabel Aguayo, Treasurer
7. City of South Gate – Hon. Maria Davila, Director

Eco-Rapid Transit Staff:

8. Eric Shen, Executive Director
9. Thais Alves, Deputy General Counsel
10. Kathryn Morrison, Administrative Services Manager

**PUBLIC COMMENTS**

No written public comments were received prior to the meeting. Vice Chair Gonzalez opened the meeting to public comments via Zoom.

Kaaren-Lyn Graves, Project Director at the Arizona Hispanic Chamber of Commerce, offered their thanks to Executive Director Shen and Administrative Services Manager Kathryn Morrison of Eco-Rapid Transit for meeting with them.

No further comments were received.

**ITEM 5 – CONSENT CALENDAR**

No written public comments were received prior to the meeting. No additional public comments were received during the meeting.

- a) **Approval of Minutes of February 8, 2023**
- b) **Teleconferencing Legislation: AB 361 and Resolution 2023-03 of the EcoRapid Transit Authority Board of Directors Authorizing Remote Teleconferencing Meetings of the Eco-Rapid Transit Board of Directors Pursuant to Government Code Section 54953(e) for the Continuance of Virtual Meetings and Teleconference as the County of Los Angeles is Under Certain Emergency Orders and Still Promotes Social Distancing and the Use of Face Mask**

**MOTION:** Board Director Macias (Huntington Park) moved to approve the Consent Calendar. Director Davila (South Gate) seconded the motion. The item was approved unanimously by roll call vote.

**ITEM 6 – TREASURER’S REPORT DATED FEBRUARY 2023, WARRANT REGISTER DATED FEBRUARY 8, 2023**

***Recommended Action: Approve Treasurer’s Report and Warrant Register, defer all other payments pending available funding.***

No written public comments were received prior to the meeting. No additional public comments were received during the meeting.

Executive Director Shen proceeded with a report and recommendation. Staff recommended to the Board to approve Treasurer’s Report and Warrant Register and to defer payments pending available funding. Funds were insufficient to pay December 2022 employee salaries, January invoices, and February invoices. Advanced membership payments were received from Cerritos, South Gate, Hollywood-Burbank Airport Authority, and Bell. Staff to issue payments for January invoices and salaries with Board approval. The combined Warrant Register for February and March 2023 to be presented for approval on April 12, 2023. Future invoices expected to be paid timely by the end of April.

Vice Chair Gonzalez opened the meeting to comments and questions. Director Klipp (LA County) inquired for clarification on that payment deferment was included in the motion. Executive Director Shen confirmed its inclusion in the action.

**MOTION:** Board Director Davila (South Gate) moved to approve the Item. Director Klipp (LA County) seconded the motion. The item was approved unanimously by roll call vote.

**ITEM 7 – REPORT ON THE KONICA COPIER ISSUE**

***Recommended Action: Review findings and direct staff to take appropriate action.***

No written public comments were received prior to the meeting. No additional public comments were received during the meeting.

Executive Director Shen proceeded with a report and recommendation. He provided that under the advice of General Counsel, the Authority has no legal obligation to continue paying the remaining monthly payments through August 2023 nor to inherent the machine. The Board may consider directing staff to continue monthly payments through the lease term and additional late penalties or closing costs. Costs to be added to budget deficit and paid through increased membership fees.

Deputy General Counsel Thais Alves provided further clarification on the Item. They found through past documents that ERT does not have a legal contract with Konica or Mr. Kodama for payment of the copier. The Board has historically paid for monthly invoices and not the lease for the machine. The Board may decide to pay for the remaining lease term, though the lease agreement has not been reviewed.

Director Davila (South Gate) inquired on if the machine is in use and the monthly cost of the machine. Executive Director Shen confirmed that it is not in use and provided that the monthly cost is approximately \$429. He also provided that under advice from General Counsel, monthly payments concluded December 2022. Director Davila recommended to stop payment given the budget deficit.

Director Macias (Huntington Park) also recommended to end monthly payments.

Director Martinez (Maywood) commented via chat for the funds to be used in a more efficient manner and expressed appreciation for the Board's work.

Director Davila (South Gate) asked for clarification on the recommendation. Executive Director Shen provided that there is no direct recommendation, but rather to direct staff to uphold staff position to discontinue payments starting January 2023.

**MOTION:** Board Director Davila (South Gate) moved to approve the motion. Director Macias (Huntington Park) seconded the motion. The motion was approved unanimously by roll call vote.

## **ITEM 8 – NEW LOGO IDEAS**

***Recommended Action: Review and draft logos and select a preferred design.***

No written public comments were received prior to the meeting. No additional public comments were received during the meeting.

Executive Director Shen proceeded with a report and recommendation. He presented 5 new logo design ideas as a part of modernization and rebranding efforts. He noted that the logo should work in black and white tones, work in multiple sizes, and be simple, unique, and memorable.

Vice Chair Gonzalez opened the meeting to comments and questions. Director Klipp (LA County) commented on their excitement for LA County's involvement in the West Santa Ana Branch Project and noted their preference towards to the 5<sup>th</sup> design concept given the revision of the letter A.

Director Davila (South Gate) expressed her preference towards the 1<sup>st</sup> and 3<sup>rd</sup> design concepts. She also recommended that the design concepts be presented again to the entire Board.

Executive Director Shen directed the Board to further contemplate the presented designs with consideration of designer costs.

Vice Chair Gonzalez expressed that the designs should be presented again to the entire Board in the April 12<sup>th</sup> meeting and expressed thanks to the design team.

**MOTION:** The Item was deferred to the April 12, 2023 meeting.

## **ITEM 9 – EXECUTIVE DIRECTOR’S VERBAL REPORT**

Executive Director Shen presented the new web page for Eco-Rapid Transit as a part of the modernization efforts. Web content improvement, language translations, and photo and video improvements to be continued. He also apologized for the cancelling of the March 8<sup>th</sup> meeting due to technical difficulties but reassured the Board on the April 12<sup>th</sup> meeting. He welcomed feedback from the Board and presented the location of Board meeting Agendas and Meeting Minutes.

He acknowledged the Cities of Cerritos, South Gate, Bell, and the Airport Authority for responding to the advancement of membership dues. He also thanked the City of Paramount for considering the request of advanced payment at its March 28, 2023 Council meeting.

## **ITEM 10 – VICE CHAIR’S COMMENTS**

Vice Chair Gonzalez welcomed Luke Klipp and Viviana Gomez from Supervisor Hahn’s Office to the Board of Directors. He also thanked Supervisor Hahn on her support towards rebranding the West Santa Ana Branch Project and the 3% local contribution to the implementation of the Project.

## **ITEM 11 – ANNOUNCEMENTS/BOARD OF DIRECTORS COMMENTS**

Director Macias (Huntington Park) welcomed Mr. Klipp to the Board and expressed her appreciation towards the modernization efforts. She also acknowledged the work being done at Supervisor Hahn’s office in advocacy of the southeast section of the Corridor.

Next meeting to be held on April 12<sup>th</sup>, 2023. It will be a hybrid format at the Gateway City Council of Government Clearwater building.

## **ITEM 12 - ADJOURNMENT**

The Board Meeting was adjourned at 7:25pm Pacific Daylight Time.

Attest:

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Secretary

Approved:

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Chair

**Item 5B****ORANGELINE DEVELOPMENT AUTHORITY  
ECO-RAPID TRANSIT****TREASURER'S REPORT  
FOR THE MONTH MARCH 2023  
(PREPARED ON APRIL 12, 2023)****Bank of the West**

<b>*Cash, beginning balance (deficit)</b>	-\$8,889.92
	<b><u>-\$8,889.92</u></b>

**Receipts:**

City of Huntington Park (HP SB1 Invoices 14 & 15)	\$16,135.45
City of Cerritos (Membership)	\$18,559.85
Airport Authority (Membership)	\$32,345.33
City of Bell Gardens (Membership)	\$3,859.37
City of South Gate (Membership)	\$37,281.69


<b>Total cash receipts</b>	<b><u>\$108,181.69</u></b>
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**Expenditures:**

Bank fee/Positive Pay Service/Other Charges	-\$35.00
Voided Check No. 13272 (Colantuono, Highsmith)	\$1,710.00
Warrants, approved on 2/8/23	-\$31,061.95
<b>Total expenditures</b>	<b><u>-\$29,386.95</u></b>

<b>Cash, ending balance</b>	<b><u>\$69,904.82</u></b>
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**Isabel Aguayo, Treasurer**

DocuSigned by:

**Reviewed by City of South Gate:**


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**ORANGELINE DEVELOPMENT AUTHORITY  
ECO-RAPID TRANSIT  
WARRANT REGISTER  
(APRIL 12, 2023)**

<b>NAME</b>	<b>AMOUNT</b>
SHEN AND ASSOCIATES, LLC (Admin General)	\$5,091.70
SHEN AND ASSOCIATES, LLC (Admin General)	\$12,656.40
SHEN AND ASSOCIATES, LLC (Grant Funds)	\$250.00
CRISTINA QUINTERO (Admin General)	\$5,483.40
38ALPHA, LLC	\$5,064.35
38ALPHA, LLC	\$5,035.89
BRUNO NAULLS (General Fund)	\$549.25
BRUNO NAULLS (Grant Funds)	\$422.50
BRUNO NAULLS (Grant Funds)	\$650.00
BRUNO NAULLS (General Fund)	\$211.25
BRUNO NAULLS (Grant Funds)	\$162.50
PRO-TECH PROPERTY INSPECTIONS, INC.	\$6,625.00
PRO-TECH PROPERTY INSPECTIONS, INC.	\$5,044.00
MARIA BARQUERA (General Fund)	\$80.00
MARIA BARQUERA (General Fund)	\$160.00
LA FORET ADVERTISING	\$450.00
COLANTUONO, HIGHSMITH & WHATLEY	\$9,135.00
COLANTUONO, HIGHSMITH & WHATLEY	\$5,639.11
HR&A ADVISORS, INC. (Grant Funds)	\$16,450.00
 <b><u>VOIDED CHECKS</u></b>	
COLANTUONO, HIGHSMITH & WHATLEY	-\$1,710.00
 <b><u>REPLACEMENT CHECKS</u></b>	
 <b>TOTAL DISBURSEMENTS</b>	 <b>\$77,450.35</b>



REPORT: 04/12/2023  
RUN: 04/12/2023



Check #	Invoice #	Dated	Name	Distribution	Net Amount
13277	2023-02	2/28/2023	SHEN AND ASSOCIATES, LLC (Admin General)	Professional Services/General Fund	\$5,091.70
13278	2023-03A	3/31/2023	SHEN AND ASSOCIATES, LLC (Admin General)	Professional Services/General Fund	\$12,656.40
13279	2023-03B	3/31/2023	SHEN AND ASSOCIATES, LLC (Grant Funds)	Professional Services/Artesia TOD Governance	\$250.00
13280	2023-01	1/31/2023	CRISTINA QUINTERO (Admin General)	Professional Services/General Fund	\$5,483.40
13281	2023-02	2/28/2023	38ALPHA, LLC	Professional Services/General Fund	\$5,064.35
13282	2023-03	3/31/2023	38ALPHA, LLC	Professional Services/General Fund	\$5,035.89
13283	2023-02A	2/28/2023	BRUNO NAULLS (General Fund)	Professional Services/Cerritos TOD Governance	\$549.25
13284	2023-02B	2/28/2023	BRUNO NAULLS (Grant Funds)	Professional Services/Caltrans Community Corridor	\$422.50
13285	2023-02C	2/28/2023	BRUNO NAULLS (Grant Funds)	Professional Services/General Fund	\$650.00
13286	2023-03A	3/31/2023	BRUNO NAULLS (General Fund)	Professional Services/General Fund	\$211.25
13287	2023-03B	3/31/2023	BRUNO NAULLS (Grant Funds)	Professional Services/Cerritos TOD Governance	\$162.50
13288	2023-02	2/28/2023	PRO-TECH PROPERTY INSPECTIONS, INC.	Professional Services/General Fund	\$6,625.00
13289	2023-03	3/31/2023	PRO-TECH PROPERTY INSPECTIONS, INC.	Professional Services/General Fund	\$5,044.00
13290	2023-02	2/28/2023	MARIA BARQUERA (General Fund)	Professional Services/General Fund	\$80.00
13291	2023-03	3/31/2023	MARIA BARQUERA (General Fund)	Professional Services/General Fund	\$160.00
13292	980	2/15/23	LA FORET ADVERTISING	Web Maintenance/Eco-Rapid Transit	\$450.00
13293	54954	2/13/23	COLANTUONO, HIGHSMITH & WHATLEY	Legal Services/General Fund	\$9,135.00
13294	55293	3/13/23	COLANTUONO, HIGHSMITH & WHATLEY	Legal Services/General Fund	\$5,639.11
13295	2/16/2023	INV0877	HR&A ADVISORS, INC. (Grant Funds)	Professional Services/Artesia TOD Governance	\$16,450.00
<b>Sub Total Disbursements</b>					<b>\$79,160.35</b>

**Voided Checks**

13272      2/8/23      COLANTUONO, HIGHSMITH & WHATLEY      -\$1,710.00

**Replacement Checks****Total Disbursements****\$77,450.35**

Approved for payment by Eco-Rapid Transit Board of Directors: \_\_\_\_\_

DocuSigned by:

*Kristopher Ryan*  
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Reviewed by City of South Gate: \_\_\_\_\_



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## AGENDA REPORT

TO: Members of Eco-Rapid Transit Board of Directors

FROM: Eric C. Shen, Executive Director 

DATE: April 12, 2023

SUBJECT: **ITEM 6: WEST SANTA ANA BRANCH (WSAB) - CORRIDOR GOVERNANCE PLAN PROJECT, FINAL DRAFT PLAN DISCUSSION**

Public comments on items on the agenda will be taken at the time the item is called and are limited to 3 minutes per speaker.

## RECOMMENDATION

Staff recommends the Eco-Rapid Transit Board:

1. Receive the presentation of the Final Draft WSAB Corridor Governance Plan and consider the following governance model alternatives to implement soon:
  - a. Option 1 – Creating a new independent entity
  - b. Option 2 – Incorporating the entity within Eco-Rapid Transit JPA
2. Receive the presentation and return at the next regularly scheduled Board meeting to issue a recommendation for consideration and acceptance of the Final Plan.

## ISSUES

Staff and Project consultants will present the final draft of the WSAB Corridor Governance Plan and seek input from the Board of Directors regarding the presentation of the Project's Final Draft Plan.

## BACKGROUND

### WSAB Corridor Governance Plan Project

In partnership with Eco-Rapid Transit and WSAB Corridor Cities, Metro awarded the City of Artesia a grant to build upon the Transit Oriented Development Strategic Implementation Plan (TOD SIP) for the West Santa Ana Branch Corridor light rail alignment.



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In October 2021, the Eco-Rapid Transit Board approved an agreement to start working with the City of Artesia and other cities to develop the WSAB Corridor Governance Plan. The participating corridor cities include Huntington Park, Bell, Bell Gardens, Cudahy, Cerritos, Downey, Maywood, and South Gate, and Ms. Karen Lee is the City of Artesia's project manager for the Project.

The Scope of Project was to look at the alternative governance structure models and evaluate their application to the corridor-wide goals and viability in working with the cities. To achieve this objective, HR&A Advisors and Steer Group were procured to develop the Governance Plan. HR&A Advisors were responsible for the overall structure of the Plan and Steer Group focused on the approach to address corridor-wide parking challenges.

Potential structures included were an economic development corporation, public private benefit corporation, modified joint powers authority, enhanced infrastructure finance district (EIFD's required entity), not for profit development corporation, or other entity.

The Project analyzed how to use each governance model to address equity for local businesses and individuals, attract investment and market growth industries to the corridor; build sustainable infrastructure and multi-city TODs with First Last mile improvements as well as utilize a variety of value capture and other financing tools to finance the corridor-wide improvements.

Additionally, the Plan develops a coordinated pursuit for corridor funding and policies that balances regional and local objectives from a governance context. The study includes case study examinations of models identified in the TOD SIP (e.g., Greater Sacramento Economic Council), as well as other relevant multi-jurisdictional organizations and structures.

To further the Plan, an Advisory Group was formed from the participating WSAB corridor cities to gather opinions as well as vital data regarding the development of a governance structure that would be most beneficial and equitable to all corridor cities.

### **Advisory Group Meetings/Development of the Plan:**

1. The kick-off Advisory Group meeting was held on July 21, 2022 to discuss each cities contribution to the data that was gathered leading up to the group meeting. Each participating city was interviewed and given the opportunity to share their concerns and provide input regarding the possible governance structures, as well as discuss their priority policy focus areas. Once staff met with all participating cities, the data was provided to the Project Consultant's and the following meetings with specific governance topics were scheduled:
2. Organizational Structure Meeting: (October 2022) – At this meeting, HR&A presented high-level findings and takeaways from our best practices research then



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lead a discussion around the takeaways to better understand what resonated with the cities and what should be included or excluded from the governance plan.

3. **Parking Plan for Governance:** (November 2022)- The Steer group lead a discussion to better understand parking issues and explore workable solutions to be incorporated into the Governance Plan.
4. **Present Draft Plan for Feedback:** (January 19, 2023)– HR&A Advisors discussed the draft governance plan and requested feedback to incorporate into the final plan.

Each meeting was conducted via zoom and the recordings of the meetings and presentations were sent to the Advisory Group members, giving them the opportunity to provide additional comments or suggestions for approximately 7 days after receipt of each meeting video/presentation.

**Draft Final Plan Review and Approval** – The final draft plan has been brought before the Eco-Rapid Transit Board with a recommendation discussion for consideration and acceptance. HR&A Advisors will provide a presentation of the final draft assisted by Steer Group. It is anticipated that this item and the Final Plan will be brought back to the Board at the next regularly scheduled meeting for final acceptance and approval after receiving comments for inclusion from today's meeting. The expiration of this Project is June 31, 2023.

## FISCAL IMPACT

The WSAB Corridor Governance Plan Project is a Metro grant funded project. Funds remitted by Eco-Rapid Transit are reimbursed by the City of Artesia, as they are the grant recipient and lead Agency for this Project. The approval of this report and or Governance Plan recommendation will have no fiscal impact to the general fund. Implementation of the Governance Plan beyond acceptance may have a significant cost which will be determined at that time.

Prepared by:

BRUNO NAULLS SR., PMP  
Community Planner



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(Vacant)

Reviewed and Approved by:

A handwritten signature in black ink, appearing to read "Eric C. Shen".

ERIC C. SHEN, PE, PTP, CPE  
Executive Director

## ATTACHEMENTS

Attachment A: WSAB Corridor Governance Final Draft Plan  
Attachment B: WSAB Universal Parking Plan Scope Report



Connecting its cities via environmentally effective rapid transit

Eco-Rapid Transit, formally known as the Orangeline Development Authority, is a joint powers authority (JPA). Its Board of Directors consists of the following public entities and primary representatives:

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Hon. Janice Hahn  
Supervisor, Forth District
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(Vacant)
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Attachment 6A:  
WSAB Corridor Governance Final Draft Plan





# WSAB Corridor

## Governance Plan

April 2023



**Overview of SIP**

**Governance Plan Approach**

**Policy Priorities**

**Case Study Takeaways**

**Governance Recommendations**

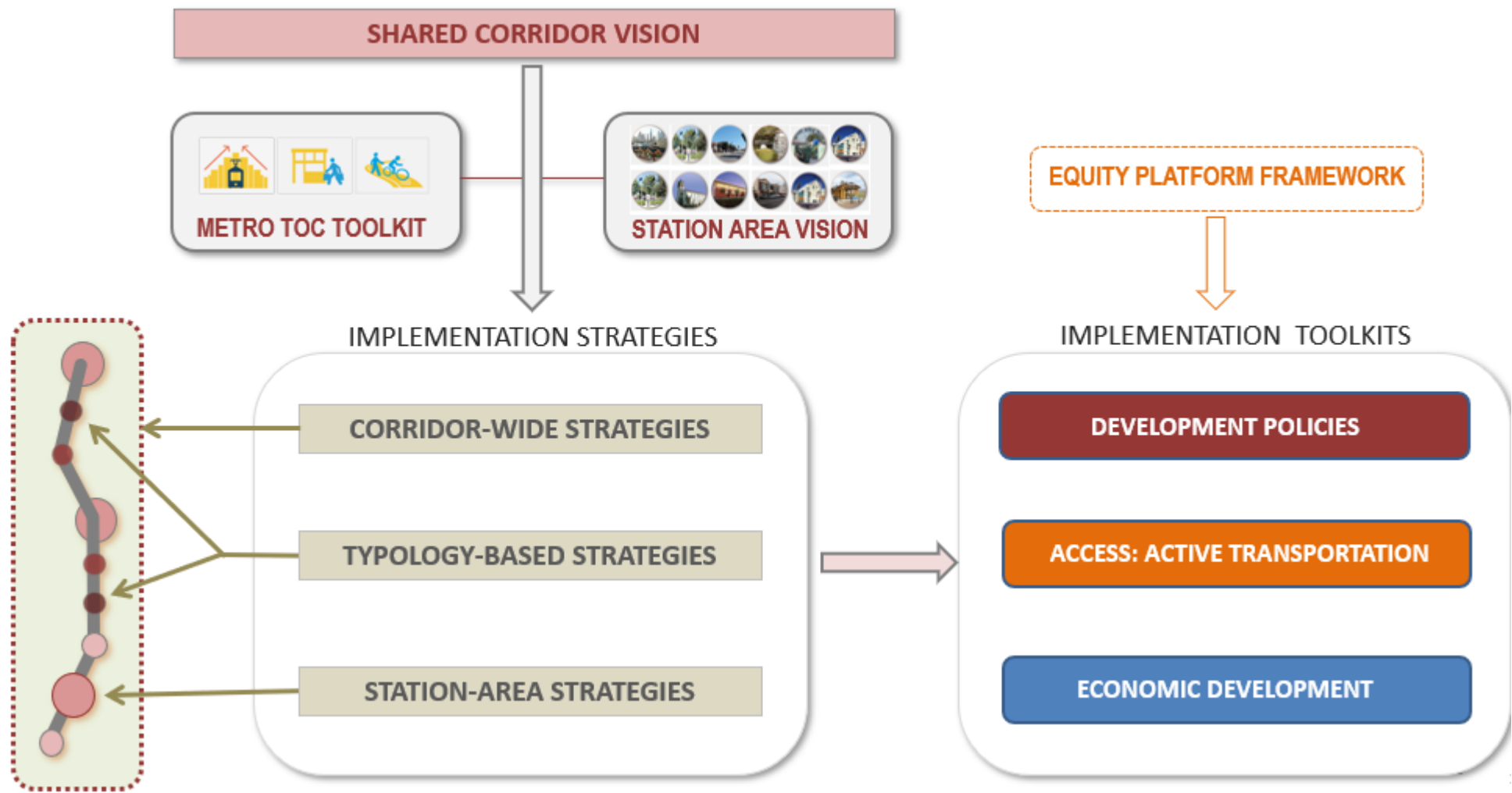
**Next Steps**



# Overview & Review of the WSAB Strategic Implementation Plan

WSAB Strategic Implementation Plan

In 2018, Metro and Eco Rapid retained City Design Studio and HR&A to build the **West Santa Ana Branch (WSAB) Strategic Implementation Plan (SIP)**.



## WSAB Strategic Implementation Plan

**The SIP found that supporting each station’s role relative to other stations along the corridor improves the potential for TOD at individual stations.** How each station area relates to others along the corridor will help determine specific infrastructure or programmatic improvements needed to provide local access and benefit the entire corridor.

### KEY OBJECTIVES

- Work collaboratively to produce more impactful economic benefits
- A unified voice to guide and influence regional, state and federal policies
- Tools that will produce more effective results if implemented on a corridor-wide basis



## WSAB Strategic Implementation Plan

### Corridor-wide Strategies Recommended in the TOD SIP

- Governance to enable implementation of corridor wide strategies
- Funding mechanisms for corridor-wide needs
- Affordable Housing policy coordination and implementation mechanisms
- Community Benefits framework that leverage private investment
- Investment Attraction strategies that build on the strengths of individual communities



Courtesy: Metrolinx

# Governance Planning Approach

## Governance Plan Overview

This Governance Plan aims to aid the cities along the WSAB Corridor to advance sustainable and equitable strategies within their communities in a manner **that balances city autonomy with corridor-wide support.**

1. Identify priority goals and issues best addressed through a governance entity
2. Analyze governance and models that can help to realize the goals and address priority issues
3. Provide recommendations for a governance model and policy goals





## Governance Planning Approach

HR&A was hired to create a governance plan and has completed the first 2 phases of the plan and is currently in phase 3.

1

### **Define the Problem** (September – November 2022)

HR&A met with Eco-Rapid Transit, WSAB communities, and other stakeholders to understand opportunities and challenges around governance and implementation of the transit line.

2

### **Benchmarking** (November – December 2022)

HR&A and Steer Group presented high-level case studies to highlight a range of governance models, lessons learned, and best practices.

3

### **Identify a Proposed Governance Structure** (Ongoing)

HR&A engaged with the stakeholders to generate a proposed governance structure, building stakeholder buy-in.

# Policy Goals

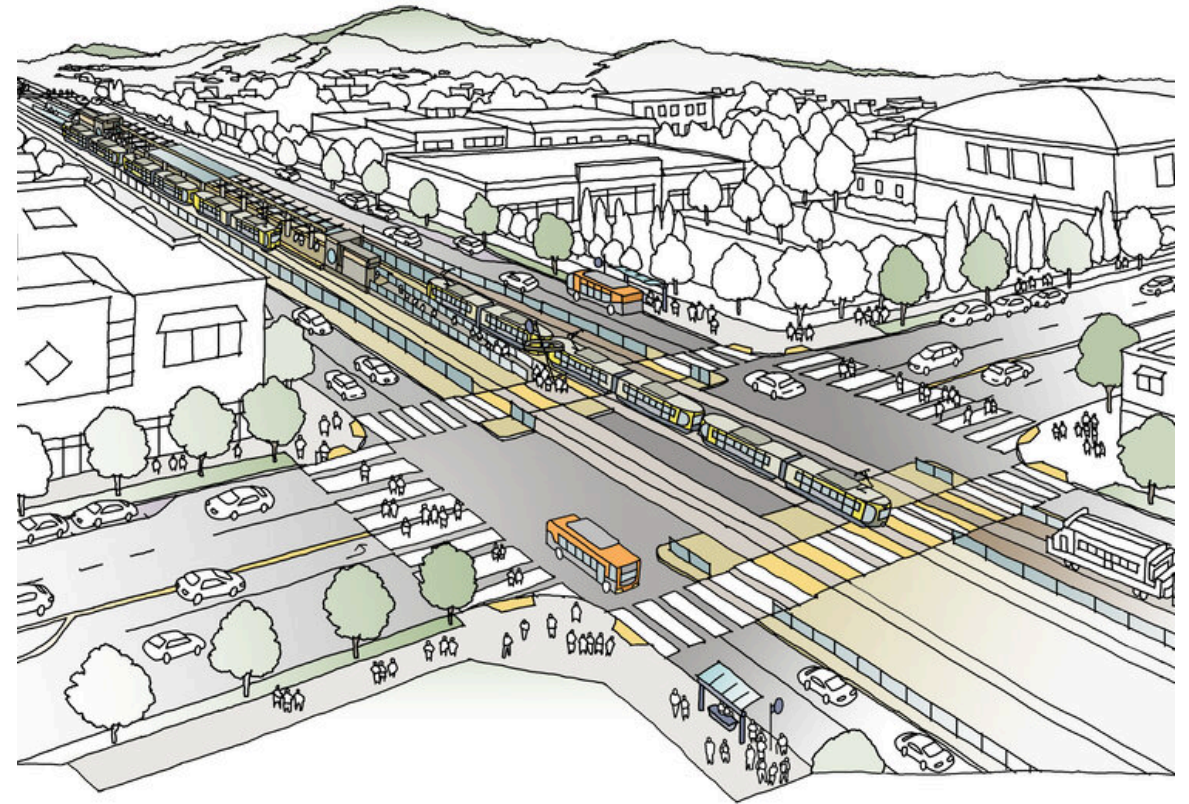


## Recommendations We Heard From WSAB Cities

HR&A built on the previous meetings and conversations that Eco-Rapid Transit has had with WSAB in regard to their priorities and concerns for the train line.

HR&A met with the WSAB cities in July 2022 and discussed potential policy opportunities and challenges. Although each City had a different primary focus, the cities all agreed on four high priority and four second priority policy areas for the governance entity.

The policy priorities served as guidelines for the HR&A and Steer team during the selection of Case Studies and were used to tailor our research. Beyond the Case Studies, the policy priorities inform the governance recommendations included in this report.



## Recommendations We Heard From the WSAB Cities

The main priority among all cities is to develop a governing structure that provides all cities with equal weight in decision making.

### Focus Areas



**Parking**



**Equitable  
Community  
Development**



**Mobility &  
Connectedness**



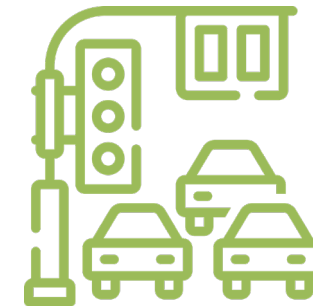
**Density  
Mitigation**



**Maintenance &  
Operation**



**Workforce  
Development**



**Traffic  
Management**

## Priorities for the Governance Entity

The WSAB cities can coordinate their efforts around parking to address the deficit in parking that many face and potentially profit from a coordinated parking strategy.

### Policy Opportunities:



**Parking**

- Coordinated Parking Management
- Focus on shared parking resources:
  - Staff resources for parking management
  - Revenue and cost sharing
- Deliver corridor-wide parking strategies
- Land value capture associated with parking lot ownership in proximity to stations
- Parking demand management:
  - Shuttle services to address parking overflow
  - Bolster multi modal access to stations

## Priorities for the Governance Entity

Economic development along the WSAB is a top concern that remains unaddressed by the existing entities and city staff.

### Policy Opportunities:



#### Equitable Community Development

- Coordinated land value capture
- Coordinated grant applications
- Affordable housing
- Commercial retention and growth
- Promoting home ownership opportunities



#### Density Mitigation

- Spacing out new residential developments from the already over congested areas



#### Workforce Development

- Ensuring that local residents are equipped prior to the construction of the train line to fully take advantage of implementation/construction jobs

## Priorities for the Governance Entity

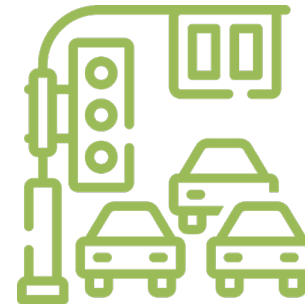
The WSAB cities can work together to ensure that all cities are able to access the train line and to mitigate potential traffic impacts.

### Policy Opportunities:



#### Mobility & Connectedness

- Shuttle services
- Bike and pedestrian facilities
- Signage



#### Traffic Management

- Joint traffic authority
- Traffic light syncing

## Priorities for the Governance Entity

The WSAB cities can collaboratively ensure high quality and safe train station designs.

### Policy Opportunities:



#### Safety & Security Design

- Maintenance, improvement, and safety of train stations



#### Sustainable Infrastructure

- Sustainable train station designs

## Policy Goals

There are many potential policy priorities identified by the WSAB, the governance structure should start by focusing on the following areas:

### 1 **Economic Development**

---

Securing funding and investing in equitable economic development such as supporting development opportunities, affordable housing, workforce retention, and supporting local businesses

### 2 **Parking & Transportation Coordination**

---

Establishing a traffic management system across the corridor, a parking authority, and leading advocacy around mobility and connectedness to the train line

### 3 **Corridor Coordination**

---

Ensuring the initiatives and advocacy remains coordinated and informed among WSAB cities on topics such as: sustainable infrastructure, density mitigation, and safety

# Case Study Takeaways



## Case Study Takeaways - Governance

The policy priorities from WSAB cities were used to guide the research for best practice governance case studies and to discuss potential models and practices for a recommended governance entity.



The I5 JPA is a regional example of a governing entity formed to address infrastructure development with a **"one for all and all for one" structure.**



The Foothill Gold Line Construction Authority serves as a model for how member cities can **tap into internal resource to reach shared goals.**



The Greater Sacramento Economic Council serves as a model for working with **private partners** to **attract and retain businesses.**



The Metropolitan Council is a Metropolitan Planning Organization that provides a model for a regional organization that has achieved success in **policy coordination and implementation.**

## Case Study Takeaways – Parking and Mobility

Research and analysis of parking management by multiple cities, including Glendale, a ERT board member city, to understand their approach to parking management and incorporate that in parking solutions.



- The City of Glendale's award-winning Downtown Specific Plan & Mobility Study serves as an example of successfully decreasing corridor peak occupancy and increasing transit use and parking revenue.
- Implemented localized approach:
  - Permit parking district expandable to cover residential areas and prevent spill over
  - Montrose Parking Task Force included representation from Montrose Shopping Park Association
- Regional Cooperation:
  - Informal coalition with other cities – procurement, management, operations, best practices
- Governance structure:
  - Creation of Parking Manager role for occupancy monitoring, pricing policy, and outreach
  - Transportation & Parking Commission meets bi-monthly with recorded, publicly accessible meetings; members are appointed by City Council for four years, limited to three terms
  - Revenue reinvested in-place through parking district designation

## Case Study Takeaways

The following roles and functions for a governance entity were identified in the Case Study Analysis.

### Establishing Shared Goals



### Incentivizing Participation



### Supplementing Staff



### Maintaining Transparency



## Case Study Takeaways

The governance structure must be built on a set of shared core goal(s) of the WSAB cities to allow for collective advocacy.

### Shared Goals



- Mediate and provide a space for WSAB cities to build consensus and voice any concerns
- Establish and uphold a decision-making process for how to use funds to ensure that each city contributes and is also able to address their priorities
- Develop strategy and accelerate implementation based on shared goals
- Put together memos and other lobbying materials to ensure that policies and initiatives related to the WSAB are in line with the cities' priorities

## Case Study Takeaways

The governance structure can incentivize participation by pursuing funding and revenue sources which lead to a return of investments for WSAB cities.

### Incentivizing Participation



- Incentivizing affluent communities to share their resources
- Ensuring a collective return on investments through successful use of funds and efficient implementation of projects/initiatives
- Establishing a decision-making process for how to use funds to ensure that each city contributes and is also able to address their priorities

## Case Study Takeaways

The governance structure should aid WSAB cities that currently have very limited staff capacity in functions such as:

### Supplementing Staff



- Applying to funding
- Helping stakeholders reach consensus
- Administering the advocacy and implementation of shared goals
- Keeping the WSAB cities informed on relevant policies
- Providing technical expertise
- Any other administrative tasks

The tasks highlighted above could potentially be led by a WSAB manager that supports cities as part of a governance entity or through an executive director under a new governance entity.

## Case Study Takeaways

Maintaining transparency & sharing information with key stakeholders may help WSAB cities avoid bottlenecks and pushback along the way.

### Maintaining Transparency



- Share progress metrics and case studies on all investments made by the entity
- Keep all member cities up to date with internal and external initiatives and policies related to the development of the WSAB



## Case Study Takeaways

The WSAB Cities felt that the I5 JPA's regional relevance and their "one for all and all for one" model provided a successful model for them to build off.

Identified success metrics:

- Leading collective advocacy to create strength in numbers
- Being equipped with the technical abilities to make recommendations to the board
- A governance structure that communicates and collaborates effectively with all of its member cities
- Creating clear roles for city managers, elected officials, and all participating members





## Case Study Takeaways

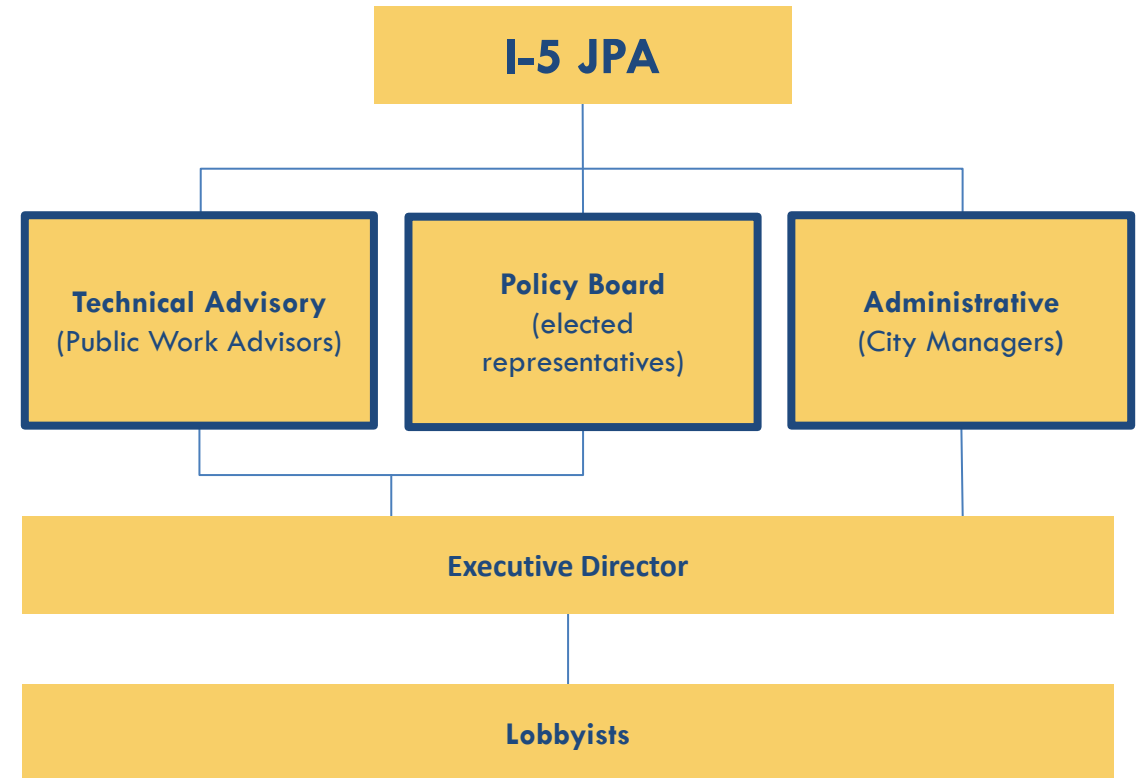
The I-5 JPA serves as a successful model for the WSAB governance committees/boards to emulate.

The JPA is made up of 3 main entities that work together to protect the interests of member communities and partner with the transportation authorities working on the I-5 expansion.

The Policy Board is made up of one elected official per city with alternate City Staff members. The Board votes on the internal budget, policy priorities, investment priorities.

- The board takes a "**one for all and all for one**" decision making approach
- The decisions and votes of the policy board are informed by the expertise of the Technical Advisory, Administrative entity, and the Executive Director

Each member city contributes \$35,000 per year; however, an annual budget request allows members to vote on an increase or decrease of the budget.

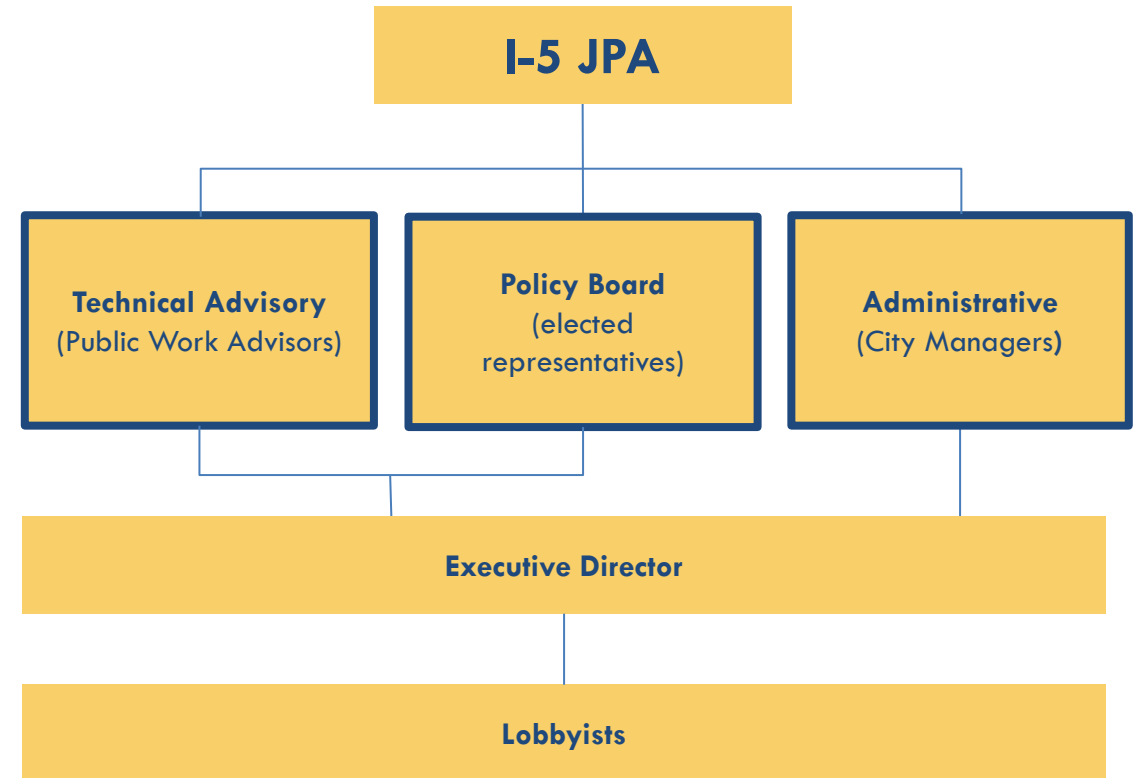


## Case Study Takeaways

The Executive Director plays a key role in providing expertise and administrative support to the three entities.

The JPA employs an Executive Director to liaise between the Policy Board and Technical Advisory group on relevant funding and policy initiatives happening at the local to national level.

- The ED works on helping the Policy board secure funding to address the concerns of cities.
- The ED is equipped with the technical expertise needed to understand how developments along the I-5 will affect member cities and equips members to lobby in their best interest. This includes working with members on a person-by-person basis when issues arise relating to their City.
- The ED occasionally hires and oversees lobbyists to advance policy priorities



\*For more information on the I-5 structure please refer to the Case Studies briefing book

# Existing Stakeholder Roles

## Existing Stakeholder Challenges

HR&A reviewed the existing entities to understand how a governance entity might fit into existing entities. Here are some of the challenges:

### Eco-Rapid Transit

- Primary convener for the WSAB cities
- JPA status would allow the entity to build on its current programming to spearhead WSAB development
- However, as it stands now, **ERT is not currently structured to address all of the policy priorities**

### Gateway Cities COG

- The forum and regional planning entity for cities in South East LA
- Maintains a transportation committee, an economic development working group, and a Technical Advisory Committee (TAC)
- **Efforts of these groups remain uncoordinated**

### Metro

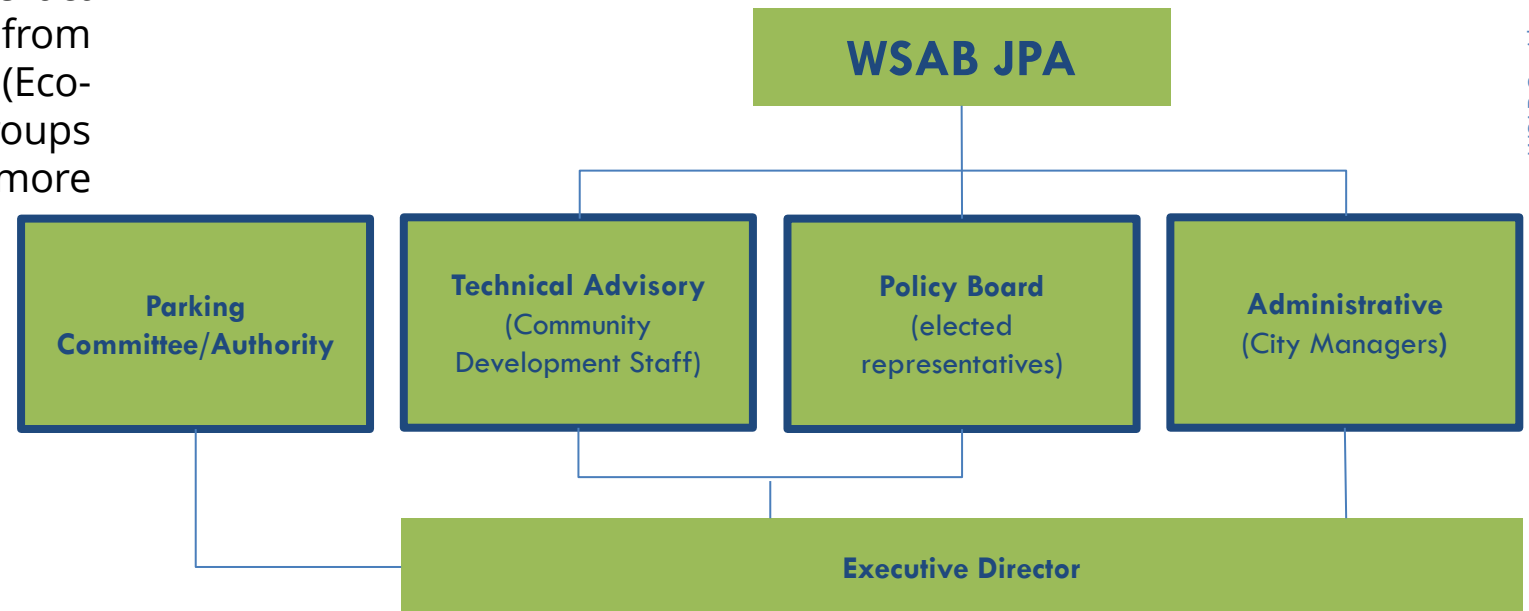
- Leading WSAB implementation, construction, and station planning
- **Its primary objective is efficient construction of the transit line, which may conflict with WSAB city priorities.**

# Governance Model Alternatives

## Option 1 – New Independent Entity

The I-5 JPA serves as a successful model for the WSAB governance entity to emulate.

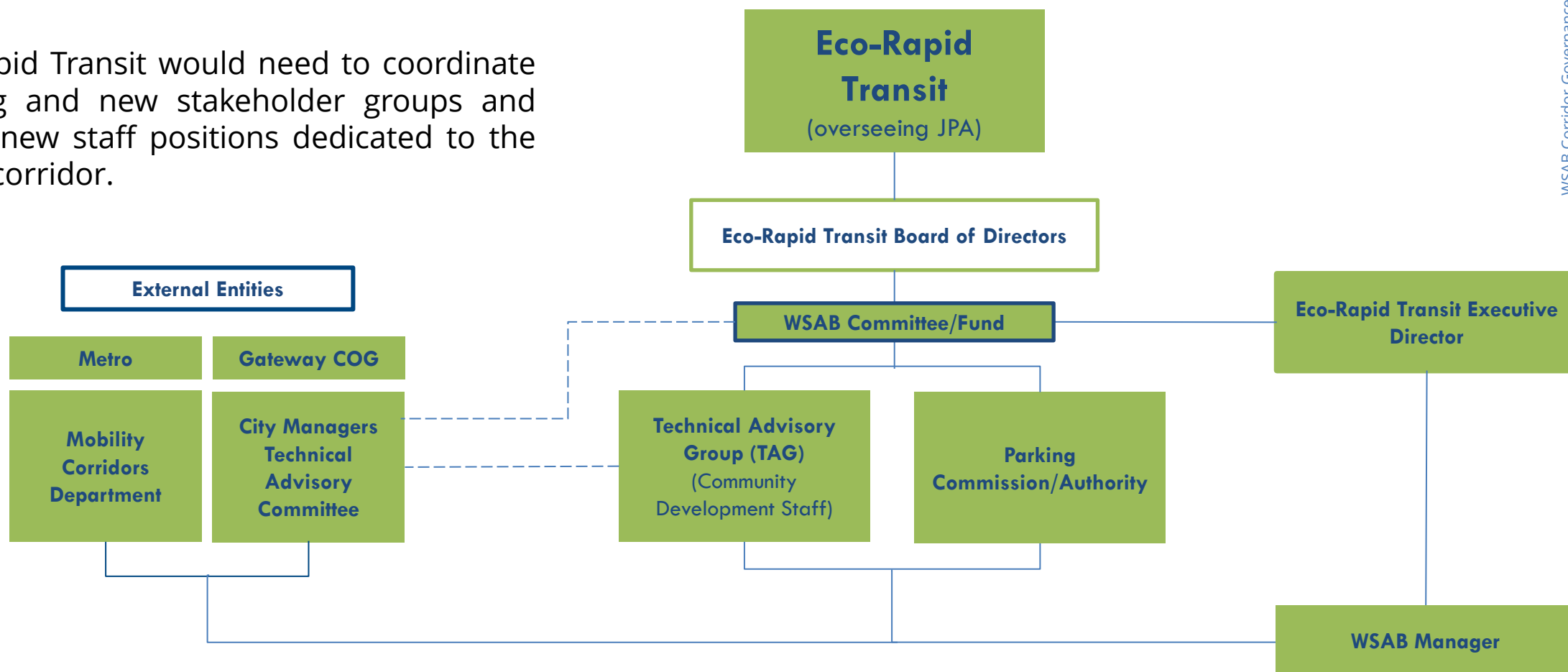
The WSAB corridor cities could create an exact replica of the I5 JPA model separate from existing governance entities in the region (Eco-Rapid Transit, COG) with the stakeholder groups being rehoused under this entity for more cohesion and organization.



## Option 2 – Governance Entity Within Eco-Rapid Transit

Housing the governance entity within Eco-Rapid Transit is an efficient and effective alternative to a new and distinct entity

Eco-Rapid Transit would need to coordinate existing and new stakeholder groups and create new staff positions dedicated to the WSAB corridor.



## Funding and Financing Strategies

Similar to the I5 JPA, the WSAB governance structure & staff support will require additional funding that may come from the following sources:

- Additional funding secured by Eco-Rapid Transit & the WSAB Manager through grants
- Member dues
- Funding from Metro
- Parking revenues
- Enhanced Infrastructure Financing District or other value capture tools



# Parking Management



## Parking Needs

Parking is a critical concern. A governance entity should address the challenges and needs related to parking.



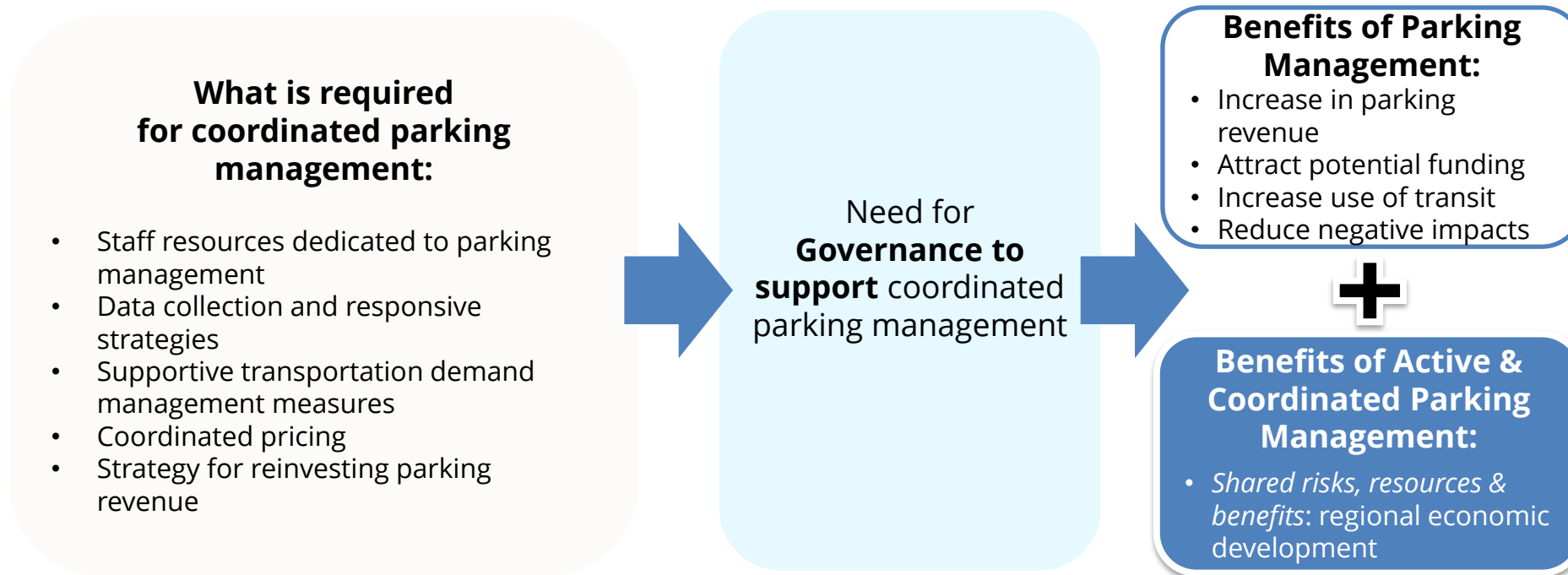
## Parking Principles

Corridor wide transit-oriented parking management led by equal representation & focus on users and balancing needs

Guiding Principles	Objectives	Shared Resources
<ul style="list-style-type: none"><li>• Balancing local and regional needs</li><li>• Understanding the parking users – priority parkers along the corridor, station specific, how to influence travel behavior, etc.</li><li>• Broader mobility network and region development</li></ul>	<ul style="list-style-type: none"><li>• Coordination with LA Metro and other stakeholders</li><li>• Equal representation of all member cities</li><li>• Inclusive decision making &amp; protecting city interests</li><li>• Making parking beneficial for member cities</li><li>• Determining parking strategies</li></ul>	<ul style="list-style-type: none"><li>• Determine integrated approach &amp; how will the resources be combined</li><li>• Delivering parking strategies</li><li>• Shared staff resources for parking management</li><li>• Parking related cooperation agreement</li><li>• Revenue and cost sharing</li><li>• Parking enforcement</li><li>• Customer care</li></ul>

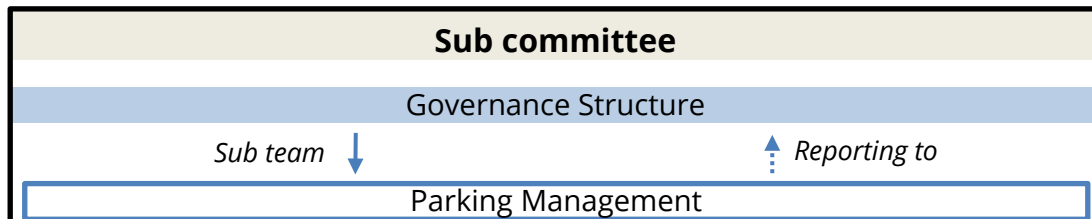
## Why Coordinated Parking Management

A coordinated approach to parking management backed by governance will result in regional economic development.

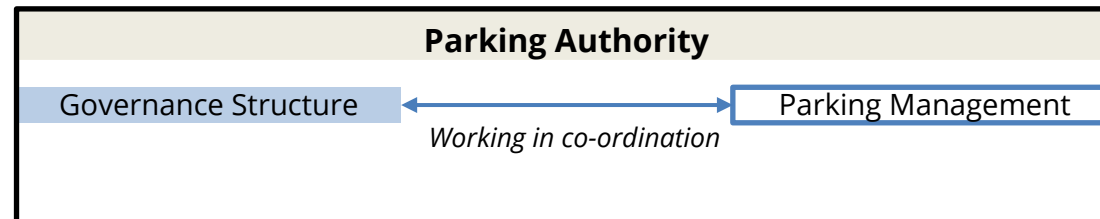


## Governance Structure for Coordinated Parking

Coordinated parking management team can be either a sub committee or a parking authority.



*The sub-committee functions as an advisory committee to the governance structure which allocates finances and facilitates hiring of the sub-committee. It advises the governing authority on parking strategies and makes recommendations.*



*Generally autonomous, the parking authority works in coordination with the governing structure, such that it is responsible for its own finances, and responsible for developing parking strategies and implementing them.*

	Pro	Cons
Autonomy		Less control; longer decision-making process
Responsibility		Part responsibility of implementing strategies
Risk of implementation	Shared risks	
Financial resources	Secured stream	Financial dependence

	Pro	Cons
Autonomy	Control over decision making	
Responsibility	Responsible to plan manage & implement the parking strategies	
Risk of implementation		Increased risk of successful implementation
Financial resources	Financially more independent	Risk of inadequate funding

# Next Steps

## Next Steps

### Governance plan:

1. **Continue to look for ways to address the priority focus areas identified by the WSAB cities.**
2. **Seek additional funding, such as grant opportunities, to fully develop the governance plan.**
3. **Establish the governance entity through bylaws and formation documents.**
4. **Build out the first set of actions and identify ongoing funding sources for the governance entity.**

### Parking:

1. **Develop and present a phased parking strategies through a parking management toolkit.**



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Attachment 6B:  
WSAB Universal Parking Plan Scope Report



## Draft Report: West Santa Ana Branch Universal Parking Plan Scope

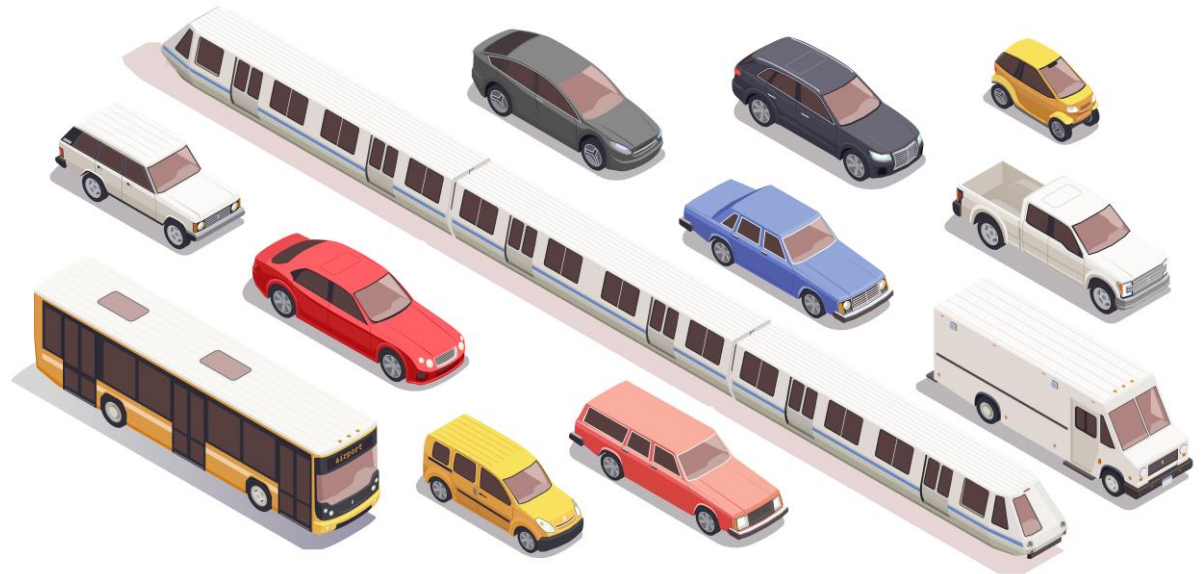


Client: Eco Rapid Transit  
March 2023  
Our ref: 24234401

# Agenda

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1. Purpose
  2. Information Collection
  3. About WSAB Corridor
  4. Parking Needs
  5. Parking Principles
  6. Coordinated Parking Management
  7. Governance Structure
  8. Parking Management Toolkit
- Appendices

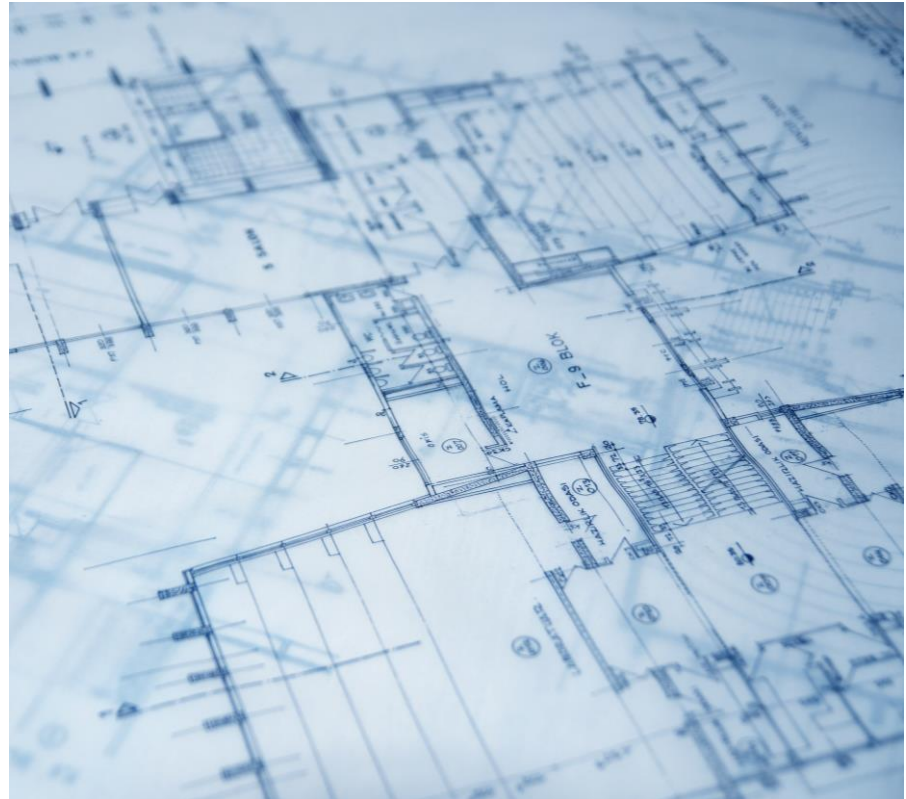


# 1. Purpose

The intention of the Universal Parking Plan is to understand the parking needs and identify how a governance structure can be used to advance corridor-wide parking and mobility goals.

## West Santa Ana Branch Universal Parking Plan:

- Review parking challenges and needs
- Parking plan development
- Governance integration
- Develop a short, mid and long term parking plan recommendation



## 2. Information collection

Collected information from existing reports, parking focused advisory meeting and best practices research

### Our approach to Coordinated Parking Management Plan is based on:

- Thorough review of existing information on parking including reports by member cities, minutes of ERT board meetings
- Secondary research on best practices of implementation of parking strategies
- Various parking issues raised by member cities during the Advisory City Meeting held in November 2022.
- City-wise planned parking structure and parking capacities as shared by LA Metro in September 2022.



### 3. About WSAB Corridor

**WSAB corridor would serve a densely populated region with high car ownership across the member cities**

- ERT South: West Santa Ana Branch, 20 miles from Union station in LA downtown to the city of Artesia, spanning across 12 cities.
- Project area covers densely populated region ~1.1million and ~500,000 jobs
- Congested area with high incidence of car ownership
- Limited public transit connectivity, making WSAB a critical factor for economic and regional growth
- Metro plans for parking at a limited number of stations along the line, leading to jurisdictional concerns about impacts to communities in proximity to stations without additional spaces.



## 4. Parking Needs

Parking is a critical concern. A governance body should address the challenges and needs related to parking.



## 5. Parking Principles

Corridor wide transit-oriented parking management led by equal representation & focus on users and balancing needs

### Guiding Principles

- Balancing local and regional needs
- Understanding the parking users – priority parkers along the corridor, station specific, how to influence travel behavior, etc.
- Broader mobility network and region development

### Objectives

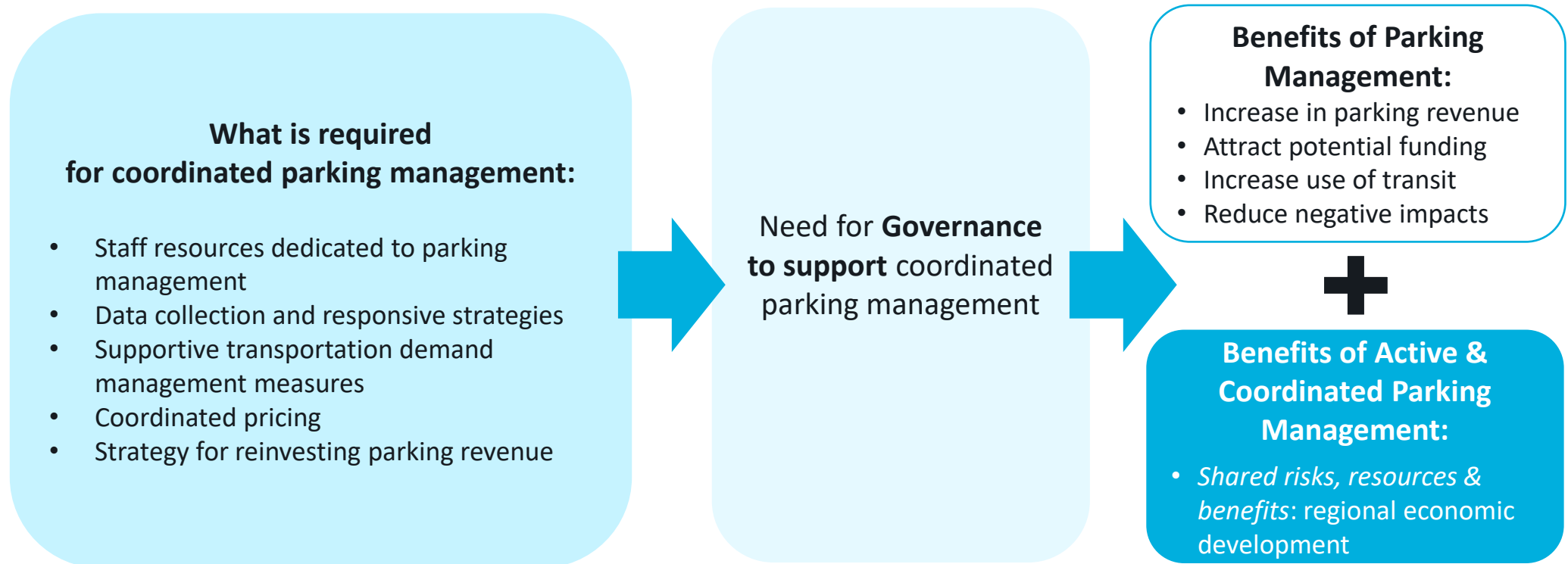
- Coordination with LA Metro and other stakeholders
- Equal representation of all member cities
- Inclusive decision making & protecting city interests
- Making parking beneficial for member cities
- Determining parking strategies

### Shared Resources

- Determine integrated approach & how will the resources be combined
- Delivering parking strategies
- Shared staff resources for parking management
- Parking related cooperation agreement
- Revenue and cost sharing
- Parking enforcement
- Customer care

## 6. Why Coordinated Parking Management

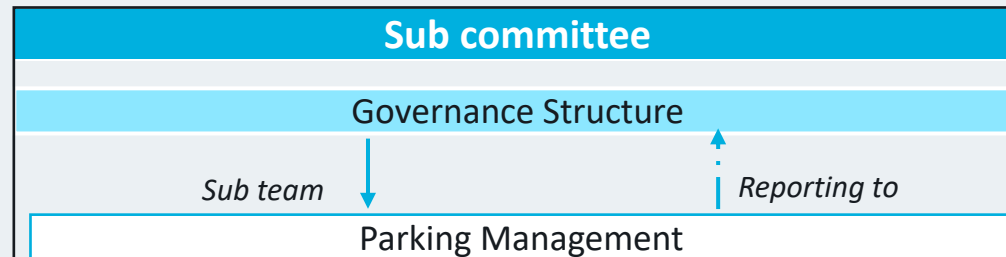
A coordinated approach to parking management backed by governance will result in regional economic development



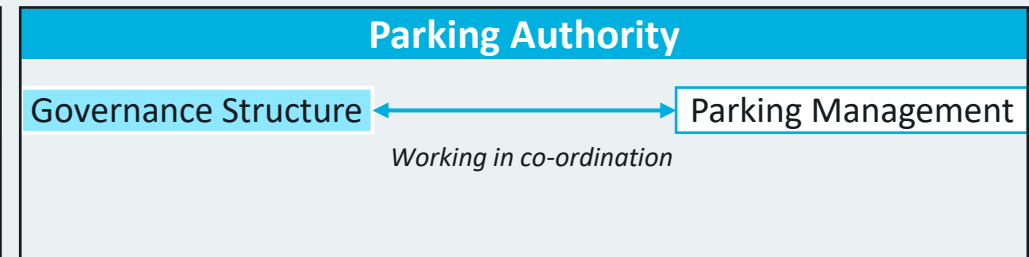


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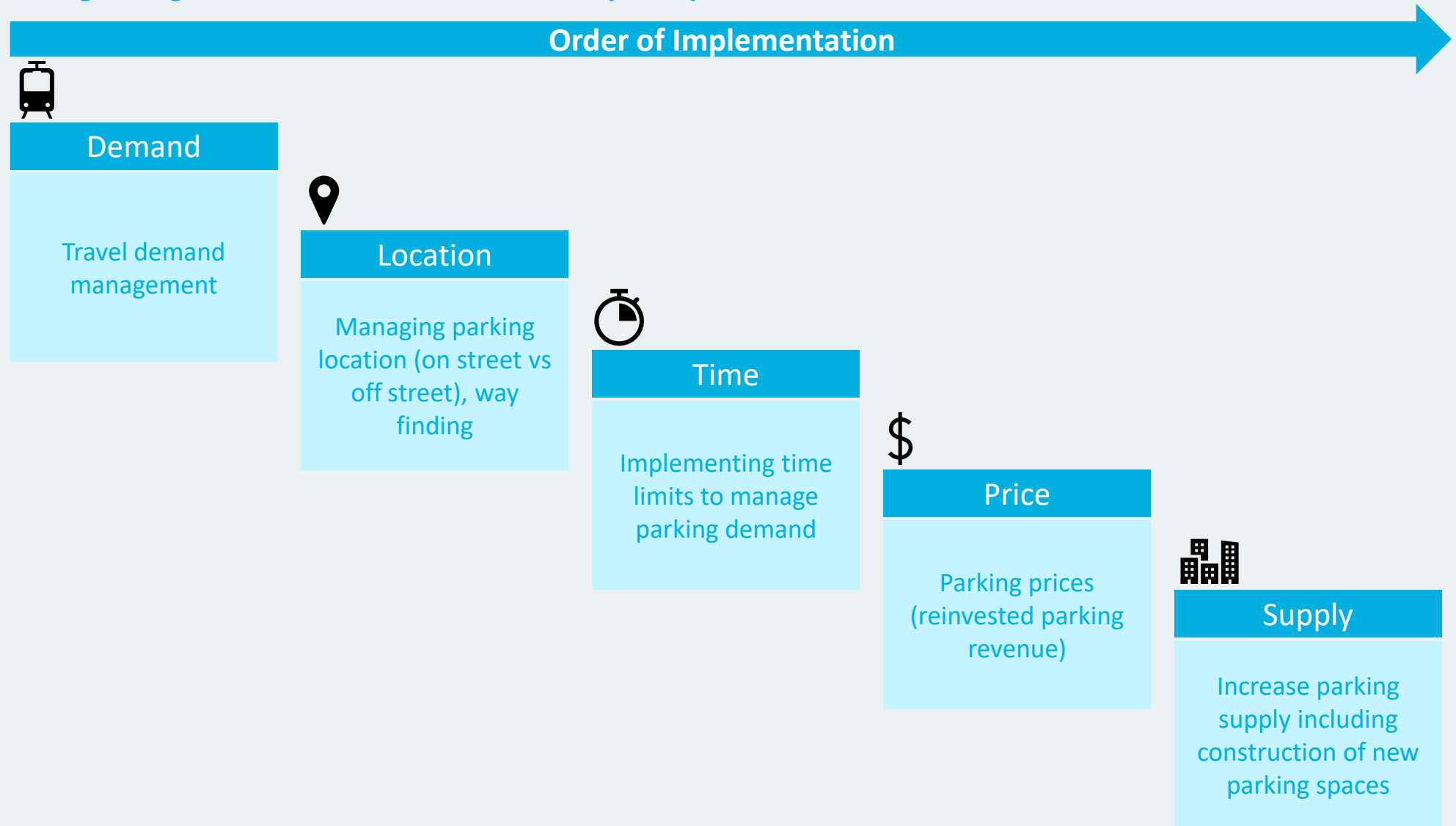
	Pro	Cons
Autonomy	Control over decision making	
Responsibility	Responsible to plan manage & implement the parking strategies	
Risk of implementation		Increased risk of successful implementation
Financial resources	Financially more independent	Risk of inadequate funding

## 8. Coordinated Parking Management Toolkit

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## 8.1 Hierarchy of Parking Strategies

Parking strategies can be understood in a hierarchy of implementation



## 8.2 Example of Relevant Parking Strategies

Selected example of category-wise strategy. The toolkit will contain a bouquet of strategies per category.

Category	Strategy	Description	Stakeholders	Benefits	Challenges	Qualifying Methods
Demand	Transit Supportive Zoning	Implement a transit-oriented zoning code focused on shifting mode split towards non-auto-oriented transit	Municipalities, Transportation Agencies, Developers	Reduces need for SOV trips. Reduces need for car ownership. Reduces demand for parking.	Politically unpopular. Impacts on congestion difficult to measure. Gentrification and displacement of existing population.	Census Data. Car ownership rates. Number of developments/housing units within half-mile to transit.
Location	Promote Park & ride facilities	In fringe areas served by transit, provide parking at facilities	Municipalities, Transportation Agencies, Developers	Moves cars away from denser areas.	Payment process setup, Enforcement, Security,	Survey results, Traffic data, Transit data, Mode Split,
Timing	Progressive Pricing	Pricing Structure where extended stays are charged at higher rates	Employers, Property Managers, TMA's, Developers	Encourages non-SOV travel. Reduces demand for parking.	Politically unpopular, Payment process setup, Enforcement	Survey Results, Traffic Data, Mode split, Congestion, Availability of parking
Price	Unbundled parking	Charging for parking separately from a regular lease or office - rent and parking are itemized transactions.	Employers, Property Managers, TMA's, Developers	Discourages car ownership and trips. May reduce need to build excessive parking for developers.	Developers may need to purchase payment systems. Additional administrative efforts for property managers.	Survey Results, Rate of Car Ownership, Mode Split, Number of leased parking Spaces

## 8.3 Case Study: Snapshot of strategies implemented\*

Successful parking implementation is a result of combination of different parking strategies

Category	Glendale	Pasadena
Demand	<p>Trolley circulator to convert motorists into pedestrians</p> <p>Strengthen TDM Ordinance and require participation in TMA</p>	<p>Reinvest parking revenues to support sustainable alternatives to drive alone trips</p> <p>Parking revenue re-invested into streetscape improvements and maintenance (1993)</p> <p>Implement TDM measures to promote use of biking and transit</p>
Location	Wayfinding system with locations, pricing, and real-time occupancy	Wayfinding/information updates (parking occupancy, directions, and identifiers)
Timing	Downtown Mobility Coordinator is authorized to make adjustments to parking hours along with pricing	<p>Implement escalating parking rates in lieu of time limits - per hour rate increases</p> <p>Standardize operating on-street parking hours, extended in commercial areas</p>
Price	Demand responsive pricing to manage on-off street parking	<p>Demand responsive pricing to manage on-off street parking <i>Now exploring escalating price structure, e.g. \$2 for hours 1-2, \$3 for hours 3-4</i></p> <p>Modify Parking rates to continue achieving 85% occupancy</p>
Supply	<p>Allow leasing of public spaces instead of building own spaces</p> <p>Commercial parking in new development to be public when not serving primary use</p> <p>Permit system for downtown-adjacent residential neighborhoods</p>	<p>Increasing shared parking opportunities in new developments and with existing private facility operators</p> <p>Move operations of city lots under one vendor</p>

\*not an exhaustive list

# Appendix

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# Parking Governance Model

Category	Parking Authority	Parking Sub-Committee
Governance	<ul style="list-style-type: none"> <li>• Separate organization from City Council</li> <li>• Members appointed by City Council</li> </ul>	<ul style="list-style-type: none"> <li>• Advisory Committee to City Council</li> </ul>
Resources	<ul style="list-style-type: none"> <li>• Finances are the responsibility and authority of the Parking Authority</li> <li>• Staff appointed by Council</li> </ul>	<ul style="list-style-type: none"> <li>• Finances are the responsibility and authority of City Council</li> <li>• Staff are selected through an application and interview process</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>• Operates municipal on-street and off-street parking (everything related to construction, maintenance, operation and management of parking facilities in the municipality)</li> <li>• Authority to manage land for facilities under the jurisdiction of the Parking Authority</li> </ul>	<ul style="list-style-type: none"> <li>• Provides comments and advice to City Council</li> <li>• Develops annual work plan and budget to meet Committee's mandate</li> </ul>
Accountability Mechanism	<ul style="list-style-type: none"> <li>• Submits annual report for preceding year to Council including a financial statement with a balance sheet, revenue, and an expenditure statement</li> </ul>	<ul style="list-style-type: none"> <li>• Submits annual report through city department in community planning</li> </ul>
Procedure for Creating and Implementing Policies	<ul style="list-style-type: none"> <li>• Generally autonomous</li> <li>• Reporting through City Council annually</li> </ul>	<ul style="list-style-type: none"> <li>• Provides comments and advice to City Council on strategies and policies relating to the development and delivery of parking services</li> </ul>

# Case study: Glendale

Glendale's **award-winning Downtown Specific Plan & Mobility Study** was released in 2006 and amended through 2016 by City Council.

## KEY SUCCESSES



- Primary corridor peak occupancy reduced from 100% to 85%
- 35% increase in Transportation Demand Management Association
- \$4.8M in grant funding secured for wayfinding, pedestrian, and safety initiatives
- \$750k increase in annual parking revenue
- Increased use of transit, walking, and biking

## GOVERNANCE STRUCTURES



- Creation of Parking Manager role for occupancy monitoring, pricing policy, and outreach
- Transportation & Parking Commission meets bi-monthly with recorded, publicly accessible meetings; members are appointed by City Council for four years, limited to three terms
- Revenue reinvested in-place through parking district designation

## LOCALIZED APPROACH



- Permit parking district expandable to cover residential areas and prevent spill over
- Montrose Parking Task Force included representation from Montrose Shopping Park Association

## REGIONAL COOPERATION



- Informal coalition with other cities
  - procurement, management, operations, best practices



Complex questions  
Powerful answers