



Connecting its cities via environmentally effective rapid transit

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Supervisor, Forth District

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Hon. Ali Sajjad Taj
Chair of the Board

City of Bell
Mr. Jesus Casas

City of Bell Gardens
Hon. Alejandra Cortez
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Matthew T. Summers

Ex-Officio
Ricardo Reyes
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ECO-RAPID TRANSIT

BOARD OF DIRECTORS

REGULAR MEETING

June 14, 2023, Wednesday
6:30 PM Pacific Daylight Time (PDT)

2nd Floor Conference Room, Clearwater Building
[16401 Paramount Boulevard](#)
[Paramount, California 90723](#)

TELECONFERENCE MEETING VIA [ZOOM](#) (NEW LINK)
Meeting ID: 813 5448 0188
Passcode: 553831

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.

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 item 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 May 10, 2023

ACTION ITEMS

6. West Santa Ana Branch (WSAB) Project - Corridor Governance Plan
Recommended Action: Receive and accept the presentation of the Final Draft WSAB Corridor Governance Plan and consider two governance model alternatives to implement in the future.



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7. Treasurer's Report Dated June 14, 2023 and Warrant Register as of May 31, 2023, and Payment Deferment

Recommended Action: Approve Treasurer's Report dated June 14, 2023 and Warrant Register as of May 31, 2023, and defer all payments pending available funding.

8. Proposed FY2023/24 Operating Budget and Related Considerations

Recommended Actions: Review the proposed FY2023/24 Operating Budget, consider viable options; and direct staff to implement necessary steps.

INFORMATION ITEM

9. Executive Director Verbal Report
10. Chair's Comments
11. Announcements/Board of Directors Comments

ADJOURNMENT

ERT BOD 20230614 AGENDA VF

DRAFT

**MINUTES OF THE REGULAR MEETING OF
ECO-RAPID TRANSIT/ORANGELINE DEVELOPMENT AUTHORITY
May 10, 2023**

In-Person Meeting

CALL TO ORDER

Chair Taj called the meeting to order at 6:35 PM Pacific Daylight Time. A quorum (7 voting members out of 12 filled seats) was reached; thus, action items were taken by the Board.

PLEDGE OF ALLEGIANCE

Chair Taj led the assembly in the flag salute.

ROLL CALL AND INTRODUCTION OF ATTENDEES

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

1. City of Artesia – Hon. Ali Sajjad Taj, Chair
2. City of Cudahy – Hon. Jose R. Gonzalez, Vice Chair
3. City of Downey – Hon. Hector Sosa, 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 Avalos, Director
8. Airport Authority – Hon. Frank Quintero, Director
9. County of Los Angeles Supervisor Hahn’s Office – Luke Klipp, Director

Eco-Rapid Transit Staff:

10. Eric Shen, Executive Director
11. Bruno Naulls, Community Planner (Remote)
12. Thais Alves, Deputy General Counsel

PUBLIC COMMENTS

No written public comments were received prior to the meeting. Chair Taj opened the meeting to public comments.

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 March 23, 2023 and April 12, 2023**
- b) **Treasurer's Report dated May 10, 2023 and Warrant Register as of April 30, 2023**

MOTION: Vice Chair Gonzalez moved to approve the Consent Calendar. Director Aguayo seconded the motion. The item was approved unanimously by roll call vote.

ITEM 6 – AUDIT REPORT FOR FISCAL YEAR 2019/2020

Recommended Action: Authorize Executive Director to accept the Audit Report and implement corrected actions.

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

Executive Director Shen notified the Board that Item 6 sought for the Executive Director to receive authorization to accept the Audit Report for FY2019-20 and to implement corrective measures. The financial reviews and audits had not been kept up to date for several reasons, however, new management and an independent auditor have been reviewing financial statements for the last three fiscal years. The draft report contained the four recommended actions. Three of the items already corrected upon the completion of financial oversight to the City of South Gate in April 2023.

Recommendation 2020-004 states that the Authority establish a policy to document reviews of fiscal year-end accrual. The policy and procedures to be created in collaboration with the City of South Gate.

He noted that the yearly cost for an independent auditor is nearly \$10,000. The cost to review and audit for three fiscal years exceeds the Authority's financial capacity. Auditing for FY2020-21 and FY2021-22 to be completed by December 2023 for a total cost of \$20,000. The cost to be reflected in the proposed operating budget for FY2023-24.

MOTION: Vice Chair Gonzalez moved to approve the Item. Director Aguayo seconded the motion. The item was approved unanimously by roll call vote.

ITEM 7 – POST-HEALTH EMERGENCY TELECONFERENCING – PRESENTATION BY GENERAL COUNSEL

Recommended Action: Receive and file.

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

General Counsel Alves provided a presentation on post-health emergency teleconferencing.

The Item was received and filed.

ITEM 8 – ELECTION OF OFFICERS FOR FY2023-24 – PRESENTATION BY GENERAL COUNSEL

Recommended Action: Receive and file.

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

General Counsel Alves provided a presentation on the election of officers for FY2023-24.

The Item was received and filed.

ITEM 9 – WEST SANTA ANA BRANCH (WSAB) PROJECT CORRIDOR GOVERNANCE PLAN, FINAL DRAFT PLAN

Recommended Action: Receive and file.

The Item is deferred to the June meeting.

ITEM 10 – EXECUTIVE DIRECTOR’S VERBAL REPORT

Executive Director Shen thanked Supervisor Hahn, Mr. Klipp, and Ms. Gomez for organizing the WSAB Project update in the City of South Gate. He also thanked Director Davila and staff for hosting.

ITEM 11 – CHAIR’S COMMENTS

Chair Taj reminded the Board that the next meeting to be held in person on June 14, 2023 at the Gateway Cities Council of Government Clearwater Building at 6:30 PM Pacific Daylight Time.

ITEM 12 – ANNOUNCEMENTS/BOARD OF DIRECTORS COMMENTS

No further comments were made by the Board.

ITEM 13 – CLOSED SESSION

No reportable action after the Closed Session.

ITEM 14 – ADJOURNMENT

The Board Meeting was adjourned at 8:42 PM Pacific Daylight Time.

Attest:

Secretary

Approved:

Chair



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AGENDA REPORT

TO: Members of Eco-Rapid Transit Board of Directors

FROM: Eric C. Shen, Executive Director

DATE: June 14, 2023

SUBJECT: ITEM 6: WEST SANTA ANA BRANCH (WSAB) - CORRIDOR GOVERNANCE PLAN PROJECT

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

Receive and file the presentation of the Final Draft WSAB Corridor Governance Plan, and consider the following governance model alternatives to implement in the future:

- Option 1 – New independent entity
- Option 2 - Governance entity within Eco-Rapid Transit

ISSUES

Staff and Project consultants will present the final draft of the WSAB Corridor Governance Plan to 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.

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



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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 as a means 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:

The kick-off Advisory Group meeting was held on July 21, 2022, to discuss each city's 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:

Organizational Structure Meeting: (October 2022)

At this meeting, HR&A presented high-level findings and takeaways from our best practices research then 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.

Parking Plan for Governance: (November 2022)

The Steer group lead a discussion to better understand parking issues and explore possible solutions to be incorporated into the Governance Plan.

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.



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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 – At the April 12, 2023, Eco-Rapid Transit Board meeting, the final draft plan was presented to the Board with a recommendation discussion for consideration and acceptance. HR&A Advisors provided a presentation of the final draft assisted by Steer Group. No formal action was taken due to a lack of quorum. This item and Final Plan are re-presented to the Board for discussion and acceptance.

The expiration of this Project is June 30, 2023.

FISCAL IMPACT

The WSAB Corridor Governance Plan Project is a Metro grant funded project. Funds remitted by Eco-Rapid Transit for this project are reimbursed by the City of Artesia, as they are the grant recipient and lead Agency for this Project. The acceptance of this report and or Governance Plan recommendation will have no fiscal impact on 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

Reviewed and approved by:

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

ATTACHEMENTS

Attachment A: WSAB Corridor Governance Plan - Final

Attachment B: WSAB Universal Parking Plan Scope Report

ERT BOD 20230614 ITEM WSAB GOV PLAN VF



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Attachment A:
WSAB Corridor Governance Plan – Final



WSAB Corridor

Governance Plan

June 2023



HR&A **steer**

Overview of SIP

Governance Plan Approach

Policy Priorities

Case Study Takeaways

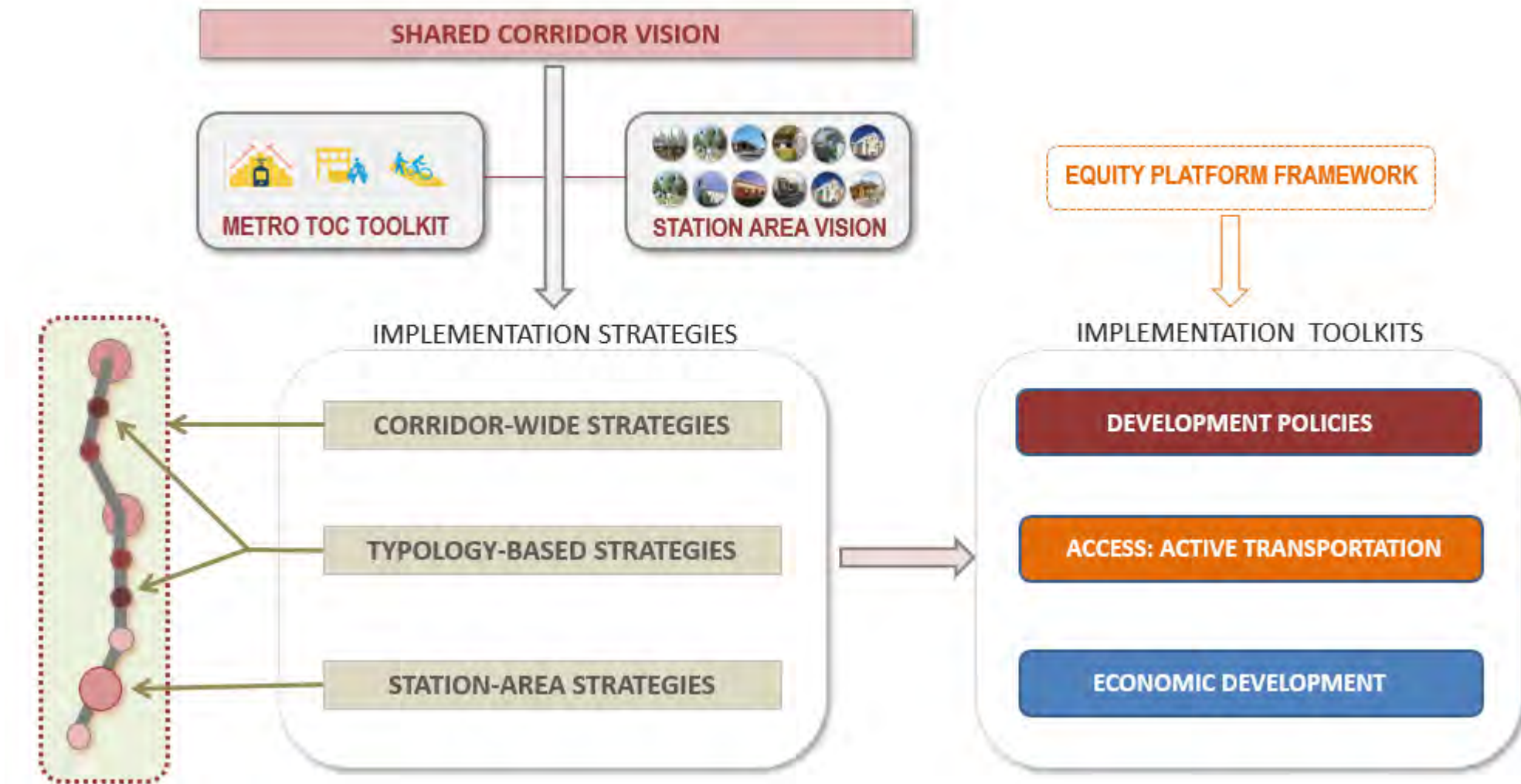
Governance Recommendations

Next Steps

Overview & Review of the WSAB Strategic Implementation Plan

WSAB Strategic Implementation Plan

In 2018, Metro and Eco-Rapid Transit 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



Source: Metro

Governance Planning Approach

Governance Planning Approach

HR&A was hired to create a Governance Plan 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

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.

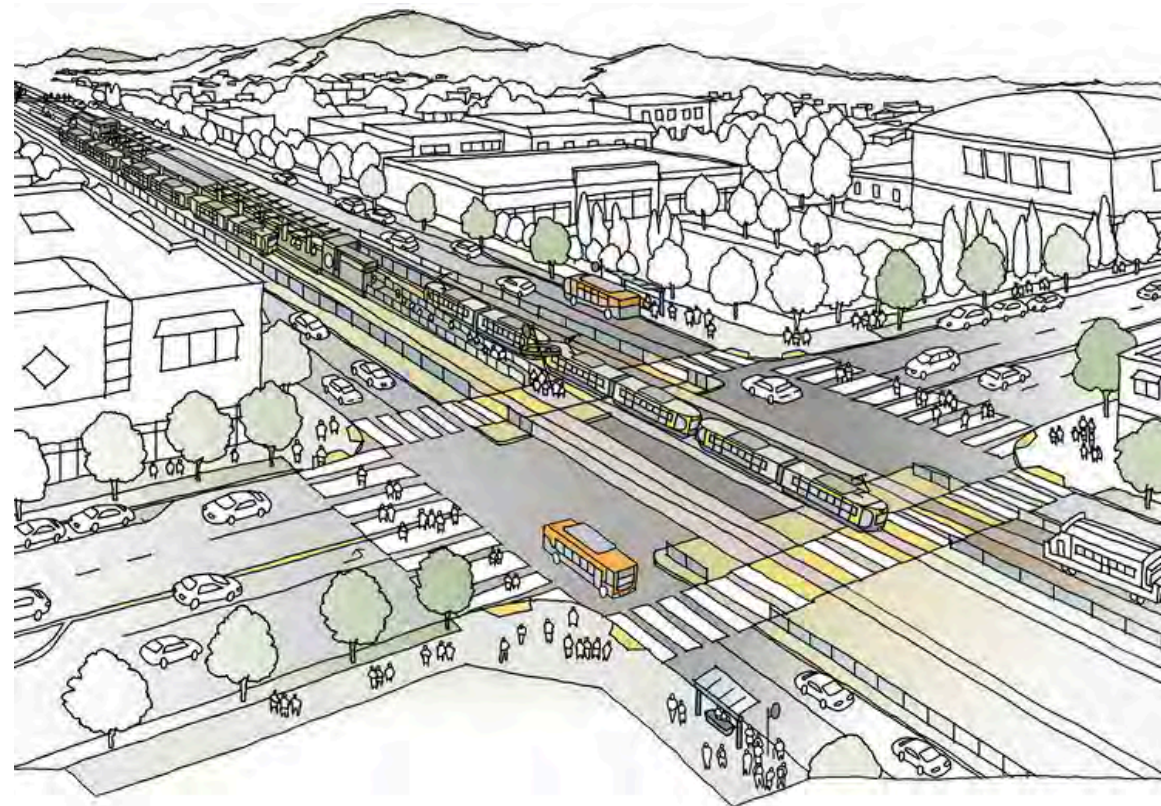
Policy Goals

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**



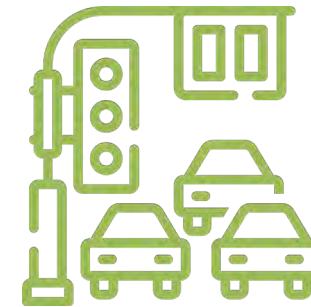
**Density
Mitigation**



**Maintenance &
Operation**



**Workforce
Development**



**Traffic
Management**

Priorities for the Governance Entity

The WSAB cities can coordinate their efforts around parking to address parking concerns and potentially profit from a coordinated parking strategy.

Policy Opportunities:

Metro plans to provide adequate transit parking at stations along the WSAB line as part of the Final EIS/EIR. WSAB cities should coordinate with Metro to consider:



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 collaboratively to ensure that all cities are able to access the train line and to address potential traffic impacts.

Policy Opportunities:

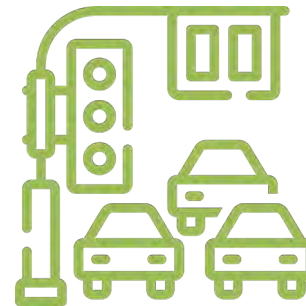
Metro's First Last Mile (FLM) team is in the process of studying pathway networks to the future stations. FLM will engage corridor cities, CBOs and the community to create an FLM plan detailing potential connectivity projects prioritized by importance and that include cost estimates.

WSAB cities can collaborate with Metro to pursue:



Mobility & Connectedness

- Shuttle services
- Bike and pedestrian facilities
- Signage



Traffic Management

- Joint traffic authority
- Traffic light syncing

Priorities for the Governance Entity

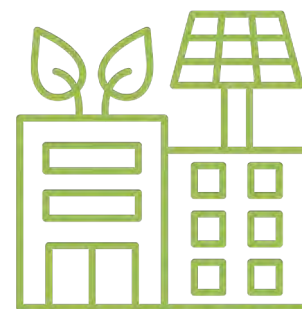
While under the purview of Metro, the WSAB cities can continue to collaborate with Metro to ensure high quality and safe train station designs through the established Master Cooperative Agreement (MCAs) process.

Policy Opportunities:



Safety & Security Design

- Maintenance, improvement, and safety of train stations



Sustainable Infrastructure

- Sustainable train station designs

Policy Goals

The policy priorities identified by the WSAB cities can be organized into three categories.

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**

Working to establish a traffic management system across the corridor, a parking authority, and leading advocacy around mobility and connectedness to the train line. This effort would be separate to Metro's work to build and operate the rail and stations.

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

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

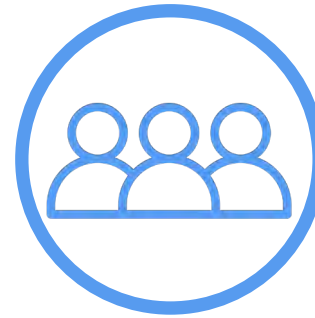
Establishing Shared Goals



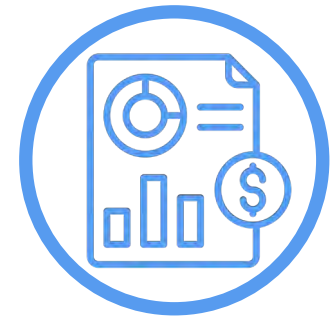
Incentivizing Participation



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 on 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

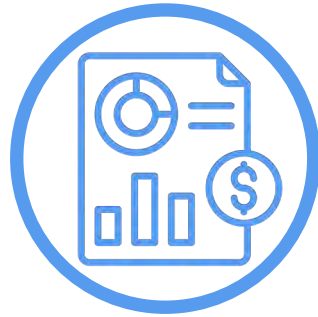


- Applying to funding
- Helping stakeholders reach consensus
- Administering the advocacy and implementation of shared goals
- Keeping the WSAB cities informed on relevant policies
- Providing technical expertise
- Any other administrative tasks

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

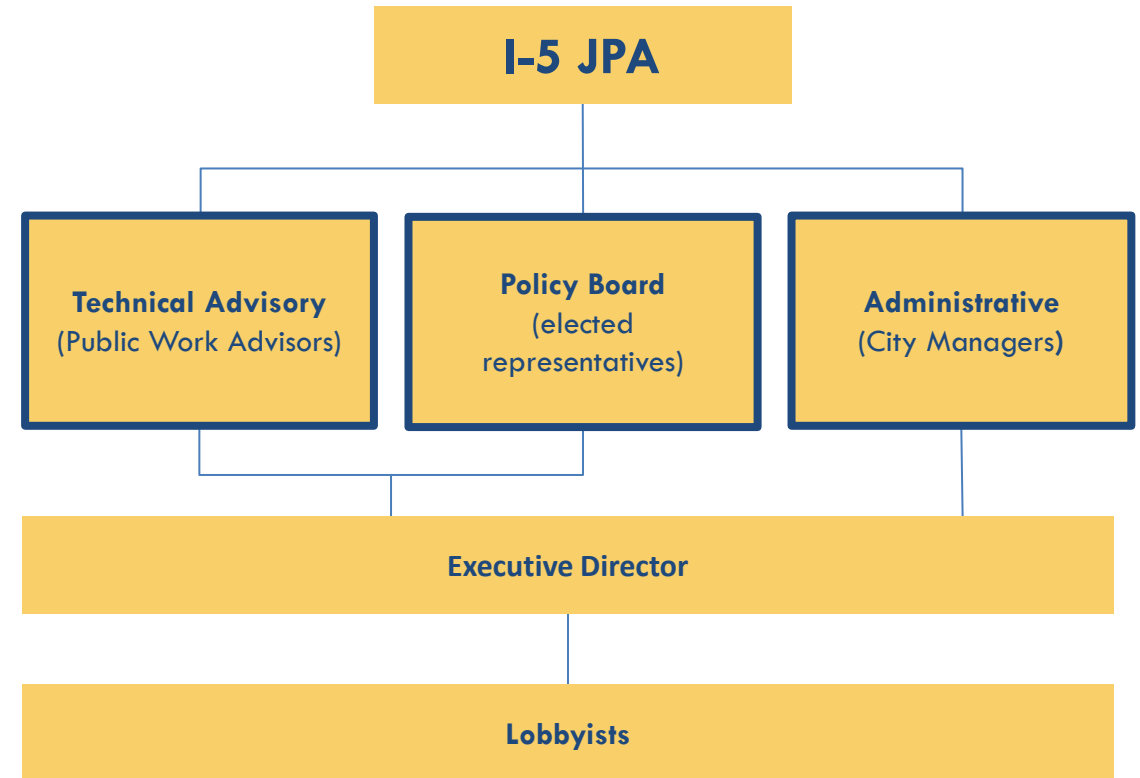
The I-5 JPA serves as a successful model for the WSAB governance committees/boards to emulate.

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 – 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

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

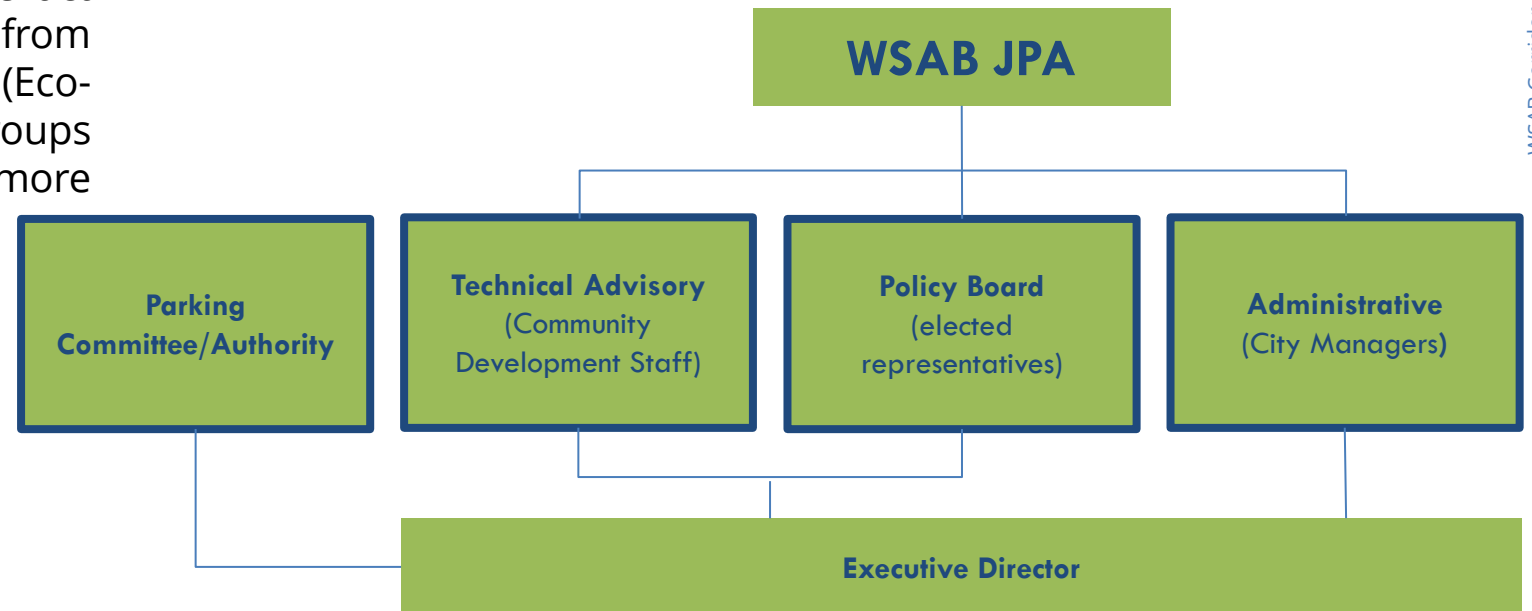
- Leading WSAB implementation, construction, and station planning
- **Metro is committed to delivering a quality project in coordination with WSAB cities but does not have capacity to address City-specific issues like economic development.**

Governance Model Alternatives

Option 1 – New Independent Entity

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

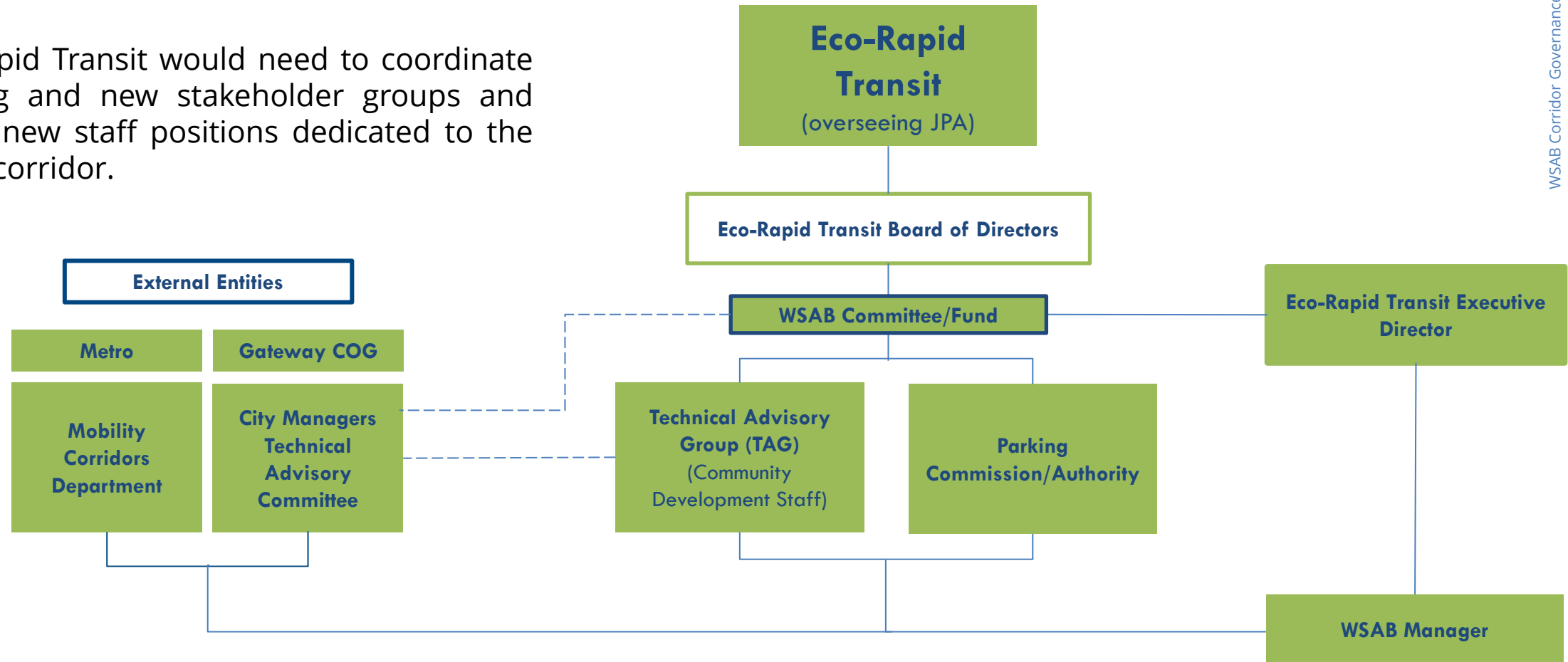
The WSAB corridor cities could create an exact replica of the I5 JPA model separate from existing governance entities in the region (Eco-Rapid Transit, COG) with the stakeholder groups being rehoused under this entity for more cohesion and organization.



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

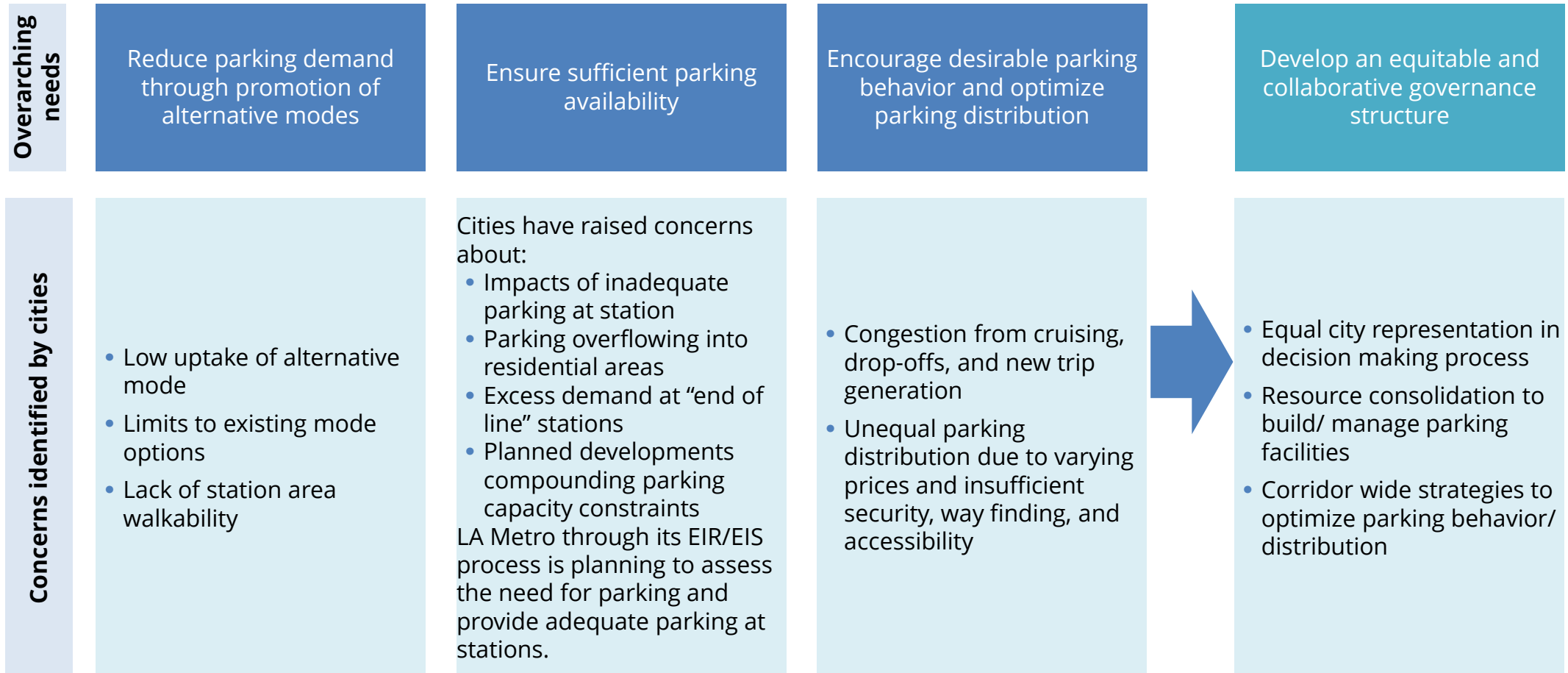
Similar to the I5 JPA, the WSAB governance structure & staff support will require additional funding that may come from the following sources:

- 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.



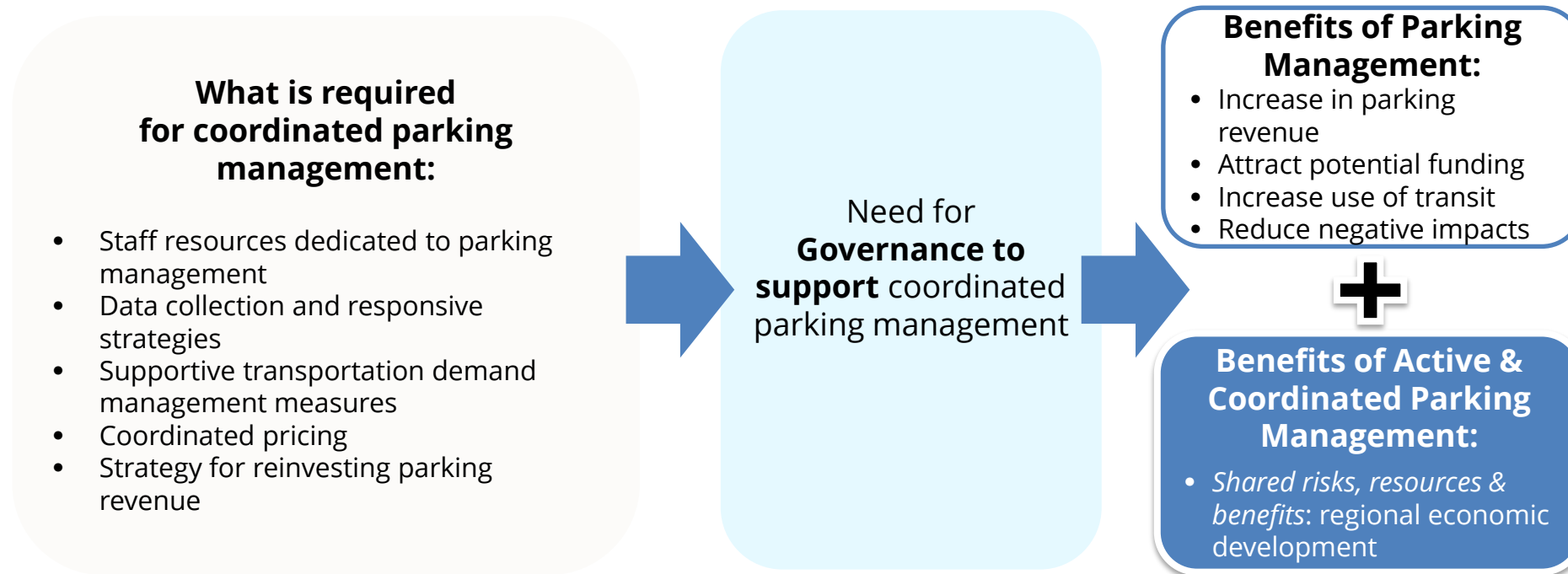
Parking Principles

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">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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

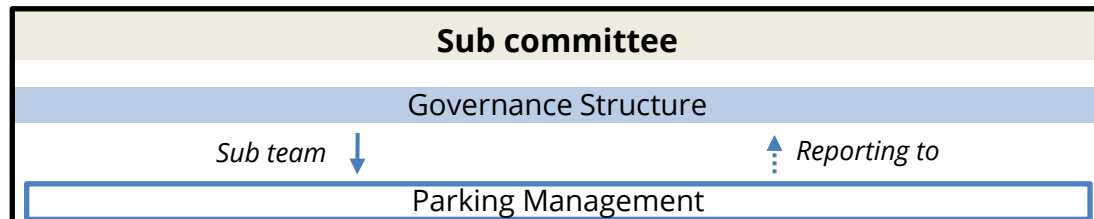
Why Coordinated Parking Management

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

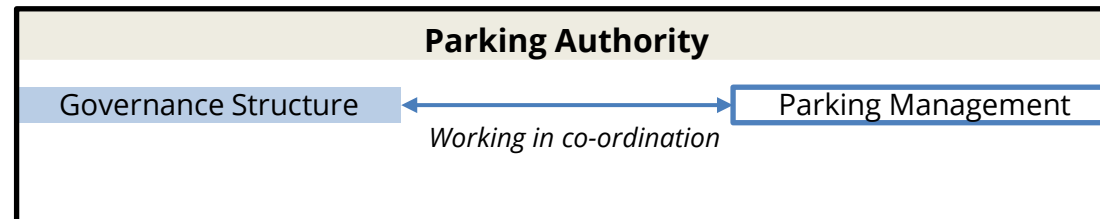


Governance Structure for Coordinated Parking

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.**



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**
Hon. Jose R. Gonzalez
Vice Chair of the Board
- City of Downey**
Hon. Hector Sosa
- City of Glendale**
(Vacant)
- City of Huntington Park**
Hon. Karina Macias
- 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)

Attachment B:
WSAB Universal Parking Plan Scope Report

West Santa Ana Branch Universal Parking Plan



West Santa Ana Branch Universal Parking Plan

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Contents

Executive Summary	i
1 Project Background	2
Objective.....	2
Approach Overview	4
2 Review of parking needs, current and best parking management practices.....	6
Review Findings	6
Geographic Analysis of Parking at WSAB Stations	6
Existing Reports Review	8
Parking Governance	17
3 Parking Management Toolkit.....	19
Purpose of Toolkit	19
Approach for Toolkit.....	19
Parking Issues, Concerns, and Strategies	21
Parking Management Implementation Plan	34
Appendix A: Map of Parking Concerns.....	47

Figures

Figure 1.1: Approach overview	5
Figure 2.1: The Exchange public parking structure, Downtown Glendale	10
Figure 2.2: Public parking kiosk in Downtown Pasadena, near City Hall.....	12
Figure 3.1: Parking Strategy Implementation Hierarchy	20
Figure 0.1: Map of Parking Concerns.....	48

Tables

Table 1.1: Sources of data and information	5
Table 2.1: Summary of parking capacity at future stations.....	8
Table 2.2: Priority parkers by WSAB stations	8
Table 2.3: Summary of short-term and mid-term parking strategies, City of Glendale.....	11

Table 2.4: Summary of TDM strategies, city of Pasadena 12

Table 2.5: Short-term and mid-term parking strategies, city of Pasadena 13

Table 2.6: Principles, objectives, and shared resources for coordinated parking management 17

Table 3.1: West Santa Ana Branch Metro Line Governance Plan – Parking Issues and Concerns
..... 21

Table 3.2: Parking Strategies – Planning Policy 22

Table 3.3: Parking Strategies – Behavior Change Programs..... 27

Table 3.4: Parking Strategies – Management Policies..... 30

Appendices

A Tree Map of Parking Concerns

Executive Summary

The West Santa Ana Branch Universal Parking Plan (“Parking Plan”) has been developed as part of a broader effort to assess different approaches to governance in the West Santa Ana Branch corridor. As a part of the study to review different governance structures, the Parking Plan serves as a test case for coordinated governance, to show how working in coordination can help corridor cities better meet their goals around mobility and economic development. Recommendations captured in the parking plan have been coordinated with the study on governance structures.

To build a foundation for the Parking Plan, an initial review of relevant Eco-Rapid Transit planning documents and studies was conducted. The review established how critical is parking for the WSAB corridor cities. Parking management practices of other cities were also reviewed to identify relevant practices to parking management. Findings from the review were presented to staff of various WSAB cities in a November 2022 virtual Advisory Group meeting. The cities’ responses and feedback to the findings during this meeting were critical to identifying parking needs and directly informed recommendations.

Three overarching issues emerged from the Advisory Group meeting:

- Risk of parking capacity constraints;
- Parking distribution/ behavior; and,
- Parking-induced externalities.

The Parking Plan recommends that WSAB cities align on developing a transit-oriented, coordinated parking management approach, to ensure that all cities along the corridor benefit from the improved mobility, regional development, and are able to effectively share costs and risks of parking management. The cities identified the following principles to underpin their approach to coordinated parking management:

- All member cities should have equal weight in the decision-making process;
- Corridor-wide coordination and resource-sharing should be facilitated;
- Coordination with regional agencies (e.g. Metro) can help ensure that efforts are aligned not duplicative; and,
- Individual city context must be taken into consideration for forming parking plan and strategies.

City participants in Advisory Committee meetings expressed preference for parking governance that is delivered through a Technical Advisory Committee, rather than the formation of a Parking Authority.

The Parking Plan captures findings from our review, key input from cities in the WSAB corridor, establishes the need and benefits of coordinated parking management, and discusses options for coordinated parking management through a governance structure.

The Parking Plan also includes a Parking Management Toolkit that presents a menu of parking strategies that could be deployed at a city or corridor-level. These strategies have been initially organized into a high-level Implementation Plan, that is phased to correspond with WSAB construction. This Implementation Plan can serve as a starting point for selecting parking management strategies to align with the planning, construction, and operating phases of the WSAB, and demonstrates how to pick strategies from the toolkit and align them with needs that arise from a specific context.

1 Project Background

Objective

Eco-Rapid Transit (ERT) is in the process of developing a Governance Plan to identify potential sources of funding associated with the new rail line – West Santa Ana Branch (WSAB) and is working collaboratively to develop a vision for how that funding is reinvested into the corridor. The Governance Plan is part of a broader effort by ERT to leverage regional investment into the WSAB to advance community and economic development for cities in the corridor, while building a strong foundation for future ridership locally.

Parking is an important and unifying issue within the corridor, with many member cities identifying it as a key concern. Transit-supportive parking can also be a lens through which broader issues around station access can be addressed. While some cities in the corridor already have plans and strategies developed related to parking management, few cities have dedicated staff related to parking. Through creating an integrated approach to parking and pooling resources, Eco-Rapid Transit cities can more effectively manage parking throughout the corridor.

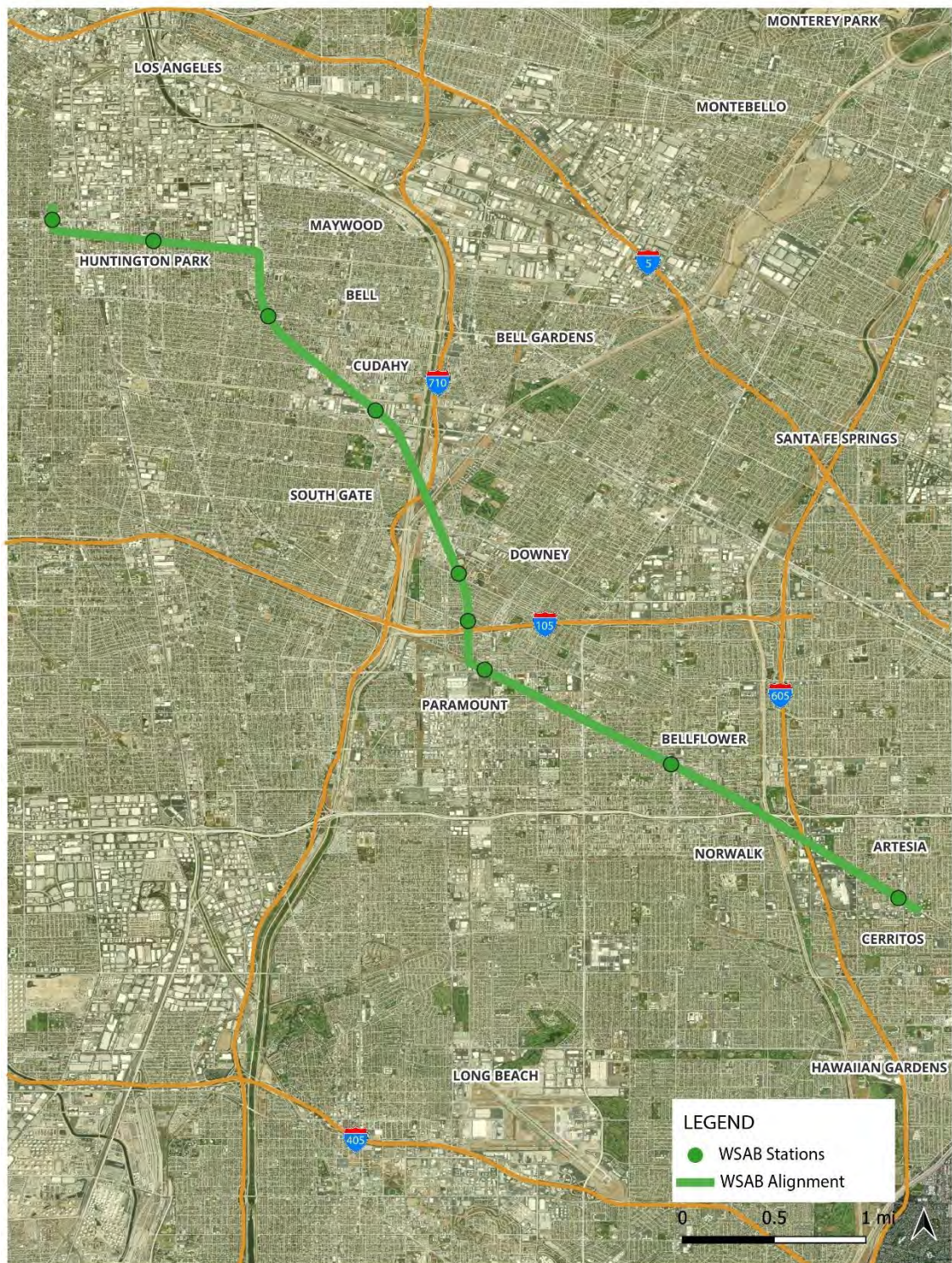
This integrated approach to parking meets a commonly identified need from different cities in the corridor and will serve as an important test-case for the Governance Plan, providing a practical example for implementation of governance structures.

The Eco-Rapid Transit and West Santa Ana Branch Context

Established in 2003, Eco-Rapid Transit (ERT) consists of 12 member cities represented on its board. The JPA is focused on two key corridors: ERT North and South.

The southern corridor, Metro’s West Santa Ana Branch, is estimated to be a \$6.6 billion project funded through Countywide Measures R and M, as well as the State of California SB1 program. It is a 20-mile light rail corridor extending from Union Station in downtown Los Angeles in the north to the City of Artesia in the south.

Figure 1.1: Alignment of WSAB



Source: Steer cartography

The WSAB crosses multiple jurisdictions in Southeast Los Angeles:

- Artesia
- Paramount
- Downey

- South Gate
- Cudahy
- Bell
- Maywood
- Huntington Park
- Bell Gardens
- Cerritos

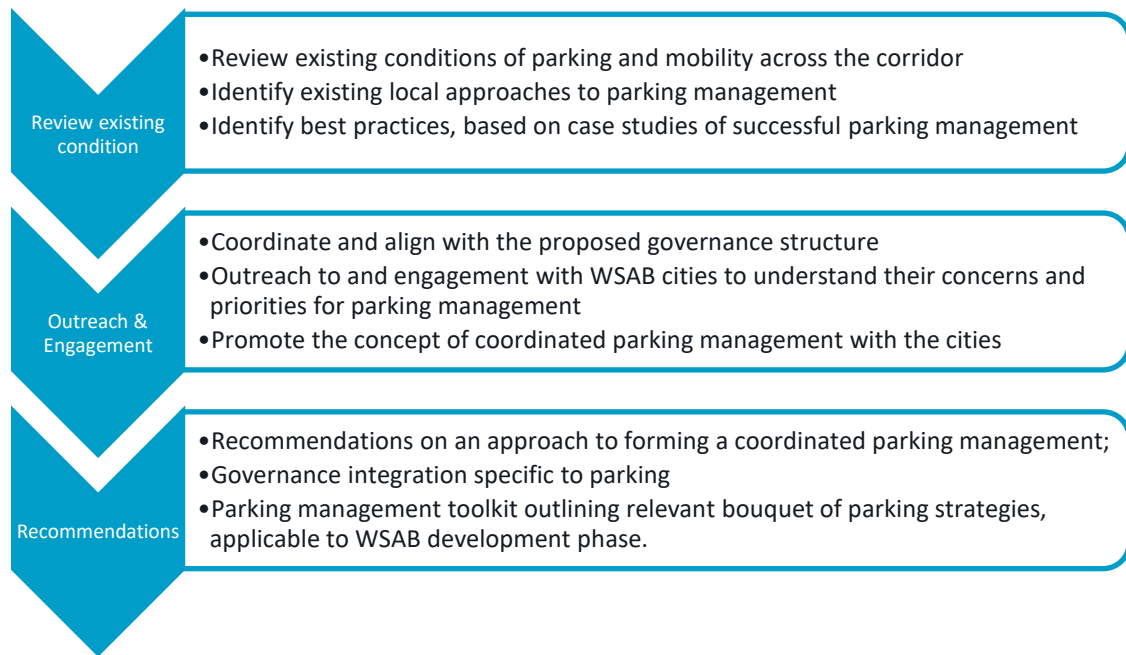
These cities combined have a population of 1.1 million and contain over 500,000 jobs. They are densely populated and have a high incidence of car ownership. Given that these cities are underserved by a fixed transit system, but also have high existing Metro Bus ridership, WSAB is expected to bring in substantial improvements to mobility and connectivity to the corridor, and cities anticipate that it will also be a conduit for economic development.

Parking plan aligned with the governance structure

The Universal Parking Plan is a concurrent effort to a study which will provide recommendations on a governance structure for cities in the WSAB corridor. Because parking is a key issue for these cities, the Universal Parking Plan serves as an opportunity to establish a shared vision and approach for parking management in the corridor, which also serves as a test case for the work to establish recommendations on governance in the corridor. These two pieces of work support each other, while the Parking Plan provides a practical example for implementation of governance structures, coordinated governance also enables an approach to parking management that views issues at a corridor level rather than at a jurisdiction-by-jurisdiction basis.

Approach Overview

The approach for the Universal Parking Plan was developed to produce context-sensitive solution to help WSAB corridor cities work together on parking. It began with a high-level analysis to understand the conditions around parking and mobility in the corridor currently and collected examples from elsewhere of successful parking management. It engaged with WSAB corridor cities through the Advisory Group meetings to develop shared principles around parking. It reviewed options for organizational structure is needed to scale these strategies to the corridor and captures a set of policies and strategies in the Implementation Plan, dividing actions into a near-, mid-, and long-term timeline that is aligned to WSAB construction and completion.

Figure 1.1: Approach overview

The following data and information sources were relied upon throughout the project:

Table 1.1: Sources of data and information

Type	Source	Description
Existing conditions	Literature review	Repository of documents/ reports on ERT's website for parking related discussions and insights
	Desktop research	Identifying best practices of parking management that can be referred to when forming the parking plan. Researched into parking governance structures of other cities/ planning authorities.
	LA Metro	WSAB station location shapefiles and planned parking capacities from Metro.
Outreach & engagement	Advisory Group Meetings	Multiple virtual meetings with WSAB cities between August 2022 to January 2023. Advisory Group meeting from November 2022 focused on parking, where findings on existing conditions encompassing parking issues and needs of the cities and the approach to coordinated parking management were presented. Gathered cities' feedback through discussion prompts, which helped form the recommendations.

The final set of parking management governance structure and strategies are captured in an Implementation Plan, dividing actions into a near, mid, and long-term timeline that is aligned to WSAB construction and completion.

2 Review of parking needs, current and best parking management practices

This chapter summarizes the findings of the review of current needs, current practices and best practices for coordinated parking management.

Review Findings

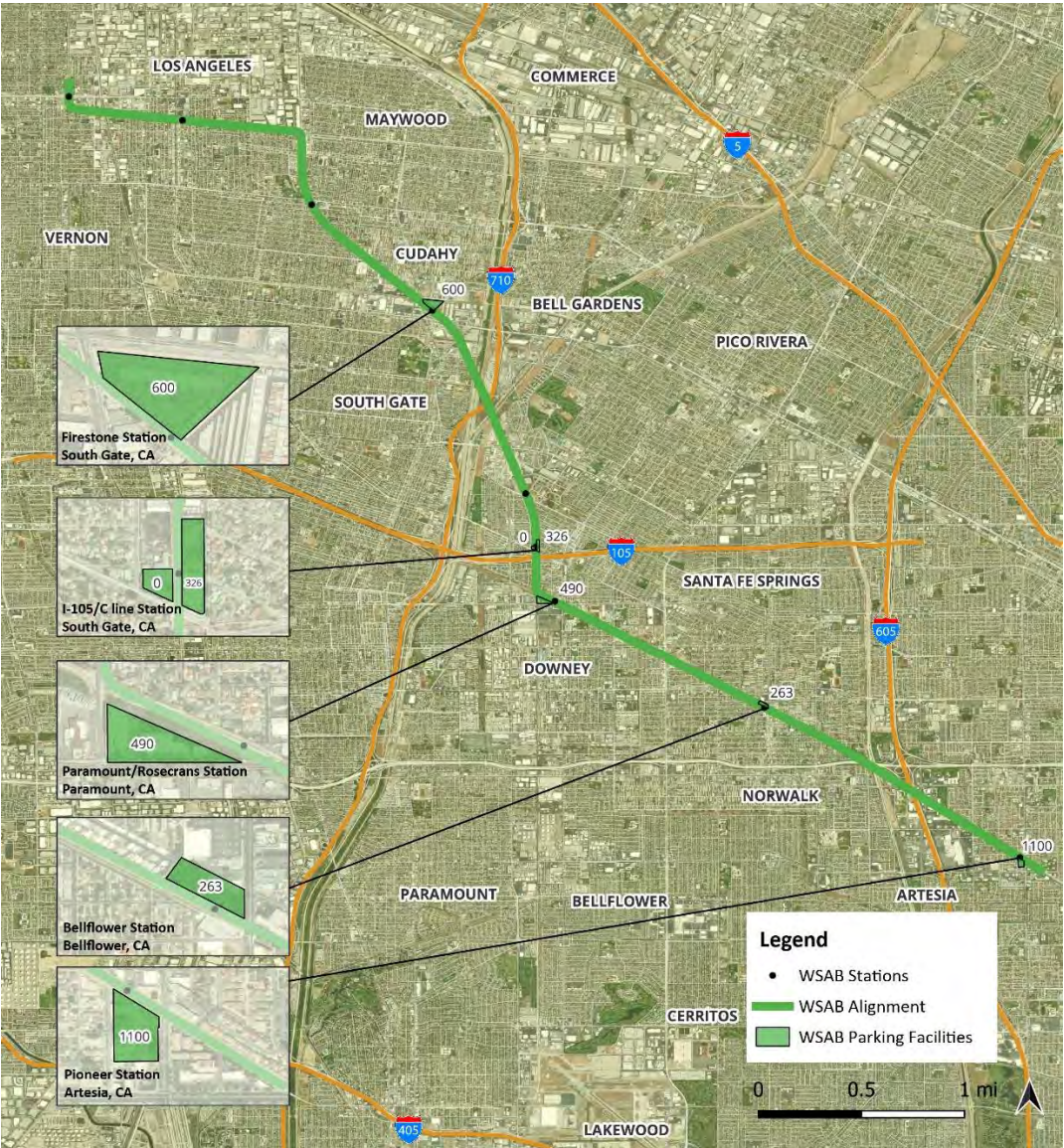
The review of existing parking conditions along the corridor was based on:

- Geographic analysis of WSAB corridor;
- Past ERT reports and summary of parking issues as understood from minutes of initial city meetings; and,
- Review of parking management case studies.

Geographic Analysis of Parking at WSAB Stations

The following map presents the locations of Metro parking at WSAB stations and respective parking capacities.

Figure 3.1: Parking Facilities



Source: Steer cartography. Shapefile shared by Metro as on August 15, 2022

The following table summarizes the parking capacity for parking facilities planned by the Metro¹:

Table 2.1: Summary of parking capacity at future stations

Parking Facility	Capacity
Firestone Station, South Gate	600
I-105/C line station, South Gate	326
Paramount/ Rosecrans station, Paramount	490
Bellflower station, Bellflower	263
Pioneer Station, Artesia	1,100

Source: Metro

Existing Reports Review

Parking availability has been identified as a concern, both as a general issue and specific to ERT along the corridor cities. Several of the cities along the project corridor are highly populated leading to local parking issues for residents.

Past parking analysis, as part of both early corridor-wide and station specific plans, focus on determining the high-level need for parking and possible locations for parking lots or structures to meet expected demand. Past studies also identify an opportunity to reduce parking demand and recommend actions like reducing bundled parking requirements for transit-oriented development and identifying opportunities for shared parking.

In 2021, ERT Board identified their priority parkers around each station as summarized in the following table:

Table 2.2: Priority parkers by WSAB stations

Station	Main City/Jurisdiction & Secondary City/Jurisdiction	City/Jurisdiction Identified Priority Parkers
Slauson	Los Angeles (LA) County & Huntington Park	Residents
Pacific/Randolph	Huntington Park & Bell, Maywood, Vernon	Customer, Resident, Commuter
Florence/Salt Lake	Huntington Park & Bell, Cudahy, Maywood, Bell Gardens	Resident, Commuter
Firestone/Atlantic	South Gate & Cudahy, Bell Gardens	Customer, Resident, Commuter
Rio Hondo	South Gate	Visitor

¹ The shapefiles used to prepare the map do not show the alignment or stations beyond Slauson Ave. Shapefiles included the Locally Preferred Alternative selected by the Metro Board in January 2022 which is an initial segment from Slauson/A Line to Pioneer. North of the Slauson/A Line station, WSAB and the A Line are parallel but will not share tracks. Metro staff is currently further studying the Slauson to Union Station segment. Parking lots shown in the map are located over existing land uses. Metro confirmed that it intends to convert the occupied parcels to parking aligned with the construction of the WSAB corridor.

Station	Main City/Jurisdiction & Secondary City/Jurisdiction	City/Jurisdiction Identified Priority Parkers
Gardendale	Downey, LA County & South Gate	Resident, Commuter
I-105/Green Line	South Gate & Paramount	Transfer, Local Resident
Rosecrans	Paramount	Customer, Resident
Pioneer	Artesia	Customer, Resident Commuter

Source: Minutes of ERT Board Meeting – Parking Management Update, 2021

In order to maximize the use of parking around planned stations, a few strategies to be used in conjunction with each other are suggested throughout the documents reviewed, including:

- Shared parking, allowing the use of parking structures by commuters, shoppers, and residents (Huntington Park, South Gate, Cudahy, Downey Station Area concepts);
- Paid parking (ERT TOD Guidebook);
- Parking time limits (ERT TOD Guidebook);
- Reduction of parking requirements (ERT TOD Guidebook, South Gate station concepts);
- Awareness campaigns (South Gate citywide parking study); and,
- The Enhanced Infrastructure Financing Districts² report suggests that the existing JPA structure could be used to jointly manage EIFDs that themselves hold individual parking districts across corridor cities.

Case studies

As part of identifying existing practices, approaches to parking management in multiple cities was reviewed. The intention of reviewing case studies is not to directly replicate any parking management approach, but to identify the strategies or mechanisms that could potentially work in the WSAB corridor. Ultimately, strategies and a cohesive approach will need to be tailored to the WSAB corridor context, but case studies provide helpful examples of what has (and has not) worked in other places before.

Parking Management approaches in the Cities of Glendale and Pasadena were reviewed for this purpose. Both provide helpful examples of benefits of strategic parking management, and Glendale provides additional benefit to WSAB cities by being a co-participant in the Eco-Rapid Transit Joint Powers Authority (JPA); opening up direct opportunities for ongoing knowledge sharing, despite being different in geography and characteristics. These cities present examples of a successful approach to parking management that achieved occupancy targets, enabled multi-modal integration and maximized parking revenue.

Case Study – City of Glendale

In 2007, the City of Glendale, CA adopted their Downtown Mobility Study (2007), which complimented their 2006 Downtown Specific Plan, and was developed to accommodate new growth and enhance mobility Downtown. Of the six (6) policy concepts introduced, the

² Enhanced Infrastructure Financing Districts are “independent government entities” used as mechanism to “fund construction and rehabilitation of public infrastructure projects in California”.

Downtown Mobility Study focuses heavily on Parking Management, and provides recommendations for reaching 85% occupancy target (Shoup) using a variety of interventions.

In the study it was identified that during peak occupancy, all of downtown’s public parking was 53% utilized, with approximately 2,500 available spaces. Across the neighborhood, on-street parking was coveted as it was convenient and free. Meanwhile, off-street parking was paid, and poor wayfinding did not help drivers locate available spaces - this combination of challenges created the perception of a parking shortage.

Figure 2.1: The Exchange public parking structure, Downtown Glendale



Source: City of Glendale, CA, 2023

To address parking concerns the Mobility Study focused on “parking demand management” strategies rather than simply increasing the supply of parking. Major strategy goals included a coordinated management of total public parking supply, the creation of tools for flexible and efficient parking administration, and immediately addressing neighborhood parking problems.

Some key recommendations that were identified were:

- Coordinated management for on- and off-street parking, using demand-responsive prices
- “Park Once” district for Downtown Glendale managed as integrated system.
- Allow leasing of public spaces instead of building own spaces
- Trolley circulator to convert motorists into pedestrians
- Metrolink and Amtrak riders park free at the transportation center
- Wayfinding system with locations, pricing, and real-time occupancy
- Multi-space pay meters for customer experience, revenue management, and occupancy monitoring
- Creation of Traffic and Transportation Administrator position who will coordinate with the TMA, other departments/agencies, and the private sector
- Revenue from parking invested in-place for streetscape/transit/capacity improvements
- Commercial parking in new development to be public when not serving primary use
- Permit system for downtown-adjacent residential neighborhoods
- Zoning to favor ground-floor urban design, reducing parking footprint without reducing supply
- Adjust parking minimums for downtown development

The Downtown Mobility Study provides additional helpful details, such as pay-by-space vs pay-and-display pros and cons, which could be a good reference when making detailed policy decisions. Only after other recommendations have been exhausted will the addition of a new parking supply be considered.

Table 2.3: Summary of short-term and mid-term parking strategies, City of Glendale

Short-Term Strategies	Mid-Term Strategies
<ul style="list-style-type: none">Establish a “Park Once” district in Downtown by connecting all parking policy issues. A “Park Once” district quickly directs visitors to the appropriate parking facilities and allows them to complete their entire trip by walking or making use of transit options. This avoids the added congestion of visitors parking again at different locations.Established demand responsive pricing.Added pay-by-space parking metersBroaden scope of projects that could be funded by parking revenue to include transportation and streetscape enhancements.	<ul style="list-style-type: none">WayfindingIntroduced a parking administrator role with the Downtown Mobility Coordinator positionIntroduce shared parking requirements for new developmentsReformed neighborhood parking permit programs into a Residential Parking Benefit DistrictUpdate existing TDM ordinance and require membership in TMA

Source: Mobility Study Implementation Progress Report (2013)³, City of Glendale

Case Study – City of Pasadena

Old Pasadena saw tremendous growth attributed to the changes in parking policies in the 1990s. The primary changes were the introduction of metered parking to facilitate an ideal 85% occupancy rate and the reinvestment of parking revenues directly back into the Old Pasadena district.

³ <https://www.glendaleca.gov/home/showpublisheddocument/4227/635343627282570000>

Figure 2.2: Public parking kiosk in Downtown Pasadena, near City Hall



Source: Walt Macini/Pasadena Star News, 2020

In 2021, the city commissioned a Citywide Parking Strategic Plan to outline the steps needed to implement an effective parking and mobility program. Utilizing findings from past parking studies, stakeholder feedback, an assessment of operations, and industry best practices, the plan acts as a guide for implementation and highlights important considerations. The plan focuses on three focus areas; Policies, Technology & Operations, and Transportation Demand Management, and provides near-term recommendations for reaching 85% occupancy target for off-street parking. Some key near-term recommendations that were identified were:

Table 2.4: Summary of TDM strategies, city of Pasadena

Policies	Technology & Operations	Transportation Demand Management
<ul style="list-style-type: none">Implement an ongoing data collection planAdjust paid parking rates citywide and implement an escalating rate modelImplement a paid parking rate frameworkAdjust parking garage and off-street lot policiesSimplify the on-street parking operationDevelop a special event management planDevelop an employee permit parking programUnify signage and wayfinding citywideSimplify the permit programsSeek shared parking opportunities	<ul style="list-style-type: none">Consider installing occupancy counting technologyConsider installing a digital parking guidance systemUpgrade paid parking equipment on-street and leverage mobile paymentEnhance the parking services landing webpageDevelop a garage investment prioritization frameworkPrioritize effective enforcementCentralize parking garage operations under one operator.	<ul style="list-style-type: none">Curb management best practicesPromote alternative modes and adopt a “Park Once” parking management mottoIncrease bike storage

Policies	Technology & Operations	Transportation Demand Management
<ul style="list-style-type: none"> Reevaluate the citywide overnight parking restriction 		

Source: Citywide Parking Strategic Plan (2021)⁴, City of Pasadena

In addition to near-term recommendations, the 2021 Citywide Parking Strategic Plan document features a detailed Comprehensive Implementation Guide, which could be a good reference when making policy decisions.

Table 2.5: Short-term and mid-term parking strategies, city of Pasadena

Short-Term Strategies	Mid-Term Strategies
<ul style="list-style-type: none"> Price on parking (1993) Parking revenue re-invested into streetscape improvements and maintenance (1993) Establish a “Park Once” policy goal Single parking garage operator for City facilities Updated parking information online Implement escalating parking rates, per hour rate increases Modify Parking rates to continue achieving 85% occupancy 	<ul style="list-style-type: none"> Seek shared parking opportunities Wayfinding/information updates (parking occupancy, directions, and identifiers) Implement mobile ticketing Implement TDM measures

Source: Citywide Parking Strategic Plan (2021)⁵, City of Pasadena; *Turning Small Change into Big Changes*⁶, Douglas Kolozsvari and Donald Shoup

These case studies present a framework to parking management approach that has the record to achieve occupancy targets, enable multi-modal integration and maximize parking revenue. Some of the key best practices that WSAB can take inspiration from are:

- Comprehensive understanding of the city characteristics and needs recorded through thorough studies
- Identify relevant strategies, prioritize and implement them in a phased manner: short, mid and long term
- Dedicated resources to parking (such as appointing a parking manager)
- Regular meetings of the governing body with relevant stakeholders

⁴ <https://www.cityofpasadena.net/transportation/wp-content/uploads/sites/20/DRAFT-Pasadena-Citywide-Parking-Strategic-Plan.pdf>

⁵ <https://www.cityofpasadena.net/transportation/wp-content/uploads/sites/20/DRAFT-Pasadena-Citywide-Parking-Strategic-Plan.pdf>

⁶ <http://shoup.bol.ucla.edu/SmallChange.pdf>

Overall, to maximize the effectiveness of these approaches and select the most beneficial strategies, it is essential to understand the current and future context surrounding their implementation in the WSAB.

Thus, we took our findings from existing parking challenges along with best practices from the case study to an advisory city meeting, with an objective to gather feedback from the cities as well as gather their motivation to unite for parking management along the corridor through a coordinated parking management. Accordingly, the following sections will detail city needs as received in the advisory meeting, along with developing a foundation for coordinated parking management and provide the cities with a parking toolkit as an approach to implement coordinated parking management for WSAB corridor.

Advisory Group Meetings

During the city advisory group meeting held in November 2022, initial insights from the review were presented to the cities, and a facilitated discussion was held to gather city feedback on the parking needs identified.

In response, the city staff participants raised concerns related to parking availability, capacity, and distribution. With the addition of a new line, city staff cited concerns about an exacerbation of existing parking constraints, leading to overflow issues and increased traffic flow resulting in negative parking-related externalities.

These concerns are also mapped and presented in Appendix A and a detailed report of city responses are presented next.

Key issues

Parking Capacity Constraints: The most prevalent shared concerns raised among city representatives were in relation to existing limited parking availability and parking capacity constraints - a problem that will be augmented by the new line. Representatives are concerned that the new line will bring about parking overflow issues, especially if there isn't sufficient parking availability at stations, leading to the use of parking in surrounding neighborhoods. This concern was especially prominent among "end of line" cities, who would have additional parking demands from line users boarding at terminus stations. In line with this concern, there are also new developments being planned in the areas surrounding the line, which will further increase parking capacity constraints. Additionally, while representatives acknowledged the value in encouraging the use of non-driving modes in addressing these parking capacity issues, they also cited the limited uptake of these non-driving options due to its inconvenience to line users/residents.

LA Metro through its Environmental Impact Report process is planning to assess the need for parking and provide adequate parking at stations.

Parking Distribution/Behavior: Staff flagged that there is currently an imbalanced demand among neighboring parking lots and parking districts. Some lots/districts are under-utilized due to cheaper or more destination-accessible parking in surrounding areas. Representatives also cited safety/security concerns and a lack of sufficient wayfinding as reasons for the underutilization of city-owned parking structures. The underutilization of certain city owned lots also feeds into an inadequate generation and distribution of revenue/resources to address the significant parking maintenance and management expenses noted by the representatives.

Negative Parking-Related Externalities: An additional behavior-related concern raised was the potential impact of the new line on traffic flow. It is the concern of staff that traffic in station cities may increase as drivers drop off passengers or park near the station, leading to congestion. If there were a lack of proper wayfinding or designated parking areas, it could result in VMT for drivers in search of parking

Shared goals & objectives for coordinated parking management

City concerns can be addressed through corridor-wide, coordinated parking management. The objective is to bring the WSAB cities together on grounds of shared principles, objectives and resources that result in benefits for all cities.

To define the approach for coordinated parking management, it is important to start from the city responses on what these shared objectives should be. City staff Advisory Group participants provided suggestions for shared goals to underpin coordinated parking management:

All member cities should have equal weight in the decision-making process: All city representatives expressed a need for a shared governance structure. Equitable representation among cities was frequently expressed as essential to ensuring that the smaller cities have an equal voice in the governance process. Representatives cited that this governance board should also consider issues and opportunities arising from developments in surrounding areas that will directly or indirectly impact local economies and thereby parking demand/distribution.

Corridor wide coordination and resource-sharing should be facilitated: Representatives from all cities cited the advantages of increased collaboration and sharing of resources among cities along the corridor. They suggested that cities could work together and consolidate resources to manage and build new facilities, which would save on time, money, and resources as each city wouldn't need to have their own full time parking staff. This collaborative approach will also enable cities to incorporate knowledge from individual cities and build off each other's experience. Cities should also coordinate parking rates to ensure that users aren't incentivized to overburden cheaper parking options and under-utilize more expensive ones.

On governance: a Technical Advisory Committee (TAC) structure was suggested as an appropriate structure to handle parking-related issues and play a coordinating role between staff and decision-makers. The TAC body could provide decision making capabilities, but also being able to reach out and leverage resources from individual cities/staff which may be already working on parking and related data management. Other points briefly mentioned included the need for a corridor-wide housing strategy and the inclusion of cities surrounding or benefiting from the corridor but not immediately adjacent to it.

Several cities highlighted the potential role of Metro in facilitating data-driven parking strategies. This could involve Metro providing valuable data, conducting parking studies, and offering technological solutions such as live parking availability technology and parking count systems. As a centralized body with ample experience and resources in advancing parking-related solutions, Metro was viewed as an ideal partner by many cities.

Metro has a dedicated team for Transportation Demand Management and Policy Initiatives that can potentially support WSAB governance entity for parking plan. Additionally, Metro also intends to carry out bus/rail study interface study that can help identify the first/last mile connectivity needs in which cities play a greater role.

Relevant parking strategies: In addition to making suggestions regarding parking governance, representatives also recommended several specific parking strategies that will help enhance the economic benefits of the new line and address some of its associated parking related issues. Their suggestions include:

- **Non-driving mobility modes should be promoted to reduce parking demand:** Multiple cities emphasized the need for providing sufficient services and infrastructure to facilitate the use of alternative modes to access stations which would alleviate parking demand. This could include expanding fixed route services to meet parking lots, improving bike infrastructure to facilitate first/last-mile connections, and improving walkability in the station area.
- **First and last mile connectivity --Shuttle services between parking lots, stations, and between cities was a need expressed among many cities:** Numerous cities cited the need to promote the use of city-owned parking structures and coordinate among cities to ensure that parking utilization is balanced between cities and lots. To facilitate this, representatives suggested implementing shuttle services between parking lots and stations, and between neighboring cities where there is an imbalanced parking demand.
- **Increase utilization of under-utilized city owned parking options:** City officials want to increase the utilization of under-utilized parking lots and suggested several different strategies to do so. These including addressing safety, aesthetics, and security, implementing improved wayfinding, implement parking technology to monitor parking and provide real-time parking counts, conducting parking demand analyses, and identifying walking routes to commercial and business centers.
- **Parking should be coupled with economic development:** Representatives cited the importance of taking advantage of the increased traffic to station cities by identifying opportunities to integrate parking smoothly into commercial centers to promote economic activity. Downtown Pasadena was identified as an excellent example of successfully planned integration of economic and parking activity. Some successful aspects cited included Downtown Pasadena's walkability and density of retail which made it not only a hub for connectivity, but also a destination.
- **Parking revenue should be reinvested into parking infrastructure and relevant public facilities:** Multiple cities cited the importance of reinvesting parking revenue into parking-related facilities. Representatives cited Ventura and Pasadena as potential replicable models for addressing revenue flow. In Ventura, they created two funding sources out of parking, one that's reinvested back into operations maintenance and marketing business side, and the other parts reinvested back into infrastructure of parking facilities. In Pasadena, revenues were reinvested into streetscape design and Business District improvement, which resulted in the increase of shopping and more people coming to pay for parking. Off-street parking revenue feeds the off-street facilities, while on-street parking revenue feeds the on-street facilities (sidewalk infrastructure, pedestrian improvements, mobility, lighting), which also helps local businesses. Therefore, the city's businesses are able to see the parking revenue as theirs.
- **Some city-specific solutions should be implemented:**
 - A few cities had additional comments on mobility options specific to their city's context. Bell Gardens sees their stations closely connected to South Gate and Huntington Park and believes there needs to be an additional shuttle service between these stations - as well as between existing bus stops, and popular destinations.

- The city of Maywood envisions improvements to facilitate biking from the LA River into the city that would also allow cyclists to access the retail/main street area when entering the city to access the station.

The overarching takeaway from engagement with WSAB cities was the desire to **work together to deliver transit-oriented, coordinated parking management, that reflects equal representation by corridor cities, is responsive to parking users, and balances regional needs with the needs of the communities**. From engagement, several guiding principles, objectives and shared resources emerged, which are outlined in the following table.

Table 2.6: Principles, objectives, and shared resources for coordinated parking management

Guiding Principles
The key principles for achieving coordinated parking management
Commit to identifying and balancing both local city and regional needs
Understand the users – priority parkers along the corridor, station specific users, etc.; and identify measures that would influence travel behavior
Parking as a part of a broader mobility network – work in alignment with the broader mobility network and regional development
Objectives
Common objectives of coordinated parking management
Equal representation of all member cities
Inclusive decision making and protecting city interests
Making parking beneficial for all member cities
Coordination with Metro and other stakeholders
Determining a mix of suitable parking strategies
Shared Resources
Collective action of sharing resources to achieve the objectives
Shared staff resources
Implementation of parking strategies, including data collection, supportive transportation demand management measures
Coordinated parking pricing
Revenue and cost sharing - and strategy of reinvesting parking revenue
Parking enforcement
Customer care

Identifying a clear set of and implementing guiding principles, objectives and shared resources will enable WSAB cities to share risks and reduce costs of parking management, resulting in increased parking benefits compared to parking management at city level. This will also ensure that a coordinated parking management renders benefits to the entire region.

Parking Governance

- 2.1 Corridor-wide, coordinated parking management can best be delivered when there is a body to oversee how parking is being managed throughout the corridor, ensure that strategies deployed effectively and are aligned with WSAB cities principles and objectives. Two approaches to integrating parking within a governance structure are identified:

- **Subcommittee or Technical Advisory Committee:** The functions within the governance structure as an advisory committee. It advises the governing authority on parking strategies and makes recommendations.
- **Parking Authority:** An autonomous body, the parking authority works in coordination with the governance body, but is responsible for its own finances, and for developing and implementing parking strategies.

2.2 WSAB cities will need to decide which of these approaches works best within the context of the broader governance structure. We present a summary of characteristics of these two types of governance to support future decision-making:

Table 3.2 Parking Governance Characteristics

Category	Parking Authority	Parking Subcommittee/ TAC
Governance	<ul style="list-style-type: none"> • Separate organization from governance body • Members appointed by individual cities participating in governance body 	<ul style="list-style-type: none"> • Advisory Committee to governance body
Resources	<ul style="list-style-type: none"> • Finances are the responsibility and authority of the Parking Authority • Staff employed through the Authority 	<ul style="list-style-type: none"> • Finances are the responsibility and authority of governance body • Staff are contracted or employed through a member city or governance body
Responsibilities	<ul style="list-style-type: none"> • Delivers parking management strategies • Potentially could operate on-street and off-street parking (everything related to construction, maintenance, operation and management of parking facilities in the municipality) • Potentially could have authority to manage land for facilities under the jurisdiction of the Parking Authority 	<ul style="list-style-type: none"> • Provides comments and advice to governance body on parking strategies and implementation • Develops annual work plan and budget to meet Committee's mandate
Accountability Mechanism	<ul style="list-style-type: none"> • Submits annual report for preceding year to governing body including a financial statement with a balance sheet, revenue, and an expenditure statement 	<ul style="list-style-type: none"> • Submits annual report to governance body on work plan and budget performance
Procedure for Creating and Implementing Policies	<ul style="list-style-type: none"> • Generally autonomous • Reporting through governance body annually 	<ul style="list-style-type: none"> • Provides comments and advice to governance body on strategies and policies relating to the development and delivery of parking services

3 Parking Management Toolkit

Once a governance structure is established, and the structure of parking management (whether as a subcommittee or authority) is determined, that body could begin work on delivering coordinated parking managements. This chapter outlines a long list of strategies which collectively form a parking management toolkit. This toolkit can be used by the governance body, WSAB cities, or dedicated parking management staff to build a program of context-responsive parking management strategies.

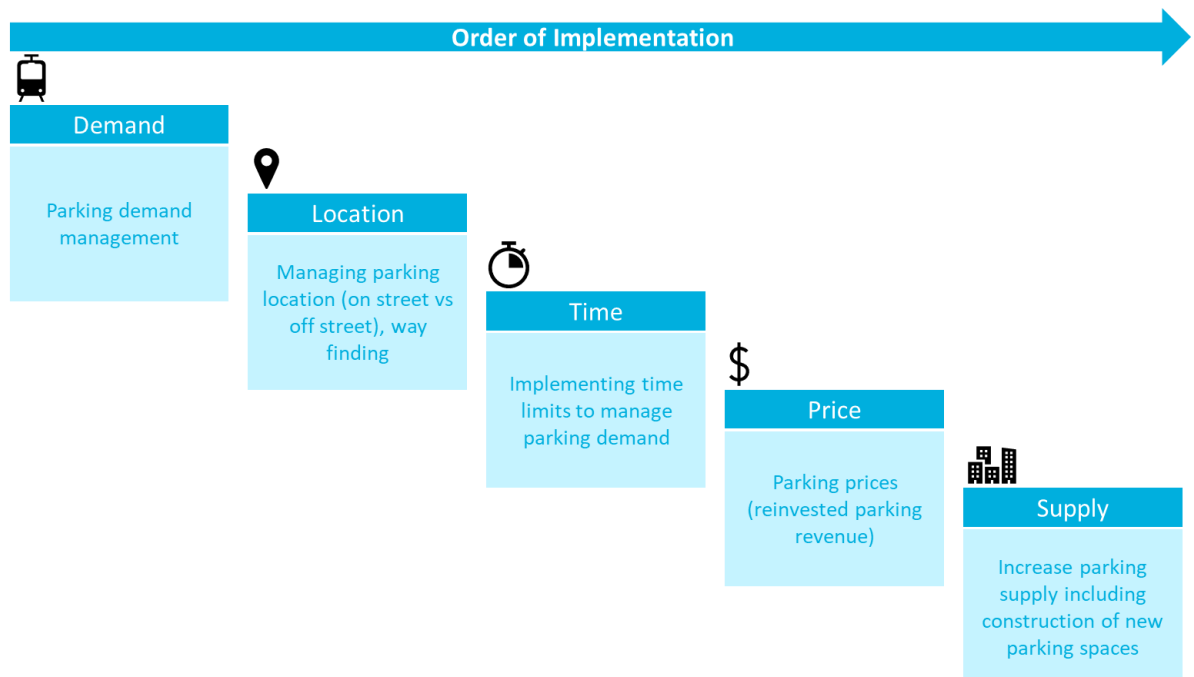
Purpose of Toolkit

The Parking Management Toolkit of strategies is intended to inform city and agency staff, and other interested stakeholders along the WSAB corridor about different types of parking management strategies and their benefits related to parking availability, capacity, and distribution. The toolkit has been developed to directly address the parking-related concerns highlighted by city representatives.

Approach for Toolkit

Informed by research, outreach, and engagement, the Parking Management Toolkit was designed to describe each strategy, identify key stakeholders/implementors, and identify benefits and potential challenges to implementation.

The parking strategies are organized based on their hierarchy of implementation. These categories in the order of their implementation hierarchy are: Demand, Location, Time, Price, Supply.

Figure 3.1: Parking Strategy Implementation Hierarchy

This hierarchy shows the order in which parking management strategies should be implemented, while considering the time, energy, and financial costs associated with implementation.

The Parking Management Toolkit's strategies are grouped into the following five (5) categories: Planning Policy, Behavior Change Programs, Management Policies, Data Management, and Enforcement. The following is the basis in which they are categorized:

- **Planning Policy** includes land use and urban design regulations as well as implementable programs including shared parking and parking credit systems.
- **Behavior Change Programs** typically involve strategies that disincentivize long-term parking and incentivize other modes of travel such as carpooling and carsharing
- **Management Policies** are strategies that allow more efficient management of parking inventory and typically address the issue of limited existing parking availability. These include curb lane management policies, flexible bus lanes, and demand-responsive pricing.
- **Data Management** includes tech-forward strategies that enable drivers to park easier, such as real-time parking information and parking apps, as well as systems that help parking managers digitally manage their inventory, such as shared meters among lots and parking databases.
- **Enforcement** strategies typically involve protocol for municipalities and parking managers to more effectively deal with parking violators that contribute to the shared issues and concerns expressed by stakeholders. Some strategies include a graduated citation structure, booting/towing, and creating parking ambassadors.

Across these five categories, the following toolkit contains 44 parking management strategies. For user application, each strategy is assigned to a specific implementation (hierarchy) category and identifies which specific parking issue(s) can be addressed through implementation.

Parking Issues, Concerns, and Strategies

Table 3.1: West Santa Ana Branch Metro Line Governance Plan – Parking Issues and Concerns

	West Santa Ana Branch Metro Line Governance Plan – Parking Issues and Concerns							
	Parking Issue	Cause	Strategy Solution (By category)					
			Demand	Location	Time	Price	Supply	
	Parking Capacity							
1.	Limited Existing Parking Availability	Existing parking availability is limited in station cities. This is expected to worsen by the additional trip generation brought about by the WSAB. Additionally, new developments in surrounding areas would aggravate parking capacity constraints.	X		X		X	
2.	Parking Overflow into Surrounding Neighborhoods/ Residential areas	Limited parking availability can lead to parking overflow issues, causing users to park in surrounding neighborhoods. Additionally, residential area parking is often free or cheaper compared to city-lots, incentivizing drivers to park in those neighborhoods.	X	X	X	X	X	
3.	Excess Demand at “End of Line” Cities/Station terminals	Cities at the end of the line face additional parking demand from line users driving from surrounding areas to board at terminus stations.	X	X	X	X	X	
4.	Limited Existing Alternatives to Driving/Low Uptake of Alternative Modes	Limited accessibility, frequency, and uptake of non-driving transportation options throughout the cities’ surrounding areas encourages line users to drive to station cities, increasing the demand for parking. Additionally, a lack of walkability in station areas encourages driving and therefore parking close to destinations.	X	X				
	Parking Distribution/Parking Behavior							
5.	Traffic Flow	Traffic may increase in station cities from drivers dropping line passengers off or parking near the station which will increase congestion. Additionally, without proper wayfinding or designated parking areas, these additional users may need to circle or navigate city streets to look for parking, increasing parking search congestion.	X	X	X	X		
6.	Safety and Security	Drivers may feel uncomfortable parking in certain lots/streets because of concerns for car-break ins and personal safety		X				

7.	Imbalanced Demand Between Neighboring Parking Lots and Districts	Some public parking lots are underutilized while nearby lots/districts are over capacity. This is due in part to varying prices between different lots or parking districts, which incentivizes drivers to park in cheaper areas. Additionally, some lots provide easier access to popular destinations while less accessible, underutilized lots often lack sufficient wayfinding for utilization.		X	X	X	
8.	Inadequate Funding and an Unequal Distribution of Resources to Address Parking-Related Needs	Parking-related facilities are expensive to maintain/manage, and the revenue generated from certain parking facilities isn't always allocated to where it is most needed. This problem is compounded by the unequal distribution of parked cars among on-street and off-street facilities that lead to disparities in revenue sources available to address parking-related issues.		X	X	X	

Source: Steer analysis

Table 3.2: Parking Strategies – Planning Policy

Parking Strategies – Planning Policy								
	Implementa tion Category	Strategy	Description	Stakeholders/ Implementors	Benefits	Challenges	Methods Used to Qualify	Issues Addressed
1.	Demand	Form-based code	Implement a land development regulation set up to minimize parking footprint, rather than only focusing on land use mix/type.	<ul style="list-style-type: none"> Municipalities Developers 	<ul style="list-style-type: none"> Reduces need for SOV trips. Reduces need for car ownership. Maximizes utilization of existing parking 	<ul style="list-style-type: none"> Politically unpopular Impacts on congestion are difficult to measure. 	<ul style="list-style-type: none"> Surveys Car ownership rates Traffic data Mode Split 	<ul style="list-style-type: none"> Traffic Flow
2.	Demand	Transit friendly parking design	Mixing transit-friendly uses into parking infrastructure designs, e.g.,	<ul style="list-style-type: none"> Municipalities Developers 	<ul style="list-style-type: none"> Reduces need for SOV trips. Maximizes utilization of new parking 	<ul style="list-style-type: none"> Impacts on congestion are difficult to measure. 	<ul style="list-style-type: none"> Surveys Car ownership rates Traffic Data Mode Split 	<ul style="list-style-type: none"> Traffic Flow

Parking Strategies – Planning Policy								
	Implementa tion Category	Strategy	Description	Stakeholders/ Implementors	Benefits	Challenges	Methods Used to Qualify	Issues Addressed
			wrapping garages with first-floor retail					
3.	Demand	Transit Supportive Zoning	Implement a transit- oriented zoning code focused on shifting mode split towards non-auto-oriented transit	<ul style="list-style-type: none"> • Municipalities • Transportation Agencies • Developers 	<ul style="list-style-type: none"> • Reduces need for SOV trips. • Reduces need for car ownership • Reduces demand for parking 	<ul style="list-style-type: none"> • Politically unpopular • Impacts on congestion are difficult to measure. • Perceived risk of gentrification and displacement 	<ul style="list-style-type: none"> • Census Data • Car ownership rates • New Developments within half-mile to transit 	<ul style="list-style-type: none"> • Traffic Flow • Limited Existing Alternatives to Driving/ Low Uptake of Alternative Modes
4.	Location	Walkability & wayfinding / signage/ branding	(e.g., “Park Once” strategies where a single spot serves many accessible uses)	<ul style="list-style-type: none"> • Municipalities • Transportation Agencies • Developers 	<ul style="list-style-type: none"> • Reduced time spent circling/searching for parking 	<ul style="list-style-type: none"> • Costs • Requires coordination across multiple stakeholders 	<ul style="list-style-type: none"> • Surveys • Traffic Data • Mode Split 	<ul style="list-style-type: none"> • Imbalanced Demand Between Neighboring Parking Lots and Districts • Limited Existing Alternatives to Driving/ Low Uptake of Alternative Modes • Traffic Flow
5.	Demand	Reduce/eli minate parking minimums for developers	Adjust parking minimums for new developments or implement TOD- friendly requirements focused on shifting mode split	<ul style="list-style-type: none"> • Municipalities • Developers 	<ul style="list-style-type: none"> • Allows developers to develop more affordable housing • Reduces need for SOV trips. • Reduces need for car ownership • Reduces demand for parking 	<ul style="list-style-type: none"> • Politically unpopular • Impacts on congestion difficult to measure 	<ul style="list-style-type: none"> • Census Data • Car ownership rates • Mode split 	<ul style="list-style-type: none"> • Imbalanced Demand Between Neighboring Parking Lots and Cities • Traffic Flow • Limited Existing Alternatives to Driving/ Low

Parking Strategies – Planning Policy								
	Implementa tion Category	Strategy	Description	Stakeholders/ Implementors	Benefits	Challenges	Methods Used to Qualify	Issues Addressed
								Uptake of Alternative Modes
6.	Demand	Parking Maximums	Set an upper limit for amount of parking provided with new developments	<ul style="list-style-type: none"> • Municipalities • Developers 	<ul style="list-style-type: none"> • Refocuses mobility planning on non-driving modes 	<ul style="list-style-type: none"> • Politically unpopular • Impacts on congestion difficult to measure 	<ul style="list-style-type: none"> • Census Data • Car ownership rates • Mode split 	<ul style="list-style-type: none"> • Imbalanced Demand Between Neighboring Parking Lots and Cities • Traffic Flow • Limited Existing Alternatives to Driving/ Low Uptake of Alternative Modes
7.	Supply	Shared Parking	Allowing private parking lots to be used by the public outside of normal hours	<ul style="list-style-type: none"> • Municipalities • Lot Operators/Managers 	<ul style="list-style-type: none"> • Increases parking supply for existing parking • Maximizes utilization of any new parking 	<ul style="list-style-type: none"> • Requires agreements to be established with private lot owners 	<ul style="list-style-type: none"> • Surveys • Availability of parking • Utilization • Distribution among lots 	<ul style="list-style-type: none"> • Limited Existing Parking Availability • Parking Overflowing into Surrounding Neighborhoods
8.	Demand	Parking Credit Systems	Allocating parking credits to individuals or businesses for desirable behaviors (i.e.: transit usage, carpooling, etc.), which can then be used to pay for parking in designated areas.	<ul style="list-style-type: none"> • Municipalities • Lot Operators/Managers 	<ul style="list-style-type: none"> • Could be designed to incentivize uptake of sustainable modes, which also Reduces demand for parking. • Encourages the distribution of parking in designated areas 	<ul style="list-style-type: none"> • Coordination / distribution of credits • Clarity of communicating the terms of the credit program 	<ul style="list-style-type: none"> • Volume of credits distributed. • Mode share • Parking Distribution 	<ul style="list-style-type: none"> • Parking Overflowing into Surrounding Neighborhood • Imbalanced Demand Between Neighboring Parking Lots and Districts • Limited Existing Alternatives to Driving/ Low

Parking Strategies – Planning Policy								
	Implementa tion Category	Strategy	Description	Stakeholders/ Implementors	Benefits	Challenges	Methods Used to Qualify	Issues Addressed
								Uptake of Alternative Modes <ul style="list-style-type: none"> Imbalanced Demand Between Neighboring Parking Lots and Cities
9.	Demand	Parking revenue districts	Revenue from parking reinvested back into local infrastructure/capaci ty	<ul style="list-style-type: none"> Municipalities Developers Transportation Agencies Private transportation operator 	<ul style="list-style-type: none"> Revenue can be used to fund other travel options 	<ul style="list-style-type: none"> Required coordination/support from community and stakeholders 	<ul style="list-style-type: none"> Revenue generated Mode split Car ownership rates Number of new transportation projects 	<ul style="list-style-type: none"> Inadequate Funding and an Unequal Distribution of Resources to Address Parking- Related Needs Limited Existing Alternatives to Driving/ Low Uptake of Alternative Modes
10.	Demand	Taxation structures	Tax paid for general parking or tax by parking space	<ul style="list-style-type: none"> Municipalities 	<ul style="list-style-type: none"> Revenue can be used to fund other travel options Incentivizes non-SOV travel Reduces demand for parking 	<ul style="list-style-type: none"> Politically unpopular Requires coordination/support from community and stakeholders 	<ul style="list-style-type: none"> Revenue generated Mode split Car ownership rates Utilization Availability of parking 	<ul style="list-style-type: none"> Limited parking availability Parking overflowing into surrounding neighborhoods Inadequate Funding and an Unequal Distribution of Resources to Address Parking- Related Needs

Parking Strategies – Planning Policy								
	Implementa tion Category	Strategy	Description	Stakeholders/ Implementors	Benefits	Challenges	Methods Used to Qualify	Issues Addressed
11.	Demand	Investment in multimodal infrastructure	Focus spending on Bike/bus lanes, bike parking, bus shelters, and other multimodal infrastructure	<ul style="list-style-type: none"> Municipalities 	<ul style="list-style-type: none"> Incentivizes non-SOV travel Reduces demand for parking 	<ul style="list-style-type: none"> Requires reallocation of existing ROW Requires coordination/support from community and stakeholders 	<ul style="list-style-type: none"> Mode split Car ownership rates Number of new transportation projects Transit data 	<ul style="list-style-type: none"> Limited Existing Alternatives to Driving/ Low Uptake of Alternative Modes
12.	Location	Promote Park & ride facilities	In fringe areas served by transit, provide parking at facilities	<ul style="list-style-type: none"> Municipalities Transportation Agencies Developers 	<ul style="list-style-type: none"> Moves cars away from denser areas Incentivizes non-SOV travel 	<ul style="list-style-type: none"> Requires Staffing Management required Safety/security concerns at facilities 	<ul style="list-style-type: none"> Mode split Utilization Availability of parking Transit data 	<ul style="list-style-type: none"> Excess Demand at “End of Line” Cities Traffic Flow
13.	Supply	Motorcycle /compact vehicle parking	Resize parking stalls for smaller vehicles	<ul style="list-style-type: none"> Municipalities Developers Lot Operators/Managers 	<ul style="list-style-type: none"> Uses parking space more efficiently Increase total number of parking spaces 	<ul style="list-style-type: none"> May be met with hesitancy from a perceived supply perspective 	<ul style="list-style-type: none"> Utilization Availability of parking 	<ul style="list-style-type: none"> Limited Existing Parking Availability Parking Overflowing into Surrounding Neighborhoods
14.	Supply	Angled Parking	Reconfiguring on-street parallel parking to angled parking	<ul style="list-style-type: none"> Municipalities Developers Lot Operators/Managers 	<ul style="list-style-type: none"> can provide additional capacity 	<ul style="list-style-type: none"> May be met with hesitancy from a perceived safety perspective 	<ul style="list-style-type: none"> Utilization Availability of parking 	<ul style="list-style-type: none"> Limited Existing Parking Availability Parking Overflowing into Surrounding Neighborhoods
15.	Demand	TDM Ordinance	Establish and apply TDM requirements for new developments and select employers	<ul style="list-style-type: none"> Municipalities Developers Employers 	<ul style="list-style-type: none"> Encourages non-driving trips through incentives and on-site infrastructure 	<ul style="list-style-type: none"> Ordinance must be developed, implemented, and monitored 	<ul style="list-style-type: none"> Mode Split 	<ul style="list-style-type: none"> Traffic Flow Limited Existing Alternatives to Driving/ Low Uptake of Alternative Modes

Parking Strategies – Planning Policy								
	Implementa tion Category	Strategy	Description	Stakeholders/ Implementors	Benefits	Challenges	Methods Used to Qualify	Issues Addressed
						<ul style="list-style-type: none"> Adds costs to developers and employers 		<ul style="list-style-type: none"> Limited Existing Parking Availability

Source: Steer analysis

Table 3.3: Parking Strategies – Behavior Change Programs

Parking Strategies - Behavior Change Programs								
	Implementati on Category	Strategy	Description	Stakeholders/ Implementors	Benefits	Challenges	Methods Used to Qualify	Issues Addressed
16.	Demand	Transit incentive programs	Benefits/credits offered by employers to employees working in areas served by mass transit.	<ul style="list-style-type: none"> Employers 	<ul style="list-style-type: none"> Incentivizes non-SOV travel 	<ul style="list-style-type: none"> Employer cost Selecting best program for employees Implementation 	<ul style="list-style-type: none"> Number of participants Availability of parking at office Employee surveys 	<ul style="list-style-type: none"> Limited Existing Parking Availability Traffic flow
17.	Demand	Parking cash-out	Employees can receive cash or use the credit on parking	<ul style="list-style-type: none"> Employers 	<ul style="list-style-type: none"> Incentivizes non-SOV travel 	<ul style="list-style-type: none"> Employer cost Implementation Management 	<ul style="list-style-type: none"> Number of participants Availability of parking at office Employee surveys 	<ul style="list-style-type: none"> Limited Existing Parking Availability Traffic flow
18.	Demand	Carsharin g	Short-term vehicle rental programs	<ul style="list-style-type: none"> Municipalities 	<ul style="list-style-type: none"> Can reduce need for personal vehicles 	<ul style="list-style-type: none"> Implementation Management 	<ul style="list-style-type: none"> Trip data Number of users 	<ul style="list-style-type: none"> Limited Existing Alternatives to Driving/ Low

Parking Strategies - Behavior Change Programs								
	Implementati on Category	Strategy	Description	Stakeholders/ Implementors	Benefits	Challenges	Methods Used to Qualify	Issues Addressed
			available to the public	<ul style="list-style-type: none"> Private Transportation Operator 		<ul style="list-style-type: none"> Carshare vehicles need a dedicated parking space when not in use 	<ul style="list-style-type: none"> User surveys 	Uptake of Alternative Modes
19.	Supply	Risk fund to provide dedicated parking for regular local users	Guarantee revenue to Lot Operators/Managers who provide short-term parking; supporting local uses over commuter uses	<ul style="list-style-type: none"> Municipalities Lot Operators/Managers 	<ul style="list-style-type: none"> Can provide additional capacity Reduces demand for parking 	<ul style="list-style-type: none"> Costs Coordination with Lot Operators/Managers Management 	<ul style="list-style-type: none"> Utilization Availability of parking Distribution among lots 	<ul style="list-style-type: none"> Imbalanced Demand Between Neighboring Parking Lots and Districts Limited Existing Parking Availability Parking Overflowing into Surrounding Neighborhoods Inadequate Funding and an Unequal Distribution of Resources to Address Parking-Related Needs
20.	Time	First hour free in garages	To incentivize long-term parkers to move out of on-street parking	<ul style="list-style-type: none"> Lot Operators/Managers 	<ul style="list-style-type: none"> Can provide additional capacity Reduces demand for parking 	<ul style="list-style-type: none"> Costs Negotiations with Lot Operators/Managers 	<ul style="list-style-type: none"> Utilization Availability of parking Distribution among lots 	<ul style="list-style-type: none"> Imbalanced Demand Between Neighboring Parking Lots and Districts Limited Existing Parking Availability Parking Overflowing into

	Parking Strategies - Behavior Change Programs							
	Implementati on Category	Strategy	Description	Stakeholders/ Implementors	Benefits	Challenges	Methods Used to Qualify	Issues Addressed
								Surrounding Neighborhoods
21.	Price	Escalating Rates	Cost of parking per hour increases over time	<ul style="list-style-type: none"> • Lot Operators/Ma nagers • Municipalities 	<ul style="list-style-type: none"> • Improves parking turnover • Incentivizes non-SOV travel • Reduces demand for parking 	<ul style="list-style-type: none"> • Politically unpopular • Payment Process Setup • Enforcement 	<ul style="list-style-type: none"> • Traffic Data • Mode split • Availability of parking • Number of fines issued 	<ul style="list-style-type: none"> • Limited Existing Parking Availability
22.	Price	Extend paid hours	Expand the timeframe where drivers are charged for parking	<ul style="list-style-type: none"> • Lot Operators/Ma nagers • Municipalities 	<ul style="list-style-type: none"> • Improves parking turnover • Incentivizes non-SOV travel • Reduces demand for parking 	<ul style="list-style-type: none"> • Politically unpopular • Enforcement 	<ul style="list-style-type: none"> • Traffic Data • Mode split • Availability of parking • Number of fines issued 	<ul style="list-style-type: none"> • Limited Existing Parking Availability
23.	Time	Time limits commens urate with use	(e.g., longer limits for restaurants and shopping areas, shorter limits by dry cleaners and post offices) and/or time of day	<ul style="list-style-type: none"> • Lot Operators/Ma nagers • Municipalities 	<ul style="list-style-type: none"> • Uses parking space more efficiently • Reduces demand for parking 	<ul style="list-style-type: none"> • Implementation • Enforcement 	<ul style="list-style-type: none"> • Traffic Data • Mode split • Availability of parking • Number of fines issued 	<ul style="list-style-type: none"> • Limited Existing Parking Availability • Traffic Flow
24.	Demand	Designate d spaces or reduced rates for carpools/c arshare vehicles	Reserving public or private parking spaces for carpools/carshare vehicles	<ul style="list-style-type: none"> • Lot Operators/Ma nagers • Municipalities 	<ul style="list-style-type: none"> • Incentivizes non-SOV travel • Reduces demand for parking 	<ul style="list-style-type: none"> • Implementation • Enforcement 	<ul style="list-style-type: none"> • Carshare program trip data • Availability of parking • Traffic Data • Mode split 	<ul style="list-style-type: none"> • Limited Existing Alternatives to Driving/ Low Uptake of Alternative Modes • Limited Existing Parking Availability • Traffic Flow

Source: Steer analysis

Table 3.4: Parking Strategies – Management Policies

Parking Strategies - Management Policies								
	Implementation Category	Strategy	Description	Stakeholders/Implementors	Benefits	Challenges	Methods Used to Qualify	Issues Addressed
25.	Price	Coordinated off/on-street parking management	Coordination between municipalities and public/private Lot Operators/Managers to manage off and on-street parking as an integrated system	<ul style="list-style-type: none"> • Municipalities • Developers • Lot Operators/Managers • Businesses 	<ul style="list-style-type: none"> • Optimizes the distribution of parking throughout the station area • Increases utilization and availability of existing parking facilities, reducing the need to build additional on-site parking • Increases pedestrian activity and patronage of downtown businesses 	<ul style="list-style-type: none"> • Push back from developers who may prefer on-site parking • Resistance from private lot owners/developers who may not want to make their parking public • Ensuring that parking is priced in a way that appeases the needs of private and public operators 	<ul style="list-style-type: none"> • Total Parking Supply • Parking utilization • Parking distribution • Traffic Data 	<ul style="list-style-type: none"> • Limited Existing Parking Availability • Imbalanced Demand Between Neighboring Parking Lots and Cities • Inadequate Funding and an Unequal Distribution of Resources to Address Parking-Related Needs
26.	Price	Demand-responsive pricing	Increase the cost of parking during higher-demand times of day	<ul style="list-style-type: none"> • Employers • Lot Operators/Managers • TMAs • Developers 	<ul style="list-style-type: none"> • Improves parking turnover • Incentivizes non-SOV travel • Reduces demand for parking 	<ul style="list-style-type: none"> • Politically unpopular • Enforcement 	<ul style="list-style-type: none"> • Traffic Data • Mode split • Availability of parking • Number of fines issued 	<ul style="list-style-type: none"> • Limited Existing Parking Availability
27.	Price	Unbundled parking	Parking is an additional transaction / cost for	<ul style="list-style-type: none"> • Employers • Lot Operators/Managers 	<ul style="list-style-type: none"> • Incentivizes non-SOV travel • Reduces need for car ownership 	<ul style="list-style-type: none"> • Developers may need to purchase payment systems 	<ul style="list-style-type: none"> • Surveys • Car ownership rates 	<ul style="list-style-type: none"> • Limited Existing Parking Availability

Parking Strategies - Management Policies								
	Implementation Category	Strategy	Description	Stakeholders/Implementors	Benefits	Challenges	Methods Used to Qualify	Issues Addressed
			the renter of an office or apartment	<ul style="list-style-type: none"> TMA's Developers 	<ul style="list-style-type: none"> Deduces employer costs May reduce the need to build excessive parking for developers. 	<ul style="list-style-type: none"> Additional administrative efforts for property managers 	<ul style="list-style-type: none"> Number of parking spaces leased 	
28.	Price	Residential permit parking	Limits on-street parking to residents via a parking permit program	<ul style="list-style-type: none"> Municipalities 	<ul style="list-style-type: none"> Increases access to parking within permit district, encourages use of driveways for additional vehicles 	<ul style="list-style-type: none"> Program likely requires permits to be provided at a cost 	<ul style="list-style-type: none"> Number of permits issued 	<ul style="list-style-type: none"> Parking Overflowing into Surrounding Neighborhoods
29.	Supply	In-lieu fees for developers	Set rates below the cost of constructing parking on-site, then use the funds to manage/create shared parking	<ul style="list-style-type: none"> Municipalities Developers 	<ul style="list-style-type: none"> Reduces parking construction costs for developers New parking supply is based on market demand, eliminating excess parking development Generates revenue for local transportation-related improvements Increases shared parking supply that can be accessed by all drivers 	<ul style="list-style-type: none"> Determining the appropriate fee amount to generate enough funding while still encouraging developers to pay it Shared parking may not be convenient for all users 	<ul style="list-style-type: none"> Supply of new private parking developed Revenue amount from fees Parking demand 	<ul style="list-style-type: none"> Limited Existing Parking Availability Parking Overflowing into Surrounding Neighborhoods Imbalanced Demand Between Neighboring Parking Lots and Districts Inadequate Funding and an Unequal Distribution of Resources to Address Parking-Related Needs

Parking Strategies - Management Policies								
	Implementation Category	Strategy	Description	Stakeholders/Implementors	Benefits	Challenges	Methods Used to Qualify	Issues Addressed
30.	Location	Commercial delivery loading permits/zones	Designated curb space for the purpose of commercial deliveries and loading	<ul style="list-style-type: none"> Municipalities Transportation agencies 	<ul style="list-style-type: none"> Maximizes use of curb space Reduces congestion Reduces demand for parking 	<ul style="list-style-type: none"> Removing parking may be received with hesitance from community Implementation Management Enforcement 	<ul style="list-style-type: none"> Traffic Data Availability of parking 	<ul style="list-style-type: none"> Traffic Flow
31.	Demand	Transitional spaces that are flexible in designated use	e.g., commercial loading in the day and taxi loading at night	<ul style="list-style-type: none"> Municipalities Transportation agencies TMA's 	<ul style="list-style-type: none"> Maximizes use of curb space Reduces congestion Reduces demand for parking 	<ul style="list-style-type: none"> Removing parking may be received with hesitance from community Implementation Enforcement 	<ul style="list-style-type: none"> Traffic Data Availability of parking 	<ul style="list-style-type: none"> Limited Existing Parking Availability Traffic Flow
32.	Demand	Comprehensive curb lane management policy	Develop comprehensive strategy that defines various curb functions and prioritizes for different land uses	<ul style="list-style-type: none"> Municipalities Transportation agencies TMA's Businesses 	<ul style="list-style-type: none"> Maximizes use of curb space across different needs Improves parking turnover Improves the efficiency of non-parked vehicles for drop-offs and goods movement Encourages drivers to park in designated areas 	<ul style="list-style-type: none"> Management strategies may include removing or limiting parking (loading, rideshare only, etc.) Some curbs have various and conflicting land uses with differing curb needs Requires augmented enforcement 	<ul style="list-style-type: none"> Traffic Data Surveys Availability of parking 	<ul style="list-style-type: none"> Traffic Flow Imbalanced Demand Between Neighboring Parking Lots and Districts
33.	Demand	Parking validation programs	Where businesses pre-pay their customers' fees	<ul style="list-style-type: none"> Businesses Lot Operators/Managers 	<ul style="list-style-type: none"> Encourages visitors to shop at validating businesses 	<ul style="list-style-type: none"> Requires agreements between parking providers and businesses 	<ul style="list-style-type: none"> Volume of validations per volume of customers 	<ul style="list-style-type: none"> Traffic Flow Safety and Security

Parking Strategies - Management Policies								
	Implementation Category	Strategy	Description	Stakeholders/Implementors	Benefits	Challenges	Methods Used to Qualify	Issues Addressed
					<ul style="list-style-type: none"> Reduced time spent circling/searching for parking Improves parking turnover 	<ul style="list-style-type: none"> Parking providers forgoes parking revenue Customers may take advantage and utilize parking for other purposes after shopping 	<ul style="list-style-type: none"> Time spent parked Surveys 	<ul style="list-style-type: none"> Parking Overflowing into Surrounding Neighborhoods
34.	Demand	Flexible lanes	Bus lanes which serve as parking during off-peak hours	<ul style="list-style-type: none"> Municipalities Transportation agencies 	<ul style="list-style-type: none"> Improves peak hour transit service Increases parking availability during off-peak hours Reduced congestion during peak hours 	<ul style="list-style-type: none"> Enforcement challenges during peak hours Communication/clarity of regulation to drivers 	<ul style="list-style-type: none"> Traffic studies Transit ridership 	<ul style="list-style-type: none"> Limited Existing Alternatives to Driving/ Low Uptake of Alternative Modes Traffic Flow Imbalanced Demand Between Neighboring Parking Lots and Districts

Source: Steer analysis

Parking Management Implementation Plan

The Universal Parking Plan's Implementation Plan is a high-level, preliminary guide intended to inform the parking management based on timeline of WSAB construction and operation. This has been divided into three phases: short-term (before WSAB construction), mid-term (during WSAB construction), and long-term (once WSAB is operational). By thoughtfully designing a parking management plan which considered the changing needs based on WSAB construction, it allows for corridor cities to nimble respond to meeting parking needs during a time of shifting mobility infrastructure in the corridor. It can help reduce challenges created by construction, and prepare the corridor for the new connectivity that the rail line will bring. This Implementation Plan has been developed at a high-level to help demonstrate how the toolkit strategies can be selected and combined together in response to a specific context or circumstance; each strategy is illustratively tied back to the objective and resources required. Further studies should be conducted further develop this Implementation Plan, and to refine it to be more context-responsive to different sections for the corridor.

Short-Term (Pre-Construction) – Goal: Prepare				
	Objective	Resources/Constraints	Potential Strategies	Notes
1.	Improve coordination between multiple jurisdictions.	<ul style="list-style-type: none"> Time and Staff to coordinate effective communications. 	<ul style="list-style-type: none"> Establish Parking Subcommittee or Parking Authority and coordinate reoccurring meetings. 	Taking the actions needed to be ready for construction and post-construction phases.
2.	Define parking governance.	<ul style="list-style-type: none"> Time and staff to workshop approach for parking governance. 	<ul style="list-style-type: none"> Build Parking Sub-Committee via application & interview process. Build Parking Authority with appointed members via city council. 	Once approach to governance is determined, actions will be taken to further establish governance structure.
3.	Create a unified parking management plan for corridor.	<ul style="list-style-type: none"> Time and Staff to workshop parking management plan. Established Parking Subcommittee or Parking Authority. Production of coordinated parking management plan. 	<ul style="list-style-type: none"> Determine financial resources and responsibilities. Determine Accountability mechanisms as well as procedures for implementing and creating policies. 	Next steps necessary in ensuring the parking governance approach is self-sustained and aligned across the corridor.
4.	Improve the understanding of existing parking resources corridor wide.	<ul style="list-style-type: none"> Time and staff to determine and implement the System/programs necessary for parking inventory management. 	<ul style="list-style-type: none"> Corridor-wide parking inventory and occupancy study. Review existing parking studies and parking strategy plans. 	It's important to get a better understanding of the current parking context across jurisdictions along corridor, as this information will help inform a long-term plan on how parking will be managed throughout the entire timeline.
5.	Understand how future developments in the WSAB area will impact parking needs.	<ul style="list-style-type: none"> Time and staff to review plans/proceedings/meetings pertaining to new developments. Trip generation review. 	<ul style="list-style-type: none"> Estimate how finalized and in-progress development plans will impact traffic patterns and parking needs. 	There are numerous developments planned in the corridor that could impact the future traffic and parking demands in the corridor as these developments generate new trips from employees and residents. Understanding the impact of these developments on parking and traffic
6.	Prepare community for WSAB construction and eventual operation.	<ul style="list-style-type: none"> Time and staff to develop communications and education programming for community. 	<ul style="list-style-type: none"> Begin educating public of affected locations along corridor. Begin planning detour routes for SOV travel. 	Effectively planning for and communicating to the public all foreseeable changes to the flow of

Short-Term (Pre-Construction) – Goal: Prepare				
	Objective	Resources/Constraints	Potential Strategies	Notes
			<ul style="list-style-type: none"> Begin investment in and promotion of alternative modes of transportation. 	traffic will be essential in building project support and travel mode-shift.
7.	Deploy different demand, time, location strategies.	<ul style="list-style-type: none"> Parking governance meetings to monitor issues/concerns and identify the appropriate strategies. 	<ul style="list-style-type: none"> Begin utilizing approach of implementation strategies when addressing parking-related concerns/issues. 	The parking governance team will need to regularly meet to discuss issues/concerns affecting the corridor and develop plans to pro-actively address those.
8.	Begin the implementation process of transit-supportive long-term planning policies.	<ul style="list-style-type: none"> Alignment across one or all corridor jurisdictions on planning policy or policies for implementation. Staff and time to write/design planning policies. Staff and time to implement and manage programs. 	<ul style="list-style-type: none"> Implement form-based code along corridor. Implement transit-supportive zoning. Implement TDM Ordinance. 	The implementation of transit-supportive planning policies along the corridor will be important for shaping the future growth of the project area in a way that way that will be sustainable economically and address any parking or congestion related risks. This will require substantial coordination between the parking governance team and respective WSAB cities.
9.	Determine which Behavior Change parking strategies are most effective during pre-construction phase and plan for implementation.	<ul style="list-style-type: none"> Coordination between employers, parking operators/managers, and cities along WSAB to determine best strategies for application. Staff and time to design, implement, and manage strategies. 	<ul style="list-style-type: none"> Encourage employers to start planning parking cash-out programs or providing transit benefit programs for employees. Consider launching carsharing programs along corridor. Begin workshoping with parking operators/managers coordinated strategies such as escalating rates, extending paid hours, 	Determining when, where, and which behavior change parking strategies pre-construction will be effective in building community stakeholder alignment and support along the corridor. Any implementation prior to construction will be effective in the early adoption of non-sov modes as well as prepare the community for the construction and operational stages of the project.

Short-Term (Pre-Construction) – Goal: Prepare				
	Objective	Resources/Constraints	Potential Strategies	Notes
			designating spaces or reduced rates for carpools/carshares, etc.	
10.	Determine which Parking Management Policy strategies are most effective during pre-construction phase.	<ul style="list-style-type: none"> Coordination between employers, parking operators/managers and cities along WSAB to determine best strategies for application. Staff and time to design, implement, and manage strategies. 	<ul style="list-style-type: none"> Begin workshopping with cities strategies such as in-lieu fees for developers, residential permit parking, curb lane management policy, flexible lane policy, etc. Begin workshopping with parking operators/managers coordinated strategies such as demand-responsive pricing, unbundled parking, parking validation programs, etc. Begin discussing/planning corridor-wide integrated off/on street parking management system. 	Many parking management strategies can be implemented privately, at a faster pace and at a variety of scales. Determining which of these programs to implement pre-construction with stakeholders can assist in the smooth community-wide adoption of WSAB. This will also prepare the community for the gradual adoption of a corridor-wide integrated off/on street parking management system that will continue to be deployed and managed throughout the construction and operational stages of the project.

Mid-Term (Construction) – Goal: Moderate				
	Objective	Resources/Constraints	Potential Strategies	Notes
11.	Deploy different demand, time, location, and price strategies.	<ul style="list-style-type: none"> Staff resources needed for design, implementation, and management of additional parking strategies. 	<ul style="list-style-type: none"> TDM Strategies for mode shift Private parking lots to offer shared parking. Coordinate off/on street parking management. In-lieu fees for developers, then using funds to manage/create shared parking. Implement transitional spaces that are flexible in designated use. Implement flexible lanes which serve as parking during off-peak hours. 	<ul style="list-style-type: none"> Like phase one, this phase will require continued collaboration between jurisdictions to develop a corridor-wide parking management strategy that continues to track and address parking issues/concerns.
12.	Prepare the community for and manage construction related congestion and parking demand.	<ul style="list-style-type: none"> Communication channels to reach those impacted by construction activities. Wayfinding materials to redirect traffic. Additional transit capacity/frequency to account for changes in service. 	<ul style="list-style-type: none"> Work with corridor employers/businesses to communicate to employee/customers disruption information and to promote travel alternatives to address the number of vehicles on affected roads. Make travelers aware of construction disruptions ahead of time and provide information on mode alternatives. Implement accessible wayfinding to detour routes. Offer real-time alerts to make travelers aware of construction/road closure updates. Offer additional transit options or alter existing transit routes to account for gaps in service due to construction. 	<ul style="list-style-type: none"> The construction of the line will incur disruptions to traffic flow and parking due to the spatial needs of construction operations and construction-related machinery/vehicles. These strategies can be used to prepare for and address the impact of these disruptions.

Mid-Term (Construction) – Goal: Moderate				
	Objective	Resources/Constraints	Potential Strategies	Notes
13.	Prepare the community to use the rail line (outreach/engagement).	<ul style="list-style-type: none"> • Outreach staff • Funding for outreach initiatives (events, educational materials, public awareness campaigns) • Communication channels • Community Partnerships 	<ul style="list-style-type: none"> • Launch Public Information Campaigns through various channels to educate potential users about the new rail line and its benefits, schedules, fares, and how to access it. • Participate in community events, such as open street events or farmers markets to allow for opportunities for potential users to learn about the new rail line and ask questions. • Foster collaborative partnerships with local businesses and stakeholders to leverage existing networks and maximize the reach and impact of outreach efforts. 	Outreach strategies to encourage and prepare the community to use the new rail line should prioritize accessibility to diverse populations. Additionally, these strategies should be implemented frequently and throughout the duration of the construction/opening of the new line to give ample time for community members to become familiar with the new line. Moreover, there should be ample opportunities for two-way communication to foster a sense of pride and ownership over the benefits of the new line and allow community members to express feedback, questions, and concerns. It is paramount to gain the trust and support of community organizations and leaders so that existing community networks can be leveraged.
14.	Limit negative impacts to local businesses.	<ul style="list-style-type: none"> • Staff time/resources to communicate and collaborate with businesses/business organizations. • Wayfinding/signage funding. 	<ul style="list-style-type: none"> • Collaborate with local businesses/authorities to identify options for temporary parking solutions during construction. • Implement clear business signage in construction areas to ensure that businesses are still visible to potential customers. 	Addressing the negative construction-related impacts on local businesses is essential to fostering a long term collaborate and positive relationship between agencies governing the line and businesses that will be affected by it. Engagement with businesses should start early so that solutions can be tailored accordingly and

Mid-Term (Construction) – Goal: Moderate				
	Objective	Resources/Constraints	Potential Strategies	Notes
			<ul style="list-style-type: none"> • Provide clear wayfinding to alternative streets/parking. • Collaborate with the Chambers of Commerce to communicate construction schedules and impacted areas. • Coordinate construction schedules to address the impact on businesses. 	communications regarding construction updates and disruptions should be timely and transparent.
15.	Making effective use of existing parking resources.	<ul style="list-style-type: none"> • Parking Inventory Data • Parking tracking technology • Funding/expertise for wayfinding materials 	<ul style="list-style-type: none"> • Start implementing shared parking agreements. • Improve wayfinding to existing underutilized parking lots. • Conduct current parking inventory assessments to determine their capacity and utilization patterns. • Implement dynamic pricing to incentivize efficient use of existing spaces. 	To address the evolving parking needs resulting from the development of the WSAB line, there are several methods to optimize the existing allocation of parking spaces and efficiently utilize already-available parking resources.
16.	Start shifting vehicle trips onto transit (set up rapid bus to mimic WSAB along corridor)	<ul style="list-style-type: none"> • Funding for bus operation • Available bus operations staff. 	<ul style="list-style-type: none"> • Implement a rapid Metro route that closely mimics the WSAB route. • Start implementing signal prioritization along the WSAB corridor. • Launch a marketing campaign to educate the community about the new bus route. • Encourage nearby employers to start implementing TDM 	These strategies will proactively prepare potential WSAB users for the opening of the line and enable them to adapt their travel choices in anticipation of its opening. The crux of this objective involves the implementation of a Metro rapid route that mimics the WSAB route while its being constructed. By introducing this service, potential users will start to familiarize themselves with transit options along the WSAB corridor,

Mid-Term (Construction) – Goal: Moderate				
	Objective	Resources/Constraints	Potential Strategies	Notes
			strategies to encourage transit ridership.	establish their preferred routes, and become acquainted any necessary connections. This will also serve as an opportunity to engage with stakeholders such as employers to start promoting TDM initiatives to incentivize employees to use transit.
17.	Implement pedestrian/bike improvements along/adjacent to corridor.	<ul style="list-style-type: none"> • Engineering and planning expertise/staff • Funding • Stakeholders' approval 	<ul style="list-style-type: none"> • Install amenities and infrastructure that prioritize safety and convenience for cyclists/rollers/walkers (i.e.: protected bike lanes, crosswalk enhancements, streetscape elements, curb cuts) • Install accessible and informative wayfinding signage to help direct cyclists/pedestrians. 	Implementing these improvements will offer a variety of benefits to liner users, including enhancing their experience of accessing these stations and allowing some of them to forgo using vehicles to connect to the station. Additionally, local businesses will benefit from the improved walkability/bikeability of station areas. These amenities should prioritize accessibility to all abilities, connectivity to key destinations/centers, and safety/comfort. Engaging the public and stakeholders during the planning and implementation of these strategies can help ensure that local needs and concerns are addressed. A long-term maintenance plan/ funding is essential for ensuring that these improvements are usable during the operation of the line.

Mid-Term (Construction) – Goal: Moderate				
	Objective	Resources/Constraints	Potential Strategies	Notes
18.	Have ongoing evaluation and monitoring of parking environment to proactively respond to challenges.	<ul style="list-style-type: none"> Access to existing parking data. Parking data collection technology. Staff/expertise in parking analysis. 	<ul style="list-style-type: none"> Regularly monitor the parking environment along the WSAB corridor, tracking changes in demand, occupancy, and parking behavior. Utilize parking data to anticipate, prioritize, and proactively implement specific parking strategies. Immediately respond to any temporary parking challenges arising from construction disruptions. 	Continuously monitoring and evaluating the parking environment is crucial for understanding how travelers are responding to changes brought about from the construction of the WSAB line. It is also important to monitor the implementation of parking strategies and make any necessary adjustments in response to the findings of these monitoring efforts.

Long-Term (Operational) – Goal: Transit Supporting Parking				
	Objective	Resources/Constraints	Potential Strategies	Notes
19.	Continued community engagement/education	<ul style="list-style-type: none"> Jurisdictional agreement on how parking is managed and coordinated. 	<ul style="list-style-type: none"> Host public-facing outreach events Partner with local businesses to display informational material. Encourage employers to market their TDM programs and incentives. Deploy Metro or Community Ambassadors. 	To maintain high utilization of the WSAB line, it is important to continue to promote its use and engage with the community it affects. This involves fostering two-way communication channels and implementing targeted outreach initiatives to continually promote its use, receive feedback, address concerns, and keep the community informed.
20.	Augmenting and adjusting transit services accessing new line stations.	<ul style="list-style-type: none"> Funding for transportation agencies to increase service. 	<ul style="list-style-type: none"> Expand service hours and improve frequency. 	To address the traffic/parking issues generated from vehicle trips to access

Long-Term (Operational) – Goal: Transit Supporting Parking				
	Objective	Resources/Constraints	Potential Strategies	Notes
		<ul style="list-style-type: none"> Coordination across 	<ul style="list-style-type: none"> Adjusting or adding onto existing transit routes to add a stop near rail stations to reduce the need to transfer. 	the new line, non-SOV travel modes should be competitive with vehicular modes in terms of cost, time, accessibility, and convenience. This will involve extensive coordination with local transit services.
21.	Ongoing effective coordination across jurisdictions along the corridor.	<ul style="list-style-type: none"> Jurisdictional agreements/MOUs outlining roles, responsibilities, and shared objectives among jurisdictions. Effective communication channels/platforms to facilitate info sharing and collaboration between jurisdictions. 	<ul style="list-style-type: none"> Establish joint task forces and intraregional advisory committees. Facilitate regular corridor-wide meetings. 	Effective coordination across corridor-jurisdictions will require considerations of a multitude of factors. Establishing a clear governance structure will be essential to define responsibilities, processes, roles, and mechanisms for decision making and resolving potential disputes. These strategies can also help enforce long-term commitments and transparency between jurisdictions that will enable effective collaboration and leveraging of shared resources.
22.	Efficiently respond to changes in demand or challenges related to parking.	<ul style="list-style-type: none"> Parking management staff/expertise Stakeholder agreements Stakeholder communication channels 	<ul style="list-style-type: none"> Maintain open communication channels with parking stakeholders to alert them to updates or changes to parking policies/initiatives and allow for stakeholders to give instantaneous feedback. Design flexible parking infrastructure and parking agreements with convertible spaces that will allow for capacity 	Some long-term future parking challenges and needs cannot be anticipated due to the constantly evolving context surrounding the WSAB corridor. To effectively address these unforeseen changes, it is important to maintain flexibility and adaptability through open communication with stakeholders and establishing flexible agreements and governance strategies that can evolve alongside changing parking needs.

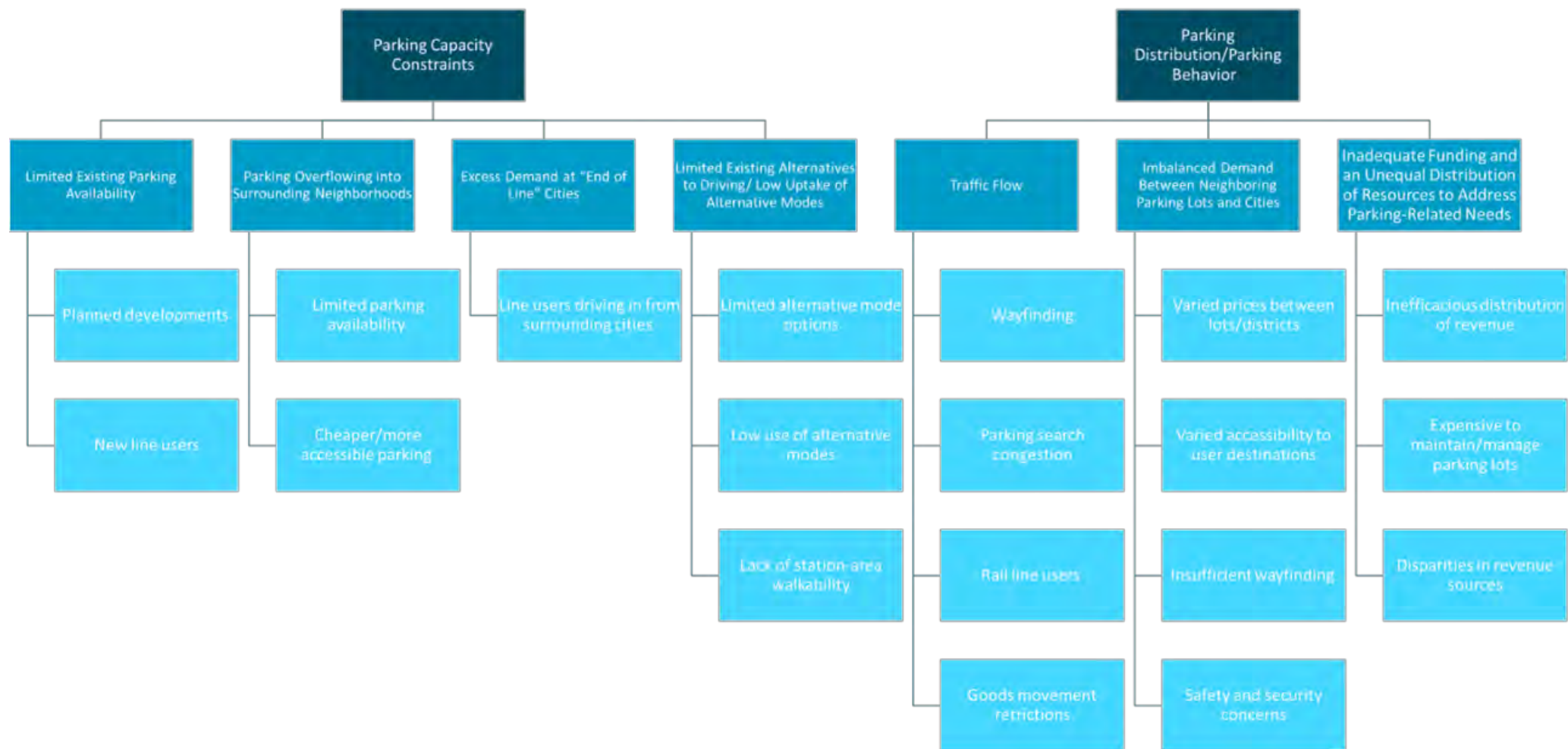
Long-Term (Operational) – Goal: Transit Supporting Parking				
	Objective	Resources/Constraints	Potential Strategies	Notes
			<p>to be expanded/reduced or redistributed as needed.</p> <ul style="list-style-type: none"> Develop a WASAB governance structure that is flexible and has the ability to implement changes as needed and adapt to unforeseen challenges. 	
23.	Generate parking management revenue and effectively distribute that revenue amongst jurisdictions.	<ul style="list-style-type: none"> Revenue collection mechanisms Legal expertise/costs Dedicated financial staff/expertise. Governance frameworks and agreements between jurisdictions. 	<ul style="list-style-type: none"> Develop revenue sharing agreements between jurisdictions. Establish collaborative decision-making processes with representation from each jurisdiction to collectively determine the distribution and use of revenue based on shared goals. Establish regular independent auditing. Implement transparent revenue reporting systems. 	<p>Achieving an effective and equitable distribution of parking revenue necessitates thorough processes and agreements that provides financial stability considering anticipated revenues fluctuations and establishes a fair dynamic distribution structure that considers ever changing factors in each jurisdiction such as population, parking demand, and economic disparities. Open communication and transparency will be essential to ensuring that revenue agreements are adhered to.</p>
24.	Ensure financial sustainability of parking management program.	<ul style="list-style-type: none"> Revenue collection mechanisms Funding sources Dedicated financial staff/expertise. 	<ul style="list-style-type: none"> Diversify parking revenue sources. Create a reserve hold surplus revenue that can be utilized during periods of parking budget deficits. Implement dynamic demand-based revenue/pricing strategies 	<p>Given ever-changing economic conditions, periods of revenue shortfalls, and evolving financial needs, it is crucial to adopt long term plans and systems to ensure long-term financial sustainability.</p>

Long-Term (Operational) – Goal: Transit Supporting Parking				
	Objective	Resources/Constraints	Potential Strategies	Notes
			<p>that will generate revenue in accordance with parking demand.</p> <ul style="list-style-type: none"> Utilize purchasing agreements among jurisdictions to cut costs on bulk purchases. 	
25.	Use parking revenue to fund community-based mobility and urban realm improvements.	<ul style="list-style-type: none"> Collaboration partnerships with local governments, community orgs, and transportation agencies to identify and implement appropriate improvements. Parking revenue must be sufficient and predictable to plan funding for projects. 	<ul style="list-style-type: none"> Identify and prioritize the areas of greatest need for mobility/urban realm improvements through studies and stakeholder engagement. Conduct stakeholder engagement with local businesses, residents, and other stakeholders to ensure that selected projects align with the needs and aspirations of the community. 	These types of improvements will encourage the use of sustainable modes, thereby decreasing the demand for parking. Moreover, these initiatives will also benefit local businesses by getting them more visibility from the increase in passing cyclists/pedestrians.

Appendix

Appendix A: Tree Map of Parking Concerns

Figure 0.1: Map of Parking Concerns





Connecting its cities via environmentally effective rapid transit

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(Vacant)

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Matthew T. Summers

Ex-Officio
Ricardo Reyes
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Internal Auditor
(Vacant)

AGENDA REPORT

TO: Members of Eco-Rapid Transit Board of Directors

FROM: Eric C. Shen, Executive Director 

DATE: June 14, 2023

SUBJECT: **ITEM 7: Treasurer's Report Dated June 14, 2023 and Warrant Register as of May 31, 2023, and Payment Deferment**

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

Approve Treasurer's Report dated June 14, 2023 and Warrant Register as of May 31, 2023, and defer all payments pending available funding.

ISSUES

Due to insufficient funds available to pay all expenses and invoices incurred up to the end of May 2023, staff is recommending the approval of Treasurer's Report dated June 14, 2023 and Warrant Register as of May 31, 2023 only and release payments when funds become available.

BACKGROUND

In mid-February 2023, the Board authorized to invoice member agencies and sought to advance the FY2023-24 membership dues. As of May 31, 2023, \$127,012.53 has been received from seven (7) member agencies and paid outstanding invoices and salaries through mid-April. However, the carryover deficit and grant-funded project payments once again affect our cash flow. Until we receive the remaining \$94,579.33 in the next few weeks and reimbursements from granting agencies, the incurred costs since May will be deferred.


Attachment: Treasurer's Report dated June 14, 2023 and Warrant Register as of May 31, 2023

ERT BOD 20230614 ITEM 7 VF

**ORANGELINE DEVELOPMENT AUTHORITY
ECO-RAPID TRANSIT**

**TREASURER'S REPORT
FOR THE MONTH MAY 2023
(PREPARED ON JUNE 14, 2023)**

	<u>Bank of the West</u>
*Cash, beginning balance (deficit)	\$22,154.60
	\$22,154.60
<u>Receipts:</u>	
City of Maywood (Membership)	\$3,546.16
Total cash receipts	<u>\$3,546.16</u>
<u>Expenditures:</u>	
Bank fee/Positive Pay Service/Other Charges	-\$45.00
Voided Check No. 13283 (Bruno Naulls)	\$549.25
Voided Check No. 13284 (Bruno Naulls)	\$422.50
Voided Check No. 13285 (Bruno Naulls)	\$650.00
Voided Check No. 13286 (Bruno Naulls)	\$211.25
Voided Check No. 13287 (Bruno Naulls)	\$162.50
Warrants, approved on 5/10/23	-\$33,280.65
Total expenditures	<u>-\$31,330.15</u>
Cash, ending balance	<u>-\$5,629.39</u>

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Isabel Aguayo, Treasurer

Reviewed by City of South Gate:

DocuSigned by:

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**ORANGELINE DEVELOPMENT AUTHORITY
ECO-RAPID TRANSIT
WARRANT REGISTER
(JUNE 14, 2023)**

NAME	AMOUNT
SHEN AND ASSOCIATES, LLC (Admin General)	\$5,164.23
SHEN AND ASSOCIATES, LLC (Grant Funds)	\$125.00
38ALPHA, LLC (Admin General)	\$5,000.07
BRUNO NAULLS (General Fund)	\$1,283.75
BRUNO NAULLS (Grant Funds)	\$211.25
PRO-TECH PROPERTY INSPECTIONS, INC. (General Fund)	\$5,037.91
PRO-TECH PROPERTY INSPECTIONS, INC. (General Fund)	\$4,000.00
MARIA BARQUERA (General Fund)	\$80.00
COLANTUONO, HIGHSMITH & WHATLEY (General Fund)	\$3,477.73
STEER (Grant Funds)	\$3,596.00
STEER (Grant Funds)	\$1,259.00
STEER (Grant Funds)	\$9,346.50
STEER (Grant Funds)	\$6,685.50
	\$45,266.94

VOIDED CHECKS

BRUNO NAULLS	(\$549.25)	
BRUNO NAULLS	(\$422.50)	
BRUNO NAULLS	(\$650.00)	
BRUNO NAULLS	(\$211.25)	
BRUNO NAULLS	(\$162.50)	
		-\$1,995.50

REPLACEMENT CHECKS

	\$549.25	
BRUNO NAULLS	\$422.50	
BRUNO NAULLS	\$650.00	
BRUNO NAULLS	\$211.25	
BRUNO NAULLS	\$162.50	
BRUNO NAULLS		\$1,995.50

TOTAL DISBURSEMENTS	\$45,266.94
----------------------------	--------------------

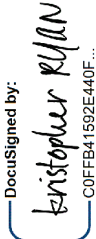


Check #	Invoice #	Dated	Name	Distribution	Net Amount
13306	2023-05A	5/31/2023	SHEN AND ASSOCIATES, LLC (Admin General)	Professional Services/General Fund	\$5,164.23
13307	2023-05B	5/31/2023	SHEN AND ASSOCIATES, LLC (Grant Funds)	Professional Services/Artesia TOD Governance	\$ 125.00
13308	2023-05	5/31/2023	38ALPHA, LLC (Admin General)	Professional Services/General Fund	\$5,000.07
13309	2023-05A	5/31/2023	BRUNO NAULLS (General Fund)	Professional Services/General Fund	\$1,283.75
13310	2023-05B	5/31/2023	BRUNO NAULLS (Grant Funds)	Professional Services/Cerritos TOD Governance	\$211.25
13311	2023-05	5/31/2023	PRO-TECH PROPERTY INSPECTIONS, INC. (General Fund)	Professional Services/General Fund	\$5,037.91
13312	20-21 Audit	5/31/2023	PRO-TECH PROPERTY INSPECTIONS, INC. (General Fund)	Professional Services/20/21 Audit	\$4,000.00
13313	2023-05	5/31/2023	MARIA BARQUERA (General Fund)	Professional Services/General Fund	\$80.00
13314	56148	5/15/23	COLANTUONO, HIGHSMITH & WHATLEY (General Fund)	Legal Services/General Fund	\$3,477.73
13315	5639901	5/12/23	STEER (Grant Funds)	Professional Services/WSAB	\$3,596.00
13316	5639902	5/12/23	STEER (Grant Funds)	Professional Services/WSAB	\$1,259.00
13317	5639903	5/12/23	STEER (Grant Funds)	Professional Services/WSAB	\$9,346.50
13318	5639904	5/12/23	STEER (Grant Funds)	Professional Services/WSAB	\$6,685.50
Sub Total Disbursements					\$45,266.94

Voided Checks					
13283	04/12/23	BRUNO NAULLS		(\$549.25)	
13284	04/12/23	BRUNO NAULLS		(\$422.50)	
13285	04/12/23	BRUNO NAULLS		(\$650.00)	
13286	04/12/23	BRUNO NAULLS		(\$211.25)	
13287	04/12/23	BRUNO NAULLS		(\$162.50)	

Replacement Checks					
13319	13283	04/12/23	BRUNO NAULLS		\$549.25
13320	13284	04/12/23	BRUNO NAULLS		\$422.50
13321	13285	04/12/23	BRUNO NAULLS		\$650.00
13322	13286	04/12/23	BRUNO NAULLS		\$211.25
13323	13287	04/12/23	BRUNO NAULLS		\$162.50
Total Disbursements					\$45,266.94

Approved for payment by Eco-Rapid Transit Board of Directors:  DocuSigned by: 16C1F0F50A0B451...

Reviewed by City of South Gate:  DocuSigned by: C0FFB41592E440F...



Connecting its cities via environmentally effective rapid transit

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AGENDA REPORT

TO: Members of Eco-Rapid Transit Board of Directors

FROM: Eric C. Shen, Executive Director 

DATE: June 16, 2023

SUBJECT: **ITEM 8: PROPOSED FY2023/24 OPERATING BUDGET AND RELATED CONSIDERATIONS**

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

RECOMMENDATION

- Review the proposed FY2023/24 Operating Budget
- Consider viable options; and
- Direct staff to implement necessary steps.

ISSUES

On January 23, 2023, the Board received an update on the FY2022/23 mid-year budget situation and authorized staff to invoice member agencies for paying the FY2023/24 membership sooner than prior years. At the time of approval, each member agency was being billed at the FY2022/23 rate plus a 7% inflation factor. The advance payment was intended to be a stopgap measure. The Board was aware that the carryover debts from prior year(s), the Authority's fiscal structural issues, and cost escalation/inflation must also be addressed as part of the FY2023/24 budget adoption process.

On June 2, 2023, Executive Director presented a proposed operating budget and discussed several options to assess additional membership dues for the new fiscal year to the Budget Subcommittee. While the near-term fiscal crisis was addressed by the partially collected FY2023/24 membership dues between March and May, the Board must still decide on the most realistic and equitable approach to raise additional \$276,960 to sustain the Authority's basic operations through June 30, 2024.

BACKGROUND

Membership dues have been the only revenue stream to fund the Authority's operating expenses. Since FY2019/20 however, the collected annual membership dues were insufficient to fund the actual expenses. Furthermore, the Authority's month-to-month cash flow is affected by the turnaround time for receiving reimbursement on grant-funded projects. To overcome the fluctuation of monthly cash flow and avoid a negative balance,

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the Authority either withheld payments until reimbursement checks were received or applied the following year's membership dues. All available operating funds were exhausted by late 2022 with six more months remaining in the current fiscal year. On January 23, 2023, the Board reviewed potential options to overcome the fiscal challenges, including significant cuts in basic services and a one-time assessment for all member agencies, and opted to collect FY2023/24 membership dues first and explore other options later. The Board also voted to temporarily suspend the stipend of \$100 per member for attending the monthly Board meeting. This action reduced approximately \$5,000 of expenses between January and June 2023.

Budget Process: Categories and Estimates

The proposed FY2023/24 Operating Budget would fund the costs for providing core functions and the carryover deficit. The proposed budget does not assume the build-up of a cash reserve for reimbursable expenses.

[1] Projected Balance through June 30, 2023

As of April 30, 2023, the Treasurer Report listed bank balance of \$22,164.60. The Board authorized disbursements at a total of \$33,280.65. Due to the insufficient funds, the Authority is currently withholding checks, including Executive Director's April 2023 compensation to avoid negative balance and bank fees.

The expected monthly expense through the end of FY2022-23:

- April 2023: (\$10,000)
- May 2023: (\$30,000)
- June 2023: (\$25,000)
- Total: (\$65,000)

The estimated \$65,000 basic operating expenses through June 30, 2023 could be covered by the pending membership dues from the cities of Artesia, Bell, Glendale, Huntington Park, and the County. It should be noted that the City of Downey has decided not to continue its membership with the Authority. After all expenses incurred by June 2023 are accounted and paid, approximately \$26,033 remaining balance from the advanced membership dues would be available. But the chronic funding shortfall will continue impacting the Authority's ability to achieve its mission.

[2] Propose Operating Budget for FY2023/24

Under the direction of the Board of Directors, the Authority is led by Executive Director and supported by Administrative Services Manager, Accounting Manager, a project planner, and a college intern. Legal advice is provided by General Counsel/Assistant General Counsel, and the audit function is contracted to an independent audit firm. All service performed is contracted under a Professional Service Agreement, a Purchase Order, or a consultant contract (audit). Table 1 provides itemized expense for each function

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mentioned above. The total estimated FY2023/24 operating budget for non-reimbursable expenses is \$297,320.

Description	Monthly	12-Mo.	Explanation
Executive Director	\$5,000	\$60,000	\$125/hr; 40 hours/mo.
Office Administration	\$5,000	\$60,000	\$50/hr; 100 hours/mo.
Staff/Consultants	\$500	\$6,000	Project Planner's non-billable hours, Scribe - preparing meeting minutes
Office Expenses/Supplies	\$50	\$600	Postage, general supplies
Office Rent/WiFi/Conference Rm	\$300	\$3,600	Sub-renting from GCCOG with access to conference room and copier
Web Maint, Email/Storage; Microsoft Office Lic	\$100	\$1,200	Web host (\$9/mo); MS Outlook: \$30/mo/acct; Web maint: \$45/hr as needed
Clearwater Bldg 2nd Fl Conf Room	\$160	\$1,920	\$160/meeting space rental fee - City of Paramount
Insurance			
Professional Liability		\$6,050	Paid on March 4, 2023 for one-year; to be renewed in March 2024
General Liability		\$1,950	To pay on April 30, 2023 for one-year; to be renewed in April 2024
Professional Services			
Accounting	\$5,000	\$60,000	
General Counsel	\$4,000	\$48,000	
Audit & Audit Support		\$45,000	THREE FISCAL YEARS: FY20/21, FY21/22, FY22/23 FY20/21 audit Audit - \$11,500 Support - \$4,000 FY21/22 Audit Audit - \$11,500 Support - \$5,000 FY22/23 Audit Audit - \$13,000 Support - \$0
Meetings	\$50	\$600	Misc. expenses to support meetings
Travel/Miles	\$200	\$2,400	
TOTAL EST'D EXPENSES	\$20,360	\$297,320	

Table 1: FY2023/24 Proposed Operating Budget (Non-Reimbursable Expenses)

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[3] Supplemental Membership Dues

In January 2023 when the Board approved to seek advanced FY2023/24 dues from member agencies to cover the on-going deficit, staff indicated that supplemental membership dues are necessary to fund the operating expense in the upcoming year. As shown in [1] and [2]:

- \$26,033 remaining balance from the advanced membership dues available to the upcoming fiscal year.
- (\$297,320) is the estimated operating expenses for FY2023/24
- **\$276,960** of supplemental membership dues will be needed

OPTIONS TO BE CONSIDERED

Staff recognizes the financial hardship upon every member agency to provide an additional \$276,960 for basic operating expenses. Three options may be considered by the Board to achieve the objective:

Option 1: Applying the proportional share of membership (%) in FY2022-23 to the new fiscal year, without the City of Downey

Under this option, the total supplemental amount of \$276,960 will be proportionally applied to every agency based on their percentage of share in FY2022/23 membership dues structure. The LA County's full membership due for FY2022/23 would have been \$34,103. Due to its joining in spring of 2023, the prorated membership due is calculated at \$13,988. Options 1-3 also remove the City of Downey as a contributing member agency in FY2023/24.

Member Agency	FY2022/23 Membership Rate	FY2023/24 Advanced Dues Invoiced	FY2023/24 By % based on no Downey, and full rate for LAC	%	FY2023/24 Supplemental Dues Under Option 1	FY2023/24 Total Dues Under Option 1
Artesia	\$ 7,521	\$ 9,189	3.97%	4.21%	\$ 11,000	\$ 20,189
Cerritos	\$ 14,162	\$ 18,560	7.48%	8.51%	\$ 20,713	\$ 39,273
Paramount	\$ 16,433	\$ 21,535	8.68%	9.88%	\$ 24,033	\$ 45,568
Downey	\$ 12,322	\$ -				
South Gate	\$ 27,101	\$ 37,282	14.31%	17.10%	\$ 39,636	\$ 76,918
Cudahy	\$ 7,543	\$ 9,885	3.98%	4.53%	\$ 11,032	\$ 20,917
Bell Gardens	\$ 2,945	\$ 3,859	1.56%	1.77%	\$ 4,307	\$ 8,167

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Bell	\$ 4,747	\$ 5,705	2.51%	2.62%	\$ 6,943	\$ 12,648
Maywood	\$ 2,706	\$ 3,546	1.43%	1.63%	\$ 3,957	\$ 7,504
Huntington Park	\$ 16,443	\$ 21,548	8.68%	9.88%	\$ 24,048	\$ 45,596
Glendale	\$ 30,984	\$ 40,604	16.36%	18.62%	\$ 45,315	\$ 85,919
Burbank Airport	\$ 24,682	\$ 32,345	13.03%	14.83%	\$ 36,099	\$ 68,444
Los Angeles (County)	\$ 34,103	\$ 13,988	18.01%	6.42%	\$ 49,876	\$ 49,876
TOTAL	\$ 201,692	\$ 218,046	100.00%		\$ 276,960	\$ 481,018

Table 2: Option 1 – Supplemental membership dues based on the proportional share in FY2022-23

Option 2: Applying a flat fee of \$10,000 on every member agency then split the remaining balance proportionally

Under this option, each of the twelve agencies will contribute \$10,000 equally for the previously incurred deficit. Hence, the total supplemental amount of \$276,960 less \$120,000 (\$10,000x12), or \$156,960 will be then proportionally applied to every agency based on their percentage of share in FY2022/23 membership dues structure. The LA County's full membership due for FY2022/23 would have been \$34,103. Due to its joining in spring of 2023, the prorated membership due is calculated at \$13,988. Options 2 removed the City of Downey as a contributing member agency in FY2023/24.

Member Agency	FY2023/24 By % based full rate for LAC	\$10,000/member infusion then proportionally increase dues under Option 2		FY2023/24 Supplemental Dues Under Option 2	FY2023/24 Total Dues Under Option 2
Artesia	3.97%	\$ 10,000	\$ 6,234	\$ 16,234	\$ 25,423
Cerritos	7.48%	\$ 10,000	\$ 11,738	\$ 21,738	\$ 40,298
Paramount	8.68%	\$ 10,000	\$ 13,620	\$ 23,620	\$ 45,155
South Gate	14.31%	\$ 10,000	\$ 22,463	\$ 32,463	\$ 69,744
Cudahy	3.98%	\$ 10,000	\$ 6,252	\$ 16,252	\$ 26,137
Bell Gardens	1.56%	\$ 10,000	\$ 2,441	\$ 12,441	\$ 16,300
Bell	2.51%	\$ 10,000	\$ 3,935	\$ 13,935	\$ 19,636

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Maywood	1.43%	\$ 10,000	\$ 2,243	\$ 12,243	\$ 15,789
Huntington Park	8.68%	\$ 10,000	\$ 13,628	\$ 23,628	\$ 45,177
Glendale	16.36%	\$ 10,000	\$ 25,681	\$ 35,681	\$ 76,285
Burbank Airport	13.03%	\$ 10,000	\$ 20,458	\$ 30,458	\$ 62,803
Los Angeles (County)	18.01%	\$ 10,000	\$ 28,266	\$ 38,266	\$ 38,266
TOTAL	100.00%	\$ 120,000	\$ 156,960	\$ 276,960	\$ 481,018

Table 3: Option 2: \$10,000 equal contribution plus proportional share

Option 3: Applying a flat fee of \$5,000 on every member agency then split the remaining balance proportionally

Under this option, each of the twelve agencies will contribute \$50,000 equally for the previously incurred deficit. Hence, the total supplemental amount of \$276,960 less \$60,000 (\$5,000x12), or \$216,960 will be then proportionally applied to every agency based on their percentage of share in FY2022/23 membership dues structure. The LA County's full membership due for FY2022/23 would have been \$34,103. Due to its joining in spring of 2023, the prorated membership due is calculated at \$13,988. Options 2 removed the City of Downey as a contributing member agency in FY2023/24.

Member Agency	FY2023/24 By % based full rate for LAC	\$5,000/member infusion then proportionally increase dues under Option 3		FY2023/24 Supplemental Dues Under Option 3	FY2023/24 Total Dues Under Option 3
Artesia	3.97%	\$ 5,000	\$ 8,617	\$13,617	\$ 22,806
Cerritos	7.48%	\$ 5,000	\$ 16,226	\$ 21,226	\$ 39,785
Paramount	8.68%	\$ 5,000	\$ 18,827	\$ 23,827	\$ 45,362
South Gate	14.31%	\$ 5,000	\$ 31,049	\$ 36,049	\$ 73,331
Cudahy	3.98%	\$ 5,000	\$ 8,642	\$ 13,642	\$ 23,527
Bell Gardens	1.56%	\$ 5,000	\$ 3,374	\$ 8,374	\$ 12,233
Bell	2.51%	\$ 5,000	\$ 5,439	\$ 10,439	\$ 16,144
Maywood	1.43%	\$ 5,000	\$ 8,100	\$ 8,100	\$ 11,646

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Huntington Park	8.68%	\$ 5,000	\$ 18,838	\$ 23,838	\$ 45,386
Glendale	16.36%	\$ 5,000	\$ 35,498	\$ 40,498	\$ 81,102
Burbank Airport	13.03%	\$ 5,000	\$ 28,278	\$ 33,278	\$ 65,624
Los Angeles (County)	18.01%	\$ 5,000	\$ 39,071	\$ 44,071	\$ 44,071
TOTAL	100.00%	\$ 60,000	\$ 216,960	\$ 276,960	\$ 481,018

Table 4: Option 3: \$5,000 equal contribution plus proportional share

Comparison of Three Options

Member Agency	FY2023/24 Advanced Dues Invoiced	Option 1		Option 2		Option 3	
		Supplemental	TOTAL	Supplemental	TOTAL	Supplemental	TOTAL
Artesia	\$ 9,189	\$ 11,000	\$ 20,189	\$ 16,234	\$ 25,423	\$ 13,617	\$ 22,806
Cerritos	\$ 18,560	\$ 20,713	\$ 39,273	\$ 21,738	\$ 40,298	\$ 21,226	\$ 39,785
Paramount	\$ 21,535	\$ 24,033	\$ 45,568	\$ 23,620	\$ 45,155	\$ 23,827	\$ 45,362
South Gate	\$ 37,282	\$ 39,636	\$ 76,918	\$ 32,463	\$ 69,744	\$ 36,049	\$ 73,331
Cudahy	\$ 9,885	\$ 11,032	\$ 20,917	\$ 16,252	\$ 26,137	\$ 13,642	\$ 23,527
Bell Gardens	\$ 3,859	\$ 4,307	\$ 8,167	\$ 12,441	\$ 16,300	\$ 8,374	\$ 12,233
Bell	\$ 5,705	\$ 6,943	\$ 12,648	\$ 13,935	\$ 19,639	\$ 10,439	\$ 16,144
Maywood	\$ 3,546	\$ 3,957	\$ 7,504	\$ 12,243	\$ 15,789	\$ 8,100	\$ 11,646
Huntington Park	\$ 21,548	\$ 24,048	\$ 45,596	\$ 23,628	\$ 45,177	\$ 23,838	\$ 45,386
Glendale	\$ 40,604	\$ 45,315	\$ 85,919	\$ 35,681	\$ 76,285	\$ 40,498	\$ 81,102
Burbank Airport	\$ 32,345	\$ 36,099	\$ 68,444	\$ 30,458	\$ 62,803	\$ 33,278	\$ 65,624
Los Angeles (County)	\$ 13,988	\$ 49,876	\$ 49,876	\$ 38,266	\$ 38,266	\$ 44,071	\$ 44,071

Table 5: Comparison of supplemental payment and total FY2023/24 dues among three options



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ALTERNATIVES FOR DISCUSSION

The Board may direct staff to explore the possibility of cost reductions by negotiating with each contracted staff, or by using pro bono services through member cities' resources or considering completely restructuring the Authority.

Regardless of which options or alternatives the Board decides to proceed with, a timely decision must be made to fund the basic operating expenses at approximately \$25,000 per month since all available funds will be exhausted as soon as August 1, 2023.

Attachment: January 23, 2022 Board Memo and Minutes

ERT BOD 20230614 ITEM 8 VF



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Attachment: January 23, 2022 Board Memo and Minutes



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AGENDA REPORT

TO: Members of Eco-Rapid Transit Board of Directors

FROM: Eric C. Shen, Executive Director 

DATE: January 23, 2023

SUBJECT: **ITEM 9: Budget: FY2022/23 Mid-Year Update and FY2023/24 Preparation**

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

Receive and file the FY2022/23 mid-year budget update and give policy direction to staff on the FY2023/24 budget preparation.

ISSUES

In December 2022, staff alerted the Board of Directors Executive Officers regarding the expected shortfall to pay on-going expenses with the approved FY2022/23 budget of \$206,766. The new management is re-examining every expense item; eliminating ambiguous, inactive and ineffective contracts; and seeking new cost proposals for basic services. Nevertheless, additional funding options are still needed to pay basic operational expenses through the end of FY2022/23. Concurrently, staff is seeking policy directions from the Board on the FY2023/24 annual budget planning process to minimize the occurrence of negative cash flow.

BACKGROUND

On April 13, 2022, the Board adopted the FY2022/23 budget that included a 7% increase from the prior year (see Attachment 1). **Table 1 and Table 2** summarize the itemized amounts within the approved budget and the proportional shares among member jurisdictions. During the transition of management in November and December 2022, staff discovered that the chronic cash flow problems could no longer be deferred or overlooked. As most membership dues had been collected in July/August 2022 and exhausted by November/December 2022, staff expects no new revenues between February and June 2023 to cover the basic operating costs.

As shown in **Table 3**, Income versus Expenditure since July 2019, the first negative cash flow occurred in January 2021. Subsequently, eight (8) more instances of negative monthly cash flow occurred between February 2021 and June 2022. The collected FY2022/23

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membership dues in July 2022 provided an immediate infusion to backfill chronic negative cash flow. However, the collected dues from 11 members were exhausted by December 2022.

In early December, the new management team instituted emergency steps, including new Executive Director's voluntary deferment of November paycheck, to ensure there is sufficient funds to pay all issued checks through mid-December 2022.

On January 19, 2023, the last membership dues (\$20,233.11) from the City of Huntington Park were received and deposited. As the Board approves the Treasurer Report and Warrant Register on January 23, 2023 for the invoices of December 2022 under Consent Items 5B and 5C, the projected bank balance of \$1139.89 when all checks are cashed.

Since the FY2022/23 membership dues have been collected and exhausted, additional financial resources or options should be considered to sustain the basic operating costs for January thru June 2023.

Summary of FY22-23 Approved Budget

Normalized Monthly Burn-rate: \$17,230

ECO-RAPID GENERAL	FY 22-23 Approved Budget
REVENUE	
Membership Dues	\$206,766
TOTAL REVENUE	\$206,766
EXPENSES	
Executive Director	\$60,000
Office Administration	\$38,000
Staff/Consultants	\$36,500
Office Expenses/Supplies	\$12,500
Insurance	\$6,600
Professional Services	\$31,000
Meetings	\$14,000
Travel/Miles	\$7,000
TOTAL EXPENSES	\$205,600
FUND BALANCE	\$1,166

Table 1

FY 22-23 Membership Dues		
Bur-Gle-Pas Airport	\$ 30,371.20	14.69%
Artesia	\$ 8,627.73	4.17%
Bell	\$ 5,356.37	2.59%
Bell Gardens	\$ 3,623.82	1.75%
Cerritos	\$ 17,427.09	8.43%
Cudahy	\$ 9,281.66	4.49%
Downey	\$ 15,162.22	7.33%
Glendale	\$ 38,125.81	18.44%
H Park	\$ 20,233.11	9.79%
Maywood	\$ 3,329.73	1.61%
Paramount	\$ 20,220.81	9.78%
South Gate	\$ 35,006.28	16.93%
	\$ 206,765.83	

Table 2

Preliminary Review of Causes and Corrective Measures

1. **Reimbursement for Working on Grant-Funded Projects:** The significant lag-time for receiving reimbursements from granting agencies is a common problem for grant recipients. Since Eco-Rapid Transit relies solely on membership dues as its "General Fund" to pay all expenses, an occasional negative cash flow during a month is expected. With proactive management and financial monitoring, consecutive negative cash flow may have been reduced or avoided (See **Table 3**, January–March 2021; September–December 2021; and April–June 2022).

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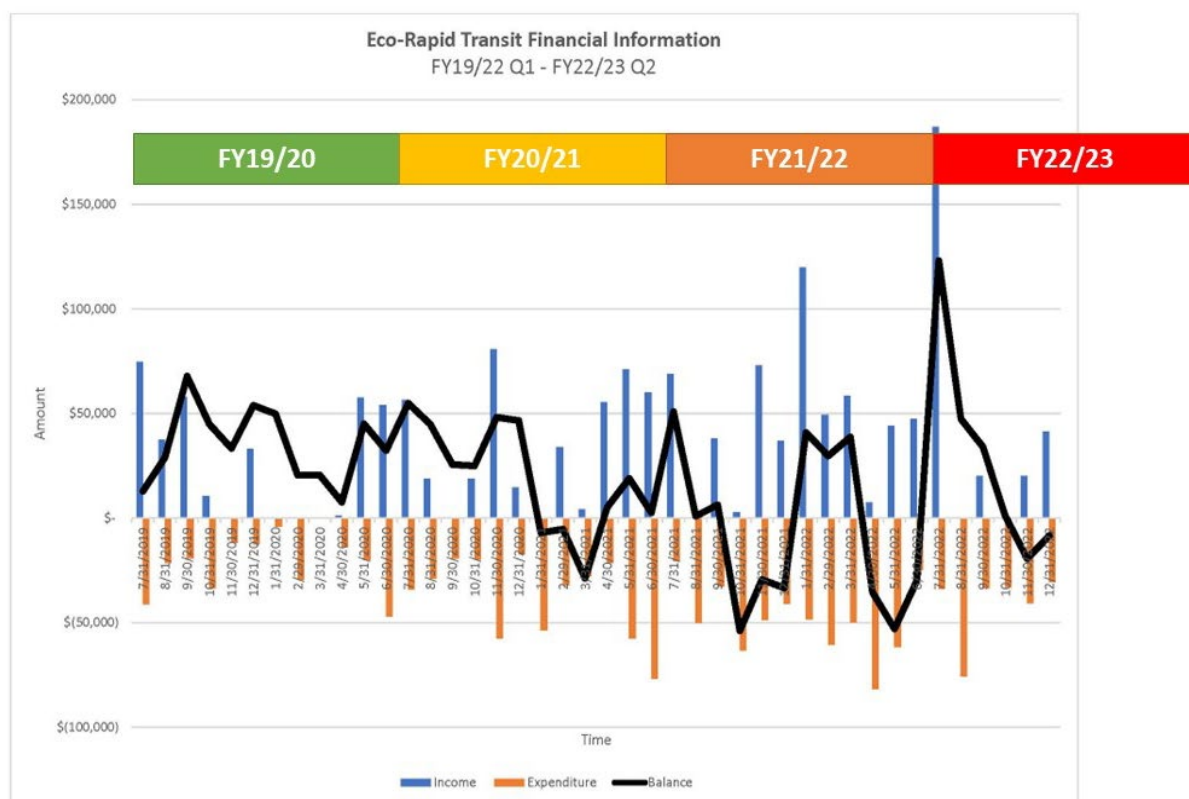
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However, the more grant-funded activities we perform, the more cash reserve will be needed to pay consultants and staff in advance.

2. **Use of Next Year's Dues to Pay Prior Year's Debt:** As stated earlier, newly collected membership dues for FY2022/23 were quickly used to backfill the negative cash flow in the prior fiscal year.
3. **Underestimate of Added Costs in FY2022/23:** The cash flow issue is worsened due to an apparent underestimate of actual operating costs. Specifically, the omission of overlapping staffing costs during the management transition in October-December 2022, audits, transfer of financial services to the City of South Gate, and the necessary legal support, all added up to significant and necessary costs to run the agency.



4. **Underestimate of Fully Burdened Rates for Grant-funded Projects:** For every billable hour on grant funded projects, Eco-Rapid Transit only bills granting agency a fraction of the added percentage. Staff will review the current practice and work towards a certifiable and accurate fully burdened rates for professional staff. In turns, the eligible administrative overhead costs could be relieved from our general funds (membership dues).

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5. **Accountability, Transparency and Active Management:** Staff is committed to manage cash flow proactively and to clearly communicate with the Board with an utmost transparency and accountability.

Projected Expenditure Through the End of FY2022/23

Without additional infusion of cash or loan option immediately, Eco-Rapid Transit will not have sufficient funds to pay all invoices for services incurred in January through June 2023. **Table 4** summarizes the basic operating costs and magnitude of funding needs in the next six months.

PROJECTED MONTHLY EXPENDITURE JANUARY 1-JUNE 30, 2023							
Item	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
Board Stipend	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$7,200
Executive Director	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$30,000
Admin Services	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$30,000
Project Manager*	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$21,000
Accounting Services	\$4,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$19,000
Admin Intern	\$100	\$100	\$100	\$100	\$100	\$100	\$600
General Counsel	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$30,000
IT Support**	\$450	\$450	\$450	\$450	\$450	\$450	\$2,700
Web Hosting**	\$29	\$29	\$29	\$29	\$29	\$29	\$174
Insurance**	\$600	\$600	\$600	\$600	\$600	\$600	\$3,600
FY20/21 Audit	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$13,500
FY20/21 Audit Support	\$1,665	\$1,665	\$1,665	\$1,665	\$1,665	\$1,665	\$9,990
FY21/22 Audit	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$13,500
FY21/22 Audit Support	\$1,665	\$1,665	\$1,665	\$1,665	\$1,665	\$1,665	\$9,990
Totals:	\$32,709	\$31,709	\$31,709	\$31,709	\$31,709	\$31,709	\$191,254

* To be reimbursed by grant-funded projects

** Will seek alt. pricing options to reduce cost

TABLE 4

Policy Direction for Preparing FY2023/24

While the new management is committed to explore every cost-cutting measure, many basic operating costs associated with professional services will need to reflect the fair-market rates. Options for the Board to explore include:

- **Population Cost:** The FY2022/23 budget used \$0.070 per person based on the 2010 census data. The FY2023/24 budget will be using the 2020 census data. As



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most member cities experienced negative population growth in the last 10 years, it is prudent to adjust the per-person population cost upwards, or the annual budget would be reduced further.

- **Track Miles:** Direct staff to review the basis for \$3,941.15/mile used in FY2022/23 and report back on different rates and effects.
- **Stations:** Direct staff to review the basis for \$5,000 per station used in FY2022/23 and report back on different rates or methodologies.

In addition to examining these unit cost used in the past, staff recommends a parallel exercise for the Board's consideration:

- Examine and report back the actual yet minimum operating costs to keep the agency effective, relevant, and high-quality.
- Separate the board stipend from the regular membership dues. Each member jurisdiction could prepay an additional \$1,200 along with the membership dues. Identical to the currently practice, each Director will receive \$100 stipend after attending each monthly meeting. The new stipend tracking could be deducted from his/her agency's prepayment. Any unused stipend could be rolled into the following year. The net effect would be an immediate increase of \$14,400 in the general funds to pay for operating costs.
- Review all Review all current Professional Service Contracts and Purchase Orders. Terminate unused, under-used, or uncleared contracts. Streamline internal processes and contain unnecessary/hidden admin costs.
- Re-negotiate contract terms for General Counsel and Accounting Services from time-and-material to monthly retainer basis.

Attachments:

Attachment 1: April 13, 2022 Board Memo and Minutes

Attachment 2: Detail calculation of FY2022/23 membership dues

ERT BOD 20230123 ITEM 9 VF3.DOCX



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Item 09 Attachment 1: April 13, 2022 Board Memo and Minutes

Eco-Rapid Transit, formerly known as the Orangeline Development Authority, is a joint powers authority (JPA) created to pursue development of a transit system that moves as rapidly as possible, uses grade separation as appropriate, and is environmentally friendly and energy efficient. The system is designed to enhance and increase transportation options for riders of this region utilizing safe, advanced transit technology to expand economic growth that maximizes ridership in Southern California. The Authority is composed of the following public agencies:

City of Artesia
City of Bell
City of Bell Gardens
City of Cerritos
City of Cudahy
City of Downey
City of Glendale
City of Huntington Park
City of Maywood
City of Paramount
City of South Gate
Burbank-Glendale-Pasadena
Airport Authority

Chair

Ali Sajjad Taj
Council Member
City of Artesia

Vice-Chair

Sean Ashton
Councilmember
City of Downey

Secretary

Vrej Agajanian
Councilmember
City of Glendale

Treasurer

Jose R. Gonzalez
Mayor
City of Cudahy

Internal Auditor

Alejandra Cortez
Councilmember
City of Bell Gardens

Executive Director

Michael R. Kodama

General Counsel

Matthew T. Summers

Ex-Officio

Ricardo Reyes
City Manager Representative

AGENDA REPORT

TO: Members of Eco-Rapid Transit Board of Directors

FROM: Michael Kodama, Executive Director
Allyn Rifkin, Transportation Planner/Engineer

DATE: April 13, 2022

SUBJECT: **APPROVAL OF ECO-RAPID TRANSIT MEMBERSHIP DUES FOR FY 2022-2023**

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

ISSUE

As Eco-Rapid Transit prepares for the new fiscal year, staff seeks guidance and input from the Board of Directors regarding current membership dues.

While membership dues have remained constant since 2016-2017, members are now being asked to consider:

- 1) keep the same membership dues or
- 2) increase membership dues for 2022-23 by an amount of either 5%, 7% or 10%.

BACKGROUND

Eco-Rapid Transit membership dues are calculated based upon population, track miles and the location of stations along the proposed route.

Population: \$0.070
Track Miles: \$3,941.15/mile
Stations: \$5,000

The total membership dues also included a one-time 15% fee established in FY2016-2017. Since then, membership dues have remained unchanged.

Station fees are calculated on a formula based on location of the station and jurisdictions within walking distance of a station. For example, the Firestone/Atlantic Station is located in South Gate (0.6) and adjacent to Cudahy (0.4).

Attached for your consideration are proposed membership dues for FY 2022-2023. The Board of Directors is given the following choices:

1. No changes in Membership Dues - \$193,239.10
2. Increase membership dues by 5% - \$202,901.06
3. Increase membership dues by 7% - \$206,765.84
4. Increase membership dues by 10% - \$212,563.01



Eco-Rapid Transit, formerly known as the Orangeline Development Authority, is a joint powers authority (JPA) created to pursue development of a transit system that moves as rapidly as possible, uses grade separation as appropriate, and is environmentally friendly and energy efficient. The system is designed to enhance and increase transportation options for riders of this region utilizing safe, advanced transit technology to expand economic growth that maximizes ridership in Southern California. The Authority is composed of the following public agencies:

City of Artesia

City of Bell

City of Bell Gardens

City of Cerritos

City of Cudahy

City of Downey

City of Glendale

City of Huntington Park

City of Maywood

City of Paramount

City of South Gate

Burbank-Glendale-Pasadena
Airport Authority

Chair

Ali Sajjad Taj
Council Member
City of Artesia

Vice-Chair

Sean Ashton
Councilmember
City of Downey

Secretary

Vrej Agajanian
Councilmember
City of Glendale

Treasurer

Jose R. Gonzalez
Mayor
City of Cudahy

Internal Auditor

Alejandra Cortez
Councilmember
City of Bell Gardens

Executive Director

Michael R. Kodama

General Counsel

Matthew T. Summers

Ex-Officio

Ricardo Reyes
City Manager Representative

Staff recognizes that there is an immediate need to secure additional funds to build the WSAB project. There is also an opportunity to potentially secure regional rail funds for the line from Burbank Airport to Union Station. This increase in membership dues would be used to cover anticipated expenses associated with these additional efforts to secure both regional rail funds and West Santa Ana Branch state and federal funds. It is expected that this additional effort will require not only more staff time, but also trips to both Sacramento and Washington DC.

The increase in membership dues will also help to defray the additional costs of doing business in Los Angeles. During the past year, the United States Bureau of Labor Statistics has indicated that the Consumer Price Index in the Los Angeles area has increased 7.4%.

See Attached Table for Membership Dues FY 2022-2023

RECOMMENDATION

It is recommended that the Board:

1. Discuss information presented and offer action on item; and/or
2. Approve no change in membership dues or approve a 5%, 7% or 10% increase in membership dues.

Membership Dues FY 2022-2023				
Member	Annual Dues	Plus 5%	Plus 7%	Plus 10%
Airport Authority	\$28,384.30	\$29,803.52	\$30,371.20	\$31,222.73
City of Artesia	\$8,063.30	\$8,466.47	\$8,627.73	\$8,869.63
City of Bell	\$5,005.95	\$5,256.25	\$5,356.37	\$5,506.55
City of Bell Gardens	\$3,386.75	\$3,556.09	\$3,623.82	\$3,725.43
City of Cerritos	\$16,287.00	\$17,101.35	\$17,427.09	\$17,915.70
City of Cudahy	\$8,674.45	\$9,108.17	\$9,281.66	\$9,541.90
City of Downey	\$14,170.30	\$14,878.82	\$15,162.22	\$15,587.33
City of Glendale	\$35,631.60	\$37,413.18	\$38,125.81	\$39,194.76
City of Huntington Park	\$18,909.45	\$19,854.92	\$20,233.11	\$20,800.40
City of Maywood	\$3,111.90	\$3,267.50	\$3,329.73	\$3,423.09
City of Paramount	\$18,897.95	\$19,842.85	\$20,220.81	\$20,787.75
City of South Gate	\$32,716.15	\$34,351.96	\$35,006.28	\$35,987.77
TOTAL	\$193,239.10	\$202,901.06	\$206,765.84	\$212,563.01

DRAFT
MINUTES OF THE REGULAR MEETING OF
ECO-RAPID TRANSIT/ORANGELINE DEVELOPMENT AUTHORITY
April 13, 2022
Teleconference Meeting via Zoom or by Phone

CALL TO ORDER

Eco-Rapid Transit Board Chair Ali Sajjad Taj called the meeting to order at 6:31PM.

PLEDGE OF ALLEGIANCE

Board Secretary, Vrej Agajanian led the assembly in the flag salute.

ROLL CALL AND INTRODUCTION OF ATTENDEES

Authority Board Members Present:

Ali Sajjad Taj, Chair, Councilmember, City of Artesia
Vrej Agajanian, Secretary, Councilmember, City of Glendale
Sylvia Martinez, Board Member, Councilmember, City of Bell
Frank Quintero, Alternate Board Member, Burbank Airport Authority
Bruce Barrows, Board Member, Councilmember, City of Cerritos
Claudia Frometa, Board Member, Councilmember, City of Downey
Karina Macias, Board Member, Councilmember, City of Huntington Park
Reyna Mendez, Alternate Board Member, City of Maywood
Isabel Aguayo, Board Member, Vice Mayor, City of Paramount
Maria Davila, Board Member, Councilmember, City of South Gate
Chris Jeffers, Alternate City Manager Representative, City Manager, City of South Gate

Others:

Michael R. Kodama, Executive Director, Eco-Rapid Transit
Viviana Gomez, Transportation Deputy, Office of Supervisor Janice Hahn
Daniel Cervantes, Field Representative, Office of Senator Lena Gonzalez
Lilly O'Brien, Senior Deputy of Transportation and Infrastructure, Office of Supervisor Holly Mitchell
Viviana Gomez, Transportation Deputy, Office of Supervisor Janice Hahn
Torrey Contreras, Assistant City Manager, City of Cerritos
Karen Lee, Management Analyst, City of Artesia
Steve Forster, Community Development Director, City of Huntington Park
Kevin Acebo, President, Acebo and Associates
Kaaren-Lynn Graves, Executive Director, Arizona Hispanic Chamber of Commerce
Norm Emerson, Emerson & Associates
Anita Gardyne, Oneva Care
Brianna Melgoza, Cal Poly Pomona
John Gutierrez, MBDA Pasadena Business Center
Jason
Lillian Burkenheim, Eco-Rapid Transit Community Planning and Development Director
Allyn Rifkin, Transportation Planner/Engineer, Eco-Rapid Transit

Bruno Naulls, Community Planner, Eco-Rapid Transit
Cristina Quintero, Administration, Michael Kodama Planning Consultants

ITEM 4 - CONSENT CALENDAR

- a) Approval of Minutes of March 9, 2022**
- b) Approval of Warrant Register dated April 13, 2022**
- c) Approval of Treasurer's Report for the period of March 2022**
- d) Teleconferencing Legislation: AB361 and Approval of Resolution 2022-03 of the Eco-Rapid Transit Board of Directors Authorizing Remote Teleconferencing Meetings of 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 Member Frank Quintero, Burbank Airport Authority, moved to approve the Consent Calendar. Board Member Maria Davila, City of South Gate, seconded the motion which was approved unanimously by roll call vote.

ITEM 5 - PUBLIC COMMENTS

No Public Comments were received.

Note: Item 6 was taken out of order by request of Chair Ali Sajjad Taj, City of Artesia, and item 7 was heard first without objection.

ITEM 6 – PRESENTATION BY MS. LILLY O'BRIEN, SENIOR DEPUTY, INFRASTRUCTURE AND TRANSPORTATION, OFFICE OF LOS ANGELES COUNTY SUPERVISOR HOLLY MITCHELL

Lilly O'Brien, Senior Deputy of Transportation and Infrastructure for the Office of Holly Mitchell, Los Angeles County Supervisor 2nd District, came to introduce herself and to share information regarding Supervisor Mitchell's intent to support and advocate for Eco-Rapid Transit and the accelerated development of the WSAB Corridor light rail system. Ms. O'Brien noted that although only a small part of the second Supervisorial district is located in the WSAB Corridor, the Supervisor looks at the value of the project and sees a regional benefit and obligation to advocate for, and support the use of a portion of the County's \$10 Billion dollar budget to assist in the acceleration of the Project. She stated that she was impressed with the level of support and advocacy for the WSAB corridor. Ms. O'Brien also mentioned another point of advocacy that Supervisor Mitchell will support called the Vermont Transit Corridor and feels it is in alignment with the needs of the WSAB corridor cities. It has been identified as one the High Need Mobility Communities in the County, as is many of the WASB corridor cities, and it will potentially need support going forward to obtain similar funds for improvements in the future.

Chair Ali Sajjad Taj, City of Artesia thanked Ms. O'Brien for coming and sharing on behalf of Supervisor Holly Mitchell, and noted there is a 20 year history to the Eco-Rapid Transit's organization and a lot of hard work and effort has been put forth to bring it to the level of support and advocacy it has today.

Board Member Frank Quintero asked Ms. O'Brien could she elaborate on what the Supervisor Mitchell had in mind regarding the Vermont Transit Corridor. Ms. O'Brien responded by stating the Supervisor's office is putting pressure on Metro to engage the

community authentically about what their needs are with regards to transit services and is pushing Metro to conduct an equity analysis when prioritizing projects, funding, staff time and resources into their planning process.

MOTION: no motion was recorded. Received and filed.

ITEM 7 - APPOINTMENT TO THE OFFICE OF VICE-CHAIR

MOTION: Board Member Frank Quintero made the motion to nominate Vrej Agajanian for Vice Chair, Jose Gonzalez for Secretary, and Alejandra Cortez for Treasurer. Board Member Bruce Barrows seconded the motion, which was approved unanimously by roll call vote.

The election for the vacated position of Internal Auditor was postponed until next month's meeting.

Board member Karina Macias, City of Huntington Park, arrived at 6:41

ITEM 8 – APPROVE ECO-RAPID TRANSIT MEMBERSHIP DUES FOR FY 2022-2023

Executive Director Michael Kodama brought this item back from last month seeking guidance on the membership dues increase amount. Executive Director Kodama requested the Board to consider an increase in membership dues based on current and ongoing/anticipated activity of staff and the Board, noting dues have not been increased since fiscal year 2016-2017. The option was a 5%, 7% or 10% increase.

MOTION: Board Member Maria Davila, City of South Gate made a motion for a 10% increase which was seconded by Bruce Barrows, City of Cerritos. The motion did not pass with a 4 yes 4 no and one abstention vote.

Board Member Maria Davila, City of South Gate made a subsequent motion for a 7% increase which was seconded by Bruce Barrows, City of Cerritos. The motion passed with a 6 yes 2 no and one abstention vote.

Board member Claudia Frometa, City of Downey, arrived at 7:10pm

ITEM 9 - UPDATE AND/OR ACTION REGARDING DRAFT BUDGET FOR FY 2022-2023

Executive Director Michael Kodama introduced the item and discussed the proposed budget for fiscal year 2022-2023. Three scenarios were prepared according to the possible membership dues adjustment. The 7% scenario was discussed as it was the amount approved in Item #8. Executive Director Kodama noted the funds available for the upcoming year are based on secured funds from grant awards and membership dues. The notable change to the budget was the allocation for foreseeable increases in travel expenses by staff and or Board members to Washington D.C. and or Sacramento for advocacy, education, information and meetings regarding the WSAB Corridor.

MOTION: Board Member Frank Quintero, Burbank Airport Authority made a motion to approve the budget, and was seconded by Bruce Barrows, City of Cerritos which was approved unanimously by roll call vote.



Connecting its cities via environmentally effective rapid transit

Eco-Rapid Transit, formerly 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:

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
Hon. Jose R. Gonzalez
Vice Chair of the Board

City of Downey
Hon. Claudia M. Frometa

City of Glendale
(Vacant)

City of Huntington Park
Hon. Karina Marcia

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)

**Item 09 Attachment 2:
Detail calculation of FY2022/23 membership dues**

Membership Dues 2023

Population Fee: \$0.070		Miles Fee: \$3,941.15		Station: \$5,000.00				2015/16	2020/21	2022/23
City	Population 2010	Population Fee	Miles	Miles Fee	Station ²	Station Fee ³	Membership	Membership	15% ⁴	Membership 7% ⁴
Artesia	16,522	\$1,156.54	0.60	\$2,364.69	0.80	\$4,000.00	\$7,521	\$8,649		\$9,254.87
Cerritos	49,041	\$3,432.87	1.20	\$4,729.38	1.20	\$6,000.00	\$14,162	\$16,287		\$17,426.65
Paramount ²	54,098	\$3,786.86	1.94	\$7,645.83	1.00	\$5,000.00	\$16,433	\$18,898		\$20,220.43
Downey	111,772	\$7,824.04	0.38	\$1,497.64	0.60	\$3,000.00	\$12,322	\$14,170		\$15,161.82
South Gate	94,396	\$6,607.72	3.17	\$12,493.45	1.60	\$8,000.00	\$27,101	\$31,166		\$33,347.98
Cudahy	23,805	\$1,666.35	0.73	\$2,877.04	0.60	\$3,000.00	\$7,543	\$8,675		\$9,282.14
Bell Gardens ³	42,072	\$2,945.04	0.00	\$0.00	0.00	\$0.00	\$2,945	\$3,387		\$3,623.87
Bell ³	36,644	\$2,565.08	0.30	\$1,182.35	0.20	\$1,000.00	\$4,747	\$5,460		\$5,841.71
Maywood ³	27,395	\$1,917.65	0.20	\$788.23	0.00	\$0.00	\$2,706	\$3,112		\$3,329.59
Huntington Park	58,114	\$4,067.98	1.11	\$4,374.68	1.60	\$8,000.00	\$16,443	\$18,909		\$20,232.69
Glendale	194,973	\$13,648.11	3.13	\$12,335.80	1.00	\$5,000.00	\$30,984	\$35,631		\$38,125.70
Burbank Airport ^{1,2}	240,000	\$16,800.00	2.00	\$7,882.30	0.00	\$0.00	\$24,682	\$28,385		\$30,371.57
Total	948,832	\$66,418	14.76	\$58,171	8.60	\$43,000	\$167,590	\$192,728		\$206,219
Los Angeles (City)	250,000	\$17,500.00	2.00	\$7,882.30	2.00	\$10,000.00	\$35,382	\$40,690		\$43,537.92
Los Angeles (County)	275,000	\$19,250.00	2.50	\$9,852.88	1.00	\$5,000.00	\$34,103	\$39,218		\$41,963.59
Bellflower	76,616	\$5,363.12	2.39	\$9,419.35	1.00	\$5,000.00	\$19,782	\$22,750		\$24,342.33
Vernon	112	\$7.84	1.35	\$5,320.55	1.00	\$5,000.00	\$10,328	\$11,878		\$12,709.09
Burbank ²	103,340	\$7,233.80	2.92	\$11,508.16	0.00	\$0.00	\$18,742	\$21,553		\$23,061.98
	1,653,900		2.92				\$285,928	\$328,817		\$351,834

¹ - 6 MAP @4.0% transit share

² - Paramount Green Line, Rio Hondo, LA Union Station & Burbank Airport are considered regional stations

³ - Station fee calculated based on ownership of station (20%) and approximate share of adjacent land

⁴ - 2017-18 Board increased membership fees by 15%; in 2021, membership fees adjusted by track miles & stations; 2022 Membership fee increased by 7%

FINAL

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

CALL TO ORDER

Chair Taj called the meeting to order at 6:39 PM Pacific Standard Time. A quorum (6 voting members out of 11 filled seats) was reached; thus, action items were taken by the Board.

PLEDGE OF ALLEGIANCE

Director Karina Macias led the assembly in the flag salute.

ROLL CALL AND INTRODUCTION OF ATTENDEES

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

1. City of Artesia – Hon. Ali Sajjad Taj, Chair
2. City of Bell – Mr. Jesus Casas, Director
3. City of Cerritos – Hon. Bruce Barrows, Director
4. City of Cudahy – Hon. Jose R. Gonzalez, Vice Chair
5. City of Downey – Hon. Claudia M. Frometa, Director and Hector Sosa (new Director as of February 2023)
6. City of Huntington Park – Hon. Karina Macias, Director
7. City of Paramount – Hon. Isabel Aguayo, Treasurer
8. City of South Gate – Hon. Maria Davila, Director
9. Airport Authority – Hon. Frank Quintero, Director

Eco-Rapid Transit Staff:

10. Eric Shen, Executive Director
11. Matthew Summers, General Counsel
12. Kathryn Morrison, Administrative Services Manager
13. Toni Penn, Accounting Manager
14. Bruno Naulls, Community Planner

PUBLIC COMMENTS

Kaaren-Lyn Graves, Executive Director of The American Indian, Alaska Native, & Native Hawaiian Project, expressed their support towards Eco-Rapid Transit, but made members aware of the difficulties they faced with receiving adequate updates and being included in meetings. They expressed gratitude towards Kathryn Morrison (Eco-Rapid Transit) for maintaining communication. Chair Taj made note of the comment.

Michael Kodama made the board aware of the costs of photocopiers, asked the Board to continue including the costs of the printer and take over the lease of \$400/month plus moving fees until

August 2023. Chair Taj made note of the comment and asked for the documents to be submitted to Executive Director Shen.

Cerila Gailliard, owner of Orchestrating Success LLC, who works closely with Kaaren-Lyn Graves, also expressed that they have not received updates on the future of the project. Executive Director Shen asked for clarification if they are under contract with Eco-Rapid Transit to rent the space, which will be communicated directly.

ITEM 5 – CONSENT CALENDAR

- a) Approval of Minutes of December 13, 2022**
- b) Approval of Warrant Register dated January 18, 2023**
- c) Approval of Treasurer’s Report for the Periods of January 18, 2023**

Executive Director Shen made note of correction to the consent calendar including the change from Mrs. to Ms. Karen lee (Artesia) on Item 5a and the change of date from January 23, 2023 to January 18, 2023 on items 5B and 5C.

Director Barrows (Cerritos) and Director Frometa (Downey) recommended to staff that the list of those receiving agenda packets and emails be more closely maintained. Executive Director Shen expressed that he and Ms. Kathryn Morrison will work with Directors to update email databases and ensure that meeting packages are received accordingly.

General Counsel Matthew Summers advised staff to not amend the Consent Item but to provide separate direction with Executive Director Shen. He also noted that the issue can be added to the next meeting’s agenda for formal discussion. Directors Barrows (Cerritos) confirmed with Mr. Summers that those who have requested agenda packages in the past continue to receive the packages.

Director Davila (South Gate) also expressed that their City Manager has not been receiving emails from Eco-Rapid Transit.

MOTION: Board Director Barrows (Cerritos) moved to approve the Consent Calendar. Director Quintero (Airport Authority) seconded the motion. The item was approved unanimously by roll call vote.

ITEM 6 – TELECONFERENCING LEGISLATION: AB 361 AND RESOLUTION 2023-01 OF THE ECO-RAPID 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

Recommended Action: Adopt Resolution 2023-01 to conduct Board meetings remotely for the next 30 days and give direction on the format of future meetings in calendar year 2023

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

Executive Director Shen reported that staff is recommending the adoption of Resolution 2023-01 for conducting Board meeting remotely for the next 30 days and requested direction on the format for future meetings in 2023. According to Assembly Bill No.361, expiring December 31, 2023, Eco-Rapid Transit must adopt a resolution making findings within 30 days of its first teleconference meeting to continue virtual meetings. Following the end of the COVID State of Emergency on February 28, 2023, the Board may either continue or conclude teleconferenced meetings.

General Counsel Summers discussed that meetings may return in person starting March 8th, continue remotely through June 30th and begin in-person on July 12th, or continue remotely through December 2023 and begin in-person on January 10th, 2024, under AB 361.

Director Davila (South Gate) suggested to start in-person meetings.

Vice Chair Jose Gonzalez (Cudahy) inquired on if subsequent meetings have the option to be via Zoom, should the in-person motion be adopted. General Counsel Summers replied that meetings must be held in-person following the motion to do so, however options are available for hybrid meetings under AB 361. Executive Director Shen made note of the technical challenges hybrid meetings entail.

Vice Chair Gonzalez (Cudahy) inquired on the allowance of hybrid attendance for Board members. General Counsel Summers replied that meetings do have a legal requirement to be hybrid. Vice Chair Gonzalez recommended meetings be held at a City Hall location that may accommodate hybrid meetings.

Director Quintero (Airport Authority) recommended the use of hybrid meetings.

Executive Director Shen recommended three options of hybrid meetings beginning March 8th, July 12th, or January 10th, 2024, with the location to be directed by the Board.

Director Davila (South Gate) motioned to begin hybrid meetings on March 8th, 2023. Vice Chair Gonzalez (Cudahy) seconded the motion.

Executive Director Shen noted that the Board should clearly direct the meeting location, with the default location being the 2nd floor of the Gateway Cities COG. Director Quintero (Airport Authority) inquired if they will be charged by the COG for the use of meeting space. Executive Director Shen replied that staff will work with Gateway City COG to use the conference at no cost through June with the understanding that Eco-Rapid Transit will begin paying monthly rent to use the Gateway Cities COG office and paying hourly for using the 2nd floor conference room. These costs will be presented to the Board for consideration as part of the Fiscal Year 2023/2024 budget.

Vice Chair Gonzalez (Cudahy) asked if the meeting room of Gateway COG is prepared for hybrid meetings and offered a hybrid space in Cudahy. Executive Director Shen will confirm with Gateway COG staff on the status of the meeting room. Treasurer Isabel Aguayo (Paramount) stated that the Gateway COG's meeting room may not be completed in its renovation.

Director Davila (South Gate) and Director Barrows (Cerritos) informed the Board of the possibility of hosting meetings in their respective locations.

No additional questions were raised by the Board and the public. The Board instructed staff to conduct the Board meeting in hybrid format effectively on March 8, 2023. The in-person meeting location to be held on the 2nd floor of Gateway Cities COG Building unless otherwise specified. A Zoom link will be posted on the meeting agenda.

The item is received and filed.

ITEM 7 – RESOLUTION 2023-02 OF THE ECO-RAPID TRANSIT AUTHORITY BOARD OF DIRECTORS IN SUPPORT OF METRO’S WEST SANTA BRANCH (WSAB) PROJECT

Recommended Action: Adopt Resolution 2023-02 In support of Metro’s West Santa Ana Branch (WSAB) Project

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

Executive Director Shen noted the mislabeling of Items 7 and 8 in the agenda report. The meeting proceeded with Item 7 as the Resolution of 2023-02 in support of Metro’s West Santa Ana Branch (WSAB) Project. He proceeded with his report and recommendation.

The adoption of Resolution 2023-02 would send a strong message to all agency partners and stakeholders of a unified desire to move forward with the project, as it would benefit the ten member-cities and surrounding communities.

MOTION: Director Quintero (Airport Authority) moved to approve adopt Resolution 2023-02. Director Macias (Huntington Park) seconded the motion. The item was approved unanimously by roll call vote.

ITEM 8 – MEMORANDUM OF UNDERSTANDING BETWEEN ECO-RAPID TRANSIT AUTHORITY AND THE CITY OF SOUTH GATE REGARDING FINANCIAL SERVICES

Recommended Action: Authorize Executive Director to complete negotiating and finalizing a Memorandum of Understanding with the City of South Gate on the transfer of financial services. Direct Executive Director to present the final MOU for approval at the February 8, 2023 Board of Directors meeting

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

Executive Director Shen provided a report and recommendation. Staff recommended that the Board authorize Executive Director Shen to complete a Memorandum of Understanding with the City of South Gate on the transfer of financial services. The final MOU to be presented and approved at the February 8, 2023 meeting. Following the City of Bellflower, the City of Artesia has been providing contract financial services to Eco-Rapid Transit (ERT) since 2019. ERT appreciates the City of South Gate’s productive communication and collaboration. MOU expected to be executed by ERT and South Gate mid-February. ERT Accounting Manager Toni Penn will continue providing accounting and auditing services in the meanwhile.

Chair Taj also offered thanks to the City of South Gate for their working with Eco-Rapid Transit.

MOTION: Director Macias (Huntington Park) moved to approve staff recommendation and direct Executive Director to complete negotiating the MOU with the City of South Gate. Director Davila (South Gate) seconded the motion. The item was approved unanimously by roll call vote.

ITEM 9 – BUDGET: FY2022/23 MID-YEAR UPDATE AND FY2023/24 PREPARATION
Recommended Action: Approve the four officers to be legal signatory and authorize Executive Staff to have access of the Bank Account with the Bank of the West

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

Executive Director Shen provided an update on the Fiscal Year 2022/23 midyear budget and discussed short-term options to cover operating expenses until the end of the fiscal year. Staff also sought policy direction of the FY2023/24 budget preparation.

In written reports of budget tracking, Eco-Rapid Transit experienced negative cash flow 9 out of the last 42 months. Positive bank balance was retained prior to November 2022 through reimbursements and advanced membership dues. All dues for FY2023/24 have been received. Reimbursements from granting agencies will not be sufficient to maintain operating expenses through June 30, 2023.

Executive Director Shen highlighted the importance of resolving the immediate financial issues, refining internal processes, completing delayed audits, and containing expenditures. He acknowledged the work of Accounting Manager Toni Penn, Administrative Services Manager Kathryn Morrison, and General Counsel Matthew Summers and his associate Thais Alves.

Executive Director Shen presented the following cash infusion options. First, a last resort “Line of Credit” option that would be insufficient in sustaining the monthly basic operating costs. The revolving loans also have a high interest rate. Second option to seek loans from member cities with an agreeance to a paydown schedule. Loans to be separate from membership dues. Third option for all members to contribute a one-time cash infusion due to underestimated past expenses and costs.

Executive Director Shen opened the meeting to comments and questions.

Director Davila (South Gate) asked for clarification on the loan option from member cities. Executive Director Shen provided that capable member cities would be lenders to Eco-Rapid Transit. Director Davila motioned the issue to be further discussed with City Managers for clarification. Mr. Shen clarified that the issue was not set for a motion but for discussion purposes.

Director Barrows (Cerritos) noted the importance of working with respective City Managers given the unique financial circumstances of each member city.

Director Macias (Huntington Park) emphasized the remarks of Directors Davila and Barrows and recommended the elimination of Board member’s stipends.

Director Quintero (Airport Authority) also recommended the termination of Board member stipends to aid the financial deficits faced by ERT.

Executive Director Shen brought to attention the past underestimation of operating expenses of ERT, in addition to cash flow issues as outlined in the written report. He reminded the Board of the importance of proper cash flow to maintain the grant funded projects and emphasized there will be insufficient funds to pay checks to be approved on February 8th.

Executive Director Shen further sought policy direction from the Board regarding the preparation of the FY2023/24 budget. First, he inquired the Board if additional parameters shall be added to the methodology of the preparation, based on proportional contribution based on 2010 Census population, track miles, and stations. He noted the possible budget changes for certain cities given the changes in population, should 2020 Census data begin to be used.

He also sought policy direction of the valuation of each parameter such as population, track miles, and stations.

He lastly sought policy direction on the categorical examination of basic functions and associated costs to provide an overall budget that adequately covers anticipated expenses. This would entail exploring fixed price accounting, legal, and administrative services, rather than time-based contract agreements.

Executive Director Shen recommended forming an ad hoc budget committee to discuss options to overcome the immediate cash flow issues.

Director Quintero (Airport Authority) commented on the value that a subcommittee could bring in aiding the financial issues faced by ERT.

Director Davila (South Gate) motioned to have the involvement of City Managers with the issue to keep the agency moving forward.

Executive Director Shen brought forth the importance of an ad hoc subcommittee. Chair Taj inquired the Board for volunteers for the subcommittee. Director Davila (South Gate), Director Quintero (Airport Authority), Director Macias (Huntington Park), and Chair Taj (recommended by General Counsel Summers) volunteered to be on the subcommittee.

Director Barrows (Cerritos) brought to attention the previous motion made by Director Davila (South Gate) to have Executive Director Shen work with City Managers. General Counsel Summers stated that there is no need for a formal vote. Director Barrows asked if the meeting will be held with the City Managers' Steering Committee. Executive Director Shen clarified that he will be in communication with the City Manager Technical Advisory Committee.

Director Davila (South Gate) rescinded the previous motion.

General Counsel Summers provided final clarification of the Item. The item is complete by consensus. An ad hoc budget committee of Directors Davila, Quintero, Macias, and Chair Taj was formed to provide clear recommendations at the February 8 meeting.

No additional questions were raised by the Board and the public. The item is received and filed.

ITEM 10 – AUTHORIZATION OF SIGNATORY ON THE BANK ACCOUNT

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

Executive Director Shen provided a report and recommendation.

Staff recommended to the Board to approve the four executive officers to be legal signatory and authorize certain staff to have access to the bank account with Bank of the West. Three of the five Board appointees previously given access to ERT's bank account no longer serve on the Board. None of the currently serving officers have been added to the bank record. Action to formally designate representatives by the Board was necessary. It was recommended that the Chair, Vice Chair, Treasurer, and the Secretary of the Board as well as the Executive Director, Administrative Services Manager, and Accounting Manager be given access to the bank account. Chair Taj, Vice Chair Gonzalez, Treasurer Aguayo, Secretary Cortez, Executive Director Shen, Administrative Services Manager Morrison, and Accounting Manager Penn will be given access to the bank account until the new Board Executive Officers are installed for FY2023/2024.

MOTION: Director Quintero (Airport Authority) moved to approve the Item. Director Macias (Huntington Park) seconded the motion. The item was approved by majority by roll call vote with Director Burrows (Cerritos) voted Nay.

ITEM 11 – EXECUTIVE DIRECTOR'S VERBAL REPORT

Executive Director Shen reminded the Board to file Form 700 as required in Political Reform Act. Staff will coordinate filing with City Clerks and update contact information.

Operationally, staff is planning to migrate email server Microsoft 365 environment and redesign ERT's website in the weeks ahead.

He acknowledged ERT's working with Mr. Luke Klipp and Ms. Viviana Gomez of Supervisor Hahn's office to formalize the County's participation in the Eco-Rapid Transit Board of Directors.

ITEM 12 – CHAIR'S COMMENTS

Chair Taj also acknowledged the work of Mr. Klipp and Ms. Gomez of Supervisor Hahn's office and looks forward to future work together.

He also offered sympathies to those affected by the shootings of Monterey Park and Half Moon Bay.

ITEM 13 – ANNOUNCEMENTS/BOARD OF DIRECTORS COMMENTS

Director Macias (Huntington Park) offered a happy new year to the Board and thanked Executive Director Shen and Ms. Morrison for their work.

Executive Director Shen reminded the Board that the next meeting to be held remotely on February 8 at 6:30 pm Pacific Standard Time. He is committed to working with City Managers in preparation for the next meeting. He also thanked ERT's partners and General Counsel Summers.


ITEM 14 - ADJOURNMENT

The Board Meeting was adjourned at 8:33 pm Pacific Standard Time.

Attest:


Secretary

Approved:

DocuSigned by:

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Chair
Ali Sajjad Taj