

Measure R Highway Program Implementation Plan 2016

Revised Draft

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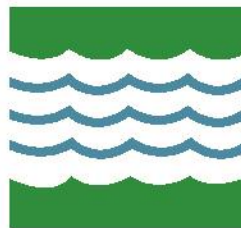
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and

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1 INTRODUCTION

1.1 The South Bay Highway Program

1.1.1 Measure R Context

The mission of the South Bay Highway Program (SBHP) is to improve the operations and safety of the South Bay highway system. The South Bay Cities Council of Governments (SBCCOG) partners with the Los Angeles County Metropolitan Transportation Authority (Metro), California Department of Transportation (Caltrans), and South Bay jurisdictions to fund transportation projects that increase mobility and safety on travel corridors in the South Bay. The SBHP Implementation Plan is the guiding policy document for program development, the allocation of funds to projects, and oversight of project delivery.

The Measure R one-half percent sales tax was approved by Los Angeles County voters in November 2008 to provide funding to meet the transportation needs of Los Angeles County.

The Measure R ballot language stated the goals of the Measure R sales tax. The goals define the comprehensive transportation improvements funded by the overall sales tax measure. Those improvements are categorized as Rail and Rapid Transit Expansion and Highway Improvements. The Measure R subfund for the SBHP is a highway program focused on achieving street improvement and traffic reduction goals.

The Metro Board adopted a Measure R Expenditure Plan as Attachment A to the proposed ballot measure ordinance in July 2008. The attachment includes dedicated funding within the Measure R Highway on Line for “freeway ramp and interchange operational improvements on state highways and adjacent arterials in the South Bay region of Los Angeles County.” Attachment A of the Measure R Ordinance lists this subfund under the Highway Projects section as: Interstate 405, I-110, I-105, and SR-91 Ramp and Interchange Improvements (South Bay). This line item has become known as the South Bay Highway Program (SBHP) and is for use on projects that demonstrate a nexus to State Highway operational improvements and located on I-405, I-110, I-105, SR-91, a state highway, or on an arterial within a mile of state highway or freeway facility.

The South Bay sub-region is expected to receive approximately estimated \$1.5 billion (\$906 million escalated to year of expenditure dollars) by 2040 when Measure R expires. Although Measure R is expected to provide a significant amount of transportation funding to the South Bay over the 30 years of allocations to the Program, based on identified improvement projects, the projected Measure R revenues are expected to only fund approximately half of the Program’s estimated ultimate funding needs.

Measure R funds are administered by Metro. The SBCCOG, a joint powers authority representing the local jurisdictions in this sub-region of Los Angeles County, serves as a co-program manager with Metro to help guide and oversee the South Bay Measure R Highway Program. Funding allocations for this Program are recommended by the SBCCOG Board for approval to the Metro Board on an annual basis. SBHP projects are delivered by local jurisdictions, Caltrans and Metro. The SBHP uses information collected by Metro from the lead agency for each project to track progress of funded projects in order to provide early identification of implementation obstacles and corrective actions for projects.

Based on various transportation study recommendations and identified mobility needs, the SBCCOG develops a program of projects and oversees project implementation in partnership with each lead local agency, Metro, and Caltrans. This SBHP Implementation Plan provides the SBCCOG a framework to rationally and systematically prioritize projects and leverage other funding resources for the completion of projects.

1.1.2 Goals and Objectives

The mission of the SBCCOG is to provide a leadership forum for South Bay local governments to act collaboratively and advocate for regional issues with a focus on improving transportation and the environment, and strengthening economic development. The South Bay Strategic Plan sets a vision for the South Bay region as environmentally sustainable, with reduced congestion and a healthy economy, due to the local government collaborations and advocacy facilitated and supported by SBCCOG.

The guiding principles of this vision for the SBCCOG are:

- Promote cooperation among member agencies in the discussion of issues of mutual interest.
- Act collaboratively on programs or activities that can be better accomplished collectively than by any one jurisdiction.
- Acknowledge each jurisdiction's independence while advocating for the South Bay with one voice.
- Support member proposals that further the mission, vision and goals of SBCCOG.
- Identify challenges and opportunities that transcend jurisdictional boundaries.
- Seek solutions to issues of common concern without duplicating or harming other agencies' efforts.
- Represent the interests of the South Bay with other governing bodies and organizations.
- Seek resources from county, regional, state and federal agencies that will benefit the South Bay.

Goal A of the Strategic Plan is to facilitate, implement, and/or educate members and others about environmental, transportation, and economic development programs that benefit the South Bay. Pursuant to these goals, the SBHP Strategic Transportation Element of the SBHP Implementation Plan identified four transportation objectives to guide the improvement of the South Bay regional transportation network:

1. Comply with Measure R Ordinance and Metro Board Guidance
2. Promote and develop a safe and efficient transportation system throughout the South Bay sub-region
3. Develop Strategic Goals and Objectives for the SBHP
4. Define SBHP Evaluation and Performance Monitoring Process

To be eligible for SBHP funds, projects must demonstrate a nexus to providing improvements on the South Bay Ramp and Interchange Improvements: I-405, I-110, I-105, and SR-91. Projects that are not on these facilities must be on a state highway or on an arterial within a mile of a state highway or freeway facility.

1.1.3 SBHP Overview

The SBHP includes a process in which projects are identified, designed and constructed using Measure R SBHP funding. **Exhibit 1** lays out these phases of the program and the roles of lead agencies, the SBCCOG, and Metro.

Exhibit 1: SBHP Life Cycle

Program Development			SBHP Programming				Project Development			Project Delivery				
Planning Phase			Annually				Up to Five Years							
	Identify Needs	Scope Projects	Candidate Assessment	Determine Cost	Nexus Analysis	Budget Request	Environmental Clearance	Project Design	PS&E / Bid	Procurement and Construction	Project Completion			
Lead Agencies: Cities	City Planning Process	Traffic Studies and Project Study Report Equivalents	Submit Candidate Project Information	Identify Quarterly Cash Flow and Matching Funds	Nexus determination submitted to Metro	Pass Council Resolution, Commit to Local Match	Environmental Clearance	Project Design	PS&E / Bid Project	Procurement and Construction	Project Completion			
Lead Agencies: Caltrans	Caltrans Planning Processes	Project Study Report or Equivalent	Submit Candidate Project Information	Identify Quarterly Cash Flow, Matching Funds	Prioritize State Highway Projects	Commit to Matching Funds								
						Monthly Reports to Metro: Milestone Percent Complete and Risk Registry, Quarterly Financial Reporting						Final Cost Report		
SBCCOG	Strategic Transportation Element, Baseline Analysis	Value Engineering and ITS Planning	Candidate Project Assessment	Determine Matching Requirements	Nexus Analysis	Recommend MBR including Call for P						Lead Agency Report Monitoring <ul style="list-style-type: none"> Monthly Reporting Review by IWG Quarterly Review by Steering Committee 		Final Cost in MBR
Metro	Short and Long Range Planning			Present Annual SBHP Cash Flow Level	Nexus Determination	Approve Metro Budget Request						Process Reimbursements and Lead Agency Reporting Information		Determine Remaining SBHP Funds

Lead Agencies Submit Candidate Projects to SBCCOG
Lead Agency and Metro Sign Funding Agreements
Performance Monitoring

Program development involves the identification of transportation needs and the scoping of SBHP-eligible candidate projects. Lead agencies submit projects to the SBCCOG as candidates for inclusion in the annual Metro Budget Request of the SBHP.

During the SBHP Programming phase, candidate Projects are assessed for their regional significance and readiness. Performance metrics for SBHP projects are simplified to specifically assess the operational benefit of each project on the State Highway System and its potential to improve safety. The SBCCOG performs a nexus determination on each project to ensure it provides an operational improvement to the State Highway System operations by reducing vehicular delays or improving safety. This determination is sent to Metro for approval. Quarterly cash flow estimates and the level of matching fund participation is developed for each Project. The SBCCOG prioritizes projects and submits a Metro Budget Request for Metro Board approval.

In the first year of project funding, Metro develops and enters into a funding agreement with each project's lead agency. At this point Measure R SBHP funds can be used to reimburse lead agency costs for project development (design, environmental and plans, estimates, and specifications), project delivery (procurement and construction), and project reporting and monitoring.

Monthly reporting from project lead agencies consists of project progress updates (percentage completion of project task milestones) and, if necessary, updates to the risk registry. The SBCCOG compiles monthly reports into a monthly program status report to be presented to the IWG. Financial reporting is required quarterly for each active project in the SBHP. The quarterly financial reporting will be reviewed with the Steering Committee to assess the financial status of the program and to determine if any corrective action is needed.

Once projects are completed, their performance is monitored as part of the ongoing SBHP monitoring activities.

Starting in FY 2017, as part of the program's focus on project delivery, project development activities such as Project Study Reports (PSRs) and Project Study Report Equivalent (PSREs) will no longer be funded through the SBHP. Lead agencies will be required to prepare projects for programming in the Metro Budget Request by scoping projects to the level necessary for the funding agreement with Metro. Project delivery activities such as design and environmental clearance will continue to be funded.

As is seen in **Exhibit 2**, the SBHP is composed of a mix of projects by size/scope. Projects costing less than \$2 million to implement, generally small intersection improvement projects are approximately 45% of the total projects but only 5% of the total costs. Projects in the \$2 million to \$10 million range which are composed of arterial improvements and minor ramp improvements are approximately 40% of the projects and 20% of the value of the program. Large projects over \$10 million which are new arterial connections or major freeway ramp and auxiliary lane projects are 15% of the program's projects, but 75% of the expected funds provided by the program.

Exhibit 2: Project Type by Cost Estimate

Total Project Cost	Number of Projects	Programmed	Total Estimated Cost	Percent of Program
Less Than \$2m	38	28	\$32.9	5%
\$2m to \$10m	36	91.2	\$150.2	20%
Over \$10m	13	67.3	\$558.7	75%

As the SBHP builds upon its focused program of projects to reduce vehicle delay on the highway system it will continue to provide a balanced program. In addition, the SBHP will be one component of the overall South Bay Mobility Planning efforts to address the ongoing mobility needs of the South Bay.

1.1.4 The Program to-Date

The SBHP is at a turning point. The 5-year Early Action phase of the program that focused on implementation of “off-the-shelf” projects is coming to a conclusion. As the program matures, the development investments in regionally significant projects included in the Early Action stage of the program are moving to the implementation phases. These projects will outpace the ability of the program to allocate funding. The options facing the SBHP will be to slow the delivery of projects, use the SBHP to leverage outside funds, or to accelerate SBHP revenue through bonding or other sources of funding.

To date, the SBHP has programmed \$150 million in projects with \$80 million reimbursed to lead agencies—many projects are in the middle of their development and implementation. To date the following SBHP-funded Early Action projects were completed:

City of El Segundo

- Maple Avenue Arterial Improvements from Sepulveda Boulevard to Parkview Avenue

City of Gardena

- Artesia Boulevard at Western Avenue Intersection Improvements (WB Left Turn Lanes)
- Vermont Arterial Improvement from Rosecrans Ave to 182nd Street

City of Hawthorne

- Rosecrans Avenue Arterial Improvements from I-405 SB Off-Ramp to Isis Avenue
- Hawthorne Boulevard from El Segundo Boulevard to Rosecrans Avenue

City of Redondo Beach

- Aviation Boulevard at Artesia Boulevard Intersection Improvements
- Inglewood Avenue at Manhattan Beach Boulevard Intersection Improvements

City of Torrance

- Maple Avenue at Sepulveda Boulevard Intersection Improvements

As shown in **Exhibit 3**, overall programming with new FY 2017 project requests totals \$191.5 of the \$194.9 SBHP revenue forecast through FY 2017. Those programmed funds include the early phases of projects estimated to cost \$758.8 million (approximately half of total 30-year SBHP revenue) to fully implement. If fully funded by the SBHP, those costs would absorb all SBHP funds through FY 2029. Therefore, while the SBHP is technically within its fiscal constraint, the current SBHP programming represents a portion of the funding necessary to implement the projects in the program and it will be important for the program to also work to secure additional funds.

Exhibit 3: SBHP Funding Plan Up to FY 2017
(In millions of dollars)

Project Status	SBHP Funds to Date		Total Estimated Cost
	Programmed	Reimbursed	
Administrative	\$3.8	\$3.3	\$17.6
Active	\$132.7	\$77.0	\$372.1
Committed	\$13.6	\$0.2	\$74.8
Subtotal	\$150.1	\$80.5	\$464.5
New Requests	\$41.4	\$0	\$294.4
Total	\$191.5	\$80.5	\$758.8
30- Year SBHP Program Funds	\$194.9	\$194.9	\$1,512.4
Balance	\$3.4	\$114.4	\$753.6

SBHP Program Forecast is \$906 million in 2008 dollars and \$1,512.4 million in escalated dollars

1.1.5 New Mobility Services and Technologies

The 30-year period of Measure R will see many new developments in mobility services and technologies. Investment in neighborhood mobility, including vehicles, new technologies and slow-speed lanes, will revolutionize local mobility. Connected vehicle technology will enable new interactions from vehicles to vehicles and from vehicles to infrastructure. Traveler information, system management, and vehicle operations will move beyond driver control to a feedback system that maximizes travel efficiency. At the same time, street use is being rebalanced from primacy of regional automobile trips to accommodation of all types of users with a focus on the air quality, health and congestion reduction benefits of local trips.

Because the specific eligibility criteria of the SBHP limits funding to vehicular delay and safety improvements on a specified corridors, there is little ability to fund emerging transportation trends. The SBCCOG is advocating for new sources of more flexible funding to address emerging mobility services and technologies. The SBCCOG will continue to coordinate all types of mobility and sustainability improvement strategies in the South Bay and pursue funding opportunities to leverage eligible SBHP elements with elements that require non-SBHP funding sources.

1.2 SBHP Roles and Responsibilities

1.2.1 Los Angeles Metro

Metro administers the Measure R Ordinance sales tax revenue. It has the responsibility to provide countywide policy and programming of Measure R funds and is responsible for Measure R conformity and project grant administration. Metro is directly responsible for the program development and oversight of SBHP projects led by Caltrans.

Metro Board of Directors

The Metro Board of Directors is the governing body of the Los Angeles County Metropolitan Transportation Authority.

Metro Measure R Independent Taxpayers Oversight Committee

An independent taxpayer oversight committee was established by the Measure R Ordinance to provide oversight to the 30-year Measure R Expenditure Plan. The Measure R Independent Taxpayers Oversight Committee reviews an annual independent audit and report to taxpayers and provides monitoring and review of Measure R spending twice a year.

Metro Staff

Metro Staff provides project administration, oversight and auditing of the 30-year South Bay Measure R Highway Program. Metro staff reviews the eligibility of projects and their nexus to the highway system, reviews and approves monthly progress and quarterly expenditure reports, and performs project development and project oversight of Caltrans-sponsored projects.

Metro Measure R Highway Advisory Committee

The eligibility guidelines of the Measure R Highway Program provide ongoing technical advice to Metro Staff. The initial Highway Program guidelines were guided by the Highway Advisory Committee composed of representatives from each of the Councils of Governments, City of Los Angeles, County of Los Angeles, and Caltrans. The Committee also reviews Measure R Highway Subfund policies. Examples include: bonding scenarios; the definitions of Operational and Ramp/Interchange improvements; and project completion for Measure R purposes.

1.2.2 South Bay Cities Council of Governments (SBCCOG)

The SBCCOG is a collaborative joint powers authority of municipalities and the county in southwest Los Angeles County area. Metro entered into a cooperative agreement and a funding agreement with the SBCCOG for the SBCCOG to provide assistance with the development and delivery oversight as a co-program manager of the SBHP Implementation Plan.

SBCCOG Board of Directors

The SBCCOG Board of Directors serves as the governing body for the SBCCOG. The Board is comprised of elected officials from each of the SBCCOG's member cities and LA County. Each city appoints one delegate and at least one alternate member to serve on the Board. The County appoints the Supervisors from District 2 and 4 (which cover the South Bay) and alternates from their staff. The SBCCOG Board approves the policies, contracts and funding allocations for recommendation to the Metro Board. The Steering Committee serves as the Executive Committee of the SBCCOG Board. Its members are the officers of the SBCCOG Board of Directors and committee chairs, as well as the chairs of the working groups and at large members from the Board. Any board member or alternate who attends a steering committee meeting shall be able to vote at the meeting which they attend as long as there is no more than one vote cast per member city or two votes from the county (one each from District 2 and 4). Stakeholders and other interested participants are invited to participate in Committee proceedings.

The Board of Directors approves the following SBHP elements:

- Programming and re-programming of project allocation amounts and schedules
- Additional SBHP funding allocations due to justifiable project cost escalation or to loss of previously committed funds beyond the lead agency's control
- Within the funding limits of the Metro-approved SBHP program contingency line item, justifiable administrative adjustments to project allocations

- The SBHP Implementation Plan, policies and procedures

Infrastructure Working Group

The SBCCOG Infrastructure Working Group (IWG) serves as a forum for SBCCOG-member agencies' Public Works Directors and city engineers. The Steering Committee designated the IWG to serve as the Technical Advisory Committee (TAC) for the South Bay Measure R Highway Program. The IWG reviews all work products produced by the SBCCOG Staff and makes recommendations to the SBCCOG Steering Committee and Board of Directors. The IWG's Executive Committee is composed of the officers of the IWG.

SBCCOG Management

Staff and a Transportation Director to the SBCCOG provide program administration in conjunction with Metro and support for SBCCOG committees. The Executive Director can approve consultant task orders for amounts under \$50,000 and the Steering Committee and SBCCOG Board of Directors are informed at their meetings of all task orders issued.

SBCCOG Measure R Highway Program Management Consultants

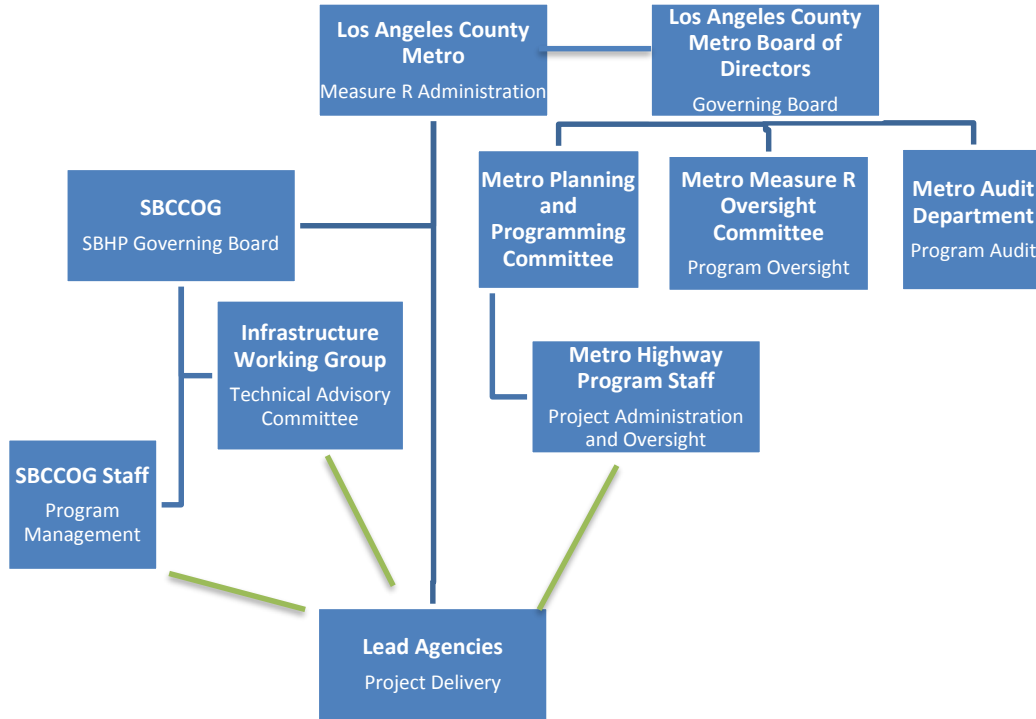
The SBCCOG can retain consultants to assist with program development and oversight. The consultants can also be made available to provide project assistance to lead agencies with the approval of the lead agency governing board and the SBCCOG Board of Directors on a task order basis. Use of the consultants is at the discretion of the SBCCOG and consultants may be retained on an as needed basis for a period of no more than 3 years without re-advertising, consistent with SBCCOG policies.

1.2.3 Lead Agencies - South Bay Cities, Los Angeles County, Metro and Caltrans

The lead agencies for SBHP projects are SBCCOG member Cities, Los Angeles County, Metro and Caltrans. Each also participates as part of the SBHP's technical advisory committee (Infrastructure Working Group). Lead agencies oversee project development, design and construction, engage contractors and consultants, report progress to Metro, ensure project execution meets budget and schedule, consult with the SBCCOG in addressing issues affecting project implementation, and participate and contribute to the review process.

Exhibit 4 illustrates the relationships and responsibilities of entities involved in the South Bay Measure R Highway Program described above.

Exhibit 4: SBHP Organization Chart



1.3 SBHP Process

1.3.1 Identification of Need

The SBCCOG and Metro monitor the South Bay transportation-related mobility and safety needs which are identified by a corridor-based planning process utilizing performance measures that compare baseline conditions across major facilities. The results are contained in a report entitled “South Bay Arterial Performance Measurement Baseline Conditions Analysis”. Additional analysis of freeway operations and ramp volumes and safety conditions are included in the appendix to this report.

1.3.2 Project Identification, Selection and Prioritization

Once a mobility and/or safety need is identified, a project to address the need is defined by the appropriate lead agency. If a project is multijurisdictional, the SBCCOG will assist in determining a lead agency. Projects will not be programmed in the SBHP until a lead agency has prepared necessary documentation of project need, scope, proposed project development schedule, and a cost/cash flow estimate.

Prioritization of SBHP funds for eligible projects is based on the sub-regional significance of the corridor, project performance in reducing vehicular delay or improving safety, project readiness, and the fiscal and schedule impact of the requested SBHP funds on existing SBHP commitments and funding capacity.

1.3.3 Eligible Project Stages

As the SBHP matures, Metro is refocusing Measure R expenditures on project delivery. Therefore beginning in FY 2017, per Metro guidance, SBHP Measure R funds will not be available for use Project Study Reports (PSR) and Project Study Report Equivalents (PSRE).

1.3.4 Funding

SBHP projects are funded with Measure R funds through a funding agreement between Metro and project lead agencies. Once a funding agreement is signed, the lead agency is required to report project progress to Metro on a monthly and quarterly basis, after which lead agencies can invoice Metro for reimbursement of project costs. SBCCOG uses the monthly and quarterly reports submitted pursuant to the funding agreements to monitor project progress and expenditure rates.

1.3.5 Project Delivery

The SBCCOG is focused on the delivery of the most effective and efficient projects to accomplish the mobility and safety goals of the SBHP program. To this goal, the SBCCOG is able to provide support to lead agencies to assist in specific aspects of the project delivery process such as project management, technical support, and monitoring.

1.3.6 Administrative Activities

Delegation of Authority

SBCCOG Board of Directors assures Measure R SBHP success by implementing the following Operating Guidelines and Responsibilities regarding:

1. Delegated authority and responsibility
 - a. Involving all interested stakeholders in a monthly update of program schedule, and action items status
 - b. Monitoring quarterly progress and financial status of SBHP Projects
 - c. Monitoring monthly status of SBCCOG staff and technical consultant team scopes of work, program costs and schedule performance
 - d. Recommending SBHP project priorities, funding, re-programming funds and policies for inclusion in the annual Metro Budget Request and SBHP Implementation Plan Updates (as needed) to the SBCCOG Board and Metro
 - e. Recommending consultant contracts / task orders and other Measure R funded procurements to the SBCCOG Board
 - f. Coordinating with Metro staff as partner and stakeholder to assure SBHP program schedule, scope and cost objectives are met
 - g. Coordinating with South Bay cities, Metro, Caltrans and L. A. County as project lead agencies to meet SBHP scope, cost and schedule commitments
2. Methods for Milestone and Project Status Monitoring
 - a. Project and consultant scope, costs and schedule adherence are to be presented quarterly by SBCCOG staff to the relevant SBCCOG committees in a concise summary document that captures variances and known obstacles to success
 - b. SBHP program status is reviewed monthly by the IWG



3. Methods to emphasize Communication of roles among Stakeholders
 - a. Metro Board – Approves SBHP Implementation Plan, SBHP Project schedules and funding assignments, and annual SBHP Measure R budgets, cooperative agreement between Metro and SBCCOG and SBHP-funding policies.
 - b. Metro Staff – Determines that new projects meet Measure R eligibility requirements, administers SBHP project Funding agreements, directly manages SBHP Caltrans projects, develops and administers SBHP program cooperative agreement with SBCCOG, provides regional policy and technical input to SBHP Implementation Plan Updates and related studies, undertakes studies to improve SBHP accountability and performance.
 - c. SBCCOG Board - Approves SBHP contracts and modifications; approves SBHP Policies and Implementation Plan Updates; approves annual Metro Budget Requests and other SBHP funding assignments
 - d. City/County Departments – Perform as Lead agencies for SBHP project development and administration, provide technical input to IWG Committee on SBHP-related studies and SBHP Implementation Plan Updates
 - e. Caltrans – Performs as lead agency for SBHP project development and administration on SB freeways/ramps and state highways, issues permits and approves design decisions related to projects on state facilities that are led by local agencies, provides technical input to IWG Committee on SBHP-related studies and SBHP Implementation Plan Updates
 - f. IWG and IWG Executive Committee - Provides technical recommendations on SBHP program/project development, related studies and program administration
 - g. SBCCOG Staff – Performs as SBHP Program management, coordination with Metro, Caltrans and local agencies, contract administration, IWG Committee administration, reports to Steering Committee and SBCCOG Board of Directors; reviews and recommends priorities for SBHP projects, monitors and reports SBHP project progress, prepares draft updates of SBHP Implementation Plan, provides SBHP technical assistance through task orders issued by the SBCCOG, develops and presents SBHP training courses
4. Monitoring Program and Project Cost Data
 - a. City and Caltrans SBHP project cost and budget status (Monthly, Quarterly and/or Annually)
 - b. Metro Measure R allocations to the South Bay sub-region in 30-year Measure R Expenditure Plan (Annually)
 - c. Metro fiscal year budget availability for Sub-fund (Annually)
 - d. SBCCOG Administrative cost compared to budget (Quarterly)
 - e. The SBCCOG Board of Directors performs an annual review of its roles, responsibilities, policies and performance.

2 THE SOUTH BAY TRANSPORTATION SYSTEM

2.1 SBHP and the South Bay Transportation System

The South Bay has a diverse transportation system that serves the everyday needs of residents, workers and visitors. Major transportation assets include the freeway system, arterial highway system, local streets, multiple transit operations, neighborhood vehicles, ports, marinas, and bicycle and pedestrian facilities. The need to keep improving upon the transportation system to keep pace with population growth and economic activity puts pressure on the South Bay Cities to balance transportation system investments with limited resources. The SBHP is one tool to address transportation needs in the South Bay. The project eligibility requirements of the SBHP mean that the program cannot address every type of needed transportation improvement. However, it is a major backbone investment program for the subregion that can be a foundational catalyst for subregional transportation investments needed to maintain the economic vitality and quality of life in the South Bay.

2.2 South Bay Baseline Study

In order to provide guidance on the best use of SBHP funds, the SBCCOG produced the South Bay Cities Arterial Performance Measurement Baseline Conditions Analysis Final Report (August 2015) which summarizes the results of the South Bay arterial performance baseline conditions analysis. The report was informed by the Strategic Transportation Element (STE) which was contained in the 2013 Implementation Plan.

The Strategic Transportation Element (STE) identified arterial corridors of analysis for the Baseline Conditions Analysis. Not all South Bay arterials are included; however the arterial network that was defined for the analysis is recognized as a collection of the major arterial corridors that best represent regional mobility and access through the South Bay subregion. According to the SBHP STE, these include the State highways, major arterials in the Los Angeles County 2010 Congestion Management Program (CMP), and selected arterial corridors from the Los Angeles Countywide Significant Arterial Network (CSAN). The baseline conditions identified are used to measure the impact of projects as new SBHP projects are being prioritized and constructed.

2.2.1 Arterial Performance Measures

The Baseline study uses performance measures to provide an assessment of the productivity, mobility, and reliability metrics of each arterial corridor. These performance measures are described below (see also **Exhibit 5**), and more detailed descriptions can be found in the South Bay Cities Arterial Performance Measurement Baseline Conditions Analysis Report.

Data Sources

Automated data sources (e.g., vehicle detectors, blue-tooth readers, video detectors, etc.) were not available for the Baseline Study. Although several jurisdictions indicated that they had recently implemented vehicle detectors, they were still under development and were not able to record and store the data to make available for this study. Manual data collection and third-party data sources were used to conduct the analysis. Manual arterial segment tube counts and CMP intersection turning movement

counts were conducted during the first three weeks of March, 2015, and were conducted on non-holiday, mid-weekdays. Third-party probe data was purchased for speed and travel times for the arterial corridors in the South Bay subregion for the period from January 2014 to June 2015. Detailed description of the comparative results and validation of the data is provided in the Baseline Study.

Exhibit 5: South Bay Cities Arterials Performance Measures

Metrics	Performance Measure	Definition	Data Collection	Data Sample
Productivity	Throughput (Flow)	vehicles, persons	manual tube counts (select locations on every corridors) ¹	24-hour counts, mid-week (3-day sample)
	Level of Service (LOS) <i>(CMP locations only)</i>	level of service (A-B-C-D-E-F)	manual turning movement counts (select intersections)	2-hour am/pm peak period, mid-week (1-day sample)
Mobility (Delay)	Speed	average mph, % of free flow (or speed limit)	third party data (e.g., INRIX) (all corridors)	January 1, 2014 to June 30, 2015 (18-month sample)
	Travel Time	corridor segment travel time	third party data (e.g., INRIX) (all corridors)	January 1, 2014 to June 30, 2015 (18-month sample)
	Peak Period Spreading <i>(congestion period)</i>	average duration of the peak period	third party data (e.g., INRIX) (all corridors)	January 1, 2014 to June 30, 2015 (18-month sample)
	Delay	vehicle hours	calculated from flow/speed/travel time (all corridors)	calculated for 2014, 6-month 2015
Reliability	Travel Time Variance <i>(Buffer or TT Index)</i>	95th percentile travel time	third party data (e.g., INRIX) (all corridors)	January 1, 2014 to June 30, 2015 (18-month sample)
	Planning Time Index	Ratio of total time needed to 95th percentile on-time arrival	third party data (e.g., INRIX) (all corridors)	January 1, 2014 to June 30, 2015 (18-month sample)

Note: (1) Counts were conducted for every project arterial corridor on one or more selected locations along each corridor.

Productivity

There are two measures used to evaluate productivity: traffic volume throughput (or flow), and volume to capacity ratio which is the throughput volume divided by the design capacity of the roadway. Throughput is defined as the average number of vehicles moving along a corridor per unit of time (e.g., hourly, by time period, and daily). The screenline vehicular count data was collected manually (in 15-minute increments), and then translated into hourly vehicle throughput along the corridor. Throughput in vehicles per hour (VPH) for the morning (AM), midday, afternoon (PM), and evening time periods, for every hour, was also calculated.

Although arterial vehicle miles traveled (VMT) is not listed as an identified performance measure, VMT is commonly used as a reflection of the corridor vehicular demand, and the South Bay Cities arterial VMT was estimated by assuming an “effective distance” for each count location over which it is assumed that the flow is constant. The effective distance is defined as the midpoints of upstream and downstream count locations. Where there is a South Bay Cities boundary and a count station, the full distance to the boundary is included in the effective distance.

Intersection volume to capacity ratio is a common traffic reporting measure used for the Los Angeles County CMP. For this study, a V/C analysis was performed for each CMP intersection in the South Bay using the Intersection Capacity Utilization (ICU) methodology which takes a ratio of the critical movement’s volume to saturation flow rates.



Mobility

Mobility is evaluated using four commonly used measures of traffic performance: travel time, speed, vehicle-hours of delay, and peak period spreading. These measures were computed by using travel time and speed data and the vehicular count data described above. Peak period spreading can be evaluated by looking at the hourly distribution of vehicle-hours of delay. It is the growth (or reduction) of the period where there is significant congestion and delay.

Average travel times are the average non-holiday, weekday travel times over a year using third party probe data. The average speed (in miles-per-hour or mph) over a corridor is also calculated by taking the segment distance for each arterial corridor and dividing by the average travel time to traverse that distance. Delay is reported as vehicle-hours of delay. The measure was computed by first identifying a reference or threshold travel time against which to determine if vehicles were delayed. This threshold time is the free-flow time as determined by the third party probe data. Delay is the corridor VMT multiplied by the difference in travel times. When the actual travel time is equal to or less than the threshold travel time, then the delay is equal to zero.

More details on these approaches are provided in the South Bay Cities Arterial Performance Measurement Baseline Conditions Analysis Methodology & Tool (July 2015) documentation included in Appendix C of the Baseline Study report.

Reliability

Travel time reliability attempts to capture the extent of unexpected delays that can occur from day to day. While average travel times can give an indication of how bad congestion can be, reliability metrics quantify the impact of those really bad days that travelers remember. The analysis assessed Travel Time Variance by using the Travel Time Index that evaluates the intensity of congestion by measuring the ratio of the average travel over the free-flow travel time for an arterial corridor.

The Planning Time Index is a measure of reliability and is the ratio of the 95th percentile travel time as compared to the free-flow travel time. The 95th percentile travel time is the time at which 95 percent of the travel times are faster. As an example, out of 100 weekdays, travel times on 95 of the weekdays will be faster than the 95th percentile travel time. Conversely, travel time on five days will take longer. If a commuter wants to get to work on time 95 days out of 100, that person should allow the 95th percentile travel time for them to get to work. The difference between the planning time and the average travel time is called the buffer time.

As part of the Baseline Report, an Arterial Performance Measurement (APM) Tool was developed. The APM Tool was designed to be transparent using basic Excel features and formulas that can be traced to the source data. Users will be able to update the tool when updated data becomes available. That tool is utilized by the SBCCOG and its member agencies to identify deficient arterial corridors.

2.3 Corridor Improvement Planning

The SBHP corridor improvement planning process reviews the performance of the South Bay transportation system to identify potential projects and prioritize candidate projects.



Freeways

The limited-access freeways within the boundaries of the SBCCOG (both Interstates & State Highways) are:

- I-405 from south of La Tijera Boulevard to west of I-710: Generally a ten-lane facility with four general purpose lanes and a carpool lane per direction
- I-105 from western terminus to I-110: Generally a ten-lane facility with four general purpose lanes and a carpool lane per direction with the Metro Green Rail Line running down the middle of the freeway east of I-405
- I-110 from southern terminus to I-105: Generally a ten-lane facility with four general purpose lanes and a carpool lane per direction which is also an ExpressLane from just north of SR-91 to the I-105
- SR-91 from western terminus to east of Central Avenue: Generally a ten-lane facility with no high-occupancy vehicle lanes
- SR-47 from western terminus to Vincent Thomas Bridge: SR-47 is a four-lane facility in this section
- SR-103 from Henry Ford Avenue to south of Pacific Coast Highway (SR-1): A four-lane facility

State Highways

The arterial state highways in the South Bay are:

- Pacific Coast Highway (SR-1) from Imperial Highway to SR-103
- Western Avenue (SR-213): from 25th Street to I-405
- Hawthorne Avenue (SR-107): from Pacific Coast Highway (SR-1) to I-405
- Ocean Boulevard (SR-47)

Non-State Highway Arterials

Major non-state highway arterials in the South Bay are:

East-West Roadways

- 109th Street/Victoria Street
- Artesia Boulevard
- Carson Street
- Century Boulevard
- El Segundo Boulevard
- Florence Avenue
- Imperial Highway
- Manchester Boulevard
- Manhattan Beach Boulevard
- Rosecrans Avenue
- Sepulveda Boulevard
- Torrance Boulevard

North-South Roadways

- Aviation Boulevard
- Crenshaw Boulevard
- Figueroa Street
- Gaffey Street
- Inglewood Avenue
- La Cienega Boulevard
- Normandie Avenue
- Vermont Avenue

Local Streets

Local collector streets often serve as alternative parallel routes to arterials and even limited access facilities as well as provide direct access to residences, businesses and schools.



Park and Ride

There are 19 park-and-ride lots in the South Bay. Together, they provide 4,280 parking spaces:

- Douglas- Green Line -30 spaces
- El Segundo- Green Line -91 spaces
- Artesia- Silver Line -980 spaces
- Century/Harbor- Green Line, Silver Line -253 spaces
- Pacific Coast Highway - 244 spaces
- Harbor Park – 244 spaces
- Vermont Avenue - 155 spaces
- Carson – 140 spaces
- Rosecrans- Silver Line - 338 spaces
- Baptist Church Gardena Park & Ride –30 spaces
- Crenshaw- Green Line – 513 Spaces
- Hawthorne Plaza – 25 spaces
- Hawthorne (2 Sections)- Green Line - 359 Spaces
- Redondo Beach- Green Line 403 spaces
- San Pedro – 106 spaces
- San Pedro II – 280 spaces
- Del Amo Fashion Center - 89 spaces
- Torrance Transit Center (under construction) – 250 spaces
- Redondo Beach Transit Center (under construction) – 328 spaces

3 POLICIES

The South Bay Highway Program was created to administer a subfund of the Measure R Ordinance which was approved in November 2008 by the voters of Los Angeles County. The Measure R Ordinance set the general goals and parameters of the South Bay Measure R Highway Program; however, the policies of the Program are based on subsequent Metro and SBCCOG policies. This chapter describes the policies forming Measure R and clarifying the ordinance into an operative subfund program managed by the SBCCOG and Metro.

3.1 Measure R Ordinance

Measure R is a half-cent sales tax for Los Angeles County to finance new transportation projects and programs, and accelerate those already in the pipeline. The tax took effect July 2009. Measure R alone does not fully fund all projects. The Measure contains an Expenditure Plan that identifies the projects to be funded and additional fund sources that will be used to complete the projects. The Measure R Expenditure Plan devotes its funds to seven transportation categories as follows: 35 percent to new rail and bus rapid transit projects, three percent to Metrolink projects, two percent to Metro Rail system improvement projects, 20 percent to carpool lanes, highways and other highway related improvements (including the South Bay Highway Program), five percent to rail operations, 20 percent to bus operations, and 15 percent for local city sponsored improvements. The Measure R Expenditure Plan is in **Appendix B** of this document.

The Measure R Ordinance is contained in **Appendix A** of this document.

3.2 Measure R Highway Program Eligibility Criteria

Measure R Highway Operational Improvement funds are meant to fund projects which improve traffic flow in an existing State Highway corridor by reducing congestion and operational deficiencies at spot locations and addressing or mitigating recurrent congestion by increasing safety.

In order to provide clear guidance for the Measure R Highway Program, Metro adopted an implementation strategy as part of its 2009 Long Range Transportation Plan (LRTP). The Measure R Highway Program Funding Strategy provides a nexus framework to guide Metro Board's decisions and funding allocations for Measure R.

The Measure R Highway Program is guided by Metro's Highway Advisory Committee composed of representatives from each of the Councils of Governments in Los Angeles County, City of Los Angeles, County of Los Angeles and Caltrans.

In clarifying the definition of Operational and Ramp/Interchange Improvements, the Committee requested as much flexibility as possible. They requested that intersection and street widening projects on roadways generally within a one-mile corridor of a State Highway also be declared eligible.

The Metro eligibility guidance, as provided by Metro Staff, is as follows:



“Clarification on Project Eligibility for Highway Operational Improvement and Ramp/ Interchange Improvements

The intent of a Measure R Highway Operational Improvement is to improve traffic flow in an existing State Highway corridor by reducing congestion and operational deficiencies at spot locations that do not significantly expand the design capacity of the system and are intended to address recurrent congestion. In addition to those eligible projects on the State Highway System, for Measure R, projects located on primary roadways located generally within a one mile corridor of any State Highway, including principal arterials, minor arterials, and key collector roadways, will be considered eligible for Operational Improvements and for ramp and interchange improvements. Examples of eligible improvement projects include:

- interchange modifications (but not to accommodate traffic volumes that are significantly larger than the existing facilities were designed for);
- ramp modifications (acceleration - deceleration/weaving);
- auxiliary lanes for merging or weaving between adjacent interchanges;
- curve corrections/improve alignment;
- signals and/or intersection improvements;
- two-way left-turn lanes;
- intersection and street widening;
- traffic signal upgrade/ timing/synchronization;
- traffic surveillance;
- channelization;
- Park and Ride facilities;
- turnouts;
- shoulder widening/improvement;
- safety improvements that reduce incident delay...

...Other projects could be considered on a case-by-case basis as long as a nexus to State Highway Operational Improvements can be shown.”

The SBCCOG requested and received a clarification from Metro that projects beyond one mile from a state highway could be eligible if they provide an operational benefit to the state highway system that can be demonstrated.

According to the draft 2014 Metro Highway Department policy, subregions, their member Cities, Caltrans, and Metro may propose new projects for a Metro determination of the eligibility to use Measure R sub-regional highway funds in subsequent phases. Each new project submitted shall be supported by a feasibility study, traffic study, approved PSR or PSRE, and/or other similar documents supporting roadway mobility improvement, capacity enhancement, or safety enhancement. Metro staff will vet and recommend eligible project lists to the Board for approval. Prior to the initiation of any SBHP project development study (e.g.: PAED, design, right of way or construction activity funded by the Measure R SBHP program funds, Metro’s Highway Department must concur with the scope of the study.

Although Metro initially allowed the SBCCOG to use SBHP funds to reimburse lead agencies for the cost of preparing the documentation required to support project eligibility, as of July 2016, these costs are no longer eligible for Metro reimbursement. Funds spent on project development prior to SBHP funding are considered part of the local match to SBHP funds.

Eligible projects which can receive Measure R funds under the current Metro Board-adopted guidelines are:

“Operational improvements on State highways and primary local roadways (principal arterials, minor arterials, and key collector roads) within one-mile of a State highway to reduce recurring congestion and enhance mobility and safety— excluding major capacity enhancement projects.

“These projects include, local interchange modifications, ramp modifications, freeway auxiliary lanes, sight distance improvements for improved safety and reduction of accidents resulting from roadway geometrics deficiencies, intersection operational improvements, new two-way left-turn lanes, intersection and street widening, traffic signal upgrades, traffic signal timing improvements and synchronization to improve mobility on priority streets, traffic surveillance, channelization, turnouts, shoulder widening/improvements contributing to roadway operational improvements, safety improvements to reduce incidents and incident-related delays, soundwalls along the freeways meeting Caltrans noise abatement criteria, bicycle lanes as added mobility enhancement without compromising the current operation and capacity of the roadway, construction of new or capacity enhancements to existing park and ride facilities, and other projects deemed qualified by Metro.”

The 2014 Metro Highway Department’s Measure R Highway Subfund Policy also includes these key provisions:

“The majority of a proposed project should achieve operational improvements and mobility enhancements. Should a proposed project contain multiple elements that are not specifically Measure R applicable improvements, funds can only be used for the applicable elements of projects which are operational improvements.

“Programming of future Measure R funds for new projects shall be based on project eligibility, readiness and ability of the sponsor to demonstrate full funding plans through construction. In order to be eligible, proposed projects shall have approved Project Study Reports (PSR) or PSR-Equivalent (PSRE) documents showing verified operational improvements resulting from implementation of those projects. PSR or PSRE’s may be developed through feasibility studies funded by the local agency that specifically aim to achieve the eligible Highway Operational Improvements listed above;

“Changes to budget year funding allocations such as fund shifts between project components, from one project to another within the same City/sub-region, and/or from one year to another within the same funding period, will require the subregion’s COG Board approval. The subregion’s Board shall have the authority to approve such changes if the fiscal year budget remains equal or less than the Metro Board approved-amount in the same budget year, and the Metro Board-approved sub-regional programmed amount remains the same. Fund allocation change requests that require

increasing the Metro Board-approved projected annual fiscal year budget amount, or addition or deletion of projects from the approved project list shall require Metro Board’s approval;

“Programming of future Measure R funds for new projects shall be based on project eligibility, readiness and ability of the sponsor to demonstrate full funding plans through construction.”

At its August 27, 2015 meeting, the SBCCOG Board authorized a letter to be sent to the Metro Board that requested clarification of Metro’s policy regarding the eligibility of Complete Street elements to be funded using Measure R SBHP funds. Metro staff sent a response letter on September 29, 2015 signed by Phillip Washington, Metro’s Chief Executive Officer, that reiterated SBHP funding must be used specifically to reduce vehicular delay and that Complete Streets elements that do not reduce vehicular delay are not an eligible use of SBHP funding. The Metro letter was also distributed and Metro’s staff position was discussed at Metro’s September 30, 2015 Highway Advisory Committee meeting. SBCCOG staff is relying on this written Metro staff guidance to identify projects eligible for inclusion in the Metro Budget Request (MBR).

3.3 SBCCOG SBHP Project Allocation Policies

The SBCCOG establishes policies to ensure the efficient allocation of SBHP funds. Since the eligible project needs of the South Bay requested by lead agencies exceed the amount of Measure R funding allocations to the SBHP, it is necessary for the SBCCOG to establish priorities for the SBHP. Prioritization for inclusion in the SBHP program and the annual Metro Budget Request is based on the sub-regional significance of the corridor (as determined in the Arterial Performance Measurement Baseline Conditions Analysis), project performance in reducing vehicular delay, project readiness, and the fiscal and schedule impact of the requested SBHP funding contribution on existing SBHP commitments and funding capacity.

In order to facilitate the leveraging of non-Measure R funding sources, the SBCCOG approved a cost sharing policy. The SBHP policy for the share of projects costs to be reimbursed for eligible core elements is as follows and further detailed in section 4.2.2:

- Projects less than \$2 million - up to 100% reimbursed;
- Projects between \$2m and \$8m - SBHP funding share is limited to 80% of total project costs;
- Projects more than \$10 million –SBCCOG has a SBHP program goal to limit the SBHP share of eligible project costs to 50% with an appeal process up to 80% of eligible project costs.

The SBCCOG supports a tiered program which allows small, mid-sized, and larger projects to compete for funding in an equitable fashion. In terms of program fund commitments to date, five percent of funds were committed to projects costing \$2 million or below, twenty percent of funds were committed to projects costing between \$2 million and \$10 million, and seventy-five percent of funds were committed to project costing over \$10 million. These levels are expected to be good indicators of the future mix of project commitments and are a guide to assist in future budget requests to ensure projects of different costs are being addressed by the program.

3.4 Funding Agreements

SBHP funds are enabled by inter-agency funding agreements. Funding agreements between Metro and lead agencies fund project delivery. Through each funding agreement, lead agencies will be required to comply with Metro policies in the funding of SBHP projects. The funding agreements contain provisions regarding:

- Reporting requirements
- Cost reimbursement
- Maintenance of effort
- Lapsing policies (allowable costs within five years or 60 months from July 1 of the fiscal year in which the funds are programmed)
- Allowable overhead rates
- Project management/administration fund guidelines
- The requirement to use the funds in the most cost-effective manner
- Liability
- Disposal of surplus property

The effective use of the provided funds will be verified by Metro through on-going project management and the annual Measure R audit process. A sample funding agreement is included in Appendix C.

3.4.1 Cooperative Agreement for South Bay Highway Program

On March 22, 2012 the Metro Board approved a Cooperative Agreement for Administration of Interstate 405, I-110, I-105, and SR-91 Ramp and Interchange Improvements (South Bay [Measure R Highway Program]) to clarify the relationship between Metro and the SBCCOG in administration of the SBHP.

Annual Metro Budget Request

Each year the parties update the Approved Project List by complying with the following process for the "Annual Metro Budget Request" (MBR):

"By September 1 of each year, MTA will inform the SBCCOG of the estimated funding available taking into account the current demands on all Measure R Highway Subfund revenues. By December 1 of each year, the SBCCOG Board will recommend a fiscally-constrained Approved Project List with an Annual Metro Budget Request (MBR) and submit to MTA staff. The Annual MBR includes the following:

- A status report on current SBHP projects—Identifying any deleted SBHP Projects, changes in project scopes, schedules or budgets such as cost overruns and strategies to cover overruns and programmed funds to carry over into future years;
- A list of new project(s) proposed to be added to the Approved Project List;
- The anticipated need for Measure R funds for cash flow and programming purposes for SBHP Projects delivery and Approved Project List.

MTA staff will review and confirm the eligibility of each new project to Measure R funding and, by March, recommend new project funding to the MTA Board. Once the MTA Board authorizes funding, the new project will be considered part of the approved project list and will be an "SBHP Project".

Once the MTA Board approves the Approved Project List, the MTA staff will enter into the appropriate funding agreements with the applicable SBHP Projects Lead Agencies for new projects and with the SBCCOG for SBHP program administration, development and oversight.”

Oversight

MTA developed a process for SBHP Project Lead Agencies to prepare and submit monthly status reports on their respective SBHP Project to the MTA. This process allows MTA to share the information with the SBCCOG and other SBHP Project Sponsors. SBCCOG provides oversight of the SBHP Projects by assisting Lead Agencies, except for Caltrans, to comply with the terms of their MTA project funding agreements. Typical tasks include:

- If the monthly status report shows project delays or risks for cost increases, SBCCOG will work with the SBHP Project Lead Agency to mitigate and reduce any impacts.
- If a SBHP Project requires changes to its programmed funding amount or schedule, SBCCOG will assess the impact of the change on the Approved Project List. The SBHP has some contingency funds to accommodate minor changes, but if there is a requested project funding change that may impact other projects or requires a funding agreement amendment, the SBCCOG will work with the lead agency on the project scope and budget while seeking to obtain consensus among its member cities and Metro for the change.

Any changes made during the year are included in the Annual Update submitted to MTA in December as part of the MBR.

For projects where Caltrans is the SBHP Project Lead Agency, MTA, rather than SBCCOG, works with Caltrans to mitigate and reduce any impacts by first balancing the affected project with other SBHP approved Caltrans projects so there is no net change in the total programmed amount for Caltrans SBHP Projects. SBCCOG is informed of any actions taken by MTA and Caltrans. If a net change to Caltrans SBHP Projects will result, then MTA will work with SBCCOG to rebalance the Approved Program List so that SBCCOG can retain consensus for SBHP programming among its member cities.

3.4.2 Project Funding Agreements

Contingency Funds

Contingency funds will be reserved for potential funding adjustments during the life of the program. The contingency level shall be five percent of the total funds programmed during a five year period or \$5 million, whichever is higher.

Metro Call for Projects

Projects over \$2 million have historically been encouraged to submit a Metro Call for Projects (CFP) application in order to advance their consideration for SBHP programming. As a consequence, the SBCCOG has placed a first priority on use of the SBHP funds available to provide the minimum-required “local” match for approved CFP projects and to provide consultant assistance in the preparation of CFP application supporting technical documentation.



However, during the past three CFP cycles, these applications have not generally been approved by Metro. As a result, SBHP funds will not be offered to South Bay lead agencies to meet the “minimum local match” or to develop technical documentation in future Metro CFP applications.

3.4.3 Program Funding Agreements

As part of its program manager role, the SBCCOG can issue task orders to accomplish the oversight and delivery of SBHP projects. The SBCCOG can also issue task orders to provide training to lead agencies in order to build local capacity in developing and delivering projects.

3.5 Measure R Communication Policy

Metro has specific construction graphics for projects that are funded by Measure R monies; Metro requires all jurisdictions and Caltrans to highlight Measure R on construction signage as one of the means to demonstrate the use of these monies. These signs are primarily of three sizes – single post, double post and bigger, and for each type of project – transit, local arterials, and highway/freeways. Metro will provide the signs to the cities leaving room for the Lead Agency so that they include the SBCCOG and city logos on the Metro sign. Apart from the Measure R sign, the city or the lead agency is permitted to have additional signage if needed. Examples of Metro Construction Signage are presented in **Appendix D**.

Metro and SBCCOG Board members should be invited to participate in any groundbreaking or ribbon cutting events.

4 PROGRAM MANAGEMENT

4.1 Project Development

To ensure consistency in achieving the Measure R goals, the Strategic Transportation Element (STE) is incorporated into the SBHP Implementation Plan that will guide the selection of the future projects in the South Bay freeway and highway network for SBHP funding. The STE will ensure that the project development and implementation plan will lead to successful realization of the desired and expected benefit to the operation of the highway network in the South Bay, achieving the Measure R goals.

Candidate projects for programming are solicited from member agencies and identified through SBHP-sponsored needs analysis and project identification activities such as freeway corridor planning and subregional ITS planning. The SBHP provides resources to develop projects through pre-planning activities in order to provide an adequate scope and cost estimate for programming. The SBHP will monitor the progress of these projects through its program oversight roles and identify risks and mitigations to ensure project delivery. **Exhibit 6** shows the project development process for an individual project of the SBHP together with the parallel and complementary City activities.

Exhibit 6: SBHP Project Planning and Development

Program Development			SBHP Programming			
Planning Phase			Annually			
	Identify Transportation Needs	Scope Candidate Projects	Candidate Assessment	Cost Determination	Nexus Analysis	Budget Request
Lead Agencies: Cities	City Planning Process	Traffic Studies and Project Study Report Equivalent	Prepare and Submit Candidate Project Information	Identify Quarterly Cash Flow and Matching Funds	Nexus determination submitted to Metro	Pass Council Resolution, Commit to Local Match
Lead Agencies: Caltrans	Caltrans Planning Processes	Project Study Report	Submit Candidate Project Information	Identify Quarterly Cash Flow, Matching Funds	Prioritize State Highway Projects	Commit to Matching Funds
SBCCOG	Strategic Transportation Element, Baseline Analysis	Value Engineering and ITS Planning	Candidate Assessment	Determine Matching Requirements	Nexus Analysis	Recommend MBR
Metro	Short and Long Range Planning		Present Annual SBHP Cash Flow Level		Nexus Determination	Approve MBR

Lead Agencies Submit Candidate Projects to SBCCOG

Lead Agency and Metro Sign Funding Agreements

4.1.1 Identification of Candidate Projects

Sources for the lead agencies to identify candidate projects to be considered for inclusion in the SBHP include:

- Analysis of operational gaps from a corridor-level perspective as presented in the appendix
- Metro's Long Range Transportation Plan (LRTP)
- Metro's Short Range Transportation Plan (SRTP)
- Metro's Highway Strategic Plan and Gap Assessment
- SCAG Regional Transportation Plan/Regional Transportation Implementation Plan (RTP/RTIP)
- I-405 Corridor System Management Plan (CSMP) Study
- Caltrans'/SBCCOG Pacific Coast Highway (PCH) Study – the User-Based Microanalysis of SR-1
- I-405 Arterial Improvement Planning Studies Report
- Torrance Citywide Traffic Study
- Other local agency studies and documented sources

As part of the SBHP, Metro in partnership with Caltrans, will study each major South Bay freeway corridor (I-405, I-110, I-105) to assess project feasibility, prioritization, and development of auxiliary lane and ramp improvements previously identified in other planning processes and new projects based on needs identified in the study.

Metro adopted a Measure R implementation strategy as part of its 2009 LRTP. The Measure R Highway Program Funding Strategy provides a nexus framework to guide Metro Board's decisions and funding allocations for Measure R including the SBHP. The annual update cycle of the South Bay Measure R Highway Program includes a period for solicitation of new projects submitted by lead agencies. The projects undergo an eligibility determination and assessment.

Funding Requests need to describe:

- The project scope, physical limits, and costs of Core, Enabling, and Ancillary elements;
- A quarterly projection of SBHP cash flow reimbursements for the complete project (including eligible, enabling, and ancillary elements);
- Sources, amounts, and quarterly schedule of committed non-Measure R SBHP funding; and
- A commitment by the lead agency governing authority to implement the SBHP-eligible elements regardless of the non-Measure R funded elements on a schedule estimated by quarter.

4.1.2 Eligibility Determination

Projects considered for inclusion in the SBHP are screened for eligibility based on SBHP eligibility criteria. Projects are usually eliminated from the candidate project list due to three general conditions:

1. There is not likely an operational nexus to a state highway or freeway
2. The project is redundant with another preferred or pre-existing local or Caltrans project
3. The project is not a highway project (e.g. transit operational improvements) that provides an improvement in vehicular delay or safety

Projects can be composed of eligible and ineligible components. The following summarizes the eligibility of the various project components:

1. **Core Project Elements** - Core Project elements must be on or within a mile of a South Bay state highway or freeway and reduce recurring or incident-related vehicle delays by improving the operation or safety of the facility. (Examples include traffic signal improvements, signing and striping, parking removal or reallocation, turn pockets, center medians, and auxiliary lanes on freeways and slow speed arterial lanes, bike lanes and sound walls).
2. **Enabling Elements** - Enabling elements are not eligible as a stand-alone project, but are necessary to enable the delivery of eligible Core Project elements. (Examples include: storm drain relocation, bus pad relocation, curb relocation, signal relocation, improvements that comply with ADA, and other applicable state and federal design standards).
3. **Ancillary Project Elements** - Ancillary project elements are enhancements to the core project not related to the reduction of vehicular delays. (Examples include: landscaping and signage). To be eligible these elements cannot increase vehicle delay. SBHP funding for ancillary elements is limited to 10 percent of the Core element SBHP funding share of the project budget.

4.1.3 Nexus Determination

Each project considered for the SBHP will undergo a nexus test to determine if the project elements would provide an operational benefit to the regional highway system. Both the SBCCOG and Metro perform a nexus determination prior to the approval of a project for programming.

4.1.4 Project Assessment

Project assessment is a tool that assists the SBCCOG in identifying projects that meet the goals of Measure R and the South Bay Measure R Highway Program. The guiding principle in the assessment of candidate projects is stated in the Metro Board approved “Clarification on Project Eligibility for Highway Operational Improvement and Ramp/Interchange Improvements.” The clarification of project eligibility states: “The intent of a Measure R Highway Operational Improvement is to improve traffic flow in an existing State Highway corridor by reducing congestion and operational deficiencies at spot locations that do not significantly expand the design capacity of the system and are intended to address recurrent congestion.”

Once a project has been deemed eligible, it is entered into a prioritization process with project rankings based on regional significance and project readiness. The project assessment along with project implementation schedules, cost estimates, and agency priorities are completed in close coordination with each lead agency. Details of the assessment system are included in **Appendix E**.

4.1.5 Lead Agency Considerations

Project implementation scopes, schedules and cash flow reimbursement estimates produced by lead agencies are the essential parameters for the programming of project funds in the South Bay Measure R Program by providing the timeframe and amount of funds needed by each fiscal year to complete each project. The SBCCOG and Metro oversees the delivery of the plan and determines the timeframe and amount of funds needed to complete projects to ensure timely and effective implementation of projects within the Measure R Highway Program.

Lead Agency Identification

Each eligible project has an identified lead agency. This lead agency will enter into a funding agreement with Metro in order to be reimbursed for the project costs of a project included in the SBHP project allocation list, as approved by the SBCCOG and Metro Boards. Multi-jurisdictional projects will have one identified lead agency which will coordinate all project efforts. For new projects or project concepts

without an identified lead agency, the SBCCOG will coordinate among the potential lead agencies to determine the single project lead agency prior to including the project in the MBR.

Lead Agency Commitment

The program of projects is developed in coordination with each lead agency to ensure that each have adequate resources and staffing to deliver every project within the program. The ability of the lead agency to deliver a project through all stages will be a consideration for any project that is on the eligible project list.

The SBCCOG has a policy for the maintenance of effort for funds programmed prior to the signing of a funding agreement. Each City Council/agency governing board that is the lead agency for implementation of one or more projects on the SBHP allocation must adopt a resolution committing to deliver its project(s) within the entire SBHP funding allocation. Therefore, if an agency rescinds its commitment to lead the project or provide the non-SBHP funds contributed as part of a previously committed funding component of the project, the remaining SBHP funds are subject to reprogramming by the SBCCOG and Metro Boards.

Project Scope

The lead agency is required to develop the scope of projects considered for SBHP funding. The scope should be detailed to the level to describe the project limits and types of improvements to be completed. It is recommended project scopes be developed to the level included in preliminary scoping documents such as Caltrans PSR or feasibility studies and documentation required in a Metro CFP application.

Project Cost Estimation

Cost estimates for projects included in the South Bay Measure R Highway Program are calculated on cash-flow basis using information provided by the project lead agency, previous study documents, and/or estimates prepared by the SBCCOG consultant team. The SBCCOG consultant team calculates estimates based on similar projects included on the Eligible Project List or through an estimation of present day cash-flow costs of project elements. For programming purposes, project cost estimation will be revised at each major milestone in project development and will be reported to the SBCCOG Steering Committee on a quarterly basis. Projects included in the program will have their cash-flow cost estimates reviewed during the annual update process regardless of milestone achievement.

In order to produce consistent cost estimates for use in the Measure R Highway Program, lead agencies will follow either the Caltrans PSR guidelines or the Metro PSRE guidelines for cost estimation. To comply with guidelines issued by Metro in 2015, all estimates must be based on projected annual cash flow.

Project Schedule

Each project in the South Bay Measure R Highway Program will be tracked by its project development status. The sources for all funds used to complete a project, which may include non-South Bay Measure R Highway Funds, will also be tracked as part of SBHP oversight.

Metro will enter into funding agreements with lead agencies for each project with allocated South Bay Measure R Highway Program funds once the project scope, schedule and budget are finalized and the annual MBR is approved by the Metro Board. As the Program progresses, aligning Measure R funds to leverage funding from other sources and to avoid lapses in leveraged funding will be high priorities in determining the schedule for programming Measure R funds.

4.2 Metro Budget Request

The SBCCOG updates its program of project allocations to account for project cost changes or changes in priorities from the previous project allocations and the allocation of funds to the new eligible projects. Each annual MBR provides an opportunity to reschedule and adjust funding allocations.

4.2.1 Project Progress Updates

Project lead agencies are required, through their funding agreements with Metro, to update project data periodically to monitor and potentially indicate “red flags” or risks that may cause a critical delay in a project. Monthly reporting from project lead agencies consists of project progress updates (percentage completion of project task milestones) and, if necessary, updates to the Risk Registry for the project to capture risk resolutions and newly identified risks associated with delays in the project schedule, changes in project scope, or changes in project cost. The SBCCOG relies on the monthly reports to prepare monthly program status reports.

Financial reporting is required quarterly for each funded project in the South Bay Measure R Highway Program. The quarterly financial reporting is reviewed with the SBCCOG Board of Directors to assess the financial status of the program and to determine if any corrective actions are necessary, either through administrative action or through the annual update process.

Metro adopted a Unified Cost Management Process and Policy for Measure R Projects that provide further guidance for the use of contingency funds. Although project lead agencies are liable in their Metro funding agreements for project costs above their project allocation, lead agencies can request the SBCCOG to program additional Measure R SBHP funds due to justifiable cost escalation or loss of previously-committed funds beyond the agency’s control. This additional allocation will be determined by the SBCCOG Board of Directors and Metro on a case-by-case basis and is subject to approval by the Metro Board.

4.2.2 Programming

Allocation of scarce Measure R SBHP funding resources is a consensus-based process. In order to facilitate the leveraging of non-Measure R funding sources, the SBCCOG approved a cost sharing policy.

The SBHP policy for the share of projects costs to be reimbursed for eligible core elements is as follows:

4.2.3 SBCCOG SBHP Project Allocation Policies

- Projects less than \$2 million - up to 100% reimbursed;
- Projects between \$2 million and \$8 million - SBHP funding share is limited to 80% of total project costs.
- Projects more than \$10 million –Program goal to limit SBHP share to 50%. An appeal process for a match greater than 50% is available. Requests for SBHP matching funds to exceed 80% of eligible project costs will not be considered.

In addition to the above criteria, the following funding target goals were identified with respect to percentage of total SBHP available funding. These targets are based on the program commitments during the first five years of the SBHP:

- Projects less than \$2 million: 5%
- Projects between \$2 million and \$8 million: 20%
- Projects more than \$10 million: 75%

It should be noted that work to define the project in terms of goals, objectives, scope and eligible project elements, is commonly referred to as feasibility studies under the SBHP Project Development process. Up to 2016, these were funded under SBCCOG Program Development Budget considered eligible for Measure R funding by Metro. After July 1, 2016, feasibility studies and project development work prior to the initiation of a PAED will need to be funded by the lead agency using non-SBHP funds; however those funds can be considered part of the SBHP fund match.

All SBHP funding commitments and match appeals will be presented to the SBCCOG Infrastructure Working Group and Steering Committee for review and recommendation to the SBCCOG Board of Directors. The appeal must include a presentation of the effect on the remainder of the program should the appeal be granted. Determination of the SBCCOG Board will be final.

A balance of four key factors will inform each new allocation recommendation:

1. **The amount of funds available for programming** will be based on Metro’s most current Board-adopted financial forecast of Measure R revenue, as of November of each year on a cash flow basis. Cost estimate revisions for projects allocated funds in the previous five-year allocation list will be compared to the annual revenue forecast to establish the funding parameters for changes to be made in the annual update.
2. **Aligning Measure R funds with funding from other sources** associated with particular projects. Programming priority will be given based on aligning Measure R SBHP funds with previously leveraged funds as well as promoting projects with the highest potential to attract leveraged funds. Many state and local transportation grant programs have limited time before obligation of the funds expires—either they are spent or they are lost to the region. Therefore, projects with expiring funds will receive high priority for allocation of Measure R SBHP funds to complete the funding for the project before the expiration of leveraged funding. The SBCCOG will also identify projects that are the best candidates for future funding leverage through its funding leverage strategy in Section 5.3.3. The SBCCOG will need to maintain a level of funding for project development in its program allocation in order to position those larger projects for leveraged funding opportunities, even if there are not specific non-Measure R funds available at the time that the project development funds are programmed in the South Bay Measure R Highway Program allocation list. A demonstrated commitment of the South Bay to the delivery of these projects should place them at a competitive advantage over other agencies seeking federal or state funds.
3. **Project prioritization** that is focused on the efficient use of Measure R SBHP funds to address operational and safety improvements to the highway system in the South Bay. Project assessment used in the development of the program allocation is a tool to indicate the degree to which a project relates to the goals of Measure R. Agencies’ priorities and coordination are an important component of program prioritization by bringing local and regional context to improvement

prioritization, ensuring compliance with the intent of the Measure R Highway Program, synergy between projects, geographic equity and/or other factors.

4. **City/Agency Concurrence:** each City Council/agency governing board that is the Lead Agency for implementation of one or more projects on the South Bay Measure R Highway Program allocation adopts a resolution endorsing its project(s) as well as the entire funding Program. The resolution includes provisions setting forth certain understandings and commitments that each Lead Agency agrees to in adopting the resolution of support. A sample resolution of support is included in **Appendix F**.

An important factor that could lead to the advancement of the programming for a particular project would be securing additional funding sources for the project by its lead agency. This could reduce the Measure R Program funding request and increase the relative cost-effectiveness of the project in terms of congestion relief benefit per dollar of Measure R SBHP funds, which could move the project up the priority list for future funding allocations.

4.2.4 Timeline

In general, the minimum time for the South Bay Measure R MBR to complete the approval process is **9 to 11 months**. The Steering Committee will recommend the program allocation for SBCCOG Board approval. The SBCCOG Board will submit a recommendation to the Metro Board of Directors, which will be asked to consider the item on its next available agenda.

Following approval by the Metro Board, Metro staff will contact each implementing agency with a project included in the next fiscal year to start the Metro Funding Agreement execution process.

4.3 Oversight

The SBHP oversight process involves lead agency communication and provides timely review of project progress, enables early identification of potential problems and mitigation measures. There are two levels of oversight that need to be accommodated as the SBCCOG Measure R Program advances:

1. **Program Oversight:** This addresses the needs of Metro and the SBCCOG to understand how funds are being used and to stay aware of any impediments to the flow (use) of those funds.
2. **Project Oversight:** This addresses the needs of the SBCCOG in being able to monitor and evaluate individual project progress and to identify and address impediments to project progress.

Oversight activities fall into two categories, monitoring and risk management. Monitoring essentially involves the tracking of individual project progress, expenditures and work effort against the approved project budget and schedule, the aggregation of which forms the Program level reporting. Risk management monitoring allows the identification of problems and their mitigation and management of budget impacts, schedule delays and scope changes. The two former activities are addressed through the risk mitigation process and the latter through a claims process.

Although individual project progress reporting is the responsibility of the lead agency, the SBCCOG and Metro will use the data collected through the monthly and quarterly project reporting required in a

funding agreement. The burden on the lead agency will therefore be reduced with one single reporting path to follow.

4.3.1 Reporting Requirements

Monthly and quarterly reports to Metro from project lead agencies are required by the funding agreement between Metro and the lead agencies. Reporting consists of project progress updates (percentage completion of project task milestones) and, if necessary, updates to the risk registry for the project to capture risk resolutions and newly identified risks associated with delays in the project schedule, changes in project scope, or changes in project cost. The SBCCOG compiles monthly reports into a monthly program status report to be presented to the IWG. It is also presented to the Steering Committee on a quarterly basis. The IWG Executive Committee is available for technical support at the request of the Steering Committee.

Financial reporting will be required quarterly for each active project in the SBHP. The quarterly financial reporting will be reviewed with the Steering Committee to assess the financial status of the program and to determine if any corrective actions are necessary to be recommended to the SBCCOG Board of Directors, either through administrative action or through the annual update process.

The Lead Agency's role in Program Management is to:

- Complete project work in a timely manner as projected in original funding agreement schedule
- Update cash flow changes, as needed
- Record accurate project progress in the form of Monthly and Quarterly Progress Risk Reports
- Notify SBCCOG of any obstacles or deterrents preventing projects to move forward

The SBCCOG role in Program Management is to:

- Track overall progress of the Program in terms of program-level schedule, budget, and cash flow
- Track progress of individual projects in terms of schedule and budget; as reflected in original funding agreement
- Develop Monthly Progress and Risk Reports
- Conduct yearly reviews and/or updates of cash flow
- Identify, in a timely manner, instances where technical, process-related or other problems are being encountered by projects for which special assistance by the SBCCOG is warranted to resolve such problems, thereby avoiding schedule delays and cost-overruns

SBCCOG provides detailed descriptions of traffic conditions before project implementation (through the baseline conditions study) along with a description of estimated cost to complete the project and identified performance metrics to Metro for review. Prior to commencement of the project development process, Metro reviews and concurs with the detailed descriptions. This information is subsequently used in project performance evaluations conducted upon completion of projects.

The SBCCOG assembles project progress records on a monthly basis, and makes such records available to Metro upon request. Monthly records detail the project's progress, schedule, budget, and if required, mitigation efforts taken or required for project or phase completion. On a quarterly basis, Metro requires each subregion to submit cash flow updates. Lead agencies submit invoices for expense reimbursements.

Invoicing agencies or jurisdictions must submit supporting information which justifies the expenditures for the quarter. Each agency or jurisdiction must provide a job classification for staff charges, hourly rate and hours worked on the tasks associated with the project. For work performed by consultants for an agency or jurisdiction, the same staffing information is required and any reports/studies produced must be submitted to Metro. Additionally, timely and appropriate use of funds must be demonstrated after the funding agreement is executed. The Grantee has 5 years from the fiscal year in which the funds are programmed to deliver the milestone and/or project as committed to in the funding agreement.

SB 293 passed in 2011 amended the Public Contract Code (PCC) by adding Section 7201 which provides that the retention proceeds withheld by a public entity from payments due to a contractor for construction of public works improvements shall not exceed 5% of the payment. In addition, total retention withheld cannot exceed 5% of the contract price. This retention limit does not apply to specific projects found to be substantially complex. To avoid imposing unnecessary financial burden on local agencies in its funding agreements with implementing agencies, Metro will withhold no greater than 5% of payment to local agencies unless a project is considered substantially complex by both Metro and the implementing agency, in which case the Managing Executive Officer, Highway Program, may authorize withholding a higher percentage of payment.

4.3.2 Risk Management

Risk management programs are used for projects over a defined minimum cost or potentially controversial projects to bring transparency to political, planning, engineering, construction and fiscal effects that most often cause increased costs and schedule delays. The program is applied during a project's preliminary engineering, design, construction, procurement, start up and operational stages. Risk management plan elements include risk exposure identification, risk measurement, risk allocation and mitigation, and risk monitoring through creation and maintenance of a risk register.

4.3.3 Risk Identification

During preliminary engineering (after project development and environmental clearance), the lead agency identifies the customized perceived risks associated with implementation of the specific project. The list is prioritized by importance and probability of occurrence (high, medium, low) on a risk register. The items of potential risk might include items from the following areas:

- Interagency support
- Third Party Activities
- Traffic forecasting
- Capital cost forecasting
- Project financing
- Procurement process
- Unusual physical environmental conditions
- Achieving project goals
- System design considerations
- Act of God
- Site variances
- Labor issues
- Loss or Damages
- Quality control
- Major utility relocation

4.3.4 Risk Mitigation

Assessment of risk potential and severity requires training and is best performed by those familiar with the project elements. The person assigned to risk assessment may not be the project team member since this person may not have sufficient relevant experience to foresee and assess risks. To mitigate this situation, SBCCOG will provide risk management training to agency staff as part of the SBHP.



Metro divides risk into two main categories; design/construction/operation risks and financial risks. Certain risks are managed with reasonable levels of contingency in the schedule, budget; others are managed by an expanded program of insurance. Many risks can be reduced by adopting and implementing good management policies, procedures and practices, including selection of management staff and consultant team members well qualified for their role on the project.

Risks are tracked through a risk matrix plan updated monthly by the lead agency. The matrix is changed at major milestones to address changes in project phase such as a transition from preliminary engineering to pre-construction stage. As the project is implemented, risks can be closed out, added, or changed in their likelihood and severity. Risk is controlled, allocated or mitigated by identifying specific measures that will be taken to:

- **Reduce risks** – developing realistic schedules and cost estimates, constructability reviews, expediting change orders and contractor claims, and instilling a “no surprises” philosophy
- **Accept risks** – for those that cannot be shared with contractors such as third party permits, site conditions not reasonably foreseen, and delays beyond the control of contractors
- **Transfer risks** – to contractors and insurance carriers for timely completion of work, errors and omissions, safety of their workers and damages to others’ property usually in bonding and insurance provisions of the contract.
- **Share risks** – to reduce the buried contingency costs incorporated into bids submitted by contractors, the team explores opportunities to share risks with the contractor, outside agencies and third parties based on the comparative benefit to those affected by the risk

Site-derived construction risks, such as pre-existing conditions on adjacent properties are managed with photographic and geotechnical surveys of existing structures and improvements before they can be impacted by the project. Hazardous materials on site are mapped and assessed then a hazmat remediation plan is included in the project during the preliminary engineering phase.

The project team must include the risk management staff for the lead agency which is responsible for developing the insurance programs, managing claims, risk financing plans and determining which parties will share which risks, insurance requirements in procurements, and assuring availability of coverage and current pricing trends, determining and assigning Risk Management staff to the project. The types and requirements of insurance for design and construction phases differ significantly. The management staff typically monitors all insurance coverage policies, endorsements and claims procedures to assure that they are in order, manages insurance program cash flows, deductibles, losses not covered by insurance, and expedites processing of insurance claims.

4.3.5 Scope, Schedule and Budget Adjustment: Thresholds for Change

During the course of the year, administrative adjustments to the Program may be required to ensure timely implementation of projects. Projects considered for administrative adjustment to their allocation amount or allocation year should be adjusted within the project contingency funding available in the project funding agreement so as to not affect the programming of any other project in the South Bay Measure R Highway Program and not to require use of Metro’s or SBCCOG’s SBHP contingency funds. The Metro Board must approve use of additional Measure R funds beyond those included in project or SBHP contingency allocations. Administrative adjustments that can be accomplished within the project

contingency funding available in the project funding agreement do not require SBCCOG Board or Metro Board action. However, use of these contingency funds must be documented in the Monthly or Quarterly SBHP Project Reports submitted by the lead agency to Metro.

Administrative adjustments to the SBHP that exceed the available contingency funds within the funding agreement may require an amendment to the Metro/Lead Agency funding agreements. Amendments to a funding agreement must be reviewed by the SBCCOG Infrastructure Working Group prior to being considered by the SBCCOG Board of Directors on a case-by-case basis. By approving the request for additional funds, the SBCCOG Board is recommending approval by Metro. The Metro Board has final approval / veto authority. Administrative adjustments approved will be consolidated as part of the cost adjustment step of the next scheduled Metro Budget Request process for the SBCCOG Board of Directors and Metro Board of Directors approval.

The SBCCOG is authorized through its Cooperative Agreement with Metro to submit a Metro Budget Request to Metro biannually by January 1st and July 1st of each year. Approved changes will be effective upon execution of the Funding Agreement or subsequent amendments, as appropriate.

4.3.6 Project Deferral and De-obligation

Project lead agencies have the option to request that the SBCCOG and Metro defer or cancel a project and de-obligate all remaining unexpended funding for the project, through a written submission to the SBCCOG. Such requests will be considered by the SBCCOG Board and Metro Board during the Metro Budget Request development process. The SBCCOG Board has the authority to recommend that the Metro Board defer or cancel a project and de-obligate unused project funding if the terms of the funding agreement have not been complied with by the project lead agency.

4.3.7 Conflict of Interest

A conflict of interest involves circumstances in which professional judgment or actions have the potential of being influenced by secondary interests of consultants and contractors that are involved in various stages of the same project. The SBHP conflict of interest policy applies to the SBHP program management consultant and their sub-consultants when a contracted firm would provide technical assistance for project implementation at the same time that the firm is providing oversight of the same project for the SBCCOG. Under such circumstances, the SBCCOG will select another consultant to provide the project oversight responsibilities.

4.4 Training

The SBCCOG provides training on a periodic basis for member agencies in order to increase local capacity to avoid project risks and efficiently deliver completed projects. Workshops topics include: agency reporting, risk management, and project management, delivery best practices. In addition, the SBCCOG hosts workshops on technical issues, coordination and collaboration strategies, and funding opportunities as they arise.

4.5 Agency Support

The SBCCOG provides technical support to SBHP lead agencies in response to a written request. The agency support may cover limited project delivery assistance, reporting, and risk mitigation activities. Reporting tasks pertain to assisting agencies in the preparation of quarterly reporting and field review for the SBHP. It is the intent of the SBCCOG and Metro for project scopes and funding to include reporting as part of the specific project cost rather than as part of the lead agency's administrative budget for program management. Task orders can also be issued for risk mitigation in response to risk identification by the lead agency, SBCCOG or Metro staff.

4.5.1 Procurement Options for Project Development and Delivery

Lead agencies must follow procurement mechanisms approved by Metro for project development and delivery to be eligible for reimbursement through the funding agreement of expended funds. This can include the agency's own procurement mechanisms as well as those of the SBCCOG and Metro.

4.6 Measure R Audit

4.6.1 Program Audit

Metro's Measure R program includes an annual independent audit and report to taxpayers and ongoing monitoring and review of spending by an independent taxpayer oversight committee. The Measure R Ordinance requires that Metro be audited within six months after the end of the fiscal year to determine compliance with the provisions of Measure R related to the receipt and expenditure of sales tax revenues during the fiscal year. In addition, Measure R requires local sub-recipients (such as the SBCCOG and the project lead agencies) be subject to Metro-initiated audits to determine compliance with the Ordinance and any additional guidelines developed by Metro. The Metro audits must be completed by December 31st and provided to the Metro Measure R Oversight Committee, so that the Metro Measure R Oversight Committee can make a finding as to whether Metro and local sub-recipients have complied with the Measure R requirements.

4.6.2 Project Audit

The ordinance requires Metro to contract with an audit firm to perform the Measure R audit. The auditor is required to issue a compliance audit report for each city or agency that receives Measure R funds from Metro. The auditor is also required to issue a separate audit report to the Metro Measure R Oversight Committee indicating whether the lead agency cities and agencies have complied with the Measure R Ordinance and Board approved guidelines.

The requirements for audit in Measure R are stricter than the audit requirements for Proposition A and Proposition C. Unlike Prop A and C local return audit requirements, the Measure R audit for local sub-recipients is required to be submitted to the Metro Measure R Oversight Committee by December 31st.

4.7 Strategic Planning and Funding Development

The SBHP is programmed in annual increments through a collaborative process between Metro, the SBCCOG, its member agencies, and Caltrans. The annual funding program is updated to refine previous project and program allocations and includes funding allocations for new projects consistent with available SBHP funding.

A SWOT Analysis prepared on the SBHP by WHOM WHEN assessed the strengths, weaknesses, opportunities and threats as shown in **Exhibit 7**.

Exhibit 7: SBHP SWOT Analysis

	Helpful to achieving SBHP objectives	Harmful to achieving SBHP objectives
Internal	<p>Strengths</p> <ul style="list-style-type: none"> Dedicated Subregional Funding Stream Clear Project Eligibility Consensus Driven 	<p>Weaknesses</p> <ul style="list-style-type: none"> Lack of Incentives for Leverage and Delivery Narrow Project Eligibility Multiple Decision-Makers
External	<p>Opportunities</p> <ul style="list-style-type: none"> Funds to Address Vehicle Delay Reduction and Safety Leveraging of Funds Enables Large Projects 	<p>Threats</p> <ul style="list-style-type: none"> Transfer of Funds to other Measure R Subfunds in 2019 Changes in project eligibility and uses of SBHP funds Individual Project Risks

The strengths of the SBHP are its stream of dedicated subregional Measure R funds for projects meeting clear eligibility criteria. This means that the program has the framing to clearly define needs and fund projects to address those needs. The consensus driven process to program funds helps to ensure transparency and accountability in project identification and implementation.

The weaknesses of the SBHP are its lack of incentives for the leveraging of additional funds and delivery of programmed projects. The SBHP relies on its lead agencies to deliver projects within their own project development and procurement processes. The limited eligible uses of funds mean that the SBHP is not a comprehensive transportation program able to implement a large variety of potential transportation solutions. The multiple decision makers in the consensus driven process mean that some projects may be more difficult to program and implement. However, each of the member agencies in the process meets monthly at the technical advisory committee for the SBHP, the Infrastructure Working Group. This working group provides a forum for consensus building among staff and advice to the elected officials responsible for developing and implementing policies related to the SBHP at the SBCCOG Steering Committee and Board.

The SBHP provides the opportunity to use available funds to address ongoing mobility and safety needs of the sub-region through a corridor-based approach. The dedicated source of Measure R funding is an asset in leveraging of funds from other sources, especially for large projects.

The threats to the SBHP are the realigning or transfer of funds among the other Measure R sub-funds, changes in Metro's guidelines for use of SBHP funds and project eligibility criteria, and individual project risks. Once a decade, beginning in 2019, the Measure R Ordinance allows SBHP funding to be re-programmed to other South Bay highway or transit programs. The SBCCOG and Metro must concur before a transfer of funding can occur. Metro eligibility guidelines can be adopted without approval or concurrence by the SBCCOG or local agencies.

The focus on project delivery and efficient expenditure of Measure R funds by the SBHP will help ensure the continuation of its dedicated funding. Each individual project within the SBHP carries a risk during its project development and implementation. The monitoring activities are in place to identify and address SBHP project risks.

4.8 Measure R Revenue

The Measure R Ordinance approved by Los Angeles County voters in 2008 levied a ½ percent sales tax in Los Angeles County to fund transportation improvements. Appendix A of the Ordinance is a Measure R Expenditure Plan includes Measure R Highway Programs line item for the SBHP.

4.8.1 Context of Measure R Sub-Program in Measure R

In 2008 Metro produced a Measure R Expenditure Plan to accompany the Measure R ballot language which contains an estimated total cost of \$22.3 billion for highway projects. Funding for the Expenditure Plan is programmed from multiple federal, state and local sources. Measure R provides only about one-third of projected Expenditure Plan costs (\$7.8 billion). Therefore, Metro expects to use the Measure R funds to leverage other funds in order to complete highway projects. In the development of the Measure R Expenditure Plan, the SBHP is to receive Measure R funds in the amount of **\$906 million in 2008 dollars** (\$1.5 billion in year of expenditure dollars). See **Exhibit 8**.

Exhibit 8: 30-Year Measure R Expenditure Plan Showing the Portion for the South Bay Highway Subfund

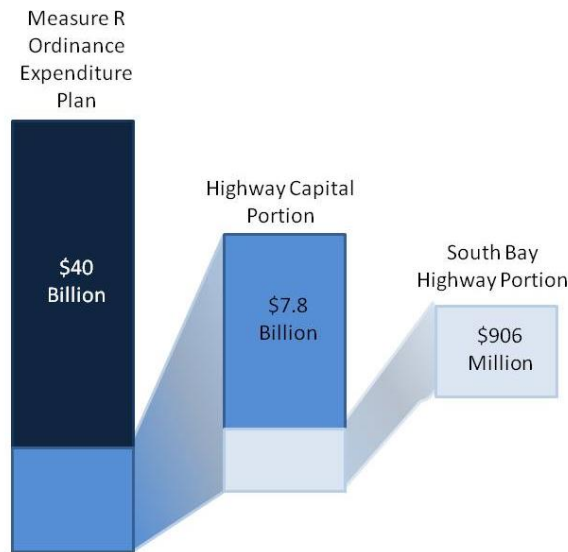
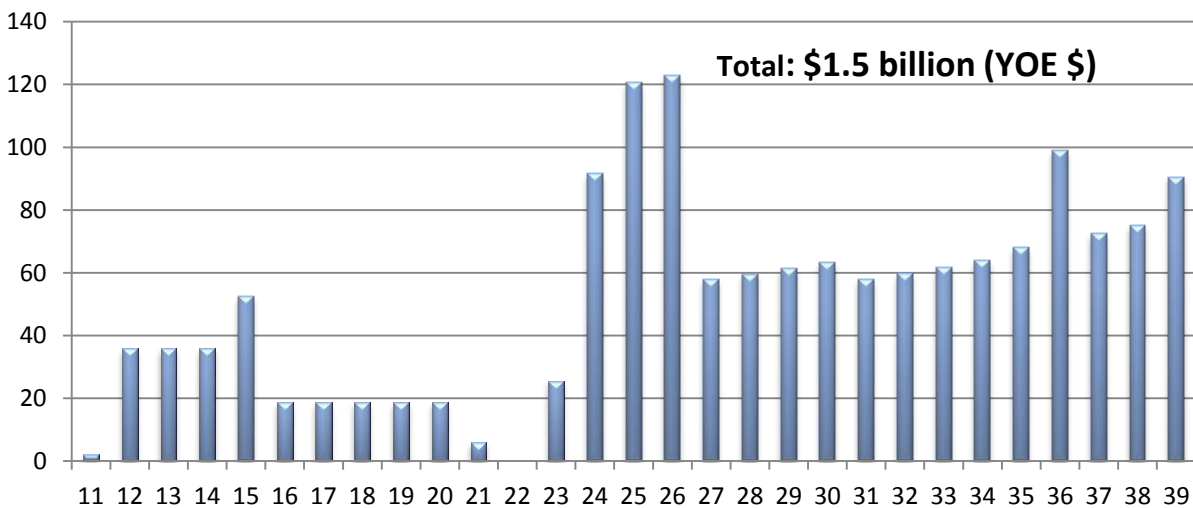


Exhibit 9 shows the projected annual allocation of funds to the South Bay 30-year Highway Program with the latest escalated cost estimate from Metro. Metro identified \$123.3 million of the \$1.5 billion South Bay Highway Program (in year of expenditure funds) as being from federal sources— congestion mitigation and air quality improvement (CMAQ) and surface transportation program (STP) funds /. The balance of the funding is programmed from available Measure R Highway Subfund revenues. The non-Measure R funds are programmed in the final 10 years of the 30-year plan. These federal funds are:

Exhibit 9: Annual Measure R Allocations per Metro L RTP
South Bay Ramp & Interchange Improvements: I-405, I-110, I-105, SR-91 (YOE \$, in millions)



Source: Metro Financial Forecasting Model

4.8.2 Use of Measure R Funds

Measure R funds are eligible for project delivery (project design, environmental clearance, permitting, and right-of-way) and construction (including construction engineering). This includes the funding of agency staff for the time spent managing or working on Measure R projects. Details of the eligible uses of Measure R funds are included in the funding agreements between Metro and project lead agencies. A sample funding agreement is included in **Appendix C**.

4.8.3 Metro Budget Request

The SBCCOG prepares an annual budget request which is approved by the SBCCOG Board in December and submitted to the Metro Board for approval for the next fiscal year starting July 1. Measure R is a reimbursement program, where funds are eligible for reimbursement for allowable costs within five years from July 1 of the fiscal year in which the funds are programmed, according to the Metro Board-adopted lapsing policy for Measure R funds (e.g. SBHP funds programmed in FY2011/2012 lapse July 1, 2016, SBHP funds programmed in FY2012/2013 lapse July 1, 2017, etc.). In addition, state and federal funds leveraged by Measure R have strict lapsing policies. Section 4.1.11 addresses options for project deferral.

4.9 SBHP Funding Plan

The SBHP Annual Funding Plan consists of a list of active projects with signed funding agreements or approval by the Metro Board to execute funding agreements. Annual funding is approved based on the cash flow needed to reimburse the lead agencies for expenses incurred during the plan year. Metro commits funding in its annual agency budget based on the cash flow needed to fully fund cash flow reimbursements within executed funding agreements and funding agreements expected to be executed in the upcoming year. The total SBHP commitments are summarized and confirmed through the annual Metro Budget Request approval process.

Concurrently with the Metro Budget Request, SBCCOG Board also reviews a Five-Year SBHP Cash Flow Plan that projects the available revenues and cash-flow needs for all projects and program expenses within active agreements or authorized future funding agreements. In some instances, the complexity and magnitude of a particular project may exceed the funding available during the five year period. To anticipate future cash flow needs beyond the 5-year Cash Flow Plan period, the Cash Flow Plan also includes an estimate of the total estimated project cost to complete each project and the SBHP funding committed or to be included in future-year Metro Budget Requests.

4.9.1 Project Programming Inside the SBHP

As shown in **Exhibit 10**, during the first five years of the SBHP (prior to FY 2017 program requests), \$150 million was allocated for projects and \$80.5 million was reimbursed. Overall programming with new project requests totals \$191.5 of the \$194.9 SBHP revenue forecast through FY 2017 to remain within the programs' annual fiscal constraint. Those programmed funds include the early phases of projects estimated to cost \$758.8 million (approximately half of total 30-year SBHP revenue) to fully implement. If fully funded by the SBHP, those costs would absorb all SBHP funds through FY 2029. Therefore, while the SBHP is within its fiscal constraint, the SBHP projects programming represents a portion of the funding necessary to implement the projects. Furthermore, the total need for funding of SBHP projects over the course of the 30-year SBHP is double the forecasted revenue available in that same period.

Exhibit 10: SBHP Funding Plan Up to FY 2017 (in millions of dollars)

Project Status	SBHP Funds to Date		Total Estimated Cost
	Programmed	Reimbursed	
Administrative	\$3.8	\$3.3	\$17.6
Active	\$132.7	\$77.0	\$372.1
Committed	\$13.6	\$0.2	\$74.8
Subtotal	\$150.1	\$80.5	\$464.5
New Requests	\$41.4	\$0	\$294.4
Total	\$191.5	\$80.5	\$758.8
SBHP Program Forecast	\$194.9	\$194.9	\$1,512.4
Balance	\$3.4	\$114.4	\$753.6

SBHP Program Forecast is \$906 million in 2008 dollars and \$1,512.4 million in escalated dollars

Since the cost of SBHP projects will outpace the capacity of the program, the options facing the SBHP will be to slow the delivery of projects, use the SBHP to leverage outside funds to expand the funds available to SBHP projects, or to accelerate the forecasted SBHP revenue through bonding or other Metro mechanisms to use future revenue to fund projects prior to the currently programmed annual availability. In addition to having the benefit of maintaining the SBHP project development pace, if the SBHP could accelerate projects the subregion could benefit from the improvements earlier and at lower cost by saving anticipated project and revenue escalation costs.

4.9.2 Project Programming Outside the SBHP

As the SBHP budget request list is developed, the SBCCOG will engage Metro and SCAG to ensure high-priority projects and programs will be included, and properly documented in Metro's and SCAG's relevant planning documents. Not only will this provide visibility but will confirm commitment for implementation through the submission of the Metro Budget Request. As each lead agency signs its funding agreement, Metro will include the project information for inclusion in Metro's annual Transportation Improvement Program submittal to SCAG.

4.9.3 Leveraging Strategy

In order to fully fund the candidate list of SBHP projects by 2038, several strategies will be undertaken by the SBCCOG and its member agencies to use Measure R funds to leverage funding resources. As a policy, the SBCCOG will maximize the use of Measure R funds to leverage additional resources to fund the Program. Metro, Caltrans and Federal partner's roles in funding projects will be essential, requiring a consensus-building process that includes the cities, Metro, Caltrans, state and federal assistance and support.

Measure R funds may be used as matching funds to pursue State and/or Federal funds for freeway connectors, ramp and auxiliary lane projects. However, costs associated with lobbying or otherwise influencing activities associated with promoting projects or obtaining grants, contracts, cooperative agreements, or loans shall not be an allowable use of Measure R funds. The SBCCOG adopted a cost share policy as stated in section 4.2.2 based on the total cost of projects.

- Projects less than \$2 million - up to 100% reimbursed;
- Projects between \$2m and \$8m - SBHP funding share is limited to 80% of total project costs;

- Projects more than \$10 million –SBCCOG has a SBHP program goal to limit the SBHP share of eligible project costs to 50% with an appeal process up to 80% of eligible project costs.

Funds spent by a lead agency on project development of SBHP project (such as feasibility studies, PSRs and PSREs, are considered matching funds to SBHP funds). All SBHP funding commitments and match appeals will be presented to the SBCCOG Infrastructure Working Group and Steering Committee for review and recommendation to the SBCCOG Board of Directors. The appeal must include a presentation of the effect on the remainder of the program should the appeal be granted. Determination of the SBCCOG Board will be final.

The SBCCOG will coordinate grant applications for leveraged funding of Measure R projects to ensure the most efficient use of resources within the South Bay. Lead agencies are encouraged to apply for grant funds using the leveraging of SBHP funds in order to enable their projects to be programmed as early as possible. The SBCCOG will provide program-level support to lead agencies leveraging funding in competitive or discretionary sources of funding by endorsing Measure R programming support of matching funds for projects awarded state or federal funding. Applying the leveraging strategy to the next phases of the projects included in the current SBHP Metro Budget request, the total estimated cost of project implementation would decrease from \$758.8 million to \$519.3 million.

4.9.4 Program/Project Financing Strategy

South Bay agencies' feedback from the April 2015 Implementation Plan Update Workshop and the follow-up one-on-one agency meetings indicate a strong desire on the part of the local agencies for the SBCCOG to continue and strengthen its role of supporting them in all aspects of the SBHP. This Implementation Plan sets policies and provides guidance to allow the SBCCOG to be a resource to lead agencies throughout the life of SBHP projects and to provide project-level support in addition to the SBCCOG's role in project prioritization and monitoring activities. Specifically, the SBCCOG Implementation Plan defines the SBCCOG's assistance role in project scoping, funding leverage, project funding strategy and assistance, and coordination with regional efforts.

The SBCCOG will develop project-level, corridor-level, and SBHP program-wide funding strategies as part of a comprehensive SBHP Funding Plan to deliver projects and leverage SBHP funding to ensure the maximum benefit from the transportation funding resources in the South Bay. As seen in the Implementation Plan Update Workshop, lead agencies agree that coordinating Measure R funds for matching of other grants and the delivery of projects prioritized by corridors are areas where the SBCCOG needs to provide a clear, comprehensive process for the SBHP.

SBHP Project Scoping

Measure R funds can be used and "packaged" with additional funding from various state and federal sources. These packages are assembled by funding eligibility and amount of required matching funds. Opportunities for future competitive grant programs will be accommodated by organizing consensus at the SBCCOG to pursue new funding opportunities for projects that meet new funding programs' criteria and goals.

The SBCCOG will accomplish this by taking an active role in assisting agencies in the definition of SBHP projects. At the onset, the SBHP was focused on delivering "off-the-shelf" projects, however the program has matured and the goals and requirements of the program have been refined to shape project scopes

that more directly meet the goals of Measure R. In this phase of the program, the SBCCOG will assist agencies in defining projects that meet Measure R mobility and safety objectives by:

- Providing comprehensive, Subregional arterial, ramp and freeway analysis of mobility and safety issues that are priorities for addressing through the SBHP
- Assisting in organizing multijurisdictional projects to address Subregional needs and providing logistical support in lead agency coordination

Funding Leverage

As a policy the SBCCOG uses Measure R funds to secure additional federal, state, regional, and private sector funding in cooperation with Metro, Caltrans, SCAG, the SBCCOG, and project lead agencies. Each funding source has key project goals and eligibility requirements that are identified for each SBHP project in order to:

- Supplement SBHP Measure R funding participation to leverage the program's resources, or
- Identify programs to fund SBHP Measure R-ineligible components of a project desired by a lead agency

The leveraging strategy includes program-level actions to implement SBHP projects through the expanded resources offered by the Metro Short- and Long-Range Transportation Plans and regional, state, federal transportation revenue initiatives (e.g.: Los Angeles County sales tax measures, federal gas tax reauthorization, TIGER, SHOPP and other regional, state and federal funding / grant programs.). Competitive grant programs outside of Measure R represent varying levels of opportunity to leverage Measure R funding. Furthermore funds from any source can be used to fund SBHP-ineligible project elements as long as those elements do not adversely affect the goals of the SBHP reduction in vehicle delay or safety improvement. There are pros and cons of using various types of funds, especially federal funds based on each programs eligibility and requirements.

Project-level strategies are assessed and summarized for the potential of each project to leverage funds. The total estimate of the potential of the SBHP Candidate Projects to leverage funding is the summation of individual project leveraging potential. While award of leverage funding from other competitive sources is not assured in all cases, the SBCCOG recognizes its need to take an active role in the pursuit of these funds to maximize the overall potential of the SBHP to meet the goals of Measure R.

Funding Leverage Assistance

The SBCCOG developed a policy to align its SBHP Implementation policies and documentation to support the leveraging of SBHP funding for eligible projects with local, regional, state, federal and private grants. As each local, regional, state, federal and private grant have unique requirements, the SBCCOG will assist agencies by identifying these requirements and the projects' abilities to meet the requirements as a means of promoting overall SBHP efficiency.

The SBCCOG has a clear policy based upon bringing together the funding source analysis, the use of matching funds and the leveraging strategy of the implementation plan to help lead agencies deliver projects that are competitive for outside grant programs. It implements this policy through a SBCCOG administered program through which assistance is provided to the agencies to pursue the identified range of funding options.

Project Funding Strategy and Acceleration

The SBCCOG meets with the major funding and implementing agencies (eligible South Bay Cities, L. A. County, Caltrans, Metro, and California CTC) to develop funding strategies to implement each SBHP project. The level of funding commitment of the implementing agency will be determined and brought to the SBCCOG for review and approval or removal from the SBHP budget request.

The SBHP program financing strategy includes project acceleration strategies through advanced funding of second and third-decade Measure R SBHP revenues. Through Metro, the SBCCOG can bond advanced construction financed by the Measure R sales tax. Furthermore, agencies eligible to receive federal transportation grants can include traditional SBHP lead agencies of Caltrans, Metro and the Cities and new partners like the Port of Los Angeles, school districts and other Joint Powers Authorities, which can widen the available lead agency funding, financing and deliver options.

4.9.5 Use of Federal and State Funds

Metro anticipates that the SBHP will leverage state and federal funding sources in order to fully fund the Program. Federal funds to finance the SBHP are included in the final ten years of the program as forecasted by Metro. The SBHP includes funds from federal sources—\$97.3 million in CMAQ funds and \$23 million in RSTP funds from 2029 to 2038. A significant amount of local and federal funds are allocated through the Metro Call for Projects such as Proposition C, Congestion Management and Air Quality Funds, and Regional Surface Transportation Improvement funds at a regional level. For the four-year SCAG Federal Transportation Improvement Program (2015-2018), \$15 billion in funds are locally generated from taxes and fares, \$4 billion is from state grant programs, and \$5 billion is from federal grant programs (split evenly between transit and highway funds). Therefore local funds, such as the Measure R program, allows the majority of funds expended on transportation improvements in the Los Angeles Region.

The decision to pursue federal funds will be made in collaboration with Metro and be based on the cost of the project and its eligibility for federal funding programs. The SBCCOG will apply for Caltrans funds through Caltrans District 7 for each auxiliary lane, interchange, and ramp project on the SBHP allocation list. Remaining non-Measure R funds needed to complete the project will be pursued as part of a federal funding strategy in conjunction with Metro, Caltrans and elected federal officials representing the South Bay.

Due to the interrelated nature of SBHP funds and federal, state and regional sources, the SBCCOG will work with Metro to comprehensively evaluate the use of Measure R Highway funds to maximize the ability of Metro to leverage regional resources to obtain additional state and federal funding. The Measure R Highway Program enables the SBCCOG and Metro to leverage the program as a whole to attract additional funding through coordination of resources.

4.9.6 Program Acceleration

As Metro manages the overall Measure R program on a cash flow basis, highway subregional funds will be distributed based on overall Measure R cash flow in the Short Range Transportation Program (SRTP) and/or updated Long Range Transportation Plan. In summary, the Metro policy says, If a subregion is requesting the advancement of future Measure R Highway sub-funds for its projects, the SBCCOG Board must vote and approve such advancement. Metro staff will present the SBCCOG Board request along with all supporting documentation and Metro staff recommendations to the Metro Board for approval. The Metro Board will have final approval authority.

According to the Metro policy, Metro will consider advancement of funds only if the subregion owning the project has spent 60% of its most recent Board-approved programmed or allocated capacity at the time the advancement of funds are requested. Prior to an advancement request for a new project, the subregion must analyze its current proposed project list to ensure all existing commitments can be delivered through construction. Funds spent by the sub-regions, must have been done so in a timely fashion to fully fund and deliver projects. Advancement of funds will be considered for projects that can demonstrate full funding plans through construction. If the subregion has spent below 60% of its Measure R funds allocations, it may reprogram funds within its current allocation for projects that require additional funding based on the urgency of the project and the project sponsor's ability to deliver the project.

4.10 Program Allocation

The South Bay Measure R Highway Program allocation is focused on the efficient use of Measure R resources to implement a set of projects that provides the greatest operational benefit to the South Bay highway system.

4.10.1 2011 Implementation Plan

The "first five years" of the SBHP was focused on the efficient use of Measure R resources to implement a set of projects that provided the greatest operational benefit to the South Bay highway system in the near-term know as Early Action Projects. These projects will bring the benefits of reduced traffic congestion and improved air quality for the South Bay sub-region and Los Angeles County for decades to come while creating jobs in the local economy, beginning with the design and construction phases and continuing through future operation and maintenance activities.

The majority of the projects with allocated funding in the first five years of the program are fully funded by the SBHP for both project development and construction. The first five years of the SBHP allocation also includes funds for project development of a few longer-term projects for strategic positioning (i.e. project planning, environmental clearance, design work, preparation of project approval documentation). Funding allocations to complete the first five year program were approved by the SBCCOG Board of Directors in April 2011 and the Metro Board in June 2011.

4.10.2 2013 Implementation Plan

The 2013 Implementation Plan built on the 2011 Implementation Plan to clarify the use of SBHP funds to match Metro Call for Projects applications. For the 2013 Metro CFP, the SBCCOG Measure R Oversight Committee approved providing SBHP funds up to 100 percent of the minimum local match required in each Metro CFP modal category application package for South Bay applications that meet the eligibility requirements of the Metro CFP and SBHP. The SBCCOG provided the technical assistance of their consultants as part of the project development and required documentation of the Metro CFP application.

The 2013 Implementation Plan policies were used to guide approval of SBHP funding and technical assistance in preparing 2015 Call for Projects applications. Due to limited success, the SBCCOG will no longer provide SBHP funding in future Call for Projects applications. In addition, Metro policy now precludes use of SBHP funding for assistance to local jurisdictions in the development of technical documentation that Metro requires for a Call for Projects application (e.g.: PSRs, PSREs, and feasibility studies).



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APPENDIX A MEASURE R ORDINANCE





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APPENDIX B MEASURE R EXPENDITURE PLAN





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APPENDIX C SAMPLE FUNDING AGREEMENT





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APPENDIX D METRO CONSTRUCTION SIGNAGE





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APPENDIX E PROJECT ASSESSMENT





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APPENDIX F
SAMPLE RESOLUTION OF SUPPORT

