

Metro Rail MOS-II Project:

Hollywood Mitigation Strategies

Planning/Response Document

*Information in this document to be included in the
RCC Public Information and Construction Mitigation Plan*

Draft
April 3, 1991

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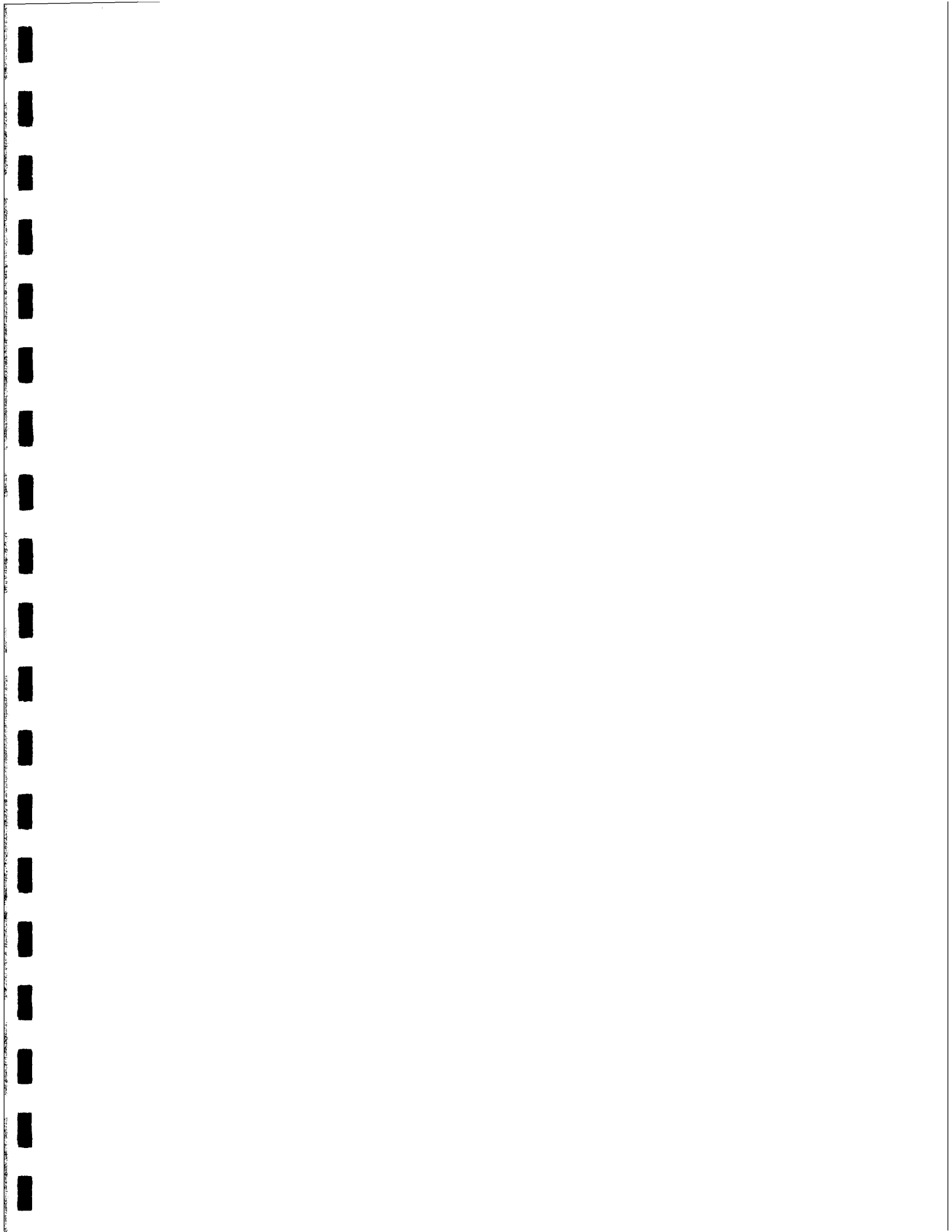
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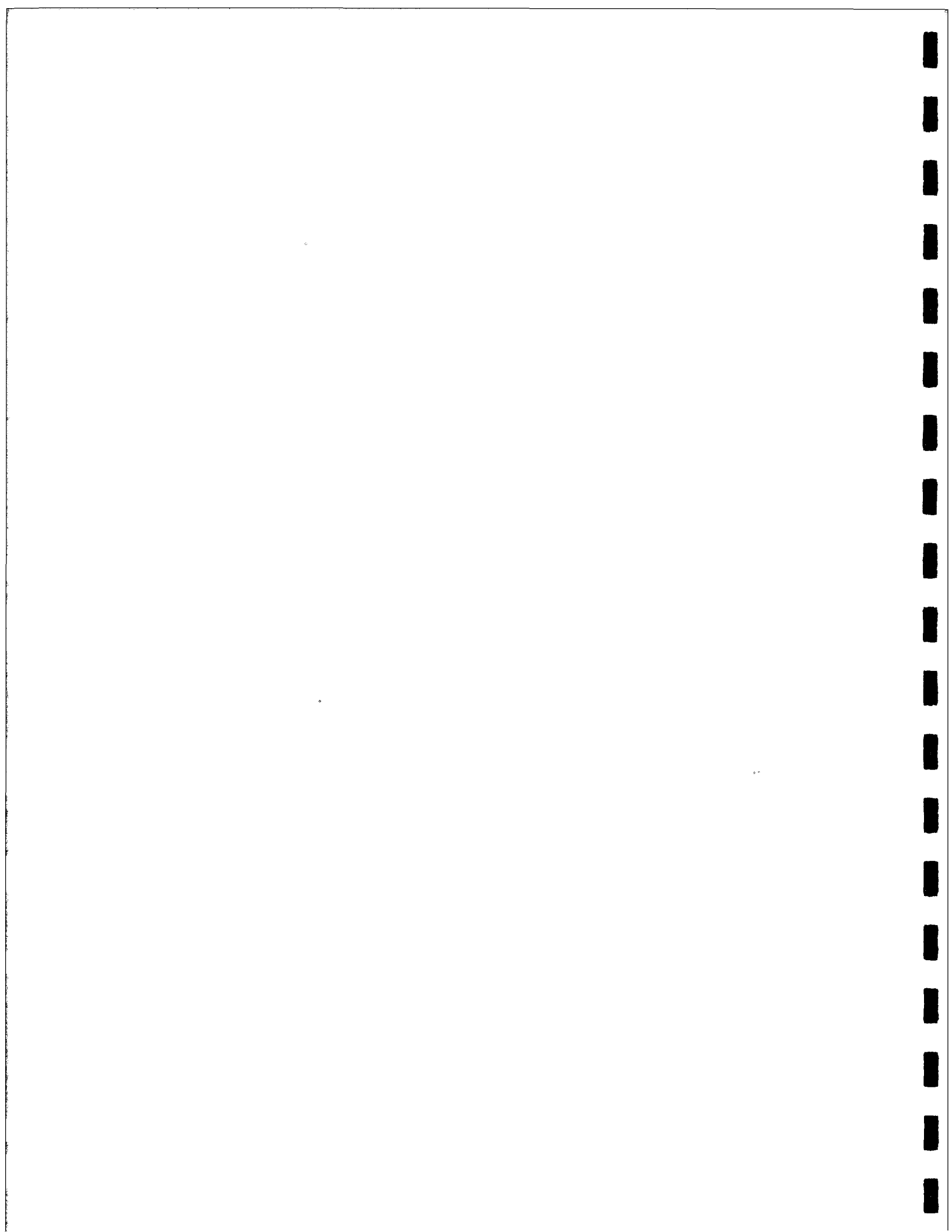
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I. RESPONSE TO CONSTRUCTION MITIGATION ACTIONS

Establish an overall CONSTRUCTION MITIGATION PROGRAM for Metro Rail in Hollywood that identifies issues, explores alternatives, evaluates costs, and determines the best possible approach to integrate construction activity with ongoing commercial and pedestrian activity.¹

A. Working Review Committee for Mitigation

Committee would meet regularly to review Metro Rail Hollywood progress. Primary role and responsibility would be construction related conflict resolution to occur within the framework of the committee structure.

The established Metro Red Line Project Coordination Committee is responsible for design and construction of Hollywood Metro Rail. This internal committee is chaired by the Project Manager who has responsibility for construction mitigation and the related public information program. The Committee provides technical review and resolution for construction conflicts.

Committee members represent Construction Management, Engineering, Contract Administration, Public Affairs, Operations and Integration, Program Management and Third Party Coordination, and construction management consultants (See Project Management and Organization, Appendix A).

Additionally, an Ad Hoc Committee could be established to provide a means to clarify and resolve design and construction issues when it appears there may be a variance with city goals. This partnership could include representatives of the Council office, CRA,

¹Items in *italics* referenced from "Construction Mitigation Strategies for Hollywood Boulevard and Vicinity, Metro Rail MOS II Project," Community Redevelopment Agency, Los Angeles Department of Transportation, Initial Working Draft, May, 1990.

Hollywood Chamber, and RCC. The Ad Hoc Committee would meet regularly to review the Hollywood project and work to clarify design and construction issues.

B. Project Management and Mitigation Team

Technical, architectural, engineering and mitigation team with authority and responsibility for implementation of day-to-day construction with direct or indirect impact on Mitigation Plan. Would update Review Committee with project progress and issues.

The Project Manager directs construction and related mitigation. Day-to-day construction activities are managed by the Resident Engineer (RE), who is appointed by the Construction Management (CM) consultant and is contractually accountable to the Project Manager. The RE supervises and implements construction management and mitigation at each construction site.

RCC staff will direct business and public mitigation requests and to the Resident Engineer for immediate action. Matters not immediately resolved at the construction site will be referred to the Project Manager for appropriate follow-up. RCC staff will monitor construction areas regularly to review progress and identify and report any problems. Concerns of property owners, businesses and the community can be brought to the attention of the RCC staff at the Metro Information Office, at regularly scheduled meetings, through the 24-hour public information hotline.

C. Project Manager and Public Information

Integrates traditional project management roles and responsibility with construction mitigation and public information. Project manager would have responsibility for Metro Rail construction and its mitigation along Hollywood Boulevard.

The project design and construction mandate includes mitigation and public information. The Project Management Coordination Committee includes Public Affairs staff who will develop and implement a pro-active Mitigation Plan with direction from the Project Manager.

D. Project Management Office

Places project management office and operation at construction site. Use of vacant store front to house project management and public information staff highly desirable.

A Metro Information Office will be established in the Hollywood project area, to provide accessible construction information. Scheduled to open by mid-1992, this store-front office will have regular hours. Information packets, exhibits, and promotional items will be available. Staff will be on site to respond to community concerns as well as monitor implementation of mitigation measures.

E. Ongoing Process

Create means such as area meetings and/or speakers bureau to not only provide information but solicit input. Meet with specific groups to address construction impacts specific to them.

The RCC will manage an active speakers bureau providing slide shows, video, or detailed speeches to impacted groups, as well as the general public. The speakers bureau will be aggressively promoted as part of the public information and construction mitigation program. Speakers, including engineers and other technical experts, will tailor presentations to specific areas, issues and/or groups. A series of general community meetings will be regularly scheduled at various locations throughout the project area. One of the purposes of these meetings will be to provide the community an opportunity to voice concerns. Issues raised at these meetings will be addressed, and one-on-one follow up meetings with staff will be scheduled as appropriate. (See Section III, H).

F. Evaluation

Evaluate construction mitigation and general project support to identify reasonable improvement or expansion for the mitigation effort.

The Project Coordination Committee regularly evaluates the effectiveness of the mitigation effort. Results will be reported quarterly to UMTA. The Ad Hoc Committee could provide additional input and review for construction mitigation.

II. RESPONSE TO CONSTRUCTION MITIGATION PLAN

Develop and implement a comprehensive and integrated CONSTRUCTION MITIGATION PLAN to be incorporated in the Metro Rail MOS-II Contract Specifications and contract monitoring and review programs. The plan would reflect the Environmental Impact Statement (EIS) and Environmental Impact Report (EIR) Mitigation Measures, as well as detailed construction operations standards, and specify such items as:

A. Construction Sites and Staging Areas

Explore locational alternatives for appropriate sites and staging areas that reduce conflict with the primary function of the project area as a major pedestrian and business street. Maintain options to decrease or alter sites and staging areas during course of construction to facilitate pedestrian or business activity.

Construction sites and staging areas have been selected to minimize the impact on Hollywood Boulevard, adjacent properties, and the community. Construction staging at the Hollywood Boulevard and Western Avenue intersection (Hollywood/Western Station), will be on the southeast corner, away from the traffic flow. At the Hollywood Boulevard and Argyle Avenue intersection (Hollywood/Vine Station), staging will be on the southwest corner, with the site entrance and exit on Argyle Avenue instead of Hollywood Boulevard. (See Site Plans, Appendix B).

Tunneling between the construction sites will be done to minimize surface impacts to local business, pedestrian, or vehicular traffic. Access shafts for tunnel spoils removal will be at an off-street location. Contract bid documents will specify all staging areas and uses.

The construction sites will be approximately 600 linear feet at the Hollywood/Western Station, and 900 linear feet at the Hollywood/Vine Station. The staging site perimeters for the Hollywood/Western Station include Hollywood Boulevard

between Western Avenue and Serrano Avenue. The staging site perimeters for the Hollywood/Vine Station include Hollywood Boulevard about one-third block east of Vine Street to about one-third block east of El Centro Avenue.

B. Construction Staging Plan

Implement EIS mitigation measures such as cut-and-cover, wooden plank decking, muck disposal and materials storage to minimize construction impact on ongoing and business activity.

All construction activities will be staged to minimize impacts. The station perimeters will be excavated and decked in phases as described in the construction documents.

Vehicular and pedestrian movement through the construction site will be maintained. The Worksite Traffic Control Plan will stipulate that protective barricades, fencing, and handrails--together with warning and guidance devices and signs--will be used. The passageways for pedestrians will be safe and well-defined. The contract documents will further stipulate that the contractor will not be allowed to permanently store construction equipment, materials, or vehicles within the designated work area. Contract documents will require that additional workspace for storage of equipment, waste materials, or employee parking, must be acquired by the contractor. To ensure public safety, these additional sites will also be clearly defined, fenced, and secured.

C. Construction Schedule

Define construction schedule and project completion date for communication with affected businesses, customers, residents and future Metro Rail riders. Integrate completion stage dates in public information strategy. Establish means to revise construction schedule, if it becomes necessary, that stipulates reasons for schedule change.

Metro construction activities on Hollywood Boulevard are scheduled to begin in late 1992 and completed on the surface by early 1996. Construction will continue underground with no surface impacts until late 1998 when the line becomes operational (See Construction Schedule, Appendix C).

Maximum impact will occur through the third year of construction. During this time, the station site will be excavated, temporary decking will be installed, and at the end of construction, the street will be resurfaced. Contract documents will require the contractor to submit a detailed schedule of construction activities for approval before any work begins. The schedule will be closely monitored by the RCC. Any changes that would impact or alter the approved schedule must be reviewed by the Project Coordination Committee.

D. Work Hours

Establish regular work hours and means to conduct after hours, emergency or other priority project work. Anticipate need to coordinate work hours with Hollywood activities that might include the Hollywood Parade, Halloween, theater operations and other events.

Contract specifications will require that the contractor perform all work in accordance with the Los Angeles Municipal Code with special attention to Hollywood theater and cinema activity, special events, and other identified community activities (See Section II, Q).

E. Qualitative Standards

Qualitative standards for construction site and maintenance must be given high priority to protect the retail and business environment. Graffiti resistant surfaces and a graffiti removal program should be incorporated. Height limitations for storing construction materials to protect view corridors should be established.

Contract documents will specify standards for maintenance and use of the construction site. The contractor will be responsible for maintaining the construction site which will be cleaned daily of waste materials caused by construction operations. The worksite includes grounds, structures, and other areas, including public and private walkways immediately adjacent to the worksite.

Special attention will be given to graffiti removal in the construction area. Graffiti will be removed daily. The use of graffiti resistant materials will be employed where appropriate.

The contractor will be restricted from using Hollywood Boulevard for permanent storage of materials or equipment. Any temporary storage, not to exceed five days, cannot exceed a height of five feet.

A standard for pedestrian ramps, transitions, barricades, signs, and safety requirements will be specified in the Worksite Traffic Control Plan and will be placed in the contract documents.

F. Noise Limitations

Noise limitation standards, as specified in the EIS, must be effectively enforced.

Contract documents specify noise and vibration limits for construction and construction equipment. These limits are in accordance with the Environmental Impact Statements and City of Los Angeles ordinances. Construction activities will be conducted in such a manner to minimize noise and vibration. Noise levels will be monitored regularly with appropriate equipment to ensure that all restrictions are observed.

G. Pedestrian Access

History and the unique pedestrian character of Hollywood Boulevard requires maximum sidewalk widths and quality surface treatment during construction to accommodate and encourage continued pedestrian activity.

The Worksite Traffic Control Plan will specify sidewalk widths; special attention will be given to maintaining adequate pedestrian access to accommodate the pedestrian activity on Hollywood Boulevard. When surface construction activities in a particular location

restrict walkways, additional signs, protection, barricades, and flags will be required of the contractor.

Contract documents will specify specific surface treatment for pedestrian areas which will be free from scrap, debris, and hazards caused by construction activities. RCC will work with the City of Los Angeles to locate trash receptacles throughout the project site.

H. Sidewalk and Street Reconstruction Including Walk of Fame

Restoration of sidewalks and streets consistent with the Hollywood Urban Design Plan regarding widths, materials, treatment, and other features. Special attention needed for Walk of Fame which is not on an historic feature but revered by the public. Strategy for removal and reconstruction might include temporary public display.

RCC will develop a Walk of Fame Removal and Restoration Plan for that area impacted by Metro construction. The plan will be developed in coordination with agencies responsible for the Walk of Fame. (See Tentative Schedule of Plan Development, Appendix D).

I. Vehicular Access

Establish coordinated traffic management plan for traffic movement and business access.

The Worksite Traffic Control Plan is designed to move traffic with the least negative impact. Contract documents will cite the placement of traffic control devices in locations that will enable traffic to move through the area without hazard. Devices include flashing arrow signs where visibility of existing warning devices, signals, or pedestrian crosswalks

would be either limited or obscured; barricades, delineators, and similar protective devices will be used where personnel and equipment will be working within five feet of the edge of a traffic lane. The plan also stipulates that the contractor must clean and repair damaged devices, or replace them with new devices, as required.

Local business access will be maintained. The Project Manager and Resident Engineer will coordinate with LADOT to ensure that every aspect of the Worksite Traffic Control Plan is enforced.

J. Visual Access to Storefronts

Chainlink barricades, material storage restrictions and other means should be employed to maintain visual access. Perceptions of safety and security positively affected by attention to visual access.

Three-foot high barricades with a chainlink top allowing visual access will be used to maintain separation between pedestrians and construction site activities. These construction barricades are designed to provide both a secure enclosure for construction areas and visual access to adjacent businesses.

The off-street storage and spoils removal areas will be fenced with plywood, eight to ten feet in height, with portals allowing public viewing of construction activity. Plywood is used here to reduce the visual impact of the construction site on the community. Opportunities for surface treatment of the plywood barricades will be considered.

K. Ongoing SCRTD Bus Operations

Continue work with SCRTD and other agencies to provide transit signage and operations in and around the construction sites. SCRTD buses routed through the area provide an advertising opportunity for the Metro Rail Project and Construction Mitigation Plan.

The Worksite Traffic Control Plan identifies bus stop locations in construction areas that will be relocated. These changes are necessary for public safety and every effort will be made to minimize inconvenience to the transit rider. Weeks prior to the actual change, SCRTD, DASH, and other pertinent, fixed-route transit agencies will post signs at these locations. Directional signs will also be used to redirect riders to new bus stop locations.

L. Project Signage

Use of signing appropriate for an intense retail and commercial area with consistent symbol, image and message. Special attention to scale, color and materials appropriate for both vehicular and pedestrian viewing.

Signage will be a major part of construction mitigation efforts. The Signage Program will identify construction and activity, provide public information, and mark construction milestones. Opportunities exist to provide signage particularly appropriate for Hollywood. Special attention will be given to retail and pedestrian activity. (See Tentative Schedule of Plan Development, Appendix D).

M. Job Site Safety and Security

Attention to federal, state and local regulations. Opportunity to enhance feelings of safety and security. Special attention needed to ensure that construction site does not encourage inappropriate or illegal behavior.

The RCC will convene a Special Study Group on job site safety and security. The group will be comprised of representatives from the RCC, CM, LAPD, and the City of Los Angeles. The study group's mission will be to ensure that acceptable safety and security standards are employed at and around the construction site. (See Tentative Schedule of Plan Development, Appendix D).

An aggressive construction safety education program will be presented to grades K-8 at all schools within the Hollywood construction area. The School Safety Program is coordinated through the Los Angeles Unified School District and uses Travis the Owl as the safety mascot (See Red Line School List, Appendix E).

N. Parking Management and Signage

Parking management program for on-street, surface and garage parking reduced or impacted by construction. Additional efforts such as an advertising program that announces Hollywood is accessible during construction. Parking for theater patrons and tourists of special concern.

Prior to construction, on and off-street parking spaces in the construction area will be inventoried. When construction activities restrict parking access, signs redirecting traffic will be used. Special mitigation efforts will include directional signage to nearby existing parking, especially in areas where parking will be limited. Additionally, a promotional program for Hollywood's accessibility and parking availability during construction will be developed. RCC will coordinate signage and information programs with theaters, cinemas, and other business operations with major parking requirements.

The Environmental Impact Study found that the available parking supply during construction will be adequate.

O. Handicapped Access and Accommodations

Meet legislated requirements and explore special consideration to keep area accessible.

As directed by the Worksite Traffic Control Plan, Hollywood Boulevard will remain accessible to all citizens, including the disabled during construction. Contract documents will specify the maximum sidewalk widths to be maintained. Regulatory requirements will be met for walkways and ramps.

P. Construction Barricades

Chainlink barricades essential for reduction of construction impact on businesses. Provides visual access, improved security. Must be very specific regarding circumstance and use of other materials for additional temporary barricading to protect the public from construction activity.

Construction barricade specifications will be included in contract documents. Specifications will be strictly enforced to assure visibility and security. (See Section II, B; and Section II, J).

Q. Coordination of Construction with Special Events

Established traditions and events must be encouraged and accommodated. This could mean adjustments in scheduling which should be anticipated.

The project construction schedule will accommodate major special events, including the Hollywood Parade, Halloween celebration, theater and cinema activity, provided that such events are clearly identified prior to release of the project contract documents. A Special Events Plan to accommodate identified events during construction will be developed by RCC in coordination with appropriate or sponsoring agencies. (See Tentative Schedule of Plan Development, Appendix D).

R. Incentive Programs to Increase Contractor Productivity

Explore economic incentives and other means to encourage and reward effective construction management in a retail environment.

The contractor is required to submit Value Engineering Incentives for time and cost savings. Realized savings will be shared with the contractor. The contract includes a schedule of liquidated damages in the event the contractor does not meet the contract. The contract documents further dictate that the project will be completed on schedule and within budget. In the event of delay, the contractor will be required to pay specified monetary amounts for each day's delay.

III. RESPONSE TO PUBLIC INFORMATION AND MARKETING PROGRAM

Develop a targeted PUBLIC INFORMATION AND MARKETING PROGRAM to communicate the benefits of Metro Rail in Hollywood, the nature and schedule of construction activity including:

A. Project Signage

Signing to announce the project and its benefits incorporating a consistent image and message. Should employ retail marketing techniques for vehicular and pedestrian readability. Essential that all signing be integral to construction site and barricading plan; sign location very important. Use of graffiti resistant surface and replacement plan essential.

Project signage provides an opportunity to communicate Metro Rail and construction-related benefits. In addition to signage to mitigate construction impacts, public information signage may also include:

- ▶ Poster Message Boards to inform the public about the Metro system. These signs are intended to "localize" rail transit information to provide the residential and business community up-to-date general information regarding construction schedules, special events and completion dates. Signs may be placed in storefronts along Hollywood Boulevard and on temporary construction barricades or fencing.

- ▶ Billboards on Wheels to communicate activities via photos. Billboards will be updated weekly with construction photos, construction notices, schedules and maps. They will be placed in businesses, community rooms, and other appropriate facilities.

- ▶ Progress Thermometers to denote project completion percentages. These signs, indicating major construction milestones, will be placed at construction sites.

- ▶ "Building for L.A.'s Future" Signs to feature information about various RCC and LACTC projects. The emphasis is to not only inform the community about the project, but to emphasize the entire Metro system and its effect on the County of Los Angeles.

- ▶ Metro Information Directional Signs to encourage the public to visit the Metro Information Office for more project information. The signs will feature the phone number, address, and office hours, and will be provided to every business throughout the project area.

B. Vehicular Signage

Work with LADOT to assure effective traffic signing both in and around project site. Message to provide routing information as well as assurance that area is accessible.

Information signs will supplement traffic signage designated in the Worksite Traffic Control Plan. Types of signs may include banners or sidewalk mounted signs at major intersections. Opportunities to keep the public informed with additional signage will be explored throughout the construction period. (See Section II, I).

C. Pedestrian Directional and Informational Signage

Base signing on shopping center and major facility signing models. Use high quality retail oriented messages. Attention to vandalism and ordinary wear important given duration of construction activity; maintenance and replacement standard must be enforced.

Attractive, high-quality signs will be used to enhance the retail environment directing pedestrians through construction inconveniences to Hollywood Boulevard businesses. A similar effort will be made to direct pedestrians away from intensive construction activity, while allowing them to move safely and securely in construction work sites. Specifications for pedestrian directional signs are detailed in the Worksite Traffic Control Plan and the contract documents. Specific maintenance standards for the worksite, including signs, also will be included.

D. Street Banner Program

A year-round street banner program will remind the public that Hollywood Boulevard is open for business. Locations and theme important to celebrate the street and the project. Could be temporarily removed by contractors during times when cranes or other construction equipment is used.

Street banners could be used to identify pedestrian access, construction milestones, and local businesses. Street banners could emphasize that Hollywood Boulevard continues to operate as an important retail and tourist area during construction.

Banner location will depend on the type of construction activities or events. RCC will coordinate with the community to determine appropriate banner design and locations. Community input will be encouraged when using banners, as they can also be used to publicize new business openings, community events and holiday activities.

E. Retail Directories

Facilitate pedestrian activity, including window shopping and construction site visits, with directories. Consider bulletins, retail package enclosures, and other pieces that show retail location.

Retail directories and other retail-promoting supplements will be used to encourage continued customer activity, including:

- ▶ Attractive, multi-color signs encouraging the public to patronize retail businesses will be placed at intersections where appropriate.

- ▶ The Red Line News, a tabloid-size newspaper, will be published in English and Spanish, and distributed bimonthly to approximately 20,000 people. Listings of business along the project will be included.

- ▶ Construction notices and informational flyers will be used to aid affected businesses during construction.

- ▶ The placement of retail advertising supplements in local newspapers for specific local retailers may be used during construction.

F. Store Front Displays

Make use of vacant storefronts for window displays of project information. Attention to minimizing dead-space along street during construction essential.

Vacant store fronts provide an opportunity for creative information displays. RCC will work with property owners to develop effective window displays. Storefront displays, in conjunction with kiosks, the Red Line Mock-Up vehicle, and information table, will activate the construction area.

G. Project Hosts

Senior citizens, students and other volunteers act as project hosts providing printed and verbal information on the street during peak pedestrian periods. Hosts might be identified with special Metro Rail tee shirts or Ask Me buttons.

To the extent practicable, volunteers will be used to distribute information and other promotional items to the public. RCC could recruit volunteers from senior citizen groups, high schools, residential and business organizations in the Hollywood area. Hosts should be familiar with the project area, able to operate in a multi-cultural setting, and have an established contact network. They could also assist in the operations of the Metro Information Office.

H. Information Meetings

Identify impacted groups and organizations prior to construction and update list during construction. Schedule ongoing meetings to provide information and listen to concerns. Provide staff with listening training to facilitate the community being heard.

As a part of the public strategy, impacted groups and organizations will be identified and contacted prior to any construction activity on Hollywood Boulevard. This list will be regularly updated, outreach to targeted groups will encourage attendance at regularly scheduled construction update meetings. Meetings with the Chamber, retail organizations and community groups have already taken place.

I. Media Strategy

Anticipate the negative reporting. There will be negative impacts. Build in project milestones that are newsworthy. Work with Hollywood Chamber and other organizations to build ongoing support for the project. Identify opportunities for including Metro Rail project in the media strategy of other area events such as the Hollywood Parade.

A pro-active media strategy will be implemented. Designed to create a positive public impression of the Hollywood project, the strategy may include the following components:

- ▶ Periodic briefings on the Hollywood project and its progress for media representatives, with emphasis on editorial boards and city desks. Periodic tours of construction sites will also be included.
- ▶ Personal visits to radio and television stations and newspaper offices.
- ▶ Positive feature stories, op-ed pieces, and letters to the editor will be written and placed by RCC/LACTC. The writing of letters and op-ed articles by Hollywood community leaders will also be encouraged.
- ▶ Press kits will be developed. Each kit will contain positive story ideas, photographs, maps, clips from other rail projects, and

V. MASTER COOPERATIVE AGREEMENT

Execute a MASTER COOPERATIVE AGREEMENT for documentation and implementation of the Construction Mitigation Plan that specifies:

A. Relationship to Environmental Conditions and EIR Obligations

Take direction from EIS and EIR Section 3 Summary of Mitigation Measures with particular attention to 3.1.11 Construction Impacts on Business and acknowledgement of the economic environment of Hollywood. Develop Mitigation Plan prior to construction.

The Master Cooperative Agreement negotiated between the LACTC/RCC and City of Los Angeles provides an effective and efficient framework to promote and maintain productive working relationships at all levels of the Metro Rail Project.

The agreement states that measures to mitigate environmental impacts identified in the Project's Environmental Impact document or statements are the RCC's responsibility.

The RCC is committed to a vigorous program of project monitoring to ensure full compliance with its obligations.

- B. Affected Parties (RCC, LACTC, CRA, Council District 13 Office, LADOT, LAPD, Mayor's Office, Chamber of Commerce, SCRTD, Bureau of Engineering, Fire Department, Hollywood Community Advisory Council, and other affected agencies and organizations)**

Involve representatives of affected organizations in development and implementation of Mitigation Plan.

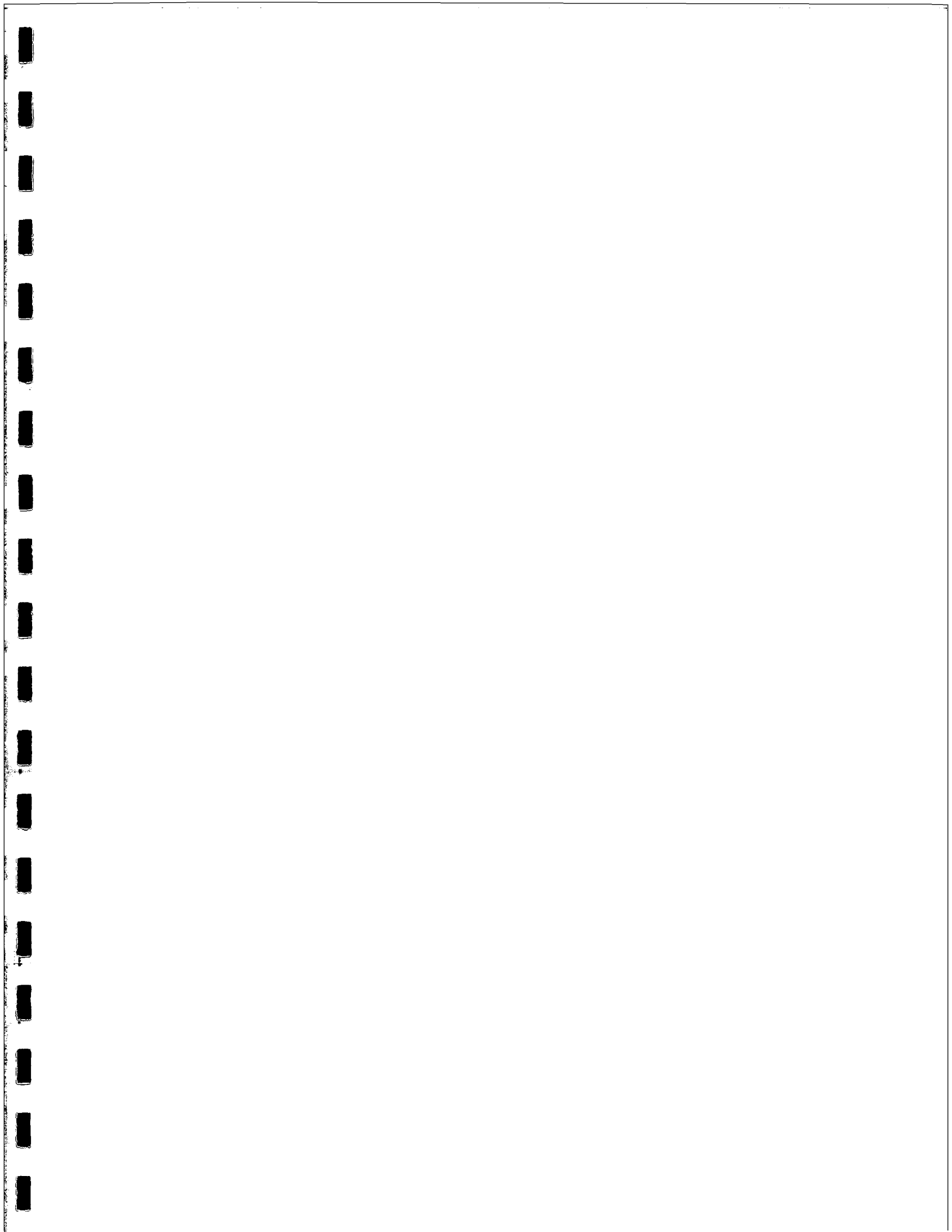
The RCC, through its various project mechanisms and public affairs programs will continue to involve representatives of affected groups in the development and implementation of project-related mitigation efforts.

- C. Policy Direction to Implement Contract Specifications**

Identify decision makers and process to provide policy direction of draft mitigation contract specifications and assure compliance.

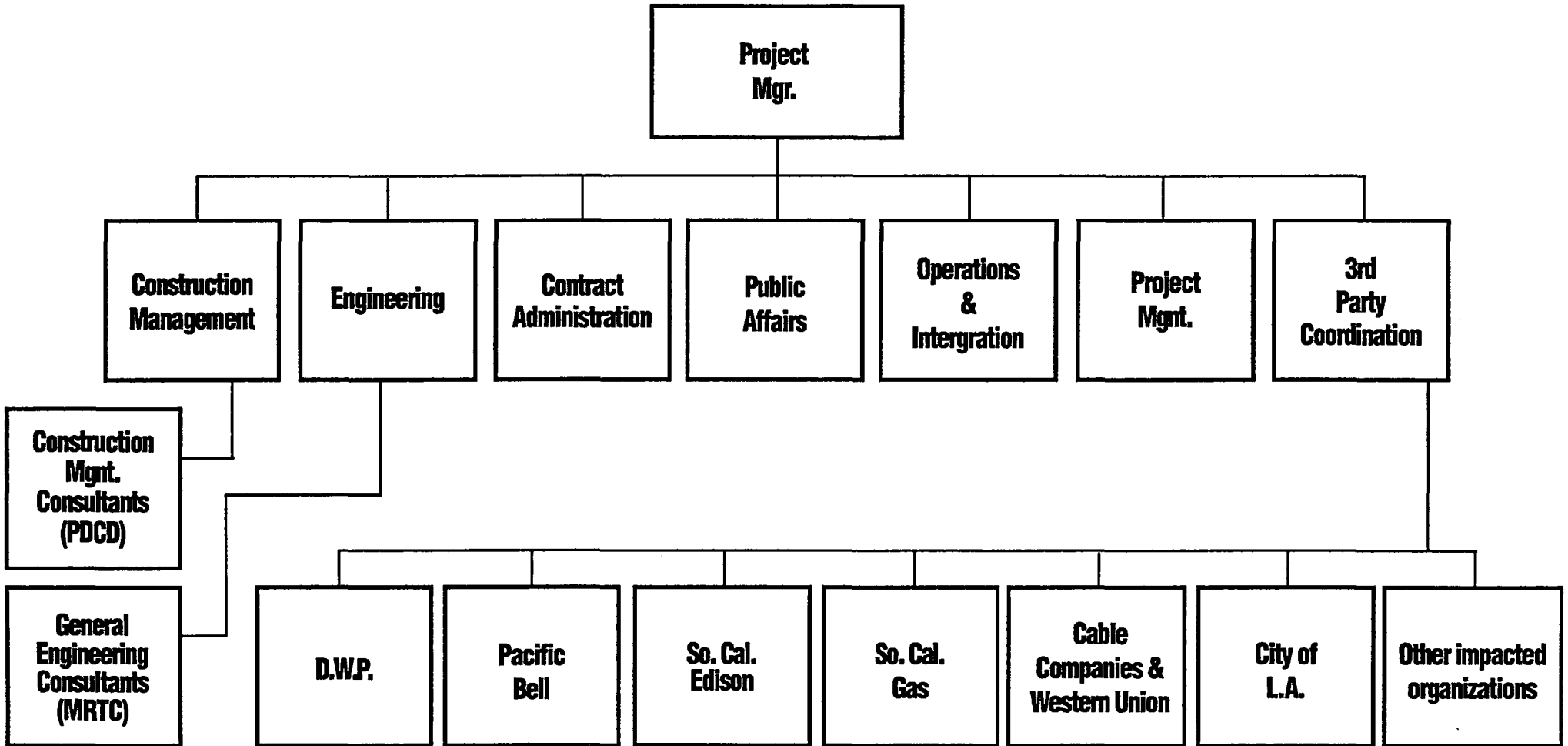
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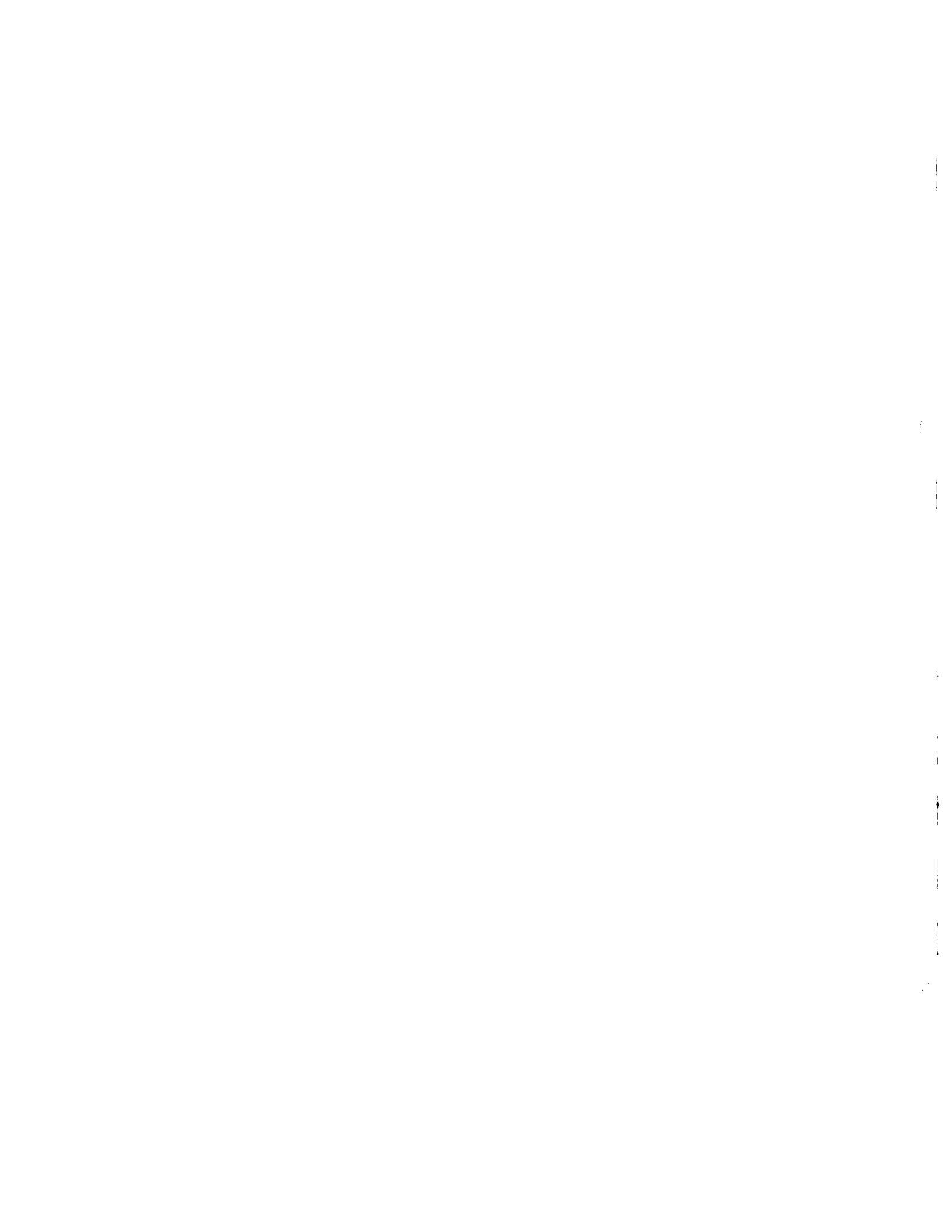
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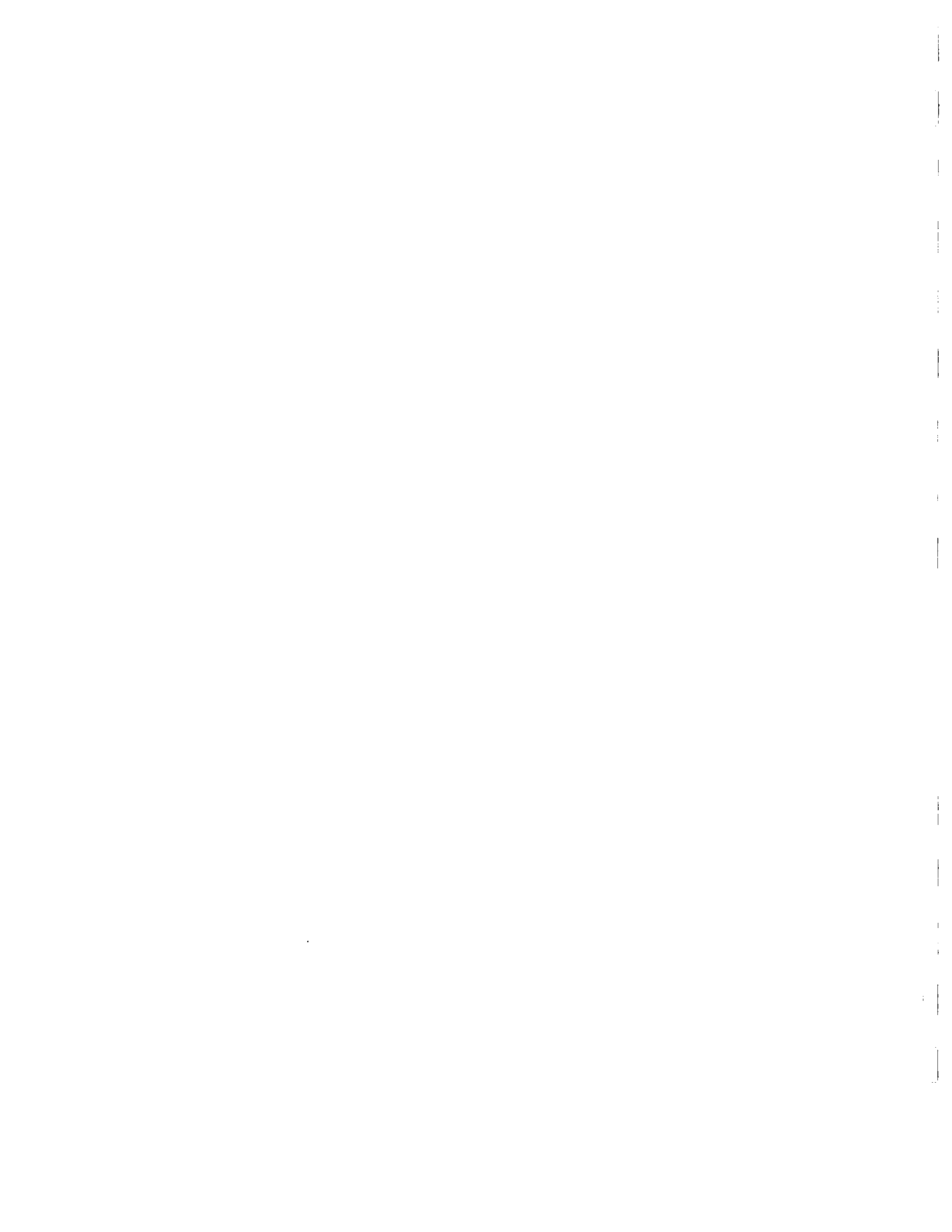




RAIL CONSTRUCTION CORPORATION PROJECT MANAGEMENT









METRO RED LINE SEGMENT 2 CONSTRUCTION SUMMARY



1991	1992	1993	1994	1995	1996
JAN 91	Wilshire/Alvarado to Wilshire/Vermont: Construct Tunnel		OCT 93		
	JUL 91	Wilshire/Vermont: Construct Station Stage I		JAN 94	
		APR 93	Wilshire/Vermont Station: Construction Stage II		MAR 95
6TH/Vermont: Site Demolition JAN-FEB 91					
	APR 91	Wilshire/Vermont to Wilshire/Western Tunnel & Wilshire/Normandie Station: Construct			FEB 95
FEB 91	Wilshire/Western: Construct Station & Cross Over			JUL 94	
		JAN 93	Vermont/Beverly: Construct Station		JUL 96
		Vermont/Beverly: Station Site Demolition OCT 92-DEC 92			
	FEB 92	Wilshire/Vermont to Vermont/Santa Monica: Construct Tunnel			FEB 95
	JUN 92	Vermont/Santa Monica: Construct Station & Crossover			JAN 96
	Vermont/Santa Monica: Station Site Demolition MAY 92-JUL 92				
		APR 93	Vermont/Sunset: Construct Station		NOV 96
		Vermont/Sunset: Station Site Demolition MAR 93-MAY 93			
	JUN 92	Vermont/Santa Monica To Hollywood/Vine Tunnel & Hollywood/Western Station: Construct			OCT 96
		NOV 92	Hollywood/Vine: Construct Station & Crossover		MAR 96
	Hollywood/Vine: Station Site Demolition AUG 92-OCT 92				

APPENDIX C

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