



## Board Report

File #: 2017-0281, File Type: Contract

Agenda Number: 16.

### PLANNING AND PROGRAMMING COMMITTEE JUNE 14, 2017

**SUBJECT: WEST SANTA ANA BRANCH TRANSIT CORRIDOR TRANSIT ORIENTED  
DEVELOPMENT STRATEGIC IMPLEMENTATION PLAN**

**ACTION: AWARD CONTRACT**

#### **RECOMMENDATION**

AWARD AND EXECUTE an 18-month firm fixed price Contract No. PS36724000 to City Design Studio LLC, in the amount of \$1,632,788, to complete the Transit Oriented Development (TOD) Strategic Implementation Plan for the West Santa Ana Branch (WSAB) Transit Corridor, subject to resolution of protest(s), if any.

#### **ISSUE**

In June 2016, Metro, in partnership with the City of South Gate and the Eco-Rapid Transit Joint Power Authority (JPA), submitted a grant application to the Federal Transit Administration (FTA) requesting \$2 million from the TOD Planning Pilot Program for the WSAB Transit Corridor TOD Strategic Implementation Plan (the Plan). In the grant application, Metro committed to provide \$500,000 in Measure R 35% transit funds to meet FTA's local match requirement.

In October 2016, FTA notified Metro that it was the recipient of the grant. As provided in the grant, the Plan will provide a recommended, holistic TOD land use and economic development strategy for the 13 cities within and adjacent to the WSAB Transit Corridor. Attachment C contains the WSAB Transit Corridor Project Definition map currently included in the Corridor's Environmental Study. The 20-mile Light Rail Transit corridor, extending from the Los Angeles Union Station to the City of Artesia, would benefit from a unified TOD strategy to leverage the future transit investment in the corridor.

Board approval of the Contract is needed in order to proceed with the development of the Plan.

#### **DISCUSSION**

##### **Background**

In February 2016, the Board directed staff to allocate a budget, not to exceed \$18 million, to pursue Sustainable Transit Oriented Communities (TOC) pre-development and planning activities for the

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WSAB Transit Corridor. The Corridor includes 13 cities; nine are within (Los Angeles, Vernon, Huntington Park, South Gate, Downey, Paramount, Bellflower, Cerritos and Artesia) and four are adjacent to the WSAB Transit Corridor (Bell, Bell Gardens, Cudahy and Maywood), all of which are expected to benefit from the transit investment. Upon final determination of the Locally Preferred Alternative, expected in fall 2018, up to 15 rail stations would be developed along the corridor. The WSAB Transit Corridor will bring service to over 600,000 residents (many of whom are transit dependent) in the southeast Gateway Cities subregion of Los Angeles County, an industrial/manufacturing corridor with low development intensities/densities, disadvantaged communities, and some of California's most impacted environmental justice census tracts. The WSAB Transit Corridor would be well-served by a unified TOD strategy to leverage the investment of future rail infrastructure and provide economic development opportunities for transit-dependent communities. Additionally, a unified TOD strategy supports implementation of the Sustainable Communities and Climate Protection Act of 2008 (SB 375, Steinberg) and the Sustainable Communities Strategy of the Southern California Association of Governments.

To prepare the Plan, the Contractor will:

1. Engage community stakeholders to create a unified approach to TOD along the corridor, and maximize community assets and potential benefits from future rail investment;
2. Provide baseline analysis of the WSAB corridor's population, market conditions, key industries, and real estate conditions;
3. Review existing land use policies and update/prepare station area plans with TOD strategies and renderings/visualizations; and
4. Develop an implementation strategy to support sustainable community revitalization along the transit corridor, which is tailored to the unique needs and strengths of the surrounding communities.

When completed, the Plan will have fulfilled the FTA grant obligation by:

1. Creating a cohesive vision for integrated land use and transportation planning along the 20-mile Light Rail corridor;
2. Providing 13 cities with TOD expertise and station area plans with TOD strategies that the local agencies may then consider for adoption into their land use regulations to facilitate TOD projects to leverage the WSAB Transit Corridor investment;
3. Addressing at-risk populations and concerns regarding gentrification and displacement; and
4. Developing a holistic implementation strategy for transit-supportive economic development tailored to the unique needs and strengths of the corridor.

### **DETERMINATION OF SAFETY IMPACT**

These actions will not have any impact on the safety of our customers and/or employees.

### **FINANCIAL IMPACT**

The FY 2016-17 budget includes \$800,000 in Cost Center 4370, Project 460201 (WSAB Transit Corridor). Since this is a multi-year contract, the Cost Center Manager and Chief Planning Officer will be responsible for budgeting in future years for the balance of the remaining project budget.

Impact to Budget

The funding for this project comes from the FTA grant and Measure R 35% transit funds. As these funds are earmarked for the WSAB Transit Corridor project, they are not eligible for Metro bus and rail capital and operating expenditures.

**ALTERNATIVES CONSIDERED**

The Board could consider deferring initiation of the Plan and/or completing this Plan and outreach activities using in-house resources. Neither of these options is recommended due to the FTA TOD Planning Pilot Program requirement for matching funds to be eligible for the grant funding award and insufficient in-house resources to develop a plan of this magnitude.

**NEXT STEPS**

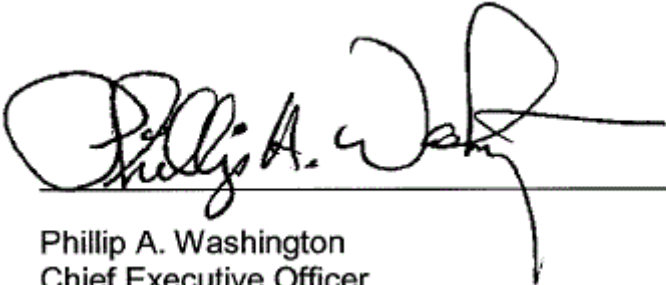
Upon Board approval, staff will execute Contract No. PS36724000 with City Design Studio LLC and initiate work. In addition, staff will execute the Funding Agreement with City of South Gate and the Eco-Rapid Transit JPA to establish the partnership.

**ATTACHMENTS**

- Attachment A - Procurement Summary
- Attachment B - DEOD Summary
- Attachment C - WSAB Transit Corridor Project Map

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Chief Executive Officer

## PROCUREMENT SUMMARY

**WEST SANTA ANA BRANCH TRANSIT CORRIDOR TRANSIT ORIENTED  
DEVELOPMENT STRATEGIC IMPLEMENTATION PLAN/  
PS36724000**

1.	<b>Contract Number:</b> PS36724000	
2.	<b>Recommended Vendor:</b> City Design Studio LLC	
3.	<b>Type of Procurement (check one):</b> <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	<b>Procurement Dates:</b>	
	A. Issued: 1/11/2017	
	B. Advertised/Publicized: 1/11/2017	
	C. Pre-Proposal Conference: 1/19/17	
	D. Proposals Due: 2/21/2017	
	E. Pre-Qualification Completed: 4/26/2017	
	F. Conflict of Interest Form Submitted to Ethics: 4/19/2017	
	G. Protest Period End Date: 6/16/2017	
5.	<b>Solicitations Picked up/Downloaded:</b> 97	<b>Bids/Proposals Received:</b> 8
6.	<b>Contract Administrator:</b> Ana Rodriguez	<b>Telephone Number:</b> (213) 922-1076
7.	<b>Project Manager:</b> Terri Slimmer	<b>Telephone Number:</b> (213) 922-6929

**A. Procurement Background**

This Board Action is to approve Contract No. PS36724000 issued to develop a Transit Oriented Development (TOD) Strategic Implementation Plan for the West Santa Ana Branch (WSAB) Transit Corridor. Board approval of contract awards are subject to resolution of any properly submitted protest.

The RFP was issued in accordance with Metro's Acquisition Policy and the contract type is a firm fixed price. This RFP was issued under the Small Business Set-Aside program open to Metro certified small businesses only.

Two amendments were issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on February 6, 2017 extended the RFP due date through February 21, 2017; and
- Amendment No. 2, issued on February 9, 2017 provided clarification on the Statement of Work.

A pre-proposal conference was held on January 19, 2017 and was attended by 35 participants representing 33 firms. There were 71 questions submitted and responses were released prior to the proposal due date.

A total of 97 firms downloaded the RFP and were included on the planholders' list. A total of eight proposals were received on February 21, 2017.

## **B. Evaluation of Proposals**

A Proposal Evaluation Team (PET) consisting of staff from Metro's Countywide Planning Department, Eco-Rapid Transit, and the City of South Gate was convened and conducted a comprehensive technical evaluation of the proposals received.

The proposals were evaluated based on the following evaluation criteria and weights:

- |  |            |
|--|------------|
| • Experience and Capabilities of Firms on the Team                         | 25 percent |
| • Personnel Qualifications, Availability, and Technical Capabilities       | 25 percent |
| • Understanding of Work and Appropriateness of Approach for Implementation | 30 percent |
| • Price  | 20 percent |

The evaluation criteria are appropriate and consistent with criteria developed for other, similar procurements for TOD implementation plan professional services. Several factors were considered when developing these weights, giving the greatest importance to the understanding of work and appropriateness of approach for implementation.

The Diversity and Economic Opportunity Department (DEOD) reviewed the firms that submitted proposals in order to confirm their Metro Small Business Enterprise (SBE) certification status. All eight proposals received were deemed eligible Metro SBE certified firms and are listed below in alphabetical order:

1. AIM Consulting Services
2. BAE Urban Economics, Inc.
3. City Design Studio LLC
4. Gwynne Pugh Urban Studio, Inc.
5. John Kaliski Architects
6. Lee Andrews Group, Inc.
7. Katherine Padilla & Associates
8. Kritzinger + Rao, Inc.

From February 22, 2017 through March 9, 2017, the PET conducted its independent evaluation of the proposals received. The PET determined that two firms were outside the competitive range and were not included for further consideration. Reasons for the exclusion of the two firms include, but are not limited to, not understanding the scope of work and the intent of the project, not addressing all statement of work requirements, and not having enough experience leading TOD implementation plans.

The remaining six proposers were determined to be within the competitive range and are listed below in alphabetical order:

1. AIM Consulting Services
2. BAE Urban Economics, Inc.
3. City Design Studio LLC
4. Gwynne Pugh Urban Studio, Inc.
5. John Kaliski Architects
6. Kritzinger + Rao, Inc.

On March 9, 2017, the PET conducted interviews of the firms within the competitive range. The firms' proposed project manager, outreach lead, economic development lead, and station planner had the opportunity to present their team's qualifications and respond to the evaluation committee's questions. In general, each team's presentation addressed the requirements of the RFP, their experience with all aspects of the required tasks, specifically the outreach, economic development, and station planning aspects of the project.

The final scoring, after interviews, determined City Design Studio LLC to be the highest rated proposer.

### **Qualifications Summary of Firms within the Competitive Range:**

#### **City Design Studio LLC (City Design Studio)**

City Design Studio, based out of Los Angeles, California, proposed a multi-disciplinary team with almost a decade of experience working together on various projects including preparing transit area plans, joint development studies, corridor studies, land use plans, urban design standards and design guidelines for public and private clients across the United States, Asia and Europe. Similar recent projects include the E-Street BRT Corridor Development Strategy Plan for the City of San Bernardino, work on the Crenshaw/LAX Transit Corridor Project Advanced Conceptual Engineering project, the Harrisburg Transit Center TOD Station Area master Plan in Harrisburg, Pennsylvania, and the City Center Mixed-Use Transit District Development Master Plan in Saudi Arabia.

City Design Studio's proposal showcased their experience and a thorough approach to TOD typologies for land use, economic development, and an understanding of the communities that comprise the transit corridor. The subconsultants on the team also have extensive experience in their respective areas of expertise such as station design, streetscape, first/last mile strategies, community engagement, and economic development strategies. City Design Studio's team provided a comprehensive proposal and built upon their understanding of the project in the interview during which their project manager demonstrated a clear understanding of the project requirements and challenges as well as exhibited confidence in the team's abilities to navigate the complexities involved in coordinating with a large number of diverse

stakeholders to produce an actionable plan for each of the WSAB communities that are specific but also fit into the larger context of the entire corridor.

### **Gwynne Pugh Urban Sudio, Inc.(GP-US)**

GP-US is located in Los Angeles, California, and was founded in 2010 by Gwynne Pugh, an architect with over 20 years of experience. GP-US' similar projects include developing design guidelines for Metro for four new projects in Boyle Heights, and the planning and design for a new approach for the Long Beach Airport. GP-US demonstrated a good understanding of the work required in their proposal; however, during the interview, the proposed project manager did not adequately demonstrate sufficient experience leading large multi-faceted projects that were similar to this project.

### **John Kaliski Architects (JKA)**

JKA has been in business since 2000 and is based out of Santa Monica, California. As a firm that provides urban design architectural services for both the public and private sector, similar past projects include the Crenshaw/LAX Joint Development Opportunity Sites Feasibility Studies, and developing the TOD criteria for the Expo 17<sup>th</sup> St/Santa Monica station area. JKA's proposal did not provide enough description and background on the relevant work that the economic development consultant had performed and the examples provided of the economic consultant's previous work did not give a good sense of what economic impact studies they had done. Furthermore, at the interview, when given an opportunity to address this matter, it was not clear that the team had a comprehensive understanding of how they would approach developing an economic development strategy but already came prepared with a strategy that seemed to leave little room for flexibility, which would be necessary due to the different stakeholders and communities this strategic plan is meant to serve. In addition, the proposed project manager did not appear to have sufficient experience, the interview panel showed a lack of clarity on the work plan approach and did not make a clear connection between the economic development and TOD station plans.

### **Kritzinger + Rao, Inc. (K+R)**

K+R is an interdisciplinary firm providing architectural, urban design, and planning services for local entities as well as international clients. They have been in business for 13 years and are located in Los Angeles, California. Similar projects include several efforts overseas, particularly in China, where they are supporting transit driven urban renewal as a result of recent transit infrastructure investment made by the local government. K+R's proposal for this project did not adequately demonstrate their experience. The team was given an opportunity to address this issue during the interview where they were able to expand on their experience. However, the team's outreach consultant did not answer the PET's questions satisfactorily and seemed to lack an understanding of the community issues and

how they would impact the implementation of the strategic plan. Because the feedback gathered by the outreach consultant will inform the other aspects of the strategies that will comprise the plan, it is imperative that the outreach consultant understand the communities, engage them effectively and provide meaningful input to the other consultants. From the interview responses provided by the consultant, it was not evident that they understood the area and the outreach needs of the project.

### **BAE Urban Economics, Inc. (BAE)**

BAE was founded in 1986 in San Francisco, California, and provides services such as planning for transit-supportive development, economic development, and strategic investments. Similar projects by BAE include the Los Angeles Transit Neighborhood Plans and Market Studies, the West Carson TOD Specific Plan, and the Lynwood Transit Area Strategic Plan. BAE's proposal demonstrated a good understanding of TOD best practices and, while they did exhibit relevant experience with market analyses, this project goes beyond analysis and into preparing economic development strategies and this experience was not highlighted. The team also did not take advantage of the opportunity during the interview to link together their planning and economic development experience.

### **AIM Consulting Services (AIMCS)**

AIMCS, which began doing business in 2006, is a stakeholder involvement, civil engineering, construction management and project management services firm based in El Monte, California. AIMCS' proposed project manager did not appear to have worked on projects of similar scale and complexity. Also, the proposal lacked sufficient details regarding key issues such as the economic development strategy, workforce development, and gentrification/displacement.



Following is a summary of the PET evaluation scores:

<b>1</b>	<b>Firm</b>	<b>Average Score</b>	<b>Factor Weight</b>	<b>Weighted Average Score</b>	<b>Rank</b>
<b>2</b>	<b>City Design Studio LLC</b>				
<b>3</b>	Experience and Capabilities of Firms on the Team	79.60	25.00%	19.90	
<b>4</b>	Personnel Qualifications, Availability, and Technical Capabilities	74.80	25.00%	18.70	
<b>5</b>	Understanding of Work and Appropriateness of Approach for Implementation	72.17	30.00%	21.65	
<b>6</b>	Price	84.07	20.00%	16.81	
<b>7</b>	<b>Total</b>		<b>100.00%</b>	<b>77.06</b>	<b>1</b>
<b>8</b>	<b>Gwynne Pugh Urban Studio, LLC</b>				
<b>9</b>	Experience and Capabilities of Firms on the Team	71.60	25.00%	17.90	
<b>10</b>	Personnel Qualifications, Availability, and Technical Capabilities	70.00	25.00%	17.50	
<b>11</b>	Understanding of Work and Appropriateness of Approach for Implementation	73.67	30.00%	22.10	
<b>12</b>	Price	83.37	20.00%	16.67	
<b>13</b>	<b>Total</b>		<b>100.00%</b>	<b>74.17</b>	<b>2</b>
<b>14</b>	<b>John Kaliski Architects</b>				
<b>15</b>	Experience and Capabilities of Firms on the Team	69.20	25.00%	17.30	
<b>16</b>	Personnel Qualifications, Availability, and Technical Capabilities	64.40	25.00%	16.10	
<b>17</b>	Understanding of Work and Appropriateness of Approach for Implementation	68.00	30.00%	20.40	
<b>18</b>	Price	100.00	20.00%	20.00	
<b>19</b>	<b>Total</b>		<b>100.00%</b>	<b>73.80</b>	<b>3</b>
<b>20</b>	<b>Kritzinger + Rao, Inc.</b>				
<b>21</b>	Experience and Capabilities of Firms on the Team	66.40	25.00%	16.60	
<b>22</b>	Personnel Qualifications, Availability, and Technical Capabilities	67.20	25.00%	16.80	
<b>23</b>	Understanding of Work and Appropriateness of Approach for Implementation	70.00	30.00%	21.00	
<b>24</b>	Price	92.15	20.00%	18.43	
<b>25</b>	<b>Total</b>		<b>100.00%</b>	<b>72.83</b>	<b>4</b>

26	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
27	<b>BAE Urban Economics, Inc.</b>				
28	Experience and Capabilities of Firms on the Team	78.00	25.00%	19.50	
29	Personnel Qualifications, Availability, and Technical Capabilities	68.00	25.00%	17.00	
30	Understanding of Work and Appropriateness of Approach for Implementation	73.67	30.00%	22.10	
31	Price	67.69	20.00%	13.54	
32	<b>Total</b>		<b>100.00%</b>	<b>72.14</b>	<b>5</b>
33	<b>AIM Consulting Services</b>				
34	Experience and Capabilities of Firms on the Team	56.80	25.00%	14.20	
35	Personnel Qualifications, Availability, and Technical Capabilities	56.60	25.00%	14.15	
36	Understanding of Work and Appropriateness of Approach for Implementation	62.33	30.00%	18.70	
37	Price	79.08	20.00%	15.82	
38	<b>Total</b>		<b>100.00%</b>	<b>62.87</b>	<b>6</b>

### C. Cost Analysis

The recommended price has been determined to be fair and reasonable based upon Metro's Management Audit Services Department's (MAS) findings, an independent cost estimate (ICE), a technical analysis, a cost analysis, fact finding, and negotiations.

The negotiated amount is lower than the ICE because it includes lower hourly rates and overhead. The change in the proposed amount and the negotiated amount was a result of scope of work and level of effort clarifications during negotiations. In the process of these discussions, Metro requested that City Design Studio increase participation in certain meetings, provide more support at non-Metro sponsored community events along the corridor from time to time, and increase the amount of mapping to be done for this plan.

	Proposer Name	Proposal Amount	Metro ICE	Negotiated or NTE amount
1.	City Design Studio LLC	\$1,599,940	\$2,063,608	\$1,632,788
2.	Gwynne Pugh Urban Studio, Inc.	\$1,613,459		
3.	John Kaliski Architects	\$1,345,105		
4.	Kritzinger + Rao, Inc.	\$1,459,704		
5.	BAE Urban Economics, Inc.	\$1,987,074		
6.	AIM Consulting Services	\$1,700,927		

#### **D. Background on Recommended Contractor**

City Design Studio LLC is a planning, urban design, and architecture firm based out of Los Angeles, California, that was founded in 2010. The proposed team consists of City Design Studio LLC and three subconsultants (one Metro certified SBE, and two non-SBE firms). As a Metro certified SBE, City Design Studio LLC will be performing the majority of the work, and in an effort to provide maximum opportunity to other small businesses has further contracted with one other SBE. Overall, City Design Studio LLC has compiled an experienced team of professionals that is well suited to take on the challenging task of weaving together a unified strategic implementation plan for the diverse communities that comprise the West Santa Ana Transit Corridor.

## DEOD SUMMARY

**WEST SANTA ANA BRANCH TRANSIT CORRIDOR TRANSIT ORIENTED  
DEVELOPMENT STRATEGIC IMPLEMENTATION PLAN/  
PS36724000**

**A. Small Business Participation**

Pursuant to Metro's Board-approved policy, competitive acquisitions with three or more Small Business Enterprise (SBE) certified firms within the specified North American Industry Classification System (NAICS) as identified for the project scope shall constitute a Small Business Set-Aside procurement. Accordingly, the Contract Administrator advanced the solicitation, including posting the solicitation on Metro's website, advertising, and notifying certified small businesses as identified by NAICS code(s) that this solicitation was open to **SBE Certified Small Businesses Only**.

City Design Studio, LLC, an SBE Prime, is performing 61.30% of the work with its own workforce. City Design Studio, LLC listed one SBE subcontractor who is performing 13.96% of the work and two non-SBE subcontractors on this project.

**SMALL BUSINESS SET-ASIDE**

	<b>SBE Prime Contractor</b>	<b>SBE % Committed</b>
1.	City Design Studio, LLC (Prime)	61.30%
2.	Arellano Associates (Subcontractor)	13.96%
	<b>Total Commitment:</b>	75.26%

**B. Living Wage and Service Contract Worker Retention Policy Applicability**

The Living Wage and Service Contract Worker Retention Policy is not applicable to this Contract.

**C. Prevailing Wage Applicability**

Prevailing wage is not applicable to this Contract.

**D. Project Labor Agreement/Construction Careers Policy**

Project Labor Agreement/Construction Careers Policy is not applicable to this Contract.

# West Santa Ana Branch Transit Corridor Project Definition Map

