

Metro

*Los Angeles County Metropolitan Transportation Authority
One Gateway Plaza
3rd Floor Board Room
Los Angeles, CA*



Agenda - Final

Wednesday, November 15, 2017

2:00 PM

**One Gateway Plaza, Los Angeles, CA 90012,
3rd Floor, Metro Board Room**

Planning and Programming Committee

Jacquelyn Dupont-Walker, Chair

Hilda Solis, Vice Chair

Kathryn Barger

Mike Bonin

Ara Najarian

Carrie Bowen, non-voting member

Phillip A. Washington, Chief Executive Officer

METROPOLITAN TRANSPORTATION AUTHORITY BOARD RULES
(ALSO APPLIES TO BOARD COMMITTEES)

PUBLIC INPUT

A member of the public may address the Board on agenda items, before or during the Board or Committee's consideration of the item for one (1) minute per item, or at the discretion of the Chair. A request to address the Board should be submitted in person at the meeting to the Board Secretary. Individuals requesting to speak on more than three (3) agenda items will be allowed to speak up to a maximum of three (3) minutes per meeting. For individuals requiring translation service, time allowed will be doubled.

Notwithstanding the foregoing, and in accordance with the Brown Act, this agenda does not provide an opportunity for members of the public to address the Board on any Consent Calendar agenda item that has already been considered by a Committee, composed exclusively of members of the Board, at a public meeting wherein all interested members of the public were afforded the opportunity to address the Committee on the item, before or during the Committee's consideration of the item, and which has not been substantially changed since the Committee heard the item.

The public may also address the Board on non-agenda items within the subject matter jurisdiction of the Board during the public comment period, which will be held at the beginning and/or end of each meeting. Each person will be allowed to speak for up to three (3) minutes per meeting and may speak no more than once during the Public Comment period. Speakers will be called according to the order in which the speaker request forms are received. Elected officials, not their staff or deputies, may be called out of order and prior to the Board's consideration of the relevant item.

In accordance with State Law (Brown Act), all matters to be acted on by the MTA Board must be posted at least 72 hours prior to the Board meeting. In case of emergency, or when a subject matter arises subsequent to the posting of the agenda, upon making certain findings, the Board may act on an item that is not on the posted agenda.

CONDUCT IN THE BOARD ROOM - The following rules pertain to conduct at Metropolitan Transportation Authority meetings:

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- a. Disorderly behavior toward the Board or any member of the staff thereof, tending to interrupt the due and orderly course of said meeting.
- b. A breach of the peace, boisterous conduct or violent disturbance, tending to interrupt the due and orderly course of said meeting.
- c. Disobedience of any lawful order of the Chair, which shall include an order to be seated or to refrain from addressing the Board; and
- d. Any other unlawful interference with the due and orderly course of said meeting.

INFORMATION RELATING TO AGENDAS AND ACTIONS OF THE BOARD

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NOTE: ACTION MAY BE TAKEN ON ANY ITEM IDENTIFIED ON THE AGENDA

CALL TO ORDER**ROLL CALL****APPROVE Consent Calendar Item: 10**

Consent Calendar items are approved by one motion unless held by a Director for discussion and/or separate action.

CONSENT CALENDAR**10. SUBJECT: LOS ANGELES UNION STATION FORECOURT
AND ESPLANADE IMPROVEMENTS**[2017-0492](#)**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award and execute a 63-month firm fixed price Contract No. AE39616001 with Gruen Associates in the amount of \$2,910,657 for architectural and engineering services to design the Los Angeles Union Station Forecourt and Esplanade Improvements Project and provide design support during construction, subject to resolution of protest(s), if any.

Attachments: [Attachment A - Procurement Summary](#)
[Attachment B - DEOD Summary](#)
[Attachment C - Project Map](#)
[Attachment D - Funding Table](#)

NON-CONSENT**13. SUBJECT: PUBLIC PARTICIPATION PLAN FRAMEWORK
FOR THE LONG RANGE TRANSPORTATION PLAN
UPDATE**[2017-0644](#)**RECOMMENDATION**

RECEIVE AND FILE the Public Participation Plan framework for the Long Range Transportation Plan Update, included as Attachment A.

Attachments: [Attachment A - Public Participation Plan Framework](#)
[Attachment B - Summary Work Plan](#)

14. SUBJECT: INTRODUCTION OF THE SUPPORTIVE TRANSIT PARKING PROGRAM MASTER PLAN [2017-0640](#)

RECOMMENDATION

RECEIVE AND FILE the Supportive Transit Parking Program Master Plan.

Attachments: [Attachment A - Supportive Transit Parking Program Master Plan Executive Summary](#)
[Attachment B - Supportive Transit Parking Program Master Plan Presentation](#)

15. SUBJECT: CALTRANS PARK & RIDE LOTS [2017-0585](#)

RECOMMENDATION

AUTHORIZE:

- A. acquisition of Lakewood and Norwalk Park & Ride Lots through execution of a Relinquishment Agreement; and
- B. execution of a Memorandum of Understanding with Caltrans to enable a potential future joint development at El Monte Station on Caltrans-owned land.

Attachments: [Attachment A - Maps of Park and Ride Lots](#)
[Attachment B - Terms of Relinquishment Agreement](#)
[Attachment C - Map of El Monte Transit Center](#)

16. SUBJECT: 2018 REGIONAL TRANSPORTATION IMPROVEMENT PROGRAM [2017-0696](#)

RECOMMENDATION

APPROVE the programming of up to \$481,845,000 for the 2018 Los Angeles County Regional Transportation Improvement Program (RTIP) as shown in Attachment A.

Attachments: [Attachment A - 2018 RTIP for Los Angeles County](#)
[Attachment B - Projects Proposed for Programming](#)
[Attachment C - Evaluative Criteria Framework](#)

17. SUBJECT: FY 2017 FEDERAL HOMELAND SECURITY AND STATE PROPOSITION 1B SECURITY PROJECTS [2017-0616](#)

RECOMMENDATION

CONSIDER:

- A. APPROVING programming of up to \$13.557 million from fiscal year (FY) 2017 federal Department of Homeland Security Transit Security Grant Program (TSGP) and state Proposition 1B California Transit Security

Grant Program (Prop 1B Transit Security) funds that are available for eligible capital and operating transit security projects, as shown in Attachment A; and

- B. ADOPTING the required FY 2017 resolution, as shown in Attachment B, authorizing the Chief Executive Officer to execute any actions necessary for obtaining state financial assistance that the California Office of Emergency Services (Cal OES) may provide.

Attachments: [Attachment A - Transit Security Grant Projects](#)
 [Attachment B - Prop 1B CTSGP Resolution](#)
 [Attachment C - Funding Table](#)

18. SUBJECT: STATE ACTIVE TRANSPORTATION PROGRAM

[2017-0679](#)

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to award and execute a 36-month firm fixed price Contract No. PS44597000 to Evan Brooks Associates, Inc. to prepare 37 grant applications and 56 additional grant applications and greenhouse gas analysis tasks in the amount of \$2,170,485 to support Metro and local jurisdiction grant applications to discretionary state funding opportunities, subject to resolution of protest(s), if any.

Attachments: [Attachment A - Procurement Summary, Grant Application Assistance](#)
 [Attachment B - DEOD Summary](#)

19. SUBJECT: SEPULVEDA TRANSIT CORRIDOR

[2017-0723](#)

RECOMMENDATION

AUTHORIZE the Chief Executive Officer (CEO) to:

- A. AWARD AND EXECUTE a 20-month firm fixed price Contract No. PS4044200 to Sepulveda Mobility Partners, a joint venture between HNTB Corporation and WSP USA, Inc. (formerly Parsons Brinckerhoff) to prepare the Sepulveda Transit Feasibility Study and Technical Compendium, in the amount of \$6,537,482.39, subject to resolution of protest(s), if any; and
- B. APPROVE Contract Modification Authority (CMA) for Contract No. PS4044200 in the amount of \$980,622 to support the cost of any unforeseen issues that may arise during the course of the Contract.

Attachments: [Attachment A - Procurement Summary](#)
 [Attachment B - DEOD Summary](#)
 [Attachment C - Study Area Map.pdf](#)
 [Attachment D - OEI Parallel Process](#)
 [Attachment E - Preliminary Milestone Schedule](#)

Adjournment

GENERAL PUBLIC COMMENT

Consideration of items not on the posted agenda, including: items to be presented and (if requested) referred to staff; items to be placed on the agenda for action at a future meeting of the Committee or Board; and/or items requiring immediate action because of an emergency situation or where the need to take immediate action came to the attention of the Committee subsequent to the posting of the agenda.

**Board Report**

File #: 2017-0492, **File Type:** Contract**Agenda Number:** 10.

**PLANNING AND PROGRAMMING COMMITTEE
NOVEMBER 15, 2017****SUBJECT: LOS ANGELES UNION STATION FORECOURT
AND ESPLANADE IMPROVEMENTS****ACTION: APPROVE RECOMMENDATION TO AWARD ARCHITECTURAL AND
ENGINEERING SERVICES CONTRACT****RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award and execute a 63-month firm fixed price Contract No. AE39616001 with Gruen Associates in the amount of \$2,910,657 for architectural and engineering services to design the Los Angeles Union Station Forecourt and Esplanade Improvements Project and provide design support during construction, subject to resolution of protest (s), if any.

ISSUE

The Los Angeles Union Station (LAUS) Forecourt and Esplanade Improvements (Project) were identified in the Union Station Master Plan Implementation Program presented to the Metro Board in October 2014. The Project will reconfigure the public right-of-way and LAUS forecourt to expand pedestrian and bike facilities on Alameda and Los Angeles Street and create a civic plaza in front of the station (Attachment C, Project Map). Staff has secured over \$18M in grant and matching funds to design and implement most of the Project improvements, and the Project Environmental Impact report is currently in public circulation. The recommended actions will award the design and engineering contract.

DISCUSSION*Project History and Funding*

Between 2012 and 2014, Metro led the Union Station Master Plan (USMP) and the Connect US Action Plan planning efforts. Both efforts involved robust stakeholder engagement and resulted in the identification of the Project improvements. The Project was part of the USMP Initial Implementation Plan presented to the Metro Board in October 2014, and since that time, staff has secured three grants that fund the following project components:

- Proposition A - \$1M (secured in 2014): Grant secured from the Los Angeles County Regional Park and Open Space District for design and construction of improvements in Father Serra

Park and connections from the park to LAUS and El Pueblo de Los Angeles Historic and Cultural Monument. The scope of the Father Serra Park improvements will be informed by stakeholder engagement that will commence in early 2018. The Father Serra Park improvements will be environmentally cleared by the City of Los Angeles but will be designed and constructed concurrently with the Forecourt and Esplanade Improvements as part of the subject Contract.

- Active Transportation Program (ATP) Cycle 2 - \$12.3M (secured in 2016): Design and construction of the Alameda Esplanade includes reconfiguration of Alameda Street, between Arcadia Street and Cesar E. Chavez Avenue, by narrowing the roadway and widening pedestrian and bicyclist facilities on the east side of Alameda Street and pedestrian facilities on the west side of Alameda Street.
- ATP Cycle 3 - \$3.2M (secured in 2017): Design and construction of the Los Angeles Crossing which includes a consolidated, raised crossing at the Alameda/Los Angeles Street intersection and closure of the northern Los Angeles Street travel lane and the northern LAUS driveway.

These funds are matched by approximately \$2.4M in Metro funds (for design and construction) approved by the Board of Directors. Staff must initiate design services and secure construction level documents for the proposed projects by summer 2019 to comply with grant requirements and timelines.

The Project components include:

- Alameda Esplanade: Roadway configuration between Arcadia Street and Cesar E. Chavez Avenue to widen pedestrian and bicyclist facilities.
- Los Angeles Crossing: Consolidated raised intersectional crossing at Alameda and Los Angeles Street, closure of the northern Los Angeles Street travel lane and closure of the northern LAUS driveway.
- LAUS Forecourt: Repurposing the existing surface parking lot as a new civic plaza with sustainable features. (Construction of this improvement will be a Future Project Component.)
- Arcadia Street: Repurposing the easternmost travel lane as a dedicated El Pueblo tour bus parking zone.
- Father Serra Park: Improvements to Father Serra Park that will be informed by stakeholder engagement, including the El Pueblo Commission. Design and construction costs associated with Father Serra Park shall not exceed the Proposition A grant allocation.

Environmental Clearance

Metro initiated environmental clearance under the California Environmental Quality Act (CEQA), held a scoping meeting on the Project in January 2017, released the Draft Environmental Impact Report (Draft EIR) for public review and comment on August 11, 2017, and anticipates bringing, for Board consideration, the Final EIR in early 2018. The City of Los Angeles (El Pueblo) will be securing the environmental clearance for the Father Serra Park improvements. As the ATP grant includes federal funding, National Environmental Policy Act (NEPA) clearance will also be secured for the Project. Caltrans is the lead agency under NEPA.

The Project requires Caltrans concurrence as a portion is funded by the Federal Highway

Administration (FHWA). Prior to contract execution, Caltrans Audits and Investigations (A&I) unit will have to review the contract and supporting documentation. Upon compliance of all requirements, A&I will issue a Conformance letter authorizing Metro to proceed.

DETERMINATION OF SAFETY IMPACT

Alameda Street, within the project boundaries, is identified in the Vision Zero High Injury Network (HIN), which are streets that have a higher incidence of severe and fatal collisions. According to the City of Los Angeles Vision Zero site, *The HIN is comprised of 386 corridors that represent 6% of Los Angeles' street miles. Sixty-five percent of all deaths and severe injuries involving people walking and biking occur on these 6% of streets.* Between 2012 and 2016, there were two fatalities at the intersection of Alameda Street and Los Angeles.

Award of the Contract, and the resulting design and project implementation, will greatly improve customer and employee safety while travelling to and from Los Angeles Union Station. The proposed improvements will reduce pedestrian crossing distances on Alameda Street and Los Angeles Street, slow vehicular speed, and provide visual cues to motorists through the widened sidewalks and expanded and raised crossing.

FINANCIAL IMPACT

The FY18 budget includes \$600,000 for the Project in Cost Center 4530 (Strategic Initiatives), Project 405557 (Union Station Master Plan). Since this is a multiyear contract, the cost center manager and Chief Planning Officer will be responsible for budgeting funds in future years.

Impact to Budget

The source of funds for the design contract are grant funds (Proposition A, grant secured from the Los Angeles County Regional Park and Open Space District, and State ATP) and Metro Right-of-Way Lease Revenues used for the local match (Attachment D). The local match funds are eligible for Metro bus and rail operating and capital expenditures.

ALTERNATIVES CONSIDERED

The Board could postpone awarding the Contract. This is not recommended as the ATP program has strict timelines that call for the Project to request construction allocation by summer 2019. Design must be initiated, collaboration with the City of Los Angeles must be re-initiated, and stakeholders must be engaged in advancing concept plans to construction-ready documents and specifications. Delaying contract award would delay project implementation and potentially jeopardize grant funding.

NEXT STEPS

Upon Board approval, staff will execute Contract No. AE39616001 with Gruen Associates to initiate the design work.

ATTACHMENTS

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Attachment C - Project Map

Attachment D - Funding Table

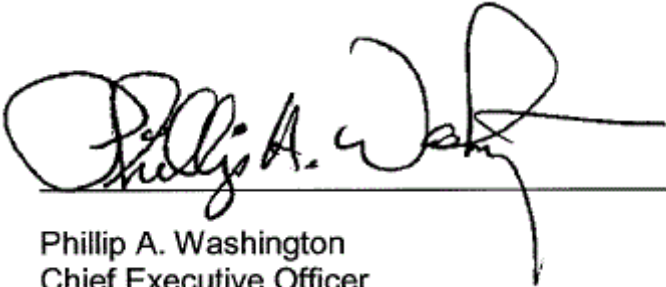
Prepared by: Elizabeth Carvajal, Senior Manager, Countywide Planning & Development, (213) 922-3084

Jenna Hornstock, EO, Transit Oriented Communities, (213) 922-7437

Calvin Hollis, SEO, Countywide Planning & Development, (213) 922-7319

Reviewed by: Therese W. McMillan, Chief Planning Officer, (213) 922-7077

Debra Avila, Chief Vendor/Contract Management Officer, (213) 418-3051



Phillip A. Washington
Chief Executive Officer

PROCUREMENT SUMMARY

LOS ANGELES UNION STATION FORECOURT AND ESPLANADE
IMPROVEMENTS/AE39616001

| | | |
|----|---|--|
| 1. | Contract Number: AE39616001 | |
| 2. | Recommended Vendor: Gruen Associates | |
| 3. | Type of Procurement (check one): <input type="checkbox"/> IFB <input type="checkbox"/> RFP <input checked="" type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order | |
| 4. | Procurement Dates: | |
| | A. Issued: March 21, 2017 | |
| | B. Advertised/Publicized: March 20, 2017 | |
| | C. Pre-Proposal Conference: March 29, 2017 | |
| | D. Proposals Due: May 5, 2017 | |
| | E. Pre-Qualification Completed: August 15, 2017 | |
| | F. Conflict of Interest Form Submitted to Ethics: May 25, 2017 | |
| | G. Protest Period End Date: November 17, 2017 | |
| 5. | Solicitations Picked up/Downloaded: 70 | Proposals Received: 3 |
| 6. | Contract Administrator: Lily Lopez | Telephone Number: (213) 922-4639 |
| 7. | Project Manager: Elizabeth Carvajal | Telephone Number: (213) 922-3084 |

A. Procurement Background

This Board Action is to approve Contract No. AE39616001 issued to provide Architectural and Engineering (A&E) services in support of the Los Angeles Union Station (LAUS) Forecourt and Esplanade Improvements Project. The selected firm will assist Metro in transforming the passenger experience for those travelling to and from LAUS as pedestrians and bicyclists in order to re-establish the connection between LAUS and the surrounding communities. Board approval of contract awards are subject to resolution of any properly submitted protest.

The Request for Proposals (RFP) was issued in accordance with Metro's Acquisition Policy and the contract type is firm fixed price. The RFP was issued with a DBE goal of 12%.

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

- Amendment No. 1, issued on March 23, 2017, provided revised documents related to the DBE program;
- Amendment No. 2, issued on March 25, 2017, provided Caltrans Forms.

A pre-proposal conference was held on March 29, 2017, attended by 20 participants representing 18 firms. There were 35 questions asked and responses were released prior to the proposal due date.

A total of 70 firms downloaded the RFP and were included in the plan holders list. A total of three proposals were received on May 5, 2017 from the following firms:

1. Gruen Associates (Gruen)
2. RNL Interplan, Inc. (RNL)
3. SWA Group, Inc. (SWA)

B. Evaluation of Proposals

A Proposal Evaluation Team (PET) consisting of staff from Metro's Countywide Planning and Facilities Engineering was convened and conducted a comprehensive technical evaluation of the proposals received.

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

- Skills and Experience of Team 45%
- Effectiveness of Management Plan and Quality 25%
- Understanding of Work and Appropriateness of Approach for Implementation 25%
- Innovation and Creativity 5%

Several factors were considered when developing these weights, giving the greatest importance to the skill and experience of the team. The PET evaluated the proposals according to the pre-established evaluation criteria.

This is an A&E, qualifications based procurement; therefore, price cannot be used as an evaluation factor pursuant to state and federal law.

During the week of May 29, 2017, the PET completed its independent evaluation of the three proposals received and determined all three firms to be qualified to provide the services required.

After evaluations of the written proposals, the PET determined that oral presentations by the three firms were required. During the week of June 5, 2017, the firms were scheduled for oral presentations. The firms' project managers and key team members had an opportunity to present each team's qualifications and respond to the PET's questions. In general, each team addressed the requirements of the RFP, experience with all aspects of the required scope, and stressed each firm's commitment to the success of the project. Each team was asked questions relative to each firm's proposed staffing plans, perceived project issues, implementation of similar projects and previous experience.

The final scoring, after the oral presentations, determined Gruen to be the highest technically qualified firm.

Qualifications Summary of Recommended Firm:

Gruen is a Los Angeles-based architecture planning, urban design and landscape architecture firm with experience in designing facilities in Los Angeles and will be the prime contractor for the project, in collaboration with multiple experienced subcontractor firms. The firm will also provide technical expertise, integrate landscape/streetscape design, provide landscape architecture and urban design for Alameda Street, Los Angeles Street and Arcadia Street and will be the Architect of Record. Subcontractor Mia Lehrer will provide landscape services for the Forecourt and Father Serra Park. Subcontractor Grimshaw will provide design continuity with LAUS and design the pavilion structure. Additionally, the team will consist of other expertise from Psomas, Fehr & Peers, Diaz Yourman & Associates, VCA Engineers, The Robert Group and nine other subcontractors.

Gruen demonstrated a strong understanding of the project area, therefore, resulting in a seamless interconnection to the project by the team as one entity, while maintaining its ability to meet schedule by leveraging its experience in building interagency consensus with multiple stakeholders, such as City of Los Angeles, El Pueblo de Los Angeles, Caltrans and the community. The composition of the team has robust experience working in the area and its established relationships enable streamlining of critical functions such as the permitting process.

Gruen’s key active transportation and transit related projects of similar scale, complexity and interagency coordination, include the Union Station Master Plan, Connect US Action Plan, Airport Connector, Mid-City/Exposition Light Rail Transit Line, Rosemead Boulevard Safety Enhancements and Beautification, LA River Valley Bikeway and Greenway Design and Completion Project.

Following is a summary of the PET scores:

| 1 | Firm | Average Score | Factor Weight | Weighted Average Score | Rank |
|---|--|---------------|----------------|------------------------|----------|
| 2 | Gruen | | | | |
| 3 | Skills and Experience of Team | 86.67 | 45.00% | 39.00 | |
| 4 | Effectiveness of Management Plan and Quality | 90.00 | 25.00% | 22.50 | |
| 5 | Understanding of Work and Appropriateness of Approach for Implementation | 89.32 | 25.00% | 22.33 | |
| 6 | Innovation and Creativity | 90.00 | 5.00% | 4.50 | |
| 7 | Total | | 100.00% | 88.33 | 1 |
| 8 | SWA | | | | |
| 9 | Skills and Experience of Team | 83.89 | 45.00% | 37.75 | |

| | | | | | |
|----|--|-------|----------------|--------------|----------|
| 10 | Effectiveness of Management Plan and Quality | 81.16 | 25.00% | 20.29 | |
| 11 | Understanding of Work and Appropriateness of Approach for Implementation | 76.00 | 25.00% | 19.00 | |
| 12 | Innovation and Creativity | 70.00 | 5.00% | 3.50 | |
| 13 | Total | | 100.00% | 80.54 | 2 |
| 14 | RNL | | | | |
| 15 | Skills and Experience of Team | 76.67 | 45.00% | 34.50 | |
| 16 | Effectiveness of Management Plan and Quality | 73.32 | 25.00% | 18.33 | |
| 17 | Understanding of Work and Appropriateness of Approach for Implementation | 72.68 | 25.00% | 18.17 | |
| 18 | Innovation and Creativity | 63.40 | 5.00% | 3.17 | |
| 19 | Total | | 100.00% | 74.17 | 3 |

C. Cost Analysis

The recommended price of \$2,910,657 has been determined to be fair and reasonable based upon Metro's Management and Audit Services Department (MASD) audit findings, an independent cost estimate (ICE), the Project Manager's technical analysis, a cost analysis, fact finding, and negotiations.

| Proposer Name | Proposal Amount | Metro ICE | Negotiated |
|---------------|-----------------|-------------|-------------|
| Gruen | \$3,452,584 | \$1,350,468 | \$2,910,657 |

The ICE did not adequately estimate the actual level of effort that this project would require. The enhanced focused internal and interagency coordination with organizations such as Caltrans, El Pueblo de Los Angeles and various departments within the City of Los Angeles, including the Bureau of Engineering and the Department of Water and Power, require a much greater level of effort and resources to build consensus for design concepts and maintenance discussions. Additionally, the ICE underestimated overhead costs and support services, such as translation services, permitting, plan check, and final approvals.

The procurement has experienced some delays as a result of Caltrans audit requirements. In accordance with Caltrans Local Assistance Procedures Manual, Metro is required to submit cost factor information to Caltrans from Gruen for review and approval. Metro has worked closely with Caltrans and Gruen to fulfil these audit requirements.

D. Background on Recommended Contractor

The recommended firm, Gruen, headquartered in Los Angeles, has been in business since 1946 and is an architecture planning, urban design and landscape

architecture firm. Gruen and its team of experienced and qualified consultants have expertise in various fields, such as landscape architecture, design architect, civil engineering, utilities and survey and community outreach. The proposed team is comprised of staff from Gruen and 16 subcontractors, of which six are Metro certified DBEs.

DEOD SUMMARY

LOS ANGELES UNION STATION FORECOURT AND ESPLANADE
IMPROVEMENTS/AE39616001**A. Small Business Participation**

This project is funded, in whole or in part, with Federal Highway funds and falls under the Caltrans Disadvantaged Business Enterprise (DBE) program. The Diversity and Economic Opportunity Department (DEOD) established a 12% DBE goal for this solicitation. The goal was required to be reviewed and approved by Caltrans' Local Assistance Officer, prior to solicitation advertisement. Gruen Associates exceeded the goal by making a 29.62% DBE commitment.

| | | | |
|----------------------------|----------------|----------------------------------|-------------------|
| Small Business Goal | 12% DBE | Small Business Commitment | 29.62% DBE |
|----------------------------|----------------|----------------------------------|-------------------|

| | DBE Subcontractors | Ethnicity | % Commitment |
|-------------------------|--|--------------------------|---------------------|
| 1. | MLA Green, Inc. dba Mia Lehrer + Associates | Hispanic American Female | 17.27% |
| 2. | Horton Lees Brogden Lighting Design, Inc. | Caucasian Female | 3.83% |
| 3. | Infrastructure Factor Consulting | Caucasian Female | 1.55% |
| 4. | VCA Engineers, Inc. | Asian Pacific American | 1.01% |
| 5. | The Robert Group | African American Female | 4.77% |
| 6. | Diaz Consultants, Inc. dba Diaz Yourman & Associates | Hispanic American | 1.19% |
| Total Commitment | | | 29.62% |

B. Living Wage Service Contract Work Retention Policy Applicability

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

C. Prevailing Wage Applicability

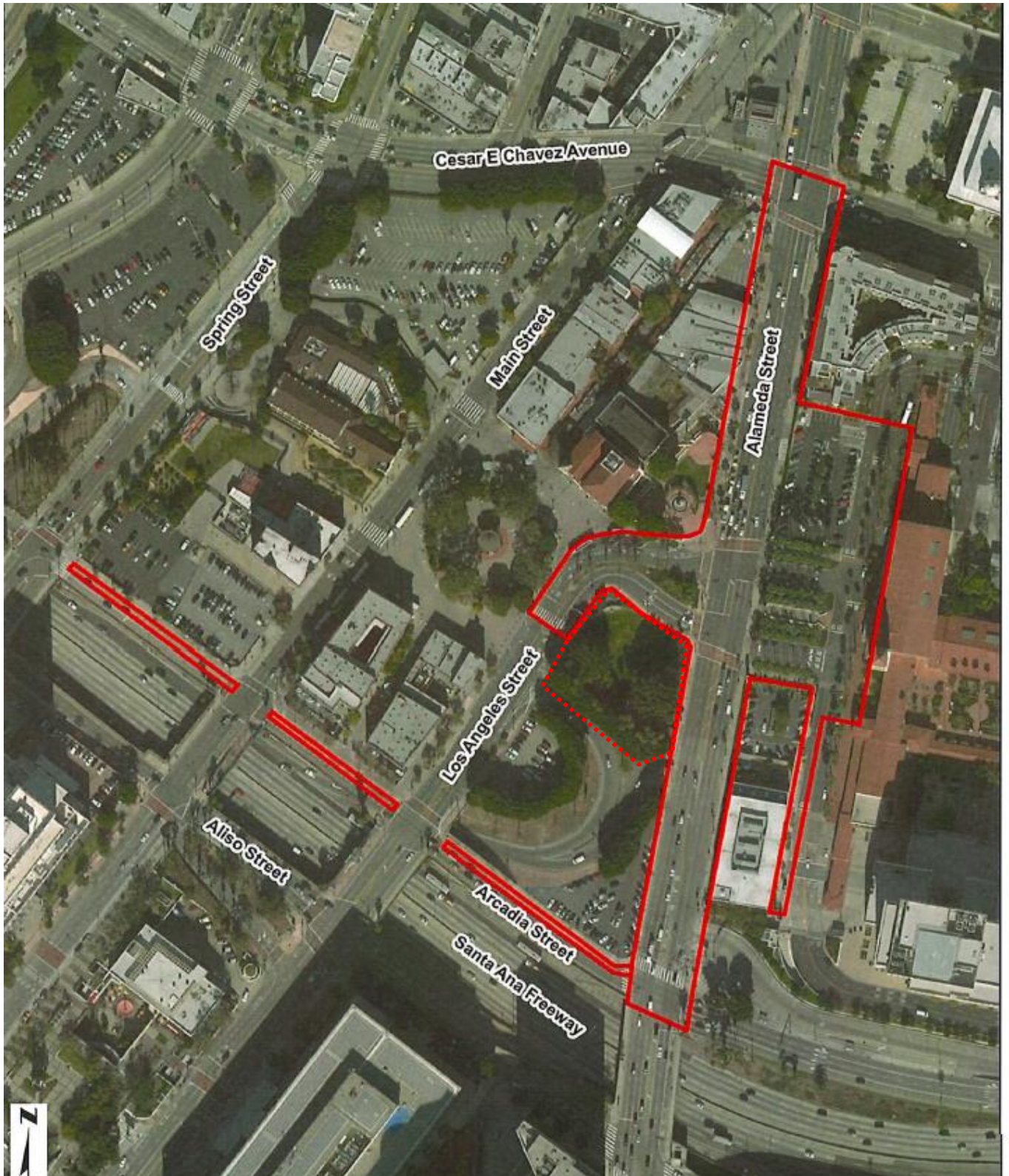
Prevailing Wage requirements are applicable to this project. DEOD will monitor contractors' compliance with the State of California Department of Industrial Relations (DIR), California Labor Code, and, if federally funded, the U S Department of Labor (DOL) Davis Bacon and Related Acts (DBRA).

D. Project Labor Agreement/Construction Careers Policy



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

Attachment C: Project Map

Los Angeles Union Station Forecourt and Esplanade and Father Serra Park Improvements



Design Contract Project Boundaries

-  LAUS Forecourt and Esplanade Improvements
-  Father Serra Park Improvements

Attachment D: Funding Table

Los Angeles Union Station Forecourt and Esplanade Improvements

| | |
|------------------|---|
| Cost Type | Estimated Cost \$18,893,464.00 (excludes forecourt) |
|------------------|---|

Revenue

| Funding Source | Type | Amount | Status |
|----------------|--|-----------------|-----------|
| Federal | Active Transportation Program (FHWA) Cycle 2 and Cycle 3 | \$15,497,464.00 | Committed |
| State | STIP | \$0 | |
| | Cap & Trade | \$0 | |
| Local | Proposition A | \$1,000,000 | Committed |
| | Metro Local | \$2,396,000.00 | Committed |
| Total Revenue | | \$18,893,464.00 | |
| | | | |



Board Report

File #: 2017-0644, **File Type:** Informational Report

Agenda Number: 13.

**PLANNING AND PROGRAMMING COMMITTEE
NOVEMBER 15, 2017**

**SUBJECT: PUBLIC PARTICIPATION PLAN FRAMEWORK
FOR THE LONG RANGE TRANSPORTATION PLAN
UPDATE**

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the Public Participation Plan framework for the Long Range Transportation Plan Update, included as Attachment A.

ISSUE

This Public Participation Plan outlines an approach and strategy for community and stakeholder engagement for the Long Range Transportation Plan (LRTP) Update.

DISCUSSION

Background

At the September 2017 Board meeting, staff presented an introduction to the 2009 LRTP Update which included a schedule in the Summary Work Plan (Attachment B) identifying the release of a Public Participation Plan in fall 2017.

The modular, comprehensive and dynamic approach of the LRTP will provide a clear, comprehensive vision for Metro's role in improving the lives of those we serve and how to make it happen. One of the four guiding themes for the LRTP is public engagement, acknowledging the critical role of a broad and strategic public engagement process reflecting our diverse communities and stakeholders. Decision-making will be guided by input received through the engagement process.

Depending on the module topic and the audience, outreach will either expose, educate, or engage the public and Metro stakeholders. Expose refers to generating awareness. Educate refers to providing a foundational understanding to facilitate effective and informed engagement. Engage refers to actively listening, learning and responding, either at the outset or in response to a proposal.

Approach to Public Participation

The purpose of the Public Participation Plan is to guide engagement with stakeholders and the public while garnering meaningful input in preparing the LRTP Update and educating about Metro. The goals of the Plan consist of inclusive outreach activities that will meet the following guiding principles:

- Provide outreach materials that are **relatable** to the target audiences;
- Ensure opportunities for **inclusive** public input;
- Tailor outreach that is **creative** and **customized** for the target audiences;
- **Reach out** in a comprehensive manner, to ensure broad representation across all regions, ethnicities, and socioeconomic groups, including the low-income and/or historically-underserved communities; and
- Engage the public in a **transparent** manner.

The strategy for public participation will include four rounds of public engagement, including:

- Round 1 - Baseline understanding, to be conducted in spring 2018
- Round 2 - Values framework, to be conducted fall 2018
- Round 3 - Alternative investment scenarios, to be conducted winter 2019
- Round 4 - Final LRTP, to be conducted winter 2020

In addition to these formal rounds of public engagement, outreach will continue online and via other media channels throughout the development of the LRTP.

Concurrent Coordination

Public engagement on the LRTP Update will be coordinated with concurrent, related agency-wide initiatives, including the NextGen Bus Study/Plan and the Countywide Bus Rapid Transit Study/Plan. Effective public engagement on a project of this scope and in a county this large and diverse takes time and an innovative approach.

NEXT STEPS

Staff will procure consultant support services to further develop and implement the Public Participation Plan in early 2018. Staff will also continue to keep the Board informed of the status of the LRTP by returning quarterly, as identified in Attachment B.

ATTACHMENTS

Attachment A - Public Participation Plan Framework

Attachment B - Summary Work Plan, Key Deliverables and Schedule

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Phillip A. Washington
Chief Executive Officer

Attachment A

Public Participation Plan Framework

PURPOSE

The purpose of the Public Participation Plan for the Long Range Transportation Plan Update (LRTP) is to guide engagement by Metro with stakeholders and the public to garner meaningful input in preparing the LRTP Update, while educating about Metro.

BACKGROUND

The LRTP will be a comprehensive, long-term plan to guide Metro's investments and decision-making to plan, design, build, operate and manage a regional transportation network for Los Angeles County that supports and integrates the county's complementary planning efforts, and addresses the needs and wants of its communities and partners.

GUIDING THEMES

To ensure the LRTP process is inclusive of Los Angeles County's diverse needs and aspirations, Metro has established guiding themes for the LRTP, which reinforce consistency and continuity across all of its modules. These themes are as follows:

1. Public Engagement and Analytical Rigor
2. Equity, Environment and Health
3. Financial Discipline and Economic Development
4. Innovations, Resiliency and Adaptability

GOALS

With the passage of Measure M, Metro is committed to ensuring transparency in the delivery of projects and programs, as well as how we engage and relate with the public. The following sections identify and describe the goals of the Public Participation Plan, the tools and outreach activities necessary for inclusive public participation, and a customized implementation strategy for this engagement process.

The goals of the Public Participation Plan consist of inclusive and creative outreach activities that will:

1. Engage the public at all levels and throughout the development of the LRTP.
2. Ensure the guiding themes are integrated to ensure inclusive public input.
3. Ensure comprehensive engagement is broad across all regions, ethnicities, and socio-economic groups, including the low-income and/or historically-underserved communities.
4. Enhance relationships with local governments, agencies, and stakeholders to develop a comprehensive plan reflective of the transportation needs of LA County.
5. Ensure coordination with overall Metro messaging and that outreach is supportive of and coordinated with other agency initiatives including NextGen Bus Study and other studies.

MODULAR APPROACH

The LRTP will be modular comprised of key building blocks consisting of a closely related group of public engagement activities, tasks, deliverables and milestone check-ins with the Board of Directors.


Milestone check-ins with the Board allow for direction and decisions at key points in the process that are needed to guide how the effort of preparing the LRTP moves forward. Work on the modules will occur in a methodical manner over a temporal continuum, yet be iterative across all modules until a final LRTP is adopted by the Board, which then solidifies them into a cohesive whole.

Attachment A Public Participation Plan Framework

PUBLIC ENGAGEMENT STRATEGY, TIMELINE AND ACTIVITIES

Depending on the module topic and the audience, our outreach will expose, educate, and engage the public and Metro stakeholders. Expose refers to generating awareness. Educate refers to providing a foundational understanding to facilitate effective and informed engagement. Engage refers to active listening, learning and demonstrating responsiveness, either at the outset or in response to a proposal. To complement the four rounds of public engagement described below, Metro continuously will engage the public via online and other digital media throughout all stages of the development of the LRTP.

Timeline of Public Engagement

| Public Engagement Rounds | Spring 2018 | Fall 2018 | Winter 2019 | Winter 2020 |
|--|-------------|-----------|-------------|-------------|
| Continuous public engagement via online and other digital media during LRTP development  | | | | |
| Round 1: Baseline Understanding | | | | |
| Round 2: Values Framework | | | | |
| Round 3: Alternative Investment Scenarios | | | | |
| Round 4: Final LRTP | | | | |

Spring 2018: Round 1

Baseline Understanding

The first round of public engagement will consist of listening and learning from our stakeholders about their needs, challenges, and opportunities as they pertain to developing a sustainable and practical transportation network that will work for them over the long term. To achieve this goal, we will engage the public and a diversity of stakeholders through a variety of communications tools and methods, such as subregional meetings, online engagement and telephone town hall discussions, social media postings and awareness ads. During this engagement round, Metro will present and describe our existing conditions and future commitments based on adopted plans, programs, practices and key financial assumptions. This will explain what Metro has now, or has committed to having in the future, and the impact those baseline commitments exert on available resources and other needs that may be identified. After conducting this engagement round, we will compile the input received and prepare a Public Engagement Report that will be presented to the Board for their consideration.

Fall 2018: Round 2

Values Framework

The second round of public engagement will be based on what we learned from Round 1 of our public engagement process. Key questions raised in previous modules will begin to be answered in this module, as part of an ongoing, dynamic process. Also, we will engage our diverse stakeholders to explore the guiding themes in depth to refine and further characterize how we proceed with the development of the LRTP. This module will serve as a guide to the outcomes that will be identified as the Transportation Network and Management Plan module. As in the previous round, our engagement will consist of a variety of communications tools and methods such as subregional meetings, online engagement and telephone town hall discussions, social media postings and awareness ads. After

Attachment A

Public Participation Plan Framework

conducting this engagement round, we will compile the input we received and prepare another Public Engagement Report that will be presented to the Board for their further consideration.

Winter 2019: Round 3

Alternative Investment Scenarios

During this round, we will engage our stakeholders to seek their input on various future investment scenarios on what our transportation network may look like and on how Metro will manage its assets into the future. Because the final adopted plan must be fiscally constrained, these investment scenarios must be fiscally pragmatic and balance resources against various needs and priorities. As a result, the scenarios are more than “spending plans”—they will represent alternative “investment plans”, where the investments should reflect the range of priorities and choices identified in the previous modules of Understanding and the Values Framework. In addition, each investment scenario should support a connected transportation system of facilities and uses, inclusive of transit, highways, local streets, first/last mile network, active transportation, shared mobility and goods movement. We will use the existing system as a baseline, and investment resources will need to be distributed to operating, maintaining, and sustaining the foundational system, in addition to any expansion. From the scenarios created and analyzed in this module, a recommended plan will be identified in the work undertaken in the next module during Round 4. This Plan will also allow for the consideration of tradeoffs, among choices and priorities.

Furthermore, we will seek input by hosting alternative investment scenario concept sessions across the subregions and at the community level as well as continue our online and social media outreach activities to expose and educate the public throughout the county. After conducting this engagement round, we will compile the public input we received and prepare another Public Engagement Report that will be presented to the Board for their review and consideration.

Winter 2020: Round 4

Final LRTP

During this final round, we will engage our stakeholders to seek their input on a recommended investment plan, from the range of alternatives that were evaluated in Round 3. The recommended investment plan will be presented to the Board, to assist them in adopting a final Long Range Transportation Plan. The final LRTP will not only address capital and financial programming necessary to operate, maintain, and build the physical transportation network, but will importantly articulate system priorities and performance metrics that the adopted system investments are intended to deliver to the public.

We will seek input from our stakeholders across the subregions and at the community level by hosting meetings, as well as continue our online and social media outreach activities to expose and educate the public throughout the county. After conducting this engagement round, we will compile the public input we received and prepare another Public Engagement Report that will be presented to the Board for their further consideration.

Ongoing Engagement Following Board Adoption of LRTP

Metro will continue to engage, expose and educate the public and other stakeholders of the Board-adopted LRTP. Hard copies and digital copies of the LRTP will be distributed to stakeholders to ensure a comprehensive and geographical awareness of the future investment in transportation as identified in

Attachment A

Public Participation Plan Framework

the LRTP. In addition, Metro will forward the LRTP to our local, regional, state, and federal partners to ensure our plans for the future are incorporated into the relevant plans for future funding from the state and federal governments.

Furthermore, Metro is committed to annual reporting on the ongoing implementation and effectiveness of the LRTP, emphasizing measurement against the performance metrics. This will be linked to the five- and ten-year assessments required of Measure M and SCAG's Regional Transportation Plan/Sustainable Communities Strategy along with updates to Metro's Strategic Plan. This approach promotes institutionalizing the LRTP in Metro's daily administrative and discretionary activities to ensure consistency and fidelity with the LRTP.

AUDIENCES

Metro will engage and inform a diversity of stakeholders with particular care to include community based organizations and groups who serve the underserved populations in LA County. This would ensure a broad reach as well as obtaining the most comprehensive input possible from our stakeholders. The following categories will be included in this process of identifying the appropriate audiences we need to be reaching out to:

1. General public
2. Transit system users (Metro, Municipal Operators, DASH, and others)
3. Community based organizations, including faith-based groups
4. Social equity and environmental justice groups
5. Advocacy organizations
6. Educational institutions (high schools, community colleges, trade schools, colleges, universities, professional schools)
7. Business associations
8. Metro advisory groups (TAC, PAC, CAC, Metro Service Councils, TBAC)
9. Transit providers (regional rail, paratransit, municipal)
10. Jurisdictions and elected officials (federal, state, county, city)
11. Partner/Governmental agencies (regional and local organizations)
12. Regional transportation facilities (airports, ports, rail yards, distribution centers)
13. News media (print, broadcast, web, social)

KEY COMMUNICATION TOOLS

A variety of communication tools will be employed to expose and educate the diversity of stakeholders, as well as to receive their input. These communication tools will be designed so the LRTP is relatable to the above audiences, using a creative and customized approach. Below is a description of these tools.

1. **Printed Informational Materials** outlined below will be printed and distributed countywide to provide accessible information about the LRTP in multiple languages. The printed materials below will be utilized and be distributed to stakeholders at meetings and events to inform and educate them about the LRTP.
 - a. Fact Sheets in Multiple Languages
 - b. Take-One Brochures Distribution on Buses and Trains
 - c. Frequently Asked Questions (FAQs)
 - d. Comment Cards
 - e. Project Information Boards
 - f. Onsite Signage

Attachment A Public Participation Plan Framework

2. **Online Communications** outlined below will provide daily access to the public 24 hours a day. Online and social media tools and platforms allow for easy public input and public surveys.
 - a. LRTP Webpage
 - b. Online Portal for Public Input
 - c. Agency Blogs
 - d. Digital Media: Facebook, Twitter, Service Alerts, Paid Advertisements
 - e. Online Outreach Toolkit (online/cloud-based platforms)
 - f. Electronic Newsletter
 - g. Opinion Polls and Online Surveys (e.g., for Scenario Testing)
3. **Broadcast and Print Media** identified below will further increase public participation by publishing LRTP information through a variety of media outlets to inform and educate large groups of communities in LA County.
 - a. The Source and El Pasajero Posts
 - b. Telephone Town Halls
 - c. Media Events, Alerts, and Toolkit
 - d. Press Releases, Press Conferences
 - e. Display Ads in Multiple Languages
4. **Enhancing Metro stakeholder databases** representing the diverse interests across LA County, including but not limited to the audiences identified in the previous section. These databases will allow Metro to provide information directly to individuals representing a cross-section of the diverse population of LA County.
5. **Public engagement in various settings** will permit Metro to engage the public directly to provide LRTP information as well as receive their input on a one-on-one basis. The following outlines the kinds of meetings and events Metro is committed to participating.
 - a. **Public and Targeted Meetings**
 - Telephone, in-person public meeting and/or webinar format
 - Engage the public attending other Metro-sponsored events and non-Metro events where we are represented
 - Attendees include elected officials, partner agencies, local organizations, faith-based organizations, grassroots community groups, residents, etc.
 - Invitation via residential door-drops, public meeting notices, e-blasts to stakeholders, social media, and online publications
 - b. **Community Events and Pop Ups**
 - Health fairs hosted by health care organizations and/or local health clinics
 - Community events hosted by community based organizations as well as city sponsored events
 - Sporting events/tournaments hosted by various sports leagues (adult/youth)
 - Farmers markets/swap meets and grand openings at shopping centers
 - Transit centers/stations
 - School events and registration events for preschool/kindergarten programs
 - c. **Policy Advisory Council (PAC) Meetings or PAC Working Groups**
 - One or two per Engagement Round
 - In-person meetings, scheduled regularly
 - Attendees include established PAC members and general public

Attachment A Public Participation Plan Framework

- d. **Elected Official Briefings**
 - Inform elected officials from the local, state, and federal jurisdictions
- e. **Additional Engagements**
 - Metro Advisory Groups, Councils of Governments, Business Associations
 - As requested by local groups

DRAFT

ATTACHMENT B – Summary Work Plan, Key Deliverables and Schedule Long Range Transportation Plan Update

| PERIOD | BOARD DELIVERABLES & MILESTONES |
|-------------|---|
| Fall 2017 | <ul style="list-style-type: none"> • Board receive and file introduction to LRTP Update and project work plan • Board receive and file Public Participation Plan |
| Winter 2018 | <ul style="list-style-type: none"> • Board receive and file draft Orientation and Context module • Potential Board Workshop: visioning session |
| Spring 2018 | <ul style="list-style-type: none"> • Board receive and file topical policy papers • Board receive and file draft Vision module • Board action on Short Range Transportation Plan (SRTP) |
| Summer 2018 | <ul style="list-style-type: none"> • Board receive and file draft Baseline Understanding module |
| Fall 2018 | <ul style="list-style-type: none"> • Board receive and file draft Values Framework module |
| Winter 2019 | <ul style="list-style-type: none"> • Board receive and file thematic scenario concepts (<i>fiscally constrained variations of the investment and financial plans</i>) |
| Spring 2019 | <ul style="list-style-type: none"> • Board receive and file preferred scenario • Board receive and file draft Transportation Network and Management Plan module |
| Summer 2019 | <ul style="list-style-type: none"> • Board receive and file preferred scenario modeling results • Board receive and file draft Implementing the Plan module |
| Fall 2019 | <ul style="list-style-type: none"> • Board receive and file financial plan • Board receive and file draft Enduring Relevance module |
| Winter 2020 | <ul style="list-style-type: none"> • Board action on LRTP |

Long Range Transportation Plan Update: Public Participation Plan Framework

Planning and Programming Committee

November 15, 2017



Key Principles to Guide Genuine Engagement

- Relatable
- Inclusive
- Creative and customized
- Reach out
- Transparent



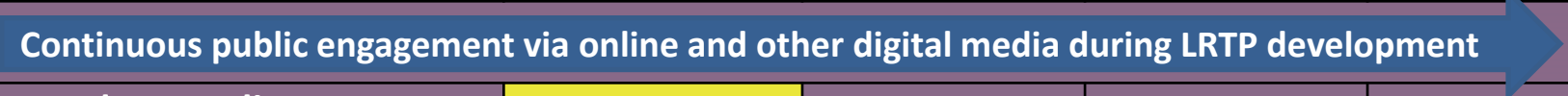
Goals for Public Engagement

Inclusive and creative outreach to:

- Engage the public at all levels, always
- Ensure guiding themes are part of the engagement process
- Undertake broad-based engagement
- Enhance relationships with local stakeholders
- Coordinate with related, concurrent Metro initiatives

Modular Strategy and Timeline for Public Engagement

Expose, Educate & Engage

| | Spring 2018 | Fall 2018 | Winter 2019 | Winter 2020 |
|--|-------------|-----------|-------------|-------------|
| Public Engagement Rounds | | | | |
|  | | | | |
| Round 1: Baseline Understanding | | | | |
| Round 2: Values Framework | | | | |
| Round 3: Alternative Investment Scenarios | | | | |
| Round 4: Final LRTP | | | | |

Many Audiences

- Engage a diversity of stakeholders and ensure underrepresented populations are included
- Examples:
 - General public
 - Transit system users
 - Advocacy organizations
 - Educational institutions
 - Business associations
 - Metro advisory groups
 - Transit providers
 - Partner governmental agencies and elected representatives

Numerous Communications Tools

To inform and educate stakeholders:

- **Printed Information in multiple languages**
- **Online Communications and social media**
- **Public engagement in various settings**
 - Public and Targeted Meetings
 - Community Events and Pop Ups
 - Policy Advisory Council Meetings and/or Working Groups
 - Additional Briefings
- **Broadcast and Print Media**
- **Enhancing Metro stakeholder databases**



Policy Advisory Council Input

Generally, liked Metro's approach to genuine engagement and encouraged Metro to:

- Make time to listen
- Take advantage of PAC networks
- Be understandable
- Reach out to users dependent on transit

Long Range Transportation Plan Update: Public Participation Plan Framework

Questions & Discussion



Metro

**Board Report**

File #: 2017-0640, **File Type:** Informational Report

Agenda Number: 14.

**PLANNING AND PROGRAMMING COMMITTEE
NOVEMBER 15, 2017**

**SUBJECT: INTRODUCTION OF THE SUPPORTIVE TRANSIT
PARKING PROGRAM MASTER PLAN**

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the Supportive Transit Parking Program Master Plan.

ISSUE

In August 2016, staff updated the Board on the progress of the Supportive Transit Parking Program Master Plan (“Master Plan”). Since then, all assessments and recommendations for the Master Plan have been completed. A draft copy of the Master Plan can be found online at <http://libraryarchives.metro.net/DPGTL/parking/2017-Parking-MasterPlan.doc> . This report illustrates findings and recommendations from Walker Consultants (“Walker”). Staff will return to the Board in January 2018 for the final adoption of the Supportive Transit Parking Program Master Plan.

DISCUSSION

Metro currently operates approximately 24,000 parking spaces at 59 transit stations. This number is expected to increase to approximately 31,500 parking spaces at 77 transit stations by 2029 when future rail lines enter operation. Metro’s parking program provides an important first and last mile connection to the transit system. The program currently serves approximately four million cars per year.

The Master Plan was developed to provide a comprehensive assessment of the currently parking program. The Master Plan consists of the following components:

- Stakeholder outreach, surveys and data collection
- Parking facility assessment
- Policy, technology, enforcement and operations recommendations
- Parking management alternatives
- Parking Planning & Design Guidelines
- Parking Management Pilot Program (“Pilot Program”) & Case Studies
- 10-year Parking Implementation Plan

- Parking management program recommendations

Facility Assessment and Study

The Facility Assessment includes all 87 parking facilities at 59 Metro stations. The assessment focused on the following areas listed below:

- Occupancy counts for weekday late morning, evening and weekends
- Potential parking facility user groups
- Observations of safety and security issues
- Parking facilities conditions to identify necessary state of good repair improvements

Based on findings from the Facility Assessment, half of Metro's parking facilities are operating at or are reaching maximum occupancy. A quarter of the parking facilities are between 40-69% occupied, and the remaining quarter is under 40% occupied.

Over half of Metro's parking facilities are over 20 years old and require repairs, such as seismic retrofitting (garages), repaving, and safety and security improvements. For example, lighting at 70% of Metro's parking facilities is in poor condition and requires upgrades

Public and Stakeholders Outreach

Transit Patrons' Surveys

Two rounds of transit patron surveys were conducted for the Master Plan. Over 9,000 responses were received for each survey. Transit rider surveys focused on understanding riders' needs and priorities with respect to Metro parking facilities and other travel modes for accessing transit stations. The survey was conducted Systemwide of both those who park and ride and those who use other modes of transit as a means to reach a transit station. Some findings from these surveys include the following:

- Approximately 60% of those who park at a Metro parking facility can find a space within three minutes or less.
- Of those who park and ride at a parking facility not owned by Metro and outside a Metro station, 47% do so because they cannot find parking inside a Metro facility, while 32% indicated there is no parking at the Metro facility.
- The top three requested improvements to better access a Metro station were more bus service (59%), more drop-off areas (20%) and more bike racks (12%).
- Most transit patrons will drive to their destination instead of parking and taking transit if they have to spend six minutes or more searching for parking.
- Of those who park and ride at a Metro parking facility, 69% have household incomes of \$50,000 or higher, and are higher than the average countywide rate of 55%.

Stakeholder Outreach

A stakeholder survey and three stakeholder meetings were held to identify and address concerns related to Metro parking facilities. According to the stakeholder survey, approximately 50% of surveyed cities have concerns in neighborhood parking surrounding Metro station. Another 30% responded without any concerns and the remaining surveyed cities did not provide any responses. Based on this survey, issues included insufficient available station parking and misuse of station parking.

In addition, 21 interdepartmental meetings were held with various Metro departments to collect input and address issues regarding the Master Plan.

Based on results from the Facilities Assessment and Stakeholder Outreach for the Master Plan the consultant team recommends the following goals:

- Secure parking resources for transit patrons.
- Increase availability of parking through restricting non-transit use.
- Maximize the utility of parking assets by engaging in joint use and shared parking agreements at underutilized facilities.
- Extend the life of parking assets and reducing large capital expenditures by proactively maintaining parking facilities.
- While parking fees will generate modest revenue, the focus should continue to be using reasonable pricing to manage parking demand as opposed to using pricing as a revenue generator.

Parking Management Pilot Program

The Parking Management Pilot Program (“Pilot Program”) was developed to identify a parking solution to ensure parking resources for transit patrons at high parking demand stations. The Pilot Program has assessed possible approaches to a parking fee structure, fee collection, parking verification system and parking enforcement needs. The Pilot Program utilizes a “toll road” automated parking management system which combines a License Plate Recognition (“LPR”) system, ridership verification system and payment processing solutions. The program operates as a fully automated program 24/7. On-site parking ambassadors are also available for customer service during the peak commuters’ hours. An off-site customer services center also responds to any customer’s inquiries 24/7.

The Pilot Program was first introduced at three Expo II stations in May 2016. Since then the program has been implemented at the eleven stations listed below:

| Parking Management Pilot Program Pricing Schedule | | | | | |
|--|------------------|--------------------------------|----------------------------------|-----------------------------|----------------------------|
| Station | Rail Line | Transit User Daily Rate | Transit User Monthly Rate | Carpool Monthly Rate | # of Parking Spaces |
| Expo/Bundy | Expo | \$3 | \$49 | \$25 | 214 |
| Expo/Sepulveda | Expo | \$3 | \$39 | \$25 | 256 |
| 17th St/SMC | Expo | \$3 | \$59 | \$45 | 63 |
| La Cienega/Jefferson | Expo | \$3 | \$59 | \$45 | 485 |
| Monrovia | Gold | \$3 | \$59 | \$45 | 350 |
| APU/Citrus | Gold | \$3 | N/A | N/A | 200 |
| Irwindale | Gold | \$3 | \$39 | \$25 | 350 |
| Atlantic | Gold | \$2 | \$29 | \$20 | 284 |
| Universal | Red | \$3 | \$55 | \$45 | 546 |
| North Hollywood | Red | \$3 | \$59 | \$45 | 1,310 |
| El Monte | Silver | \$2 | \$39 | \$25 | 1,809 |
| Total | | | | | 5,867 |

Stations along the Green Line will be added to the Pilot Program in early 2018.

Some key findings and recommendations from the Pilot Program include the following:

- The transit Ridership Verification System (“RVS”) is a crucial and necessary component of the transition of locations to the parking management program for transit users. Transit rider verification should be used to protect Metro’s parking resources for transit patrons.
- Stations within close distance on the same transit line should be operated and monitored as one location. For example, given their close proximity the APU Citrus, Azusa Downtown and Irwindale stations should operate as one station to help balance demand.
- The Pilot Program should be implemented to improve availability of parking at high parking demand locations, while it also can increase utilization at lower parking demand locations.
- It is recommended that Metro continue to utilize the gateless and ticketless system that is currently in place at Pilot Program locations. It eliminates egress and ingress congestion problems for patrons entering a facility at peak. In addition, to also supporting the management of the parking enforcement program through the integration of both programs into one platform.

The assessment also includes locations with lower occupancy levels and recommends alternative uses for non-transit parking purposes to serve communities near transit station offering parking. After extensive analysis, three locations were examined through the Pilot Program with different non-transit use alternatives as listed as below:

- Atlantic Station - Shared-use public parking is available at the Atlantic station after peak transit parking ingress hours. After 11 a.m. the public is permitted to park for up to three (3) hours for \$3.00.
- Monrovia Station - Metro provides shared parking during non-transit peak commuting hours at the Monrovia station. Under this program the public can park between 6 p.m. and 5 a.m.

during the weekday and anytime on weekends. The parking rate is \$3.00 flat rate.

- Expo/Sepulveda Station - Parking demand at the Expo/Sepulveda remains low. In July 2017, the Board authorized Metro to enter into a monthly parking program for non-transit rider parking at this station. Metro provides 100 monthly parking for \$120.00 per parking space per month to provide parking for construction workers of an adjacent development project. These cars are assigned to park in the upper level of the facility to minimize any disruption to transit patrons. These parking passes may be cancelled if transit parking demand increases.

Based on current positive performance and outcomes from the Pilot Program, it is recommended converting the Pilot Program to a permanent parking management program Systemwide at locations performing at 70% occupancy or above. If approved, this program will be implemented at a total of 39 stations over the next three years. Alternative non-transit parking use will continue to be considered on a case-by-case basis as part of the program for low-occupancy stations.

The Pilot Program is one of the Board-approved Risk Allocation Matrix (“RAM”) Initiatives. The implementation of the Pilot Program did not require an additional expense budget. Metro procured a revenue-generating contract where the contractor will be compensated for their operating costs from the parking revenue collected. Metro only receives the net revenue amount collected after the contractor amortizes all operating and equipment cost.

Technology

It is recommended that Metro adopt a system of integrated Pay-By-License Plate Multi-Space Parking Meters (pay machines) with Stationary License Plate Recognition for parking management, as this is a very efficient payment and enforcement solution to manage both daily and monthly transit parking. Metro will need to administer citations to collect unpaid parking fees. It is recommended that customers be offered a mobile phone payment option for citations. It is also recommended that Metro broadcast parking availability through website and mobile apps to advise patrons of facility status before they arrive. This overall system would become the standard for current and future Metro parking resources.

Further, it is also recommended that the parking payment system be integrated with TAP. The end goal is for the user to be able to use their TAP card to handle all payments related to their commute. Currently, parking is paid for either with cash, credit card, or a credit/debit card tied to a parking flexible spending account. Transit payments are made via a TAP card which can be linked to a transit flexible spending account. Metro should continue to work with TAP to integrate both functions on a single TAP card, allowing a patron to use a single instrument - tap once to pay for parking and tap once to pay the transit fare.

Parking Enforcement

The transition and outsourcing of parking enforcement to non-sworn officers was introduced to the Board as one of the RAM initiatives in January 2016. In September 2017, the Board approved the transition of parking enforcement duties from Metro Transit Security to Parking Management and authorized the contract award to a parking enforcement contractor. This transition will not only

eliminate jurisdiction enforcement confusion among Metro Transit Security, LASD and CHP officers, but also consolidate all parking enforcement duties into one, eliminating the cost of reimbursement to other agencies and significantly reducing parking enforcement costs. The transition and program implementation is currently underway and is expected to be completed by early 2018.

Supportive Transit Parking Program Master Plan

Metro's parking facilities represent a significant investment in both capital and land, and should be managed to maximize not only utilization, but also to enhance the Metro customer service experience. The Master Plan is comprised of the following:

- 10-Year Implementation Plan
- Long Range Parking Planning Program: and
- Partnership with cities program

10-Year Parking Implementation Plan

The Parking Implementation Plan provides a blueprint for a world class transit parking program that leverages technology, provides excellent customer service, and improves the overall transit rider's experience. Objectives of the 10-year Parking Implementation Plan are the following:

- Transition the pilot program to a permanent parking management program.
- Maintain parking facilities in a state of good repair.
- Monitor the parking management program and make adjustments to parameters as necessary
- Utilize the recommended integrated technology to operate and enforce parking regulations at all Metro parking facilities.
- Perform parking enforcement at all stations with parking facilities along the transit system under the same program.
- Utilization of the Long Range Parking Planning & Design Guidelines for future transit corridor projects.
- Implementation of the Parking Management Program at the recommended 38 stations.
- Staff the parking management unit as recommended providing excellent customer service, enforcement, planning and operations.
- Implement the permanent parking management program at the future transit stations.

Long Range Parking Planning Program

As part of the Master Plan, the consultant team has developed a Long Range Parking Planning Program to support transit corridor planners with parking needs at future rail stations during the planning phase of the program. As part of the program a Long Range Parking Planning and Design Toolkit were developed which includes a ridership versus parking demand model to assist in determining future parking needs. In addition, a Parking Design Toolkit was developed to address parking design needs during the transit corridor planning phase.

The Long Range Parking Planning Program focuses on the following:

- Projections of parking capacity for future transit corridors
- Ridership versus parking demand model
- Potential shared-use opportunities
- Community vehicle ownership surveys
- Surrounding parking program and market conditions
- neighborhood impacts resolution (such as parking overspill and permit parking)
- Utilization of Parking Management Alternatives
- First and last mile connections
- Public and stakeholder input and survey

Parking Design Guidelines include the following:

- Facilities configuration (structures vs. lots)
- Potential future conversion (demand change)
- Parking management & operating configuration
- Ongoing maintenance needs
- Sustainability elements
- Signage (policy, instruction, wayfinding & ADA compliance)
- Bicycle program (bicycle parking / bicycle share)
- Traffic impact (circulation, massive ingress and egress)
- Innovative solutions and equipment
- Potential Mixed use & future development

Partnerships with Cities and Surrounding Communities

As part of the Master Plan, the consultant team recommends that Metro's Parking Management unit work with local jurisdictions to prevent and address spillover impacts from patrons trying to access a transit station.

As part of the partnership effort Metro the consultant team recommends on the following:

- Act as a Countywide Parking planning resource, offering technical recommendations and assistance with managing potential parking.
- Provide information on alternative modes of transportation to access transit.
- Notify transit patrons on parking restriction in area surrounding transit stations.
- Potential shared use options for non-peak transit hours for use by surrounding community.
- Promote alternative modes of transportation to access transit station.

FINANCIAL IMPACT

There is no financial impact as this is a Receive and File Report to the Board.

Impact to Budget

No financial impact

ALTERNATIVES CONSIDERED

The Board may direct staff to extend the master plan study. However, this is not recommended as the study has been robust and thorough and provides a comprehensive set of recommendations.

NEXT STEPS

Staff will return to the Board in January 2018 for consideration of adoption of the Supportive Transit Parking Program Master Plan.

ATTACHMENTS

Attachment A - Supportive Transit Parking Program Master Plan Executive Summary

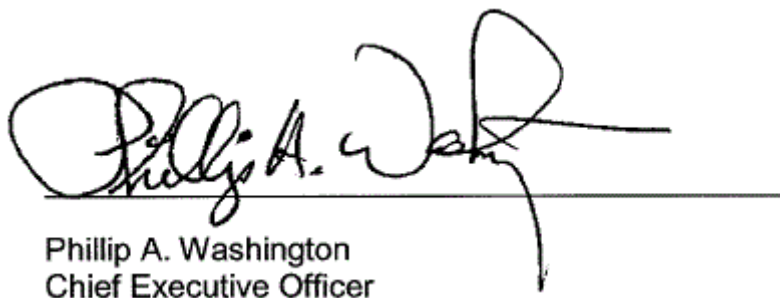
Attachment B- Supportive Transit Parking Program Master Plan Presentation

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EXECUTIVE SUMMARY

SUPPORTIVE TRANSIT PARKING PROGRAM MASTER PLAN

Prepared For:

LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY
(METRO)

Prepared By: WALKER CONSULTANTS



Metro[®]

OCTOBER 2017



EXECUTIVE SUMMARY

As the Los Angeles County Metropolitan Transportation Authority (“Metro”) expands its services and increases station locations, the importance of a properly managed parking system to serve those Metro riders who must drive to access transit has gained in importance. Plans to simply add parking spaces as the default response to all parking-related issues must instead consider the benefits and efficiencies of qualitative improvements to parking rather than simple quantitative increases in the number of spaces Metro must provide.

In recognition of the importance of maximizing the benefits of Metro’s significant parking assets that serve transit patrons, consisting of more than 25,000 parking spaces located in 59 surface parking lots and structures throughout the County, Metro created an internal parking management team of subject matter experts in the area of parking operations and technology in 2015.

The analysis of the supply and demand for parking at LA Metro facilities that is detailed in the enclosed document was designed to assist LA Metro and its parking team, for the purpose of informing and developing a formal Supportive Transit Parking Program (“STPP”) Master Plan for the Agency’s parking system. The key concerns and findings of the analysis include the following:

- The use of Metro’s parking facilities by non-transit riders presents a significant obstacle for those who need “first mile” access to transit by car, in some cases significantly;
- The push to build more parking spaces to improve access to transit at times results in an overbuilding of parking spaces. This issue is of concern when the use of these spaces is not for transit riders, when some transit users can take advantage of non-driving modes to access stations, more consistent with the region’s transportation and air quality goals;
- As part of improved parking management policy, the focus should be transit passengers who require parking to access transit. Discretionary parkers, those who are willing to access stations by means other than driving and parking, should be encouraged to do so. Such a policy strategy will make parking spaces available for those transit riders who need them, and offers the potential of increasing overall access to Metro transit stations;
- Building more parking spaces, effectively serving many drivers to the area whether they use parking or not, encourages driving and discourages the use of active transportation and transit connections, while not necessarily increasing access to the transit. It also redirects resources from transit service to the drive-alone mode share.
- Increasing the efficiency, benefits, and customer service levels of Metro’s parking system requires that greater attention be paid to the occupancy and condition of parking facilities in the form of more active parking management and enforcement.
- To address these issues, the STPP Master Plan has been created. The Plan provides a comprehensive assessment and evaluation of Metro’s current parking program.

Metro’s 25,000+ parking spaces and 59 transit stations are spread over 1,400 square miles and provide parking for over four million vehicles a year. However, understanding and addressing Metro’s parking issues is made more urgent considering that its parking inventory is expected to increase to 31,500 spaces by 2029, as future rail lines currently in construction or planning phases enter into operation.



Metro’s parking program provides an important first and last mile connection for Metro patrons who are unable to access a Metro station by means other than driving alone, such as walking, bicycle or public transit. Metro’s increasing parking inventory will require that the Agency take a more proactive approach to managing its parking resources. The STPP Master Plan provides Metro with a roadmap to support these efforts in the future by addressing the following goals:

- Creation of a vision for managing Metro’s parking resources
- Development of Parking Management Alternatives
- Establishment a comprehensive set of recommendations
- Cultivation of a program that prioritizes parking for transit riders
- Development of an implementable Master Plan; and
- Establishment of a 10-year Strategic Plan

This STPP Master Plan is intended to provide an implementation roadmap for parking management policies, planning, enforcement, operations, maintenance, and the technologies required to support this plan. The STPP Master Plan effort is being led by Walker Parking Consultants (“Walker”) with support from Arellano Associates, Iteris, Steven Kuykendall and AVS Consulting.

The remainder of this Executive Summary briefly highlights the data, analysis, recommendations, and Strategic Implementation Plan contained within the Master Plan, which consists of the following key components:

- Stakeholder outreach and surveys
- Comprehensive review of the existing parking system
- Parking facility assessment
- Policy, technology, and enforcement review and recommendations
- Parking planning toolkit including ridership versus parking demand model
- Parking Management Pilot Program (“Pilot Program”) and case studies
- Development of parking management alternatives
- Recommendations
- 10-year Strategic Implementation Plan
- Findings/Recommendations

PARKING SYSTEM OVERVIEW

The observations and analysis of the parking system was performed with an eye toward conditions and operations that would maximize the efficiency, accessibility, and ease of use of parking to serve the transit system. The Metro parking system consists of approximately 25,000+ total parking spaces within 70 lots, 16 garages and one on-street parking area together serving 59 Metro stations. At the time of data collection, the majority of spaces in the system (approximately 18,800 spaces) were free of charge, 4,200 required a daily or monthly fee and approximately 200 were reserved, mostly for short-term pick-up/drop-off, EV charging and carshare. Subsequent to the STPP team’s initial review and Facility Assessments, the Parking Management Pilot Program was implemented starting in May 2016 and is expected to be implemented at up to 16 locations by early 2018, reducing the number of



free spaces in the system to approximately 11,500, while increasing the number of paid parking spaces (including paid flex permit parking spaces) to approximately 12,500.

Permit parking spaces are currently found at over 20 stations. Metro manages permit parking at all Metro parking facilities except those at the South Pasadena station. At most Metro-managed parking facilities, designated spaces are reserved for permit parkers until 11:00 AM on weekdays with the exceptions being Universal City, North Hollywood and Foothill Extension facilities where permit parking is reserved for permit holders until 10:00 AM.

With the Pilot Program and new enforcement team in place, the majority of reserved permit spaces will be eliminated and flex permit holders will be able to park in any area of the facility. Some high occupancy locations, such as North Hollywood, may retain a dedicated area for permit holders.

Flex permit parking rates range between \$25.00 and \$59.00 per month, with the option of purchasing flex permits on a daily basis also available at all facilities offering permit parking, with the fee varying by location.

Metro's Parking Management unit manages the planning, enforcement, and operations of the parking system. There are currently five full-time employees focusing on program administration, day-to-day operations, planning, capital projects and parking enforcement. Metro's Facility Maintenance department handles routine maintenance and janitorial activities such as signage replacement, restriping and keeping the parking facilities clean. Parking enforcement is currently being transitioned from the Los Angeles County Sheriff's Department ("LASD") to the Parking Management unit, while LASD and Metro Transit Security will continue to handle the security and vehicle code enforcement. Metro's Customer Service Department assists with some customer service functions. A contractor provides support for permit processing and administration, and a parking operator has been engaged to run the Pilot Program locations.

FACILITY ASSESSMENTS

As part of the Master Plan effort an assessment of Metro parking facilities was conducted from December 2015 through February 2016 for stations providing parking. Parking facilities at the new Gold Line Foothill extension and Expo II stations were assessed in June 2016.

The purpose of the Facility Assessment effort was to understand current system operation and performance, which serves as baseline information required to recommend future policy and operational changes, and to recommend and quantify the cost of improving the parking facilities. The following evaluations were included in the facility assessment effort.

- Vehicle occupancy counts weekday late morning, weekday evening and weekends
- Assessment of parking wayfinding leading to each station and parking signage
- Parking facility ingress/egress
- Parking user groups
- Potential carshare and vanpool parking opportunities
- Observations regarding facility upkeep and facility maintenance



- Evening lighting level measurements
- Observations regarding safety and security
- Parking reconfiguration opportunities at highly utilized stations
- Bicycle rack occupancy counts and bicycle locker rental utilization data
- Assessment of bicycle and pedestrian infrastructure surrounding each station

The Facility Assessment included parking facilities at 59 Metro stations with a total of 87 parking facilities (lots, garages and on-street). There are 70 surface lots totaling approximately 15,700 patron-accessible spaces, 16 garages totaling approximately 7,300 spaces and one on-street parking area with approximately 200 spaces. There were approximately 23,200 total patron-accessible spaces in the entire Metro system at the time the facility assessments were conducted. Of these spaces, approximately 18,800 were free, 4,200 required a daily or monthly fee and approximately 200 were reserved, mostly for short-term pick-up/drop-off, EV charging and carshare. Two future Crenshaw Line parking lots were also assessed, based on information currently available. These two lots comprise approximately 200 spaces.

Key findings of the facility assessment effort are as follows:

- Parking occupancy – Over 30% of stations have peak weekday parking occupancy of over 90%.
- Parking signage and wayfinding – The majority of locations have limited or no parking wayfinding.
- Lighting – Lighting levels are substandard in over 70% of parking facilities.
- Upkeep – Over 25% of stations have issues with litter and debris.
- Safety and security – Over 20% of stations were observed to have activities that increase security risk levels.
- Bicycle infrastructure and parking – Over 60% of stations do not have Class I or Class II bicycle facilities within one block of the station. Eight stations do not have any bicycle parking.
- Pedestrian infrastructure – Over 15% of stations would benefit from improvements to pedestrian infrastructure around the station, such as addition of crosswalks and adequate sidewalk widths.
- Parking reconfiguration – A few lots with long rows of standard dimension parking spaces may be restriped to increase capacity by less than 3%. Larger gains of 5% to 15% may be realized by reorienting some lots, but at a much higher cost.

The Facility Assessment section of this report and related appendices provide additional detailed data on the Facility Assessment process and results.

STAKEHOLDER OUTREACH

The STPP Master Plan outreach program consisted of outreach to transit riders and agencies, including local jurisdictions and municipal transit operators, throughout Los Angeles County as well as Metro stakeholders. Transit rider outreach was geared toward understanding riders' needs and priorities with respect to Metro parking facilities and other travel modes for accessing transit stations. Agency outreach was intended to identify and address agency stakeholder concerns related to Metro parking facilities. Input received is included in the STPP Master Plan.

Transit rider outreach consisted of two rounds of surveys open to all transit riders, with an emphasis on those who drive and park.

Key findings from the first round of transit rider outreach included:

- Of those who park and ride at a Metro parking facility, 69% have household incomes of \$50,000 or more, which is higher than the average countywide household income of transit users.
- Approximately 60% of those who park at a Metro parking facility are able to find a space within three minutes or less.
- Over 50% of those who park at Metro parking facilities are very satisfied or extremely satisfied with their existing parking experience
- Of those who ride Metro but park at a parking facility not operated by Metro, 47% do so because they cannot find parking inside a Metro facility while 32% indicated there is no parking available at a Metro facility.

Key findings from the second round of transit rider outreach included:

- Approximately 31% of Metro parkers would pay for parking. Of that group, 61% would pay up to \$2.00, 16% would pay \$3.00 and 11% would pay \$5.00.
- Approximately 37% of parkers (at Metro and non-Metro facilities) live within two miles of their preferred station.
- For Metro parkers, the top alternative modes considered to access their preferred station are drop-off (indicated by 38% of respondents), bus (37%) and walk (22%).
- For those that park and ride at a Metro parking facility, the top reasons they choose to park and ride and use transit is to save money (indicated by 50% of respondents), convenience (49%) and because it's good for the environment (47%).
- The top three requested improvements to better access a Metro station was more bus service (59%), more drop-off areas (20%) and more bike racks (12%).

Agency stakeholder outreach consisted of an initial survey phase followed by a workshop held in three different locations and one-on-one meetings. A total of 42 responses from 36 cities and agencies were received from this survey.

Key findings from this survey include:



- When asked if there are issues with parking near their city’s Metro station, nearly 50% responded that there is, approximately 33% said there are no issues, and the rest did not know. Over 50% of those who said there were issues cited insufficient station parking and 33% cited misuse of station parking.
- City respondents indicated a range of fees are charged at their public parking facilities, from free to \$3.00 per hour. Most of the cities indicated that parking fees collected do not cover upkeep of the parking facilities.
- Nearly 80% of respondents expressed interest in learning more about addressing parking issues at or near Metro stations.

Workshops for agency stakeholders were held in three locations throughout the county to maximize attendance. In total, staff or consultants representing 19 agencies attended. The workshops provided an overview of the STPP Master Plan, presented work to-date status and solicited agency input on potential program management alternatives.

Meetings were also convened with 18 Metro internal departments to obtain their input for the STPP Master Plan.

The Stakeholder Outreach section of this report and related appendices provide additional detailed data on the outreach process and results.

POLICY, TECHNOLOGY, ENFORCEMENT

In busy urban and suburban areas, under-regulated and under-enforced parking spaces will increasingly be used by drivers who are not accessing the land use for which the parking is intended, but surrounding land uses or other desires for vehicle storage. This is true for parking facilities serving shopping centers, parks, offices . . . and transit. The result is reduced parking access for those seeking to access the intended land use.

Policy provides direction and guidelines for those who seek to use the parking facility, ensuring that the facility first serve those for whom the parking is intended. Policy without enforcement is unworkable. The “honor system” or “self-regulation” is unsustainable. Effective enforcement that also provides quality service to riders is crucial. New technology enhances the ability of managers of parking to prioritize the use of parking facilities for the intended parker, in Metro’s case, its ridership.

For this reason, policy, technology and enforcement work in tandem as components of the same apparatus to ensure access to Metro’s transit facilities.

POLICY

Establishment of an updated parking ordinance has been key to developing a focused and comprehensive approach to making transit available for Metro’s ridership. As part of its efforts to improve Metro’s parking program, Walker has reviewed Metro’s revised parking ordinance and finds



it consistent with industry standards. Walker recommends that a reference to Metro's administrative code be posted visibly in parking area for patrons wishing to read and understand the parking ordinance.

Walker has also reviewed Metro's currently adopted fee resolution and provided light editing and consistency fixes for Metro to consider the next time the fee resolution is updated and adopted. Walker also recommends that Metro add flexibility to the parking rate discussion at specific stations in the future so that the fee resolution does not need to be updated and adopted each time a change in the parking rate at a single station is desired.

TECHNOLOGY

Based on the unique parking user needs transit in general, and the LA Metro system specifically, Walker reviewed various technologies available to operate and enforce the parking system in the Pilot Program, including types of access control (gated versus ungated parking), cashiering and automated payment technologies, validations, flex permit parking, vehicle identification, license plate recognition, and parking guidance systems.

Based on the results of the Pilot Program implementations to date, it is Walker's opinion that the technology solutions Metro is currently using are effective and should be utilized at other facilities as they enter Parking Management Program. Thus far, the ridership verification has been critical in and effective at improving parking availability at high parking occupancy stations. The Pilot Program, which will be discussed further in this Executive Summary, has already partially developed and justified the technology recommendations included in the Master Plan, as Metro works towards an end goal of using TAP cards for parking payment to maximize the effectiveness of the efficiency of the parking program to serve Metro's ridership.

The ticketless and gateless system for managing ingress and egress has proven effective and efficient, allowing implementation of the Pilot Program at several locations without installation of expensive equipment or the loss of parking spaces. Discussion of technology recommendations is included in the recommendation section of this executive summary and report.

ENFORCEMENT

A parking enforcement analysis of Metro-operated parking facilities was conducted during the information gathering phase of the STPP. The analysis indicated that the parking citation issuance at Metro parking facilities is significantly lower than other comparable transit agencies. Metro issued approximately 5,000 citations (0.0013% of total cars parked) which is 90% fewer citations per space per year compared to two other sizable transit agencies. Within the 5,000 issued citations, only half of Metro's parking citations were Parking Ordinance related. The concern was that this level of enforcement would allow non-transit users ample opportunity to park and hinder or prevent parking access to transit for Metro's ridership.

Based on a recent coordinated parking enforcement review, four Los Angeles Sheriff Department (LASD) officers and three Metro support staff issued 35 parking citations in a six-hour time period.



This effort only covered three Metro parking facilities along the Expo Line. The labor cost of LASD officers by itself was over \$3,000, significantly higher than the citation revenue. If Metro utilizes non-sworn officers with the proposed new innovative solutions for the same enforcement effort, the total labor cost for issuing 35 citations at three locations would have been \$40.00. Through a new parking enforcement program, the estimated labor cost will result in approximately \$1.00 per citation.

PARKING PLANNING AND DESIGN

Parking planning and design consists of a long-range parking planning toolkit to properly size parking facilities for transit for current needs but also to take into account the impact of quickly changing auto-related technologies and trends, and in some cases the desire for (joint) development on valuable sites located on or adjacent to transit stations.

LONG-RANGE PARKING PLANNING TOOLKIT

As part of the STPP a long-range parking planning toolkit was developed to guide the planning of parking facilities along future rail corridors. The toolkit is intended to help planners assess both the type and amount of parking planned at future facilities. The long-range parking planning toolkit asks planners to identify and consider data in 11 categories, and is intended to engender a forward-thinking process for how Metro plans and manages parking in the future.

RIDERSHIP VERSUS PARKING DEMAND MODEL

For long-range planning, projecting the needed transit parking capacity is critical. Walker developed a quantitative ridership versus parking demand model for transit as part of the Supportive Transit Parking Program to provide a tool to project parking demand at both existing, new and future facilities for a range of pricing from free to \$5.00 per day.

The model is comprised of four components.

- Base data – parking occupancy, weekday boardings, TAP activity
- Station typology assignment – six station typologies were established based on location within the system and in some cases the type of station.
- Demand ratios - three different demand ratios were developed to assess parking demand at transit stations, each using a different methodology based
 - Parked cars as a percent of total weekday boardings using a specific station ratio.
 - Parked cars as a percent of total weekday boardings using a typology ratio. The typology ratio is based on a weighted average (by parked cars) of high occupancy and high capacity locations.
 - Parked riders as a percentage of first tap riders from opening to 10:00 AM. In case this value exceeded 100% (due to poachers – those who park at a transit station but do not ride transit), we adjusted it to 100%. Parked riders are based on the assumption of 1.1 riders per car.



- Multiple demand ratios were developed to provide a range of values that result in a reasonable estimate.
- Elasticity curve – the degree to which changes in price cause changes in parking demand

An incremental logit model was utilized to develop parking demand elasticities that demonstrate reduce parking demand as the cost of parking is increased. The baseline is the previously free parking at all Metro stations with parking. Each additional dollar results a larger reduction in parking demand.

The Ridership versus Parking Demand Model is intended for use in projecting parking demand and parking facility sizing at future stations. Pricing, ridership and parking demand data from the Pilot Program locations will be used to update and refine the model going forward.

PARKING DESIGN TOOLKIT

The purpose of the parking design toolkit is to establish reasonable and appropriate parking design standards that will serve and meet Metro transit patrons' parking needs. These design standards and Toolkit will ensure that new parking facilities built to serve Metro's transportation system provide an appropriate level of safety and service that meets industry standards and best practices. The parking design standards and Toolkit are meant specifically for Metro parking facilities and are intended to be a guide and not a complete set of design and construction specifications.

PARKING MANAGEMENT PILOT PROGRAM

The Parking Management Pilot Program ("Pilot Program") was created to test technology, policy, operations, and planning options explored during the Master Plan process to determine whether the components of the plan are sufficient to fulfill Metro's policy goals. Key items tested in the early Pilot Program implementations were pricing and permit strategies, transit rider verification technology, gateless operation and payment options.

Implementation of the Pilot Program began in May 2016 at the following 16 stations:

- EXPO 2 (17th Street, Expo/Bundy and Expo/Sepulveda) –May 22, 2016
- La Cienega-Jefferson – Implemented March 1, 2017
- North Hollywood & Universal – Implemented April 24, 2017
- APU Citrus, Irwindale, and Monrovia – Implemented June 26, 2017
- El Monte & Atlantic – Implemented August 28, 2017
- Norwalk, Lakewood, Aviation, and Crenshaw – Will be implemented Early 2018

The objective of the Pilot Program is to implement a parking solution to retain and improve parking resources for Metro transit patrons. The Program is testing approaches to a fee structure, fee collection, facilities management, parking management equipment and enforcement needs. Based on the initial results at locations already implemented, Walker recommends the implementation of the program system-wide at up to 39 stations.



The Pilot Program utilizes a “toll road” concept Automated Parking Management System. The system combines a License Plate Recognition (“LPR”) system, TAP card ridership identifier engine, and payment processing solutions. The program operates as a fully automated program, eliminating the need for onsite parking facility cashiers. On-site parking attendants will be available to provide customer service only and will not process payment transactions.

Not every station with parking will transition to paid parking in the near-term. Decision flow charts and checklists have been created in support of the aforementioned parking management alternatives in order to assess parking on a station by station basis.

Detailed case studies are included in this report, which discuss the initial findings and lessons learned from Pilot Program implementation. The key findings from the Pilot Program to-date are as follows:

- Transit rider verification system is a crucial and necessary step in transitioning locations to the parking program. While the Facility Assessment gave the STPP team an understanding of locations where parking availability was being impacted by the presence of non-Metro riders utilizing Metro’s free parking facilities, the scale of this non-transit rider parking at some locations, notably North Hollywood and Universal, exceeded initial projections. Transit rider verification is essential to protecting Metro’s parking supply for its intended users.
- Groups of stations and transit lines need to be analyzed together. One-off implementation at a station without consideration of adjacent locations could lead to unforeseen circumstances.
- The Parking Management Program should be utilized to improve availability of parking at a high demand location, while also increasing utilization at formerly underutilized locations. The spaces Metro leases for the Expo/Crenshaw station represent a fixed cost whether they are used or not. By reducing parking at the Culver City station and implementing the pilot at La Cienega-Jefferson, utilization of this resource has greatly increased.
- The gateless system works, as it eliminates egress and ingress problems for patrons entering/exiting a facility at a location like the Atlantic station on the Gold Line where Parking Access and Revenue Control equipment would have either necessitated the loss of many parking spaces in the structure or resulted in queue spillback onto a major arterial during peak ingress. In addition, the gateless system also supports Parking Management’s parking enforcement program through the integration of the system parking and operations program into one platform.

RECOMMENDATIONS

FACILITY ASSESSMENT RECOMMENDATIONS

Based on the findings of the facility assessment effort, the STPP team developed a set of general recommendations as well as station-specific recommendations. The set of general recommendations are as follows:



- Focus on customer experience – Metro riders who drive and park must be able to easily find station parking, find a space within a parking facility, be comfortable walking between the car and station platform/portal and vice versa and should be able to exit in a convenient manner.
- Implement consistency system-wide – Signage, facility conditions and operation must be consistent system-wide.
- Enhance first/last mile options – Park and ride is just one form of station access and based on Metro surveys, it is estimated to make up 10% to 15% of station access. Other modes such as bicycle and pedestrian access need to be viable options. In particular improving bicycle infrastructure around stations and adding bicycle parking at stations that currently have none.
- Focus on managing demand – Due to the high cost of building new parking facilities, focus on managing existing demand. This includes introduction and expansion of permit programs, instituting daily fees for all parking at stations that experience high parking demand and developing permit parking zones to spread demand across multiple stations.
- Explore other uses during non-peak periods – Consider making Metro parking available for other uses, such as farmers markets and cultural events, during low demand periods.
- Consider rationalization of some parking facilities – Locations that experience very low occupancy (less than 10%) should be reviewed to determine whether there is a higher and better use.
- Where availability exists, consider selling parking to non-transit users – At locations where non-transit riders are parking and there is availability, consider selling parking to the non-transit riders.
- Adopt a consistent parking facility naming convention – Establishing a naming convention system-wide would avoid requiring that a rider know where he/she is parked relative to the station platform/portal.
- Improve consistency of experience at parking facilities under lease agreement – User experience should be comparable to Metro-owned facilities, including signage, lighting, security, upkeep and payment.
- Restripe spaces to add supply where possible – At high occupancy locations with long rows of standard dimension parking, restripe to compact stalls such that the total percentage of compact stalls does not exceed 20%.
- Increased enforcement – Enforcement is necessary to improve operation of permit and any other paid parking program and increase safety at Metro stations.
- Pick-up/drop-off areas – Due to the popularity of ride-hailing services such as Uber and Lyft, provide pick-up/drop-off areas in parking facilities if no curb locations near the platform/portal are suitable.
- Lighting – Improve lighting levels at parking facilities with deficient lighting conditions, replacing existing fixtures with LED fixtures is recommended. For parking garages, we also recommend painting walls and ceilings white to improve illumination.
- ADA updates – Deficiencies were observed and a more comprehensive review should be undertaken.
- Carshare – Metro should continue to make spaces available to carshare providers for a monthly fee.
- Vanpool – Offer dedicated vanpool spaces, but vanpool participants should be treated as transit riders and will need to adhere to the parking programs in place at the parking facility that their vanpool is based at.

Station-specific recommendations have also been provided and cover the following categories:

- Parking Signage and Wayfinding
- Bicycle Parking
- Pedestrian Wayfinding
- Lighting
- Parking Surface
- Traffic Calming
- Appearance
- Enforcement
- Security
- Permit Parking
- Surrounding Area – Security, Bicycle and Pedestrian Infrastructure

Each station was assessed using 23 measures which fall under the aforementioned categories. Each measure was assigned a metric with associated cost assumptions as well as a priority (high, medium or low). Some measures are on-going in nature and are indicated as “annual”. High priority items are focused on safety and security, while medium and low priority items address other categories.

- Improve Wayfinding Signage to Station Parking – improving signage directing drivers to station parking
- Improve Parking Wayfinding Signage among Facilities at Station – at stations with multiple facilities, improving signage to direct drivers from one facility to another
- Improve Parking Signage at Facility Entrance(s) – improving signage at parking facility entrances
- Increase Bicycle Racks – add bicycle racks at a station, some of which may not currently have any
- Increase Bicycle Lockers – add bicycle lockers at a station, some of which may not currently have any
- Improve Bicycle Parking Signage – improve signage directing bicyclists to station bicycle parking
- Improve Pedestrian Wayfinding to Station – improve signage directing pedestrians to a station
- Improve Pedestrian Wayfinding within Parking Facility/Facilities – improve signage within parking facilities that direct pedestrians to station platform
- Upgrade Lighting – retrofit existing lighting system where minimum lighting is at level of service D or below, which are unacceptably poor lighting levels from a customer service perspective.
- Resurface Pavement – for parking lots, resurface with a new slurry coat
- Restripe Spaces – restripe existing spaces to make them more visible
- Implement Traffic Calming within Facility/Facilities – provide speed humps to slow traffic and improve pedestrian safety
- Improve Landscaping – install new or upgrade existing landscaping
- Improve Upkeep – provide additional janitorial services on an on-going basis



- Power wash Facility/Facilities – for garages, power wash on an on-going basis
- Increase Parking Enforcement – increase on an on-going basis, especially when adjustments to permit parking programs are proposed
- Increase Security Patrols within Facility/Facilities – increase on an on-going basis
- Initiate Permit Parking at Station for Transit Riders – restripe, add signage and update permit system; high parking occupancy stations where transit riders would benefit from availability
- Initiate Permit Parking Spaces for Adjacent Uses – restripe, add signage and update permit system; only stations with ample parking availability considered
- Increase Number of Permit Parking Spaces – restripe, add signage and update permit system; where permit spaces experience high occupancy
- Improve Security on Sidewalks near Station – work with local agency to improve safety on sidewalks near station
- Improve Bicycle Infrastructure near Station – where rating is low, work with local agency to improve bicycle infrastructure connecting to station
- Improve Pedestrian Infrastructure near Station – where rating is low, work with local agency to improve pedestrian infrastructure connecting to station

Based on the detailed recommendations by facility contained in the Facility Assessment, cost projections were developed to provide Metro a baseline of understanding of the costs to maintain the system in a state of good repair.

Cost projections are based on Walker experience and industry standards. Walker projects that \$6.10 million over three years (including \$5.24 million in one-time costs) would be required to address the recommended improvements. And approximately \$286,000 per year thereafter for on-going maintenance and services. For Metro-owned facilities, \$1.38 million would be required over three years (including approximately \$943,000 in one-time costs) and approximately \$144,000 per year.

Based on the need to improve and maintain Metro-owned parking facilities, revenue streams should be identified to offset these costs. These may include introduction or expansion of permit programs and charging daily fees to parkers at high occupancy locations. In addition, rationalization of low occupancy facilities would reduce expenses associated with maintaining those facilities.

TECHNOLOGY RECOMMENDATIONS

A user-friendly experience is key to Metro's goals to serve its riders. Walker recommends that Metro utilize a Pay-By-Plate Multi-Space Meters with Stationary License Plate Recognition for parking enforcement, as this is an extremely efficient payment and enforcement scenario for both transient and monthly transit parking. This would be an ungated system, requiring enforcement; however, post-processing could enable extremely high capture rates of unpaid vehicles. Metro will need to administer citations to collect unpaid parking fees. Walker recommends offering mobile payments as there is no additional cost and it provides a convenient option to the customer. Walker recommends providing facility counts and mobile apps to advise patrons of facility status before they arrive.

Walker recommends that payment, enforcement and citation be fully integrated in a "TAP Wallet" in the future. The end goal is for the user to be able to use their TAP card for all payments related to



their commute. Currently, parking is paid for either with cash, credit card, or a credit/debit card tied to a parking flexible spending account. Transit payments are made via a TAP card which can be linked to a transit flexible spending account. Metro should continue to work with TAP to integrate both functions on a single TAP card, allowing a patron to tap once to pay for parking and tap once to pay the transit fare.

PARKING ENFORCEMENT RECOMMENDATIONS

The Parking Management Unit has developed a Parking Enforcement Transition Program centered on engaging a Parking Enforcement Contractor to focus on enforcing Metro's Parking Ordinance and Parking Fee Resolution (Metro Administration Code Chapter 8), adopted by the Board in September 2015, at all Metro-operated parking facilities. A parking enforcement transition from Metro Security to Parking Management will not only eliminate jurisdiction confusion among Metro Transit Security, LASD and CHP officers, but also consolidate parking enforcement, eliminating the cost of reimbursement to other agencies.

The overall goal of the enforcement transition and enforcement effort should be compliance and customer service rather than revenue generation.

The Parking Enforcement Program objectives should be to:

- Ensure compliance with Metro's Parking Ordinance at Metro parking facilities.
- Facilitate availability of parking spaces throughout the system for transit patrons.
- Support Metro's Parking Management Programs
- Increase safety and security.
- Identify and report maintenance needs.
- Increase patrons sense of safety at Metro parking facilities
- Improve overall customer satisfaction with the transit system.
- All citation administration and adjudication will remain with Transit Court.

Features of the enforcement program needed to achieve the objectives include:

- Use of innovative technology to support the Parking Management Program and enforce parking regulations. Parking enforcement vehicles equipped with mobile license plate recognition ("LPR") cameras which are integrated with all parking payment systems available to Metro customers.
- Reduction of enforcement operating costs by utilizing non-sworn peace officers and providing dedicated enforcement resources.
- Implementation of a proactive approach to enforcement driven by compliance data.

PARKING MANAGEMENT UNIT ORGANIZATION STRUCTURE RECOMMENDATIONS

With the transition of enforcement duties to Metro in 2018, and the continued induction of parking facilities into the Parking Management program, the Parking Management Unit's staff capacity will need to increase concomitantly to maintain a high level of customer service and management. Walker



recommends that up to six additional positions be added to the unit over the next six years. These new positions could include the following:

- Enforcement Customer Service Agents (2)
- Facility Maintenance Inspectors (2)
- Operations Assistant
- Planning Manager

RECOMMENDED PARKING FACILITY MAINTENANCE PROGRAM (FOR STRUCTURED AND SURFACE PARKING FACILITIES)

The purpose of a Maintenance Program is to protect the initial investment by coordinating proper and timely preventive maintenance that reduces premature deterioration of the parking facilities. This Maintenance Program will address general as well as specific maintenance needs in a cost-effective manner. Maintenance can be separated into two classes: Operational and Structural. Operational maintenance is required to operate a facility effectively. Structural maintenance is required to protect structural integrity and maintain the facility's fixed elements.

A key component of the implementation of the Strategic Plan is implementation of a comprehensive Maintenance Program at Metro parking facilities. As the Parking Management Program is rolled out to more locations, customer expectation related to the safety, cleanliness, and state of repair of parking facilities will rise.

Specific repairs exceed the scope of this plan. A qualified engineer should be consulted for structural repairs such as patching, floor slab overlays, traffic topping installation, sealer application, crack repairs, and expansion joint installation as well as surface parking lots pavement, sidewalks, retaining walls, sound barriers, drains, and embankments. Manufacturers and suppliers should be consulted for mechanical and electrical repairs, light poles and foundations, security and surveillance systems, signs, pavement markings, security systems, architectural features, landscaping, and fencing.

Metro has been supplied with equipment "Owner's Manuals" and service information.

Parking facility maintenance primarily includes actions to extend the service life and support the operation of the facility.

Many factors influence the cost of maintaining a parking facility. The types of items that need to be included are as follows:

- Cost of periodic repairs and/or corrective actions that are necessary to maintain serviceability and facility operations. This includes daily or routine maintenance.
- Cost of preventive maintenance actions that are required to extend the service life of the facility.
- Cost of major structural repairs to restore structural integrity and serviceability when the effects of aging and deterioration become widespread.



- The replacement cost for operational elements at the end of their estimated service life.

Walker has prepared detailed maintenance manuals for both surface lots and parking structures. Walker recommends that the Parking Management Unit add two staff members whose sole responsibility is to visit parking facilities and note maintenance and other issues that need to be addressed. Additionally, Walker recommends exploring the feasibility of outsourcing parking facility maintenance.

PARKING MANAGEMENT ALTERNATIVES

Based on the research, assessment, outreach, and analysis contained within this report, three general parking management alternatives have been identified and are described below.

Alternative 1

- High Parking Demand Stations (90%+ utilization)
- Parking facilities within this category are either already nearing, at, or over-capacity. At several high demand locations, the parking facility fills up by 7:00 AM or earlier. High demand stations are in critical need of parking management and should be prioritized for transition to the Parking Management Program. It is recommended that locations which exceed 90% utilization do the following:
 - Implement paid parking
 - Implementation of the transit verification system
 - Should parking demand continue to reach capacity then identify resources to increase the parking inventory through shared use and other non-capital improvements
 - Work with local jurisdictions to limit parking spillover and/or improve and implement parking management programs around the station areas.
- This parking management path is for stations that experience high parking occupancy even after transit rider verification steps are taken.
- Example of high demand stations currently in the Pilot Program include North Hollywood and Universal where TAP verification has been used to reduce non-transit parkers in the lot with an increase and maintenance of parking availability throughout the day.

Alternative 2

- Medium Parking Demand Stations (89% to 69% utilization)
- Parking demand at medium demand stations is nearing, but not yet at capacity, with parking generally available throughout the day. Medium demand locations should be transitioned to the Parking Management Program after the high demand locations. It is recommended that medium parking demand stations do the following:
 - Implement a paid parking fee
 - Implement the Transit Verification System
 - Paid parking for non-transit users if availability exists, during the weekday and on nights and weekends – shared parking of existing Metro facilities
 - Work with local jurisdictions to limit spillover and/or improve and implement parking management programs around the station areas.



- This parking management path is for stations that experience medium occupancy after transit rider verification steps are taken, but are not expected to reach capacity on a regular basis with implementation of paid parking.

Alternative 3

- Low-occupancy stations (below 69% utilization)
- Low demand stations cover a wide range, from stations that may be nearing 'medium demand status, to stations with very low parking occupancy rates. They have the lowest priority for entry into the Parking Management Program, but are an important component of the overall system. For example, parking demand from a nearby high demand station could be shifted to a low demand station, helping to balance the system and increase overall availability. It is recommended that lower parking demand stations do the following:
 - Free parking for transit riders
 - Sell parking to non-transit riders and adjacent uses where opportunities exist.
 - Actively market parking availability to increase occupancy and reduce utilization at nearby high demand locations.
 - Consider Shared Parking Agreements with adjacent land uses that may need additional parking.
 - Consider divestiture of some or all of a station's parking assets if parking demand remains low.

In cases and locations where Metro's parking spaces were found to be underutilized on a regular basis, the Pilot Program was used to make these spaces available to serve the adjacent community including. For example:

- Monthly parking has been made available to non-transit users at Expo/Sepulveda, where parking demand has remained low. In July 2017, the Board authorized Metro to enter into a monthly parking program to provide 100 monthly parking for \$120.00 per parking space per month for construction workers of an adjacent development project. Spaces are assigned in the upper level of the facility to minimize disruption to transit patrons. These parking passes may be cancelled if transit parking demand increases.
- Parking to serve customers of adjacent commercial uses has been made available for a daily rate with time limits for non-transit riders at Atlantic Station, after 11:00 AM once typical demand for transit parking has been met and when the demand for neighborhood customer parking increases.
- In Monrovia, available parking spaces on weekends and at night, when the demand for transit parking is low, have been made available to serve customers of the commercial district without TAP card verification.

Opportunities to leverage parking, and development, along transit lines and corridors have also been explored as part of this effort, recognizing that parking along an individual line may operate as one comprehensive system, thereby presenting efficiencies and opportunities for management and building transit-oriented development. For example, Metro's North Hollywood and Universal City parking facilities both park transit riders accessing the Metro Red Line for trips to Hollywood, Downtown and other parts of the Metro system. The STPP analysis explored the advantages and opportunities to build transit-oriented development at the North Hollywood station by concentrating



the parking supply for commuters at Universal City, which may be less suited for development. Under this scenario, more residential, transit-oriented development is possible in North Hollywood while maintaining a reasonable parking supply for transit riders who must drive to access Red Line.

Based on the Facility Assessment, which is discussed in more detail further in this Executive Summary and in the report, and stations already in the Pilot Program, parking at approximately 29 of the 59 existing Metro stations qualify as either high demand or medium demand locations and should be prioritized, based on parking occupancy levels.

Figure ES-1: Metro Parking System Weekday Morning Occupancy Map



Source: Walker Parking Consultants, 2016. Based on data collected during the facility assessment research in 2016.



With some exceptions, high demand stations should be included in the Parking Management Program. In addition, several lower demand stations at the time of the facility assessment have become high demand station due to the implementation of Parking Management at an adjacent station, and several additional stations should be considered due to their adjacency to high demand stations.

Overall, a total of 39 stations are either in the Pilot Program or should be prioritized for inclusion in the Parking Management Program. Table ES-1 lists the initial stations that should be included in the Parking Management Program

Table ES-1: Proposed Stations in Parking Management Program

| Line | Station |
|------------|----------------------------|
| Orange | Reseda |
| Orange | Balboa |
| Orange | Van Nuys |
| Orange | Sepulveda |
| Red/Orange | North Hollywood* |
| Red | Universal City* |
| Gold | Atlantic* |
| Gold | Indiana |
| Gold | Lincoln/Cypress |
| Gold | Heritage Square |
| Gold | Filmore |
| Gold | Sierra Madre Villa |
| Gold | Arcadia |
| Gold | Monrovia* |
| Gold | Duarte/City of Hope |
| Gold | Irwindale* |
| Gold | Azusa Downtown |
| Gold | APU/Citrus* |
| Silver | Harbor Gateway Transit Ctr |
| Silver | El Monte* |

| Line | Station |
|------------|------------------------|
| Expo | 17th St/SMC* |
| Expo | Expo/Bundy* |
| Expo | Expo/Sepulveda* |
| Expo | Culver City* |
| Expo | La Cienega/Jefferson |
| Expo | Expo/Crenshaw |
| Blue | Florence |
| Blue/Green | Willowbrook/Rosa Parks |
| Blue | Artesia |
| Blue | Del Amo |
| Blue | Wardlow |
| Blue | Willow Street |
| Green | Norwalk* |
| Green | Lakewood* |
| Green | Long Beach Boulevard |
| Green | Crenshaw* |
| Green | Hawthorne/Lennox |
| Green | Aviation/LAX* |
| Green | Douglas |

* = Pilot Program Location

Source: Walker Parking Consultants, 2017

STRATEGIC IMPLEMENTATION PLAN

The goal of the Strategic Implementation Plan, and of the overarching Master Plan effort, is to create a world class parking organization that leverages technology, provides excellent customer service, and improves the overall transit experience while covering its operation costs. A 10-year planning horizon is envisioned for full implementation of the plan.

The primary objectives of the Strategic Implementation Plan are:

- Maintain a state of good repair at all parking facilities



- Use available technology to improve customer service and reduce transaction times
- Enforce the system with a focus on compliance
- Monitor the Parking Program, and adjust operations as necessary
- Act as a County-wide resource for local jurisdictions and assist with managing potential parking overspill in station-adjacent areas.
- Bring all existing parking facilities, and future facilities at new stations, under the Parking Program umbrella.
- Staff the Parking Management Unit to grow with the growth of the parking management program and provide excellent customer service, enforcement, planning and operations.
- Use the parking facility design toolkit and long-range planning checklist to plan future facilities in a forward-thinking manner.

The actions and recommendations to achieve the Strategic Plan’s objectives are organized along two paths, overarching actions and recommendations that should occur throughout the 10-year horizon, as well as a list of specific actions and goals over the course of the planning horizon.

YEAR 1-10 ONGOING ACTIONS AND RECOMMENDATIONS

PLANNING

- Act as a Countywide planning resource, offering assistance to jurisdictions in the management of parking overspill issues near stations.
 - With authority from jurisdictions, Metro can offer parking enforcement around station areas and recommend parking policy adjustments such as time limits, permits, or a manageable paid parking program to increase the efficiency of the parking system.
- Review parking occupancy in Metro parking facilities on a quarterly basis
 - Update the prioritization of stations being added to the Parking Management Program if necessary
- The Parking Management Unit should be involved in the planning and of all future assignment utilizing the tools that have been developed as part of the Master Plan
 - The Long-Range Parking Planning Toolkit and Checklist should be utilized to plan parking at all future facilities
- Strategically design what parking capacity to build with an eye on technological trends that could affect parking demand.
- Strategically plan not to overbuild new parking facilities
- Future facilities should be planned to have paid parking on opening day
 - The Parking Design Toolkit and Checklist should be utilized to design future parking facilities to reasonable and appropriate parking design standards
- The Parking Management Unit should be staffed appropriately to run and maintain a world class parking system.
- Periodically conduct parking rate surveys of non-Metro parking facilities to keep Metro parking competitively priced to discourage the use of Metro parking facilities by non-riders.
- Periodically evaluate the parking price ceiling.

ENFORCEMENT



- Maintain a focus on customer service
- Adjust enforcement program as needed to close loopholes and improve customer service

OPERATIONS

- Facilities Maintenance Inspectors should visit parking facilities on a rotating basis, with an emphasis on stations in the Parking Program, to document repair and maintenance issues.
- Engage qualified structural engineers to provide assessments of structured parking facilities and prepare Capital Asset Plans for each facility to maintain a state of good repair.
- Consider outsourcing routine cleaning and maintenance for Metro parking facilities
- Routinely clean parking facilities
- Conduct structural repair as outlined in Capital Asset Plans for each facility to maintain a state of good repair.

PARKING MANAGEMENT PROGRAM

- At the end of the 10-year Strategic Plan horizon, the Parking Management Program should have been implemented in at least 39 of Metro's 59 stations with parking.

10-YEAR PLANNING HORIZON – SPECIFIC ACTIONS AND RECOMMENDATIONS

Table ES-2: Year-by-Year Strategic Implementation Items

| Year/Action | Seismic Study of Older Structures | Seismic Retrofits Where Necessary | Implement Parking Management Program at Additional Locations | Staff Parking Management Unit Appropriately | Complete Enforcement Transition | Improve Signage/Wayfinding and Lighting at High Priority Locations | Improve Signage/Wayfinding and Lighting at Medium Priority Locations | Improve Signage/Wayfinding and Lighting at Low Priority Locations | Complete TAP Wallet Transition | Install Parking Guidance Systems at High Priority Locations | Install Parking Guidance Systems at Medium Priority Locations | Install Parking Guidance Systems at Low Priority Locations | Resurface or Reconstruct Pavement at High Priority Locations | Resurface or Reconstruct Pavement at Medium Priority Locations | Resurface or Reconstruct Pavement at Low Priority Locations | Review Technology Options/Requirements and Re-bid Operator Contract |
|-------------|-----------------------------------|-----------------------------------|--|---|---------------------------------|--|--|---|--------------------------------|---|---|--|--|--|---|---|
| Year 1 | X | | X | X | X | | | | | | | | X | | | |
| Year 2 | | X | X | X | | | | | | | | | X | | | |
| Year 3 | | X | X | X | | X | | | X | X | | | X | | | |
| Year 4 | | | X | X | | X | | | | X | | | | X | | |
| Year 5 | | | X | X | | X | | | | X | | | | X | | X |
| Year 6 | | | X | X | | | X | | | | X | | | X | | |
| Year 7 | | | X | X | | | X | | | | X | | | | X | |
| Year 8 | | | X | X | | | X | | | | X | | | | X | |
| Year 9 | | | X | X | | | | X | | | | X | | | X | |
| Year 10 | | | X | X | | | | X | | | | X | | | X | |

Source: Walker Parking Consultants, 2017

OVERALL FINDINGS/RECOMMENDATIONS

Based on the outreach, research, analysis and fieldwork completed by the STPP team, as well as the results of the Pilot Program to date, Walker provides the following overarching recommendations:

- Metro should adopt the Supportive Transit Parking Program (“STPP”) Master Plan in its entirety as policy.
- Metro should transition the Pilot Program to a permanent system-wide Parking Management Program.
 - While parking fees that are charged will generate modest revenue, the focus should continue to be using reasonable pricing to manage parking demand as opposed to using pricing as a revenue generator.
- Metro should proactively manage its parking assets by incorporating parking management procedures when a location reaches 70% occupancy.
- Metro should adopt the proposed parking ordinance and fee resolution contained in this Master Plan.

Metro’s parking facilities represent a significant investment in both capital and land, and should be managed to maximize not only their utilization, but also to enhance Metro parker’s customer service experience. Implementation of the STPP should achieve the following goals:

- Protect the parking supply for Metro parkers where necessary.
- Increase availability of parking, including the ability for a Metro parker to find a parking space at any time during the day.
- Maximize the utility of parking assets by engaging in joint use and shared parking agreements at less utilized facilities.
- Extend the life of parking assets and reducing large capital expenditures by proactively maintaining parking facilities.
- Improve management and efficiency of non-Metro parking facilities in the vicinity of Metro stations via collaboration between Metro and the local jurisdictions.

Supportive Transit Parking Program Master Plan

Planning and Programming Committee
11.15.2017

Presented by:

Parking Management
Countywide Planning & Development
Los Angeles County Metropolitan Transportation Authority



Supportive Transit Parking Program

- **Program Goal**
 - Develop a parking program that ensures parking resources for transit patrons using a fee based model and innovative solution to control parking demand.
- **Key Objectives**
 - No significant increase in overall commute time to the patron.
 - Ridership must not be negatively impacted.
 - Increase availability of parking spaces for transit users.



Customer Focused

- Approximately 13% of transit users park and ride at Metro parking facilities
- Preferred alternative modes to access a station are:
 - Drop-off (38%)
 - Bus (37%)
 - Walk (22%).
- Approximately 63% of park and ride patrons live beyond two miles from their preferred station
- 69% have a household income of \$50,000 a year or higher; higher than the countywide average

It takes
up to 6 minutes
for a **majority** of respondents to find a parking spot in a **Metro** parking facility.



7-8 a.m.
is the time **most** respondents arrive at a **Metro** parking facility.



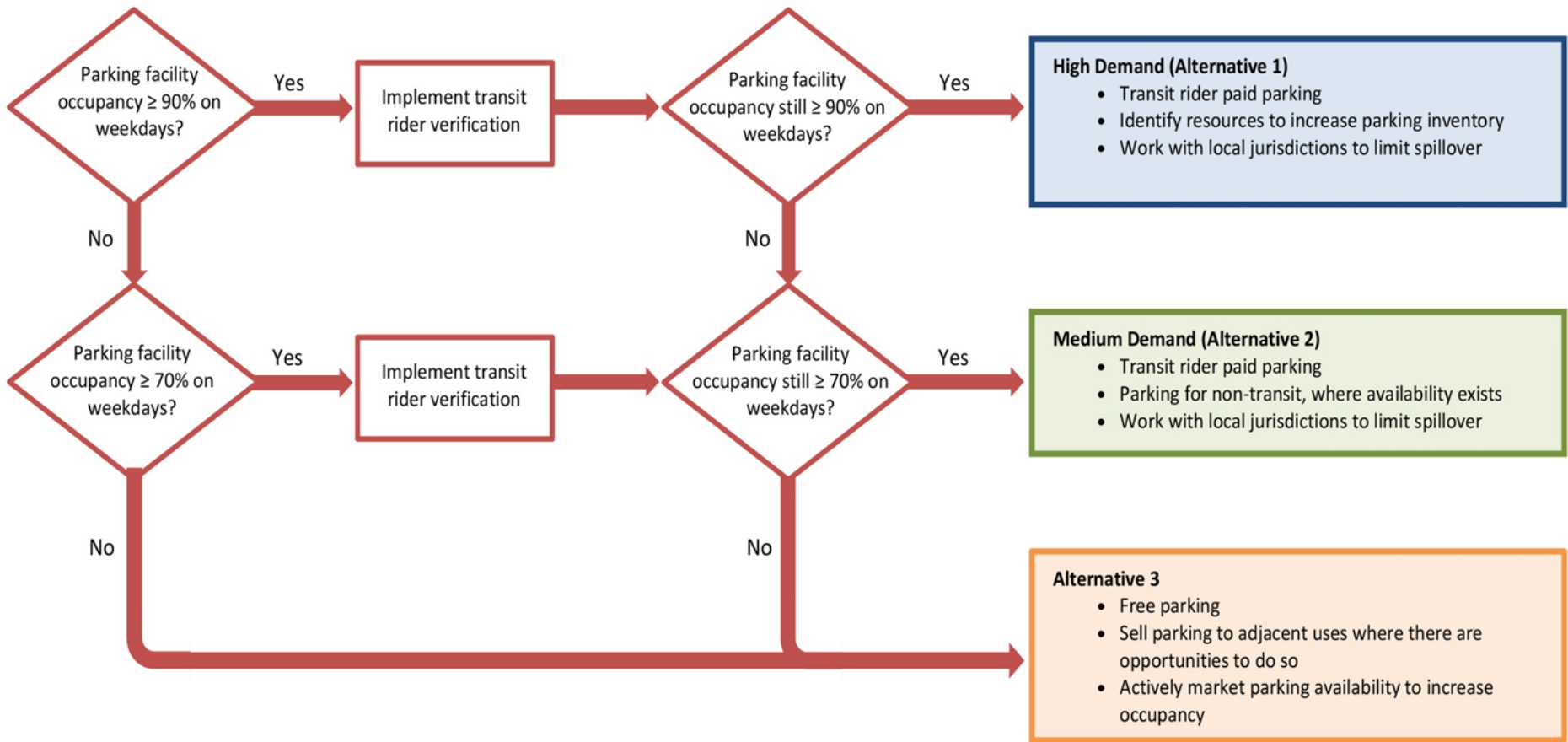
Most respondents park in a **Metro** station parking facility
4-5 times a week.



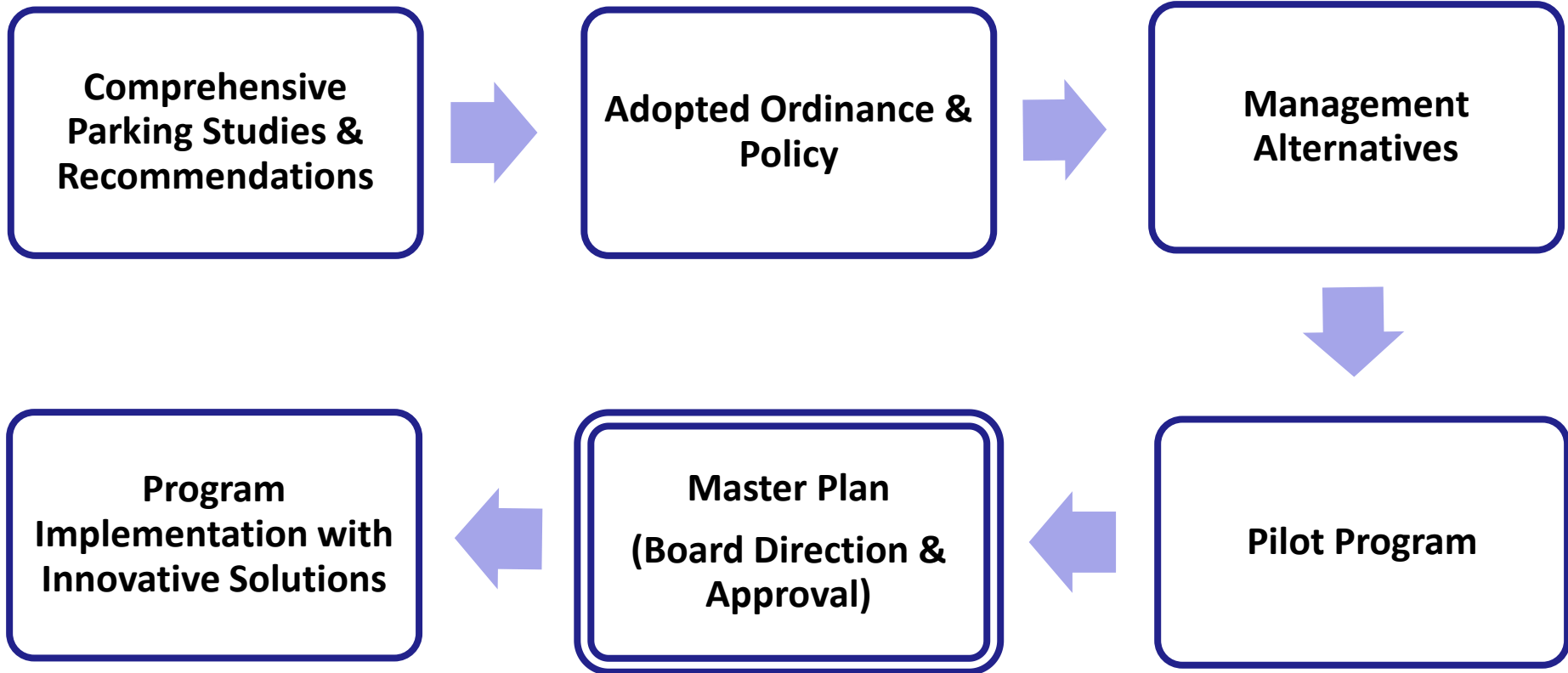
A **majority** of respondents park in a **Metro** parking station for
4-10 hours.



Parking Management Alternatives



Parking Program Development



Parking Management Pilot Program

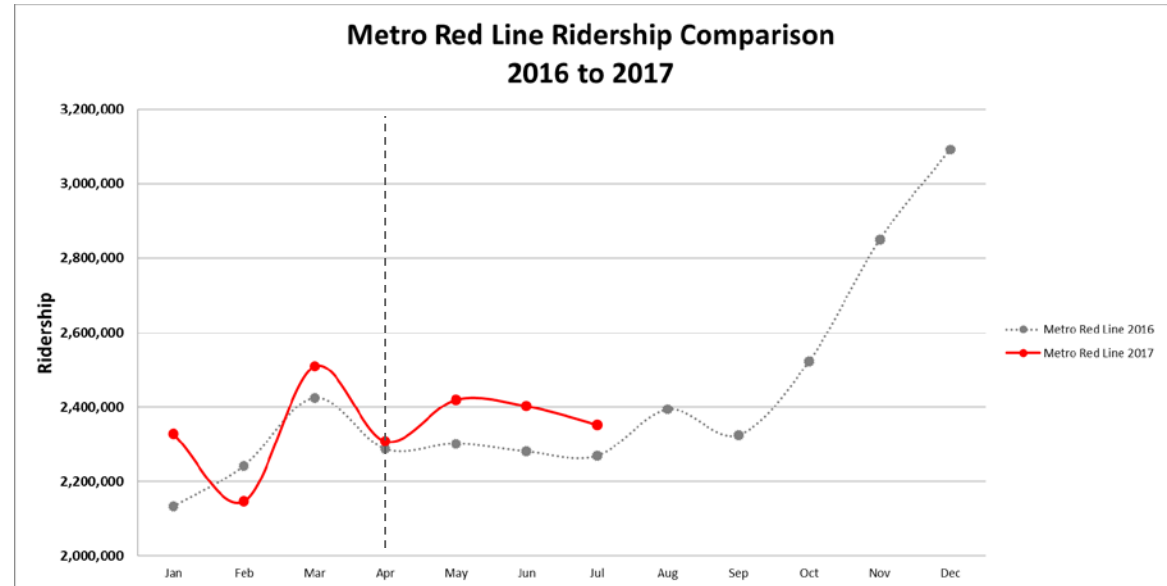
Lessons Learned

- TAP card ridership verification system to minimize non-transit parking use.
- Parking spaces available throughout the day, even at high occupancy facilities.
- Paid parking should be implemented at all facilities in close proximity to one another.
- Utilize gateless and ticketless system to expedite ingress and egress.



Metro Red Line Station Case Study

- Parking Management Program Implemented on 04-24-2017
- May 2016 – July 2016 Ridership
Total: **6,854,153**
- May 2017 – July 2017 Ridership
Total: **7,175,116**
- Ridership increased by **350,963 (5%)** riders from last year
- There is no observable negative impact on ridership due to the implementation of paid parking.



| | Jan-17 | Feb-17 | Mar-17 | Apr-17 | May-17 | Jun-17 | Jul-17 |
|---------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|----------------|
| Metro Red Line Ridership | 2,328,798 | 2,147,292 | 2,509,951 | 621,471 | 2,420,194 | 639,750 | 626,313 |
| North Hollywood (Red) | 326,415 | 308,294 | 363,023 | 336,199 | 347,001 | 345,786 | 332,017 |
| Westlake/MacArthur Park | 143,710 | 132,200 | 153,486 | 146,915 | 153,624 | 149,163 | 147,973 |
| Universal City | 136,524 | 122,447 | 145,994 | 138,357 | 136,558 | 144,801 | 146,323 |



Master Plan – Implementation Plan

10 Year Implementation Plan

- Transition the pilot program to permanent parking management program.
- Implement the parking management program at 39 stations.
- Utilize recommended technology to operate and enforce parking regulations at all Metro parking facilities.
- Maintain parking facilities in a state of good repair.
- Utilize the Long Term Parking Planning and Design Guidelines for all future transit corridor stations.



Master Plan - Toolkit

Long Range Transportation Planning

- Community inventory and potential shared use opportunity
- Communities vehicle ownership survey
- Surrounding parking program and market
- Neighborhood impact (spillover, permit parking)
- Parking management alternatives
- First and last mile connection
- Ridership vs. Parking Demand Model
- Public and stakeholders input and surveys

System Planning and Design

- Facilities configuration (Structures vs. Lots)
- Potential future conversion (Demand Change)
- Ongoing maintenance needs
- Sustainability elements
- Traffic impact (circulation, concentrated ingress and egress)
- Innovative solutions and equipment
- Potential mixed use & future development

| Parking Fee | Peak Demand | Riders |
|-------------|-------------|--------|
| \$0.00 | 355 | 430 |
| \$1.00 | 343 | 415 |
| \$2.00 | 332 | 402 |
| \$3.00 | 320 | 387 |



Master Plan – Partnerships with Cities

Partnership with Surrounding Communities

- Technical recommendations and assistance exercising their parking policies.
- Notify transit patrons of parking restrictions in area surrounding the transit station(s)
- Potential shared use options for non-peak transit hours for use by surrounding community.
- Promote alternative modes of transportation to access transit station.





Board Report

File #: 2017-0585, File Type: Agreement

Agenda Number: 15.

PLANNING AND PROGRAMMING COMMITTEE NOVEMBER 15, 2017

SUBJECT: CALTRANS PARK & RIDE LOTS

ACTION: AUTHORIZE ACQUISITION OF LAKEWOOD AND NORWALK CALTRANS PARK & RIDE LOTS THROUGH A RELINQUISHMENT PROCESS

RECOMMENDATION

AUTHORIZE:

- A. acquisition of Lakewood and Norwalk Park & Ride Lots through execution of a Relinquishment Agreement; and
- B. execution of a Memorandum of Understanding with Caltrans to enable a potential future joint development at El Monte Station on Caltrans-owned land.

ISSUE

Metro has negotiated a Relinquishment Agreement with Caltrans that would transfer ownership of two park & ride lots at Norwalk and Lakewood Green Line Stations (respectively the “Norwalk Lot” and “Lakewood Lot”) and potentially portions of the El Monte Transit Center to Metro. Maps of these lots are included in Attachment A, and the terms of the Relinquishment Agreement are detailed in Attachment B. This transfer of ownership would be at no cost to Metro, except for reimbursement of \$150,000 for Caltrans staff time on the project and as described below for the El Monte potential joint development site. The park & ride lots would retain the restrictions that require the lots to be used for park & ride purposes unless otherwise approved by the Federal Highways Administration (“FHWA”).

In addition, in pursuit of a potential future acquisition of the park & ride lot at the Aviation Green Line Station (“Aviation Lot”) through relinquishment, staff has estimated the amount of \$200,000 for additional environmental analysis to determine the environmental conditions at the property.

DISCUSSION

Limited Maintenance Services through Encroachment Permit

Metro currently provides limited maintenance services for 41 Caltrans park & ride locations (53 lots, as some locations have multiple lots), maps and lists of which are included in Attachment A. (Caltrans owns and therefore is responsible for maintenance, but Metro, in the absence of adequate

maintenance by Caltrans, obtained the right in 2012 to perform trash hauling, power sweeping, and graffiti removal for these lots through an Encroachment Permit with Caltrans.) A 42nd park & ride location at El Monte Transit Center is maintained through a joint use agreement where Metro has full maintenance responsibilities and obligations. At the October Board meeting the Board approved a new operations and maintenance agreement that provides Metro with more comprehensive maintenance rights for 17 park and ride lots, including Lakewood and Norwalk.

Initial Interest

During the past several years, Metro staff has explored acquisition of park & ride lots from Caltrans. Previous Board action (January 2014, Board Report Item 73) directed staff to pursue acquisition of 41 Caltrans park & ride locations. That Board report provided a prioritization of the lots based on their utility and proximity to transit. The highest priority lots were determined to be the lots along the Silver and Green Lines that were adjacent to Metro transit.

Environmental Contamination

Staff conducted Phase I environmental analyses on 15 of the 17 transit-served lots in 2013. (At that time, the Silver Line did not serve San Pedro and Harbor Park Lots which it now serves.) The Phase I assessments found recognized environmental conditions (RECs) at all of the 15 locations except for two: Lakewood and Norwalk Lots. The Harbor Gateway Lot was determined to be contaminated in the Phase I analysis conducted by Metro consultants, as it is a former landfill, for which Caltrans is responsible for environmental monitoring. However, Caltrans engineers did not concur with the findings of the Phase I analysis so it remains open and has not been certified.

Operations and Maintenance Agreement

In September 2017, the Board approved amendments to Operations & Maintenance (“O&M”) Agreement with Caltrans for the I-110 and I-105 Freeways that result in maintenance rights and responsibilities for the park & ride lots. These amendments give Metro much of the responsibility and control of ownership without a fee interest in the title of the properties.

Recent Updates

Over the last year, the priority lots adjacent to transit were examined more closely. Of those lots, Norwalk, Lakewood, Aviation and Harbor Gateway are the lots with the highest parking demand, and were therefore further prioritized among the adjacent lots.

In negotiating with Caltrans for the relinquishment of these four higher priority lots, Caltrans has not been willing to indemnify Metro for any contamination. Therefore, Metro staff is recommending the following:

| Lot | Environmental Condition | Recommendation |
|----------------|--|-----------------------------------|
| Lakewood | No RECs | Acquire now |
| Norwalk | No RECs | Acquire now |
| Aviation | One REC | Conduct Phase II analysis |
| Harbor Gateway | Former landfill, no consensus on Phase I | No acquisition; Maintain with O&M |

No RECs were discovered for Norwalk and Lakewood Lots, so acquisition is relatively low risk. If contamination were found in the future, Metro may bear the responsibility for remediation. The Aviation Lot Phase I analysis revealed one REC, and therefore requires additional environmental analysis, including geotechnical borings, for a Phase II analysis. Harbor Gateway Lot is a former landfill. Because Caltrans will not indemnify Metro for the environmental conditions, staff has discontinued pursuit of Metro ownership at that location.

Staff could also pursue Phase II analyses at other high demand lots with limited RECs. In addition, there are two lots along the I-110 Freeway that were not analyzed in 2013 because they were not then served by the Silver Line. Staff could pursue Phase I analyses at the San Pedro and Harbor Park lots. However, parking demand is relatively low at those two locations so further study is not recommended at this time.

Relinquishment Process

For the two properties recommended to be acquired, staff is pursuing a Relinquishment process which allows Caltrans to transfer properties to other public agencies at no cost, as long as they continue to be used for public purposes and retain all of their federal and state use restrictions. This process has recently been made available to transportation agencies for park & ride facilities (in addition to local jurisdictions for streets and roads) by the 2015 Fixing America's Surface Transportation ("FAST") Act.

Federal and State Restrictions

Because these lots were acquired with funding from FHWA, federal restrictions apply. If patrons are charged for parking at these lots, the amount of revenue received from parking may not exceed the cost to maintain the lots. FHWA prohibits any commercial activity aside from vending machines on federal-funded properties. In addition, according to Caltrans policy, any changes to the parking areas may not decrease the number of available spaces. In order to remove FHWA and Caltrans restrictions from the lots, the lots would need to be purchased at fair market value. This is not recommended at this time.

I-105 Consent Decree

When the I-105 Freeway was built, a Consent Decree was imposed by the US District Court, requiring ten park & ride lots at prescribed locations and rapid transit installed along the I-105 to mitigate the impacts of the freeway on the community, including the Lakewood and Norwalk lots. The Green Line light rail and the associated park & ride lots are all a product of that Consent Decree. The Consent Decree does not specify the number of parking spaces that are required at each of these locations. Metro has been advised not to reopen the Consent Decree and therefore to continue to provide parking at all locations. However, Metro has also been advised that a transfer of property rights from Caltrans to Metro would not be a violation of or require re-visitation of the Consent Decree.

Lots within Freeway ROW

Portions of the Norwalk Lot are within the freeway right-of-way (ROW), meaning that the I-105 Freeway travels directly over the lots. Caltrans must retain ownership rights to those portions of the lot in order to maintain and operate the freeway. Metro will maintain and operate the entire park & ride lot using the fee ownership for the portion outside of the freeway ROW and the authority granted by the O&M Agreement executed in October 2017 for the portion under the freeway ROW.

El Monte Transit Center

Metro's use of the Caltrans-owned portion of the El Monte Transit Center is governed through a series of agreements dating back to 1971. Under those agreements, Metro has full operations and maintenance responsibility and the agreements contemplated potential acquisition by Metro and joint development on the site. The El Monte Transit Center area has been designated as a Transit Oriented Communities Demonstration Program Site, and Metro joint development staff has been working with the City of El Monte to develop a plan to implement the City's vision for Santa Anita Avenue. Metro has received an unsolicited proposal to develop a portion of the Santa Anita frontage of Metro and Caltrans property and that proposal is under review. The proposed Board action requested would authorize the CEO to finalize negotiations with Caltrans to formalize a valuation process for the portion of the Caltrans site that may be included in a joint development project. This site would be valued at fair market at the time Metro decided to go forward with joint development. It is anticipated that Metro would only acquire the joint development site as part of a joint development agreement that would first come forward to the Board. The Board action would also authorize Metro to negotiate and execute an agreement with Caltrans for the relinquishment of the balance of the Caltrans site for public transportation purposes at no cost to Metro at such time as Metro desired to acquire the joint development site. Attachment C shows a map of the El Monte Transit Center, the area of the potential joint development site and the property currently owned by Caltrans. The Board is asked to take the El Monte related actions today to provide more certainty in the Joint Development acquisition process with Caltrans.

DETERMINATION OF SAFETY IMPACT

The relinquishment of the Caltrans lots will have no direct impact on safety. It may allow Metro to secure park & ride lots more effectively, having a potential benefit to safety.

FINANCIAL IMPACT

Impact to Budget

The relinquishment of the Lakewood and Norwalk Lots will cost \$150,000 for the reimbursement of Caltrans staff time. The additional environmental analysis will cost \$200,000. The total impact on the FY2018 Budget will be \$350,000, to be addressed through the mid-year budget process. These actions will be funded with local funds which are eligible for bus and rail capital and operations. They will be budgeted in Cost Center 4510, Project 405107.

ALTERNATIVES CONSIDERED

The Board could choose to take no action and continue to maintain the Lakewood and Norwalk Lots without ownership, and to not pursue additional environmental analysis at the Aviation Lot. This alternative would not be in accordance with previous Board direction.

NEXT STEPS

Upon approval of recommendations, staff will finalize negotiations with Caltrans for the

relinquishment of the Lakewood Lot and the portions of the Norwalk Lot that are outside of the freeway ROW. This will involve obtaining approval by Caltrans in Sacramento and approval by the California Transportation Commission. Staff will also negotiate and execute a Cooperative Agreement with Caltrans to reimburse them for their staff time.

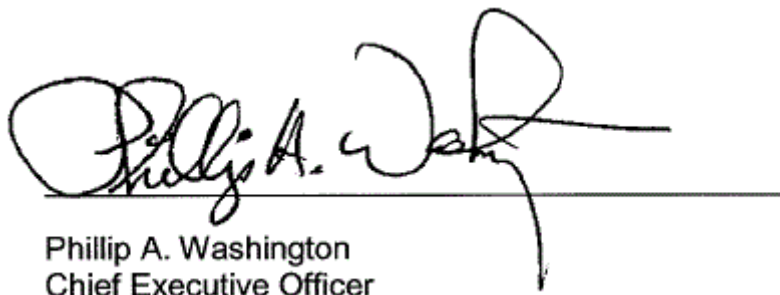
In addition, staff will initiate the Phase II analysis of the Aviation Lot and report back to the Board with findings. If the park & ride lot is not significantly contaminated, staff will recommend relinquishment of the Aviation Lot under the same terms negotiated for the Lakewood and Norwalk Lots.

ATTACHMENTS

- Attachment A - Maps of Park & Ride Lots
- Attachment B - Terms of the Relinquishment Agreement
- Attachment C - Map of El Monte Transit Center

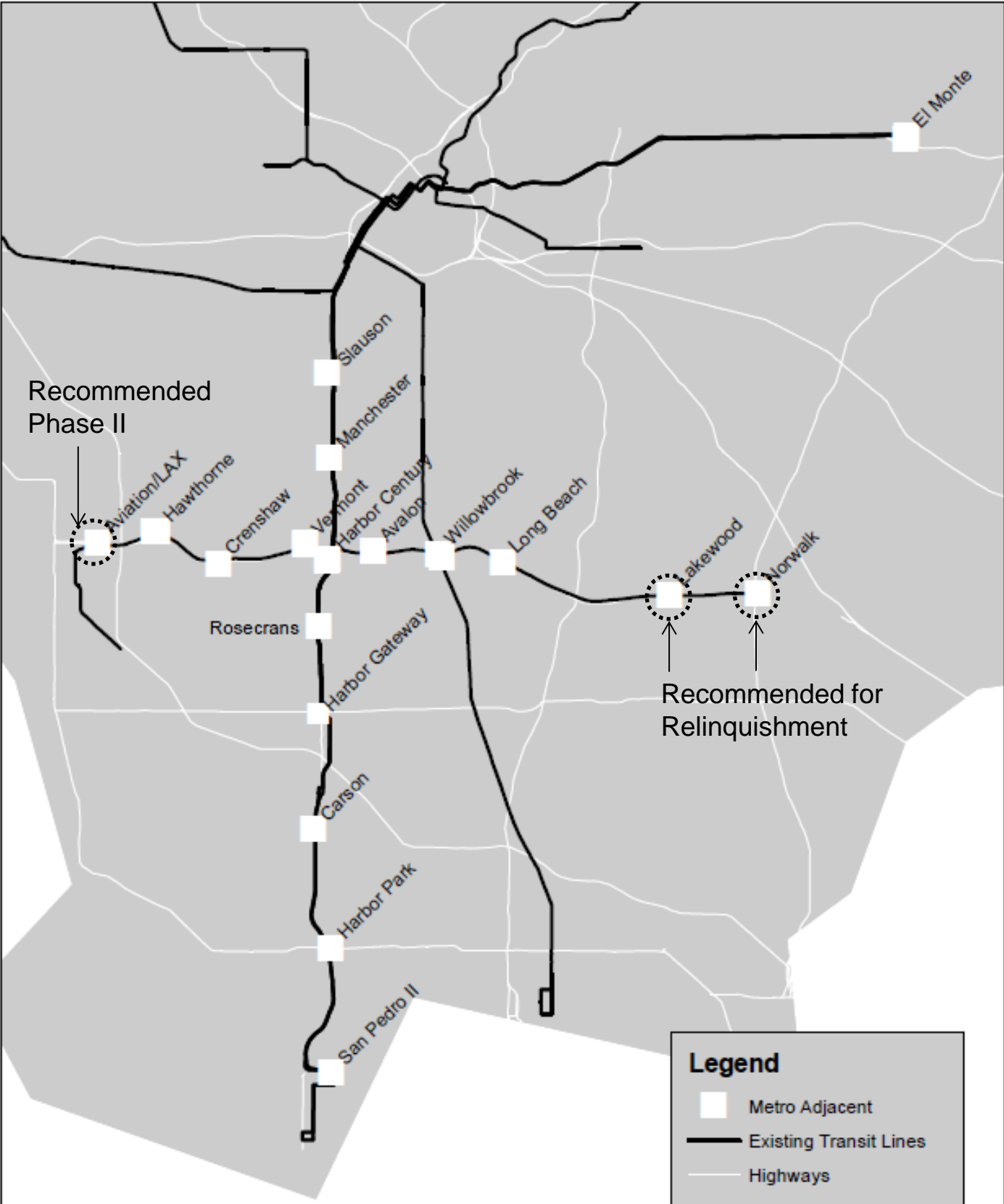
Prepared by: Marie Sullivan, Manager, Transportation Planning, Countywide Planning & Development, (213) 922-5667
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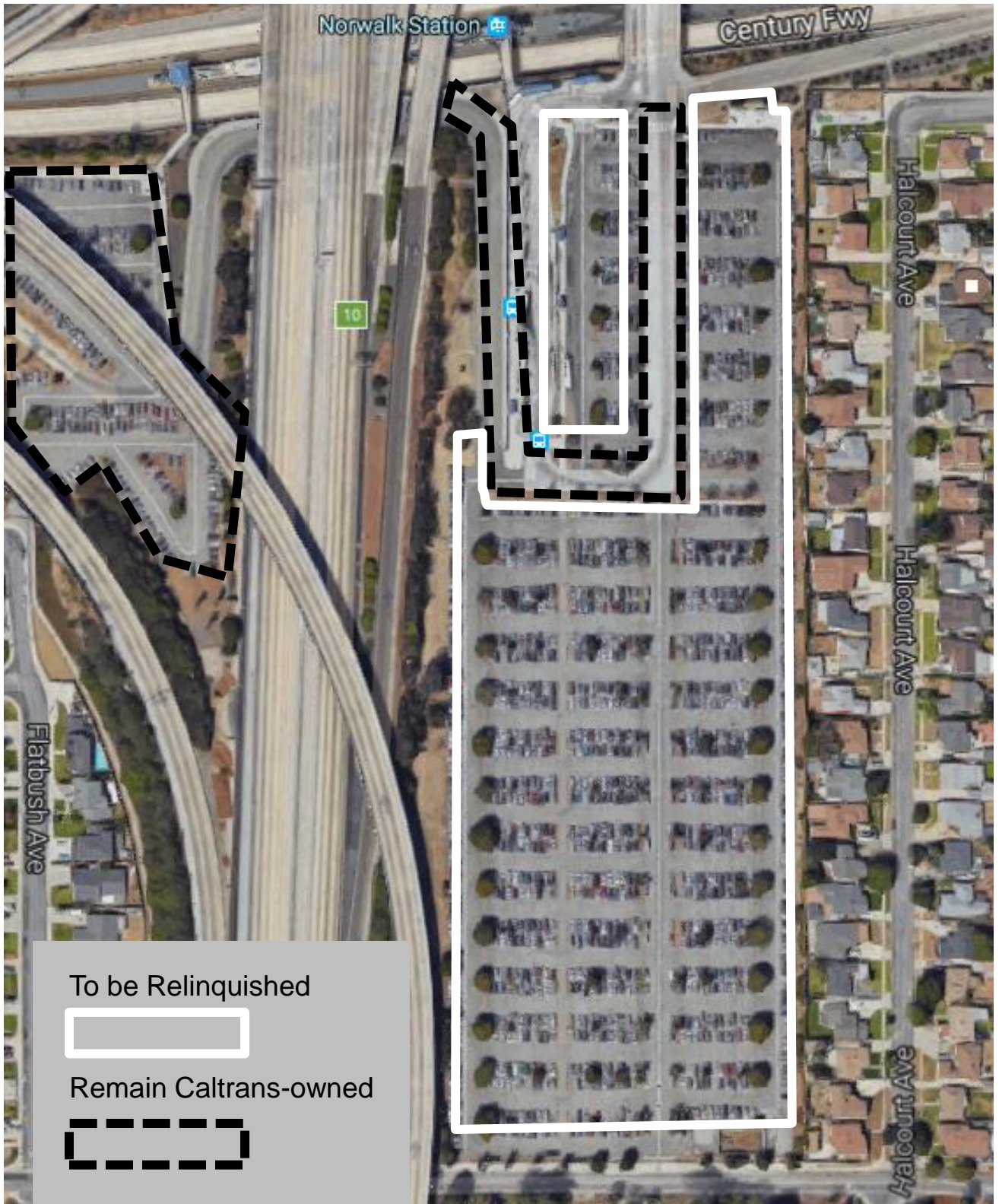


Phillip A. Washington
Chief Executive Officer

ATTACHMENT A – MAPS OF PARK & RIDE LOTS



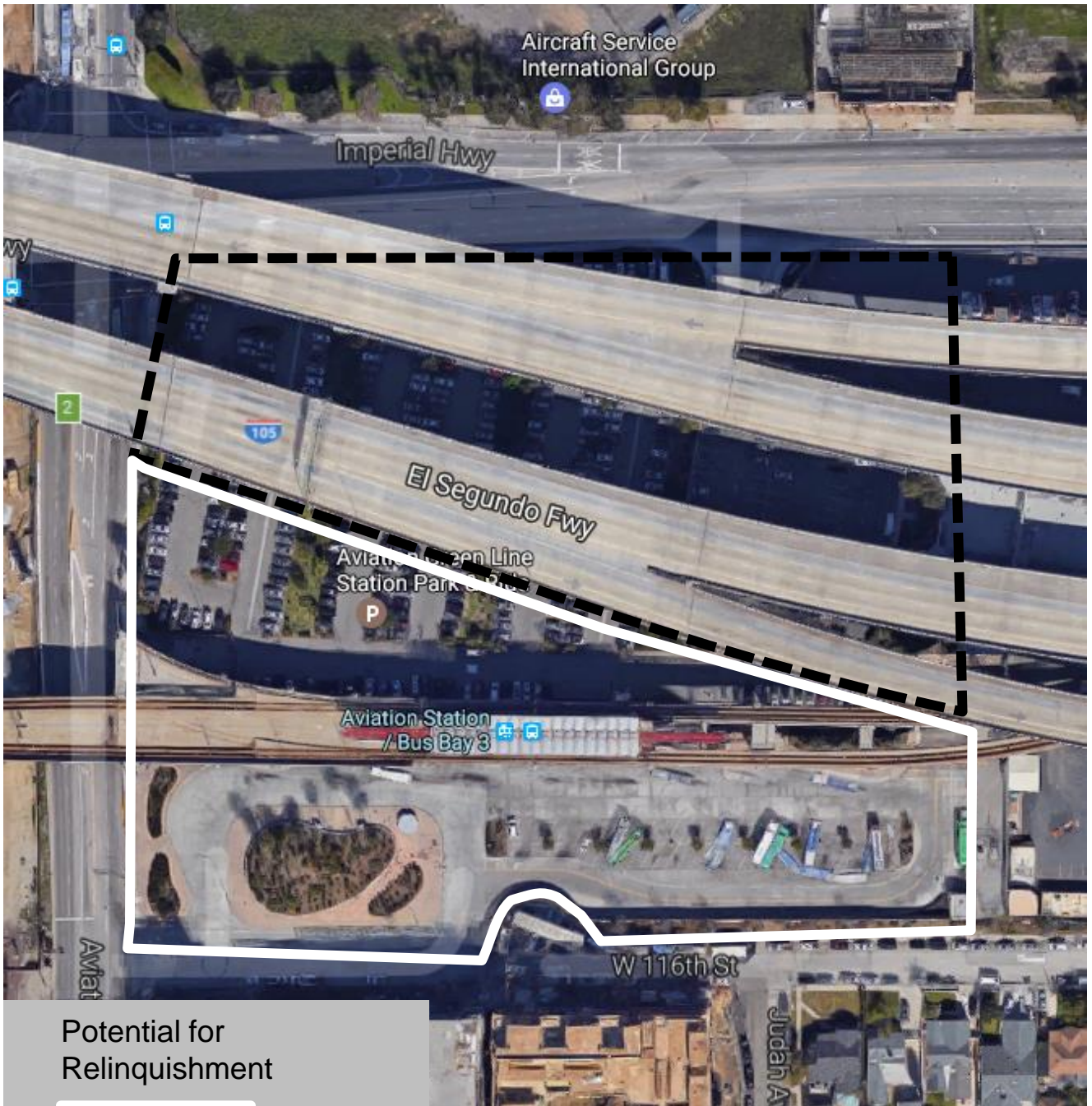
Norwalk Lot – Recommended for Relinquishment



Lakewood Lot – Recommended for Relinquishment



Aviation Lot – Recommended Phase II analysis



Potential for Relinquishment



Remain Caltrans-owned



Attachment B – Terms of Relinquishment Agreement

LACMTA responsibilities:

1. To operate and maintain the lots at no additional cost to Caltrans.
2. To maintain the same number of parking spaces that are currently present.
3. To provide parking spaces at a “minimum cost” to patrons (parking price may not exceed maintenance costs).
4. To maintain ownership of lots as long as the facility is needed for public purpose.
5. To never transfer ownership of a lot that was fully or partially funded by federal funds or located within Freeway ROW, to a non-governmental entity without prior written approval of the Federal Highway Administration (FHWA).
6. To allow properties to be re-conveyed to Caltrans at no cost if the properties are needed for a highway purpose.
7. To accept the lots in their existing environmental condition and to indemnify Caltrans of future environmental issues.

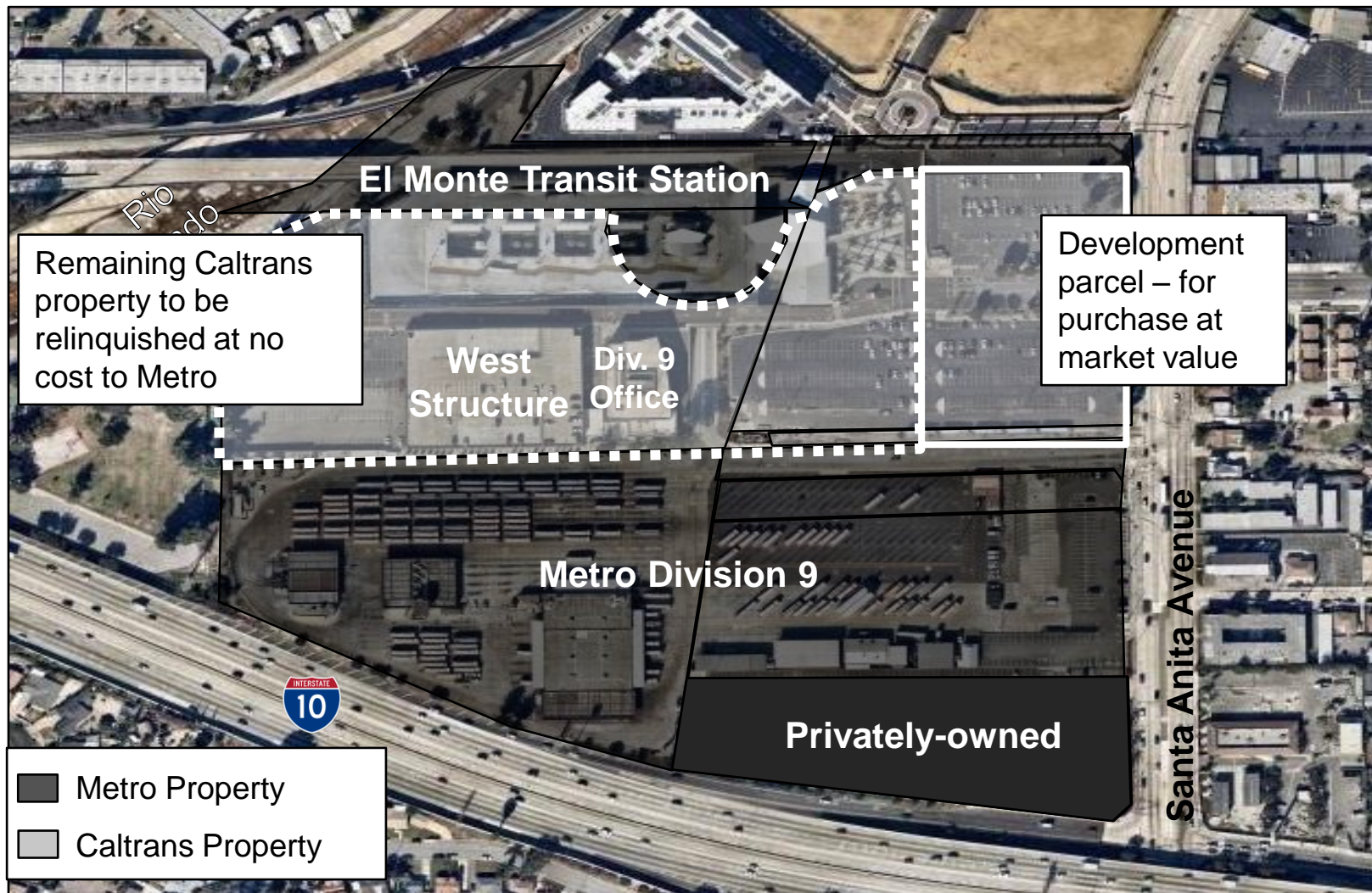
Caltrans responsibilities:

1. To relinquish upon CTC’s approval.
2. To provide LACMTA with all documentation about the lots.

Mutual responsibilities:

1. Caltrans reserves the right to enter to modify signage, drainage, and other reasonable improvements for a state highway purpose as long as they do not affect LACMTA’s use of the lots.
2. Metro will allow Caltrans and assignees access through the Lakewood Lot to maintain the telecommunications facility, coordinated through Metro Parking Management.

Attachment C – El Monte Transit Center Station





Board Report

File #: 2017-0696, File Type: Program

Agenda Number: 16.

PLANNING AND PROGRAMMING COMMITTEE NOVEMBER 15, 2017

SUBJECT: 2018 REGIONAL TRANSPORTATION IMPROVEMENT PROGRAM

ACTION: APPROVE 2018 REGIONAL TRANSPORTATION IMPROVEMENT PROGRAM FOR LOS ANGELES COUNTY

RECOMMENDATION

APPROVE the programming of up to \$481,845,000 for the 2018 Los Angeles County Regional Transportation Improvement Program (RTIP) as shown in Attachment A.

ISSUE

In August 2017, the California Transportation Commission (CTC) adopted the 2018 State Transportation Improvement Program (STIP) Fund Estimate, which provides new funding capacity over the five-year STIP period from Fiscal Year (FY) 2019 through FY 2023. In September 2017, the Board approved the State and Federal Funding Evaluative Criteria Framework designed to strategically guide Metro's considerations and pursuits of state and federal discretionary and formula funding programs.

Board adoption of the 2018 Regional Transportation Improvement Program (RTIP) for Los Angeles (LA) County will help secure formula funds for projects that are less competitive for other discretionary programs and those that have a low tolerance for risk. Approving this recommendation is consistent with the Board-approved 2009 Long Range Transportation Plan priorities, and meets the State and Federal Funding Evaluative Criteria.

DISCUSSION

Background

The STIP is a five-year capital improvement program of transportation projects on and off the State Highway System. Every two years, the CTC adopts a new STIP cycle adding two new years of funding capacity to the rolling five-year program. The last STIP was adopted by the CTC in May 2016. The 2018 STIP covers the five-year period from FY 2018-19 (FY 2019) through FY 2023. The STIP contains two portions. The first portion, the RTIP, accounts for 75% of the total STIP and is directly programmed by Regional Transportation Planning Agencies and County Transportation Commissions. The RTIP portion is the subject of the recommendations of this report. The second

portion is the Interregional Transportation Improvement Program (ITIP), which consists of the remaining 25% of the STIP and is directly programmed by Caltrans.

Relationship to the 2016 STIP

In the 2016 STIP, the revised final STIP Fund Estimate (FE) was negative, resulting in project deletions rather than new programming. Roughly \$74 million was deleted from LA County’s program. The 2018 STIP FE fully restores \$754 million in statewide deletions. Additionally, it provides \$1.5 billion for the regions and the state to program additional projects. In developing the 2018 RTIP, staff first restored prior funding commitments previously deleted from the 2016 STIP, consistent with CTC priorities (Attachment B). Next, staff utilized the Evaluative Criteria Framework to ensure that the program of projects proposed satisfies each of the principles the framework sets forth (Attachment C).

Proposed 2018 RTIP

Consistent with the Evaluative Criteria Framework, staff aimed to strategically apply formula funds for projects that are less likely to compete well in discretionary programs and those that have a low tolerance for risk. In addition, staff looked to reduce the charge rate associated with Caltrans support activities by looking for opportunities to fund those costs with state dollars, which are subject to a lower Indirect Cost Rate Proposal (ICRP). Based on these considerations and the assessment of the other criteria, staff recommends programming STIP funds for the program of projects as shown in Attachment A and described in Attachment B.

In order to be positioned to receive funding up to the maximum LA County target of \$481,845,000, Los Angeles County Metropolitan Transportation Authority (Metro) must prepare an RTIP proposing the programming of those dollars for eligible projects through the STIP period. In addition to the total target shares of \$317,185,000, the 2018 STIP includes an Advanced Project Development Element (APDE) target for LA County of \$54,170,000. Programming APDE would allow Metro to advance a portion of future STIP shares to fund project development work, including environmental and design elements. Up to an additional \$110,490,000 could be advanced to LA County projects from future shares under the maximum target if other counties program less than their total targets. Board-approved programming must be submitted to the CTC by the December 15, 2017 deadline for the 2018 STIP process. Therefore, staff seeks board approval of the 2018 RTIP (Attachment A) and the three tiers of funding as follows:

| 2018 RTIP Programming Tiers | | |
|------------------------------------|-------------------------------|----------------------------|
| Tiers | Target | Programming Amounts |
| Tier 1 | 2018 Los Angeles Total Target | Up to \$ 317,185,000 |
| Tier 2 | APDE Target | Up to \$ 54,170,000 |
| Tier 3 | Maximum Target | Up to \$ 110,490,000 |
| Total | | \$481,845,000 |

Interregional Transportation Improvement Program

Caltrans is responsible for developing the Interregional Transportation Improvement Program (ITIP), consistent with the Interregional Transportation Strategic Plan (ITSP), which the CTC adopts as a component of the STIP. Staff worked with Caltrans District 7 to propose three projects in LA County

for the 2018 ITIP, of which Caltrans Headquarters has included one in their Draft 2018 ITIP. The Draft ITIP includes \$7 million for the Rosecrans Marquardt Grade Separation project, proposed in FY 2020. Staff continues to work with Caltrans and the CTC to include ITIP funding for the I-5 Corridor Improvements Project between the I-605 and the I-710, which is a part of Operation Shovel-Ready. We are seeking a total of \$16 million for that project in FY 2019.

DETERMINATION OF SAFETY IMPACT

Adoption of the 2018 RTIP will authorize staff to seek funds to make safety and other mobility improvements in several areas of the county.

FINANCIAL IMPACT

Approval of the 2018 RTIP for LA County would have no negative financial impact to the county. The 2018 RTIP fulfills prior and anticipated funding commitments for transportation projects within LA County.

Impact to Budget

The approval of the 2018 RTIP has no impact to the FY 2018 budget.

ALTERNATIVES CONSIDERED

The Board could elect to reject the staff recommendation for the 2018 RTIP. This option is not recommended as it would force LA County to surrender the formula funds available through the 2018 STIP period. This would be detrimental to the project funding for the projects proposed herein. Staff has identified a geographically and modally balanced set of priority projects, which is consistent with state guidelines and the evaluation criteria framework approved by the Board in September 2017.

NEXT STEPS

With Board approval of our recommendation, staff will proceed with and monitor the following steps to securing the 2018 LA County RTIP submittal:

- Submit RTIP request to CTC - December 15, 2017
- CTC Southern California STIP hearing - January 25, 2018
- CTC publishes staff recommendations - February 28, 2018
- CTC adopts STIP - March 21-22, 2018

ATTACHMENTS

Attachment A - 2018 RTIP for Los Angeles County

Attachment B - Projects Proposed for Programming

Attachment C - Evaluative Criteria Framework to Guide 2018 RTIP Development

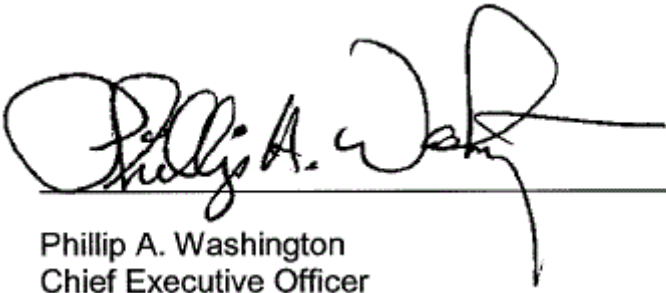
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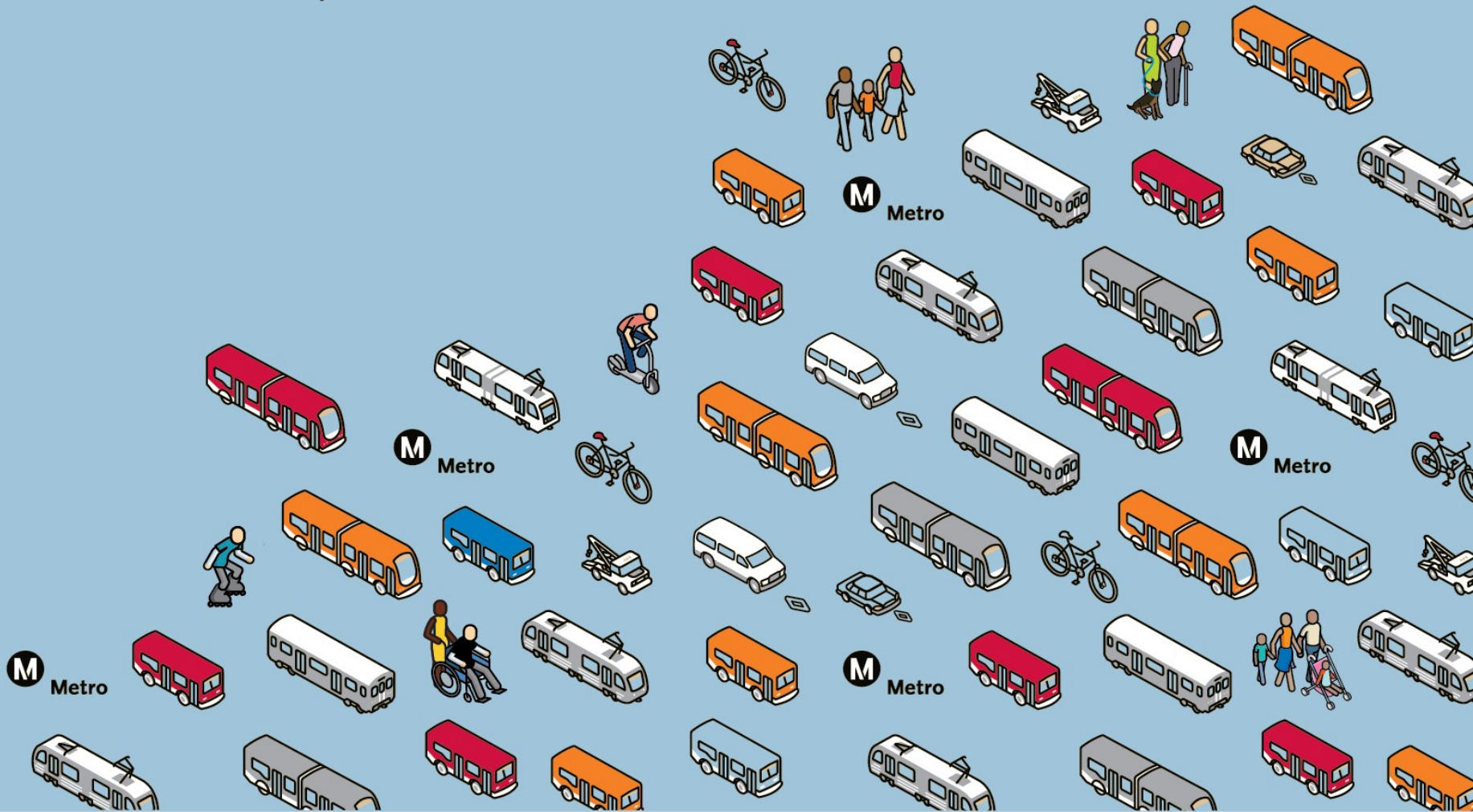


Phillip A. Washington
Chief Executive Officer

2018 Regional Transportation Improvement Program

Metro Board Meeting

November 30, 2017



State Transportation Improvement Program (STIP) Overview

- **5 years of programming, updated every 2 years.**
- **Regions control 75%, Caltrans controls 25%.**
- **Regions receive formula target shares.**
- **Project eligibility is broad, but funding has criteria.**
- **Board approval of the Regional Transportation Improvement Program (RTIP) is required.**



Metro



• **The 2016 STIP Cycle required project**

Regional Transportation Improvement Program (RTIP) Priorities

- **Restore prior project deletions.**
- **Evaluative Criteria Framework Adherence:**
 - ❑ Sustain Measure M and pre-Measure M/LRTP priorities and schedules
 - ❑ Project alignment with program criteria
 - ❑ Assess the need for certainty versus relative risk tolerance (use of formula versus discretionary funds)
 - ❑ Support geographic balance over entire program portfolio
 - ❑ Consistency with Board policies and directives.
 - ❑ Consistency with the LRTP and SCAG's RTP



Tier 1-Los Angeles County's Total Target

| Tier 1 Requests | Total for FY19 - FY23 (\$s in 1000s) |
|---|--------------------------------------|
| Planning Programming & Monitoring (PPM) | 12,005 |
| SR 138 Segment 6 | 19,750 |
| SR 138 Segment 13 | 71,000 |
| SR 138 Segment 4 | 39,950 |
| SR 71 Freeway Conversion | 20,000 |
| East San Fernando Valley Transit Corridor | 107,138 |
| Bus Acquisition-Project 1 | 30,246 |
| Bus Acquisition-Project 2 | 17,000 |
| Total -Total Target | |

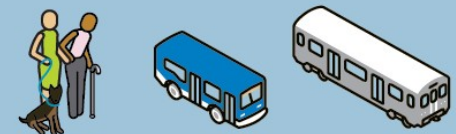


Metro



Tier 2-Los Angeles County's Advanced Planning and Development Element (APDE) Target

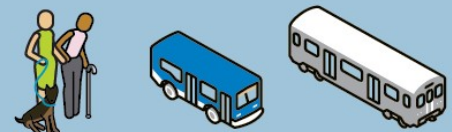
| Tier 2 Requests (APDE) | Total for FY19 - FY23 (\$s in 1000s) |
|--|---|
| I-710 Early Action Project/ Shoemaker | 14,000 |
| I-605/I-5 Interchange Improvements | 18,170 |
| I-605/SR-91 Interchange Improvements | 22,000 |
| Total - Tier 2 APDE Requests | 54,170 |



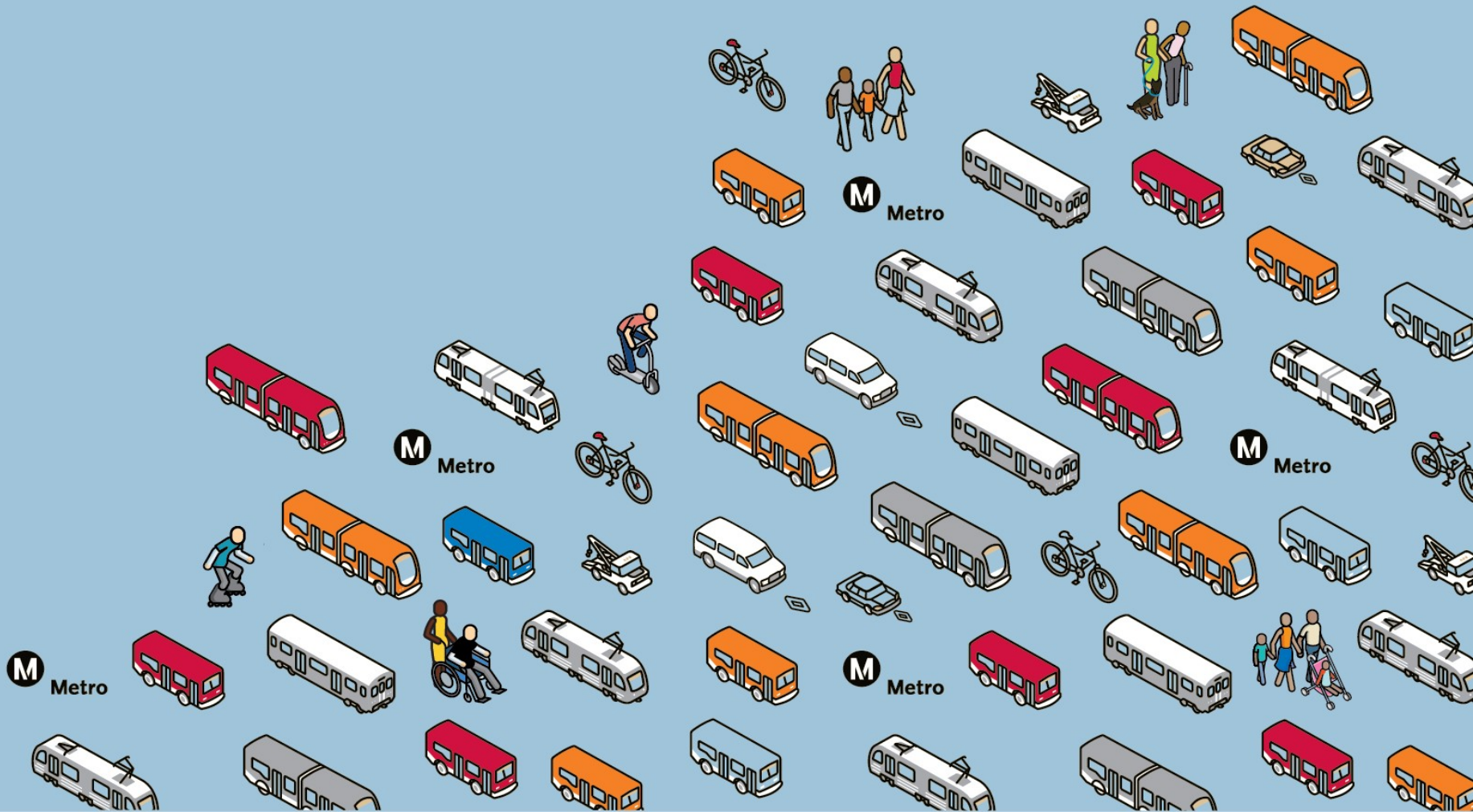
Tier 3-Los Angeles County's Maximum Target

| Tier 3 Requests (Potential Additional Shares) | Total for FY19 - FY23 (\$s in 1000s) |
|--|---|
| East San Fernando Valley Transit Corridor | 98,490 |
| I-405 Crenshaw Blvd Ramp Improvement | 12,000 |
| Total - Tier 3 Requests | 110,490 |

**Total for Tiers 1, 2, and 3=
\$481,845,000**



Thank you



2018 LOS ANGELES COUNTY REGIONAL TRANSPORTATION IMPROVEMENT PROGRAM

| | Tier 1 Requests | PPNO | Programming Year | | | | | Total | Project Phase | | | | | | |
|---|---|---------|------------------|---------------|---------------|---------------|----------------|----------------|---------------|----------------|---------------|---------------|--------------|---------------|--------|
| | | | FY18/19 | FY19/20 | FY20/21 | FY21/22 | FY22/23 | | R/W | Con | E&P | PS&E | R/W Sup | Con Sup | |
| 1 | Planning Programming & Monitoring (PPM) | 9001 | | | 4,002 | 4,002 | 4,002 | 12,005 | | | 12,005 | | | | |
| 2 | SR 138 Seg 6 | 4356 | 19,750 | | | | | 19,750 | | 15,000 | | | | | 4,750 |
| 3 | SR 138 Seg 13 | 4357 | 4,000 | | | | | 67,000 | | 55,000 | | 4,000 | | | 12,000 |
| 4 | SR 138 Seg 4 | 4353 | 5,250 | 15,700 | | | 19,000 | 39,950 | 9,000 | 15,000 | | 5,250 | 6,700 | | 4,000 |
| 5 | SR 71 | 2741 | | | 20,000 | | | 20,000 | | | | | | | 20,000 |
| 6 | East San Fernando Valley Transit Corridor | 07-4296 | | | 34,630 | 17,775 | 54,733 | 107,138 | 34,630 | 54,733 | | | 17,775 | | |
| 7 | Bus Acquisition-Project 1 | | | 30,246 | | | | 30,246 | | 30,246 | | | | | |
| 8 | Bus Acquisition-Project 2 | | | | | | | 17,096 | | 17,096 | | | | | |
| 9 | Total -Total Target Requests | | 29,000 | 45,946 | 58,632 | 40,777 | 142,831 | 317,185 | 43,630 | 187,075 | 12,005 | 27,025 | 6,700 | 40,750 | |

| | Tier 2 Requests (APDE) | PPNO | FY18/19 | FY19/20 | FY20/21 | FY21/22 | FY22/23 | Total | R/W | Con | E&P | PS&E | R/W Sup | Con Sup |
|----|--------------------------------------|------|---------------|----------|---------------|----------|----------|---------------|----------|----------|----------|---------------|----------|----------|
| 10 | 710 Early Action Project/ Shoemaker | | 14,000 | | | | | 14,000 | | | | 14,000 | | |
| 11 | I-605/I-5 Interchange Improvements | | | | 18,170 | | | 18,170 | | | | 18,170 | | |
| 12 | I-605/SR-91 Interchange Improvements | | 22,000 | | | | | 22,000 | | | | 22,000 | | |
| 13 | Total - Tier 2 APDE Requests | | 36,000 | - | 18,170 | - | - | 54,170 | - | - | - | 54,170 | - | - |

| | Tier 3 Requests (Potential Additional Shares) | PPNO | FY18/19 | FY19/20 | FY20/21 | FY21/22 | FY22/23 | Total | R/W | Con | E&P | PS&E | R/W Sup | Con Sup |
|----|---|---------|----------|----------|----------|---------------|---------------|----------------|----------|---------------|----------|---------------|----------|---------------|
| 14 | East San Fernando Valley Transit Corridor | 07-4296 | - | | | 59,460 | 39,030 | 98,490 | - | 39,030 | | 59,460 | | |
| 15 | I-405 Crenshaw Blvd Ramp Improvement | | | | | 12,000 | | 12,000 | | | | | - | 12,000 |
| 16 | Total - Tier 3 Requests | | - | - | - | 71,460 | 39,030 | 110,490 | - | 39,030 | - | 59,460 | - | 12,000 |

| | | | | | | | | | | | | | | |
|----|----------------------------------|--|---------------|---------------|---------------|----------------|----------------|----------------|---------------|----------------|---------------|----------------|--------------|---------------|
| 17 | Total of Tiers 1, 2 and 3 | | 65,000 | 45,946 | 76,802 | 112,237 | 181,861 | 481,845 | 43,630 | 226,105 | 12,005 | 140,655 | 6,700 | 52,750 |
|----|----------------------------------|--|---------------|---------------|---------------|----------------|----------------|----------------|---------------|----------------|---------------|----------------|--------------|---------------|

2018 INTERREGIONAL TRANSPORTATION IMPROVEMENT PROGRAM PROJECTS IN LOS ANGELES COUNTY

| | Highway | PPNO | FY18/19 | FY19/20 | FY20/21 | FY21/22 | FY22/23 | Total | R/W | Con | E&P | PS&E | R/W Sup | Con Sup |
|----|--|------|---------------|--------------|----------|----------|----------|---------------|----------|--------------|---------------|----------|----------|----------|
| 18 | I-5 Corridor Improvements (I-605 to I-710) | | 16,000 | | | | | 16,000 | | | 16,000 | | | |
| | Transit | | | | | | | | | | | | | |
| 19 | Rosecrans Marquardt Grade Separation | | | 7,000 | | | | 7,000 | | 7,000 | | | | |
| 20 | Total | | 16,000 | 7,000 | - | - | - | 23,000 | - | 7,000 | 16,000 | - | - | - |

EXISTING 2016 STIP PROGRAMMING

| | Project | PPNO | FY18/19 | FY19/20 | FY20/21 | FY21/22 | FY22/23 | Total | R/W | Con | E&P | PS&E | R/W Sup | Con Sup |
|----|---|------|---------------|---------------|---------------|----------|----------|---------------|----------|---------------|----------|----------|----------|----------|
| 21 | LRVs | 4025 | 26,200 | 26,700 | 27,800 | - | - | 80,700 | | 80,700 | | | | |
| 22 | Planning Programming & Monitoring (PPM) | 9001 | 4,617 | - | - | - | - | 4,617 | | 4,617 | | | | |
| 23 | Totals | | 30,817 | 26,700 | 27,800 | - | - | 85,317 | - | 85,317 | - | - | - | - |

| | AMENDMENT TO EXISTING PROGRAMMING | PPNO | FY18/19 | FY19/20 | FY20/21 | FY21/22 | FY22/23 | Total | R/W | Con | E&P | PS&E | R/W Sup | Con Sup |
|----|---|------|---------------|---------------|---------------|----------|----------|---------------|----------|---------------|----------|----------|----------|----------|
| 24 | Amended PPM 2016 | 9001 | (2,309) | 2,309 | | | | - | | 4,617 | | | | |
| 25 | 2016 STIP Program Amended Totals | | 28,508 | 29,009 | 27,800 | - | - | 85,317 | - | 85,317 | - | - | - | - |

**Projects Proposed for Programming in the 2018
Los Angeles State Transportation Improvement Program**

In developing the 2018 RTIP, staff utilized the Evaluative Criteria Framework to ensure that the program of projects proposed satisfies each of the principles the framework sets forth (ATTACHMENT C). Based on that assessment, staff recommends the following:

- The SR-138 Segment 6 is a project that will serve to relieve congestion and enhance safety along the Route 138 Corridor. Programming is proposed for FY 19 for the Construction Phase (\$19.8 million). This project had been previously programmed in FY 17, but was deleted from the 2016 STIP due to negative funding capacity. Funding the 2016 deletions is the highest priority for the CTC and programming this project restores a prior funding commitment.
- The SR-138 Segment 13 is proposed for FY19 and FY23 for Design (\$4 million) and Construction (\$67 million). This project had been previously programmed in FY17, but was deleted from the 2016 STIP due to negative funding capacity. Funding the 2016 deletions is the highest priority for the CTC and programming this project restores a prior funding commitment.
- The SR-138 Segment 4 is proposed for FY19, FY 20 and FY22 for the Project Study and Engineering Phase (\$5.3 million), Right of Way (\$15.7 million) and Construction (\$19 million). This project is the final segment of the SR 138, and completing it will allow the full benefits from the investments across the corridor to be realized.
- The SR-71 is a project that proposes to upgrade 3.2 miles of existing four-lane expressway to an eight-lane freeway on Route 71 from Interstate 10 to Route 60 in Los Angeles County. Programming is proposed for FY21 for the Construction Support Phase (\$20 million).
- The East San Fernando Valley Transit Corridor Project will provide improved north/south transit service in the eastern San Fernando Valley along Van Nuys Boulevard and San Fernando Road. Programming is proposed for FY 21 for the Right-of-Way Phase (\$34.6 million) and for FY22 and FY23 for the Design and Construction Phases (\$72.5 million). The project is expected to be delivered under a design-build contract, and the funding proposed would support the design and construction of the project.
- The Bus Acquisition Project 1 is required to maintain a state of good repair of our bus fleet through a replacement schedule that allows Metro's buses to be retired and replaced after the end of their "useful life" as defined by the FTA. Programming is proposed for FY20 (\$30.2 million). This funding supports the

ongoing fleet replacement and upgrading required to support Metro's bus operations and ensure Metro's fleet is in a state of good repair.

- Programming for the Bus Acquisition Project 2 is proposed for FY23 (\$17.1 million). This funding will fund a scheduled future bus replacement. This project supports the ongoing fleet replacement and upgrading required to support Metro's bus operations and ensure Metro's fleet is in a state of good repair.
- Planning, Programming, and Monitoring (PPM) funds are proposed for continuation to fund the planning activities of Metro and is proposed for FY21 (\$4 million), FY22 (\$4 million), and FY23 (\$4 million).

In addition to the projects programmed for Los Angeles County's total target share, staff proposes to establish a second tier to utilize the full Advanced Project Development Element (APDE) target of 25% off the shares forecasted for the next STIP cycle to fund project development activities. Shares will be advanced from the next share period. The following projects are proposed for APDE, Tier II:

- The I-710 Early Action Shoemaker Bridge includes the replacement of the existing bridge and reconfiguration of the associated connector roads to downtown Long Beach. APDE would be proposed for FY19 to fund the Project Study and Engineering Phase (\$14 million).
- The I-605/SR 91 Interchange Improvements Project is being collaborated by the Gateway Cities Council of Governments, the City of Cerritos, and the City of Artesia who are proposing to make improvements on the westbound SR-91 between Shoemaker Ave and the I-605/SR-91 interchange. APDE would be proposed for FY19 to fund the Project Study and Engineering Phase (\$22 million).
- The I-605/I-5 Interchange Improvements Project proposes improvements Florence Ave to Paramount Blvd. APDE would be proposed for FY21 to fund the Project Study and Engineering Phase (\$18.2 million).

Lastly, staff is recommending a third tier of projects should other regions under-program, leaving additional funding capacity available. Tier III is proposed as follows:

- The I-405 Crenshaw Blvd Ramp Improvement Project proposes to improve operational conditions on the I-405, and its on-and-off ramps at Crenshaw Boulevard and 182nd Street in Torrance. Programming is proposed for FY22 for the Construction Phase (\$12 million).
- The East San Fernando Valley Transit Corridor Project (see description above) is being proposed to receive additional funding to be programmed for the Construction Phase in FY22 and FY23 for a total of (\$98.5 million).

Additionally, staff is amending the \$4.6 million in prior PPM programming for FY19 to instead be spread over FY19 (\$2.3 million) and FY20 (\$2.3 million) in order to avoid a gap in PPM funding in FY20. The CTC typically views PPM as a high priority for allocation.

Evaluative Criteria Framework to Guide the 2018 RTIP Development

In selecting projects to submit for funding through the 2018 State Transportation Improvement Program (STIP), staff used the Evaluative Criteria Framework. The framework was approved at the September 2017 Board meeting. The framework was applied as follows:

1. Sustain Measure M and other Pre-Measure M/LRTP Priorities and Schedules

Staff evaluated Metro's existing priorities as established in the LRTP, Measure R and Measure M expenditure plans to identify project schedules that coincide with the STIP programming and allocation constraints. The 2018 STIP includes funds in each of five years, FY 2018-19 through 2022-23. This step of the review consisted mainly of identifying projects ready either for:

- 1) pre-development funding only, such that they might compete for future cycle SB-1 or other discretionary programs for construction funds; or
- 2) funding through construction.

Many of Metro's projects satisfy this criterion and have project phases underway within the 5-year STIP program, including all of the projects proposed in the 2018 RTIP.

2. Match competitiveness of Projects to New/Expanded Programs Criteria

STIP funding is relatively flexible. Eligibility is broad in the STIP program, and all projects identified in the first step of review were deemed eligible, however, the guidelines contain a number of points which staff took into consideration when identifying projects.

Firstly, projects deleted through the 2016 STIP are the first priority for funding from the 2018 STIP, and for Los Angeles County, these include:

- SR-138 Segment 6
- SR-138 Segment 13.

Secondly, performance information requirements established with the adoption of the 2016 STIP Guidelines places emphasis on projects which reduce greenhouse gas emissions, as well as other measures including efficiency and effectiveness. In building the program for the 2018 STIP, staff sought a modally balanced submittal to help ensure acceptable results for the performance reporting requirements. The inclusion of the bus acquisition projects and the East San Fernando Valley support the performance goals within the STIP.

Additional consideration is required to ensure all projects proposed are eligible for the mix of state and federal funds sources for the State Highway Account which funds the STIP. Beginning with the 2018 STIP Fund Estimate Public Transportation Account funds are no

longer available for the STIP. Therefore, staff analyzed all transit projects to determine whether they were eligible for either fuel excise tax funds protected by Article 19 (dedicated right-of-way, infrastructure only, no rolling stock) or federal funds. Projects not clearly eligible for federal funds or Article 19 state funds were screened out.

3. Certainty (Formula) vs. Risk (Competitive/Discretionary)

With the limited availability of formula funds, staff focused on the strategic use of STIP formula funds on projects that are less likely to compete well in discretionary programs and those that have a low tolerance for risk. Additionally, Caltrans applies a reduced Indirect Cost Rate Proposal (ICRP) for work they perform when that work is paid for by state dollars. Thus, staff also sought strategic programming opportunities that would achieve cost savings on the (ICRP) applied by Caltrans for projects on the state highway system. For the projects included in the RTIP, the following rationale was applied:

- State Route 71 had an existing funding gap due to the cancellation of the FASTLANES grants. In response to the funding gap, staff committed to looking at SB 1 funding sources to fully fund this project. Based on the project's relative potential to compete for state discretionary programs, the significant risk to the existing funding commitment of repurposed federal earmarks, and the opportunity to secure ICRP savings, staff identified the SR 71 as an ideal candidate for STIP formula funds.
- The delivery of the SR 138 Segments 4, 6, and 13 are dependent on the availability of state funds, as there are no explicit funding commitments for these segments identified in Measure M. Lacking the potential to put forward any local match reduces the ability of these projects to seek funds through other SB 1 discretionary grant programs. Funding these projects with STIP formula funds makes it possible to complete the remaining segments of the SR 138 with certainty while securing a reduced ICRP rate for Caltrans support activities.
- The East San Fernando Valley Transit Corridor Project had a funding gap as a result of the state's cancellation of the Traffic Congestion Relief Program (TCRP), which STIP formula funds provide opportunity to address. Additionally, this project assumes a large share of non-Measure M dollars, and thus is expected to compete in other SB 1 funding programs. Therefore, using formula funds for a portion of the non-Measure M share of the project cost offsets some of the risks associated with aiming to complete the projects non-Measure M funding entirely through discretionary grants.
- The Bus Acquisition projects are essential to Metro's overall bus fleet management strategy, and Metro's ability to maintain our fleet in a state of good repair. Any risk to the forecasted replacement schedule would have an impact on maintaining operating schedules and delivering bus service. These projects are best suited for the certainty afforded by formula funding sources.

With regard to the Advance Project Development Element (APDE) formula funds, staff sought opportunities to initiate project development work that could help support future SB 1 discretionary program candidate projects. The I-605/I-5 Interchange Improvements Project, I-605/SR-91 Interchange Improvements Project, and the I-710 Early Action Project/Shoemaker each had eligible phases of work within the 2018 STIP timeframe. In addition, with Caltrans performing the project development work, Metro is able to secure a reduced ICRP for these activities.

4. Geographic Balance

Including the Bus Acquisition project, the RTIP program funds projects in all of the nine subregions. The projects by subregion are as follows:

Gateway Cities:

- I-605/I-5 Interchange Improvements
- I-710 Early Action Project/Shoemaker
- I-605/SR-91 Interchange Improvements

North County:

- SR-138 Segment 6
- SR-138 Segment 13
- SR-138 Segment 4

San Fernando Valley:

- East San Fernando Valley Transit Corridor

San Gabriel Valley:

- SR-71

South Bay:

- I-405 Crenshaw Blvd. Ramp Improvement (Also included in the Measure R Expenditure Plan)

Arroyo Verdugo, Central Los Angeles, Gateway Cities, Las Virgenes/Malibu San Fernando Valley, San Gabriel Valley, South Bay, and Westside Cities:

- Bus Acquisition 1
- Bus Acquisition 2

5. Consistency with Board policies and directives

The projects identified for funding in the 2018 STIP are consistent with Board policies and directives. STIP funds are part of the state and federal funds assumed in the development of the Measure M Expenditure Plan. STIP funds as part of the funding plans of the Measure M projects will help to keep the projects fully funded and deliverable in a timely manner.

6. Consistency with Metro Long Range Transportation Plan and Southern California Association of Governments (SCAG) Regional Transportation Plan (RTP)

All of the projects identified for STIP funding are Measure M, Measure R and/or LRTP projects. Each project is consistent with the priorities set forth in the Metro LRTP and is included in the SCAG RTP.



Board Report

File #: 2017-0616, File Type: Program

Agenda Number: 17.

PLANNING AND PROGRAMMING COMMITTEE NOVEMBER 15, 2017

**SUBJECT: FY 2017 FEDERAL HOMELAND SECURITY AND STATE
PROPOSITION 1B SECURITY PROJECTS**

ACTION: APPROVE PROGRAMMING RECOMMENDATION AND RELATED ACTIONS

RECOMMENDATION

CONSIDER:

- A. APPROVING programming of up to \$13.557 million from fiscal year (FY) 2017 federal Department of Homeland Security Transit Security Grant Program (TSGP) and state Proposition 1B California Transit Security Grant Program (Prop 1B Transit Security) funds that are available for eligible capital and operating transit security projects, as shown in Attachment A; and
- B. ADOPTING the required FY 2017 resolution, as shown in Attachment B, authorizing the Chief Executive Officer to execute any actions necessary for obtaining state financial assistance that the California Office of Emergency Services (Cal OES) may provide.

ISSUE

The Board of Directors must approve the programming of \$13.557 million in federal and state transit security grant funding for the eligible capital and operating projects, before we can begin to draw down such funding according to grant guidance. The funding will be applied towards construction of the Metro Security Emergency Operations Center, referred to as the Emergency Operations Center (EOC) in the grant. In addition, it will implement actions to address vulnerabilities at operating and maintenance facilities, including during special events, emerging threats and heightened states of alert.

DISCUSSION

In June 2017, the Department of Homeland Security announced the availability of \$88 million nationwide through the Transit Security Grant Program for projects that directly support transportation infrastructure security activities through a competitive application process. Metro applied for funds and was awarded \$675,000 in Homeland Security grants. In October 2016, the State Controller's Office also notified Metro that it was allocated \$12.882 million under the FY 2017 state Proposition 1B Transit Security Program for eligible transit system safety, security and disaster response capital

projects. The Board of Directors must approve the programming of \$13.557 million combined for eligible capital and operating projects, before Metro is permitted to draw down funds according to grant guidelines.

Federal TSGP Funding

Federal TSGP funding may be used for protecting critical infrastructure within our transit system from terrorism, especially explosives and non-conventional threats that would cause major loss of life and severe disruption within the greater Los Angeles region. Since 2004, we have received an estimated \$66 million in federal transit security funds. These grants have been used to harden subway security, enhance bus facility surveillance, operate random patrols throughout the transit system, and provide terrorist awareness training for the majority of the transit staff. The \$675,000 available in FY 2017 TSGP funding is recommended to be programmed for transit security activities shown in Attachment A. These FY 2017 TSGP federal funds must be encumbered and expended by August 31, 2020, and we anticipate expending the entire grant amount by end of FY 2019, but possibly sooner if needed.

State Proposition 1B Funding

In November 2006, California voters approved Proposition 1B (Prop 1B), which authorized \$19.925 billion of state general obligation bonds for specified transportation purposes, including transit modernization and transit safety and security improvements. Under Prop 1B, the state established the \$600 million, Transit Security Program (also referred to as the California Transit Security Grant Program - California Transit Assistance Fund (CTSGP-CTAF)). An annual allocation of \$16.1 million was approved for Metro for 10 years. In previous years, we have programmed, applied for, and received a total of \$145 million for Metro security and safety projects. The \$12.882 million available in FY 2017 Prop 1B Transit Security funding is recommended to be programmed for the project shown in Attachment A. Presently, the project is funded with seven years of Prop 1B grant allocations and approximately \$98 million was approved in prior years. This final allocation amount of \$12.822 million was less than planned due to lower than expected bond proceeds being received by the state. This had caused a revenue shortfall in the EOC's funding plan that was assumed in the approved Life of Project Budget. Staff has identified remaining balances from past year Prop 1B grant-funded transit security projects that came in under budget that can be transferred to the EOC project to help fill the funding gap. But staff will need to identify other local fund sources to complete the current funding plan as noted in Attachment C or determine whether the project cost can be reduced. FY 2017 Transit Security state bond funds must be encumbered and expended by March 31, 2019.

DETERMINATION OF SAFETY IMPACT

The implementation of these federal and state funded transit security projects will improve safety. In particular, the state funding will be allocated towards the building of the new Emergency Operation Center, which would allow continued operations and a safer system for our employees and patrons.

FINANCIAL IMPACT

No expenses for the projects listed in Attachment A are included in the FY 2018 Budget; however, \$675,000 of funding will be identified for current fiscal year use through the annual mid-year budget process for FY18. The remaining funds of \$12.882 million for the Prop 1B-funded project will be included in future year budgets. As this is a multi-year project, Cost Center 2610 will be accountable

for budgeting for costs required in future years. Given that the final year allocation of Prop 1B funds was less than planned, staff will develop a plan to address the \$1.8 million funding gap noted in Attachment C.

Impact to Bus and Rail Operating and Capital Budget

The funds programmed by this action will be identified via the mid-year budget process and come from federal and state transit security funds to finance the eligible operating and capital projects shown in Attachment A. These funds are not eligible for bus and rail operations.

ALTERNATIVES CONSIDERED

The Board of Directors may choose not to program funding or approve the related resolution. We do not recommend these options because without Board approval, we cannot access the \$13.557 million in available federal and state transit security funds for the needed transit security projects shown in Attachment A.

NEXT STEPS

With Board approval, we will process the necessary documents with the appropriate awarding agency to secure up to \$13.557 million in transit security funds available. We also will work to ensure timely implementation of the project and monitor grant compliance activities.

ATTACHMENTS

Attachment A - FY 2017 TSGP and Prop 1B Project List

Attachment B - Governing Body Resolution

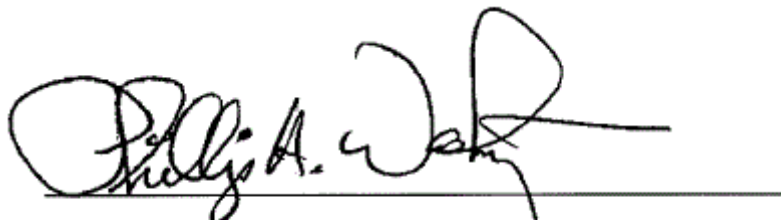
Attachment C - Transit Security Project Funding Tables

Prepared by: Diego Ramirez, Manager Transportation Planning, Grants Management & Oversight,
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Cosette Stark, DEO, Countywide Planning & Development, (213) 922-2822

Laurie Lombardi, Sr. EO, Countywide Planning & Development, (213) 418-3251

Reviewed by: Therese W. McMillan, Chief Planning Officer, Executive Office Countywide Planning & Development, (213) 922-7077



Phillip A. Washington
Chief Executive Officer

PROGRAM \$13.6 Million

**FY 2017 Department of Homeland Security - Transit Security Grant Program
(\$000)**

| Project | Total |
|--|---------------------|
| <p>Sustainment of Specialized Law Enforcement Teams, to prevent and mitigate current and/or potential threat of terrorism Rapid increase (surge) of law enforcement presence and response for peak and non-peak operational periods. The funding will allow law enforcement and their specialized teams such as Threat Interdiction Units, Special Policing Unit, Counter-Terrorism and Special Operations Bureau and Los Angeles Strategic Extraction and Restoration Program to increase the number of officers to conduct operations for special events and emerging threats or heightened states of alert received from the intelligence community that impact the Metro System.</p> | <p>\$675</p> |
| <p>Total Programming Request = \$675</p> | |

**Fiscal Year 2017 Prop 1B California Transit Security Grant Program
(\$000)**

| Project | Total |
|--|------------------------|
| <p>Metro Emergency Operations Center The Emergency Operations Center (EOC) project will provide and offsite EOC for Metro.</p> | <p>\$12.882</p> |
| <p>Total Programming Request = \$12.882</p> | |

Los Angeles County Metropolitan Transportation Authority

Board Resolution

For FY 2016-17 California Transit Security Grant Program – California Transit Assistance Fund

WHEREAS, the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006 authorizes the issuance of general obligation bonds for specified purposes, including, but not limited to, funding made available for capital projects that provide increased protection against security and safety threats, and for capital expenditures to increase the capacity of transit operators to develop disaster response transportation systems; and

WHEREAS, the California Governor's Office of Emergency Services (Cal OES) administers such funds deposited in the Transit System Safety, Security, and Disaster Response Account under the California Transit Security Grant Program (CTSGP); and

WHEREAS, the Los Angeles County Metropolitan Transportation Authority is eligible to receive CTSGP funds; and

WHEREAS, the Los Angeles County Metropolitan Transportation Authority will apply for FY2016-17 CTSGP funds in an amount up to \$12,882,441 for the Emergency Operations Center (EOC) project that will support the purpose of the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006 by completing construction of a new EOC in order to improve Metro's ability to coordinate and respond to emergencies affecting operations of the transportation system due to terrorist threats/attacks, civil disturbance or natural disasters; and

WHEREAS, Los Angeles County Metropolitan Transportation Authority recognizes that it is responsible for compliance with all Cal OES CTSGP grant assurances, and state and federal laws, including, but not limited to, laws governing the use of bond funds; and

WHEREAS, Cal OES requires Los Angeles County Metropolitan Transportation Authority to complete and submit a Governing Body Resolution for the purposes of identifying agent(s) authorized to act on behalf of Los Angeles County Metropolitan Transportation Authority to execute actions necessary to obtain CTSGP funds from Cal OES and ensure continued compliance with Cal OES CTSGP assurances, and state and federal laws.



Los Angeles County
Metropolitan Transportation Authority

Metro

THEREFORE, IT IS HEREBY RESOLVED BY THE BOARD OF DIRECTORS OF THE LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY THAT PHILLIP A. WASHINGTON, CHIEF EXECUTIVE OFFICER AND/OR HIS DESIGNEE, is hereby authorized to execute for and on behalf of the Los Angeles County Metropolitan Transportation Authority, a public entity established under the laws of the State of California, any actions necessary for the purpose of obtaining financial assistance provided by the California Governor's Office of Emergency Services under the CTSGP.

Passed and approved this 30th day of November, 2017.



Los Angeles County
Metropolitan Transportation Authority

Metro

Certification

I, Michele Jackson, duly appointed and Board Secretary of the Los Angeles County Metropolitan Transportation Authority, do hereby certify that the above is a true and correct copy of a resolution passed and approved by the Board of Directors of the Los Angeles County Metropolitan Transportation Authority on the 30th day of November, 2017.

MICHELE JACKSON
Board Secretary

(Date)



Los Angeles County
Metropolitan Transportation Authority

Metro

TRANSIT SECURITY PROJECT FUNDING TABLES

Specialized Law Enforcement Team Sustainment

| | |
|------------------------|----------------|
| Project Cost \$ | \$675,000 |
| Cost Type | Estimated Cost |

Revenue

| Funding Source | Type | Amount | Status |
|----------------------|--------------------------|------------------|----------|
| Federal | Homeland Security - TSGP | \$675,000 | Approved |
| Total Revenue | | \$675,000 | |

Emergency Operations Center

| | |
|------------------------|---------------|
| Project Cost \$ | \$112,700,000 |
| Cost Type | LOP |

Revenue

| Funding Source | Type | Amount | Status |
|----------------------|-----------------------------|----------------------|----------|
| State | Prop 1B – Prior Year Awards | \$97,984,445 | Approved |
| State | Prop 1B – FY17 Award | \$12,882,441 | Approved |
| Local | Metro Local | \$1,833,114 | Planned |
| Total Revenue | | \$112,700,000 | |



Board Report

File #: 2017-0679, **File Type:** Contract

Agenda Number: 18.

PLANNING AND PROGRAMMING COMMITTEE NOVEMBER 15, 2017

SUBJECT: STATE ACTIVE TRANSPORTATION PROGRAM

ACTION: APPROVE RECOMMENDATIONS

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to award and execute a 36-month firm fixed price Contract No. PS44597000 to Evan Brooks Associates, Inc. to prepare 37 grant applications and 56 additional grant applications and greenhouse gas analysis tasks in the amount of \$2,170,485 to support Metro and local jurisdiction grant applications to discretionary state funding opportunities, subject to resolution of protest(s), if any.

ISSUE

At its October 2017 meeting, the Metro Board approved the State Active Transportation Program (ATP) Cycle 4 Priorities Framework. To advance Board-adopted priorities that best align with ATP priorities and criteria, the framework established a strategic approach to selecting Metro projects to apply to the ATP and directing grant assistance for ATP Cycle 4. This priorities framework supersedes and replaces the February 2016 ATP Grant Assistance Policy. The framework establishes direction for that portion of grant writing assistance that would be directed to ATP Cycle 4 grants. Note, however, that the grant assistance would also be extended to key state discretionary programs as described herein.

This report recommends that the Board authorize the CEO to approve a contract for these services. Over the past three years, a total of \$168.6 million has been awarded to LA County jurisdictions and Metro projects through Metro grant assistance for the ATP; Metro anticipates similar positive impact with services funded by this Contract.

DISCUSSION

On August 3, 2017, Metro staff released a Request for Proposals for a consultant to provide grant-writing assistance for state discretionary grant programs including the ATP, Transit and Intercity Rail Capital Program (TIRCP), Road Repair and Accountability Act of 2017 (SB 1) Programs, and other programs to be identified. The Scope of Services (SOS) sought a consultant team with experience and knowledge in various project types and modes in order to secure a team with the capability to prepare applications for any of the various projects for which Metro may pursue funding. Grant

assistance to other local jurisdictions for the ATP is also included in the SOS.

Anticipated tasks include: reviewing grant program guidelines, supporting project selection, researching, documenting, and presenting data on project need and benefits, preparing draft applications, and preparing and submitting final applications.

DETERMINATION OF SAFETY IMPACT

The recommendations in this report will provide resources to seek funding to improve safety, comfort, and convenience to Metro customers who would benefit from state-supported investments including active transportation, public transit, and goods movement projects.

FINANCIAL IMPACT

The State Policy and Programming Unit has budgeted \$900,000 in FY 2018 for grant assistance under this Contract. Because this is a multi-year contract, the Chief Planning Officer will be responsible for budgeting funds for grant assistance in future years.

Impact to Budget

Approving the staff recommendations will have no impact on the FY 2018 Budget. Funds for grant assistance have already been budgeted in the FY 2018 Budget for Cost Center 4420 under Project 405510, Task 05.05.01. This contract will be funded by Prop A, C and TDA admin funds and STIP PPM funds, which are not eligible for bus and rail operations and capital. Funds obtained for first/last mile projects will offset the need for resources to implement the Countywide First/Last Mile Priority Network.

ALTERNATIVES CONSIDERED

The Board could consider not supporting a continuation of grant writing assistance for state discretionary funding programs. That is not recommended, as SB1 has established multiple new discretionary programs in addition to the current State ATP funding opportunities. Past grant assistance has enhanced Metro and LA County applicants' success in securing competitive grant awards. In response to Board interest, special focus is directed to assisting smaller jurisdictions that might not otherwise participate in the programs.

NEXT STEPS

Upon Board approval of these recommendations, staff will:

November 2017 - Release a Letter of Interest solicitation requesting project sponsors to nominate projects for grant assistance

December 2017 - Execute Contract No. PS44597000 with Evan Brooks Associates, Inc. for grant assistance services

January to June 2018 - Manage grant-writing contract and assist with project sponsor coordination

January 2019 - Return to the Board with ATP program recommendations for approval

ATTACHMENTS

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared by: Shelly Quan, Senior Transportation Planner, Countywide Planning & Development,
(213) 922-2476

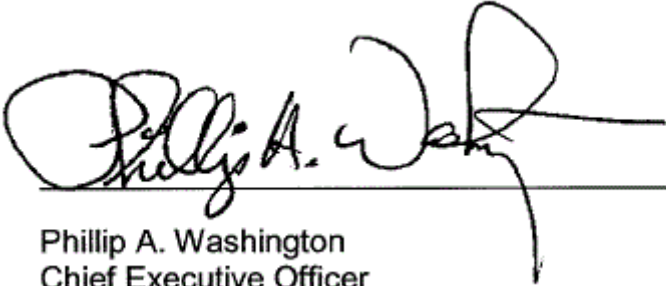
Patricia Chen, Senior Director, Countywide Planning & Development, (213) 922-3041

Wil Ridder, EO, Countywide Planning & Development, (213) 922-2887

Laurie Lombardi, SEO, Countywide Planning & Development, (213) 418-3251

Reviewed by: Therese W. McMillan, Chief Planning Officer, (213) 922-7077

Debra Avila, Chief Vendor/Contract Management Officer, (213) 418-3051



Phillip A. Washington
Chief Executive Officer

PROCUREMENT SUMMARY

STATE ACTIVE TRANSPORTATION PROGRAM / PS44597000

| | | |
|----|---|--|
| 1. | Contract Number: PS44597000 | |
| 2. | Recommended Vendor: Evan Brooks Associates, Inc. | |
| 3. | Type of Procurement (check one): <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. | Procurement Dates: | |
| | A. Issued: August 3, 2017 | |
| | B. Advertised/Publicized: August 3, 2017 | |
| | C. Pre-Proposal Conference: August 15, 2017 | |
| | D. Proposals Due: September 15, 2017 | |
| | E. Pre-Qualification Completed: November 1, 2017 | |
| | F. Conflict of Interest Forms Submitted to Ethics: October 25, 2017 | |
| | G. Protest Period End Date: November 17, 2017 | |
| 5. | Solicitations Picked up/Downloaded: 23 | Bids/Proposals Received: 3 |
| 6. | Contract Administrator: Brian Selwyn | Telephone Number: (213) 922-4679 |
| 7. | Project Manager: Shelly Quan | Telephone Number: (213) 922-3075 |

A. Procurement Background

This Board Action is to approve Contract No. PS44597000 issued in support of Metro's Countywide Planning Department which requires assistance in preparing new grant applications and revising or rewriting existing, previously submitted applications. Board approval of contract awards are subject to resolution of any properly submitted protest.

The Request for Proposal (RFP) was issued in accordance with Metro's Acquisition Policy and the contract type is firm fixed price. The RFP was issued as a Small Business Set-Aside and was only open to SBE certified firms.

One amendment was issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on August 29, 2017, included a revised Scope of Services and revised Evaluation Criteria. The Scope of Services was revised to update the project milestone schedule. The Evaluation Criteria was revised to remove the Partnering with Small Business criterion that was not applicable.

A pre-proposal conference, held on August 15, 2017, was attended by seven participants representing six firms. There were 17 questions asked and responses were released prior to the proposal due date.

A total of 23 firms downloaded the RFP and were included in the planholder's list. A total of three proposals were received on September 15, 2017.

B. Evaluation of Proposals

A Proposal Evaluation Team (PET) consisting of staff from Metro's Countywide Planning Department was convened and conducted a comprehensive technical evaluation of the proposals received.

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

- | | |
|--|------------|
| • Quality of Consultant Proposal | 45 percent |
| • Project Experience and Staff Available | 40 percent |
| • Price | 15 percent |

Several factors were considered when developing these weights, giving the greatest importance to Quality of Consultant Proposal.

The three proposals received were determined to be within the competitive range and are listed below in alphabetical order:

1. Chen Ryan Associates, Inc. (CRA)
2. Estolano LeSar Perez Advisors (ELP)
3. Evan Brooks Associates, Inc. (EBA)

The PET members independently evaluated and scored the technical proposals from September 20, 2017 to October 16, 2017.

On October 16, 2017, the PET conducted interviews with the three firms. The firms had an opportunity to present their proposed project manager, the team's qualifications, and respond to the PET's questions. More specifically, the firms were asked to present a focused presentation describing their plans for carrying out the work specified in the subject Scope of Services.

The final scoring after interviews determined EBA to be the highest rated proposer.

Qualifications Summary of Firms within the Competitive Range:

Evan Brooks Associates, Inc. (EBA)

EBA brings together grant writers, land use and transportation planners, sustainability experts, geographic information systems mapping specialists, greenhouse gas analysts, outreach facilitators, and urban graphic designers from the public, non-profit, and private sectors to focus on creating livable communities with mobility choices. Over nearly a decade, EBA has secured approximately \$133

million in local, regional, state, and federal grant funding for 44 cities and regional planning agencies in Los Angeles County. EBA has also prepared several active transportation plans for cities in Los Angeles County. EBA has worked in a grant-writing capacity with Metro as part of the 2016 grant assistance consultant team which prepared several successful applications to the programs included in the statement of work for this contract. In their proposal, EBA brings together the same firms who contributed in that endeavor, plus two additional firms to form a team with the direct experience and additional capacity needed to serve Metro's grant-writing needs. EBA and subcontractors Stantec Consulting Services, Inc., Deborah Murphy Urban Design + Planning and WSP will provide grant-writing and technical support services. Subcontractor Safe Routes to School National Partnership will provide quality assurance for grant applications.

Chen Ryan Associates, Inc. (CRA)

CRA was established in November 2011 and provides a full service approach to transportation planning, operations, and design in Southern California. In the past few years, CRA has led several successful grant applications and secured funds in the fields of planning, design, and construction for Southern California local agencies through federal, state, and regional grants. For their proposal, CRA assembled firms that worked together as part of the 2015 Metro grant assistance effort and added two subcontractor firms. While the proposed team, as a whole, has experience with Metro and the programs included in the statement of work for this solicitation, CRA's work plan did not strongly communicate the team's readiness to take on all of the programs involved in this project in a timely manner.

Estolano LeSar Perez Advisors (ELP)

ELP Advisors has expertise in housing, workforce and economic development, sustainability, transportation, and community engagement, with a focus on research and development in those areas. ELP has worked under contract with the Southern California Association of Governments and the California Strategic Growth Council to provide technical and grant writing assistance for applicants to the state Affordable Housing and Sustainable Communities Program. While the proposed team generally has experience with the programs delineated in the statement of work for this solicitation, given the current grant application deadlines, the team did not demonstrate sufficient direct experience or capacity to provide for the scale of Metro's grant assistance needs at this time.

Following is a summary of the PET evaluation scores:

| 1 | Firm | Average Score | Factor Weight | Weighted Average Score | Rank |
|----|--|---------------|----------------|------------------------|----------|
| 2 | Evan Brooks Associates, Inc. | | | | |
| 3 | Quality of Consultant Proposal | 84.44 | 45.00% | 37.99 | |
| 4 | Project Experience and Staff Available | 80.83 | 40.00% | 32.33 | |
| 5 | Cost | 97.27 | 15.00% | 14.59 | |
| 6 | Total | | 100.00% | 84.91 | 1 |
| 7 | Chen Ryan Associates, Inc. | | | | |
| 8 | Quality of Consultant Proposal | 78.89 | 45.00% | 35.50 | |
| 9 | Project Experience and Staff Available | 88.33 | 40.00% | 35.33 | |
| 10 | Cost | 73.80 | 15.00% | 11.07 | |
| 11 | Total | | 100.00% | 81.90 | 2 |
| 12 | Estolano LeSar Perez Advisors | | | | |
| 13 | Quality of Consultant Proposal | 81.11 | 45.00% | 36.50 | |
| 14 | Project Experience and Staff Available | 75.00 | 40.00% | 30.00 | |
| 15 | Cost | 100.00 | 15.00% | 15.00 | |
| 16 | Total | | 100.00% | 81.50 | 3 |

C. Cost Analysis

The recommended price has been determined to be fair and reasonable based upon an independent cost estimate (ICE), cost analysis, technical analysis, fact finding, and scope of services discussions.

| | Proposer Name | Proposal Amount | Metro ICE | Negotiated Amount |
|----|---------------|-----------------|----------------|-------------------|
| 1. | EBA | \$2,170,485.22 | \$2,252,124.00 | \$2,170,485.00 |
| 2. | ELP | \$2,110,715.56 | | |
| 3. | Chen Ryan | \$2,858,885.50 | | |

D. Background on Recommended Contractor

The recommended firm, EBA, located in Pasadena has been in business for nearly a decade and has experience in the fields of grant writing and management solutions for public sector agencies. The team of EBA consists of subcontractors Stantec

Consulting Services Inc, Safe Routes to School National Partnership (SRTSNP), Deborah Murphy Urban Design + Planning (DMUDP), and WSP USA, Inc. (WSP). EBA's Project Manager (PM) has over 15 years of experience leading complex, multijurisdictional active transportation and grant projects. The PM has served on other Metro contracts including Metro's Rail to Rail/River Active Transportation Corridor Project Alternative Analysis – Segment B and as the EBA lead on the 2016 Metro grant assistance effort. The lead for Stantec has over 12 years of experience in urban planning, real estate strategy, and architecture and served as Deputy PM for the 2016 Metro grant assistance effort. The lead for DMUDP has over 20 years of experience in urban design/planning and grant preparation for public agencies, and had a 100 percent success rate for applications prepared through the 2016 Metro grant assistance effort. The WSP lead specializes in securing federal discretionary grant funds and developing funding strategy plans. The WSP lead has led preparation of applications to the federal FASTLANE grant program and worked with Metro on the financial plan for the Westside Purple Line Extension Section 3. The SRTSNP lead has over 20 years of experience in the nonprofit world writing, contributing to, and editing grant proposals and currently serves as the program and policy director for the Safe Routes to School National Partnership.

EBA, DMUDP and Stantec provided 2016 Metro grant assistance effort that successfully secured \$172.6 million in grant funding for Metro and local jurisdiction projects.

DEOD SUMMARY

STATE ACTIVE TRANSPORTATION PROGRAM / PS44597000

A. Small Business Participation

Effective June 2, 2014, per 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**.

Evan Brooks Associates, Inc., an SBE Prime, made a 39.21% SBE commitment, performing 34.42% with its own workforce. The prime also listed two (2) major firms, Stantec Consulting Services, Inc. and WSP USA, Inc., as non-SBE subcontractors on this project.

SMALL BUSINESS PRIME (SET-ASIDE)

| | SBE Contractors | % Committed |
|----|--|--------------------|
| 1. | Evan Brooks Associates, Inc. (Prime) | 34.42% |
| 2. | Deborah Murphy Urban Design + Planning | 4.79% |
| | Total Commitment | 39.21% |

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.



Board Report

File #: 2017-0723, File Type: Contract

Agenda Number: 19.

PLANNING AND PROGRAMMING COMMITTEE NOVEMBER 15, 2017

SUBJECT: SEPULVEDA TRANSIT CORRIDOR

ACTION: APPROVE RECOMMENDATIONS

RECOMMENDATION

AUTHORIZE the Chief Executive Officer (CEO) to:

- A. AWARD AND EXECUTE a 20-month firm fixed price Contract No. PS4044200 to Sepulveda Mobility Partners, a joint venture between HNTB Corporation and WSP USA, Inc. (formerly Parsons Brinckerhoff) to prepare the Sepulveda Transit Feasibility Study and Technical Compendium, in the amount of \$6,537,482.39, subject to resolution of protest(s), if any; and
- B. APPROVE Contract Modification Authority (CMA) for Contract No. PS4044200 in the amount of \$980,622 to support the cost of any unforeseen issues that may arise during the course of the Contract.

ISSUE

On April 26, 2017, Metro issued a Request for Proposals (RFP No. PS40442) seeking a qualified contractor to conduct the Sepulveda Transit Feasibility Study and Technical Compendium (Study). The 20-month Study will analyze a variety of options for adding new rail transit service between the San Fernando Valley and Los Angeles International Airport (LAX) (see Attachment C). The results of the Study will support initiation of the environmental review process and further consideration of a Public Private Partnership (P3) delivery method.

Staff is requesting Board authorization to award the Contract.

BACKGROUND

The section of Interstate 405 (I-405) between the San Fernando Valley and LAX remains one of the nation's most congested urban freeway corridors. With more than 500,000 people moving through this section every weekday, the level of congestion shows that the demand greatly exceeds the capacity of the I-405 alone. Much of this is a result of the geography of the area and the limited number of roads and public transport options running north-south through the Santa Monica Mountains and on to LAX. In 2014, the Sepulveda Transit Corridor Improvement Project completed construction of a new northbound carpool lane between the 10 and 101 Freeways, including new on-

and off-ramps, bridges and retaining walls. However, these improvements have not resulted in the congestion relief hoped for by many commuters who travel the I-405 daily.

Previous Studies

The 2012 Sepulveda Transit Corridor Systems Planning Study evaluated the potential for additional transit and/or highway improvements beyond the scope of the Sepulveda Transit Corridor Improvement Project, ultimately identifying six preliminary concepts warranting further technical study. Several of those concepts will be considered as part of this Study.

In 2015, Metro completed the Sepulveda Transit Corridor Project: Analysis of Financial Strategy report, which identified strategic financial options to consider once the scope of the transportation investment for the Sepulveda corridor was better defined. The report recommended several next steps, including the exploration of alternative project delivery methods, a need for more project definition and an approach to securing environmental approvals.

Public Private Partnership (P3)

In 2016, Metro received Unsolicited Proposals for the Sepulveda Transportation Corridor which offered different approaches for adding innovation, accelerating project delivery, and reducing cost. Metro's Office of Extraordinary Innovation (OEI) is assessing whether a P3 project delivery method could be the best approach for the Sepulveda Transit Corridor Project. The P3 evaluation will proceed as a separate initiative from the Study. See Attachment D for an excerpt from the presentation provided to the Board in July 2017 showing the OEI process in parallel with this Study.

Project Funding

The Sepulveda Transit Corridor Project is included in Metro's 2009 Long Range Transportation Plan (LRTP) and accelerated by the Measure M expenditure plan approved in 2016. Funding for the Project is broken down into three phases with approximately \$9.7 billion in total funding. Phase 1, with \$260 million in funding, includes implementation of Metro ExpressLanes on the I-405 between the 10 and 101 Freeways with an opening date of Fiscal Year (FY) 2026. Phase 2, with approximately \$5.7 billion in funding, includes a fixed-guideway transit service between the San Fernando Valley and the Westwood area of Los Angeles, with an opening year of FY 2033. Phase 3, with approximately \$3.8 billion in funding, involves extending the Phase 2 project southward to LAX, with an opening year of FY 2057.

DETERMINATION OF SAFETY IMPACT

Award of the Contract will have no adverse impact to the safety of our customers and/or employees.

FINANCIAL IMPACT

The FY18 budget includes \$3,575,000 in Cost Center 4350 (Transit Corridors), Project 460305 (Sepulveda Transit Corridor). Since this is a multi-year Contract, the cost center manager and Chief Planning Officer will be responsible for budgeting funds in future years.

Impact to Budget

The source of funds in FY18 is Proposition A, Proposition C, and Transportation Development Act Administration Funds which is not eligible for bus and rail operating and capital expenditures.

ALTERNATIVES CONSIDERED

The Board could choose not to award the Contract. This is not recommended as it may delay the Measure M groundbreaking date of 2024.

NEXT STEPS

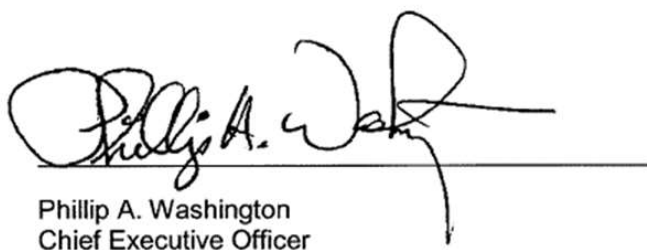
Upon Board approval, staff will execute Contract No. PS4044200 with Sepulveda Mobility Partners. Going forward, the title of this study will be the Sepulveda Transit Feasibility Study and Technical Compendium. Public outreach services will be provided through a separate contract which is scheduled to commence in parallel with this Study. See Attachment E for a preliminary milestone schedule for the Study.

ATTACHMENTS

- Attachment A - Procurement Summary
- Attachment B - DEOD Summary
- Attachment C - Study Area Map
- Attachment D - OEI Parallel Process
- Attachment E - Preliminary Milestone Schedule

Prepared by: Peter Carter, Senior Manager (213) 922-7480
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Reviewed by: Therese McMillan, Chief Planning Officer, (213) 922-7077
Debra Avila, Chief Vendor/Contract Management Officer, (213) 418-3051



Phillip A. Washington
Chief Executive Officer

PROCUREMENT SUMMARY

SEPULVEDA PASS TRANSIT FEASIBILITY STUDY AND TECHNICAL
COMPENDIUM /PS4044200

| | | |
|----|---|--|
| 1. | Contract Number: PS4044200 | |
| 2. | Recommended Vendor: Sepulveda Mobility Partners (Joint Venture (JV) of HNTB Corporation and WSP USA, Inc.) | |
| 3. | Type of Procurement (check one): <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. | Procurement Dates: | |
| | A. Issued: April 26, 2017 | |
| | B. Advertised/Publicized: April 24, 2017 | |
| | C. Pre-Proposal Conference: May 16, 2017 | |
| | D. Proposals Due: August 14, 2017 | |
| | E. Pre-Qualification Completed: October 30, 2017 | |
| | F. Conflict of Interest Form Submitted to Ethics: August 14, 2017 | |
| | G. Protest Period End Date: November 17, 2017 | |
| 5. | Solicitations Picked up/Downloaded: 119 | Bids/Proposals Received: 4 |
| 6. | Contract Administrator: Lily Lopez | Telephone Number: (213) 922-4639 |
| 7. | Project Manager: Cory Zelmer | Telephone Number: (213) 922-1079 |

A. Procurement Background

This Board Action is to approve Contract No. PS4044200 issued in support of the Transit Feasibility Study and Technical Compendium (Study) for the Sepulveda Pass Transit Corridor. The intent of the Study is to clarify the design features and overall feasibility of potential fixed guideway transit solutions, based on new information gathered about the corridor environment and integration with existing or planned Metro facilities. Board approval of contract awards are subject to resolution of any properly submitted protest.

The Request for Proposals (RFP) was issued in accordance with Metro's Acquisition Policy and the contract type is firm fixed price.

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

- Amendment No. 1, issued on May 23, 2017, provided revised documents related to the Scope of Services;
- Amendment No. 2, issued on June 8, 2017, extended the proposal due date;
- Amendment No. 3, issued on July 7, 2017, provided revised documents related to the Scope of Services, Evaluation Criteria and List of Certified SBE Firms as a result of the expanded study area.

A pre-proposal conference was held on May 16, 2017, and was attended by 53 participants representing 30 firms. During the solicitation phase, 44 questions were asked and responses were released prior to the proposal due date.

A total of 119 firms downloaded the RFP and were included in the planholders list. A total of four proposals were received on August 14, 2017 from the following firms:

1. AECOM Technical Services, Inc. (AECOM)
2. Hatch Associates Consultant, Inc. (Hatch)
3. HDR Engineering, Inc. (HDR)
4. Sepulveda Mobility Partners (SMP)

AECOM voluntarily withdrew its proposal.

B. Evaluation of Proposals

A Proposal Evaluation Team (PET) consisting of staff from Metro's Countywide Planning, Construction, Program Management/Delivery, Office of Extraordinary Innovation, and Operations was convened and conducted a comprehensive technical evaluation of the proposals received.

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

- | | |
|---|------------|
| • Degree of Skills and Experience of Team | 15 percent |
| • Experience and Capabilities of Personnel of the Team | 15 percent |
| • Effectiveness of Team Management Plan | 15 percent |
| • Understanding of Work and Approach for Implementation | 35 percent |
| • Cost Proposal | 20 percent |

The evaluation criteria are appropriate and consistent with criteria developed for other similar feasibility study procurements. Several factors were considered when developing these weights, giving the greatest importance to the understanding of work and approach for implementation. The PET evaluated the proposals according to the pre-established evaluation criteria.

During the week of September 4, 2017, the PET completed its independent evaluation of the three proposals and determined that all of the firms were deemed within the competitive range. The three firms within the competitive range are listed below in alphabetical order:

1. Hatch
2. HDR
3. SMP

After initial evaluations, the PET determined that oral presentations by the firms within the competitive range were required. During the week of September 11, 2017, the firms conducted their oral presentations. The firms' project managers and key team members had an opportunity to present each team's qualifications and respond to the PET's questions. In general, each team addressed the requirements of the RFP, experience with all aspects of the required scope, and stressed each firm's commitment to the success of the project. Each team was asked questions relative to each firm's proposed staffing plans, perceived challenges associated with the project, identification of potential risks within the study area, approach for successfully delivering the project and previous experience.

Fact finding meetings were held with all three firms to ensure that the assumptions included in the cost proposal accurately reflected the intent and expectations of what the work required along the entire corridor. All firms were provided an opportunity to clarify any assumptions that were not accurately reflected in their initial cost proposal.

Qualifications Summary of Firms within the Competitive Range:

SMP

SMP JV team demonstrated successful delivery of projects similar to the Sepulveda Pass Corridor for Metro such as the Purple Line Extension (PLE), the Crenshaw/LAX Transit Corridor, Expo Phase 2, and the Regional Connector. The team has demonstrated expertise in planning, ridership forecasting, tunneling, and guideway design with designing aerial, at-grade and tunnel alignments/stations for light rail transit (LRT) and heavy rail transit (HRT), and monorail at Newark Airport. Their experience with the West Santa Ana Branch connection to Union Station and Airport Metro Connector involved station to station experience and pedestrian circulation. Expo II and PLE involve terminal design with high-capacity operations.

SMP's management approach and understanding of work was well developed. For management, the SMP team provided a more detailed approach to engaging key Metro Department's and staff at specific milestones during the study. The team acknowledged that an iterative approach would be necessary to vet new ideas and concepts, but that to maintain the schedule, they would need to progress multiple tasks simultaneously. Lastly, the team understood the need to evaluate the northern and southern portions of the study area in a sequential manner starting with the north section.

Hatch

The Hatch team demonstrated LRT and tunneling experience, including Regional Connector tunnel design, maintenance facility, and transit connection study to the airport in Vancouver. The proposal demonstrated limited experience in the areas of modeling, risk analysis and fixed guideway planning for LRT and HRT modes. Thus, the proposal lacked a sound understanding of the project area as various themes

outlined in the Scope of Services were repeated in the proposal without concrete evidence of how they would be delivered. Availability of key staff was a concern as their proposed key staff members (inclusive of the Project Manager (PM) and Deputy PM) have other ongoing project commitments. The proposed approach was high-level and required Metro to monitor and identify action items throughout the process.

The proposed PM has over 15 years of experience in civil engineering design and construction management and is the concept design lead, but did not demonstrate extensive experience with fixed guideway transit design, with exception of High Speed Rail project. To augment the experience of the PM, a Project Sponsor was proposed to provide oversight and guidance.

HDR

The HDR team demonstrated experience in completing similar projects that involve fixed guideway transit. The design lead has primarily streetcar projects as relevant experience. Some of the proposed process diagrams under the planning component, did not yield much detail on designing and analyzing the concepts or how future phasing would be addressed. During the oral presentations, the firm's proposed accelerated schedule did not clarify how task overlap would be addressed. The proposed approach was high-level and required Metro to monitor and identify action items throughout the process.

The proposed PM has nearly two decades of local experience in planning, design and analysis of transportation infrastructure projects, but no extensive experience leading similar projects involving fixed guideway transit was demonstrated. To augment the experience of the PM, a Project Sponsor was proposed to provide oversight and guidance.

Following is a summary of the PET scores:

| 1 | Firm | Average Score | Factor Weight | Weighted Average Score | Rank |
|----|---|---------------|----------------|------------------------|----------|
| 2 | SMP | | | | |
| 3 | Degree of Skills and Experience of Team | 87.53 | 15.00% | 13.13 | |
| 4 | Experience and Capabilities of Personnel of the Team | 88.33 | 15.00% | 13.25 | |
| 5 | Effectiveness of Team Management Plan | 84.00 | 15.00% | 12.60 | |
| 6 | Understanding of Work and Approach for Implementation | 87.80 | 35.00% | 30.73 | |
| 7 | Cost Proposal | 82.75 | 20.00% | 16.55 | |
| 8 | Total | | 100.00% | 86.26 | 1 |
| 9 | HDR | | | | |
| 10 | Degree of Skills and Experience of Team | 83.80 | 15.00% | 12.57 | |
| 11 | Experience and Capabilities of Personnel of the Team | 81.53 | 15.00% | 12.23 | |
| 12 | Effectiveness of Team Management Plan | 80.53 | 15.00% | 12.08 | |
| 13 | Understanding of Work and Approach for Implementation | 74.20 | 35.00% | 25.97 | |
| 14 | Cost Proposal | 100.00 | 20.00% | 20.00 | |
| 15 | Total | | 100.00% | 82.85 | 2 |
| 16 | Hatch | | | | |
| 17 | Degree of Skills and Experience of Team | 85.27 | 15.00% | 12.79 | |
| 18 | Experience and Capabilities of Personnel of the Team | 77.87 | 15.00% | 11.68 | |
| 19 | Effectiveness of Team Management Plan | 82.27 | 15.00% | 12.34 | |
| 20 | Understanding of Work and Approach for Implementation | 78.60 | 35.00% | 27.51 | |
| 21 | Cost Proposal | 89.35 | 20.00% | 17.87 | |
| 22 | Total | | 100.00% | 82.19 | 3 |

C. Cost Analysis

The recommended price has been determined to be fair and reasonable based upon previous MAS audit findings, an independent cost estimate, cost analysis, technical analysis, fact finding, and negotiations.

Based on fact finding discussions held with all three firms, both Hatch and HDR confirmed that their initial cost proposal captured all the requirements and

assumptions of the project; thus, their respective cost proposal remained unchanged. SMP adjusted its cost proposal based on Metro’s clarifications for key tasks that will involve two distinct phases of work, and potentially deliverables, to address the Phase 2 and Phase 3 projects identified in the Measure M expenditure plan.

| | Proposer Name | Proposal Amount | Metro ICE | Negotiated |
|----|----------------------|------------------------|---------------------|-------------------|
| 1. | SMP | \$6,041,239.81 | \$10,151,807 | \$6,537,482 |
| 2. | Hatch | \$5,595,993.65 | \$10,151,807 | N/A |
| 3. | HDR | \$4,999,982.00 | \$10,151,807 | N/A |

D. Background on Recommended Contractor

The recommended firm, SMP, a Joint Venture (JV) of HNTB Corporation and WSP USA Inc., is located in Los Angeles and collectively have been in business for 235 years (103 years for HNTB and 132 years for WSP). The JV offers cross-disciplinary services across various sectors including transportation and infrastructure, engineering, and construction management.

The team is based in downtown Los Angeles with over 30 years of Metro transit planning experience, including the expertise from the I-405 widening project, the PLE, and the Westside Mobility Study. Furthermore, the proposed PM has over 40 years of industry experience managing rail transit projects from planning through construction, most recently in Los Angeles, San Diego, and Houston. The PM has expertise in major transit planning, various modes of LRT, HRT, Bus Rapid Transit, alternative modes, monorail, and environmental clearance. Also, other key members have experience in feasibility studies and alternatives analysis of transit and highway corridors throughout Southern California, including the ridership forecasting and financial analysis task of the 2012 Sepulveda Pass Corridor Systems Planning Study, the SR-710 North Study Alternative Analysis and the ridership forecasts, transit and highway design, and alignment studies, preliminary engineering, and final design.

HNTB and WSP have worked on several Metro projects and have performed satisfactorily.

The proposed team is comprised of staff from SMP and 17 subcontractors, of which 12 are Metro certified SBEs and one is DVBE certified.

DEOD SUMMARY

**SEPULVEDA PASS TRANSIT FEASIBILITY STUDY AND TECHNICAL
COMPENDIUM / PS4044200**

A. Small Business Participation

The Diversity and Economic Opportunity Department (DEOD) established a 27% (SBE) goal, inclusive of a 24% Small Business Enterprise (SBE) and 3% Disabled Veteran Business Enterprise (DVBE) goal for this solicitation. Sepulveda Mobility Partners exceeded the goal by making a 29.38% SBE and 3.07% DVBE commitment.

| | | | |
|----------------------------|----------------------------|----------------------------------|----------------------------------|
| Small Business Goal | 24% SBE 3% DVBE | Small Business Commitment | 29.38% SBE 3.07% DVBE |
|----------------------------|----------------------------|----------------------------------|----------------------------------|

| | SBE Subcontractors | % Committed |
|-----|---|--------------------|
| 1. | Terry A. Hayes Associates, Inc. | 2.67% |
| 2. | Dunbar Transportation Consulting LLC | 1.27% |
| 3. | Wagner Engineering & Survey, Inc. | 1.61% |
| 4. | Connectics Transportation Group, Inc. | 1.93% |
| 5. | V & A Inc. | 2.53% |
| 6. | D'Leon Consulting Engineers | 3.22% |
| 7. | Trifiletti Consulting, Inc. | 1.80% |
| 8. | BA Inc. | 2.54% |
| 9. | LENAX Construction Services, Inc. | 6.22% |
| 10. | System Metrics Group, Inc. | 1.24% |
| 11. | Translink Consulting | 1.83% |
| 12. | Geospatial Professional Solutions, Inc. | 2.52% |
| | Total Commitment | 29.38% |

| | DVBE Subcontractors | % Committed |
|----|----------------------------|--------------------|
| 1. | MA Engineering | 3.07% |
| | Total Commitment | 3.07% |

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 requirements are applicable to this project. DEOD will monitor contractors' compliance with the State of California Department of Industrial

Relations (DIR), California Labor Code, and, if federally funded, the U S Department of Labor (DOL) Davis Bacon and Related Acts (DBRA). Trades that may be covered include: surveying, potholing, field, soils and materials testing, building construction inspection, construction management and other support trades.

D. Project Labor Agreement/Construction Careers Policy

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

Sepulveda Transit Corridor Study Area



Relationship Between OEI and Metro Planning

