

Metro

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



Agenda - Final

Wednesday, May 16, 2018

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:

REMOVAL FROM THE BOARD ROOM The Chair shall order removed from the Board Room any person who commits the following acts with respect to any meeting of the MTA Board:

- 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

Agendas for the Regular MTA Board meetings are prepared by the Board Secretary and are available prior to the meeting in the MTA Records Management Department and on the Internet. Every meeting of the MTA Board of Directors is recorded on CD's and as MP3's and can be made available for a nominal charge.

DISCLOSURE OF CONTRIBUTIONS

The State Political Reform Act (Government Code Section 84308) requires that a party to a proceeding before an agency involving a license, permit, or other entitlement for use, including all contracts (other than competitively bid, labor, or personal employment contracts), shall disclose on the record of the proceeding any contributions in an amount of more than \$250 made within the preceding 12 months by the party, or his or her agent, to any officer of the agency, additionally PUC Code Sec. 130051.20 requires that no member accept a contribution of over ten dollars (\$10) in value or amount from a construction company, engineering firm, consultant, legal firm, or any company, vendor, or business entity that has contracted with the authority in the preceding four years. Persons required to make this disclosure shall do so by filling out a "Disclosure of Contribution" form which is available at the LACMTA Board and Committee Meetings. Failure to comply with this requirement may result in the assessment of civil or criminal penalties.

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General Information/Rules of the Board - (213) 922-4600

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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(s): 13 and 14.

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

CONSENT CALENDAR

- 13. SUBJECT: 2019 FEDERAL TRANSPORTATION IMPROVEMENT PROGRAM (TIP)** [2018-0166](#)

RECOMMENDATION

ADOPT the Resolution for the 2019 Los Angeles County Transportation Improvement Program (TIP) as shown in Attachment A.

Attachments: [Attachment A - Resolution for the 2019 Los Angeles County TIP](#)

- 14. SUBJECT: METRO TRANSFERS DESIGN GUIDE** [2018-0035](#)

RECOMMENDATION

RECEIVE AND FILE Metro Transfers Design Guide.

Attachments: [Presentation](#)

NON-CONSENT

- 15. SUBJECT: WEST SANTA ANA BRANCH TRANSIT CORRIDOR** [2018-0072](#)

RECOMMENDATION

CONSIDER:

A. RECEIVING AND FILING:

1. West Santa Ana Branch Transit Corridor Updated Northern Alignment Options Screening Report, including project goals; and
2. Update on Public-Private Partnership (P3) project delivery procurement process

B. AUTHORIZING:

1. Northern alignment options to carry forward into Draft Environmental Impact Statement/Environmental Impact Report (EIS/EIR)

- a. Concept E: Union Station via Alameda Underground
- b. Concept F: Union Station via Alameda Underground/Center Aerial
- c. Concept G: Downtown Transit Core Underground

C. AUTHORIZING the Chief Executive Officer to execute:

- 1. Modification No. 2 to Contract No. AE5999300 with WSP USA Inc. for technical services for the evaluation of the three northern alignments in the Draft EIS/EIR in the amount of \$2,760,752, increasing the total contract value to \$12,405,244; and
- 2. Modification No. 1 to Contract No. PS2492300 with Arellano Associates for outreach support for the augmented Community Participation Program as part of the evaluation of the three northern alignments in the Draft EIS/EIR in the amount of \$429,310, increasing the total contract value to \$922,203.

Attachments: [Attachment A - NA Updated Screening Report Executive Summary](#)
[Attachment B - Original Northern Alignments Map](#)
[Attachment C - New Northern Alignments Map](#)
[Attachment D - Northern Alignment Summary of Project Goals Results](#)
[Attachment E - Northern Alignment Summary of Select Performance Measurements](#)
[Attachment F - Recommended Northern Alignments Map v2](#)
[Attachment G1 - Trips Common to both Options Origins](#)
[Attachment G2 - Trips Common to both Options Destinations](#)
[Attachment H-1 Procurement Summary](#)
[Attachment H-2 Procurement Summary](#)
[Attachment I-1 Contract Modification Log](#)
[Attachment I-2 Contract Modification Log](#)
[Attachment J-1 - DEOD Summary for H-1](#)
[Attachment J-2 - DEOD Summary for H-2](#)
[Presentation](#)

(ALSO ON CONSTRUCTION COMMITTEE)

16. SUBJECT: DRAFT TRANSIT ORIENTED COMMUNITIES POLICY

[2018-0136](#)

RECOMMENDATION

RECEIVE AND FILE Draft Transit Oriented Communities Policy (Attachment A).

Attachments: [Attachment A - Draft TOC Policy edits](#)
 [Attachment B - Transportation Nexus](#)
 [0518_TOCPolicy_Presentation RG Rev 5-11-18 \(002\)](#)

17. SUBJECT: METRO BIKE SHARE BUSINESS PLAN AND FARE STRUCTURE

[2018-0138](#)

RECOMMENDATION

CONSIDER:

- A. ADOPTING the new Bike Share Business Plan for Metro Bike Share Program (<http://libraryarchives.metro.net/DPGTL/bikeplans/2018-Bikeshare-Business-Plan.pdf>);
- B. APPROVING new Bike Share fare structure as outlined in Attachment A; and
- C. AUTHORIZING the Chief Executive Officer (CEO) to negotiate future non-title sponsorship agreements.

Attachments: [Presentation](#)

18. SUBJECT: METRO BIKE SHARE PHASE 3 EXPANSION

[2017-0925](#)

RECOMMENDATION

AUTHORIZE the:

- A. Chief Executive Officer (CEO) to exercise options and execute Modification No. 7 to Contract No. PS272680011357 with Bicycle Transit Systems, Inc. (BTS) to activate Metro Bike Share Phase III Expansion, in the not-to-exceed (NTE) amount of \$35,477,704 (for capital costs, pre-launch activities, and on-going operations and maintenance), increasing the total contract value from \$54,402,988 to \$89,880,692, to the following areas:
 - Culver City
 - Marina del Rey
 - West Los Angeles
 - Downtown Los Angeles Expanded
- B. Phase III Expansion Life of Project (LOP) budget of \$10.5M; and
- C. CEO to negotiate and execute a Memorandum of Understanding (MOU)/MOU amendment to set the terms of fiscal and administrative responsibility, as described in the Board Report dated January 14, 2015 (accessed at http://media.metro.net/board/Items/2015/01_january/20150114p&pitem25.pdf), with the City of Los Angeles, Culver City, and Marina del Rey to expand the Metro Bike Share Program to the following areas:

1. Echo Park/Silver Lake, Koreatown, MacArthur Park/Westlake, and Palms/Mar Vista/Playa del Rey/Playa Vista/Del Rey and the inclusion of the two stations awarded 2016 Affordable Housing and Sustainable Communities (AHSC) grant funding (document found at <http://libraryarchives.metro.net/DPGTL/AHSC/2016-AHSC-Grant-Award-Notice.pdf>)
2. Culver City
3. Marina del Rey

Attachments: [Attachment A - Procurement Summary](#)
 [Attachment B - Contract Modification Log](#)
 [Attachment C - Funding & Expenditure Plan](#)
 [Attachment D - DEOD Summary](#)

**19. SUBJECT: LA RIVER BIKE PATH GAP CLOSURE PROJECT
 TECHNICAL SERVICES**

[2018-0108](#)

RECOMMENDATION

AUTHORIZE the Chief Executive Officer (CEO) to:

- A. AWARD AND EXECUTE an 88-month, firm fixed price Contract No. AE47795000 with CH2M Hill, Inc. for \$45,891,279 for Los Angeles River Bike Path Gap Closure Project Technical Services (Project), subject to resolution of protest(s), if any;
- B. APPROVE Contract Modification Authority (CMA) specific to and execute modifications for Contract No. AE47795000 in the amount of \$6,883,692 (15%) to support the cost of unforeseen issues that may arise during the course of the Contract; and
- C. NEGOTIATE and enter into a Memorandum of Understanding (MOU) with Los Angeles County Department of Public Works (LACDPW) for construction management and delivery of the Project with an option for final design; and
- D. NEGOTIATE and enter into a Cooperative Agreement with the City of Los Angeles, the City of Vernon, and LACDPW.

Attachments: [Attachment A - Procurement Summary](#)
 [Attachment B - DEOD Summary](#)
 [Attachment C - Metro Board Motion 67](#)
 [Attachment D - Project Map](#)

20. SUBJECT: TRANSPORTATION DEMAND MANAGEMENT[2018-0135](#)**RECOMMENDATION**

RECEIVE AND FILE response to Motion 36 approved at the October 2017 Board Meeting.

Attachments: [Attachment A - Board Motion 36](#)

[Attachment B - Regional Commuter Benefit Program: LA County/SF Bay Area](#)

[Attachment C - Excerpts: 2018 Metro State Legislative Program](#)

21. SUBJECT: NORTH HOLLYWOOD TO PASADENA BUS RAPID TRANSIT (BRT) ENVIRONMENTAL AND PLANNING STUDY[2018-0129](#)**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer (CEO) to award and execute a 40-month firm fixed price Contract No. AE49369000 to Kimley-Horn and Associates, Inc., in the amount of \$6,768,898 for a base contract to complete the Planning and Environmental Study for the North Hollywood to Pasadena Bus Rapid Transit (BRT) Corridor and one of two optional tasks to advance the design through either 1) Advanced Conceptual Engineering (ACE) in an amount not to exceed \$2,954,561, or 2) Preliminary Engineering (PE) in an amount not to exceed \$4,860,264, for a total not to exceed amount of \$11,629,162, subject to resolution of protest(s), if any.

Attachments: [Attachment A - Procurement Summary](#)

[Attachment B - DEOD Summary](#)

[Attachment C - North Hollywood to Pasadena BRT Corridor Study Area](#)

22. SUBJECT: NORTH SAN FERNANDO VALLEY BUS RAPID TRANSIT CORRIDOR PLANNING AND ENVIRONMENTAL STUDY[2018-0130](#)**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer (CEO) to award and execute a 40-month firm fixed price Contract No. AE49337000 to IBI Group in the amount of \$5,582,619 for a base contract to complete the North San Fernando Valley Bus Rapid Transit Corridor Planning and Environmental Study and one of two optional tasks to advance the design through either i) Advanced Conceptual Engineering (ACE) in an amount not to exceed \$928,908, or ii) Preliminary Engineering (PE) in an amount not to exceed \$3,176,895, for a total not-to-exceed amount of \$8,759,514, subject to resolution of protest(s), if any.

Attachments: [Attachment A - Procurement Summary](#)

[Attachment B - DEOD Summary](#)

[Attachment C - NSFV BRT Study Corridor](#)

SUBJECT: GENERAL PUBLIC COMMENT**2018-0312**

Receive 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.

COMMENTS FROM THE PUBLIC ON ITEMS OF PUBLIC INTEREST WITHIN COMMITTEE'S
SUBJECT MATTER JURISDICTION

Adjournment



Board Report

File #: 2018-0166, **File Type:** Resolution**Agenda Number:** 13.

**PLANNING AND PROGRAMMING COMMITTEE
MAY 16, 2018****SUBJECT: 2019 FEDERAL TRANSPORTATION
IMPROVEMENT PROGRAM (TIP)****ACTION: ADOPT THE RESOLUTION FOR THE 2019 LOS ANGELES COUNTY
TRANSPORTATION IMPROVEMENT PROGRAM****RECOMMENDATION**

ADOPT the Resolution for the 2019 Los Angeles County Transportation Improvement Program (TIP) as shown in Attachment A.

ISSUE

As the designated County Transportation Commission for Los Angeles County, Metro is required to submit a resolution to the Southern California Association of Governments (SCAG) certifying that Los Angeles County has the resources to fund and is committed to implement the projects to be included in the 2019 Federal Transportation Improvement Program (FTIP) covering federal fiscal years 2018/19 - 2023/24. Inclusion of projects in the FTIP is required for allocation of federal funds, state and local funds (as applicable), as well as for specific federal actions (including federal environmental clearance). Metro's 2019 TIP submittal includes 1,109 projects across 98 agencies valued at approximately \$19.6 billion.

DISCUSSION

The FTIP is the process by which SCAG's Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS) is implemented through a systematic allocation of federal, state, and local funds for use in planning and constructing specific projects. It allows programming funds for the projects included in the RTP/SCS in accordance with federal and state requirements, including scheduling, financing, and the timely implementation of transportation control measures to help reduce air pollution.

SCAG, as the Metropolitan Planning Organization (MPO) for the six-county region that includes Los Angeles County, is required under federal and state law to develop the FTIP - a six-year document that lists projects to be funded with federal, state, and local funds. Projects from each of SCAG's six counties are included in their respective TIP and then submitted to SCAG for inclusion in the FTIP. The FTIP is updated every two years, with SCAG's 2017 FTIP approved by the Federal Highway

Administration (FHWA) and the Federal Transit Administration (FTA) in December 2016. SCAG is scheduled to adopt the 2019 FTIP in September 2018. A FHWA/FTA joint air quality conformity determination, anticipated to be issued in December 2018, is required for the approval of SCAG's 2019 FTIP.

DETERMINATION OF SAFETY IMPACT

Adoption of the resolution will have no direct impact on the safety of Metro customers or employees. However, as the Los Angeles County TIP includes safety enhancement projects, eliminating delay or overall project delivery due to inability to program and receive funding would ensure the timely realization of the projects' anticipated safety benefits.

FINANCIAL IMPACT

Adoption of the resolution will allow Metro to program and secure federal, state, and local funds for projects in Los Angeles County.

Impact to Budget

Adoption of the resolution for the 2019 Los Angeles County TIP has no impact to the FY 2018 Budget.

ALTERNATIVES CONSIDERED

The Board could elect to not adopt the resolution shown in Attachment A. Staff does not recommend this alternative. By not adopting the resolution, the Los Angeles County TIP will not be included in SCAG's 2019 FTIP. Therefore, Metro and other agencies in Los Angeles County will not be able to program and receive federal, state, and local funding allocations for their projects. This will jeopardize the implementation of existing and future projects in Los Angeles County that have funds programmed through federal fiscal year 2023/24. It will also result in the loss of/eligibility for funding allocations due to federal and state lapsing and/or project inactivity policies.

NEXT STEPS

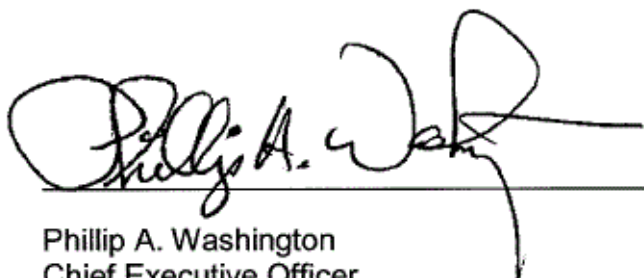
With Board approval of the recommendation, staff will submit the resolution to SCAG.

ATTACHMENTS

Attachment A - Resolution for the 2019 Los Angeles County TIP

Prepared by: Nancy Marroquin, Sr. Manager, Countywide Planning & Development, (213) 922-7237
Ashad Hamideh, Sr. Director, Countywide Planning & Development, (213) 922-4299
Wil Ridder, Executive Officer, Countywide Planning & Development, (213) 922-2887
Laurie Lombardi, Senior Executive Officer, Countywide Planning & Development, (213) 928-3251

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

A handwritten signature in black ink, appearing to read "Phillip A. Washington", is written over a horizontal line. The signature is stylized with large loops and a long horizontal stroke extending to the right.

Phillip A. Washington
Chief Executive Officer



**RESOLUTION OF THE LOS ANGELES COUNTY METROPOLITAN
TRANSPORTATION AUTHORITY (LACMTA) CERTIFYING THAT LOS
ANGELES COUNTY HAS THE RESOURCES TO FUND THE PROJECTS IN
THE FFY 2018/19 – 2023/24 TRANSPORTATION IMPROVEMENT PROGRAM
AND AFFIRMS ITS COMMITMENT TO IMPLEMENT ALL PROJECTS IN THE
PROGRAM**

WHEREAS, Los Angeles County is located within the metropolitan planning boundaries of the Southern California Association of Governments (SCAG); and

WHEREAS, the Fixing America's Surface Transportation Act (FAST Act) requires SCAG to adopt a regional transportation improvement program for the metropolitan planning area; and

WHEREAS, the FAST Act also requires that the regional transportation improvement program include a financial plan that demonstrates how the transportation improvement program can be implemented; and

WHEREAS, LACMTA is the agency responsible for short-range capital and service planning and programming for the Los Angeles County area within SCAG; and

WHEREAS, as the responsible agency for short-range transportation planning, LACMTA is responsible for the development of the Los Angeles County Transportation Improvement Program (TIP), including all projects utilizing federal and state highway/road and transit funds; and

WHEREAS, LACMTA must determine, on an annual basis, the total amount of funds that could be available for transportation projects within its boundaries; and

WHEREAS, LACMTA has adopted the Federal Fiscal Year (FFY) 2018/19 – 2023/24 Los Angeles County TIP with funding for FFY 2018/19 and 2019/20 available and committed, and reasonably committed for FFY 2020/21 through 2023/24.

NOW, THEREFORE, BE IT RESOLVED by the Los Angeles County Metropolitan Transportation Authority that it affirms its continuing commitment to the projects in the FFY 2018/2019 – 2023/2024 Los Angeles County TIP; and

BE IT FURTHER RESOLVED, that the FFY 2018/19 – 2023/24 Los Angeles County TIP Financial Plan identifies the resources that are available and committed in the first two years and reasonably available to carry out the program in the last four years, and certifies that:

1. Projects in the FY2018/19 – 2023/24 Los Angeles County TIP are consistent with the 2018 State Transportation Improvement Program approved by the California Transportation Commission in March 2018;
2. All of the projects in the Los Angeles County TIP have complete funding identified in the 2018 STIP.
3. Los Angeles County has the funding capacity in its county Surface Transportation Block Grant (STBG) Program and Congestion Mitigation and Air Quality Improvement (CMAQ) Program allocations to fund all of the projects in the FFY 2018/19 – 2023/24 Los Angeles County TIP; and
4. The local match for projects funded with federal STBG and CMAQ program funds is identified in the Los Angeles County TIP; and
5. All the Federal Transit Administration funded projects are programmed within the FAST Act Guaranteed Funding levels.

PASSED, APPROVED, AND ADOPTED this ____ day of _____, ____.

CERTIFICATION

MICHELE JACKSON
LACMTA Board Secretary

DATED:
(SEAL)



Board Report

File #: 2018-0035, File Type: Informational Report

Agenda Number: 14.

PLANNING AND PROGRAMMING COMMITTEE MAY 16, 2018

SUBJECT: METRO TRANSFERS DESIGN GUIDE

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE Metro Transfers Design Guide.

ISSUE

Metro has prepared the Metro Transfers Design [Guide <https://bit.ly/2HGgHiw>](https://bit.ly/2HGgHiw) (Guide), a best practices document with recommendations to improve connectivity for transit customers who transfer as part of their trip. This document builds off of the First/Last Mile Strategic Plan (2014) with recommendations to improve the customer experience for the “complete transit journey.” This Guide will serve as a resource for Metro staff, local transit providers, and local jurisdictions to inform the design of stations, bus stops, street improvements, and service planning so that transfers are safe, accessible, convenient, and comfortable for Metro customers. This document will also help guide future strategic planning efforts to ensure that connectivity is a priority for Metro.

DISCUSSION

Almost two-thirds of Metro customers transfer as part of their transit journey. This number grows when transfers between local and regional transit providers are included. Convenient transfers are essential to providing quality service to Metro’s customers and growing ridership. Metro’s current planning and design standards and processes focus on transit modes (e.g. bus, rail) separately and do not fully address connectivity between transit corridors and modes.

With changing mobility patterns and demographics, increased development in the region, and Metro’s ambitious expansion plans under Measure M, there is an opportunity to update Metro’s goals and inform standards and practices to prioritize connectivity and the customer experience for future corridor planning, station design, and infrastructure improvements.

To develop the Guide, Metro interviewed customers through a series of focus groups to understand their overall trip and experiences when transferring. Four focus groups (facilitated in English and Spanish) were held in three locations across Los Angeles County and included participants selected through a screening process to reflect the demographics of Metro’s riders. In discussing their “perfect transfer experience,” several themes emerged on areas for improvement, which included:

- better signage and wayfinding between transfer points (e.g. real-time signage, audio

- announcements, directional signs);
- access enhancements (e.g. sidewalk improvements, well maintained elevators);
- comfortable, clean, and secure bus stops and station environments to wait for the next bus or train (e.g. seating, shade, lighting); and
- service improvements to shorten one's trip (e.g. more frequent headways, on-time performance) and simplified transfer fares and payment methods.

Metro also studied best practices from around the world, surveyed transit facilities within Los Angeles County, analyzed ridership and safety data, and gathered input from local jurisdictions, local transit providers, advisory groups, and Metro staff. The input Metro received from the focus groups and other stakeholders is summarized in the Guide (pages 23-25). Through the interviews and background research, Metro developed a list of guiding principles to define the idea of a good transfer, which includes: safety and security, efficiency, accessibility, clarity, comfort, and consistency.

To address the customer experience, the recommendations in the Guide are organized around three key behaviors for riders who transfer:

- making decisions;
- moving between transit vehicles; and
- waiting to board.

Recommendations focus on improving the design of the “transfer zone,” which is defined as a 500 foot diameter around rail or bus rapid transit (“BRT”) stations, and/or a cluster of connecting sidewalk stops adjacent to an intersection. Most transfers occur within the public right-of-way (e.g. streets and sidewalk), which Metro does not control, or a station (property owned or leased by a transit agency). Thus, the need for coordination between agencies is a common theme throughout the document.

To improve the design of transfer zones, the Guide offers:

- 1) a *process-oriented* Design Checklist to inform decision-making and priority-setting for transit corridors, bus stops, and rail stations;
- 2) a *flexible* Design Toolbox to respond to a diverse set of transit conditions across Los Angeles County; and
- 3) a concise set of Application Strategies to apply the guiding principles and design considerations in the document to inform Metro projects, guide future policies, and share improvement ideas with local jurisdictions and transit operators.

The Guide is intended to be a resource for staff at Metro and partner agencies to:

- 1) inform Metro station design, transit corridor planning, and first/last mile improvements;
- 2) ensure that connectivity and customer experience are key considerations for Metro's strategic planning efforts (e.g. *Long Range Plan*, *10 Year Strategic Plan*, *NextGen Bus Study*), which will set long-term priorities for transit improvements across Los Angeles County; and
- 3) encourage coordination and partnerships with local transit providers and jurisdictions when making improvements to transfer zones.


NEXT STEPS

Staff will distribute the Guide within Metro to serve as a resource for current transit planning efforts

and broader policy discussions. Staff will also perform outreach with local jurisdictions, service providers, and the Metro Technical Advisory Committee to share the document with local partners and pursue inter-agency efforts to deploy best practices.

Prepared by: Georgia Sheridan, Senior Manager, Countywide Planning & Development, (213) 922-1259
Adam Light, Senior Director, Countywide Planning & Development, (213) 922-6926
Nick Saponara, DEO, Countywide Planning & Development, (213) 922-4313
Jenna Hornstock, EO, Transit Oriented Communities, (213) 922-7437

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



Phillip A. Washington
Chief Executive Officer



Metro Transfers Design Guide

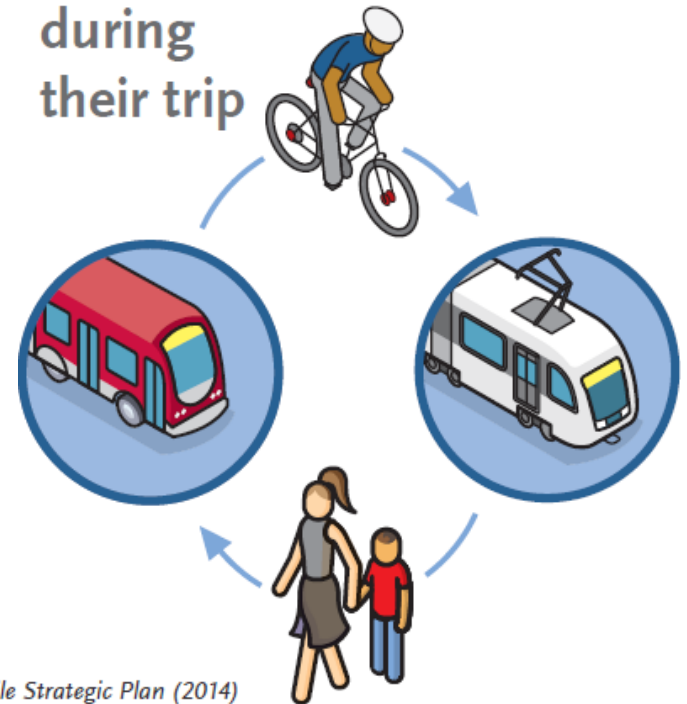
Improving Connections for a Seamless Trip

MAY 2018

Why Focus on Transfers?

1. Expanding transit network
2. Changing mobility patterns
3. Need for guidance to address connectivity in Metro standards

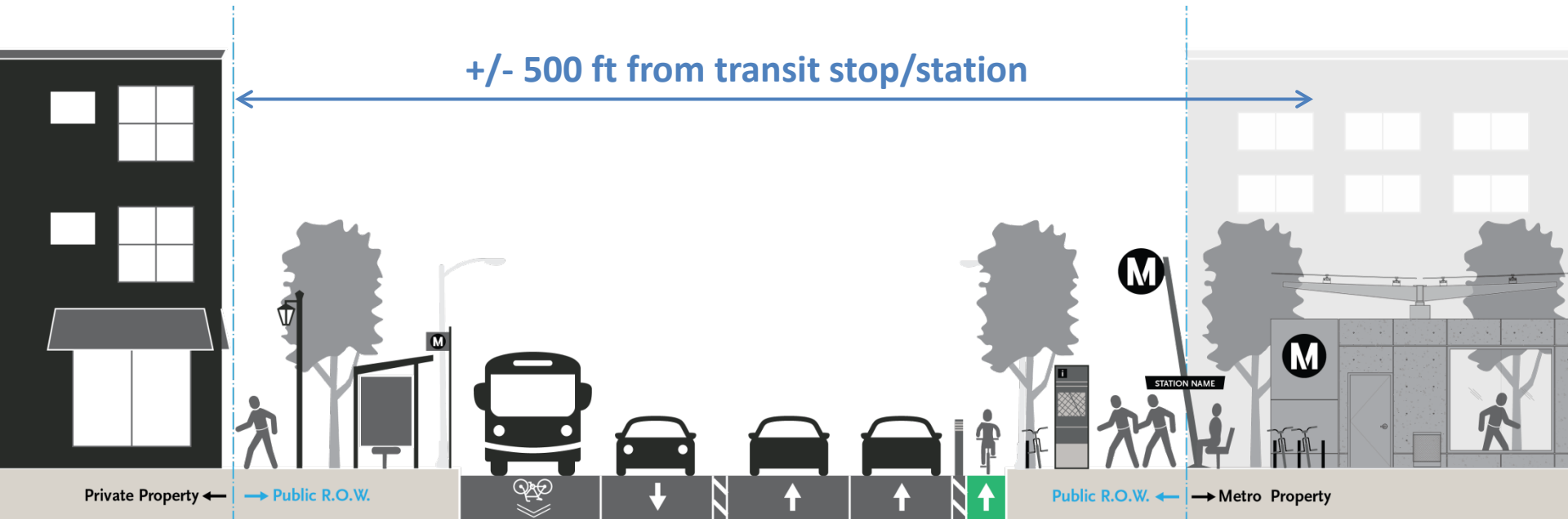
64%
of Metro riders
TRANSFER
at least
ONCE
during
their trip



Source:
First/Last Mile Strategic Plan (2014)

Transfer Zone

MULTIPLE STAKEHOLDERS



Private Entities

Transit Operators

Local Jurisdictions

Metro

- Property Owners
- Building Tenants
- Business Improvement Districts (BID)
- Advertising Agencies

- Bus Service
- Bike Share
- Rideshare
- Taxi
- Van Pool

- Planning
- Transportation
- Public Works/ Engineering
- Street Services
- Street Lighting

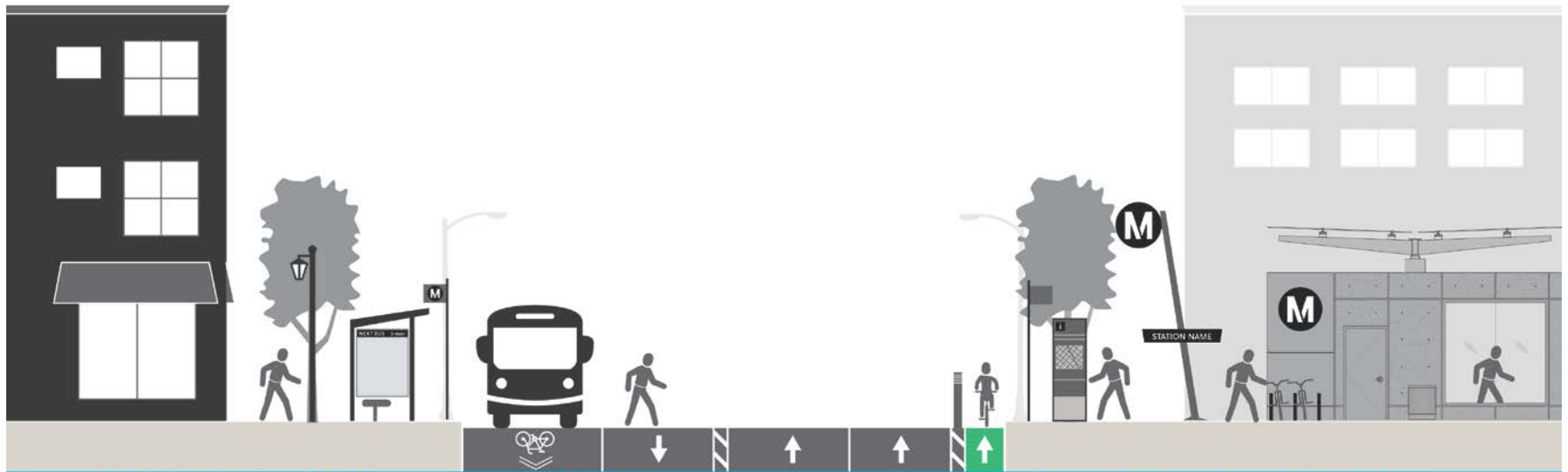
- Planning & Development
- Signage & Environmental Graphic Design
- Operations (Rail & Bus)
- Program Management
- Facilities & Maintenance
- Communications

Challenges to Improving Transfers

- Expansive & Diverse Transit Environment
- Multi-Agency Coordination
- Balancing Operator Needs
- Access Barriers
- Limited Space
- Limited Resources
- Maintenance



Customer Experience



1. MAKING DECISIONS

Where am I going?

Stop ID, Real-time Info, Wayfinding

2. MOVING

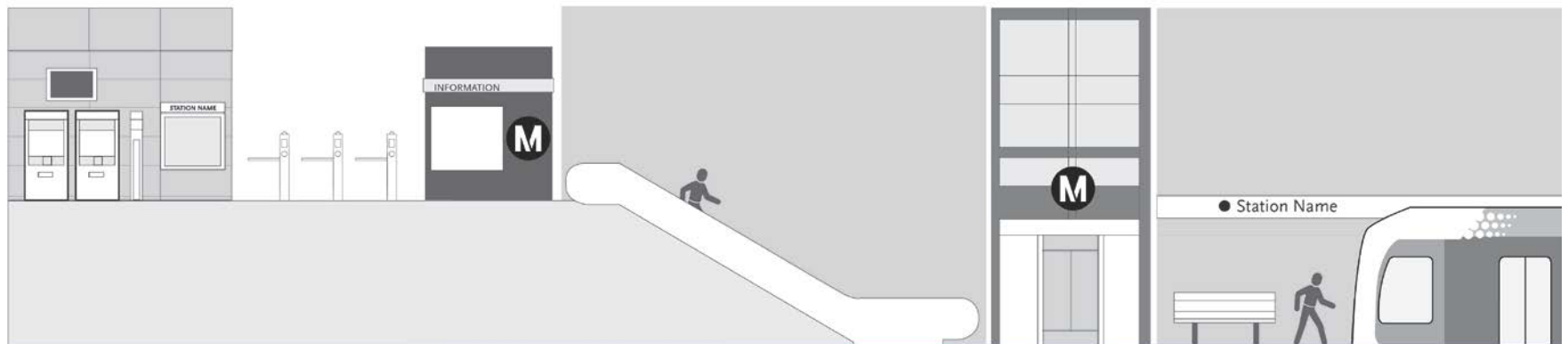
What is the best path to take?

Crosswalks, Curb Ramps, Signal Timing

3. ENTERING THE STATION

Where is the station?

Station ID, Canopy, Bike Parking, System Map



4. TICKETING

Where do I purchase tickets?

Customer Information, Ticket Machines, Fare Gates

5. VERTICAL CIRCULATION

How do I access the platform?

Escalators, Stairs, Elevator

6. WAITING TO BOARD

When is my train arriving?

Real-time Info, Seating, Audio Announcements

Gathering Input



Metro Customers

Focus Groups

Metro Staff

Multi-Department Discussion

Stakeholder/Advisors

Accessibility Advisory Committee

COGs

LA County Staff

Local Jurisdiction Staff

Local & Regional Transit Providers

Metro Technical Advisory Committee
and Subcommittees

My perfect transfer experience...

*“is that I know exactly which way
to go when getting off my train”*

*“little wait time between
transfers, and room for my
bike on the front of the bus”*

*“buses are on time and
I don't have to wait any longer
than ten minutes for my transfer”*

– Quotes from focus group interviews

Common Themes

Making Decisions

Easy and intuitive



Waiting to Board

Clean, comfortable, secure



Moving

Safe, direct, accessible



Planning for Future

Durable, adaptable, innovative



Guiding Principles

- Safety & Security
- Accessibility
- Efficiency
- Clarity
- Comfort
- Consistency



Transfer Locations



Sidewalk Stops

- Located in public right of way
- Owned and maintained by local jurisdictions
- Served by multiple operators
- Small footprint



Stations

- Owned, operated, and maintained by Metro*
- Large footprint
- May require vertical circulation
- Connect to sidewalk stops

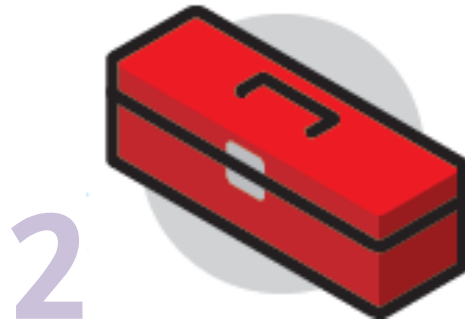
**Stations could be owned by other transit provider or local jurisdiction (e.g. Metrolink)*

How to Use the Guide



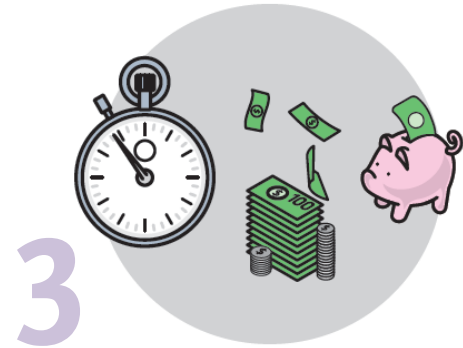
1 Design Checklist

Guides planning process to help **prioritize** and make decisions



2 Design Toolbox

Identify elements to improve the transfer zone that are **adaptable** to local conditions



3 Application Strategies

Apply guiding principles and design thinking to Measure M projects, strategic planning efforts, and ideas for local partners

Planned Outreach

Stakeholder Groups

Customer Experience Committee

Citizens Advisory Committee

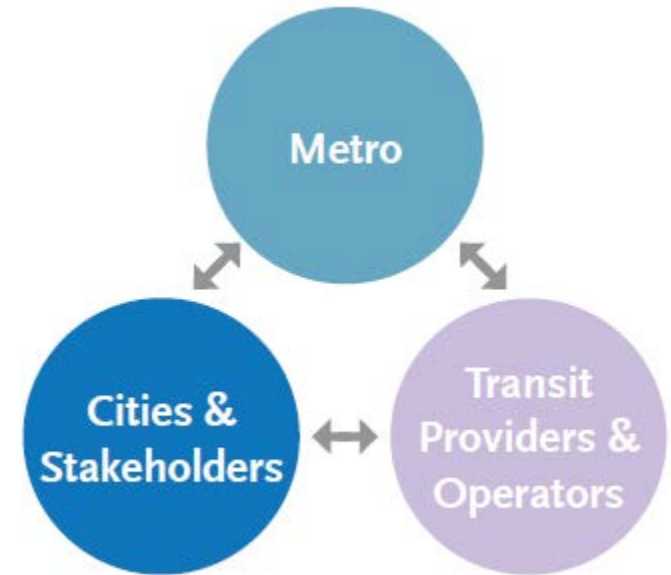
Development community

Local jurisdictions & COGs

Metro Technical Advisory Committee

Service Councils

General Public (metro.net & The Source)



Award Winner

Transfers Design Guide

Improving Connections for a Seamless Trip



Metro

MARCH 2018

APA Los Angeles Best Practice Planning Award



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Board Report

File #: 2018-0072, **File Type:** Contract

Agenda Number:

PLANNING AND PROGRAMMING COMMITTEE MAY 16, 2018

SUBJECT: WEST SANTA ANA BRANCH TRANSIT CORRIDOR

ACTION: APPROVE RECOMMENDATIONS

RECOMMENDATION

RECOMMENDATIONS A AND B APPROVED AS AMENDED DURING MAY'S REGULAR BOARD MEETING, RECOMMENDATION C TO BE VOTED ON DURING JUNE'S REGULAR BOARD MEETING.

CONSIDER:

A. RECEIVING AND FILING:

1. West Santa Ana Branch Transit Corridor Updated Northern Alignment Options Screening Report, including project goals; and
2. Update on Public-Private Partnership (P3) project delivery procurement process

B. AUTHORIZING:

1. Northern alignment options to carry forward into Draft Environmental Impact Statement/Environmental Impact Report (EIS/EIR)
 - a. Concept E: Union Station via Alameda Underground
 - b. Concept F: Union Station via Alameda Underground/Center Aerial
 - c. Concept G: Downtown Transit Core Underground

FASANA AMENDMENT: As part of the environmental process, consider studying up to 6-car platforms.

C. AUTHORIZING the Chief Executive Officer to execute:

1. Modification No. 2 to Contract No. AE5999300 with WSP USA Inc. for technical services for the evaluation of the three northern alignments in the Draft EIS/EIR in the amount of \$2,760,752, increasing the total contract value to \$12,405,244; and

-
2. Modification No. 1 to Contract No. PS2492300 with Arellano Associates for outreach support for the augmented Community Participation Program as part of the evaluation of the three northern alignments in the Draft EIS/EIR in the amount of \$429,310, increasing the total contract value to \$922,203.

ISSUE

At the March 1, 2018 meeting, the Board authorized expanding the northern alignment study area to address scoping period comments and updated technical information. Based on community input and technical analysis, a Northern Alignment Alternatives and Concepts Updated Screening Report (Updated Screening Report) has been completed. Attachment A contains the Executive Summary, inclusive of performance, travel and cost information. The full report is on file and available upon request.

The Updated Screening Report recommends three (3) northern alignment options to be carried forward into the environmental document for further analysis. The Board is deciding on actions necessary to advance the NEPA and CEQA review of the West Santa Ana Branch (WSAB) Transit Corridor (Project), but is not making a decision about the final project. Board action is needed in order to proceed forward with the environmental analysis and remain on schedule per the Measure M groundbreaking date of Fiscal Year (FY) 2022. In addition, Board action in May would facilitate efforts for project acceleration.

BACKGROUND

The WSAB Project is a proposed light rail transit (LRT) line that would extend approximately 20 miles from downtown Los Angeles through southeast Los Angeles County (LA County). South of downtown Los Angeles, a single alignment has been identified following existing right-of-way parallel to the Blue Line owned by Union Pacific, then along Randolph Avenue in the City of Huntington Park using Metro owned Right-of-Way (ROW), then following the San Pedro Subdivision Branch (owned by Port of Los Angeles and Port of Long Beach), to the eight-mile, Metro-owned, abandoned Pacific Electric ROW to the southern terminus in the City of Artesia. WSAB would traverse a highly populated area, with high numbers of low-income and heavily transit-dependent residents. A primary goal of the Project is to improve mobility by connecting the communities of southeast LA County with the Metro rail network.

The Project is identified in Measure M as a light rail transit (LRT) project. The exact project description of all projects set forth in the Measure M ordinance are to be defined by the environmental process, which includes features such as termini, alignment and stations. Per Measure M and Metro's 2009 Long-Range Transportation Plan (as amended), the Project has a \$4 billion (B) (2015\$) allocation based on the cost estimate in the Measure M Expenditure Plan (Proposition A and C funds may not be used for underground segments). Per Measure M, funding becomes available in two cycles as follows:

Measure M Expected Opening Date	L RTP Funding Allocation (2015\$)
FY 2028	\$1 billion

FY 2041	\$3 billion
---------	-------------

Measure M indicates that an early delivery of the second funding cycle may be made possible with a Public Private Partnership (P3) delivery method. A P3 is being pursued as a delivery strategy for accelerating the second funding cycle, which may enable Metro to deliver the project in one phase, coupled with a comprehensive delivery approach.

The entire Project is also included in Metro's "Twenty-Eight by '28 Initiative" project list as an aspirational project schedule to be completed in time for the 2028 Olympic and Paralympic Games in Los Angeles. Therefore, efforts are being made to achieve an early project delivery; this May 2018 Board action would facilitate efforts for project acceleration.

Northern Alignments

In September 2016, the Board authorized award of a professional services contract (Legistar file 2016-0571) to environmentally clear the Project under the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA). As part of this planning process, a Northern Alignment Options Screening Report (April 2017) was prepared to further assess six northern alignment options previously analyzed in the Technical Refinement Study (TRS), received by the Board in September 2015 (Legistar file 2015-0994). As a result of the Northern Alignment Options Screening Report, per Board action at the April 2017 meeting (Legistar file 2017-0152), four northern alignment options were carried into the scoping period for the environmental analysis as shown in Attachment B:

- A. Pacific/Alameda
- B. Pacific/Vignes
- C. Alameda
- D. Alameda/Vignes

In June 2017, as part of the environmental process, public scoping meetings were held in the cities of Bellflower, Huntington Park, Los Angeles, and South Gate. The meetings provided project updates to stakeholders and solicited comments through an extended formal comment period that ended in August 2017. At the conclusion of the public scoping period, over 1,100 comments were received. Approximately 400 of the comments were submitted by Little Tokyo stakeholders. A majority of the comments expressed strong opposition to some or all of the northern alignment options and were particularly opposed to an elevated alignment along Alameda Street. In general, comments from the Little Tokyo community included concerns regarding the potential visual impact of an aerial alignment and concerns regarding the potential construction impacts brought on by a WSAB alignment through their community. Similarly, the Arts District and Industrial District communities also generally expressed concerns with an at-grade or elevated alignment along Alameda Street.

Metro also received scoping letters from several agencies. In their scoping letters, Metrolink, the Federal Railroad Administration (FRA) and the California High Speed Rail Authority (HSR) expressed concerns regarding the northern alignment options. Specifically, their comments focused on encouraging Metro to seek alternatives that do not limit or preclude the potential for existing or future regional railroad capacity at Union Station (LAUS), reasoning that LAUS is the regional rail hub and, therefore, should prioritize regional rail services due to limited platform availability.

In response to comments received during the scoping period and ongoing technical analysis, the project team analyzed additional northern alignment options, coordinating with several departments. Considerations brought to bear in developing additional alignments responsive to public comment included potential terminus station areas and identifying opportunities and challenges as they relate to operations, transit oriented communities (TOC) and constructability of the alignments. Additional new northern alignment options were developed and further refined. The new northern alignment concepts that emerged can be found in Attachment C. They are:

- E. Alameda (underground) to Union Station
- F. Alameda (underground)/Center (aerial) to Union Station
- G. Downtown Transit Core underground to 7th/Metro or Pershing Square station areas
- H. Arts District/6th Street underground to Union Station via extended Purple or Red Lines

DISCUSSION

Given the factors identified in the scoping comments and workshops, an Updated Screening Report was completed to provide a detailed screening evaluation of the original and new northern alignment concepts to identify the highest performing alignment options. As part of the Updated Screening Report, eight northern alignment options were analyzed, including the original four alignments and four supplemental northern alignment concepts. The eight options were evaluated based on how well they addressed the qualitative Project goals as well as key, quantitative performance factors.

The Project goals are intended to qualitatively guide the overall planning process and serve as one of several performance measurement tools. Attachment D summarizes how each alignment qualitatively performed when compared to the goals. The Project goals are:

- Provide Mobility Improvements
- Support Local and Regional Local Use Plans and Policies
- Minimize Environmental Impacts
- Ensure Cost Effectiveness and Financial Feasibility
- Ensure Equity

In addition to the Project goals, staff also quantitatively evaluated each northern alignment options against key performance factors. These factors which aim to capture the customer impact and experience are compared for each alignment in Attachment E.

Community Engagement

The Updated Screening Report provides a summary of the outreach efforts held March through April 2018, including location of meetings held and feedback received. Comments received at the community meetings, via the online comment form and via e-mail cite both LAUS and the Downtown Transit Core as the top preferences for potential riders beginning/ending their trips. Of those who indicated an alignment preference, Concepts E and G are preferred. Other comments submitted pertained to pedestrian connections, safety, homelessness, first/last mile connections, parking supply, impacts at and around stations, property values, noise levels, aesthetics, construction

impacts, alignment configuration, budget, ridership, P3 potential, and property acquisitions. Stakeholder briefings, meetings, presentations and comment letters received from the southern portion of the project corridor revealed a substantial amount of support for a one seat ride to LAUS and opposition to a terminus in the Arts District.

Briefings, meetings, presentations and comment letters received from stakeholders in the northern portion of the project corridor yielded interest in additional alignments and an interest in having Metro consider heavy rail transit as the mode for WSAB. A rough order of magnitude (ROM) cost for a 20-mile WSAB heavy rail alignment based on recent Metro projects was prepared and found the cost to range between \$12.3B and \$18.4B. It has also been determined, in consultation with the Federal Transit Administration (FTA), that the environmental process would need to be restarted, thereby impacting the project schedule.

Recommended Alignments

Based on the technical evaluation and public/stakeholder input, the Updated Screening Report recommends three options to be carried forward into the Draft environmental document for further analysis and refinement. Attachment F includes a map of the three recommended alignments. These alignments also represent a reasonable range of alternatives to be evaluated as required by the state and federal environmental process.

- Two alignments would terminate at LAUS; one would terminate in the Downtown Transit Core.
- All three alignments are completely underground or have substantial underground configurations in the downtown LA area.
- All three options would run parallel to the Blue Line between the Slauson and Washington stations, thereby allowing transfer opportunities, which would also provide relief to the Blue Line. As the Blue Line tends to operate at capacity in one direction at the peak hour, providing passengers with an alternative to riding the Blue Line all the way into downtown LA was identified as an important operational consideration.
- All three alignments would provide at least one station to serve the Arts District area.
- Attachments G1 and G2 illustrate trips that are common to the LAUS and Downtown Transit Core termini. Approximately 90% of trips are common to both termini.

The three recommended options are:

- **Concept E - Union Station via Alameda Underground:**
 - Description: Extends approximately 7.9 miles between LAUS and the Florence/Salt Lake Station along the Metro Blue Line and Alameda Street.
 - Ridership: It has estimated daily boardings of 81,000 of which includes an estimated 27,000 new riders.
 - Connectivity: This alignment allows for a direct connection to LAUS.
 - Cost Estimate: As a mostly underground alignment, Concept E has a preliminary capital cost of \$5.8B (2017\$).
 - Overall Evaluation: Concept E received an overall score of High and is recommended to move forward.
 - Other Factors: This option would provide a one seat ride to the west side of LAUS,

providing transfer opportunities to Metro rail and bus and regional rail services. The alignment addresses community concerns expressed as part of the Scoping process. The alignment also includes an optional station at 1st/Central providing a connection to the Regional Connector future north/south and east/west connections. The alignment could serve an Arts District Station in the vicinity of Alameda and 7th Streets.

- **Concept F - Union Station via Alameda/Center:**

- Description: Extends approximately 8.1 miles between LAUS and the Florence/Salt Lake Station along the Metro Blue Line, Alameda Street and then Center Street.
- Ridership: It has estimated daily boardings of 74,500 of which includes an estimated 26,000 new riders.
- Connectivity: This alignment allows for a direct connection to LAUS and therefore one transfer to the future north-south line and regional rail services.
- Cost Estimate: As a partially underground alignment, Concept F has a preliminary capital cost of \$5.4B (2017\$).
- Overall Evaluation: Concept F received an overall score of Medium/High and is recommended to move forward.
- Other Factors: This option would provide a one seat ride to LAUS, providing transfer opportunities to Metro rail and bus and regional rail services. The alignment addresses community concerns expressed as part of the Scoping process; however, an aerial configuration would be required on Center Street to terminate at Platform 2. The alignment could serve an Arts District Station in the vicinity of Alameda and 7th Streets.

- **Concept G - Downtown Transit Core:**

- Description: Extends approximately 8.0 miles between the Downtown Transit Core and the Florence/Salt Lake Station parallel to the Metro Blue Line then primarily under Alameda, 7th and 8th Streets.
- Ridership: It has estimated daily boardings of 78,500 of which includes an estimated 25,000 new riders.
- Connectivity: If the terminus allows for a connection to 7th/Metro Center, one transfer can be made to Red, Purple, North-South and East-West lines. If the terminus allows for a connection to Pershing Square, then two transfers are required to access the future North-South and East-West lines. Two transfers are needed to access regional rail services.
- Cost Estimate: As a mostly underground alignment, Concept G has a preliminary capital cost of \$5.8B (2017\$).
- Overall Evaluation: Concept G received an overall score of Medium/High and is recommended to move forward.
- Other Factors: This option would support connectivity for emerging Transit Oriented Communities at South Park/Fashion District and the Arts District South Station, and provide access to very high population and employment densities. It best serves transit dependent/Environmental Justice communities. Extending WSAB to a potential 5th/Flower station at the Regional Connector creates significant problems in allowing for a station connection at Pershing Square. Therefore, this alignment does not allow for a future direct extension to a future 5th/Flower station.

The three concepts recommended to move forward will be further studied as part of the Draft EIS/EIR. The remaining five concepts will be eliminated from further consideration, as these concepts do not perform as well in advancing the goals of the Project. The environmental document will describe the five eliminated concepts and explain why they were dropped from further consideration. This will be done as part of the Scoping and Updated Screening Process description of the environmental document where staff will capture alternatives that have been considered but were dropped from further evaluation.

Cost Estimates

All project cost estimates are rough order of magnitude. None of the eight options are close to the estimated budget in Measure M. Significant project design development remains. Cost estimates are expected to increase, resulting from further defining the project during the environmental review and public, stakeholder and partner engagement processes. Therefore, cost was not deemed determinative in screening alignments into the subsequent environmental review process. However, a reasonable and achievable funding package will be prepared to address costs and deliver a project within the envelope suggested by the estimated costs.

Technical Services Contract Modification No. 2

The execution of Contract Modification No. 2 will allow the contractor to conduct additional analysis, design work and updates to the technical reports to reflect the approved northern alignments and complete the environmental document.

Outreach Services Contract Modification No. 1

The execution of Contract Modification No. 1 will allow the outreach contractor to continue implementing focused outreach services to the corridor communities in support of the environmental document.

P3 Procurement Activities

Public Private Partnership (P3) is an innovative project delivery and financing model where Metro partners with a private sector firm to improve project performance, reduce short- and long-term costs, transfer project risks, and accelerate completion of a project. P3 delivery can include private sector participation in funding the project, as well as the operations and maintenance over extended periods of time. The procurement process for the WSAB Project will be a two-stage procurement, consisting of a Request for Qualification (RFQ) phase followed by a Request for Proposals (RFP) phase. Interim milestones for achieving the RFQ and RFP phases include Market Sounding, Shortlisting of Procurement Options, Qualitative Assessment, Risk Identification/Analysis, and Value for Money Assessment. These deliverables will form the P3 Business Case that will drive an effective competitive procurement that can best deliver on Metro's project objectives. During this process, Metro will provide regular updates to the Board, as well as conducting Small Business Outreach.

Market Sounding

The Metro P3 Team completed a phased Market Sounding to support delivery of the WSAB P3 Project. Market Soundings is a series of separate, one-on-one discussions between a public project sponsor (and its P3 advisors) and current P3 market participants to assess a project's financial feasibility, risk allocation, and other related topics, to help inform the optimal approach for delivering the project. The Project Team anticipates undertaking up to three Market Soundings over the next 12 months (leading up to the issuance of the RFQ). Once the Market Sounding is complete, findings will be compiled to inform subsequent key decisions that will determine the path forward for the WSAB P3.

A few key findings from the first Market Sounding included the following:

- Confirmed a strong interest in a P3 and were broadly supportive of Design-Build-Finance-Operate-Maintain arrangement.
- Identifying one operator for the entire alignment was recommended, even if the Project is phased.
- Considerations for including rolling stock could lead to potential efficiencies.
- In general, the industry indicated that TOC should not be included as part of the P3.
- Participants indicated that affordability of the project scope and timing of delivery would need to be confirmed before procurement, and that an affordability cap could bring additional certainty and ensure successful transaction close if projected costs exceed budget.

Request for Qualifications and Request for Proposals

The RFQ/RFP process will provide an opportunity for Metro to evaluate the most qualified firms on the basis of technical and financial capability, as well as a strong track record of safety and completing successful P3 projects of similar size and complexity. Current schedule for the WSAB project includes releasing the RFQ in 2019. The Metro P3 Team will determine the subsequent schedule for release of the Draft and Final RFP and Project Agreement, as the project scope continues to be developed by Countywide Planning and Development. The Team will advise the Board once the dates are determined.

DETERMINATION OF SAFETY IMPACT

These actions will not have any impact on the safety of our customers and/or employees because this Project is at the study phase and no capital or operational impacts results from this Board action.

FINANCIAL IMPACT

The FY 2017-18 budget includes \$4,507,640 in Cost Center 4370 (Systemwide Team 3), Project 460201 (WSAB Corridor Admin) for professional services. Since this is a multi-year contract, the Cost Center Manager and Chief Planning Officer will be responsible for budgeting in future years.

Impact to Budget

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

ALTERNATIVES CONSIDERED

The Board could decide not to approve the recommended northern alignment options to be carried forward into the Draft EIS/EIR. This alternative is not recommended, as this would impact the Project's environmental clearance schedule and would not be responsive to comments received during the scoping period on the current alignments or consider updated technical information. This would also not be consistent with prior Board direction to advance the Project and Measure M. The narrowing of the options will ensure the Project remains on schedule and will also support the procurement of a contractor to deliver the Project.

The Board may also advance other alignment options into the environmental clearance process. The following options are identified below, along with staff's reasoning for why these options are not as well-suited to achieve the Project goals as the recommended options. Including more options than necessary in the environmental document has cost, schedule and risk implications.

- Alternatives A: Pacific/Alameda and B: Pacific/Vignes - Both alignments would turn north via Pacific Avenue to Santa Fe, terminating at LAUS. These alignments are not recommended to move forward because land uses along this alignment are not supportive to transit and there is insufficient interest from local jurisdictions to leverage transit with TOC.
- Alternatives C: Alameda and D: Alameda/Vignes - Both alignments would turn north via Alameda Street in an aerial configuration terminating at LAUS. These alignments are not recommended to move forward due to significantly negative urban design impacts, strong community opposition and potential cumulative construction impacts to the Little Tokyo Community.
- Concept H: Arts District/6th Street - This alignment would turn north parallel to the Los Angeles River in an underground configuration with a station at the Arts District/6th Street. This alignment would include extending either the Red or Purple Line to this station for passenger service as part of the WSAB project, providing a transfer opportunity to passengers wishing to travel to LAUS. This alignment is not recommended to move forward due to low compatibility with the Project goals, including low ridership and limited benefits to transit-dependent and minority populations. Furthermore, all of the three recommended options serve areas of the Arts District. The recommendation to not carry forward Concept H into the WSAB environmental process does not preclude a separate effort to study and/or environmentally clear an Arts District station.
- Alignments and Modes Suggested by Others - Various stakeholders in the northern portion of the Project corridor expressed interest in potential new alignments, including shifting Concept G (Downtown Transit Core) or Concept H (Arts District/6th Street) to head west from the proposed 7th/Alameda Station or Arts District/6th Street station, respectively, and travel southwest to the existing Pico Station of the Metro Blue and Expo Lines. Although a potential alignment to the Pico Station may provide additional and direct connectivity to South Park/Fashion District and LA Live/Staples Center, this alignment would increase travel time and further reduce the number of new riders traveling between the southern portion of this alignment and northern destinations. Moreover, it results in a forced transfer to travel from the

Pico station to 7th/Metro Center for those whose destination is elsewhere.

As previously noted, heavy rail transit was also suggested as a mode. A rough order of magnitude (ROM) cost for a 20-mile WSAB heavy rail alignment based on recent Metro projects was prepared and found the cost to range between \$12.3B and \$18.4B. It has also been determined, in consultation with the FTA, that the environmental process would need to be restarted, thereby impacting the project schedule. Therefore, heavy rail transit is not recommended.

NEXT STEPS

Upon Board approval, staff will continue to perform the necessary environmental analyses and outreach to complete the Draft EIS/EIR, along with concurrently proceeding with the P3 procurement process. In addition, staff will execute the contract modifications with WSP for technical services and with Arellano Associates for outreach support services.

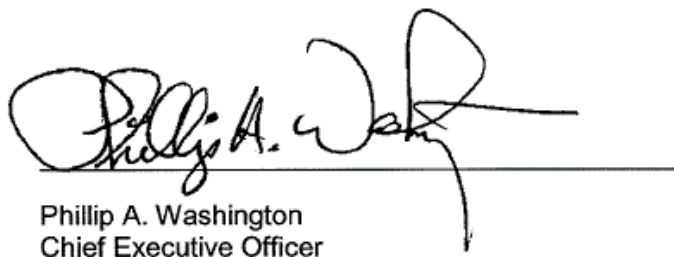
As a result of Board approval, a series of updated scoping meetings will be held in summer 2018 to update communities and public agencies on the northern alignment options being carried forward into the environmental document and gather their feedback, as required by NEPA and CEQA. The FTA is serving as lead agency for purposes of NEPA and staff will be coordinating with the FTA on the updated scoping meetings. Staff will also continue to provide briefings to key stakeholders, in addition to continued public outreach efforts along the corridor.

ATTACHMENTS

Attachment A - Northern Alignment Alternatives and Concepts Updated Screening Report- Executive Summary
Attachment B - Original Northern Alignment Map
Attachment C - New Northern Alignments Map
Attachment D - Northern Alignments Summary of Project Goals Results
Attachment E - Northern Alignments Summary of Key Performance Measurements
Attachment F - Recommended Northern Alignments Map
Attachment G1 - LAUS and Downtown Transit Core Origin Trips
Attachment G2 - LAUS and Downtown Transit Core Destination Trips
Attachment H-1 - Procurement Summary AE5999300
Attachment H-2 - Procurement Summary PS2492300
Attachment I-1 - Contract Modification/Change Order Log AE5999300
Attachment I-2 - Contract Modification/Change Order Log PS2492300
Attachment J-1 - DEOD Summary for H-1
Attachment J-2 - DEOD Summary for H-2

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Phillip A. Washington
Chief Executive Officer

West Santa Ana Branch Transit Corridor

Final Northern Alignment Alternatives and Concepts Screening Report
Executive Summary



Metro®

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ACRONYMS AND ABBREVIATIONS

BRT	Bus Rapid Transit
CEQA	California Environmental Quality Act
EJ	Environmental Justice
Environmental Study	West Santa Ana Branch Transit Corridor Environmental Study
LA County	Los Angeles County
LAUS	Los Angeles Union Station
L RTP	Long-Range Transportation Plan
Metro	Los Angeles County Metropolitan Transportation Authority
NEPA	National Environmental Protection Act
P3	Public-Private Partnership
Project	West Santa Ana Branch Transit Corridor
ROM	Rough-Order-of-Magnitude
SIP	Strategic Implementation Plan
Study Area	West Santa Ana Branch Transit Corridor Study Area
TOC	Transit Oriented Community
TOD	Transit Oriented Development
TRS	Technical Refinement Study
VMT	Vehicle Miles Traveled
WSAB	West Santa Ana Branch

EXECUTIVE SUMMARY

The West Santa Ana Branch (WSAB) Transit Corridor (Project) is a proposed light rail transit line that would extend approximately 20 miles from downtown Los Angeles through southeast Los Angeles County (LA County), traversing densely populated, low-income and heavily transit-dependent communities not currently served by Metro Rail. The Project is one of the many transit projects funded by LA County Measure R (approved in November 2008) and Measure M (approved in November 2016). The Project is identified in the Los Angeles County Metropolitan Transportation Authority's (Metro) 2009 Long-Range Transportation Plan with anticipated ground breaking in 2022.

In September 2016, Metro initiated the WSAB Transit Corridor Environmental Study (Environmental Study). Public Scoping Meetings, as part of the environmental process, took place in the cities of Bellflower, Los Angeles, South Gate, and Huntington Park in June 2017. The comments received from the public at those meetings resulted in the development of new alignment and station concepts. The evaluation of these new Concepts as well as the original Alternatives is the subject of this report.









































ES.1 Summary of Results

Based on the findings of the Northern Alignment Alternatives and Concepts screening analysis, a northern terminus at Los Angeles Union Station (LAUS) or in the Downtown Transit Core would provide the highest benefits. This was further confirmed based on input gathered from public outreach meetings held in March 2018. The evaluation resulted in three Concepts that best align with Project goals:

- Concept E: Alameda (underground)** aligns with the overall project goals for the Project. This Concept rates high for mobility improvements, minimizes environmental impacts, and ensures equity by providing more transit access to minority and low-income communities. Concept E is also supportive of land use plans and policies by serving high population and employment densities. The significant underground section of this alignment would result in high capital costs and risks; however, the opportunity to provide a direct connection to LAUS, the East-West (Gold Line/Regional Connector), and the North-South (Blue Line) Lines offers benefits that best meet the project goals, objectives, and evaluation criteria.
- Concept F: Alameda/Center**, with a similar alignment as Concept E, also aligns with the overall project goals by rating high in mobility improvements and ensures equity to minority and low-income communities. Concept F would provide additional benefits of a connection to emerging Transit Oriented Communities (TOC) near the Arts District North Station and an aerial connection into LAUS above the Gold Line Platform or on Platform 2. The significant underground section of this alignment would also result in high capital costs and risks; however, the opportunity to provide a direct connection to LAUS and the Blue Line offers benefits that meet the project goals, objectives, and evaluation criteria.
- Concept G: Downtown Transit Core** also aligns with the overall project goals by supporting connectivity for emerging TOCs, and providing access to very high population densities, employment densities and transit-dependent/environmental justice communities. Like Concepts E and F, the significant underground portions of this alignment, particularly in the Downtown Core, would result in high capital costs and risks. Based on modeling results, transfers to the Regional Connector at the 7th

Street/Metro Center terminus would likely attract more riders than a terminus at Pershing Square. This Concept would offer valuable benefits of mobility and supportive land use while meeting the project goals, objectives, and evaluation criteria.

Table ES-1. Summary of Results

Evaluation Criteria	Northern Alignment Alternatives and Concepts							
	Alt A Pacific/ Alameda	Alt B Pacific/ Vignes	Alt C Alameda (aerial)	Alt D Alameda/ Vignes	Concept E Alameda (underground)	Concept F Alameda/ Center	Concept G Downtown Transit Core	Concept H Arts District/ 6 th Street
1. Provide Mobility Improvements								
2. Support Local and Regional Land Use Plans and Policies								
3. Minimize Environmental Impacts								
4. Ensure Cost Effectiveness and Financial Feasibility								
5. Ensure Equity								
Overall Ratings	Medium/ Low	Medium/ Low	Medium	Medium	High	Medium/ High	Medium/ High	Low

Note: Since the proposed alignment for all Alternatives and Concepts is the same south of Florence/Salt Lake Station, evaluation results shown are attributed to differences in the Northern Alignments.

ES.2 Study Area

Stretching over 20 miles from Elysian Park in the north to the Los Angeles/Orange County line in the south, the WSAB Transit Corridor Study Area (Study Area) is approximately 98 square miles and incorporates 20 individual cities – the cities of Los Angeles, Vernon, Maywood, Huntington Park, Commerce, Bell, Cudahy, Bell Gardens, South Gate, Lynwood, Compton, Downey, Paramount, Bellflower, Long Beach, Lakewood, Norwalk, Artesia, Cerritos and Hawaiian Gardens – as well as portions of unincorporated LA County (see Figure ES-1). The Study Area includes some of LA County's most densely developed and low-income residential neighborhoods and encompasses major regional employment centers, including the industrial and manufacturing backbone of the County.

As population and employment continue to increase within the Study Area, daily travel is also projected to increase. Under current (2017) conditions, the Study Area has approximately 6.39 million daily person trips. Over the next 25 years (by 2042), the daily person trips are projected to increase by 14 percent to approximately 7.26 million daily person trips. For both 2017 and 2042, approximately 31 percent of the trips stay within the Study Area, 33 percent are trips from the Study Area to destinations outside the Study Area, and 36 percent are trips into the Study Area from points outside the Study Area.

This increase of nearly 900,000 daily person trips between 2017 and 2042 may further burden the existing transportation network. Although auto travel is the predominant travel mode (with 86 percent of home-based work trips made by auto), there is significant transit demand given the high proportion of transit-dependent populations.

Figure ES-2 presents the daily trip flows from the Study Area destinations (trips beginning in the Study Area) and the primary locations where these trips are traveling. The majority of trips beginning within the Study Area have destinations within the Study Area. Those with districts adjacent to the Study Area (Central Los Angeles, Gateway Cities East and West) have the next highest number of trips. Districts that are farther away from the Study Area (South Bay, Westside, and San Gabriel Valley) have the next level of trip destinations.

Figure ES-3 shows daily trip flows by attractions to the WSAB Study Area generally shows the reverse of which are trips coming into the Study Area. Similar to the productions, the majority of trips stay within the Study Area, and the districts adjacent to the Study Area have a high number of trips coming into the corridor. In terms of attractions, the Study Area has a high number of trips (approximately 289,000) from the San Gabriel Valley traveling to the Study Area.

As shown in these figures, about half of the daily travel begins and ends in the WSAB Transit Corridor, followed by a significant travel demand between the Study Area and the Central LA District. There is also a significant travel demand between the Study Area and the Gateway Cities and the South Bay.

Figure ES-1. WSAB Transit Corridor Study Area

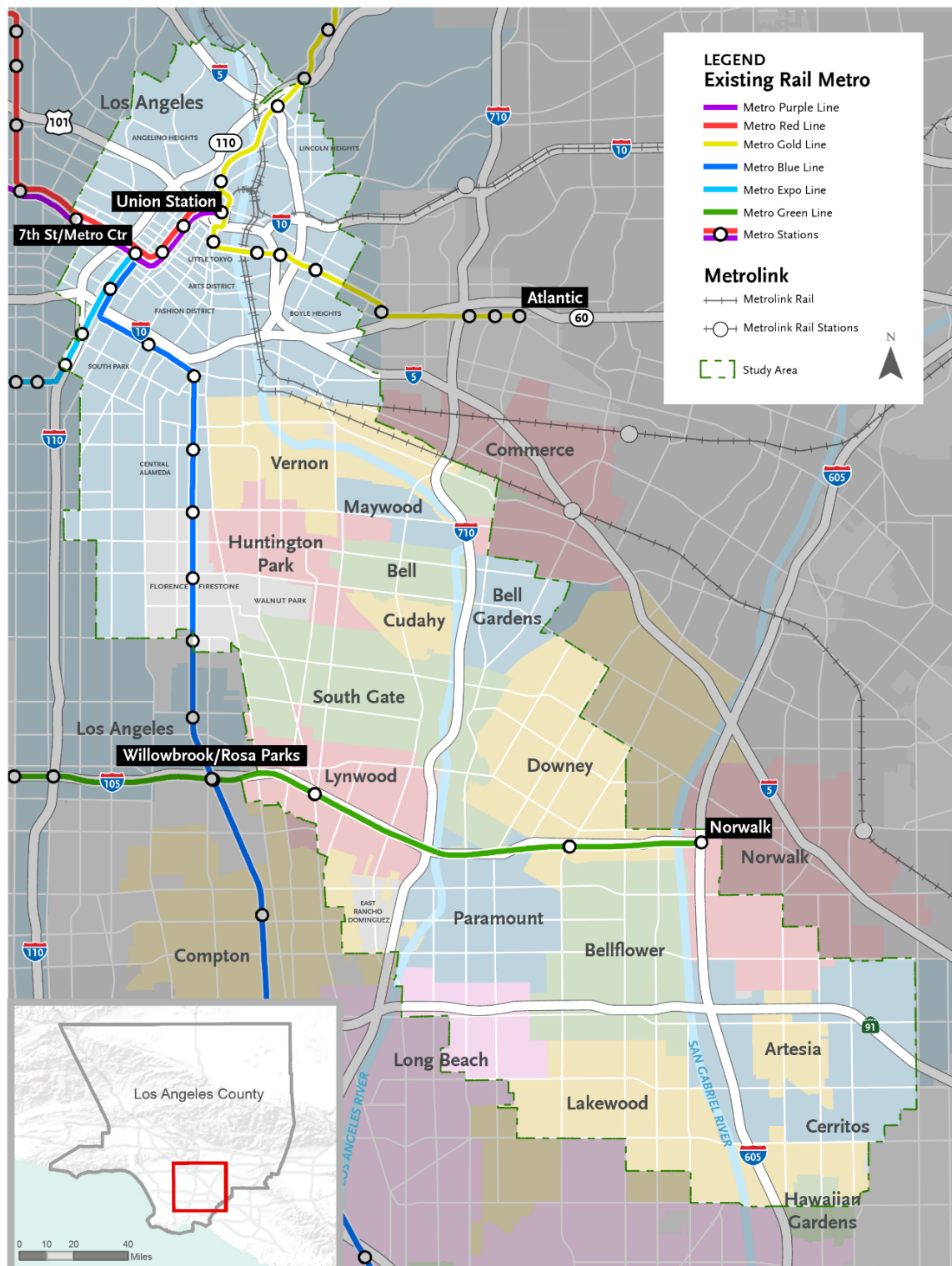


Figure ES-2. WSAB Transit Corridor Study Area Trip Destinations Map

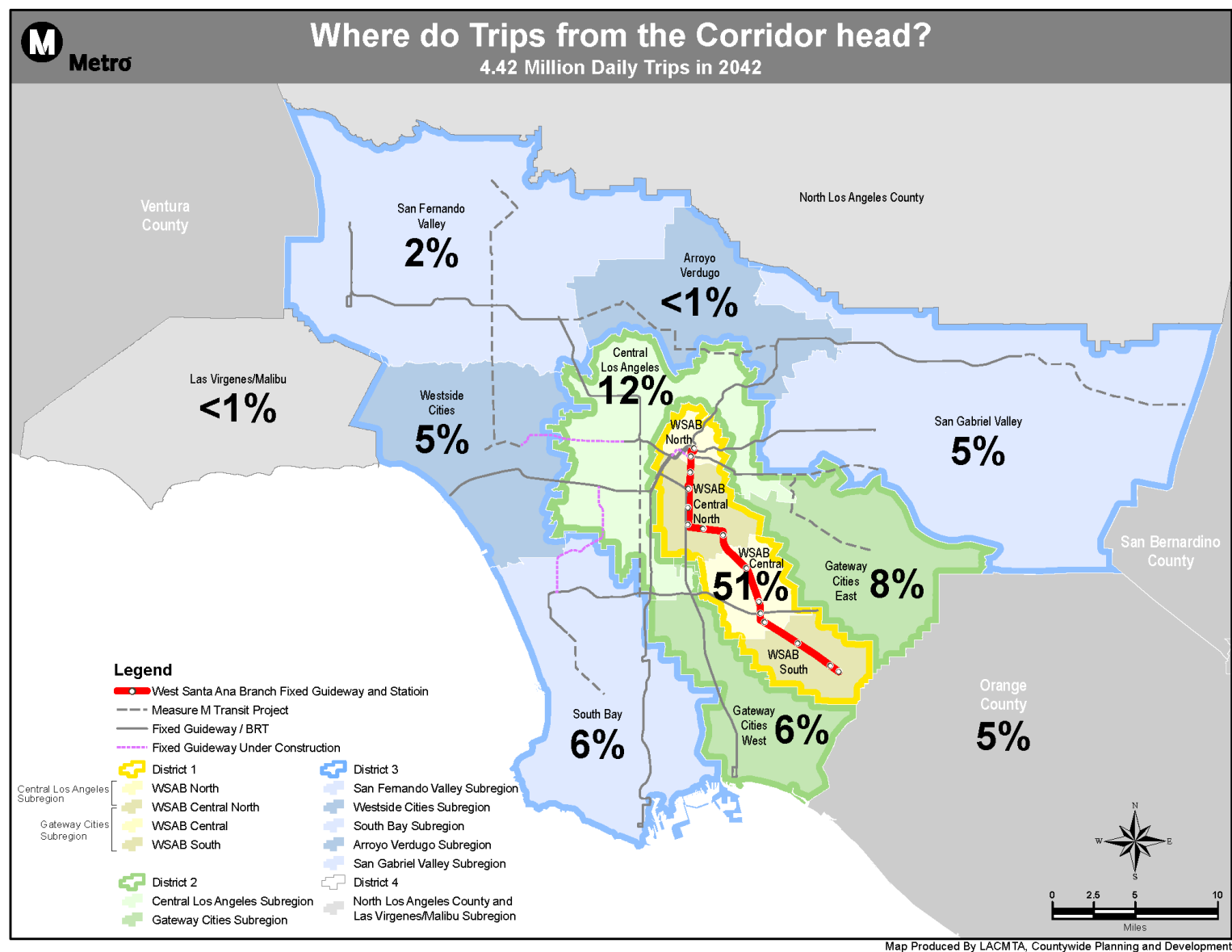
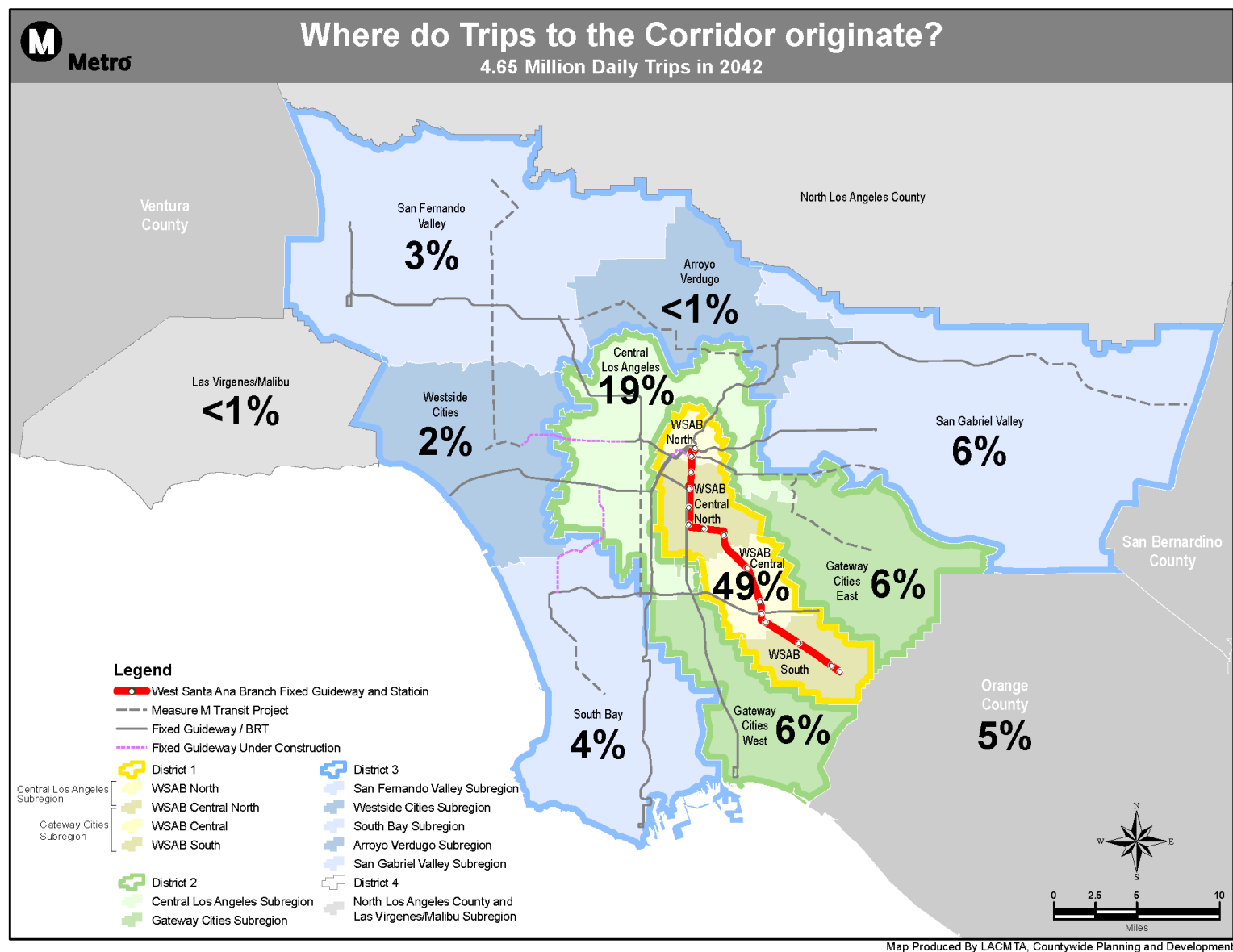


Figure ES-3. WSAB Transit Corridor Study Area Trip Origin Map



ES.3 Study Background

In September 2016, Metro initiated the WSAB Transit Corridor Environmental Study with the goal of environmentally clearing the Project under the California Environmental Quality Act (CEQA) and the National Environmental Protection Act (NEPA). As part of this planning process, a Northern Alignment Options Screening Report (April 2017) was prepared to further assess the six Northern Alignment Options previously analyzed in the Technical Refinement Study (TRS), completed in September 2015. As a result of the Northern Alignment Options Screening Report, the following four of those six Northern Alignment Options were carried into the scoping period for the environmental analysis: Pacific/Alameda, Pacific/Vignes, Alameda, and Alameda/Vignes.

Public Scoping Meetings, as part of the environmental process, took place in the cities of Bellflower, Los Angeles, South Gate, and Huntington Park in June 2017. The meetings provided project updates and information to stakeholders with the intent to receive comments and questions during a comment period ending in August 2017.

Although the Project was defined for the Environmental Study, several factors have emerged since August 2017 that required revisiting the Project alternatives. These include:

- **Scoping Comments Received** – 1,122 comments were received during the Public Scoping Period between June and August 2017. Comments related to the Northern Alignment Options identified some level of opposition, with the highest levels of concerns related to potential impacts to the Little Tokyo community.¹ Evaluating new Concepts is in response to the issues raised during the Public Scoping Period. Comments were also received from the California High-Speed Rail Authority, Metrolink, and the Federal Railroad Administration stating a preference for alignments that do not limit existing or planned capacity at LAUS for regional rail services.
- **Updates to the Long-Range Transportation Plan (LRTP)** – The passing of Measure M initiated the acceleration of major highway and transit projects within LA County. The updated LRTP Expenditure Plan would affect No Build project assumptions (with respect to the timeline of background projects), as well as an anticipated accelerated timeline for the WSAB Transit Corridor. As such, the WSAB Transit Corridor Options needed to be updated to be consistent with projects, programs and initiatives within the updated LRTP.
- **TOD/TOC Planning Initiatives** – Metro, in partnership with the City of South Gate and the Eco-Rapid Transit Joint Power Authority, has received a grant from the Federal Transit Administration's Pilot Program for the WSAB Transit Corridor Transit Oriented Development (TOD) Strategic Implementation Plan (SIP). While the WSAB Transit Corridor TOD SIP does not directly influence the alternatives development process for the WSAB Transit Corridor, it is important to consider future development potentials when evaluating the Northern Alignment Alternatives and Concepts.
- **Advancing Engineering and Planning Phases** – Following approval of Measure M, several regional and long-term projects have advanced into further engineering and planning phases that would affect the Northern Alignment Alternatives and Concepts.

¹ Approximately 400 comments were received by Little Tokyo community stakeholders.

These include Blue Line upgrades, Bus Rapid Transit (BRT) initiatives and studies, and environmental studies progressing on the Division 20 Portal Widening and Turnback Facility, Regional Rail (Amtrak, Metrolink, and High-Speed Rail), and Link US at LAUS. Given the advancement of these projects, it is important that the Northern Alignment Alternatives and Concepts considers these projects within its own development timeline.

In addition, Metro is exploring a public-private partnership (P3) as an alternative strategy for delivering the WSAB Transit Corridor. The design of the WSAB Transit Corridor needs to consider P3 best practices as a part of the evaluation process.

ES.4 Purpose of the Study

Given the factors described above, additional concepts and planning analyses were initiated based on direction from the Metro Board (March 1, 2018). As a result, updated evaluations were conducted on the four Northern Alignment Options presented at the Public Scoping Meeting in June 2017: A) Pacific/Alameda; B) Pacific/Vignes; C) Alameda (aerial); and D) Alameda/Vignes. To address concerns raised during the Public Scoping Period as well as other factors described above, four new Northern Alignment Concepts were developed: E) Alameda (underground); F) Alameda/Center; G) Downtown Transit Core; and H) Arts District/6th Street.

The purpose of this study is to present the screening evaluation of all eight Northern Alignment Alternatives and Concepts (between downtown Los Angeles and the City of Huntington Park). Following completion of this report, Metro staff will make recommendations to the Metro Board of Directors (anticipated in May 2018) on alternatives and/or concepts to be studied further as part of the NEPA/CEQA environmental analysis phase of the Project development.

ES.5 Goals, Objectives, and Evaluation Criteria

Building on extensive stakeholder and agency outreach, the goals and objectives of the WSAB Transit Corridor were established through the development of the Alternatives Analysis Study in 2010, where goals and objectives were identified through a 24-month period of public meetings and work sessions with elected officials, stakeholders, advisory committee members, and communities. These goals were further confirmed in 2015 during the TRS through technical meetings with key stakeholders, including Eco-Rapid Transit, Study Area cities, and the California Department of Transportation (Caltrans); and were further discussed in 2017 as part of the WSAB Transit Corridor Scoping Meetings and in community update meetings in March 2018. Based on the planning and community involvement activities, the following five goals were developed for the Project:

- Goal 1: Provide Mobility Improvements
- Goal 2: Support Local and Regional Land Use Plans and Policies
- Goal 3: Minimize Environmental Impacts
- Goal 4: Ensure Cost Effectiveness and Financial Feasibility
- Goal 5: Ensure Equity

For this evaluation, the criteria were developed based on earlier studies and reports, updated model forecasting (as described in section ES.3), cost estimates and engineering analysis for

the four new Concepts, as well as discussions, reviews, and input received by various Metro departments. The Northern Alignment Alternatives and Concepts were evaluated based on how well each aligns with the project goals and advances the overall objectives of the Project.

Figure ES-4 presents a flow chart that represents the evaluation process used to identify the **Alternatives and Concepts that best meet the project goals, objectives, and evaluation criteria** established for the Project. Please note that the “Purpose and Need” and “Goals and Objectives” were defined in previous stages of this study. In response to the public comments received in June 2017, new alignment Concepts were developed, evaluated with the expectation that they will be forwarded to the Metro Board and that the Board will determine which alignments should be carried forward into the environmental document.

Figure ES-4. Evaluation Process

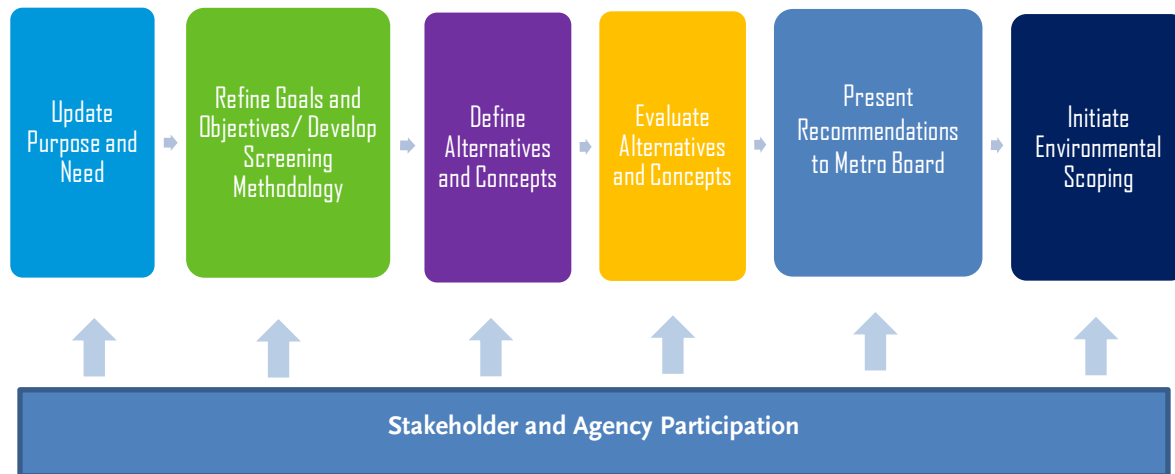


Table ES-2 provides a list of the evaluation criteria established for each goal and set of objectives.

Table ES-2. Goals, Objectives, and Evaluation Criteria

Goals	Objectives	Evaluation Criteria
1. Provide Mobility Improvements	1.1 Improves travel speeds and reduces travel times	<ul style="list-style-type: none"> ▪ Daily hours of user benefits ▪ Minutes of travel time from southern to northern termini
	1.2 Supports other transit systems along the corridor	<ul style="list-style-type: none"> ▪ Effects to other Metro Rail Lines ▪ Streamlines/improves customer experiences (number of daily one-seat rides)
	1.3 Connects with the greater transit network	<ul style="list-style-type: none"> ▪ Connections to other Metro Rail Lines ▪ Direct access to regional rail (commuter rail) ▪ Potential for future extensions
	1.4 Provides an alternative to a congested freeway and arterial network. Serves local and regional trips	<ul style="list-style-type: none"> ▪ Number of daily boardings ▪ Number of new transit trips ▪ Peak load points versus operational limits
	1.5 Supports active transportation and first/last mile connections	<ul style="list-style-type: none"> ▪ Quality of the pedestrian environment and public realm near station areas ▪ Potential connections to bicycle facilities
2. Support Local and Regional Land Use Plans and Policies	2.1 Serves major employment centers and high-density residential neighborhoods	<ul style="list-style-type: none"> ▪ 2042 population density within ½ mile of stations ▪ 2042 employment density within ½ mile of stations
	2.2 Encourages local economic development, projects, plans, and jobs	<ul style="list-style-type: none"> ▪ Consistent with Plans and Metro's policies supporting Transit-Oriented Communities ▪ Supports land values and real estate market trends ▪ Potential Joint Use/Joint Development Opportunities within ¼ mile of stations
	2.3 Serves affordable housing developments	<ul style="list-style-type: none"> ▪ Number of existing affordable housing units within ½ mile of stations
	2.4 Supports and is consistent with local plans	<ul style="list-style-type: none"> ▪ Consistent with development patterns and land uses (scale/intensity of development) ▪ Consistent with ongoing planning efforts that update zoning/development standards

Goals	Objectives	Evaluation Criteria
3. Minimize Environmental Impacts	3.1 Minimizes environmental and community impacts	<ul style="list-style-type: none"> Reduction in regional vehicle miles traveled Level of effects to sensitive uses (e.g., historic properties)
	3.2 Minimizes impacts to the transportation network	<ul style="list-style-type: none"> Impacts to roadway travel lanes, parking, and truck movements Disruption to existing rail Right-of-Way (ROW)
	3.3 Minimizes other environmental impacts	<ul style="list-style-type: none"> Impacts to visual, noise, hazards and other environmental considerations
4. Ensure Cost Effectiveness and Financial Feasibility	4.1 Costs are financially feasible	<ul style="list-style-type: none"> Rough-Order-of-Magnitude capital costs
	4.2 Provide a cost-effective project	<ul style="list-style-type: none"> Capital cost compared to number of new riders per year
	4.3 Minimizes risk of cost increase	<ul style="list-style-type: none"> Intensity of engineering challenges Amount of property acquisition
5. Ensure Equity	5.1 Provides benefits to transit-dependent and minority populations	<ul style="list-style-type: none"> Percentage of transit-dependent persons within ½ mile of stations
	5.2 Minimizes adverse effects to an EJ community	<ul style="list-style-type: none"> Potential adverse effects to EJ communities
	5.3 Provision of new reliable fixed service to underserved communities	<ul style="list-style-type: none"> New fixed service to transit-dependent persons around station areas
	5.4 Serves low-income riders	<ul style="list-style-type: none"> Estimated number of low-income riders

ES.6 Northern Alignment Alternatives and Concepts

For purposes of assessing all eight of the Northern Alignment Alternatives and Concepts, the northern section of the alignment is generally assumed to be the portion of the WSAB alignment north of the Florence/Salt Lake Station in the City of Huntington Park. The original four Northern Alignment Alternatives (A through D) were presented during the 2017 Public Scoping Meetings (Figure ES-5). The new Northern Alignment Concepts (E through H) were developed to address concerns raised during the 2017 Public Scoping Period (Figure ES-6). Table ES-3 summarizes major characteristics of the Concepts followed by a description of the alignments and stations.

Original Northern Alignment Alternatives

- A. Pacific/Alameda** – Extends approximately 7.4 miles between LAUS and Florence/Salt Lake Station along Pacific Boulevard/Santa Fe Avenue then Alameda Street. This concept would provide five stations north of Florence/Salt Lake: LAUS (with Station Options above the Metro Gold Line or at Platform 2 in the LAUS Rail Yard²), Little Tokyo, Arts District, Pacific/Vernon, and Pacific/Randolph (Figure ES-7).
- B. Pacific/Vignes** – Extends approximately 7.2 miles between LAUS and the Florence/Salt Lake Station along Pacific Boulevard/Santa Fe Avenue then Vignes Street. This concept would provide four stations north of Florence/Salt Lake: LAUS (LAUS Rail Yard), Arts District, Pacific/Vernon, and Pacific/Randolph (Figure ES-8).
- C. Alameda (aerial)** – Extends approximately 8.0 miles between LAUS and the Florence/Salt Lake Station along the Metro Blue Line then Alameda Street. This concept would provide seven stations north of Florence/Salt Lake: LAUS (LAUS Rail Yard), Little Tokyo, 7th/Alameda, Washington, Vernon, Slauson, and Pacific/Randolph (Figure ES-9).
- D. Alameda/Vignes** – Extends approximately 8.1 miles between LAUS and the Florence/Salt Lake Station along the Metro Blue Line then Alameda Street to Vignes Street. This concept would provide seven stations north of the Florence/Salt Lake Station: LAUS (LAUS Rail Yard), Arts District, 7th/Alameda, Washington, Vernon, Slauson, and Pacific/Randolph (Figure ES-10).

New Northern Alignment Concepts

- E. Alameda (underground)** – Extends approximately 7.9 miles between LAUS and the Florence/Salt Lake Station along the Metro Blue Line and Alameda Street. This concept would provide seven stations north of Florence/Salt Lake: LAUS (with station options in the LAUS Forecourt or East of the Metropolitan Water District Building), Little Tokyo, Arts District South, Washington, Vernon, Slauson, and Pacific/Randolph (Figure ES-11).
- F. Alameda/Center** – Extends approximately 8.1 miles between LAUS and the Florence/Salt Lake Station along the Metro Blue Line, Alameda Street then Center Street. This concept would provide seven stations north of the Florence/Salt Lake

² Concepts connecting to LAUS via aerial alignment into the LAUS Rail Yard have two potential terminus options. Option A: above the existing Gold Line platforms and Option B: Platform 2.

Station: LAUS (LAUS Rail Yard), Arts District North, Arts District South, Washington, Vernon, Slauson, and Pacific/Randolph (Figure ES-12).

- G. Downtown Transit Core** – Extends approximately 8.0 miles between the Downtown Transit Core and the Florence/Salt Lake Station; parallel to the Metro Blue Line then primarily under Alameda, 7th and 8th Streets. This concept would provide seven stations north of Florence/Salt Lake: 7th Street/Metro Center or Pershing Square³), South Park/Fashion District, Arts District South, Washington, Vernon, Slauson, and Randolph (Figure ES-13). Please note that references to the Downtown Transit Core terminus refers to a new underground station at 8th and Flower Streets with an underground pedestrian connection to the existing 7th/Metro Center Station. A potential terminus at Pershing Square refers to a new underground station at 5th Street and Broadway with an underground pedestrian connection to the existing Pershing Square Station.
- H. Arts District/6th Street** – Extends approximately 7.6 miles between LAUS and the Florence/Salt Lake Station along the Metro Blue Line then underground from the Blue Line to the Arts District/6th Street Station. This concept then assumes a revenue service extension of the Red/Purple Line to LAUS. This concept would provide four stations north of the Florence/Salt Lake Station: Arts District/6th Street, Vernon, Slauson, and Pacific/Randolph (Figure ES-14).

All Alternatives and Concepts would converge in the City of Huntington Park and follow the San Pedro Subdivision for 11 miles from the Florence/Salt Lake Station to the Pioneer Station in City of Artesia. Eight proposed stations would be located within the rail ROW along the southern portion of the Project. The San Pedro Subdivision is owned by the Ports of Long Beach and Los Angeles.

Table ES-3. Characteristics of the Northern Alignment Alternatives and Concepts

Alternative/ Concept	Length ¹	Preliminary Proposed Configuration ¹	# of Proposed Stations ¹
A. Pacific/Alameda	7.7 miles	3.6 miles aerial; 2.9 miles at-grade; 1.2 miles underground	5 stations: 3 aerial; 1 at-grade; 1 underground
B. Pacific/Vignes	7.5 miles	3.0 miles aerial; 2.9 miles at-grade; 1.6 miles underground	4 stations: 2 aerial; 1 at-grade; 1 underground
C. Alameda (aerial)	8.3 miles	5.8 miles aerial; 2.5 miles at-grade	7 stations: 6 aerial; 1 at-grade
D. Alameda/Vignes	8.3 miles	5.0 miles aerial; 2.5 miles at-grade; 0.8 miles underground	7 stations: 5 aerial; 1 at-grade; 1 underground
E. Alameda (underground)	8.1 miles	3.2 miles aerial; 2.5 miles at-grade; 2.4 miles underground	7 stations: 3 aerial; 1 at-grade; 3 underground
F. Alameda/Center	8.2 miles	3.6 miles aerial; 2.4 miles at-grade; 2.2 miles underground	7 stations: 4 aerial; 1 at-grade; 2 underground
G. Downtown Transit Core	8.1 miles	2.8 miles aerial; 3.2 miles at-grade; 2.1 miles underground	7 stations: 3 aerial; 1 at-grade; 3 underground

³ Note that initial evaluations indicated higher mobility benefits for a terminus station near 7th Street/Metro Center compared to Pershing Square. However, given potential capacity and operational constraints resulting from the additional passengers connecting from a terminus at 8th Street and Flower, both the 7th Street/Metro Center and Pershing Square Stations should continue to be evaluated as part of Concept G.

Alternative/ Concept	Length ¹	Preliminary Proposed Configuration ¹	# of Proposed Stations ¹
H. Arts District/6 th Street	7.6 miles	2.6 miles aerial; 2.4 miles at-grade; 2.6 miles underground	4 stations: 2 aerial; 1 at-grade; 1 underground

Note: ¹ Description is provided between the Northern Terminus Station and the Florence/Salt Lake Station.

Figure ES-5. WSAB Transit Corridor Original Northern Alignment Alternatives



Figure ES-6. WSAB Transit Corridor New Northern Alignment Concepts



Figure ES-7. A) Pacific/Alameda Northern Alignment Alternative



Figure ES-8. B) Pacific/Vignes Northern Alignment Alternative



Figure ES-9. C) Alameda (aerial) Northern Alignment Alternative



Figure ES-10. D) Alameda/Vignes Northern Alignment Alternative



Figure ES-11. E) Alameda (underground) Northern Alignment Concept



Figure ES-12. F) Alameda/Center Northern Alignment Concept



Figure ES-13. G) Downtown Transit Core Northern Alignment Concept



Figure ES-14. H) Arts District/6th Street Northern Alignment Concept




ES.7 Screening Evaluation

The screening evaluation was conducted to determine how well each of the eight Northern Alignment Alternatives and Concepts met the goals and objectives of the Project, as summarized in Table ES-2. As previously identified, the five Project goals are:

- Goal 1: Provide Mobility Improvements
- Goal 2: Support Local and Regional Land Use Plans and Policies
- Goal 3: Minimize Environmental Impacts
- Goal 4: Ensure Cost Effectiveness and Financial Feasibility
- Goal 5: Ensure Equity

The goals and objectives in this Screening Report were assessed on their potential performance in qualitative and quantitative measures. A “high”, “medium”, or “low” rating was assigned based on the alternative’s or concept’s ability to meet the project’s goals and objectives. Table ES-4 presents the typical rating methodology for each criterion.

Table ES-4. Rating Methodology









Rating		Description
	High	A high rating indicates the alternative or concept highly supports and satisfies the criterion, or has a low potential for negative impacts.
	Medium	A medium rating indicates the alternative or concept moderately supports the criterion, or has a moderate potential for negative impacts.
	Low	A low rating indicates that an alternative or concept does not support or conflicts with the criterion, or has a high potential for negative impacts.

Findings of the screening evaluation are based on individual criteria analyzed for each of the alternatives and concepts, and is then summarized through ratings of the major objectives (high, medium, or low). Note that no weighting was applied to the results of the screening evaluation as each goal was given equal consideration. The resulting evaluation demonstrates how each alternative and concept compares to the major goals of the Project with an overall high, medium, or low rating.

Goal 1: Provide Mobility Improvements

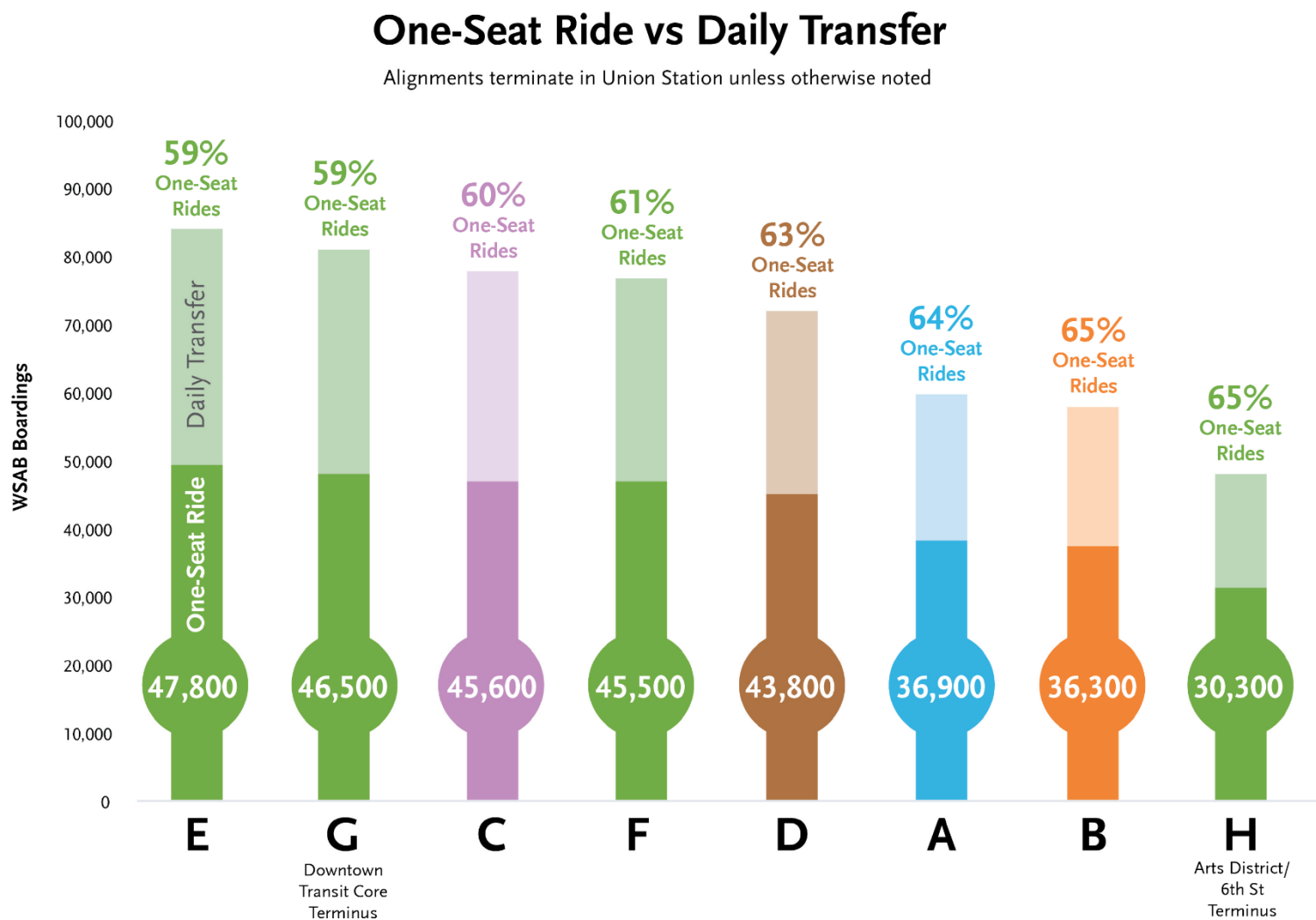
Based on the criterion analyzed, alignments along Alameda Street (Alternatives C and D, and Concepts E and F) and Concept G: Downtown Transit Core would provide the greatest overall mobility improvement benefits (Table ES-5). These Alternatives and Concepts connect directly to LAUS or the Downtown Transit Core and serve high-density residential and employment corridors, resulting in greater user benefits (overall time savings to the passenger) and higher daily boardings (each time a passenger boards a transit vehicle). These Alternatives and Concepts also directly serve numerous existing and planned Metro and regional rail lines and would be supported by first-/last-mile connections (bicycle and pedestrian accessibility), enhancing the overall mobility of the transit network. Figure ES-15 presents a comparison of one-seat rides versus daily transfers by Alternatives and Concepts.

Table ES-5. Goal 1: Provide Mobility Improvements

Evaluation Criteria	Northern Alignment Alternatives and Concepts							
	Alt A Pacific/ Alameda	Alt B Pacific/ Vignes	Alt C Alameda (aerial)	Alt D Alameda/ Vignes	Concept E Alameda (underground)	Concept F Alameda/ Center	Concept G Downtown Transit Core	Concept H Arts District/ 6 th Street
1.1 Improves travel speeds and reduces travel times (daily hours of user benefits)	22,000 hours	22,500 hours	24,000 hours	23,500 hours	25,000 hours	24,000 hours	24,000 hours	18,500 hours
1.2 Improves travel speeds and reduces travel times inclusive of any necessary transfers (minutes of travel time)	36.6 minutes	34.5 minutes	35.5 minutes	35.5 minutes	33.5 minutes	34.0 minutes	33.6 minutes	37.5 minutes
1.3 Supports other transit systems (effects to other Metro Lines)	Medium	Medium	Medium	Medium	Medium	Medium	High	Low
1.4 Supports other transit systems (daily one-seat ride)	36,900 daily one-seat rides	36,300 daily one-seat rides	45,600 daily one-seat rides	43,800 daily one-seat rides	47,800 daily one-seat rides	45,500 daily one-seat rides	46,500 daily one-seat rides	30,300 daily one-seat rides
1.5 Connects with the greater transit network (connections to Metro Lines, regional rail and future extensions)	Medium	Low	High	Medium	High	Medium	Medium	Low
1.6 Provides an alternative to freeway and arterial network. Serves local and regional trips. (Daily boardings; new transit trips, peak operational limits)	58,000 Boardings (24,500 new riders)	56,000 Boardings (25,000 new riders)	75,500 Boardings (26,000 new riders)	69,500 Boardings (25,500 new riders)	81,500 Boardings (27,000 new riders)	74,500 Boardings (26,000 new riders)	78,500 Boardings (25,000 new riders)	46,500 Boardings (19,500 new riders)
1.7 Supports active transportation and first/last mile connections (bicycle and pedestrian connections)	Medium	Medium	Medium	Medium	Medium	Medium	High	Low
Goal 1 Ratings								

Note: Since the proposed alignment for all Alternatives and Concepts is the same south of Florence/Salt Lake Station, evaluation results shown are attributed to differences in the Northern Alignments.

Figure ES-15. WSAB Transit Corridor Study Area One-Seat Ride vs. Transfers



Goal 2: Support Local and Regional Land Use Plans and Policies

TOCs are places (such as corridors or neighborhoods) that, by their design, allow people to drive less and access transit more. A TOC maximizes equitable access to a multi-modal transit network as a key organizing principle of land use planning and community development. TOCs differ from TODs in that a TOD is a specific building or development project that is fundamentally shaped by close proximity to transit. TOCs promote equity and sustainable living in a diversity of community contexts by (a) offering a mix of uses that support transit ridership of all income levels (e.g. housing, jobs, retail, services and recreation); (b) ensuring appropriate building densities, parking policies, and urban design that support accessible neighborhoods connected by multi-modal transit; and (c) ensure that transit related investments provide equitable benefits that serve local, disadvantaged and underrepresented communities.⁴









With regard to land values and real estate market trends, the greatest densities permitted in the Downtown Core (regional center general plan land use designation) are directly associated with the higher assessed parcel valuations from the LA County Assessor. Concept G includes the Pershing Square, 7th Street/Metro Center and the Fashion District communities and stands out with the highest assessed value ratio, which is generally indicative of maximum economic development opportunity, although the buy-in is high. The other Alternatives and Concepts essentially show ratios where the largest component of the total assessed valuation for these station areas is land. While traditionally the development buy-in is low and risks are high, emerging residential housing markets in areas south and east of the downtown core represent substantial development opportunities. In the short term, the underlying land use entitlements and surrounding remaining industrial uses are the likely factors that slow the pace of new growth and development in these station areas.

Overall, Concept G provides the greatest compatibility with existing and planned land uses as the proposed stations along the corridor serve the second-highest population density, the highest employment density, and affordable housing units. Concept G would also be supportive of TOC investments and development patterns within downtown Los Angeles. Although other Alternatives and Concepts connecting to LAUS (Alternatives A, B, C, D and Concepts E and F) would generally serve high population and employment densities, these alignments would offer only moderate support of local land use and regional plans and policies in terms of land use, affordable housing, and development patterns.

It has been noted that the northern terminus station proposed in Concept H provides an opportunity to connect to an emerging TOC. However, compared to potential TOC investment and development near the Downtown Core and LAUS, Concept H would not connect to the highest population and employment densities within downtown Los Angeles.

⁴ Where Metro identifies disadvantaged and underrepresented communities, included are lower-income households as well as the following protected categories as defined by the California Fair Employment and Housing Act (FEHA): race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, age for individuals over forty years of age, military and veteran status, and sexual orientation.

Table ES-6. Goal 2: Support Local and Regional Land Use Plans and Policies

Evaluation Criteria	Northern Alignment Alternatives and Concepts							
	Alt A Pacific/ Alameda	Alt B Pacific/ Vignes	Alt C Alameda (aerial)	Alt D Alameda/ Vignes	Concept E Alameda (underground)	Concept F Alameda/ Center	Concept G Downtown Transit Core	Concept H Arts District/ 6 th Street
2.1 Serves major employment centers and high-density residential (2042 Population Density)	27,880 persons/ square mile	17,670 persons/ square mile	16,180 persons/ square mile	10,350 persons/ square mile	16,040 persons/ square mile	16,740 persons/ square mile	24,160 persons/ square mile	1,980 persons/ square mile
2.2 Serves major employment centers and high-density residential (2042 Employment Density)	15,130 jobs/ square mile	10,100 jobs/ square mile	15,520 jobs/ square mile	11,200 jobs/ square mile	14,520 jobs/ square mile	13,510 jobs/ square mile	44,260 jobs/ square mile	11,210 jobs/ square mile
2.3 Encourages local economic development (TOC policies; supports land values; potential joint development opportunities)	Medium	Medium	Medium	Medium	Medium	Medium	High	Low
2.4 Serves affordable housing developments (number affordable housing units near stations)	3,750 affordable housing units	1,270 affordable housing units	4,590 affordable housing units	3,960 affordable housing units	5,600 affordable housing units	5,040 affordable housing units	20,980 affordable housing units	550 affordable housing units
2.5 Supports and is consistent with local plans (development patterns; character of public realm; development standards)	Medium	Medium	Medium	Medium	Medium	Medium	High	Low
Goal 2 Ratings								

Note: Since the proposed alignment for all Alternatives and Concepts is the same south of Florence/Salt Lake Station, evaluation results shown are attributed to differences in the Northern Alignments.

Goal 3: Minimize Environmental Impacts









Concept E provides the greatest overall potential to minimize environmental impacts. Concept E would be primarily underground, and would likely avoid impacts that would affect the at-grade environment (e.g., sensitive uses, transportation network, visual impacts, hazards, etc.). This concept would also have the highest reduction in vehicle miles traveled (VMT) from travelers reducing their auto trips and result in a reduction in greenhouse gas and other pollutants (Table ES-7).

Alternative B and Concepts F and H would have moderate environmental impacts and partially avoid sensitive uses. Alternative B and Concept F would have moderate impacts to the transportation network and other environmental considerations and have high VMT reductions. Although Concept H would likely avoid any sensitive uses, the concept would offer the lowest VMT reduction compared to all of the alternatives and concepts considered.

It is anticipated that Alternatives A, C, and D and Concept G would need to address significant environmental impacts given the potential effects to sensitive uses and other potential environmental impacts. Alternative A and C would include an aerial alignment through the Little Tokyo Station and would likely affect sensitive uses and travel lanes where columns and/or straddle bents may restrict turns, reduce lane widths, and interrupt sight distances. Alternatives A and C would also likely result in visual and noise impacts near the Little Tokyo community and Alameda Street and have a higher potential for hazardous materials encounters in the heavily industrial area of Los Angeles. Although Alternative D would avoid direct surface impacts to the Little Tokyo community, it would likely result in transportation and visual impacts related to the aerial alignment along Alameda Street south of 5th Street. The columns and/or straddle bents associated with the Alternative D aerial structure would result in transportation impacts similar to impacts that would occur for Alternatives A and C. Concept G may likely affect the historic core of Los Angeles and its associated designated Historic Cultural Monuments. Concept G may also have a high potential for vibration impacts when passing underground due to the historic and dense nature of the downtown core area. Additionally, this Concept has one of the lowest VMT reductions.

It should be noted that while Goal 3 is to minimize adverse environmental impacts, the ability to maximize environmental benefits should also be considered. VMT reduction is greater for Alternatives and Concepts that connect directly to LAUS. As a major Metro transfer point and Metrolink's hub station, LAUS has the ability to provide direct regional rail connections to the WSAB corridor that do not currently exist. This will enable certain automobile drivers that currently travel long distances to and from the WSAB corridor to have a potential rail option for that trip instead. For example, someone who currently drives from Claremont to Bellflower for work could now make that trip on rail. As such, it is notable that both Concepts G and H, whose alignments require an extra transfer to connect to LAUS, do not reduce VMT as significantly as the other alignments and would therefore have less environmental benefits.

Table ES-7. Goal 3: Minimize Environmental Impacts

Evaluation Criteria	Northern Alignment Alternatives and Concepts							
	Alt A Pacific/ Alameda	Alt B Pacific/ Vignes	Alt C Alameda (aerial)	Alt D Alameda/ Vignes	Concept E Alameda (underground)	Concept F Alameda/ Center	Concept G Downtown Transit Core	Concept H Arts District/ 6 th Street
3.1 Minimizes environmental and community impacts (Reduction in VMT)	624,400 VMT reduction	645,500 VMT reduction	621,100 VMT reduction	611,500 VMT reduction	648,800 VMT reduction	629,100 VMT reduction	458,300 VMT reduction	327,300 VMT reduction
3.2 Minimizes environmental and community impacts (Effects to sensitive uses)	Low	Medium	Low	Medium	High	Medium	Low	Medium
3.3 Minimizes impacts to the transportation network (Impacts to travel lanes, parking and truck movements; disruption to existing rail ROW)	Medium	Medium	Low	Low	High	Medium	High	Medium
3.4 Minimizes other potential environmental impacts (Impacts to visual, noise, hazards, and other environmental topics.)	Low	Medium	Low	Low	High	Medium	Low	Medium
Goal 3 Ratings								

Note: Since the proposed alignment for all Alternatives and Concepts is the same south of Florence/Salt Lake Station, evaluation results shown are attributed to differences in the Northern Alignments.









Goal 4: Ensure Cost Effectiveness and Financial Feasibility

Overall, the original four Northern Alignment Alternatives would demonstrate medium findings of cost effectiveness and financial feasibility as they were developed as a combination of lower cost assumptions, such as at-grade, aerial, and minimal underground segments. Given public scoping comments and stakeholder input, the four new Northern Alignment Concepts offers reduced social costs (i.e., environmental and equity) of at-grade and aerial alignments by proposing variations with new and longer underground segments. The trade-off, however, is higher capital cost.

Based on the updated Rough-Order-of-Magnitude (ROM) capital costs, engineering challenges, and potential amount of property acquisition needed, the Northern Alignment Concepts E, F, and G would rate low as their overall capital costs would be higher than the four original Northern Alignment Alternatives. Concept H has a lower capital cost than the other Northern Alignment Alternatives and Concepts but has the highest capital cost / new riders per year. This makes Concept H the least cost-effective alignment since it attracts far fewer new riders than the other Northern Alignment Alternatives and Concepts.

Concepts E, F, G, and H present the greatest potential engineering challenges due to the length of tunneling required adjacent to vertical structures ranging from low to high rise in a highly developed urban area with existing infrastructure. These engineering challenges and acquisition needs result in risks, which could decrease the overall cost effectiveness of these concepts (Table ES-8).

Table ES-8. Goal 4: Ensure Cost Effectiveness and Financial Feasibility

Evaluation Criteria	Northern Alignment Alternatives and Concepts							
	Alt A Pacific/ Alameda	Alt B Pacific/ Vignes	Alt C Alameda (aerial)	Alt D Alameda/ Vignes	Concept E Alameda (underground)	Concept F Alameda/ Center	Concept G Downtown Transit Core	Concept H Arts District/ 6 th Street
4.1 Costs are financial feasible (*ROM capital costs in \$Billions)	\$4.7 Billion (2017\$)	\$4.7 Billion (2017\$)	\$4.6 Billion (2017\$)	\$5.0 Billion (2017\$)	\$5.8 Billion (2017\$)	\$5.4 Billion (2017\$)	\$5.8 Billion (2017\$)	\$4.5 Billion (2017\$)
4.2 Provide a cost-effective project (capital cost / new riders per year)	\$607	\$596	\$557	\$620	\$679	\$655	\$729	\$740
4.3 Minimizes risk of cost increase (engineering challenges)	Higher risks with tunneling in Arts District	Higher risks with tunneling in Arts District	Less risk with aerial or at-grade	Risks with short tunneling in Arts District	Higher risks with tunneling	Higher risks with tunneling	Higher risks with tunneling	Higher risks with tunneling
4.4 Minimizes risk of cost increase (property acquisition)	Medium risks due to property impacts	Medium risks due to property impacts	Higher risks due to more property impacts	Higher risks due to more property impacts	Lower risk due to reduced property impacts	Medium risks due to property impacts	Lower risk due to reduced property impacts	Lower risk due to reduced property impacts
Goal 4 Ratings								

Notes: *ROM capital cost is based on early engineering assumptions and are provided to demonstrate general differentiators in costs.

Since the proposed alignment for all Alternatives and Concepts is the same south of Florence/Salt Lake Station, evaluation results shown are attributed to differences in the Northern Alignments









Goal 5: Ensure Equity

The goal to ensure equity focuses on benefits to transit-dependent and minority populations, and low-income groups and the potential for adverse effects to Environmental Justice (EJ) communities. EJ communities are areas that are made up by a majority of minority or low-income individuals who may be disproportionately affected by the construction of a new transit project relative to other communities within the city. Concept G would serve the highest amount of transit-dependent persons (51.6 percent are transit dependent within ½ mile of the stations) and the highest number of low-income riders (32,400 low-income riders), and would provide new fixed service to underserved communities near the Arts District South and South Park/Fashion District Stations. This concept would also likely have minimal adverse effects to EJ communities such as Little Tokyo and Chinatown based on its proximity away from the communities. As a result, Concept G would receive the highest rating.

Both Concept E and Concept F would serve a high number of transit-dependent populations (38.4 percent and 38.8 percent, respectively) and low-income riders (31,700 and 28,400 low-income riders, respectively). Therefore, both of these concepts received high ratings.

Alternative B and Concept H would serve the lowest percentage of transit-dependent persons (21.6 percent and 24.1 percent, respectively) and low-income riders (21,300 and 19,000 low-income riders, respectively) compared to all other Alternatives and Concepts. As Alternative B would only provide two stations and Concept H would only provide one station for the entire northern alignment segment, this would limit the provision of new fixed service to transit-dependent communities compared to the other Alternatives and Concepts.

Table ES-9. Goal 5: Ensures Equity

Evaluation Criteria	Northern Alignment Alternatives and Concepts							
	Alt A Pacific/ Alameda	Alt B Pacific/ Vignes	Alt C Alameda (aerial)	Alt D Alameda/ Vignes	Concept E Alameda (underground)	Concept F Alameda/ Center	Concept G Downtown Transit Core	Concept H Arts District/ 6 th Street
5.1 Provides benefits to transit-dependent and minority populations (% transit-dependent persons within ½ mile of stations)	34.7% transit dependent	21.6% transit dependent	39.7% transit dependent	35.8% transit dependent	38.4% transit dependent	38.8% transit dependent	51.6% transit dependent	24.1% transit dependent
5.2 Minimizes adverse effects to an EJ community (potential adverse effects to EJ communities)	Low	Medium	Low	Medium	High	High	High	High
5.3 Provision of new reliable fixed service to underserved communities (new fixed service to transit-dependent persons around station areas)	Medium	Medium	Medium	Medium	Medium	Medium	High	Low
5.4 Serves low-income riders (estimated number of low-income riders)	22,100 low-income riders	21,300 low-income riders	29,600 low-income riders	26,800 low-income riders	31,700 low-income riders	28,400 low-income riders	32,400 low-income riders	19,000 low-income riders
Goal 5 Ratings								

Note: Since the proposed alignment for all Alternatives and Concepts is the same south of Florence/Salt Lake Station, evaluation results shown are attributed to differences in the Northern Alignments

ES.8 Community and Stakeholder Outreach

To support development of the new Northern Alignment Concepts and discuss the original four Alternatives, community update meetings were held to communicate Alternatives and new Concepts being considered with stakeholders along the WSAB Transit Corridor. Five meetings were held between March 12 and March 19, 2018, with over 250 people participating in-person and approximately 85 written comment cards received. Over 270 people have viewed the recording of the Artesia webcast as of April 2, 2018. Table ES-10 presents the meeting details. Comments also continue to be received via the project e-mail address and the online comment submission form available on the project website. Two additional public meetings are planned for late April/early May 2018, prior to the Metro Board decision.

Table ES-10. WSAB Public Outreach Meetings March 2018

Meeting #	Community	Date	Time	Location	Number of Participants
1	Little Tokyo	Monday, March 12, 2018	3 to 5 PM	Nishi Hongwanji Buddhist Temple 815 E 1st St, Los Angeles, CA 90012	75
2	Little Tokyo	Monday, March 12, 2018	6 to 8 PM	Nishi Hongwanji Buddhist Temple 815 E 1st St, Los Angeles, CA 90012	36
3	Artesia*	Tuesday, March 13, 2018	6 to 8 PM	Albert O. Little Community Center 18750 Clarkdale Av, Artesia, CA 90701	52
4	Bell	Saturday, March 17, 2018	10 AM to 12 PM	Bell Community Center 6250 Pine Ave, Bell, CA 90201	26
5	Downey	Monday, March 19, 2018	6 to 8 PM	Barbara J. Riley Community and Senior Center 7810 Quill Dr., Downey, CA 90242	64

Note: *The Artesia meeting was also conducted as a live webcast, which was recorded and is available for viewing on the project website.

Meeting participants were encouraged to provide comments, and were specifically asked to consider the following about the new Northern Alignment Concepts:

1. Where would you prefer to end/begin in downtown (i.e., Downtown Transit Core, Union Station, Arts District)?
2. Are there destinations beyond the WSAB Transit Corridor you ultimately want to reach?
3. What are your comments on the new Northern Alignments?

In addition, presentations have been made to the Gateway Cities Council of Governments Transportation Committee and over twenty stakeholder and community organizations.

Comments received cited both LAUS and the Downtown Transit Core as the top preferences for beginning/ending their trips, followed by the Arts District. Other destinations meeting participants desire to reach include Pasadena, Glendale, Burbank, Orange County, and Metrolink/Amtrak connections to other cities from LAUS. Not everyone responded to Question 3, although of those who did, Concept G was most selected, followed by Concept E. Other comments submitted pertained to pedestrian connections, safety, first/last mile in relation to a community's need, parking supply and impacts at stations, traffic around stations, property values, noise levels, budget, ridership, P3 potential, and property acquisitions.

ES.9 Findings Summary

Each of the Northern Alignment Alternatives and Concepts provides a unique set of benefits that must be considered against the potential costs and challenges. The following discussion summarizes the key findings:

- Alternative A: Pacific/Alameda:** By serving LAUS, and providing a Little Tokyo Station and an Arts District North Station, moderate mobility benefits are achieved with long travel times (36.6 minutes), limited user benefits (22,000 hours), a moderate number of boardings (58,000) and a low number of new riders (24,500) compared to the other Alternatives and Concepts. However, this Alternative's station areas would collectively serve the highest residential and employment densities. There are also TOC opportunities near the Arts District North Station that would meet the needs of emerging communities and stakeholders. In terms of environmental impacts and ensuring equity, this Alternative would need to address significant environmental challenges with effects to sensitive uses and EJ communities like Little Tokyo. Given the tradeoffs of moderate mobility, land use and cost and likely significant environmental and social justice concerns, Alternative A receives an overall rating of **Medium/Low**.
- Alternative B: Pacific/Vignes:** This Alternative would provide many of the same moderate benefits as the Alternative A, but would not propose a Little Tokyo Station, therefore minimizing adverse effects to that EJ community. However, without a Little Tokyo Station, this Alternative misses a key connection to the East-West Line (Gold Line/Regional Connector) thereby further limiting mobility benefits and access to high residential and employment densities. For equity, this Alternative would rate low since it would not serve a high percentage of transit dependent (21.6 percent), minority, or low-income riders (21,300) compared to the other Alternatives and Concepts. Based on the moderate mobility, land use, environmental and cost considerations; and the limited ability to ensure equity for the project; Alternative B receives an overall rating of **Medium/Low**.
- Alternative C: Alameda (aerial):** The Alameda (aerial) Alternative provides connections to LAUS, Little Tokyo, Arts District South, and Metro Blue Line (North-South Line), resulting in significant mobility benefits with higher user benefits (24,000 hours), number of boardings (75,500) and new riders (26,000). By following the Metro Blue Line, this Alternative serves low-income and densely populated areas that would benefit from additional transit service and helps to address overcrowding on the Metro Blue Line. However, this Alternative would need to address significant environmental challenges including visual impacts from a primarily aerial alignment along Alameda

Street, through Little Tokyo, then into LAUS. Given the tradeoffs of high mobility benefits, moderate land use, equity and cost, and significant environmental concerns, Alternative C receives an overall rating of **Medium**.

- Alternative D: Alameda/Vignes:** As with Alternative C, this Alternative provides new transit service to a transit-dependent community along the Metro Blue Line (North-South Line) and results in substantial mobility benefits including user benefits (23,500 hours), number of boardings (70,000) and new riders (25,500). With at-grade and aerial alignments, this Alternative would likely have environmental impacts near the Little Tokyo community and transportation and visual impacts along Alameda Street. This Alternative would support a moderate amount of residential and employment densities and have a medium amount of cost and risk as it limits the amount of underground segments proposed. Given the high mobility benefits, but medium findings for land use, cost and equity, and low findings for environmental impacts, Alternative D receives an overall rating of **Medium**.
- Concept E: Alameda (underground):** The new Concept E would provide similar or better benefits as the Alameda (aerial) Alternative with an underground alignment to address environmental concerns for the Little Tokyo community. This Concept would connect to both the North-South and East-West Lines thereby providing significant mobility benefits with higher user benefits (25,000 hours), and highest number of boardings (81,500) and new riders (27,000). By following the Metro Blue Line, then transitioning into an underground alignment, this Concept would serve low-income and densely populated areas to the south with the fastest, most direct connection into LAUS (33.5 minutes). Although this Concept would likely have less environmental impacts to consider (since it is mostly underground), it would have the highest cost and risk compared to the other alternatives and concepts. Given that Concept E would rate high in all of the goals except for cost and risk, this Concept receives an overall rating of **High**.
- Concept F: Alameda/Center:** The new Concept F provides similar mobility benefits as Alternative D but provides a faster connection (34.0 minutes) with an underground alignment north of I-10 to the Gold Line resulting in higher number of boardings (74,500) and new riders (26,000). Since a majority of the alignment is underground, the Alternative would likely have less environmental impacts to consider. However, this would result in higher costs and risks. Given the tradeoffs of high mobility and equity benefits, moderate land use and environmental concerns; and high financial cost and risk with tunneling, Concept F receives an overall rating of **Medium/High**.
- Concept G: Downtown Transit Core:** The new Concept G would provide a fast and direct connection (33.6 minutes) to the highest residential and employment densities in downtown Los Angeles. With emerging TOCs at South Park/Fashion District and the Arts District South Station, this Concept would provide significant mobility benefits to low-income and minority populations with 51.6 percent of persons near station areas being transit dependent. High mobility benefits include user benefits (24,000 hours), daily boardings (78,500), and new riders (25,000). Although Concept G is primarily underground, there are significant environmental impacts to consider, including potential impacts to historic uses near proposed station areas and the lower reduction in VMT compared to the other alternatives and concepts. Given the high mobility, land use, and equity benefits, but potential risk of underground tunnel costs

and environmental impact concerns, this Concept receives an overall rating of **Medium/High**.

- **Concept H: Arts District/6th Street:** The new Concept H would provide opportunities to connect to an emerging TOC near Arts District/6th Street. However, compared to the other alternatives and concepts, Concept H would provide significantly lower mobility and land use benefits. With only one station connecting to the Red/Purple Line, this Concept would generally provide limited user benefits (18,500 hours), fewest daily boardings (46,500), and fewest new riders (19,500). This Concept would also support very low population densities and a small number of low-income and minority communities since the station and alignment would primarily be located in the core industrial area of Los Angeles. Concept H would not provide comparable benefits to the other alternatives or concepts; therefore, this Concept receives an overall rating of **Low**.

West Santa Ana Branch Transit Corridor

Original Northern Alignments Map



West Santa Ana Branch Transit Corridor

New Northern Alignments Map



West Santa Ana Branch Transit Corridor

Northern Alignment Summary of Project Goals Results

Evaluation Criteria	Northern Alignment Alternative and Concepts							
	Alt A Pacific/ Alameda	Alt B Pacific/ Vignes	Alt C Alameda (aerial)	Alt D Alameda/ Vignes	Concept E Alameda (underground)	Concept F Alameda/ Center	Concept G Downtown Transit Core	Concept H Arts District/ 6 th Street
1. Provide Mobility Improvements								
2. Support Local and Regional Land Use Plans and Policies								
3. Minimize Environmental Impacts								
4. Ensure Cost Effectiveness and Financial Feasibility								
5. Ensure Equity								
Overall Ratings	Medium/ Low	Medium/ Low	Medium	Medium	High	Medium/ High	Medium/ High	Low

West Santa Ana Branch Transit Corridor

Northern Alignment Summary of Select Performance Measurements

Transit Trips Projected to 2042

Northern Alignment Original Alternatives & New Concepts	Daily WSAB Boardings	Daily New Transit Trips	Daily Low-Income Riders	One-Seat Rides	Travel Time (minutes)	ROM Cost Estimate (2017 \$B's)	Cost per New Riders per Year (2017 \$)
A Pacific/Alameda	58,000	24,500	22,100	36,900	36.6	\$4.7	\$607
B Pacific/Vignes	56,000	25,000	21,300	36,300	34.5	\$4.7	\$596
C Alameda (aerial)	75,500	26,000	29,600	45,600	35.5	\$4.6	\$557
D Alameda/Vignes	69,500	25,500	26,800	43,800	35.5	\$5.0	\$620
E Alameda (underground)	81,500	27,000	31,700	47,800	33.5	\$5.8	\$679
F Alameda/Center	74,500	26,000	28,400	45,500	34.0	\$5.4	\$655
G Downtown Transit Core	78,500	25,000	32,400	46,500	33.6	\$5.8	\$729
H Arts District/6 th St	46,500	19,500	19,000	30,300	37.5	\$4.5	\$740

ROM = Rough order of magnitude

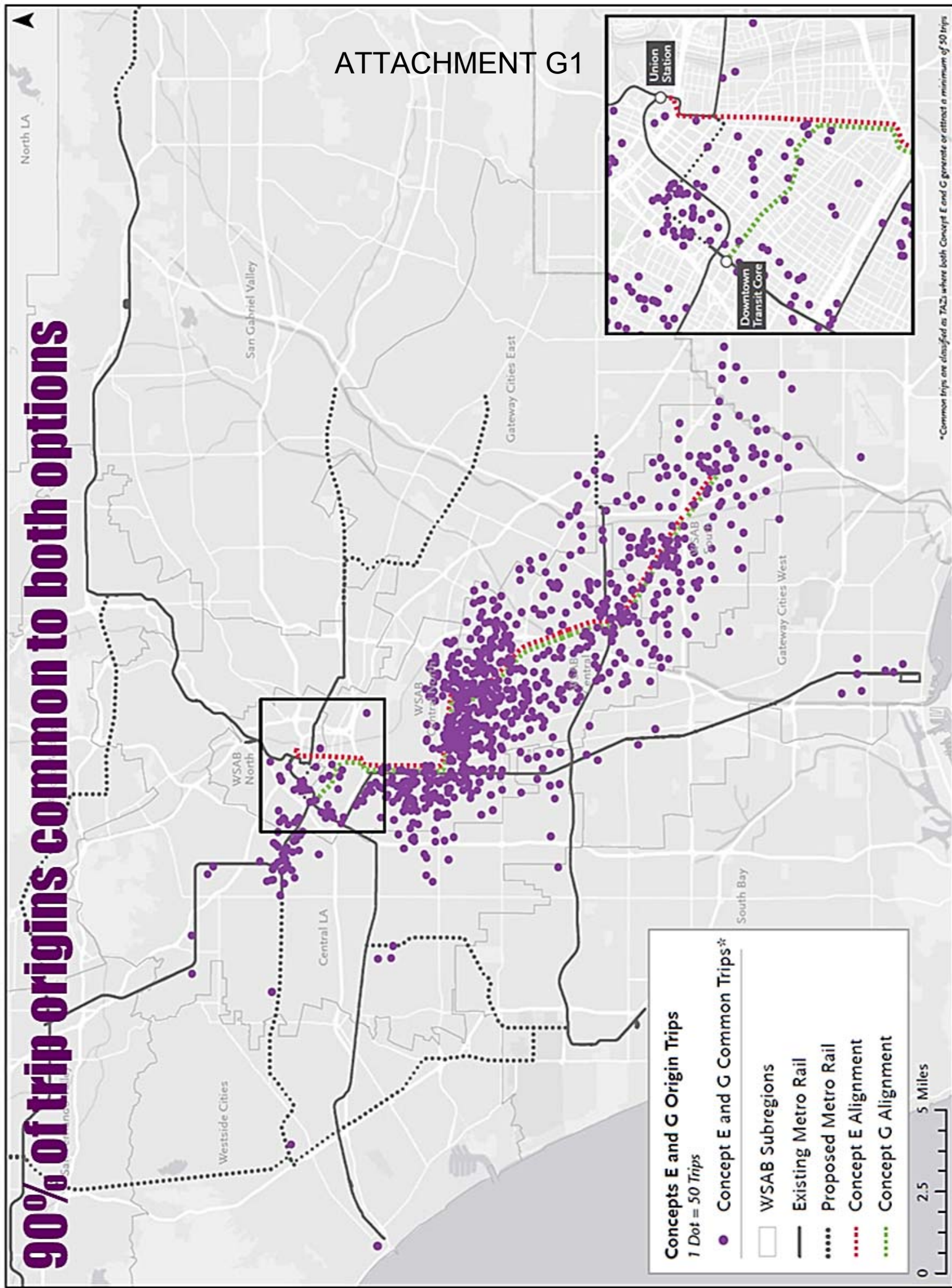
West Santa Ana Branch Transit Corridor

Recommended Northern Alignments Map



90% of trip origins common to both options

ATTACHMENT G1



North LA



PROCUREMENT SUMMARY

WEST SANTA ANA BRANCH TRANSIT CORRIDOR/AE5999300

1.	Contract Number: AE5999300			
2.	Contractor: WSP USA Inc.			
3.	Mod. Work Description: Environmental review and technical analysis on the three northern alignments in the Draft EIR/EIS			
4.	Contract Work Description: West Santa Ana Branch Transit Corridor Technical Services			
5.	The following data is current as of: May 3, 2018			
6.	Contract Completion Status		Financial Status	
	Contract Awarded:		Contract Award Amount:	\$9,392,326
	Notice to Proceed (NTP):		Total of Modifications Approved:	\$252,166
	Original Complete Date:		Pending Modifications (including this action):	\$2,760,752
	Current Est. Complete Date:		Current Contract Value (with this action):	\$12,405,244
7.	Contract Administrator: Gina Romo		Telephone Number: (213) 922-7558	
8.	Project Manager: Teresa Wong		Telephone Number: (213) 922-2854	

A. Procurement Background

This Board Action is to approve Contract Modification No. 2 issued in support of the environmental review and technical analysis on the three northern alignments in the Draft EIR/EIS for the West Santa Ana Branch Transit Corridor.

This Contract Modification was processed in accordance with Metro's Acquisition Policy and the contract type is a firm fixed price.

On September 26, 2016, the Board awarded a firm fixed price Contract No. AE5999300 to Parsons Brinckerhoff, Inc., now WSP USA Inc., in the amount up to \$9,392,326 for the West Santa Ana Branch Transit Corridor.

Refer to Attachment I-1 – Contract Modification Log.

B. Cost Analysis

The recommended price has been determined to be fair and reasonable based upon an independent cost estimate, cost analysis, technical analysis, and fact finding. All direct rates and fee remain unchanged from the original contract.

Proposal Amount	Metro ICE	Negotiated Amount
\$2,760,752	\$2,722,357	\$2,760,752

PROCUREMENT SUMMARY

WEST SANTA ANA BRANCH TRANSIT CORRIDOR COMMUNITY PARTICIPATION
PROGRAM/ PS2492300

1.	Contract Number: PS2492300			
2.	Contractor: Arellano Associates, LLC			
3.	Mod. Work Description: Continue implementing outreach services as part of the Community Participation Program for the environmental review and clearance of the West Santa Ana Branch Transit Corridor Project (WSAB).			
4.	Contract Work Description: Outreach services as part of the Community Participation Program for WSAB.			
5.	The following data is current as of: May 4, 2018			
6.	Contract Completion Status		Financial Status	
	Contract Awarded:	9/26/16	Contract Award Amount:	\$492,893
	Notice to Proceed (NTP):	9/26/16	Total of Modifications Approved:	\$0
	Original Complete Date:	9/25/20	Pending Modifications (including this action):	\$429,310
	Current Est. Complete Date:	9/25/20	Current Contract Value (with this action):	\$922,203
7.	Contract Administrator: Lily Lopez		Telephone Number: (213) 922-4639	
8.	Project Manager: Teresa Wong		Telephone Number: (213) 922-2854	

A. Procurement Background

This Board Action is to approve Contract Modification No. 1 issued to augment the Community Participation Program to continue implementing focused outreach services to the corridor communities in support of the environmental documents for the WSAB Transit Corridor Project.

This Contract Modification was processed in accordance with Metro's Acquisition Policy and the contract type is firm fixed price. All other terms and conditions remain in effect.

On September 26, 2016, the Board awarded a firm fixed price Contract No. PS2492300 to Arellano Associates, LLC in the amount of \$492,893 to perform the environmental clearance study community outreach for the WSAB Transit Corridor based on the passage of Measure M.

Refer to Attachment I-2 – Contract Modification/Change Order Log for modifications issued to date.

B. Cost Analysis

The recommended price has been determined to be fair and reasonable based upon an independent cost estimate, cost analysis, technical analysis, fact finding, and negotiations. Direct labor rates for this modification were negotiated based on the current Consumer Price index and fee remained unchanged from the original contract.

Proposal Amount	Metro ICE	Negotiated Amount
\$429,310	\$413,986	\$429,310

CONTRACT MODIFICATION/CHANGE ORDER LOG

WEST SANTA ANA BRANCH TRANSIT CORRIDOR/AE5999300

Mod. No.	Description	Status (approved or pending)	Date	\$ Amount
1	Addition of a travel demand model review and calibration of six main tasks.	Approved	11/21/2017	\$252,166
2	Environmental review and technical analysis on the three northern alignments in the Draft EIR/EIS for the West Santa Ana Branch Transit Corridor.	Pending	5/24/2018	\$2,760,752
	Modification Total:			\$3,012,918
	Original Contract:	9/26/2016		\$9,392,326
	Total:			\$12,405,244

CONTRACT MODIFICATION/CHANGE ORDER LOG

WEST SANTA ANA BRANCH TRANSIT CORRIDOR COMMUNITY PARTICIPATION
PROGRAM / PS2492300

Mod. No.	Description	Status (approved or pending)	Date	\$ Amount
1	Continue implementing outreach services as part of the Community Participation Program for the environmental review and clearance for WSAB Transit Corridor Project.	Pending	Pending	\$429,310
	Modification Total:			\$429,310
	Original Contract:	9/26/16		\$492,893
	Total:			\$922,203

DEOD SUMMARY**WEST SANTA ANA BRANCH TRANSIT CORRIDOR/AE5999300****A. Small Business Participation**

WSP USA Inc. (WSP) made a 26.12% Disadvantaged Business Enterprise (DBE) commitment. The project is 44% complete and the current DBE participation is 23.12%, a shortfall of 3.00%. WSP explained that their shortfall is related to the timing of certain scope items that will be performed by DBE's, including Lenax Construction, who has not performed to date. WSP confirmed that they will achieve their contractual DBE commitment.

Small Business Commitment	26.12% DBE	Small Business Participation	23.12% DBE
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	DBE Subcontractors	Ethnicity	% Committed	Current Participation¹
1.	BA Inc.	African American	1.44%	4.04%
2.	CityWorks Design	Hispanic American	3.55%	3.77%
3.	Connetics Transportation Group	Asian Pacific American	0.68%	1.16%
4.	Epic Land Solutions	Caucasian Female	1.03%	1.73%
5.	Geospatial Professional Services	Asian Pacific American	0.23%	0.44%
6.	Lenax Construction	Caucasian Female	2.01%	0.00%
7.	Terry A. Hayes Associates	African American	13.26%	8.30%
8.	Translink Consulting	Hispanic American	3.92%	3.68%
Total			26.12%	23.12%

¹Current Participation = Total Actual amount Paid-to-Date to DBE firms ÷ Total Actual Amount Paid-to-date to Prime.

B. Living Wage and Service Contract Worker Retention Policy Applicability

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

C. Prevailing Wage Applicability

Prevailing Wage requirements are applicable to this project. DEOD will continue to 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.

DEOD SUMMARY**WEST SANTA ANA BRANCH TRANSIT CORRIDOR COMMUNITY
PARTICIPATION/PS2492300****A. Small Business Participation**

Arellano Associates, LLC made a 100% Small Business Enterprise (SBE) commitment. The project is 53% complete and the current SBE participation is 100%. Arellano Associates, LLC is meeting their SBE commitment

Small Business Commitment	100% SBE	Small Business Participation	100% SBE
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	DBE Prime	% Committed	Current Participation¹
1.	Arellano Associates, LLC	100%	100%
	Total	100%	100%

¹Current Participation = Total Actual amount Paid-to-Date to DBE firms ÷ Total Actual Amount Paid-to-date to Prime.

B. Living Wage and Service Contract Worker Retention Policy Applicability

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

C. Prevailing Wage Applicability

Prevailing Wage requirements are applicable to this project. DEOD will continue to 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.

West Santa Ana Branch Transit Corridor

Planning and Programming - May 16, 2018

File 2018-0072

Construction - May 17, 2018



Recommendation

AUTHORIZING:

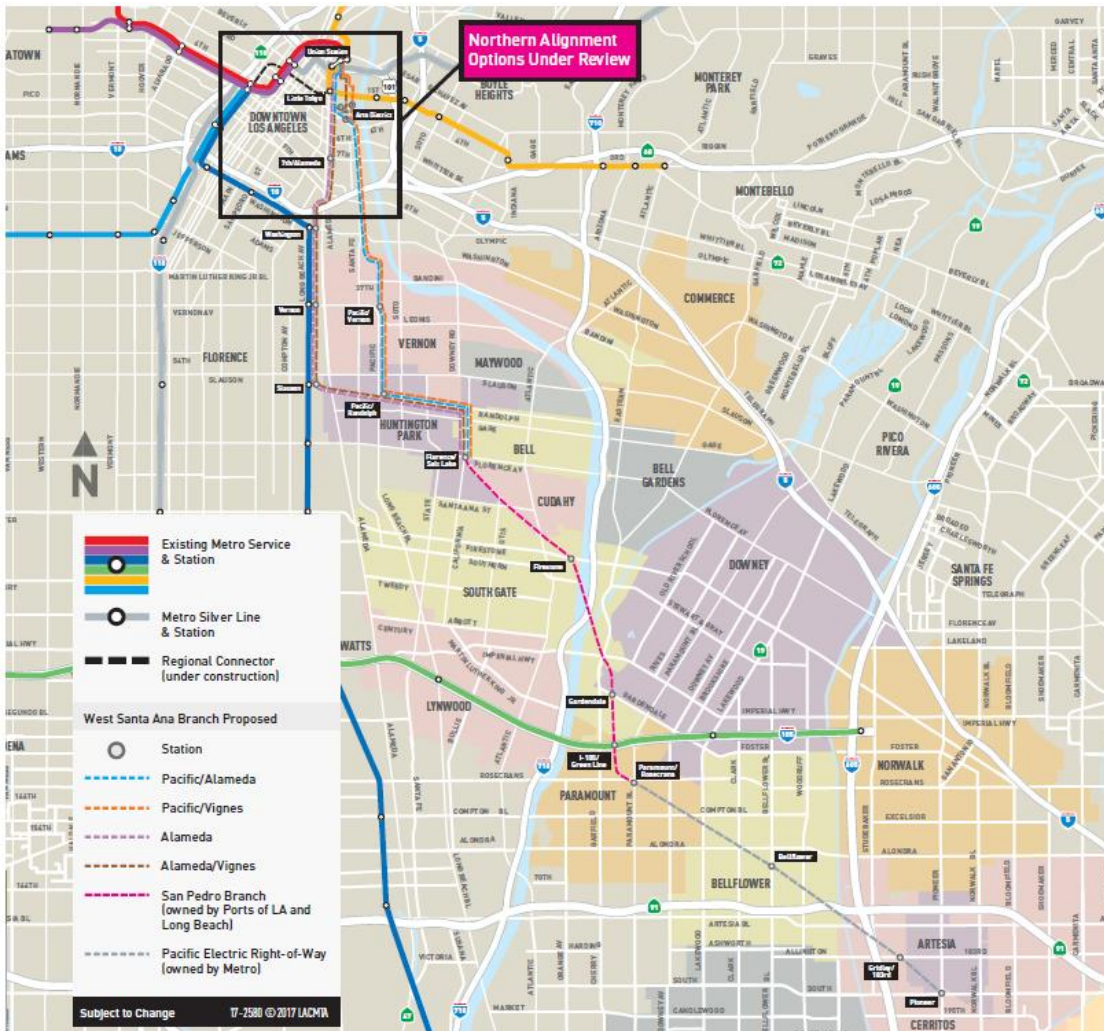
1. Northern alignment options to carry forward into Draft EIS/EIR

- a. Concept E: Union Station via Alameda Underground**
- b. Concept F: Union Station via Alameda Underground/Center Aerial**
- c. Concept G: Downtown Transit Core Underground**

2. Technical services Contract Modification No. 2 in the amount of \$2,760,752 for the evaluation northern alignments in Draft EIS/EIR.

3. Outreach services Contract Modification No. 1 in the amount of \$429,310 for augmented Community Participation Program as part of the evaluation of northern alignments.

West Santa Ana Branch



- Provide **mobility** improvements
- Support local/regional **land use** plans and policies
- Minimize **environmental** impacts
- Ensure **cost** effectiveness & financial feasibility
- Promote **equity**

Original Northern Alignment Alternatives

- A. Pacific/Alameda
- B. Pacific/Vignes
- C. Alameda (aerial)
- D. Alameda/Vignes



New Northern Alignment Concepts

E. Alameda (underground)
F. Alameda/Center
G. Downtown Transit Core
H. Arts District/6th St











































Recommended Alignments

- E. Alameda (underground)
- F. Alameda/Center
- G. Downtown Transit Core



Performance Compared to Project Goals

Evaluation Criteria	Northern Alignment Alternative and Concepts							
	Alt A Pacific/Alameda	Alt B Pacific/Vignes	Alt C Alameda (aerial)	Alt D Alameda/Vignes	Concept E Alameda (underground)	Concept F Alameda/Center	Concept G Downtown Transit Core	Concept H Arts District/ 6 th Street
1. Provide Mobility Improvements								
2. Support Local and Regional Land Use Plans and Policies								
3. Minimize Environmental Impacts								
4. Ensure Cost Effectiveness and Financial Feasibility								
5. Ensure Equity								
Overall Ratings	Medium/Low	Medium/Low	Medium	Medium	High	Medium/High	Medium/High	Low

Summary of All Northern Alignments

Ridership projected to 2042

Northern Alignment Original Alternatives & New Concepts	Daily WSAB Boardings	Daily New Transit Trips	Daily Low-Income Riders	Travel Time (minutes)	ROM Cost Estimate (2017 \$B's)	Cost per New Riders per Year (2017 \$)
A Pacific/Alameda	58,000	24,500	22,100	36.6	\$4.7	\$607
B Pacific/Vignes	56,000	25,000	21,300	34.5	\$4.7	\$596
C Alameda (aerial)	75,500	26,000	29,600	35.5	\$4.6	\$557
D Alameda/Vignes	69,500	25,500	26,800	35.5	\$5.0	\$620
E Alameda (underground)	81,500	27,000	31,700	33.5	\$5.8	\$679
F Alameda/Center	74,500	26,000	28,400	34.0	\$5.4	\$655
G Downtown Transit Core	78,500	25,000	32,400	33.6	\$5.8	\$729
H Arts District/6 th St	46,500	19,500	19,000	37.5	\$4.5	\$740

ROM = Rough order of magnitude

Community Meetings

- Nine Community Meetings held
 - March 12: Little Tokyo (3pm & 6pm)
 - March 13: City of Artesia @ 6pm (also conducted as a live webcast)
 - March 17: City of Bell @6pm
 - March 19: City of Downey @6pm
 - April 30: LAUS @ 3pm & 6pm
 - May 3: City of Paramount @ 6pm (also webcast)
 - May 15: City of Downey @ 7pm
- Over 490 attendees
- Over 300 webcast views
- Over 150 written comments received



Metro

Key Takeaways

- 90% of trips are common to LAUS and Downtown Transit Core
- 66% of population in the study area are considered Environmental Justice (EJ) communities
 - EJ communities are spread *throughout* the 20 mile corridor
- An average of 62% WSAB riders would enjoy a one seat ride
- Measure M identifies \$4B in 2017\$
 - \$1B- opening 2028
 - \$3B- opening 2041
- All alignments exceed Measure M \$4B allocation
- Board decision on Northern Alignment alternatives to further study in environmental is critical to moving project forward



Metro

Board Report

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

File #: 2018-0136, File Type: Policy

Agenda Number: 16.

REVISED
PLANNING AND PROGRAMMING COMMITTEE
MAY 16, 2018

SUBJECT: DRAFT TRANSIT ORIENTED COMMUNITIES POLICY

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE Draft Transit Oriented Communities Policy (Attachment A).

ISSUE

The voter approved Measure M Ordinance identifies “Transit Oriented Community (TOC) investments” as an eligible transportation-related use of Local Return funds. The inclusion of TOC investments is based on the success of the Metro TOC Demonstration Program. However, a formal policy does not exist. A TOC Policy will help ensure compliance by the cities and the County with the Measure M Ordinance and related Board adopted Guidelines. The Policy also clarifies Metro’s role and commitment to leveraging transit investments to enhance communities.

The draft Policy, included as Attachment A, was developed through an iterative review and discussion process with a working group made up of members, alternates, and delegates of the Policy Advisory Council (PAC), representing a diverse group of stakeholders (Working Group). Upon receipt of feedback from the Board, staff will return to the Board for adoption of the final Policy.

DISCUSSION

Background

The concept of Transit Oriented Communities (TOC) was introduced to Metro in May 2015 by then-new Chief Executive Officer (CEO) Phillip A. Washington, with the development of the TOC Demonstration Program. The aim of the TOC Demonstration Program was to identify ways to look beyond individual transit oriented developments and identify how Metro could influence, implement and leverage its investments to have broader positive community impacts that increase ridership and improve quality of life. The TOC Policy is the evolution of the TOC Demonstration Program and will formalize Metro’s definition of and approach to TOCs, clarifying Metro’s role and commitment to leveraging transit investments for enhanced communities.

The Local Return section of the Measure M Administrative Guidelines outlines a series of

transportation purposes eligible for Local Return funds. The guidelines include “TOC Activities” as eligible transportation purposes, to be defined by the creation of a TOC Policy. Upon adoption by the Metro Board, the activities established in the Policy will be deemed transportation purposes, eligible for Measure M Local Return funds as well as other Metro transportation funds, subject to any specific compliance, requirements or regulations for those funds.

Policy Development and Stakeholder Engagement

The Policy development process began at the January 9, 2018 meeting of the PAC. In addition to presenting the Policy, staff participated in a break out session with the PAC and members of the public, which included breaking into groups, brainstorming on key Policy issues to consider and report outs by each group. The brainstorming session provided valuable comments on the framing of the Policy and issues to be considered. Following this meeting, the TOC Policy Working Group was established among PAC members, alternates, and delegates, creating a mix of representation across stakeholder groups (consumers, providers and municipalities), with the expectation that these groups collect and reflect feedback from their broader networks. The first Working Group meeting was held on January 22, 2018 and there have since been 8 meetings in total. Before each meeting, a draft section of the Policy was distributed to the Working Group to allow them time to review and engage with key stakeholders in their sectors and bring this feedback to each meeting. This created a collaborative and comprehensive policy development process.

About half-way through the Working Group process, staff returned to the PAC to provide an update on the Policy on March 13, 2018. After additional work with the Working Group, staff presented a draft Policy to the PAC on April 3, 2018. The draft Policy herein reflects feedback and comments from the April 3 meeting, as well as extensive feedback from the Working Group.

Internal to Metro, the Policy (and related Nexus document) has been reviewed by County Counsel, staff that implements the current Local Return program, and staff working on various workforce development and small business programs. These reviews ensured that language and policy direction is consistent with Metro’s existing programs and initiatives and falls within administrative and legal parameters for funding.

Staff also participated in a Town Hall meeting hosted by ACT-LA on May 9. The draft Policy does not reflect feedback from this meeting, but comments from that meeting as well as feedback from the Metro Board will be incorporated into the final Policy.

TOC Demonstration Program: Lessons Learned

Along with direction and feedback from core stakeholders, the TOC Policy was informed by lessons learned from the TOC Demonstration Program, launched in October 2015. Focusing on eight (8) targeted sites, programs and projects, the TOC Demonstration Program showcased a more holistic approach to considering Metro’s impact on and ability to shape transit supportive communities. Quarterly reports on the Demonstration Program shared progress on the sites/projects and also highlighted other efforts across the agency that demonstrate Metro’s expansive approach to considering community. Key lessons from this exercise, which are reflected in the goals and activities in the TOC Policy, include:

1. Clarity and commitment: Metro must make clear our priorities in ensuring that our transit investments consider a more holistic approach to community development and our role in identifying and addressing the positive and sometimes more challenging impacts of our investments;
2. Deep and meaningful community engagement: The successes realized during the TOC Demonstration Program were reflective of a commitment to meaningfully engage with stakeholders. This means developing new partnerships with organizations that can facilitate deeper engagement of harder to reach stakeholders and innovative approaches to engagement. In particular, programs such as the Business Interruption Fund, the Joint Development process of creating Development Guidelines and the recently adopted Blue Line First/Last Mile Strategic Plan are examples of a new form of partnership and innovation in community engagement.
3. Enable and incentivize: Metro does not have jurisdiction over land use or other community development efforts that support TOC goals, and therefore is not the entity that can enact many of the policies or programs that enable TOCs. The agency must identify ways to leverage its power as planner, builder and operator of the transit system, as well as being a major funding entity in Los Angeles County, to enable and incentivize municipalities to embrace and implement TOC supportive goals, policies and programs.
4. Partnership and coordination: Building on the notion of enabling and incentivizing, realizing TOC goals requires direct partnerships and close coordination with municipalities, in particular cities (and LA County), who hold regulatory land use control and ownership of the public right of way. Metro's efforts to achieve transit supportive land uses in station areas and corridors, implement first/last mile improvements, and facilitate joint development on Metro-owned land all require cooperation and ownership, at every stage, with cities and LA County.

Policy

The Policy defines the concept of TOCs for Metro, develops a set of goals, and establishes TOC Activities which, upon adoption by the Metro Board, will be eligible for transportation funds Local Return Funds. ~~The Policy also creates a set of criteria to determine which TOC Activities Metro will fund and implement directly and which activities Metro will allow, enable and incentivize local partners to fund and implement.~~

Definition of TOC: The Policy defines TOCs as places (such as corridors or neighborhoods) that, by their design, allow people to drive less and access transit more. A transit oriented community maximizes equitable access to a multi-modal transit network as a key organizing principle of land use planning and holistic community development. TOCs differ from Transit Oriented Development (TOD) in that a TOD is a specific building or development project that is fundamentally shaped by close proximity to transit.

TOCs promote equity and sustainable living in a diversity of community contexts by: (a) offering a mix

of uses that support transit ridership of all income levels (e.g. housing, jobs, retail, services and recreation); (b) ensuring appropriate building densities, parking policies, and urban design that support accessible neighborhoods connected by multi-modal transit; and (c) ensuring that transit-related investments provide equitable benefits that serve local, disadvantaged and underrepresented communities.

Goals: The Policy establishes the following set of overarching goals:

1. Increase transportation ridership and choice
2. Stabilize and enhance communities surrounding transit
3. Engage organizations, jurisdictions, and the public
4. Distribute transit benefits to all
5. Capture value created by transit

TOC Activities: The Policy also defines a set of TOC Activities, which are projects, programs, and policies that support, enable and incentivize TOCs. The TOC Activities in this Policy are intended to capture activities that are not otherwise explicitly defined in existing Metro policies or guidelines, but serve a transportation purpose. Eligible Activities identified in the Policy include affordable housing, local business assistance, neighborhood amenities, grant assistance, land use planning, community engagement, and public improvements. While the Policy sets forth specific goals, the established Activities remain general in order to allow for innovation and for municipalities and partners to identify the appropriate programs and projects to achieve TOC goals. Staff has developed a Transportation Nexus document, included as Attachment B, to demonstrate how the TOC Activities identified serve a transportation purpose.

Implementation: All TOC Activities are subject to the requirements of the applicable funding program. Many of the TOC Activities outlined in the Policy will be implemented by municipalities and other eligible partners; some will be directly implemented by Metro through existing programs such as Joint Development, First/Last Mile and the TOD Planning Grant, and others Metro will allow, enable and incentivize local partners to fund and implement.

Metro staff will ask the following questions to determine which TOC Activities Metro will be implementing directly versus funding, enabling or incentivizing:

- *Jurisdictional role* - Is the TOC Activity within Metro's functional jurisdiction?
- *Funding sources* - Does Metro have the funds necessary to implement the activity and what governs how those funds are spent? Are the funds committed to other projects and programs?
- *Staffing Resources and Expertise* - Does Metro have sufficient and appropriate staffing resources and technical expertise to carry out the TOC Activity without impacting existing priorities, approved programs, projects and service delivery?

NEXT STEPS

Staff will review feedback from the Board and the May 9 Town Hall with the PAC TOC Working

Group, and bring a final Policy to the Board for consideration in summer 2018. With the adoption of a final Policy, staff will begin work on an implementation plan and metrics for measuring impacts. The implementation plan and metrics will be brought to the Board for consideration and will be followed by annual reporting on impacts. Development of this Policy, along with the implementation plan and metrics will replace the TOC Demonstration Program as the permanent TOC Program. The implementation plan and metrics will be developed concurrent with, and in coordination with the TOC Topical Framing Paper for the Long Range Transportation Plan (LRTP). (These are research papers that will be developed on several topics over the next year to inform the LRTP.)

ATTACHMENTS

Attachment A - Draft Transit Oriented Communities Policy

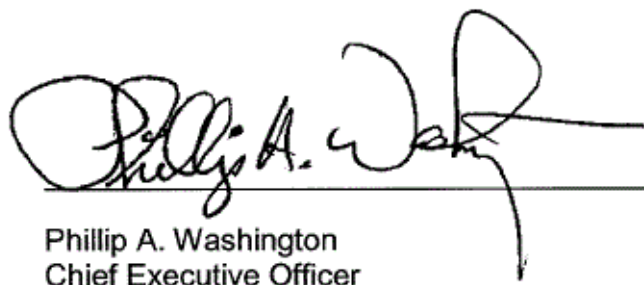
Attachment B - Transportation Nexus

Prepared by: Christina Baghdasarian, Transportation Associate I, Countywide Planning & Development, (213) 922-7685

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

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



Phillip A. Washington
Chief Executive Officer

ATTACHMENT A

DRAFT METRO TRANSIT ORIENTED COMMUNITIES POLICY

I. POLICY CONTEXT

Traditionally transit agencies have focused their mission on a combination of planning, constructing, and operating the public transit system with a focus on moving people from station to station within that system. Community impacts associated with the transit system, both positive and negative, were relegated to local jurisdictions to manage, promote or mitigate. Since the development of the last Long Range Transportation Plan, and with the passage of Measure R in 2008 that started a massive investment in public transportation in Los Angeles County, it has become evident that the regional serving transit systems we plan, construct, and operate has a tremendous impact on the communities we serve. These investments and services can:

- Result in targeted economic development/real estate investments or disinvestments
- Change the perception of a community as a desirable place to live or work, both positively and negatively
- Provide mobility and thus enhance access to jobs, schools, health care and economic mobility
- Accelerate change to the character and cultural cohesion of a community, in both positive and negative ways

Los Angeles made clear its commitment to continuing dramatic growth of its transit system in 2016 when voters approved Measure M and an additional \$120 billion in investment over 40 years. This investment will only be successful if Metro considers: issues of access and connectivity to the system (such as first/last mile connections); a deep understanding of the demographics of the customer base (to target and adjust service); safety, timeliness and consistency of service; and the impact of the system on issues of equity and equitable opportunity in the County. It is imperative for Metro to consider community wide impacts in its planning, development, operations and third-party funding.

To achieve this integrated goal of transit expansion and consideration of community impacts, Metro must forge partnerships with the municipal partners and local communities we serve. One of the most significant ways Metro can understand, define and measure both the possibilities and the impacts of its investments in public transit is to develop policies and procedures that promote Transit Oriented Communities (TOC)s, as a path for communities to maximize the benefits of Measure M investments. This

TOC Policy is a step toward defining Metro's goals in how we consider, fund, enable, and/or incentivize activities that support the development of balanced communities throughout Los Angeles County.

II. PURPOSE

The purpose of this policy is to:

- a. Define the concept of TOCs for Metro and develop the goals and objectives of Metro's approach to enabling TOCs.
- b. Define those "TOC Activities" that will be considered a "transportation purpose" and thus are eligible activities for funding under the Measure M guidelines, by Metro and by its municipal partners through Local Return ~~and other regionally controlled funds.~~
- c. Establish a set of criteria to determine which TOC Activities Metro will fund and implement directly and which activities Metro will allow, enable and incentivize local partners to fund and implement.

III. DEFINITIONS

Transit Oriented Communities: Transit-Oriented Communities (TOCs) are places (such as corridors or neighborhoods) that, by their design, allow people to drive less and access transit more. A transit oriented community maximizes equitable access to a multi-modal transit network as a key organizing principle of land use planning and holistic community development. TOCs differ from Transit Oriented Development (TOD) in that a TOD is a specific building or development project that is fundamentally shaped by close proximity to transit.

TOCs promote equity and sustainable living in a diversity of community contexts by: (a) offering a mix of uses that support transit ridership of all income levels (e.g. housing, jobs, retail, services and recreation); (b) ensuring appropriate building densities, parking policies, and urban design that support accessible neighborhoods connected by multi-modal transit; (c) elevating vulnerable users and their safety in design; and (d) ensuring

that transit related investments provide equitable benefits that serve local, disadvantaged and underrepresented communities¹.

High Quality Transit Stop (HQT): an existing or environmentally-cleared fixed-guideway transit station or the intersection of two buses with 15 minute headways, or fewer, at the peak. Stops may be served by any transit operator. A planned fixed-guideway station may also be considered if its location is the only alternative under consideration for a transit corridor in the planning stages. This definition may change to match changes in the State of California definition of a High Quality Transit Stop. HQTs may be referred to herein as “Stops”.

Geographic Boundaries of TOC: The span of Metro’s TOC program is LA County, with targeted activities, programs and projects: (1) generally, across the County; (2) within 3-miles of a Stop; and (3) within a half mile of a Stop.

TOC Activities: Activities identified in this policy that support, enable and incentive TOCs, and thereby serve a transportation purpose.

Affordable Housing: The California Department of Housing and Community Development (HCD) and the Federal Department of Housing and Urban Development (HUD) define affordable housing as housing for households earning 80% of the area median income (AMI) and below. This Policy specifically targets households earning 60% of AMI and below, a lower income level than HCD and HUD. In this Policy Affordable Housing is defined as covenanted, income-restricted, housing for households earning income 60% of AMI or below.

Income levels are further defined as:

- Extremely low income: 0-30% of AMI
- Very low income: 30% to 50% of AMI
- Low income: 50% to 60% of AMI; the term may also be used to mean 0% to 60% of AMI

Low-income Households: This policy considers Low-income Households to be households earning annual income at or below 60% of the area median income (AMI).

¹ For the purposes of this Policy, where Metro identifies disadvantaged and underrepresented communities, included are lower income households as well as households under the following protected categories as defined by the California Fair Employment and Housing Act (FEHA): race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, age for individuals over forty years of age, military and veteran status, and sexual orientation.

Small Business: a business that is independently owned and operated and adheres to the size standards established by the U.S. Small Business Administration (SBA in terms of the average number of employees over the past 12 months or the average annual receipts over the past three years. These standards are defined at the following link: [SBA Size Standards Table](#).

IV. GOALS

The TOC Policy will set direction for how Metro plans and implements new and existing transit corridor projects, for supporting land use and community development around existing transit corridors, and for encouraging and incentivizing partners to pursue the same goals. Specific TOC Goals include *(in no particular order)*:

1. Increase transportation ridership and choice

- **Ridership:** Increase system ridership and promote usage of alternate, non-motorized, modes of transportation.
- **Transportation Options:** Leverage land use and urban design to encourage non-single occupant vehicle transportation options both on and off Metro property, through enhanced first/last mile options, travel demand management, and seamless transit connectivity.
- **Safety:** Work to reduce collisions and create welcoming environments for all ages, abilities and protected classes in the planning, construction, and operation of transit oriented community projects.

2. Stabilize and enhance communities surrounding transit

- **Housing Affordability:** Prioritize development and preservation of transit-adjacent Affordable Housing.
- **Neighborhood Stabilization:** Protect and support local residents and businesses from displacement.
- **Sustainability:** Ensure that infrastructure investments are multi-beneficial, both improving access to transit and improving communities' environmental resilience.
- **Economic Vitality:** Promote sustained economic vitality directly benefiting existing communities.

3. Engage organizations, jurisdictions, and the public

- **Community Engagement:** Ensure that stakeholders across a broad spectrum, including those that are harder to reach through traditional outreach strategies, are meaningfully engaged in the planning, construction and operation of Metro's transit system.
 - **Foster Partnerships:** Through planning, coordination, policy advocacy and funding, foster relationships and partnerships with local residents and businesses, municipal and institutional entities, community based organizations, workforce development providers, the private sector, and philanthropy, to realize TOC goals.
4. Distribute transit benefits to all
- **Equitable Outcomes:** Ensure transportation investments and planning processes consider local cultural and historical contexts and improve social, economic, health, and safety outcomes that serve and benefit local, disadvantaged and underrepresented communities.
 - **Complete Communities:** Promote and realize complete communities that support a mix of incomes, land uses, transportation choices, and equitable access to safe, sustainable and healthy living.
 - **Small Business:** Encourage the utilization of small businesses in the contracting opportunities generated by Metro's investments.
5. Capture value created by transit
- **Value Capture:** Capture increased value of properties surrounding Metro's transit investments and re-invest that value into TOC activities.

V. TOC ACTIVITIES

Transportation Purpose

Metro can only fund activities deemed to have a transportation purpose. If that transportation purpose is not otherwise explicitly defined in existing Metro policies or guidelines, the Board must make a finding that the activity has a transportation nexus. The Metro Board adoption of this Policy will represent that finding, deeming the TOC Activities in this Policy to have a transportation purpose.

TOC Activities are consistent with responsibilities outlined in Metro's enabling statute in the California Public Utilities Code Section 130001:

“(e) The Transportation system should offer adequate public transportation to all citizens, including those immobilized by poverty, age, physical handicaps, or other reasons,” and “(h) Transportation planning should recognize that transportation systems have significant effect on the physical and socioeconomic characteristics of the area served, and emphasis should be given to the protection and enhancement of the environment and restoration of blighted neighborhoods near community centers.”

TOC Activities by Geography

TOC Activities funded with Metro transportation funds must be within Los Angeles County. Some TOC Activities are general and may not be targeted around one particular High Quality Transit Stop (“Stop”), and others must take place, or be targeted within a half mile of the Stop (often referred to as the walk-shed) or within 3 miles of the Stop (often referred to as the bike-shed). References to “walk-shed” and “bike-shed” are not limited to walking and biking, but include rolling or other alternate modes of mobility. Eligible TOC Activities are characterized by these geographic requirements below.

General activities –

- Community engagement that targets harder-to-reach communities around/regarding TOC Activities or transit
- Events or programs that promote multi-modal transit options
- Discounted transit passes
- Grants and/or technical assistance to support projects and programs that achieve TOC goals
- Staffing or consultants that can implement TOC Activities
- Transportation related workforce training and education

Within 3 miles of a Stop –

- First/last mile improvements
- Complete Streets
- Land use planning that promotes TOC goals.
- Value capture studies and formation activities that support investment in TOCs. A value capture district must include at least one transit Stop but may span a broader radius around that Stop.

Within a half mile of a Stop –

- Public improvements that create stronger and safer connections to transit and improve the transit rider experience recognizing vulnerable users and their safety in design.
- Affordable Housing: Programs that produce, preserve, and protect affordable housing through:

- Preservation or development of Affordable Housing units.
 - Innovative anti-displacement strategies to protect and retain Low-income Households.
- Small business preservation: Programs that support and protect small businesses.
- Neighborhood-serving amenities: Programs that preserve, protect and/or produce neighborhood-serving amenities.

VI. ADMINISTRATION

Implementation

Most of the TOC Activities outlined in this Policy will be implemented by municipalities and other eligible partners through Local Return or other eligible transportation funding programs, subject to the legal requirements and/or specifications of those funding programs. Some activities Metro will fund, enable or incentivize through its existing programs, planning work, policies and discretionary funding offered to partners.

Metro will only implement TOC Activities directly if they are within Metro's functional jurisdiction. Specific programs with the objective of meeting TOC goals may be implemented across various Metro departments.

Compliance with Funding Requirements

TOC Activities funded by Metro and implemented by municipalities and eligible partners must follow the legal requirements, specifications, guidelines and administrative procedures of the applicable funding program and will be subject to any specific limitations that may apply to those funding sources, including matching requirements. Using transportation funds for a TOC Activity may require the implementing entity to provide a clear description of the TOC Activity and how it furthers the TOC Policy Goals defined in Section IV. If municipalities do not pass audits, they may risk losing future funding opportunities.

Transparency and Accountability

With adoption of the TOC Policy, Metro will establish a TOC Implementation Plan that will include performance metrics. Thereafter, staff will prepare an annual TOC report.

ATTACHMENT B

Transit Oriented Communities (TOC) Activities – Transportation Nexus Research

The Transit Oriented Communities (TOC) Policy addresses activities that are not otherwise explicitly defined in existing Metro policies or guidelines. Through this Policy, these activities will be deemed to have a transportation purpose as they support, enable, and incentivize TOCs. The following research demonstrates the transportation nexus of key activities identified in the TOC Policy. Under each category, a statement is followed by data points from research, cited with footnotes.

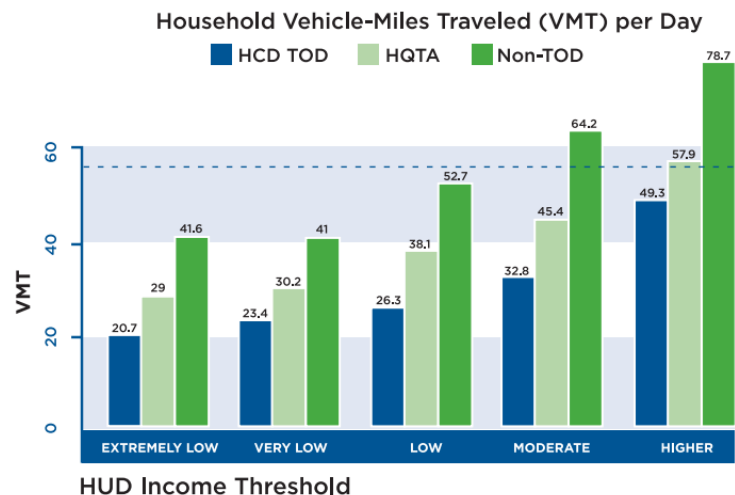
Affordable Housing

The majority of Los Angeles County transit patrons are lower income individuals.

- In 2017, the median annual income of Metro patrons was \$16,218 for bus patrons and \$24,390 for rail patrons.¹
- In Los Angeles County, close to 90% of all transit commuters are workers with household incomes of less than \$50,000, and more than 70% have household incomes less than \$25,000.²

Low income individuals have a higher propensity to take transit.

- Lower Income households drive 25-30% fewer miles when living within 1/2 mile of transit than those living in non-TOD. When living within HCD's 1/4 mile of frequent transit they drove nearly 50% less.³ (see graph below)



¹ [Metro 2017 Customer Satisfaction Survey](#)

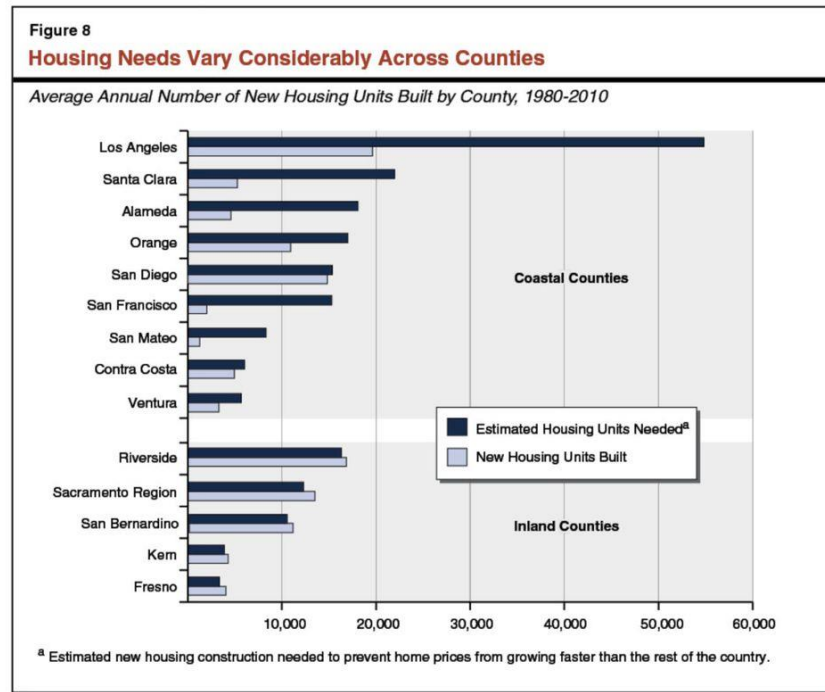
² [Incentives to Encourage Equitable Development in Los Angeles County Transit Oriented Districts](#)

³ [Why Creating And Preserving Affordable Homes Near Transit Is A Highly Effective Climate Protection Strategy](#)

- Higher Income households drive more than twice as many miles and own more than twice as many vehicles as Extremely Low-Income households living within 1/4 mile of frequent transit.⁴

There is a dire need for more housing serving households of all income levels in Los Angeles, but particularly for low income households

- *Los Angeles County leads the State in the difference between number of new housing units needed and average number of new housing units built since 1980.⁵ See chart below:*



- Los Angeles County has experienced a 64% reduction in affordable housing investment since 2008, and needs 551,807 more affordable units in order to accommodate its lowest-income renters.⁶
- More than 40% of California's homeless population lives in Los Angeles County, while only about 25% of the state's population live in the County.⁷

Land surrounding transit may increase in value faster than land not served by transit.

- A 2010 study concluded that all transit-rich neighborhoods show a rise in property value, with a portion rising significantly more than the regional average. It also supported the conclusion that neighborhoods with a large number of renters were more susceptible to gentrification.⁸

⁴ [Why Creating And Preserving Affordable Homes Near Transit Is A Highly Effective Climate Protection Strategy](#)

⁵ [California's High Housing Costs: Causes and Consequences](#)

⁶ [Los Angeles County Renters In Crisis: A Call For Action](#)

⁷ [2017 Greater Los Angeles Homeless Count Results](#)

⁸ [Maintaining Diversity in America's Transit-Rich Neighborhoods: Tools for Equitable Neighborhood Change](#)

- A map created by UCLA researchers shows gentrified neighborhoods across Los Angeles County. A significant number of these neighborhoods exist along existing and planned transit corridors.⁹

As land becomes more expensive, residents can be pushed out. Without investing in affordable housing around transit, core transit riders may be pushed further away from transit, requiring additional transit investments be made to reach them, increased frequencies of transit service to further distances, and/or resulting in lower ridership. With any of these outcomes, Metro has a vested interest in protecting, preserving and producing housing serving low income households and protecting transit rich communities from displacement.

Land Use Planning

Transit-supportive land use planning is crucial to making the most of our transit investments. Without the right uses around transit, patrons will have no housing, jobs, or amenities to travel to or from on our transit. Greater densities of such housing and amenities ensure that more trips can be made and more people can be served with the transit investment.

- Transit use is primarily dependent on local densities and secondarily on the degree of land-use mixing¹⁰
- Compact development was found to have the strongest impact on personal business trips. The relationship between dimensions of the built environment and travel demands were not inconsequential, thus supporting a city planning process that creates more compact, diverse, and pedestrian-oriented neighborhoods which can influence how people live and travel.¹¹
- In the Fargo-Moorhead community, residential density, walkability, and land use-mix were significant in predicting transit ridership.¹²
- A report prepared by TransLink in Vancouver stresses the importance of the design quality of the neighborhood environment at the street level, as it contributes to increased rates of transit use, walking, and cycling. The report also notes that land use diversity is important in providing access to transit, as well as generating ridership at both peak and off peak times.¹³

Small Business Preservation/ Neighborhood Serving Amenities

In addition to housing, it is crucial that jobs, shopping, and other amenities are located near transit in order to connect housing to those jobs and amenities.

⁹ [Mapping Neighborhood Change in Los Angeles County](#)

¹⁰ Zhang, M. (2004). "The Role of Land Use in Travel Mode Choice." Journal of the American Planning Association 70(3): 344-360

¹¹ Cervero, R. and K. Kockelman (1997). "Travel Demand and the Three D's: Density, Diversity and Design." Transportation Research D 2: 199-219.

¹² [Transit Ridership and the Built Environment](#)

¹³ [Transit-Oriented Communities: A Primer on Key Concepts](#)

- Nationwide, 87% of all public transportation trips have an economic benefit. Of those, 49% are to and from work, 21% involve shopping, and 17% are recreational spending.¹⁴

Real estate premiums associated with rail investment can alter the demographic composition of surrounding neighborhoods, and research is finding a link between residential and commercial gentrification, in relation to transit.¹⁵ Both for those who are transit dependent, and to encourage more use of transit, the system must connect people not only to their homes, but to their jobs, community amenities and facilitates and retail that meet their day to day needs. Local businesses and neighborhood amenities, particularly those serving lower income and ethnic minority communities, face displacement pressures when property values and rents rise in the wake of transportation investments. If one is a predictor of the other, we can assume that over time ridership may decrease as a result the combined effects of both forms of gentrification. Supporting these businesses and services increases access to them, which helps to stabilize and enhance these communities while preserving and increasing ridership.

¹⁴ [Who Rides Public Transportation](#)

¹⁵ [Transit-Oriented Development & Commercial Gentrification: Exploring the Linkages](#)

Los Angeles County Metropolitan Transportation Authority



DRAFT Transit Oriented Communities Policy Planning and Programming Committee



May 16, 2018

Policy Development Process

- Policy development required as part of Local Return Guidelines
- **Stakeholder-driven process:**
 - **January** : kick off and brainstorming with PAC and stakeholders
 - **Jan – April:**
 - ✓ 7 PAC Working Group Meetings
 - ✓ PAC check-in and draft review (2 meetings)
 - ✓ Meetings with interested stakeholders
 - ✓ Iterative review with County Counsel
 - ✓ Meetings with targeted internal Metro stakeholders
 - **May 9:** ACT LA Town Hall on TOC Policy and Equity Framework

TOC Definition

Transit Oriented Communities (TOCs) are places (such as corridors and neighborhoods) that, by their design, allow people to drive less and access transit more.

A TOC maximizes equitable access to a multi-modal transit network as a key organizing principle of land use and holistic community development



TOC Policy Goals

1. Increase transportation ridership and choice
2. Stabilize and enhance communities surrounding transit
3. Engage organizations, jurisdictions, and the public
4. Distribute transit benefits to all
5. Capture value created by transit

TOC Activities

- Geographic span defined as “General,” “Within 0-1/2 mile of a station” and “0-3 mile of a station”
- Include affordable housing, local business assistance, neighborhood amenities, grant assistance, land use planning, community engagement, public improvements
 - Metro has a history of programs/projects in each of these areas
- Require a “ transportation nexus” (Attachment B)
- Are permissive but not directive

Key Discussion Points

- TOC is a function of *land use* and *community development*
 - Note: Only municipalities or jurisdictions have land use authority. Metro is seeking to enable and incentivize TOC.
- Affordable Housing – targeted at 60% AMI or below
- How we describe targeted communities and stakeholder groups
- Goals are clear and specific; Activities are broadly defined
- Goals and activities are the first step; implementation and metrics are next

Next Steps

- Refine based on feedback from the Board and stakeholders
- Final Policy presented to Board in June or July
- Within 18 months, return to Board with:
 - TOC Implementation Plan and performance metrics
 - TOC Annual Report



Board Report

File #: 2018-0138, File Type: Plan

Agenda Number: 17.

PLANNING AND PROGRAMMING COMMITTEE MAY 16, 2018

**SUBJECT: METRO BIKE SHARE BUSINESS PLAN AND FARE
STRUCTURE**

ACTION: APPROVE RECOMMENDATION

RECOMMENDATION

CONSIDER:

- A. ADOPTING the new Bike Share Business Plan for Metro Bike Share Program (<http://libraryarchives.metro.net/DPGTL/bikeplans/2018-Bikeshare-Business-Plan.pdf>);
- B. APPROVING new Bike Share fare structure as outlined in Attachment A; and
- C. AUTHORIZING the Chief Executive Officer (CEO) to negotiate future non-title sponsorship agreements.

ISSUE

Staff has developed a new business plan for the Metro Bike Share Program that includes a proposal for a new fare structure. The goal of the new business plan is to increase ridership and develop performance benchmarks to determine future operational adjustments and expansion opportunities. The new Bike Share Business Plan also identifies the creation of a branding position, sponsorship assets, planning and performance monitoring metrics, equity outcomes, new technology, new marketing strategies, and cost analysis and reduction.

In collaboration with existing Metro Bike Share partners, staff recommends a fare structure that is based on system performance, customer feedback, and the current program environment. The proposed fare structure includes: more affordable 1-ride, 1-day, 30-day, and annual passes options; a reduced fare pass for eligible individuals; and transfers via the TAP rewards program for all bus/rail trips accepting TAP, pending TAP integration.

Administration of non-title sponsorships was not identified in the original business plan. Board authorization is requested to allow the CEO to negotiate agreements with potential non-title sponsors on various bike share assets.

BACKGROUND

In January 2014, Board Motion 58 authorized the CEO to procure, contract, and administer a countywide bike share program (Attachment B). With this motion, Metro became the first transportation authority to launch a countywide bike share program. At the time, only the cities of Santa Monica and Long Beach had established publicly-owned bike share systems.

In June 2015, the Board adopted the Metro Bike Share Implementation Plan and awarded a contract to purchase equipment and operate the Metro Bike Share system. In November 2015, the Board approved the fare structure and TAP Bike Share Integration Strategy of the Metro Bike Share Program.

Since the inception of the program, Metro Bike Share has provide Los Angeles County residents with an additional environmentally sustainable transit option that has generated over 400,000 trips and has reduced over 1.1 million pounds of CO₂ gas emissions. In 2017, Phase II expansion was implemented in Pasadena, Port of Los Angeles, and Venice. The proposed Phase III expansion which includes Marina Del Rey, Culver City and the following communities in the City of Los Angeles: Palms, Mar Vista, Playa del Rey, Del Rey, Playa Vista, Expo Park/USC/University Park, Korea town, MacArthur Park/Westlake and Echo Park/Silver Lake will be implemented pending Board approval in 2018.

In the meantime, other privately-owned bike share providers have emerged and have become available to cities in the region at no cost. In order to respond to a competitive business operating environment and to further define Metro Bike Share Program as a transportation solution, a new comprehensive business plan is critical.

DISCUSSION

Bike Share Business Plan

The new Business Plan recommends a new fare structure, addresses sponsorships, defines performance metrics, identifies equity outcomes, discusses and establishes a preferred technology approach, outlines a marketing and outreach strategy, and performs a cost analysis.

- ***Performance Metrics***

Establishing planning and performance monitoring metrics will allow the Metro Bike Share Program to implement and operate a sustainable system meeting the program vision. The system will utilize different operating data including, but not limited to, ridership and user types to determine and make proper operational and implementation adjustments on the program. Metro will work with its partners to optimize each service area by continuously evaluating the system.

Planning steps include identifying interested communities; evaluating bike share readiness; performing a technical analysis on bike share suitability, estimated ridership, bike infrastructure, location, and equity; and prioritizing expansion communities.

Performance monitoring after implementation includes regular evaluations roughly every six months at the station and service area levels. Action items vary in level of intervention as the time in service lengthens.

- *Equity Outcomes*

The program will implement previously-identified recommendations to improve equity for Metro Bike Share. These include mechanisms for non-credit card payment, implementing a low-income rate pass, developing marketing materials with additional languages, locating stations in underserved communities, and providing grass-roots educational outreach.

Additional efforts will be made to develop measurable community outreach strategies and implement equity-based planning and performance metrics into the prioritization and monitoring processes.

- *Technology*

Step 3 of TAP integration, as defined in the TAP Bike Share Integration Strategy, will allow users to purchase Metro Bike Share 1-ride and passes through a TAP account, TAP rewards equivalent to intermodal transfers, and multimodal account management with the goal of providing a seamless user experience. Launching Step 3 will provide centralized reporting functions to staff and a platform to integrate with other bike share systems via the TAP account system.

A comprehensive analysis on bike share equipment technology was performed and identified the preferred strategy of maintaining existing smart dock equipment and expanding the system with newly available smart bike equipment for Phase III and future expansions. Smart bike technology consists of Global Positioning System (GPS) and a TAP card integrated checkout system providing flexibility for users to pick up and drop off in different locations. Primary benefits are flexibility for the user, station siting, and the changing environment and lower capital costs.

- *Marketing and Outreach Strategy*

Past marketing tactics have been analyzed for effectiveness. Initial marketing and outreach tactics were focused on implementation and introduction of the program to the public. Proposed new marketing and outreach strategies have been developed to focus on promoting new trials, retaining repeat usage, widening the user base, and raising levels of awareness, education, and consideration of Bike Share for transportation. Various tactics will be deployed to focus on retention and efficient use of resources. The new strategy is designed to strengthen and define Metro's Bike Share Program as a practical transportation solution that operates as part of the county's transit system.

- *Cost Analysis*

Costs are a major component of long-term program sustainability. Smart bike technology has been identified as the preferred expansion strategy in part due to its lower capital costs. Staff will continue to work closely with the Metro Bike Share operator to reduce ongoing operations and maintenance costs.

New Fare Structure Recommendation

Based on user survey input, partner feedback, equity concerns, and the current operating environment, an assessment was performed on the current fare structure.

The recommended new fare structure addresses the needs expressed in the survey, is more user-friendly, and creates a stronger integration to Metro bus and rail. For example, the 1-Ride fare of Metro Bike Share (\$1.75) is the same as the 1-Ride fare with the Metro bus and rail.

To further integrate Metro Bike Share as part of the countywide transportation system, a “transfer” fare program is recommended. The program will be delivered with Step 3 TAP account integration, tentatively in fall 2018. Staff is recommending a single 1-Ride fare of 30 minutes to be considered as the TAP reward equivalent to “transfer” fare. Transit users will be able to redeem TAP rewards at their discretion and to use Metro Bike Share to connect to their final destination without paying for an additional bike share fare. This will allow Metro Bike Share to function as a true First/ Last Mile service to bus and rail, providing seamless user experience.

To ensure accessibility and equitable outcomes as outlined in the business plan, the recommended fare structure will introduce a new reduced fare option available to Low-Income Fare is Easy (LIFE) participants, delivered as part of TAP account discounts. The reduced fare pass is \$5 a month or \$50 a year.

Below is the recommended new fare structure.

Current Fare Structure			
Walk Up \$3.50/30 minutes	One Day Pass \$7/day	Monthly Pass \$20/month	Flex Pass \$40/year
All trips 30 minutes or less are \$3.50	All trips 30 minutes or less are free	All trips 30 minutes or less are free	All trips 30 minutes or less are \$1.75
\$3.50 per 30 minutes thereafter	\$1.75 per 30 minutes thereafter Limited Time Offer	\$1.75 per 30 minutes thereafter	\$1.75 per 30 minutes thereafter

Recommended Fare Structure			
1-Ride \$1.75/30 minutes	1 - Day Pass \$5/day	30-Day Pass \$17/month	Annual Pass \$150/year
All trips 30 minutes or less are \$1.75	All trips 30 minutes or less are free	All trips 30 minutes or less are free	All trips 30 minutes or less are free
\$1.75 per 30 minutes thereafter	\$1.75 per 30 minutes thereafter	\$1.75 per 30 minutes thereafter	\$1.75 per 30 minutes thereafter

Reduced Fare Pass: \$5/month or \$50/year for eligible seniors, students, disabled/Medicare, and low-income individuals.

Bike Share for Business: 40% off monthly pass.

Bulk Passes: Up to 50% off when you buy single-ride passes in bulk.

The new smart bike fleet has location tracking technology that offers users the flexibility of not having to return their bikes to a Metro Bike Share station at the end of their trip. In order to maximize efficiency and to lower operations and maintenance costs, the program will continue to promote the return of bikes to a designated area or a Metro Bike Share station.

The smart bike fleet shall be put into service beginning with Phase III and continue to expand to other areas served by Metro Bike Share Program. Staff is recommending relocation fees of \$2.00 for users leaving smart bikes outside a Metro Bike Share station and \$20.00 for users leaving smart bikes outside the designated system area. A “return policy” with incentives will be offered to patrons for returning bikes from outside a Metro Bike Share station to any Metro Bike Share station.

Non-title sponsorships are non-naming rights to parts of the Metro Bike Share system. Non-title sponsors may pay for ads on bicycle components, station ad panels, social media, and/or advertising marketed to certain geographic areas. In order to attract more viable sponsors for the Metro Bike Share Program, additional outreach is needed to identify appropriate sponsor match(es) so that each non-title sponsorship opportunity is unique and customized to the needs and goals of the sponsor.

Some of the privately-owned and operated Bike Share systems appearing across Los Angeles County rely on selling data to third parties as part of their business model. Through the development of Metro Bike Share's privacy policy, staff and county counsel researched and determined that monetizing bike share ridership information and/or any other related data is prohibited per the stipulations in the California Streets and Highways Code Section 31490, (https://leginfo.ca.gov/faces/codes_displayText.xhtml?lawCode=SHC&division=17.&title=&part=&chapter=8.&article=), and therefore, selling personally identifiable data are excluded from the proposed business plan. Staff recommends retaining the Metro Bike Share Privacy Policy which adheres to the California Streets and Highways Code.

The Metro Bike Share Business Plan will not have any adverse safety impacts on Metro employees and patrons.

FINANCIAL IMPACT

Adoption and implementation of the new Bike Share Business Plan and fare structure is expected to be revenue neutral. It is anticipated that the new fare structure will increase ridership of Metro Bike Share and transit. Net revenue and cost impacts compared to the existing structure are to be determined.

Impact to Budget

There is no impact to the FY18 budget. If additional funds are required in FY19, we will return to the Board or reallocate funds through the FY19 mid-year budget process.

ALTERNATIVES CONSIDERED

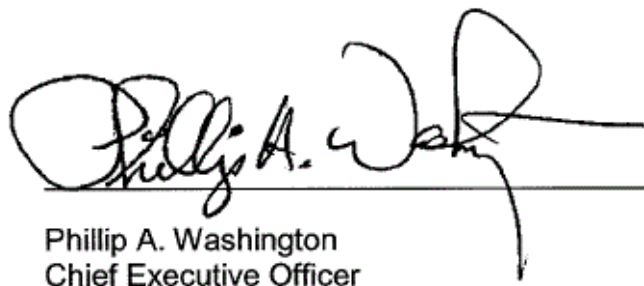
The Board may choose not to adopt the new Bike Share Business Plan, adopt the new fare structure, and/or authorize the CEO to negotiate future non-title sponsorship agreements. This alternative is not recommended, as it does not allow the Bike Share Program to respond to the new operating environment and customer feedback, address equity outcomes, and enhance the program performance, which is not in line with previous Board direction.

NEXT STEPS

Upon adoption, all elements in the business plan for the Metro Bike Share Program will be enacted immediately. The new fare structure will be implemented within 60 days and multi-modal transfers will be activated pending TAP integration. Staff will report back to the Board with updates on implementation of the business plan in spring 2019.

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Phillip A. Washington
Chief Executive Officer



Planning and Programming Committee
May 16, 2018
Legistar File 2018-0138

Metro Bike Share Business Plan

May 2018

Metro Bike Share is Transportation

Total Trips



407,349

Passes Sold



13,522

Calories Burned



29,858,018

Miles Traveled



1,185,389

Emissions Reduced
Pounds of CO₂



1,126,119

60% of users are making first/last mile connections to transit



SHARE

S.W.O.T Analysis

Strengths

- Thorough Planning Process
- TAP Integration
- High Quality Equipment and Maintenance
- Transportation Option
- Consistent Service Performance
- No Bicycle Litter

Weakness

- Lack of bicycle culture
- Price sensitivity who are new to bike share
- Low Market Share
- Limited and Spread Out network

Opportunities

- Phase III expansion
- Implementation of New Technology- SMART Bike
- TAP Integration and Mobile App

Threats

- Potential growth of dockless
- Lack of Revenue Sources
- Consumer confusion



Metro Bike Share

- Organized
- Maintain High Safety and Service Standard
- Mobility Infrastructure
- Integrate with Transit
- Quality Fleet
- Environmental Study
- Strategic locations



Recommended Fare Structure

Recommended Fare Structure

1-Ride \$1.75/30 minutes	1-Day Pass \$5/day	30-Day Pass \$17/month	Annual Pass \$150/year
All trips 30 minutes or less are \$1.75	All trips 30 minutes or less are free	All trips 30 minutes or less are free	All trips 30 minutes or less are free
\$1.75 per 30 minutes thereafter	\$1.75 per 30 minutes thereafter	\$1.75 per 30 minutes thereafter	\$1.75 per 30 minutes thereafter

Free transfers via TAP Rewards available for all bus/rail trips accepting TAP

More Options

Reduced Fare Pass

\$5/month or \$50/year

Bike Share for Business

40% off monthly pass

Bulk Passes

Up to 50% off when you buy single ride passes in bulk



Non-Title Sponsorships



Ryan Seacrest

@RyanSeacrest

Follow

hey @mayorofla, how about that bike ride? Gotta try out one of those new #MetroBikes downtown [Metro.net/bikshare](https://metro.net/bikshare)

RETWEETS
35

LIKES
165



10:35 AM - 7 Jul 2016

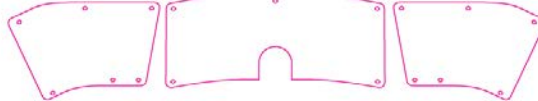
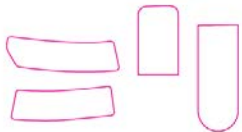
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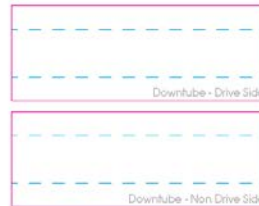
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Front Shroud

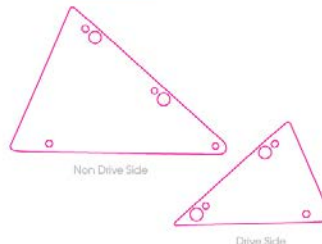
Basket Ad Panel



Frame Mounted Graphics



Down Skirt Guard

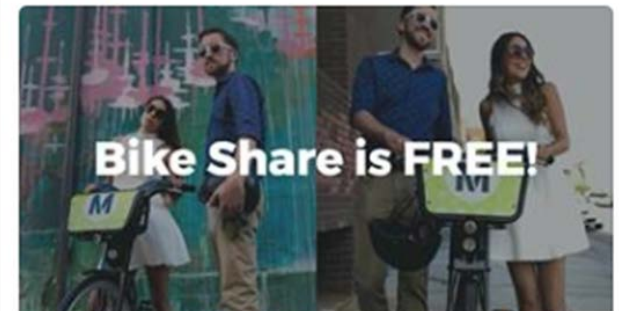


Metro Bike

Sponsored ·



A month of Metro Bike Share for FREE. Sign-up using promo code BIKEMONTH17



Start Riding Today

Offer good from first ride

Sign Up

Technology

Step 3 TAP Integration



Makes possible:

- Multimodal transport accounts
- Transfers across modes
- Senior/ low-income/ student fares across modes

Creates platform for integration with other regional bike share systems.

Smart Bike



- New to fleet in Phase III Expansion
- Flexible for users – dockless option
- TAP access enabled
- Stations provide wayfinding without a smart phone
- Can operate in existing service areas
- Lower capital costs

Performance Metrics

6-8 month
check-in

1

12 month
check-in

2

18 month
check-in

3

24 month
check-in

4

Continual
6 month
check-ins

1

Initial Assessment

- Measure bike share ridership within the jurisdiction
- Identify under-performing stations and review stations for potential improvement

Cursory Intervention

- Measure bike share ridership within the jurisdiction
- If needed, perform cursory interventions to improve ridership
- If needed, identify stations for relocation within jurisdiction

Follow-up Assessment

- Measure bike share ridership within the jurisdiction to assess if interventions or station relocations improved ridership
- If exceeding expectations, evaluate service area and stations for expansion

Detailed Intervention

- Measure bike share ridership within the jurisdiction
- If ridership is still below expectations, evaluate system for termination
- If ridership is exceeding expectations, expand service area and/or stations within the jurisdiction

On-going Assessments

- Continue to measure bike share ridership within the jurisdiction
- Continue to identify under-performing stations and review stations for potential improvement
- Repeat steps 2-4 as needed



Cost Analysis

- Smart bike technology reduces capital costs by approximately 40%
- Step 3 of TAP Integration can create opportunities to reduce O&M costs in administration, reporting, and fees
- Analyzing the effectiveness of marketing efforts to maximize productivity
- Evaluating and adjusting operator service level agreements to meet current needs could result in cost savings

Marketing Campaign

Messaging/Strategies will be focused on:

- Bike Share as a form of transportation
- Target audience and identify market share
- Focus on increase ridership
- Message new fare structure
- Rebranding to appeal to Metro's transit users

Tactics

- Program and Promos
- Events
- Digital & Print Communications
- Social Media



Marketing Campaign

Ride
for
\$1.75





Metro

Board Report

File #: 2017-0925, **File Type:** Contract

Agenda Number:

PLANNING AND PROGRAMMING COMMITTEE MAY 16, 2018

SUBJECT: METRO BIKE SHARE PHASE 3 EXPANSION

ACTION: APPROVE RECOMMENDATIONS

RECOMMENDATION

AUTHORIZE the:

A. Chief Executive Officer (CEO) to exercise options and execute Modification No. 7 to Contract No. PS272680011357 with Bicycle Transit Systems, Inc. (BTS) to activate Metro Bike Share Phase III Expansion, in the not-to-exceed (NTE) amount of \$35,477,704 (for capital costs, pre-launch activities, and on-going operations and maintenance), increasing the total contract value from \$54,402,988 to \$89,880,692, to the following areas:

- Culver City
- Marina del Rey
- West Los Angeles
- Downtown Los Angeles Expanded

B. Phase III Expansion Life of Project (LOP) budget of \$10.5M; and

C. CEO to negotiate and execute a Memorandum of Understanding (MOU)/MOU amendment to set the terms of fiscal and administrative responsibility, as described in the Board Report dated January 14, 2015 (accessed at http://media.metro.net/board/items/2015/01_january/20150114p&pitem25.pdf), with the City of Los Angeles, Culver City, and Marina del Rey to expand the Metro Bike Share Program to the following areas:

1. Echo Park/Silver Lake, Koreatown, MacArthur Park/Westlake, and Palms/Mar Vista/Playa del Rey/Playa Vista/Del Rey and the inclusion of the two stations awarded 2016 Affordable Housing and Sustainable Communities (AHSC) grant funding (document found at <http://libraryarchives.metro.net/DPGTL/AHSC/2016-AHSC-Grant-Award-Notice.pdf>)
2. Culver City
3. Marina del Rey

ISSUE

At the June 2015 meeting, the Board awarded a contract to BTS for the provision of equipment, installation, maintenance, and operation of the Metro Bike Share Program. The contract includes phases for expanding bike share to other cities throughout the County, to be exercised upon Board authorization. The Board authorized expansion to Pasadena, the Port of Los Angeles, and Venice at the October 2016 meeting. Board authorization is needed to exercise phases within the contract to expand the downtown Los Angeles service area, West Los Angeles, Culver City, and Marina Del Rey.

The system expansion will add convenience for patrons and will augment ridership for Metro Bike Share and connections to transit. Staff has been coordinating with City of LA, Culver City, and Marina Del Rey in preparation for this next expansion phase.

In October 2016 two projects located in the current Metro Bike Share service area in downtown Los Angeles were awarded AHSC grant funding. These two projects included a Metro Bike Share station in their respective proposals. In order to exercise phases within the BTS contract to purchase, install and operate these stations, Board authorization is necessary. Reimbursement through the AHSC project sponsors will be provided at \$160,000 per station.

DISCUSSION

In January 2014, the Board authorized the CEO to procure, contract, and administer the Metro Bike Share Program through Motion 58. In January 2016, the Metro Bike Share program was initiated and subsequently expanded to Pasadena, Port of LA, and Venice in 2017.

Phase III Expansion

Metro staff has been working closely with staff from City of Los Angeles, Culver City and Marina Del Rey in preparation for Phase III Expansion to these areas.

- *Culver City*

In June 2017, the Culver City Council approved and reserved budget for Metro Bike Share Expansion. Metro Bike Share provides first/last mile connections between origins and destination in this community and the Culver City Expo Station. The City is working on its last items in the 2010 Bicycle & Pedestrian Action Plan and anticipates the implementation of new bicycle network connections near the Culver City Transit Center in summer 2018. A new Bicycle and Pedestrian Action Plan setting future goals and action items designed to support the introduction of bike share is currently under development. In March 2017, Culver City completed a Bike Share Feasibility Study recommending 280 bicycles and approximately 28 stations within the City boundary. Launch is anticipated in fall 2018.

- *Marina Del Rey*

Directly adjacent to Venice, the highest performing Metro Bike Share service area, Marina Del Rey is home to a portion of the heavily used Marvin Braude Bike Trail, connecting this community to Venice and several other beach communities that embrace bicycling. In spring

2017, Marina Del Rey approved and reserved budget for Metro Bike Share Expansion in FY18. As part of the Metro Countywide Feasibility Study, approximately 77 bicycles and 11 stations are recommended for this area. Launch is anticipated in fall 2018.

- *West Los Angeles*

Palms and Mar Vista are a natural extension of Culver City and a bridge to Venice and Marina Del Rey. Bike share suitability is high and moderately-high in these areas. City of Los Angeles has expressed strong interest in expanding Metro Bike Share to these communities and City Council action took place in April 2018. If City of Los Angeles budgeting allows, the expansion will include Playa del Rey, Playa Vista, and/or Del Rey. As part of the Metro Countywide Feasibility Study, approximately 700 bicycles and 79 stations are recommended for this area. Launch is anticipated in fall 2018.

- *Downtown Los Angeles Expansion*

The largest Metro Bike Share service area is downtown Los Angeles with 61 stations and approximately 700 bicycles. Contiguous expansion offers great benefits for users. Expansion is proposed to Echo Park/Silver Lake, Koreatown, and MacArthur Park/Westlake, which have high bike share suitability. City of Los Angeles has expressed strong interest in expanding Metro Bike Share to these communities and City Council action took place in April 2018. As part of the Metro Countywide Feasibility Study, approximately 696 bicycles and 79 stations are recommended for this area. Launch is anticipated in mid-2019. The service area will immediately expand to the Expo Park/University Park/USC by relocating low performing stations from the downtown Los Angeles service area. Additionally, a Greenhouse Gas Reduction Fund (GGRF) has been awarded to fund the capital cost for further expansion in this service area pending California Transportation Commission (CTC) allocation in June 2018.

Affordable Housing and Sustainable Communities Grant

In January 2016, the Board approved the Strategy for the AHSC Program, including authorization for staff to include Metro-specific components. The component menu included Metro Bike Share stations valued at \$160,000 for capital costs and two years of operations and maintenance costs.

The Skid Row Housing Trust and Deep Green Housing applied for AHSC grant funding in March 2016 that included a Metro Bike Share station in the project proposals for Six Four Nine Lofts and 7th and Witmer Apartments, respectively. Both projects are located in the current Metro Bike Share service area in downtown Los Angeles and were awarded AHSC grant funding in October 2016. A Term Sheet was developed describing the roles and responsibilities of the project sponsor, LADOT, and Metro in carrying out the projects.

In order to exercise phases within the BTS contract to purchase, install and operate these stations, Board authorization is necessary. These awards will add 20 bicycles and 2 stations to the downtown Los Angeles system.

Non-Metro Bike Share Programs

Non-Metro Bike Share programs are currently operating in Los Angeles County. While Metro staff will continue to coordinate with cities and partner agencies that host these programs, Metro will not develop regulations on their operations.

DETERMINATION OF SAFETY IMPACT

The Metro Countywide Bike Share expansion will not have any adverse safety impacts on Metro employees and patrons.

FINANCIAL IMPACT

The proposed Modification to Contract No. PS272680011357 with BTS for the Metro Countywide Bike Share Phase III Expansion increases the total contract value from \$54,402,988 to \$89,880,692. Attachment C reflects the Expenditure and Funding Plan for Phase III Expansion. Capital costs are split 50%/50% between Metro and Bike Share Partners; pre-launch activities, operations and maintenance are split 35%/65% between Metro and Bike Share Partners. This funding will be partially restored to the general funds with partner-share reimbursements as indicated above and in the Expenditure and Funding Plan. The revenues projected from user fees and potential sponsorship may reduce Metro's funding responsibility.

This request shall establish Metro Bike Share Phase III LOP by \$10.5M for capital and pre-launch operations and maintenance, under a new project number.

Impact to Budget

Funding for Metro's share will include allocations from user fees, PC 25%, and Measure M 2%, and Bike Share Partner reimbursement which includes 50% for capital costs and 65% for pre launch activities, operations and maintenance.

Capital costs, pre-launch activities, and on-going maintenance and operation funding is included as a placeholder in FY19 budget. Funds will be redistributed to the appropriate newly developed project number upon Board approval.

Since this is a multi-year contract, the cost center manager and Chief Planning Officer will be responsible for budgeting the cost in future years, including any future phases(s) the Board authorizes to be exercised.

ALTERNATIVES CONSIDERED

The Board may choose not to adopt the new Bike Share Business Plan, adopt the revised fare structure, and/or exercise the contract phases. This alternative is not recommended, as it does not allow the Bike Share Program to respond to past performance, customer feedback, and current conditions and is not in line with previous Board direction.

NEXT STEPS

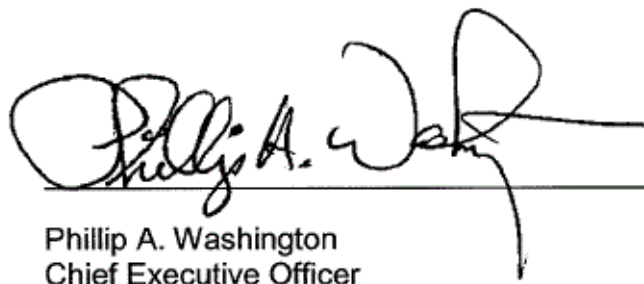
Upon approval by the Board, staff will negotiate and execute Modification No. 7 to Contract No. PS272680011357 with BTS for Phase III Bike Share Expansion and the listed MOUs will be amended / executed with the respective partner agencies.

ATTACHMENTS

Attachment A - Procurement Summary
Attachment B - Contract Modification/Change Order Log
Attachment C - Funding and Expenditure Plan
Attachment D - DEOD Summary

Prepared by: Basilia Yim, Senior Manager, Transportation Planning, Countywide Planning & Development, (213) 922-4063
Dolores Roybal-Saltarelli, Senior Director, Countywide Planning & Development, (213) 922-3024
Frank Ching, DEO, Countywide Planning & Development, (213) 922-3033

Reviewed by: Therese W. McMillan, Chief Planning Officer, (213) 922-7077
Reviewed by: Debra Avila, Chief Vendor/Contract Management Officer, (213) 418-3051



Phillip A. Washington
Chief Executive Officer

PROCUREMENT SUMMARY

METRO BIKE SHARE PHASE 3 EXPANSION / PS272680011357

1.	Contract Number: PS272680011357			
2.	Contractor: Bicycle Transit Systems, Inc.			
3.	Mod. Work Description: Expand and activate Phase III and incorporate new technology (smart bike).			
4.	Contract Work Description: Metro Bike Share Program			
5.	The following data is current as of: 5/2/18			
6.	Contract Completion Status		Financial Status	
	Contract Awarded:	7/24/15	Contract Award Amount:	\$11,065,673 Pilot Phase I – DTLA
	Notice to Proceed (NTP):	7/31/15	Total of Modifications Approved:	\$43,337,315
	Original Complete Date:	Phase I 7/31/17 Phases II - V 7/29/22	Pending Modifications (including this action):	\$35,477,704
	Current Est. Complete Date:	7/29/22	Current Contract Value (with this action):	\$89,880,692
7.	Contract Administrator: Lily Lopez		Telephone Number: (213) 922-4639	
8.	Project Manager: Basilia Yim		Telephone Number: (213) 922-4063	

A. Procurement Background

This Board Action is to approve Contract Modification No. 7 issued in support of the Metro Bike Share Program to expand and maintain the current system as follows:

- **Culver City:** Activate the schedule for implementation by installing three smart bike kiosks, 28 smart bike stations, 476 smart bike docks and 280 smart bikes in the amount of \$5,092,657.
- **Marina Del Rey:** Activate the schedule for implementation by installing six smart bike kiosks, 11 smart bike stations, 131 smart bike docks and 77 smart bikes in the amount of \$1,846,616.
- **Venice – modification of existing equipment:** Relocation of existing 2.0 equipment from Venice to DTLA that includes 15 smart bike kiosks, 15 smart bike stations, 204 smart bike docks and 0 smart bikes in the amount of \$482,566.
- **Palms/Mar Vista/Playa del Rey/Playa Vista/Del Rey and Venice:** Activate the schedule for implementation by installing 38 smart bike kiosks (includes 15 for Venice), 79 smart bike stations (includes 15 for Venice), 960 smart bike docks

and 700 smart bikes (165 smart bikes allocated to Venice) in the amount of \$14,912,097.

- **Expo Park/USC/ University Park, Koreatown, MacArthur Park/Westlake, Echo Park/Silver Lake:** Activate the schedule for implementation by installing 26 smart bike kiosks, 81 smart bike stations, 1,217 smart bike docks and 716 smart bikes in the amount of \$13,143,768.

This Contract Modification was processed in accordance with Metro's Acquisition Policy and the contract type is a firm fixed price.

On June 25, 2015, the Board awarded Contract No. PS272680011357 to Bicycle Transit Systems, Inc. for the equipment, installation and operations of the Metro Bike Share Phase I Pilot in the amount of \$11,065,673 for a two-year period. The contract included five phases for expanding the Bike Share program to other cities throughout the county upon Board approval. Phases II to V, as identified in that Board report, were to be brought back to the Board for approval after successful completion and operation of Phase I.

On October 27, 2016 the Board approved Contract Modification No. 4 to activate the schedule for the implementation and operation of the Metro Bike Share expansion in Downtown Los Angeles for an additional five years, and in Venice, Pasadena, and the Port of Los Angeles for six years in the firm fixed amount of \$42,618,583.

Refer to Attachment B – Contract Modification/Change Order Log for modifications issued to date.

B. Cost

The final negotiated amount will comply with all requirements of Metro's Acquisition Policy and Procedure, in conjunction with an in process audit being performed by Metro's Management and Audit Services Department (MASD), a technical analysis, an independent cost estimate, negotiations, and a cost analysis to determine a fair and reasonable price before the Modification is executed.

Proposal Amount	Metro ICE	NTE Amount
\$36,502,952	\$31,415,482	\$35,477,704

CONTRACT MODIFICATION/CHANGE ORDER LOG

METRO BIKE SHARE PHASE 3 EXPANSION / PS272680011357

Mod. No.	Description	Status (approved or pending)	Date	Amount
1	Addition of Sponsorship Broker Agreement	Approved	12/30/15	\$0
2	Additional Support for Phase I – Downtown Los Angeles	Approved	06/06/16	\$108,656
3	Addition of 2 Subcontractors	Approved	07/07/16	\$0
4	Extend Phase I (Downtown Los Angeles Pilot), expand and accelerate Phase II (Pasadena) and Phase III (Venice and Port of Los Angeles)	Approved	11/7/16	\$42,618,583
5	Update Exhibit A-1 Milestone Payment Schedule	Approved	3/22/17	\$0
6	Addition of TAP Integration	Approved	5/31/17	\$610,076
7	Extend and Exercise Phase III Options (Culver City, Marina del Rey, West Los Angeles, Downtown Los Angeles expanded)	Pending		\$35,477,704
	Modification Total:			\$78,815,019
	Original Contract:			\$11,065,673
	Total:			\$89,880,692

ATTACHMENT C

BIKE SHARE FUNDING & EXPENDITURE PLAN

	Year 3 FY18	Year 4 FY19	Year 5 FY20	Year 6 FY21	Year 7 FY22	Grand Total
CULVER CITY						
Capital Costs						
Metro Contribution (50%)	\$ 266,814	\$ 266,814	\$ -	\$ -	\$ -	\$ 533,628
Culver City Contribution (50%)	\$ 266,814	\$ 266,814	\$ -	\$ -	\$ -	\$ 533,628
Total	\$ 533,628	\$ 533,628	\$ -	\$ -	\$ -	\$ 1,067,256
Pre-Launch Operations & Maintenance						
Metro Contribution (35%)	\$ 35,067	\$ 105,200	\$ -	\$ -	\$ -	\$ 140,266
Culver City Contribution (65%)	\$ 65,124	\$ 195,371	\$ -	\$ -	\$ -	\$ 260,494
Total	\$ 100,190	\$ 300,570	\$ -	\$ -	\$ -	\$ 400,760
On-going Operations & Maintenance						
Metro Contribution (35%)		\$ 271,534	\$ 322,588	\$ 332,266	\$ 342,234	\$ 1,268,623
Culver City Contribution (65%)		\$ 504,278	\$ 599,093	\$ 617,065	\$ 635,577	\$ 2,356,013
Total		\$ 775,812	\$ 921,681	\$ 949,331	\$ 977,811	\$ 3,624,636
Grand Total	\$ 633,818	\$ 1,610,010	\$ 921,681	\$ 949,331	\$ 977,811	\$ 5,092,652

	Year 3 FY18	Year 4 FY19	Year 5 FY20	Year 6 FY21	Year 7 FY22	Grand Total
MARINA DEL REY						
Capital Costs						
Metro Contribution (50%)	\$ 97,362	\$ 97,362	\$ -	\$ -	\$ -	\$ 194,724
Marina del Rey Contribution (50%)	\$ 97,362	\$ 97,362	\$ -	\$ -	\$ -	\$ 194,724
Total	\$ 194,724	\$ 194,724	\$ -	\$ -	\$ -	\$ 389,448
Pre-Launch Operations & Maintenance						
Metro Contribution (35%)	\$ 13,139	\$ 39,416	\$ -	\$ -	\$ -	\$ 52,555
Marina del Rey Contribution (65%)	\$ 24,400	\$ 73,201	\$ -	\$ -	\$ -	\$ 97,601
Total	\$ 37,539	\$ 112,617	\$ -	\$ -	\$ -	\$ 150,156
On-going Operations & Maintenance						
Metro Contribution (35%)		\$ 91,019	\$ 118,553	\$ 122,110	\$ 125,773	\$ 457,454
Marina del Rey Contribution (65%)		\$ 169,034	\$ 220,170	\$ 226,775	\$ 233,578	\$ 849,558
Total		\$ 260,053	\$ 338,723	\$ 348,885	\$ 359,351	\$ 1,307,012
Grand Total	\$ 232,263	\$ 567,394	\$ 338,723	\$ 348,885	\$ 359,351	\$ 1,846,616

	Year 3 FY18	Year 4 FY19	Year 5 FY20	Year 6 FY21	Year 7 FY22	Grand Total
DOWNTOWN LOS ANGELES EXPANSION						
Capital Costs						
Metro Contribution (50%)		\$ 761,633	\$ 761,633	\$ -	\$ -	\$ 1,523,266
City of Los Angeles Contribution (50%)		\$ 761,633	\$ 761,633	\$ -	\$ -	\$ 1,523,266
Total		\$ 1,523,266	\$ 1,523,266	\$ -	\$ -	\$ 3,046,532
Pre-Launch Operations & Maintenance						
Metro Contribution (35%)		\$ 99,769	\$ 299,307	\$ -	\$ -	\$ 399,076
City of Los Angeles Contribution (65%)		\$ 185,285	\$ 555,856	\$ -	\$ -	\$ 741,141
Total		\$ 285,054	\$ 855,163	\$ -	\$ -	\$ 1,140,217
On-going Operations & Maintenance						
Metro Contribution (35%)		\$ -	\$ 1,014,254	\$ 1,044,681	\$ 1,076,022	\$ 3,134,957
City of Los Angeles Contribution (65%)		\$ -	\$ 1,883,614	\$ 1,940,123	\$ 1,998,326	\$ 5,822,063
Total		\$ -	\$ 2,897,868	\$ 2,984,804	\$ 3,074,348	\$ 8,957,020
Grand Total	\$ -	\$ 1,808,320	\$ 5,276,297	\$ 2,984,804	\$ 3,074,348	\$ 13,143,769

	Year 3 FY18	Year 4 FY19	Year 5 FY20	Year 6 FY21	Year 7 FY22	Grand Total
WEST LOS ANGELES EXPANSION						
Capital Costs						
Metro Contribution (50%)	\$ 794,607	\$ 794,607	\$ -	\$ -	\$ -	\$ 1,589,214
City of Los Angeles Contribution (50%)	\$ 794,607	\$ 794,607	\$ -	\$ -	\$ -	\$ 1,589,214
Total	\$ 1,589,214	\$ 1,589,214	\$ -	\$ -	\$ -	\$ 3,178,428
Pre-Launch Operations & Maintenance						
Metro Contribution (35%)	\$ 99,067	\$ 297,201	\$ -	\$ -	\$ -	\$ 396,269
City of Los Angeles Contribution (65%)	\$ 183,982	\$ 551,946	\$ -	\$ -	\$ -	\$ 735,927
Total	\$ 283,049	\$ 849,147	\$ -	\$ -	\$ -	\$ 1,132,196
On-going Operations & Maintenance						
Metro Contribution (35%)		\$ 767,298	\$ 1,006,863	\$ 1,037,069	\$ 1,068,181	\$ 3,879,412
City of Los Angeles Contribution (65%)		\$ 1,424,983	\$ 1,869,889	\$ 1,925,985	\$ 1,983,765	\$ 7,204,622
Total		\$ 2,192,281	\$ 2,876,752	\$ 2,963,055	\$ 3,051,946	\$ 11,084,034
Total West Los Angeles Expansion	\$ 1,872,263	\$ 4,630,642	\$ 2,876,752	\$ 2,963,055	\$ 3,051,946	\$ 15,394,658

PHASE 3 EXPANSION TOTALS						
Capital Costs	\$ 2,317,566	\$ 3,840,832	\$ 1,523,266	\$ -	\$ -	\$ 7,681,664
Pre-Launch Operations & Maintenance	\$ 420,778	\$ 1,547,388	\$ 855,163	\$ -	\$ -	\$ 2,823,329
On-going Operations & Maintenance	\$ -	\$ 3,228,146	\$ 7,035,024	\$ 7,246,075	\$ 7,463,457	\$ 24,972,702
Grand Total	\$ 2,738,344	\$ 8,616,366	\$ 9,413,453	\$ 7,246,075	\$ 7,463,457	\$ 35,477,695

DEOD SUMMARY

METRO BIKE SHARE PHASE 3 EXPANSION / PS272680011357

A. Small Business Participation

Bicycle Transit Systems, Inc. (BTS) made a 22.37% DBE commitment. The project is 34% complete. Current DBE participation is 15.73%, representing a shortfall of 6.64%. BTS explained that their shortfall is due to a recent expansion in 2017, which included non-DBE equipment purchases. In September 2016, BTS had a 14.52% DBE shortfall as a result of these equipment purchases.

BTS explained that it is anticipated that DBE participation will increase as staffing requirements are fulfilled this year. According to BTS' forecast, their DBE participation is expected to exceed their current commitment.

Small Business Commitment	22.37% DBE	Small Business Participation	15.73% DBE
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	DBE Subcontractors	Ethnicity	% Committed	Current Participation¹
1.	Accel Employment Services	Asian Pacific American	15.28%	9.59%
2.	BikeHub	Asian Pacific American	5.48%	3.29%
3.	Toole Design Group, LLC	Caucasian Female	0.93%	1.51%
4.	Say Cargo Express	Hispanic American	0.68%	1.33%
5.	Delphin Computer Supply	Caucasian Female	Added	0.01%
Total			22.37%	15.73%

¹Current Participation = Total Actual amount Paid-to-Date to DBE firms ÷ Total Actual Amount Paid-to-date to Prime.

B. Living Wage and Service Contract Worker Retention Policy Applicability

The Living Wage and Service Contract Worker Retention Policy (LW/SCWRP) is not applicable to this Contract.

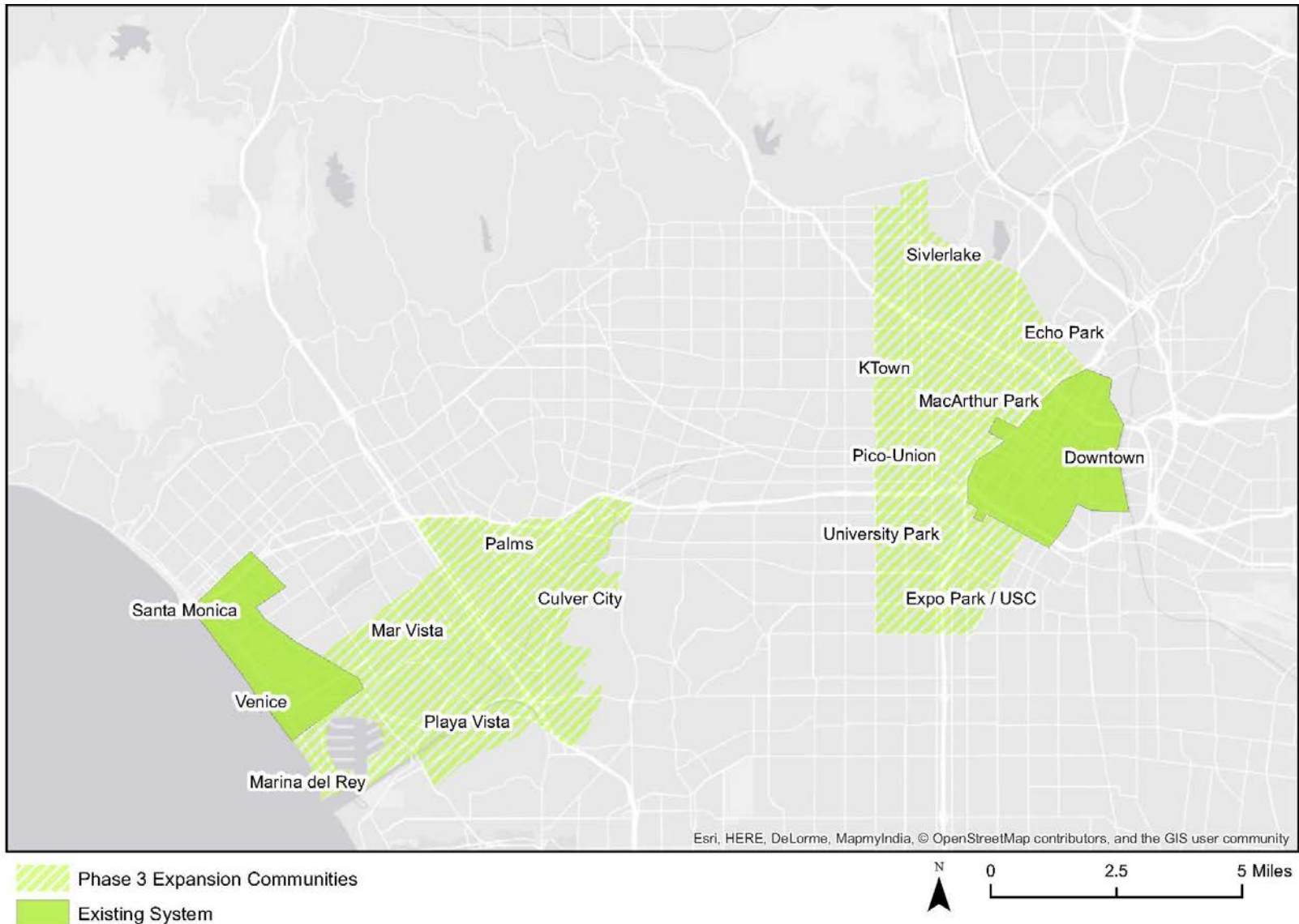
C. Prevailing Wage Applicability

Prevailing Wage requirements are applicable to this project. DEOD will continue to 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.

Anticipated Phase III Expansion Areas





Board Report

File #: 2018-0108, File Type: Contract

Agenda Number: 32.4

REVISED
PLANNING AND PROGRAMMING COMMITTEE
MAY 16, 2018

**SUBJECT: LA RIVER BIKE PATH GAP CLOSURE PROJECT
TECHNICAL SERVICES**

ACTION: APPROVE RECOMMENDATIONS

RECOMMENDATION

AUTHORIZE the Chief Executive Officer (CEO) to:

- A. AWARD AND EXECUTE an 88-month, firm fixed price Contract No. AE47795000 with CH2M Hill, Inc. for \$45,891,279 for Los Angeles River Bike Path Gap Closure Project Technical Services (Project), subject to resolution of protest(s), if any;
- B. APPROVE Contract Modification Authority (CMA) specific to and execute modifications for Contract No. AE47795000 in the amount of \$6,883,692 (15%) to support the cost of unforeseen issues that may arise during the course of the Contract; and
- C. NEGOTIATE and enter into a Memorandum of Understanding (MOU) with Los Angeles County Department of Public Works (LACDPW) for construction management and delivery of the Project with an option for final design; and
- D. NEGOTIATE and enter into a Cooperative Agreement with the City of Los Angeles, the City of Vernon, and LACDPW.

ISSUE

In response to the June 2014 Board motion (Attachment C), the Los Angeles River Bike Path Gap Closure Feasibility Study was completed and presented to the Metro Board in 2016. The Study found that the Project is feasible and would help serve the transportation needs of communities neighboring the Project Area (Attachment D) as well as provide a regionally significant active transportation corridor.

To deliver the Project and create a continuous 32-mile grade-separated Class I bikeway, staff recommends awarding Contract No. AE47795000 with CH2M Hill, Inc. for \$45,891,279. Because unforeseen circumstances may arise as the project develops, but are not known at this conceptual

stage, staff recommends 15% CMA. Executing an MOU with LACDPW will allow Metro to define final project delivery responsibilities as Metro advances the project through environmental clearance and design.

DISCUSSION

Background

The Project will create a bicycle and pedestrian path along an eight (8)-mile stretch of the Los Angeles River from Elysian Valley through downtown Los Angeles to the City of Vernon, closing the largest remaining continuous gap of the LA River Bike Path. By connecting two existing segments of the path, the Project will provide a seamless 32-mile grade-separated regional corridor for walking and bicycling from Long Beach to the San Fernando Valley along the LA River.

The Project area has a population of over 200,000 people within 3 miles of the Project corridor and this area qualifies as a disadvantaged community based on the median household income. Community members within the project area routinely walk or bike as their primary means of transportation at rates much higher than the rest of the county. The Project would offer a backbone for a more complete active transportation network of separated and protected infrastructure.

The Project has been identified as a regionally-significant walking and bicycling infrastructure project by Metro and other jurisdictions and was listed in the Measure M expenditure plan with a FY 2023 groundbreaking date. The Project has also been identified in the “Twenty-Eight by ’28 Initiative”. The Project, also known as “LA River Waterway & System Bike Path” is funded by \$365M in the Measure M Ordinance and Expenditure Plan.

Contract Work and Structure

The contract work includes environmental review and clearance under the National Environmental Policy Act (NEPA) and the California Environmental Quality Act (CEQA). The work facilitates coordination with and approval from the US Army Corps of Engineers (USACE) and other appropriate agencies, as well as obtaining any and all permits needed to construct the Project. Engineering design and specifications shall be developed in concert with the environmental review process to a level sufficient to secure environmental clearance and develop a project definition. The work also includes technical support to the Outreach Contractor (procured through separate Metro contract).

The contract is divided into four (4) phases with separate notices to proceed (NTP) for each phase to be executed at Metro’s discretion.

- Phase 1 - Metro led - Technical Studies and Conceptual Design
 - A) Technical studies to identify design challenges to the alignment
 - B) Completion of Conceptual Design (15% Design Drawings)
- Phase 2 - Metro led - Environmental Documentation/ Clearance and Design Development
 - A) Draft Environmental Impact Statement/Draft Environmental Impact Report (DEIS/DEIR) and 30% Design

B) Final Environmental Impact Statement/Final Environmental Impact Report (FEIS/FEIR) and 60% Design

- Phase 3 - Metro or LACDPW led - Final Design and Permits
 - A) Construction Documents and associated specifications and details
 - B) Secure all necessary permits
 - C) Finalize all right-of-way acquisition/easements
- Phase 4 - LACDPW led - Construction Support
 - A) Construction contract procurement (under a separate procurement)
 - B) Design support during construction
 - C) As-built drawings

This contract adopts a phased approach as work done in each previous phase would inform the level of effort and resources needed to complete the next phase. The phased approach allows Metro the flexibility to adjust management strategies and resources allocated to the Project based on information learned during project development. This was crafted to meet the permit requirements of the USACE which includes at least 60% design development and complete environmental clearance before permits may be issued. The Contract will be managed by Metro Countywide Planning and Development Department leading Phases 1-2. Prior to entering into Phase 3, a decision will be made as to whether Metro or LACDPW will perform final design. Phase 4 contemplates LACDPW as the lead agency. When the Project is transitioned to LACDPW as the lead, Metro would retain review and approval rights as the sponsoring agency for the Project including but not limited to disbursement of Project funding, review and approval of design work(if LACDPW performs final design) to ensure that environmental and design commitments are maintained, review and approval for construction change orders, and resolution of potential multi-jurisdictional or third party disputes.

A Project Steering Committee comprised of a representative from each of the four public agencies will participate in reviewing key deliverables and the community engagement process. This body will meet at least monthly to guide design intent and integrity through all phases of project development and delivery. In addition an Advisory Group of stakeholder organizations and area elected representatives will provide input to the Steering Committee.

A Cooperative Agreement between Metro, the Cities of Los Angeles and Vernon, and LACDPW will be established to facilitate collaboration and supportive roles through all phases.

A separate, concurrent contract will be executed through the Communications Bench in June 2018 for Outreach services. The Outreach Contractor will be responsible for interfacing with the residents, employees, students, and businesses in and around the Project Area to ensure that stakeholder communities have the opportunity to participate in an inclusive design process. In addition to facilitating communication with the Technical design team, the Outreach Contractor will facilitate Advisory Committees to inform the work of the Steering Committee. Following the Metro Equity Platform Framework, the Outreach Contractor will work with Metro and partner agencies to engage with Community Based Organizations. The goal of the Outreach effort is to allow the Project to meet

the transportation needs of the indigenous Project Area communities for access to opportunity.

Project Delivery

The MOU between Metro and LACDPW will define roles and responsibilities for the delivery of the Project but would not supersede any design directive by the Metro Board. By executing an MOU with LACDPW, Metro would allow for the transfer to LACDPW the management of project delivery as well as the responsibility for procuring and managing a contractor to build the Project. A Project delivery method has not yet been selected and will be determined during Phase 2 once sufficient Project information is known and risks are better defined. Lead management of the Technical Contract may be transferred during or after Phase 3, should LACDPW-led delivery of the Project be determined as an appropriate means to reduce risk as information becomes available during project development.

LACDPW has constructed sections of Class I bikeway along the river outside of the Project Area, giving LACDPW several decades of experience in providing infrastructure for walking and bicycling in Los Angeles County. LACDPW administers the Los Angeles County Flood Control District which holds the easements through which much of the Los Angeles River flows and as such, has extensive experience coordinating with USACE.

The City of Los Angeles has expressed interest in delivering an approximately 1000-foot segment of the Project in coordination with the Sixth St PARC Project. Staff is engaged in MOU negotiations with the City of Los Angeles and will return to the Board at a later date once the terms of the agreement are finalized.

The ownership, operation, and maintenance of the Project would be determined during Phase 2 in collaboration with LACDPW, the cities of Los Angeles and Vernon, and the USACE.

DETERMINATION OF SAFETY IMPACT

These actions will not have any impact on the safety of our customers and/or employees because this project is at the study phase.

FINANCIAL IMPACT

The FY 2019 proposed budget includes \$2.5 million in Cost Center 4310 (Systemwide Team 1), Project 405303 (LA River Bike Path). 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 funding source for this project is Measure M Active Transportation 2%, 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 year of FY2023.

NEXT STEPS

Upon Board approval, staff will execute Contract No. AE47795000 with CH2M Hill, Inc. to initiate environmental clearance and design work.

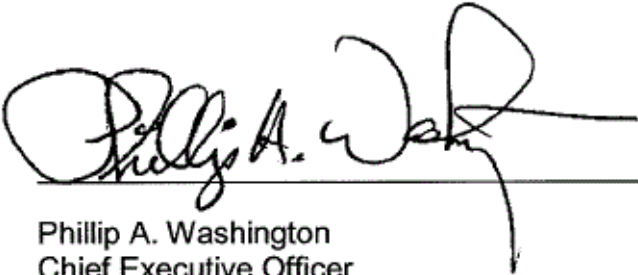
Staff will report back to the Board at significant Project development milestones, including at 15%, 30%, and 60% complete design levels.

ATTACHMENTS

Attachment A - Procurement Summary
Attachment B - DEOD Summary
Attachment C - Metro Board Motion 67 (June 2014)
Attachment D - Project Map

Prepared by: Julia Salinas, Manager, Countywide Planning & Development, (213) 922-7413
Laura Cornejo, DEO, Countywide Planning & Development, (213) 922-2885
David Mieger, EO, Countywide Planning & Development, (213) 922-3040
Manjeet Ranu, SEO, Countywide Planning & Development, (213) 418-3157

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

LA RIVER BIKE PATH GAP CLOSURE PROJECT TECHNICAL
SERVICES/AE47795000

1.	Contract Number: AE47795000	
2.	Recommended Vendor: CH2M HILL, INC	
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: November 1, 2017	
	B. Advertised/Publicized: November 6, 2017	
	C. Pre-Proposal Conference: November 14, 2017	
	D. Proposals Due: December 18, 2017	
	E. Pre-Qualification Completed: March 30, 2018	
	F. Conflict of Interest Form Submitted to Ethics: January 4, 2018	
	G. Protest Period End Date: May 18, 2018	
5.	Solicitations Picked up/Downloaded: 138	Proposals Received: 5
6.	Contract Administrator: Lily Lopez	Telephone Number: (213) 922-4639
7.	Project Manager: Julia Salinas	Telephone Number: (213) 922-7413

A. Procurement Background

This Board Action is to approve Contract No. AE47795000 issued in support of regional Project to perform environmental review and clearance under the National Environmental Policy Act (NEPA) and the California Environmental Quality Act (CEQA), and to develop engineering design and specifications in concert with the environmental review process to a level sufficient to prepare the LA River Bike Path Gap Closure Project for construction. Board approval of contract award is 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 with an SBE goal of 25% and a 3% DVBE goal and is subject to Metro's SBE/DVBE Contracting Outreach and Mentoring Plan (COMP).

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

- Amendment No. 1, issued on November 16, 2017, provided revised documents related to the Scope of Services.

A pre-proposal conference was held on November 14, 2017, and was attended by 81 participants representing 58 firms. During the solicitation phase, 22 questions were asked and responses were released prior to the proposal due date.

A total of 138 firms downloaded the RFP and were included in the planholders list. A total of five proposals were received on December 18, 2017.

B. Evaluation of Proposals

A Proposal Evaluation Team (PET) consisting of staff from Metro's Countywide Planning and Systems Engineering Departments, City of Los Angeles and City of Vernon 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 the Team (Prime and Subcontractors) | 35% |
| • Project Understanding/Approach and Management Plan | 35% |
| • Innovative and Creative Approaches for Implementation | 26% |
| • SBE/DVBE Contracting Outreach and Mentor Protégé | 4% |

The evaluation criteria is appropriate and consistent with criteria developed for other, similar Architectural and Engineering (A&E) procurements. Several factors were considered when developing these weights, giving the greatest importance to both the skills and experience of the team and project understanding/approach and management plan. 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.

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

1. CH2M HILL, Inc. (CH2M)
2. Parsons Transportation Group Inc. (Parsons)
3. Stantec Consulting Services Inc. (Stantec)
4. Tetra Tech, Inc. (Tetra Tech)
5. TRC Solutions (TRC)

During the week of January 17, 2018, the PET completed its independent evaluation of the five proposals received and determined all five firms to be qualified to provide the services required.

During the week of January 29, 2018, 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 CH2M to be the highest technically qualified firm.

Qualifications Summary of Recommended Firm:

CH2M, a full-service design, construction, and program management firm will be the prime contractor for the project, in collaboration with multiple experienced subcontractor firms. CH2M will lead the program management responsibilities, supported by key partner Alta Planning & Design, which will lead the conceptual design efforts. The team will also be supported by IPV Delft, specializing in innovative engineering with experience delivering walking and bicycling paths internationally, as well as Barrio Planners, a local planning firm with experience delivering transportation projects serving community needs in the Project area.

The written proposal and oral presentation distinctly demonstrated CH2M's understanding of the Project Area as an engineering led team assembled to deliver a transportation infrastructure project that focuses on constructability and feasibility in order to meet the project objectives rather than an architectural design approach that focuses less on transportation infrastructure delivery. The CH2M team demonstrated relevant experience in large-scale active transportation project development, delivering projects within the Los Angeles River, successfully navigating permitting processes with all agencies involved in the Project, and demonstrated understanding of working with public and private railways. The engineering approach places the primary goal of delivering a piece of transportation infrastructure that meets design goals on-time and on-budget.

The CH2M team was able to demonstrate depth of experience delivering transportation corridor projects and has experience managing projects on the River such as the SR710 North Study, West Santa Ana Branch project, Lower LA River Restoration, City of Vernon LA River Bikeway Study, and the Sixth Street Viaduct Replacement PA/ED.

Following is a summary of the PET scores:

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	CH2M				
3	Skills and Experience of the Team (Prime and Subcontractors)	82.66	35.00%	28.93	
4	Project Understanding/Approach and Management Plan	80.80	35.00%	28.28	
5	Innovative and Creative Approaches for Implementation	84.00	26.00%	21.84	
6	SBE/DVBE Contracting Outreach and Mentor Protégé	100.00	4.00%	4.00	
7	Total		100.00%	83.05	1
8	Tetra Tech				
9	Skills and Experience of the Team (Prime and Subcontractors)	80.66	35.00%	28.23	
10	Project Understanding/Approach and Management Plan	79.20	35.00%	27.72	
11	Innovative and Creative Approaches for Implementation	88.00	26.00%	22.88	
12	SBE/DVBE Contracting Outreach and Mentor Protégé	100.00	4.00%	4.00	
13	Total		100.00%	82.83	2
14	Parsons				
15	Skills and Experience of the Team (Prime and Subcontractors)	73.31	35.00%	25.66	
16	Project Understanding/Approach and Management Plan	77.20	35.00%	27.02	
17	Innovative and Creative Approaches for Implementation	82.00	26.00%	21.32	
18	SBE/DVBE Contracting Outreach and Mentor Protégé	75.00	4.00%	3.00	
19	Total		100.00%	77.00	3
20	Stantec				
21	Skills and Experience of the Team (Prime and Subcontractors)	74.00	35.00%	25.90	
22	Project Understanding/Approach and Management Plan	65.20	35.00%	22.82	
23	Innovative and Creative Approaches for Implementation	70.00	26.00%	18.20	
24	SBE/DVBE Contracting Outreach and Mentor Protégé	100.00	4.00%	4.00	
25	Total		100.00%	70.92	4
26	TRC				
27	Skills and Experience of the Team (Prime and Subcontractors)	65.34	35.00%	22.87	
28	Project Understanding/Approach and Management Plan	64.80	35.00%	22.68	

29	Innovative and Creative Approaches for Implementation	68.00	26.00%	17.68	
30	SBE/DVBE Contracting Outreach and Mentor Protégé	100.00	4.00%	4.00	
31	Total		100.00%	67.23	5

C. Cost Analysis

The recommended price of \$45,891,279 has been determined to be fair and reasonable based upon an independent cost estimate (ICE), technical analysis, a cost analysis, fact finding, and negotiations.

Proposer Name	Proposal Amount	Metro ICE	Negotiated Amount
CH2M	\$43,889,247	\$39,066,424	\$45,891,279

The proposal amount lacked some estimates in level of effort related to structural design and geotechnical exploration that are necessary to assume at this early stage in project development. The negotiated amount accounts for several scope elements specific to the Project mode (walking and bicycling), historic location, and permitting requirements that were not included in the ICE that, after analysis, are necessary to the successful delivery of this innovative Project.

D. Background on Recommended Contractor

The recommended firm, CH2M, headquartered in Meridian, Colorado with offices and staff worldwide, including Los Angeles, has been in business since 1946. On December 15, 2017, CH2M became a wholly owned subsidiary of Jacobs Engineering Group, Inc. and remains fully operational. CH2M is an engineering firm that provides consulting, design, construction, and operations services for various industries and government agencies. CH2M has worked on several Metro projects and has performed satisfactorily.

CH2M's key Metro projects include: Rail Vehicle and Engineering Consulting Services, P2000 Overhaul Support Services, I-5 North Managed Lanes Plans Specifications and Estimates and SR-710 Gap EIS/EIR.

The proposed team is comprised of staff from CH2M and 18 subcontractors, of which 13 are Metro certified SBEs and one DVBE.

DEOD SUMMARY

**LA RIVER BIKE PATH GAP CLOSURE PROJECT TECHNICAL
SERVICES/AE47795000**

A. Small Business Participation

The Diversity and Economic Opportunity Department (DEOD) established a 25% Small Business Enterprise (SBE) and 3% Disabled Veteran Business Enterprise (DVBE) goal for this solicitation. CH2M Hill, Inc. exceeded the goal by making a 25.24% SBE and 4.10% DVBE commitment.

SMALL BUSINESS GOAL	25% SBE 3% DVBE	SMALL BUSINESS COMMITMENT	25.24% SBE 4.10% DVBE
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	SBE Subcontractors	% Committed
1.	2R Drilling	0.90%
2.	Barrio Planners, Inc.	2.97%
3.	D'Leon Consulting Engineers	6.72%
4.	EcoKai Environmental Inc.	0.18%
5.	Epic Land Solutions, Inc.	0.33%
6.	FPL & Associates, Inc.	4.75%
7.	Geo-Advantec, Inc.	0.32%
8.	MA Engineering	6.54%
9.	Martini Drilling	0.12%
10.	Terry A. Hayes Associates, Inc.	0.27%
11.	Urban Strategy Group, Inc.	0.29%
12.	Wagner Engineering & Survey, Inc.	1.65%
13.	Wiltec	0.20%
	Total SBE Commitment	25.24%

	DVBE Subcontractors	% Committed
1.	Virtek Company	4.10%
	Total DVBE Commitment	4.10%

B. Contracting Outreach and Mentoring Plan (COMP)

To be responsive, Proposers were required to submit a Contracting Outreach and Mentoring Plan (COMP) including strategies to mentor two (2) SBE firms and one (1) DVBE firm for protégé development. CH2M Hill, Inc. selected to mentor the following three (3) SBE firms: FPL & Associates, Barrio Planners, Inc. and Urban Strategy Group, Inc. The selected DVBE protégé is Virtek Company.

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. Living Wage Service Contract Worker Retention Policy Applicability

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

E. Project Labor Agreement/Construction Careers Policy

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

PLANNING AND PROGRAMMING COMMITTEE**MOTION BY:**

**MAYOR ERIC GARCETTI, SUPERVISOR GLORIA MOLINA,
AND DIRECTOR MIKE BONIN**

June 18, 2014

Los Angeles River Bikeway Connection

The City and County of Los Angeles have devoted significant time and resources in creating a Los Angeles River Revitalization Master Plan. This Plan incorporates transportation infrastructure as a key element of accessibility and mobility for the LA River, and addresses the need to have a regionally connected bikeway network. The County and many cities in the Los Angeles River Corridor, often with the assistance of the Los Angeles County Metropolitan Transportation Authority (MTA), have implemented major infrastructure and recreation areas along the river, its tributaries, and connecting surface streets.

In May 2014, the U.S. Army Corps of Engineers recommended approval of an ambitious, \$1-billion proposal to restore habitat, widen the river, create wetlands and provide pedestrian access points and bicycle paths along an 11-mile stretch of the LA River north of downtown through Elysian Park. This proposal, known as "Alternative 20," is the starting point for projects that will eventually revitalize all 51 miles of the river, from the San Fernando Valley to Long Beach.

However, the plan does not cover the most significant gap along the Los Angeles River, between the bicycle and pedestrian facilities in the Elysian Valley to the existing LA River Path that connects the City of Maywood to the City of Long Beach. This gap was also identified in MTA's Bicycle Transportation Strategic Plan adopted in 2006.

This gap is located in areas where the LA River is surrounded by active train tracks and industrial uses, which make it difficult to acquire the necessary right-of-way for placement of a bike path and pedestrian access on the river banks.

Recently a conceptual technical study was presented to MTA, which focuses on an "In River Channel Bike Path," similar to the bicycle path along the Arroyo Seco in the City of Los Angeles. As the Regional Transportation Planning Agency, MTA is best suited to coordinate regional, countywide bicycle efforts. A study of this nature will require multi-agency stakeholder coordination, and should include a detailed analysis of potential bicycle, pedestrian, and transit connections to the LA River facilities.

(CONTINUED)

WE, THEREFORE, MOVE that the Board direct the Chief Executive Officer to:

- A. Develop a proposed scope for studying an in-channel bike path design, with logical pedestrian linkages along ingress and egress areas, that connects the missing link from Taylor Yard to the City of Maywood;
- B. Recommend a project timeline and a proposed implementation strategy to advance a comprehensive bike channel study;
- C. Identify and receive input from key stakeholders and study participants;
- D. Report back to the Board in September 2014 on Items A - C and a possible recommendation for implementation.

LA River Bike Path Study Area



LA River Bike Path Gap Closure

Planning and Programming – May 16, 2018

File # 2018-0108



Staff Recommendation

Authorize:

- > Award of technical contract with CH2M Hill, Inc. for \$45,891,279;
- > Approve contract modification authority in the amount of \$6,883,692 and approve authority;
- > Negotiate and enter into an MOU with LA County Department of Public Works (LACDPW); and
- > Negotiate and enter into a Cooperative Agreement with the Cities of Los Angeles and Vernon, and LACDPW.



Project Area

- > Closing 8-mile gap creates 32-mile path from Elysian Valley to Vernon
- > June 2014: Motions at City of Los Angeles and Metro Board to begin Project study
- > September 2016: Feasibility Study completed



Technical Contract

- > Phase 1 – Technical Studies and Concept Design
- > Phase 2 – Environmental Clearance and Design
- > Phase 3 – Final Design and Permitting
- > Phase 4 – Construction Support



Project Timeline



MOU with LACDPW

- > Deliver Project by 2027
 - > Procure Contractor
 - > Technical Contract Construction Support
- > Optional: Technical Contract Phase 3
 - > Construction Documents
 - > Secure permits
 - > Finalize right-of-way acquisitions/ easements



Next Steps

- > Initiate Technical Contract work
- > Execute Task Order for Outreach Contract
- > Execute MOU with LACDPW
- > Execute Cooperative Agreement with Cities of Los Angeles and Vernon, and LACDPW





Board Report

File #: 2018-0135, **File Type:** Motion / Motion Response

Agenda Number: 20.

PLANNING AND PROGRAMMING COMMITTEE MAY 16, 2018

SUBJECT: TRANSPORTATION DEMAND MANAGEMENT

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE response to Motion 36 approved at the October 2017 Board Meeting.

ISSUE

In October 2017 the Board approved Motion 36, directing staff to develop a Transportation Demand Management (TDM) action plan around several elements. Given the comprehensive nature of the task, and appreciating the complexity of existing TDM planning and regulatory environment, staff prepared an assessment of current conditions as a baseline for developing recommendations that respond to the Motion's specific directives.

That Phase One analysis was presented as a Board Box and sent to Board members on March 7, 2018. It is referenced throughout this report, and can be accessed at http://boardarchives.metro.net/BoardBox/2018/180307_Transportation_Demand_Management_Paratory_Motion_36_Response.pdf. The original Motion is included as Attachment A. This Board Report represents the second phase response to the Board Motion, and addresses the elements of Motion 36.

DISCUSSION

Structure of this report: Relationship to Phase One

The Phase One assessment provided a detailed inventory of current Metro activities in the area of TDM. Primarily, it clarified Metro's roles and responsibilities with those of local jurisdictions, South Coast Air Quality Management District (SCAQMD), Southern California Association of Governments (SCAG), and public and private sector employers - an important step given TDM's multi-sectoral nature and dispersed authorities. Distinctions among existing authorities were mapped, as well as an understanding of both long imposed and relatively new statutory requirements that generate TDM-related actions today. Motivating this background analysis was the need to identify the many factors impacting the Motion's directive subsection (C) to "Recommend how MTA can establish a robust and comprehensive countywide TDM program, including but not limited to:

1. Countywide TDM guidelines to help municipalities create and implement TDM policies by establishing best practices for TDM application, monitoring, and evaluation, and allowing for flexibility to innovate beyond countywide standards;
2. Countywide TDM marketing, outreach, and engagement campaign that targets potential users through a compelling and recognizable brand available to local cities and jurisdictions to promote multi-modal travel choices such as transit, vanpooling, carpooling, walking, and bicycling;
3. Facilitating regular discussions between Transportation Management Organizations in the region to coordinate countywide and local TDM ordinance implementation activities and share best practices;
4. Working with major trip generators, major employers, and business community representatives to develop and implement tax incentives and other state legislation necessary for MTA to effectively promote and coordinate TDM strategies in Los Angeles County;
5. Expanding U-Pass, the Employer Annual Pass Program (EAPP), the Bikeshare for Business Program, and other TAP purchase programs to allow Transportation Management Organizations (TMOs), telework centers, tourism organizations, residential and other non-employer entities to purchase bulk-rate transit and bike share passes;
6. Strategies to promote telecommuting;
7. Establishing a Countywide Commuter Tax Benefit Ordinance to provide incentives for non-single occupancy vehicle travel;
 - a. Seeking legislation to enable Los Angeles County to implement the nation's most aggressive commuter tax benefits program to reimburse and credit the cost of sustainable transportation options. This legislation should explore ways to provide significant tax-credit benefits for the use of transit, vanpooling, bicycling, and all other sustainable transportation modes;
 - b. Should legislation be successfully secured, a first priority for resources created by this program would be the establishment of an MTA TDM Implementation Demonstration Program. The TDM Demonstration Program would target selected jurisdictions for early implementation of best-practice TDM strategies, along with appropriate financial incentives. MTA may give special priority to any multi-jurisdictional TDM program proposal.
8. Managing compliance with the State of California's Parking Cash-Out law for worksites within Los Angeles County;
9. Considering consolidation of MTA's various TDM functions into a single group and/or creating a Countywide TDM Coordinator position tasked with coordinating MTA's TDM efforts, including identifying additional staffing needs."

The resultant Phase One analysis outlined several questions that would bear on any considerations for pursuing a more coordinated countywide TDM approach, beginning with an assessment of what gaps exist with the current status quo. Future outcomes could stretch along a broad continuum, ranging from:

- Encouraging local agencies and employers to do a better job by providing examples of TDM practices to pursue voluntary adoption and implementation, to
- Markedly changing the status quo through new legislative regulations and/or substantial financial incentives well beyond current circumstances.

Considering where to land on this continuum would be important for prioritizing actions going forward, and hinge largely on not only Metro's interests, but our partners throughout the County and its multiple cities.

The Phase Two response to Motion keeps this overarching consideration in mind in addressing the motion's elements and attendant recommended next actions, and organizes Motion 36 elements (A) through (E) into groups as follows:

- Select scan of existing TDM practice
- Locally focused TDM program design and coordination
- Legislatively driven initiatives
- Metro program modifications

Response to Motion 36 (A) through (E)

Select scan of existing TDM practice

A) List of "Best" practices in CA, including the Bay Area.

"Best practices" are most effectively assessed against identified performance objectives - including specific consideration of desired impact, as the outlined continuum suggests. As presented in the Phase One analysis, staff believes those objectives require more definition from the Board. Therefore, identifying "best practices" makes sense once those objectives are outlined, to be cross walked with any recommended future actions.

That said, given the Motion's specific focus on the San Francisco Bay Area, staff has prepared a side-by-side comparison of what that region and Southern California have both done in the arena of employer commute benefits, a subject of much interest and legislative proposals including Motion elements C.7 and C.8 below. That comparison is provided in Attachment B.

B) Inventory funding sources for planning or implementing TDM program

The Phase One report provided an extensive list of Metro TDM-related actions already in place, as well as key supporting investments upon which any successful TDM program relies. In short, the sources of funding are as varied as the TDM actions and supporting initiatives themselves, and comprise local, state, and federal funds across capital and operating needs. Staff

recommends that it would be more informative for the Board to first provide direction on overall TDM future actions, if any; staff subsequently would construct a companion assessment of available fund sources that would consider new priorities alongside existing investments for Board consideration.

Locally focused TDM program design and coordination

- C) 1. Countywide guidelines to help municipalities create and implement TDM policies/best practices beyond countywide standards
- C) 2. Countywide TDM marketing outreach to target users through branding
- C) 3. Facilitate regular discussion between transportation management organizations to coordinate countywide and local ordinances

Depending on their implementation, these three potential actions could materially change the current operating environments for TDM throughout the county. As outlined in Phase One, Metro fundamentally serves in a supporting role for a body of TDM activities carried out by:

- SCAQMD and SCAG (imposition and oversight of TDM actions that address federal air quality standards, imposed on public and private employers);
- local jurisdictions (who can elect to implement local TDM ordinances above and beyond SCAQMD Rule 2202 and other requirements); and
- the region's employers (who must comply with mandated actions, but can also elect voluntarily to do more).

Metro carries out key TDM actions as a major employer to satisfy SCAQMD's Rule 2202 requirement; supports significant activities at substantial cost that allow and facilitate mode shift away from single occupant driving (transit, parking management at stations, vanpool, subsidized fare instruments, to name a few); and, at no cost to employers, provides supportive activities to assist in employer Rule 2202 compliance, at roughly \$1 million a year.

Shifting this paradigm could require reassigning responsibilities among the parties noted, depending on a) what and why certain situations need to change; and b) who would be responsible for owning those changes. Therefore, staff recommends that Metro conduct a survey of all cities, Los Angeles County, SCAG and SCAQMD to drill down into

- what is-or isn't-performing effectively within the large realm of TDM activities in LA County;
- what options exist to improve that performance; and
- what resources, authorities and accountabilities would need to be in place to ensure performance is improved.

Particularly when addressing the question of "What gaps exist today with the current state of TDM", it is essential to solicit feedback directly from cities and the County. For example, while there may be opportunities relative to TDM ordinances adopted at a local level, not many cities have done so, and

it would be important to understand reasons why. As well, any countywide TDM marketing program may entail substantial resources if it is going to be effective. Before a marketing program would be launched, it would be necessary to first define a potential new TDM program.

Staff recommends that a survey of local partners at the County and included cities within the County be targeted for the first half in FY19. This effort would be especially timely given the proposed recommendations of the agency's Strategic Plan that will be brought forward for adoption this quarter. The survey should be designed to not only address the Motion's original intent, but inform and align with complementary initiatives ultimately included in the Strategic Plan. This approach would inform any future recommended action related to C) 1 and C) 2.

As a parallel effort to gain insights from the many parties that would be involved in any substantial redesign of TDM activities, Metro staff shall convene existing TDM partners to discuss current actions to respond to C) 3. To support these efforts, a new TDM manager position has been added to the Shared Mobility team to facilitate future dialogue and direction. A schedule and plan for implementation that pivots from current forums will be sent to the Board separately, with a target launch within the first quarter of FY 19.

Legislatively driven actions

- C) 4: Work with major trip generators, employers, and business community to develop tax incentives and other state legislation to enable Metro to promote/coordinate TDM strategies in the county.
- C) 7: Commuter tax benefit ordinance
- C) 8: Assume compliance of Parking Cash Out program.
- D) Incorporate into 2018 state legislative program enhanced Metro countywide TDM program capacity.

In the weeks since Motion 36 was adopted, a state legislative program was adopted in January 2018 that addressed all of the above points. Relevant excerpts from that legislative program are outlined in Attachment C. Response to those efforts will be reported through the Agency's State and Federal Legislation reporting mechanisms.

Metro program modification actions

- C) 5. Expanding U-Pass, the Employer Annual Pass Program (EAPP), the Bikeshare for Business Program, and other TAP purchase programs to allow Transportation Management Organizations (TMOs), telework centers, tourism organizations, residential and other non-employer entities to purchase bulk-rate transit and bike share passes

The group transit pass programs detailed below are currently managed by Metro Commute Services (MCS) under the Marketing Department:

Universal Pass Pilot Program (U-Pass) and GradPass Pilot Program

Under partnership agreements with individual schools, students are issued U-Pass TAP chip stickers that adhere to their student identification cards and function like regular TAP cards. The schools are

responsible for verifying enrollment and tracking participation and are invoiced \$0.75 per boarding for all boardings during the quarter or semester on all Metro services and individual municipal operators approved by both the school and the operator. The schools may not charge the students more than \$10.03 per week per participant for the duration of the pass period, which is the equivalent of the \$43/month College/Vocational fare and may not charge the students more than they are being billed by Metro for the actual boardings. This is a two-year pilot program, which expires in August 2018. MCS Staff will be coming back to the Board in May 2018 to seek approval on establishing a permanent U-Pass Program. There are currently fourteen (14) schools and three (3) municipal operators participating in the pilot program. In the first 16 months of the pilot program, there were 31,312 U-Passes sold, 3.9 million boardings, \$2.95 million in revenue collected, and a 21% increase in participants year-over-year from fall 2017 (9,137 passes sold) to fall 2018 (11,044 passes sold).

The Employer Annual Pass Program (EAPP) includes the ATAP, BTAP, E-Pass Pilot Program, and PEPP as detailed below. Metro's Bike Share for Business Program is currently marketed to businesses who are participating the EAPP Programs.

Annual Transit Access Pass (ATAP) Program

Under the ATAP program, employers may convert any type of Metro monthly or EZ Regional pass to an annual pass by paying the full fare cost for twelve months, plus a \$5.00 card fee for a custom card with the employee's photo. A Regular Metro ATAP is good on all Metro bus and rail services, including Freeway Express services that would normally charge zone fees (such as the Silver Line, 400-499 Express buses, and 577x from Long Beach to El Monte) for the flat rate of \$1200 per year, plus card fee. An EZ Regional ATAP is \$1320 and is good for local travel on 23 different public transit carriers throughout the greater Los Angeles region. In FY 17, thirty-six (36) businesses participated in this program, generating \$1.3 million in revenue.

Business Transit Access Pass (BTAP) Program

Under the BTAP Program, employers are required to purchase reduced fare annual passes for all employees at a worksite. A small percentage of employees may be exempted for approved reasons, such as using Metrolink or a vanpool to commute to work, or working a graveyard shift. BTAP passes cost \$132 to \$276 per year, plus a \$5.00 card fee for a custom card with the employee's photo. Pricing is based on the level of transit service at the worksite. In FY 17, there were 556 businesses participating in this program, generating \$4.13 million in revenue.

Employer Pass Pilot Program (E-Pass)

Commute Services Staff is currently working with the Office of Management and Budget (OMB) on a Pilot Program which will be based on a per-boarding cost and administered through partnership agreements, similar to the U-Pass Program. The approved per-boarding charge of \$1.40 is equivalent to the current average fare per boarding that Metro is collecting under the ATAP Program. As a marketing incentive, the maximum cost per participant will be capped at \$80 per month. Sixteen businesses have been approved by OMB for participation in this program, including the City of Santa Monica, NBC Universal, and all fourteen (14) U-Pass schools. Commute Services will work with OMB on any additional participants.

Promotional Employer Pass Program (PEPP)

As an introduction to the EAPP programs, the Promotional Employer Pass is open only to new

businesses who are not currently participating in an EAPP program. Employers may make a one-time purchase of discounted passes at 50% of cost for a 3-month pass (\$150 each) and must purchase passes for 10% of their employees, with no exemptions. In FY 17, three (3) businesses participated in the PEPP program and one of those converted to BTAP at the end of the promotional program, generating \$6,088 in revenue.

Residential Transit Access Pass (RTAP)

Based on past practice, the current Residential TAP (RTAP) program offers discounted passes to official Metro Joint Development projects under the Business Transit Access Pass (BTAP) program. Metro Joint Development projects can purchase BTAP passes at \$276 per year + \$5.00 card fee, and they are required to buy one pass for each residential unit in the development. Currently, there are two (2) developments participating in this program.

All other Transit Oriented Development (TOD) and affordable housing projects must purchase Annual Transit Access Passes (ATAPs), which are priced at the full fare for 12 months + a \$5.00 card fee, and can include regular Metro Passes, EZ Regional passes, or Senior Passes. Affordable housing developments are required to buy one pass for each affordable housing unit in the project, but they are not required to buy passes for additional units in the development. All other developments are required to buy one pass per unit in the development. A regular Metro ATAP is \$1200 per year, an EZ Regional ATAP is \$1320 per year, and a Senior ATAP is \$240 per year, not including the card fee. There is one (1) affordable housing project and one (1) TOD project participating in this program for 2018.

The FY17 revenue for the RTAP program is included above in the ATAP and BTAP program totals. The Planning Department is currently working with OMB on modifications to this program.

KUEHL AMENDMENT: To include that the EAPP Program (which includes ATAP and BTAP) be amended to include a pay-per-boarding model similar to the U-Pass Program at a fare-per boarding (FPB) rate approved by OMB (either as a pilot program or as a new payment option under BTAP).

See Employer Pass Pilot Program (E-Pass) above.

C) 6: Strategies to promote telecommuting

Telecommuting has become a widely accepted practice, and most organizations that do permit it develop metrics to track their employees' productivity. Telecommuting can be a valuable tool to complement strategies to reduce vehicle miles travelled (VMT) and reduce traffic congestion even if only practiced one day a week. Telework is best suited for jobs that require independent work, little face-to-face interaction, concentration, a measurable work product and output-based (instead of time-based) monitoring, but it may be used in other jobs as well. Typically organizations consider telecommuting to be a viable alternative work arrangement in cases where individual, job and supervisor characteristics are best suited to such an arrangement. Telecommuting allows employees to work at home, on the road or in a satellite location for all or part of their regular workweek. Telecommuting is a voluntary work alternative that may be appropriate for some employees and some jobs. Two local examples for illustration are:

- Metro's policy allows for telecommuting only for special circumstances that is temporary in nature and cannot extend past 6 months. The policy requires detailed documentation including an agreement to ensure all work hours are accounted for. Currently language is not included for telecommuting for purposes of reduction of VMT or peak hour congestion.
- Cal State LA's policy allows for telecommuting based on a work plan established by the employee and the institution. The policy requires an agreement to be executed and is less restrictive in regards to when an employee is eligible to telecommute and allows for the agreement to be effective for one year. The type of work conducted at the educational institutional which requires extensive research and grant writing make a telecommuting program feasible and is reflected in the policy.

C) 9: Establish TDM Coordinator position/consolidate functions

Staff has already hired a person to serve as a coordinator for TDM activities targeted to employer support. The position resides in Metro's Planning Department.

DETERMINATION OF SAFETY IMPACT

There is no safety impact associated with the planning and administrative activities contemplated in this Board report.

FINANCIAL IMPACT

There could be a range of financial impacts associated with implementing future actions arising from recommendations included in this Board report. Discrete actions and an assessment of their capital and/operating costs would be brought before the Board for action individually, or as part of a program of associated actions as appropriate.

ALTERNATIVES CONSIDERED

The recommendations for further development included in this Board report could be deferred by the Board. In all cases, staff would endeavor to pursue next steps that are coordinated with existing or anticipated related initiatives, to maximize resource efficiency.

NEXT STEPS

Suggested next steps are outlined for each of the elements under "Response to Motion 36". Staff will move forward as directed by the Board to carry out those recommendations.

ATTACHMENTS

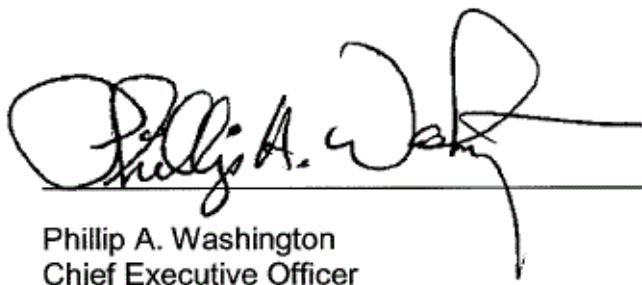
Attachment A - Board Motion 36

Attachment B - Regional Commuter Benefit Program: Los Angeles County/San Francisco Bay Area

Attachment C - Excerpts: 2018 Metro State Legislative Program

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

Reviewed by: Phillip A. Washington, Chief Executive Officer, (213) 922-7555



Phillip A. Washington
Chief Executive Officer



Board Report

File #: 2017-0715, **File Type:** Informational Report

Agenda Number: 36.

PLANNING AND PROGRAMMING COMMITTEE OCTOBER 18, 2017

Revised Motion by:

Garcetti, Dupont-Walker and Butts

October 18, 2017

Countywide Transportation Demand Management

MTA should be a national leader in working with local jurisdictions to promote transit use, active transportation, and other multi-modal travel.

MTA is leading a great expansion of mobility options in Los Angeles County, including the rail and bus transit system, bikeshare, first-last mile links, and groundbreaking technology-based new mobility services, including U-Pass and On-demand Microtransit Pilot Programs. A robust and comprehensive countywide Transportation Demand Management (TDM) program would maximize the benefits of these investments in LA County's transportation systems.

TDM focuses on reducing single-occupancy vehicle trips by making other transportation options more attractive. TDM promotes sustainable transportation options such as transit, carpooling, vanpooling, bicycling and walking. TDM strategies boost transit ridership, promote telecommuting, reduce single-occupancy vehicle trips, and reduce greenhouse gas emissions. MTA can serve as the facilitator of a countywide TDM program that encourages and supports local jurisdictions in initiating, developing, and implementing their own TDM initiatives.

Currently, there is an absence of a robust and comprehensive countywide TDM promotion and coordination program in Los Angeles County. As the countywide transportation agency, MTA is ideally suited to lead this effort. A robust TDM program will enable MTA to leverage its historic transportation investments to further change travel behavior and help the region ease congestion and meet statewide greenhouse gas emissions reduction goals. This would build on MTA's ongoing Congestion Reduction activities, including 511, promoting carpooling through ExpressLanes, creating vanpools, etc.

MTA can promote TDM strategies through many different methods--by coordinating local TDM objectives, creating a comprehensive TDM marketing strategy, measuring the effectiveness of multi-modal solutions, and other strategies. While some cities already have existing TDM programs or initiated efforts to establish TDM programs, many more cities in LA County could implement effective TDM programs with support from MTA.

Some jurisdictions, including the City of Los Angeles, have identified a need to make major updates to their TDM ordinances to incentivize sustainable transportation solutions more broadly through their development review processes and establish more robust monitoring and evaluation protocols.

The goal of the State of California is to reduce greenhouse gas emissions to 40% below 1990 levels by 2030 and 80% below 1990 levels by 2050. Currently, automobiles are the single largest source of emissions in Los Angeles. Los Angeles County residents approved Measure M in November 2016 to create more mobility options. MTA can do more to support local jurisdictions to meet state goals, and to create a seamless user experience throughout Los Angeles County that will create more MTA rail and bus riders, encourage carpooling and vanpooling, and boost countywide active transportation usage.

**SUBJECT: REVISED MOTION BY DIRECTORS GARCETTI AND
DUPONT-WALKER AND BUTTS**

TRANSPORTATION DEMAND MANAGEMENT

WE, THEREFORE, MOVE that the Board direct the CEO to:

- A. Prepare a list of TDM best practices of California agencies and jurisdictions, including but not limited to the Bay Area Metropolitan Transportation Commission;
- B. Inventory current MTA funding sources for planning or implementing TDM programs and projects at the county or local level;
- C. Recommend how MTA can establish a robust and comprehensive countywide TDM program, including but not limited to:
 1. Countywide TDM guidelines to help municipalities create and implement TDM policies by establishing best practices for TDM application, monitoring, and evaluation, and allowing for flexibility to innovate beyond countywide standards;
 2. Countywide TDM marketing, outreach, and engagement campaign that targets potential users through a compelling and recognizable brand available to local cities and jurisdictions to promote multi-modal travel choices such as transit, vanpooling, carpooling, walking, and bicycling;
 3. Facilitating regular discussions between Transportation Management Organizations in the region to coordinate countywide and local TDM ordinance implementation activities and share best practices;
 4. Working with major trip generators, major employers, and business community representatives to develop and implement tax incentives and other state legislation necessary for MTA to effectively promote and coordinate TDM strategies in Los Angeles County;
 5. Expanding U-Pass, the Employer Annual Pass Program (EAPP), the Bikeshare for Business Program, and other TAP purchase programs to allow Transportation Management Organizations (TMOs), telework centers, tourism organizations, residential and other non-employer entities to purchase bulk-rate transit and bike share passes;

6. Strategies to promote telecommuting;
7. Establishing a Countywide Commuter Tax Benefit Ordinance to provide incentives for non-single occupancy vehicle travel;
 - a. Seeking legislation to enable Los Angeles County to implement the nation's most aggressive commuter tax benefits program to reimburse and credit the cost of sustainable transportation options. This legislation should explore ways to provide significant tax-credit benefits for the use of transit, vanpooling, bicycling, and all other sustainable transportation modes;
 - b. Should legislation be successfully secured, a first priority for resources created by this program would be the establishment of an MTA TDM Implementation Demonstration Program. The TDM Demonstration Program would target selected jurisdictions for early implementation of best-practice TDM strategies, along with appropriate financial incentives. MTA may give special priority to any multi-jurisdictional TDM program proposal.
8. Managing compliance with the State of California's Parking Cash-Out law for worksites within Los Angeles County;
9. Considering consolidation of MTA's various TDM functions into a single group and/or creating a Countywide TDM Coordinator position tasked with coordinating MTA's TDM efforts, including identifying additional staffing needs;
- D. Incorporate into MTA's 2018 state legislative program for MTA to seek legislation that would strengthen MTA's ability to carry out a countywide TDM program; and
- E. Report back to the Planning and Programming Committee on all the above in 420 150 days.

KUEHL AMENDMENT: to include that the EAPP Program (which includes ATAP and BTAP) be amended to include a pay-per-boarding model similar to the U-Pass Program at a fare-per-boarding (FPB) rate approved by the Office of Management and Budget (either as a pilot program or as a new payment option under BTAP)

REGIONAL COMMUTER BENEFIT PROGRAM: LOS ANGELES COUNTY/SAN FRANCISCO BAY AREA

Directives/Functions	LA Metro (specifically by)	MTC/Bay Area Air Quality Mgt District (specifically by)
TDM History	<p>Metro has a 21-year history of funding TDM ridesharing (shared mobility) and various commute assistance programs/services for Los Angeles County businesses and community residents. Initially, Commuter Transportation Services (CTS), a non-profit organization, provided these services and subsequently Southern California Association of Governments (SCAG) operated the services from the mid-1990s through the end of FY 2002, which was supported and funded by LACMTA. Beginning in FY 2003, these services were transitioned to Metro for in-house implementation of a comprehensive rideshare/shared mobility program and support focus. It is the intent of this program to create a one-stop resource for Los Angeles County employers, TMA/Os, ETCs and individual Angelenos. This program provides assistance related to the rideshare/shared mobility programs and also serves as a conduit for the SCAQMD to effectively communicate Rule 2202 guidelines and regulations to TMA/Os and Employer ETCs.</p>	<p>The Bay Area Air Quality Management District (BAAQMD) and Metropolitan Transportation Commission (MTC) jointly developed the Bay Area Commuter Benefits Program in response to Senate Bill 1128, which was signed into law in September 2012. Prior to that, state legislation prohibited the imposition of such a program in the San Francisco Bay area.</p>
Associated Ordinances	<p>LA Metro offers programs and services intended to assist employers that are required to comply with air quality and congestion management measures, specifically associated to SCAQMD's Rule 2202 ECRP/TRP (Employee Commute Reduction Program/Trip Reduction Plan); as well as self-imposed local ordinances enacted by the City of Santa Monica, West Hollywood, Glendale, Burbank, Pasadena and self-regulated employers, such as LA County.</p>	<p>The Bay Area Commuter Benefits Program is a partnership led by MTC and the BAAQMD, specific to Regulation 14, which is related to Senate Bill 1339 (2012 pilot program) and Senate Bill 1128 (2016 permanent program). Local ordinances have also been adopted by City of San Francisco and City of Berkeley.</p>

REGIONAL COMMUTER BENEFIT PROGRAM: LOS ANGELES COUNTY/SAN FRANCISCO BAY AREA

Directives/Functions	LA Metro (specifically by)	MTC/Bay Area Air Quality Mgt District (specifically by)
Note	The SCAQMD's Rule 2202 ECRP/TRP is designed to improve air quality through the reduction of SOV travel through a variety of methodologies within the Los Angeles regions, which include our sister counties of OCTA, RCTC and SBCTA. It is this purpose that has helped shape our in-house Regional Rideshare/Shared Mobility employer assistance program, as well as influencing the design of local ordinances. Metro's focus is a <u>supportive function</u> for the employers in meeting regulatory compliance, as opposed to oversight and compliance management, which is held by SCAQMD. Of note, Metro is seeing a steady increase in program participation from non-regulated employers in highly congested corridors.	This is a cooperative relationship between the Bay Air Quality Management District and MTC and is focused on compliance driven initiatives. While the MTC concentrates on employer outreach and assisting with overcoming registration and education barriers, the Bay Area Air Quality Management District is responsible for employer compliance. This program is starting its second year as a permanent program, and is primarily focused on outreach and encouraging compliance. Formal non-compliance actions (including penalties/fines) against employers have not yet been taken, though BAAQMD has that authority under statute.
Compliance Threshold	SCAQMD Rule 2202 - Requires employers with 250 or more full or part-time employees within the South Coast Air Basin who report to work between the hours of 6 a.m. and 10 a.m.	Regulation 14 (Senate 1128) - Requires employers with 50 or more full time employees within the geographic boundaries of the Bay Area Air Quality Management District to offer one of four commuter benefit compliance options to all covered employees.
Other	Non-regulated employers are encouraged to offer commuter services to their employee base. The general public commuter is also assisted with securing alternatives to SOV commutes and have full access to our services.	Non-regulated employers are also encouraged to offer commuter services to their employee base. MTC offers similar ridesharing/vanpool services.
Regulatory Oversight	None by Metro as Metro is a support function. SCAQMD regulates Rule 2202 compliance. Local ordinance compliance is handled by each employers' corresponding regulatory agency/jurisdiction.	Reg 14 is administered by BAAQMD, including compliance oversight.
Overall Goal	Improve air quality and reduce SOV traffic congestion by promoting and supporting the use of alternative modes of transportation, such as carpooling, transit, vanpooling, biking, walking. Increase overall employer/employee participation.	Improve air quality and reduce SOV traffic congestion by promoting and supporting the use of transit and other alternative commute modes of transportation. Increase overall employer/employee participation.
Cost to Customer	None - Free of Charge through Metro.	None - Free of Charge through partnership.

REGIONAL COMMUTER BENEFIT PROGRAM: LOS ANGELES COUNTY/SAN FRANCISCO BAY AREA

Directives/Functions	LA Metro (specifically by)	MTC/Bay Area Air Quality Mgt District (specifically by)
Participation Requirement	Employers meeting thresholds are required to participate under the rules associated to their specific ordinances.	The focus is to achieve voluntary compliance; however, all employers that subject to the program are required to participate.
Measuring Tool	AVR (Average Vehicle Ridership) annual survey and report. Target AVR varies by geographic location of employer's physical worksite or Zone 1, 2 or 3. Some cities, such as Santa Monica, have self-imposed higher AVR targets. Employers regulated by the SCAQMD are required to complete a yearly ECRP/TRP, which includes an annual fee imposed by the air district. Routine (unannounced) audits conducted by the SCAQMD in relation to their oversight responsibilities as well as audits conducted under local jurisdiction regulatory compliance.	On-line registration, which requires an annual renewal/update. Retain records on a three-year basis and submit to the Air District upon their request.
Compliance Failure - Fines	Predetermined and specified by and through each employers' corresponding ordinance (Rule 2202 and/or local).	Handled on a case-by-case basis, based on the California Health and Safety Code.

REGIONAL COMMUTER BENEFIT PROGRAM: LOS ANGELES COUNTY/SAN FRANCISCO BAY AREA

Directives/Functions	LA Metro (specifically by)	MTC/Bay Area Air Quality Mgt District (specifically by)
Compliance Options and/or Program Requirements	<p>Under the ECRP compliance choice:</p> <ul style="list-style-type: none"> * Annual Registration, which requires a ECRP TRP submittal, which includes an AVR survey and report. * Pay annual registration fee. * Designate employer Employee Transportation Coordinator. * Maintain compliance records for auditing purposes * <u>Participate in/offer at least five (5) of the following marketing strategies</u> : TDM Marketing Certification class, direct communication with highest ranking official at agency/business, newsletter specific to TDM information/education for employees, annual rideshare/shared mobility promotional events, new hire orientation commuter benefits presentation, rideshare/shared mobility focus groups, TDM associated website and other. <u>At least five (5) of the following basic/support strategies</u> : Commuter Choice Program {tax-free 132(f)} benefits, flex time, Guaranteed Ride Home Program, personalized commute assistance, preferred parking for carpool/vanpools, ridematching services, transit information center and other. <u>Also, at least five (5) of the following direct strategies</u> : Auto service, bike/walk program, compressed work week, direct financial rewards, discounted/free meals, employee clean vehicle purchases, gift certificates/incentives for participants, off peak rideshare/shared mobility program, parking charge/subsidy, parking cash out, points program, prize drawing, start-up incentives, telecommuting, time off with pay, transit subsidy, vanpool program and other. 	<p>Under the Commuter Benefits Program:</p> <ul style="list-style-type: none"> * Register in Commuter Benefits Program. * Designate employer Commuter Benefits Coordinator. * Notify employees of Commuter Benefits Options. * Update registration on an annual basis. * Maintain records (document compliance). * Respond to information request by the Air District/MTC. * <u>Offer at least one (1) of the following:</u> <ol style="list-style-type: none"> 1.) Allow for 132(f) transit/vanpool pre-tax exemption benefit. 2.) Provide a transit/vanpool subsidy to cover or reduce employee's cost. 3.) Provide low-cost of free shuttle, vanpool or bus service. 4.) Offer an alternate commuter benefit that would be equal to and as effective to one of the 3 options listed above in reducing SOVs and air quality initiatives; such as, supportive functions promoting biking, walking, carpooling, teleworking, compressed work-week, parking cash-out and EV service and support.

ATTACHMENT C

EXCERPTS: 2018 METRO STATE LEGISLATIVE PROGRAM

Seek legislation to enable Los Angeles County to implement the nation's most aggressive commuter tax benefits program to reimburse and credit the cost of sustainable transportation options and that would strengthen Metro's ability to carry out a countywide Transportation Demand Management program;

Support legislation and explore funding opportunities that would allow for Metro to establish a robust and comprehensive Transportation Demand Management program;

Support California Air Resources Board's efforts to implement the State of California's Parking Cash-Out law for worksites within Los Angeles County;

Support legislation that would expand authority for Metro or other entities to establish Commuter Benefit Programs; and

Explore legislative remedies to establish or expand Los Angeles County's existing Commuter Benefits Programs.



Board Report

File #: 2018-0129, **File Type:** Contract

Agenda Number: 21.

PLANNING AND PROGRAMMING COMMITTEE MAY 16, 2018

**SUBJECT: NORTH HOLLYWOOD TO PASADENA BUS RAPID
TRANSIT (BRT) ENVIRONMENTAL AND PLANNING
STUDY**

**ACTION: AWARD ARCHITECTURAL AND ENGINEERING PROFESSIONAL SERVICES
CONTRACT**

RECOMMENDATION

AUTHORIZE the Chief Executive Officer (CEO) to award and execute a 40-month firm fixed price Contract No. AE49369000 to Kimley-Horn and Associates, Inc., in the amount of \$6,768,898 for a base contract to complete the Planning and Environmental Study for the North Hollywood to Pasadena Bus Rapid Transit (BRT) Corridor and one of two optional tasks to advance the design through either 1) Advanced Conceptual Engineering (ACE) in an amount not to exceed \$2,954,561, or 2) Preliminary Engineering (PE) in an amount not to exceed \$4,860,264, for a total not to exceed amount of \$11,629,162, subject to resolution of protest(s), if any.

ISSUE

The North Hollywood to Pasadena BRT Corridor is identified and funded by Measure M, with a projected opening date of Fiscal Year (FY) 2022 to FY 2024. Currently, \$267 million in Measure M funds are allocated for this project. This project was also highlighted in the Twenty-Eight by '28 initiative adopted by the Board in January 2018. In order to meet the Measure M schedule, a Proposed Project for the corridor needs to be identified and environmentally cleared through an Alternatives Analysis (AA) and environmental review study.

The 28-month base contract is for both the AA and environmental review needed to complete a Draft and Final Environmental Impact Report (EIR) pursuant to the California Environmental Quality Act (CEQA). Two optional tasks are also included for up to an additional 12 months for either ACE to the 15% level of design or PE to the 30% level of design. ACE or PE would begin after a preferred alternative is selected.

Board approval of the Contract is needed in order to proceed with the AA and environmental clearance of the project.

DISCUSSION

Background

The North Hollywood to Pasadena BRT Corridor Study Area (Attachment C) extends approximately 16 miles from the North Hollywood Metro Red/Orange Line Station to the Metro Gold Line in Pasadena. It traverses the communities of North Hollywood and Eagle Rock, in the City of Los Angeles, as well as the cities of Burbank, Glendale, and Pasadena. The study area has a dense residential population with many cultural, entertainment, shopping and employment areas, including Hollywood Burbank Airport, Burbank Media Center, Glendale Galleria, Americana at Brand, downtown Eagle Rock, and Old Pasadena.

Of the 700,000 daily trips entering the study area, the overwhelming mode share is single occupant auto trips. Transit currently accounts for just 2% of corridor trips, despite the presence of Metro Rail connections at both ends of the corridor. The key challenge for the North Hollywood to Pasadena corridor is to design a premium transit service that captures more of the travel market by offering competitive travel times, better transit access and enhanced passenger comfort/convenience. Regional connectivity is also a key element, especially given that this is among the region's largest commuter sheds without a premium transit service.

In February 2017, Metro completed the North Hollywood to Pasadena BRT Corridor Technical Study, which explored the feasibility of implementing BRT, including bus lanes and other key BRT features. Based on extensive feedback received from the corridor cities, staff narrowed down routing options to two promising concepts, a street running concept and freeway running concept. Both concepts are viable and have potential to address the unmet travel needs in the study area. In March 2017, the Board approved the advancement of both concepts into the Alternatives Analysis and environmental phase.

Planned Outreach Efforts

Public and stakeholder engagement throughout the planning and environmental process will provide valuable feedback that will further inform and define the BRT concept for the corridor. A series of meetings, including an initial set of pre-scoping, public scoping, and public hearings, will be conducted as part of the process. Individual briefings with key stakeholders and elected officials will also be on-going. All outreach activities will be managed through a separate contract using the Board approved On-call Communications Bench. The selected planning and environmental firm will work collaboratively with the outreach contractor throughout the study period.

DETERMINATION OF SAFETY IMPACT

Approval of this item will not impact the safety of Metro's customers or employees.

FINANCIAL IMPACT

The FY 2019 proposed budget includes \$1,303,270 in Cost Center 4240 (Connectivity Team 1),

Project 471401 (BRT Connector Red/Orange Line). Since this is a multiyear contract, the Cost Center Manager and Chief Planning Officer will be responsible for budgeting in future years for the balance of the remaining project budget.

Impact to Budget

The funding for this project is Measure M 35% Transit Construction. As these funds are earmarked for the North Hollywood to Pasadena BRT, they are not eligible for Metro bus and rail capital and operating expenditures.

ALTERNATIVES CONSIDERED

The Board could consider completing the Planning and Environmental Study using in-house resources. This option is not recommended as there are insufficient in-house resources to conduct a study of this magnitude placing the Measure M schedule at risk.

NEXT STEPS

Upon Board approval, staff will execute Contract No. AE49369000 with Kimley-Horn and Associates, Inc. and initiate work.

ATTACHMENTS

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Attachment C - North Hollywood to Pasadena BRT Corridor Study Area

Prepared by: Scott Hartwell, Manager, Transportation Planning, (213) 922-2836

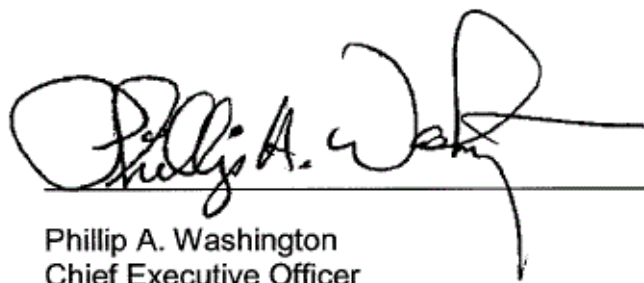
Martha Butler, Sr. Director, (213) 922-7651

David Mieger, Executive Officer, (213) 922-3040

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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

NORTH HOLLYWOOD TO PASADENA BUS RAPID TRANSIT (BRT)
ENVIRONMENTAL AND PLANNING STUDY/AE49369000

1.	Contract Number: AE49369000	
2.	Recommended Vendor: Kimley-Horn and Associates, Inc.	
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: December 26, 2017	
	B. Advertised/Publicized: December 26, 2017	
	C. Pre-Proposal Conference: January 11, 2018	
	D. Proposals Due: February 21, 2018	
	E. Pre-Qualification Completed: In Process	
	F. Conflict of Interest Form Submitted to Ethics: April 09, 2018	
	G. Protest Period End Date: May 18, 2018	
5.	Solicitations Picked up/Downloaded: 103	Bids/Proposals Received: 5
6.	Contract Administrator: Adrian Luesang	Telephone Number: (213) 418-3333
7.	Project Manager: Scott Hartwell	Telephone Number: (213) 922-2836

A. Procurement Background

This Board Action is to approve Contract No. AE49369000 issued in support of the Alternatives Analysis and Environmental clearance of the North Hollywood to Pasadena Bus Rapid Transit (BRT) Environmental and Planning Study and one of two optional tasks to advance the design through either i) Advanced Conceptual Engineering or ii) Preliminary Engineering. 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 an SBE goal of 20% and a 3% DVBE goal.

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

- Amendment No. 1, issued on December 26, 2017, extended the RFP due date to February 9, 2018;
- Amendment No. 2, issued on January 22, 2018, corrected Evaluation Criteria Article 4, Work Plan/ Project Approach;
- Amendment No. 3, issued on February 8, 2018, extended the RFP due date to February 21, 2018;
- Amendment No. 4, issued on February 9, 2018, clarified the RFP due date.

A pre-proposal conference was held on January 11, 2018 and was attended by 82 participants representing 55 firms. There were 31 questions and responses were released prior to the proposal due date.

A total of 103 firms downloaded the RFP and were included in the planholder's list. A total of five proposals were received on February 21, 2018.

B. Evaluation of Proposals

A Proposal Evaluation Team (PET) consisting of staff from Metro Countywide Planning department, the City of Glendale and the City of Burbank was convened and conducted a comprehensive technical evaluation of the proposals received.

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

- | | |
|---|------------|
| • Experience and Qualifications of the Team | 25 percent |
| • Experience and Qualifications of the Proposed Key Personnel | 30 percent |
| • Effectiveness of Management Plan | 15 percent |
| • Work Plan/ Project Approach | 30 percent |

The evaluation criteria are appropriate and consistent with criteria developed for other, similar Architectural and Engineering (A&E) services. Several factors were considered when developing these weights, giving the greatest importance to Experience and Qualifications of the Proposed Key Personnel and Work Plan/ Project Approach.

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

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

1. AECOM Technical Services, Inc.
2. CH2M HILL, Inc. [Jacobs]
3. Kimley-Horn and Associates, Inc.
4. Parsons Transportation Group, Inc.
5. STV, Incorporated

The PET independently evaluated and scored the technical proposals during the period of February 21, 2018 through March 12, 2018.

The PET interviewed all firms during the week of March 19, 2018. The firms had an opportunity to present their proposed project manager, the team's qualifications and

respond to questions from the PET. In general, each team's presentation addressed the requirements of the RFP, experience with all aspects of the required tasks, and stressed each firm's commitment to the success of the project. Also highlighted were staffing plans, work plans, and perceived project issues. Each team was also asked about their techniques to communicate project benefits to all stakeholders who may not be familiar with the benefits of BRT in their communities.

The final scoring, after the oral presentations, determined Kimley-Horn and Associates, Inc. to be the highest technically qualified firm.

Qualifications Summary of Recommended Firm:

Kimley-Horn and Associates, Inc. (Kimley-Horn) is a full services planning, environmental, and engineering consulting firm specializing in transit and multimodal development projects. Kimley-Horn's staff includes more than 350 professionals in California and a full-service local Los Angeles office. Kimley-Horn is also one of the few national consultants to have worked on the entire BRT project cycle: planning phases, environmental clearance, civil/facility design, construction, and implementation. As such, Kimley-Horn has planned and designed more than 250 miles of BRT corridor and 50 projects of different sizes and complexities in 13 states. Of the 10 full cycle projects Kimley-Horn completed, five of them are in California.

Kimley-Horn had a thorough and well-organized technical proposal that demonstrated a strong understanding of the project corridor and requirements in the Scope of Services. Kimley-Horn's innovative approach included the use of aerial drone surveys for visual imaging of neighborhoods, detailed descriptions of potential BRT treatments, and a thorough emphasis on BRT station design, BRT operations strategies, and Transit Oriented Communities (TOC).

Following is a summary of the PET evaluation scores:

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	Kimley-Horn and Associates, Inc.				
3	Experience and Qualifications of the Team	82.92	25.00%	20.73	
4	Experience and Qualifications of the Proposed Key Personnel	85.83	30.00%	25.75	
5	Effectiveness of Management Plan	82.80	15.00%	12.42	
6	Work Plan/ Project Approach	83.33	30.00%	25.00	
7	Total		100.00%	83.90	1
8	STV Incorporated				
9	Experience and Qualifications of the Team	82.52	25.00%	20.63	

10	Experience and Qualifications of the Proposed Key Personnel	84.17	30.00%	25.25	
11	Effectiveness of Management Plan	78.89	15.00%	11.83	
12	Work Plan/ Project Approach	77.23	30.00%	23.17	
13	Total		100.00%	80.88	2
14	CH2M HILL, INC. [Jacobs]				
15	Experience and Qualifications of the Team	77.52	25.00%	19.38	
16	Experience and Qualifications of the Proposed Key Personnel	75.00	30.00%	22.50	
17	Effectiveness of Management Plan	81.13	15.00%	12.17	
18	Work Plan/ Project Approach	71.40	30.00%	21.42	
19	Total		100.00%	75.47	3
20	AECOM Technical Services, Inc.				
21	Experience and Qualifications of the Team	77.08	25.00%	19.27	
22	Experience and Qualifications of the Proposed Key Personnel	72.50	30.00%	21.75	
23	Effectiveness of Management Plan	80.53	15.00%	12.08	
24	Work Plan/ Project Approach	73.90	30.00%	22.17	
25	Total		100.00%	75.27	4
26	Parsons Transportation Group, Inc.				
27	Experience and Qualifications of the Team	77.52	25.00%	19.38	
28	Experience and Qualifications of the Proposed Key Personnel	70.83	30.00%	21.25	
29	Effectiveness of Management Plan	74.47	15.00%	11.17	
30	Work Plan/ Project Approach	72.50	30.00%	21.75	
31	Total		100.00%	73.55	5

C. Cost Analysis

The recommended price of \$11,629,162 has been determined to be fair and reasonable based upon cost analysis, an independent audit, technical analysis, fact finding, and negotiations.

Proposer Name	Proposal Amount	Metro ICE	Negotiated Amount
Kimley-Horn and Associates, Inc.	\$17,151,307	\$4,434,805	\$11,629,162

The difference between the ICE and the negotiated amount is due, in part, to a lower level of effort originally projected for (1) planning, engineering and urban design and (2) environmental analysis and documentation. Given that there are a number of initial BRT concepts/alignments that need to be further reduced and/or refined after initial public input, it was determined that a higher level of effort is needed to address project uncertainties to successfully complete the work.

D. Background on Recommended Contractor

The recommended firm, Kimley-Horn and Associates, Inc. (Kimley-Horn), is a national firm with 80 offices across the United States, including an office in Downtown Los Angeles. Kimley-Horn has been in business for 30 years specializing in full-service planning, environmental, and engineering consulting, as well as transit and multimodal development projects. Kimley-Horn has also worked on the BRT project cycle in its entirety: planning phases, environmental clearance, civil/facility design, construction, and implementation.

Kimley-Horn's recent projects include: SANDAG/MTS Southbay BRT in San Diego, CA; Downtown BRT in San Diego, CA; Pulse BRT in Richmond, VA; Gold Line BRT in Twin Cities, MN; LAVTA Route Rapid Bus in Pleasanton, CA; East Bay BRT in East Bay, CA; Blackstone/Ventura Ave. BRT in Fresno, CA; A Line BRT in Twin Cities, MN; Southeast Corridor BRT in Jacksonville, FL; Bellaire BRT Quickline in Houston, TX; HART BRT in Tampa, FL; Downtown Connector BRT in Las Vegas, NV; and East-West BRT Corridor in Milwaukee, WI.

The proposed Project Manager has over 30 years of experience on a variety of rail, planning, and environmental efforts. The proposed Deputy Project Manager has 25 years of experience managing large multi-disciplinary transportation planning, design and environmental projects. The proposed Engineering Lead has extensive BRT experience and currently advises Metro on design solutions for the Willowbrook/Rosa Parks Station along the Blue Line.

Kimley-Horn has partnered with key subconsultants for this project. Terry Hayes Associates (SBE) will provide oversight for the environmental deliverables to meet CEQA requirements. Translink Consulting (SBE) will oversee land use planning in TOCs. CHS Consulting Group (SBE) draws upon experience from successful completion of countywide Metro BRT projects to ensure best practices are being followed. Resources Systems Group will serve in the ridership forecasting leadership capacity, drawing upon significant experience as model enhancement advisors to the FTA and Metro.

DEOD SUMMARY

**NORTH HOLLYWOOD TO PASADENA BUS RAPID TRANSIT (BRT)
ENVIRONMENTAL AND PLANNING STUDY/AE49369000**

A. Small Business Participation

The Diversity and Economic Opportunity Department (DEOD) established a 20% Small Business Enterprise (SBE) and 3% Disabled Veteran Business Enterprise (DVBE) goal for this solicitation. Kimley-Horn exceeded the goal by making a 21.23% SBE and 3.68% DVBE commitment.

SMALL BUSINESS GOAL	20% SBE 3% DVBE	SMALL BUSINESS COMMITMENT	21.23% SBE 3.68% DVBE
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	SBE Subcontractors	% Committed
1.	AFSHA Consulting	0.60%
2.	CHS Consulting	3.04%
3.	Coast Surveying	2.34%
4.	Connetics Transportation	1.14%
5.	GPA Consulting	1.19%
6.	Here Design Studio	0.62%
7.	Impact Sciences	0.74%
8.	Katherine Padilla & Associates	0.31%
9.	Kilograph	0.55%
10.	Land Econ Group	1.03%
11.	Paleo Solutions	0.43%
12.	Parikh Consultants, Inc.	1.29%
13.	Terry A. Hayes Associates	3.34%
14.	TransLink Consulting	1.43%
15.	W2 Design	3.18%
	Total SBE Commitment	21.23%

	DVBE Subcontractors	% Committed
1.	Leland Saylor Associates	3.68%
	Total DVBE Commitment	3.68%

B. 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.

C. Living Wage Service Contract Worker Retention Policy Applicability

The Living Wage Service Contract Worker Retention Policy 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.

North Hollywood to Pasadena BRT Corridor Study Area



**Board Report**

File #: 2018-0130, **File Type:** Contract**Agenda Number:** 22.

**PLANNING AND PROGRAMMING COMMITTEE
MAY 16, 2018****SUBJECT: NORTH SAN FERNANDO VALLEY BUS RAPID
TRANSIT CORRIDOR PLANNING AND
ENVIRONMENTAL STUDY****ACTION: AWARD ARCHITECTURAL AND ENGINEERING PROFESSIONAL SERVICES
CONTRACT****RECOMMENDATION**

AUTHORIZE the Chief Executive Officer (CEO) to award and execute a 40-month firm fixed price Contract No. AE49337000 to IBI Group in the amount of \$5,582,619 for a base contract to complete the North San Fernando Valley Bus Rapid Transit Corridor Planning and Environmental Study and one of two optional tasks to advance the design through either i) Advanced Conceptual Engineering (ACE) in an amount not to exceed \$928,908, or ii) Preliminary Engineering (PE) in an amount not to exceed \$3,176,895, for a total not-to-exceed amount of \$8,759,514, subject to resolution of protest (s), if any.

ISSUE

The North San Fernando Valley (NSFV) Bus Rapid Transit (BRT) Improvements Project is identified and funded by Measure M with an expected opening date between Fiscal Year (FY) 2023 and FY 2025. Currently, \$180 million in Measure M funds are allocated for the project. The project was also highlighted in the Twenty-Eight by '28 initiative adopted by the Board in January 2018. In order to meet the Measure M schedule, a Proposed Project for the corridor needs to be identified and environmentally cleared through an Alternatives Analysis (AA) and environmental review study.

The Contract is for both the AA and environmental review needed to complete the Draft and Final Environmental Impact Report (EIR) pursuant to the California Environmental Quality Act (CEQA). Two optional tasks are also included for up to an additional 12 months for either ACE to the 15% level of design or PE to the 30% level of design.

Board approval of this professional services contract is needed in order to proceed with the work and meet the Measure M schedule. The Procurement and DEOD Summary for Contract No. AE49337000 are shown in Attachments A and B.

DISCUSSION

Background

In June 2016, the Board approved a motion directing staff to begin environmental planning work for new BRT service in the North San Fernando Valley area within six months of the passage of Measure M. In January 2017, staff began work on the NSFV BRT Environmental Framework Report as the first phase of environmental planning. Three preliminary concepts were identified and will serve as the starting point for initial discussion. Other potential concepts may be identified and studied as part of the AA after having the benefit of stakeholder and public input.

The purpose of the NSFV BRT project is to provide a high-capacity east-west transit service in the North San Fernando Valley, ease traffic, meet the growing demand for transit in the San Fernando Valley, and contribute to the success of the existing and planned countywide transit system by adding connectivity to a large population and significant trip generators, including California State University Northridge (CSUN), Panorama Mall, Northridge Fashion Center, and medical centers.

Project Study Area

The study area extends approximately 19 miles from east to west and is identified in Attachment C. It contains a population of approximately half a million and includes the City of San Fernando along with several City of Los Angeles communities including Chatsworth, Northridge, North Hills, Panorama City, Pacoima, North Hollywood, Sun Valley, and Sylmar. The eastern and western edges of the study area include Metrolink regional rail stations and connections to the Metro Red and Orange Lines.

Planned Outreach Efforts

Public and stakeholder engagement throughout the planning and environmental process will provide valuable feedback that will further inform and define the BRT concept for the corridor. Metro will continue to reach out to communities and individuals who have relationships and insights into community specific needs through a comprehensive public participation program. A series of meetings, including pre-scoping, public scoping, and EIR public hearings, will be conducted throughout the study process.

Individual briefings with key stakeholders, including California State University Northridge (CSUN), and elected officials will also be on-going. Community participation activities will be managed through a separate contract using the Board-approved On-call Communications Bench. The selected planning and environmental firm will work collaboratively with the outreach contractor throughout the study period.

DETERMINATION OF SAFETY IMPACT

Approval of this item will not impact the safety of Metro's customers or employees.

FINANCIAL IMPACT

The FY 2019 proposed budget includes \$1,303,270 in Cost Center 4240 (Connectivity Team 1), Project 471403 (North San Fernando Valley BRT). Since this is a multi-year contract, the Cost Center Manager and Chief Planning Officer will be responsible for budgeting in future years.

Impact to Budget

The funding source for this project is Measure M 35% Transit Construction. As these funds are earmarked for the NSFV BRT Improvements project, they are not eligible for Metro bus and rail capital and operating expenditures.

ALTERNATIVES CONSIDERED

The Board could consider completing the planning and environmental study using in-house resources. This option is not recommended as there are insufficient in-house resources to conduct a study of this magnitude without placing the Measure M schedule at risk.

NEXT STEPS

Upon Board approval, staff will execute Contract No. AE49337000 with IBI Group and initiate work.

ATTACHMENTS

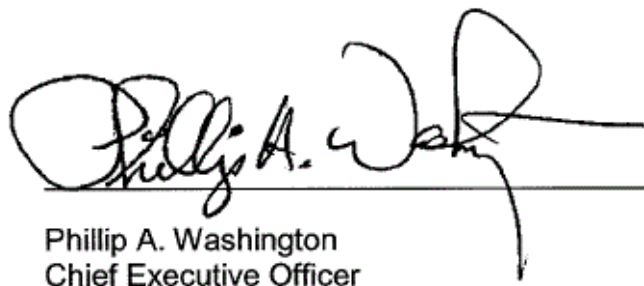
Attachment A - Procurement Summary

Attachment B - DEOD Summary

Attachment C - North San Fernando Valley Transit Corridor Study Area Map

Prepared by: Sarah Syed, Senior Manager, Countywide Planning & Development, (213) 418-3312
Martha Butler, Senior Director, Countywide Planning & Development, (213) 922-7651
David Mieger, EO, Countywide Planning & Development, (213) 922-3040
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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

NORTH SAN FERNANDO VALLEY BUS RAPID TRANSIT CORRIDOR PLANNING
AND ENVIRONMENTAL STUDY/AE49337000

1.	Contract Number: AE49337000	
2.	Recommended Vendor: IBI Group	
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: December 21, 2017	
	B. Advertised/Publicized: December 21, 2017	
	C. Pre-Proposal Conference: January 11, 2018	
	D. Proposals Due: February 5, 2018	
	E. Pre-Qualification Completed: In process	
	F. Conflict of Interest Form Submitted to Ethics: February 6, 2018	
	G. Protest Period End Date: May 18, 2018	
5.	Solicitations Picked up/Downloaded: 131	Proposals Received: 3
6.	Contract Administrator: Gina Romo	Telephone Number: (213) 922-7558
7.	Project Manager: Sarah Syed	Telephone Number: (213) 418-3312

A. Procurement Background

This Board Action is to approve Contract No. AE49337000 issued in support of the North San Fernando Valley Bus Rapid Transit (BRT) Corridor Planning and Environmental Study and one of two optional tasks to advance the design through either i) Advanced Conceptual Engineering or ii) Preliminary Engineering. 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 a firm fixed price. The RFP was issued with an SBE goal of 20% and a 3% DVBE goal.

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

- Amendment No. 1, issued on December 22, 2017, corrected the period of performance to 40 months instead of 48 months.

A pre-proposal conference was held on January 11, 2018, and was attended by 59 individuals, representing 43 firms. There were 24 questions asked and responses were released prior to the proposal due date.

A total of 131 firms downloaded the RFP and were included in the planholder's list. A total of three proposals were received on February 5, 2018.

B. Evaluation of Proposals

A Proposal Evaluation Team (PET) consisting of staff from Metro Transportation, Countywide Planning, and Project Engineering, and Los Angeles County Department of Transportation was convened and conducted a comprehensive technical evaluation of the proposals received.

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

- | | |
|---|------------|
| • Experience and Qualifications of the Team | 25 percent |
| • Experience and Qualifications of the Proposed Key Personnel | 30 percent |
| • Effectiveness of Management Plan | 15 percent |
| • Work Plan/Project Approach | 30 percent |

The evaluation criteria is appropriate and consistent with criteria developed for other, similar Architectural and Engineering (A&E) projects. Several factors were considered when developing these weights, giving the greatest importance to experience and qualifications of the proposed key personnel and the work plan/project approach.

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

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

1. IBI Group (IBI)
2. Iteris, Inc. (Iteris)
3. KOA Corporation (KOA)

The PET independently evaluated and scored the technical proposals during the period of February 6 through February 21, 2018.

The PET interviewed all three firms the week of February 26, 2018. The firms had an opportunity to present their proposed project manager, the team's qualifications and respond to questions from the PET. In general, each team's presentation addressed the requirements of the RFP, experience with all aspects of the required tasks, and stressed each firm's commitment to the success of the project. Also highlighted were staffing plans, work plans, and perceived project issues. Each team was asked questions relative to the firm's proposed alternatives, staffing plans relative to Measure M mandated timeline, and approach in addressing the diversity of the corridor.

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

Qualifications Summary of Recommended Firm:

IBI is an international architectural and engineering firm with a local office in downtown Los Angeles. The team that IBI has put together includes environmental specialists, along with quality control, surveying, modeling, and right of way experts. Subcontractor, Oschin Partners, provides key stakeholder engagement and unique liaison opportunities through well established and proven community ties with community groups and local government offices throughout the BRT corridor.

IBI's team provides a diverse mix of recent and relevant experience in national and international BRT projects. IBI understands the overview of the project area and is familiar with the opportunities and constraints of planning, designing and environmentally clearing BRT projects. The proposal showed contextual awareness of transportation and land use and clearly articulated outcomes in a concise and compelling manner.

The organization and responsibility of key project leads is proportional to the professional experience in planning, designing and environmentally clearing BRT projects. The team provides strong support on core elements of the project including transit supportive planning toolkit and first and last mile experience.

Following is a summary of the PET evaluation scores:

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	IBI				
3	Experience and Qualification of the Team	82.00	25.00%	20.50	
4	Experience and Qualification of the Proposed Key Personnel	79.00	30.00%	23.70	
5	Effectiveness of Management Plan	72.00	15.00%	10.80	
6	Work Plan/Project Approach	71.00	30.00%	21.30	
7	Total		100.00%	76.30	1
8	KOA				
9	Experience and Qualification of the Team	77.00	25.00%	19.25	
10	Experience and Qualification of the Proposed Key Personnel	71.00	30.00%	21.30	
11	Effectiveness of Management Plan	67.00	15.00%	10.05	
12	Work Plan/Project Approach	72.00	30.00%	21.60	
13	Total		100.00%	72.20	2

	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
14	Iteris				
15	Experience and Qualification of the Team	76.00	25.00%	19.00	
16	Experience and Qualification of the Proposed Key Personnel	72.00	30.00%	21.60	
17	Effectiveness of Management Plan	64.00	15.00%	9.60	
18	Work Plan/Project Approach	64.00	30.00%	19.20	
19	Total		100.00%	69.40	3

C. Cost Analysis

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

Proposer Name	Proposal Amount	Metro ICE	Negotiated Amount
IBI Group	\$10,079,041	\$4,434,805	\$8,759,514

The proposed level of effort significantly exceeded the level of effort identified in the ICE for all tasks included in the scope of services. Multiple factors led to the discrepancy between the ICE and the recommended price.

The difference between the ICE and the negotiated amount is due, in part, to a lower level of effort originally projected for (1) conceptual engineering and urban design and (2) environmental analysis and documentation. Given that the proposed study area and the initial BRT concepts have not been vetted with the general public, after further scope of work and level of effort clarifications and fact finding discussions, it was determined that a higher level of effort is needed to address project uncertainties to successfully complete the scope of services.

D. Background on Recommended Contractor

The recommended firm, IBI, is an international firm with 25 offices in the U.S., including three in California: Los Angeles, San Diego and San Francisco. IBI has been in business for over 25 years in the field of innovative transportation solutions. Among their recent projects, IBI has either led as prime or in a joint venture on York Viva BRT, San Diego SR15 Mid-city BRT, Escondido BRT, Vancouver 95, 98, and 99 B Lines, Ottawa BRT. Other BRT projects that IBI has participated in recent years include: Alum Rock/Santa Clara BRT, Las Vegas Boulder Highway BRT,

Boston Silver Line, Snohomish County WA Sift Bus BRT, Hartford New Britain CT Busway, Toronto Highway 407 BRT, and Albany NY Route 5 BRT.

IBI's Project Manager has over 29 years transit and transportation experience and the planning lead has over 14 years of experience with alternatives analysis and BRT. The team assembled by IBI consists of 14 subcontractors, who bring specific and relevant expertise to the project. The team includes CH2M Hill, now Jacobs Engineering, (Engineering and Environmental), Eyestone Environmental (Environmental), GPA Consulting (Environmental) RSG (Travel Demand Modeling), Oschin Partners, Inc. (Stakeholder Engagement), GCM Consulting, Inc. (QA/QC), Connetics Transportation Group (Transit Finance), Epic Land Solutions, Inc. (R.O.W.), Wagner Engineering & Surveying, Inc. (Surveying), FPL & Associates, Inc. (Engineering Support), Wiltec (Traffic Counts), BAE Urban Economics (Market Assessment), MA Engineering Consultants (Civil Engineering), Virtek (Environmental). Eleven of the subcontractors are SBEs and one subcontractor is a DVBE.

DEOD SUMMARY

**NORTH SAN FERNANDO VALLEY BUS RAPID TRANSIT CORRIDOR PLANNING
AND ENVIRONMENTAL STUDY/AE49337000**

A. Small Business Participation

The Diversity and Economic Opportunity Department (DEOD) established a 20% Small Business Enterprise (SBE) and 3% Disabled Veteran Business Enterprise (DVBE) goal for this solicitation. IBI Group exceeded the goal by making a 22.19% SBE and 3.65% DVBE commitment.

SMALL BUSINESS GOAL	20% SBE 3% DVBE	SMALL BUSINESS COMMITMENT	22.19% SBE 3.65% DVBE
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	SBE Subcontractors	% Committed
1.	BAE Urban Economics	0.39%
2.	Connetics Transportation Group	1.28%
3.	Epic Land Solutions Inc.	1.14%
4.	Eyestone Environmental	1.72%
5.	FPL and Associates, Inc.	4.23%
6.	GPA Consulting Inc.	4.26%
7.	Oschin Partners	0.72%
8.	Virtek Company	2.35%
9.	Wagner Engineering & Survey, Inc.	4.98%
10.	Wiltec	1.12%
	Total SBE Commitment	22.19%

	DVBE Subcontractors	% Committed
1.	MA Engineering	3.65%
	Total DVBE Commitment	3.65%

B. 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.

C. Living Wage Service Contract Worker Retention Policy Applicability

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

D. Project Labor Agreement/Construction Careers Policy

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

North San Fernando Valley BRT Improvements - Study Area

