



July 1, 1998

TO: BOARD OF DIRECTORS

FROM: JULIAN BURKE

SUBJECT: REGIONAL TRANSIT ALTERNATIVES ANALYSIS  
CONSULTANT SELECTION

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I am pleased to announce the selection of Korve Engineering, Inc. with Mr. John Stutsman as project manager, to conduct the Regional Transit Alternatives Analysis. Korve Engineering, Inc. is a nationally recognized engineering and planning firm that provides a full range of transportation planning, traffic engineering, and civil engineering design services to public and private sector clients throughout the United States and currently has projects underway in several foreign countries. John Stutsman, Korve's Senior Planning Manager, has 25 years of experience, and has managed the preparation of many transportation planning studies in Los Angeles County, San Diego and Sacramento.

To assist with the Alternatives Analysis, Korve Engineering, Inc. has put together a team of multidisciplinary subconsultants. The Consultant team is as follows:

Prime:

- **Korve Engineering, Inc.**

Subconsultants:

- **Arellano Associates**
- **IBI Group**
- **Manuel Padron & Associates**
- **Meyer, Mohaddes Associates, Inc.**
- **Myra L. Frank & Associates**
- **Terry A. Hayes & Associates**
- **Transportation Management & Design**

In addition to these firms, Korve Engineering, Inc. will add a consultant with expertise in financial analysis.

On Wednesday, June 24, an Evaluation Committee interviewed the Korve Engineering Consultant team. The evaluation committee consisted of:

- Sharon Landers, MTA Deputy CEO
- Jim de la Loza, MTA Executive Officer RTP&D
- Judith Wilson, City of Los Angeles, General Manager, Bureau of Sanitation
- Lisa Mills, OCTA, Executive Director
- Fred Origel, MTA Procurement

The Evaluation Committee recommended the Korve Engineering Consultant team to me as highly qualified to perform the Alternatives Analysis. Collectively, the firms on this team bring a high level of expertise in rail and bus transit planning, needs assessment, development of transit options, operating and capital cost estimating, demand modeling, project evaluation, and the other skills required to conduct the Alternatives Analysis. The Consultant team has demonstrated the ability and commitment to conduct the study effort with a high degree of sensitivity to the integrity of neighborhoods with a focus on the needs of the transit dependent. Consultant team members have led numerous studies of heavy rail, light rail, and bus transit projects for the MTA and for transit agencies, nationwide. They have a sound approach and strong commitment to completing the study within MTA's required time frame and budget. I have every confidence that this team will bring us to a successful completion of the Alternatives Analysis.

Lastly, for your information, I have attached the final Implementation Plan for the Regional Transit Alternatives Analysis. I circulated this Implementation Plan to you in draft form on June 2, 1998. I have updated and revised this Implementation Plan to include comments that I received and to include the Board approved consultant selection process.

Attachment

# REGIONAL TRANSIT ALTERNATIVES ANALYSIS IMPLEMENTATION PLAN

(June 30, 1998)

## BACKGROUND AND PURPOSE

On May 13, 1998, the Board adopted a Restructuring Plan which included a commitment to complete a Regional Transit Alternatives Analysis by October 1998. The Alternatives Analysis will consider viable immediate, short term and longer term options for improving transit to all parts of the County, including Pasadena, the East Side, Mid-City and the San Fernando Valley. Transit options that will be considered include a range of rail and bus modes, alternative alignments, alternative project lengths, and underground, at-grade and aerial configurations.

The Alternatives Analysis will form the basis for Board compliance with California Transportation Commission (CTC) State Transportation Improvement Program (STIP) requirements. The MTA has committed to submit an amendment to the CTC by December 2, 1998, to program the STIP funds currently reserved for rail to specific fully fundable projects or project components.

## IMPLEMENTATION PROCESS

The CEO will conduct the Regional Transit Alternatives Analysis as follows (see also the attached Flow Chart):

**Project Management** - The study effort will be managed by an objective, highly respected professional consultant ("Project Manager") who will report to the CEO. This Project Manager will recommend a team of consultants to assist in the Alternatives Analysis which may include but not be limited to financial, transportation planning, engineering, urban design, and community consultants. The selection of the outside Project Manager and consultant team will be in accordance with a selection process approved by the Board. Proposals from consultants will be solicited by MTA and reviewed and evaluated by an evaluation committee, to be selected by the CEO, comprised of executive staff from the MTA and from outside public agencies. This evaluation committee will recommend a short list of suitable Project Managers with consultant teams to the CEO, who will make the final selection.

The Project Manager and consulting team must commit to direct the study effort with a high level of sensitivity to the integrity of neighborhoods and with a focus on the needs of the transit dependent. The Project Manager and consulting team shall not be biased for or against any particular transit mode. The Project

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Manager and consultant team should not directly or indirectly benefit from any MTA actions. The responsibilities of the Project Manager will include:

- Direct the technical evaluation process to insure that work products encompass the scope outlined in the Restructuring Plan for the Regional Transit Alternatives Analysis and contain all necessary relevant information. Also insure that work products are objective and based on reasonable and appropriate assumptions.
- Insure that the work effort enables the MTA to satisfy the requirements of the CTC for identification of fully fundable projects or project components in the STIP by December 2, 1998 .
- Direct the work of all consultants and MTA staff assigned to this effort.

MTA Staff will provide support to the Project Manager and consultants, as necessary, and will supply such information as socioeconomic data, all previous and ongoing relevant studies, consultation on project histories and community issues, historical ridership projections and cost estimates, new ridership projections, and MTA financial model outputs.

**Peer Review Panel** - The CEO will convene an approximately four to eight member panel of leading professionals in the transportation industry to provide policy guidance, at several key points during the Alternatives Analysis process, on assumptions and conclusions.

**Inter-governmental Input**- The CEO will hold briefings open to all federal, State and local elected officials representing the Los Angeles County area at several key points during the Alternatives Analysis process. This will provide information and opportunities to enable elected officials to provide policy guidance and input on assumptions, conclusions, and local community needs during the Alternatives Analysis process.

**Milestones** - The Alternatives Analysis should be completed through a series of three primary Milestones which are listed below along with relevant subtasks:

### **Milestone #1 - Assessment of Transportation Needs and Available Financial Resources (Complete by July, 1998)**

- Review previous and on-going planning and engineering studies by government agencies in Los Angeles County regarding mobility needs and summarize relevant information
- Determine the definition of "Transit Dependent" and map high density concentrations of transit dependent households

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- Map the most congested areas of the County
- Identify and, and to the extent possible, prioritize mobility needs of the transit dependent, such as identifying trip destinations.
- Analyze how well the existing transit system serves the mobility needs of the transit dependent and identify what service enhancements are most necessary (new routes, more direct service, faster travel times, higher service frequency, etc.)
- Identify a set of evaluation criteria and establish a methodology for comparing alternative transit options and scenarios.
- Identify existing and potential federal, state and local funds available to fund transit options
- Identify eligible transit options for programmed rail funds, year of availability, potential for lapsing, opportunities to preserve programmed rail funds, opportunities to obtain a higher percentage of federal funding participation in projects, and opportunities for reprogramming and maintaining flexibility

### **Milestone #2 - Identification of Viable Transit Options and Cost Estimates (Complete by August, 1998)**

- Review previous and on-going planning and engineering studies by government agencies in Los Angeles County regarding viable transit options and summarize relevant information
- Compile list of previous and new transit options to improve transit in parts of the County including Pasadena, the East Side, Mid-City and the San Fernando Valley that:
  - ⇒ emphasize transit options that will serve the highest number of transit dependent residents
  - ⇒ improve mobility
  - ⇒ improve air quality
  - ⇒ include a full range of transit modes, alignments, project lengths and configurations; Identify options to build rail at lower cost such as shorter segments and other scope reductions
- Calculate the capacities of each transit option
- Identify, for each transit option, the feasibility of immediate, short term and/or longer term implementation

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- Identify the likely community impact of each transit option
- Prepare capital and operating cost estimates, including annual cash flows and life cycle estimates, for each transit option; consider phased implementation
- Determine whether alternative financing or construction methods could be utilized
- For each transit option, identify any further planning and design analysis that would be required by the CTC in order to include that transit option in the STIP; identify any additional environmental evaluation necessary for project implementation.

### **Milestone #3 - Presentation of Alternative Project and Funding Scenarios and Benefits Evaluation (Complete by September, 1998)**

- Prepare ridership projections, as needed, to enhance already existing available information
- Map/compare the capacities and ridership of each transit option to the location and needs of transit dependent communities and congested corridors
- Calculate and/or describe cost effectiveness of each transit option
- Create alternative project scenarios and funding plans to implement various combinations of transit options and evaluate how well each scenario cost effectively serves the highest number of transit dependent residents, improves mobility and air quality while preserving the integrity of neighborhoods. Identify potential impact, if any, on other modal programs such as the TIP Call for Projects
- If rail projects are delayed or converted to other transit options, propose alternative uses for (or relinquishment of) real estate parcels already acquired for those rail projects

**Board Participation** - Board member involvement in the Alternatives Analysis will be critical. In particular, the CEO will seek the concurrence of Board members upon the completion of each project milestone listed above. The Project Manager and CEO will work with the Board or with any Ad Hoc Subcommittee that the Board appoints for this purpose.

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**Report Recommendation** - At the conclusion of the technical work, and based on the input received during the study process, the CEO will recommend a package of financially viable transit options and a funding plan for Board adoption. Based on the Board's decision, the CEO will subsequently prepare a STIP amendment for Board adoption prior to the December 2, 1998 CTC deadline.

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# REGIONAL TRANSIT ALTERNATIVES ANALYSIS IMPLEMENTATION PLAN

