



July 24, 2017

Josh Kreger
Director of Real Estate and Planning
South Park Business Improvement District
1100 S Flower Street, Suite #3400
Los Angeles, CA 90015

Dear Josh,

We are pleased to offer the following proposal to the South Park Business Improvement District (BID) for the Downtown Los Angeles Transit Feasibility Study. We are excited about the possibility of working with the South Park BID and your partners on this important study and are committed to the project's success. We have assembled a highly qualified team of experts to lead this study. Paul Moore, Principal, will lead the team as project manager, and Thomas Brennan will lend his expertise as Principal-in-charge.

PROJECT UNDERSTANDING

Downtown Los Angeles is growing rapidly. This growth is supported by proposed upzones in the updated community plan, DTLA 2040. This plan is projecting an additional 100,000 residents and 55,000 employees by 2040 in Downtown LA. Much of this growth will take place in areas such as South Park, Fashion District, and Arts District, which currently lack a rapid transit connection.

The South Park Business Improvement District and its stakeholders want to explore the feasibility of a rapid transit connection between Pico Station in South Park and a future light rail station at 7th/Alameda in the Arts District. The feasibility study will be used to build the case for the rapid transit connection as a priority capital project to stakeholders, local property owners, and Metro. Key tasks needed to support this effort are a high-level evaluation of below grade light rail and surface light rail including capital costing, operating costing, and ridership estimation.

Community transportation and transit planning is at the core of Nelson\Nygaard's practice in sustainable transportation planning. Our experience in conducting transit planning studies is extensive, and we take pride in finding common ground between competing priorities in order to develop plans that significantly improve service, that are practical and implementable, and that achieve a high level of public support.

Recent experience in this area includes:

- **Portland High-Capacity Transit Plan**, an effort led by Thomas Brennan that evaluated moving surface light rail service through Downtown Portland, OR to a 3-mile subway tunnel.
- **MOVEPGH Plan** in Pittsburgh, PA which evaluated a subway connection between Downtown Pittsburgh and Oakland (the region's second densest neighborhood), led by Paul Moore.
- **Seattle Center City Connector Project**, an extensive alternatives analysis and capital project design for a key connection through downtown Seattle, WA to link key transit hubs at either end of downtown led by Thomas Brennan.

Most of our key staff have worked at transit agencies or as consultants, and most of us are transit riders. Through this combination, we fully understand the constraints under which transit systems operate, as well as the desires and expectations of the riding public and other constituents.

PROJECT TEAM

Recognizing the importance of this project as well as the sensitive and complex nature of the assignment, we have assembled an excellent team led by two of our most experienced and knowledgeable Principal consultants—Paul Moore and Thomas Brennan. They bring a wide range of complementary experience to this project, including transit feasibility studies, ridership and cost estimation, and transit service design work.

For this project, we have assembled the following team, whose combined experience is well suited to the task at hand:

Paul Moore, Principal



Paul is the managing Principal in our Los Angeles office. He has been involved in the oversight and management of major transportation planning, engineering, and urban design projects. He has over 25 years of experience in developing major transportation and transit planning projects, small area planning and redevelopment studies, traffic engineering studies, and livable transportation solutions. He has national experience with clients including Pittsburgh, Atlanta, Los Angeles, Miami, Memphis, Albuquerque and Omaha, NE among many others.

Thomas Brennan, Principal



Thomas leads Nelson\Nygaard's Transit Corridors group, which focuses on planning for high-capacity transit including rail and bus rapid transit. He has led many of the firm's most prominent transit projects, including the Portland Metro High-Capacity Transit Plan and the Seattle Center City Connector project. He has worked on downtown transit planning efforts in Seattle, WA; Minneapolis, MN; Vancouver, B.C.; San Francisco, CA; Denver, CO and other major cities. Several of these projects include assessments of the feasibility, costs, and tradeoffs between surface and subsurface rail.

Steve Boland, Senior Associate



Steve is a multimodal transportation planner with a special interest and expertise in fixed-route transit planning, including both service and capital planning. Steve has served as Project Manager for long-term visioning efforts focused on corridor/project evaluation and prioritization for the BART and Capitol Corridor rail systems in Northern California, and is serving as Deputy Project Manager for the Orange County Transit Master Plan in Southern California. Steve has played a leading role in rail and bus rapid transit feasibility studies, alternatives analyses and conceptual design efforts in Oakland, CA;

Silicon Valley, CA; San Francisco, CA; Seattle, WA; and Albuquerque, NM.

Matthew Stafford, Associate



Matthew is a transportation planner with significant experience in transit service planning, alternatives development, and project communication. Matthew uses a data-driven approach to inform his work and provide value-added services to the project team. He brings a passion for community planning as well as a technical skillset to Nelson\Nygaard. Matthew has served as Deputy Project Manager for corridor plans and transit optimization studies in Denver, CO; San Diego, CA; and Atlanta, GA.

SCOPE OF WORK

The scope of work and deliverables for this project are as follows:

TASK 1 KICK-OFF MEETING

Nelson\Nygaard will coordinate the initial meeting of the project team (including both staff and consultants). At this meeting, project goals and strategy will be discussed and agreed upon.

Nelson\Nygaard will develop the meeting agenda, subject to approval by South Park BID staff.

The agenda for this meeting may include:

- Clarification of project team member roles and responsibilities
- Review of scope, budget, project timeline and deliverables review and revision process
- Project context (community, political and policy priorities and concerns)
- Next steps

Deliverables: [Kick-off Meeting Presentation \(Final Only\)](#)
 [Kick-off Meeting Agenda \(Draft and Final\)](#)

TASK 2 ALTERNATIVES DEFINITION

In this task, Nelson\Nygaard will analyze the relative costs, benefits and impacts of the proposed project alignment, and station locations. This analysis will be based on available data and other information, including current development information provided by South Park BID.

The proposed methodology for analysis will be reviewed with staff prior to the analysis. We also anticipate that the analysis will be based on a mixture of both quantitative and qualitative metrics, and may include non-technical performance related factors such as potential community support, and potential for Metro support (i.e., potential to reduce traffic congestion).

As in any technical analysis process, recommendations will be based not only on the results of the technical analysis, but also on the professional judgment of consultants and staff.

Deliverable: [Alternatives Definition Summary](#)

TASK 3 RIDERSHIP ESTIMATION

Nelson\Nygaard will conduct a sketch-level analysis of ridership impacts of the project. The approach will be based on existing data, such as route-level ridership, stop-level counts of boardings and alightings, on-board surveys (including origin-destination information and transfer patterns), travel demand model origin-destination data, and population and employment forecasts. Industry-standard factors will be applied to provide sketch-level estimates of ridership impacts based on changes in service levels, travel times, etc. The approach will be consistent with the Federal Transit Administration (FTA) methodology for documenting existing transit ridership in a corridor and would provide estimates of ridership impacts to support discussion of options and understand their general viability and effectiveness. However, additional ridership analysis would need to be conducted as part of any application for federal Capital Investment Grant program funding (e.g., New Starts), such as through the SCAG regional model and/or FTA Simplified Trips on Project Software (STOPS).

Deliverable: Ridership Estimation Tech Memo

TASK 4 COST ESTIMATION

Order-of-magnitude capital costs will be developed to allow comparison of the benefits relative to the costs of the recommended projects, based on unit costs derived from similar types of projects built elsewhere in the region or nationally. Costs would include non-vehicle capital costs (e.g., construction); vehicles (based on a conceptual operating plan); project development, design, and contingency (as a percentage of project costs). Refined project costs would need to be developed based on detailed concept development and design.

Deliverable: Cost Estimation Tech Memo

TASK 5 FINAL REPORT

This task will include a final report that summarizes the transit alternatives in the study area, ridership and cost estimates, and next steps. A second meeting with project staff is included as part of this task.

Deliverables: Draft and Final Report and Supporting Materials
Meeting Agenda and Minutes



FEES AND SCHEDULE

Our services will be billed monthly on a time and materials basis according to the proposed lump sum (fixed fee) budget shown below.

Task	Hours			
	Paul Moore, \$283/hr.	Thomas Brennan, \$262/hr	Steve Boland, \$173/hr.	Matthew Stafford, \$121/hr.
Task 1 Kick-off Meeting	8	8	4	4
Task 2 Alternatives Analysis	4	4	20	20
Task 3 Ridership Estimation	4	4	16	20
Task 4 Cost Estimation	4	4	16	20
Task 5 Final Report	4	4	8	24
TOTAL HOURS	24	24	64	88
TRAVEL	--	\$1,400 (2 trips)	--	--
TOTAL FEE	\$6,790	\$7,690	\$11,070	\$10,650
	<i>COMBINED FEE</i>			\$36,200



Compensation shall be payable in the following manner:

- Within 30 days of receipt, the percent complete amount set forth in the monthly statements submitted to Client by Consultant. These statements will describe the services rendered, fees charged and expenses incurred by Consultant during the previous month.
- Upon Client's failure to pay within 60 days of receipt the full amount set forth in any monthly statement submitted to Client by Consultant, the Consultant will stop work immediately and will not proceed on the project until the amount owed has been paid in full.

This project is proposed for completion within 90 days of contract approval.

ADDITIONAL SERVICES

Please note that work items requested outside the Scope of Work outlined in this letter, such as additional meetings may require a contract amendment. No additional work will be performed without prior authorization.

AUTHORIZATION

If this proposal is acceptable, you may issue a consultant contract or use our standard contract with this proposal attached as an exhibit. Alternatively, you may indicate your approval of this proposal and your intent that this proposal represent the final and complete agreement between you and Nelson\Nygaard by signing below, which will be finalized upon subsequent countersignature by Nelson\Nygaard. By signing below, you and Nelson\Nygaard also certify as each having the authority to bind their respective entities to the terms and conditions contained herein.

This proposal is valid for 90 days from the date of this letter. If you have any questions, please do not hesitate to contact our Project Manager, Paul Moore at pmoore@nelsonnygaard.com or 213-785-5500, or Paul Jewel at pjewel@nelsonnygaard.com, 415-284-1544.

Sincerely,

A handwritten signature in blue ink that reads 'Paul Jewel'.

Paul Jewel,
Managing Director