



# Memorandum

**Date:** 06.03.14 **RE:** Finance Committee  
June 10, 2014

**To:** Finance Committee: Commissioners Cohen (Chair), Wiener (Vice Chair), Chiu, Farrell, Tang and Avalos (Ex Officio)

**From:** Lee Saage – Deputy Director for Capital Projects *LS*

**Through:** Tilly Chang – Executive Director *TC*

**Subject:** **ACTION** – Recommend Award of an 18-Month Contract to Parsons Brinckerhoff, Inc. in an Amount Not to Exceed \$372,000, for Planning and Engineering Services for the 19th Avenue/M-Ocean View Project Pre-Environmental Study Phase and Authorizing the Executive Director to Negotiate Contract Payment Terms and Non-Material Contract Terms and Conditions

## Summary

The Transportation Authority is serving as the procuring agency for the 19th Avenue/M-Ocean View Project Pre-Environmental Study Phase being led by the San Francisco Municipal Transportation Agency (SFMTA). This phase of work builds on 19th Avenue/M-Ocean View alternatives developed in the 19th Avenue Transit Study with the major objectives to advance project development to the 5-10% level of engineering and prepare a Project Study Report as required for projects affecting the State-owned right-of-way. The Transportation Authority will receive \$490,000 of the overall \$1,020,000 phase budget committed through Memorandum of Agreement between SFMTA and the Transportation Authority that covers both consultant and Transportation Authority staff costs. On April 4, 2014, we issued a Request for Proposals (RFP) to provide planning and engineering professional services for the 19th Avenue/M-Ocean View project. By the May 5, 2014 deadline, we received four proposals. A multi-agency technical review panel, comprised of representative from the Transportation Authority, SFMTA and the California Department of Transportation, reviewed the proposals and interviewed the top three-ranked firms on May 20, 2014. Based on the competitive selection process defined in the evaluation criteria of the RFP, the review panel recommends the award of a consultant contract to the top-ranked firm of Parsons Brinckerhoff, Inc. **We are seeking a recommendation to award an 18-month contract to Parsons Brinckerhoff, Inc. in an amount not to exceed \$372,000, for planning and engineering services for the 19th Avenue/M-Ocean View Project Pre-Environmental Study Phase and authorizing the Executive Director to negotiate contract payment terms and non-material contract terms and conditions.**

## BACKGROUND

In March 2014, the Transportation Authority Board unanimously approved the 19<sup>th</sup> Avenue Transit Study Final Report. This feasibility study identified high-performing options for re-aligning the Muni M-Ocean View light-rail to the west side of 19<sup>th</sup> Avenue and grade-separating its crossings of 19<sup>th</sup> Avenue near Stonestown Galleria and Parkmerced. As the project transitions to its next phase of work, the San Francisco Municipal Transportation Agency (SFMTA) is taking over leadership of the project in continued partnership with the Transportation Authority and other stakeholders. SFMTA seeks planning and engineering professional services to support this next phase of work and the Transportation Authority agreed to serve as the procuring agency of these services as one of its project roles and responsibilities. The purpose of this memorandum is to summarize the procurement process and recommend the award of an 18-month contract for planning and engineering services for the M-

Ocean View Project to Parsons Brinckerhoff, Inc.

## **DISCUSSION**

On behalf of SFMTA, the Transportation Authority seeks consultant services to support the Pre-Environmental Study Phase of the 19<sup>th</sup> Avenue/M-Ocean View project. The main phase objectives are to advance project development to the 5-10% level of engineering and to prepare Project Study Report documentation as required for projects affecting the State-owned right-of-way. The overall budget for this phase is \$1,020,000 from six sources: a Priority Development Area Planning Grant, Prop K allocation to SFMTA (approved in March 2014, through Resolution 14-63), SFMTA operating funds, and contributions from Parkmerced, San Francisco State University, and General Growth Properties (the owners of Stonestown Galleria). Of this budget, \$490,000 will flow to the Transportation Authority committed by Memorandum of Agreement between SFMTA and the Transportation Authority to cover both the consultant contract and our staff time.

**Procurement Process:** We issued a Request for Proposals (RFP) for planning and engineering services on April 4, 2014. We held a pre-proposal conference on April 16, 2014, which provided opportunities for small businesses and larger firms to meet and form partnerships. Eighteen firms attended the conference.

We took steps to encourage participation from Small and Disadvantaged Business Enterprises (SBE/DBEs), including advertising in six local newspapers: San Francisco Chronicle, San Francisco Examiner, The Western Edition, San Francisco Bay View, World Journal and Small Business Exchange. We also distributed the RFP, sign-in sheets for the pre-proposal conference, and periodic updates on the RFP to certified small, disadvantaged and local businesses, the Bay Area and cultural Chambers of Commerce, and the Small Business Councils.

By the due date of May 5, 2014, we received four proposals. The review panel consisting of staff from the Transportation Authority, SFMTA, and the California Department of Transportation evaluated the proposals based on qualifications and other criteria identified in the RFP, including the proposers' understanding of project objectives, technical and management approach, and capabilities and experience. The panel interviewed the top three-ranked teams on May 20, 2014. Based on the competitive selection process, the review panel recommended the award of a consultant contract to the top-ranked firm of Parsons Brinckerhoff, Inc. The recommended team distinguished itself on the basis of: 1) its strong technical management approach focused on risk management and a clear plan to move quickly through the Caltrans process; and 2) its capabilities and experiences including the Project Manager's Caltrans experience, successful recent completion of another Project Study Report, and a strong track record of the team's Project Manager and Deputy Project Manager arrangement working effectively together.

We will receive federal financial assistance to fund a portion of this contract from the Federal Highway Administration and will adhere to federal regulations pertaining to DBEs. For this contract, we established a DBE goal of 13%. Proposals from three of the four teams met or exceeded the DBE goal. The Parsons Brinckerhoff team includes 18% DBE participation from three firms: Asian Pacific-owned firms, CHS Consulting Group and WRECO; and Women-owned firm, Merrill Morris Partners. CHS Consulting Group and Merrill Morris Partners are also based in San Francisco.

**We are seeking a recommendation to award an 18-month contract to Parsons Brinckerhoff, Inc. in an amount not to exceed \$372,000, for planning and engineering services for the 19<sup>th</sup>**

**Avenue/M-Ocean View Project Pre-Environmental Study Phase and authorizing the Executive Director to negotiate contract payment terms and non-material contract terms and conditions.**

**ALTERNATIVES**

1. Recommend award of an 18-month contract to Parsons Brinckerhoff, Inc. in an amount not to exceed \$372,000, for planning and engineering services for the 19th Avenue/M-Ocean View Project Pre-Environmental Study Phase and authorizing the Executive Director to negotiate contract payment terms and non-material contract terms and conditions, as requested.
2. Recommend award of an 18-month consultant contract to Parsons Brinckerhoff, Inc. in an amount not to exceed \$372,000, for planning and engineering services for the 19th Avenue/M-Ocean View Project Pre-Environmental Study Phase and authorizing the Executive Director to negotiate contract payment terms and non-material contract terms and conditions, with modifications.
3. Defer action, pending additional information or further staff analysis.

**CAC POSITION**

The CAC considered this item at its May 28 meeting, and unanimously adopted a motion of support for the staff recommendation.

**FINANCIAL IMPACTS**

This consultant contract will be 100% reimbursed by SFMTA. The first year's activities are included in the Transportation Authority's adopted budget for Fiscal Year 2014/15. Sufficient funds will be included in future fiscal year budgets to cover the remaining cost of this contract.

**RECOMMENDATION**

Recommend award an 18-month consultant contract to Parsons Brinckerhoff, Inc. in an amount not to exceed \$372,000, for planning and engineering services for the 19th Avenue/M-Ocean View Project Pre-Environmental Study Phase and authorizing the Executive Director to negotiate contract payment terms and non-material contract terms and conditions, as requested.

Attachments

1. 19<sup>th</sup> Avenue/M-Ocean View Pre-Environmental Study Phase Funding Plan
2. 19<sup>th</sup> Avenue/M-Ocean View Project Pre-Environmental Study Phase Scope of Services

**Attachment 1.**  
**19<sup>th</sup> Avenue/M-Ocean View Project – Pre-Environmental Study Phase Funding Plan**

**Funding Plan for Project Phase**

|                                |                     |
|--------------------------------|---------------------|
| PDA Planning Grant             | \$ 492,000          |
| Parkmerced*                    | \$ 80,000           |
| San Francisco State University | \$ 37,000           |
| General Growth Properties      | \$ 30,000           |
| SFMTA Operating Budget         | \$ 75,000           |
| Prop K Sales Tax               | \$ 306,000          |
| <b>Total</b>                   | <b>\$ 1,020,000</b> |

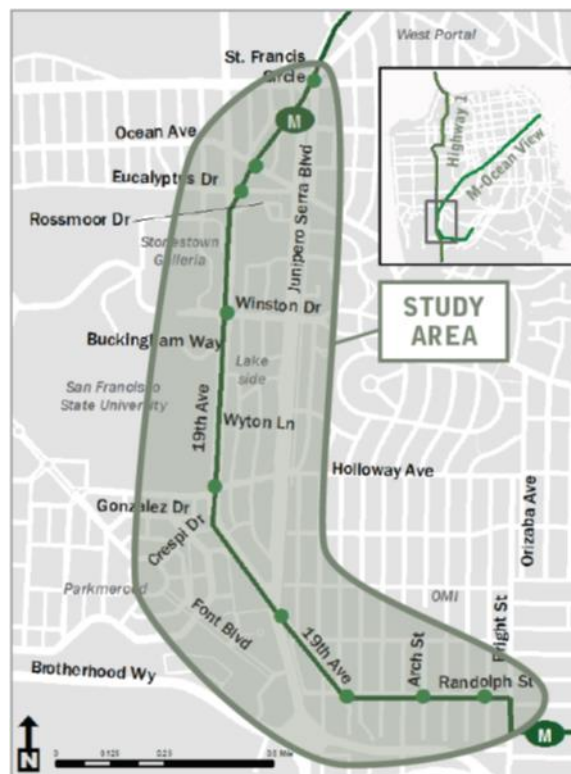
## Attachment 2

### 19<sup>th</sup> Avenue/M-Ocean View Project Pre-Environmental Study Phase Scope of Services

#### PROJECT STUDY PURPOSE/BACKGROUND

There are existing transportation needs along 19th Avenue/Highway 1 in southwest San Francisco between approximately Sloat Boulevard and Brotherhood Way, including slow, unreliable, crowded transit service of the Muni M-Ocean View light-rail line that operates in the median between Rossmoor Drive and Junipero Serra Boulevard, as well as challenging pedestrian and transit access conditions. Adjacent to the west side of 19th Avenue/Highway 1 are three major land uses with plans for intensification:

- **Parkmerced (Brotherhood Way to Holloway):** 2008 plans approved to triple the residential density of the site with a net addition of 5,679 housing units;
- **San Francisco State University (Holloway to Buckingham):** 2007 Campus Master Plan enables addition of 1 million square feet of new facilities to grow the university's student body by 25% to 25,000 full-time equivalent students; and
- **Stonestown Galleria (Buckingham to Eucalyptus):** considering additional development on their site.



To address existing needs and to accommodate planned growth sustainably, several public agency and private partners have worked to identify options for a re-location of the M-Ocean View light-rail line to the west side of the street. The Development Agreement between Parkmerced and the City and County of San Francisco requires either that (1) Parkmerced bring the M-Ocean View through the Parkmerced site through two new at-grade light-rail crossings of 19th Avenue/Highway 1 (at Holloway and Junipero Serra); or (2) Parkmerced in partnership with other public and private stakeholders bring the M-Ocean View to the west side of the street between Stonestown Galleria and Parkmerced through grade-separated crossings (subway and/or bridge). To define the latter, the Transportation Authority prepared the 19th Avenue Transit Study (Feasibility Study). The Feasibility Study identified and evaluated several options and recommended to advance some of them through additional project development. More information about the Feasibility Study, including the Final Report adopted by the Transportation Authority Board in March, 2014, can be downloaded from the Study website at [www.sfcta.org/19thave](http://www.sfcta.org/19thave).

The next phase of work is to advance project development of these alternatives to be ready to enter environmental review, including preparation of a Project Study Report-Project Development Support (PSR-PDS) as required by Caltrans given the project's location along a State Highway. The main phase objectives are:

- Decisions on the Build alternative characteristics and any variations that should be carried forward into environmental review
- 5-10% engineering drawings for the entire study corridor for the Build Alternative
- Completed and approved PSR-PDS
- Updated capital and operating cost estimates
- Funding and implementation strategy

**Project Alternatives:** All project Build alternatives would re-locate the M-Ocean View from the median to the west side of 19th Avenue/Highway 1 through grade-separated light-rail crossings near Rossmoor Drive in the north and near Font Boulevard in the south. All alternatives would also completely re-build 19th Avenue/Highway 1 in this segment in order to repurpose the median light-rail tracks and on-street parking for wider sidewalks, a landscaped median, and bicycle facilities. The Study area is shown in Figure 1.

The Feasibility Study describes several alternatives developed and evaluated in detail, and identifies one--the Longer Subway and Bridge alternative--as the highest-performing that should be the focus of future project development (see Figure 2). This alternative would take the M-Ocean View underground between St. Francis Circle and Stonestown Galleria. Between Stonestown and SF State the southbound light-rail track

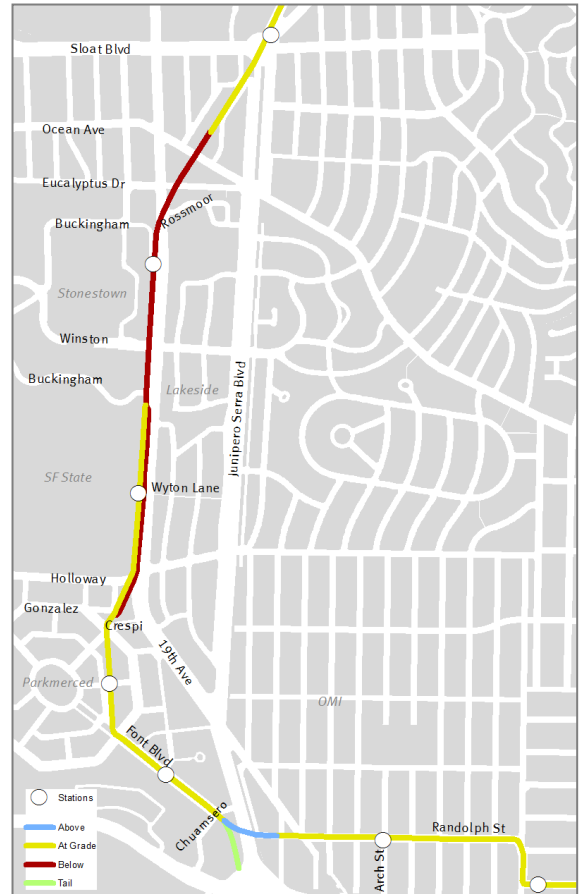


Figure 2 - Longer Subway and Bridge Alternative

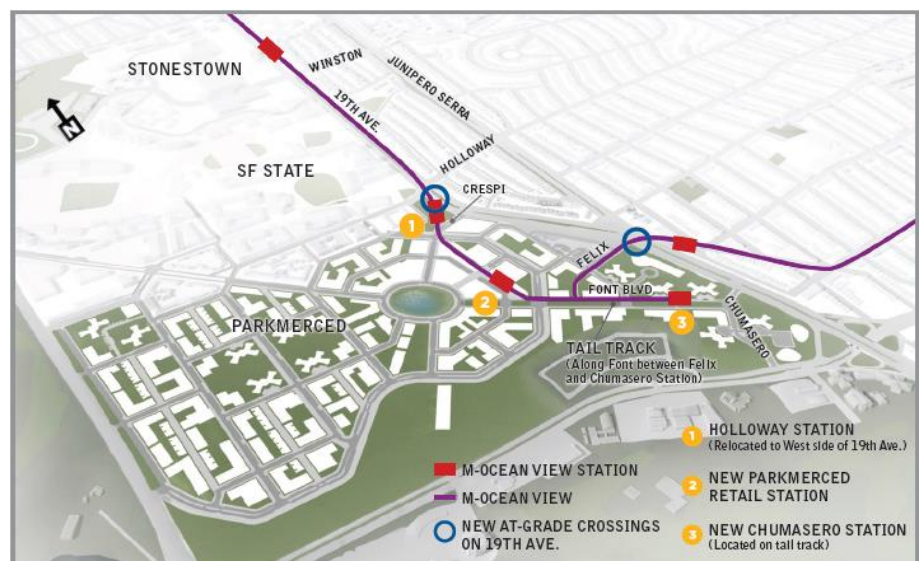


Figure 3 - Baseline/No Build Alternative

would come to the surface to the west of the 19th Avenue travel lanes, and the northbound track would stay underground until within the Parkmerced site. To return to the east side of the street, the M-Ocean View would elevate over Junipero Serra/Highway 1 near where Font Boulevard on the west side meets Randolph Street on the east side, depressing the roadway by about 10 1/2 feet at this location.

The Feasibility Study identified and evaluated additional alternatives. Based on the public input and evaluation results, several of these alternatives have been removed from further consideration, but one--the Shorter Subway alternative--will continue to be reflected as an option in the next phase. The Shorter Subway is the same as the Longer Subway between St. Francis Circle and the northern part of the Stonestown Galleria site, but the tracks would be underground for a shorter distance, with the southbound track coming above grade just north of Winston Drive and the northbound track coming to grade just south of Winston Drive.

The Feasibility Study also identified three variants to be studied further in the current phase that did not undergo project development or evaluation (beyond sketch level). These include: beginning the subway north of St. Francis Circle traveling under this intersection, providing an underground station at Ocean Avenue, and continuing the subway through Parkmerced.

The No Build/Baseline alternative, described in detail in the Parkmerced Transportation Plan, would introduce two new at-grade light-rail crossings of Highway 1/19th Avenue, at Holloway and at Junipero Serra, as shown in Figure 3. Unless further action is taken by San Francisco as described in the Development Agreement between San Francisco and Parkmerced, the Baseline must be built by Parkmerced. While this alternative was environmentally cleared under the California Environmental Quality Act (CEQA) as a part of the development's project approvals, its design still requires approval from City and State agencies. The PSR-PDS that the Transportation Authority is seeking Consultant assistance to prepare through this RFP should enable project approvals for the No Build/Baseline alternative as well as for the Build alternatives.

**Existing Work Products:** Substantial work was completed in the Feasibility Study phase, as well as in prior Parkmerced planning work for the Baseline, including many project development and evaluation tasks that can be either carried directly into the PSR-PDS or taken through light updates and refinements.

**Existing Project Development Work** includes (further documented in Feasibility Study Final Report and Appendices):

- **Representative cross-sections** of the No Build and Build Alternatives at various points throughout the corridor. The cross-sections include: right-of-way lines; locations and number of parking, travel, and turn lanes; locations of sidewalks, and locations of light-rail tracks. Specific widths for these elements have not yet been determined. Cross-section drawings exist for:
  1. 19th Avenue between Winston and Eucalyptus drives (near proposed new station location at Macy's and Mercy High School).
  2. 19th Avenue between Buckingham Way and Holloway (near possible new station location at SF State and Wyton Lane).
  3. 19th Avenue between Crespi Drive and Junipero Serra (where M-Ocean View tracks would be removed and re-located within Parkmerced site).
  4. Junipero Serra between 19th Avenue and Brotherhood Way (where the bridge would connect Font Drive and Randolph Street).
- **Representative plan views** at various points throughout the corridor. The plan views include:
  1. Build alternative at 19th Avenue adjacent to Stonestown Galleria between approximately Rossmoor and Winston drives; and 19th Avenue adjacent to SF State between approximately Wyton Lane and Crespi Drive.

2. No Build alternatives include drawings prepared for the Parkmerced Transportation Plan, including drawings of 19<sup>th</sup> Avenue/Holloway, Chumasero Drive/Junipero Serra Boulevard, 19<sup>th</sup> Avenue/Crespi Drive, 19<sup>th</sup> Avenue/Junipero Serra Boulevard, and 19<sup>th</sup> Avenue between Crespi Drive and Junipero Serra Boulevard.
- **Horizontal and vertical alignments** of the No Build and Build options. Horizontal alignments have been prepared over aerial photography and vertical alignments were prepared using two-foot contour lines.

This work was completed in MicroStation using grade information to the two-foot contour line and guided by Muni and Caltrans design standards. All future phases of the work should be conducted in AutoCAD per San Francisco city standards. Additional artistic renderings of the options at various locations throughout the corridor have also been prepared to support community involvement.

**Existing Project Evaluation Work** includes the following items (further documented in Final Report and Evaluation Appendices):

- Traffic analysis: Analysis in SimTraffic, created through detailed trip generation and distribution conducted as a part of the Parkmerced Environmental Impact Report, layered onto background traffic forecasts from the Transportation Authority's travel model, SF-CHAMP. This analysis produced Level of Service and Volume over Capacity metrics by intersection and at a corridor-level.
- Transit travel time: Analysis based on acceleration/deceleration rates and observed and modeled data regarding dwell time and signal time;
- Transit operating cost savings: Analysis using SFMTA's SPASM model;
- Bicycle and pedestrian: Analysis documents a decrease in pedestrian crossing distance and additions to the bike and pedestrian network;
- Light rail ridership forecasts: Analysis documents change in forecast light rail ridership (daily, peak hours);
- Reductions in on-street parking: Analysis quantifies the reduction in on-street parking in the context of nearby available supplies;
- Capital cost estimates: Level 5 Rough Order of Magnitude capital cost estimate completed in accordance with the Association for the Advancement of Cost Engineering Internal best practices. The estimates include assumptions about units of retained fill, retained cut, track work, utilities, demolition, landscaping, stations, and roadwork.
- Utilities: General locations of water and sewer have been identified; composite map from NOI conducted for another project is available but has not yet been reviewed.

**Existing Community and Stakeholder Involvement** work included (further documented in Final Report and Phase 1 and Phase 2 Outreach Summaries):

- Two major rounds of public involvement, each featuring a community meeting as well as a variety of direct outreach and targeted stakeholder involvement;
- Several hundred stakeholders reached through two large community meetings and more than ten smaller presentations;
- Stakeholder meetings provided focused input from key stakeholders including: Lakeside neighborhood, OMI neighborhood, Merced Extension Triangle neighborhood, West Portal/West of Twin peaks neighborhoods, Walk San Francisco, Transit Riders Union, San Francisco Bicycle Coalition;
- Five media articles generated during the course of the Study;
- ~6,000 visits to the Study website



- >150 surveys completed during Phase 2 of outreach
- Six Partners meetings with key agency and funding partners including: SFMTA, SF Planning, OEWD, DPW, Caltrans, BART, Parkmerced, SF State, and General Growth Properties (owners of Stonestown Galleria), as well as more than 40 smaller, focused meetings.

**Project Organization:** While the Transportation Authority led the Feasibility Study phase of work, the San Francisco Municipal Transportation Agency (SFMTA) will be the lead agency for subsequent phases of project work. The effort represents a joint partnership between the Transportation Authority and SFMTA, as well as Caltrans. Other participating organizations include the San Francisco Planning Department (SF Planning), Parkmerced, SF State, and General Growth Properties; several other public agencies will have some role in advising on or approving aspects of the Project. Roles include:

- **SFMTA:** lead agency, including overall project management; lead for public, stakeholder, and policy-maker outreach; lead for inter-agency coordination, management of consultants.
- **Transportation Authority:** led the Feasibility Study phase; will administer the consultant contract as one of its Project roles and responsibilities; will support Caltrans coordination during the PSR process as well as be involved in key Project decisions regarding Project development and evaluation;
- **SF Planning:** support coordination between transportation and land use/urban design, in particular related to light rail space freed up by grade separations, integration with west-side landowner properties, and land-based value capture funding strategies.
- **Parkmerced Investors:** a funder of the effort, to be involved in key Project decisions, and in particular, oversee the development of refined plans through the Parkmerced site;
- **SF State:** a funder of the effort, to be involved in key Project decisions, and in particular, oversee the development of refined plans adjacent to or on the SF State site;
- **General Growth Properties** (owner of Stonestown Galleria): a funder of the effort, to be involved in key Project decisions, and in particular, oversee the development of refined plans adjacent to or on the Stonestown Galleria site;
- **Caltrans:** is a recipient of FHWA grant funds that flow to SFMTA for the Project; Caltrans also will provide oversight, quality assurance and approval of the PSR-PDS because 19th Avenue is a state highway.
- **Metropolitan Transportation Commission:** programmed the FHWA funds through its PDA Planning Grant Program.

The SFMTA will assign a Project Manager, who will be the key point of contact providing guidance to the consultant team. The effort will include consultant-led tasks as well as agency-led tasks. It is expected that the agency and consultant teams will work closely together on the Project.

## SCOPE OF SERVICES

The Transportation Authority seeks services to support the Pre-Environmental Study phase of the Project that will: advance project development to a 5-10% level of design; produce a Project Study Report-Project Development Support (PSR-PDS) document as required for projects located on state-owned right-of-way; provide updated capital and operating costs; advance a funding and implementation strategy; and continue public, stakeholder, and adjacent landowner coordination and involvement. **The Transportation Authority has budgeted about \$330,000 for the contract.**

**Project Schedule:** The SFMTA and Transportation Authority desire that the Pre-Environmental Study phase of work be completed, including a signed PSR-PDS by all parties, by July 2015, and that environmental review under CEQA and the National Environmental Policy Act (NEPA) be complete

by July of 2018. The schedule for subsequent phases of the Project is dependent on funding availability and implementation decisions.

**General:** The Consultant shall provide qualified planners, engineers and other professionals to provide the requested services. Consultants must have experience successfully completing Caltrans PSR documents. All management, planning, engineering and design tasks are to be performed in accordance with applicable federal, state and local criteria and guidelines. By submitting a proposal to provide services, the Consultant represents itself as fully qualified to provide the requested services and knowledgeable concerning laws, regulations, and procedures to be followed. The Consultant will be expected to have all capabilities needed to assist the SFMTA and Transportation Authority in the successful completion of PSR-PDS.

**Licensing Requirements:** All persons performing work for which the California Professional Engineers Act (Building and Professions Code §§ 6700-6799) requires licensing as professional engineers in the State of California shall be so licensed. Each person shall be licensed in the discipline appropriate for that person's scope of responsibility and anticipated tasks.

**Standards and Guidelines:** The Consultant shall be versed in design standards and guidelines of Caltrans, SFMTA, and DPW and proficient in AutoCAD, MicroStation, and SimTraffic. Coordination will be required to determine proper application of design standards and guidelines and format for engineering design work.

**Specific Tasks** include the following. 1) Project Initiation and Ongoing Management, 2) Communications and Outreach Strategy Development and Implementation, 3) Build Alternative Options Development, Screening, and Evaluation 4) Project Development, 5) Evaluation, 6) Preliminary Environmental Assessment Report, 7) Funding and Implementation Strategy; 8) Caltrans Project Documentation Package 9) Land Use Integration, Design, and Coordination Support. The tasks are detailed below.

Proposers may suggest changes/additions/subtractions to the task descriptions and the division of responsibility between the SFMTA, other participating agencies, and the consultant team as a part of their proposal, but this should be stated clearly. The Transportation Authority and SFMTA are interested in establishing an efficient process that utilizes both in-house and consultant expertise. If consultants suggest any changes to the proposed scope and division of responsibility, such changes should be done in consideration of the desired outcomes of this phase that include both completion of tasks that are required to be able to enter environmental review as well as tasks that are strategically important to complete during this phase.

**Task 1. Project Initiation and Ongoing Project Management.** Consultant shall be responsible for:

- Producing a refined work plan, process, and schedule for Consultant activities including a budget by phase and task.
- Participating in regular coordination meetings with agency team members
- Project reporting and invoices

Meetings with an interagency Technical Advisory Committee (TAC) or Project Development Team are expected every 2-4 months, with more frequent meetings for core project management team.

**Deliverables: Detailed Project Work Plan for consultant activities, including budget by phase and task, process, and schedule; regular coordination meeting attendance; regular Project reporting; and invoices**

**Task 2. Communications and Outreach Strategy Development and Implementation.** This subtask includes communications and public outreach activities during this phase of work. The SFMTA will lead communications and outreach tasks and has anticipated a significant role for the SFMTA Project Manager, SFMTA Deputy Project Manager, and an SFMTA Public Information Officer to support these tasks, but also will require consultant assistance. Generally, public outreach activities are anticipated to be a relatively modest level of effort with goals to keep existing engaged stakeholders engaged and grow awareness. A higher level of effort for outreach is expected in the subsequent environmental review phase, such as establishing a project-specific Community Advisory Committee. Activities under this subtask will include:

- **Public and Stakeholder Involvement Plan.** Consultant shall develop a public and stakeholder involvement plan to meet the Project’s public involvement goals and objectives. This will be used as a working document throughout the course of the Project and include more detailed work plans for specific rounds of outreach. The strategy will provide a clear public-friendly description of Pre-Environmental Study phase purpose and process for the Project, and a set of protocols for who and how the effort is discussed with the public, stakeholders, and policy-makers. SFMTA will lead development of a draft strategy and expects the consultant to suggest refinements and additions. This will include targeted plans for the notification, engagement techniques, and the process for involving the community in advancing the conceptual design, including:
  1. **Build Alternative options screening:** St. Francis Circle grade separation, Ocean Avenue subway, full subway along SF State and through Parkmerced
  2. **Conceptual design of entire corridor,** likely broken down to sub-area or neighborhood-level discussions; area of particular importance is design of bridge landing on Randolph Street
  3. **Multi-modal network considerations:** Bus-M-Ocean View inter-modal connectivity option refinement and vetting, improvements/upgrades to bicycle network; pedestrian amenity and safety improvements; on-street parking management.

The techniques used should be tailored to demographic and linguistic needs of different neighborhoods, and is expected to require door-to-door outreach with Chinese-speaking interpreters to facilitate meaningful involvement in some parts of the corridor. The SFMTA will provide detailed guidance on key stakeholder groups engaged in past planning work. Consultant is expected to produce a refined outreach plan after consultation with SFMTA staff who have significant established relationships with stakeholders.

- **Communications Materials Development and Distribution:** Significant collateral was developed in the Feasibility Study phase which will be the basis for updated communications materials. SFMTA and the consultant will share responsibility for development and maintenance of communications materials. For all materials, SFMTA will develop draft copy in-house by SFMTA, but will ask consultant to advise on messaging and tone. SFMTA will maintain a Project website and Frequently Asked Questions document. SFMTA will be responsible for sending email updates and coordinate notification for on-vehicle and transit stop/station ads. SFMTA will prepare and print any large-format posters needed for outreach. SFMTA will furnish agency standard branded templates for fact sheets. Consultant will be responsible for formatting and layout of fact sheets using these templates. Consultant will be responsible for handling any translation needed, which is expected to include substantial translation into Chinese and smaller amounts of translation into other languages including Spanish and Russian.

- **Public Involvement Plan Implementation:** The SFMTA and consultant will jointly implement the public and stakeholder involvement plan, which will likely include a variety of techniques, including stakeholder interviews and small group meetings, presentations to neighborhood groups, small-group meetings with stakeholders, door-to-door outreach, public meetings, walking tours, and web-based techniques. It is expected that SFMTA staff will be the face of public and stakeholder involvement, but will rely on consultant to support planning, preparation of some meeting materials, logistics, facilitation, translation and interpretation services for the meetings. Consultant can expect Agency team members to support implementation of outreach activities, such as staffing different stations and making presentations. Consultant can expect SFMTA staff to present as invited guests to neighborhood meetings without requiring consultant assistance. SFMTA is seeking consultant guidance on the structure and process of public involvement activities through development of the Public Involvement Plan that will further define this task; however, it is anticipated that outreach activities will include: (1) a smaller level of effort at the outset to conduct stakeholder interviews and small group meetings; (2) a larger round of outreach after completion of Task 3 Build Alternative Options Development, Screening, Evaluation, and Tradeoffs; (3) a second larger round of outreach partway through completion of Task 4 Project Development and Task 5 Project Evaluation to share draft refined Project drawings and evaluation results; (4) and meetings and presentations to neighborhoods and stakeholders as needed throughout the effort.

**Deliverables: Public Involvement Plan; communications material review; Public Involvement Plan implementation to be determined, but expected to include logistics and facilitation for community meetings, stakeholder interviews and small group meetings, door-to-door outreach, public meetings, walking tours, and web-based techniques.**

**Task 3. Build Alternative Options Development, Screening, and Evaluation.** While the Build Alternative (Longer Subway and Bridge) has been identified as the highest-performing alternative during the Feasibility Study phase, several options require further study in the conceptual design phase based on initial sketch-level analysis and stakeholder and public feedback, including:

- Option A: Beginning the subway just north of St. Francis Circle. Development of this option should consider feasibility of grade separating both the M-Ocean View and the K-Ingleside, as well as opportunities to reconfigure the intersection for improved walking, cycling, and driving conditions. Key questions to be answered: How can the intersection be re-designed to allow both the M-Ocean View and the K-Ingleside to travel under this intersection? What are the resultant benefits in intersection operation? How can the space freed up be used to make bicycle and pedestrian access across the intersection safer and more attractive? Can these changes be made within the existing publicly owned right-of-way? What is the implication for vehicle travel delay through the intersection? What is the estimated capital cost and operating cost savings? How much of the benefit could be achieved through lower cost interventions such as improved transit signal priority or intersection design modifications?
- Option B: Maintaining a station at Ocean Avenue. Key questions to be answered: What are the tradeoffs between access, ridership, and travel time in maintaining a stop in this location? Are there opportunities to modify the proposed location of the Stonestown station to allow for a station with a portal entrance point closer to the existing Ocean station-stop? Can these changes be made within the existing publicly owned right-of-way? What are the estimated capital cost and operating cost implications?

- Option C: Keeping the subway underground longer, such that both tracks are underground in front of SF State and through Parkmerced, only rising as needed over Junipero Serra between Font and Randolph. Key questions to be answered include: How can a full subway horizontal and vertical alignment be designed to coordinate with the existing Parkmerced site plan? What minor modifications to Parkmerced site plan would be needed to be compatible with such an alternative? Would fewer stations be provided? What opportunities are there to take advantage of site grading and utility work that will already be happening? What are the estimated capital cost and operating cost savings?
- Option D: Shorter Subway. This option would take the M-Ocean View under 19th Avenue from St. Francis Circle, with the southbound track coming to the surface just north of Winston Drive and the northbound track coming to the surface just south of Winston Drive. This option was developed during the Feasibility Study phase and carried through for evaluation and was found to be less desirable because it would result in poorer light rail speed and reliability benefits as compared to the Longer Subway, and it would result in less space available to re-purpose for wider sidewalks and bus stops and a landscaped median. This option is \$90 million less expensive than the Longer Subway and, while additional project development is not needed, evaluation should be conducted as to whether it should continue to be studied as an alternative in the environmental review; i.e., if the funding for Longer Subway were not to become available, would the Shorter Subway be worth implementing?

For each option, consultant shall develop planning-level designs, support evaluation of conceptual designs, and participate in SFMTA-led decision-making in collaboration with the public and stakeholders whether to fold the option into the Project definition, continue to study it as a Build Alternative option, or remove it from further consideration.

Other options, including extending the light-rail to Daly City BART or constructing a subway segment of the M-Ocean View through West Portal are explicitly not expected to be analyzed in this phase, but may potentially be further explored in the SFMTA Rail Strategy or other planning analyses. Project development work done for this Study should not preclude such investments in the longer-term.

Consultant is expected to lead all project development and engineering work on this task, as well as some aspects of the evaluation, such as estimation of capital costs.

**Deliverables: Conceptual design drawings, technical memorandum summarizing engineering studies and evaluations.**

**Task 4. Project Development.** Consultant shall perform technical work to advance Project development and convert existing depictions into engineering drawings to an approximate 5-10% level. This task will focus on developing the Build Alternative, as well as any options that have been identified for inclusion in the Build Alternative based on Task 3. This work will be guided by a team of SFMTA, Transportation Authority, and SF Planning staff including a core Project team representing planning, civil engineering, rail engineering, transit engineering, walk/bike planning/engineering, and land use/urban design. SFMTA staff will also facilitate guidance from disciplines including system safety and accessible services to be incorporated into the Project. As a part of this task, Consultant shall also advise on any design refinements that could provide substantial capital cost savings while maintaining the major performance benefits of the Highest-Performing Alternative.

Areas known to require particular focus include: development and screening of options for design of bridge landing on Randolph Street, and network-level planning of bicycle facilities on 19th Avenue, particularly on the west side of 19th Avenue between Holloway and Eucalyptus.

Consultant will be responsible for developing:

- Plan view drawings for the entire Project length showing multi-modal planning and design for 19th Avenue and all intersection re-configurations for the Build Alternative (at 100 scale or more detailed, and including right-of-way boundaries). This includes analysis of bicycle facilities, including incorporation of an off-street bike path on the west side of the street that was not incorporated into the drawings completed during the Feasibility Study phase.
- Typical cross-section drawings of multi-modal 19th Avenue areas for the Build Alternative, expected to include: (1) 19th Avenue near Stonestown Galleria with both tracks depressed; (2) 19th Avenue near SF State with one track at-grade and one-track underground; (3) 19th Avenue south of Crespi without the M-Ocean View and space re-purposed; (4) 19th Avenue south of Junipero Serra without the M-Ocean View and space re-purposed; (5) Randolph Street south of 19th Avenue with new M-Ocean view tracks and bridge landing.
- Station locations and conceptual designs (including platform locations and general dimensions, vertical circulation strategy for subway stations and pedestrian/bicycle/bus/accessible loading access facility locations and principles).
- Conceptual engineering of structures: tunnels under and alongside 19th Avenue, and bridge across Junipero Serra with depressed Junipero Serra.
- Constructability analysis to review construction methods, particularly with an eye to impacts and mitigations for traffic and transit interruptions and potential major impacts to use of residences or commercial buildings during adjacent construction.
- Cross-sections showing existing and planned utility locations in relationship to the proposed track horizontal and vertical alignment. This may require updating existing composite map based on information supplied from Caltrans or coordination with utility owners. SFMTA staff can lead coordination to obtain any additional information, but consultant will be responsible for maintaining the composite map and producing the cross-sections.
- While most of the No Build Project development was completed for the Parkmerced Transportation Plan, consultant may need to support light refinements or adjustments to respond to any Caltrans feedback.

#### **Deliverables: Engineering drawings and constructability analysis findings**

**Task 5. Evaluation.** Consultant and SFMTA will share responsibility for review and update, as appropriate, of existing evaluation produced during the feasibility study as well as new evaluation areas.

#### **Review and Update Existing Analysis:**

- **Traffic analysis:** The traffic analysis completed in the Feasibility Study phase is expected to be carried through into the PSR-PDS with minimal additional work. Consultant shall update the existing analysis in the Caltrans Traffic Engineering Performance Assessment (TEPA) format and make any refinements as needed based on Caltrans guidance. The TEPA will assess performance deficiencies and determine the scope of the traffic analysis that will be produced during the environmental review (PA&ED) phase.
- **Transit travel time:** Consultant will lead this subtask, which includes additional review and refinement of the methodology used for the Feasibility Study under guidance by SFMTA Transit Service Planning.

- **Transit operating cost savings:** SFMTA and Consultant will share responsibility for this subtask, which involves additional review and refinement of the model and results completed for the Feasibility Study, as needed. SFMTA will quantify the operating cost savings associated with faster running time through the corridor for Consultant review. Consultant will be responsible for determination of maintenance and operating costs associated with underground, station, and bridge portions of the Project, based on SFMTA-provided unit costs for existing services.
- **Light rail ridership forecasts:** Consultant will lead this subtask, which involves additional review and refinement of the work completed for the Feasibility Study, as needed.
- **Reductions on-street parking:** SFMTA will lead this subtask, which involves additional review and refinement of the work completed for the Feasibility Study, as needed.
- **Capital cost estimates:** Consultant will lead this task to review and refine the Level 5 Rough-Order-of-Magnitude Cost Estimate completed for the Feasibility Study. Capital cost estimates shall be prepared to the Level 4 (Concept Feasibility), as defined by the Association for the Advancement of Cost Engineering International and with guidance from SFMTA. This is expected to include structure cost estimates consistent with Caltrans estimating procedures appropriate for this phase.

**New Analysis:**

- **Fleet and facility savings:** SFMTA will lead this subtask, which will provide an analysis of potential capital cost savings -- quantifying any potential reduction in the number of train sets needed, based on travel time savings and the resultant capital cost savings in trains and fleet storage, including the potential for use of three-car (or potentially four-car) trains in the Project corridor and between St. Francis Circle and the Market Street subway;
- **Farebox revenue:** SFMTA will lead this subtask to calculate anticipated net change to operating revenue based on predicted new ridership.
- **Health Impact Assessment.** SFMTA will work with the San Francisco Department of Public Health to lead this subtask that would quantify health benefits and impacts of the Project, such as reduction in pedestrian or bicycle collisions, reduction in traffic noise, impacts on transit access for people with disabilities, and increase in active transportation.
- **Risk Register:** Consultant will prepare a Project Risk Register to identify and characterize the risk impacts in the format required for the PSR-PDS. More information is available at [http://www.dot.ca.gov/hq/projmgmt/guidance\\_prmhb.htm](http://www.dot.ca.gov/hq/projmgmt/guidance_prmhb.htm).

**Deliverables: Caltrans TEPA; Level 4 (Concept Feasibility) cost estimates, including cost estimate for environmental review and 30% design engineering; Risk Register document; technical memorandum summarizing evaluation methodologies and findings.**

**Task 6. Preliminary Environmental Assessment Report (PEAR).** Consultant will be responsible for preparation of a Caltrans PEAR, a concise 5-15 page report prepared by environmental consultants used to document the issues that are anticipated to be addressed in the NEPA and/or CEQA documentation and the assumptions that were used to anticipate those issues. The PEAR reviews potential impacts, environmental resources, and specialized studies that may be needed. It recommends the type of documentation (expected to be an EIR/EIS). It identifies anticipated permits or approvals and includes an initial site assessment (ISA) for hazardous waste. More information on PEAR requirements and format can be found on the Caltrans website: <http://www.dot.ca.gov/ser/pear.htm>.

**Deliverables: Caltrans PEAR**

**Task 7. Advance Funding and Implementation Strategy.** Consultant will lead the update of the Funding Strategy produced during the Feasibility Study and provide findings on overall financial feasibility. To support this task, SFMTA will provide guidance on sources and amounts of potential funding sources. Under guidance from SF Planning, the consultant shall analyze the overall feasibility of Infrastructure Financing Districts and Mello-Roos/Community Benefits Districts, including estimating revenue and other implementation considerations. SF Planning will provide land use input and data to support this analysis.

Consultant shall produce an implementation strategy to advance planning of the delivery of the Project, including potential phasing of Project segments to match available funding, an analysis of Project delivery models such as design-build vs. design-bid-build, preview required approvals and develop a strategy to secure these approvals.

**Deliverables: Funding and Implementation Strategy**

**Task 8. Caltrans Project Documentation Package.** Consultant will be responsible for preparation of a Caltrans PSR-PDR initiation document. Information on PSR-PDR document requirements can be found on the Caltrans website: [http://www.dot.ca.gov/hq/oppd/pdpm/apdx\\_pdf/apdx\\_s.pdf](http://www.dot.ca.gov/hq/oppd/pdpm/apdx_pdf/apdx_s.pdf). Deliverables from earlier tasks will be included in the PSR-PDS package. Additional tasks to complete the package include, but are not limited to:

- Preparation of stormwater documentation
- Development and refinement of a Project Charter, to be developed by SFMTA
- Development and refinement of the Project purpose and need, to be developed by Consultant
- Interagency coordination throughout the PSR-PDS development process, to be led by SFMTA and the Transportation Authority
- Quality Management Plan.

Consultant may be asked to produce hard copies and/or electronic copies in a format that can easily be printed.

**Deliverables: Caltrans PSR-PDS Draft and Final Document; calculations, reports, studies, and other documentation prepared to support the information presented in both the Draft and Final PSR-PDS.**

**Task 9. Land Use Integration, Design, and Coordination Support.** This subtask will be led by SF Planning under SFMTA direction and will:

- Assess consistency between transportation improvements (such as station locations) and planned land uses
- Develop preliminary concepts for reuse of potentially vacated properties (such as the private right-of-way between Sloat and 19th Avenue).
- Coordinate with SF State and Parkmerced plans, including SF State's ongoing process to issue Requests for Proposals for development of SF State-owned parcels adjacent to Holloway, and integration with Parkmerced development, including changes to the site plan that would be needed if the Build Alternative (Longer Subway and Bridge) advances instead of the No Build Alternative (Baseline).



- In coordination with General Growth Properties, develop urban design concepts for potential additional development on the site.
- Develop preliminary urban design concepts for gateway features and station integration with adjacent land uses.
- Ongoing coordination with the major westside land owners to ensure that, as design is advanced, it integrates with their land use plans.

Consultant will not have a major role in the subtask, but may be requested to participate in coordination meetings.

**Deliverables: Meeting Attendance**