

PPD 553L: Transportation Studio
Spring Semester 2018

Pedestrian Plaza on Hollywood Boulevard:
Developing a Project Implementation Plan for the “Hypothetically
Approved” Pedestrian Plaza Project

An Academic Exercise on Responding to “Request for Proposals”

Wednesday 6:00 to 9:20 pm
Classroom: **VKC258**

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Office Hours & Location:
Wednesday 5:00 to 6:00 pm (by appointment)

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Course Objectives:

- Familiarize with different types of professional service contract and procurement processes.
- Gain real-world project management experience on delivering complex infrastructure projects and transportation services.
- Review and document the concept development, background, and status of the Pedestrian Plaza on Hollywood Boulevard between Highland Avenue and North Orange Drive in Los Angeles.
- Review similar implementations (Pedestrian Plaza in the NYC Time Square and others) through literature or interviews and prepare a summary on Best Practices.
- Work in team to prepare a comprehensive proposal in response to the Request for Proposals

I. COURSE DESCRIPTION

This course is structured to reflect a “real-world”, task-oriented, and turnkey consulting project. Students will apply their academic training, working knowledge, and conduct themselves in an environment that mimics the professional workplace. Students will review a wide range of policy and guidelines on transportation funding, technical practices, policies, standards, regulatory constraints, and land use and zoning practices at various levels of governments. Particulate attention will be paid on resolving conflicting interests among businesses, residents, and diverse desires for mobility services. Through reading, presentations and lectures, students will gain thorough understanding on the process to deliver an infrastructure project and/or transit service delivery process.

Each week students will review a specific topic as outlined in the following schedule. Additional materials will be distributed throughout the course. Each student is expected to actively participate in the student-led discussions.

Three competing teams, each comprised of four students, will develop proposals in response to a “Request for Proposals” based on a hypothetical transportation-related project “Pedestrian Plaza on Hollywood Boulevard” throughout the entire course. At the end of class, each team will present its approach to a panel of professionals in a simulated interview process in class. The team that produces the best proposal would be nominated for the Sol Price School Academic Celebration Student Exhibition Award.

II. TEAM PROJECT & SCOPE OF WORK

Each team will review, investigate and document potential effects on all users, including vehicular movements, goods delivery, bus stops, traffic signal operations, emergency responses, and homeland security, etc.

Team members may conduct field survey, review design plans, and collect additional data in and around the Project site. Use of GIS, computer simulations, animations, or other multi-media means to visualize the overall project area, operational considerations, and potential impacts in surrounding areas are HIGHLY encouraged. The verbal presentation may be use all forms of multimedia in addition to PowerPoint or flip charts.

PROJECT NAME: PEDESTRIAN PLAZA ON HOLLYWOOD BOULEVARD

DISCLAIMER: THE COURSE PROJECT CONCEPT HAS NOT YET BEEN FULLY DEVELOPED OR OBTAINED APPROVALS. THE FOLLOWING DESCRIPTION AND SENARIO ARE SOLELY FOR ACADEMIC EXERCISE ONLY.

BACKGROUND:

On April 1, 2017, the City of Los Angeles City Council adopted a Statement of Overriding Considerations and certified the Environmental Impact Report for the Pedestrian Plaza on Hollywood Boulevard Project. The City Council further instructed the City of Los Angeles Department of Transportation (LADOT) to implement the project with an opening date in January 2023 (5 years from now).

Since then, LADOT issued a Request for Qualifications (RFQ), the first step toward selecting a full-service professional consulting team to develop the implementation plan and manage the project to completion. Your team (firm) submitted qualifications in response to the RFQ and on December 23, 2017, you received an invitation to submit a formal proposal for the project.

Due to the schedule constraints, LADOT decided to skip the typical Request for Proposals (RFQ) phase and move directly into report submission and interview. The written report will be due on April 11 and the verbal presentation will be conducted on April 18, 2018.

DETAILS FOR SOLICITING PROFESSIONAL SERVICES:

A. The City of Los Angeles Department of Transportation (LADOT), the lead agency, hereby requests proposal presentations for the Pedestrian Plaza on Hollywood Boulevard Project (hereinafter "Project")

B. **SCOPE OF SERVICES:** LADOT has prepared an outline of the scope of services which is attached as Exhibit "A" to the RFP. Services generally include planning, engineering, construction management, community outreach, funding review, and supplemental environmental impact reports (if needed).

C. **PROJECT FUNDING:** The services associated with this RFP are funded by the City's General Funds.

D. **SCHEDULE:** The following is the approved schedule:

- a. Pre-proposal Conference on Wednesday January 31, 2018 at 18:30 PST
- b. Written proposals due on Wednesday April 11, 2018 at 17:00 PDT via email, in PDF
- c. Presentations: Wednesday April 18, 2018, starting at 18:30 PDT

E. **PRESENTATION FORMAT:** A selection panel will evaluate and rank the teams. Each team will be given 40 minutes to orally present its approach to deliver the service as follows:

- a. Presentation: 25 minutes (PowerPoint and/or flip charts may be used)
- b. Question and Answer Session: 15 minutes

F. **SELECTION CRITERIA:** The selection panel will rank each team based on the criteria described below:

- a. **Project Understanding and Approach (40 points maximum)**
Demonstrated understanding of the project objectives and work requirements. Defined methods of approach, work plan, and innovative techniques.
- b. **Project Manager and Key Project Team Members (30 points maximum)**
Organizational structural, qualifications, and experience of project staff, particularly the PM and key personnel, and their level of involvement in performing the primary tasks.
Demonstrated experience with delivering similar types of work with equal or greater complexity on schedule and within budget.
- c. **Qualifications of the Prime Firm and Key Subconsultants (20 points maximum)**

Technical ability and experience of the prime firm and key subconsultants in related projects equal or greater size and complexity. Experience working with public agencies, particularly with LADOT. Demonstrated ability to deliver complex projects on schedule and within budget.

d. Meeting the City’s Disadvantage Business Enterprise (DBE) and/or Women-Owned Business Enterprise (WBE) combined goals (10 points maximum)

Demonstrate that your team will meet the 30% combined DBE and WBE Participation Goal for this work.

EXHIBIT A
SCOPE OF SERVICES
PEDESTRIAN PLAZA ON HOLLYWOOD BOULEVARD

Background:

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Project Description:

Hollywood Boulevard will be permanently closed to vehicular traffic between North Orange Drive (south leg) and Highland Avenue in Los Angeles for implementing the Pedestrian Plaza (see Figure 1) to be open in January 2023.

The selected team for this project will develop a Project Implementation Plan that encompasses funding opportunities, business/community outreach, schedule for completing the preliminary engineering, procurement, construction, and changes to any local/regional transit services. The selected team is NOT responsible for the design and construction of the Pedestrian Plaza.

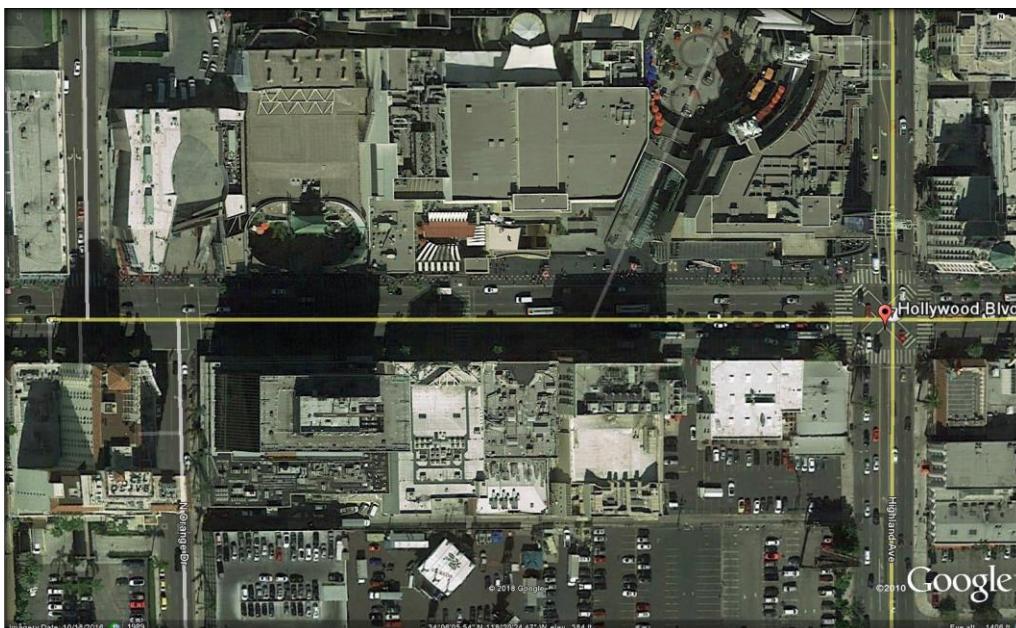


Figure 1: Project Vicinity Map

Scope of Work:

Task 1: Project Management

Consultant shall perform activities necessary to plan, direct, and coordinate the work of the consultant team and provide progress reporting to the Project Team on a regular basis. Effort will include:

- Project management and administration
- Project team meetings
- Quality control/quality assurance program

Task 2: Community Outreach

With assistant from LADOT, the consultant shall lead business/community outreach effort to keep the community informed about the project implementation, and provide opportunities for public input. This task shall meet the City's requirements for conducting public meetings. Effort will include:

- Stakeholder outreach plan during pre-construction phase
- Business and community outreach to address construction impacts
- Other outreach as deemed necessary

Task 3: Multimodal Access and Transportation Analysis

To develop the best feasible Implementation Plan, Consultant shall take advantage of a combined planning, engineering, and construction to streamline and integrate traffic forecast, access planning, transit services planning, circulations, and transportation demand management (TDM) within the Business Improvement Districts. The TDM plan needs to include first and last mile connection alternatives, including bicycle facilities and TNC (transportation network company) platforms (e.g. Lyft and Uber). The plan needs to incorporate Intelligent Transportation Systems (ITS) improvements, mobile and social media applications, wayfinding tools, and other methods for promoting non-automobile operations. All activities under this task should seek to minimize impact to the surrounding community and regional through traffic. Effort will include:

- Inventory of existing and future fix-route transit services near the Project.
- Access scenarios
- Multimodal travel options for local and non-local users
- TDM plan

Task 4: Project Site Plans

Consultant shall prepare plans for the existing and post-Project channelization plans, signal plans, and circulation plans. Each plan shall be prepared by and approved by a Registered Professional Engineer in accordance with the City of Los Angeles policies and standards.

(Note to class – you do not prepare the actual plan in your proposal. You will identify the types of plans needed and then include subconsultants to complete the work.)

III. WRITTEN PROPOSAL CONTENTS (additional instructions to be provided)

Each submittal is by noon (12:00 PST/PDT) on due day via email. Late submission will result affect your grade. Team Project Manager is responsible for submitting each report.

- Memo #1: Team Org Chart and responsibilities
- 30% complete draft proposal
- 70% complete draft proposal
- Final Draft Proposal

IV. INDIVIDUAL REPORTS THROUGH THE COURSE

- Report #1: Literature review recent implementation(s) of "pedestrian plaza" in the U.S.
Due 1/31/2018 @ 1700 via email
- Report #2: Comparison of Professional Services contract procurement and Project Delivery methods.
Due 2/7/2018 @ 1700 via email
- Report #3: Strategies to reduce on-street parking impact, protect residents, while reducing street capacity in densely populated region.
Due 2/21/2018 @1700 via email
- Late submission will result affect your grade on that assignment.

While there is no page limit or required format/style, students may follow the sample technical memorandum. Each report **MUST** be comprehensive and complete, that is, it must clearly outline the problems, background information, current issues, recommendations (or conclusion).

- Each file shall be named in the following convention:

PPD531S18.LastnameFirstnameInitial.ReportX.pdf

For example, the first individual report is on "congestion". Kyle Abbott would name his submission as:

PPD531S18.AbbottK.Report1.pdf

V. SCHEDULE

Lec#	Date	Course Presentations/Contents	Individual Report(s) Due	Group Report(s) Due
1	1/10/2018	Class rescheduled due to TRB annual meeting	Self-intro	
2	1/17/2018	Self-Intro Course Overview		
3	1/24/2018	Procurement Methods Project Delivery Methods		Team Org Chart and responsibilities
4	1/31/2018	Guest speaker	Report #1	
5	2/7/2018	Transportation impact assessment – theories, methodologies, and practices	Report #2	
6	2/14/2018	Parking management and strategies		TOC, intro, and bibliographic min.
7	2/21/2018	Transit services	Report #3	
8	2/28/2018	Arterial Traffic management		30% complete draft report
9	3/7/2018	Neighborhood traffic management		
Spring Recess	3/14/2018	No lecture		
10	3/21/2018	Active transportation – planning & implementation		
11	3/28/2018	Transportation funding		70% complete draft report
12	4/4/2018	Urban freight (goods delivery)		Lecturer's comments revised draft report returned to each team
13	4/11/2018	Recap		Submit final draft report
14	4/18/2018	Team presentations (It's a competition!)		Submit presentation files

VI. Grading Breakdown

	Percentage
Individual Reports & Write-up	30%
Group Reports	30%
Final Presentation	30%
Course-wide Participation	10%
TOTAL	100%

VII. Additional Information

Relevant Documents & Resources

Note to students: Please do not solely rely on Wikipedia for reference. You may have to contact each city's planning or transportation departments to retrieve information. That is the part of your "real-world" training.

Lecturer's Expectations

Please participate in course discussion enthusiastically; communicate with me (in person, via email or phone call) openly; respond to my assignments/inquires promptly; and collaborate/coordinate/cooperate with your team members. These are fundamental skills in work place.

Statement on Academic Conduct and Support Systems

Academic Conduct

Plagiarism – presenting someone else's ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in SCampus in Section 11, Behavior Violating University Standards <https://scampus.usc.edu/1100-behavior-violating-university-standards-and-appropriatesanctions>.

Other forms of academic dishonesty are equally unacceptable. See additional information in SCampus and university policies on scientific misconduct, <http://policy.usc.edu/scientific-misconduct>.

Discrimination, sexual assault, and harassment are not tolerated by the university. You are encouraged to report any incidents to the *Office of Equity and Diversity* <http://equity.usc.edu> or to the *Department of Public Safety* <http://capsnet.usc.edu/department/department-public-safety/online-forms/contact-us>. This is important for the safety of the whole USC community. Another member of the university community – such as a friend, classmate, advisor, or faculty member – can help initiate the report, or can initiate the report on behalf of another person. *The Center for Women and Men* <http://www.usc.edu/student-affairs/cwm/> provides 24/7 confidential support, and the sexual assault resource center webpage <http://sarc.usc.edu> describes reporting options and other resources.

Support Systems

A number of USC's schools provide support for students who need help with scholarly writing. Check with your advisor or program staff to find out more. Students whose primary language is not English should check with the *American Language Institute* <http://dornsife.usc.edu/ali>, which sponsors courses and workshops specifically for international graduate students. *The Office of Disability Services and Programs* http://sait.usc.edu/academicsupport/centerprograms/dsp/home_index.html provides certification for students with

disabilities and helps arrange the relevant accommodations. If an officially declared emergency makes travel to campus infeasible, *USC Emergency Information* <http://emergency.usc.edu> will provide safety and other updates, including ways in which instruction will be continued by means of blackboard, teleconferencing, and other technology.