

1.0 Executive Summary

Introduction

This Milestone Report, the first in a series of eleven, provides an overview of SCAG's LAX/Palmdale High Speed Ground Access Study. It relates the project overview and schedule, describes the agency coordination and public involvement plan, and outlines the eleven milestone deliverables and the milestone decision-making process that will lead to a preferred alternative selection and project deployment plan.

The objective of Milestone 1 is to initiate the project by establishing management and administrative controls, and by developing a strategy to effectively coordinate with agencies, advisory groups and the public, and ensure that all federal processes and requirements will be satisfied. As the project management plan, Milestone 1 defines the timing of individual tasks, staffing, documentation, milestone approval process, project budget, schedule and deliverables.

Milestone 1 contains the overall Project Management Plan and Strategy for the LAX/Palmdale High Speed Ground Access Study as detailed in Sections 1.1 through 1.6 following this Executive Summary. The key components of Milestone 1 are:

- 1.1 Project Background and Overview
- 1.2 Milestone Decision-Making Process
- 1.3 Agency Coordination
- 1.4 Public Involvement Plan
- 1.5 Project Management and Control
- 1.6 Consultant Project Management Plan

Project Background

The Southern California Association of Governments (SCAG) is planning the development of the future transportation system for the Los Angeles Basin. CommunityLink 21, the Regional Transportation Plan (RTP) adopted by the Regional Council in April 1998, provides a transportation vision to year 2020 along with a framework for future transportation improvement projects. The RTP is a comprehensive plan to achieve mobility, air quality, and other regional goals in the six-county Southern California region (Ventura, Los Angeles, Orange, San Bernardino, Riverside and Imperial counties). Implementing the elements of this landmark RTP will allow the region to meet the stated mobility goals and demonstrate air quality conformity in a financially constrained environment.

A significant component of the RTP is the provision of sufficient capacity to handle regional airport demand. Southern California is a global crossroad between America, Asia and Europe. A great deal of the economic success of the region is attributable to capitalizing on this. In the future, without expansion, regional airport demand is expected to outpace capacity by a significant margin. By 2020, the passenger capacity shortfall is expected to be one-third of the demand. This is further emphasized by the fact that air cargo is expected to have a capacity shortfall of approximately two-thirds. A likely outcome is a significant loss of economic benefits for the region. The challenge for SCAG, Los Angeles World Airports (LAWA) and the region will be in

finding a way to keep pace with air demand to capture the full potential economic benefits of air commerce.

Accommodating the growth in air passenger and air cargo demand will require a multi-faceted approach of judiciously accommodating demand for commercial airports and converting available military bases. SCAG and LAWA are cognizant that the potential adverse impacts of airport expansion require the development of regional strategies and policies to maximize passenger and cargo utilization of outlying airports in less populated areas. The task will be to develop policies that promote outlying airport growth while reducing regional trip making and community impacts. As brought forward in the RTP, a potential solution towards meeting this challenge is the use of high-speed links to connect the airports.

The California MAGLEV Deployment Project was initiated as a call to action and reflected in the 1998 Regional Transportation Plan through provisions for a high-speed network. On June 30, 2000, SCAG completed a pre-deployment assessment of a MAGLEV corridor between Los Angeles International Airport (LAX) and March Inland Port (the former March Air Force Base). This report analyzed capital costs, ridership and revenue, financing and environmental issues. The Federal Railroad Administration is currently assessing the project along with submittals from six other potential MAGLEV projects for consideration for funding for final design and construction. On September 30, 2000, the FRA will choose one or more projects for the next phase of undertaking an Environmental Impact Statement.

The Current Study

The main objective of the current study is to analyze the feasibility of service providing high-speed connectivity along a second corridor between Los Angeles International Airport (LAX), Van Nuys Airport (VNY) and Palmdale Regional Airport (PMD), with a possible connection to Los Angeles Union Station Passenger Terminal (LAUPT). The Project study area is illustrated in Exhibit 1.0-1. The study will evaluate the following:

- Airport access/interconnection impacts;
- Potential feasible alignments;
- Technology options;
- Investment quality travel demand analysis;
- Conceptual engineering and design;
- Environmental analysis;
- Capital and operations & maintenance (O&M) costs; and
- Financial, operational and implementation plans.

The goal of the study is to identify the potential benefits and examine the impacts of linking the airports as a strategy to balance and distribute future regional airport demand. The study will examine a number of system alternatives and will make a recommendation as to the preferred short list of three alternatives for further study. The project will culminate with a project deployment plan. Exhibit 1.0-2 outlines the overall approach to the study.

Exhibit 1.0-1
STUDY AREA MAP

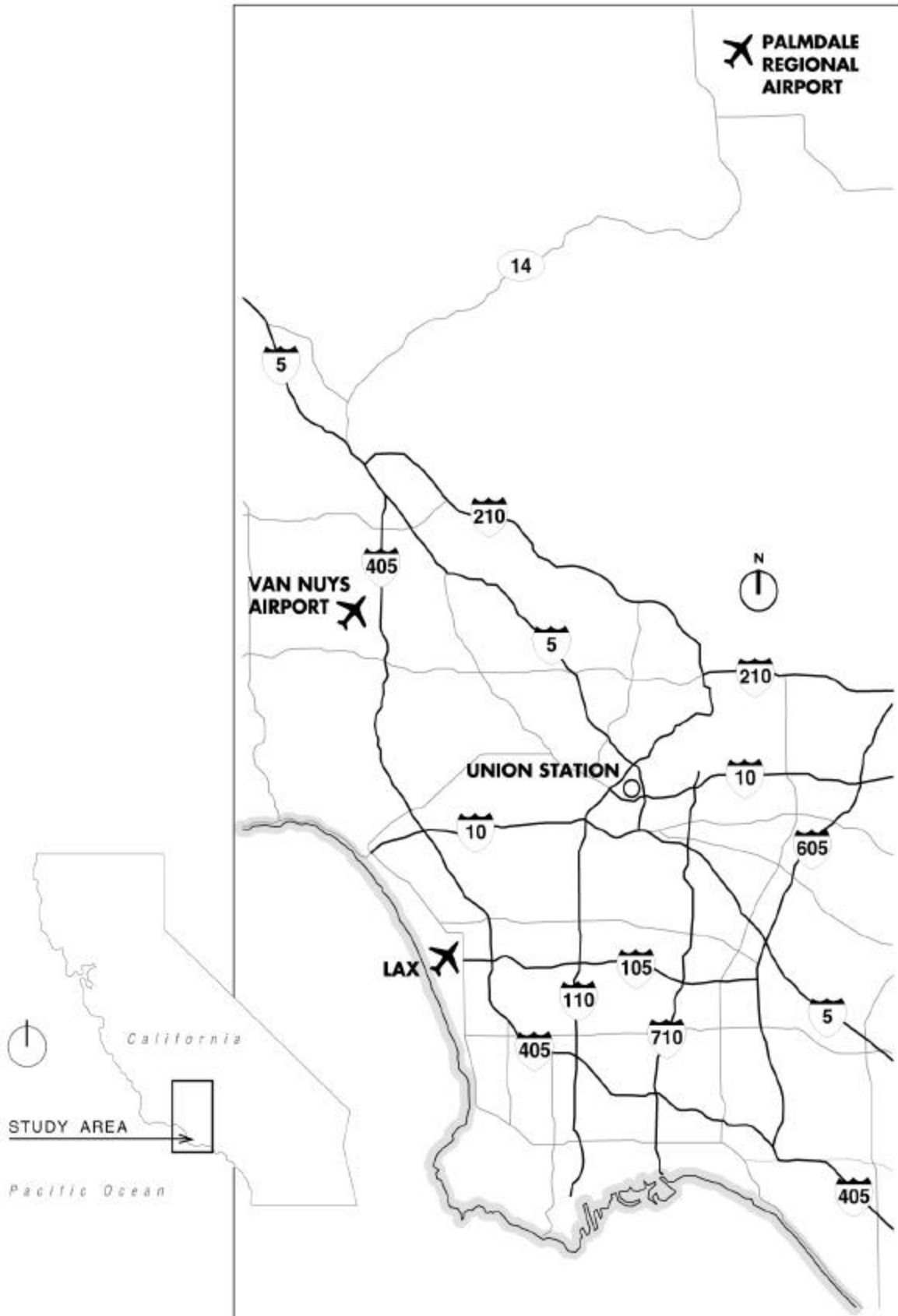
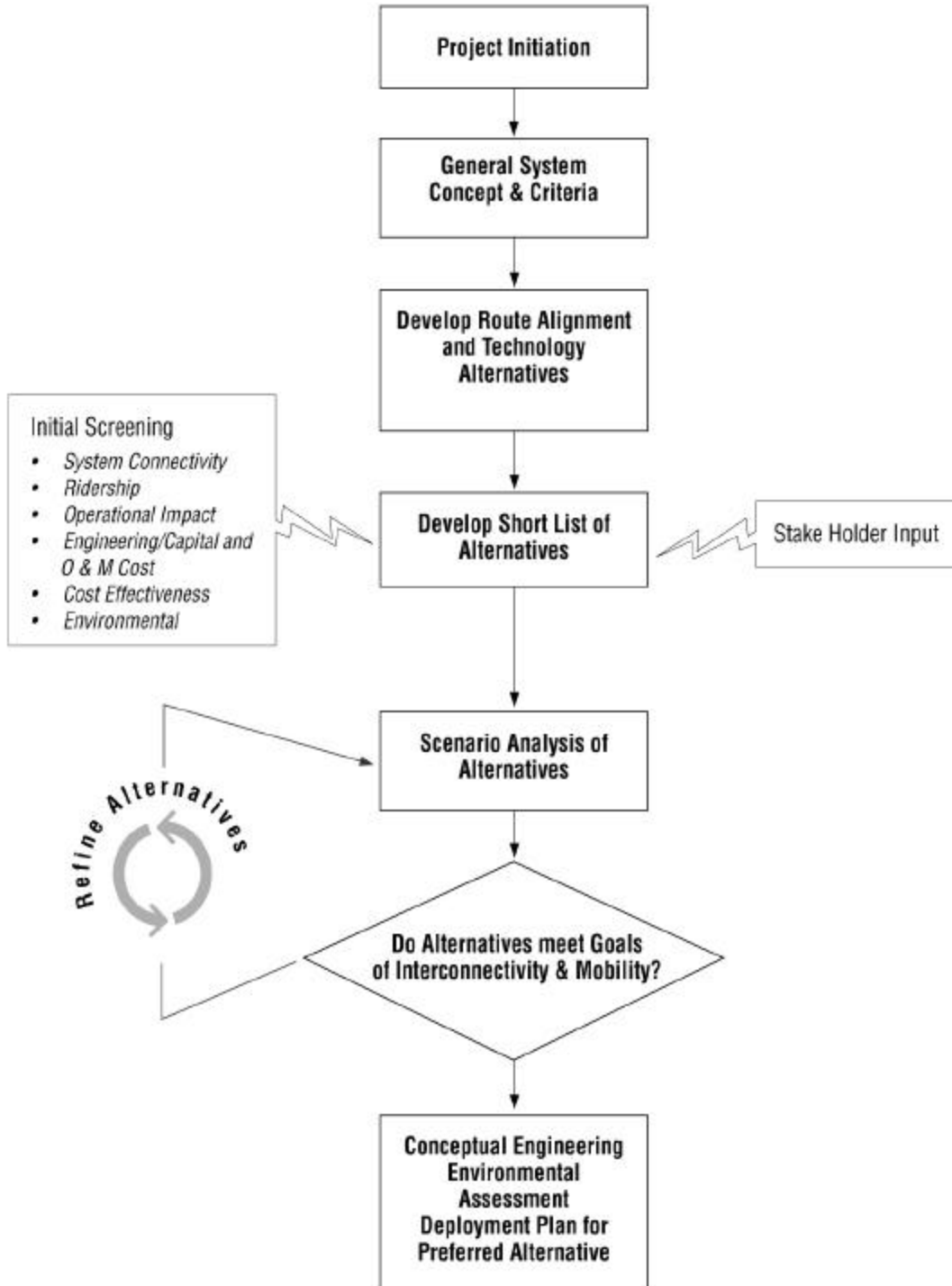


Exhibit 1.0-2
STUDY APPROACH

Major Study Phases and Schedule

The LAX/Palmdale High Speed Ground Access Study has eleven major tasks, which will be accomplished over the next 18 months. Exhibit 1.0-3 presents these tasks, which are outlined below:

Milestone 1 Project Management Plan will initiate the project by establishing management and administrative controls, and by developing a strategy plan to effectively coordinate with agencies, advisory groups and the public, and ensuring all federal processes and requirements will be satisfied. This task will be performed during July 2000.

Milestone 2 General Systems Concepts & Criteria will set the focus of the technical work in all subsequent efforts. In this milestone the study will address key issues, including system requirements and goals, and identify major opportunities and constraints. This task will help to narrow the list of potential technology solutions and alignment possibilities. This task will be performed between July 2000 and September 2000.

Milestone 3 Route Alignment & Technology Alternatives will define the vehicle technology options, their relationships to surface, subsurface, and elevated alignments and will define at least three route alignment alternatives. These three alternatives will be more closely examined under a broader set of criteria than in Milestone 2, which will include an initial operations plan and an order of magnitude cost. . This task will be performed between July 2000 and December 2000.

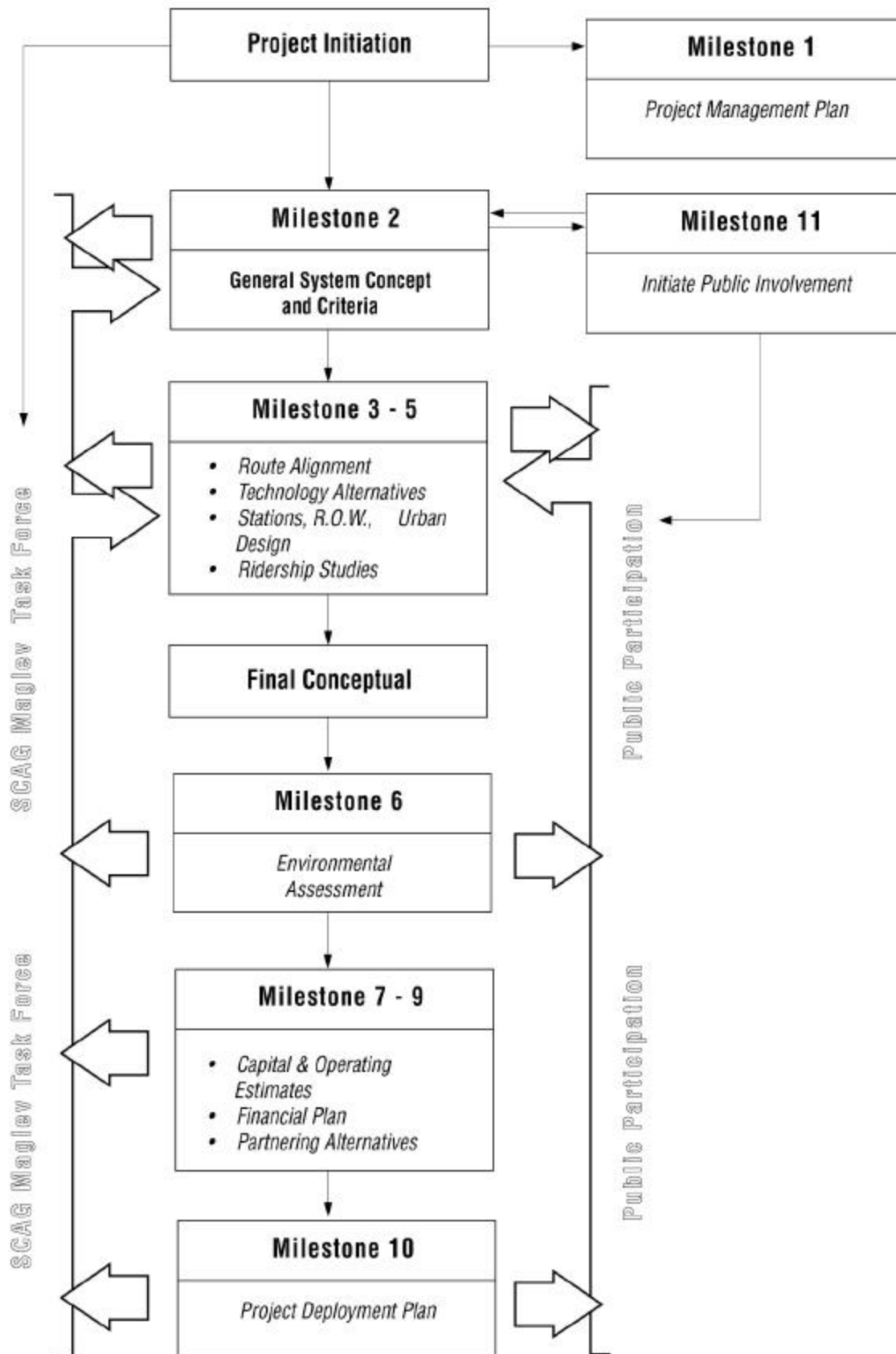
Milestone 4 Station Locations, Right-of-Way & Urban Design will develop station location criteria and establish typical design guidelines that address such items as access areas, station signage, lighting, pedestrian amenities and landscaping, ADA requirements, and platform positioning. Land use strategies and urban design recommendations will be made for improving the effectiveness of the system by encouraging station area development. This task will be performed between August 2000 and January 2001.

Milestone 5 Ridership Studies & Analysis will develop ridership and revenue forecasts at a level of detail sufficient to meet investment quality criteria necessary to support financial assumptions, identify environmental impacts and quantify benefits. A similar methodology, forecasting assumptions, models and approach to analyzing output will be used to that used for the LAX to March Field Maglev Project. This will be performed between August 2000 and March 2001.

Milestone 6 Environmental Assessment will provide an overall assessment of environmental issues and potential impacts related to the implementation of high-speed technology options between Los Angeles International Airport, Van Nuys, and Palmdale Airport. The assessment will serve as the basis for a subsequent comprehensive environmental document that would address construction-level impacts and associated mitigation measures, consistent with the requirements of the National Environmental Protection Act (NEPA) and the California Environmental Quality Act (CEQA). This will be performed between September 2000 and March 2001.

Exhibit 1.0-3

MILESTONE PROCESS



Milestone 7 Capital & Operating Cost Estimates provides the capital and operating cost estimates that will be a key to successful project completion. Cost estimates will be based on project design at an appropriate planning level. This will be undertaken between October 2000 and May 2001.

Milestone 8 Financial Plan will prepare a financial plan that is structured around funding sources, financing mechanisms and institutional arrangements. Order of magnitude financing requirements for implementation and operation will be developed along with a federal funding strategy, identification of private investment and innovative financing opportunities. This will be undertaken between April and July 2001.

Milestone 9 Partnering Alternatives Plan will develop a plan for creating an optimal relationship between public and private sectors. The partnering alternatives will be developed in a three-step process. The first involves identifying the requirements and criteria for successful partnering arrangements. The second step develops the alternative partnering models. And the final step involves assessing the alternatives in light of the requirements and criteria in consultation with key stakeholders. This task will occur between January and August 2001.

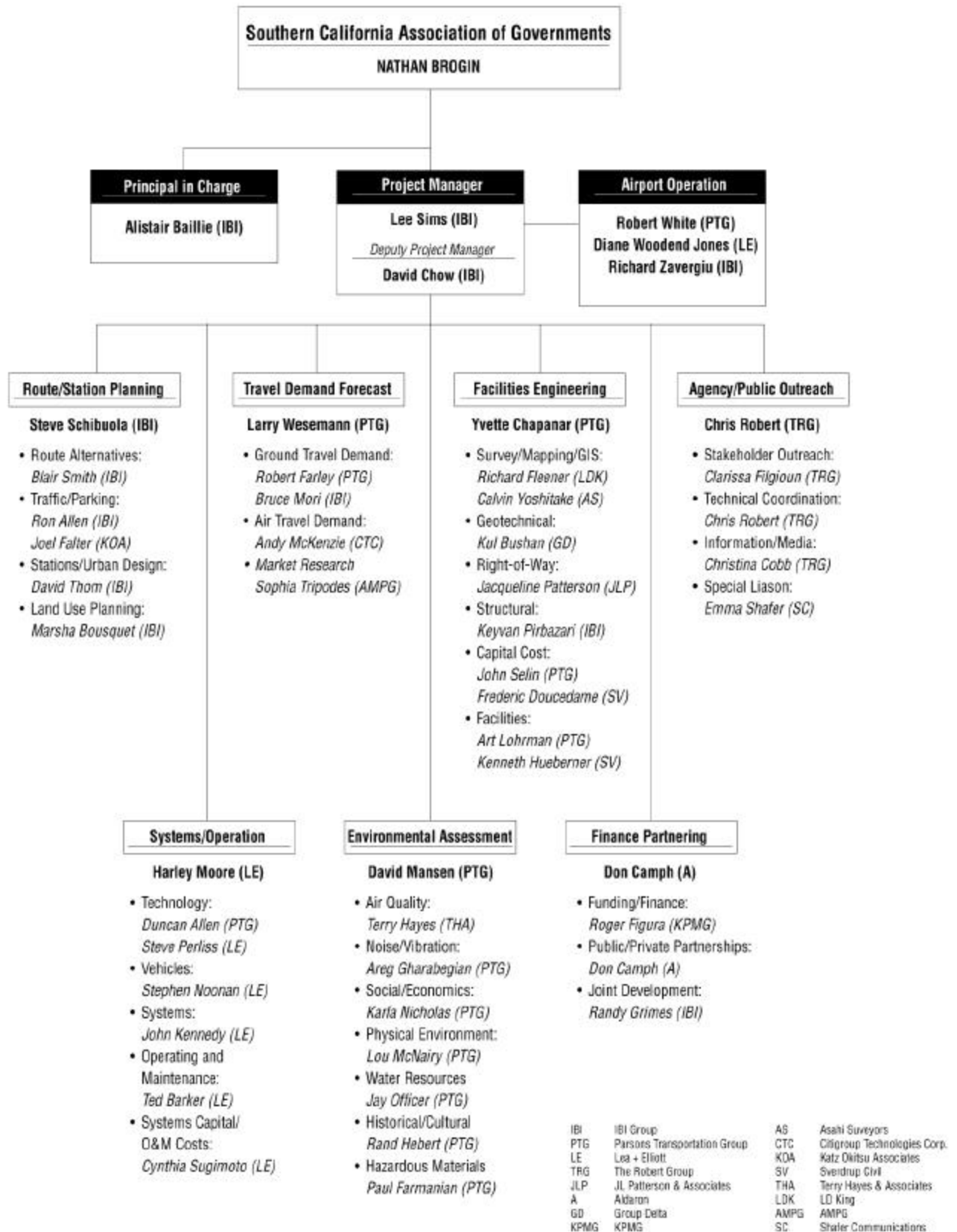
Milestone 10 Project Deployment Plan will recommend the most appropriate combined alignment, technology, and implementation alternative for the LAX-VNY-PMD high speed ground access system, and provide a plan to implement that alternative. The Milestone 10 report will serve not only as the “final report” on the technical analysis and findings of the study, it will also be a key document for SCAG to use to secure funding and approval for project implementation. This task will be undertaken between July and November 2001.

Milestone 11 Public Involvement Plan is the comprehensive outreach program and will include targeted and proactive contact with project stakeholders, including key opinion leaders such as public officials, subregional Councils of Government (COGs), community groups and influential business organizations, as well as outreach on a more technical level to public agencies and local cities. This effort will parallel the technical work schedule of the other milestones. The outreach effort will occur between July 2000 and December 2001.

Project Decision-Making Organizational Structure

SCAG is the lead agency and grantee for this LAX/PMD High Speed Ground Access Study. Consultant staff will undertake much of the technical work and coordination described in the work program. Other jurisdictions and agency staff will play important roles in various aspects of the project. A public involvement program will be implemented as part of the project by the Consultant staff with close coordination with SCAG.

SCAG has adopted an organizational structure for the LAX/PMD High Speed Ground Access Study as shown in Exhibit 1.0-4. SCAG will serve as the overall project management of the study with the Consultant Team responsible for the key technical components of the study.

Exhibit 1.0-4
ORGANIZATION CHART

Two review processes are envisioned: a formal, multi-person peer review process for *policy-level documents*, and a more streamlined process for *technical documents*. These are described more fully in Section 1.5 of this Milestone Report.

The milestones constitute the key decision points during the project approval process. When completed and approved, the milestone reports will demonstrate that SCAG has met its study goals and objectives, and the relevant agencies have been directly involved in the decision making process. The project decision-making process is further illustrated in Exhibit 1.0-5.

Agency Coordination

The purpose of agency coordination is to outreach and involve key public agencies that have an interest in the project. Two levels of agency coordination are envisioned for this task. The first level involves coordination with the SCAG Maglev Task Force. The second level is with one-on-one communications established through the outreach efforts in Milestone 11 (Public Involvement Process). The proposed Agency Coordination Plan is presented in Section 1.3 of Milestone 1.

An important part of the project is effectively involving SCAG and other public agencies throughout the decision-making process. The goal will be to achieve consensus on key policy and technical decisions affecting such things as the system technology, alignment, station siting, transportation modeling, impact mitigation, and funding.

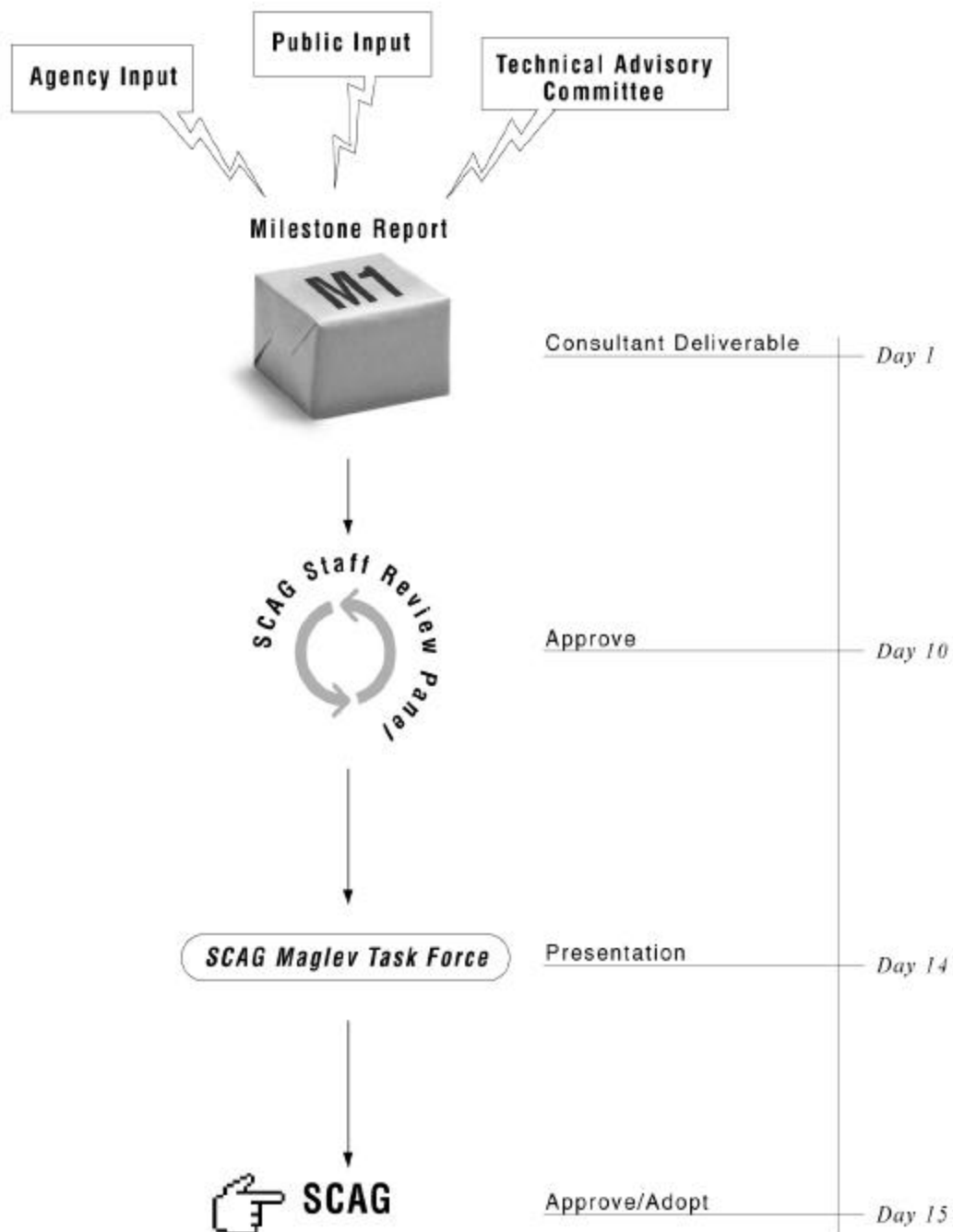
The Maglev Task Force will be consulted on an ongoing basis through the monthly task force meeting schedule. Presentations to the SCAG Regional Council will be made on an as-needed basis as determined by SCAG staff. The following discussion summarizes the specifics such as mission, composition and meeting schedule of each group in more detail.

Maglev Task Force.

The mission of the Maglev Task Force is to:

- Serve as the oversight body for this study and the Phase One Maglev Deployment Project;
- Provide the communications linkage between the Regional Council and the Project Team;
- Act as participants in the decision-making process; and
- Represent agency stakeholders of the project.

The Maglev Task Force will meet monthly on the third Thursday of each month. Currently, the project schedule identifies a minimum of 11 meetings.

Exhibit 1.0-5
PROJECT DECISION-MAKING PROCESS

Public Involvement Plan

The initial objective of the Public Involvement Plan (PIP) is to develop a strategic, comprehensive game plan for interfacing with key stakeholders to both provide information and, more importantly, to receive feedback about all aspects of the project.

A secondary objective of the outreach effort is to build support for, and understanding of, the project so that key elected officials, impacted municipalities, opinion leaders and other influential stakeholders will subsequently support the project into the next phase - in short, to empower the general public, businesses and community leaders to participate in decision and policy-making related to the LAX/Palmdale High Speed Ground Access Study.

The proposed Public Involvement Plan is outlined in Section 1.4 of the Milestone 1 Report and utilizes the following approach:

- Initial outreach is directed to key policy makers and influential stakeholders;
- Efforts are focused on feasible routes and alternatives within the study area;
- Simple, clear thematic public information materials are developed and distributed to the appropriate individuals and organizations;
- A web site is developed to augment outreach efforts;
- Focus groups are conducted with key (targeted) stakeholders to receive valuable input into route and technology discussions; and,
- Press and media relations are ongoing, comprehensive and carefully thought-out.

Consultant Project Management Plan

The detailed Consultant Project Management Plan is provided in Section 1.6 of the Milestone 1 Report. It establishes the framework for completing the technical analysis of the project; specifies the project's management procedures and organizational structure of the Consultant Team; and provides guidelines for the orderly interaction and participation of the different team members.

The development of the Project Management Plan will be an evolutionary process with updates and revisions occurring to the document as needed. The maintenance of and subsequent revisions to the Consultant PMP are the responsibility of the Consultant Project Manager.

A team approach is emphasized in the PMP with SCAG as the lead agency and the Consultant Team with the responsibility for much of the technical work and coordination described in the work program. Other jurisdictions and agency staff will play important roles in various aspects of the project. A public involvement program will be implemented as part of the project by the Consultant staff through close coordination with SCAG.

Overall responsibility for the study organization is with the SCAG Project Director who will direct the study team in accomplishing the goals and objectives established for the LAX/PMD High Speed Ground Access Study. The Consultant Team under the

leadership of the Project Director and Consultant Project Manager will perform all technical analyses.

Next Steps

The next step will be the preparation of the Milestone 2 General System Concepts and Criteria Report over the next month. Milestone 2 will set the focus of the technical work for the balance of the study through the development of a list of system requirements and goals; project criteria for evaluating alternatives; identification of a range of general system concepts that can meet the requirements of high speed ground access; and the development of the preliminary opportunities and constraints through the use of GIS data base mapping.