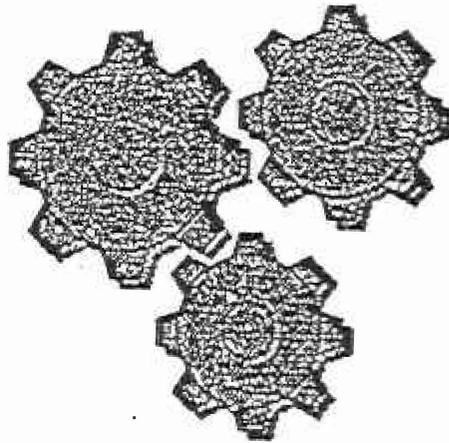


*A Transportation and Economic Development
Project for Southern California*

THE L.A. MILLENNIUM PROJECT



THE L.A. MILLENNIUM PROJECT

THE L.A. MILLENNIUM PROJECT

THE L.A. MILLENNIUM PROJECT

Bringing Mobility and Jobs to L.A.

C2 Southern California Rapid Transit District

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INTRODUCTION

California, and the South land in particular, are in the midst of one of the most severe economic down turns in years. The unemployment rate is approaching double digits, tax revenues are substantially off, businesses are failing and families are having an extremely difficult time making ends meet. The whole economic climate for Southern California is gloomy and there is no end in sight. At the same time, our streets and highways are fast approaching gridlock. Air pollution is intolerable and the full spectrum of quality of life issues seem to be spinning out of control. Is Southern California losing the magic and appeal that has made this one of the most desirable places in the world to live for nearly a century? Can we do anything to reverse this ominous situation?

An enormous opportunity may lie within our grasp, right now, to make a real difference in some of the most fundamental challenges we face. We have it within our power to create a major new industry, one that can employ hundreds of people in good paying jobs, right here in the Southland. At the same time we can make significant inroads into our traffic congestion and air quality problems. A way that we can make important strides in solving the twin problems of a slow economy and traffic congestion is *"The LA Millennium Project."*

The LA Millennium Project is the development of a consortium of business and the public sector, a public-private partnership, to locally manufacture nearly all the components of the emerging public transit network in Southern California. The public agencies including the SCRTD, LACTC, Los Angeles County Community Development Commission and the city in which the plant is located would sponsor a new, Not-for-Profit, corporation called *"The LA. Millennium Corporation."* This corporation would act as a joint venture partner with a private firm to produce transit vehicles in Los Angeles County.

Over the next thirty years LA will construct a world class public transit system that includes hundreds of miles of new rail lines and thousands of "Clean Air Buses." The taxpayers and transit patrons of Southern California will be spending in the neighborhood of \$60 billion on this transit development project. That is an enormous amount of money by any standard. And, it is essential that these funds be spent right here in Southern California so that we can receive the double benefit of improved transportation and economic growth.

Just about all of the pieces are in place right now to make this vast, multi goal, development project a reality. But, the very first thing we need to do, and this is critical, is to encourage the LACTC adopt a policy statement declaring its intent to standardize technology on future transit projects to the maximum extent possible. There are only three base rail transit technologies that should be built in Southern California, these are; (1) Heavy Rail, (2) Light Rail and (3) Commuter Rail. Once we settle on these three base technologies, then we create enough demand for each, right here in the LA area, to

The LA Millennium Project
December 11, 1991

make it economical for a firm to locate its manufacturing facility in the Southland. This same situation is also true for the bus side of mass transit. We should design a standardized, high technology, "California Clean Air Bus" to be used as the basis for all bus procurements. Creating large enough unit orders, over a long enough periods of time, is essential to making good business sense to locate a manufacturing facility here. We need to create the "Critical Mass" required to have a rail and bus transit manufacturing industry "Take Off."

As currently construed, the new rail transit system would consist of no less than six different and incompatible technologies. In addition to the three modes cited above, the plans now call for (4) Automated Guideway, (5) Monorail and (6) MagLev technologies. This proliferation of technologies makes each of the rail projects and each of the rail car procurements too small to justify the development of manufacturing facilities here in Los Angeles. And, as currently constituted, these systems will be manufactured overseas - witness the Blue Line cars built in Japan and the Red Line cars manufactured in Italy.

LA is, by far, the biggest player in the transit industry market. We should use the economic leverage that comes with that position to demand that the manufacturing of our mass transit systems be done here at home!

In addition to the enormous economic stimulus that we would miss if we continue to have this multiplicity of rail systems manufactured overseas - we will also end up with a public transit system that is significantly less capable. To create a highly capable and fully integrated transit system it is extremely important to keep the different technologies to a minimum. We need to be able to "Interline" and use cars for one rail line on other rail lines. We should not think of transit rail lines as "Stand Alone" entities. Each line must be a part of the whole and it must be fully integrated into that whole.

We should have the management flexibility to assign cars to different lines as the need arises. Passengers should be able to get on a train at LAX and go all the way downtown, or to Long Beach, or out the San Gabriel Valley without being forced to make a transfer. In addition to the increased capability and system capacity that comes with standardization, we would also require far less public expenditure on such items as maintenance facilities, spare parts inventories and training. A highly standardized system will be substantially more capable and significantly less expensive. And, the tax payer's money will stay right here in Southern California to support hundreds of primary and secondary jobs.

This is an extremely important public policy issue for the people of Southern California. What is unique about it is - everyone can win! We can achieve a better public transit system and at a lower cost. We can also develop a sizable and strong new industry for the Southland that will bring hundreds of jobs and support thousands of California families. We simply need the political and business leadership required to make it happen.

All the pieces are in place to make this plan a reality. Let us unleash our famous California "Can Do" spirit and develop new transportation infrastructure and new jobs at the same time. This is an enormous opportunity - let us seize the day!

PROJECT CONCEPT - OUTLINE OF PROJECT

THE LA MILLENNIUM PROJECT

The LA Millennium Project would consist of assembling a consortium of public agencies to sponsor the a new, Not-for-profit, corporation, called The L.A. Millennium Corporation, that can "joint venture" with a private firm for transit manufacturing. This would be a public - private partnership, to design and manufacture transit vehicles and complete transit systems, here in Los Angeles. The public sector participants, through The L.A. Millennium Corporation, would provide funding to write down the cost of developing the local manufacturing capability. The project could be undertaken in five phases.

PHASE ONE: PUBLIC FUNDING TO SECURE A MANUFACTURING SITE THROUGH A NEW NOT-FOR-PROFIT CORPORATION "THE L.A. MILLENNIUM CORPORATION"

The key public sector agencies would sponsor the incorporation of a new, not-for-profit, organization for the purpose of working as a Joint Venture Partner with a private manufacturer. The public agencies would appoint the Board of Directors for The L.A. Millennium Corporation. The charter would specify its public purpose. Public sector agencies would provide funding to The L.A. Millennium Corporation to purchase, or lease, a major manufacturing facility in Southern California. The site would have rail access and would be suitable for manufacturing transit vehicles.

PHASE TWO: LEASE MANUFACTURING SITE TO PRIVATE FIRM

The L.A. Millennium Corporation could lease the manufacturing facility to a transit vehicle manufacturer for a dollar a year (or another appropriate sum). Alternatively, The L.A. Millennium Corporation could participate as a Joint Venture Partner in the enterprise. The corporation would take a deferred equity position in the partnership.

PHASE THREE: REHABILITATE MANUFACTURING FACILITY

The public sector agencies could provide funding support to The L.A. Millennium Corporation construct the necessary physical plant modifications, rehabilitation and new tooling to make it a modern and efficient manufacturing plant.

PHASE FOUR: HIGH VOLUME - LONG TERM PROCUREMENT OF VEHICLES

The MTA could provide large and long term procurement contracts to a manufacturing firm (joint-venture) that agreed to build the vehicles in Los Angeles.

PHASE FIVE: AS FIRM BECOMES PROFITABLE - IT PAYS BACK PART OF PUBLIC INVESTMENT

Once the joint venture becomes profitable it would start to pay back some or all of the loans from the public agencies. The joint venture could pick up 20% per year, over a five year period, of the cost of the facility lease or purchase.

WHICH AGENCIES AND FIRMS SHOULD PARTICIPATE:

PUBLIC SECTOR

The LA Millennium Project can be a consortium of public and private organizations. Public sector agencies appropriate for participation in this project are listed as follows:

- Los Angeles County Transportation Commission (LACTC)
- Southern California Rapid Transit District (RTD)
- Los Angeles County Community Development Commission (LACDC)
- City of Los Angeles
- City of Los Angeles Community Redevelopment Agency (CRA)
- State of California
- California Industrial Development Authority
- CalTrans
- California Economic Development Commission
- U.S. Department of Commerce
- U.S. Department of Housing and Urban Development (HUD)
- Los Angeles Department of Water and Power

PRIVATE SECTOR

Various private corporations are prime candidates for participation in this project on a profit making basis. The types of firms that may wish to participate include:

- Southern California Edison
- Electronic control firms
- Rail vehicle manufacturing firms
- Rail track and facilities development firms
- Scores of subcontractors for support systems and sub components

SOURCES OF FINANCING

The following types and sources of financing would be appropriate for supporting this economic development project:

- Community Development Block Grant (CDBG) from the Los Angeles County Community Development Commission
- CDBG from the City of Los Angeles Community Development Department
- Industrial Development Bonds (IDBs) from the California Industrial Development Financing Advisory Commission (CIDFAC)
- Direct financial participation from the Los Angeles County Metropolitan Transportation Authority (SCR TD-LACTC)
- Direct financial participation from the County of Los Angeles
- Direct financial participation from the City of Los Angeles
- Direct financial participation from the State of California
- A special U.S. HUD grant for the project
- A special U.S. Department of Commerce grant for the project
- A special U.S. Department of Transportation, Urban Mass Transit Administration (UMTA) grant
- City of Los Angeles Community Redevelopment Agency participation
- State of California - CalTrans participation
- California Economic Development Commission participation
- Los Angeles Department of Water and Power participation

PRIVATE FINANCING

It is important to keep in mind that the public financing in this situation is for a specific purpose - the creation of jobs for the citizens of Southern California. Most of the financial support for this project will need to be borne by the private entrepreneurial firm that wins the bid for the work. The public financing is only used to leverage the private financing and make the whole project economically feasible.

It should be relatively easy to obtain long term private financing for this enterprise because of the long term, and very large, procurement contract from the MTA that underpins the whole project. This should be a low risk loan for a financial institution.

PROSPECTS FOR FEDERAL PARTICIPATION AND SPECIAL GRANTS FOR THE PROJECT

Next year, the State of California will have no less than fifty-two members of the U.S. House of Representatives and two U.S. Senators. These fifty-four, very powerful, members of Congress ought to have enough political clout for a special project grant to

be included in the HUD appropriation bill. The chances of significant federal funding for this project are good.

AN EXAMPLE OF HOW THIS PROJECT MIGHT BE STRUCTURED

This is a hypothetical example of how the LA Millennium Project might be structured. A Memorandum of Understanding (MOU) between all of the participating public agencies would be executed. This MOU would detail the scope and specifics of the project and it would list the specific responsibilities of each agency. It would also detail the financial commitment of each agency.

Lead agencies, the Southern California Rapid Transit District and the Los Angeles County Transportation Commission, would facilitate the incorporation of a new, Not-for-Profit, corporation called The L.A. Millennium Corporation. This new corporation would be chartered to act in the public interest to facilitate transportation and economic development. The SCRTD and LACTC, along with the Los Angeles County Community Development Commission and the City of Los Angeles would appoint the Board of Directors for the corporation. These same agencies, along with others, would provide the initial funding for the corporation.

The L.A. Millennium Corporation would acquire an appropriate manufacturing site such as the abandoned General Motors plant in Van Nuys. This acquisition would be by purchase or lease, or through an equity share, and it would utilize the funding support provided by all the participating public agencies. The L. A. Millennium Corporation would conduct the negotiations, close the deal and control the property. This facility would need to have rail access and be appropriate for heavy manufacturing.

After the property was acquired, The L.A. Millennium Corporation could issue a Request for Proposals (RFP) for a firm to use the facility, or joint venture, for the manufacturing of our standardized "LA Transit Vehicles." The LACTC could then send out bid proposals to interested firms for the design and local manufacture of the LA Transit Vehicles. A bidder would be selected to build the mass transit vehicles. This would be a very large and long term contract - it would need to be big enough and of a long enough duration to justify setting up a production facility in LA.

After a firm is selected, The L.A. Millennium Corporation would rehabilitate the plant into a modern mass transit vehicle manufacturing facility. This rehabilitation work would be funded through by initial public grants and/or loans.

The State's Employment Development Department, along with the Private Industry Council and other local agencies conduct manpower development programs (training programs) to develop a skilled work force that is ready to move in and begin work.

The joint venture partners move into the facility, conduct start up and test operations, staff training and begin production.

Over the first five years of production, The L.A. Millennium Corporation's equity share would be deferred. Beginning in the sixth year the corporation would start receiving 20% of its equity share per year. By the tenth year of operation, The L.A. Millennium Corporation would be receiving its full equity participation income. The L.A. Millennium Corporation would, by its charter, be required to reinvest all disposable income into further public benefit projects. Once the joint venture is profitable in its new facility, the low or no interest loans underwritten by the public agencies could be paid back. This way the public receives some of its initial investment back to be used for further public purposes.

PUBLIC SECTOR PARTICIPATION IN DEVELOPING A SKILLED WORK FORCE

Federal, state and local human resources development agencies provide direct support and assistance in training a high quality work force to staff the new manufacturing plant. These agencies may include:

- The Private Industry Council (PIC)
- The State Department of Employment Development
- County Manpower Development agencies
- City Human Resources Development programs
- Community based Human Resources Development programs
- Local colleges, universities and schools

OTHER FORMS OF SUPPORT FOR THE PRIVATE FIRM TO ENCOURAGE IT TO SET UP MANUFACTURING OPERATIONS IN LOS ANGELES

Government agencies may provide additional forms of support and encouragement for a private corporation to conduct manufacturing operations in the South land. These kinds of support could include:

- land
- buildings
- tax incentives
- services
- equipment
- other forms of support

PROCESS FOR ACHIEVING BROAD CONSENSUS ON THE LA MILLENNIUM
PROJECT

KEY PARTICIPANTS

The following officials and agencies should be involved in the development of this project. They all should be brought in at the earliest possible time so they can all make a full contribution to the design of the program. They should all feel a sense of ownership of the project:

- Southern California Rapid Transit District
- Los Angeles County Transportation Commission (LACTC)
Note: The LACTC and RTD will probably be merged into a single public agency, the Los Angeles County Metropolitan Transportation Authority (MTA) within a year.
- Los Angeles County Board of Supervisors
- Mayor of Los Angeles
- City Council of Los Angeles
- Los Angeles County Community Development Commission (CDC)
- City of Los Angeles Community Redevelopment Agency (CRA)
- City of Los Angeles Community Development Department
- CalTrans
- State of California Department of Housing and Transportation
- State of California Industrial Development Authority
- U.S. Department of Housing and Urban Development
- U.S. Department of Commerce
- U.S. Department of Transportation
- California State Chamber of Commerce
- Los Angeles County Chamber of Commerce
- Los Angeles Chamber of Commerce
- State of California Department of Employment Development
- Los Angeles Private Industry Council (PIC)
- League of California Cities (Los Angeles Area)

ACTION PLAN FOR LA MILLENNIUM PROJECT

The following is a proposed outline of an action plan for implementing the LA Millennium Project:

ACTION STEP ONE:

STANDARDIZATION OF TRANSIT SYSTEMS

The first thing that should be done is to set a policy that we will standardize our public transit systems to the maximum extent possible. We need to settle on "California Light Rail" and "California Heavy Rail" systems that will be the base technology for rail transit systems. The undercarriage and mechanicals should all be standardized as much as possible so they can use the same passenger platforms and tracks. The actual car body can be changed to meet any circumstance. We should also settle on a standardized "California Clean Air Bus" for the same reasons.

ACTION STEP TWO:

DELIVER THE CONCEPT OUTLINE OF THE LA MILLENNIUM PROJECT TO ALL KEY INDIVIDUALS AND AGENCIES

This conceptual outline should be delivered to all key individuals and agencies under a cover letter from the President of the SCRTD, the Chairman of the LACTC and other supportive leaders. The cover letter would call for a meeting of all key individuals for early in 1992, to discuss the concept.

ACTION STEP THREE:

CONVENE A SUMMIT MEETING OF ALL KEY LEADERS AND AGENCIES DURING FIRST PART OF 1992

This meeting should be held during the first part of 1992 and it should be chaired by the President of the SCRTD. The purpose of the meeting would be to discuss the concept of the LA Millennium Project and receive valuable input and recommendations from key leaders. This process is designed to build consensus for The L.A. Millennium Project.

ACTION STEP FOUR:

**RTD AND LACTC STAFF DEVELOP A WORK PLAN TO BE PERFORMED
BY A PRIVATE CONTRACTOR TO DEVELOP A FEASIBILITY STUDY
AND PRO FORMA**

A small committee of RTD and LACTC staff should develop a complete work plan (scope of work) for a private contractor to conduct a thorough analysis of the merits of the proposal.

ACTION STEP FIVE:

**SELECT BUSINESS DEVELOPMENT FIRM TO CONDUCT FEASIBILITY
STUDY**

Select a highly qualified business development firm or university to conduct of quick economic feasibility study and determine if the concept is economically viable.

ACTION STEP SIX:

**FIRM CONDUCTS FOLLOW ON CONTRACT TO PREPARE A
COMPLETE PRO FORMA**

If the feasibility study concludes that the LA Millennium Project is feasible and economically viable, then a follow on contract would be awarded to prepare a complete business pro forma to guide the development of the project. The pro forma would include complete cash flow projections and a full business plan.

ACTION STEP SEVEN:

**PUBLIC AGENCIES EXECUTE A MEMORANDUM OF UNDERSTANDING
ON PROJECT**

The public agencies participating in this project would all execute a Memorandum of Understanding (MOU) that specifies the actions and responsibilities of each party. This action step would be initiated by the SCRTD.

ACTION STEP EIGHT:

ASSIGN A PROJECT MANAGER AND SMALL STAFF TO MANAGE THE PROJECT

The lead public agencies, the SCRTD and LACTC, would assign a project manager and very small staff to manage the project. The management of the project could be through a consultant firm or done in-house.

ACTION STEP NINE:

PROJECT STAFF PREPARES APPROPRIATE RFQ, RFP AND BID DOCUMENTS

Project staff, with the assistance of the Rail Construction Corporation and other appropriate agencies, prepares appropriate project documentation.

ACTION STEP TEN:

IMPLEMENT PROJECT

The project is implemented under the direction of the lead agencies and The L.A. Millennium Corporation.

CONCLUSION:

This project is designed to create both an enhanced public transportation system and a tremendous stimulus to our economy at the same time. If the project is feasible, we certainly have the technical and professional expertise to achieve these dual purposes.

This is a very important opportunity for our community and we need to move rapidly if we are to be able to develop that important "Critical Mass" in demand for standardized transportation systems that is essential to making this plan work. This proposal addresses both rail vehicle and clean air buses manufacturing. Including replacement and expansion LA County's bus fleet will need more than 5,000 new vehicles over the next 30 years. We will also have a requirement for hundreds of rail transit vehicles during this same time period. If we include other California counties, the numbers become even more substantial. If all California rail and bus orders are standardized and coordinated, we would have enough purchasing leverage to insist that these mass transit vehicles are manufactured in California.

For the thousands of unemployed Californians who can benefit from this project, we all need to work together to make it a success.

r 28				January 8							January 12							January 18							January 24							
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February 2					February 8					February 16					February 23					March 1											
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		March 8							March 15							March 22							March 29								
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April 8					April 12								April 19								April 26					May 3					
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Project: L.A. Millennium Project
Date: 1/8/92

Critical 
Noncritical 

Progress 
Milestone 

Summary 

May 10								May 17						May 24						May 31											
9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9

Concept to Key Leaders	
1	11.38ed
1/24/92	2/5/92

Summit Meeting	
2	0.38ed
2/27/92	2/27/92

Develop Work Plan	
3	11.38ed
3/2/92	3/13/92

Select Development Firm	
4	4.38ed
3/23/92	3/27/92

Develop Pro Forma	
5	11.38ed
3/30/92	4/10/92

Execute MOU	
6	4.38ed
4/13/92	4/17/92

Assign Project Team	
7	4.38ed
4/20/92	4/24/92

Prepare Bid Documents	
8	32.38ed
4/27/92	5/29/92

Begin Implementation	
9	0.38ed
6/1/92	6/1/92

ID	Name	Duration	Scheduled Start	Scheduled Finish	Predecessors
1	Concept to Key Leaders	11.38ed	1/24/92 5:00pm	2/5/92 2:00am	-
2	Summit Meeting	0.38ed	2/27/92 8:00am	2/27/92 5:00pm	1
3	Develop Work Plan	11.38ed	3/2/92 8:00am	3/13/92 5:00pm	2
4	Select Development Firm	4.38ed	3/23/92 8:00am	3/27/92 5:00pm	3
5	Develop Pro Forma	11.38ed	3/30/92 8:00am	4/10/92 5:00pm	4
6	Executs MOU	4.38ed	4/13/92 8:00am	4/17/92 5:00pm	5
7	Assign Project Team	4.38ed	4/20/92 8:00am	4/24/92 5:00pm	6
8	Prepare Bid Documents	32.38ed	4/27/92 8:00am	5/29/92 5:00pm	7
9	Begin Implementation	0.38ed	6/1/92 8:00am	6/1/92 5:00pm	8



LOS ANGELES COUNTY

Metro Rail Plan



- Proposition A, Los Angeles County's half-cent sales tax for public transportation, was passed by county voters in 1980. This tax currently raises more than \$400 million a year. 35% of these tax revenues (about \$140 million per year) is dedicated to the construction of a rail transit system serving the entire county.
- Proposition C, another half-cent sales tax, was approved by county voters in 1990 for public transportation purposes. Effective April 1991, this tax raises an additional \$400 million per year for the Metro transportation system and transit-related highway improvements.
- The Metro Red Line will run underground, serving the densely populated regional core of the county; it is being built with federal, state, private benefit assessments, and Proposition A funds.
- The Metro Blue Line is already completed. This 22-mile line runs from downtown Long Beach to downtown Los Angeles, and is entirely funded by Proposition A funds.
- The Metro Green Line, funded by both Proposition A and Proposition C, will run in the middle of the I-105 Freeway. The line turns southward at LAX to serve the El Segundo employment area; in the future, plans call for extensions north and south along the coast.
- Projects are being developed in other corridors as well. The LACTC has planned routes for an east-west rail line in the San Fernando Valley and for a line from downtown L.A. to Pasadena. Caltrans is building an exclusive busway along the Harbor Freeway. Commuter rail service connecting Los Angeles with Simi Valley, Santa Clarita Valley, and San Bernardino is expected to be operational by 1992. Commuter rail service into Riverside and Orange Counties is also planned for the near future.

For more information, please call the LACTC/RCC rail hotline:

(213) 620-RAIL

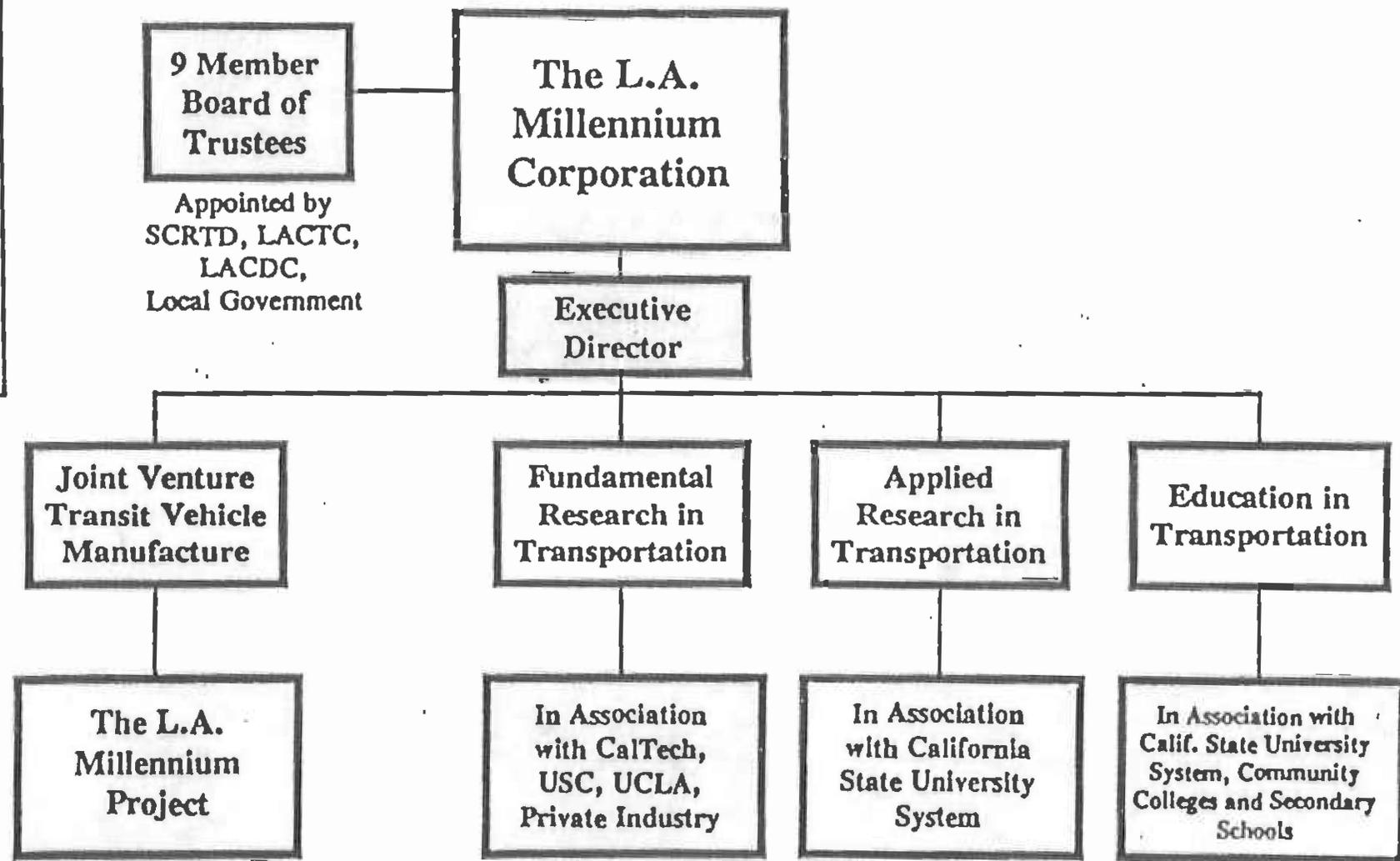
or write to

LOS ANGELES COUNTY TRANSPORTATION COMMISSION
818 West Seventh Street, Suite 1100
Los Angeles, CA 90017

THE L.A. MILLENNIUM CORPORATION
A NOT-FOR-PROFIT CALIFORNIA CORPORATION (501, c3)
OPERATING IN THE PUBLIC INTEREST



Initial Funding Provided by:
 SCRTD
 LACTC
 LACDC
 City CDD
 SCAQMD
 HUD
 EPA
 DOE
 DOT
 CARB

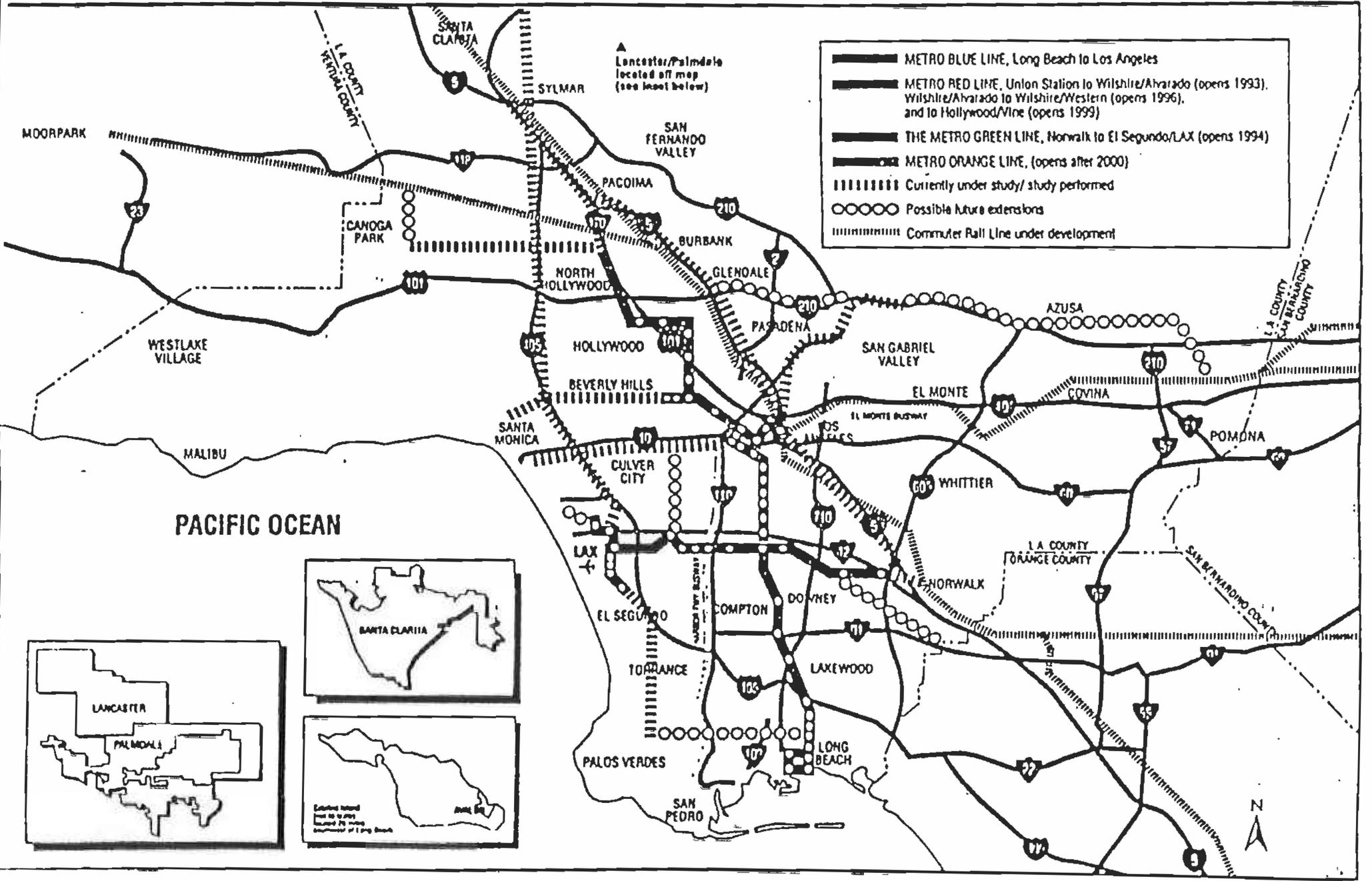


The Millennium Corporation will be a California Chartered, not-for-profit (501, c3), corporation dedicated to expanding job and economic opportunities for the people of California. It will work to foster transportation development activities and



Los Angeles

300-Mile Metro Rail Plan



THE L.A. MILLENNIUM PROJECT

The L.A. Millennium Corporation



POSE: To maximize local economic (jobs) benefits of the MTA's transportation infrastructure development activities.

ORGANIZATION: GOVERNANCE:

Nine member Board of Trustees appointed by, and serve at the pleasure of, the SCRTD - LACTC (MTA), LACCDC, and local government.

Executive Director.

OPERATIONS DIVISION:

Joint venture partner in transit system manufacturing and development activities.

RESEARCH DIVISION:

Facilitates research and development (R&D) in advanced transportation systems.

THE L.A. MILLENNIUM PROJECT

The L.A. Millennium Corporation



INITIAL FUNDING (Capitalization):

SCRTD - LACTC (MTA), LA County Community Development Commission, Local Governments - (Community Development Block Grant - CDBG Programs), HUD, Department of Transportation, Department of Commerce, Industrial Development Bonds (IDB's), State of California, California Air Resources Board (CARB), Southern California Air Quality Management District (SCAQMD), EPA, Department of Energy.

JOINT VENTURE PARTNER:

Participates as a deferred equity, joint venture partner, to manufacture mass transit products.

FUNDAMENTAL RESEARCH:

Facilitates and provides seed funding for fundamental research in advanced transportation systems.

TRANSPORTATION EDUCATION:

Facilitates and provides seed funding for transportation education.