



Metro

## Board Report

Los Angeles County  
Metropolitan Transportation  
Authority  
One Gateway Plaza  
3rd Floor Board Room  
Los Angeles, CA

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### CONSTRUCTION COMMITTEE JUNE 15, 2016

**SUBJECT: VAN NUYS NORTH PLATFORM PROJECT**

**ACTION: APPROVE REALLOCATION OF STATE FUNDS FROM METRO TO SCRRA**

#### **RECOMMENDATION**

APPROVE the transfer and reallocation of State Proposition 1B Intercity Rail Improvement Program (ICR1B) funds for the Van Nuys North Platform Project from Metro to the Southern California Regional Rail Authority (SCRRA)

#### **ISSUE**

In January 2016, the California Transportation Commission (CTC) allocated \$30.5 million in ICR1B funds to LACMTA (Metro) for construction of the Van Nuys North Platform Project (the Project). SCRRA has requested that the State allocate the ICR1B funds directly to SCRRA rather than to Metro for the Project.

This action would change the project allocation grantee recipient status from Metro to SCRRA for the Project..

#### **DISCUSSION**

There are two main tracks at the Van Nuys Station; however, there is only one side platform, thereby creating a single track capacity constraint and bottleneck at the station. In January 2012 a funding agreement was executed between Caltrans Division of Rail and Mass Transportation (the Department) and Metro for environmental clearance and preliminary engineering for the Project, which was completed in late 2013. In June 2014, a funding agreement was executed between the Department and Metro for final design for the Project, which was completed in late 2015.

In September 2015, SCRRA requested to work with Metro to develop plans to transfer the management of specific capital projects currently under the management of Metro, including the Project, from Metro to SCRRA. Due to SCRRA's unique experience with engineering and construction of commuter rail projects which operate under Federal Railroad Administration (FRA) jurisdiction, staff concurs that some Metro Regional Rail projects, including the Project, are candidates to be transferred for SCRRA management.

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Attachment A identifies SCRRA's organization structure and its capacity to deliver commuter rail capital projects for the region. Attachment B identifies the Van Nuys North Platform Project roles and responsibilities between Metro and SCRRA.

SCRRA is currently conducting a constructability review of the 100% design plans. Pending SCRRA's review and acceptance of the 100% design plans and engineer's estimate of the project costs, staff recommends that the Project be transferred to SCRRA as a pilot project for construction. Pending SCRRA's successful construction of this Project, other Metro Regional Rail projects will be assessed and considered for transfer to SCRRA for construction on a case-by-case basis. Therefore, this project can be used as a pilot project to evaluate the transfer of other projects to SCRRA.

### **DETERMINATION OF SAFETY IMPACT**

The Project will include a new pedestrian underpass built to current Metrolink standards. This will provide pedestrian access to the platform without crossing active railroad tracks.

### **FINANCIAL IMPACT**

There is no financial impact to Metro since the \$30.5 million in ICR1B funds will be allocated from the Department directly to SCRRA for construction of the Project.

Impact to Budget

Source of funds: \$30.5 million in State Proposition 1B Intercity Improvement Program (ICR1B) funds (allocated directly by the State to SCRRA)

### **ALTERNATIVES CONSIDERED**

An alternative is that the \$30.5 million in ICR1B funds continue to be allocated to Metro. This is not recommended since SCRRA has a proven successful record of construction of commuter rail projects in accordance with FRA and California Public Utilities Commission (CPUC) requirements. SCRRA has also historically constructed Metrolink commuter rail projects in Los Angeles County on Metro's behalf.

### **NEXT STEPS**

Metrolink will advertise construction of the Project in late 2016, award the contract by April 2017 and issue Notice to Proceed shortly thereafter. The Project is estimated to take two years to complete construction. Metro will monitor the Project as owner of the right of way, and as a major project stakeholder. Staff will report to the board on the Project progress through the Regional Rail quarterly board report.

### **ATTACHMENTS**

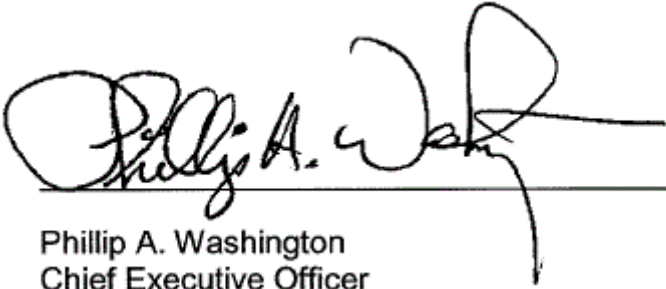
Attachment A - SCRRA's Organizational Structure

Attachment B -Van Nuys North Platform Roles and Responsibilities

Attachment C -- Van Nuys North Platform Rendering

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Phillip A. Washington  
Chief Executive Officer



ATTACHMENT C





# **ATTACHMENT A- Organizational Structure of Southern California Regional Rail Authority**

## **Background**

Operated by the Southern California Regional Rail Authority (SCRRA), Metrolink commuter rail service was created in October 1992 to fill a void in Southern California's transportation infrastructure. Metrolink is the only long-distance transit provider that serves commuters across six counties. It has expanded over its 24 years of service, starting with three service lines, 11 stations and 2,300 daily boardings to seven service lines, 55 stations and 44,000 daily boardings. Starting in 2016, Metrolink will service an additional four stations along 24 new miles of track between Riverside and Perris Valley.

## **The Organization**

Guided by a board of directors representing Los Angeles County Metropolitan Transportation Authority, Orange County Transportation Authority, Riverside County Transportation Commission, San Bernardino Associated Governments and Ventura County Transportation Commission, SCRRA has a strong track record of delivering multi-million dollar capital projects, including Positive Train Control stopping system, double tracking and station construction and modifications, and, on-going renewal of railroad structures and facilities. Using a contracting out business model, this lean organization of 279 employees is committed to providing safe, efficient and reliable commuter rail service.

The following departments are responsible for planning, supporting and delivering capital projects:

## **Engineering and Construction**

This department develops and maintains engineering standards, manages design and construction of new capital and rehabilitation projects for track, structures, highway-rail crossings, and right-of-way drainage, as well as right-of-way encroachment permit services. It coordinates with the signal and communications department and other operating departments to prevent service disruptions. Additionally, the department provides railroad engineering and project management services required to protect the railroad operating environment and infrastructure for all third-party projects that are designed and constructed by other agencies across or adjacent to the railroad right-of-way through reimbursement agreements with the third-party. Staff resources are supplemented with on-call design and engineering and project management/construction management consultant firms.

- Key staff: Interim Director, Patricia Watkins, has over 23-years of experience in project and construction management roles, working on many projects valued at greater than \$100 million. She has worked for many public agencies and has earned a reputation for managing on-time and on-budget projects. She has a particular expertise in project delivery methods, including design-bid-build, design-build, and design-build-operate-maintain.

# **ATTACHMENT A- Organizational Structure of Southern California Regional Rail Authority**

## **Planning and Development**

This group is responsible for service planning and system performance analytics, strategic planning and regional coordination as well as grants and capital development. This department works closely with the engineering department to plan service levels associated with new capital initiatives. It also secures grant funding for new projects.

- Key staff: Director, Roderick Diaz, has over 20 years of planning and capital development experience. Most recently, he led the successful effort to develop a board-adopted 10-year strategic plan.

## **Contracts and Procurement**

The Contracts and Procurement Department is responsible for the procurements of capital construction projects, professional services, operating maintenance contracts and all material requirements. It also assists other departments with their procurement planning needs as well as grantor compliance requirements.

- Key staff: Assistant Director, Lia McNeil-Kakaris, leads a team responsible for procuring materials and services in support of all Metrolink projects, including Tier 4 locomotives, a contract valued at more than a quarter of a billion dollars.

## **Risk Management**

This function is responsible for the identification, evaluation and elimination or mitigation of risk and making recommendations regarding the retention or transference of risk. Risk transference is accomplished in two primary ways, the purchase of insurance and contractual provisions such as indemnity and warranty provisions. The purchase and administration of insurance policies is a major focus for Risk Management.

- Key staff: Risk Manager, William Garrett, is a licensed attorney who has more than 20 years of experience in risk transference and related transactional legal matters.

## **Project Management Office**

The Project Management Office provides project tracking, reporting and forecasting support to help ensure successful project delivery. This group leads monthly project review meetings to address issues and resolve them quickly so that projects remain on time, schedule and budget.

- Key staff: Assistant Director, Mary Lou Williams, started the PMO practice at SCRRA and has led her team through the successful delivery of all major capital projects. Ms. Williams is well-versed in multiple approaches to project management.

## **Finance:**

This department is responsible for overseeing financial management for the organization. This group works closely with the engineering and planning and development departments to develop budgets and cash flows as well as ensure timely payments to vendors and reimbursements from grantors.

## **ATTACHMENT A- Organizational Structure of Southern California Regional Rail Authority**

- Key staff: Manager of Grants Finance and Administration, Michael Naoum III, has extensive experience with Oracle grants module management and recently led his team in developing practices for securing reimbursements that result in shorter time-to-pay cycles for securing grantor reimbursements to the organization.

### **Human Resources**

The Human Resources Department is responsible for attracting and retaining employees, while delivering innovative and exciting training and development programs.

- Key staff: Director, Patricia Francisco, has over 25 years of public sector human resources experience. She directs the overall management and administration of the major functions in human resources including employee benefits, recruitment and retention, learning and organization development, classification and compensation, and employee relations.

### **Public Affairs**

The Public Affairs Team is responsible for consistent communication with stakeholders through social, traditional and digital mediums. The Public Affairs Department has a community relations firm on contract to help with outreach on various projects.

- Key staff: Director, Sherita Coffelt, manages a team of staff and consultants dedicated to effective and consistent communications. She has expertise in all aspects communications including public relations, crisis communications, event planning, community relations, executive communications, advertising, social media, digital project management, message development and internal communications.

### **Government Affairs**

This department is responsible for managing legislative and regulatory advocacy efforts of the agency which include developing and tracking legislation, conducting analysis, developing strategic coalitions, coordinating with stakeholders, and providing recommendations to the CEO and the Board. A key aspect of the work, in coordination with Public Affairs, is conducting legislative outreach to district offices and facilitating issues with local cities.

- Key staff: Government & Regulatory Affairs Manager, Peter Muller, manages government relations staff and state and federal contract lobbyist teams. He oversees all aspects of this practice.

## **Attachment - B**

### **Van Nuys North Platform Project Roles and Responsibilities**

Reason for this Outline: Specify the roles and responsibilities of each party with regard transferring the Project from Metro's lead to Southern California Regional Rail Authority (SCRRA) as lead for construction of the Project.

By signing the May 13, 2016 letter to Bruce Roberts regarding the Van Nuys North Platform Project – Grant Recipient Change and Vendor Contract Extension Request, which was required to be submitted by that date to be agendaized for approval at the June 29-30, 2016 California Transportation Commission (CTC) meeting, both agencies agree to transfer of the construction of the Project and will cooperate with each other to complete the Project as described herein.

Description of Project: Construction of a new center platform between Metrolink main line tracks 1 and 2 with a pedestrian tunnel undercrossing to access new platform. Remove existing side platform. Modify track and signals to accommodate new platform as well as relocation or protection of fiber optic and other utilities.

Funding Sources: Proposition 1B Intercity Rail funding will cover all design and construction costs.

#### Metro roles and responsibilities:

- Upon Metro and SCRRA Board approval and SCRRA's acceptance of the 100% design plans and engineer's estimate of project costs, transfer the Project to SCRRA for construction including revisions to the designs per SCRRA's review comments received by Metro by May 26, 2016
- Request Caltrans make SCRRA direct recipient of CTC allocation instead of Metro
- Notify stakeholders of transfer
- Provide copies of executed agreements, easements, licenses, etc. completed during the design phase
- Extend Metro's designer's E&O coverage to include SCRRA (to be provided in contract modification)
- Monitor and provide oversight during construction including but not limited to: reviewing and approving all pay applications, change orders and design modifications, reviewing inspections reports and construction schedules, attending weekly construction meetings, and providing punch list items.

#### SCRRA roles and responsibilities:

- Upon Metro and SCRRA Board approval and SCRRA's acceptance of the 100% design plans and engineer's estimate of project costs, assume responsibility to construct the Project in accordance with the 100% design plans, including revisions to the designs per SCRRA's review comments received by Metro by May 26, 2016



- SCRRRA Board approval of project budget and contract award
- Secure agreement on behalf of Metro with third parties for construction, including UPRR and utilities for fiber relocations
- Secure Operations and Maintenance Agreements on behalf of Metro as the Station property owner and appropriate third parties Caltrans, Amtrak, City of Los Angeles)
- Property easement/licenses cleared on behalf of Metro for construction with UPRR/DOT/Caltrans
- Bid and award construction contract (award is dependent on favorable construction bids)
- Manage the construction of the Project to completion and closeout
- Oversee, coordinate, or perform the procurement, installation and commissioning of Positive Train Control within the project limits.
- Prepare reports for Caltrans as required, and share copies with Metro
- Coordinate construction with stakeholders
- Perform community outreach during construction
- Closeout grant with the State
- Turn over finished station to City for maintenance
- Certify design in accordance with SCRRRA design procedures, specifications and standards and arrange for the delivery of as-built drawings and related documents for the completed project.
- Responsible for notification of cost overruns and requests for additional funding required for construction.