



Board Report

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Agenda Number: 25.

CONSTRUCTION COMMITTEE MAY 21, 2020

SUBJECT: PROGRAM MANAGEMENT SUPPORT SERVICES

ACTION: APPROVE RECOMMENDATIONS

RECOMMENDATION

AUTHORIZE:

- A. An increase in authorized funding for Contract No. AE35279 with Kal Krishnan Consulting Services/Triunity Engineering and Management Joint Venture (KTJV), for pending and future Contract Work Orders to provide Program Management Support Services (PMSS) in an amount not-to-exceed \$12,041,501, increasing the current authorized funding limit from \$51,306,204 to \$63,347,705 through FY21;
- B. The Chief Program Management Officer or designee to execute individual Contract Work Orders (CWOs) and Contract Modifications within the Board approved contract funding amount.

ISSUE

In June 2017, the Board approved awarding a five-year cost reimbursable fixed fee Contract No. AE35279, plus one two-year option, to KTJV, a DBE Prime Joint Venture, for Program Management support services for not-to-exceed \$90,809,070. This created the largest small business led consultant services contract at Metro. The Board action provided initial funding not-to-exceed \$24,970,960 through the end of FY19 as part of a multiyear contract with an anticipated five-year base contract value of \$63,347,705 plus \$27,461,365 for one two-year option, for a combined total amount not-to-exceed \$90,809,070 for seven years.

In April 2019, the Board approved two additional years of funding increasing the total not-to-exceed amount to \$51,306,204 for the first four years of the contract. However, staff has awarded CWO/Modifications totaling \$48,733,372.30 and has approximately \$2,572,831.70 of the authorized funding remaining. Attachment B lists the PMSS contract CWO/Modifications executed to date. Use of the Contract exceeded staff expectation especially considering the acceleration of several Major Transit Construction Measure M projects. However, due to COVID-19 financial impacts on projects, Metro staff has evaluated opportunities to reduce consultant support across all projects and are proposing a decrease in the current rate of consultant spending on the PMSS contract. Therefore,

Metro staff is now seeking to increase authorized funding of the Contract by \$12,041,501, for a new funding limit not-to-exceed \$63,347,705.

DISCUSSION

Metro is currently undertaking the largest transportation construction program in the nation. This creates an unprecedented challenge to project delivery. Recognizing that staffing is a key factor in project delivery, Program Management is committed to developing strengths in its capacity and capability to ensure the multi-billion-dollar capital program can be successfully managed. Attachment E lists the projects that the Contract currently supports and those we anticipate it will support over the duration of the PMSS contract.

Metro staff works with KTJV to scale staff up or down depending on Metro's transit, highway, regional rail and other capital improvement program needs. With the volume of work that accompanies Metro's fast-paced Capital program, the PMSS Contract utilization to assist Program Management in securing enough qualified, flexible resources across a broad spectrum of disciplines in a timely manner needed to manage and support delivery of Board approved projects has increased significantly. Therefore, as the needs of the projects increase to allow Metro efficient and effective staff augmentation and technical expertise, the needs of the authorized funding increase as well.

Scope

To support the aggressive project implementation schedule for delivering Metro's Capital Program, close coordination and expertise across multidisciplines are required in the following eight key functions: project management, program management, project delivery development support, project control, estimating, configuration management, project management and other technical training, and Project Management Information System (PMIS) support services. In addition, the scope has allowed for contract administration and small business contract compliance support assisting Vendor/Contract Management (V/CM) to efficiently provide sufficient staffing needed to perform V/CM support activities.

Combining all the above functions together into one contract has allowed for a better coordinated and more efficient allocation of resources for Metro than would be possible under a series of separate contracts. To date, the PMSS contract has succeeded in fulfilling the consultant staffing demand on a program-wide level on various multiple transit, regional rail, highway, and other capital improvement projects.

Contract funds are authorized by issuing separate CWOs for various projects using labor classifications and rates set forth in the contract, with funding solely supported through the Life of Project budget. This method of contracting results in more efficient cost and schedule management, since CWOs and modifications to existing CWOs are negotiated and issued as additional work is identified. For each CWO or modification, Metro prepares a scope of work and an estimate of hours, and KTJV subsequently provides a proposal. Metro and KTJV will fact-find and negotiate the hours if there is a discrepancy. After agreement, the CWO is issued and the work proceeds.

Consultant Services

To date, KTJV has completed and is continuing staff augmentation assignments on major transit construction projects, miscellaneous capital project, security and safety projects, rail and bus facility improvements, wayside systems, soundwalls, Regional Rail, Highway, and Environmental projects; Metro Gateway staff augmentation for program-wide support; specialty assignments such as constructability review, risk assessment support, procedure writing and training, Project Management Information System (PMIS), lessons learned/Best Management Practices implementation, WIN LA, DBE Commercially Useful Functions, and P3 capability development support; and other projects as necessary (see Attachments B and E). KTJV has been responsive and works with Metro staff to provide the qualified resources necessary for Program Management to meet the aggressive implementation schedule for delivering Metro's Capital Program.

DETERMINATION OF SAFETY IMPACT

This Board action will not have an impact on established safety standards for Metro's capital projects.

FINANCIAL IMPACT

The not-to-exceed award value is based on the anticipated level of services. Each individual CWOs will be funded from the associated projects' budget, within the limits of Board authorization. Staff is cognizant of the Continuation Resolution of FY20 Budget for Q1 of FY2021; the FY2021 budget will be brought to the Board for consideration in a September 2020 Board meeting. The project managers, cost managers and Chief Program Management Officer will be accountable for budgeting the cost in future years, including cost associated with exercising the option.

Impact to Budget

There will be no additional impact beyond the approved annual budget or respective project's authorized LOP amounts, where applicable. Most of the projects are funded with multiple sources of funds: federal and state grants, federal loans, bonds and local sales taxes. Much of local sales taxes are eligible for bus and rail operations and capital improvements. These funds are programmed to state of good repair projects and to augment the costs of mega projects, where eligible and appropriate.

ALTERNATIVES CONSIDERED

The Board may elect to discontinue using KTJV for PMSS. Staff does not recommend this alternative as the Program Management capital projects are in various degrees of completion and the loss of staff would cause these projects to be significantly impacted.

Another alternative would be to hire Metro staff to perform the required services. This alternative is also not recommended since the intent of the PMSS is to augment Metro staff in terms of technical expertise and availability of personnel. PMSS are typically required on a periodic or short-term basis to accommodate for peak workloads or specific tasks over the life of the projects. Further, for some

projects, the specific technical expertise required may not be available within the ranks of Metro staff, whereas the KTJV consultant can provide the technical expertise on an as-needed basis.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Recommendation supports Strategic Plan Goal #1 - Provide high-quality mobility options that enable people to spend less time traveling. This will be accomplished by providing program-wide support services to assist in delivering multiple capital projects on time and on budget while increasing opportunities for small business development and innovation.

NEXT STEPS

Upon Board approval, staff will continue to issue Contract Work Orders, as needed.

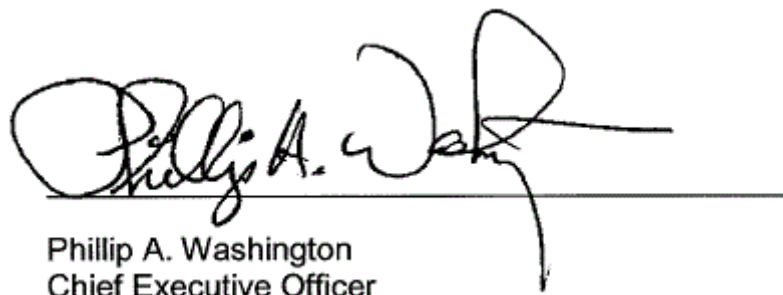
ATTACHMENTS

- Attachment A - Procurement Summary
- Attachment B - Contract Work Order/Modification Log
- Attachment C - DEOD Summary
- Attachment D - Current Support Provided by Project Category
- Attachment E - Current and Anticipated List of Projects

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Phillip A. Washington
Chief Executive Officer

PROCUREMENT SUMMARY

PROGRAM MANAGEMENT SUPPORT SERVICES (PMSS)

1.	Contract Number: AE35279		
2.	Contractor: Kal Krishnan Consulting Services/Triunity Engineering and Management Joint Venture (KTJV)		
3.	Mod. Work Description: Funding for additional Contract Work Orders for projects listed in Attachment D – Anticipated List of Projects		
4.	Contract Work Description: Program Management Support Services (PMSS)		
5.	The following data is current as of: April 16, 2020		
6.	Contract Completion Status		Financial Status
	Contract Awarded:	June 22, 2017	Original authorized funding limit: \$ 24,970,960.00
	Contract Executed Date:	August 18, 2017	Total of Contract Work Orders and Modifications Approved: \$ 48,733,372.30
	Original Completion Date:	August 18, 2022	Proposed and Pending Contract Work Orders and Modifications (including this action): \$ 14,614,332.70
	Current Est. Completion Date:	August 18, 2022	Total authorized funding limit (with this action): \$ 63,347,705.00
7.	Contract Administrator: Robert Romanowski		Telephone Number: (213) 922-2633
8.	Project Manager: Mayumi Lyon		Telephone Number: (213) 922-4020

A. Procurement Background

On June 22, 2017, the Board approved award of Contract No. AE35279 to Kal Krishnan Consulting Services/Triunity Engineering and Management Joint Venture (KTJV) for five years with funding approval through FY2019 in the amount of \$24,970,960.00, for the Scope of Services included in the Program Management Support Services (PMSS) Contract.

On April 25, 2019, the Board approved additional funding, increasing the total not-to-exceed amount to \$51,306,204 for the Work.

Attachment B shows that Forty Contract Work Orders and their Modifications have been issued to date to authorize and/or delete work, totaling \$48,733,372.30.

This Board Action is to approve an increase to the total authorized funding for Contract No. AE35279 in support of additional Program Management Support Services (PMSS) needs.

B. Cost/Price Analysis

All direct labor rates as modified by the annual economic price adjustment and the negotiated fixed fee factor for this cost reimbursable plus fixed fee contract remain unchanged from the original contract.

A fair and reasonable price for all future Contract Work Orders will be determined based upon fact finding, scope definition, technical evaluation, cost analysis, and negotiations before issuing work to the Consultant. Contract Work Orders will be processed in accordance with Procurement Policies and Procedures, within the additional funding requested.

CONTRACT WORK ORDER (CWO)/MODIFICATION LOG

Project	CWO #	Description / Working Title	CWO/Mod. Value	Date Executed	PoP Ends
Program Control Admin.	1	Metro requires Program Management Support Services (PMSS) in support of delivering Metro's transit, highway, regional rail, and other capital improvement projects on-time and within budget. The Consultant shall allocate technical expertise and proper resources in a timely manner, manage the contract budget, prepare forms and submittals as required, in addition to control, monitor, report on all costs, expenditures, schedule, and understand the contract requirements.	\$645,684.71	8/31/2017	6/30/2018
	1.1	Modify to add Risk Assessment Advisor: This modification adds James Zack Consulting, LLC to the CWO.	\$16,350.00	11/15/2017	6/30/2018
	1.2	Modify City of Los Angeles Guidelines for LA Metro Projects: Program Management requires additional personnel with different technical expertise be added to perform priority policies and procedures.	\$57,629.36	1/23/2018	6/30/2018
	1.3	Extend PoP for FY19 (SOW same as original)	\$724,833.00	6/20/2018	6/30/2019
	1.4	Vehicle Lease for DEO, Cost Estimating for travel to the Integrated Project Management Offices (IPMOs) and other work-related locations with a not to exceed yearly mileage of 12,000 miles.	\$9,303.00	8/24/2018	8/18/2019
	1.5	Add Facilitator/ Instructor for Program Management Leadership Team Workshop: facilitate a leadership team workshop of up to 30 Executive and Deputy Executive level attendees; curriculum focused on communication/trust, provide all handouts, conduct and facilitate the workshop; staff interviews; workshop; post workshop meeting debrief to discuss consultant recommendations.	\$24,164.51	10/9/2018	6/30/2019
	1.6	Vehicles lease for three 24-month vehicle leases for New Blue projects and two 24-month vehicle leases for Soundwall 11 for travel to work-related locations with a not to exceed yearly mileage of 12,000 miles per vehicle; monthly costs for lease, insurance, registration, and vehicle safety equipment and allocation for fuel and maintenance were included in the calculated NTE final value.	\$135,884.50	10/9/2018	10/30/2020
	1.7	Parking: add monthly parking passes for each leased vehicle. Three 24-month passes for New Blue projects and two 24-month passes for Soundwall 11.	\$10,230.00	11/15/2018	10/30/2020
	1.8	Extend PoP for FY20 (SOW same as original).	\$762,538.00	8/5/2019	6/30/2020
	1.9	Vehicle lease extension for Cost Estimating.	\$8,867.00	10/29/2020	9/30/2020
1.10	Sr. Program Management Analyst support for Project Control tasks such as coordinating meetings, tracking budgets, creating and dispersing reports, etc.	\$95,405.00	10/18/2020	6/30/2020	
ESOC	2	Constructability Evaluation and Risk Assessment Review: The Contractor shall perform a Constructability Evaluation and Risk Assessment relating to the Emergency Security Operation Center (ESOC) Project, particularly as it relates to transferred risks.	\$114,797.62	9/18/2017	11/17/2017
	2.1	Contractor shall perform a Constructability Evaluation and Risk Assessment relating to the ESOC, particularly as it relates to transferred risks.	\$19,205.95	10/27/2017	11/17/2017
	2.2	Constructability Evaluation and Risk Assessment Review Mod Time Extension through December 17, 2017. The SOW remains unchanged; no increase to the contract value.	\$0.00	11/15/2017	1/31/2018
	2.3	Constructability Evaluation and Risk Assessment Review - modify CWO to add Other Direct Costs (ODCs) -Travel, for previously approved personnel of Consultant to attend one review meeting with Metro staff; extend Period of Performance (PoP) through January 31, 2018	\$1,631.00	12/8/2017	1/31/2018
	2.4	Extend PoP; scope of services remains unchanged and there is no increase to the contract value.	\$0.00	1/30/2018	3/31/2018
	2.5	Extend PoP; scope of services remains unchanged and there is no increase to the contract value.	\$0.00	3/13/2018	6/30/2018
	2.6	CWO Closeout	(\$12,847.75)	3/18/2020	3/30/2020
Project Delivery Development	3	Project Delivery Development Support - Overall advice/assistance are required on federal and project implementation issues that arise on Metro's major capital, including assistance on National Environmental Policy Act (NEPA) issues and documents, and litigation issues involving or affecting Metro projects.	\$300,000.00	9/12/2017	6/30/2018
	3.1	Modification to replace fixed "Rate Per Hour" for the Project Delivery & Contract Development Technical Advisor with "Direct Rate Range".	\$0.00	10/26/2017	10/26/2017
	3.2	Extend PoP; continuation of support services for FY19; scope of services remains unchanged.	\$224,561.00	6/29/2018	6/30/2019
	3.3	Modification to add funding to support Project Delivery Development for Program Control, WPLE 2, WPLE 3	\$116,880.00	6/28/2019	6/30/2020
Crenshaw/LAX	4	Cost Estimating Support Services for Crenshaw/LAX and Southwestern Yard (SWY) Projects: services to assist Metro to perform estimating functions; support development of budgets for the projects, support design optimization and constructability of the projects, and support administration of both project contracts.	\$1,057,745.06	9/15/2017	6/30/2018
	4.1	Modification to add construction management support/Sr. Configuration Management Analyst on Division 16 SWY Maintenance Project.	\$121,907.44	11/13/2017	6/30/2018
	4.2	Cost Estimating Support Services for Crenshaw/LAX and SW Yard Projects - Add Personnel: Metro requires additional Sr. Cost Estimator to support Crenshaw/LAX and Division 16 Southwestern Yard Maintenance Projects and has designated an existing Sr. Cost Estimator with increased complexity of tasks justifying a rate increase.	\$148,972.69	12/22/2017	6/30/2018

CONTRACT WORK ORDER (CWO)/MODIFICATION LOG

Crenshaw LAX SWY	4.3	Crenshaw/LAX & Southwestern Yard Projects - Scheduling Support: addition of an experienced scheduler to perform schedule analysis tasks.	\$27,093.33	2/1/2018	6/30/2018
	4.4	Addition of estimating consultants including Sr. Estimator and Cost Estimating Manager to support existing scope; funding already in existence through original CWO.	\$0.00	5/4/2018	6/30/2018
	4.5	Extend PoP: continuation of support services through FY19.	\$1,804,836.00	6/25/2018	6/30/2019
	4.6	Addition of experienced scheduling support services for Crenshaw/LAX project to perform schedule analysis tasks.	\$218,069.00	9/5/2018	6/30/2019
	4.7	Addition of Sr. Configuration Management Analyst to perform schedule analysis tasks.	\$68,268.00	9/5/2018	6/30/2019
	4.8	Extend PoP: continuation of support services through FY20.	\$1,716,859.00	6/17/2019	6/30/2020
	4.9	Additional cost schedule analyst staff support services for Crenshaw and Eastside Light Rail Access.	\$70,633.00	3/3/2020	7/31/2020
PMIS	5	Project Management Information System (PMIS) Ongoing Support: Contractor shall provide technical expertise to perform ongoing PMIS supporting, including hosting and on-going technical and implementation support as required to support existing systems.	\$451,825.10	9/29/2017	6/30/2018
	5.1	Modify Contract Work Order AE35279-005 to add Other Direct Costs (ODCs) - Travel for previously approved personnel of listed subconsultant.	\$20,376.00	12/5/2017	6/30/2018
	5.2	Additional services required to supplement the existing CWO to provide technical expertise in resolving complex issues; actual level of efforts required for ongoing support has exceeded the planned level.	\$102,439.27	2/5/2018	6/30/2018
	5.3	Extend PoP; ongoing PMIS supporting, including hosting and on-going technical and implementation support as required to support existing systems.C29	\$599,106.00	6/20/2018	6/30/2019
	5.4	Revise sub-consultant SOW to include programming support and troubleshooting for the new Oracle Primavera Unifier application; support to assist in system design and testing for cost forecasting functionality development that will eventually replace the EcoSys application.	\$74,826.00	1/18/2019	6/30/2019
	5.5	Extend PoP; ongoing PMIS supporting, including hosting and on-going technical and implementation support as required to support existing systems.	\$1,925,894.00	7/31/2019	7/31/2020
	5.6	PMIS FY20 Oracle Unifier system requires system enhancements specific to Metro's application.	\$402,779.00	2/12/2020	6/30/2020
WPLE 1	6	WPLE 1 Project requires scheduling, cost engineering, and estimating support services.	\$919,952.06	9/19/2017	6/30/2018
	6.1	Extend PoP; continuation of services in original SOW.	\$722,326.00	6/21/2018	6/30/2019
	6.2	Substitute Sr. Cost Estimator at a lower rate.	(\$18,551.58)	11/13/2018	6/30/2019
	6.3	Extend PoP; continuation of cost estimating services and addition of cost/schedule analyst support for FY20.	\$1,363,051.00	6/10/2019	6/30/2020
WPLE 2	7	WPLE 2 Project requires scheduling, cost engineering, and estimating support services.	\$627,112.16	9/19/2017	6/30/2018
	7.1	Consultant shall substitute one Sr. Cost Estimator provided by its approved, listed Subconsultant to support Westside Purple Line Section 2.	(\$7,637.35)	12/27/2017	6/30/2018
	7.2	Eliminate Sr. Cost/Schedule Analyst Position: Based on the current Project needs, the Sr. Cost/Schedule Analyst Position is no longer required.	(\$234,501.26)	1/29/2018	6/30/2018
	7.3	Extend PoP; continuation of cost estimating support services for FY19.	\$504,336.00	6/29/2018	6/30/2019
	7.4	Extend PoP; continuation of cost estimating support services for FY20.	\$1,096,360.00	7/9/2019	6/30/2020
Environmental Compliance and Sustainability	8	The Environmental Compliance and Sustainability Program requires support services, including project controls and estimating support.	\$457,408.18	9/13/2017	6/30/2018
	8.1	Consultant to add more personnel that were inadvertently omitted from the list of approved personnel of approved, listed subconsultant, Lenax Construction.	\$0.00	11/20/2017	6/30/2018
	8.2	Additional personnel inadvertently omitted from the list of approved personnel of approved, listed subconsultant, Lenax Construction.	\$0.00	12/13/2017	6/30/2018
	8.3	Extend PoP; continued support services including project controls and estimating services through FY19.	\$630,051.00	6/20/2018	6/30/2019
	8.4	Substitute Personnel at different rates.	(\$41,041.95)	2/11/2019	6/30/2019
	8.5	Environmental compliance and Sustainability strategic team alignment workshop.	\$10,435.00	3/28/2010	6/30/2019
	8.6	Extend PoP; continued support services including project controls and estimating service through FY20.	\$194,044.00	6/27/2019	6/30/2020
	8.7	Additional funding Environmental Compliance estimating services in FY20.	\$99,384.00	12/23/2019	6/30/2020
Regional Connector	9	Regional Connector Transit Project requires program control support services, specifically, estimating support.	\$368,983.64	9/19/2017	6/30/2018
	9.1	Extend PoP; continue Regional Connector Project program control support services, specifically, estimating support through FY19.	\$50,396.00	6/8/2018	6/30/2019
	9.2	Additional Sr Cost Estimator for four months.	\$77,257.00	9/6/2018	12/31/2018
	9.3	Addition of project scheduling and cost engineering support services.	\$179,912.00	12/7/2018	6/30/2019
	9.4	Continuation of the cost estimating services with no cost increase through FY19.	\$0.00	3/8/2019	6/30/2019
	9.5	Extend PoP; continue Regional Connector Project program control support services, specifically, estimating support through FY20.	\$917,271.00	6/25/2019	6/30/2020
PMIS Enhancement Analysis	10	PMIS Unifier Prototype: Current Contract Management 14 of the PMIS is obsolete. Immediate analysis is needed to conduct initial assessments of the system needs and enhancements required to replace the current CM14 and EcoSys cost system.	\$245,165.16	9/21/2017	12/31/2017

CONTRACT WORK ORDER (CWO)/MODIFICATION LOG

DBE Contract Compliance	11	Contract Compliance Support Services/Diversity & Economic Opportunity Department (DEOD) requires contract compliance monitoring support services consistent with DOT 49 Code of Federal Regulations (CFR) Part 26 and Metro's DBE, SBE and/or DVBE program.	\$634,678.54	10/13/2017	6/30/2018
	11.1	Addition of Personnel - No Cost: add personnel to provide interim support as required.	\$0.00	2/28/2018	6/30/2018
	11.2	Extend PoP; there is no increase to the contract value.	\$0.00	6/6/2018	8/31/2018
	11.3	Addition of personnel to provide interim support as required; Senior Contract Compliance Officers to provide contract compliance monitoring support services consistent with DOT 49 CFR Part 26 and Metro's DBE Program.	\$1,117,360.00	9/6/2018	6/30/2019
	11.4	Add approved replacement personnel at a lower rate in the direct labor categories of Senior Contract Compliance Officer.	(\$9,449.00)	12/12/2018	6/30/2019
	11.5	Extend PoP; Sr. Consultant Compliance Officer consultant services to provide contract compliance monitoring support services through FY20.	\$1,544,380.00	8/1/2019	7/31/2020
	11.6	Addition of consultant staff to provide interim compliance monitoring support on various non-mega projects.	\$82,358.00	3/30/2020	7/31/2020
PMIS Enhancement Implementation	12	PMIS Enhancement Implementation: three phase implementation support needed to conduct the enhancements, required to replace the current CM14 and EcoSys cost system.	\$1,919,948.74	11/30/2017	12/31/2018
	12.1	Additional PMIS Implementation Support and Solution Architect: full-time position shall assist in the process transition from use of EcoSys for cost reporting to Oracle Primavera Unifier.	\$235,827.00	12/4/2018	6/30/2019
	12.2	PoP Extension and Additional Work: support extended outreach to business process support groups and projects during design to solicit engagement and acceptance and provide additional pilot testing/training; allowance for design changes that are likely to result from the extended outreach; change includes more comprehensive support efforts during the initial go live period for training, technical support, and minor design changes.	\$379,785.00	1/3/2019	6/30/2019
	12.3	Additional Pilot Testing: Consultant shall perform extended outreach sessions; extended Pilot Testing Period; re-development of business processes: redesign configuration management business processes from prior process used in CM14 to streamline processes and obtain staff buy-in; ongoing support for post go-live period; redesign Cost Engineer cost forecasting business processes and reporting.	\$499,224.00	2/26/2019	6/30/2019
	12.4	PMIS Unifier Implementation additional data migration testing.	\$149,997.44	5/8/2019	6/30/2019
	12.5	PMIS Unifier Implementation additional data migration testing - PoP extension.	\$0.00	6/27/2019	9/30/2019
	12.6	Closeout of CWO 12 and modifications.	(\$17,766.44)	1/31/2020	1/31/2020
Construction Market Analysis	13	Contractor to conduct a construction market analysis to assess key factors of the Los Angeles area construction market.	\$266,134.23	11/15/2017	4/30/2018
	13.1	Extend PoP; no cost increase.	\$0.00	5/7/2018	6/31/2018
WSAB	14	West Santa Ana Branch (WSAB) P3 Technical Advisory Support - technical advisory in support of evaluation of various P3 project delivery alternatives and subsequent development of a procurement package for a P3 contractor for the WSAB Light Rail Project.	\$203,546.08	12/28/2017	3/15/2018
	14.1	Extend PoP; no cost increase continuation of P3 technical advisory services.	\$0.00	2/28/2018	6/30/2018
	14.2	Additional personnel with different technical expertise be added to provide technical support required on the WSAB, specifically with a project workshop.	\$4,465.00	3/15/2018	6/30/2018
	14.3	Additional personnel with different technical expertise be added to provide partnering/workshop facilitation support required on the WSAB Project.	\$6,857.06	4/20/2018	6/30/2018
	14.4	Extend PoP: continuation of P3 technical advisory support through FY19.	\$1,548,668.00	7/10/2018	6/30/2019
	14.5	Additional Sr. Configuration Management Analyst and Sr. Cost Estimator personnel with technical expertise.	\$80,930.00	9/17/2018	6/30/2019
	14.6	Additional Project Delivery and Contract Development Advisor	\$119,677.00	11/5/2018	6/30/2019
	14.7	P3 Performance Requirements Development - consultant expertise to develop a set of comprehensive performance requirements and solicitation technical packages that will be used during all phases of the P3. Consultants range from Project Delivery and Contract Development/Compliance functions to Sr. Cost Estimator to maintain schedule for the P3 solicitation package.	\$1,561,563.15	1/3/2019	6/30/2019
	14.8	Closeout CWO 14, Modifications 2 and 3. The modification of these documents is a reduction of \$44,055.06. Reduction of hours in CWO 14, Mods 4 and 7 in the combined amount of \$955,944.57 = \$1M total.	(\$1,000,000.00)	3/8/2019	3/8/2019
	14.9	Extend PoP: continuation of project delivery and contract development support.	\$0.00	6/25/2019	7/31/2019
	14.10	Extend PoP: continuation of project delivery and contract development support through FY20.	\$4,092,522.00	7/31/2019	7/31/2020
14.11	Modify CWO 14, and its Modifications to add Project Management support, reduce the Contract Value by \$1,500,000, and extend the PoP through December 31, 2020.	(\$1,500,000.00)	4/1/2020	12/31/2020	
Patsaouras Busway Station	15	PMSS on Bus & Rail Capital and Soundwall Projects: Metro requires program control support services in accordance with the scope of work on Bus and Rail capital, and Soundwall projects.	\$96,072.21	12/13/2017	6/30/2018
	15.1	Extend PoP; continued program control support services on Bus and Rail Capital, and Soundwall Projects, as previously outlined in CWO No.15.	\$133,588.00	6/6/2018	6/30/2019
	15.2	Extend PoP services and PoP through FY20.	\$392,608.00	6/27/2019	7/31/2020

CONTRACT WORK ORDER (CWO)/MODIFICATION LOG

	15.3	Project Manager services necessary for providing oversight support in design review, construction oversight reporting, preparing technical documents, various office related support services.	\$126,051.00	3/11/2020	7/31/2020
I405 Closeout	16	I-405 Widening Project Closeout Support: Metro requires project close-out support in accordance with the scope of work on the 1-405 project.	\$391,957.37	12/27/2017	12/31/2018
	16.1	Continue I-405 Widening Project Closeout Support through 3/2019.	\$206,241.00	10/4/2019	3/31/2019
	16.2	Continue I-405 Widening Project Closeout Support through 12/2019.	\$274,951.00	3/15/2019	12/31/2019
	16.3	Continue I-405 Widening Project Closeout Support through 12/2020.	\$95,098.00	1/9/2020	12/31/2020
WPLE 3	17	PMSS Project Management Support WPLE3: Metro requires project support services in accordance with the scope of work on Westside Purple Line Extension Section 3 Project.	\$286,495.87	1/18/2018	6/30/2018
	17.1	Extend PoP; continuation of support services for FY19.	\$781,400.00	6/29/2018	6/30/2019
	17.2	Add Sr. Cost Estimator and Sr. Configuration Mgmt Analyst for WPLE	\$258,335.00	2/14/2019	6/30/2020
	17.3	Extend PoP; continuation of services for cost estimating, cost/schedule analyst, and configuration management analyst through FY20.	\$1,168,236.00	8/22/2019	6/30/2020
WIN LA	17.4	Addition of a cost estimator through FY20.	\$104,905.00	11/7/2019	6/30/2020
	18	Workforce Initiative Now (WIN/LA): requires technical support for the development and implementation of the Workforce Initiative Now.	\$111,514.88	1/29/2018	6/30/2018
	18.1	Extend POP; continued technical support for the development of WinLA in FY19.	\$173,096.67	6/21/2018	6/30/2019
	18.2	No cost staff replacement.	\$0.00	1/14/2019	6/30/2019
	18.3	Extend POP; continued technical support for the development of WinLA in FY20.	\$10,380.00	6/25/2019	9/30/2019
18.4	WIN LA CWO Closeout.	(\$3,096.54)	3/11/2020	3/11/2020	
Capital Improvement/SGR Projects	19	Metro requires project support services on State of Good Repair (SGR) and Other Capital Projects.	\$112,974.65	2/8/2018	6/30/2018
	19.1	Extend PoP; continued technical support and revise CWO 19 to include project support services to MBL Track & Systems, which was not part of the original CWO.	\$307,665.00	6/5/2018	6/30/2019
	19.2	Extend PoP; continued support services on SGR and other Capital projects through CY19.	\$179,319.00	6/27/2019	12/31/2019
	19.3	No Cost PoP Extension.	\$0.00	2/11/2020	7/31/2020
Risk Mgmt Support Services	20	Risk Management Support Services: assist the Metro Risk Manager in the facilitation of cost and schedule risk analysis of major capital projects, ensure the requirements of the Metro Risk Management procedure are implemented correctly, work with project control staff in developing and managing project risk registers as required by Metro, record and analyze risk trends, and develop the risk sections of PMP.	\$99,436.00	9/21/2018	6/30/2019
	20.1	Extend PoP; continued support of Risk Management services.	\$98,039.00	6/27/2019	6/30/2020
	20.2	Extend PoP and reduction of services.	(\$132,391.98)	2/11/2020	7/31/2020
Schedule Claims Support	21	Schedule Claims Avoidance Support Services - Regional Connector Project requires schedule claims avoidance support specifically in the areas of analysis of early completion schedules, and recommendations for possible resolution of current and actual claims.	\$50,205.05	10/12/2018	12/31/2019
Regional Rail	22	Regional Rail: project management controls services in support of the Metro Regional Rail Program to prepare project controls deliverables.	\$95,595.00	9/24/2018	6/30/2019
	22.1	Extend PoP of existing scope of work through September 30, 2019.	\$0.00	6/27/2019	9/30/2019
	22.2	Regional Rail CWO Closeout.	(\$83,212.71)	3/3/2020	3/3/2020
New Blue	23	New Blue Projects - provide cost estimating, scheduling and configuration management support services for Construction Contracts.	\$640,047.00	9/24/2018	6/30/2019
	23.1	Extend PoP; continued services through FY20.	\$1,444,762.00	6/24/2019	6/30/2020
	23.2	Add a cost estimator position within the current approved CWO budget.	\$0.00	8/28/2019	6/30/2020
	23.3	Reduction in services for New Blue CWO.	(\$963,174.00)	4/7/2020	12/31/2020
Eastside Access	24	PMSS for Eastside Access Improvement Project: provide technical resources, knowledge, and expertise to perform project manager tasks, such as coordination of design meetings, quality control review on design submittals, communication & coordination with Metro design consultants, prepare monthly project status reports, review/update project design schedule, prepare monthly FT A status reports.	\$237,268.00	9/25/2018	12/31/2019
	24.1	Extend PoP for continued services in FY20.	\$27,579.00	7/19/2019	8/31/2019
	24.2	Extend PoP for continued services through CY20.	\$62,031.00	8/30/2019	12/31/2019
East San Fernando Valley	25	East San Fernando Valley (ESFV): requires Project Delivery & Contract Devel. Advisors with technical expertise be added to provide support required on the ESFV Project.	\$428,282.00	11/9/2018	6/30/2019
	25.1	No cost PoP extension.	\$0.00	6/26/2019	7/31/2019
	25.2	Extend PoP; continued support through FY20 and add services for P3 VfM Cost Data and Risk Assessment report.	\$1,136,791.00	7/17/2019	7/31/2020
Program wide activities	26	Contract Submittal Review: Consultant shall review contract language for submittal requirements and assess where City of LA submittal reviews can be streamlined; review contract language and assess where changes can be made that result in an even clearer and more equitable risk sharing between Metro and the contractor with regard to timely LA City submittal turn-around.	\$99,436.00	1/9/2019	6/30/2019
	26.1	Resident Engineer Manual: Consultants shall draft revised RE Manual for review by Metro, incorporate review comments, and submit final RE Manual revision to Metro Configuration Management for issuance.	\$99,668.00	1/14/2019	6/30/2019
	26.2	Extend PoP and add p/t Administrative Analyst.	\$7,800.00	6/20/2019	6/30/2020

CONTRACT WORK ORDER (CWO)/MODIFICATION LOG

	26.3	Addition of a Technical Program Manager for third party support.	\$214,199.00	9/23/2019	6/30/2020
	26.4	Consultant to research and create Progressive Design White Paper.	\$21,899.00	2/18/2020	6/30/2020
DRB Document Prep	27	DRB Presentation Support: WPLE 1 Project requires review, critique, comments on Metro position paper, created by Metro's project team including claims consultants, and associated documents prepared for the DRB hearing on the Fairfax Station subgrade; develop and present a formal presentation to the DRB on behalf of Metro; and represent Metro throughout the DRB process.	\$52,250.00	1/18/2019	6/30/2019
Sepulveda	28	Sepulveda Corridor Project P3 Technical Advisory Support: provide Project Delivery & Contract Development Advisor, Cost/Schedule Analyst, and Project Manager during the development of P3 procurement documents.	\$154,133.00	2/27/2019	6/30/2019
	28.1	Extend PoP through July 2019.	\$0.00	6/26/2019	7/31/2019
	28.2	Extend PoP; continue support for Sepulveda Corridor project P3 technical advisory support through FY20.	\$3,295,965.00	7/19/2019	7/31/2020
DBE Commercially Useful Function	29	Consultant to evaluate the management, supervision, and performance actions of DBE firms working on FTA-funded and/or State/local funded contracts to determine if DBE firms are performing commercial useful function (CUF).	\$50,456.18	5/13/2019	6/30/2019
	29.1	Extend PoP.	\$0.00	7/1/2019	7/15/2019
	29.2	Extend PoP; continue CUF site visits and related assignments for Contract Compliance monitoring services through FY20.	\$539,940.00	7/11/2019	6/30/2020
Centinela/Florence	30	Cost Estimating support services for the Centinela/Florence Grade Separation project through FY20.	\$26,130.00	5/24/2019	6/30/2020
I-5 N Capacity Enhancement	31	Consultant to provide PMSS for I-5 N capacity enhancement project in the form of executive oversight and direction for the highway construction program.	\$387,797.00	7/8/2019	6/30/2020
	31.1	Consultant to provide an independent constructability review for the I-5 HOV and Truck lanes project.	\$813,752.00	8/26/2019	6/30/2020
	31.2	Consultant to provide additional Sr. Program Management Analyst support to manage the development and implementation of computer monitoring systems for cost and schedule performance on the project.	\$711,659.00	11/4/2019	6/30/2020
Estimating Database	32	Consultant to assist in the development of the Metro in-house Timberline database to assist the Cost Estimating department with preparing estimates (Task 1 - assess in-house historical cost data and develop a work plan).	\$46,799.00	9/16/2019	1/31/2020
	32.1	Consultant to assist in the development of the Metro in-house Timberline database to assist the Cost Estimating department with preparing estimates (Task 2 and 3 - set up the database, then organize, update and test the database).	\$149,997.00	2/18/2020	7/31/2020
Construction Market Analysis	33	Consultant to conduct a construction market analysis to assess key factors of the Los Angeles area construction market.	\$149,854.00	10/3/2019	6/30/2020
Admin. Multiple Capital Projects	34	PMSS Administrative Analyst Services for Orange Line Enroute Bus Charging Stations, Division 1 Improvement, Division 11 & 22 Roofing Replacement / ROC Roofing Replacement, and Cesar Chavez Transit Pavilion.	\$94,497.00	11/18/2019	6/30/2020
Soundwall Package 11	35	Provide construction scheduling support to the Program Management Department in support of the Sound Wall Package 11 project.	\$44,220.00	1/13/2020	6/30/2020
Division 20 Portal Widening turnback	36	Provide Cost Estimating support services for Construction including technical resources, knowledge, and expertise to perform Cost Estimating tasks.	\$200,406.00	1/9/2020	6/30/2020
WIN LA Mapping	37	Provide technical support to DEOD staff to develop technical process mapping for integration of activities related to the second phase of WIN-LA program implementation. support DEOD staff with the integration of the private employer (prime contractor) business requirements, processes and workflow into the WIN-LA software system.	\$67,386.00	1/24/2020	6/30/2020
Airport Metro Connector	38	Provide Cost Estimating and Configuration Management support services for the Airport Metro Connector project.	\$190,635.00	2/11/2020	7/31/2020
OL BRT Improvement Project	39	Provide Project Manager support for Metro Orange Line Bus Rapid Transit Improvement during FY2020 and FY2021.	\$491,224.00	3/3/2020	6/30/2021
Green Line Extension	40	Provide assistance to Metro to manage performance of capital projects including all aspects of technical support, schedules, budget, funding, grants management, staffing, agency reporting, and prioritization of work.	\$325,058.00	4/9/2020	12/31/2020
		Total of CWOs and Modifications:	\$48,733,372.30		
		Board Authorized:	\$51,306,204.00		
		Authorized Funds Remaining:	\$2,572,831.70		

DEOD SUMMARY

**PROGRAM MANAGEMENT SUPPORT SERVICES (PMSS)
CONTRACT NO AE35279**

A. Small Business Participation

Kal Krishnan Consulting Services/Triunity Engineering & Management Joint Venture (KTJV), a DBE Prime made a 73.31% DBE commitment for this contract. The overall DBE participation for this contract based on the cumulative value of all Contract Work Orders issued.

To date, forty (40) Contract Work Orders and their Modifications have been awarded. Based on payments reported, the contract is 55% complete and the cumulative DBE participation of all Work Orders awarded is 66.83%, representing a 6.48% shortfall.

KTJV contends, as concurred by Metro's Project Manager, that scope of work earmarked for non-DBE firms has grown significantly compared to the original cost proposal. However, KTJV does anticipate a growth in core Program and Project Control services, to be performed by DBE firms, that will increase KTJV's level of DBE participation.

KTJV acknowledges the lack of utilization of DBE firms on the team and offered the following update to address the under-utilization. The Omni Group/OGX recently completed work on the WIN LA process mapping project in March but has yet to bill KTJV. Additionally, while Metro has not yet identified a need and/or scope of work for MBI, KTJV will engage the firm once such a request is made.

Notwithstanding, Metro Project Managers and Contract Administrators will work in conjunction with DEOD to ensure that KTJV remains on schedule to meet or exceed its DBE commitments. Metro staff will request that KTJV submit an updated mitigation plan if KTJV is not on track to meet its small business commitment. Additionally, key stakeholders associated with the contract have been provided access to Metro's tracking and monitoring system to ensure that all parties are actively tracking Small Business progress.

SMALL BUSINESS COMMITMENT	73.31% DBE	SMALL BUSINESS PARTICIPATION	66.83% DBE
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	DBE Contractors	Scope of Work	Ethnicity	Current Participation
1.	KKCS (JV Partner / DBE Prime)	Program Management, Project Control	Subcontinent Asian	26.59%

2.	Triunity (JV Partner / DBE Prime)	Program Management	African American	14.40%
3.	Armand Resource Group, Inc.	Contract Compliance	African American	6.73%
4.	Lenax Construction Services, Inc.	Cost Estimating & Project Controls Support Services	Caucasian Female	7.31%
5.	LKG-CMC, Inc.	Doc. Control, Configuration Mgmt. Admin.	Caucasian Female	2.02%
6.	MBI Media	Public Outreach and Meeting Facilitation	Caucasian Female	TBD
7.	The Omni Group, LLC	Project Program Management Support Services	African American	TBD
8.	Ramos Consulting Services	Project Controls & Estimating	Hispanic American	2.38%
9.	Stellar Services, Inc.	Program Management Information Systems	Asian Pacific American	1.08%
10.	Arkadia & Associates	Project Management Support Services	Caucasian Female	0.70%
11.	Destination Enterprises	Program Management Support Services	Caucasian Female	5.62%
Total DBE Participation				66.83%

B. Living Wage and Service Contract Worker Retention Policy Applicability

A review of the current service contract indicates that the Living Wage and Service Contract Worker Retention Policy (LW/SCWRP) was not applicable at the time of award. Therefore, the LW/SCWRP is not applicable to this modification.

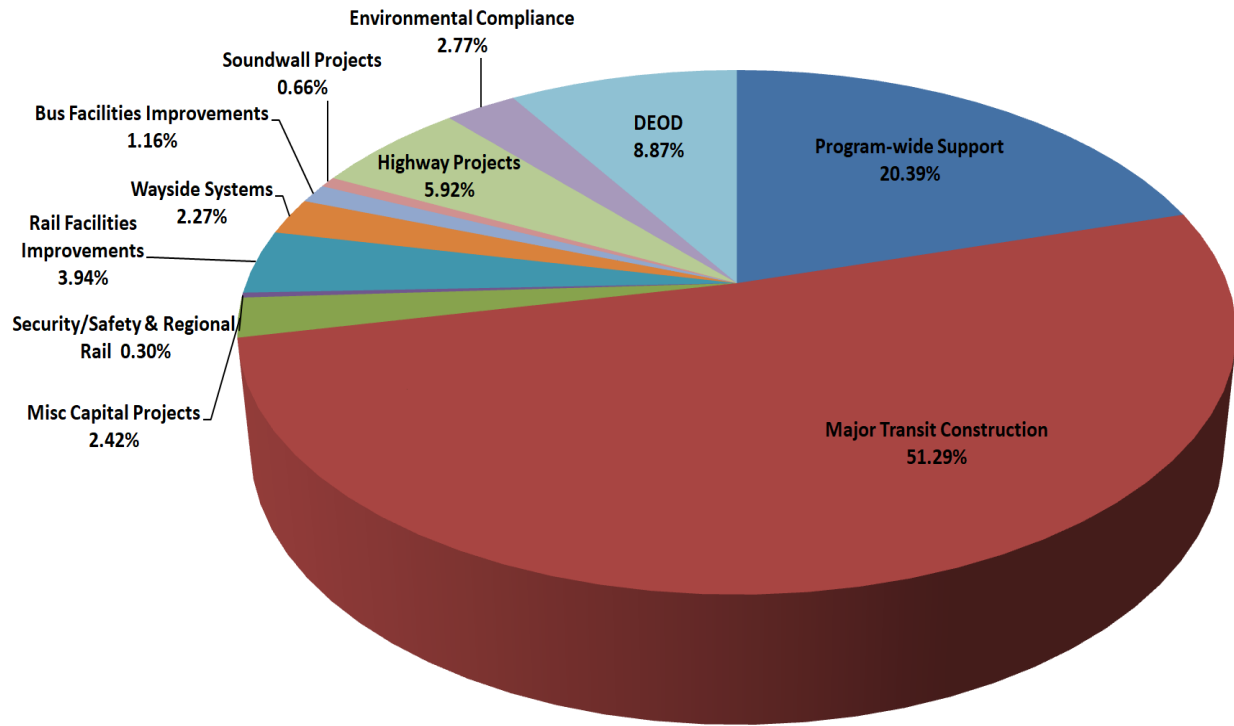
C. Prevailing Wage Applicability

Prevailing wage is not applicable to this modification.

D. Project Labor Agreement/Construction Careers Policy

Project Labor Agreement/Construction Careers Policy is not applicable to this Contract. Project Labor Agreement/Construction Careers Policy is applicable only to construction contracts that have a construction contract value in excess of \$2.5 million.

CURRENT SUPPORT PROVIDED BY PROJECT CATEGORY



CURRENT AND ANTICIPATED LIST OF PROJECTS

Program-wide Support

Measure M Program Support*
 Measure R Program Support*
 Policy/Procedure Streamlining*
 Project Management Information System*
 Implementation of Construction Management Best Practices*
 Estimating Database Development*
 Construction Risk Management*
 Public Private Partnerships*

Major Transit Construction

Crenshaw/LAX Light Rail Transit Construction*
 Regional Connector Construction*
 Westside Purple Line Extension Section 1 Project*
 Westside Purple Line Extension Section 2 Project*
 Westside Purple Line Extension Section 3 Project*
 Gold Line Foothill Extension Phase 2B Project
 Orange Line Bus Rapid Transit Improvements*
 West Santa Ana Branch Transit Project*
 East San Fernando Valley Transit Project*
 Sepulveda Transit Corridor*

Misc. Capital Projects

Division 20 Portal Widening Turnback Facility*
 Division 22 Paint and Body Shop
 Rail to Rail Corridor Active Transportation Connector
 Metro Eastside Access Improvement Projects*
 Airport Metro Connector*
 Green line Extension to Torrance*
 Rail to River*
 Centinela Grade Crossing*

Security/Safety

Metro Gold Line I-210 Barrier Replacement Phase I
 Metro Emergency Security Operations Center*
 Metro ROC/BOC*

Rail Facilities Improvement

Southwestern Maintenance Yard*
 Systemwide Elevator Installation (Vertical Systems)
 Light Rail Transit Freeway Stations Sound Enclosures
 Metro Red Line Civic Center Station
 Escalator/Elevator
 Modernization
 Willowbrook/Rosa Parks Station Improvement*
 Rail to River Planning*

Wayside Systems

Metro Blue Line Pedestrian Safety Enhancement at Grade Crossing
 Metro Blue Line Track and System Refurbishment*
 Metro Blue Line Signal System Rehabilitation*

Bus Facilities Improvements

Bus Rapid Transit Freeway Station Sound Enclosure
 Metro Silver Line Improvements and Upgrades
 Division 1 Improvements*
 Bus Facility Maintenance Improvement
 Enhancements Phase II & III
 Patsaouras Plaza Bus Station Construction*
 Rail Facility Improvement*
 Cesar Chavez Transit Pavillion*

Regional Rail

LINK US Project*
 Doran Street and Broadway/Brazil Safety and Access Project
 Brighton to Roxford Double Track Project
 Rosecrans/Marquardt Grade Separation Project*
 Lone Hill to White Double Track

Soundwall Projects

Soundwall Package 10
 Soundwall Package 11*

Highway

I-5 South – HOV project SR 14 to Parker Road*
 I-405 HOV Widening*
 Other Highway projects, as required

Environmental Compliance Program

Fuel Storage Tank Program*
 Soil Remediation*
 Energy Conservative Initiative Project*
 Sustainability Environmental Compliance*
 Carbon Emission Greenhouse*
 Sustainability Design Guide*

Diversity & Economic Opportunity in Construction

DBE Commercially Useful Function*
 Workforce Initiative Now (WIN LA)*

*Project is currently utilizing the PMSS Contract