

# **Metro**

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



**Metro**

## **Agenda - Final 2nd Revised**

**Thursday, June 18, 2015**

**10:15 AM**

**One Gateway Plaza, Los Angeles, CA 90012,  
3rd Floor, Metro Board Room**

### **Construction Committee**

*Don Knabe, Chair*

*Jacquelyn Dupont-Walker, Vice Chair*

*Michael Antonovich*

*James Butts*

*Ara Najarian*

*Carrie Bowen, non-voting member*

## **METROPOLITAN TRANSPORTATION AUTHORITY BOARD RULES (ALSO APPLIES TO BOARD COMMITTEES)**

### **PUBLIC INPUT**

A member of the public may address the Board on agenda items, before or during the Board or Committee's consideration of the item for one (1) minute per item, or at the discretion of the Chair. A request to address the Board should be submitted in person at the meeting to the Board Secretary. Individuals requesting to speak on more than three (3) agenda items will be allowed to speak up to a maximum of three (3) minutes per meeting. For individuals requiring translation service, time allowed will be doubled.

The public may also address the Board on non-agenda items within the subject matter jurisdiction of the Board during the public comment period, which will be held at the beginning and/or end of each meeting. Each person will be allowed to speak for up to three (3) minutes per meeting and may speak no more than once during the Public Comment period. Speakers will be called according to the order in which the speaker request forms are received. Elected officials, not their staff or deputies, may be called out of order and prior to the Board's consideration of the relevant item.

In accordance with State Law (Brown Act), all matters to be acted on by the MTA Board must be posted at least 72 hours prior to the Board meeting. In case of emergency, or when a subject matter arises subsequent to the posting of the agenda, upon making certain findings, the Board may act on an item that is not on the posted agenda.

**CONDUCT IN THE BOARD ROOM** - The following rules pertain to conduct at Metropolitan Transportation Authority meetings:

**REMOVAL FROM THE BOARD ROOM** The Chair shall order removed from the Board Room any person who commits the following acts with respect to any meeting of the MTA Board:

- a. Disorderly behavior toward the Board or any member of the staff thereof, tending to interrupt the due and orderly course of said meeting.
- b. A breach of the peace, boisterous conduct or violent disturbance, tending to interrupt the due and orderly course of said meeting.
- c. Disobedience of any lawful order of the Chair, which shall include an order to be seated or to refrain from addressing the Board; and
- d. Any other unlawful interference with the due and orderly course of said meeting.

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The State Political Reform Act (Government Code Section 84308) requires that a party to a proceeding before an agency involving a license, permit, or other entitlement for use, including all contracts (other than competitively bid, labor, or personal employment contracts), shall disclose on the record of the proceeding any contributions in an amount of more than \$250 made within the preceding 12 months by the party, or his or her agent, to any officer of the agency, additionally PUC Code Sec. 130051.20 requires that no member accept a contribution of over ten dollars (\$10) in value or amount from a construction company, engineering firm, consultant, legal firm, or any company, vendor, or business entity that has contracted with the authority in the preceding four years. Persons required to make this disclosure shall do so by filling out a "Disclosure of Contribution" form which is available at the LACMTA Board and Committee Meetings. Failure to comply with this requirement may result in the assessment of civil or criminal penalties.

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**NOTE: ACTION MAY BE TAKEN ON ANY ITEM IDENTIFIED ON THE AGENDA**

**CALL TO ORDER****ROLL CALL**

36. RECEIVE report by the **Caltrans District Director on Delivery of Projects on I-5.** [2015-0770](#)
37. **WITHDRAWN:** AUTHORIZE the Chief Executive Officer to amend the **FY16 budget to add:** [2015-0438](#)
- A. ~~37 18 non-contract full-time equivalent (FTE) positions (with 7 non-contract FTE positions already accounted in the FY 16 budget) by converting new Construction Management Support Services(CMSS)/consultant positions to support Measure R transit projects for Engineering & Construction (E&C) Department;~~
  - B. ~~3 2 non-contract FTE positions by converting consultant positions to support Environmental Compliance and Sustainability projects for E&C Department (Refer to Appendix 1).~~
  - C. ~~6 3 non-contract FTE positions to support capital transit projects for E&C Department (refer to Appendix 2).~~
  - D. ~~8 4 non-contract FTE positions by converting new CMSS/consultant positions to support Measure R transit projects for Program Management Office (Refer to Appendix 3).~~
  - E. ~~7 4 non-contract FTE positions by converting new CMSS/consultant positions to support Measure R transit projects for Vendor/Contract Management Department (Refer to Appendix 4).~~
  - F. ~~7 4 non-contract FTE positions by converting new CMSS/consultant positions to support Measure R transit projects for Communications Department (Refer to Appendix 5).~~
  - G. ~~3 2 non-contract FTE positions to support Measure R transit projects for Countywide Planning and Development Department (Refer to Appendices 6 1 and Appendix 6 2).~~

**Attachments:** [Table A E&C FY16 FTE](#)  
[Attachment A Table A List of E& C Positions .xlsx](#)  
[Attachment B TABLE A-1.docx](#)  
[Attachment C - TABLE B Pilot Project Study docx.docx](#)  
[Attachment D TABLE C Cost Benefit Analysis 12Jun15.docx](#)  
[Attachment E Table C-1 CMSS Consultant Conversion Cost Savings for FY16](#)  
[Attachment F Appendix 1 CMSS Consultant Conversion to Metro Staff ECSD 4-](#)  
[Attachment G Appendix 2 CAPITAL PROJECTS SUPPORT STAFF 5 5 15 Re](#)  
[Attachment H Appendix 3 PMO CMSS Consultant Conversion to Metro Staff re](#)  
[Attachment I APPENDIX 4 STAFFING REQUEST FOR VENDOR CONTRACT M](#)  
[Attachment J APPENDIX 5 COMMUNICATIONS\\_yzrr revisions 061215.doc](#)  
[Attachment K - APPENDIX 6 - Countywide Planning and Dvelopment UPDATE](#)

**38. WITHDRAWN: AUTHORIZE:** [2015-0189](#)

- A. ~~an increase to the total contract value for Contract No. MC069, with Stantec Consulting, Inc., to provide Construction Management Support Services~~ In an amount not to exceed \$21,006,272-  
~~\$10,953,136~~ for the FY16 Annual ~~6-month~~ Work Program Funding from \$86,459,000 to \$108,365,272; ~~\$97,412,136~~;
- B. ~~an extension of the current contract period of performance from March 18, 2016 thru June 30, 2016; and~~
- C. ~~the Chief Executive Officer to execute individual Contract Work Orders and Modifications within the Board approved contract value.~~

**Attachments:** [Attachment A - Procurement Summary](#)  
[Attachment B - Contract Work Value Summary](#)  
[Attachment C - July 2015 to June 2016 FY16 Work Program Funding](#)

**39. WITHDRAWN: AUTHORIZE** the Chief Executive Officer to execute [2015-0218](#)

~~Contract Modification No. 3 to Contract No. MC070, to ARGADIS, U.S., Inc. to continue providing Construction Management Support Services (CMSS) through FY16 December 31, 2015 for the Regional Connector Transit Corridor Project, in the amount of \$11,910,669 \$5,955,000, increasing the total contract value from \$11,180,690 to \$23,091,359 \$17,135,690.~~

**Attachments:** [Attachment A - MC070 Procurement Summary 061215.docx](#)  
[Attachment B Contract Modification Change Order Log Updated 061215.docx](#)

**40. WITHDRAWN: AUTHORIZE** the Chief Executive Officer (CEO) to execute [2015-0220](#)  
Change Modification No. 2 to Contract No. MC071, ~~Westside Extension Support Team (WEST), to continue providing Construction~~



**Management Support Services (CMSS)** through for six months of FY16 for the Westside Purple Line Extension Section 1 Project, in an amount not to exceed \$12,975,255 ~~\$6,487,628~~, increasing the total contract value from \$14,513,451 to \$27,488,706 ~~\$21,001,079~~.

**Attachments:**     [A - Procurement Summary](#)  
                          [B - Contract Modification Authority/Change Order Log](#)

41.     **WITHDRAWN:** CONSIDER: [2015-0577](#)

- A.     amending the FY16 Budget to add \$2,000,000 ~~\$800,000~~ to Project 405556 Systemwide Planning in Cost Center 4330, Countywide Planning and Development to cover the design costs for modifications to the **Crenshaw/LAX (C/LAX) station design for consistency with the Systemwide Station design**; and
- B.     approving an increase in Contract Modification Authority (CMA) for Contract No. C0988 in the amount of \$2,000,000 ~~\$800,000~~ increasing the total CMA from \$134,699,993 to \$136,699,993 ~~\$135,499,993~~ using funds from Project 405556 Systemwide Planning in Cost Center 4330.

**Attachments:**     [Attachment A Crenshaw\\_LAX Plaza Ticketing Area](#)

42.     **WITHDRAWN:** AUTHORIZE the CEO to execute Contract Modification No. 22 to Contract No. E0119 with **The Connector Partnership Joint Venture (CPJV) Inc. to continue providing Design Support Services During Construction through FY16 for the Regional Connector Transit Corridor Project**, in the amount of \$8,283,594, increasing the total contract value from \$54,770,985 to \$63,054,579. This action does not increase Life of Project Budget. [2015-0217](#)

**Attachments:**     [A - Procurement Summary](#)  
                          [B - Contract Modification Authority \(CMA\) Summary](#)

43.     AUTHORIZE the Chief Executive Officer to execute Change Order 195.00 to Contract No. C0882, with **Kiewit Infrastructure West Company, for settlement of Claim No.115 for the Additional Work for the Preparation of Fact Sheet Exceptions for Mandatory and Advisory Design Standards**, in the Agreed to amount of \$1,550,000, increasing the total contract value from \$911,755,372 to \$913,305,372. Requested funds are within the Life-of-Project (L-O-P) budget. [2015-0532](#)

**Attachments:**     [Attachment A for June 2015 Board Report FACT SHEETS 5 18 15 with update](#)  
                          [Attachment B - Contract Modification / Change Order Log](#)

67.     AUTHORIZE the Chief Executive Officer (CEO) to execute a cost-plus-fixed-fee (CPFF) Contract No. PS2415-3412 with STV, Inc. for the Brighton to Roxford Double Track Project (Project) in the amount of \$ 13,594,016, inclusive of all design phases. This contract is for three years. [2015-0484](#)

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**Attachments:** [Brighton to Roxford Procurement Summary - Attachment A](#)  
[Brighton to Roxford - Map Attachment B](#)

**44. RECEIVE AND FILE monthly report on Crenshaw/LAX Safety.** [2015-0677](#)

**Attachments:** [Attachment B - 2015 Crenshaw LAX Incident Log - 5-20-15](#)  
[Attachment C - Reportable WSCC Injury Rates 5-22-15](#)  
[Attachment D - Response to Board Motion on Crenshaw LAX Project Safety](#)

**45. RECEIVE AND FILE status on the Project Labor Agreement and Construction Careers Policy programs on the Crenshaw/LAX Transit Corridor and Regional Connector Transit Corridor projects for activity through the April 2015 reporting period.** [2015-0662](#)

**Attachments:** [Attachment A](#)

(ALSO ON EXECUTIVE MANAGEMENT COMMITTEE)

**46. RECEIVE oral update on Engineering and Construction Executive Director's report.** [2015-0651](#)

**Attachments:** [Engineering and Construction Executive Director's report - June 2015 Construct](#)

**47. RECEIVE oral report on Transit Program Project Budget & Schedule Status.** [2015-0609](#)

**Attachments:** [Attachment A - Transit Program Project Budget and Schedule Status-June 2015](#)

**48. RECEIVE report of the Chief Executive Officer.** [2015-0772](#)

Consideration of items not on the posted agenda, including: items to be presented and (if requested) referred to staff; items to be placed on the agenda for action at a future meeting of the Committee or Board; and/or items requiring immediate action because of an emergency situation or where the need to take immediate action came to the attention of the Committee subsequent to the posting of the agenda.

## Adjournment



Metro

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

## Board Report

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**File #:** 2015-0770, **File Type:** Oral Report / Presentation

**Agenda Number:** 36.

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**CONSTRUCTION COMMITTEE  
JUNE 18, 2015**

RECEIVE report by the **Caltrans District Director on Delivery of Projects on I-5.**

# Caltrans District 7 - Corridor Report for I-5 North Projects

June 2015 @ Metro Construction Committee by Shirley Choate, Chief Deputy Director



- Four projects, Segments 1-4, from SR 134 to SR 118, a total of ≈ 12 miles.
- Four lanes each direction. The freeway is being widened to add one HOV lane in each direction.
- Total I-5 North corridor budget is about \$884 million , \$434 million for Const Cap. Construction is within budget.
- All four segments are in the construction phase.

**Segments 1 and 2 are substantially complete, and the NB HOV lane has been opened in March 2015 and the SB HOV lane has been opened on May 27, 2015.**

Segments 3 and 4 will be open to traffic Winter 2018.

- Ribbon cutting for Segments 1 and 2 was held on June 11.
- Empire IC Segment 3 and Southernmost Segment 4 HOV lane open-to-traffic target dates are for Winter 2018.
- Empire project has incentive provisions for the contractor to finish early.
- On Segment 3 and 4, on-going outreach and coordination efforts is continuing to lessen the impacts on the neighboring business and residents.

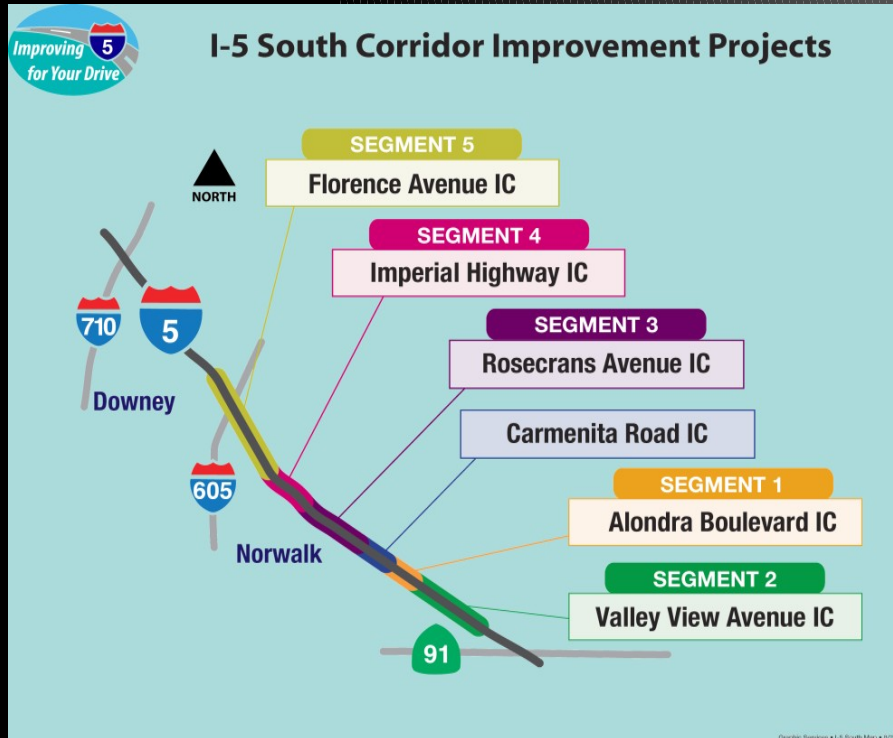
## North I-5 Corridor

Segment	EA	Phase	Phase % Complete	Description	Project Length/ Miles	Construction Award Amount	Contract Start Date	Open to Traffic
1	1219U	Const	91%	Add HOV from Route 170 to Route 118	3.4mi	\$121 M	5/06/2010A	2015
2	1218V	Const	96%	Add HOV lanes from Buena Vista Street to Route 170	4.4mi	\$59 M	10/14/2010A	2015
3	1218W	Const	23%	Empire Interchange from south of Magnolia Blvd. to just north of Buena Vista Street	2.2mi	\$196 M	12/20/2012A	Winter 2018*
4	12184	Const	64%	Add HOV lane from Route 134 to south of Magnolia Blvd.	2.7mi	\$58 M	12/6/2010A	Winter 2018 *

\*These will be opened jointly

# Caltrans District 7 - Corridor Report for I-5 South Projects

June 2015 @ Metro Construction Committee by Shirley Choate, Chief Deputy District Director



- Six projects including Carmenita Interchange and Segments 1 through 5, from OC County line to Interstate 605 and makes a total of approximately 7 miles.
- Three lanes in each direction. The freeway is being widened to add one general purpose lane and one HOV lane in each direction.
- The total I-5 South corridor budget is about \$1.8 billion with construction capital budget at \$649 million.
- 5 of 6 projects are in the construction phase, including Carmenita Interchange and Segments 1, 3, 4 and 5. (Segment 5 utility relocations are underway).
- Segment 1, Contractor is working on the final electrical items.
- Segment 2, is expected to start construction in Summer 2016.
- Segment 3, Rosecrans southbound on and offramps will be opened in 2 weeks.
- Segment 4, preparing for southbound lane shift to match segment 3.
- Segment 5, preparing for railroad bridge work.
- Carmenita, preparing for partial bridge opening in July.
- HOV lane will not be opened until all segments are complete in Winter 2019.

## South I-5 Corridor

Segment	EA	Phase	Phase % Complete	Description	Project Length/Miles	Construction Award Amount	Contract Start Date	Open to Traffic
1	21591	Const	94%	Add HOV and mix flow lanes, Alondra Blvd. Interchange	0.9mi	\$45 M	12/21/2011A	Winter 2019
2	21592	Design	100%	Add HOV and mix flow lanes, Valley View Ave. Interchange	1.4mi	N/A	Summer 2016	Winter 2019
3	21593	Const	58%	Widen and Realign Freeway, Rosecrans Ave. Interchange	1.3mi	89 M	9/18/2012A	Winter 2019
4	21594	Const	52%	Add HOV and mix flow lanes, Imperial Highway Interchange	1.8mi	\$142 M	9/18/2012A	Winter 2019
5	21595	Const	6%	Add HOV and mix flow lanes, Florence Ave. Interchange	1.7mi	\$96 M	5/13/2014A	Winter 2019
Carmenita	2159C	Const	65%	Carmenita Interchange	1.2mi	\$102 M	9/13/2011A	Winter 2019



File #: 2015-0438, File Type: Contract

Agenda Number: 37.

**REVISED**  
**CONSTRUCTION COMMITTEE**  
**JUNE 18, 2015**

**SUBJECT: STAFFING REQUEST FOR ENGINEERING & CONSTRUCTION DEPARTMENT'S TRANSIT PROJECTS**

**ACTION: APPROVE RECOMMENDATIONS**

**RECOMMENDATION**

**WITHDRAWN:** AUTHORIZE the Chief Executive Officer to amend the **FY16 budget to add:**

- A. ~~37~~ 18 **non-contract full-time equivalent (FTE) positions** (with 7 non-contract FTE positions already accounted in the FY 16 budget) by converting new Construction Management Support Services(CMSS)/consultant positions to support Measure R transit projects for Engineering & Construction (E&C) Department;
- B. ~~3~~ 2 non-contract FTE positions by converting consultant positions to support Environmental Compliance and Sustainability projects for E&C Department (Refer to Appendix 1).
- C. ~~6~~ 3 non-contract FTE positions to support capital transit projects for E&C Department (refer to Appendix 2).
- D. ~~8~~ 4 non-contract FTE positions by converting new CMSS/consultant positions to support Measure R transit projects for Program Management Office (Refer to Appendix 3).
- E. ~~7~~ 4 non-contract FTE positions by converting new CMSS/consultant positions to support Measure R transit projects for Vendor/Contract Management Department (Refer to Appendix 4).
- F. ~~7~~ 4 non-contract FTE positions by converting new CMSS/consultant positions to support Measure R transit projects for Communications Department (Refer to Appendix 5).
- G. ~~3~~ 2 non-contract FTE positions to support Measure R transit projects for Countywide Planning and Development Department (Refer to Appendices 6-1 and Appendix 6-2).

**ISSUE**



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In recent quarterly meetings with the Federal Transit Authority (FTA), FTA has expressed repeated concerns over Metro's staffing levels. There were also discussions over Metro's succession planning. With the on-going construction of the three main transit projects, Crenshaw/LAX, Regional Connector and Westside Purple Line Extension Section 1 and initiating preliminary engineering design for Westside Purple Line Extension Section 2 in addition to numerous smaller transit capital and state of repair projects, FY 16 represents a year of tremendous growth for E&C department and all the other supporting departments such as Program Management Office, Vendor/Contract Management, Communications and Countywide Planning and Development who provide critical support to these projects. The total capital budget for these four main transit projects alone in FY 15 is approximately \$710 million with a total current staffing of 201 Metro and CMSS/consultant positions. With a proposed capital budget of \$1.150 billion for the four major transit projects in FY 16 (an increase of approximately 25 percent) the total Metro FTE and CMSS/consultant positions will need to increase from 201 positions to approximately 276 positions as the projects ramp up and come on stream.

Through For the FY 16 budget process, it was agreed to include 10 non-contract Metro positions as seed positions in order to allow staff to commence recruitment by advertising these positions. It was further agreed that the remaining request for 36 positions will go through a separate process via the Board as a direct response to previous Board motions. Last month, as part of the FY16 Budget, the Board approved 7 out of the 10 non-contract Metro positions for E&C. These Board approved positions are highlighted in Table A. Pending the CEO's mid-year cost budgeting exercise, staff has reduced the total request for non-contract Metro positions by approximately one-half.

In order to support the main transit projects currently under construction, E&C and supporting departments are requesting a total of ~~74~~ 37 non-contract FTE positions.

- ~~46~~ 23 positions for Engineering & Construction (Refer to Table A).
- ~~8~~ 4 non-contract Metro FTEs for Program Management Office.
- ~~7~~ 4 non-contract Metro FTEs for Vendor/Contract Management.
- ~~7~~ 4 non-contract Metro FTEs for Communications.
- ~~3~~ 2 non-contract Metro FTEs for Countywide Planning and Development.

Based on the results of the pilot project and cost benefit analysis performed by E&C on the CMSS/consultant model to determine which functions should be brought in-house, staff has determined that partial conversion of the approximately ~~62~~ 32 (of the ~~74~~ 37) new staffing positions from private to public sector will save up to \$~~46~~ \$22 million through the life of project for the main transit projects:

- ~~37~~ 18 non-contract Metro FTEs (including 7 positions already included in the FY 16 budget) for Engineering & Construction for the main transit projects.

- 3 2 non-contract Metro FTEs for Engineering & Construction for Environmental Compliance and Sustainability.
- 8 4 non-contract Metro FTEs for Program Management Office.
- 7 4 non-contract Metro FTEs for Vendor/Contract Management.
- 7 4 non-contract Metro FTEs for Communications.

## **INTRODUCTION**

Metro's construction management and consulting services commonly referred to as construction management support services (CMSS) is a concept that began in the mid 1990's in response to a Board-directed investigation to research more effective and innovative approaches to project delivery. At the same time, the Metro Board approved the adoption of a Joint Project Office now called the Integrated Project Management Office (IPMO). The CMSS concept under the IPMO supplements Metro staff with consultants in managing Metro projects. The consultant staff members are an extension of Metro staff and under the direction of Metro.

The scope of the CMSS contract includes a variety of project management and construction management staffing disciplines that may be required during the course of construction. The consultants provide an extension of staff to various Metro Departments represented in the project team or supported by the project team - example Departments are Engineering and Construction, Program Management Office, Vendor/Contract Management, Communications, Enterprise Risk and Safety, and Countywide Planning and Development.

The vast majority of CMSS/consultant staff (used as an extension of Metro staff) are utilized on the main transit projects presently underway - Crenshaw/LAX, Regional Connector, Westside Section 1, with Westside Section 2 imminent. However, consultants are used to a lesser extent to supplement Metro staff for other project areas - Highways, Regional Rail, Capital and Environmental. The need for, and the pattern of usage, varies by project type and is dependent upon the specific needs of the various projects. On a typical transit project, the CMSS/consultant staff comprises of approximately 50 percent of the total staffing with the remaining 50 percent staffed by Metro personnel.

## **DISCUSSION**

In response to several board motions, staff examined the cost of outsourcing construction management and consulting services and completed a pilot project study and a preliminary cost benefit analysis. The key goals and objectives of the pilot project study and preliminary cost benefit analysis were to:

- a. Deliver transportation infrastructure projects safely, on time, and within budget;



- b. Manage resources effectively and efficiently resulting in tangible cost savings;
- c. Build bench strength in the Metro work force and create a succession plan for the future; and
- d. Support Metro's commitment to Disadvantaged Business Enterprise (DBE) and Small Business Enterprise (SBE)

Due to the voter-approved Measure R program, Metro is undertaking one of the largest capital improvement programs in the nation which is an unprecedented challenge for project delivery. The successful project delivery of these transit projects is highly dependent on providing sufficient staffing resources in order to lower cost, exercise fiscal responsibility, enhance our safety-conscious culture and increase quality and efficiency.

### Staffing Assumptions

The staffing assumptions used in the staffing analysis, pilot project study and cost benefit analysis consisted of the following:

1. All existing CMSS/consultant positions in FY 15 shall remain.
2. Highly specialized technical areas of expertise (tunneling resident engineer, noise/vibration engineer, land surveyor, etc.) shall remain as consultants.
3. In order to address peak fluctuations in the work including construction work that requires swing and night shifts, staff shall continue to use CMSS/consultant positions on an as-needed basis.
4. To honor Metro's commitment to Disadvantage Business Enterprise (DBE) and Small Business Enterprise (SBE), existing CMSS/consultant positions in these categories shall remain as consultants.

### Staffing Analysis

In preparation for the Metro FY16 budget process that establishes the Metro headcount for each subsequent fiscal year, staff assessed the project work for the coming year and, based on the projected annual capital expenditure per project, the project team established the overall staffing requirement for each project. From this capital budget information, the overall total monthly staffing requirements are estimated for each project using a variety of scenarios dependent on assumed levels of future capital funding. The staffing is broken down by Metro department(s) and divided between the public and private sector. The monthly staffing requirements are reviewed to ascertain the optimal split between public sector and private sector which is typically a 50/50 ratio. Additionally, staff considered a number of potential funding scenarios for potential longer term projects to assist in providing an understanding of what the staffing requirements might be over an extended period of time.

In order to adequately staff the main transit projects for the first six months of FY 16 and effectuate a cost savings of at least 25 percent, staff is requesting a total of ~~74~~ 37 new non-contract Metro positions for the first six month of FY 16 to support Measure R transit and capital projects of which ~~62~~ 32 CMSS/consultant positions will be converted to new Metro non-contract positions:

1. ~~46~~ 23 non-contract positions for Engineering & Construction of which ~~40~~ 20 non-contract positions are CMSS/consultant conversions.
  - a. ~~37~~ 18 non-contract positions are CMSS/consultant conversions for the main transit projects.
  - b. ~~3~~ 2 non-contract positions are consultant conversions for Environmental Compliance and Sustainability.
2. ~~8~~ 4 non-contract positions for Program Management Office; all ~~8~~ 4 positions are CMSS/consultant conversions.
3. ~~7~~ 4 non-contract positions for Communications under Community Relations (Construction Relations); all ~~7~~ 4 non-contract positions are CMSS/consultant conversions.
4. ~~3~~ 2 non-contract positions for Countywide Planning and Development.
5. ~~7~~ 4 non-contract positions for Vendor/Contract Management; all ~~7~~ 4 positions are CMSS/consultant conversions.

As a result, staff is proposing a ~~paradigm~~ an interim shift of the CMSS/consultant model (that dates back to the mid-1990s) from a 50/50 ratio of CMSS/consultant positions and Metro positions to a ~~30/70~~ 70/30 ratio. Most of the new staffing proposed for E&C is ~~in~~ for the first six months of FY 16 to support two of the main transit projects, Crenshaw/LAX and Regional Connector, approximately ~~70~~ 65 percent which is equivalent to ~~33~~ 24 of the ~~46~~ 23 positions. Less than ~~9~~ 20 percent of new staffing (equivalent to ~~4~~ 6 positions) proposed for E&C is ~~in~~ for the first 6 months of FY 16 support Westside Purple Line Extension Section 1.

The intent is to fully staff the Crenshaw/LAX and Regional Connector Transit Corridor projects so that these new non-contract Metro positions will gradually phase into staffing for Westside Purple Line Extension Sections 1 and 2 by the end of 2017 once the Crenshaw/LAX and Regional Connector Transit Corridor projects start to ramp down. This will mean that Westside Purple Line Section 1 will have a heavier reliance on CMSS/consultant staff for FY 16 and FY17 compared with Crenshaw/LAX and Regional Connector Transit Corridor projects. Staff carefully and conscientiously determined the appropriate staffing levels to ensure that all these new non-contract Metro positions will have work for the next 10 years or more.

Furthermore, attrition plays a significant influence in the staffing analysis of ~~46~~ 23 new non-contract E&C positions in FY 16. Currently, there are a total of 127 existing staffing positions for Transit in E&C. In the next five to ten years, it is estimated that approximately 44 percent (56 out of 127) of the

existing E&C staff in Transit are expected to retire.

There are significant tangible benefits in converting CMSS/consultant functions to new Metro positions such as:

- Providing a cost savings for the life of the project as the average cost of consultants is significantly more than the average cost of Metro positions.
- Preserving the intellectual, political and commercial capital of the organization by maintaining a trained and experienced work force.
- Creating flexibility, career advancement and build a succession plan for the organization.

As for the ~~nine~~ five (out of ~~74~~ 37) new non-contract Metro positions that are not CMSS/consultant conversions, there is a strong business case to use in-house Metro personnel versus consultant positions to support the four main transit corridor projects and the capital improvement projects. Refer to Appendices ~~2, 6-1 and 6-2~~ for more information.

Based on our preliminary calculations, the potential annual cost savings of using ~~nine~~ five in-house Metro personnel in lieu of CMSS/consultant positions is approximately ~~\$554,000~~ \$447,000 with up to ~~\$3.9~~ \$3.1 million in potential savings for the life of projects as outlined in Table A-1. ~~Please note that the Sr. Real Estate Officer position is strictly a non-contract Metro position and its responsibilities are not transferable to a CMSS/consultant position.~~

### Pilot Project Study

The pilot project study was initiated in November 2014 for the Crenshaw/LAX Transit Corridor project. For the pilot project study, staff transitioned certain new CMSS/consultant positions with non-contract Metro positions by either using existing “vacant” and/or “borrowed” Metro positions. A total of ~~new seven~~ seven new CMSS/consultant positions were converted to non-contract Metro positions with annual cost savings of approximately \$1.27 million (with a 10 percent discount factor applied to account for market conditions). Two of the seven positions, specifically the Sr. Community Relations Officer and Community Relations Officers, were “borrowed” positions provided by Human Resources Department on a temporary basis only. Therefore, in order to make these two “borrowed” positions permanent, they are included as part of the seven non-contract positions CMSS/consultant conversions under Communications.

As shown in Table A, the total annual cost for these seven positions under the CMSS/consultant contract is approximately \$3.2 million. By converting these seven CMSS/consultant positions to new Metro positions, the total cost for these seven new Metro functions was reduced to \$1.8 million. Since these seven positions were recruited within the mid-point salary ranges of Metro's pay scale, a 10 percent (in lieu of 30 percent) discount was applied against the cost savings of \$1.4 million to

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account for current market conditions and salary variations which yielded a total potential cost savings of approximately \$1.27 million.

### Cost Benefit Analysis

Due to the successful results of the pilot project study, staff performed a cost benefit analysis that identified the capital budget, monthly costs and staffing needs of all individual projects underway, including those that may be undertaken in the next five to ten years. In addition, total costs and total staffing needs were compiled over that period. The projected staffing numbers and costs were compared against industry norms and compared to the details provided to and approved by the Federal Transit Administration as part of Full Funding Grant Agreement related submittals for the respective projects.

The cost benefit analysis focused on the four main transit corridor projects such as Crenshaw/LAX, Regional Connector, and Westside Purple Line Extension Sections 1 and 2 and Environmental Compliance and Sustainability division. Based on the staffing assumptions described above, the results of the analysis indicate that a potential cost savings of ~~\$46~~ \$23 million can be achieved by converting ~~62~~ 32 new CMSS/consultant positions to new non-contract Metro positions. Refer to Table C and Table C-1.

- ~~37~~ 18 positions for Engineering & Construction for the main transit projects.
- ~~3~~ 2 positions for Engineering & Construction for Environmental Compliance & Sustainability.
- ~~8~~ 4 non-contract Metro FTEs for Program Management Office.
- ~~7~~ 4 non-contract Metro FTEs for Vendor/Contract Management.
- ~~7~~ 4 non-contract Metro FTEs for Communications (Community Relations).

The total projected budgeted value of the CMSS/consultant contracts for the main transit projects and Environmental Compliance and Sustainability is approximately \$282 million. Refer to the Table D below. The total cost for approximately ~~62~~ 32 CMSS/consultant positions for the life of projects for the four main transit projects including Environmental Compliance & Sustainability is approximately ~~\$165~~ \$79 million. By converting these ~~62~~ 32 CMSS/consultant positions to non-contract Metro positions, the total cost for these Metro functions is reduced to approximately ~~\$99~~ \$47 million. This results in a potential cost savings of ~~\$66~~ \$32 million. However, by applying a 30 percent discount against ~~\$66~~ \$32 million to account for market conditions, salary variations, and other staffing considerations, the total potential cost savings is approximately ~~\$46~~ \$22 million.

The cost benefit analysis has to be tempered by a number of staffing considerations including but not be limited to, actual market conditions (and associated salaries) for professional staff, availability of staff with approximate qualifications and experience, staffing procurement lead-in times, SBE/DBE, flexibility of using consultant staff on as-needed basis, long term human resource costs related to Metro staff benefits such as pension, obligations, etc.

<b>TABLE E- PROJECT NAME</b>	<b>CMSS/CONSULTANTS</b>	<b>ESTIMATED CONTRACT VALUE (Life of Project)</b>
Crenshaw/LAX Transit Corridor Project	Stantec, PMA, CRSS & Hill International	\$67 million
Regional Connector Transit Corridor Project	Arcadis, CPVJ, Hill International	\$45 million
Westside Purple Line Extension Section 1	Westside Extension Support team, J.V. & Hill International	\$69 million
Westside Purple Line Extension Section 2	TBD*	\$63 million
Environmental Compliance and Sustainability	Arcadis	\$38 million
<b>TOTAL</b>	<b>\$282 million</b>	

\*CMSS contracts have not yet been awarded to Westside Purple Line Extension Section2.

**DETERMINATION OF SAFETY IMPACT**

This Board action will not have an impact on established safety standards.

**FINANCIAL IMPACTS**

The following funds are included in the FY 16 budget for this action:

- Project no. 865512 and 860003 Crenshaw/LAX Transit Corridor Project in Cost Centers 6810, 6940, 7160, 8110, 8410, 8420, 8510 and 8610.
- Project no. 860228 Regional Connector Transit Corridor Project in Cost Centers 6810, 6940, 7160, 8110, 8410, 8420, 8510 and 8610.
- Project no. 865518 Westside Purple Line Extension Section 1 in Cost Centers 8010 and 8510.

The conversion of the CMSS/Consultant positions to new Metro non-contract positions effectuates a cost savings of up to \$46 \$22 million throughout the life of project for the main transit projects including Environmental Compliance and Sustainability. This potential cost savings incurred will be reallocated to project contingency. Since this is a multi-year project, the Executive Director of

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Engineering and Construction will be responsible for allocating the costs in future years.

### **ALTERNATIVES CONSIDERED**

The Board may choose not to authorize the conversion of CMSS/Consultant positions to non-contract FTEs. This is not recommended since the impacts of insufficient staffing at appropriate levels include:

- Heavier reliance on CMSS/consultant positions.
- Loss of potential cost savings of up to ~~\$46~~ \$22 million for these positions for life of project.
- Inability to preserve the intellectual, political and commercial capital of the organization.
- Inability to cross-train in the most effective and efficient manner to provide a wider diversity of skills and create flexibility in the workforce.
- Inability to create a succession plan for the future.

Furthermore, if the nine non-contract Metro positions listed in Table 2-4 A-1 are not approved by the Board, staff will have to outsource and use CMSS/consultant positions with a loss of potential cost savings of up to ~~\$3.9~~ \$3.1 million for life of projects.

### **NEXT STEPS**

1. Upon Board authorization, Metro will work with Finance and Budget, Human Resources and other affected Metro Departments to secure new Metro positions for FY 16.
2. Staff will submit their FY 16 CMSS Contract budget to the Board for approval in June 2015.
3. Staff will report back by December 2015 on the actual number of non-contract Metro positions hired and placed on the projects. This report will include the cost impacts effectuated by the conversion of positions affecting the CMSS, Metro Admin and Contingency line items by project.

### **ATTACHMENTS**

- A. Table A – List of E&C Positions
- A. Table A - List of E&C Positions
- B. Table A-1 Potential Cost Savings of 9 Metro FTEs
- C. Table B - Pilot Project Study
- D. Table C - Cost Benefit Analysis
- E. Table C-1 -FY16 CMSS/Consultant Conversion Cost Savings
- F. Appendix 1 - Environmental Compliance & Sustainability
- G. Appendix 2 - Transit Capital Projects
- H. Appendix 3 - Program Management Office
- I. Appendix 4 - Vendor/Contract Management

- J. Appendix 5 - Communications
- K. Appendix 6 - Countywide Planning and Development

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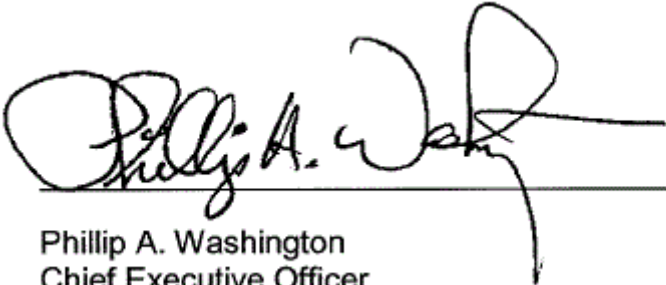
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Phillip A. Washington  
Chief Executive Officer



**Table A**  
**Engineering & Construction**  
**FY16 FTE Request for Consultant Conversion Positions-**

No. FTE	Cost Center	Project No.	Position Title	Job Description	Justification	QTR Needed
2	8410	860228 -- RC	Construction Inspector	<b>Construction Inspectors:</b> This position inspects each stage of construction of Regional Connector; track, tunnel and stations as well as all contractors activities, to be in accordance with plans and specs. Prepares non-conformance reports; maintains daily logs; monitor contractor testing activities; support construction safety functions; coordinates Metro test lab activities; and oversee DB inspection activities.	Construction Management Department does not have the personnel to assign to these activities at this point in time. Metro does not want to use consultants at this time due to the higher cost of consultants.	Q1
1	8410	860228 -- RC	Construction Inspector	<b>Construction Inspector:</b> This position inspects each stage of construction of Regional Connector; track, tunnel and stations as well as all contractors activities, to be in accordance with plans and specs. Prepares non-conformance reports; maintains daily logs; monitor contractor testing activities; support construction safety functions; coordinates Metro test lab activities; and oversee DB inspection activities.	Construction Management Department does not have the personnel to assign to these activities at this point in time. Metro does not want to use consultants at this time due to the higher cost of consultants.	Q1
1	8410	860228 -- RC	* Senior Construction Manager	<b>Senior Construction Manager:</b> This position oversees and manages rail facilities construction projects, ensures work is accomplished according to specification, plans and is on schedule and within budget. Sets priorities for staff and ensures that staff are accomplishing assigned tasks.	Construction Management Department does not have the personnel to assign to these activities at this point in time. Metro does not want to use consultants at this time due to the higher cost of consultants.	Q1
1	8320	860228 -- RC	Sr. Engineer (Geotechnical)	To supervise geotechnical items on the Regional project.	The Regional Connector has several geotechnical elements that would require geotechnical engineering reviews. Metro Engineering is expecting to receive a very large number of submittals that require our review. With the Design Builder already on board on two of these projects and their aggressive schedule to start construction in the summer, a new position is needed in order to assist the project in review of the geotechnical items on these projects.	Q1
1	8320	860228 -- RC	Sr. Engineer (Systems)	Supervise and manage all activities related systems integration on the Regional Connector project	An experienced System Integration Engineer is needed to support the Regional Connector project during design & construction. The Sr. Systems Integration Engineer is vital to ensure a seamless integration from New Systems to New Systems, New Systems to Existing Systems, New Systems to Facilities and Integrated Testing (Test Plans, Field Testing etc.). An integrated Rail System is vital for Metro's Operational needs.	Q1
1	8110	860228 -- RC	Quality Assurance Manager	Performs quality audits, surveillances, field inspection and monitoring of design, new construction modifications, as required, including monitoring of laboratory and manufacturers audits, surveillance and data analysis as directed. Coordinate with Director of Quality Management in the establishment, implementation and maintenance of Project Quality related goals; and determination and management of budgetary and staffing requirements; implementation of Quality Program requirements for assigned projects, and supervision of subordinate Quality Management staff assigned to the project.	Performs quality audits, surveillances, field inspection and monitoring of design, new construction modifications, as required, including monitoring of laboratory and manufacturer audits, surveillances and data analysis as directed. Coordinates with Director of Quality Management in the establishment, implementation and maintenance of Project Quality related goals; determination and management of budgetary, staffing requirements; implementation of Quality Program requirements for the Regional Connector project, and supervision of subordinate Quality Management staff assigned to the project.	Q1
1	8420	860228 -- RC	* Sr. Environmental Specialist	Assist in the execution of environmental compliance and sustainability-related projects of the Regional Connector Project.	Current incumbent is a consultant supporting full-time in Measure R project, environmental, or sustainability related program. This is a conversion of full-time seconded staff to regular Metro staff to reduce overall project delivery cost. Loaded per unit labor cost difference between seconded consulting staff and equivalent Metro position is up to 350%, depending on position.	Q1
<b>8 Subtotal</b>						

**Table A**  
**Engineering & Construction**  
**FY16 FTE Request for Consultant Conversion Positions-**

No. FTE	Cost Center	Project No.	Position Title	Job Description	Justification	QTR Needed
3	8410	865512 -- C/LAX	Senior Construction Inspector	Inspector, Southwest Yard (1): This position is for Southwestern Yard Project. The Inspector will support the R.E. and be required to inspect and monitor installation of the work; review and prepare reports; review and interpret plans and specifications; ensure compliance with codes, standards and contract documents; assist in resolving problems in the field; coordinate work with other agencies. <b>Inspector, Systems (2 each):</b> This position is for Crenshaw/LAX Transit Project. The Systems Inspector will support the project R.E. and be required to inspect and monitor installation of the systems work; review and prepare reports; review and interpret plans and specifications; ensure compliance with codes, standards and contract documents; assist in resolving problems in the field; coordinate work with other agencies. <b>Inspector, MEP (2 each):</b> This position is for Crenshaw/LAX Transit Project. The MEP Inspector will support the project R.E. and be required to inspect and monitor installation of the mechanical, electrical and plumbing work; review and prepare reports; review and interpret plans and specifications; ensure compliance with codes, standards and contract documents; assist in resolving problems in the field; coordinate work with other agencies.	Construction Management Department does not have the personnel to assign to these activities at this point in time. Metro does not want to use consultants at this time due to the higher cost of consultants.	Q1
1	8410	865512 -- C/LAX	Director of Construction Management	<b>Dir. Construction Manager:</b> This position is for Crenshaw/LAX Transit Project, Segment B. This individual will oversee and manage construction, development of workplans, schedules and estimates; administer and monitor work for compliance with contract documents; coordinate with Metro staff and outside agencies; review change requests and prepare change notice justifications.	Construction Management Department does not have the personnel to assign to these activities at this point in time. Metro does not want to use consultants at this time due to the higher cost of consultants.	Q1
1	8410	865512 -- C/LAX	Sr Construction Manager (SPECIALIST: SYSTEMS)	<b>RESIDENT ENGINEER</b> This position is for Crenshaw/LAX Transit Project. The Senior Construction Manager will act as Systems Resident Engineer and be required to oversee and manage construction, development of workplans, schedules, estimates and specifications; administer and monitor work for compliance with contract documents; coordinate with Metro staff and outside agencies; review change requests and prepare change notice justifications. This position reports to the Director Construction Management through a matrix organization.	This position requires a Systems specialist to support the Resident Engineers for the Mainline Crenshaw/LAX Project.	Q1
1	8410	865512 -- C/LAX	Construction Manager	The Construction Manager will be required to analyze data, specifications, and drawings; assist in monitoring work for compliance with schedule, budget, technical and legal requirements; prepare technical reports and correspondence; assist in coordination with outside agencies; maintain projects records; monitor status of submittal and design reviews. This position reports to the Director Construction Management	The position is required to support the Office Engineer role for Crenshaw/LAX project.	Q2
1	8420	865512 -- C/LAX	* Sr. Environmental Specialist	Assist in the execution of environmental compliance and sustainability for the Crenshaw/LAX Project.	Current incumbent is a consultant supporting full-time in Measure R project, environmental, or sustainability related program. This is a conversion of full-time secunded staff to regular Metro staff to reduce overall project delivery cost. Loaded per unit labor cost difference between secunded consulting staff and equivalent Metro position is up to 350%, depending on position.	Q1
1	8110	865512 -- C/LAX	* Sr. Quality Engineer	The Sr. Quality Engineer will be required to coordinate with construction inspectors and monitor field construction activities; coordinate verification testing; evaluate quality performance.	Performs design document review, construction contract review, design and construction quality audits and surveillances, field inspection for the project as required, including laboratory and manufacturer audits and surveillances. Arranges for Metro's verification test laboratory and coordinates the tests with Inspection and Construction Management.	Q1

**Table A**  
**Engineering & Construction**  
**FY16 FTE Request for Consultant Conversion Positions-**

No. FTE	Cost Center	Project No.	Position Title	Job Description	Justification	QTR Needed
<b>8 Subtotal</b>						
1	8420	865518 -- WPL1, 865522 -- WPL2	Principal Environmental Specialist	Assist in the execution of environmental compliance and sustainability-related projects of the Purple Line Extension.	Current incumbent is a consultant supporting full-time in Measure R project, environmental, or sustainability related program. This is a conversion of full-time secunded staff to regular Metro staff to reduce overall project delivery cost. Loaded per unit labor cost difference between secunded consulting staff and equivalent Metro position is up to 350%, depending on position.	Q1
1	8110	865518 -- WPL1	Sr. Construction Inspector	Perform quality audits, surveillances, field inspection and monitoring of design, new construction, modifications, as required, including monitoring of laboratory and manufacturer audits, surveillance and data analysis as directed.	Performs quality field surveillances, monitoring of new construction, modifications, as required, including monitoring of testing laboratory and manufacturer audits, surveillances and data analysis for the Purple Line Extension, Section 1 as directed by the Quality Assurance Manager.	Q1
<b>2 Subtotal</b>						
<b>18 Grand Total</b>						

\* These positions have been approved by the Board at the May 28, 2015 Special Board Meeting - FY 16 Budget .

<b>TABLE A-1 Potential Cost Savings of 9 Metro FTEs</b>	<b>Annual CMSS Burdened Rate</b>	<b>CMSS Hourly</b>	<b>Metro Annual Burdened Rate</b>	<b>Metro Hourly</b>	<b>Difference in Salary</b>	<b>Cost Savings</b>	<b>Potential Savings</b>
Director, Construction Management	\$ 462,560	\$ 245	\$ 280,218	\$ 148	61%	39%	\$ 182,342
<del>Construction Manager</del>	<del>-\$ 251,104</del>	<del>-\$ 133</del>	<del>-\$ 207,680</del>	<del>-\$ 110</del>	83%	17%	<del>-\$ 43,424</del>
<del>Construction Manager</del>	<del>-\$ 251,104</del>	<del>-\$ 133</del>	<del>-\$ 207,680</del>	<del>-\$ 110</del>	83%	17%	<del>-\$ 43,424</del>
Sr. Engineering Manager	\$ 462,560	\$ 245	\$ 252,213	\$ 134	55%	45%	\$ 210,347
Sr. Engineer	\$ 262,432	\$ 139	\$ 207,680	\$ 110	79%	21%	\$ 54,752
<del>Supervising Engineer</del>	<del>-\$ 319,072</del>	<del>-\$ 169</del>	<del>-\$ 252,213</del>	<del>-\$ 84</del>	79%	21%	<del>-\$ 66,859</del>
Signage & Environmental Design Manager	\$ 294,528	\$ 156	\$ 207,680	\$ 110	71%	21%	\$ 86,848
Sr. Environmental Designer	\$ 262,432	\$ 139	\$ 158,592	\$ 84	60%	40%	\$ 237,888
					<b>TOTAL POTENTIAL COST SAVINGS</b>		<del>-\$ 796,846</del> <b>\$ 638,139</b>
					<b>30% Discount</b>		<del>-\$ 554,292</del> <b>\$ 446,697</b>
					<b>LIFE OF PROJECTS (7 years)</b>		<del>-\$ 3,880,054</del> <b>\$ 3,126,881</b>

<b>TABLE B- PILOT PROJECT STUDY</b>	<b>Annual CMSS Burdened Rate</b>	<b>CMSS Hourly</b>	<b>Metro Annual Burdened Rate</b>	<b>Metro Hourly</b>	<b>Difference in Salary</b>	<b>Cost Savings</b>	<b>Difference</b>
DEO, Project Mmgt	\$617,376	\$327	\$335,996	\$178	54%	46%	\$281,380
Director, Construction Management	\$462,560	\$245	\$280,218	\$148	61%	39%	\$182,342
Director, Construction Management	\$462,560	\$245	\$280,218	\$148	61%	39%	\$182,342
Director, Construction Management	\$462,560	\$245	\$280,218	\$148	61%	39%	\$182,342
Director, Construction Management	\$462,560	\$245	\$280,218	\$148	61%	39%	\$182,342
Sr. Construction Relations Officer	\$396,480	\$210	\$158,592	\$84	40%	60%	\$237,888
Community Relations Officer	\$319,072	\$169	\$158,592	\$84	50%	50%	\$160,480
<b>TOTAL</b>	<b>\$3,183,168</b>		<b>\$1,774,052</b>			<b>45%</b>	<b>\$1,409,116</b>
					<b>With 10% DISCOUNT</b>	<b>41%</b>	<b>\$1,268,204</b>

TABLE C- COST BENEFIT ANALYSIS	FY 16			TOTAL		
	BURDENED COST	CMSS/ Consultant	Metro	Potential Cost Savings	CMSS/ Consultant	Metro
Crenshaw/LAX	\$ 8,060,294	\$4,856,400	\$ 3,203,894	\$ 29,458,218	\$17,924,200	\$ 11,534,018
	\$ 3,795,441	\$2,355,379	\$ 1,440,084	\$14,139,945	\$8,603,616	\$ 5,536,329
Regional Connector	\$ 7,977,230	\$ 5,171,000	\$ 2,806,230	\$ 35,204,269	\$ 22,414,000	\$ 12,790,269
	\$ 3,928,522	\$2,587,252	\$1,341,270	\$ 16,898,049	\$10,758,720	\$ 6,139,329
Westside PLE 1	\$ 2,387,257	\$ 1,736,000	\$ 651,257	\$ 44,845,534	\$ 28,096,000	\$ 16,749,534
	\$ 1,806,839	\$ 1,081,748	\$ 725,091	\$21,525,856	\$13,486,080	\$ 8,039,776
Westside PLE 2				\$ 46,478,546	\$ 25,892,000	\$ 20,586,546
	\$ -	\$ -	\$ -	\$ 22,309,702	\$ 12,428,160	\$ 9,881,542
Environmental & Sustainability	\$ 941,074	\$ 518,829	\$ 422,785	\$ 9,410,740	\$ 4,664,601	\$ 4,746,139
	\$ 627,382	\$ 345,526	\$ 281,856	\$ 4,517,155	\$ 2,239,008	\$ 2,278,147
TOTAL	\$ 19,365,855	\$ 12,281,689	\$ 7,084,166	\$165,397,307	\$ 98,990,801	\$ 66,406,506
	\$10,158,184	\$ 6,369,905	\$ 3,788,301	\$ 79,390,707	\$ 47,515,584	\$ 31,875,123
		30% Discount	\$ 4,958,916		30% Discount	\$ 46,484,554
						\$ 22,312,856

Attachment D

**Attachment C-1  
CMSS/Consultant Conversion Cost Savings for FY2016-**

WESTSIDE PURPLE LINE EXTENSION SECTION 1 PROJECT-						
PROJECTED COST OF CMSS/CONSULTANT			METRO			YEARLY COST SAVINGS FY16
POSITION	HOURLY BURDENED RATE CY2016	YEARLY BURDENED SALARY	EQUIVALENT POSITION	HOURLY BURDENED RATE	YEARLY BURDENED SALARY	
Resident Engineer	\$194	\$365,684	Sr Engineering Manager	\$134	\$252,212	\$113,472
Administrative Analyst	\$80	\$151,184	Sr Administrative Analyst	\$84	\$158,859	-\$7,675
Sr. Configuration Management Analyst	\$87	\$163,368	Sr Configuration Management Analyst	\$84	\$158,858	\$4,510
Lead Inspector	\$199	\$375,302	Sr Construction Inspector (Quality)	\$92	\$172,764	\$202,538
Project Controls Sr.Estimating	\$163	\$306,978	Sr. Cost Estimator	\$110	\$206,981	\$99,998
Social Media/Communications Officer	\$130	\$245,310	Community Relations Officer	\$72	\$136,477	\$108,833
Sr. Environmental Specialist	\$128	\$241,664	Principal Environmental	\$92	\$172,763	\$68,901
Construction Claims Analyst	\$240	\$453,646	Sr. Construction Claims Analyst	\$134	\$252,225	\$201,421
Sr. Contract Administrator	\$173	\$327,550	Sr Contract Administrator	\$100	\$188,661	\$138,888

REGIONAL CONNECTOR PROJECT						
PROJECTED COST OF CMSS/CONSULTANT			METRO			YEARLY COST SAVINGS FY16
POSITION	HOURLY BURDENED RATE CY2016	YEARLY BURDENED SALARY	EQUIVALENT POSITION	HOURLY BURDENED RATE	YEARLY BURDENED SALARY	
Inspector (Senior) Architectural	\$157	\$297,150	Construction Inspector	\$84	\$158,858	\$138,292
Inspector (Senior) Structural	\$157	\$297,150	Construction Inspector	\$84	\$158,858	\$138,292
Inspector (Senior) Electrical	\$151	\$285,710	Construction Inspector	\$84	\$158,858	\$126,852
Inspector (Senior) Mechanical	\$166	\$314,017	Construction Inspector	\$84	\$158,858	\$155,159
Inspector (Senior) Trackwork	\$197	\$371,487	Construction Inspector	\$84	\$158,858	\$212,629
Inspector (Senior) Tunnel	\$157	\$297,150	Construction Inspector	\$84	\$158,858	\$138,292
Construction Manager (Sr.)	\$303	\$571,420	Quality Assurance Manager	\$110	\$206,981	\$364,440
Quality Engineer (Sr.)	\$196	\$369,637	Sr. Quality Engineer	\$92	\$172,764	\$196,873
Construction Inspector (Senior)	\$303	\$571,420	Director, Construction	\$148	\$279,424	\$291,996
Rail Activation Engineer	\$189	\$356,214	Sr Construction Manager	\$134	\$252,212	\$104,001
Social Media/Communications	\$97	\$183,936	Sr. Community Relations Officer	\$84	\$158,859	\$25,077
Social Media/Communications	\$97	\$183,936	Sr. Community Relations Officer	\$84	\$158,859	\$25,077
Social Media/Communications	\$97	\$183,936	Community Relations Officer	\$72	\$136,476	\$47,460
Social Media/Communications	\$97	\$183,936	Community Relations Officer	\$72	\$136,476	\$47,460
Resident Engineer (Sequential Excavation Method)	\$214	\$404,974	Sr Construction Manager	\$134	\$252,212	\$152,761
Resident Engineer (Utility Relocation)	\$221	\$416,952	Sr Construction Manager	\$134	\$252,212	\$164,739
Lead Structural Engineer	\$200	\$377,174	Sr. Structural Engineers	\$143	\$269,456	\$107,718
Lead Tunnel/Geotechnical Engineer	\$154	\$290,701	Sr. Geotechnical Engineers	\$143	\$269,456	\$21,245
Systems Engineer	\$152	\$287,514	Sr. Systems Engineers	\$143	\$269,456	\$18,058
Environmental Compliance	\$143	\$270,851	Sr. Environmental Specialist	\$84	\$158,859	\$111,992
Sr. Contract Admin	\$162	\$306,965	Sr. Contract Admin	\$100	\$188,655	\$117,410
Sr. Construction Claims Analyst	\$240	\$453,646	Sr. Construction Claims Analyst	\$134	\$252,225	\$201,421
Deputy Director Project Controls	\$230	\$433,988	DEO Project Controls	\$173	\$326,755	\$107,233
Sr. Cost Estimating	\$163	\$306,955	Sr. Cost Estimator	\$110	\$206,980	\$99,975
Configuration Management/Document Control Supervisor	\$97	\$183,370	Configuration Management Supervisor	\$92	\$172,763	\$10,607

**Attachment C-1  
CMSS/Consultant Conversion Cost Savings for FY2016-**

CRENSHAW/LAX & SOUTHWESTERN YARD PROJECT						
PROJECTED COST OF CMSS/CONSULTANT			METRO			YEARLY COST SAVINGS FY16
POSITION	HOURLY BURDENED RATE CY2016	YEARLY BURDENED SALARY	EQUIVALENT POSITION	HOURLY BURDENED RATE	YEARLY BURDENED SALARY	
Office Engineer	\$133	\$251,104	Construction Mgr	\$110	\$206,981	\$44,125
Asst-RE	\$245	\$462,560	Sr-Construction Mgr	\$135	\$254,090	\$208,472
Systems RE	\$245	\$462,560	Sr Construction Mgr	\$135	\$254,090	\$208,472
Sr Environmntl Spclst	\$171	\$322,414	Sr Env Specialist	\$84	\$158,858	\$163,557
Sr Quality Engr	\$141	\$266,208	Sr Quality Engineer	\$92	\$172,764	\$93,446
Inspector	\$141	\$266,208	Sr Construction Inspector	\$92	\$172,764	\$93,446
Inspector	\$141	\$266,208	Sr Construction Inspector	\$92	\$172,764	\$93,446
Inspector	\$141	\$266,208	Sr Construction Inspector	\$92	\$172,764	\$93,446
Dir, Construction Mgmt	\$245	\$462,560	Dir Construction Mgmt	\$148	\$280,219	\$182,344
Dir, Construction Mgmt	\$245	\$462,560	Dir-Construction Mgmt	\$148	\$280,219	\$182,344
Office Engineer	\$133	\$251,104	Construction Mgr	\$110	\$206,981	\$44,125
Environmental Support	\$171	\$322,414	Sr Env Specialist	\$84	\$158,858	\$163,557
Civil/Utility/Structural Inspector	\$141	\$266,208	Sr Construction Inspector	\$92	\$172,764	\$93,446
Structural Engineer	\$139	\$262,432	Sr-Engineer	\$110	\$207,680	\$54,752
OCS Engineer	\$139	\$262,432	Sr-System Engineer	\$110	\$207,680	\$54,752
Signaling Engineer	\$139	\$262,432	Sr-Engineer	\$110	\$207,680	\$54,752
Contract Admnstr Mgr	\$209	\$394,781	Contract Administrator	\$121	\$228,034	\$166,749
Sr Contract Admnstr	\$209	\$394,781	Sr Contract Administrator	\$100	\$188,661	\$206,121
DEO Claims Avoidance	\$287	\$541,856	Deputy Exec Officer	\$171	\$323,302	\$218,557
Sr Project Control Manager	\$156	\$295,335	Sr Project Control Mgr	\$134	\$252,212	\$43,124
Sr Cost Estimator	\$166	\$313,408	Sr Cost Estimator	\$110	\$206,981	\$106,429
Config-Management Supervisor	\$126	\$238,030	Configuration Mgmt Supv	\$92	\$172,764	\$65,267
Sr Community Rels Ofer	\$210	\$396,716	Sr Comm Rel Officer	\$84	\$158,858	\$237,859
Sr Community Rels Ofer	\$210	\$396,716	Sr Comm Rel Officer	\$84	\$158,858	\$237,859

ENVIRONMENTAL COMPLIANCE & SUSTAINABILITY						
PROJECTED COST OF CMSS/CONSULTANT			METRO			YEARLY COST SAVINGS FY16
POSITION	HOURLY BURDENED RATE CY2016	YEARLY BURDENED SALARY	EQUIVALENT POSITION	HOURLY BURDENED RATE	YEARLY BURDENED SALARY	
Principal Environmental Specialist	\$166	\$313,691	Principal Environmental	\$92	\$172,763	\$140,928
Principal Environmental Specialist	\$166	\$313,691	Principal Environmental	\$92	\$172,763	\$140,928
Principal Environmental Specialist	\$166	\$313,691	Principal Environmental	\$92	\$172,763	\$140,928

Note: Total may not add due to rounding.

Summary	Westside Purple Line Extension Section 1 Project	Regional Connector Project	Crenshaw/ LAX & Southwestern Yard Project	Environmental Compliance and Sustainability	Total
<b>Total CMSS/Consulting Conversion to Metro Staff Positions</b>	<b>6</b>	<b>13</b>	<b>11</b>	<b>2</b>	<b>32</b>
<i>In Engineering &amp; Construction</i>	<i>2</i>	<i>8</i>	<i>8</i>	<i>2</i>	<i>20</i>
<i>In Support Departments</i>	<i>4</i>	<i>5</i>	<i>3</i>	<i>0</i>	<i>12</i>
<b>Total CMSS/Consultant Conversion Cost Savings for FY2016</b>	<b>\$725,091</b>	<b>\$1,341,270</b>	<b>\$1,440,084</b>	<b>\$281,856</b>	<b>\$3,788,301</b>



## **APPENDIX 1: STAFFING REQUEST FOR ENVIRONMENTAL COMPLIANCE AND SUSTAINABILITY SERVICES**

### **BACKGROUND**

The Environmental Compliance & Sustainability division (ECSD) provides cross functional environmental, sustainability, and technological support to all of Metro's core business units. ECSD consists of staff credentialed and professionally licensed to oversee environmental clearance, environmental compliance and remediation, energy management, resource conservation, environmental management system, climate change management, and environmental liabilities reduction. The department uses internal staff to manage and oversee services and construction contracts; and requires complementary expertise from consulting firms. This cross functional effort aligns with an integrated approach to producing cost-effective, cost-saving, and technologically advanced and most efficient solutions to environmental regulatory compliance and resource management to achieve procedural and process efficiencies and deliver successful support to accomplish Metro's mission, goals and objectives.

### **ISSUE**

LA Metro has formally incorporated sustainable principles, specifically climate, energy, water and resource conservation and management, into its organizational values and core business goals. These principles express the agency's commitment to "reduce, reuse, and recycle all internal resources and reduce greenhouse gas emissions." Operational and construction-related sustainability principles have been formally implemented throughout our agency since 2007, and have been extensively incorporated into major capital projects as early as 2003. Over the past few years, the number of initiatives and projects related to these themes have significantly increased resulting from new statutes, regulations, and ordinances at all levels of government as well as the increasing mandate from our Board to look for cost-effective ways to plan, construct, operate infrastructure and procure for goods and services. These efforts have resulted in significant cost savings and operational efficiencies (up to \$3M per year), while simultaneously providing fresh sources of potential revenue (from the generation of environmental commodities resulting from these efforts) and increasing the health and welfare of our employees and the people we serve through a safe working and customer focused environment.

As we increase our transit and transportation infrastructure, staff's internal ability to oversee these sustainability-related operational and capital projects become more challenging on two fronts: our ability to properly manage the implementation of the cost-saving and environmentally protective projects as well as our ability to ensure that we develop and implement new ideas to ensure continual improvement.

The number of ECSD staff supporting all of these activities has not grown at a pace required to adequately support and oversee these projects. In the past few years,

consultants were used to supplement efforts through environmental and sustainability related professional services contracts. The existing number of staff is insufficient to address the increasing number of requirements that need to be implemented for the Crenshaw/LAX, Regional Connector, Westside Purple Line Extension Sections 1/2 projects based on current workload factors. As these projects go into full construction, ECSD must meet all current and construction projects needs to reduce our environmental liabilities over the whole life cycle of an asset: that is from planning, design, construction, and operations and maintenance of the project.

While we can continue to use specialized secured staff through our consultants to execute these time sensitive and board mandated projects, ECSD proposes to instead procure for three new permanent staff to ensure the consistency of project implementation and reduce risk of losing institutional knowledge as Metro continues to implement its growing environmental and sustainability initiatives to ensure statutory and regulatory compliance, organizational resiliency to evolving extreme weather conditions and climate change, and reduce business continuity risk. These will be positions to be assigned at Crenshaw/LAX, Regional Connector, and Westside Purple Line Extension Sections 1/2. A business case outlining in detail the project specific rationale for these positions, as well as other needs of the department were submitted and discussed with the Engineering and Construction Division as well as to the Chair's office in Winter 2015.

## DISCUSSION

Through a series of Board actions since 2007, Metro's environmental and sustainability function is now fully incorporated into the fabric of all of our planning, construction, operations, and procurement business units and significantly positively affects Metro's bottom line. The programs and initiatives have been proven to lower operational costs (currently up to \$3M per year), improve safety, increase quality and efficiency, and enhance our system's overall reputation among our customers, elected officials, and the public. In fact, Metro's environmental and sustainability program has been recognized as the highest environmental and programmatic standard by the American Public Transportation Association and has been cited several times by the Federal Transit Administration as an example program for other transit agencies in the country.

By transitioning consultant support to FTEs, Metro will generate continuing benefits of consistency of project implementation and reduce risk of losing institutional knowledge as Metro continues to implement its growing environmental and sustainability initiatives to ensure statutory and regulatory compliance, organizational resiliency to evolving extreme weather conditions and climate change, and reduce business continuity risk. Procuring for permanent staff increases the pool of skilled staff to build a succession plan for the future.

## ALTERNATIVE

The Board may decide not to approve the transition of consultant functions to Metro staff for ECSD. This is not recommended because it would perpetuate heavy

reliance on consultants, where specialized staff is necessary to execute these time sensitive and board mandated projects, to fulfill critical needs in the areas of environmental compliance and sustainability. The number of staff requested for ECSD is a compromise to ensuring that we achieve both environmental and sustainability goals, reduce our liabilities, and remain sound in achieving our efficiency and cost-savings goals.

**ATTACHMENT A - TRANSITION FROM CMSS/CONSULTANT TO METRO STAFF  
ENVIRONMENTAL COMPLIANCE/SERVICES DEPARTMENT**

<b>Priority</b>	<b>Funding</b>	<b>Position Title</b>	<b>Job Description (currently performed by consultant)</b>	<b>Justification</b>	<b>Required By</b>
1	860228 -- RC, 202211 -- FUEL STORAGE TANK	Principal- Environmental Specialist	Assist in the execution of environmental compliance and sustainability-related projects of the Regional Connector Project. Assist in the oversight of the Underground Storage Program.	Regional Connector project is currently supported by full-time consultant to implement environmental, or sustainability related programs in the Regional Connector project. This is a conversion of full-time secured staff to regular Metro staff to reduce overall project delivery cost. Staff will be required (part time) to assist in the implementation of backlogged compliance efforts associated with most recent underground and aboveground storage tank regulations. Loaded per unit labor cost difference between secured consulting staff and equivalent Metro position is up to 350%, depending on position.	1st Q FY16
1	865518 -- WPL1, 865522 -- WPL2, 300012 -- SOIL REMEDICATION and various projects overseen by ECSD	Principal Environmental Specialist	Assist in the execution of environmental compliance and sustainability-related projects of the Purple Line Extension Section 2. Assist in the oversight of the Hazardous Waste Program.	The Purple Line Extension project is supported by full-time consultant to implement environmental, or sustainability related programs in the Purple Line project. This is a conversion of full-time secured staff to regular Metro staff to reduce overall project delivery cost. Staff will be required (part time) to assist in the oversight of hazardous waste program associated with current and new (currently or about to be built) operating facilities programmed to reduce agency environmental liabilities. Loaded per unit labor cost difference between secured consulting staff and equivalent Metro position is up to 350%, depending on position.	1st Q FY16
1	865512 -- C/LAX; 300012 -- SOIL REMEDICATION and various projects overseen by ECSD	Principal Environmental Specialist	Assist in the execution of environmental compliance and sustainability-related projects of the Crenshaw LRT Project. Assist in the oversight of the Metro Environmental Compliance Program.	The Crenshaw project is currently supported by full-time consultant to implement environmental, or sustainability related programs in the Crenshaw LRT project. This is a conversion of full-time secured staff to regular Metro staff to reduce overall project delivery cost. Staff will be required (part time) to assist in the oversight of environmental remediation components of smaller capital projects at our divisions programmed to reduce agency environmental liabilities during construction and operations. Loaded per unit labor cost difference between secured consulting staff and equivalent Metro position is up to 350%, depending on position.	1st Q FY16

## **APPENDIX 2: REQUEST FOR ENGINEERING & CONSTRUCTION CAPITAL PROJECTS STAFFING**

### **BACKGROUND**

In addition to the design, engineering, and construction of the major Measure R rail projects, Engineering and Construction manages a capital program in excess of \$1.0 Billion which is comprised of more than 25 different capital projects, many of which are broken into several separate design and construction contracts. Example projects currently in various stages of design and construction development include the Division 13 Bus Operations and Maintenance (O & M) facility, the Expo Santa Monica O & M facility, the Southwestern Yard O & M facility, the Rosa Parks Station improvements, Patsaouras Plaza Busway Station, the Emergency Security Operations Center (ESOC), and Soundwall projects. Additionally, the capital support departments provide management and coordination of all joint development projects at Metro stations, engineering support and design work for Facilities Maintenance and General Services at our facilities and headquarters, and technical support for sustainability projects, highway projects, and regional rail.

### **ISSUE**

The work effort for the capital projects which includes design, engineering, and construction management is done primarily by in-house staff. For larger and more complicated design projects, the services of design consultants are retained. When engineering assistance is needed to supplement staff or specific engineering capabilities are required, a task order contract with Maintenance Design Group is initiated. This contract is used for engineering task orders that are project-based, and may not be used to supplement or second Metro engineering staff.

For construction management (CM) Marris, Inc. and Jackie Patterson Engineering (both SBE's) provide CM services when required. Currently, Marris and JL Patterson are used to support the Division 13, Patsaouras Plaza, the North Hollywood Pedestrian Underpass, and the Universal City Pedestrian Bridge. These contracts are set to expire this year, and will be re-procured competitively to have on-call CM assistance when required.

Due to the expanding workload, new FY16 capital projects, and the number of new building projects such as the Rosa Parks Station and the AMC, the departments supporting the capital projects are currently short on resources and new resources are required to meet the goals and objectives of the departments. Also, interdepartmental resources have been reallocated from the capital projects resources to make sure the major rail projects have adequate management oversight. Therefore, existing staff is

not sufficient based on the current workload to efficiently and effectively implement the work effort.

The resource allocation of staff for Capital Projects has not grown at a pace required to adequately support and oversee the engineering and construction of the dynamic and expanding capital program. This situation has created an over dependency on costly consultants to provide technical support.

## DISCUSSION

Engineering and Construction is requesting three (3) additional positions to support the Capital Projects Program. Additional support staff is integral to the success of the Capital Program and new resources are required to meet the goals and objectives of the Division. In order to meet the challenges of the work effort, continue providing high-level and accurate construction and engineering support, and complete work within the schedules required, it is imperative that we increase our Capital Projects support staff as follows:

<b>No.</b>	<b>Position Title</b>
<b>1</b>	Director, Construction Management
<b>2</b>	Sr. Construction Managers
<b>1</b>	Sr. Engineering Manager
<b>1</b>	Sr. Engineer
<b>1</b>	Supervising Engineer
<b>6-3</b>	<b>Total</b>

## ALTERNATIVE

The Board may decide not to approve the request for additional resources to support the Capital Projects Program. This is not recommended since history has proven that not having proper oversight on any project causes disruptions in the project development with a loss of potential cost savings of \$3.1 million. It is critical that additional resources be added to facilitate the effective and efficient engineering and construction of the projects.

**APPENDIX 2 – ENGINEERING & CONSTRUCTION  
FY16 FTE Request for Capital Projects Support Staff**

No. FTE	Cost Center	Project No.	Position Title	Job Description	Justification	QTR Needed
1	8410	204071 -- MBL_REFUR, 205063 -- MBL PEDESTRIAN , 211005 -- MBL Signal System, 460323&460324 -- Soundwall	Director of Construction Management	<b>Director of Construction Managers:</b> This position develops and Implement polices and procedures for planning. Organizing, coordinating and controlling major Capital construction projects as well as large number of smaller projects. Plans and assigns work to subordinates, ensures that assignments are being accomplished and that Metro and Contractor staffs are following appropriate policies, plans and specifications. One (1) position is requested. The position will support Minor Capital Projects in support of the Rail Facilities Improvements, Rail Rehabilitation Projects, and Wayside Systems Projects, specifically Metro Blue Line Refurbishments, Blue Line Signal System Rehabilitation, and Pedestrian Swing Gates projects.	Construction Management Department does not have the personnel to assign to these activities at this point in time. Metro does not want to use consultants at this time due to the higher cost of consultants.	Q1
2	8410	<del>204071 -- MBL_REFUR, 205063 -- MBL PEDESTRIAN , 211005 -- MBL Signal System, 460323&amp;460324 -- Soundwall</del>	<del>Senior Construction Manager</del>	<del><b>Senior Construction Managers:</b> This position oversees and manages rail facilities construction projects and ensures work is done according to specifications, within schedule and within budget. One position is requested. The position will support Minor Capital Projects in support of the Rail Facilities Improvements, Rail Rehabilitation Projects and Wayside Systems Projects, specifically Metro Blue Line Refurbishments, Blue Line Signal System Rehabilitation, and Pedestrian Swing Gates projects.</del>	<del>Construction Management Department does not have the personnel to assign to these activities at this point in time. Metro does not want to use consultants at this time due to the higher cost of consultants.</del>	<del>Q1</del>
1	8380	202317 -- PATSAOURAS, 202324 -- Div 1, 460303 -- Green Line, 405555 --ROSA PARKS	Sr Engineer Manager (Structural))	This is an engineering position required to provide design and construction support services for the Rail and Bus Facilities Capital Program. The specific engineering discipline required is a Senior Structural Engineer. The senior engineer duties will include design and engineering of structures for bus and rail facility projects, including all building projects. In addition, the position will manage design and engineering work conducted by outside design professionals, and will also support active construction projects with structural engineering requirements. The position will also support the design of the Rosa Parks and Airport Metro Connector (AMC) projects for the Planning Department, which was not previously budgeted.	There is currently no position available in the department to support the structural building projects and upcoming work related to the Airport Metro Connector (AMC) and Rosa Parks Station projects. This position is required to provide efficient, timely, and high quality engineering services for the \$550 million facilities program portfolio.	Q1

**APPENDIX 2 – ENGINEERING & CONSTRUCTION  
FY16 FTE Request for Capital Projects Support Staff**

No. FTE	Cost Center	Project No.	Position Title	Job Description	Justification	QTR Needed
1	8320	860228 — RC, 865518 — WPL1, 865522 — WPL2	Supervising Engineer (Mechanical ventilation)	To supervise structural items on the Regional and Purple Line Extension Sections 1 and 3 Projects and support upper management on miscellaneous Metro-Operation tasks.—	The Regional Connector and Purple Line Extension Section 1 and 2 projects have several structural elements that would require structural engineering reviews.— Metro Engineering is expecting to receives a very large number of submittals that require our review.— With the Design Builder already on board on two of these projects and their aggressive schedule to start construction in the summer, a new position is needed in order to assist the project in review of the structural items on these projects.—	Q1
1	8010	212121 -- EOC/ROC/BOC	SR. ENGINEER	Project Management support for major capital projects for the Operations Control Center and others, as required. Duties include performing project management support and technical and administrative functions such as overseeing & administering design, procurement, construction and installation of rail and bus facilities and systems; Development of scope of work; Administers and monitors work and contract for compliance with schedule and budget; Evaluation of design proposals, bids & change orders; Conducting field & technical investigations; Manage engineering activities to ensure compliance with design criteria and applicable codes; Interface and coordinates with various Metro depts. and other agencies; and facilitates resolution of design, construction and operational issues.	The OCC Project estimated at over \$125 million is a significant and very complex project entailing integration of the Rail Operations Center (ROC), Bus Operations Center (BOC) and Emergency Operations Center (EOC) functions into a single facility to facilitate a more efficient and coordinated response to normal traffic activities and special events, as well as unexpected emergencies.	Q2



## **APPENDIX 3: STAFFING REQUEST FOR THE PROGRAM MANAGEMENT OFFICE (PMO)**

### **BACKGROUND**

The Program Management Office (PMO), created by the Board in September 2010, primarily in response to voter-approved Measure R, provides oversight on Measure R and other on-going projects agency-wide. The PMO is responsible for project controls and oversight, cost estimating, configuration management, and program control management agency-wide. These functions are critical to the successful delivery of the Measure R program. When managed successfully, PMO can help lower project cost, prevent and mitigate project budget cost overrun and schedule delays.

### **ISSUE**

Since 2010 the number of Metro staff in the PMO has not grown at a pace that is required to adequately support and oversee the fast-growing transit construction and capital program at Metro. In effort to meet project needs, consultants have been brought in to supplement PMO staff to fulfill project controls and oversight, cost estimation, and configuration management functions. To increase greater project controls and to maintain continuous oversight of the Measure R program, staff recommends transitioning four (4) positions (1 Crenshaw/LAX, 2 Regional Connector, and 1 Westside Purple Line Extension Section 1) to Metro equivalent staff positions. See Attachment 3-A for job description and justification detailed for each proposed Metro staffing position.

### **DISCUSSION**

In addition to effecting cost savings, staff has determined by transitioning certain consultant functions in-house to new Metro staff may generate other potential benefits, including, 1) decrease reliance on consultants will increase Metro's control of its project; and 2) increase a pool of skilled work force to build a succession plan for the future. Transition to Metro staff positions on the Regional Connector and Westside Purple Line Extension Section 2 Project will directly address the FTA and their Project Management Oversight Contractor's (PMOC) concerns of Metro not having adequate staff for the effort required for Regional Connector and Westside Purple Line Extension Section 1 projects. Also, approval of staffing request will allow Metro to add developed human capital to the Metro's work force to maintain continuity of technical expertise and knowledge on the project.

**ATTACHMENT 3A - DESCRIPTION & JUSTIFICATION BY METRO STAFF POSITION  
PROGRAM MANAGEMENT OFFICE (PMO) DEPARTMENT**

ALTERNATIVE

The Board may decide not to approve the transition of consultant functions to Metro staff for the Program Management Office (PMO). This is not recommended because it would perpetuate heavy reliance on consultants to fulfill critical project controls and oversight, cost estimating, and configuration management required to support the major transit construction program. Positions continued to be filled by existing consultants instead of Metro staff positions will present a greater cost to the projects, Metro, and public tax payers.

**ATTACHMENT 3A - DESCRIPTION & JUSTIFICATION BY METRO STAFF POSITION  
PROGRAM MANAGEMENT OFFICE (PMO) DEPARTMENT**

<b>Priority</b>	<b>Funding</b>	<b>Position Title</b>	<b>Job Description</b>	<b>Justification</b>	<b>Required by</b>
1	860228 Regional Connector	Deputy Executive Officer, Program Management	Deputy Executive Officer, Program Management provides direction for managing project budgets, schedules and project risks on the Regional Connector Project. This position ensures that the project management team interfaces effectively with Countywide Planning and Development (including Real Estate), Procurement, Operations and various departments with Engineering and Construction to establish and adhere to project budget and schedule.	Deputy Executive Officer, Program Management position is critical delivering the Regional Connector project on-time and within budget. Approval of a FTE position will allow elimination and transition of this function from a consultant to a Metro FTE assigned to the project. If this position is not approved, Metro must continue to retain a consultant to fulfill the responsibilities at greater cost. Creation of this position addresses the FTA and their PMOC's concerns of Metro not having adequate staff for the effort required for the Regional Connector project.	July 2015
2	860228 Regional Connector	Configuration Management Supervisor	Configuration Management Supervisor oversees, supervises, trains Configuration Management Analysts, supports related database systems and technical system support, and coordinates document and change control activities required on the Regional Connector Project. This position manages the processing of contractual documentation regarding request for information, change notices, contract modifications, submittals, drawings, claims, and project correspondence for compliance with laws, regulations and requirements.	Configuration Management Supervisor is critical to ensure the document control role and change control function is fulfilled on the Regional Connector Project. Approval of a FTE position will allow elimination and transition of this function from a consultant to a Metro FTE assigned to the project. If this FTE position is not approved, Metro must retain a consultant to perform this work at a greater cost. Creation of this position addresses the FTA and their PMOC's concerns of Metro not having adequate staff for the effort required for the Regional Connector project.	July 2015
3	865518 Westside Purple Line Section 1	Senior Configuration Management Analyst	Senior Configuration Management Analyst supports related database systems and technical system support, and coordinates document and change control activities required on the Westside Purple Line Extension Section 1 Project. This position manages the processing of contractual documentation regarding request for information, change notices, contract modifications, submittals, drawings, claims, and project correspondence for compliance with laws, regulations and requirements.	Senior Configuration Management Analyst is critical to ensure document control and change control functions are fulfilled on the Westside Purple Line Extension Section 1 Project. Approval of a FTE position will allow elimination and transition of this function from a consultant to a Metro FTE assigned to the project. If this position is not approved, Metro must retain a consultant to perform this work at a greater cost to the project. Creation of this position addresses the FTA and their PMOC's concerns of Metro not having adequate staff for the effort required for the project.	July 2015

**ATTACHMENT 3A - DESCRIPTION & JUSTIFICATION BY METRO STAFF POSITION  
PROGRAM MANAGEMENT OFFICE (PMO) DEPARTMENT**

<b>Priority</b>	<b>Funding</b>	<b>Position Title</b>	<b>Job Description</b>	<b>Justification</b>	<b>Required by</b>
4	865512 Crenshaw/ LAX	Senior Project Control Manager	Senior Project Control Manager develops and oversees all budgeting, schedule development and performance measurement, cost management and control, and reporting activities required on the Crenshaw/LAX Transit Project. This position is required to maintain the life-of-project budget and manage the master schedule.	Senior Project Control Manager is critical to the project control and oversight responsibilities on the Crenshaw/LAX project. Approval of a FTE position will allow for elimination and transition of this function from a consultant to a Metro FTE assigned to the project. If this position is not approved, Metro must retain a consultant to perform this work at a greater cost.	August 2015

**APPENDIX 4: STAFFING REQUEST FOR VENDOR/CONTRACT MANAGEMENT****BACKGROUND**

The Vendor/Contract Management (V/CM) Department provides cross function administrative and technological support to Metro's core business units. V/CM comprised of the Diversity and Economic Opportunity, Procurement, Supply Chain Management, Administration and Policy and Project Management organized as functional units with integrated processes to achieve procedural and process efficiencies and deliver successful support to accomplish Metro's mission, goals and objectives.

**ISSUE**

The successful delivery of the voter approved Measure R program is highly dependent on a strong V/CM team that utilizes industry-best practices to fulfill Metro's Mission as the agency responsible for the continuous improvement of an efficient and effective transportation system for Los Angeles County.

The number of V/CM staff supporting Engineering and Construction has not grown at a pace required to adequately support and oversee the rapidly developing transit construction and capital program. Therefore, existing staff is not sufficient for the Crenshaw/LAX, Regional Connector and Westside Purple Line Extension Section 1 projects based on current workload factors. To meet project needs, the Projects have utilized consultants to supplement V/CM in the areas of contract administration management and senior contract administration. However, specialized staff is necessary to execute these time sensitive and board mandated project in order to increase continuity of the process and prevent risk. In an effort to remedy the current shortage of V/CM staff support, three Senior Contract Administrator positions and one Contract Administration Manager position, with the possibility of reclassifying any of these positions to create Claims Avoidance Specialists for Crenshaw/LAX, Regional Connector and Westside Purple Line Extension Section 1, were submitted and discussed with the Engineering and Construction department. They have acknowledged their need of this support and included the positions in their staffing plans for FY16.

**DISCUSSION**

The procurement function and contract management is an important factor for Metro's bottom line. When managed successfully, it can lower costs, improve safety, increase quality and efficiency, and enhance our system's overall reputation among our customers, elected officials, and the public. In addition, by transitioning consultant to FTEs Metro may generate other potential benefits such as continuity within the process, prevention of risk of disruption for our customer and an increase in the pool of skilled staff to build a succession plan for the future.

## ALTERNATIVE

The Board may decide not to approve the transition of consultant functions to Metro staff for V/CM. This is not recommended because it would perpetuate heavy reliance on consultants, where specialized staff is necessary to execute these time sensitive and board mandated projects, to fulfill critical needs in the areas of acquisition planning, coordination of pre-award actions to produce executable contracts, price and cost analysis, value engineering review, contract price negotiations and claims management, change order processing, post-award contract administration, and contract close-out.

**ATTACHMENT 4A - TRANSITION FROM CMSS/CONSULTANT TO METRO STAFF  
VENDOR/CONTRACT MANAGEMENT (V/CM) DEPARTMENT**

<b>Priority</b>	<b>Funding</b>	<b>Position Title</b>	<b>Job Description (currently performed by consultant)</b>	<b>Justification</b>	<b>Required By</b>
1	Crenshaw/LAX (1 FTE) Westside PLE section 1 (2 FTE)	Sr. Contract Administrator	The Sr. CA is responsible for the efficient and effective acquisition of goods and services in support of assigned clients. The Sr. CA leads a Contract Administration Team that supports assigned client departments, and performs senior level, complex procurements for major projects and services to ensure timely, efficient support in compliance with Authority, local, state, and federal laws, rules and regulations. Prepares and reviews solicitation documents, evaluates bid results, chairs source selection committees, establishes and enforces evaluation criteria, sets schedules, and makes award recommendation on contract procurements. Selects vendors, obtains and compares price quotations, completes cost/price analysis process, negotiates price, terms and conditions. Evaluates contractor performance to determine compliance with contract obligations. SR CA works with contractor and client department to ensure timely contract completion and/or renewal; timely submission of scopes, technical descriptions, Board reports, and the submission of work product specified in the contract. Responds to award protests and holds debriefings with unsuccessful proposers. Completes final draft of contract documents, negotiates change orders and amendments. Prepares Board reports for contract approval. Prepares status reports, summaries and correspondence.	Positions will support projects in the areas of Crenshaw/LAX, and Westside/Purple Line Extension 1. These positions were submitted and discussed with the Engineering and Construction Dept. and they have acknowledged their need of this support and included in their staffing plans for FY16. Specialized staff is needed to execute these time sensitive and board mandated projects. Existing staff is not sufficient for these types of projects based on current workload factors.	1st Q FY16
1	Crenshaw/LAX (1 FTE)	Contract Administration Manager	The Contract Administration Managers oversee Contract Administration staff in the development, negotiation, and administration of contracts in support of the administrative services clients. Ensures that resources are adequately allocated for the client's support. Ensures compliance with the rules and regulations, policies and procedures of the authority, local, state, and federal governments. Oversees the preparation and analysis of RFP's, IFB's, RFIQ's, amendments, change orders, and task orders. Plans, directs and communicates work requirements and schedules to provide timely, efficient service to client departments. Prepares and issues reports regarding the technical and project specific contract matters to management.	The position will support the Crenshaw/LAX project. The position was submitted and discussed with the Engineering and Construction Dept. and they have acknowledged their need of this support and included in their staffing plans for FY16. Specialized staff is needed to execute these time sensitive and board mandated projects. Existing staff is not sufficient for these types of projects based on current workload factors.	1st Q FY16

## APPENDIX 5: FY16 STAFFING REQUEST FOR THE CONSTRUCTION RELATIONS TEAM

### **Background**

In April 2013, the Metro Board of Directors approved Metro's Construction Relations Model as the standard program in support of construction outreach and mitigation for all transit projects. This established the agency's commitment to implement those mitigation measures identified in the Final Environmental Impact Statement and Final Environmental Impact Report for each project. The adopted standards set clear guidelines for managing public expectations for the scope and breadth of project activities that may be conducted to address the rigors and impacts of construction as the projects proceed. It also sets a standard for extensive public engagement and outreach during Metro construction projects.

Construction Relations, a unit within the Community Relations Department, leads the public outreach, stakeholders' communication and construction impact coordination and mitigation on all major capital projects. Construction Relations is responsible for the liaison function to the community, project team and intra-departmental coordination with other communications departments such as public relations, design and marketing. The Construction Relations team's goals are consistent with the Project Management Plan and adopted environmental mitigations as submitted to the FTA in exchange for project funding.

As a member of the Project Management Team, Construction Relations advises the Project Director on communications and outreach strategies and provides oversight on intradepartmental communications for external messaging that includes approval and production of material that aligns with the agency's communications protocols.

#### *Construction Relations Expands with Focus on Small Businesses*

Over the last year, the Construction Relations program has grown to include a focused effort to support the small business community, whether through the facilitation of small business resources to the Business Solutions Center and Business Interruption Fund or the Eat, Shop, Play Local campaign.

Metro's Eat, Shop, Play Local campaign brings focused attention to project area businesses impacted by construction of the agency's multi-billion dollar transit projects. The goal of the campaign is to encourage the public to Eat at local restaurants, Shop at local retail stores and Play at local destinations, during and after construction. Participation is free to businesses and customers are incentivized to "take the pledge" to Eat, Shop and Play Local. This project is showing results and is being recognized as an emerging case study for other construction mitigation programs. Construction Relations has been selected as one of three top finalists (out of 99 total nominations) for the *California Transportation Foundation Award* - Public Outreach Program of the Year for the Eat, Shop, Play



APPENDIX 5: FY16 STAFFING REQUEST FOR THE CONSTRUCTION RELATIONS TEAM Crenshaw campaign. Honolulu Transit Rail is in the process of kicking off their own Eat, Shop, Play Local program modeled after Metro's.

*Construction Relations Staffing Through the Years*

Given that Metro has construction projects in the pipeline for at least the next 23 years through Measure R, it is important to have a strategy for retaining institutional knowledge, building in-house

capacity for a trained and experienced workforce, have a succession plan in place and maintain claims records. On the Metro Gold Line Eastside Extension, staff files related to claims and construction mitigation served the agency to build its defense on many litigations, saving the agency millions of dollars.

The Construction Relations team in place now embraces that strategy. Over half of the Construction Relations team has Metro major capital project experience, setting in motion the department's trained and experienced workforce. Of these, over half of the existing team has been converted from seconded consultants to Metro FTEs and one has promoted from Entry Level Trainee to Construction Relations Assistant ensuring succession planning remains a department priority.

The FY16 staffing requested through this Board Report will complete the teams required for Metro's current transit construction projects: Crenshaw/LAX Transit Project, Purple Line Extension (Section 1) and Regional Connector.

Project staffing has been achieved by varying scenarios over the years. During construction of the Metro Gold Line Eastside Extension, the Construction Relations Team was completely comprised of Metro FTEs. When Metro started construction on the Metro Orange Line, hourly consultants were hired to supplement the limited Construction Relations staff because additional Metro FTEs could not be obtained. After the Internal Revenue Service (IRS) ruled that Metro could no longer hire hourly consultants, Construction Relations sought to hire its staff through the Construction Management Support Services Contract (CMSSC) in the same way that Engineering and Construction brought staff on for Metro's major capital projects.

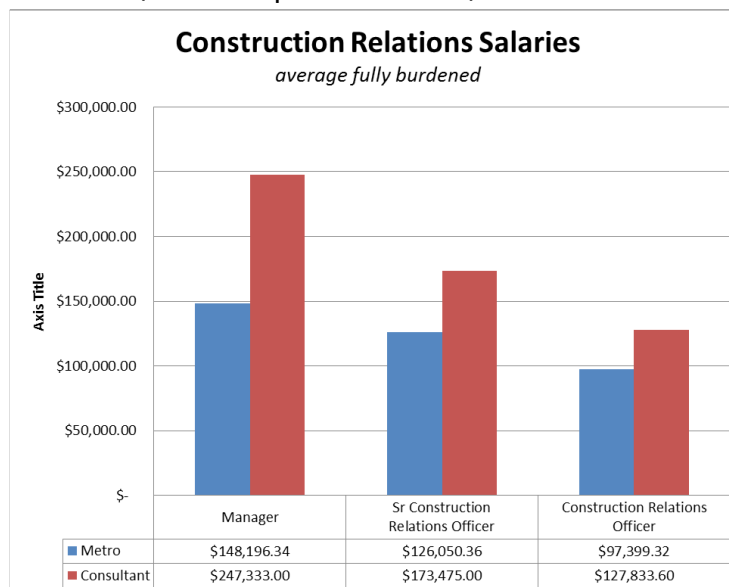
Construction Relations started hiring staff through the CMSSC beginning with construction of the Metro Orange Line Extension and the I-405 Sepulveda Pass Improvements Project. In FY15, 16 FTEs were requested and only four were approved. The remaining 12 positions were hired through the CMSSC for the Crenshaw/LAX Transit Project, Purple Line Extension Section 1 and Regional Connector.

APPENDIX 5: FY16 STAFFING REQUEST FOR THE CONSTRUCTION RELATIONS TEAM  
 Design builders have now been retained on all of the projects. Advanced utility relocation has been underway for over a year and design is nearing its final stage. The Crenshaw/LAX Transit Project is the most advanced with major construction at three underground stations well underway. The Purple Line Extension and Regional Connector will begin soldier pile installation followed by excavation and decking during the early part of FY16. As the construction work ramps up, the Construction Relations teams have to be adequately staffed in order to carry out the public outreach and construction mitigation program the Metro Board adopted as its standard in April 2013.

**Issue**

Management has reviewed the staffing needs and recently conducted a review comparing the cost associated with hiring through the CMSSC versus hiring Metro FTEs, and also weighed the benefits of both. The results of staff’s evaluation showed that utilizing consultants netted a higher cost to the

agency by as much as 15 to 40%. As custodians of public funds, staff believes it is their responsibility to ensure a cost effective and benefit enhanced approach to hiring staff. Therefore, we are seeking to convert 4 7 seconded consultant positions to Metro FTEs in FY16. (See comparison chart)



**Discussion**

In addition to effective cost savings staff has determined that by transitioning certain consultant functions in-house to new Metro staff, it will support the agency’s strategy to: 1) build-in house capacity, 2) maintain a trained and experienced workforce, 3) have a succession plan in place, 4) maintain institutional knowledge; and 5) decrease reliance on consultants.

## APPENDIX 5: FY16 STAFFING REQUEST FOR THE CONSTRUCTION RELATIONS TEAM

Transition of Metro staff positions on the Crenshaw/LAX Transit Project, Purple Line Extension Section 1 ~~and 2~~ and Regional Connector will directly address the commitments made in the FTAs Project Management Plan and the adopted environmental documents for each of the projects.

Construction is in full swing on all of the projects and has ramped up significantly from the current fiscal year. In order to meet the Board's expectations for the full implementation of the adopted standard, and to ensure continued public outreach, stakeholder communication and construction impact coordination and mitigation as has become an expectation of our external customers, Construction Relations needs approval for ~~7~~ 4 FTEs through this board action to fully staff the Construction Relations teams on the three active transit projects under construction.

**Alternative**

The Board may decide not to approve the conversion of seconded consultants to Metro FTEs for Construction Relations. This is not recommended because it would continue its high reliance on consultants to fulfill the Board's adopted standard for public outreach on major capital projects at substantially higher costs, without a mechanism for developing in-house capacity, a trained and experienced workforce, succession planning and maintaining institutional knowledge.

APPENDIX 5: FY16 STAFFING REQUEST FOR THE CONSTRUCTION RELATIONS TEAM

**Attachment 5A - Conversion from CMSSC Seconded Consultants to Metro FTEs  
Construction Relations Team**

Conversion from Seconded/Consultants to Metro FTE					
Priority	Funding	Position Title	Job Description (currently performed by consultant)	Justification	Required By
Project Critical	Crenshaw/ LAX Transit- Project	<del>1 Sr. Construction- Relations Officer— Social Media</del>	<del>Responsible for all- visual communications- and new media- outreach for- construction, community engagement and small business- support efforts.— Coordinator of all media- assets including media- buys, webpage updates, widget development for third party partners, collateral materials and video development.— Responsible for internal- coordination of messaging and external- communications with- Media Relations, Marketing and Metro- Design Studio.</del>	<del>Without this position, the project team would be unable to sustain- current levels of- responsiveness to- community concerns- and complaints. It would be virtually- impossible to reach- commuters as they are missed altogether- through traditional- outreach.—</del>	<del>July 1, 2015</del>
Project Critical	Crenshaw/ LAX Transit- Project	<del>1 Sr. Construction- Relations Officer— alignment wide</del>	<del>Responsible for- supporting the segment- leads on all facets of- public outreach and- leads the effort to- document and facilitate- all property damage- complaints on the- project; answers,</del>	<del>Without this position, the project team would be unable to sustain- current levels of- responsiveness to- community concerns- and complaints and would no means for- ensuring institution</del>	<del>July 1, 2015</del>

**Attachment 5A - Conversion from CMSSC Seconded Consultants to Metro FTEs  
Construction Relations Team**

			<p>responds to and resolves all complaints that come in to the project hotline and dedicated email; assists with business recruitment for Eat, Shop, Play Local campaign and coordinates disruption of service for 3<sup>rd</sup> party utility interruptions. Leads documentation of project issues, maintains the 90 day look ahead calendar and handles public meeting logistics.</p>	<p>knowledge is kept through the exceptional management of project (complaints) records.</p>	
Project Critical	Purple Line Extension - Section 1	1 Sr. Construction Relations Officer — <u>Social Media-Alignment-Wide</u>	<p><u>Responsible for supporting the segment leads on all facets of public outreach and leads the effort to document and facilitate all property damage complaints on the project; answers, responds to and resolves all complaints that come in to the project hotline and dedicated email; assists with business recruitment for Eat, Shop, Play Local campaign and</u></p>	<p><u>Without this position, the project team would be unable to sustain current levels of responsiveness to community concerns and complaints and provide the close coordination needed to address complaints between stakeholder and the contractor. Without this position, the project team would be unable to sustain current levels of responsiveness to community concerns</u></p>	July 1, 2015

**Attachment 5A - Conversion from CMSSC Seconded Consultants to Metro FTEs  
Construction Relations Team**

			<p><u>coordinates disruption of service for 3<sup>rd</sup> party utility interruptions.</u>  <u>Leads documentation of project issues,</u>  <u>maintains the 90-day look-ahead calendar and handles public meeting logistics.</u> Responsible for all visual communications and new media outreach for construction, community engagement and small business support efforts.          Coordinator of all media assets including media buys, webpage updates, widget development for third party partners and collateral material.          Responsible for internal coordination of messaging and external communications with Media Relations, Marketing and Metro Design Studio.</p>	<p>and complaints. It would be virtually impossible to reach commuters as they are missed altogether through traditional outreach.</p>	
Project Critical	Regional Connector	1 Construction Relations Manager - CLC	Responsible for facilitation of all activities related to the Community Leadership Council and lead for community engagement and	Without this position, the project team would be unable to sustain current levels of responsiveness to community concerns and complaints and	July 1, 2015

**Attachment 5A - Conversion from CMSSC Seconded Consultants to Metro FTEs  
Construction Relations Team**

			development/implementation for all community related mitigation measures adopted through the environmental process.	provide the close coordination needed to address complaints between stakeholder and the contractor.	
Project Critical	Regional Connector	1 Sr. Construction Relations Officer - <u>ea</u> Western <u>s</u> Segment	Responsible for the implementation of the Board Adopted Standard Construction Relations program for a specific segment. Is lead on strategy, development and implementation for public outreach, stakeholder communications and construction impact coordination and mitigation for the specific segment.	Without this position, the project team would be unable to sustain current levels of responsiveness to community concerns and complaints and provide the close coordination needed to address complaints between stakeholder and the contractor.	July 1, 2015
Project Critical	Regional Connector	1 Sr. Construction Relations Officer - Social Media	Responsible for all visual communications and new media outreach for construction, community engagement and small business support efforts. Coordinator of all media assets including media buys, webpage updates, widget development for third party partners and collateral material. Responsible for internal	Without this position, the project team would be unable to sustain current levels of responsiveness to community concerns and complaints. It would be virtually impossible to reach commuters as they are missed altogether through traditional outreach.	July 1, 2015



**Attachment 5A - Conversion from CMSSC Seconded Consultants to Metro FTEs  
Construction Relations Team**

			coordination of messaging and external communications with Media Relations, Marketing and Metro Design Studio.		
Project Critical	Regional Connector	1 Construction Relations Officer - alignment-wide	Responsible for supporting the segment leads on all facets of public outreach and leads the effort to document and facilitate all property damage complaints on the project; answers, responds to and resolves all complaints that come in to the project hotline and dedicated email; assists with business recruitment for Eat, Shop, Play Local campaign and coordinates disruption of service for 3 <sup>rd</sup> party utility interruptions. Leads documentation of project issues, maintains the 90-day look-ahead calendar and handles public meeting logistics.	Without this position, the project team would be unable to sustain current levels of responsiveness to community concerns and complaints and would no means for ensuring institution knowledge is kept through the exceptional management of project (complaints) records.	July 1, 2015

## **~~APPENDIX 6-1: STAFFING REQUEST FOR REAL ESTATE DEPARTMENT TO SUPPORT CONSTRUCTION PROJECTS~~**

### ~~BACKGROUND~~

~~Most of the Capital engineering and construction projects have adopted an integrated project management team approach for the management of the overall project. The Real Estate Department is an integral part of the team and is responsible for the overall management, implementation, administration, reporting and liaison related to the appraisal, acquisition and relocation processes required to meet the real estate requirements for each Project.~~

~~The Real Estate Department is expected to deliver the required real estate for major rail bus and administrative projects. The Project's Engineering Design Team provides a definition of the real property required for the Project. The deliverable to Real Estate is a set of ROW plans that show the location and extent of properties to be acquired in fee as well as the location and types of proposed easements.~~

~~Implementation of the acquisition program is closely coordinated with the activities of the Project as a whole. Real Estate attends regular project overview meetings that are led by the Project Manager and include representatives from all of the project disciplines. The Project is likely to establish bi-monthly meetings which will be held with the project team to discuss the status of certifications and the acquisition schedule. These meetings include Project's third party coordinator, the right of way engineering consultant, real estate staff and the project manager. Close coordination and early identification of problem parcels serve to assure the availability of parcels when needed. Real Estate staff also coordinates closely with the design team to precisely determine the right of way needs and to provide input into certifications with oversight from the Project Manager.~~

~~In addition, the Real Estate management staff works closely with the project controls staff. The real estate staff provides regular updates to cost estimates, report on budget variances, identifies need and forecast dates for the project schedule, and provides regular status reports. The project controls staff develops detailed schedules, tracking procedures and management reports based on the preliminary schedules and data created by real estate staff.~~

~~Full takes, part takes, permanent easements (including subsurface easements), and temporary construction easements (TCEs) are identified. The Real Estate staff works closely with the Project Team to continuously evaluate all proposed acquisitions. Periodic meeting to review the Real Estate Program are held to review the status of the acquisition program and to review any required changes to the acquisition schedule or the identified parcels.~~

### ~~ISSUE~~

The Real Estate Department is currently actively implementing the Real Estate Acquisition Program for the following Projects :

1. Crenshaw LAX Project
2. Regional Connector Project
3. Purple Line Westside Extension — Section 1
4. Purple Line Westside Extension — Section 2

The initial workload for the Crenshaw, Regional and Westside — Section 1 projects totaled over 300 parcels. During the height of the workload, the in-house staff was supplemented by outside consultants which provided the resources to complete the work in a timely manner. The remaining workload is approximately 40 parcels plus 35 new parcels included in the Purple Line Westside Extension — Section 2. The existing staff involved in the acquisition program will take on all responsibilities for appraisal review, negotiations, oversight of relocations consultant. Staff will be supplemented by professional consultants to handle the relocation workload.

Real estate services is expected to commence work on the following identified projects :

1. 96th Street Station
2. SCIP Project

#### New Staffing Requirements

The Real Estate Department currently has 19 authorized positions. Of the 19, nine (9) are exclusively allocated to work associated with delivering parcels for the active Projects. The total allocation of FTE's is spread over all of the positions that are assigned to work on a particular project.

One (1) additional Senior Real Estate Officer is requested to be assigned for the acquisition program to bring the total FTE's available exclusively for the remaining acquisition program to 10. The additional workload for the Westside Section 2 and the SCRIP program will require additional staff with acquisition/negotiations, and relocation experience. Additional personnel will assure that the acquisition schedule can be maintained and permits the Management/Administrative staff additional time to efficiently manage the program and to devote time to the parcels requiring intensive negotiations.

See Attachment 6-1A for the job description and justification for this position.

#### Breakdown of Real Estate Staff

Management/Administrative	3
Property Management	8
Acquisition/Relocation	10
— Total	20

### Consultant Services

~~In addition to internal staff, Real Estate will continue to require the services of consultant to perform services in the areas of appraisal, environmental investigation, title reports, and relocation services. The Real Estate consultant services bench is the source of consultants to perform these services.~~

### ALTERNATIVE

~~If the additional position is not authorized, the delivery of parcels on schedule may be impacted. The existing staff will be used for all acquisition activities; consultant services are used to implement relocation of occupants. The use of consultant services for acquisition is *not* recommended due to the policy issues involved in negotiating an acquisition settlement.~~



**ATTACHMENT 6-1A – REAL ESTATE (Cost Center 6510)**

Funding	Position Title	Job Description	Justification	Required by
865522 & 865518	Sr. Real Estate Officer	Negotiate acquisitions; initiate condemnation cases; oversee the relocation of tenants; coordinate interface with Project staff	The Purple Line Project, Section 2 will add approximately 35 new parcels to the Real Estate workload. The current staff is already at capacity with the work required to complete the Regional Connector, Crenshaw LAX Project, and Westside Section 1 projects. The additional staff will provide the additional staffing needed to maintain the construction schedule	July 2015

## **APPENDIX 6-2: STAFFING REQUEST FOR SIGNAGE AND ENVIRONMENTAL GRAPHIC DESIGN TO SUPPORT CRENSHAW/LAX, REGIONAL CONNECTOR, AND PURPLE LINE EXTENSION CONSTRUCTION PROJECTS**

### BACKGROUND

The Signage and Environmental Graphic Design unit improves customer navigation and environmental graphic design consistency through the development of essential systemwide signage and wayfinding design standards and guidelines. The unit staff is at capacity responding to day to day requests for new signage and backlog of required modifications at the existing 100 plus operating stations (including the 13 new stations opening next year) and multiple vehicle types resulting from new safety, security, gating, fare enforcement, code of conduct, Civil Rights/ADA updates and other growing and ongoing operational needs.

The 2010 Measure R Strategic Advisor Report cited “one of the largest capital improvement programs ever undertaken by a single transportation agency in the US [and] an unprecedented challenge for project delivery” and called for the agency "to significantly increase the capacity and improve skill sets throughout construction functions...and allocate resources to improving wayfinding/signage."

In order to adequately meet the demands of the Crenshaw/LAX, Regional Connector, and Purple Line Extension, while also meeting increasing agency operational needs not related to the construction program, it is necessary to increase staffing resources. Each of these corridor projects includes multiple stations, facilities, parking areas, and vehicles which will require significant signage, wayfinding and overall environmental graphic design support, reviews, unique design solutions, and site visits in order to ensure the safety and movement of future riders. The Regional Connector alone will have a major impact on existing signage throughout the system.

### ISSUE

Signage and wayfinding are core elements of project delivery. Without functional signage in place the project will not meet safety, accessibility or operational requirements for Revenue Operations. The incorporation of functional signage into the project requires numerous submittals, reviews, and appropriate management and oversight.

Funds for Construction Management Support Services (CMSS) to provide signage and wayfinding support have been included in life-of-project budgets

and the FY16 budget and are forecasted for inclusion in individual project-based Contract Work Orders (CWO) within the overall Board approved CMSS Contract Values. There are no impacts to the current CMSS contracts as the consultant positions have not been included in current CWOs pending Board approval of the new Metro positions.

Because these positions are core to the agency, and there is an ongoing need to improve signage and maintain consistency across projects, as well as the desire to build in-house capacity, the recommendation make these Metro positions rather than multiple CMSS consultant positions. See Attachment 6-2A for job descriptions and justifications.

## DISCUSSION

The new staff positions will ensure that 1) over 4,000 signs and related Design/Builder submittals for the three corridor projects are reviewed and coordinated; 2) requests for information, over the shoulder reviews, approval of samples/finishes/mock-ups, fabrication shop drawings are fulfilled; 3) construction site visits and punch listing for quality control and compliance through resolution are conducted; and 4) signage needs during corridor start-up phase operations are accomplished. The positions being requested are not short term. While signage and wayfinding is installed prior to line opening, Metro has historically experienced an average “break-in” period of 18 months when actual customer usage generates modification requests from various departments to address operations, safety and accessibility concerns. It is envisioned that these FTEs will move to new Measure R projects including Purple Line Extension Section 2 and other corridor projects.

In addition to effective cost savings, staff determined that by not having multiple consultants do this work on a project by project basis, but rather with Metro staff, it will support the agency’s strategy to: 1) build-in house capacity; 2) decrease reliance on consultants; 3) maintain a trained and experienced workforce; and 4) maintain institutional knowledge and continuity across projects. Signage requests are growing, not diminishing and it is increasingly important to develop and maintain the continuity of our signage system.

## ALTERNATIVE

The Board may decide not to approve new Metro staff positions in which case the work will be completed by individual corridor consultants through CWO requests to the CMSS contracts for each project utilizing the hourly rates set forth in these Contracts. This is not recommended because: 1) it would require multiple consultants for each project rather than consolidated in-house staff; 2) signage is a core ongoing agency function which should be done by in-house Metro staff in order to ensure continuity across projects; 3) consultant



dependency results in loss of institutional knowledge; and 4) application of lessons learned and long term success and effectiveness will be compromised.

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**ATTACHMENT 6-2A - SIGNAGE & ENVIRONMENTAL GRAPHIC DESIGN (Cost Center 7121)**

Funding	Position Title	Job Description	Justification	Required by
865512 Crenshaw/LAX, 860228 Regional Connector, 865518 Purple Line Section 1	Signage & Environmental Graphic Design Manager	Position will provide signage and environmental graphic design management for Crenshaw/LAX, the highly complex Regional Connector project (which will impact dozens of stations throughout the Metro system) as well as support the Purple Line Extension project. The position will ensure that the latest signage standards, drawings and specifications are included in contract documents and will review and respond to contractor RFIs, signage criteria clarifications, review and approve all contractor signage submittals and shop drawings, and develop and resolve punch lists. This position will participate in design resolution processes and address new station architectural design conditions requiring unique signage design solutions. It will also develop and implement lessons learned and update the design criteria for corridors. The position will coordinate with ADA, engineers, safety personnel and others to ensure uniformity and consistency of customer signage and wayfinding.	2/18/15 Board Box on construction project delivery and consultant services included this FTE to support the FY16 corridor construction projects and outlined the need for staffing as projects enter into active construction. The 2010 Measure R Strategic Advisor Report called the Measure R program “one of the largest capital improvement programs ever undertaken by a single transportation agency in the US” and recommended “increasing the capacity and improving skill sets...and allocating resources to improving wayfinding/signage.” Currently, there are no in-house agency staff reviewing contractor signage submittals, RFIs, etc for the 3 major corridor projects. This position is required to provide day-to-day management, coordination, reviews, site visits & support to the projects as well as coordinate with Operations and others on the many station signs in the existing system that will be impacted by these projects, especially the Regional Connector. There is an immediate need for signage management on these projects as without adequate in-house oversight, criteria updates & design reviews, costly corrections & retrofits will be necessary & signage will not be consistent across projects. Upon completion of these corridor projects, the FTE will be transitioned to address Section 2 and other future construction projects requiring new and/or modified signage management and coordination.	July 2015
865512 Crenshaw/LAX, 860228 Regional Connector, 865518 Purple Line Section 1	Senior Signage & Environmental Graphic Designer	Position will develop conceptual signage and environmental graphic design solutions from concept to final design for Crenshaw/LAX, Regional Connector and Purple Line Extension; they will provide ADA, safety and signage design support to addresses issues that arise during construction. They will also ensure that the latest standards and requirements for gating, fare enforcement, and other signs are used to design signage correctly. Signs often require specialized in-house designs for a range of unique station configurations or needs. This	2/18/15 Board Box on construction project delivery and consultant services included this FTE to support the FY16 corridor construction projects and outlined the need for staffing in core agency functions as projects enter into active construction. The 2010 Measure R Strategic Advisor Report called the Measure R program “one of the largest capital improvement programs ever undertaken by a single transportation agency in the US” and recommended “increasing the capacity and improving skill sets...and allocating resources to improving wayfinding/signage.” Currently, there are no in-house agency staff providing design support for the	July 2015

Funding	Position Title	Job Description	Justification	Required by
		<p>position will investigate and resolve signage design problems to arrive at best technical solutions in a wide range of mediums including static and digital signage. This position will also prepare visual presentations of proposed signage solutions for management level staff using variety of software, mockups and samples.</p>	<p>Crenshaw/LAX, Regional Connector or Purple Line Extension corridor construction projects. The Crenshaw/LAX stations have multiple configurations (underground, above ground, split platform, side platform) which require unique signage design solutions and the Regional Connector will impact stations throughout the system. Upon completion of these corridor projects, the FTE will be transitioned to address Section 2 and other future construction projects requiring signage design solutions.</p>	



**Table A  
Engineering & Construction  
FY16 FTE Request for Consultant Conversion Positions**

ATTACHMENT A

No. FTE	Cost Center	Project No.	Position Title	Job Description	Justification	QTR Needed	Priority (High-Medium-Low)	Internal/External	QCP
6	8410	860228—RG	Construction Inspector	<b>Construction Inspectors:</b> This position inspects each stage of construction of Regional Connector, track, tunnel and stations as well as all contractors activities to be in accordance with plans and specs. Program for non-compliance reports, maintains daily logs, monitor contractor testing activities, support construction safety functions, coordinates Metro tool lab activities and oversees DB inspection activities. Six (6) Positions are being filled at the time for Regional Connector project.	Construction Management Department does not have the personnel to assign to these activities at the point in time. Metro does not want to use consultants at this time due to the higher cost of consultants.	Q1	High	Internal/External	Yes
4	8410	860228—RG	Senior Construction Manager	<b>Senior Construction Managers:</b> This position oversees and manages rail facilities construction projects, oversees work to be accomplished according to project plans and is on schedule and within budget. Sets priorities for staff and oversees that staff are accomplishing assigned tasks. Two (2) positions are requested for the Regional Project.	Construction Management Department does not have the personnel to assign to these activities at the point in time. Metro does not want to use consultants at this time due to the higher cost of consultants.	Q1	High	Internal/External	Yes
2	8410	860228—RG	Senior Construction Manager	<b>Senior Construction Managers:</b> This position oversees and manages rail facilities construction projects, oversees work to be accomplished according to specification plans and is on schedule and within budget. Sets priorities for staff and oversees that staff are accomplishing assigned tasks. Two (2) positions are requested for the Regional Project.	The position is required to deliver quality capital projects on time and within budget. The Director position will be responsible for overseeing the work of lower level positions. Without the position, there is a risk of inadequate oversight.	Q1	High	Internal/External	Yes
4	8010	860228—RG	Director of Construction Management	This position is for the Regional Connector Project. This position is required to provide direction for the construction of the Project. Direct reports include the Senior Construction Manager and day to day management and allocation within the Construction Management Services Contractual. This position reports directly to the Project Manager.	The Regional Connector project has several structural elements that would require structural engineering reviews. Metro Engineering is expediting to receive a very large number of submittals that require our review. With the Design Builder already on board, a new position is needed in order to assist the project in review of all structural items on the project.	Q1	High	Internal/External	Yes
4	8320	860228—RG	Sr. Engineer (Structural)	To supervise structural items on the Regional Connector project.	The Regional Connector has several geotechnical elements that would require geotechnical engineering reviews. Metro Engineering is expediting to receive a very large number of submittals that require our review. With the Design Builder already on board on two of those projects and those geotechnical submittals to start construction in the summer, a new position is needed in order to assist the project in review of the geotechnical items on those submittals.	Q1	High	External	Yes
4	8320	860228—RG	Sr. Engineer (Geotechnical)	To supervise geotechnical items on the Regional Connector project.	An integrated System Integration Engineer is needed to support the Regional Connector project during design & construction. The Sr. Systems Integration Engineer is vital to ensure a seamless integration from New Systems to New Systems, New Systems to Existing Systems, New Systems to Facilities and Integrated Testing Test Plans, Field Testing etc. An Integrated Risk System is vital for Metro's Operational needs.	Q1	Medium	External	Yes
4	8320	860228—RG	Sr. Engineer (Systems)	Supervise and manage all activities related systems integration on the Regional Connector project	Performs design document review, construction contact review, design and construction quality audits and surveillance, field inspection for the Regional Connector project as required, including laboratory and manufacturer audits and surveillance as directed by the Quality Assurance Manager. Arranges for Metro's verification test laboratory and coordinates the tests with inspection and Construction Management.	Q1	Medium	Internal	Yes
4	8110	860228—RG	Sr. Quality Engineer	Perform design document review, construction contact review, quality audits, surveillance, field inspection and monitoring of design for the Ventura Project as required, including laboratory and manufacturer audits, surveillance and data analysis as directed.	Performs quality audits, surveillance, field inspection and monitoring of new construction modifications, as required, including monitoring of laboratory and manufacturer audits, surveillance and data analysis as directed. Coordinates with Director of Quality Management in the establishment, implementation and maintenance of Project Quality related goals, determination and management of budgetary, staffing requirements, implementation of Quality Program requirements for the Regional Connector project, and supervision of subordinate Quality Management staff assigned to the project.	Q1	Medium	Internal	Yes
4	8110	860228—RG	Quality Assurance Manager	Performs quality audits, surveillance, field inspection and monitoring of design, new construction modifications, as required, including monitoring of laboratory and manufacturer audits, surveillance and data analysis as directed. Coordinates with Director of Quality Management in the establishment, implementation and maintenance of Project Quality related goals, determination and management of budgetary, staffing requirements, implementation of Quality Program requirements for the Regional Connector project, and supervision of subordinate Quality Management staff assigned to the project.	Current recruitment is a consultant supporting full time in Measure R project. Over commitment, or sustainability related program. This is a conversion of full time seconded staff to regular Metro staff to reduce overall project delivery cost. Location per unit labor cost difference between seconded consulting staff and equivalent Metro position is up to 350%, depending on position.	Q1	High	Internal/External	Yes
4	8420	860228—RG	Sr. Environmental Specialist	Assist in the execution of environmental compliance and sustainability related projects of the Regional Connector Project.		Q1	High	Internal/External	Yes
<b>16 Subtotal</b>									



Table A  
Engineering & Construction  
F146 FTE Request for Consultant Conversion Positions

No. FTE	Cost Center	Project No.	Position Title	Job Description	Justification	QTR Needed	Priority (High-Medium-Low)	Internal/External	QCP
6	8410	866512 - CLAX	Senior Construction Inspector	Inspector - Southwest Yard(H). This position is for Southwestern Yard Project. The inspector will support the R.E. and be required to inspect and monitor installation of the work; review and prepare reports; review and interpret plans and specifications; ensure compliance with codes, standards and contract documents; assist in resolving problems in the field; coordinate work with other agencies. -Inspector Systems (P.sash). This position is for Crenshaw/LAX Transit Project. The Systems Inspector will support the project R.E. and be required to inspect and monitor installation of the systems work; review and prepare reports; review and interpret plans and specifications; ensure compliance with codes, standards and contract documents; assist in resolving problems in the field; coordinate work with other agencies. -Inspector MEP (P.sash). This position is for Crenshaw/LAX Transit Project. The MEP Inspector will support the project R.E. and be required to inspect and monitor installation of the mechanical, electrical and plumbing work; review and prepare reports; review and interpret plans and specifications; ensure compliance with codes, standards and contract documents; assist in resolving problems in the field; coordinate work with other agencies.	Construction Management Department does not have the personnel to assign to these activities at this point in time. Metro does not want to use consultants at this time due to the higher cost of consultants.	Q1	Medium	External	
4	8410	866512 - CLAX (Southwestern Yard)	Director of Construction Management	<b>Dir. Construction Manager, Yard Spoilbank</b> - This position is for Southwest Yard Project. The Dir. Construction Manager (Yard Spoilbank) will oversee the contractor's design and specification development, interfacing with Metro Engineering. During construction, the position will oversee the development of workplans, schedules and estimates; administer and monitor work for compliance with contract documents; coordinate with Metro staff and outside agencies; review change requests and prepare change notice justifications.	Construction Management Department does not have the personnel to assign to these activities at this point in time. Metro does not want to use consultants at this time due to the higher cost of consultants.	Q1	High	External	
4	8410	866512 - CLAX	Director of Construction Management	<b>Dir. Construction Manager</b> - This position is for Crenshaw/LAX Transit Project Segment B. This individual will oversee and manage construction development of workplans, schedules and estimates; administer and monitor work for compliance with contract documents; coordinate with Metro staff and outside agencies; review change requests and prepare change notice justifications.	Construction Management Department does not have the personnel to assign to these activities at this point in time. Metro does not want to use consultants at this time due to the higher cost of consultants.	Q1	High	External	
4	8410	866512 - CLAX	St-Construction Manager (SPECIALIST-SYSTEMS)	<b>RESIDENT ENGINEER ASSISTANT</b> This position is for Crenshaw/LAX Transit Project. The Senior Construction Manager will act as Assistant Structures Resident Engineer and be required to oversee and manage construction development of workplans, schedules, estimates and specifications; administer and monitor work for compliance with contract documents; coordinate with Metro staff and outside agencies; review change requests and prepare change notice justifications. The position reports to the Director Construction Management through a matrix organization.	The position requires a Structures specialist to support the Resident Engineers for the Mainline Crenshaw/LAX Project.	Q1	Medium	External	
4	8410	866512 - CLAX	St-Construction Manager (SPECIALIST-SYSTEMS)	<b>RESIDENT ENGINEER</b> This position is for Crenshaw/LAX Transit Project. The Senior Construction Manager will act as Systems Resident Engineer and be required to oversee and manage construction development of workplans, schedules, estimates and specifications; administer and monitor work for compliance with contract documents; coordinate with Metro staff and outside agencies; review change requests and prepare change notice justifications. The position reports to the Director Construction Management through a matrix organization.	The position requires a Systems specialist to support the Resident Engineers for the Mainline Crenshaw/LAX Project.	Q1	Low	External	
2	8410	866512 - CLAX 866003 - Southwestern Yard	Construction Manager	The Construction Managers will be required to analyze data, specifications and drawings; assist in monitoring work for compliance with schedule, budget, technical and legal requirements; prepare technical reports and correspondence; assist in coordination with outside agencies; maintain projects records; monitor status of submittal and design reviews. The position reports to the Director Construction Management.	These positions are required to support the Office Engineer role for Crenshaw/LAX and the Southwestern Yard Projects.	Q2	Medium	External	
4	8320	866512 - CLAX	St-Engineer	To supervise structural teams on the Crenshaw Projects and support upper management on miscellaneous Metro Operation tasks.	The Crenshaw project has several structural elements including three underground stations, three cut and cover tunnels, two bridges, one pedestrian underpass, several at grade stations, support of excavations for underground stations and cut and cover tunnels and miles of retaining walls. Metro Engineering receives a very large number of submittals that require our review. Many a times these submittals are urgent and need to be reviewed immediately for incorporation in immediate construction activities. This supervising structural engineering position is needed to facilitate proper review of these submittals.	Q2	High	External	
4	8320	866512 - CLAX	St-Engineer (System)	Supervise and Manage all activities related Systems Integration on the Crenshaw/LAX project.	An experienced System Integration Engineers is needed to support the Crenshaw/LAX project during design & construction. The Systems Integration Engineer is vital to ensure a seamless integration from New Systems to Now Systems; New Systems to Existing Systems; Now Systems to Facilities and Integration Testing Test Plans; and Testing over 7 on integrated New Systems to that for Metro's Operational needs.	Q2	High	External	



No. FTE	Cost Center	Project No.	Position Title	Job Description	Justification	QTR Needed	Priority (High - Medium - Low)	Internal/External	QCP
1	8320	865612—CLAX	Sr-Engineer	Supervised the design of the emergency-Tunnel-ventilation and HVAC for major Rail and CIP Projects (existing underground systems).	Currently Systems Engineer has only one Tunnel Ventilation engineer- which is insufficient to deal with the upcoming underground projects (Greenway, RG and PL E projects). The emergency ventilation of our rail lines in stations and in tunnels are paramount to a safe system. A second supervising engineer is a must for F+16.	Q2	Medium	External	
1	8420	865612—CLAX	Sr-Environmental Specialist	Assist in the execution of environmental compliance and sustainability for the Greenway/LAX Project.	Current incumbent is a consultant supporting full time in Measure R project- environmental- or sustainability related program. This is a conversion of full time seconded staff to regular Metro staff to reduce overall project delivery cost. Loaded per unit labor cost difference between seconded consulting staff and equivalent Metro position is up to 350% - depending on position.	Q1	High	External	
1	8420	865612—CLAX	Sr-Environmental Specialist	Assist in the execution of environmental compliance and sustainability for the Greenway/LAX Project.	Current incumbent is a consultant supporting full time in Measure R project- environmental- or sustainability related program. This is a conversion of full time seconded staff to regular Metro staff to reduce overall project delivery cost. Loaded per unit labor cost difference between seconded consulting staff and equivalent Metro position is up to 350% - depending on position.	Q1	High	External	
1	8110	865612—CLAX	Sr-Quality Engineer	The Sr-Quality Engineer will be required to coordinate with construction reporters and monitor field construction activities- coordinate verification testing- evaluate quality performance.	Perform design document review, construction contract review, design and construction quality audits and surveillance; field inspection for the project as required, including laboratory and manufacturer audits and surveillance; and coordinate the field with inspectors for Metro's verification test laboratory and coordinate the field with inspectors for construction management.	Q1	High	External	
<b>17 Subtotal</b>									
1	8010	865618—WPL1	Sr-Administrative Analyst	The position is for Section 2 of the Westside Purple Line Extension Project. The Sr-Administrative Analyst will provide administrative support to project staff and assistance in managing an Integrated Project Management Office (IPMO). This position will report to the Project Manager.	This position is required to support project staff and to assist in managing the IPMO. This position will also be responsible for assisting project management in producing the necessary deliverables such as the Section 2 Project Management Plan (PMP), monthly and quarterly project reports and presentations. This position will also assist the CEO Project Center in coordinating with various Metro Departments to obtain documentation necessary to receive an FCGA.	Q1	Low	Internal/External	
1	8420	865622—WPL2	Principal-Environmental Specialist	Assist in the execution of environmental compliance and sustainability related projects of the Purple Line Extension.	Current incumbent is a consultant supporting full time in Measure R project- environmental- or sustainability related program. This is a conversion of full time seconded staff to regular Metro staff to reduce overall project delivery cost. Loaded per unit labor cost difference between seconded consulting staff and equivalent Metro position is up to 360% - depending on position.	Q1	High	Internal/External	
1	8010	865622—WPL2	Sr-Engineering Manager	This position is for Section 2 of the Westside Purple Line Extension Project. The position is required to provide direction for the engineering of the Project. The Senior Engineering Manager will provide day to day management and interaction with the Engineering Management Services Consultant. This position reports directly to the Director Engineering.	This position is required to deliver quality capital projects on time and within budget. On December 31, 2014, The Federal Transit Administration (FTA) approved Metro's request for Section 2 of the Westside Purple Line Extension Project to enter the New Starts Engineering Phase of the FTA Capital Investment Grant Program. This is one of the major steps towards obtaining a Fund Funding Grant Agreement (FFGA) for the Project, which is planned for mid-2016. Another major step in obtaining an FFGA is to provide adequate staff to meet FTA's expectations on technical capacity and capabilities to bring the Project on time and within budget. It is expected that the Advanced Preliminary Engineering will comprise 4 F+16 to support the issuance of the Design/Build RFP procurement.	Q1	High	Internal/External	
1	8110	865618—WPL1	Sr-Construction Inspector	Perform quality audits, surveillance, field inspection and monitoring of design, new construction, modifications, as required, including monitoring of laboratory and manufacturer audits, surveillance and data analysis as directed.	Perform quality field surveillance; monitoring of new construction- modifications- as required, including monitoring of testing laboratory and manufacturer audits, surveillance and data analysis for the Purple Line Extension, Section 1 as directed by the Quality Assurance Manager.	Q1	Medium	Internal	
<b>4 Subtotal</b>									
<b>37 Grand Total</b>									

\*These positions have been approved by the Board at the May 28, 2015 Special Board Meeting - FY 16 Budget.



## Board Report

File #: 2015-0189, File Type: Contract

Agenda Number: 38.

**REVISED**  
**CONSTRUCTION COMMITTEE**  
**JUNE 18, 2015**

**SUBJECT: CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACT**

**ACTION: INCREASE CONTRACT VALUE FOR FY16 ANNUAL 6-MONTH WORK PROGRAM FUNDING FOR STANTEC CONSULTING, INC**

**RECOMMENDATION**

**WITHDRAWN:** AUTHORIZE:

- A. ~~an increase to the total contract value for Contract No. MC069, with Stantec Consulting, Inc.,~~  
**to provide Construction Management Support Services** ~~In an amount not to exceed~~  
~~\$21,906,272~~ \$10,953,136 ~~for the FY16 Annual 6-month Work Program Funding from~~  
~~\$86,459,000 to \$108,365,272; \$97,412,136;~~
- B. ~~an extension of the current contract period of performance from March 18, 2016 thru June 30,~~  
~~2016; and~~
- C. ~~the Chief Executive Officer to execute individual Contract Work Orders and Modifications~~  
~~within the Board approved contract value.~~

**ISSUE**

On February 19, 2009, the Board approved the Construction Management Support Services (CMSS) contract to support Board adopted capital projects. The recommended action is for FY16 ~~Annual~~ 6-month Work Program funding to continue the construction management support services for capital projects pending the CEO's mid-year cost-budgeting exercise. The services being provided are for the closeout of the I-405 Sepulveda Pass Widening and continuing construction management of the Crenshaw/LAX Transit Project and the Patsaouras Plaza Bus Station.

**DISCUSSION**

The primary role of the CMSS is to provide skilled and qualified staff to support Metro with construction management of Metro's construction contracts. Both Metro and CMSS consultant staff,



in most cases, work side-by-side in an integrated project management offices (IPMO). The CMSS contract funds are authorized by issuing separate contract work orders (CWOs) for various projects for labor classifications and rates set forth in the contract. Modifications to existing CWOs are issued as additional work is identified.

In February 2009, the Metro Board authorized the Chief Executive Officer to award CMSS to Stantec Consulting, Inc., and execute individual CWOs and modifications within the Board approved contract value. The CMSS contract is an indefinite delivery/indefinite quantity labor-hour contract for a term of seven years, inclusive of two one-year options. The Contract was executed on March 18, 2009, and the expiration date of the five-year base contract was March 18, 2014. In FY14, based on prior board approvals, Metro exercised both one year options on March 10, 2014 to extend the contract period of performance through March 18, 2016. This CMSS contract allows the continuation of funding of existing CWO's beyond the contract end date of March 18, 2016 to June 30, 2016 in order to ensure continuity of the staffing for these projects to the end of the fiscal year.

The request for 6 months of FY16 funding has been reduced compared to previous fiscal years as the I-405 Sepulveda Pass Widening is closing out. In addition, some of the CMSS consultant positions were converted and supported by new non-contract Metro positions as in the case for Crenshaw/LAX Transit Corridor Project where a pilot project study was initiated in November 2014. The pilot project study consisted of converting seven new CMSS/consultant positions with non-contract Metro positions that generated a potential annual cost savings of \$1.27 million. As a result of the pilot project study for Crenshaw/LAX, staff performed a cost benefit analysis that focused on the four main transit corridor projects such as Crenshaw/LAX, Regional Connector, and Westside Purple Line Extension Sections 1 and 2 and Environmental Compliance and Sustainability division. The results of the analysis indicate that a potential cost savings can be achieved by converting new CMSS/consultant positions to new non-contract Metro positions.

Therefore, in a parallel process under a separate board report, staff is recommending a total of ~~46~~ 37 new non-contract Metro ~~Engineering and Construction (E&C)~~ positions for FY 16 by converting ~~40~~ 32 new Construction Management Support Services (CMSS)/Consultant positions. ~~Nineteen~~ Ten of the ~~40~~ 32 CMSS/Consultant positions proposed for conversion to new Metro non-contract positions fall under Stantec Consulting, Inc.'s scope of work under CWO No. 16 and CWO No. 27. If the Board approves the new non-contract Metro ~~E&C~~ positions, a reduction of up to ~~\$3,468,169~~ \$1,764,164 (for ~~14~~ 7 CMSS consultant positions) may be deducted from CWO No. 16 and a reduction of up to \$ ~~1,235,392~~ \$685,910 (for ~~5~~ 3 CMSS positions) may be deducted from CWO No. 27 for these ~~19~~ 10 new non-contract Metro positions provided that these Metro positions are in place at the Crenshaw/LAX Transit Corridor Project on July 1, 2015. Otherwise, a prorated rate of ~~\$20,644~~ \$21,002 per month (per position) may be deducted from CWO No. 16 and prorated rate of ~~\$20,590~~ \$19,053 per month (per position) may be deducted from CWO No. 27 for every CMSS/consultant position that is converted to new non-contract Metro position and placed on the project.

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For the Crenshaw/LAX Project, the FY16 funding for the CMSS contract is intended to fund the existing CMSS staff currently on the project and ~~49~~ 10 additional new CMSS positions for FY 16. Staff is proposing to convert ~~49~~ 10 new CMSS positions to new non-contract Metro positions. However, due to the uncertainty of the hiring of new Metro positions in a timely manner, CMSS staff will be added as an interim measure.

### **CWO No. 16 - Crenshaw/LAX Transit Corridor Project Support**

For funding beyond FY16, there are two potential paths that staff can take:

1. Exercise the contract clause that allows continued funding of existing CWO's after the CMSS contract term through completion of the Crenshaw/LAX Transit Project. This would allow the existing experienced staff to continue until such time Metro staff could replace the Stantec Consulting, Inc. CMSS staff. Also, the CMSS consultant staff that is only required on a periodic basis for peak workloads and DBE firms staff which would continue as required by Metro. Furthermore, staff will recommend in FY16 that Metro exercise the contract clause to extend Stantec through the completion of the project as valuable intellectual capital will be lost in addition to a decrease in productivity levels without these crucial CMSS consultant positions that have provided support to Crenshaw/LAX project since 2013.
2. Staff could initiate a new three-year CMSS solicitation only for the Crenshaw/LAX Transit Project. This new solicitation would be needed to complement the existing Metro staff until all required positions are filled by Metro staff or to provide specialty services that Metro is unable to hire due to the short duration of performance for a specific task and also to provide DBE firm participation. If this path is taken a solicitation for a new CMSS contract would be initiated approximately in September 2015 with a projected award in spring 2016. Metro would then have the new CMSS staff on board prior to the end of FY16 when the Stantec Consulting, Inc. CMSS contract period of performance for the recommended action is complete.

### **CWO No. 2 - I-405 HOV Sepulveda Pass Widening**

The continuation of the CMSS Contract with the same consultants is critical to the continuity and completion of closeout of the contract. In addition, these consultants know the history of the remaining claims to be negotiated and closed.

**CWO No. 15 - Projects Contract Administration Support-** The recommended action does not include funding for this effort but for continuity of the project, if additional work is required Metro would like to use the same CMSS staff support.

### **CWO No. 27 - Southwestern Yard**

The recommended action provides 5 new CMSS consultants as described above for this project.

### **CWO No. 29 - Patsaouras Plaza Busway Station**

Currently there is one CMSS consultant working as the Resident Engineer. It is critical that this

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person stay in this position to carry on the continuity of the job and to be able to relay the history to any Metro employee beginning to work on the project.

### **DETERMINATION OF SAFETY IMPACT**

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

### **FINANCIAL IMPACT**

The funding of ~~\$21,906,272~~ \$10,953,136 for these services is included in the proposed FY16 budget in various capital projects. CWOs will be modified or issued and funded from the associated life-of-project budgets. The funding source differs depending on the individual project. These activities will remain within the approved life-of-project budget for each project.

Since this is a multi-year contract, the cost center managers and Executive Director, Engineering and Construction, will be accountable for budgeting the cost of the annual work program for each fiscal year for the term of the contract including any option exercised.

#### **Impact to Budget**

The funding will come from various sources of funds. Funding allocations planned for the Crenshaw /LAX and the I-405 Project will have no impact to Bus and Rail Operation funding sources. However, FY16 local funding sources eligible for Bus and Rail Operations will be utilized due to planned allocations for Patsaouras Plaza. FY16 Bus and Rail eligible funding impacts can potentially total \$489,005 with approval of this action.

### **ALTERNATIVES CONSIDERED**

The Board may elect to discontinue using Stantec Consulting, Inc., for CMSS in FY16. Staff does not recommend this alternative as the construction projects they are assigned are in various degrees of completion and loss of experienced staff would be a detriment to the completion of these projects. There is insufficient time to hire all staff required or to solicit a new CMSS consultant by June 30, 2015. This alternative would also seriously impact the near and long term businesses of the local, DBE firms that make up the Stantec Consulting, Inc., team's nearly 30% DBE percentage.

### **NEXT STEPS**

Staff will proceed with processing the required CWOs for FY16.

### **ATTACHMENTS**

- A. Procurement Summary
- B. Contract Work Value Summary

C. July 2015 to December 2015 FY16 6-Month Work Program Funding

**Prepared by:**

Michael Barbour, Executive Officer, Project Management

(213) 922-2261

Charles Beauvoir, Deputy Executive Officer and Project Director,  
Executive Office, Project Management (323) 903-4113

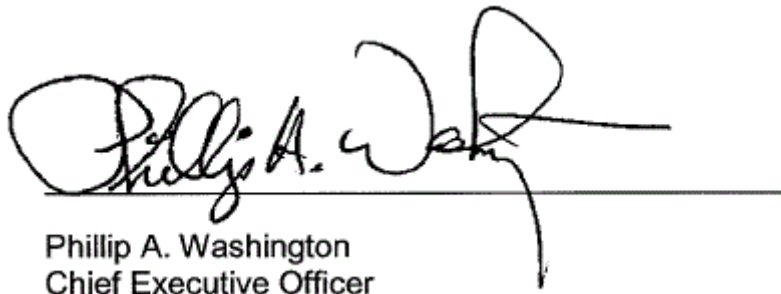
Frederick Origel, Director Contract Administration (213) 922-7331

**Reviewed by:**

Ivan Page, Interim Executive Director, Vendor/Contract Management (213) 922-6383

Nalini Ahuja, Executive Director, Finance and Budget (213) 922-3088

Bryan Pennington, Executive Director, Engineering and Construction (213) 922-7449



Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## CONSTRUCTION MANAGEMENT SUPPORT SERVICES

1.	<b>Contract Number:</b> MC069			
2.	<b>Contractor:</b> Stantec, Inc.			
3.	<b>Mod. Work Description:</b> Fiscal Year 6 Month Funding			
4.	<b>Work Description:</b> Construction Management Support Services			
5.	<b>The following data is current as of:</b>			
6.	<b>Contract Completion Status:</b>		<b>Financial Status:</b>	
	<b>Award Date:</b>	2/19/09	<b>Prior Board Approved Contract Annual Work Program Funding</b>	\$86,459,000
	<b>Notice to Proceed (NTP):</b>	3/18/09	<b>Increased Annual Work Program Funding for this recommended action</b>	<del>\$21,906,272</del> <u>\$10,953,136</u>
	<b>Original Completion Date:</b>	3/18/16	<b>Total Annual Work Program Funding including this action</b>	<del>\$108,365,272</del> <u>\$97,412,136</u>
	<b>Current Est. Complete Date:</b>	06/30/16		
7.	<b>Contract Administrator:</b> Valerie Dean		<b>Telephone Number:</b> 323-903-4123	
8.	<b>Project Manager:</b> Michael Barbour		<b>Telephone Number:</b> 213-922-2261	

**A. Contract Action Summary**

This Board Action is to approve an increase in ~~fiscal year annual~~ 6-month work program funding to provide construction management support services. Any contract modifications required for this work will be processed in accordance with Metro's Acquisition Policy.

In February 2009, Metro Board authorized the Chief Executive Officer to award Contract No. MC069 to Stantec Consulting, Inc., (Stantec) and execute individual Contract Work Orders (CWOs) and Modifications within the Board approved annual work program funding.

The recommended actions will provide funding for the FY16 6-month Work Program. The funding amount requested is calculated based on the forecasted construction management support needs of the capital projects.

Metro staff continuously monitors Stantec’s performance and cost for each CWO. Stantec provides a separate invoice for each CWO. Each invoice submitted by Stantec is reviewed by the respective project manager, contract administrator and project control manager before payment is authorized.

See Attachment B for the Contract Work Value Summary.

**B. Cost/Price Analysis**

In accordance with Metro’s Acquisition Policies and Procedures, a cost analysis will be performed prior to issuing a CWO modification that increases the value of the existing CWO. Metro will negotiate the cost for each CWO based on the cost analysis, which will consider estimated level of effort required to perform the work, an independent cost estimate and evaluated or provisional contract labor rates, overheads and other direct costs determined to be fair and reasonable.

Stantec Consulting Services has been audited by Metro’s Management Audit Services Department (MASD). The audit was done in accordance with the standard as established by the American Institute of Certified Public Accountant, applicable Government Auditing Standards issued by the Comptroller General of the United States and the Institute of Internal Auditors International Standards for the Professional Practice of Internal Auditing. The MASD audited rate will be used for future task orders.

**C. Small Business Participation**

Stantec Consulting Services made a 17.89% Disadvantaged Business Enterprise (DBE) Anticipated Level of Participation (DALP) commitment. The current DBE participation is 29.01% Stantec is exceeding its DALP commitment.

<b>SMALL BUSINESS GOAL</b>		<b>DALP 17.89%</b>	<b>SMALL BUSINESS COMMITMENT</b>		<b>DALP 29.01%</b>
	DBE Subcontractors		Status	% Commitment	Current % Participation
1.	Arellano Associates		Performing	0.20%	0.17%
2.	Diaz Yourman & Associates		Performing	0.03%	0.09%
3.	Kal Krishnan Consulting		Performing	12.02%	13.52%
4.	Lenax Construction		Performing	2.02%	5.47%

	Services			
5.	LKG-CMC	Performing	0.99%	1.17%
6.	Safework	Performing	2.63%	8.15%
7.	Power-Tech Engineers	Added	0.00%	0.44%
<b>Total Commitment</b>			<b>17.89%</b>	<b>29.01%</b>

<sup>1</sup>*Current Participation = Total Actual amount Paid-to-Date to DBE firms ÷ Total Actual Amount Paid-to-date to Prime.*

**D. Living Wage and Service Contract Worker Retention Policy Applicability**

The Living Wage and Service Contract Worker Retention Policy is not applicable to this modification. Existing Prevailing Wage requirements still apply.

**ATTACHMENT B**

**CONTRACT WORK VALUE SUMMARY**

<b>Contract Work Order (CWO)</b>	<b>Description</b>	<b>Value</b>	<b>Status</b>
0	Contract Award	\$0.00	Complete
1	Metro Orange Line Extension	\$4,399,025	Complete
2	I-405 HOV Sepulveda Pass Widening	\$41,811,761	Open
3	Union Division (Division 13) Contract Administration Support	\$1,300,899	Open
4	I-405 HOV Partnering Sessions	\$244,433	Complete
5	I-405 HOV Performance Assessment	\$171,379	Complete
6	MRL Station Canopy Support	\$212,252	Complete
7	Express Lanes Support	\$7,722,319	Complete
8	Cancelled	\$0	Cancelled
9	I-10 & I-110 Express Toll Lanes Constructability Review	\$210,170	Complete
10	I-710 Value Engineering Analysis	\$33,838	Complete
11	LA Congestion Reduction Demonstration Program- El Monte Transit Center and Patsaouras Plaza	\$3,174,572	Complete
12	Design & Implement PMIS - Measure R	\$1,341,932	Complete
13	Document Control Support	\$15,000	Complete
14	Soundwall Package # 4 Support	\$540,698	Complete
15	Multiple projects Contract Administration Support	\$982,056	Open
16	Crenshaw/LAX Transit Corridor Project Support	\$19,189,116	Open
17	Bauchet Street Storage Project Support	\$25,000	Complete
18	ATMS Upgrade Project Support	\$139,430	Complete
19	Escalator Replacement at Civic Center Support	\$248,304	Complete
20	Measure R Project Control Support	\$178,065	Complete
21	Division 20 Carwash and Cleaning Platform Support	\$198,686	Complete
22	Martin Luther King Transit Center Support	\$54,801	Complete
23	Soundwall Packages 5,6,7 & 8 Contract Administration Support	\$431,679	Complete
24	I-405 HOV Claims Support	\$145,408	Complete
25	Crenshaw/LAX Transit Corridor Project Security	\$40,752	Complete
26	Metro Red Line North Hollywood West Entrance Contract Administration Support	\$119,187	Complete
27	Southwestern Yard Project Support	\$686,772	Open
28	Cancelled	\$0	Cancelled
29	Patsaouras Plaza Busway Station Project	\$704,566	Open
<b>Subtotal – CWO’s issued-to-date</b>		<b>\$84,322,100</b>	
<b>Subtotal – pending CWO’s/Modifications</b>		<b>\$0</b>	
<b>Total Approved CWO’s/Modifications</b>		<b>\$84,322,100</b>	
<b>Prior Board Approved Annual Work Program Funding</b>		<b>\$86,459,000</b>	
<b>Increased Annual Work Program Funding for this Recommended Action</b>		<b>\$21,906,272</b>	
<b>Total Annual Work Program Funding including this action</b>		<b>\$108,365,272</b>	
		<b>\$97,412,136</b>	





ATTACHMENT C

**JULY 2015 TO JUNE 2016 DECEMBER 2015  
FY16 6-MONTH WORK PROGRAM FUNDING**

<b>Contract Work Order</b>	<b>Description</b>	<b>Total \$'s Required for Board Action</b>
2	I-405 HOV Sepulveda Pass Widening	\$2,027,860 <u>\$1,013,930</u>
16	Crenshaw/LAX Transit Corridor Project Support	\$16,656,325 <u>\$8,328,162</u>
27	Southwestern Yard	\$1,339,202 <u>\$669,601</u>
29	Patsaouras Plaza Busway Station	\$482,885 <u>\$241,443</u>
	<b>Subtotal</b>	<b>\$20,506,272</b> <b>\$10,253,136</b>
	<b>Unallocated Contingency</b>	<b>\$1,400,000</b> <b>\$700,000</b>
	<b>Total</b>	<b>\$21,906,272</b> <b>\$10,953,136</b>



## Board Report

File #: 2015-0218, File Type: Contract

Agenda Number: 39.

**REVISED**  
**CONSTRUCTION COMMITTEE**  
**JUNE 18, 2015**

**SUBJECT: REGIONAL CONNECTOR TRANSIT CORRIDOR PROJECT****ACTION: AUTHORIZE THE CHIEF EXECUTIVE OFFICER (CEO) TO EXECUTE CONTRACT MODIFICATION****RECOMMENDATION**

**WITHDRAWN:** ~~AUTHORIZE the Chief Executive Officer to execute Contract Modification No. 3 to Contract No. MC070, to ARCADIS, U.S., Inc. to continue providing **Construction Management Support Services (CMSS) through FY16 December 31, 2015 for the Regional Connector Transit Corridor Project**, in the amount of \$11,910,669 \$5,955,000, increasing the total contract value from \$11,180,690 to \$23,091,359 \$17,135,690.~~

**ISSUE**

On March 21, 2013, the Board approved and awarded Contract MC070 to Arcadis, U.S., Inc., for Construction Management Support Services in the amount of \$3,499,990 for this project. On April 24, 2014, the Board approved a modification in the amount of \$7,680,700 to the contract to continue Construction Management Support Services during FY15. Construction management support services are professional services that are required to assist Metro by providing technical expertise and staff augmentation in the oversight and management of the final design and construction, and assist in closeout of the Regional Connector Transit Corridor Project. The executed contract is an eight year (with two one-year options for contract duration extension) cost-plus fixed fee contract with provisions for Board approval of the contract value every fiscal year by Contract Modification. ~~Accordingly, This report requests approval for FY 16 through December 31, 2015 (the first half of FY16) pending the CEO's mid-year cost-budgeting exercise.~~ The history of the contract's awarded amount and all Contract Modifications is contained in Attachment B. Contract No. C0981R, "Advanced Utility Relocations" was awarded on January 13, 2014, and the Design-Build Contract No. C0980 was awarded on May 6, 2014, with revenue service projected in 2020. Metro Project Management requires additional consultant staff with the expertise to oversee the design-builder's construction operations and assist Metro with the management of the Project.

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The recommended Board action will provide sufficient contract funding through ~~June, 2016~~ December 31, 2015. A separate funding request for the second half of FY16 (January 1, 2016 through June 30, 2016) will be processed for approval. Future work will be funded on a year-to-year basis. This approach will result in more accurate budgeting for each year, while providing better control over consultant services costs.

## **DISCUSSION**

The primary role of the CMSS is to provide highly skilled and qualified individuals to assist Metro with the construction management of the Project by becoming part of a fully-integrated construction management team residing in the project field office, under the oversight of Metro Project Management. The CMSS consultant provides administration, inspection services and technical support during the final design, construction, pre-revenue operations and closeout phases of the Project. As part of ~~the this~~ request for FY16 Metro's Project Manager identified and evaluated the annual work plan and negotiated with Arcadis, U.S., Inc. to determine the recommended Contract Modification value.

The CMSS contact work plan for FY15 has been running at approximately 20 full-time equivalents (FTEs) per month, most of which are providing construction-related field services, technical expertise on ongoing construction work plans, and staff augmentation. These 20 FTEs in FY15 are planned to continue and carry over through FY16. The CMSS FY16 work plan level of effort is estimated to increase by approximately 20 FTEs from the FY15 expenditure level. The increase in the staffing level is due to work needed to manage and oversee the construction activities as it significantly ramps up in FY16.

In a parallel process under a separate board report, staff is recommending a total of ~~46~~ 37 new non-contract Metro ~~Engineering and Construction (E&C)~~ positions for FY16 by converting ~~40~~ 32 new Construction Management Support Services (CMSS)/Consultant positions based on the assumption that all existing CMSS/consultant positions in FY15 shall remain. ~~Sixteen~~ Eleven of the new ~~40~~ 32 CMSS/Consultant positions proposed for conversion in FY16 to new Metro non-contract positions fall under the ARCADIS scope of work under Contract Modification No. 3. If the Board approves the new non-contract Metro ~~E&C~~ positions, a reduction of up to ~~\$2,071,739~~ \$2,749,965 (for the entire FY 16) may be deducted from Contract Modifications to Arcadis for CMSS during FY 16 No. 3 for these ~~sixteen~~ eleven new non-contract Metro positions provided that these Metro positions are in place at the Regional Connector Transit Project on July 1, 2015. Otherwise a prorated rate of ~~\$10,790~~ \$17,559 per month (per CMSS position) may be deducted from those Contract Modifications No. 3 for every CMSS consultant position that is converted to a new non-contract Metro position and placed on the Project.

Due to uncertainty of when, and if, Metro positions will be available, as a contingency factor, this contract assumes all 4611 CMSS/Consultant positions identified to be converted to Metro positions will be temporarily filled with CMSS positions for at least the first six months of FY16. The other new CMSS/Consultant positions for FY16 are for specialty positions which are not planned to be converted into non-contract Metro position.

### **DETERMINATION OF SAFETY IMPACT**

This Board action will not have an impact on established safety standards for Metro's construction projects. The CMSS contract provides services that support Metro's internal safety staff on the Regional Connector Transit Corridor Project. The scope of services for the CMSS contract includes provisions for staff members to ensure that safety is the highest priority during oversight of all phases of construction.

### **FINANCIAL IMPACT**

Funding for the CMSS contract is included in the FY16 budget in Cost Center 8510, (Construction Project Management) under Project 860228 (Regional Connector Transit Corridor Project), Account 50316, (Professional Services). Since this is a multi-year contract, the Executive Director of Engineering and Construction and the Project Manager will be accountable to budget the cost for future years on an annual basis.

#### **Impact to Budget**

The sources of funds for this report's Recommendation are Federal 5309 New Starts, and State Repayment of Capital Project Loans. The approved FY16 budget through December 31, 2015, is designated for the Regional Connector Transit Corridor Project and does not have an impact to operations funding sources. These funds were assumed in the LRTP for the Regional Connector Transit Corridor Project. This Project is not eligible for Propositions A and C funding due to the proposed tunneling element of the Project. Availability of Measure R funds begin again in FY16 and continue through FY23. No other funds were considered.

### **ALTERNATIVES CONSIDERED**

The Metro Board could decide not to approve the recommended contract modification. This is not recommended because Metro does not have sufficient staff with expertise in the many different fields, including construction managers, resident engineers and inspectors in the disciplines of systems, tunnels, stations, cut and cover work, sequential excavation method work, trackwork, civil, architecture, geology, mechanical and electrical, rail activation, systems integration, survey, among many others. The recommendation by staff will provide adequate staff and expertise in during the first half of FY16 to continue to successfully deliver the completion of the project's construction on

schedule and within budget.

Should the Board approve the separate board item to hire additional non-contract Metro positions (as presented above herein), positions anticipated to be filled with consultant staff through the recommended action would be converted to Metro staff via a transition plan to be determined by the Executive Director of Engineering and Construction.

### **NEXT STEPS**


1. After Board approval and execution of the contract modification, staff will direct the consultant to continue providing construction management support services for the Regional Connector Transit Corridor project through FY16.
2. Staff will report back by December 2015 on the actual number of non-contract Metro positions hired and placed on the project with the corresponding reduction in the CMSS contract value.
3. Staff will report back by December 2015 with a proposed work plan request for the second half of FY16.

### **ATTACHMENTS**

- A. Procurement Summary
- B. Contract Modification/Change Order Log

Prepared by: Girish Roy, Deputy Executive Officer and Project Manager  
(213) 893- 7119  
Ben Bootorabi, Director Project Controls (Consultant), (213) 922-3627

Reviewed by: Ivan Page Interim Executive Director Vendor/Contract Management  
(213) 922-6383  
Nalini Ahuja Executive Director, Finance and Budget (213) 922-3088  
Bryan Pennington Executive Director, Engineering and Construction  
(213) 922-7449



Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

**MODIFICATION FOR CONTRACT NO. MC070  
REGIONAL CONNECTOR TRANSIT CORRIDOR PROJECT  
CONSTRUCTION MANAGEMENT SUPPORT SERVICES**

1.	<b>Contract Number:</b> MC070		
2.	<b>Contractor:</b> ARCADIS, U.S., Inc.		
3.	<b>Mod. Work Description:</b> Provide construction management support services during construction of Design-Build Contract C0980 for the Regional Connector Transit Corridor Project for FY16: <u>through December 31, 2015 (the first half of FY 16).</u>		
4.	<b>Contract Work Description:</b> Construction Management Support Services		
5.	<b>The following data is current as of:</b> 04/03/15		
6.	<b>Contract Completion Status</b>		<b>Financial Status</b>
	<b>Contract Awarded:</b>	05/13/13	<b>Contract Award Amount:</b> \$3,499,990
	<b>Notice to Proceed (NTP):</b>	05/17/13	<b>Total of Modifications Approved:</b> \$7,680,700
	<b>Original Complete Date:</b>	05/2021	<b>Pending Modifications (including this action):</b> \$11,910,669 <u>\$5,955,000</u>
	<b>Current Est. Complete Date:</b>	05/2021	<b>Current Contract Value (with this action):</b> \$23,091,359 <u>\$17,135,690</u>
7.	<b>Contract Administrator:</b> Susan Santoro		<b>Telephone Number:</b> 213-893-7144
8.	<b>Project Manager:</b> Girish Roy		<b>Telephone Number:</b> 213-893-7119

**A. Procurement Background**

This Board Action is to approve Contract Modification No. 3 to continue providing construction management support services through FY16 December 31, 2015 (the first half of FY16) for the Regional Connector Transit Corridor Project.

This contract modification will be processed in accordance with Metro's Acquisition Policy and the contract is a Cost Plus Fixed Fee type contract.

On May 13, 2013, Metro awarded Contract No. MC070, an eight year, cost plus fixed fee type contract to ARCADIS, U.S., Inc. with a not to exceed amount of \$3,499,990 for the first year FY14 to provide construction management support services on the Regional Connector Transit corridor Project.



Attachment B shows two modifications have been issued to date.

**B. Cost/Price Analysis**

The recommended price has been determined to be fair and reasonable based upon fact-finding, clarifications, and cost analysis, taking into consideration an independent cost estimate (ICE), technical evaluation, and negotiations, pending a completed audit of the consultant’s provisional overhead rates. The most current fiscal year data was requested from the consultant, and is expected to be provided shortly. Upon receipt of this data, an audit request will be submitted to MASD and any findings resulting in an increase or decrease to the contract amount will be incorporated into the contract via a modification.

<b>Proposed Amount</b>	<b>Adjusted Metro ICE</b>	<b>Negotiated Amount</b>	<b>Amount to Be Funded (First half of FY16)</b>
\$13,869,000	\$12,055,606	\$11,910,669	\$5,955,000

The above referenced Contractor’s cost proposal, Metro ICE, cost analysis, and negotiated amount were developed based on the assumption of full FY16 funding. Metro recommends funding only for the first half of FY16 at this time. The additional amount necessary to fund the remainder of FY16 CMSS services will be brought to the Board for approval at a later date.

**C. Small Business Participation**

~~ARCADIS US, INC~~ Arcadis made a 26.79% Disadvantaged Business Enterprise Anticipated Level of Participation (DALP) commitment. ~~ARCADIS US Inc.~~ Arcadis’ current DALP participation is 55.84%. ~~ARCADIS US Inc.~~ Arcadis is exceeding its DALP commitment.

<b>SMALL BUSINESS COMMITMENT</b>	<b>DALP 26.79%</b>	<b>SMALL BUSINESS PARTICIPATION</b>	<b>DALP 55.84%</b>
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	<b>DBE Subcontractors</b>	<b>Ethnicity</b>	<b>% Committed</b>	<b>Current Participation<sup>1</sup></b>
1.	ABA Global	Caucasian Female	3.14%	10.87%
2.	DHS Consulting	Subcontinent Asian American	8.29%	15.28%
3.	EPC Consultants	Subcontinent Asian American	6.59%	13.93%
4.	Ghirardelli Associates	Caucasian Female	3.60%	8.64%
5.	MBI Media	Caucasian Female	0.99%	0.00%
6.	Ramos CS	Hispanic American	2.34%	4.64%
7.	R Industrial &	African American	0.59%	0.95%

	Healthcare			
8.	Allied Protection Services	African American	1.25%	1.52%
<b>Total</b>			<b>26.79%</b>	<b>55.84%</b>

<sup>1</sup>Current Participation = Total Actual amount Paid-to-Date to DBE firms ÷ Total Actual Amount Paid-to-date to Prime.

**D. Living Wage and Service Contract Worker Retention Policy Applicability**

The Living Wage and Service Contract Worker Retention Policy is not applicable to this modification.

**E. Prevailing Wage**

Prevailing wage is applicable to this modification. Labor Wage and Retention Programs will monitor this project for labor compliance.

**CONTRACT MODIFICATION/CHANGE LOG**

**MODIFICATION FOR CONTRACT NO. MC070  
REGIONAL CONNECTOR TRANSIT CORRIDOR PROJECT  
CONSTRUCTION MANAGEMENT SUPPORT SERVICES**

<b>Mod. No.</b>	Original Contract	05/13/13	\$3,499,990
1	FY 2015 Incremental Funding	07/01/14	\$7,680,700
2	Add Junior Staff Engineer Position	07/21/14	\$0.00
3	FY 2016 Incremental Funding (through December 31, 2015 only)	Pending	\$11,910,669 \$5,955,000
	<b>Total:</b>		<b>\$23,091,359</b> <b>\$17,135,690</b>



## Board Report

File #: 2015-0220, File Type: Contract

Agenda Number: 40.

**2<sup>ND</sup> REVISED**  
**CONSTRUCTION COMMITTEE**  
**JUNE 18, 2015**

**SUBJECT: WESTSIDE PURPLE LINE EXTENSION SECTION 1 PROJECT****ACTION: AUTHORIZE THE CHIEF EXECUTIVE OFFICER (CEO) TO EXECUTE CONTRACT MODIFICATION****RECOMMENDATION**

**WITHDRAWN:** ~~AUTHORIZE the Chief Executive Officer (CEO) to execute Change Modification No. 2 to Contract No. MC071, Westside Extension Support Team (WEST), to continue providing Construction Management Support Services (CMSS) through for six months of FY16 for the Westside Purple Line Extension Section 1 Project, in an amount not to exceed \$12,975,255 \$6,487,628, increasing the total contract value from \$14,513,451 to \$27,488,706 \$21,001,079.~~

**ISSUE**

On July 25, 2013, the Board approved and awarded, to WEST, the Construction Management Support Services contract for this project. Construction management support services are required to oversee and manage the construction and assist in closeout of the Westside Purple Line Extension Section 1 Project. Metro Project Management requires the continuation of construction management support services to provide the expertise to oversee the construction of the advanced utility relocations at the three station areas, Division 20 Maintenance-of-Way/Non-Revenue Vehicle Maintenance Building, the Design/Builder's construction operations and assist Metro with the management of the Project. On May 22, 2014, the Board authorized annual funding for WEST to continue to provide construction management support services through FY15, for a total contract value in an amount not-to-exceed \$14,513,451.

The recommended Board action will provide sufficient contract funding ~~through June 2016~~ for six months of FY16, pending the CEO's mid-year cost budgeting exercise. Future work will be funded on an Annual Work Program, year-to-year basis. This approach will result in more accurate budgeting for each year, while providing better control over consultant services costs.

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## **DISCUSSION**

The primary role of the CMSS is to provide highly skilled and qualified individuals to assist Metro with the construction management of the Project by becoming part of a fully-integrated construction management team residing in the construction field office, under the oversight of Metro Project Management. The CMSS consultant will provide administration, maintenance, inspection services and technical support during the construction, pre-revenue operations and closeout phases of the Project.

In a parallel process under a separate board report, staff is recommending a total of 46 37 new non-contract Metro Engineering and Construction (E&C) positions for FY 16 by converting 40 32 new Construction Management Support Services (CMSS)/Consultant positions. ~~Four~~ Six of the 40 32 CMSS/Consultant positions proposed for conversion to new Metro non-contract positions fall under the WEST's scope of work under Contract Modification No. 2. If the Board approves the new non-contract Metro E&C positions, a reduction of up to ~~\$738,938~~ \$1,264,787 may be deducted from Contract Modification No. 2 for these ~~four~~ six new non-contract Metro positions provided that these Metro positions are in place at the Westside Purple Line Extension Section 1 Project on July 1, 2015. Otherwise, a prorated rate of ~~\$15,395~~ \$17,567 per month (per position) may be deducted from Contract Modification No. 2 for every CMSS/consultant position that is converted to new non-contract Metro position and placed on the project.

## **DETERMINATION OF SAFETY IMPACT**

This Board action will not have an impact on established safety standards for Metro's construction projects. The CMSS contract will provide services that support Metro's internal safety staff on the Westside Purple Line Extension Section 1 Project. The scope of services for the CMSS contract includes provisions for staff members to ensure that safety is the highest priority during oversight of all phases of construction.

## **FINANCIAL IMPACT**

Funds are included in the FY16 budget for this action under Project 865518 - Westside Purple Line Extension Section 1 Project in Cost Center 8510 (Construction Project Management), and Account Number 50316 (Professional Services). Since this is a multi-year project, the Executive Director of Engineering and Construction and the Project Manager will be accountable to budget the cost for future years on an annual basis, including the exercise of any options for future phases.

### **Impact to Budget**

The sources of funds for the recommended action are Federal 5309 New Starts, Transportation Infrastructure Finance and Innovation Act (TIFIA) Loan proceeds and Measure R 35%. The approved FY16 budget is designated for the Westside Purple Line Extension Section 1 Project and does not have an impact to operations funding sources. These funds were assumed in the Long

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Range Transportation Plan (LRTP) for the Westside Purple Line Extension Section 1 Project. This Project is not eligible for Propositions A and C funding due to the proposed tunneling element of the project. No other funds were considered.

### **ALTERNATIVES CONSIDERED**

The Board may elect to discontinue using WEST for CMSS in FY16. Staff does not recommend this alternative as the construction projects they are assigned are in various degrees of completion and loss of experienced staff would be a detriment to the completion of these projects. There is insufficient time to hire all Metro staff required or to solicit a new CMSS consultant by June 30, 2015. Therefore, this action will extend the services of all the existing FY 15 CMSS positions including approximately 30% DBE. Furthermore, a portion of CMSS positions are needed on an as-needed basis only and not on a full-time basis. Some of the CMSS positions also provide specialty work on an as-needed basis of which is not representative of Metro's core functions.

In a parallel process under a separate board report, staff is proposing to convert 19 - 4 - 6 new CMSS positions to new non-contract Metro positions. However, due to the uncertainty of the hiring of new Metro positions in a timely manner, new CMSS positions are added as an interim measure.

### **NEXT STEPS**

1. After Board approval and execution of the contract modification, staff will direct the consultant to continue providing construction management support services for the Westside Purple Line Extension Section 1 Project through FY16.
2. Staff will report back by December 2015 on the actual number of non-contract Metro positions hired and placed on the project with the corresponding reduction in the CMSS contract value.

### **ATTACHMENTS**

- A. Procurement Summary
- B. Contract Modification Authority/Change Order Log

Prepared by:

Dennis Mori, Executive Officer, Project Director (213) 922-7221

James Cohen, Deputy Executive Officer, Project Management  
(323) 900-2114

Rick Wilson, Director Project Control (213) 922-3627

Reviewed by:

Ivan Page, Interim Executive Director, Vendor/Contract Management (213) 922-6383

Nalini Ahuja, Executive Director, Finance and Budget (213) 922-3088

Bryan Pennington, Executive Director, Engineering & Construction (213) 922-7449



Phillip A. Washington  
Chief Executive Officer



## PROCUREMENT SUMMARY

**WESTSIDE PURPLE LINE EXTENSION SECTION 1 PROJECT  
CONSTRUCTION MANAGEMENT SUPPORT SERVICES  
CONTRACT MODIFICATION NO. 2**

<b>1.</b>	<b>Contract Number:</b> MC071		
<b>2.</b>	<b>Contractor:</b> Westside Extension Support Team, J.V. (WEST)		
<b>3.</b>	<b>Mod. Work Description:</b> Continue Construction Management Support Services through for six months of Fiscal Year 2016		
<b>4.</b>	<b>Contract Work Description:</b> Construction Management Support Services		
<b>5.</b>	<b>The following data is current as of:</b> April 14, 2015		
<b>6.</b>	<b>Contract Completion Status</b>		<b>Financial Status</b>
	<b>Contract Awarded:</b>	7/26/13	<b>Contract Award Amount:</b> \$4,683,115
	<b>Notice to Proceed (NTP):</b>	8/09/13	<b>Total of Modifications Approved:</b> \$9,830,336
	<b>Original Complete Date:</b>	8/09/24	<b>Pending Modifications (including this action):</b> \$12,975,255 \$6,487,625
	<b>Current Est. Complete Date:</b>	8/09/24	<b>Current Contract Value (with this action):</b> \$27,488,706 \$21,007,079
<b>7.</b>	<b>Contract Administrator:</b> Zachary Munoz		<b>Telephone Number:</b> 213-922-7301
<b>8.</b>	<b>Project Manager:</b> Dennis Mori		<b>Telephone Number:</b> 213-922-7221

**A. Procurement Background**

This Board Action is to approve Contract Modification No. 2 to continue Construction Management Support Services for Section 1 of the Westside Purple Line Extension Project.

This Contract Modification will be processed in accordance with Metro's Acquisition Policy and the contract type is cost plus fixed fee.

On July 25, 2013, the Metro Board authorized the Chief Executive Officer to execute a cost-plus fixed fee type contract (Contract No. MC071) for Construction Management Support Services with West Extension Support Team (WEST), for an amount not-to-exceed \$4,683,115, for the first year of the Contract, FY14. On May 22, 2014, the Board authorized WEST to continue to provide Construction

Management Support Services through FY15 for an amount not-to-exceed \$9,830,336.

Attachment B shows that only the one modification has been issued to date, and this recommended modification is currently pending.

The proposed Contract Modification is for an amount not-to-exceed of ~~\$12,975,255~~ \$6,487,628 to continue the necessary Construction Management Support Services ~~through for six months of~~ FY16.

**B. Cost/Price Analysis**

The negotiated amount complies with all requirements of Metro Procurement policies and procedures and was determined fair and reasonable through fact-finding, clarifications, and cost analysis. An independent cost estimate (ICE) was obtained as part of the cost analysis before negotiating.

An audit request has been submitted to the Metro Management Audit Services Department (MASD) to determine actual overhead rates incurred. In order to prevent any unnecessary interruption to the Project, provisional overhead rates have been established and used for the negotiated amount. The negotiated amount is subject to retroactive adjustments to the Contract upon completion of the audit. In accordance with FTA Circular 4220.1F, if an audit has been performed by any other cognizant agency within the last twelve month period Metro will receive and accept the audit report rather than perform another audit.

<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>Negotiated Amount</b>
\$14,323,790	\$13,955,737	\$12,975,255 <u>\$6,487,628</u>

**C. Disadvantaged Business Participation**

Westside Extension Support Team made a 28.26% Disadvantaged Business Enterprise Anticipated Level of Participation (DALP) commitment. Westside Extension Support Team is currently exceeding its DALP commitment with 33.17% DBE participation.

<b>SMALL BUSINESS COMMITMENT</b>	<b>DALP 28.26%</b>	<b>SMALL BUSINESS PARTICIPATION</b>	<b>DALP 33.17%</b>
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	<b>DBE Subcontractors</b>	<b>Ethnicity</b>	<b>% Committed</b>	<b>Current Participation<sup>1</sup></b>
1.	Anil Verma Associates, Inc.	Asian Subcontinent American	0.39%	0.00%

2.	Cabrinha Hearn & Associates	Hispanic American	10.37%	5.11%
3.	Cogstone Resource Management	Caucasian Female	2.15%	2.37%
4.	D'Leon Consulting Engineers	Hispanic American	0.00%	1.38%
5.	Diana Ho Consulting Group	Asian Pacific American	0.00%	0.06%
7.	Kal Krishnan Consulting Services, Inc.	Asian Subcontinent American	0.00%	0.74%
8.	Lenax Construction Services, Inc.	Caucasian Female	1.72%	0.86%
	MARRS Services, Inc.	Asian Subcontinent American	6.85%	10.53%
	Ramos Consulting Engineers, Inc.	Hispanic American	6.78%	11.18%
	Safework, Inc.	Caucasian Female	0.00%	0.96%
<b>Total</b>			<b>28.26%</b>	<b>33.17%</b>

<sup>1</sup>Current Participation = Total Actual amount Paid-to-Date to DBE firms ÷ Total Actual Amount Paid-to-date to Prime.

**D. Living Wage and Service Contract Worker Retention Policy Applicability**

The Living Wage and Service Contract Worker Retention Policy is not applicable to this modification.

ATTACHMENT B

**Contract Modification Authority (CMA) / Change Order Log  
Westside Purple Line Extension Section 1 Project**

ATTACHMENT B

Mod. no.	Description	Date	Amount
1	Continue Construction Management Support Services thru FY 15	5/22/14	\$9,830,336
2	Continue Construction Management Support Services <del>thru</del> for six months of FY 16 <b>Pending Board Approval</b>		\$12,975,255 <u>\$6,487,628</u>
	<b>Total mods:</b>		<b><u>\$22,805,591</u></b> <b><u>\$16,317,964</u></b>



## Board Report

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**File #:** 2015-0577, **File Type:** Budget

**Agenda Number:** 75.

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### CONSTRUCTION COMMITTEE JULY 16, 2015

**SUBJECT: CRENSHAW/LAX TRANSIT PROJECT**

**ACTION: AMEND FY16 BUDGET**

#### **RECOMMENDATION**

CONSTRUCTION COMMITTEE FORWARDED WITHOUT RECOMMENDATION amending the FY 16 Budget to add \$800,000 to Project 405556 Systemwide Planning in Cost Center 4330, Countywide Planning and Development to cover the design costs for modifications to the Crenshaw/LAX (C/LAX) station design for consistency with the Systemwide Station Design.

#### **ISSUE**

A notice-to-proceed was issued to Walsh/Shea Corridor Constructors (WSCC) on September 10, 2013 for the C0988 contract. The C0988 contract included the Metro Systemwide Station Design Concept report as a requirement. Since that time, Metro has further developed the Systemwide Station Design into drawings and adopted the new standard drawings as part of Metro Baseline documents that is required for all future light rail stations. Additionally, Board policy requires that all Light Rail Stations have fare gates which were not included in the Systemwide Station Design Concept report or the C0988 contract. For the most part, the C/LAX stations incorporate the intent of the Systemwide Station Design. The design modifications recommended will bring four of the C/LAX stations into better conformity with the Systemwide Station Design. Staff is requesting Board authorization to amend the FY16 Budget to add \$800,000 using Countywide Systemwide Planning funds to modify portions of the platform configuration and the Florence/La Brea ticketing structure design as shown in Attachment.

#### **DISCUSSION**

Throughout the Los Angeles region, Metro's station architecture and finishes vary dramatically from station to station, resulting in the lack of a clear architectural identity for Metro Rail, not to mention higher maintenance costs. With Metro's rail system rapidly expanding, staff procured an architectural design team to conduct an independent review of existing Metro rail stations, conduct interviews with Metro personnel, survey other transit systems, and establish a list of best practices and lessons learned related to design, functionality and maintainability of urban rail stations. With information gathered during the initial review phase, the design team established a set of design objectives,

based on a modular approach that allowed station components to be arranged in multiple ways to accommodate different station types (i.e. at-grade, aerial and subway) and site conditions. Other key design objectives include: the consistent application of highly durable materials to reduce maintenance costs; better integration of signage and equipment to improve the customer experience; and a distinctive and recognizable architecture that conveys high quality, yet does not reference a specific style, time period or geographic location. The station's art and landscape components are intended to be the strongest mediums for community expression.

The Systemwide Station Design has been presented and discussed at public meetings for the Crenshaw/LAX, Regional Connector and Purple Line Extension projects. The systemwide approach was also the subject of articles in the Los Angeles Times, Metro's Source and other local publications.

For the most part, C/LAX stations conform. However, design changes are required at four at-grade stations to change elements at the platform area and the Florence/La Brea fare gate zone to ensure that the C/LAX project has the same "quality of design" as the upcoming emerging system and is more compliant with Board policy. The \$800,000 will not address all design changes for full compliance with the Systemwide Station Design, but will address inclusion of more durable materials and better integration of fare gate equipment at the La Brea station. Implementation of these changes after the C/LAX Transit Project is constructed would be cost prohibitive and disruptive to service.

### **DETERMINATION OF SAFETY IMPACT**

This Board action will not have an impact on safety of our employees and/or patrons.

### **FINANCIAL IMPACT**

Staff is requesting to add \$800,000 to the FY2016 Budget in Project 405556, Cost Center 4330 (Systemwide Planning) to cover the design costs associated with the changes. Since the funding is separate from the C/LAX budget, the life-of-project budget for the C/LAX Transit Project will not be impacted. Since this is a multi-year project, the Chief Planning Officer and Executive Director Engineering and Construction will be responsible for requesting funding in future years.

### **Impact to Budget**

The source of funds for this modification is Propositions A and C and Transportation Development Act (TDA) Administration or Measure R Administration. These funds are not eligible for bus and rail capital and operations expenses.

### **NEXT STEPS**

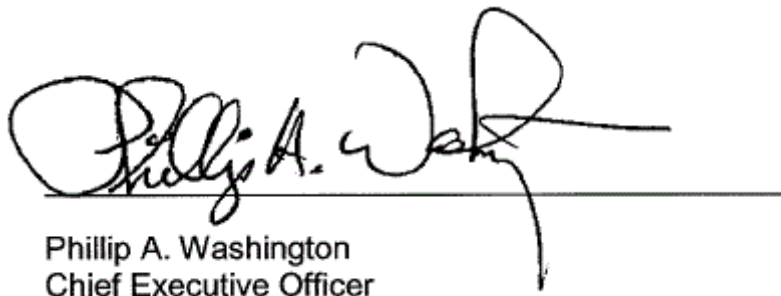
A request for rough order magnitude construction cost and schedule impact has been requested from the C/LAX project contractor in parallel with this action. Upon receipt of the rough order magnitude construction costs and potential schedule impacts, staff will determine if the C/LAX project can proceed with these changes without impacting the project schedule and whether the project can absorb the construction cost impacts using project contingency or if supplemental funding mechanisms are required.

**ATTACHMENTS**

Attachment A - Crenshaw/LAX Ticketing Area

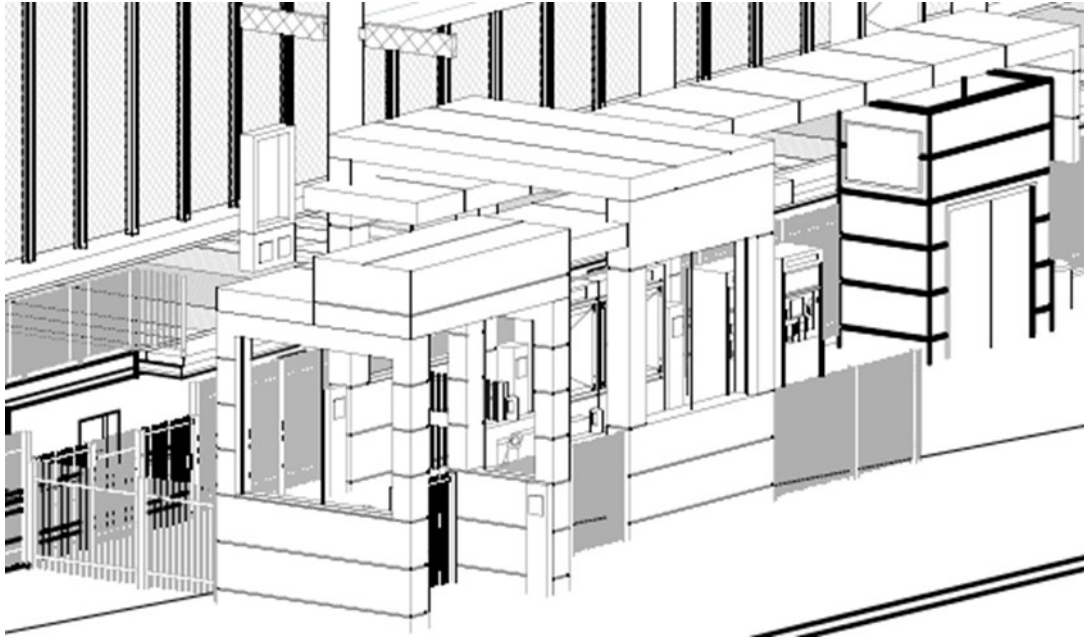
Prepared by: Charles H. Beauvoir, DEO, Project Management  
(213) 922-3095  
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Kimberly Ong, Interim DEO, Project Management  
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and Development, (213) 922-3035.  
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Reviewed by Nalini Ahuja, Executive Director, Finance & Budget (213) 922-3088  
Bryan Pennington, Executive Director, Engineering and Construction  
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Development (213) 922-7267

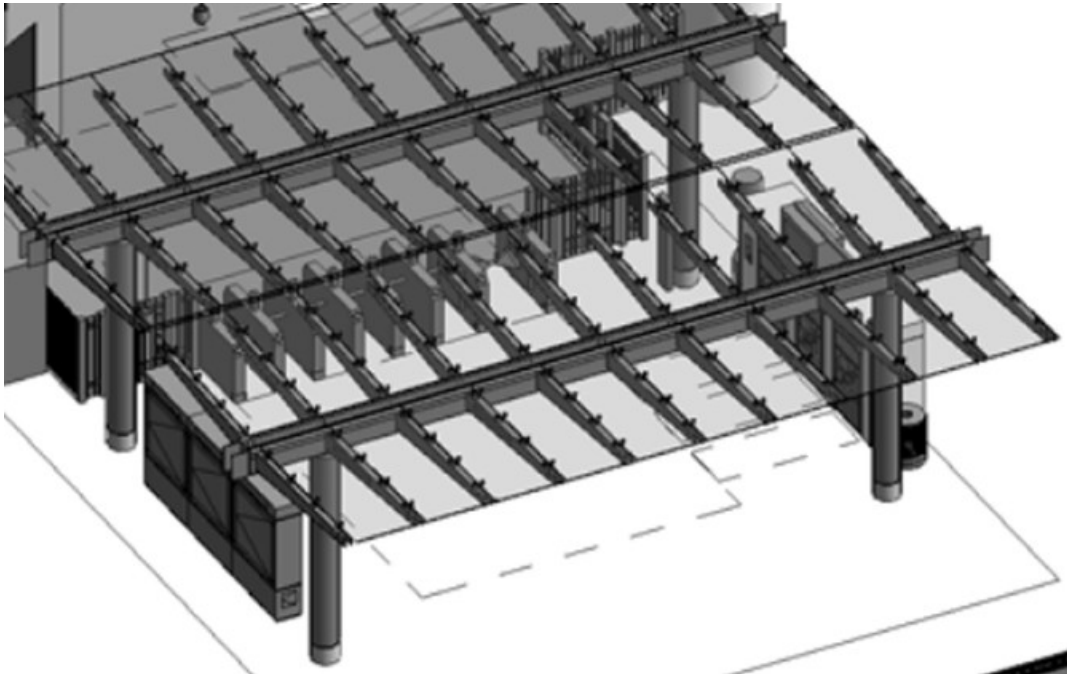


Phillip A. Washington  
Chief Executive Officer

Attachment A  
Crenshaw/LAX Plaza Ticketing Area



Current Florence/La Brea Ticketing Area Design



Current Aviation/Century Ticketing Area Design





## Board Report

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File #: 2015-0217, File Type: Contract

Agenda Number: 42.

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**CONSTRUCTION COMMITTEE  
JUNE 18, 2015**

**SUBJECT: REGIONAL CONNECTOR TRANSIT CORRIDOR PROJECT**

**ACTION: AUTHORIZE THE CHIEF EXECUTIVE OFFICER (CEO) TO EXECUTE CONTRACT MODIFICATION**

**RECOMMENDATION**

**WITHDRAWN:** ~~AUTHORIZE the CEO to execute Contract Modification No. 22 to Contract No. E0119 with The Connector Partnership Joint Venture (CPJV) Inc. to continue providing Design Support Services During Construction through FY16 for the Regional Connector Transit Corridor Project, in the amount of \$8,283,594, increasing the total contract value from \$54,770,985 to \$63,054,579. This action does not increase Life of Project Budget.~~

**BACKGROUND**

On October 28, 2010, the Board authorized the CEO to negotiate and execute Contract E0119, Advanced Conceptual Engineering (ACE) and Preliminary Engineering (PE) for The Regional Connector Transit Corridor Project, with an initial not-to-exceed amount of \$21,500,000, and options for Design Support During Construction and System Activation Support. The executed contract is a cost-plus, fixed fee contract with provisions for Board approval of the contract value every fiscal year by Contract Modification. Accordingly, this report requests approval of annual funding for FY16.

The ACE phase (Phase I) encompassed all design activities and products (including all necessary data collection, coordination, and design studies) to fully document environmental impacts, respond to comments from FTA in the Administrative Draft EIS/EIR, and to develop a detailed cost estimate sufficient for advancement to later stages of project delivery. The PE phase (Phase II) established the design of the basic structural, mechanical, electrical, communication systems, trackwork, automatic train control, traction power, third rail contact system, fare collection, and other systemwide interfaces. At the completion of PE, CPJV prepared contract documents for the design/build contracting delivery method.

The Board approved the project definition for the Regional Connector Transit Corridor Project on April 26, 2012. As a result of CPJV's work on the Project, Metro received a Record of Decision from the Federal Transit Administration (FTA) on June 29, 2012, and the Full Funding Grant Agreement (FFGA) on February 20, 2014.

In 2013, in accordance with CPJV's scope of work for Phase III, the Board authorized the CEO to exercise Contract Modification No. 20 for CPJV to provide design support services related to advanced utility relocations (Metro Contract C0981R and third party construction contracts), and to the procurement phase of the Design/Build Contract (Contract C0980) during FY14. Contract C0981R was awarded on January 13, 2014, and the award of the Design-Build Contract No. C0980 was approved by the Board on April 24, 2014.

## **ISSUE**

Metro's Project Management staff requires continuation of services to provide Design Support Services during Construction to review the design-builder's final design and ensure compliance with Metro's technical requirements, and other technical services during construction. Execution of the recommended Contract Modification No. 22 will provide continuity of the design support services during the final design phase and construction of the Project, as well as continued third-party coordination with the City, County, stakeholders and property owners.

The recommended Board action will provide sufficient contract funding for CPJV services through June 30, 2016. Future work will be funded on a year-to-year basis. This approach will result in more accurate budgeting for each year, while providing better control over consultant services.

In a parallel process under a separate board report, staff is recommending a total of 46 new non-contract Metro Engineering and Construction (E&C) positions for FY 16 by converting 40 new Construction Management Support Services (CMSS)/Consultant positions. Four of the 40 CMSS/Consultant positions proposed for conversion to new Metro non-contract positions fall under the CPJV's scope of work under Contract Modification 22. If the Board approves the new non-contract Metro E&C positions, a reduction of up to \$858,358 may be deducted from Contract Modification 22 for these four new non-contract Metro positions provided that these Metro positions are in place at the Regional Connector Transit Corridor project on July 1, 2015. Otherwise, a prorated rate of \$17,882 per month (per position) may be deducted from Contract Modification 22 for every CMSS/consultant position that is converted to new non-contract Metro position and placed on the project.

## **DETERMINATION OF SAFETY IMPACT**

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

## **FINANCIAL IMPACT**

Funds are included in the FY16 budget for this action under Project 860228 - Regional Connector Transit Corridor in Cost Center 8510 (Construction Project Management), and Account Number 50316 (Professional and Technical Services). Because this is a multi-year project, the Executive Director of Engineering and Construction and the Project Manager will be accountable for budgeting costs for future years.

## **Impact to Budget**

The sources of funds for this report's Recommendation are Federal 5309 New Starts, and TIFIA Loan Proceeds. The approved FY15 budget is designated for the Regional Connector Transit Corridor Project and does not have an impact to operations funding sources. These funds are part of the Life-of-Project (LOP) Budget for the Regional Connector Transit Corridor Project. This Project is not eligible for Propositions A and C funding due to the proposed tunneling element of the Project.

### **ALTERNATIVES CONSIDERED**

The Board could decide not to approve the recommended contract modification. This is not recommended because there are major elements of design support services work that are required to support this design-build project, and Metro does not currently have sufficient staff with the required expertise to ensure a timely review of the design-build contractor's Final Design. Since CPJV developed the technical requirements for the design-build contract, it is staff's recommendation that CPJV's services are essential in providing continuity of the work in order to successfully deliver the project on schedule and within budget.

### **NEXT STEPS**

1. After Board approval and execution of the contract modification, staff will direct the consultant to continue providing design support services for the Regional Connector Transit Corridor project through FY15.
2. Staff will report back by December 2015 on the actual number of non-contract Metro positions hired and placed on the project with the corresponding reduction in the contract value.

### **ATTACHMENTS**

- A. Procurement Summary
- B. Contract Modification Authority (CMA) Summary

Prepared by:

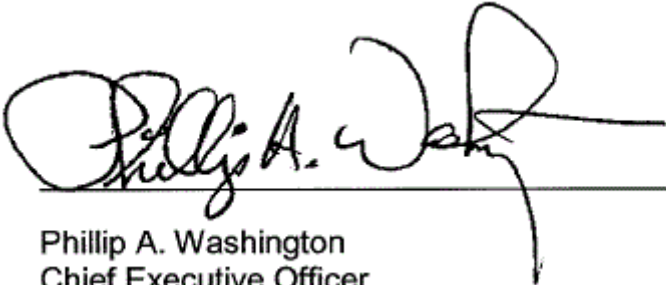
Girish Roy, Deputy Executive Officer, Project Management (213) 922-7221  
Michael McKenna, Director, Project Engineering (213) 922-7221  
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Reviewed by:

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Bryan Pennington, Executive Director, Engineering and Construction  
(213) 922-7449



Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

**ADVANCED CONCEPTUAL ENGINEERING AND  
PRELIMINARY ENGINEERING FOR THE  
REGIONAL CONNECTOR TRANSIT CORRIDOR PROJECT (E0119)  
MODIFICATION NO. 22**

<b>1.</b>	<b>Contract Number:</b> E0119		
<b>2.</b>	<b>Contractor:</b> Connector Partnership Joint Venture (CPJV)		
<b>3.</b>	<b>Mod. Work Description:</b> Provide FY16 design support services during construction for Contract Nos. C0981R and No. C0980 for the Regional Connector Transit Corridor Project.		
<b>4.</b>	<b>Contract Work Description:</b> Advanced Conceptual Engineering and Preliminary Engineering for the Regional Connector Transit Corridor Project		
<b>5.</b>	<b>The following data is current as of:</b> May 15, 2015		
<b>6.</b>	<b>Contract Completion Status</b>		<b>Financial Status</b>
	<b>Contract Awarded:</b>	12/2/10	<b>Contract Award Amount:</b> \$21,500,000
	<b>Notice to Proceed (NTP):</b>	12/3/10	<b>Total of Modifications Approved:</b> \$33,270,985
	<b>Original Complete Date:</b>	3/2018	<b>Pending Modifications (including this action):</b> \$8,283,594
	<b>Current Est. Complete Date:</b>	3/2020	<b>Current Contract Value (with this action):</b> \$63,054,579
<b>7.</b>	<b>Contract Administrator:</b> Joe O'Donnell		<b>Telephone Number:</b> 213-922-7231
<b>8.</b>	<b>Project Manager:</b> Girish Roy		<b>Telephone Number:</b> 213-893-7119

**A. Procurement Background**

This Board Action is to approve Modification No. 22 issued in support of Design Support During Construction for the Regional Connector Transit Corridor Project.

This contract modification will be processed in accordance with Metro's Acquisition Policy and the contract type is a cost plus fixed fee.

Contract No. E0119 was awarded through an A&E (qualification-based) procurement process.

On October 28, 2010, the Metro Board authorized the Chief Executive Officer to negotiate and award a cost-plus fixed fee contract (No. E0119), for Regional Connector Transit Corridor Advanced Conceptual Engineering/Preliminary Engineering to Connector Partnership, for an amount not to exceed \$21.5 million to perform Phase I, Advanced Conceptual Engineering and Phase II, Preliminary Engineering. On December 2, 2010, Metro awarded a contract for \$21,500,000 for a period of fourteen months.

Since that time, twenty-one modifications have been issued to implement additional scope tasks in support of the Regional Connector Transit Corridor Project. Refer to Attachment B – Contract Modification/Change Order Log. Staff anticipates that Connector Partnership Joint Venture services will be required through March 2020.

**B. Cost/Price Analysis**

The recommended price has been determined to be fair and reasonable based upon fact-finding, clarifications, and cost analysis, taking into consideration an independent cost estimate (ICE), technical evaluation, and negotiations, pending a completed audit of the consultant’s provisional overhead rates. The most current fiscal year data was requested from the consultant, and is expected to be provided shortly. Upon receipt of this data, an audit request will be submitted to MASD and any findings resulting in an increase or decrease to the contract amount will be incorporated into the contract via a modification.

<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>Negotiated Amount</b>
\$8,313,342	\$7,889,138	\$8,283,594

**C. Small Business Participation**

CPJV made a Disadvantaged Business Enterprise Anticipated Level of Participation (DALP) commitment of 35.01%. The project is 88% complete and the current DALP participation is 28.49%. Although CPJV is not meeting their DALP commitment, they confirmed that they are actively seeking DBE firms to provide necessary structural and other engineering services, and will replace a position currently held by one of their employees. CPJV confirmed that with the projected cost they will achieve a DBE commitment of 35.5% in FY16. To date, CPJV has listed eight (8) additional DBE subcontractors, and is strongly encouraged to continue to make ongoing efforts to meet their 35.01% DBE commitment.

<b>DALP COMMITMENT</b>	<b>35.01%</b>	<b>DALP PARTICIPATION</b>	<b>28.49%</b>
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	<b>DBE Subcontractors</b>	<b>Ethnicity</b>	<b>% Commitment</b>	<b>Current Participation<sup>1</sup></b>
1.	Barrio Planners	Hispanic American	4.18%	3.44%
2.	BA, Inc	African American	3.44%	5.73%
3.	Dakota Communications	African American	1.67%	0.49%
4.	D'Leon Engineers	Hispanic American	2.35%	1.76%
5.	E2 Consulting Engineers, Inc.	Subcontinent Asian American	1.68%	3.29%
6.	Intueor Consulting, Inc.	Asian Pacific American	3.34%	2.73%
7.	LKG-CMC, Inc.	Caucasian	1.19%	2.17%
8.	A Cone Zone	Caucasian	3.51%	0.31%
9.	Advanced Technologies Lab <sup>2</sup>	Hispanic American	0.00%	0.04%
10.	AP Engineering & Testing <sup>2</sup>	Asian Pacific American	0.00%	0.03%
11.	C&L Drilling	Caucasian	1.50%	0.00%
12.	Jet Drilling	Hispanic American	2.71%	0.22%
13.	Martini Drilling <sup>2</sup>	Hispanic American	0.00%	0.03%
14.	Tri-County Drilling <sup>2</sup>	Caucasian	0.00%	0.50%
15.	Murakawa Communications	Asian Pacific American	0.63%	0.00%
16.	Ted Tokio Tanaka Architects	Asian Pacific American	5.01%	3.36%
17.	Tierra West Advisors, Inc.	Asian Pacific American	0.76%	0.64%
18.	Wagner Engineering & survey	Caucasian	1.79%	1.31%
19.	Raw International, Inc.	African American	1.02%	1.44%
20.	Roy Willis & Associates	African American	0.25%	0.02%
21.	Universal Reprographics, Inc. <sup>2</sup>	Caucasian	0.00%	0.68%
22.	Kal Krishnan Consulting Services <sup>2</sup>	Subcontinent Asian American	0.00%	0.02%
23.	Lenax Construction Services <sup>2</sup>	Caucasian	0.00%	0.22%
24.	Sapphos Environmental <sup>2</sup>	Hispanic American	0.00%	0.05%
<b>Total Commitment</b>			<b>0</b>	<b>0</b>

<sup>1</sup>Current Participation = Total Actual Amount Paid-to-Date to Subs Total Actual Amount Paid-to-Date to Prime.

<sup>2</sup>DBE Subcontractors added after contract award.

#### **D. Living Wage and Service Contract Worker Retention Policy Applicability**

The Living Wage and Service Contract Worker Retention Policy is not applicable to this modification.



**CONTRACT MODIFICATION/CHANGE LOG**

**ADVANCED CONCEPTUAL ENGINEERING AND  
PRELIMINARY ENGINEERING FOR THE  
REGIONAL CONNECTOR TRANSIT CORRIDOR PROJECT/E0119**

<b>Mod. no.</b>	<b>Description</b>	<b>Date</b>	<b>Amount</b>
N/A	Initial Award	12/3/10	<b>\$21,500,000</b>
1	Risk Management Support	3/14/11	\$203,059
2	Revisions to Technical Scope of Services	7/29/11	\$0
3	Additional Geotechnical Borings	3/21/11	\$256,215
4	Upgrade Division 20 Generator & Tie-In	12/13/11	\$108,937
5	Increased Level of Effort for Design Services	12/13/11	\$444,742
6	Increased Level of Cost Estimating	12/13/11	\$299,241
7	Additional Specification Preparation Efforts	12/27/11	\$219,707
8	Constructability Design Changes	12/27/11	\$139,197
9	Flower Street Landscape Design	1/4/12	\$138,696
10	No Cost Extension	2/9/12	\$0
11	Advanced Preliminary Engineering	3/1/12	\$8,796,669
12	2 <sup>nd</sup> & Broadway Second Entrance Design	4/25/12	\$367,771
13	Advanced Utility Final Design	6/6/12	\$455,474
14	Cost Savings Station Designs	8/27/12	\$470,612
15	No Cost APE Extension	11/1/12	\$0
16	Additional Geotechnical Services	12/8/12	\$365,972
17	Bid Period Services	12/4/12	\$0
18	No Cost APE Extension	12/1/12	\$0
19	Bid Period Services	1/3/13	\$5,828,270
20	Bid Period Services / Design Support Services During Construction (Phase III)	7/1/13	\$7,852,815
21	Design Support Services During Construction (FY15)	7/1/14	\$7,323,608
22	Design Support Services During Construction (FY16)		\$8,283,594
	<b>Total:</b>		<b>\$63,054,579</b>



## Board Report

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File #: 2015-0532, File Type: Contract

Agenda Number: 43.

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**REVISED**  
**CONSTRUCTION COMMITTEE**  
**JUNE 18, 2015**

**SUBJECT: I-405 SEPULVEDA PASS IMPROVEMENTS PROJECT**

**ACTION: AUTHORIZATION FOR CHANGE ORDER**

### **RECOMMENDATION**

AUTHORIZED UNDER RECONSIDERATION the Chief Executive Officer to execute Change Order 195.00 to Contract No. C0882, with **Kiewit Infrastructure West Company, for settlement of Claim No.115 for the Additional Work for the Preparation of Fact Sheet Exceptions for Mandatory and Advisory Design Standards**, in the Agreed to amount of \$1,550,000, increasing the total contract value from \$911,755,372 to \$913,305,372. Requested funds are within the Life-of-Project (L-O-P) budget.

### **ISSUE**

As part of the IFB package, preliminary plans and initial fact-sheets were provided by Caltrans to document several of the anticipated design exceptions at the end of the environmental phase in 2008. However, from 2009 to 2014, the final engineering design process for the I-405 Project included a rigorous review for each element of the project, performed by Caltrans Headquarters and District 7 staff, identifying a significant amount of additional design exceptions beyond those originally anticipated and required to complete the final engineering design work and achieve the State approvals for the project. These additional fact-sheets were required to facilitate any revised highway design features that (1) differed from the IFB base configuration, (2) resulted from a change order or other unforeseen condition in the field, and/or (3) required a supplemental or updated fact-sheet to document the design exceptions within the final construction drawings. Because this work was unforeseen, yet required to achieve State approval in order to facilitate construction, a change order is merited to compensate the contractor appropriately.

### **DISCUSSION**

The I-405 Project required additional engineering design work by Kiewit to supply all required fact-sheets supporting the final design configuration of the Sepulveda Pass Widening Project for each of the Mandatory and Advisory design exceptions as required by Caltrans. As part of the preliminary

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design information provided with the Invitation for Bid (IFB), Caltrans supplied an initial set of design exceptions that corresponded with the base project configuration for the proposed improvements on the project. However, through the design development process required to complete the final I-405 construction drawings, many more design exceptions to accommodate the project were identified by Caltrans and in turn, required a significant amount of additional design work to provide all Fact-Sheets for the Mandatory and Advisory features. These additional fact sheets were required to facilitate any revised highway design features that (1) differed from the IFB base configuration, (2) resulted from a change order or other unforeseen condition in the field, and/or (3) required a supplemental or updated fact sheet to document the design exceptions within the final construction drawings.

For each specific design exception, Kiewit is required to provide the following design, engineering analysis and drawings:

1. Identify non-standard feature
2. Identify location code
3. Identify location with alignment, station limits
4. Identify existing, proposed and standard criteria
5. Identify reason requesting exception
6. Identify constraints
7. Identify impacts to meeting standard design
8. Identify any mitigation efforts
9. Provide accident data analysis
10. Identify added costs to meet standard
11. Provide traffic volume data
12. Perform Safety analysis including accident data
13. Identify any incremental improvements feasible
14. Identify any future construction projects
15. Provide Accident Rate Calculations
16. Provide Location maps
17. Provide Exhibit layout plan/geometry plans
18. Provide Vertical profile, super elevation and typical section plans

A summary of the additional fact sheets required are approximately:

:

**Advisory Fact Sheets**

- 32 Modified/Updated Fact Sheets
- 179 New Fact Sheets Required

**Mandatory Fact Sheets**

62	Modified/Updated Fact Sheets
197	New Fact Sheets Required
470	Total Fact Sheets

Scope of Work Tasks are summarized as the following:

1. Technical Analysis / Identification of Design Exception
2. Advisory Exception - Design Analysis, Cost Estimate and Safety Analysis (as described above)
3. Mandatory Exception - Design Analysis, Cost Estimate and Safety Analysis (as described above)
4. QA/QC per Design Quality Management Plan (DQMP)
5. Submittal/ Approval by District & Headquarters Reviewers

This action will authorize the Chief Executive Officer to issue a change order in an Agreed-to Amount of \$1,550,000 to settle Claim No. 115 for the Additional Work for the Preparation of Fact-Sheet Exceptions for Mandatory and Advisory Design Standards. Costs were negotiated in accordance with Metro's procurement policies and procedures.

**DETERMINATION OF SAFETY IMPACT**

The changes identified in this board report will have no impact on safety of the overall I-405 Project at completion.

**FINANCIAL IMPACT**

The costs associated with the above recommended action will be covered within the approved LOP budget. Funding for this modification is included in the FY15 budget in cost center number 8510, Construction Contracts/Procurement under Project 405523, I-405 Sepulveda Pass Widening Projects, account 53101, Acquisition of Buildings and Structures.

**IMPACT TO BUDGET**

The source of funding for this work is FHWA funds, State of California Department of Transportation funds, and Local matching funds. These funds are not eligible for bus and rail operating and capital projects.

**ALTERNATIVES CONSIDERED**

Due to Multiple Change Orders affect areas Project wide, there could be no alternates considered for completion of additional Fact Sheets.

**ATTACHMENTS**

- A. Procurement Summary
- B. Contract Modification / Change Order Log

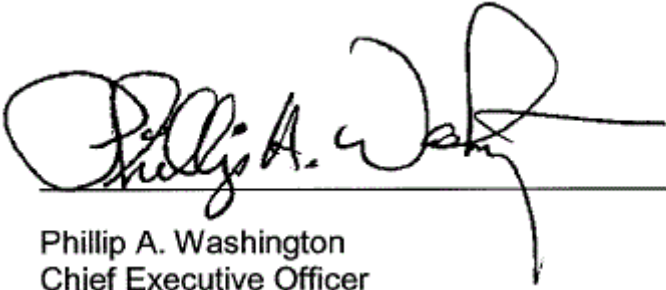
Prepared by: Michael A. Barbour  
Executive Officer, Highway Project Delivery  
310-846-3522

Reviewed by

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Nalini Ahuja, Executive Director, Finance and Budget (213) 922-3088

Bryan Pennington, Executive Director, Engineering & Construction, (213) 922-7449



Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## I-405 SEPULVEDA PASS IMPROVEMENTS PROJECT

1.	<b>Contract No.:</b> C0882		
2.	<b>Contractor:</b> Kiewit Infrastructure West Company (Formerly Kiewit Pacific Company)		
3.	<b>Mod. Work Description:</b> Additional Work for the Preparation of Fact Sheets		
4.	<b>Work Description:</b> Add HOV Lane and improvements on I-405 Freeway		
5.	<b>The following data is current as of :</b>	May 1, 2015	
6.	<b>Contract Completion Status -</b>		
	Bids Opened	2/20/09	% Complete \$ 96.8%
	Contract Awarded	4/23/09	% Complete Time 86.7%
	NTP	6/2/09	Orig. Contract Days 1640
	Orig. Complete Date	11/27/13	Change Order Days 149
	Current Est. Comp Date	3/28/16	Suspended Days 0
			Total Revised Days 1789
7.	<b>Financial Status -</b>		
	Contract Award Amount	\$720,922,000	
	Total of Mods/Changes Issued to Date	\$190,833,372	
	Total of Mods/Changes Pending to Date (including this action)	\$7,776,285	
	Current Contract Value	\$911,755,372	
8.	<b>Contract Administrator:</b> Mike Holguin	<b>Telephone Number:</b> (310) 846-2400	
9.	<b>Project Manager:</b> Michael Barbour	<b>Telephone Number:</b> (310) 846-3522	

**A. Procurement Background**

This contract change was handled in accordance with the LACMTA approved procedures for contract modifications.

On April 23, 2009, Contract No. C0882 was awarded to Kiewit Pacific Company, the lowest responsive and responsible bidder, in the amount of \$720,922,000, including \$537,098,000 in base Contract Work, \$157,057,000 in Provisional Sum amounts to cover specified additional work that may be necessary during the performance of the work, and \$26,767,000 in Options.

Attachment B shows that 144 approved modifications/changes, totaling \$190,833,372 have been issued to date to add and/or delete work, and 31 pending modifications/changes, totaling \$7,776,285, are in-process for additional changes (including the recommended Board Action.)

**B. Cost/Price Analysis**

The price for these changes will be determined to be fair and reasonable in compliance with Metro Procurement Policies and Procedures. The final negotiated complies with all requirements of LACMTA's Procurement policies and procedures, including fact-finding, clarifications, cost analysis, and technical evaluation.

	<b>Proposal Amount</b>	<b>MTA Construction ICE</b>	<b>Agreed-to-Amount</b>
	\$2,057,352	\$965,539	\$1,550,000

**C (1) Disadvantaged Business Participation - Design**

<b>DISADVANTAGED BUSINESS COMMITMENT</b>	14% DESIGN	<b>DISADVANTAGED BUSINESS PARTICIPATION</b>	36.04% DESIGN
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Kiewit Infrastructure West Company made a 14% Disadvantaged Business Enterprise Anticipated Level of Participation (DALP) commitment for Design at the time of contract award. Kiewit is exceeding their commitment with a current amount paid to-date to DBEs of 36.04%, which is based on the total amount paid to-date to Kiewit, and the total amount paid to-date to DBE subcontractors. Twelve DBE subcontractors have performed to-date.

<b>Current Contract Amount(Design)</b>	\$96,430,005
<b>Total Actual Amount Paid-to Date Prime</b>	\$97,519,058
<b>Total Actual Paid-to-Date to DBEs</b>	\$35,146,840

<b>DBE Subcontractors</b>	<b>Ethnicity</b>	<b>Participation</b>
1. AP Engineering & Testing, Inc.	Asian Pacific American	0.13%
2. Bullock & Associates, Inc.	African American	12.19%
3. C2PM	Asian Pacific American	0.09%
4. Davis Blueprint	Hispanic American	0.17%
5. DC Engineering Group	Hispanic American	0.36%
6. Diaz-Yourman	Hispanic American	0.01%
7. Earth Mechanics, Inc.	Subcontinent Asian American	2.39%
8. FPL and Associates, Inc.	Asian Pacific American	7.05%
9. IDC Consulting Engineers	Asian Pacific American	0.22%
10. Jet Drilling, Inc.	Hispanic American	0.13%
11. Lynn Capouya, Inc.	Non-Minority Woman	1.22%



DBE Subcontractors	Ethnicity	Participation
12. Valle & Associates Civil Engineering	Hispanic American	12.06%
<b>TOTAL</b>		<b>36.71%</b>

**C (2) Disadvantaged Business Participation – Construction**

<b>DISADVANTAGED BUSINESS COMMITMENT</b>	25% CONSTRUCTION	<b>DISADVANTAGED BUSINESS PARTICIPATION</b>	6.18% CONSTRUCTION
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Kiewit Infrastructure West Company made a 25% Disadvantaged Business Enterprise (DBE) Anticipated Level of Participation<sup>±</sup> (DALP) commitment for Construction at the time of contract award. The current amount paid to-date to DBEs is 6.18%, which is based on the total amount paid to-date to Kiewit, and the total amount paid to-date to DBE subcontractors, representing an 18.82% shortfall. Kiewit listed thirty-nine DBE subcontractors that have performed to-date.

To achieve maximum DBE participation, Kiewit explained that they conducted ongoing post-bid outreach for construction scopes of work available for this highway project. Kiewit also explained outreach for construction contract opportunities began to diminish beginning early 2013, minimal bidding opportunities if any, remained in early 2014. Earlier in the project, Metro reviewed Kiewit's outreach efforts for specific scope items and found those to be acceptable. A letter, dated June 8, 2015, was mailed to Kiewit requesting documented steps taken to subcontract work items as identified in its Contracting Plan to DBEs and additional efforts taken to meet the shortfall.

Current Contract Amount (Construction)	\$769,775,369
Total Actual Amount Paid-to Date Prime	\$731,510,565
Total Actual Paid-to-Date to DBEs	\$45,176,823

DBE Subcontractors	Ethnicity	Participation
A & M Gentry Trucking	Non-Minority Woman	0.23%
Advantage Demolition & Grading	African American	0.01%
Arco Trucking	Hispanic American	0.06%
ARM Trucking	Hispanic American	0.02%
Blue Heaven Trucking	Hispanic American	0.01%
Carbajal Trucking	Hispanic American	0.03%
Castillo Trucking	Hispanic American	0.01%
Chepe's Trucking	Hispanic American	0.03%
Columbo Trucking	Hispanic American	0.01%
Etzalan Trucking	Hispanic American	0.07%

Fernandez Trucking	Hispanic American	0.04%
GC Trucking	Hispanic American	0.01%
H&L Dump Service	Hispanic American	0.03%
Hornet Trucking	Hispanic American	0.01%
JoJos Trucking	Hispanic American	0.01%
Leinaia's Transportation	Non-Minority Woman	0.01%
Pruitt Trucking	African American	0.01%
RDL Trucking	African American	0.00%
S Thompson Trucking	African American	0.00%
Telekinesis	African American	0.01%
Villanueva & Son's Trucking	Hispanic American	0.05%
Vision Trucking	African American	0.00%
AC Dike Co	Non-Minority Woman	0.00%
Alameda Construction Services, Inc.	African American	0.31%
Environmental Treatment & Technology, Inc.	Hispanic American	0.01%
AP Engineering & Testing, Inc.	Asian Pacific American	0.01%
Axiom	Asian Pacific American	0.01%
BA, Inc.	African American	0.11%
California Grinding Specialties dba Austin Enterprises	Hispanic American	0.02%
Cindy Trump, Inc.	Non-Minority Woman	0.19%
Clean Up America	African American	0.27%
Deborah Dyson Electrical, Inc.	African American	0.02%
Diversified Landscape	Non-Minority Woman	0.04%
Esparza's Welding & Machine Shop	Hispanic American	1.40%
First Fuel Incorporated	Non-Minority Woman	0.00%
G & F Concrete Cutting	Hispanic American	0.95%
Strive Concrete	Hispanic American	0.02%
Galvin Preservation Associates, Inc.	Hispanic American	0.00%
Global Business Solutions	Asian Subcontinent American	0.11%
Global Road Sealing	Asian Pacific American	0.01%
Integrity Rebar Placers	Hispanic American	0.07%
Julie-Rene's Cleaning Service	Hispanic American	0.03%
Lightcap Industries, Inc.	Non-Minority Woman	0.05%

Los Angeles Signal	Hispanic American	0.07%
Morgner Construction Inc.	Hispanic American	0.05%
National Group Security	African American	0.12%
O.C. Vacuum Inc.	Hispanic American	1.29%
Ortiz Asphalt Paving	Hispanic American	0.00%
PacRim Engineering, Inc.	Asian Pacific American	0.03%
Precon Products	Non-Minority Woman	0.00%
Rivera Trucking	Hispanic American	0.00%
Sand Materials & Aggregate Sales	Non-Minority Woman	0.10%
TGR Geotechnical, Inc.	Asian Subcontinent American	0.06%
The Lange Group, Inc.	African American	0.17%
UltraSystems	Non-Minority Woman	0.01%
<b>TOTAL</b>		<b>6.18%</b>

<sup>3</sup>Participation = Total actual amount paid to date to Prime ÷ the total actual amount paid to date to DBE subs.

## D(1) Design Subconsultants – All

	Design Subconsultants	Scope of Work
1	American Integrated Services	Waste Disposal Services
2	AP Engineering & Testing (DBE)	Engineering and Lab Testing Services
3	Applied Research Associates, Inc.	Geotechnical Engineering Services
4	B.A., Inc. (formerly Bullock & Associates) (DBE)	Utility Design - Data Sheets
5	Belshire Environmental Service	Transport and Dispose of Waste Drums
6	C <sub>2</sub> PM (DBE)	Document Control Services
7	Cal Pac Drilling	Drilling Services
8	Cascade Drilling	Drilling & Sampling Services for Geotechnical Exploration
9	Cell-Crete	Structural Design for Animal Crossing
10	CH2M Hill	CADD Services
11	Consultant Engineering	Structural Independent check for Wilshire Boulevard UC Bridge
12	Corrpro	Corrosion Engineering Services
13	Crux Subsurface	COBOL and Logging Services for Boreholes
14	Davis Blueprint Company	Reprographic Equipment
15	DC Engineering	IDR Review, IDF and FDC Support, Facilitate City Task Force Meetings
16	Diaz-Yourman (DBE)	Peer Review landslid issue at RW 2004
17	Dot.Dat	Data Input of Boring Logs
18	Drill Tech Drilling and Shoring	Working/Design Drawings

	<b>Design Subconsultants</b>	<b>Scope of Work</b>
19	Earth Consultants	Peer review landslide issue at RW 2004
20	Earth Mechanics, Inc. (DBE)	Geotechnical Services for Bridge Portion of Project
21	Enviro-Chem	Environmental Lab Testing
22	Environment Recovery Service	Transport and Dispose of Non-Hazardous Waste
23	FPL & Associates (DBE)	Highway Metering, Lighting, ITS and Freeway Sign Plans
24	Geovision	Geophysical Investigation
25	Greenmeme	Design Aesthetic Finish for Walls 1720 & 1730
26	Gregg Drilling & Testing	Provide Drill & Testing Services
27	HNTB Corporation	Designer
28	IDC Consulting Engineers (DBE)	Structural Independent Check - Bridge
29	Jet Drilling (DBE)	Drilling & Sampling Services
30	Kehoe Testing & Engineering	CPT Sounding Services
31	Kleinfelder West, Inc.	Geotechnical Services
32	Lynn Capouya, Inc. (DBE)	Design Landscape, Planting and Irrigation
33	Malcolm Drilling Co Inc.	Micro-Pile Plans
34	Middle Earth Geo Testing	Cone Penetration Services for Geotechnical Site Investigation
35	Pacific Drilling	Boreholing for Geotechnical Site Investigation
36	PB&A	Peer Review for Retaining Walls
37	PQM	Prepare QA/QC Program
38	Psomas	Mobil LIDAR Scanning of NB and SB Sections of I-405 Mainline Pavement & Retaining Walls
39	2R Drilling, Inc.	Advance 3 borings, take SPT and California Samples
40	Schnabel	Design Tie-Back Retaining Walls 1720 & 1730
41	Schiff	Identify and Mitigate Corrosive Soils
42	Simply Stated (Kathy Hamilton)	Technical Editing and Writing Services
43	SoCal Drilling	Drilling & Sampling Services for Geotechnical Borings
44	SSL	MSE Wall Working Plans
45	SubSurface Survey & Associates	Underground Utility Geophysical Location Services
46	Sun Engineering Services, Inc.	Demo Report on Mulholland Br. w/o gas pipeline disruption
47	Towill Corporation	Produce Microstation map files
48	Unison Electric	J Paul Getty Utility Relocation
49	Valle & Associates (DBE)	Design for Local Street Improvements

	<b>Design Subconsultants</b>	<b>Scope of Work</b>
50	WH Pacific	Mobil LIDAR Scanning and Data Reduction Services
51	WKE	Structural Design of Bridges
52	Zeiser Kling	Lab Testing Services

## **D(2) Construction Subcontractors – All**

	<b>Construction Subcontractors</b>	<b>Scope of Work</b>
1	A&C Trucking	Trucking Services
2	A&M Gentry Trucking (DBE)	Trucking Services, onsite/offsite backfill haul trucking operation
3	A&S Cement Contractors	Minor Concrete at Sunset Bridge
4	AC Dike (DBE)	Place Asphalt
5	Accu Bore	Direction Drilling & Installation of Conduits Under Roadways
6	ACL Construction	Concrete Barrier Rails
7	Advantage Demolition & Grading, Inc. (DBE)	Demolition of Residential Structures
8	Advocet	Aerially-Deposited Lead (ADL) Investigations
9	Aero Graphics	Fly Photography
10	Alameda Construction Services	Form, Place and Finish Msc Concrete Structures
11	Alcorn Fence	Install Permanent Crash Cushions
12	Alfred D Foley, Foley Construction Services	Quality Assurance Consulting Services
13	Allied Environmental	Aerially-Deposited Lead (ADL) Investigations
14	Allstate Boring	Pipe Jacking and Boring
15	American Integrated Services	Aerially-Deposited Lead (ADL) Investigations
16	AmeriSci Los Angeles	Asbestos & Lead Paint Analytical Services
17	A.P. Engineering & Testing (P.O.) (DBE)	Test Samples - MSE Walls
18	Applied Liquid Pollimer	Epoxy in Retaining Walls
19	Arc-Lyte Welding	Erect and Weld Column Casings
20	Arco Trucking (DBE)	Trucking
21	ARM Trucking	Trucking
22	ASTI Transportation Systems	AWIS Equipment & Software
23	ATC Associates	Hazardous Assessment for Bridges
24	Avar Construction Systems	Shotcrete Placement
25	Avocet	Aerially-Deposited Lead (ADL) Investigations

	<b>Construction Subcontractors</b>	<b>Scope of Work</b>
26	Axiom (DBE)	Temporary Striping Inspection & Construction Area Sign Inspection
27	BA Inc.	Utility Encroachment Exceptions
28	Behrens and Associates	Construction Sound Monitoring
29	BK Signs, Inc.	Design columns & footings for CMS Signs
30	Blois Construction	Underground Utilities Verizon/AT&T Conduit, Sanitary Sewer Encasement
31	Blue Heaven Trucking (DBE)	Trucking Services
32	Bragg Crane and Rigging Co.	Steel Girder & Metal Deck Erection
33	Brutoco Engineering & Construction	Bridge Construction
34	C&W Construction Specialties	Fence & Guard Railing
35	Cal Neva	Supply Bearing Pads
36	California Cold Planing	Cold Planer Rental for Grinding Asphalt
37	California Grinding Specialties dba Austin Enterprises (DBE)	Saw Concrete Pavement/Seal Pavement Joints
38	Carbajal Trucking	Trucking
39	Castillo Trucking	Trucking
40	Cell-Crete Corp	Construct Animal Crossing
41	Cemex, Inc. dba Cemex Construction Materials Pacific, LLC	Supply Ready-Mix, Slurry & Jointed Plain Concrete Paving (JPCP)
42	Chambers Group, Inc	Plant Survey, Tree Inventory, Jurisdiction Delineation
43	Chepe's Trucking	Trucking
44	Cindy Trump, Inc. (DBE)	Cold Planing/Asphalt Milling
45	Clean-Up America (DBE)	Containers
46	CMC Steel Fabricators Inc. dba CMC Regional Steel	Furnish & Install Reinforcing Steel
47	CNSB Inc.	Pipe Jacking & Boring
48	Coffman Specialties	JPCP & LCB Phase II
49	Columbo Trucking (DBE)	Trucking
50	Comet Electric, Inc.	Temporary and Permanent Traffic Signals
51	Cooper Engineering, Inc.	Installation of Type 60 Concrete Barrier Rail
52	CorrPro Companies	Cathodic Protection
53	Con Fab	Install Precast Girders; Supply Pre-cast Deck Panels
54	Concrete Coring Company	Rock Drilling/Core Drilling/Concrete Saw Cutting, Chipping, & Roughing
55	Conestoga-Rovers & Associates	SWPPP & SPCC Plans
56	C.P.R. Trucking	Dump Trucking
57	Crest Steel	Supply H-Pile
58	Crosstown Electrical & Data, Inc.	ITS Equipment & Devices
59	Crown Fence	Install Fences & Gates

	<b>Construction Subcontractors</b>	<b>Scope of Work</b>
60	CTI Environmental, Inc. (WBE/MBE)	ADL Haul-off/Disposal; Bird/Bat Management/Control
61	DB Digital Documentation	Production Service Agreement
62	D H Charles Engineering	Design/Detailing Services
63	Dale Hinkle	Geotechnical Analysis
64	Dayton Certified Welding	Certified RIG Welders
65	Deborah Dyson Electrical (DBE)	UG Power Service Feed/Residential Electrical
66	Delcan	Caltrans IT Software
67	Dezurik	Butterfly Valves
68	Diverscape Inc. dba Diversified Landscape Co.	Vegetation Control/Weed Abatement
69	Diversified Asphalt	Place Asphalt Emulsion Tack Coat
70	Drill Tech Drilling & Shoring, Inc.	Install Permanent & Temporary Soil Nail Walls
71	Elmore Pipe Jacking	Jack & Bore
72	Environmental Management Technologies	Vacuum Truck Services and Transportation
73	Environmental Resource Transportation	Vacuum Truck and Roll-Off Transportation
74	Environmental Treatment & Technology, Inc. dba Advanced Technology, Inc. (DBE)	Analytical Support Services; Stormwater Sample Analysis
75	EW Corporation dba Esparza's Welding & Machine Shop (DBE)	Supply Steel Beams
76	Eztatlan Trucking (DBE)	Trucking Services
77	FBD Vanguard Construction, Inc.	Jointed Plain Concrete Paving (JPCP)/& Lean Concrete Base (ICB)
78	Fernandez Trucking	Trucking Services
79	First Fuel, Inc. (DBE)	Supply Clear & Dyed Diesel
80	Foundation Pile	Drive HP Steel & PCC Concrete Pile
81	G&F Concrete Cutting, Inc. (DBE)	Mobilization (Pre-construction) Saw-Cutting; Concrete Saw Cutting, Rock Drilling, Roughening of Surface
82	Galvin Preservation Associates, Inc. (DBE)	Historical Recordation of Mulholland Bridge
83	GC Trucking	Trucking Services
84	Giroux Glass	Furnish & Install Glass Sound Walls
85	Global Business Solutions (DBE)	Document Control Services
86	Global Road Sealing (DBE)	Crack and Joint Sealant
87	Golden State Boring and Pipe Jacking	Jack and Bore Drain 48" Casing
88	Graffiti Control Systems	Graffiti Cleanup
89	Griffith Company	Retrofit, Structural Bridges, Excavation, Backfill, Misc Bridge Metals, Misc Demo

	<b>Construction Subcontractors</b>	<b>Scope of Work</b>
90	H&L Dump Service (DBE)	Trucking
91	Harber Companies, Inc.	Concrete Saw Cutting, Concrete Grind
92	Hayward Baker (formerly Anderson Drilling)	Drill Shafts for CIDH Pile Installation
93	High Tech Rockfall	CIDH Piles and Catchment Fence
94	Hornet Trucking	Trucking Services
95	Hydrosprout, Inc.	Hydro Mulching/Hydro Seeding
96	Infra-Structures Aggregates, Inc.	Furnish & Delivery Sand & Rock, Provide Onsite Crushing
97	Integrity Rebar Placers (DBE)	Structural & Masonry Wall Rebar
98	Imperial Pipe Services	Furnish and Install Cement Mortar Lined and Coated Pipe
99	Jack Barry & Associates, Inc.	Vibration & Noise Consulting & Monitoring
100	Jensen Enterprises DBA Jensen Precast	Furnish and Deliver Components for BMP Infiltration System
101	Jezowski and Markel	Corridor Wide Textured Paving
102	Jifco	6" Welded Steel Pipe Fittings
103	JLS Concrete Pumping	Concrete Pumping
104	Jo Jos Trucking	Trucking Services
105	JM Turner Engineering, Inc.	Engineering, Consulting, & Detailing
106	Julie-Rene's Cleaning (DBE)	Project Office Janitorial Services
107	K-Vac Environmental	Vacuum Truck -Disposal of Water, Soil and Mud
108	Koppl	Pipe Tapping Services
109	L Johnson Construction Inc.	Masonry Walls
110	Lange Group, Inc. (DBE)	Excavate/Haul Z3 Material
111	Leinaia's Transportation (DBE)	Trucking Services
112	Lightcap Industries, Inc., dba JC Supply & Manufacturing (DBE)	Manufacture/Supply Epoxy-Coated Dowels & Tie Bars
113	Lindy's Cold Planing (DBE)	Asphalt Grinder
114	Los Angeles Signal Construction, Inc. (DBE)	Furnish/Install Traffic Loops
115	LVI Environmental Services, Inc. dba LVI Facility Services	Remove/Dispose Hazardous Materials from Residential Structures
116	Malcolm Drilling	CIDH Piles & Solder Piles
117	Marina Landscape	Install Getty Fire Suppression System
118	Mass Electric Co.	Electrical Construction Services
119	Matt Chlor	Disinfect Pipe
120	McCain, Inc.	Lighting, ITS, & Traffic Signal Supply
121	McCormack-Busse Inc. dba MBI Media	Photography Services
122	Morgner Technology Management dba Morgner Construction Management (DBE)	Preconstruction Survey
123	Morris Engineering	Temporary Falsework/Shoring Design Consultant



	<b>Construction Subcontractors</b>	<b>Scope of Work</b>
124	National Group Security (DBE)	Unarmed Site Security
125	National Ready Mix	Concrete Services
126	Niagara Testing	CWI Inspection Services for Fabrication of PTFE Spherical Bearings
127	Nor Cal Pipeline	CCTV/Sewer Clean
128	Northwest Excavating, Inc.	Relocation of AT&T and Verizon Services
129	Northwest Pipe Co.	Supply CML Pipe
130	O.C. Vacuum Environmental Service (DBE)	Bin Maintenance/Haul-off/Disposal
131	Ortiz Asphalt (DBE)	Yard Development - AC Paving
132	Pacific Coast Steel	Supply/Install Concrete Reinforcing Steel
133	Pac Rim Engineering (DBE)	Cantilever Temporary Shoring Design
134	Pavement Recycling	Grind Asphalt
135	PB&A, Inc.	Soldier Pile/Tie-Back Shoring Design
136	Penhall Company	Bridge/Ramp Demolition and Haul Off, Sawcutting
137	Pipe Service Inc	Form Decking
138	Pre-Con Products (DBE)	Supply 48-inch Sewer Manhole Shaft Material
139	Pressure Grout Company	Annular Space Grout/Fille for Area 7 24" Waterline
140	Procast Products	Precast Inlets and Structures
141	Pruitt Trucking	Trucking Services
142	Psomas	1720/1730 Survey Monitoring
143	RDL Trucking	Trucking Services
144	Redlands Transport Inc.	Trucking - Equipment & Supplies
145	Reycon	Install CMU Block
146	Reinforced Earth Co.	Mse Wall Panels/Soil Reinforcement
147	Rialto Concrete	Furnish & Deliver Concrete Pipe
148	Rivera Trucking (DBE)	Transport Rock, Sand, Gravel, Asphalt, and Dirt
149	RJ Watson	Provide Bride 7 PTFE Spherical Bearings
150	RMA Group	Off-Site Testing for MSE Walls/On-Site Testing for Ductbank
151	Robert B Longway	CIP Storm Drains & Catch Basins
152	Rock Bottom	Landscaping and Irrigation
153	Rone Engineering Services	Certified Welding Inspectors for the Fabrication of Overhead Signs
154	Royer Engineering	Lead Based Paint & Asbestos Surveys
155	Saf-T-Co	Supply PVC and GRC Conduit and Fittings
156	Sand Material & Aggregate Sales, Inc. dba SM Sales (DBE)	Supply & Deliver CLII & CLIII
157	Santa Fe Springs Winwater dbs Santa Fe Winwater	Provide Corrigated HDPE Pipe and Flared Ends

	<b>Construction Subcontractors</b>	<b>Scope of Work</b>
158	Schaf Photo	Location Photograph
159	Schwager Davis	Install Multi-Strand Post Tensioning System for Concrete Bridges
160	Seven Elk Ranch	Tree Survey
161	Seville Construction Services	QC Inspectors - MSE Walls/DOT, and Cast-in-Place
162	Skyline Steel	H-Pile and Steel Casings
163	Smith Monroe Gray	Engineering Design, Consulting, & Detail Services
164	Soncorp Builders	Furnish and Install Secondary Containment
165	Southern Inspection, Inc.	NDE & NDT Testing of Fabricated Girders
166	SSL	Supply Precast Panels
167	Statewide Traffic Safety & Signs, Inc. (formerly Flashco, Inc.)	Traffic Management
168	Sterndahl	Striping
169	Steve Bubalo Construction Company, Inc.	UG Utilities - Sanitary Sewer; Portable Crushing
170	S. Thompson Trucking	Trucking Services
171	Strive Concrete (DBE)	Sawcutting
172	Superior Gunnite	Class II Sunite Surface Finish
173	Techno Coatings, Inc.	Abrasive-Blast & Zinc-Coat Column Casings
174	Techno West Co.	Provide Blast and Prime Wide Flange Piles
175	Techtonex Corp. dba Precision Shotcrete Innovations	Top of Wall Gutters & V-Ditches
176	Telekinesis	Trucking Services
177	TGR Geotechnical	Vibration Mointoring
178	The Barber Webb Company	Furnish and Install Expanded Polystyrene Blocks
179	The Culver Group	Provide Survey and Scanning Technicians
180	The Lange Group, Inc.	Excavate/ Haul-Off Z3 Material
181	The Pressure Grout Company	Annular Space Grout Fill for Area 7- 24" Waterline
182	The Reinforced Earth Co.	MSE Wall Panels/ Soil Reinforcement
183	The Truesdell Co	Furnish and Install Polyester Concrete Overlay
184	Traffic Solutions, Inc.	Overhead & Roadside Signs
185	Twining Inc.	Quality Assurance Validation of the Quality Control Testing

	<b>Construction Subcontractors</b>	<b>Scope of Work</b>
186	UFP Western Division	Provide Lumber and Plywood Products
187	Ultrasystems Environmental (DBE)	Noise Abatement Plan
188	Ultra Welding	Pipe Welding
189	Unison Electric	Demolition and Temporary Relocation of Utilities
190	United Pumping	Emergency Response Crew & Equipment
191	US Demolition Inc.	Tree Removal & Clearing
192	Valley Concrete & Framing	Construct Round Bottom Concrete V-Ditch at Mulholland
193	Villanueva and Sons Trucking (DBE)	Trucking
194	Vision Trucking (DBE)	Trucking
195	W.A. Rasic Construction Co. Inc.	Sanitary Sewer Work
196	Western Paving Constructors, Inc.	Hot Mix Asphalt Paving
197	West SWPPP Services	Clear and Grub/ Dispose of Debris
198	Winefield & Associates dba Alta Environmental (formerly Coffey Environmental)	Air Monitoring and Asbestos Pipe Removal
199	Woods Maintenance Services Inc dba Graffiti Control Systems	Graffiti Control

**ATTACHMENT B**

Data Date: May 1, 2015

<b>Item No.</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Approved Cost (Issued to Kiewit)</b>	<b>Pending Cost (to be Issued to Kiewit)</b>
1	MOD 1	I-405 Provisional Sum Fund Adjustment - Utility Work	Approved	\$0	
2	MOD 2	TP # (Utilities) Changes to Design Builder Requirements	Approved	\$0	
3	MOD 3	Revision to Technical Provisional 19 (TP 19)	Approved	\$0	
4	MOD 4	Revisions to Contract C0882 Article 9.5(d)(2) (A)	Approved	\$0	
5	MOD 5 UCO-5	I-405 Provisional Sum Fund Adjustment - Hazardous Material	Approved	\$0	
6	MOD 6	Cancelled	Cancelled	\$0	
7	MOD 7	Cancelled	Cancelled	\$0	
8	MOD 8	Changed to Unilateral CO 6.02	Superseded		
9	MOD 9.01	Realign I-405 between Stations 1754+00 and 1839+75 - 0-30% Design (See CO-22 for 30% to RFC Design)	Approved	\$1,261,970	
10	MOD 10	Realign Mulholland Drive - Design	Approved	\$825,556	
11	MOD 11.01	Study to Determine Future Alignment Between Getty Center Drive and Sunset	Approved	\$99,542	
12	MOD 12.02	Revision of Base TOPO Drawings/Reversible Lane Temporary Lights and Signals	Approved	\$180,643	

<b>Item No.</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Approved Cost (Issued to Kiewit)</b>	<b>Pending Cost (to be Issued to Kiewit)</b>
13	MOD 13	I-405 Provisional Sum Adjustment - Local Area Drainage	Approved	\$0	
14	MOD 14	I-405 Provisional Sum Adjustment - Schedule C Item 7 (Hazardous Material)	Approved	\$0	
15	MOD 15	Artists Project Renderings	Approved	\$111,052	
16	MOD 16	I-405 Provisional Sum Adjustment - Schedule C- Utility Work	Approved	\$0	
17	MOD 17	SWPPP Compensation	Approved	\$6,998,666	
18	MOD 18.02	Sunset Bridge 16 Foundation Redesign (to accommodate temporary shoring)	Approved	\$157,325	
19	MOD 19	Traffic Calming Measures - Installation of Speed Bumps at Roscomare	Approved	\$38,654	
20	MOD 20	Acceleration of Demolition of Mulholland Drive Overcrossing - Opening Full Freeway Closure Early	Approved	\$300,000	
21	MOD 21	Changed to Unilateral CO 14.02	Superseded		
22	MOD 22	Changed to Unilateral CO 33.02	Superseded		
23	MOD 23	Changed to Unilateral CO 9.02	Superseded		
24	MOD 24	Title 23 CFR 635.410 Buy America Certificate	Approved	\$0	
25	MOD 25	Changed to Unilateral CO 37	Superseded		
<b>Item</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status</b>	<b>Approved Cost</b>	<b>Pending Cost</b>

<b>m No.</b>			<b>(Approved or Pending)</b>	<b>(Issued to Kiewit)</b>	<b>(to be Issued to Kiewit)</b>
26	MOD 26	Changed to Unilateral CO 34.02	Superseded		
27	MOD 27	Changed to Unilateral CO 38.03	Superseded		
28	MOD 28	Increase Schedule C Provisional Sum Value	Approved	\$39,950,000	
29	MOD 29	Design to Widen the Eastside of Sepulveda Boulevard South of Wilshire Boulevard	Approved	\$136,166	
30	MOD 30	Design Change to Wilshire Boulevard West of I-405 Based on County of LA Comments	Approved	\$143,653	
31	MOD 31	Increase Schedule C Provisional Sum Value	Approved	\$16,550,000	
32	MOD 32	Design to Mitigate the Landslide Condition at Wall 1868 Station 1879+20 - Bel Air Crest	Approved	\$285,657	
33	MOD 33	Changed to Unilateral CO 52.01	Superseded		
34	MOD 34	Changed to Unilateral CO 10.03	Superseded		
35	MOD 35	Changed to Unilateral CO 39.02	Superseded		
36	MOD 36	Changed to Unilateral CO 53.01	Superseded		
37	MOD 37	Changed to Unilateral CO 55.03	Superseded		
38	MOD 38	Design Work Performed Prior to Cancellation of Mission Dump Road Relocation	Approved	\$8,252	
39	MOD 39	Changed to Unilateral CO 46.02	Superseded		

<b>Item No.</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Approved Cost (Issued to Kiewit)</b>	<b>Pending Cost (to be Issued to Kiewit)</b>
40	MOD 40.01	Demolish and Remove Veterans Administration Storage Shed (BLDG 314) in Work Zone of Wall 1675	Approved	\$42,675	
41	MOD 41.01	Design Westbound Dual Left-Turn on Mulholland Drive	Approved	\$99,544	
42	MOD 42.02	Changed to Unilateral CO 26.05	Superseded		
43	MOD 43	Changed to Unilateral CO 57.02	Superseded		
44	MOD 44	Cancelled	Cancelled		
45	MOD 45	Cancelled	Cancelled		
46	MOD 46	Changed to Unilateral CO 60.01	Superseded		
47	MOD 47.01	Design Change to Southbound On-Ramp from EB Wilshire due to Solar Panel Conflict	Approved	\$25,716	
48	MOD 48.01	Redesign and Construction of the Overhead Sign Pedestal Foundation at Wall 1782 South of Getty Center Drive	Approved	\$54,925	
49	MOD 49	Cancelled	Cancelled		
50	MOD 50.02	Settlement for Claim 46 - Hard Material Encountered at Wall 1738B	Approved	\$30,000	
51	MOD 51	Cancelled	Cancelled		
52	MOD 52	Cancelled	Cancelled		
53	MOD 53	Changed to Unilateral CO 79.01	Superseded		

<b>Item No.</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Approved Cost (Issued to Kiewit)</b>	<b>Pending Cost (to be Issued to Kiewit)</b>
54	MOD 54	I-405 Provisional Sum Adjustment - Utility Work	Approved	\$0	
55	MOD 55.01	Total Ramp Closure Incentives for Wilshire boulevard Ramps Bridges 10 and 11	Approved	\$314,000	
56	MOD 56	I-405 Provisional Sum Adjustment - Utility Work	Approved	\$0	
57	MOD 57	Changed to Unilateral CO 84.02	Superseded		
58	MOD 58.03	Temporary Outfall for Drainage System 1824-3 in place of BMP 22 at Getty Center Drive due to Giro Property Impacts	Approved	\$37,189	
59	MOD 59.01	Redesign W-1836 at Giro Property, Perform Traffic Study, and Prepare Signal Plan	Approved	\$158,757	
60	MOD 60	Changed to Unilateral CO 74.01	Superseded		
61	MOD 61	Changed to Unilateral CO 69.01	Superseded		
62	MOD 62	Increase Budget Schedule C Provisional Sum	Approved	\$15,000,000	
63	MOD 63	Changed to Unilateral CO 35.03	Superseded		
64	MOD 64.01	Settlement for Claim No. 50 - Design the Extension of Soundwall 1599 per NDC #224	Approved	\$45,773	
65	MOD 65	Changed to Unilateral CO 95.02	Superseded		



<b>Item No.</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Approved Cost (Issued to Kiewit)</b>	<b>Pending Cost (to be Issued to Kiewit)</b>
66	MOD 66.01	Settlement for Claim No. 50 - Construct the Extension of Soundwall 1599 per NDC #224	Approved	\$108,549	
67	MOD 67	Seismic Design Calculations for City of Los Angeles Reinforced Concrete Wall Standard Plans	Approved	\$35,063	
68	MOD 68	Changed to Unilateral CO 65.03	Superseded		
69	MOD 69	Changed to Unilateral CO 32.04	Superseded		
70	MOD 70	Changed to Unilateral CO 83.02	Superseded		
71	MOD 71	Changed to Unilateral CO 99.02	Superseded		
72	MOD 72	Permit Fee for Entry Permit for Clearing and Grubbing above Wall 1921	Approved	\$1,500	
73	MOD 73	Furnish and Install Type 1 GRS Power Conduit for Caltrans Lighting Facilities	Approved	\$126,758	
74	MOD 74	Construction - Clear and Grub for RW 1921 Landslide and Slope Mitigation	Approved	\$393,000	
75	MOD 75	Changed to Unilateral CO 73.04	Superseded		
76	MOD 76	Settlement for Claim No. 04 - Existing Inclinator Wells	Approved	\$78,650	
77	MOD 77.01	Design Builder Insurance	Approved	\$0	

<b>Item No.</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Approved Cost (Issued to Kiewit)</b>	<b>Pending Cost (to be Issued to Kiewit)</b>
78	MOD 78	Redesign Northbound Getty on and off Ramp to Remain in Place (due to Giro Easement)	Approved	\$749,478	
79	MOD 79	Settlement for Claim No. 57 Unsuitable Material at MSE Wall 1672	Approved	\$31,294	
80	MOD 80	Design - Add/Revise Concrete Barriers in Accordance with Getty MOU	Approved	\$127,786	
81	MOD 81	Changed to Unilateral CO 97.02	Superseded		
82	MOD 82	Credit for Deletion of ADA Ramps	Approved	(\$22,651)	
83	MOD 83	Increase Schedule C Provisional Sum Value	Approved	\$55,871,261	
84	MOD 84	Changed to Unilateral CO 113.01	Superseded		
85	MOD 85.01	Unilateral - Design Modifications for Area 5 in the Vicinity of Getty Center Drive and Getty Center	Approved	\$178,867	
86	MOD 86	Changed to Unilateral CO 114.01	Superseded		
87	MOD 88	Temporary/Work Shift Ramp Closure Incentive for the Northbound I-405 to Eastbound Wilshire Off-Ramp (Bridge 7)	Approved	\$207,900	

<b>Item No.</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Approved Cost (Issued to Kiewit)</b>	<b>Pending Cost (to be Issued to Kiewit)</b>
88	MOD 89	Temporary/Work Shift Ramp Closure Incentive for the Southbound I-405 On-Ramp from Westbound Wilshire Blvd (W3)	Approved	\$448,000	
89	MOD 90	Temporary/Work Shift Ramp Closure Incentive for the Northbound I-405 Olympic Blvd On-Ramp (OL2)	Approved	\$44,100	
90	MOD 91	Temporary/Work Shift Ramp Closure Incentive for the Southbound I-405 Santa Monica On-Ramp (SM4)	Approved	\$112,000	
91	MOD 92	Temporary/Work Shift Ramp Closure Incentive for the Southbound I-405 to Eastbound Wilshire Off-Ramp (Bridge 6)	Approved	\$153,000	
92	MOD 93	Temporary/Work Shift Ramp Closure Incentive for the Southbound I-405 to Santa Monica Blvd Off- Ramp (SM5)	Approved	\$47,600	
93	MOD 94	Temporary/Work Shift Ramp Closure Incentive for the Southbound I-405 from Eastbound Wilshire Blvd On-Ramp (W1)	Approved	\$112,000	

<b>Item No.</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Approved Cost (Issued to Kiewit)</b>	<b>Pending Cost (to be Issued to Kiewit)</b>
94	MOD 95	Temporary/Work Shift Ramp Closure Incentive for the Northbound I-405 On-Ramp from Eastbound Sunset Blvd (Bridge 15)	Approved	\$810,000	
95	MOD 96	Temporary/Work Shift Ramp Closure Incentive for the Northbound I-405 On-Ramp from Santa Monica Blvd (SM2)	Approved	\$49,000	
96	MOD 97	Changed to Unilateral CO 119.01	Superseded		
97	MOD 98	Changed to Unilateral CO 125.01	Superseded		
98	MOD 99	Changed to Unilateral CO 109.01	Superseded		
99	MOD 100	Temporary/Work Shift Ramp Closure Incentive for the Southbound I-405 On-Ramp from Westbound Sunset Blvd	Approved	\$1,971,000	
100	MOD 101	Increase Budget for Provisional Sum Schedule C Item 12 Disputes Review Board	Approved	\$250,000	
101	MOD 102	Changed to Unilateral CO 145.01	Superseded		
102	MOD 103	Changed to Unilateral CO 153.01	Superseded		

<b>Item No.</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Approved Cost (Issued to Kiewit)</b>	<b>Pending Cost (to be Issued to Kiewit)</b>
103	CO 6.02	Unilateral - Widening of Sepulveda Between Station 1719+75 and 1756+50 and Design Options 1720 and 1730 Retaining Walls - Design at Agreed Price	Approved	\$1,404,158	
104	CO 9.03	Unilateral - City of Los Angeles Reversible Lane Project	Approved	\$108,600	
105	CO 10.03	Unilateral - Construct Soundwall #104 Associated with Height and Limit Revisions	Approved	\$304,285	
106	CO 14.02	Unilateral - Redesign Bridges 10 and 11 - Change Attributes to L.A. County Request	Approved	\$1,192,985	
107	CO 22.03	Unilateral - Realign I-405 Freeway between Stations 1754+00 and 1839+75 - 30% to Released for Construction (Design Only)	Approved	\$5,516,561	
108	CO 26.05	Unilateral - Segment 3 Drainage Repairs in Caltrans ROW (at Station 1900, 1905 and 1884+50)	Approved	\$148,990	
109	CO 31.01	Unilateral - Furnish and Install Sunset Bridge 16 Temporary Shoring - Construction Portion	Approved	\$76,573	

<b>Item No.</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Approved Cost (Issued to Kiewit)</b>	<b>Pending Cost (to be Issued to Kiewit)</b>
110	CO 31.02	Unilateral - Furnish and Install Sunset Bridge 16 Temporary Shoring - Design Portion	Pending		\$68,427
111	CO 32.04	Unilateral - Redesign Mulholland Drive (Bridge 22) to Rephase Demolition and Construction	Approved	\$1,424,811	
112	CO 33.02	Unilateral - Construct I-405 Realignment between Stations 1754+00 and 1839+75 including Getty Center Improvements - Area 5	Approved	\$30,800,000	
113	CO 34.02	Unilateral - Construct Sepulveda Widening from Montana to Church, including Walls 1720, 1730, and 1746	Approved	(\$3,192,196)	
114	CO 35.03	Unilateral - Additional Construction Work due to the Rephasing of Mulholland Drive OC (Bridge 22) Demolition	Approved	\$1,296,317	
115	CO 37	Unilateral - Provisional Sum Credit for Utility Work	Approved	(\$16,750,000)	
116	CO 38.03	Unilateral - Betterment LADWP Conduits at Mulholland Bridge	Approved	\$441,399	

<b>Item No.</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Approved Cost (Issued to Kiewit)</b>	<b>Pending Cost (to be Issued to Kiewit)</b>
117	CO 39.02	Unilateral - Design Extension of the Auxiliary Lane on Sepulveda Blvd Between the New SB Skirball Ramps and Skirball Bridge - Auxiliary Lane Only	Approved	\$77,789	
118	CO 46.03	Unilateral Phase 1 Redesign - Southern Portion of Northbound Getty Center Drive On-Ramp (Eastside) to Avoid Giro Property Easement	Approved	\$429,724	
119	CO 52.01	Unilateral - Design to Add Dual Left-Turn Lanes on Sepulveda Boulevard to Wilshire Boulevard	Approved	\$21,616	
120	CO 53.01	Unilateral - Design RT-Turn Lane of the City Reversible/Bike Lane on Sepulveda to Skirball	Approved	\$128,402	
121	CO 55.03	Unilateral CO 55.03 - Construct Redesigned Bridges 10 and 11 and Right-Turn Lane	Approved	\$1,545,800	
122	CO 57.02	Unilateral - Construct Removal of Landslide at Wall 1868 Station 1879+20 (Bel Air Crest)	Approved	\$1,349,878	

<b>Item No.</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Approved Cost (Issued to Kiewit)</b>	<b>Pending Cost (to be Issued to Kiewit)</b>
123	CO 60.01	Unilateral - Redesign of Soundwall #104 Height and Limit Revisions	Approved	\$169,135	
124	CO 65.03	Unilateral - Construct Redesign Southbound On-Ramp from EB Wilshire due to Solar Panel Conflict	Approved	\$17,164	
125	CO 68.01	Unilateral - Design to Remove Landslide and Slope Mitigation Above Wall 1921	Approved	\$707,704	
126	CO 69.01	Unilateral - Construct the Sepulveda/Wilshire intersection Including Dual Left-Turn Lanes	Approved	\$478,453	
127	CO 72.01	Unilateral - Design Additional NB Lane and Park and Ride Facility on Skirball Center Drive	Approved	\$397,717	
128	CO 73.04	Unilateral - Construction - Removal of Landslide and Slope Mitigation above Wall 1921	Approved	\$3,533,295	
129	CO 74.01	Unilateral - Design Two Additional Left Lanes at Intersection of N Sepulveda Blvd and Moraga Drive	Approved	\$14,706	
130	CO 79.01	Unilateral - Close Existing Northbound Getty Center Drive On-Ramp due to Giro Property Easement	Approved	\$0	



<b>Item No.</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Approved Cost (Issued to Kiewit)</b>	<b>Pending Cost (to be Issued to Kiewit)</b>
131	CO 82.01	Unilateral - Construct Redesigned RW-1836 and Delete Construction of Northbound Getty On and Off-Ramp	Approved	(\$3,114,583)	
132	CO 83.02	Unilateral - Design and Implement Traffic Plan to Close and Reopen Getty NB On-Ramp and Perform Necessary Traffic Studies	Approved	\$174,806	
133	CO 84.02	Unilateral - Design and Construct ADA Curb Ramps at Massachusetts/Cotner and S. Gate/Cotner	Approved	\$51,942	
134	CO 86.00	Unilateral - Settlement of Claim 58 - Construction of the Redesigned W I-10 to NB I-405 Ramp	Approved	\$511,756	
135	CO 95.02	Unilateral - Mark-ups on Provisional Sum Work	Approved	\$0	
136	CO 96.01	Unilateral - Pre and Post Construction Survey of Getty Parking Structure and Architectural Finish of Walls Near Getty	Approved	\$35,486	
137	CO 97.02	Unilateral - Design - Study for Continental Crosswalks at Specified Locations	Approved	\$24,372	

<b>Item No.</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Approved Cost (Issued to Kiewit)</b>	<b>Pending Cost (to be Issued to Kiewit)</b>
138	CO 99.02	Unilateral - Partial Compensation in lieu of Settlement for Claim 49 Differing Site Condition - Groundwater at Wall 1836 Drain - Design Only	Approved	\$38,008	
139	CO 100	Unilateral - Settlement for Claim No. 49 - Differing Site Condition - Groundwater at Wall 1836 - Drain CONSTRUCTION	Approved	\$601,000	
140	CO 102	Unilateral - Construction for Extension of the Auxiliary Lane on Sepulveda Blvd between the New SB Skirball Ramps and Skirball Bridge	Approved	\$387,701	
141	CO 103	Unilateral - Construction of the Right-Turn Lane of the City of LA Reversible Lane at the New Skirball Ramps on Sepulveda Blvd	Approved	\$362,720	
142	CO 105	Unilateral - Modify Substantial Completion Deadline for Excusable Delays	Approved	\$0	

<b>Item No.</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Approved Cost (Issued to Kiewit)</b>	<b>Pending Cost (to be Issued to Kiewit)</b>
143	CO 108	Unilateral - Settlement for Claim No. 51 - Construction - Differing Site Condition Landslide at SPW 2004	Approved	\$2,747,763	
144	CO 109.01	Unilateral - Settlement for Claim No. 51 - Design - Differing Site Condition Landslide at SPW 2004	Approved	\$1,338,964	
145	CO 110	Unilateral - Settlement for Claim No. 48 - Differing Site Condition Water at NB Sta 1960 to 1979 - Design and Construction	Approved	\$74,464	
146	CO 112.01	Unilateral - Construction - Additional Northbound Lane on Skirball Center Drive	Approved	\$392,551	
147	CO 113.01	Unilateral - Construct Westbound Dual Left-Turn Lanes on Mulholland Drive	Approved	\$31,200	
148	CO 114.01	Unilateral - Settlement for Claim 68 - Construction of Additional Ramp Capacity to Meet 2031 Traffic Volumes	Approved	\$2,399,736	
149	CO 116.01	Unilateral - Delete the Bus Stop on Skirball Center Drive	Approved	(\$388,654)	

<b>Item No.</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Approved Cost (Issued to Kiewit)</b>	<b>Pending Cost (to be Issued to Kiewit)</b>
150	CO 119.01	Unilateral - Add/Revise Concrete Barriers and Maintenance Vehicle Pullout (MVP) area in Accordance with Getty MOU - Construction	Approved	\$984,612	
151	CO 120.02	Unilateral - Design of Area 5 Access Control Fencing in Property Transfer Areas near Getty	Approved	\$28,226	
152	CO 121	Unilateral - Construction of Area 5 Access Control Fencing in Property Transfer Areas near Getty	Approved	\$145,432	
153	CO 122.01	Unilateral - Design and Construct a Signal at the Intersection of Sepulveda Blvd and I-405 NB Getty On-Ramp	Approved	\$335,027	
154	CO 124	Settlement for Claim No. 72 - Redesigned and Associated Construction for SB Valley Vista Off-Ramp	Approved	\$759,469	
155	CO 125.01	Unilateral - Settlement for Claim No. 65 - Additional GRS Power Conduit for ITS and RMS	Approved	\$80,000	
156	CO 136	Unilateral - Revised Right-of-Way at Getty	Pending		\$158,466

<b>Item No.</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Approved Cost (Issued to Kiewit)</b>	<b>Pending Cost (to be Issued to Kiewit)</b>
157	CO 137	Unilateral - Install Getty CMS Signs Along Sepulveda Blvd in the Vicinity of Getty Center Drive	Approved	\$151,641	
158	CO 138	Unilateral - Compensation for Claim No. 60 - Redesign of On-Ramps for 2031 Traffic Volumes	Approved	\$820,000	
159	CO 139	Unilateral - Design and Construction of Battery Backup System for Two (2) Intersections	Approved	\$26,047	
160	CO 140	Unilateral - Design and Construction of Traffic Signals for Two (2) Intersections	Approved	\$626,121	
161	CO 141	Differing Site Condition - Sinkhole Encountered while Excavating for Retaining Wall 1756 (RFC 206)	Approved	\$34,602	
162	CO 142	Unilateral - Design and Construct Pavement Delineation Changes due to Wilshire & Sepulveda Intersection Traffic Study	Approved	\$3,537	
163	CO 143	Unilateral - Settlement for Claim No. 68 - Added Auxiliary Lane for SB Valley Vista On-Ramp	Approved	\$1,040,000	

<b>Item No.</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Approved Cost (Issued to Kiewit)</b>	<b>Pending Cost (to be Issued to Kiewit)</b>
164	CO 144	Unilateral - Remove Crosswalk at Fiume Walk and Sepulveda Blvd	Approved	\$23,184	
165	CO 145.01	Unilateral - Compensation for Claim No. 53 - Additional Services for the Visual Quality Management Concept Plan and Public Meetings	Approved	\$121,001	
166	CO 146	Unilateral - Installation of Continental Crosswalks at Specified Locations	Approved	\$40,153	
167	CO 147.01	Time and Material - Remove Stockpile of Dirt at the Getty North Parking Lot	Approved	\$578,681	
168	CO 148.00	Time and Material - Grading and Testing at Catrans Staging Areas and Parking Lots at the Getty	Approved	\$585,814	
169	CO 149	Unilateral - Construct Modified Southbound Concrete Barriers North of Getty Center Drive	Approved	\$463,197	
170	CO 150	Construction - Realignment of Wall 1921	Approved	\$1,231,185	
171	CO 150.01	Construction - Realignment of Wall 1921	Pending		\$380,743
<b>Item No.</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Approved Cost (Issued to Kiewit)</b>	<b>Pending Cost (to be Issued to Kiewit)</b>

172	CO 151	Settlement Claim 80 - Design & Construction of Bridge 23 from single-span to two-span	Pending		\$3,487,554
173	CO 152	Unilateral - Design and Construction - Deletion of Wall 1919 and Associated Grading	Approved	(\$179,497)	
174	CO 153	Unilateral - I-405 Provisional Sum Adjustment - General Services Administration Restoration	Approved	\$0	
175	CO 154	Design and Construct the Overhead Sign on Sepulveda Blvd near Bridge 23 as Requested by the LADOT (RFC 66/RFC 255/Claim 107)	Approved	\$292,649	
176	CO 155	Settlement for Claim 63 - Sepulveda Design Speed at Skirball Hook Ramps (RFC 151/Claim 63)	Pending		\$375,276
177	CO 156	DSC - Groundwater and Pea Gravel Encountered at the I-405 Median between Stations 1958+00 and 1968+49 (RFC 269)	Approved	\$75,255	
178	CO 157	Settlement for Claim No. 95 - Design and Construction of the Approach Slab at Bridge 20	Approved	\$36,000	
<b>Item No.</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Approved Cost (Issued to Kiewit)</b>	<b>Pending Cost (to be Issued to Kiewit)</b>
179	CO 158	Settlement for Claim No. 88 - Unsuitable Soil at Retaining Wall	Approved	\$12,800	

		1766			
180	CO 159	Settlement for Claim No. 91 - Redesign and Construction of Driveway at 11430 Thurston Drive	Approved	\$10,000	
181	CO 160	Unilateral - Installation of Ladder Style Crosswalks at Wilshire Ramps	Approved	\$16,572	
182	CO 160	Unilateral - Installation of Ladder Style Crosswalks at Wilshire Ramps	Pending		\$8,428
183	CO 161	Unilateral - Settlement for Claim No. 10 Redesign and Associated Construction due to Skirball Phase II Widening Project	Pending		\$96,240
184	CO 162	Settlement for Claim Nos. 61 and 63 - Redesigned and Associated Construction for 7' Sidewalk on Skirball Bridge	Approved	\$163,916	
185	CO 163.01	Redesign & Associated Construction of the Additional Landscaping at Royal Ridge & Valley Vista Area (RFC 256)	Approved	\$34,933	
<b>Item No.</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Approved Cost (Issued to Kiewit)</b>	<b>Pending Cost (to be Issued to Kiewit)</b>



186	CO 164	Place Additional Trees and Ground Cover within Caltrans Property EB I-10 to SB I-405 Connector	Approved	\$31,478	
187	CO 165	Corridorwide Civil Improvements for City of Los Angeles	Pending		\$119,000
188	CO 166	Deletion of Work on North Canyon Road & Picnic Canyon Road (Issued under CO 33)	Approved	(\$222,075)	
189	CO 167	Additional Artist Project Renderings (RFC 246)	Pending		\$41,000
190	CO 168	Seismic Retrofit Assessment work associated with Bridges 2 & 9 (RFC 146)	Pending		\$151,011
191	CO 170	Conflict Bridge 21 Abutment 1 with 48" CMP Caltrans Drainage System 1983-2 (RFC 181/Claim 79)	Pending		\$66,000
192	CO 171	Unsuitable Material at subgrade along W3 line Acceleration Lane between SB stations 1657+50 and 1660+00 (RFC 221/Claim 90)	Pending		\$14,226
193	CO 172	Standardization of NB Moraga Off-Ramp (RFC 224/Claim 93) - Design & Construction	Pending		\$104,500
<b>Item No.</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Approved Cost (Issued to Kiewit)</b>	<b>Pending Cost (to be Issued to Kiewit)</b>
194	CO 173	Crack in JPCP Seg 1 Area 3 (RFC 226/Claim 94)	Approved	\$155,000	

195	CO 174	New LABSL Light Pole Spread Foundation Design along East curb lane of Beloit (RFC 231/Claim 98)	Approved	\$14,220	
196	CO 175	Inaccurate slope survey at station 2009+00 on SB Shoulder (RFC 228/Claim 96) - Design & Construction	Pending		\$34,000
197	CO 176	Differing Site Condition - Groundwater Discovered at Caltrans Drainage System 1914-3 (RFC 145/Claim 55)	Pending		\$140,153
198	CO 177	LACMTA direction to implement signing and striping changes prior to NB HOV lane opening (RFC 285)	Approved	\$24,923	
199	CO 178	Revisions to RFC Plans due to Caltrans DS 1859 As-Built Issues (RFC 133/Claim 69)	Approved	\$129,355	
200	CO 179	DSC Groundwater Encountered During excavation of SB Roadway Stations 1695 to 1979 (RFC 118)	Approved	\$91,090	
201	CO 180	Direction to Perform Additional Landscaping and Fencing at BMP No. 33 (RFC 322)	Pending		\$8,128
<b>Item No.</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Approved Cost (Issued to Kiewit)</b>	<b>Pending Cost (to be Issued to Kiewit)</b>
202	CO 181	Construction of City Street Improvements (RFC 289)	Pending		\$204,772

203	CO 182	Provisional Sum Adjustment - Item 8	Approved	\$0	
204	CO 183	DSC Groundwater Encountered while Excavating the Drainage Structure at Bridge 21 Abutment 1 (RFC 193/Claim 84)	Pending		\$77,500
205	CO 184	DSC - Jack & Bore operation at Caltrans Drainage System 1950-1 Line B (RFC 222/Claim 89)	Pending		\$124,696
206	CO 185	Additional Geotechnical Inspection at Walls 1791, 1797, and 1807 (RFC 241)	Pending		\$127,172
207	CO 186	Additional Work to Design Bridge Pendant Soffit Lights (RFC 261)	Pending		\$17,630
208	CO 187	Additional MBGR near NW3 EB I-10 to SB I-405 connector (RFC 280)	Pending		\$39,900
209	CO 188	Remove ITS Pull Boxes from NB Getty On-Ramp (RFC 306)	Pending		\$43,650
210	CO 189	Deletion of work on North Canyon Road Due to Elimination of Irrigation Line	Pending		(\$131,849)
211	CO 190	Deletion of SW 202 at the EB I-10 to SB I-405 Connector	Pending		\$244,000
<b>Item No.</b>	<b>MOD No.</b>	<b>Description</b>	<b>Status (Approved or Pending)</b>	<b>Approved Cost (Issued to Kiewit)</b>	<b>Pending Cost (to be Issued to Kiewit)</b>

212	CO 191	RFC 131 Caltrans Drainage System 1979-1 Removal & Replacement	Pending		\$11,328
213	CO 192	Design Six foot High Catchment Fence above Wall 1921	Pending		\$55,000
214	CO 193	RFC 355 Project Wide Use of Type III Communication	Pending		\$27,485
215	CO 194	Provisional Sum Adjustment - Item 6	Pending		\$0
216	CO 195	Settlement of Claim 115 Add'l Work for the Preparation of Fact Sheets	Pending		\$1,550,000
<b>Subtotal - Approved and Pending Modifications/Changes</b>				<b>\$190,833,372 3,</b>	<b>\$7,776,285 ,</b>
<b>Total MODs and Pending Changes (including this change)</b>				<b>\$198,609,657</b>	
<b>Prior Board Authorized CMA (including base award and other MODs)</b>				<b>\$212,466,365</b>	
<b>Increased CMA for this Recommended Action</b>				<b>\$1,550,000</b>	
<b>Total CMA including this action</b>				<b>\$214,016,365</b>	
<b>Remaining CMA for Future Changes</b>				<b>\$15,422,563</b>	

**Board Report**

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**File #:** 2015-0484, **File Type:** Contract**Agenda Number:** 67.

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**CONSTRUCTION COMMITTEE  
JUNE 18, 2015****SUBJECT: BRIGHTON TO ROXFORD DOUBLE TRACK PROJECT****ACTION: APPROVE CONTRACT FOR THE BRIGHTON TO ROXFORD DOUBLE TRACK PROJECT****RECOMMENDATION**

~~**WITHDRAWN:** authorizing the Chief Executive Officer to execute a cost plus fixed fee Contract No. PS2415-3412 with STV, Inc. for the **Brighton to Roxford Double Track Project** in the amount of \$12,500,000 \$13,594,016, inclusive of all design phases. This contract is for three years.~~

**ISSUE**

It is the intent of Metro Regional Rail to award a professional services contract to provide engineering services for completion of the environmental clearance documents, preliminary engineering documents, permitting, and final design engineering of the Brighton to Roxford Double Track Project. In addition the work includes the development of the necessary construction documents for the Project, as well as design support services during bid and construction.

**DISCUSSION****Background**

Metro is developing the Brighton to Roxford Double Track project (Project) in Los Angeles, CA, between milepost (MP) 12.7 and MP 23.6 on the Valley Subdivision. At this time, Metro is proceeding with the environmental clearance and the development of Plans, Specifications, and Estimates (PS&E) for construction of the Project.

The Project includes approximately 10.4 miles of new double track beginning at Control Point (CP) Brighton, at MP 12.7, and ending at CP Roxford, at MP 23.6 on the Valley Subdivision of the Antelope Valley Line. At the east end of the Project near CP Brighton, the scope of work includes connecting the new double track to the Brighton Siding extension that is being developed as part of the Empire Avenue and Buena Vista Grade Separation Project. The scope of work also includes connection to the 6,109 foot existing Sun Valley Siding between CP McGinley and CP Sheldon. In addition, this Project includes construction of a second side platform at the future Metrolink Hollywood Way Station, Sun Valley Station, and Sylmar/San Fernando Station. Modifications to 15

grade crossings are necessary along the Project corridor. This Project also includes construction of three new railroad bridges, as well as three pedestrian at-grade crossings at the Hollywood Way, Sun Valley, & Sylmar/San Fernando Stations as well as improvements to the existing Astoria Street at-grade crossing.

The Project is located mostly within the city of Los Angeles, and partially within the cities of Burbank and San Fernando, California on Metro owned right-of-way. This corridor is operated and maintained by the Southern California Regional Rail Authority (SCRRA) for the Metrolink Commuter Rail Service. In addition, the Union Pacific Railroad (UPRR) provides freight service along this corridor.

The Project is located in close proximity to the Bob Hope Airport /Hollywood Way Station Project between MP 13.5 and MP 13.8. This Project and the Bob Hope Airport Station/Hollywood Way Station Project, represent two related projects that, in combination, will provide for overall operational flexibility along the Valley Subdivision. Both projects are contractually separate. This project adds capacity to Antelope Valley line and improves operations and passenger service while reducing travel times.

#### Funding Commitment

The Project is funded from Measure R 3% and state funds. This Project is the Number 2 ranked project on the Memorandum of Understanding (MOU) between the California High Speed Rail Authority (CHSRA) and several southern California agencies, including Metro. This MOU provides funding from Proposition 1A bonds and other sources for eligible projects.

<b>FUNDING SOURCE</b>	<b>FINAL DESIGN</b>
Proposition 1A	\$55 million
Measure R 3%	\$3 million
Other Sources	\$52 million
<b>TOTAL</b>	<b>\$110 million</b>

#### DETERMINATION OF SAFETY IMPACT

The Project will upgrade 15 at-grade crossings to current SCRRA design standards. In addition, the Project will incorporate SCRRA's new Positive Train Control standards.

Site-specific safety features will be identified through the FHWA's Manual on Uniform Traffic Control Devices grade crossing diagnostic process, whereby the LADOT, Metrolink, and the CPUC will review each crossing in accordance with Metrolink and CPUC best practices. The findings of the diagnostic review will be used to select safety improvement features such as pedestrian gates, emergency egress swing gates, and channelization handrails that will be included on the engineering drawings.

#### FINANCIAL IMPACT

The total funding from Measure R 3% is \$3 million, which is included in the FY16 budget in

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department 2415, Regional Rail, Project No. 460074, Task 6.2.02.01. Since this is a multi-year contract, the cost center manager, and Executive Director, Engineering and Construction will be accountable and responsible for budgeting the cost of future fiscal year requirements.

Impact to Budget

Source of Funds: \$3,000,000 million in Measure R 3% funds.

**ALTERNATIVES CONSIDERED**

The Board could choose not to award the contract to STV and decide not to pursue the Brighton to Roxford Double Track Project. This alternative is not recommended due to the significant benefits that the Brighton to Roxford Double Track Project provides to commuter rail transportation and the SCRRA Antelope Valley subdivision. In addition, it should be noted that this project is currently on CHSRA/Metro MOU listed as second highest priority to receive funding and if not awarded Metro will lose that funding.

**NEXT STEPS**

Upon approval by the Board, staff will execute the contract, and begin the services for the Brighton to Roxford Double Track Project.

**ATTACHMENTS**

- A. Procurement Summary
- B. Brighton to Roxford Map

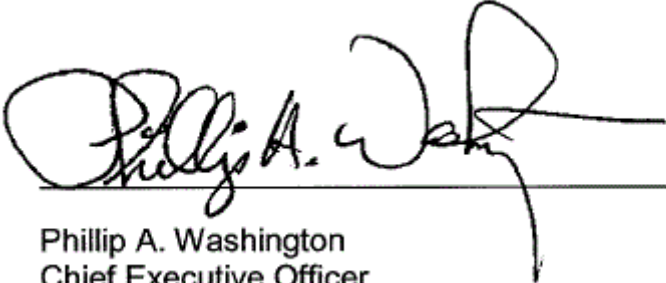
Prepared by: Don Sepulveda, Executive Officer, Regional Rail (213) 922-7491

Reviewed by:

Ivan Page, Executive Director, Vendor/Contract Management (213) 922-1005

Nalini Ahuja, Executive Director, Office of Management and Budget (213) 922-3088

Bryan Pennington, Executive Director, Engineering and Construction (213) 922-7449



Phillip A. Washington  
Chief Executive Officer



ATTACHMENT B



## PROCUREMENT SUMMARY

## BRIGHTON TO ROXFORD DOUBLE TRACK PROJECT

1.	<b>Contract Number:</b> PS2415-3412	
2.	<b>Recommended Vendor:</b> STV, Inc.	
3.	<b>Type of Procurement (check one):</b> <input type="checkbox"/> IFB <input type="checkbox"/> RFP <input checked="" type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	<b>Procurement Dates:</b>	
	<b>A. Issued:</b> 09/15/14	
	<b>B. Advertised/Publicized:</b> 09/15/14	
	<b>C. Pre-proposal/Pre-Bid Conference:</b> 09/22/14	
	<b>D. Proposals/Bids Due:</b> 10/14/14	
	<b>E. Pre-Qualification Completed:</b> 01/06/15	
	<b>F. Conflict of Interest Form Submitted to Ethics:</b> 11/13/14	
	<b>G. Protest Period End Date:</b> 04/06/15	
5.	<b>Solicitations Picked up/Downloaded:</b> 108	<b>Bids/Proposals Received:</b> 2
6.	<b>Contract Administrator:</b> Ben Calmes	<b>Telephone Number:</b> (213) 922-7341
7.	<b>Project Manager:</b> Don Sepulveda	<b>Telephone Number:</b> (213) 922-7491

**A. Procurement Background**

This Board Action is to approve Contract No. PS2415-3412 issued in support of the Brighton to Roxford Double Track Project for professional Architectural and Engineering (A&E) services.

The RFP was issued in accordance with Metro's Acquisition Policy and Procedure, and the contract type is cost-plus-fixed-fee.

Two amendments were issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on September 23, 2014, provided minutes of the Pre-Proposal Conference and attendee sign-in sheets;
- Amendment No. 2, issued on September 30, 2014, provided answers to questions received regarding the RFP.

A pre-proposal conference was held on September 22, 2014 and was attended by 38 participants. Seventeen questions were asked and answers were released prior to the proposal due date. Two proposals were received by the due date, October 14, 2014.

## **B. Evaluation of Proposals/Bids**

A Proposal Evaluation Team (PET) consisting of staff from Regional Rail, Orange County Transportation Authority, City of Palmdale, and the Southern California Regional Rail Authority (Metrolink) was convened and conducted a comprehensive technical evaluation of the proposals received.

The proposals were evaluated based on the following evaluation criteria and weights:

- Skill and Experience of the Team                      35 percent
- Project Management Plan                                      25 percent
- Project Understanding    40 percent

The evaluation criteria are appropriate and consistent with criteria developed for other, similar A&E services. Several factors were considered when developing these weights, giving the greatest importance to the qualifications and experience of the personnel and the demonstrated understanding of the project.

This is an A&E qualifications based procurement. Price cannot be used as an evaluation factor pursuant to state and federal law. SBE preference is not applicable to A&E procurements.

Of the two proposals received, both were determined to be within the competitive range. The firms within the competitive range are listed below in alphabetical order:

1. HDR Engineering, Inc.
2. STV, Inc.

During the period October 15, 2014 to October 22, 2014, the PET evaluated and independently scored the technical proposals. The PET met on October 22, 2014 and determined that both proposers were in the competitive range. On October 29, 2014, the PET met to interview the firms and their proposed teams. The firm's proposed project managers and key personnel had an opportunity to present their team's qualifications and respond to the PET's questions.

Each team's presentation addressed the requirements of the RFP, experience with heavy rail engineering tasks, and proposed solutions. Each team was asked questions relative to each firm's qualifications and understanding of the project.

At the conclusion of the interviews, the PET met and completed their technical scores based on both written proposals and oral interviews.

**Qualification Summary of the Recommended Firm:**

STV, Inc. (STV) has provided continuous services to Metro and Metrolink for over 20 years including work in the Brighton to Roxford rail corridor such as Metro’s East San Fernando Valley Transit Corridor project and Metrolink’s Sun Valley Siding project. These projects include extensive experience with the stakeholders involved such as the Union Pacific Railroad, Amtrak, the Los Angeles Department of Transportation and the cities of Los Angeles and Burbank.

STV’s proposed Project Manager has over 20 years of experience successfully delivering heavy rail projects from conceptual studies to final design, specifications, and construction bidding and administration. STV provides project experience with similar complex issues including Metrolink’s Sun Valley Siding, San Gabriel Subdivision Track Improvements, Pomona to Montclair Second Main Track, and the Riverside County Transportation Commission’s Perris Valley Line extension.

STV’s project team includes Small Business Enterprises with a history performing similar services satisfactorily for Metro.

The final scoring, after the interviews, for the top ranked team is as follows:

<b>1</b>	<b>FIRM</b>	<b>Average Score</b>	<b>Factor Weight</b>	<b>Weighted Average Score</b>	<b>Rank</b>
<b>2</b>	<b>STV, Inc.</b>				
<b>3</b>	<b>Skill and Experience of the Team</b>	84	35.00%	29.40	
<b>4</b>	<b>Project Management Plan</b>	84	25.00%	21.00	
<b>5</b>	<b>Project Understanding</b>	80	40.00%	32.00	
<b>6</b>	<b>Total</b>		<b>100.00%</b>	<b>82.40</b>	<b>1</b>

The final scoring, after the interviews, for the second ranked team is as follows:

<b>1</b>	<b>FIRM</b>	<b>Average Score</b>	<b>Factor Weight</b>	<b>Weighted Average Score</b>	<b>Rank</b>
<b>2</b>	<b>HDR Engineering, Inc.</b>				
<b>3</b>	<b>Skill and Experience of the Team</b>	84	35.00%	29.40	
<b>4</b>	<b>Project Management Plan</b>	71	25.00%	17.75	
<b>5</b>	<b>Project Understanding</b>	80	40.00%	32.00	
<b>6</b>	<b>Total</b>		<b>100.00%</b>	<b>79.15</b>	<b>2</b>

**C. Cost/Price Analysis**

The recommended price has been determined to be fair and reasonable based upon cost analysis including MASD audit, technical evaluation, fact-finding, and negotiations.

<b>Proposer Name</b>	<b>Proposal Amount</b>	<b>Estimate</b>	<b>Negotiated Amount</b>
STV, Inc.	\$16,580,291	\$11,103,750	\$13,594,016

**D. Background on Recommended Contractor**

The recommended firm, STV, Inc. (STV), headquartered in Douglassville, PA, with offices nationwide, including Los Angeles, has been in business for over 100 years. STV provides engineering services and consistently ranks in the top 25 firms in rail and mass transit.

Rail projects that STV has managed satisfactorily for Metro in the past five years include the San Fernando Valley Subregional Mobility Matrix, Metro Airport Connector draft Environmental Impact Statement (EIS) and Environmental Impact Report (EIR), the South Bay Green Line Extension EIS/EIR, Metro Blue, Green & Gold Lines Operations Capital Improvement Assessment, and Metro Red Line Station Canopies.

**E. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established a 25% Small Business Enterprise (SBE) goal for this solicitation. STV Incorporated exceeded the goal by making a 29.21% SBE commitment.

<b>SMALL BUSINESS GOAL</b>	<b>25% SBE</b>	<b>SMALL BUSINESS COMMITMENT</b>	<b>29.21% SBE</b>
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	<b>SBE Subcontractors</b>	<b>% Committed</b>
1.	Bullock & Associates, Inc.	3.02%
2.	Cornerstone Studios, Inc.	0.63%
3.	Diaz Yourman & Associates	2.86%
4.	Epic Land Solutions, Inc.	1.13%
5.	Lin Consulting	3.37%
6.	Pacific Railway Enterprise, Inc.	13.11%
7.	Ryan Snyder Associates, LLC	0.23%
8.	Wagner Engineering & Surveying, Inc.	4.86%
	<b>Total Commitment</b>	<b>29.21%</b>

**F. Living Wage and Service Contract Worker Retention Policy Non-Applicability**

The Living Wage and Service Contract Worker Retention Policy (LW/SCWRP) will not be applicable on this contract.

**G. All Subcontractors Included with Recommended Contractor's Proposal**

	<b>Subcontractor</b>	<b>Services Provided</b>
1.	Bullock & Associates, Inc.	Utility Engineering
2.	Cornerstone Studios, Inc.	Landscape Architecture
3.	Diaz Yourman & Associates	Geotechnical Services
4.	Epic Land Solutions, Inc.	Right of Way Consulting
5.	HNTB Corporation	Civil Engineering
6.	ICF Jones & Stokes, Inc.	Environmental Compliance Services
7.	J.L. Patterson & Associates, Inc.	Engineering Services
8.	LIN Consulting, Inc.	Traffic Engineering Services
9.	Pacific Railway Enterprises, Inc.	Signal & Communication Design
10	Ryan Snyder Associates, LLC	Bicycle, Transportation Planning
11	Wagner Engineering & Survey, Inc.	Surveying, Mapping



**Board Report**

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**File #:** 2015-0677, **File Type:** Informational Report

**Agenda Number:** 44.

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**REVISED**  
**CONSTRUCTION COMMITTEE**  
**JUNE 18, 2015**

**SUBJECT: MONTHLY REPORT ON CRENSHAW/LAX SAFETY**

**ACTION: RECEIVE AND FILE**

**RECOMMENDATION**

RECEIVE AND FILE **monthly report on Crenshaw/LAX Safety.**

**ISSUE**

The Metro Board of Directors at its April 30, 2015 meeting directed Metro Staff to report monthly on safety-related matters on the Crenshaw/LAX Project. This report is responsive to the Board directive, and represents the second of such reports, with the first report being submitted in May 2015.

**DISCUSSION**

As a result of several safety-related incidents experienced by Walsh/Shea Corridor Constructors (WSCC), Metro's Design-Build contractor for the Crenshaw/LAX Project, and a subsequent stop work notice issued to WSCC by Metro Staff, the Board approved a Motion which directed, among other items, the CEO to report back monthly on the safety status of the Project.

Since submitting the May status report, Metro Executive Staff met with WSCC's Executive Team on May 18<sup>th</sup> to discuss WSCC's remediation plan to address the three key safety issues identified by staff in the stop work notice. WSCC explained in detail the safety programs and safety training requirements for work crews and Management that have been in place since the inception of the Crenshaw/LAX Project, and the additional measures that have been implemented to mitigate recurrence of incidents that have been experienced on the Project.

In regards to improving the process for identification of underground utilities, which was one of the key areas of concern, WSCC explained a revised procedure for this type of work had been developed, including a 'Pre-Excavation Planning Checklist' which was provided to Metro Staff at the May 18<sup>th</sup> meeting. In addition to implementing the revised procedures, WSCC formalized the pre-activity site review process and will assign a utility project lead for every excavation. Also, WSCC conducted additional training for both craft personnel and Supervisors to designate 'competent

persons' in utility identification and protection.

To address Metro's second key concern related to the insufficient number of WSCC safety staff dedicated to oversee and enforce the safety requirements on the Project, WSCC presented their detailed safety staffing plan for each shift and committed to continue evaluating staffing needs and augmenting safety staff to be commensurate with the level and complexity of work activity. For example, as tunneling operations commences later this year, WSCC will review the level of safety staffing and dedicate resources to support the 24/7 operation.

In response to Metro's third key area of concern related to disciplinary practices for safety violations, WSCC explained the policy that is currently in place, which includes termination for acts of gross negligence or actions that could result in serious injury or death. This policy was recently re-emphasized by communicating it in conjunction with distribution of paychecks for every employee. Also, WSCC will now share employee and subcontractor safety discipline data monthly with Metro Staff to confirm enforcement of the policy.

In addition to addressing the areas of concern, the Metro and WSCC Executive teams committed to adopting a more collaborative approach by participating in each other's internal meetings, where Metro Executive Staff will attend WSCC's internal Executive Safety Committee meetings and WSCC Executive Staff will participate in Metro's All-Hands Safety meetings. In addition to attending these team meetings, Metro Executive Staff will also participate monthly in joint field inspections with WSCC's Executive Staff at various sites along the corridor to demonstrate a visible commitment to safety.

~~Attachment A includes additional details of WSCC's corrective action plan as briefly outlined above.~~

Attachment B lists incidents including industrial injuries, 3<sup>rd</sup> party injury and activities or incidents that could have resulted in injury or property damage. One industrial injury of note has occurred since our last report, an injury to the hand of an employee which limited his ability to perform regularly assigned work, but did not result in an absence.

Attachment C summarized the monthly and project-to-date industrial accident rates and WSCC continues to maintain an injury rate less than the national construction average.

Attachment D is a Board Box sent out on Friday, June 12, 2015 responding to the request of Directors Ridley-Thomas and Knabe calling for five actions including a written corrective action plan. The first attachment to this Board Box is the same as prior Attachment A; therefore, Attachment A has been deleted to avoid redundancy.

## **NEXT STEPS**

As part of this monthly Board report, staff will continue to update the safety statistics on the Project. As such, Attachments B and C include a list of incidents reported to Metro through May 20<sup>th</sup> and



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WSCC's Recordable Injuries and Injury rate as of the end of April, respectively. Starting in July, staff will present this information in its oral presentation at the monthly Construction Committee meeting as directed in the Board Motion.

Staff will partner with WSCC's team and participate in the monthly Executive Safety meetings and field reviews to oversee safety activities on the project.

Staff will also continue their recruitment efforts to add the three additional safety FTEs for the Crenshaw/LAX Project which are included in the FY 16 budget. We are working with HR to make an employment offer to the first candidate and complete the health screening and background check process so that the candidate will start during the month of June, 2015. In the meantime, we have seconded construction safety specialists through the CMSSC contract to augment our core construction safety staff, only until our Crenshaw/LAX positions are filled.

### **ATTACHMENTS**

~~Attachment A – WSCC's Corrective Action Plan~~

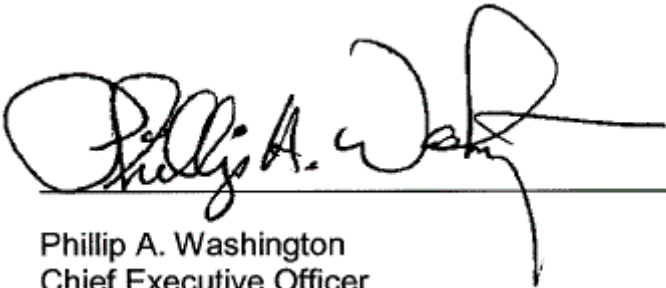
Attachment B - Project Incident and Injury Log through May 20, 2015

Attachment C - WSCC's Industrial Injury Rates through April 30, 2015

Attachment D - CEO Board Box: Response to Board Motion on Crenshaw/LAX Project Safety (This Board Box includes WSCC's Corrective Action Plan)

Prepared by: Greg Kildare, Executive Director, Enterprise Risk and Safety Management, (213) 922-4971

Reviewed by: Stephanie Wiggins, Interim Deputy CEO, (213) 922-1023



Phillip A. Washington  
Chief Executive Officer

**ATTACHMENT B**  
**WSCC Subcontractors Incident and Injury Log 2015**

<b>Number</b>	<b>Date/DOI</b>	<b>Day of the Week</b>	<b>Time of Incident</b>	<b>Company</b>	<b>Shift</b>	<b>Work Status Summary &amp; Follow up</b>	<b>Remarks</b>	<b>Location</b>
1	1/20/2015	Tuesday	11:00PM	Public	Night	Damage: Hit and Run	A hit and run driver struck a parking enforcement vehicle and a traffic message board.	Crenshaw and 36th St.
2	1/27/2015	Tuesday	Unknown: First report in the morning	WSCC	Graveyard	Utility Strike: Sewer Line	A sewer lateral was struck on the graveyard shift and the work was stopped. The crews began cleanup by using a vacuum truck to remove the sewage spill.	Expo Decking: South End
3	1/30/2015	Friday	2:00PM	WSCC	Day	First Aid: Superficial Laceration	During the task of supporting utilities (electrical duct bank) under the Expo deck, employee was struck by his own shovel he placed above it (about 3') causing a superficial 1"-1 1/2" laceration to the forehead. He was using a pneumatic chipping hammer w/spade attachment to chip away the compacted soil under the supported utility (at grade level), however had temporarily removed his hard hat to achieve a better angle while lying down to get under the duct bank. WSCC EMT responded and determined first aid with no further care required.	Expo Decking: South End
4	2/2/2015	Monday	Unknown: First report in the morning	WSCC	Night	Security Breach: Theft	During the graveyard shift burglars broke the south gate in the Wally Park yard and they cut the connad lock hinges of WSCC and Hayward Baker. They took a high circuit generator and other small tools. The Police were notified about the incident and WSCCC was given a police report (#150202000889).	Wally Park
5	2/13/2015	Friday	5:10PM	Malcolm Drilling	Day	Property Damage: 3rd party	While installing pile, the counterweight of the crane caused minor damage to a building located at 4357 Crenshaw Blvd. A pile had been recently installed and the crane backed up a few feet to install a second pile, without a spotter, whereby its slow counterweight swing caused minor damage to the numerical address and upper roof molding. No injury or further damage. Note: 1) Malcolm Drilling Foreman contacted WSCC second shift safety of incident; (2) spotters had been present during course of operation, however not at time prior to crane backing up.	Vernon Station

**ATTACHMENT B**  
**WSCC Subcontractors Incident and Injury Log 2015**

Number	Date/DOI	Day of the Week	Time of Incident	Company	Shift	Work Status Summary & Follow up	Remarks	Location
6	2/19/2015	Thursday	4:50AM	WSCC	Night	First Aid: Eye-Debris	During torching two 3" holes for lofting chain in soldier piles, torch backfired blowing debris around. Employee was in between stacked pile and recently installed pile with face and torch at an angle; he had a welding helmet on, however debris went under the helmet and into his right eye. EMT responded and removed dirt and small metal fragment with no further issue.	UG-1
7	2/26/2015	Thursday	Unknown: First report in the morning	Public	Unknown	Property Damage: WSCC Fence.	Unknown third party vehicle struck a SCE power pole causing it to completely fracture and the pole fail on top of a pile of rubble. All personnel were instructed to stay clear of the area until the SCE team arrived.	Florence & La Brea
8	2/27/2015	Friday	11:15AM	WSCC	Day	<b>Recordable: Restricted Duty</b>	What: During cutting small beam sections into "T" configuration, the flange dropped 6"-8" on employee's left thigh resulting in minor bruise. Employee was taken to Proactive clinic and released as first aid. **Note: 1) The T sections are for securing deck beams to cap beams (underground station shoring (SOE)), which these were for MLK. (2) same method of cutting was in place for past few months without incident. 3) employee had been trained and instructed to make only partial cuts, but not to do final cut due to pinch exposure.	Bellanca Yard
9	3/3/2015	Tuesday	11:15AM	Hayward Baker	Day	Utility Strike: Private 8" Waterline	During the course of drilling CIDH for a column (bent 1A), an unknown & unidentified waterline was struck. Current Dig alerts & mark outs had been completed prior to the activity, however due to a private 8" fire water line, it was not on the plans or able to be marked out. No further damage to line. There was no interruption of service due to line was charged only for fire water supply to building sprinklers. Line was repaired and back in service same day; alternate plan to reroute private line as it is approx. in the center of 9' diameter CIDH and 4' below grade.	Hornet & Imperial
10	3/12/2015	Thursday	12:30PM	WSCC	Day	First Aid: Heat Illness	Employee was complaining about lighted headiness and Nausea. Employee came was brought inside the balance office to cool down and sip water for about 45min.	Florence ROW

**ATTACHMENT B**  
**WSCC Subcontractors Incident and Injury Log 2015**

Number	Date/DOI	Day of the Week	Time of Incident	Company	Shift	Work Status Summary & Follow up	Remarks	Location
11	3/13/2015	Friday	1:00 PM	WSCC	Day	First Aid: Heat Illness	An employee suffered from Heat illness due to insufficient water intake, no food for 12-18 hours and he was performing the task of asphaltting. After being seen by a doctor and being blood tested it was determined that the individual had severed from substance abuse.	Eucalyptus & Florence
12	3/16/2015	Monday	4:30 AM	WSCC	Night	Utility Strike	An AT&T line was damaged as a result of employees pulling up partial encasement; resulting in minor damage to the fiber line. (MLK 12 day closure-start of excavation).	MLK
13	3/16/2015	Monday	11:30 AM	WSCC	Day	Near Miss	Near miss-lifting protect in place shield and it slipped off tip of forks (free rigging).	MLK
14	3/16/2015	Monday	11:00 AM	WSCC	Day	<b>Recordable: Restricted Duty</b>	While stepping over a cut piece of steel beam, employee tripped and fractured his right ankle. The employee was using Mini-Mantis II portable gas (oxy-acetylene) cutting machine to cut the ends of the beams to the proper angle. The piece that was tripped over was left over from Saturday's day work. Employee continued to wear his welding shield which due to the shaded shield may have impaired his sight.	Bellanca Yard
15	3/17/2015	Tuesday	11:30 AM	WSCC	Day	Near Miss	An employee was unloading beams from flatbed truck and one of the beams fell from the truck no damage injury. He was inserting forks to pick two beams being supported by dunnage and did not see third dunnage board which a was not being supported. The forks hit the dunnage and tipped the beam off side of truck. (MLK-12 day closure)	MLK

**ATTACHMENT B****WSCC Subcontractors Incident and Injury Log 2015**

Number	Date/DOI	Day of the Week	Time of Incident	Company	Shift	Work Status Summary & Follow up	Remarks	Location
16	3/18/2015	Wednesday	~10:40 AM	BC Traffic	Day	Vendor	During the pick-up of 2 communication traffic control boards, a Traffic Control Specialist employee received a laceration of the right hand (under the thumb). Two employees of traffic control unit were planning to load two boards onto their flatbed truck, however one needed separation of the board and trailer due to its inability to be lowered caused by a previous hit & run on 2/15 which damaged the board. The damaged board section was unbolted from the frame, and prepared to be positioned on top of the trailer and the employee was directed to wait for the operator to assist him in positioning the board. The employee pulled the hoisted board toward himself and his right hand was pinched between the base plate of the board and trailer. Employee was initially treated by WSCC EMT and it was determined he required stitches; the employee was take to Kaiser by his supervisor. Shortly after leaving the Bellanca yard, the employee felt distress and 911 was called and he was taken to the hospital via ambulance for additional care.	Bellanca Yard
17	3/19/2015	Thursday	~11:25 AM	CWI Inspection Services, Inc.	Day	First Aid	The injured worker was struck by steel junior beam that became dislodged while being used in conjunction with a porto-power to jack up the steel beam in place to facilitate welding. During the jacking operation the jig slipped off the top flange of the beam, fell down, striking Martin on the left shoulder. The jig weighed approximately 100lb. He suffered a contusion to the shoulder.	MLK Yard
18	3/19/2015	Thursday	8:00 PM	WSCC	Swing	No injury associated with incident/broken concrete from beam falling.	A crane rigging incident resulted in I- beam falling off truck while unloading. No injuries as a result of this incident, this lead to a WSCC safety "Stand Down" meeting. Actual incident occurred on 3-19-15 on the swing shift but was reported to Metro on 3-20-15 the following morning.	MLK Yard

**ATTACHMENT B**  
**WSCC Subcontractors Incident and Injury Log 2015**

Number	Date/DOI	Day of the Week	Time of Incident	Company	Shift	Work Status Summary & Follow up	Remarks	Location
19	3/23/2015	Monday	1:00 pm to 9:30 pm	WSCC	Swing Shift	Utility Strike	Safety note: There was NO security provided on the contractor's work site at Vernon. Also WSCC Damaged 3" gas line on the west side of Crenshaw at 43rd st while taking out a street light foundation during sidewalk demo. Gas line was clearly marked on the sidewalk, but the gas line was embedded in the concrete of the light foundation. Contractor did not pot hole the gas line prior to sidewalk demo, Gas co performed a tem fix and will replace line on Wednesday. - Jason Johnson	Vernon
20	4/1/2015	Wednesday	~8:15	WSCC	Day	<b>Recordable: Restricted Duty</b>	Pile Driving crews were lofting a beam into the lead to connect to the hammer. During this operation the beam "kicked out" with the employee's ankle getting caught-in the "pinch zone" between the edge of the embankment and the beam. The crew stopped operations and called for EMS. They splinted the employee's ankle and transported him to the ER where he was treated and released. The employee received an additional evaluation from the clinic. The employee was diagnosed with a fractured ankle and placed on Modified Duty. The crew was gathered after the incident for a safety stand down to review the incident and addressed the importance of staying out of "pinch zones."	Wally Park
21	4/6/2015	Monday	2;00 AM	WSCC	Graveyard	No qualified safety representative	It was reported that WSCC had no qualified safety representative on site for the graveyard/night shift. All work concluded at the end of swing shift 2330hrs.	Crenshaw and MLK Bl.
22	4/7/2015	Tuesday	5:00 to 1:30p	WSCC	Day	Gasoline container under ground	WSCC safety was made aware of gasoline container being under ground in station. See Photo. - Jody Hall	Expo Decking: South End

**ATTACHMENT B**  
**WSCC Subcontractors Incident and Injury Log 2015**

Number	Date/DOI	Day of the Week	Time of Incident	Company	Shift	Work Status Summary & Follow up	Remarks	Location
23	4/8/2015	Wednesday	1:00 pm to 9:30 pm	WSCC	Swing	DWP power duct banks	Note: it was brought to the attention of WSCC QC Al Zuniga found multiple areas on the DWP power duct banks that had loose and crumbling rock pockets and exposed conduit. Safety note: WSCC WSCC safety observed on site. It was brought to the attention of WSCC Safety Martin Hernandez that there were multiple Safety issues under the deck at MLK 1. Several broken and missing bulbs without cages on lighting 2. Burned lighting cord found in service 3. Propane heating torch Found with hose burned and repaired with Bailing wire.	MLK
24	4/8/2015	Wednesday	3:30am	WSCC	Night	Utility Strike at MLK Station (NEAR MISS)	At ~0330 the Contractor (Walsh) struck an unidentified electrical conduit while operating a pneumatic spader near the south headwall west of the existing storm drain, crew was hand excavating for installation of the replacement 30" CMP storm drain. It was reported by the contractor that a flash and smoke occurred when the conduit was struck. No injuries resulted from the strike and all personnel were removed from beneath the deck. Safety representatives from both Metro and the Contractor were on site assessing the work environment and all crew members that were working in the area. CONAD and DWP were notified immediately, DWP Dispatch 11 (Supervisor Shea) was on site at 0510hrs to de-energize the line. At 0530hr awaiting the DWP conduit repair crew to arrive. Supervision from Metro and the contractor were also informed. Sporadic power outage was observed in the neighboring streets and businesses.	MLK
25	4/8/2015	Wednesday	11:00am	Shea	Day	Gas testing logs	Metro Safety audited Shea (Terry Bryan) and found inadequate gas testing logs done by hand.	Expo yard
26	4/9/2015	Thursday	8:45 AM	WSCC	Day	Honda generator under MLK deck	At approximately 8:45 am Observed WSCC crews mobilizing a Honda generator under MLK deck with intentions to use for supplying power to electric chipping hammers. I immediately told crew to remove unit from below grade work area and they complied. This is the second gasoline use underground incident in the last two days. - Jody Hall	MLK



**ATTACHMENT B**  
**WSCC Subcontractors Incident and Injury Log 2015**

Number	Date/DOI	Day of the Week	Time of Incident	Company	Shift	Work Status Summary & Follow up	Remarks	Location
27	4/9/2015	Thursday	11:30pm to 12:30am	WSCC	Day	Safety Stand Down Meeting	Contractor performed a safety stand-down open forum question and answer session (11:30pm to 12:30am) in the Exposition Yard and at MLK Yard.	Expo Yard/MLK
28	4/10/2015	Friday	9:00pm	WSCC	Swing	Site left open and unattended	Gates being left open during "Stop Work notice"- Metro Safety	Redondo
29	4/12/2015	Sunday	N/A	WSCC	Night	Near Missed	Concrete slab broke off nearly damaging an 18" waterline under Rodeo and Crenshaw.	Rodeo
30	4/24/2015	Friday	2:30AM	WSCC	Night	First Aid: Small superficial puncture in Skin	A small heated/sheared piece of pile was stuck inside the vibratory hammer's jaws, which was attempted to be removed and small fragments were superficially caught in the forehead of a WSCC employee	UG-1
31	4/30/2015	Thursday	8:00	WSCC	Day	Gas Line Incident	A gas line was struck by a track loader inside the Expo box. The Gas Company was contacted and confirmed that there was not leak or puncture to the gas line. Picture shows gas company technician sniffing (testing) for leaks.	Expo Yard
32	5/7/2015	Thursday	11:30	WSCC	Day	<b>Reportable: Finger Fractures</b>	Employees were tasked with moving deck panels to the west side of MLK. A panel was being lowered onto dunnage from a forklift. Employee grabbed underneath the dunnage with his right hand to reposition his piece of dunnage. At this time the operator not seeing employee lowered the deck panel. Employee noticed the panel coming down so he began pulling his hand out of the pinch point, but his 2 <sup>nd</sup> and 3 <sup>rd</sup> finger on his right hand got caught. The employee received a fracture with a laceration on both fingers.	MLK
33	5/12/2015	Tuesday	9:00AM	WSCC	Day	First Aid: Shin Bruise	While performing welding operations for SOE work, employee was straddling various beams and struck his shin on the flange. It caused a severe bruise with minor swelling. This is a late reported incident due it had occurred the week prior and it was not reported until this morning to his Foreman. Employee was initially diagnosed by WSCC EMT, sent to the clinic for final evaluation then released as a first aid. Post incident screening was completed in addition to disciplinary action for not immediately reporting incident.	Bellanca welding yard

**ATTACHMENT B****WSSC Subcontractors Incident and Injury Log 2015**

<b>Number</b>	<b>Date/DOI</b>	<b>Day of the Week</b>	<b>Time of Incident</b>	<b>Company</b>	<b>Shift</b>	<b>Work Status Summary &amp; Follow up</b>	<b>Remarks</b>	<b>Location</b>
34	5/19/2015	Tuesday	4:30AM	Pedestrian / Gang related	Night	Gang Demonstration / Threats	At approx. 0430 hrs. at the north west corner of Crenshaw @ MLK. An unknown group of males were violently demonstrating, shouting racial slurs and setting fire to the American Flag on the site property. No security was present at this location. Second incident in two days. LAPD rolled out, no report taken subjects were ULT incident only. Gang threats the day before.	MLK

**ATTACHMENT C**

**WSSC and Subcontractors Recordable Injuries and Injury Rate - Crenshaw/LAX Project\***

Period	Monthly Work Hours	Project-to-Date Work Hours	Monthly Recordable Injuries	Project-to-Date Recordable Injuries	Monthly Recordable Injury Rate per 200,000 Labor Hours	Project To Date Recordable Injury Rate per 200,000 Labor Hours
Jan-15	80,546	731,423	-	3	-	0.82
Feb-15	79,409	811,969	1	4	2.52	0.99
Mar-15	112,245	891,378	1	5	1.78	1.12
Apr-15	85,963	1,003,623	1	6	2.33	1.20
Total		1,089,586				

\*The data provided by WSSC in the table included in the May Board report was inaccurate. The data in this table reflects the corrected information submitted by WSSC

Data Reported as of May 22

Industry Benchmark: 3.8 recordable injuries /200,000 work hours

**Metro**Los Angeles County  
Metropolitan Transportation AuthorityOne Gateway Plaza  
Los Angeles, CA 90012-2952213.922.2000 Tel  
metro.net**JUNE 12, 2015**

**TO: BOARD OF DIRECTORS**

**FROM: PHILLIP A. WASHINGTON <sup>PAW</sup>**  
**CHIEF EXECUTIVE OFFICER**

**SUBJECT: RESPONSE TO BOARD MOTION ON CRENSHAW/LAX**  
**PROJECT SAFETY**

**ISSUE**

At the April 30 Metro Board of Directors Meeting, Directors Ridley-Thomas and Knabe sponsored a motion, which the Metro Board of Directors approved, regarding the Crenshaw/LAX project. The motion called for the following five actions as recorded by the Board Secretary:

1. Audit the procurement process that led to the selection of Walsh-Shea;
2. Review the process by which the agency has incurred an expense of \$400,000 pursuant to the safety concerns and cause that to be the contractor's;
3. Make this a high priority with a corrective action plan submitted no later than 30 days of new CEO Phillip Washington assuming full time responsibility or at the first Board meeting in which he is present, whichever day comes first;
4. Have all of this subject to review of Counsel and be prepared to explore what constitutes a potential breach of contract; and
5. Report back monthly at Construction Committee.

**DISCUSSION**

At the May Metro Board of Directors meeting, I presented the substance of the Crenshaw/LAX project contractor team, Walsh/Shea's (WSCC) corrective action plan. At that time, the Board of Directors requested a written correspondence summarizing this plan as well as a response to the other elements of the Board's motion requesting action from other Board officers including the Inspector General and County Counsel. This letter addresses the Board of Director's requests, and provides the results of my personal assessment of WSCC's safety program on the C/LAX Project.

## **WSCC Corrective Action Plan**

Following the utility strike on April 9, Metro executives, a Board Member and Board Staff Member met with WSCC executives on April 10 to discuss a path forward to lifting the stop work notice. On April 13 we received the first written response to the stop work order, and after Metro staff review, we substantively lifted the stop work notice. The April 13 correspondence has already been communicated to the Board as part of the May Board Report on Crenshaw/LAX safety.

Metro's Executive Staff met again with WSCC's executive staff on May 18 and received a comprehensive overview of WSCC's safety training, inspection and communication protocols. At that time, we received written documentation of many of their safety protocols which have been subsequently reviewed by Metro's Corporate Safety Staff. On May 21, I met personally with the respective Presidents of the Walsh Group and J. F. Shea to discuss safety matters on the project and improve the quality and frequency of our safety communication. We further discussed our dispute resolution process and jointly resolved to escalate problems more quickly through our respective chains of command and to now include myself and my counterparts at the Walsh Group and J. F. Shea as part of a higher level dispute resolution program.

Metro continued to ask WSCC for additional information and recommended changes to their corrective action plan. In response to our comments, WSCC communicated in writing, formally, again on May 25. The May 25 communication from WSCC is attached to this letter and will also be included in the June Board Report on Crenshaw/LAX safety (Attachment A). WSCC's May 25 communication included many attachments, which were reviewed by staff related to new safety procedures, safety training documents, safety disciplinary communications and more.

In their letter and attachments, WSCC substantively addressed three specific Metro concerns: Discipline for Safety Violations, Improved Utility Investigation Procedures and WSCC's Professional Safety Staffing. Metro had raised these issues to WSCC both before and subsequent to the April 9 utility strike. Also in their letter of May 25, WSCC addressed specific requests made by Director Ridley-Thomas. The specific interventions performed by WSSC to address both staff and Director Ridley-Thomas' comments are enumerated below.

1. Full Staffing to WSCC's Safety Staffing Plan – At least as of May 25, WSSC was fully staffed to their complement of two (2) Gas Testers, two (2) Emergency Medical Technicians, and six (6) other Safety Specialists and Managers. WSCC has committed to a continuous review process of safety staffing needs on the project and anticipates further staffing increases with the commencement of 24/7 tunneling. We have also jointly agreed to coordinate our safety staffing initiatives so that no loss of coverage ensues in the event a WSCC employee applies for a Metro safety position, or vice versa.
2. WSCC Discipline for Safety Violations

- a. The two individuals associated with the April 9 utility strike have been terminated for gross violations of safety procedures.
- b. Beginning April 27, and every subsequent Monday, WSCC began verbally reviewing different sections of its Injury and Illness Prevention Program (IIPP) with relevant craft and supervisory staff. Elements of the IIPP include accountability and consequences for safety violations. This extra training will continue at least until the beginning of August, 2015.
- c. WSCC began sharing safety discipline data with Metro Staff on April 17 so that we can ensure compliance with the provisions of their IIPP related to discipline when safety inspections identify deficiencies in compliance with safety rules and regulations.
- d. A paycheck mailer was distributed to WSCC employees reminding them of consequences for their failure to abide by jobsite rules, including, but not limited to safety.

### 3. Improved Utility Investigation and Assessment Procedures

- a. On April 13, WSSC introduced a new training module for sixty (60) craft and supervisor attendees related to their "Utility Hanger" procedures.
- b. On April 22, WSSC introduced a very detailed "Utility Competent Person" training module with forty-seven (47) craft/supervisors in attendance. Metro has received and reviewed copies of this training presentation.
- c. WSCC has now identified a utility "Czar" for the project, Mr. Jacob Dean who has project-wide responsibilities for field coordination, surveying and identification of all known utilities in new areas of excavation.
- d. WSCC has revised its utility investigation and assessment procedures which now require a quality review by the new utility Czar of their internal Pre-Excavation Checklist. Mr. Dean will also be required to perform a pre-excavation consultation for each excavation and will require Mr. Dean to perform a site walk with the responsible foreman prior to excavation.
- e. WSCC agreed to perform additional potholing work at 104<sup>th</sup> for vibratory piles and at the Expo Station for jet grouting as well as pre-construction potholing in advance of any drilling, driven piles and excavation unless a detailed task-specific plan potholing plan is prepared that indicates potholing is not necessary.

### 4. WSCC's Responses to Requests by Director Ridley-Thomas – Director Ridley-Thomas, in a letter to the Presidents of their respective Companies, asked for five immediate safety interventions on the Crenshaw/LAX project. Two of which



have already been addressed in this letter; improved utility identification and assessment and full WSCC safety staffing. Director Ridley-Thomas' three additional requests were addressed as follows:

- a. The current Project Manager, Mr. Joe Lee, has committed to attending Metro's All Hands Safety Staff Meeting monthly beginning with the June 18 Meeting at the Project Field Office.
- b. Each member of the WSCC Executive Team currently performs at least one monthly field safety inspection on their own, end-to-end on the project, which usually takes upwards of four hours. Frequently, their Executive Team conducts more than one monthly. In addition, Mr. Lee has now agreed to perform two additional monthly field safety inspections with Metro's Executive Director of Risk Management and Safety and the Director of Construction Safety.
  - i. The first of these sessions was completed on June 9 and included a detailed safety assessment of Crenshaw/Expo excavation and the cut and cover section adjacent to Leimert Park. A very high degree of personal protective equipment compliance was observed as was adequate fall protection including barrier construction. A minor issue related to a small break in a security perimeter fence was immediately corrected. Daily task hazard analyses documentation was completed as was the pre-excavation checklist. Another field safety inspection is scheduled for June 15.
  - ii. I will also perform periodic field safety assessments. The first of which took place this week on Wednesday, June 10 when I spent four hours touring the entire alignment and talking to executives, foremen and workers on site. Prior to my safety walkthrough at the Crenshaw/Expo station box, I was thoroughly briefed by the WSSC executive management team on their corporate safety program as well as the additional steps WSSC has taken to improve safety performance on the project. During my review, I had the opportunity to discuss safety matters with local Project Labor Agreement (PLA) employees including their safety training, Personal Protective Equipment use, their familiarity with the daily task hazard analysis process among others. I found no significant unmitigated safety hazards throughout my safety walkthrough.
- c. WSCC currently has a safety communication plan that includes the following major activities that are performed on a daily, weekly and monthly basis: Daily Job Hazard Analyses, Weekly Field Monday Safety Huddle, Monthly Executive Safety Committee, Monthly Subcontractor Safety Committee and Monthly Foreman Meeting. Safety promotional materials are also displayed prominently at many locations along the alignment.

## 5. Other WSCC Safety Improvement Activities WSSC Has Undertaken

- a. WSCC as of June 2 has supplied Metro their internal Review Employee Actions Performance (REAP) documentation. Their REAP plan is a field inspection and monitoring program used extensively on the project. Metro is currently reviewing our processes to evaluate the quality of these field safety assessments.
- b. WSCC has now extended an invitation to Metro Executive Staff to attend their internal Monthly Executive Safety Meeting. The first meeting to include Metro participation occurred on June 3.

### **Audit of the Crenshaw/LAX Procurement Process and Selection of WSCC**

The Office of the Inspector General (OIG) has now drafted an audit plan and scope for this activity (Attachment B) with an expected completion date in mid-September. A large number of documents have already been submitted to the OIG from Metro's Vendor and Contract Management (V/CM) Department. Metro staff will continue to assist the OIG in any way we can so that this task can be completed as quickly and thoughtfully as possible. As a Board Officer and independent reviewer of our selection process, future communication to the Board of Directors regarding the progress of this audit will come directly from the Office of the Inspector General (OIG).

### **Increased Safety Quality Assurance (QA)/ Quality Control (QC) by Metro Staff**

Metro responded to the Crenshaw/LAX project safety shutdown by requiring the contractor to implement the remediation program elements outlined in this letter. Internally, the Metro executive team, including the Interim Deputy CEO, the Executive Director of Finance and Budget, the Executive Director of Engineering and Construction and the Executive Director of Risk Management and Safety quickly evaluated additional steps that Metro could take to improve the enforcement of safety rules and procedures on the project. Quickly we began an internal review of our own safety oversight.

Our traditional safety field staffing model for Design/Build projects has two (2) dedicated Metro safety specialists headed by an onsite Safety Manager to perform limited safety Quality Assurance and Quality Control on the project. Our model recognizes that the primary responsibility and accountability for safety on our projects is our contractors. Consistent with this approach, our contractors bear the sole financial burden for safety related risks.

In this context, Metro's field staff has a variety of duties such as the review of contractor safety submittals, safety report generation, a review of contractor accidents/incidents report quality, reviews of contractor safety training records, resolving disputes with the contractor regarding applicable safety regulations and others. Our field safety representatives also perform field safety inspections which are logged and reviewed



with contractor staff. These three field personnel are the safety-centric eyes and ears of Metro on the project, but are insufficient to provide substantial coverage depth during peak daily work times especially on a project approaching ten miles in length. Further, with only three FTEs, no second shift coverage is possible, nor is weekend coverage and only partial third shift coverage.

This staffing model has proven successful on many of our design build projects including the Eastside Extension to the Gold Line. On it, with millions of hours worked, no lost time injuries occurred. Subsequent to the serious utility strike on April 9, we now believe that additional Metro oversight resources are prudent so that we can better assess the contractor's safety compliance during peak work hours, and also during periods when we currently have no coverage at all. Three (3) additional FTEs on the Crenshaw project were added to the FY16 budget, which the Board of Directors has now approved, to accomplish just that, a nearly 24/7 presence of Metro Safety Specialists on the Crenshaw/LAX project. This increased presence will improve the likelihood that we will be able to identify a hazardous condition for the contractor to fix prior to a serious accident or injury. Our increased presence also sends an important message to our partners at WSCC. That is, we have dramatically increased our attention to safety on the Crenshaw/LAX project for cause, and have expanded our ability to hold line management accountable for safety performance.

Until these positions become available, we will be using temporary staffing supplied by our Construction Management Support Services Contract to provide these three (3) necessary safety oversight positions. We have recently added the first two (2) temporary Construction Safety experts and are prepared to make an offer to a third temporary construction safety specialist shortly. The recruitment for the three (3) permanent Senior Construction Safety Specialists is underway.

The estimated cost of these three (3) additional safety FTEs is roughly \$400,000 annually. We have requested, in writing, that WSCC reimburse us for these costs and on March 26 they, in writing, declined to do so. WSCC's declination of reimbursement brings up the final issue in the Metro Board of Directors' motion.

**Review the process by which the agency has incurred an expense of \$400,000 pursuant to the safety concerns and cause that to be the contractor's; Have all of this subject to review of Counsel and be prepared to explore what constitutes a potential breach of contract**

County Counsel is in the process of reviewing both the facts and the various contract documents related to WSCC's safety performance in order to determine WSCC's compliance with its contractual obligations in this matter. As part of this analysis, County Counsel will also examine whether our incremental costs of increasing safety staffing on the Crenshaw/LAX project is reimbursable from the contractor. To facilitate County Counsel's review and analysis, Counsel has requested and Metro staff is supplying email correspondence related to safety, inspection reports performed by Metro's Engineering and Construction Department, Metro Construction Safety's audit

log, WSSC's safety incident reports, dozens of safety submittals prepared by the contractor for Metro approval, Metro's Construction Safety Manual, and many others. County Counsel has advised me that they will provide a separate confidential memo to the Board on the status of their review. Future communications regarding Counsel's review of this matter will come directly from the Office of County Counsel. Additionally, County Counsel will review the OIG audit when completed and provide a separate memo regarding any issues that may arise therefrom.

### **ASSESSMENT CONCLUSION AND NEXT STEPS**

I believe that WSSC has taken significant steps to improve safety on the C/LAX project. Their new safety action plan is comprehensive, specific, and verifiable. In speaking with many of the site workers, they showed a thorough knowledge of the safety plans and measures. Many of them seemed embarrassed that their safety performance and record has been tarnished. There also seemed to be an atmosphere of renewed emphasis on safety. However, Metro Staff will continue to take an aggressive approach to safety oversight and will agendaize and report on Crenshaw/LAX safety matters monthly to the Construction Committee, until further notice. We will also continue our recruitment of the three (3) permanent Senior Safety Specialists. The OIG and County Counsel will continue their efforts to complete the Board directed audit and legal analysis, respectively.

### **ATTACHMENT**

- A. WSSC Corrective Action Plan Letter of May 25
- B. OIG Audit Plan and Schedule



## ATTACHMENT A

May 25, 2015

Los Angeles County Metropolitan Transportation Authority  
One Gateway Plaza  
Los Angeles, CA 90012

Attn: Mr. Gregory Gordon Kildare – Executive Director, Enterprise Risk & Safety Management  
Mr. Charles H. Beauvoir – Deputy Executive Officer, Project Management

SUBJECT: Crenshaw/LAX Safety – Path Forward  
REF: E-Mail Message from Mr. Kildare to Mr. Lee (WSCC), dated May 18, 2015

Dear Mr. Kildare and Mr. Beauvoir:

Walsh/Shea Corridor Constructors (“WSCC”) is in receipt of your e-mail of May 18, 2015, in which you request detailed steps that WSCC has taken and commits to take going forward to ensure a positive safety culture on the Crenshaw/LAX Transit Project and to address the concerns of Los Angeles County Metropolitan Transportation Authority (“LACMTA”) and the LACMTA Board. This letter is intended to serve as a comprehensive response to all of your requests.

First and foremost, WSCC would like to thank you for the opportunity, provided earlier this week, to convey the critical values both entities of our Joint Venture share when it comes to Safety practices and culture in general. These matters are of paramount importance to both the Executive Management on this project and in our respective corporate offices. Our project goal is and always has been “Zero Tolerance” for job-site safety incidents and we strongly believe that our past record(s) speaks to that commitment. In fact, our Project recordable incident rate is nearly four (4) times lower than the national industry average, also well below the minimum safety goals set forth by our corporate offices.

In recent years both Walsh and Shea have received accolades and recognition for exemplifying a culture of safety on major construction projects across the United States, most notably the Cal-SHARP award that was given to the LAX Terminal Improvements team. Additionally, both companies are members of the Safety Summit committee (an exclusive group of 40 construction companies, nationwide) that meets throughout the year to share best practices with a vision for an Incident Free Environment. The sharing of these best practices and lessons-learned culminates in an annual event (across these 40 companies projects) called “Safety Week”. On May 8<sup>th</sup>, WSCC concluded the second successful Safety Week here at Crenshaw-LAX.

Prior to LACMTA issuing the Stop Work Notice on April 9, WSCC had identified several safety challenges/trends in early March and we were already taking steps to alleviate these concerns. These steps included the following:

- On March 20 and March 26, WSCC performed self-imposed phased Project-wide safety stand-downs with an emphasis on mitigating safety incidents, increasing awareness, and reinforcing a

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## ATTACHMENT A

job-wide safety culture, including specific reviews of task hazards, PPE requirements, and disciplinary actions associated with PPE violations;

- On March 26, WSCC conducted mandatory supervisory safety culture training for managers and superintendents, with an emphasis on planning, accountability, maintaining our safety culture, and diligently completing our pre-excavation checklist (see Exhibit A); and
- On April 1, WSCC's Senior Management and Executives met after normal business hours to discuss our current safety culture along with the existing practices and protocols we have in place. Key topics of our discussion included the need to reinforce and improve upon our existing weekly protocols which include REAP (Review Employee Actions Performance) Card completion as well as the Safety Audit inspections we require of all Management personnel. Special consideration was focused on the need to communicate and empower not only Management but also Craft personnel to take action whenever it is deemed necessary.

Subsequent to the April 9 Stop Work Notice, the following remedial steps have been implemented, or will be shortly:

- On April 13, WSCC introduced a new training module ("Utility Hanger" training) with 60 craft/supervisors in attendance (see Exhibit B for summary of training);
- On April 22, WSCC introduced a second new training module ("Utility Competent Person" training) with 47 craft-supervisors in attendance (see Exhibit C);
- WSCC assigned Jacob Dean as the utility project lead for field coordination, survey and identification of all known Utilities prior to commencing work in new areas; and
- WSCC revised its utility identification procedure to involve consistent consultation with Jacob Dean, including pre-activity site walks with Jacob Dean and the applicable Foreman and the completion of the Pre-Excavation Planning Checklist (see Exhibit D).

With respect to the staffing of safety professionals, WSCC is now fully staffed according to the Safety Staffing Plan (8 FTEs) and will continue to evaluate staffing needs, especially with regard to tunneling, prior to the start of 24-hour, Monday-to-Friday tunneling operations. Furthermore, WSCC and LACMTA have agreed to coordinate hiring activities for technical Safety Staff to ensure that there is no loss of coverage in the event that a WSCC employee applies for an LACMTA position, or vice versa.

WSCC also has employee discipline procedures in place to minimize safety violations. These include the following:

- From the beginning of the Project, WSCC has had a zero tolerance policy for serious safety violations;
- WSCC has attached information to paychecks regarding the enforcement of discipline for safety violations (see Exhibit E);

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## ATTACHMENT A

- Beginning April 27, WSCC has started to review critical components of the IIPP with staff at the Monday morning safety huddle and plans to continue this practice for the next three (3) months; and
- WSCC began sharing employee and subcontractor safety discipline data with LACMTA staff on April 17 and continues to share this information.

WSCC understands that a positive safety culture begins with leadership's commitment to safety. To that end, WSCC has made the following efforts:

- WSCC's Project Executive, Project Manager, Deputy Project Manager and Construction Manager will commit to attendance at LACMTA's monthly All-Hands Safety Meeting;
- WSCC's internal Executive Safety Review will now be attended by LACMTA's Executive Director and Construction Safety Director, with an invitation being extended shortly;
- WSCC will now review its internal Safety Report Cards with LACMTA staff;
- WSCC's Project Manager and Deputy Project Manager commit to a minimum of one monthly field safety inspection;
- WSCC has committed to two (2) additional monthly executive-level field inspections with LACMTA's Executive Director and Construction Safety Director.

Please know that WSCC remains committed to fostering a positive safety culture and preventing any safety incidents on the Crenshaw-Lax project. WSCC also appreciates LACMTA's cooperation in ensuring that we work together towards our collective goal of providing a safe, incident-free work environment for all involved. We hope that this letter has served to both answer your questions and to alleviate your recent concerns but should there be any questions please contact me at your earliest convenience.

Sincerely,

R. Joe Lee  
Project Manager

Attachments: March 26 Safety Culture Training (Exhibit A)  
Summary of Utility Hanger Training (Exhibit B)  
Utility Competent Person Training (Exhibit C)  
Pre-Excavation Planning Checklist (Exhibit D)  
Craft Employee Conduct and Work Rules (Exhibit E)

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STATUS REPORT ON  
REVIEW OF PROCUREMENT PROCESS FOR THE  
CRENSHAW/LAX CONSTRUCTION PROJECT CONTRACT (No. 0988)  
PROJECT NO. AUD-15-11

- I. Based on the April 30, 2015 Board Meeting regarding Non-Consent Item 4 – Crenshaw Project, the Office of Inspector General (OIG) has initiated a preliminary review of the procurement process for the Crenshaw/Lax Construction Contract No. 0988. The objectives of this review are:
  1. To determine if Government regulations as well as Metro’s policies and procedures were adhered to during the procurement process.
  2. To verify if important information and documents required in the Request for Qualifications (RFQ) and Request for Proposal (RFP) were received from contractor and vetted by Metro Staff (specifically in the area of safety).
  
- II. To achieve the above objectives, this review involves reviewing and documenting the timeline of significant events along the procurement process to determine whether government regulations, Metro’s policies and procedures, and contract requirements have been met and adhered to at each important phase. The following is a breakdown of the areas under review:
  1. Request For Qualifications (Issued December 23, 2011)
    - A. Because the contract was issued as a Design-Build, verify whether requirements of California Public Contract Code Section 20209.7 were adhered to (including the pre-qualification Questionnaire);
    - B. Verify whether Metro’s policies and procedures were adhered to; and
    - C. Determine if the contractor provided all required information and documents (specifically in area of safety).
  
  2. Request For Proposal (Issued June 22, 2012)
    - A. Verify that important documents/information required in RFP were received and verified (specifically as it relates to safety);
    - B. Review Metro’s safety related forms that are required to be completed by contractors for areas of clarification and enhancement;
    - C. Review contractor’s safety plan and the responses provided on safety forms for consistency and adherence to contract requirements; and

- D. Verify that contractor's key personnel were vetted and that written confirmation of key personnel was received by Metro.
- 
- 3. Amendment #8 for Best and Final Offers (Issued February 22, 2013)
    - A. Review criteria used for final selection; and
    - B. Review additional documents and information provided during this phase.
- 
- III. The Draft report will be prepared and then reviewed by OIG's management. The report will cover OIG's assessment as to whether government regulations and Metro's policies and procedures were adhered to throughout the procurement process. The OIG goal is to complete this review and issue a report to the Board in or about September 2015.



**Board Report**

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**File #:** 2015-0662, **File Type:** Informational Report

**Agenda Number:** 45.

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**EXECUTIVE MANAGEMENT COMMITTEE/  
CONSTRUCTION COMMITTEE  
JUNE 18, 2015**

**SUBJECT: PROJECT LABOR AGREEMENT (PLA)/CONSTRUCTION CAREERS POLICY (CCP) REPORT ON THE FOLLOWING MEGA PROJECTS:**

**CRENSHAW/LAX TRANSIT CORRIDOR PROJECT**

**REGIONAL CONNECTOR TRANSIT CORRIDOR PROJECT**

**ACTION: RECEIVE AND FILE**

**RECOMMENDATION**

RECEIVE AND FILE status on the **Project Labor Agreement and Construction Careers Policy programs on the Crenshaw/LAX Transit Corridor and Regional Connector Transit Corridor projects** for activity through the April 2015 reporting period.

**ISSUE**

In January 2012, The Board approved the Project Labor Agreement with the Los Angeles/Orange Counties Building and Construction Trades Council and the Construction Careers Policy. One benefit of the PLA is to encourage construction employment and training opportunities in economically disadvantaged geographic areas throughout the United States. Another benefit of the PLA is that work stoppages are prohibited.

Consistent with the Board approved PLA/CCP, prime contractors are required to provide monthly reports detailing progress towards meeting the targeted worker hiring goals. Additional, consistent with Metro's Labor Compliance policy and federal Executive Order 11246, the prime contractors provide Metro with worker utilization data by ethnicity and gender.

The attached report provides the current status on the two mega projects listed above which are subject to the PLA/CCP.



**DISCUSSION**

Project Name	Prime Contractor	Targeted Worker Goal (40%)	Apprentice Worker Goal (20%)	Disadvantaged Worker Goal (10%)
Crenshaw/LAX Transit Corridor	Walsh/Shea Corridor Constructors	59.15%	18.11%	11.11%
Regional Connector Transit Corridor	Regional Connector Constructors, JV	62.53%	16.00%	12.48%
Regional Connector Transit Corridor Advanced Utilities Relocation	Pulice Construction	51.63%	21.48%	22.69%

**Crenshaw/LAX Transit Corridor Project****Prime: Walsh/Shea Corridor Constructors**

Major Construction for the Crenshaw/LAX Transit Corridor Project is underway. The contractor is currently attaining Targeted Worker, Apprentice Worker and Disadvantaged Worker percentages of 59.15%, 18.11% and 11.11% respectively. The attainment for the 20% Apprentice Worker goal is based on total apprentice-able hours. The contractor is currently exceeding the Targeted Worker, Disadvantaged Worker and minority participation percentage goals, but not meeting the 20% Apprentice Worker goal and the 6.90% Female Participation goal (2.66%). The contractor has submitted a plan and schedule indicating that the apprentice goal for this project should be achieved in January of 2017. Staff will continue to work closely with the contractor towards meeting all worker goals for this project. To date, 19.32% of the estimated construction work hours for this project have been performed. No work stoppages or grievance have occurred on this contract.

### Regional Connector Transit Corridor Project

#### Prime: Regional Connector Constructors, Joint Venture

The Regional Connector Transit Corridor Project contractor is currently attaining Targeted Worker, Apprentice Worker and Disadvantaged Worker percentages of 62.53%, 16.00% and 12.48% respectively. The attainment for the 20% Apprentice Worker goal is based on total apprentice-able hours. The contractor is currently exceeding the Targeted Worker, Disadvantaged Worker and the minority participation goals, but not meeting the 20% Apprentice Worker goal and the 6.90% Female Participation goal (4.34%). This project is still in the design-phase with limited construction activities and attainment is in line with the contractor's submitted Employment Hiring Plan which states that the Apprentice Worker goal will be met in mid-2016. To date, 0.39% of the estimated construction work hours for this project have been performed. No work stoppages or grievances have occurred on this contract.

### Regional Connector Advanced Utilities Relocation Project

#### Prime: Pulice Construction

The Regional Connector Transit Corridor Advanced Utilities Relocation project contractor attained Targeted Worker, Apprentice Worker and Disadvantaged Worker percentages of 51.63%, 21.48% and 22.69%, respectively. This contract was terminated for convenience in April 2015 and is in close-out phase. As of this reporting period, the Targeted Worker, Apprentice Worker, Disadvantaged Worker and the minority participation percentage goals have been met but not the 6.90% Female Participation goal (2.60%). Final attainment will be provided in the next PLA/CCP update report. No work stoppages or grievances have occurred on this contract.

## OUTREACH

In efforts to attain the highest percentages of Targeted, Apprentice and Disadvantaged Workers on PLA/CCP projects, and to keep the community informed of the opportunities, the contractors and DEOD participated and/or coordinated the following outreach efforts during this reporting period:

- County Supervisor Mark Ridley Thomas Spring Into Summer Event held on April 15, 2015
- Goodwill Southern California Job Fair held on April 22, 2015
- State Building & Construction Trades Council of California 5th National Conference, Women Building the Nation held on May 1-3, 2015 (Panelist, Sponsor and Exhibitor)
- East Los Angeles College Job Fair held on May 7, 2015
- 1st Annual Veterans & Disadvantaged Worker Resource Fair at L.A. Trade Tech College on

May 13, 2015

- Construction Careers Awareness Day in partnership with LAUSD and Los Angeles Trade Tech College (LATTTC) held on May 14, 2015
- County Supervisor Hilda Solis Job Fair held on May 16, 2015
- Coffee, Construction and Careers, City of Inglewood held on May 28, 2015
- Daily/Weekly/bi-weekly meetings with outreach team, contractor, electeds and/or community representatives
- Updated Metro's Federal Legislative Programs to request more stringent rules and local enforcement capabilities regarding employment of women and under-represented minorities in construction.
- Metro is organizing a committee to develop strategies and opportunities for women in the construction industry. Tentative committee membership includes: Women in Non-Traditional Employment Roles (WINTER), National Association of Women Business Owners (NAWBO), National Association of Women in Construction (NAWIC), Prime Contractors, Job Coordinators and others.

## **NEXT STEPS**

Staff will continue to monitor the contractor's efforts to increase the participation of apprentices and targeted workers on the Crenshaw/LAX construction and Regional Connector Transit Corridor projects.

## **ATTACHMENTS**

Attachment A - Crenshaw/LAX Transit Corridor project PLA/CCP Report, Data Through April 2015 reporting period.

Regional Connector Transit Corridor project PLA/CCP Report, Data Through April 2015 reporting period.

Regional Connector Advance Utilities Relocation project PLA/CCP Report, Data Through April 2015 reporting period.


Prepared by:

Miguel Cabral, Interim Deputy Executive Officer, Strategic Business, PLA/Construction Careers, (213) 922-2232

Keith A. Compton, Interim Director, PLA/CCP Compliance & Administration, (213) 922-2406

Miriam Long, Manager, Strategic Business & Construction Career Resources, (213) 922-7249

Reviewed by: Ivan Page, Interim Executive Director, Vendor/Contract Management



Phillip A. Washington  
Chief Executive Officer

# Crenshaw/LAX Transit Corridor Project

PLA Targeted Worker Attainment: Prime:

Walsh/Shea Report Data Through April 18, 2015

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) <b>Goal: 40%</b>	Apprentice Utilization (%) <b>Goal: 20%</b>	Disadvantaged Worker Utilization (%) <b>Goal: 10%</b>
579,490.60	59.15%	18.11%	11.11%
Percentage Project Complete Based on Worker Hours: 19.32%			

Based on Total Apprenticeshipable Work Hours

(rounded)

## Executive Order 11246 Demographic

### Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
579,490.60	17.66%	1.07%	22.49%	54.21%	1.25%	3.32%	74.19%	2.66%

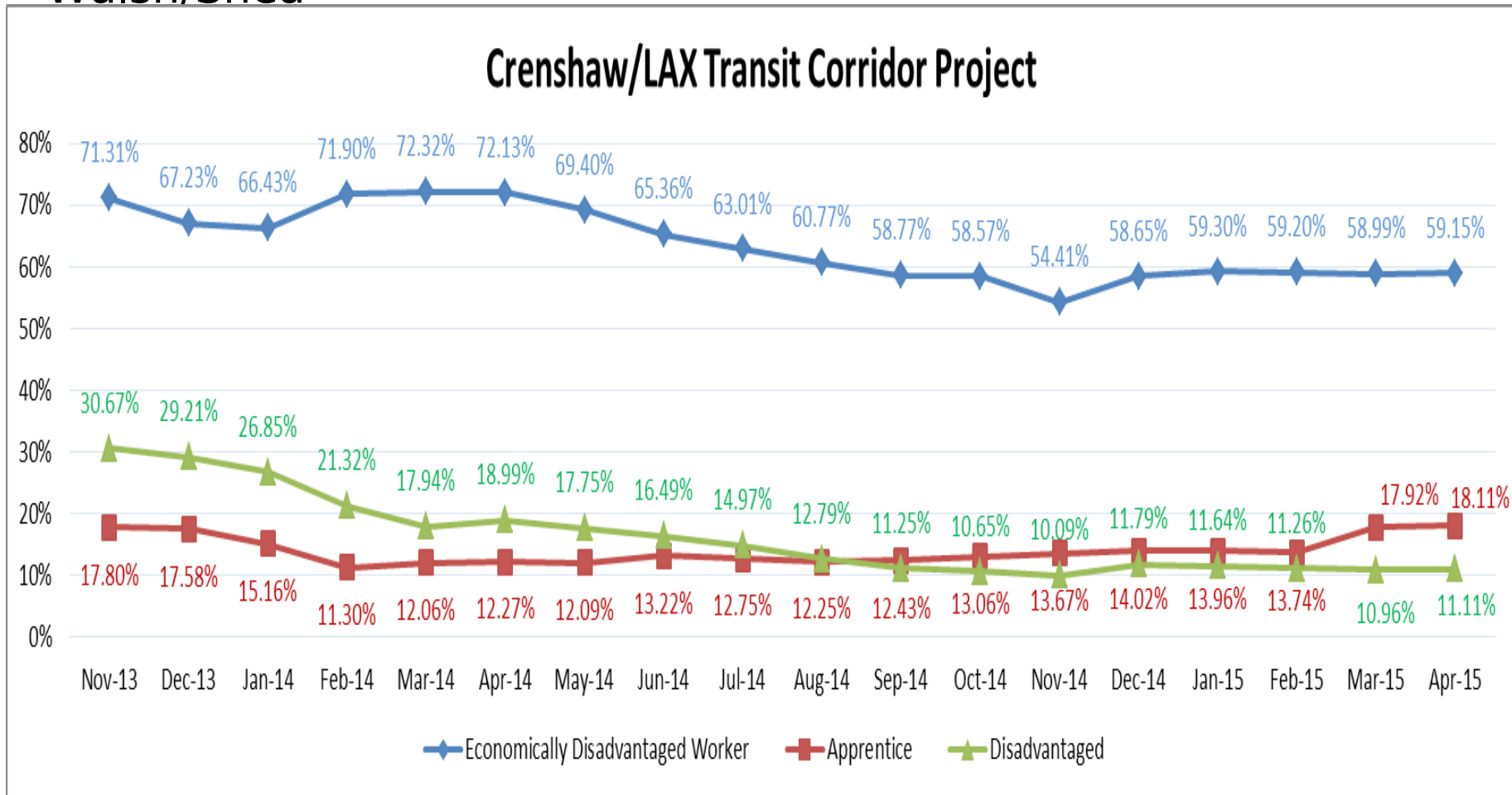


\*Cumulative Hours Through End of Noted Reporting Period - as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# Crenshaw/LAX Transit Corridor Project

PLA Targeted Worker Attainment: Prime:

Walsh/Shea



\*As Reported by Walsh/Shea. Data subject to change to reflect updates or audits.

Data reflects a 18 month period

# Regional Connector Transit Corridor Project PLA Targeted Worker Attainment:

Prime: Regional Connector Constructors, Joint Venture

Report Data Through April 25, 2015

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) <b>Goal: 40%</b>	Apprentice Utilization (%) <b>Goal: 20%</b>	Disadvantaged Worker Utilization (%) <b>Goal: 10%</b>
12,909.50	62.53%	16.00%	12.48%

Percentage Project Complete Based on Worker Hours: 0.39%  
(rounded)

Based on Total Apprenticeship Hours

## Executive Order 11246 Demographic

### Summary

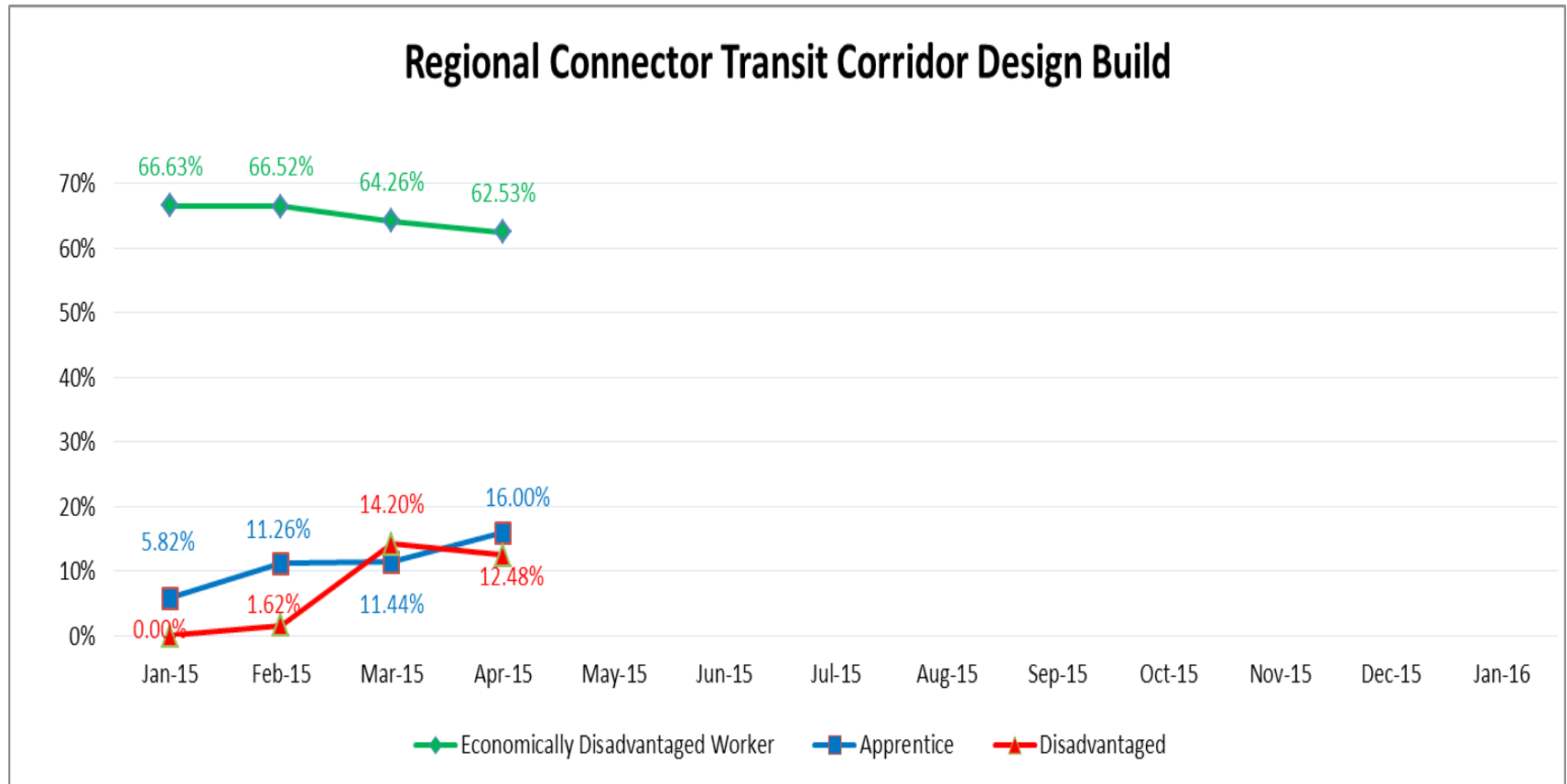
No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/ Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
12,909.50	11.94%	2.42%	26.72%	54.89%	0.00%	4.03%	69.25%	4.34%

\*Cumulative Hours Through End of Noted Reporting Period - as Reported by Prime Contractor. Data subject to change to reflect updates or audits.



**Metro**

# Regional Connector Transit Corridor Project PLA Targeted Worker Attainment: Prime: Regional Connector Constructors, Joint Venture



\*As Reported by RCC, JV. Data subject to change to reflect updates or audits.

Data reflects a 4 month period



# Regional Connector Advanced Utility Relocations PLA Targeted Worker Attainment: Prime: Pulice

Construction

Report Data Through April 2015

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) <b>Goal: 40%</b>	Apprentice Utilization (%) <b>Goal: 20%</b>	Disadvantaged Worker Utilization (%) <b>Goal: 10%</b>
58,155.00	51.63%	21.48%	22.69%
Percentage Project Complete Based on Worker Hours: 58.51%	(rounded)		

## Executive Order 11246 Demographic

### Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/ Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
58,155.00	1.37%	0.42%	17.58%	80.12%	0.00%	0.51%	81.91%	2.60%

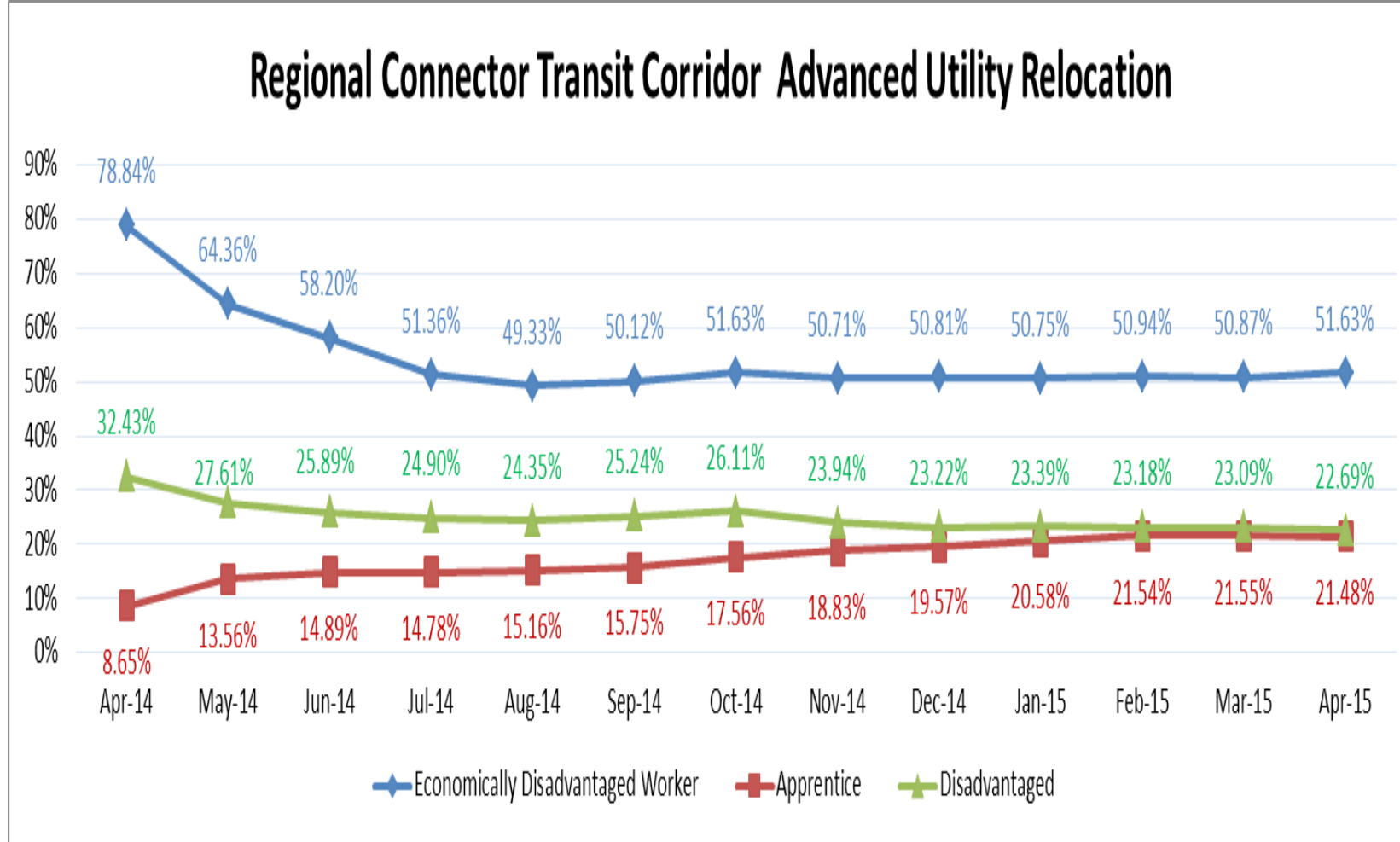
\*Cumulative Hours Through End of Noted Reporting Period - as Reported by Prime Contractor. Data subject to change to reflect updates or audits.



**Metro**

# Regional Connector Advanced Utility Relocations

PIA Targeted Worker Attainment: Prime Pulice



\*As Reported by Pulice Contractor. Data subject to change to reflect updates or audits.  
Data reflects a 13 month period



**Board Report**

**File #:** 2015-0651, **File Type:** Oral Report / Presentation

**Agenda Number:** 46.

**CONSTRUCTION COMMITTEE  
JUNE 18, 2015**

RECEIVE oral update on **Engineering and Construction Executive Director's report.**

**DISCUSSION**

Engineering and Construction Executive Director's Oral Report, presented by Bryan Pennington, Executive Director Engineering and Construction.

Monthly Status Report:

**ATTACHMENTS**

Attachment A - Engineering and Construction Executive Director's Report

Prepared by:

- **Crenshaw/LAX** - Charles Beauvoir, Deputy Executive Officer, Project Mgmt., (213)299-3095
- **Regional Connector** - Girish Roy, Deputy Executive Officer, Project Mgmt., (213)893-7119
- **Westside Purple Line Ext 1** - Dennis Mori, EO Project Mgmt., (213)922-7238
- **Westside Purple Line Ext 2** - Dennis Mori, EO Project Mgmt., (213)922-7238
- **I-405** - Michael Barbour, Deputy Executive Director, Transit, (213)922-2261
- **Division 13** - Timothy Lindholm, EO Project Engr., (213)922-7297
- **Patsaouras Plaza Busway Station** - Timothy Lindholm, EO Project Engr., (213)922-7297
- **MRL - MOL North Hollywood Station** - Samuel Mayman, EO Project Engr., (213)922-7289
- **Universal Pedestrian Bridge** - Samuel Mayman, EO Project Engr., (213)922-7289
- **Metro Blue Line Station** - Samuel Mayman, EO Project Engr., (213)922-7289
- **Presentation** - Yohana Jonathan, Departmental System Analyst, (213)922-7592

Reviewed by:

Bryan Pennington, Executive Director, (213)922-7449

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# Engineering & Construction -- Transit Status Report

## Significant Issues

Presented By

**Bryan Pennington**

Executive Director

Engineering and Construction

# CRENSHAW/LAX TRANSIT PROJECT

## SIGNIFICANT HIGHLIGHTS

- Overall Project 31% complete. Design-builder's design is 89% and construction 15% complete . Discussion underway with Contractor regarding expediting
- Southwestern Yard Contract C0991 approved by Board
- Continuing pile installation for underground guideway No.1 near LAX runways →
- Green Line Connection & Aviation/Century Station – continuing installation of bridge columns & abutment piles
- Vernon Station – Pile installation complete. Commenced two week street decking operation
- MLK Station – Utility support under deck largely complete. Excavation to tier one level continues →
- Expo Station – Tier one strut installation complete and excavation to tier two level continues
- Safety suspension of work notice issued on April 9, 2015. Safety status review held with Metro & WSCC Executives on May 18, 2015. WSCC mitigation efforts under review



June 2015

Construction Committee

Los Angeles County Metropolitan Transportation Authority



# REGIONAL CONNECTOR TRANSIT CORRIDOR

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## **SIGNIFICANT HIGHLIGHTS**

### **Advance Utility Relocation (AUR)**

- Overall advance utility work is 85% complete
- DWP Power completed intercept work on Flower Street at 6th Street

### **Design Build Contract**

- DB contract 19.4 % complete as of the end of May 2015
- Metro completed review of 85% Design package for Bored Tunnel
- RCC presented 85% design workshop to review 1<sup>st</sup>/Central station design
- Continue preconstruction survey and potholing of existing utilities, and geotechnical investigation of Cross-Over Cavern at 2<sup>nd</sup> & Spring Streets
- Pre-trenching of existing utilities at 1<sup>st</sup>/Central for final design and construction of Support of Excavation (SOE) began in April and has continued through May 2015

# REGIONAL CONNECTOR TRANSIT CORRIDOR

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## **SIGNIFICANT HIGHLIGHTS**

### **Design Build Contract (continued)**

- Skanska is currently working with 10 of the 11 firms displaced by the AUR contract termination for convenience:
  - They already have subcontracts with 7 of 11 firms for C0980 scope.
  - They are contracting with an additional firm to monitor utility flow to begin June 11, 2015.
  - They have expectations that a firm will be utilized by existing subcontractors as a lower tier subcontractor.
  - They are in discussions with an additional firm for equipment opportunities, additional fencing, and soundwall work for C0980 scope.
  - They have received bids, including from one of the firms, for quality control scope that are under review.

Skanska continues providing weekly information on their outreach to those subcontractors.

- In May RCC submitted and Metro “approved for construction” its first design for the tunnel launch pit on the Mangrove site. Support of Excavation construction began May 26, 2015 by drilling piles at Mangrove site for TBM launching shaft.

# WESTSIDE PURPLE LINE – SECTION 1

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## **SIGNIFICANT HIGHLIGHTS**

Overall Section 1 Advanced Utility Relocations work is 47% complete.

- The Wilshire/Fairfax Advanced Utility Relocations Contractor is continuing with power and water work, and is on schedule to complete in October 2015.
- The Wilshire/La Cienega Advanced Utility Relocations Contractor continues with the Southern California Edison (SCE) power relocation work along the westbound lanes of Wilshire Boulevard.
- Beverly Hills fiber optics relocations have begun in the Wilshire/La Cienega Station area.

Design-Build is 1% complete.

- The Design/Builder for Tunnels, Stations, Trackwork, Systems and Systems Integration Testing is continuing with final design, design survey along the alignment, geotechnical borings and site preparation work at various construction staging areas.



# WESTSIDE PURPLE LINE – SECTION 2

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## **SIGNIFICANT HIGHLIGHTS**

- An Industry Review with the prime contracting community was held on June 4, 2015, which provided an overview of the Project to the contracting community.
- The Industry Review focused on the constructability of the Project under a single Design/Build Contract.
- This was followed by a Meet and Greet event with the prime contactors.
- Meetings with prime contractors are scheduled to begin in July 2015.
- Advanced Preliminary Engineering continues to support the advertisement of a Request for Qualifications/Request for Proposal in early September 2015.

# I-405 SEPULVEDA PASS IMPROVEMENTS PROJECT

## SIGNIFICANT HIGHLIGHTS

- Punch list items 99% complete
- Issuance of substantial completion and acceptance by Caltrans is subject to resolution of Kiewit Retaining Wall design issue
- Project is working with Kiewit to settle merited claims, Request for Changes (RFCs), and Provisional Sum Items prior to going to Arbitration
- Project Cost – Project will report to Board staff on road map through final project



June 2015

Construction Committee  
Los Angeles County Metropolitan Transportation Authority



# DIVISION 13 BUS O&M FACILITY

## SIGNIFICANT HIGHLIGHTS

- Project 96% Complete
- All major concrete structures are complete and the building was topped out in August 2014
- Primary work at present includes mechanical, electrical, equipment installation, IT, interior finishing, furnishings, and exterior skin
- Solar panel installation on ribbon roof 100% complete
- Public art cube panels 100% installed
- Commissioning of building systems started in May 2015
- Project completion estimated for September 2015



May 2015



June 2015

June 2015

Construction Committee

Los Angeles County Metropolitan Transportation Authority



# PATSAOURAS PLAZA BUSWAY STATION

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## SIGNIFICANT HIGHLIGHTS

- Project approximately 5% complete, construction start likely to slip to Fall 2015 due to Caltrans right-of way certifications, environmental and permitting. Metro working with Caltrans.
- Notice to Proceed issued to OHL USA on April 1, 2014
- 100% foundation design submitted to Metro/Caltrans January 2015
- 100% station design completed March 2015
- Pending issues include timely approval of 100% design package with Caltrans, Caltrans permits and ROW certifications to start construction, and resolution of change order for Red Line tunnel foundation conflicts
- Project scheduled to be completed January 2017, although slippage is likely due to above issues.



**June 2015**

**Construction Committee**

Los Angeles County Metropolitan Transportation Authority



# CIP PROJECTS

## MRL-MOL N. Hollywood Station West Entrance:

### Progress:

- Construction 42% complete
- Elevator Casing Drilled
- Installed Mud Mat
- Installed Drainage Pipe
- Installation of Grounding ongoing
- Installation of High-density Polyethylene(HDPE) Membrane ongoing
- Knock-Out-Panel Removal Prep ongoing
- Project completion estimated for end of Spring 2016



June 2015

Construction Committee

Los Angeles County Metropolitan Transportation Authority

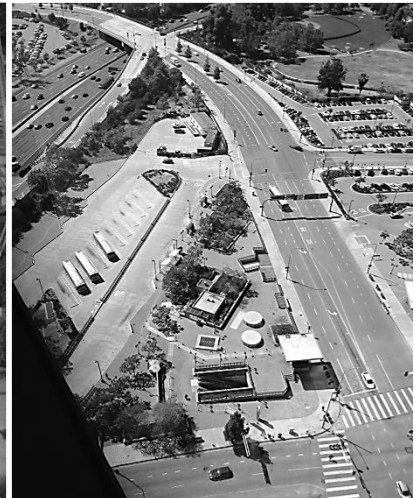


# CIP PROJECTS

## Universal Pedestrian Bridge:

### Progress:

- Construction 34% complete
- Foundation work (Forms & Rebar cages) at Station # 1 installed
- Foundation excavation work at Station # 3 ongoing
- Foundation work for transformer installation at Station # 0 ongoing
- Fabrication shop activities are about 45% complete and on schedule
- Project completion scheduled for Spring 2016
- Schedule Risk: Escalators must be delivered by September 2, 2015 to make schedule. Staff/contractor working to get hard commitment from Schindler on delivery date.



June 2015

Construction Committee

Los Angeles County Metropolitan Transportation Authority



# CIP PROJECTS

## MBL Stations Refurbishment:

- Project 74% complete (total of 15 out of 21 stations completed)
- Currently working on three stations (Washington/San Pedro/Grand)
- Project on schedule to be completed by March 2016



Installing new canopy at Florence Station



New Florence Station canopy with new lighting

June 2015

Construction Committee

Los Angeles County Metropolitan Transportation Authority





**Board Report**

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**File #:** 2015-0609, **File Type:** Oral Report / Presentation

**Agenda Number:** 47.

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**CONSTRUCTION COMMITTEE  
JUNE 18, 2015**

RECEIVE oral report on **Transit Program Project Budget & Schedule Status**.

**DISCUSSION**

Transit Program Project Budget & Schedule Status Oral Report, presented by Brian Boudreau, Executive Director-Program Management.

**ATTACHMENTS**

Attachment A - Transit Program Project Budget & Schedule Status Report - June 2015

Prepared by: Marla Miller, Cost/Schedule Assistant, (213) 922-7630  
Brian Boudreau, Executive Director, (213) 922-2474

Reviewed by: Stephanie Wiggins, Interim Deputy Chief Executive Officer, (213) 922-1023



**Item 47**

# **Project Budget And Schedule Status Report**

























**Presented by  
Brian Boudreau  
Executive Director, Program Management**

**Construction Committee  
June 18, 2015**



**Metro**


# Cost & Schedule Performance Summary Chart

Slide #	Project	Cost Performance	Schedule Performance	Comments
3	Crenshaw/LAX			The design-build contractor is currently reporting that they are 123 calendar days behind schedule; however at this early stage of the project there are opportunities to reduce this delay.
4	Westside Purple Line Extension-Section 1			
5	Regional Connector			Project cost analysis is being performed to evaluate adequacy of project contingency. Differing site conditions and design review delay have impacted scheduled completion of AUR contract.
6	I-405 Sepulveda Pass Improvements Project			Interim forecast increase of \$115 million due to merited provisional sums, settled claims, 3rd Party/MCA, arbitration costs, Caltrans support & other professional services. Does not include Claim 86.
7	Universal City Pedestrian Bridge			
8	MOL to MRL North Hollywood Connector			
9	Metro Blue Line Station Refurbishments			
10	Patsaouras Plaza			Change order requested for design error/tunnel conflict and other issues. Negotiations in progress. Schedule delayed due to permitting, environmental, and ROW issues with Caltrans.
11	Division 13			Delays due to issues with the ventilation system and other punch list items.
12	P3010 Rail Car Vehicle Procurement			
13-14	Gold Line Foothill Ext.			
15-16	Expo Phase II			



# Crenshaw/LAX Transit Project



 <b>BUDGET</b>	Original	Current	Forecast
Total Cost (\$ mil.)	1,749	2,058	2,058





- No issues to report.





 <b>SCHEDULE</b>	Original	Current	Forecast
Rev. Operation	Dec 2018	Oct 2019	Oct 2019

- The design-build contractor is currently reporting that they are 123 days behind schedule; however at this early stage of the project there are opportunities to reduce this delay.

## POTENTIAL RISKS

- Various utility relocations to be completed by third parties which are required to be completed prior to design-builder's construction activities. (High risk →)
- Design-builder's ability to mitigate schedule delays. (High risk →)
- New 96<sup>th</sup> street station cost and schedule potential impacts. (Medium risk →)
- Timely future reviews of design-builder's final design submittals. (Medium risk →)
- Execution of Agreement with City of Inglewood. (Low risk →)
- LAWA's work window availability for design-builder to construct underground structure in front of LAX runways. (Low risk →)


 On target   
  Possible problem   
  Major issue

 Risk is Decreasing (Improving)   
  Risk is Increasing (Worsening)   
  Risk is Unchanged since last month   
  New Risk

# Westside Purple Line Extension – Section 1

(La Cienega)



<b>BUDGET</b>	Original	Current	Forecast
Total Cost* (\$ mil.)	3,149	3,149	3,149

- No issues to report.

\* Includes Board approved Life-of-Project Budget, plus Planning and Finance costs.

<b>SCHEDULE</b>	Original*	Current	Forecast
Rev. Operation	Oct 2024	Nov 2023	Nov 2023

- Design-Build Contractor has completed the geotechnical investigations in the City of Los Angeles and is proceeding with site preparation work at construction staging areas as properties become available.

\* FFGA scheduled completion

## POTENTIAL RISKS

- Resolution of issues regarding the scope of the Division 20 MOW building.
- Adequate staffing (Med risk ).
- CEQA lawsuits have concluded with the Judge’s ruling in favor of Metro’s position on the Beverly Hills Unified School District and the City of Beverly Hills lawsuits. Beverly Hills Unified School District and the City of Beverly Hills have appealed the ruling. Both petitioners’ have filed briefs with the Court of Appeal. Metro filed its opposition briefs on April 13, 2015. Petitioners’ reply briefs were filed on May 8, 2015. Court of Appeal to schedule the oral argument. (Low risk ).
- NEPA lawsuits filed by Beverly Hills Unified School District and the City of Beverly Hills are still pending in U.S. District Court. The December 4, 2014 hearing on the parties’ cross-motions for summary judgment was taken off calendar and will be rescheduled by the Court. (Low risk ).

On target    Possible problem    Major issue

Risk is Decreasing (Improving)    Risk is Increasing (Worsening)    Risk is Unchanged since last month    New Risk

# Regional Connector



◆ BUDGET	Original	Current	Forecast
Total Cost* (\$ mil.)	1,467	1,467	1,467

- Project cost analysis is being performed to evaluate adequacy of project contingency.

\*Includes Board approved Life-of-Project Budget, plus Planning and Finance costs.

◆ SCHEDULE	Original*	Current	Forecast
Rev. Operation	May 2021	Oct 2020	Oct 2020

- Differing site conditions and design review delay have impacted scheduled completion of AUR contract.

\* FFGA scheduled completion

## POTENTIAL RISKS

- AUR contract was Terminated for Convenience and Metro Board approved transfer of remaining AUR work to Design-Build contract on April 30, 2015. Mitigation measures and close schedule coordination efforts are being implemented and alternative plans are being evaluated by RCC and Metro (High risk →).
- NEPA Law suits could potentially delay the construction of Design-Build Contract on Flower Street. MTA is working with FTA to complete supplemental NEPA process by the end of August 2015 (Med. Risk ↑).
- Adequate Staffing (Med risk →).

# I-405 Sepulveda Pass Improvement Project





 <b>BUDGET</b>	Original	Current	Forecast*
Total Cost (\$ mil.)	1,034	1,141	1,256




- Interim forecast increase of \$115 million reflects increases to the following items:
    - Merited Provisional Sums
    - Merited Claims
    - 3<sup>rd</sup> Party/MCA
    - Arbitration costs
  - Caltrans support & other Professional Services
- \*Does not include Claim 86






 <b>SCHEDULE</b>	Original	Current	Forecast
Project Complete	May 2013	Sep 2015	Sep 2015

- The substantial completion close-out process is taking longer than anticipated due to the complexity of the project and unresolved issues

## POTENTIAL RISKS

- Wall 1985 design not in conformance with Caltrans Specs (High Risk )
- Forecast does not include non-merited Claim 86 or any new claims yet to be brought forward by contractor (High Risk )
- Slope paving under Bridges (Medium Risk )
- Additional Caltrans and Professional Services costs (Medium Risk )

 On target  
  Possible problem  
  Major issue


 Risk is Decreasing (Improving)  
  Risk is Increasing (Worsening)  
  Risk is Unchanged since last month  
  New Risk

# Universal City Station Pedestrian Bridge



## BUDGET

	Original	Current	Forecast
Total Cost (\$ mil.)	20	27	27

- No issues to report.






## SCHEDULE

	Original	Current	Forecast
Project Complete	Jan 2016	May 2016	May 2016

- No issues to report.

## POTENTIAL RISKS

- Escalator delivery by early September is necessary for time completion of construction (Medium Risk )
- Currently mitigating escalator cost claim submitted by the contractor. (High Risk )
- Contractor has submitted revised schedule indicating significant reduction in construction delays. However, the overall schedule could still be delayed slightly due to the restricted construction periods and the Traffic Control requirements . (Medium risk )



On target



Possible problem



Major issue



Metro



Risk is Decreasing (Improving)



Risk is Increasing (Worsening)




Risk is Unchanged since last month



New Risk

# MOL to MRL North Hollywood Connector



 <b>BUDGET</b>	Original	Current	Forecast
Total Cost (\$ mil.)	17	23	23




- No issues to report.






 <b>SCHEDULE</b>	Original	Current	Forecast
Project Complete	Jan 2016	May 2016	May 2016

- No issues to report.

## POTENTIAL RISKS

- Timely delivery by escalator manufacturer is necessary for timely completion of construction (Medium Risk )
- Unforeseen site conditions during underground construction (Medium risk )

 On target    Possible problem    Major issue

  Risk is Decreasing (Improving)    Risk is Increasing (Worsening)    Risk is Unchanged since last month    New Risk



# Metro Blue Line Station Refurbishments



## BUDGET

	Original	Current	Forecast
Total Cost (\$ mil.)	33	33	33

- No issues to report.



## SCHEDULE

	Original	Current	Forecast
Project Complete	Mar 2016	Mar 2016	Mar 2016

- Contractor continues to work on week nights and weekends
- 15 out of 21 stations completed
- Trying to accelerate the schedule to meet Rail Ops needs

## POTENTIAL RISKS

- Limited construction window for each station (High risk →).
- Bus bridge cost (High risk →).
- Contractor lost time claim due to Metro Rail Operations not able to provide the planned work time frame (High risk →).
- Unable to provide sufficient Contractor storage area due to Metro's need in some of the yard space.- (Low risk ↓).



On target



Possible problem



Major issue



Metro



Risk is Decreasing (Improving)



Risk is Increasing (Worsening)



Risk is Unchanged since last month




New Risk

# Patsaouras Plaza Busway Station









 <b>BUDGET</b>	Original	Current	Forecast
Total Cost (\$ mil.)	17	31	37.6





 <b>SCHEDULE</b>	Original	Current	Forecast
Project Complete	June 2014	Mar 2017	Mar 2017





- Received request for change (RFC) for cost impacts due to tunnel/foundation conflicts and other issues. Currently under evaluation and negotiation by Metro.

- Schedule for construction start and final completion delayed due to right-of-way, environmental, and permitting issues with Caltrans. Risk high for further delay.

## POTENTIAL RISKS

- Environmental issues with soil and groundwater could lead to additional investigations and delays (High risk ).
- Processing encroachment permit application for proposed potholing, CCTV inspections, traffic control within State ROW, and ROW certifications (High risk ).
- Potential budget impacts due to: Preliminary Engineering design errors/omissions and potential change cost exposure. (High risk ).
- Timely approval of final design drawings through Caltrans (Medium risk ).
- Potential unforeseen and difficult underground conditions during construction of bridge foundations (Medium risk ).
- Relocation of fiber optics communication lines prior to construction (Low risk ).


 On target
  Possible problem
  Major issue

 Risk is Decreasing (Improving)
  Risk is Increasing (Worsening)
  Risk is Unchanged since last month
  New Risk

# Division 13 Bus Maintenance Facility







 <b>BUDGET</b>	Original	Current	Forecast
Total Cost (\$ mil.)	95	120	120

- No issues to report

 <b>SCHEDULE</b>	Original	Current	Forecast
Project Complete	July 2014	July 2015	Sept 2015

- Delays due to issues with ventilation system and other punch list items.

## POTENTIAL RISKS

- Timely closeout of punch list items (Medium risk ).
- Finalizing public artwork “Lantern” installation (Medium risk ).
- Design errors and changes during interior construction (Low risk ).
- Timely installation of new Metro Drive traffic signal (Low risk ).

# P3010 Rail Car Vehicle Procurement



<b>BUDGET</b>	*Original	**Current	**Forecast
Total Cost (\$ mil.)	\$342	\$972	\$972

- \*Budget for 78 Base Order Cars
- \*\*Budget for 97 Options 1 & 4 Cars and 60 Options 2 & 3 Cars
- Board approved an LOP Budget increase of \$263 million in April to exercise Options 2 & 3

<b>SCHEDULE</b>	Original	Current	Forecast
Final Acceptance	Jan 2017	Feb 2019	Feb 2019

- No issues to report.

## POTENTIAL RISKS


- Schedule is very aggressive and any impacts to critical activities could result in delayed deliveries. (Medium risk ).
- Timely conduct of on-site design conformance testing. Coordination meetings are being conducted to mitigate potential issues. (Low risk ).
- Timely execution of Contract Modification (CM). Currently good progress is being made. (Low risk ).

On target    Possible problem    Major issue

Risk is Decreasing (Improving)    Risk is Increasing (Worsening)    Risk is Unchanged since last month    New Risk

# Gold Line Foothill Extension (Phase 2A)




 <b>BUDGET</b>	Original	Current	Forecast
Total Cost (\$ mil.)	690	741	741




- No issues to report.






 <b>SCHEDULE</b>	Original	Current	Forecast
Rev. Operation	Nov 2016	May 2016	Mar 2016

- Metro has agreed to early acceptance of Maintenance & Operating Facility.

## POTENTIAL RISKS

- Metro is assessing operational scenarios related to opening of this project by March 2016 (Low risk ).

 On target  
  Possible problem  
  Major issue


 Risk is Decreasing (Improving)  
  Risk is Increasing (Worsening)  
  Risk is Unchanged since last month  
  New Risk

# Gold Line Foothill Extension (Phase 2A)




## RECENT ACTIVITIES/ISSUES


- Construction is approximately 95% complete
- Civil work complete
- Track installation complete
- Architectural work ongoing at stations
- Systems
  - OCS complete
  - Train control system complete
  - Communications system complete
- Maintenance Facility
  - Facility is substantially complete
  - Held dedication ceremony on May 23, 2015
- Testing
  - Continue systems integration testing (SIT)
  - Continue OCS and train control local field acceptance testing (LFAT)
  - Continue communications LFAT

# Exposition Phase II






 <b>BUDGET</b>	Original	Current	Forecast
Total Cost (\$ mil.)	1,511	1,511	1,511




- No issues to report.






 <b>SCHEDULE</b>	Original	Current	Forecast
Rev. Operation	Nov 2016	Apr 2016	Apr 2016

- No issues to report.

## POTENTIAL RISKS

- Delays associated with Trackwork, systems installation and testing, Maintenance Facility) (Med risk .
- Delay in energizing the Traction Power Substation at the OMF (Med risk .
- Metro is assessing operational scenarios related to opening this project by April 2016 (Low risk .

 On target  
  Possible problem  
  Major issue


 Risk is Decreasing (Improving)  
  Risk is Increasing (Worsening)  
  Risk is Unchanged since last month  
  New Risk

# Exposition Phase II



## RECENT ACTIVITIES/ISSUES

- Design is 99% complete and construction 92% complete
- The mainline and OMF contracts are forecasting Substantial Completion dates of Dec 1 and Nov 4 respectively.
- The contractors, Metro and Expo are working to develop interim milestones that will allow for Pre-Revenue operations to begin in the September to October timeframe and have the OMF facility available to accept LRT vehicles in September.
- The contractor experienced larger than expected settlement at one of the MSE wall locations due to an extensive clay layer.
  - The contractor has received proposals and is finalizing scope and cost with 2 geotechnical firms for soil stabilization measures to halt the settlement.
  - This work can be done concurrently with the systems installation and is not anticipated to affect the current schedule.
  - There have been no issues with the wall panels due to the settlement.




# Project Status Sheets




**CRENSHAW/LAX TRANSIT PROJECT**

**As of May 2015**

<b>LOCATION:</b> Crenshaw Blvd at Exposition to Green Line <b>DESIGN/CONSULTANT:</b> Hatch Mott MacDonald				<b>CONSTRUCTION MANAGEMENT CONSULTANT:</b> Stantec <b>CONTRACTOR:</b> Walsh-Shea Corridor Constructors (WSCC)			
<b>PROJECT PHOTO:</b> Clearing for Utility Investigation and Guideway Installation at Florence Between Centinela and Redondo.				<b>WORK COMPLETED PAST MONTH:</b>			
				<ul style="list-style-type: none"> <li>o WSCC continued final design.</li> <li>o WSCC continued pile installation for UG#1 near LAX airport runways.</li> <li>o WSCC completed abutment piles at Century Station Bridge.</li> <li>o WSCC continued La Brea Ave bridge abutment work.</li> <li>o WSCC commenced pile installation at UG#4 on Crenshaw Blvd.</li> <li>o WSCC completed pile installation at Vernon Station.</li> <li>o WSCC completed utility support in place under street decking and continued excavation of station box at MLK Station.</li> <li>o WSCC continued station excavation to 2nd tier level at Expo Station.</li> <li>o Metro continued real estate acquisitions with focus on partial-takes and temporary construction easements.</li> </ul>			
<b>EXPENDITURE STATUS</b> (\$ In Millions)				<b>SCHEDULE ASSESSMENT</b>			
<b>ACTIVITIES</b>	<b>CURRENT BUDGET</b>	<b>EXPENDED AMOUNT</b>	<b>PERCENT EXPENDED</b>	<b>MAJOR SCHEDULE ACTIVITIES</b>	<b>PRIOR PLAN</b>	<b>CURRENT PLAN</b>	<b>VARIANCE WEEKS</b>
<b>DESIGN</b>	\$ 136.7	\$ 102.1	74.7%	<b>Environmental</b>			
				FBS/FEIR	Sep-11	Sep-11	Complete
				Record of Decision	Dec-11	Dec-11	Complete
<b>RIGHT-OF-WAY</b>	\$ 127.4	\$ 108.7	85.3%	<b>Design</b>			
<b>CONSTRUCTION</b>	\$ 1,353.1	\$ 329.8	24.4%	Preliminary Engineering	Nov-11	Nov-11	Complete
				Final Design	Sep-15	Nov-15	2.9 months behind
<b>OTHER</b>	\$ 440.8	\$ 107.7	24.4%	<b>Right-of-Way</b>			
<b>TOTAL</b>	\$ 2,058.0	\$ 648.2	31.5%	Full take parcels available	Jan-15	Jan-15	Complete
Note: cost expended as of May 2, 2015.				Part-take and TCE parcels	Sep-15	Sep-15	On schedule
<b>AREAS OF CONCERN</b>				<b>Construction</b>			
<ul style="list-style-type: none"> <li>o Third party relocations prior to design-builder's construction.</li> <li>o Design-builder's ability to mitigate schedule delays.</li> <li>o Design-builder's schedule does not accurately forecast its work efforts.</li> <li>o Timely review of WSCC's design submittals by City of Los Angeles, City of Inglewood, Caltrans, FAA and LAWA.</li> <li>o LAWA's work windows for design-builder near LAX.</li> <li>o New proposed 96th street station cost/schedule impacts.</li> <li>o Execution of Agreement with City of Inglewood.</li> </ul>				D-B Notice to Proceed	Sep-13	Sep-13	Complete
				D-B Substantial Complete	Oct-18	Feb-19	4.2 months behind
				Revenue Service Date	Oct-19	Oct-19	On schedule*
				The D-B Substantial Complete prior plan was modified by a 35 day concurrent delay contract modification in March 2015.			
				*Note: Current Revenue Service Date includes a reduction in contingency.			
<b>ROW ACQUISITION</b>	<b>PLAN</b>	<b>ACQUIRED</b>	<b>REMAINING</b>	<b>CRITICAL ACTIVITIES / 3 MONTH LOOK AHEAD</b>			
FULL TAKES	35	35	0	<ul style="list-style-type: none"> <li>o WSCC continue excavation to 2nd tier level at Expo Station.</li> <li>o WSCC continue station box excavation at MLK Station.</li> <li>o WSCC commence decking operation at Vernon Station.</li> <li>o WSCC continue working on Century, Imperial, La Brea and Manchester aerial structures.</li> <li>o WSCC commence pile installation at I-405 bridge</li> <li>o WSCC commence pile installation for UG#3 on Crenshaw Blvd</li> <li>o WSCC complete pile installation for UG#1 near airport runway.</li> <li>o Metro issue notice-to-proceed for Division 16 Southwestern Yard.</li> </ul>			
PARTIAL TAKES	27	15	12				
TEMPORARY EASEMENTS	12	8	4				
<b>TOTAL PARCELS</b>	<b>74</b>	<b>58</b>	<b>16</b>				

**WESTSIDE PURPLE LINE EXTENSION SECTION 1 PROJECT**

**As of May 2015**


<b>LOCATION:</b> Los Angeles / Beverly Hills		<b>CONSTRUCTION MANAGEMENT CONSULTANT:</b> WEST, a Joint Venture					
<b>DESIGN CONSULTANT:</b> Parsons / Brinckerhoff		<b>CONTRACTOR:</b> Skanska, Traylor and Shea, a Joint Venture					
<b>Setting Power Vault on Wilshire</b>				<b>WORK COMPLETED PAST MONTH</b>			
				<ul style="list-style-type: none"> <li>- Continuing real estate acquisitions</li> <li>- C1045 Design/Build: Final design underway for five of six design units</li> <li>- C1045 Design/Build: Revision to Baseline Schedule in progress</li> <li>- C1045 Design/Build: Wilshire/Western TBM Shaft 60% design review complete</li> <li>- C1045 Design/Build: Wilshire/La Brea SOE 85% design package in review</li> <li>- C1045 Design/Build: Geotechnical exploration field work underway</li> <li>- C1045 Design/Build: La Brea alley relocation complete</li> <li>- C1055 Wilshire/Fairfax AUR: Waterline and power work continues</li> <li>- C1056 Wilshire/La Cienega AUR: Power utility relocation on Wilshire continues</li> </ul>			
<b>EXPENDITURE STATUS (\$ In Millions)</b>				<b>SCHEDULE ASSESSMENT</b>			
<b>ACTIVITIES</b>	<b>CURRENT BUDGET</b>	<b>EXPENDED AMOUNT</b>	<b>PERCENT EXPENDED</b>	<b>MAJOR SCHEDULE ACTIVITIES</b>	<b>PRIOR PLAN</b>	<b>CURRENT PLAN</b>	<b>VARIANCE WEEKS</b>
<b>DESIGN</b>	\$157.7	\$74.8	47.4%	<b>Environmental</b>			
				FEIS / FEIR	N/A	05/31/12	Complete
<b>RIGHT-OF-WAY</b>	\$175.6	\$112.3	64.0%	<b>Design</b>			
<b>CONSTRUCTION</b>	\$1,737.4	\$153.5	8.8%	PE Notice to Proceed	N/A	01/12/11	Complete
				Final Design complete	03/22/17	03/22/17	0
<b>OTHER</b>	\$1,078.7	\$80.7	7.5%	<b>Right-of-Way</b>			
<b>TOTAL</b>	<b>\$3,149.4</b>	<b>\$421.3</b>	<b>13.4%</b>	All parcels available	12/31/15	12/31/15	0
Current Budget includes Environmental/Planning and Finance Costs.				<b>Construction - Main Design / Build Contract</b>			
<b>AREAS OF CONCERN</b>				Notice to Proceed	01/12/15	01/12/15	Complete
Timely resolution of the CEQA and NEPA law suits. CEQA Judge ruled in favor of Metro's position on the Beverly Hills Unified School District and City of Beverly Hills law suits, and both petitioners have appealed the ruling. Judge to schedule oral argument. U.S. District Court Judge has taken the December 2014 hearing for summary judgment off the calendar and has yet set a new date.				Construction complete	11/08/23	11/08/23	0
<b>ROW ACQUISITION</b>	<b>PLAN</b>	<b>ACQUIRED</b>	<b>REMAINING</b>	<b>CRITICAL ACTIVITIES / 3 MONTH LOOK AHEAD</b>			
PERMANENT PARCELS	14	5	9	<ul style="list-style-type: none"> <li>- C1045 Design/Build: Final design continuing</li> <li>- C1045 Design/Build: TBM procurement</li> <li>- C1045 Design/Build: La Brea utility work to begin</li> <li>- C1045 Design/Build: La Brea North site preparation</li> <li>- C1045 Design/Build: Demo of buildings La Brea, Fairfax staging sites</li> <li>- C1055 Wilshire/Fairfax AUR: Power work complete MS#2</li> <li>- C1055 Wilshire/Fairfax AUR: Water line construction continuing</li> <li>- C1056 Wilshire/La Cienega AUR: Power relocation work continues</li> </ul>			
TEMPORARY PARCELS	4	1	3				
<b>TOTAL PARCELS</b>	<b>18</b>	<b>6</b>	<b>12</b>				



<b>LOCATION:</b> Downtown Los Angeles <b>DESIGN CONSULTANT:</b> Connector Partnership JV				<b>CONSTRUCTION MANAGEMENT CONSULTANT:</b> ARCADIS <b>CONTRACTORS:</b> Regional Connector Constructors, Joint Venture (C0980)			
<b>Pile Installation at Mangrove Yard (TBM Launch Pit)</b>				<b>WORK/ACTIVITY COMPLETED PAST MONTH</b>			
				<ul style="list-style-type: none"> <li>RCC submitted 85% Civil Design package and Central Avenue 20" water relocation.</li> <li>RCC submitted Hope and Broadway Sts. SOE Final Design Packages for approval.</li> <li>RCC started pile installation for TBM Launch Pit at the Mangrove Yard.</li> <li>RCC installed a transformer and switchgear for a Substation at the Mangrove Yard.</li> <li>RCC completed a Water Bypass Tie-in on 5th/Flower.</li> <li>RCC completed a Pre-Con Survey to photograph existing conditions at the World Trade Center at 3rd St. and Flower.</li> <li>Metro completed review of 60% Traction Power and Communication, 100% Shoofly Supplemental and Specifications, and Advance AFC Specifications Design Packages.</li> <li>Metro completed review of Bored Tunnel 85% Design and 100% Specifications.</li> </ul>			
<b>EXPENDITURE STATUS (\$ In Millions)</b>				<b>SCHEDULE ASSESSMENT</b>			
<b>ACTIVITIES</b>	<b>CURRENT BUDGET</b>	<b>EXPENDED AMOUNT</b>	<b>PERCENT EXPENDED</b>	<b>MAJOR SCHEDULE ACTIVITIES</b>	<b>PRIOR PERIOD</b>	<b>CURRENT PLAN</b>	<b>VARIANCE WEEKS</b>
<b>DESIGN</b>	\$119.2	\$86.3	72.3%	<b>Environmental</b> FBS / FBR N/A 04/26/12 Complete SBS Flower St. N/A 08/31/15 In Progress			
<b>RIGHT-OF-WAY</b>	\$102.0	\$47.4	46.5%	<b>Design</b> PE Notice to Proceed N/A 01/04/11 Complete Final Design complete 04/07/16 05/23/16 7			
<b>CONSTRUCTION</b>	\$1,009.8	\$190.2	18.8%	Note: Based on the latest approved D/B Contractor's schedule, The Systems Design Package was delayed by seven weeks.			
<b>OTHER</b>	\$229.0	\$61.2	26.7%	<b>Right-of-Way</b> All parcels available 06/01/16 06/01/16 0			
<b>TOTAL</b>	\$1,460.0	\$385.0	26.4%	Note: ROW dates are adjusted to reflect the latest D/B Contractor's coordinated need Dates. Duco Yard is not needed until 08/15/18. <b>Construction - Design / Build Contract</b> Notice to Proceed 07/07/14 07/07/14 Complete Construction complete 08/28/20 8/28/20* 0 Revenue Service Date 10/27/20 10/27/20* 0 Note: * Based on the Board Meeting in April 2015, the project is reflecting six months potential delay due to additional AUR work transferred to C0980 Contract			
Current Budget reflects Board approved Life-of-Project Budget and does not include Finance Charges. Note: Expended amount is through 04/30/2015							
<b>AREAS OF CONCERN</b>				<b>CRITICAL ACTIVITIES / 3 MONTH LOOKAHEAD</b>			
<ul style="list-style-type: none"> <li>NEPA Law suits could potentially delay the construction of C0980 Contract on Flower Street. The NEPA trial concluded on Feb. 24, 2014. In an order issued on May 29, 2014, Judge Kronstadt concluded the FBS did not sufficiently discuss alternative tunneling methods. FTA has approved draft SBS on May 27, 2015. It will be finalized after satisfactory resolution of public comments. Estimated completion is end of August 2015 before the D/B contractor is scheduled to commence cut-and-cover construction on Flower St. No impact is anticipated to D/B Contractor.</li> <li>Differing site conditions such as unknown utilities, restrictions on peak hour exemptions Traffic Control Plans approval delay have impacted scheduled completion of the Advanced Utility Relocation (AUR) work. C0981R contract was terminated for convenience and Metro Board approved transfer of work to C0980 on April 30, 2015. As the exploratory work continued and relocation plans are streamlined, more details on the impact and mitigation would be finalized working closely with DMP and RCC. Metro's current plan is to complete discovery/design in June, schedule integration (RCC) in July and final schedule analysis/negotiations in August 2015.</li> </ul>				<ul style="list-style-type: none"> <li>RCC continues to set up the Mangrove and 1st/Central yards.</li> <li>RCC continues Storm Drain installation at the Mangrove and 1st/Central Yards.</li> <li>RCC will continue Potholing – Wye at 1st/Alameda.</li> <li>RCC continues pile installation for the TBM Launch Pit.</li> <li>RCC will begin potholing for a 24" water line alignment on Flower.</li> <li>RCC will begin preparation for AT&amp;T and MCI communication lowering at 2nd/Broadway.</li> <li>RCC continues potholing for a 48" Storm Drain at 6th/Flower, identified as critical.</li> <li>RCC continues preparation of submittals and traffic control plans, including weekly meetings with LADOT and City Council District 14.</li> <li>RCC continues with potholing at 2nd/Broadway and Flower St. to identify existing utilities and corridors for the remaining ductbank work.</li> <li>Level 3 and Verizon Business/MCI need to complete cable pulling and splicing on Flower St.</li> </ul>			
<b>ROW ACQUISITION</b>	<b>PLAN</b>	<b>ACQUIRED</b>	<b>REMAINING</b>				
<b>PERMANENT PARCELS</b>	5	2	3				
<b>TEMPORARY PARCELS</b>	29	12	17				
<b>TOTAL PARCELS</b>	34	14	20				

**I-405 SEPULVEDA PASS IMPROVEMENTS PROJECT**

**As of May 2015**

<b>LOCATION: I-405 Sepulveda Pass Improvements Project</b>				<b>CONSTRUCTION MANAGEMENT CONSULTANT: Stantec</b>			
<b>DESIGN/CONSULTANT: Kiewit (D/B)</b>				<b>CONTRACTOR: Kiewit (D/B)</b>			
<b>PROJECT PHOTO</b>				<b>WORK COMPLETED PAST MONTH</b>			
<b>Aerial View of Wilshire Interchange</b> 				<ul style="list-style-type: none"> <li>- Project Completion Walk-through with Contractor and Caltrans completed.</li> <li>- Contractor Correcting Non-Conforming work on Barriers and Walls</li> </ul>			
<b>EXPENDITURE STATUS</b>				<b>SCHEDULE ASSESSMENT</b>			
<b>(\$ In Millions)</b>							
<b>ACTIVITIES</b>	<b>CURRENT BUDGET</b>	<b>EXPENDED AMOUNT</b>	<b>PERCENT EXPENDED</b>	<b>MAJOR SCHEDULE ACTIVITIES</b>	<b>PRIOR PLAN</b>	<b>CURRENT PLAN</b>	<b>VARIANCE WEEKS</b>
<b>DESIGN (Preliminary)</b> (PA&ED/PS&E)	\$47.0	\$47.0	100.0%	<b>Environmental</b>			
<b>RIGHT-OF-WAY</b> (Capital/Support/3rd Party)	\$78.4	\$71.5	91.2%	End Environmental Phase (PA&ED)	Mar-08	Mar-08	Complete
<b>CONSTRUCTION</b> (Construction Support/Construction)	\$1,013.4	\$991.0	97.8%	<b>Design</b>			
<b>Reversible Lane</b>	\$2.6	\$1.5	57.7%	End Design Support Phase (D/B)	Sep-15	Sep-15	0
<b>TOTAL</b>	<b>\$1,141.4</b>	<b>\$1,111.0</b>	<b>97.3%</b>	<b>Right-of-Way</b>			
				ROW Certification	Sep-15	Sep-15	0
<b>AREAS OF CONCERN</b>				<b>Construction</b>			
Cracks in Retaining Walls/Soil Nail Walls (Case 1 and Case 2)				Opening of SB I-405 Realignment	May-14	May-14	Complete
Slope Paving under Bridges 7, 8, & 20				Substantial Completion	Sep-15	Sep-15	0
<b>ROW ACQUISITION (Caltrans)</b>				<b>CRITICAL ACTIVITIES / 3 MONTH LOOK AHEAD</b>			
PARCELS AQUIRED			66	Application for Substantial Completion - Mid June 2015			
PARCELS NOT AQUIRED (Salvation Army-Litigation Pending)			1	Project Wide Substantial Completion Acceptance - End of September 2015			
DECERTIFIED PARCELS			12				
PAST DUE WITH NO APPARENT SCHEDULE IMPACT			0				
ADDITIONAL IMPACTS REQUIRING APPRAISAL MAPS			0				
<b>TOTAL REQUIRED PARCELS</b>			<b>79</b>				

**METRO DIVISION 13**

**Bus Maintenance and CNG Fueling Facility**

**As of May 2015**

<b>LOCATION:</b>	Los Angeles	<b>CONSTRUCTION MANAGEMENT CONSULTANT:</b>	MARRS
<b>DESIGN CONSULTANT:</b>	MDG	<b>CONTRACTOR:</b>	McCarthy

**PHOTO Federal Secretary Fox & CEO Phil Washington**



**WORK COMPLETED PAST MONTH**

- Completed installation of Artwork Lantern translucent panels
- Continued work commissioning elevators 2 of 3 accepted
- Continue testing fire alarm systems through buildings
- Continue interior build out of dry wall, sprinklers and MEP
- Continue sack and patch of concrete at upper levels
- Planted trees on Cesar Chavez Ave
- Completed installation of roofing systems
- Continue installation of permanent maintenance equipment
- Continue installation of City C&G, sidewalks along Cesar & Lyon
- Continue interior finishes in Transportation Building
- Obtained service for 10 inch fire/water line Cesa/Lyon Streets

**EXPENDITURE STATUS (\$ In Millions)**

**SCHEDULE ASSESSMENT**

ACTIVITIES	CURRENT BUDGET	EXPENDED AMOUNT	PERCENT EXPENDED
<b>DESIGN</b>	6.593	6.593	100.0%
<b>RIGHT-OF-WAY</b>	0	0	n/a
<b>CONSTRUCTION</b>	88.8	81.98	92.3%
<b>OTHER</b>	24.95	20.35	81.6%
<b>TOTAL</b>	120.34	108.92	90.5%

MAJOR SCHEDULE ACTIVITIES	PRIOR PLAN	CURRENT PLAN	VARIANCE (WEEKS)
<b>Environmental</b>			
Categorical Exemption	Dec-09 A	Dec-09 A	Complete
<b>Design</b>			
Final Design	Oct-09 A	Oct-09 A	Complete
<b>Right-of-Way</b>			
Not Applicable	n/a	n/a	n/a
<b>Construction</b>			
Notice to Proceed	Jul-12 A	Jul-12 A	Complete
Construction Complete	Jul-15	Sep-15	8

Expenses as of 4/30/2015

**AREAS OF CONCERN**

- Commissioning of MEP systems
- Lighting leveles in low er level of parking garage
- Installation by Metro of ITS System throughtout buildings
- Low voltage, ITS, communication, etc. installation by Metro
- Approval of Fire Marshall to accept MEP systems
- Time to procure and install critical HVAC compenents

ROW ACQUISITION	PLAN	ACQUIRED	REMAINING
PERMANENT PARCELS	0	n/a	0
TEMPORARY PARCELS	0	n/a	0
<b>TOTAL PARCELS</b>	0	n/a	0

**CRITICAL ACTIVITIES / 3 MONTH LOOK AHEAD**

- Installation of owner supplied fumature
- Grind and overlay AC pavement of Cesa Chavez Ave by City
- Installation of the artwork lantern bird deterrent
- Procure & install starters for HVAC motors building C
- Complete State inspection punch list for 1 of 3 elevators
- Complete permanent stripping on Cesar & Vignes Streets
- Obtain Fire Marshall approval for systems to fuel CNG buses
- Obtain Fire Marshall approval to place fluits in lube tanks
- Continue installation of mechanical, electrical and plumbing
- Continue installing frames, doors, hardware and window glazing
- Continue commissioning of the MEP systems
- Continue installaion of the communication/ ITS systems by Metro
- Continue installation of photovoltaic panels