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**Agenda - Final Revised**

**Thursday, April 15, 2021**

**11:00 AM**

To give written or live public comment, please see the top of page 4

## **Construction Committee**

*Janice Hahn, Chair*

*Tim Sandoval, Vice Chair*

*Kathryn Barger*

*Jacquelyn Dupont-Walker*

*Fernando Dutra*

*Tony Tavares, non-voting member*

*Phillip A. Washington, Chief Executive Officer*

## **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 must be submitted electronically using the tablets available in the Board Room lobby. Individuals requesting to speak will be allowed to speak for a total of three (3) minutes per meeting on agenda items in one minute increments per item. For individuals requiring translation service, time allowed will be doubled. The Board shall reserve the right to limit redundant or repetitive comment.

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 one (1) minute during this Public Comment period or at the discretion of the Chair. Speakers will be called according to the order in which their requests are submitted. Elected officials, not their staff or deputies, may be called out of order and prior to the Board's consideration of the relevant item.

Notwithstanding the foregoing, and in accordance with the Brown Act, this agenda does not provide an opportunity for members of the public to address the Board on any Consent Calendar agenda item that has already been considered by a Committee, composed exclusively of members of the Board, at a public meeting wherein all interested members of the public were afforded the opportunity to address the Committee on the item, before or during the Committee's consideration of the item, and which has not been substantially changed since the Committee heard the 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.

#### **INFORMATION RELATING TO AGENDAS AND ACTIONS OF THE BOARD**

Agendas for the Regular MTA Board meetings are prepared by the Board Secretary and are available prior to the meeting in the MTA Records Management Department and on the Internet. Every meeting of the MTA Board of Directors is recorded and is available at [www.metro.net](http://www.metro.net) or on CD's and as MP3's for a nominal charge.

## DISCLOSURE OF CONTRIBUTIONS

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.

## ADA REQUIREMENTS

Upon request, sign language interpretation, materials in alternative formats and other accommodations are available to the public for MTA-sponsored meetings and events. All requests for reasonable accommodations must be made at least three working days (72 hours) in advance of the scheduled meeting date. Please telephone (213) 922-4600 between 8 a.m. and 5 p.m., Monday through Friday. Our TDD line is (800) 252-9040.

## LIMITED ENGLISH PROFICIENCY

A Spanish language interpreter is available at all Committee and Board Meetings. All other languages must be requested 72 hours in advance of the meeting by calling (213) 922-4600 or (323) 466-3876. Live Public Comment Instructions can also be translated if requested 72 hours in advance.



**323.466.3876**

x2 *Español (Spanish)*

x3 *中文 (Chinese)*

x4 *한국어 (Korean)*

x5 *Tiếng Việt (Vietnamese)*

x6 *日本語 (Japanese)*

x7 *русский (Russian)*

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TDD line (800) 252-9040

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

**Live Public Comment Instructions:**

Live public comment can only be given by telephone.

The Committee Meeting begins at 11:00 AM Pacific Time on April 15, 2021; you may join the call 5 minutes prior to the start of the meeting.

Dial-in: 888-251-2949 and enter  
English Access Code: 8231160#  
Spanish Access Code: 4544724#

***To give public comment on an item, enter #2 (pound two) when that item is taken up by the Board. Please note that the live video feed lags about 30 seconds behind the actual meeting. There is no lag on the public comment dial-in line.***

**Instrucciones para comentarios publicos en vivo:**

Los comentarios publicos en vivo solo se pueden dar por telefono.

La Reunion de la Junta comienza a las 11:00 AM, hora del Pacifico, el 15 de Abril de 2021.

Puedes unirte a la llamada 5 minutos antes del comienso de la junta.  
Marque: 888-251-2949 y ingrese el codigo  
Codigo de acceso en ingles: 8231160#  
Codigo de acceso en espanol: 4544724#

***Para dar un comentario publico sobre un tema, ingrese #2 (Tecla de numero y dos) cuando ese tema mencionado por la Junta. Por favor tenga en cuenta que la transmission de video en vivo tiene un retraso de aproximadante 30 segundos con respecto a la reunión real. No hay retraso en la linea de comentarios publicos.***

**Written Public Comment Instruction:**

Written public comments must be received by 5PM the day before the meeting.  
Please include the Item # in your comment.  
Email: goinsec@metro.net  
Post Office Mail:  
Board Secretary's Office  
One Gateway Plaza  
MS: 99-3-1  
Los Angeles, CA 90012



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

APPROVE Consent Calendar Items: 31\* and 32.

Consent Calendar items are approved by one vote unless held by a Director for discussion and/or separate action.

\*Item requires 2/3 vote.

**CONSENT CALENDAR****31. SUBJECT: TRACK AND TUNNEL INTRUSION DETECTION**[2021-0148](#)**RECOMMENDATION**

CONSIDER:

Make a finding that a Design-Build contract to deliver a Track and Tunnel Intrusion Detection system at Metro transit facilities will achieve for LACMTA certain efficiencies in the performance of the design and construction of the Project, pursuant to Public Utilities Code Section 130242, authorizing the CEO to issue a solicitation.

Requires 2/3 vote.

Attachments: [Attachment A - Track and Tunnel Intrusion Detection Proposed for DB Approach](#)

**32. SUBJECT: FUND ADMINISTRATOR FOR METRO PILOT BUSINESS  
INTERRUPTION FUND (BIF)**[2021-0095](#)**RECOMMENDATION**

CONSIDER:

A. AUTHORIZING the Chief Executive Officer to execute Modification No. 3 to the Business Interruption Fund (BIF) Administration Services Contract No. PS56079000 with Pacific Coast Regional Small Business Development Corporation (PCR) to exercise the first one-year option in the amount of \$720,882, increasing the total contract value from \$1,685,246 to \$2,406,128, to continue to serve as the fund administrator for Metro's Pilot BIF and extending the period of performance from May 1, 2021 to April 30, 2022.

B. INCREASING Contract Modification Authority (CMA) specific to Contract

No. PS56079000 in the amount of \$120,000 increasing the total CMA amount from \$158,524 to \$278,524 to support additional services related to BIF fund administration inclusive of the expansion of the BIF to directly impacted and qualifying “mom and pop” businesses.

Attachments:      [Attachment A - Procurement Summary](#)  
                             [Attachment B - Modification Change Order Log](#)  
                             [Attachment C - DEOD Summary](#)

## NON CONSENT

33.    **SUBJECT:      PROGRAM MANAGEMENT MAJOR PROJECT STATUS REPORT**      [2021-0140](#)

### RECOMMENDATION

RECEIVE oral report on the Major Project Status by the Chief Program Management Officer.

Attachments:      [Presentation](#)

34.    **SUBJECT:      ENHANCEMENTS TO METRO'S MEDIUM-SIZE BUSINESS ENTERPRISE PROGRAM AND SMALL BUSINESS ENTERPRISE PROGRAM**      [2021-0116](#)

RECEIVE AND FILE the response to Board Motion 51 by Directors Dupont-Walker, Hahn, Mitchell, Butts, Najarian and Solis at the January 2021 Board meeting.

Attachments:      [Attachment A - Motion 51](#)  
                             [Presentation](#)

35.    **SUBJECT:      FISCAL YEAR 2022 PROGRAM MANAGEMENT ANNUAL PROGRAM EVALUATION**      [2021-0139](#)

### RECOMMENDATION

RECEIVE AND FILE status report on FY22 Program Management Annual Program Evaluation.

Attachments:      [Presentation](#)

**36. SUBJECT: AIRPORT METRO CONNECTOR PROJECT**[2021-0114](#)**RECOMMENDATION**

CONSIDER:

ESTABLISHING a life-of project (LOP) budget for the Airport Metro Connector project in the amount of \$898,581,000 consistent with the provisions of the Board-adopted Measure R and Measure M Unified Cost Management Policy (Attachment C).

**Attachments:**      [Attachment A - AMC Renderings - Copy](#)  
                                 [Attachment B - AMC Funding and Expenditure Plan - Final.pdf](#)  
                                 [Attachment C - Measure R and Measure M Unified Cost Management Policy Ar](#)

**37. SUBJECT: PROGRAM MANAGEMENT QUARTERLY CHANGE  
REPORT**[2021-0118](#)**RECOMMENDATION**

RECEIVE AND FILE status report on Program Management Quarterly Change Report.

**Attachments:**      [Attachment A - Quarterly Change Orders Log for Reporting Period of December](#)

**38. SUBJECT: OFFICE OF THE INSPECTOR GENERAL CONSTRUCTION  
CHANGE ORDER SPOT CHECKS**[2021-0121](#)**RECOMMENDATION**

RECEIVE AND FILE Office of the Inspector General Change Order Construction Spot Check Report for the period December 1, 2020 to February 28, 2021.

**Attachments:**      [Attachment A - Change Order Details for Spot Checks](#)  
                                 [Attachment B - Tracking Sheet of OIG Recommendations and Responses](#)  
                                 [Attachment C - Power Point for April 2021 Construction Spot Checks](#)

**WITHDRAWN: ITEM 47. 2021-0082 PROGRAM MANAGEMENT  
SUPPORT SERVICES****SUBJECT: GENERAL PUBLIC COMMENT**[2021-0200](#)

RECEIVE General Public Comment

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.

COMMENTS FROM THE PUBLIC ON ITEMS OF PUBLIC INTEREST WITHIN COMMITTEE'S  
SUBJECT MATTER JURISDICTION

**Adjournment**



## Board Report

File #: 2021-0148, File Type: Informational Report

Agenda Number: 31.

### CONSTRUCTION COMMITTEE APRIL 15, 2021

**SUBJECT: TRACK AND TUNNEL INTRUSION DETECTION**

**ACTION: APPROVE A DESIGN-BUILD CONSTRUCTION PROCUREMENT**

#### **RECOMMENDATION**

CONSIDER:

Make a finding that a Design-Build contract to deliver a Track and Tunnel Intrusion Detection system at Metro transit facilities will achieve for LACMTA certain efficiencies in the performance of the design and construction of the Project, pursuant to Public Utilities Code Section 130242, authorizing the CEO to issue a solicitation.

Requires 2/3 vote.

#### **ISSUE**

Metro Operations consist of transportation and multiple support units which are committed to provide safe, courteous, professional, dependable, clean, and efficient transit services to customers. Underground train stations and tunnels pose a difficult environment for conventional technologies such as CCTV, motion detectors, infrared and microwave technology to work efficiently and cost-effectively. Staff anticipated these challenges and requested funding from the Department of Homeland Security (DHS) through the Transit Security Grant Program (TSGP) for a Track Intrusion Detection system to discern between people and trains as well as the ancillary areas in the train tunnels.

Finding that awarding a design-build contract pursuant to Public Utilities Code section 130242 (a) will achieve certain private sector efficiencies in the performance of design, , furnish, construction and testing work at Metro transit facilities in Los Angeles County as defined by the type of project listed on Attachment A. The recommended finding will allow staff to proceed with the solicitation of a contract utilizing a design-build delivery method.

#### **BACKGROUND**

The Track and Tunnel Intrusion Detection system project for underground rail stations proposes to

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provide track intrusion systems at key Metro rail hub underground stations. Metro Headquarters (USG), which is located at Union Station in Downtown Los Angeles, is a key hub to the B (Red) and D (Purple) lines, and the 7<sup>TH</sup> Street and Metro Center Station is a key hub to the B (Red), A (Blue), D (Purple) and E (Expo) lines, all which have been determined by the DHS to be part of the Top Transit Asset List (TTAL).

Variables such as poor lighting and train headlights creating moving shadows, heat, and a lack of accurate depth perception in dark confined spaces have posed a challenging environment for our existing system. For example, the increasing number of the unhoused population seeking shelter on various parts of the Metro system, specifically in underground stations and ancillary areas has resulted in reoccurring intrusions causing concerns for their safety. Additionally, ancillary areas include doors, which lead to the Traction Power, Tunnel Ventilation and Communication Systems, as well as electrical and plumbing rooms. Protecting these areas, nearby tracks, and the unhoused population are critical to keeping our trains operational in a safe and secure manner.

Therefore, a Track and Tunnel Intrusion Detection system is crucial for the safety and protection of the Metro system, its ancillary areas, and train tunnels. This protection may be accomplished by positioning Track and Tunnel Intrusion Detection system equipment on the tunnel's walls to detect intruders. All required labor, material, equipment, design, installation, and testing of the system will be performed by the vendor in collaborations with Metro staff.

## **DISCUSSION**

### **Findings**

The objective of the Track and Tunnel Intrusion Detection system project is to provide Metro with the capability to determine intruders on the tracks and in unauthorized areas. The system is also capable of distinguishing between a person and an object. The system can also alert the train operator when a person is on the tracks and provide the ability to safely stop the train until the person is removed for the intruded area.

### **Considerations**

The Work to be performed is designing, furnishing and installing a new Track and Tunnel Intrusion Detection System (TTIDS) on the Metro B & D Lines (Red & Purple), new Communication Interface Cabinets (CIC), including an option to install Metro-furnished Emergency Call Boxes (ECBs) on the B & D line platforms. Any additional staff necessary for maintenance of the Track and Tunnel Intrusion Detection system will be determined during the implementation of the project.

## **DETERMINATION OF SAFETY IMPACT**

This capital improvement project will provide a positive safety impact to Metro employees, contractors, and the public by providing enhanced safety and security against unauthorized entries to our system. This project will also increase situational awareness and promote better behaviors from all.

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## **FINANCIAL IMPACT**

This capital improvement project was awarded a Transit Security Grant Program (TSGP) Homeland Security grant in the amount of \$6,204,960. The FY21 portion of the grant funds are included in System Security & Law Enforcement's FY21 budget, Project 212123, Cost Center 2613.

### **Impact to Budget**

Currently, the TSGP funds are programmed to this project, maximizing the allowable project funding designations given approved provisions and guidelines. Staff will pursue additional funding as opportunities are available.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Recommendation supports strategic plan goal # 1. Approval of this recommendation supports Metro Strategic Plan Goal 1: Deliver an outstanding experience for all users of the transportation system by providing superior customer service while preventing terrorism and reducing crime on our system. This project will protect our customers, track, and tunnel areas which is crucial to keeping our trains operating in a safe and secure manner.

## **ALTERNATIVES CONSIDERED**

In today's environment, it remains necessary to constantly adjust to the tactics, techniques and procedures of terrorists who aim to cause mass civilian casualties. These improvements will include additional digital video recorders, cabling, and the engineering to facilitate the new and upgraded CCTV cameras & Track and Tunnel Intrusion technology. With this improvement, DHS' FY20 evaluation of the national risk profile, priority of; 1) Enhancing the Protection of Soft Targets/Crowded Places, will be addressed. Any incapacitation or destruction to LACMTA's system would severely affect the continuity of operations as well as safety to public health, security and economic impact to the Los Angeles County area. This capital improvement project will support the Track and Tunnel Intrusion Detection for underground rail stations and the upgrades to the CCTV network would add to Metro's continued improvement to our physical security posture in critical locations, which have been identified as 'soft targets'.

## **NEXT STEPS**

Upon approval of this item, Staff will begin with the solicitation process by preparing the Design-Build request for proposal package in anticipation to awarding the project in the Fall of 2021.

## **ATTACHMENTS**

Attachment A - Capital Improvement Project Procurement for a D/B Contract

Prepared by: Karen Parks, Manager, Physical Security Programs, System Security and Law Enforcement, (213) 922-7487

Susan Walker, Director, Physical Security, System Security and Law Enforcement, (213) 922-7464


Errol Taylor, Senior Executive Officer, Maintenance and Engineering, (213) 922-3227

Reviewed by:

Judy Gerhardt, Chief System Security and Law Enforcement Officer, (213) 922-4811

Debra Avila, Chief Vendor/Contract Management Officer, (213) 418-3051

James T. Gallagher, Chief Operations Officer, (213) 418-3108



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Phillip A. Washington  
Chief Executive Officer



## ATTACHMENT A

### Track and Tunnel Intrusion Detection Proposed for Design-Build Approach

Project No.	Project Title	Project Description	Life-of-Project Budget
212123	Track and Tunnel Intrusion Detection	Provide a new Track and Tunnel Intrusion Detection System (TTIDS) on the Metro B & D Lines (Red & Purple), new Communication Interface Cabinets (CIC), including an option to install Metro-furnished Emergency Call Boxes (ECBs) on the B & D line platforms.	\$ 8,873,092



Metro

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

## Board Report

**File #:** 2021-0095, **File Type:** Contract

**Agenda Number:** 32.

### CONSTRUCTION COMMITTEE APRIL 15, 2021

**SUBJECT: FUND ADMINISTRATOR FOR METRO PILOT BUSINESS INTERRUPTION FUND (BIF)**

**ACTION: APPROVE RECOMMENDATIONS**

#### **RECOMMENDATION**

CONSIDER:

- A. AUTHORIZING the Chief Executive Officer to execute Modification No. 3 to the Business Interruption Fund (BIF) Administration Services Contract No. PS56079000 with Pacific Coast Regional Small Business Development Corporation (PCR) to exercise the first one-year option in the amount of \$720,882, increasing the total contract value from \$1,685,246 to \$2,406,128, to continue to serve as the fund administrator for Metro's Pilot BIF and extending the period of performance from May 1, 2021 to April 30, 2022.
- B. INCREASING Contract Modification Authority (CMA) specific to Contract No. PS56079000 in the amount of \$120,000 increasing the total CMA amount from \$158,524 to \$278,524 to support additional services related to BIF fund administration inclusive of the expansion of the BIF to directly impacted and qualifying "mom and pop" businesses.

#### **ISSUE**

On February 28, 2019, Metro Board of Directors approved the award of Metro's BIF Administration Services Contract program in the amount of \$3,348,010, inclusive of a two-year base term, plus two (2), one-year options. The existing two-year base contract period is due to expire April 30, 2021.

Board authorization is requested to exercise the first one-year option to continue support of the ongoing implementation of the BIF as approved by Metro's Board of Directors.

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## **DISCUSSION**

Metro has continued to provide financial assistance to directly impacted eligible businesses through the contracted professional services of PCR, a Community Development Financial Institution (CDFI) and Small Business Development Center (SBDC) serving as the BIF fund administrator.

Staff, along with PCR, continues to implement various outreach activities and methods to inform and educate small businesses about the BIF, provide direct support throughout the application process and link businesses to other small business support services such as Metro's Crenshaw/LAX Transit Business Solution Center (BSC), Metro's Little Tokyo Community Relation Office and/or the Little Tokyo Small Business Solution Center co-located at Metro's Community Relations office including PCR's Small Business Development Corporation; and Metro's Eat-Shop-Play program.

## **DETERMINATION OF SAFETY IMPACT**

The approval of the recommendation above will have no negative impact on the safety of Metro employees or passengers.

## **FINANCIAL IMPACT**

The administrative cost for the implementation of the program is allocated from Measure R Administration funds. Funds for FY21 are currently budgeted in Cost Center 0691 Non-Departmental Procurement Project Number 100055, Project Name - Admin-Measure R Task 06.02. Furthermore, Vendor/Contract Management has requested the necessary funds in the submitted FY22 budget request, which is currently under review, in support of program activities within the aforementioned cost center, project and task.

### **Impact to Budget**

Measure R Administration funds were previously identified as eligible for this expense through prior Board of Directors authorization and approval. The annual appropriation of the funding source does not impact transit operations and/or capital projects/programs.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Approval of this item aligns to Metro strategic goal 3 - enhance communities and lives through mobility and access to opportunity, and goal 5 - provide responsive, accountable, and trustworthy governance within the Metro organization.

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**ALTERNATIVES CONSIDERED**

Staff considered utilizing Metro staff to perform the fund administration services for BIF. This alternative is not recommended, because Metro does not have the required staffing availability, dedicated resources or expertise to serve as a financial administrator such as those possessed by a community development financial institution.

**NEXT STEPS**

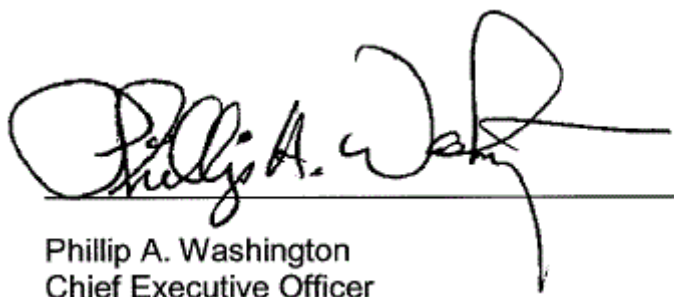
Upon Board approval, staff will execute Modification No. 3 to exercise the first option of the BIF Administration Services Contract No. PS56079000 with PCR.

**ATTACHMENT**

Attachment A - Procurement Summary  
Attachment B - Contract Modification/Change Order Log  
Attachment C - DEOD Summary

Prepared by: Kyle Wagner, Manager (Interim), DEOD, (213) 418-3333  
Michael Flores, Director (Interim), DEOD, (213)-922-6387  
Miguel Cabral, Executive Officer, DEOD, (213)-418-3270

Reviewed by: Debra Avila, Chief Vendor/Contract Management Officer, (213)  
418-3051



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Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## BUSINESS INTERRUPTION FUND ADMINISTRATION SERVICES/PS56079000

1.	<b>Contract Number:</b> PS56079000			
2.	<b>Contractor:</b> Pacific Coast Regional Small Business Development Corporation (PCR)			
3.	<b>Mod. Work Description:</b> Exercise One-Year Option Term			
4.	<b>Contract Work Description:</b> Business Interruption Fund Administration Services			
5.	<b>The following data is current as of:</b> 3/5/21			
6.	<b>Contract Completion Status</b>		<b>Financial Status</b>	
	<b>Contract Awarded:</b>	2/28/19	<b>Contract Award Amount:</b>	\$1,585,246
	<b>Notice to Proceed (NTP):</b>	3/12/19	<b>Total of Modifications Approved:</b>	\$100,000
	<b>Original Complete Date:</b>	3/11/21	<b>Pending Modifications (including this action):</b>	\$720,882
	<b>Current Est. Complete Date:</b>	4/30/22	<b>Current Contract Value (with this action):</b>	\$2,406,128
7.	<b>Contract Administrator:</b> Lily Lopez		<b>Telephone Number:</b> (213) 922-4639	
8.	<b>Project Manager:</b> Kyle Wagner		<b>Telephone Number:</b> (213) 418-3336	

**A. Procurement Background**

This Board Action is to approve Contract Modification No. 3 issued to exercise the first one-year option term of the Metro Business Interruption Fund (BIF) Administration Services Contract No. PS56079000 to PCR.

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

On February 28, 2019, the Board awarded firm fixed price Contract No. PS56079000 to PCR for a two-year base period in the amount of \$1,585,246 with two, one-year options, with an optional start-up for the inclusion of future new rail lines in this pilot.

Two modifications have been issued to date.

Refer to Attachment B – Contract Modification/Change Order Log.

## **B. Cost Analysis**

The recommended price has been determined to be fair and reasonable based on pricing that was evaluated as part of the competitive contract awarded in 2019. Pricing remains unchanged.

<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>Modification Amount</b>
\$903,655.86	\$706,708.15	\$720,882

## CONTRACT MODIFICATION/CHANGE ORDER LOG

## BUSINESS INTERRUPTION FUND ADMINISTRATION SERVICES/PS56079000

<b>Mod. No.</b>	<b>Description</b>	<b>Status (approved or pending)</b>	<b>Date</b>	<b>\$ Amount</b>
1	Reallocated unused funds from year 1 to year 2.	Approved	10/5/20	\$0
2	Additional level of effort required and extension of period of performance (POP) through 4/30/21.	Approved	3/4/21	\$100,000
3	Exercise One-Year Option extending POP through 4/30/22.	<b>Pending</b>	<b>Pending</b>	<b>\$720,882</b>
	<b>Modification Total:</b>			<b>\$820,882</b>
	<b>Original Contract:</b>	<b>Approved</b>	<b>2/28/19</b>	<b>\$1,585,246</b>
	<b>Total:</b>			<b>\$2,406,128</b>

**DEOD SUMMARY**

**METRO PILOT BUSINESS INTERRUPTION FUND / CONTRACT NO. PS56079000**

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) did not establish a Small/Disabled Veteran Business Enterprise (SBE/DVBE) goal for this procurement due to the lack of certified service providers. PCR is expected to perform this work with its own workforce.

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

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

**C. Prevailing Wage Applicability**

Prevailing wage is not applicable to this modification.

**D. Project Labor Agreement/Construction Careers Policy**

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





Metro

## Board Report

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

**File #:** 2021-0140, **File Type:** Oral Report / Presentation

**Agenda Number:** 33.

### CONSTRUCTION COMMITTEE APRIL 15, 2021

**SUBJECT: PROGRAM MANAGEMENT MAJOR PROJECT STATUS REPORT**

**ACTION: ORAL REPORT**

#### **RECOMMENDATION**

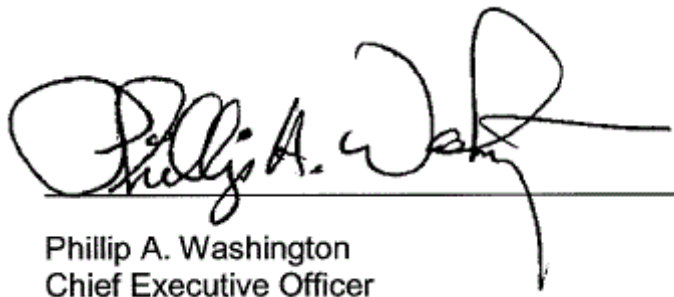
RECEIVE oral report on the Major Project Status by the Chief Program Management Officer.

#### **DISCUSSION**

Update report covering the month of April 2021 by the Chief Program Management Officer.

Prepared by:

- **Crenshaw/LAX** - Sameh Ghaly, Sr EO Project Mgmt., (213) 418-3369
- **Regional Connector** - Gary Baker, EO Project Mgmt., (213) 893-7191
- **Westside Purple Line Ext 1** - James Cohen, EO Project Mgmt., (213) 922-7911
- **Westside Purple Line Ext 2** - Michael McKenna, EO Project Mgmt., (213) 312-3132
- **Westside Purple Line Ext 3** - Kimberly Ong, EO Project Mgmt., (323) 903-4112
- **Willowbrook/Rosa Park Station** - Timothy Lindholm, Sr. EO Project Engr., (213) 922-7297
- **Division 20 Portal Widening Turnback** - Rick Meade, Sr EO Project Mgmt., (562) 524-0517
- **I-210 Barrier Replacement** - Androush Danielians, EO Project Engr., (213) 922-7598
- **I-5 North County Enhancements** - Timothy Lindholm, Sr. EO Project Engr., (213) 922-7297
- **I-5 North** - Abdollah Ansari, Sr EO Construction & Engr., (213) 922-4781
- **I-5 South** - Abdollah Ansari, Sr EO Construction & Engr., (213) 922-4781
- **Presentation** - Yohana Jonathan, Mgr, Project Control, (213) 418-3031



Phillip A. Washington  
Chief Executive Officer























# **Program Management Major Project Status Report**

Presented By

**Bryan Pennington**

Chief Program Management Officer (Interim)

# PROJECT BUDGET & SCHEDULE STATUS SUMMARY CHART

Project	Cost Performance	Schedule Performance	Comments
Crenshaw/LAX			Project is 98% complete. Contractor is not applying sufficient work force to complete their remaining work. Metro continues to work with contractor to mitigate the schedule forecast; emphasizing safety and reliability in final acceptance of project elements and systems. Remaining work is primarily communication system testing, especially in underground sections.
Regional Connector			Project is 78% complete. Construction on full-throttle with civil, structural, trackwork, power installation, MEP, finishes and systems all underway. Comprehensive planning for testing underway at 7th/Metro Center.
Westside Purple Line Extension-Section 1			Project is 68% complete. Reviewing the impacts differing site conditions and third-party requirements had on the project schedule. The Reach 3 anomaly is significantly impacting critical path tunnel mining activities as well as the Project's budget.
Westside Purple Line Extension-Section 2			Project is 42% complete and proceeding on schedule and within budget.
Westside Purple Line Extension-Section 3			Project is 19% complete and proceeding on schedule and within budget.
Willowbrook/Rosa Parks Station			Package A & C Final Punch List work continuing for Package Closeout. Package B is in full progress with underground utility work and vertical circulation work. Major hardscape work scheduled for end of March to maintain May 2021 completion date for Package B.
Division 20 Portal Widening Turnback			Project is 20% complete and proceeding on schedule and within budget.
I-210 Barrier Replacement			Project 1 Plans, Specs and Estimate (PS&E) package is finalized. However, the construction permit for Project 1 will be granted once the Aerially Deposited Lead (ADL) testing has been completed and submitted to Caltrans. Funding source(s) for ADL testing and Project 1 construction are still to be determined. Barrier analysis and the development of Project Study Report (PSR) for Project 2 is underway.
1-5 North County Enhancements			Construction Notice to Proceed (NTP) is expected in Spring 2021
I-5 North: SR 118 to SR 134			Segment 1 and 2 are completed. Segment 3 (Empire Ave & Burbank) is 88% complete. Segment 4 (Magnolia to SR-134) is 99% complete and began the plant establishment phase on June 1, 2020. * The Cost includes the Approved Loan Term
I-5 South: Orange County Line to I-605			Segments 1, 3, and the Carmenita Interchange are completed. Segment 2 (Valley View) is 76% complete. Segment 4 (Imperial) is 98% complete and began the plant establishment phase on Jan 31, 2020. Segment 5 (Florence) is 92% complete.

April 2021



On target



Possible problem



Significant Impact

Construction Committee

Los Angeles County Metropolitan Transportation Authority



Metro 2

# CRENSHAW/LAX TRANSIT PROJECT

## ◆ BUDGET

	<u>Current</u>	<u>Forecast</u>
TOTAL COST	\$2,148M	\$2,148M

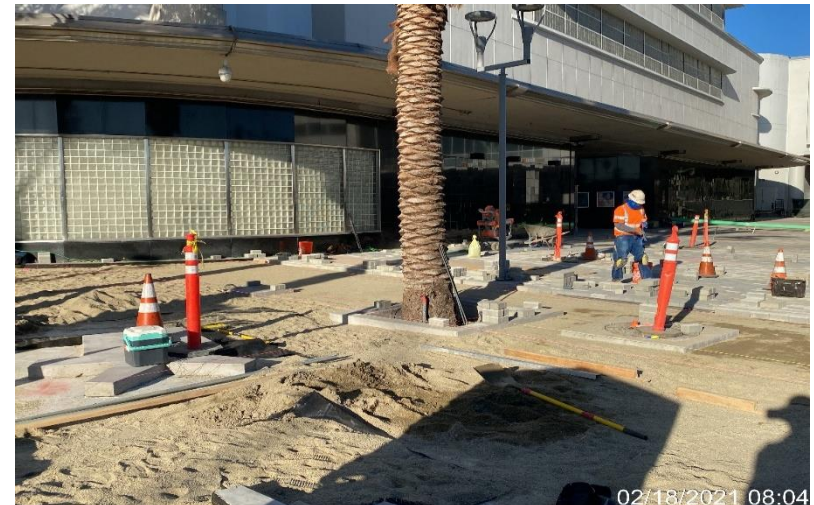
## ▲ SCHEDULE

	<u>Current</u>	<u>Forecast</u>
REVENUE OPERATION	May 2021	Winter 2021

- Overall Project Progress is 98% complete
- Contractor is not applying sufficient work force to complete their remaining work.
- Metro continues to work with contractor to mitigate the schedule forecast; emphasizing safety and reliability in final acceptance of project elements and systems.
- Remaining work is primarily communications system testing, especially in underground sections.



EXPO STATION – Installing and performing electrical work to the ticket vending machines at the Free Area.



MLK STATION – Continue brick paver installation at the north end area of the plaza.

April 2021



On target



Possible problem



Significant Impact



Metro 3

Construction Committee

Los Angeles County Metropolitan Transportation Authority

# REGIONAL CONNECTOR TRANSIT PROJECT

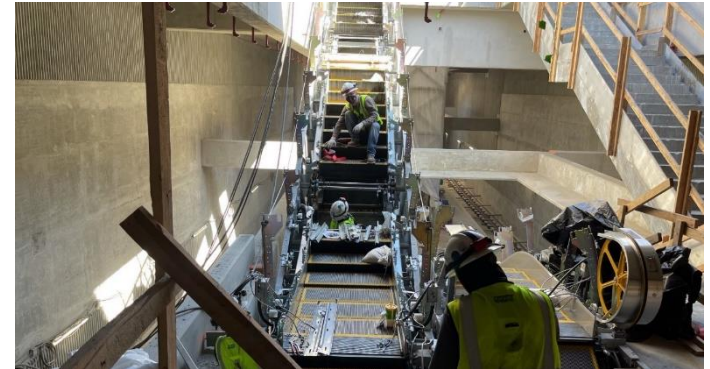
## BUDGET

	<u>Current</u>	<u>Forecast</u>
TOTAL COST	\$1,829M	\$1,829M

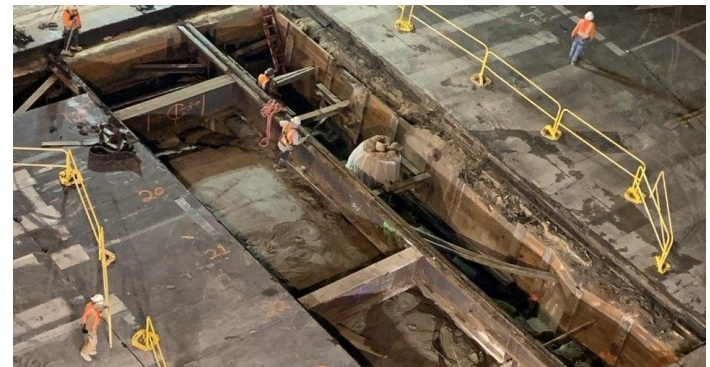
## SCHEDULE

	<u>Current</u>	<u>Forecast</u>
REVENUE OPERATION	Summer/Fall 2022	Summer/Fall 2022

- Overall Project Progress is 78% complete.
- Little Tokyo/Arts District Station & Surrounding Area:** Final 1st Street guideway pours near complete; MSE wall modifications underway; on utilities Alameda continue.
- Historic Broadway Station:** Overbuild load transfer system work approximately 50% complete; Site restoration on-going on Spring and Broadway.
- Grand Av Arts/Bunker Hill Station:** Elevator and escalator installations continue; Pedestrian Bridge advancing; Closure of Hope for restoration in-place – backfill on-going.
- Flower Street:** Advancing Mechanical, Electrical, & Plumbing (MEP) continuing; Final utility work continues; Cutover plans with 7th/Metro Station require close coordination with Operations to establish priorities.
- Trackwork:** Crossover installation east of Broadway Station complete; Crossover at the Wye Junction underway.
- Systems:** Overhead Conductor Rail (OCR) installations continue; Field preparations for signals and communications underway; Preparation for permanent power installations underway.



Escalator assembly at the future Little Tokyo/Arts District Station



Deck beam removal at 4th/Flower

April 2021



On target



Possible problem



Significant Impact

Construction Committee

Los Angeles County Metropolitan Transportation Authority



Metro 4



# WESTSIDE PURPLE LINE EXTENSION – SECTION 1

## BUDGET

	<u>Current</u>	<u>Forecast</u>
<b>TOTAL COST*</b>	<b>\$3,354M</b>	<b>\$3,354M</b>

\* Includes Board approved LOP budget plus finance costs.

## SCHEDULE

	<u>Current</u>	<u>Forecast</u>
<b>REVENUE</b>	<b>Fall</b>	<b>Fall</b>
<b>OPERATIONS</b>	<b>2024 (FFGA)</b>	<b>2024</b>

- Overall Project Progress is 68% complete.
- Wilshire/La Brea Station:** Permanent utility installation/backfill (above the roof) activities, interior masonry work and appendage construction continue.
- Wilshire/Fairfax Station:** Concourse and 2<sup>nd</sup> lift wall concrete activities continue. Entrance plaza and appendage work move forward. The first roof concrete placement (high bay area) is scheduled at the end of March 2021.
- Wilshire/La Cienega Station:** The Purple Tunnel Boring Machine (TBM) arrived at the Station on February 25, 2021. Work on the entrance structure is on-going. K-Rail installation on Wilshire Blvd. for work on the first appendage (AE) has commenced.
- Tunneling:** An I-Beam (Anomaly) was located and removed from the north tunnel. The Purple TBM (Elsie) successfully reached Wilshire/La Cienega Station without incident. The Red TBM (Soyeon) has restarted and has reached the anomaly area. South tunnel anomaly intervention to follow.
- Reach 1 Tunnel:** 9 out of 12 cross passage structures are complete. Completion of all Reach 1 cross passages is planned for April 2021. Reach 1 tunnel invert concrete placement has commenced.
- Budget/Schedule:** The Reach 3 anomaly and gas issues along the alignment have impacted the Project schedule and budget. The impact is expected to be significant. The current Revenue Service Date forecast is the 4<sup>th</sup> quarter of 2024. Budget impacts continue to be assessed. Metro and the FTA will conduct a formal risk assessment after mining through the anomaly in mid-2021. The Board will be briefed on the outcome.



Purple TBM Arrival of Wilshire/La Cienega Station



Installing Roof Falsework at Wilshire/Fairfax Station

April 2021



On target



Possible problem



Significant Impact



Metro 5

Construction Committee

Los Angeles County Metropolitan Transportation Authority

# WESTSIDE PURPLE LINE EXTENSION – SECTION 2



## BUDGET

	<u>Current</u>	<u>Forecast</u>
<b>TOTAL COST*</b>	<b>\$2,530M</b>	<b>\$2,530M</b>

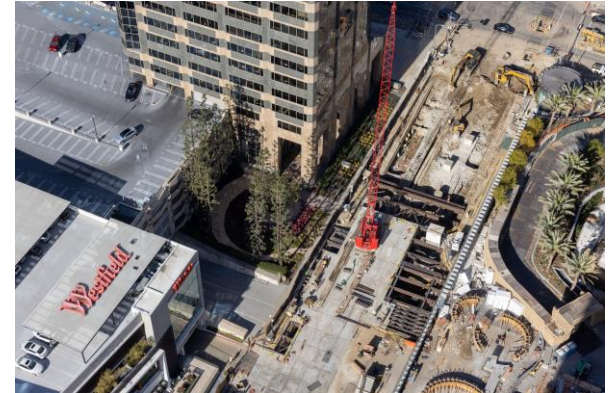
\* Includes Board approved LOP budget plus finance costs.



## SCHEDULE

	<u>Current</u>	<u>Forecast</u>
<b>REVENUE</b>	<b>Winter</b>	<b>Summer</b>
<b>OPERATION</b>	<b>2026 (FFGA)</b>	<b>2025</b>

- Overall Project progress is 42% complete.
- **Century City Constellation Station**
  - Installation of utility supports continues west of the Tunnel Boring Machine (TBM) launch box.
  - Decking operations are anticipated to be completed in March 2021.
  - Excavation of the station box is 18% complete.
- **Wilshire/Rodeo Station**
  - Excavation of the station box was 97% complete as of March 19, 2021
  - Installation of waterproofing membrane for the station mud slab is anticipated to begin in April 2021.
- **Tunneling**
  - Both TBMs “Ruth” and “Harriet” are operating within the City of Beverly Hills. Progress as of March 22, 2021 is as follows:
    - Ruth (eastbound subway tunnel) – 1,319ft
    - Harriet (westbound subway tunnel) - 979ft
  - Tunnel operations are being transitioned to the tunnel access shaft from the TBM launch box area.
  - “Ruth” is currently stopped for unplanned maintenance to its cutterhead, while “Harriet” is stopped for the planned installation of the conveyor belt system.



Aerial View of Decking West of Avenue of the Stars



Wilshire/Rodeo Station Excavation



On target



Possible problem



Significant Impact

April 2021

Construction Committee

Los Angeles County Metropolitan Transportation Authority



Metro 7



# WESTSIDE PURPLE LINE EXTENSION – SECTION 3



## BUDGET

	<u>Current</u>	<u>Forecast</u>
<b>TOTAL COST*</b>	<b>\$3,611M</b>	<b>\$3,611M</b>

\* Includes Board approved LOP budget plus finance costs.



## SCHEDULE

	<u>Current</u>	<u>Forecast</u>
<b>REVENUE</b>	<b>Winter</b>	<b>Spring</b>
<b>OERATION</b>	<b>2028 (FFGA)</b>	<b>2027</b>

- Overall Project progress is 19% complete
- Final design progress is 81% complete
- **C1151 Tunnel Contract**
  - TBM #1 (BR) has completed the initial drive 526 feet and is being configured with the full complemented of gantries for production mining.
  - Assembly of the starter gantry and preparation for initial launch for TBM #2 (BL) continues.
  - Grading and storm drain work continues at the Caltrans basin in the Westwood/VA station area.
  - Horizontal Directional Drilling for the installation of the inclinometer and grouting for the Metropolitan Water District 96" water line in Sepulveda Blvd is underway.
  - Installation of instrumentation and monitoring equipment and fabrication of segments are ongoing.
- **C1152 Stations, Trackwork, and Systems Contract**
  - Final design is ongoing.
  - VA Station
    - Storm Drain relocation west of Bonsall continues.
    - Support of Excavation (SOE) wall mobilization commenced in February.
  - UCLA Station utility sewer relocation (Ashton & Westwood) commenced in February.
- **Other Work**
  - Joint trench for Verizon and Frontier telecommunications is substantially complete; punch list completed in March 2021.
  - LADWP power cutover to 10921 Wilshire Boulevard is planned for spring of 2021.



TBM Assembly Overview at Tail Track Exit Shaft



Storm Drain Relocation West of Bonsall  
Westwood/VA Station

April 2021



On target



Possible problem



Significant Impact



Metro 7

Construction Committee

Los Angeles County Metropolitan Transportation Authority

# WILLOWBROOK/ROSA PARKS STATION

## BUDGET

	<u>Current</u>	<u>Forecast</u>
TOTAL COST	\$128.4M	\$128.4M

## SCHEDULE

	<u>Current</u>	<u>Forecast</u>
SUBSTANTIAL COMPLETION	March 2021	May 2021

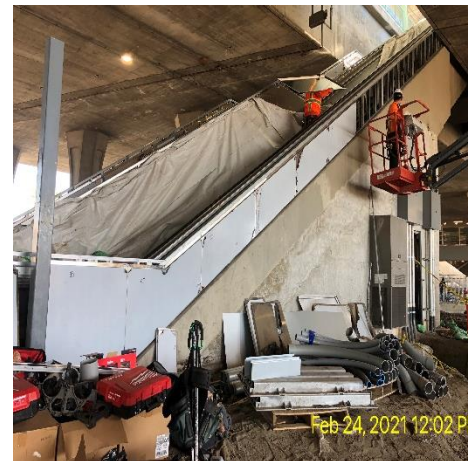
- Package A and C: All punch lists items remaining have been consolidated and is finishing up. Full close-out of punch list expected by end of April.
- Package B: Package B underground utility work ongoing at both C Line west and Central entrances. Elevator 4 work has been completed and is now in public operations, which allows full closure of the central plaza for remaining construction work. Underground storm drain system and the bus roadway has been completed. Major hardscape installation is scheduled for end of March throughout Package B areas to keep project for May delivery.



Underground utility work @ C Line west



Elevator 4 work completed



Stair/Escalator Work @ Central Plaza



Phase 3 Curb and Bus Lane completed

April 2021



On target



Possible problem



Significant Impact



Metro 8

Construction Committee

Los Angeles County Metropolitan Transportation Authority



# DIVISION 20 PORTAL WIDENING TURNBACK

## ◆ BUDGET

	<u>Current</u>	<u>Forecast</u>
TOTAL COST	\$801.7M	\$801.7

## OK SCHEDULE

	<u>Current</u>	<u>Forecast</u>
SUBSTANTIAL COMPLETION	June 2024	June 2024

- Overall Project progress is 20% complete.  
Includes Real Estate Acquisitions, Environmental, Design, Contract Mobilization, Early Demolition, Power, Utility contracts and contract change orders
- C1136 Portal Widening Turnback Contract**  
PWT C1136 Contract progress is 25%.  
Phase 1 Track and Civil work started  
1<sup>st</sup> Street Bridge Rehabilitation and Portal Widening
- Major Change Orders to Date:**  
Hazardous Material Removal  
1<sup>st</sup> Street Bridge Rehabilitation  
Completion of Utility Contracts  
3<sup>rd</sup> Party Unforeseen Interfaces  
Design Revisions (*in progress*)
- C1184 Transfer Power Substation Contract** at 54%
- Coordination with Adjacent Projects**  
Purple Line Extension (PLE1)  
Regional Connector  
Metro Center Project  
6<sup>th</sup> Street Bridge (City of L.A. Project)
- Completing risk assessment to determine budget/schedule**



April 2021



On target



Possible problem



Significant Impact



Metro 9

Construction Committee

Los Angeles County Metropolitan Transportation Authority

# I-210 BARRIER REPLACEMENT PROJECT

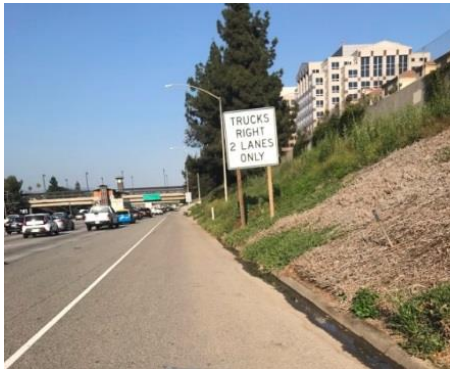
## BUDGET

	<u>Current</u>	<u>Forecast</u>
TOTAL COST	<b>\$22.54M</b>	<b>\$22.54M</b>
	Design	Design

## SCHEDULE

	<u>Current</u>	<u>Forecast</u>
Complete Design (Proj 1)	Feb 2021	Winter 2021
Complete Design (Proj 2)	Aug 2022	Summer 2022

- Project 1: Segment from Michillinda to Iconic Bridge – Project 1 Plans, Specs and Estimate (PS&E) package is finalized. However, the construction permit for Project 1 will be granted once the Aerially Deposited Lead (ADL) testing has been completed. Funding source(s) for ADL testing and construction for Project 1 are still to be determined.
- Project 2: Segment from west end of the project to Michillinda – Barrier analysis and the development of Project Study Report (PSR) for Project 2 is underway. The Design Team is examining the spatial constraints and the developing the construction staging for Project 2.



Newly Installed Caltrans Freeway Sign





Incident in 2014




Newly Installed Speed Limit Sign

**April 2021**

 On target

 Possible problem

 Significant Impact

**Construction Committee**

Los Angeles County Metropolitan Transportation Authority

# I-5 Construction Projects (Administered by Metro)



April 2021

Construction Committee

Los Angeles County Metropolitan Transportation Authority



# I-5 NORTH COUNTY ENHANCEMENTS



## BUDGET

	<u>Current</u>	<u>Forecast</u>
TOTAL COST	\$679.3M	\$679.3M



## SCHEDULE

	<u>Current</u>	<u>Forecast</u>
SUBSTANTIAL COMPLETION	Spring 2026	Spring 2026

- Bids were received February 24, 2021.
- Construction Notice to Proceed (NTP) is expected in Spring 2021.
- Advanced utility relocations complete.



April 2021



On target



Possible problem



Significant Impact



Metro 12

Construction Committee

Los Angeles County Metropolitan Transportation Authority

# I-5 Construction Projects (By Caltrans)



# I-5 NORTH: SR 118 TO SR 134

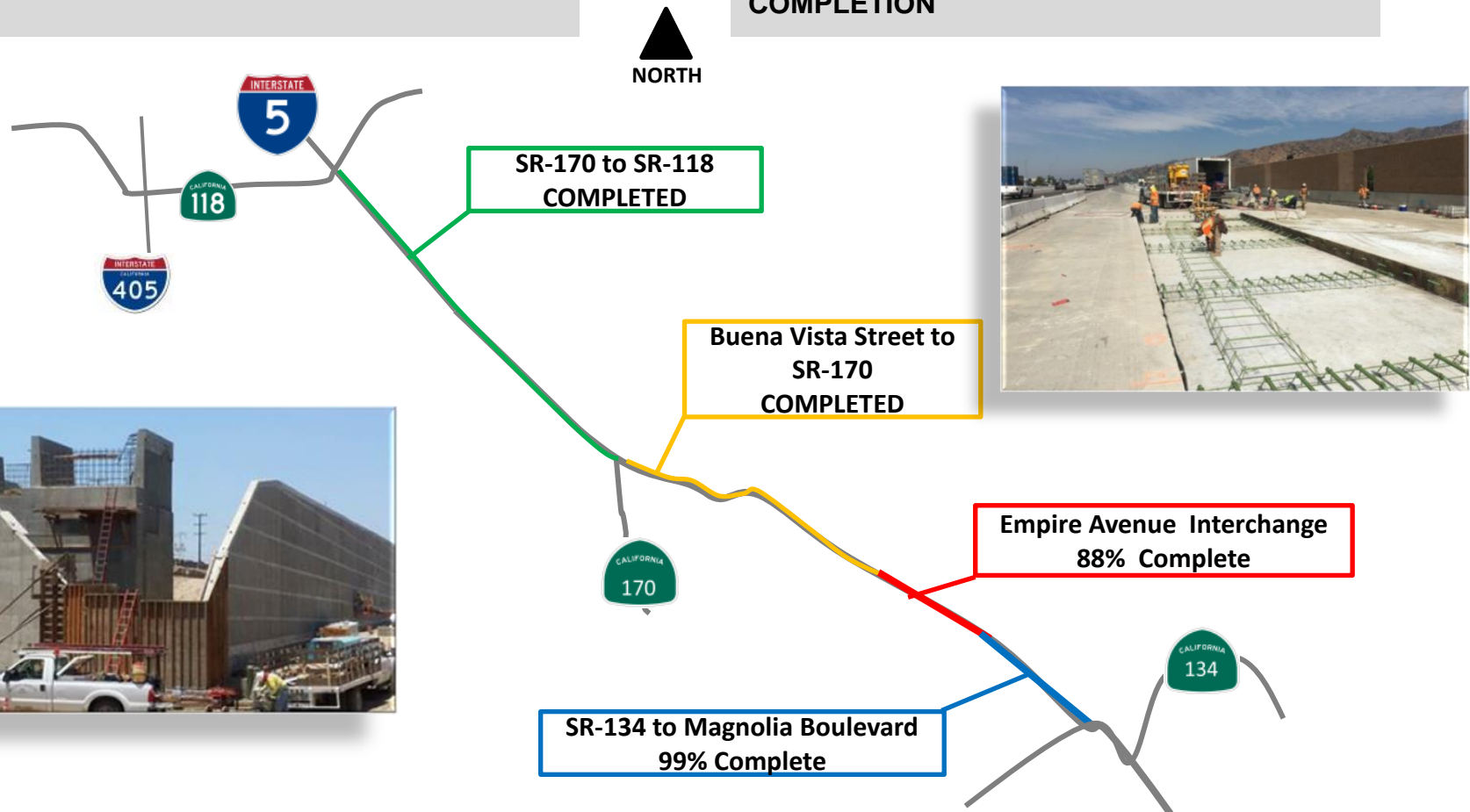


## ⚠ BUDGET

	Current	Forecast
TOTAL COST	\$954.1.9M*	\$954.1M*

## ⚠ SCHEDULE

ANTICIPATED PROJECT COMPLETION	Current Fall 2022	Forecast* Spring 2023
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# I-5 SOUTH: ORANGE COUNTY LINE TO I-605



## BUDGET

	Current	Forecast
<b>TOTAL COST</b>	<b>\$1.888B</b>	<b>\$1.888B*</b>

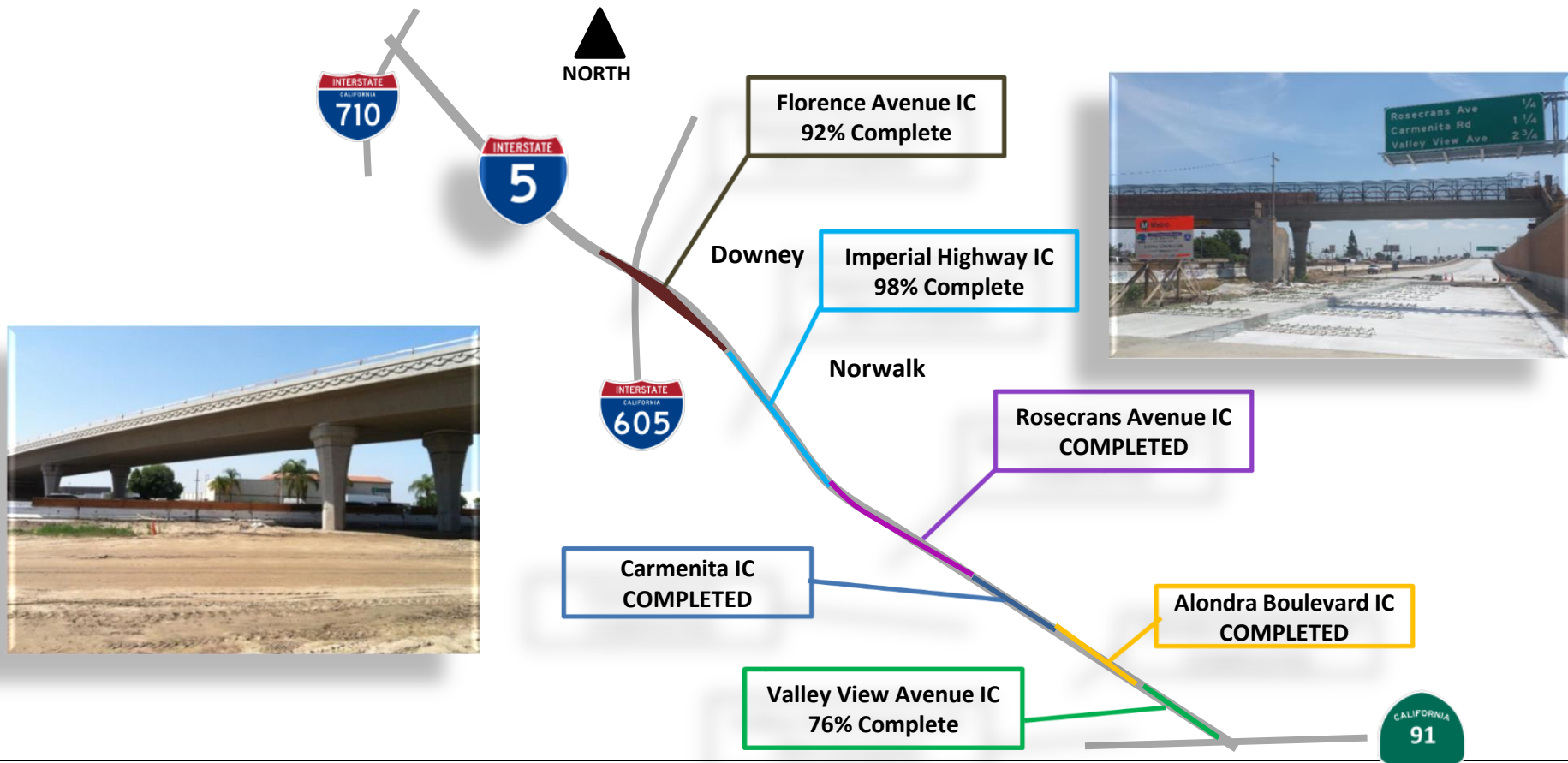


## SCHEDULE

**ANTICIPATED  
PROJECT  
COMPLETION**

**Current**  
Winter 2022

**Forecast\***  
Spring 2023



On target



Possible problem



Significant Impact



**Metro 15**

**April 2021**

**Construction Committee**

**Los Angeles County Metropolitan Transportation Authority**

\* Risk Analysis, Feb 2021



## Board Report

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**File #:** 2021-0116, **File Type:** Motion / Motion Response

**Agenda Number:** 34.

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**CONSTRUCTION COMMITTEE  
APRIL 15, 2021**

**SUBJECT: ENHANCEMENTS TO METRO'S MEDIUM-SIZE BUSINESS ENTERPRISE PROGRAM AND SMALL BUSINESS ENTERPRISE PROGRAM**

**ACTION: RECEIVE AND FILE**

RECEIVE AND FILE the response to Board Motion 51 by Directors Dupont-Walker, Hahn, Mitchell, Butts, Najarian and Solis at the January 2021 Board meeting.

**ISSUE**

On January 28, 2021, the Board passed Motion 51 (Directors Dupont-Walker, Hahn, Mitchell, Butts, Najarian and Solis) and requested a report back in April 2021 on strategies to create new pathways for the increase and continued access to contracting opportunities for Small Business Enterprises (SBEs) and Medium-Size Business Enterprises (MSZs) through the enhancement of Metro's MSZ and SBE Programs.

**BACKGROUND**

Metro has identified and implemented programs to provide opportunities for Disadvantaged (DBE) and Small Business Enterprises (SBE) to participate in many of the larger construction initiatives. Prime contractors are required to submit proposals with innovative DBE Contracting Outreach and Mentoring Plans (COMP), and must also include a Mentor Protégé program in their proposals. Race Conscious DBE contract goals apply to federal procurements and Metro has eliminated Good Faith Efforts (GFE) provisions for all non-federally funded RFPs and IFBs. Metro has designed and implemented programs to provide opportunities specific to helping SBEs win contracts as prime contractors and established set-aside contracting opportunities for medium-size businesses (MSZs) to compete with similar size firms to addresses the gap between small and large businesses.

While Metro recognizes that its programs offer exciting opportunities for small and medium sized businesses, Metro recently sought comments from this community by launching a survey that was distributed to over 20,000 participants to obtain feedback on their experiences and provide recommendations for improvement. The survey was conducted February 16<sup>th</sup> through 26<sup>th</sup> with 331 firms responding.

In addition to the survey, Metro staff also benchmarked several agencies to seek best practices and assess program requirements, certification standards, and processing.

## **DISCUSSION**

Metro has taken the results of the survey and benchmarking study into consideration when addressing the following recommendations from Motion 51 as follows:

***A. Review requirements for contracting opportunities with SBEs, including but not limited to:***

***1. Determining feasibility of achieving certification reciprocity with agencies at the state, county, and local levels that have similar baseline standards as Metro.***

Metro's analysis revealed that the City of Los Angeles, LAWA, LAUSD, and the County of Los Angeles accept both Metro and DGS certification. In addition, the County of Los Angeles has had conversations with Metro regarding its SBE Program and is considering developing their own program that would emulate Metro's.

This may present an opportunity for 1) the City, County and Metro to develop reciprocity agreements for a County Wide Small Business Program where both the city and the county accept Metro Certification, or 2) the city and County adhere to Metro certification standards.

***2. Exploring strategies to ensure that only legitimate SBEs and MSZs may compete for Metro contracts***

Through benchmarking Metro found that most agencies accept or follow a program similar to the DGS certification for SBE Programs and Projects. Metro's review of these programs found that they rely on a self-certification process, with little to no vetting taking place. This process allows for non-disadvantaged firms to participate in these programs. Metro's review and certification is more robust including features such as requiring that businesses be independent and organized for profit, qualified owner(s) personal net worth must meet established thresholds, annual gross receipts must be less than specified targets over a three year average, qualifying applicants must be in control of management and daily business operations and own 51% of the business, and the applicant must be a U.S. Citizen or lawfully admitted permanent resident. Accepting a self-certification would not be in the best interest of the small business community and potentially may allow non-qualified firms to participate in programs intended for small business.

***3. Reviewing certification standards, ownership, owner credentials, and other costs associated with competing for contracts, and recommending steps to streamline the process, ensuring integrity while making it more user-friendly and less costly.***

We previously discussed some of the features that Metro reviews in order to ensure that only legitimate firms compete for contracts. In addition, once firms are vetted Metro makes every effort to ensure that the competitive process is fair and open to appropriate competition. Metro's solicitations are advertised and available via the Vendor Portal,

generally for download. There are exceptions where certain solicitations may exceed Metro's technology capabilities and thus require alternative delivery methods. An alternative delivery method may involve obtaining the documents in hardcopy or via another form of media. Vendors requesting alternative media are subject to a small, incidental cost to receive the media. Metro's Vendor/Contract Management has instituted the ability to accept credit cards for these transactions making it easier to pay for them without having to transact with Metro's cashier.

Metro is currently exploring new ways to enhance its ability to transact more electronically, but have been impacted by funding and resource technology constraints as there are many conditions (both internally for Metro and for our external Vendor community) that need to be considered before Metro can successfully transition. Since the COVID-19 Pandemic, Metro is working to accelerate advancements and is now utilizing email to accept IFB and RFP submittals. An email address has been established to exclusively handle this activity reducing the costs to receive media and/or physically deliver responses.

Metro is also in the process of updating the Pre-Qualification process and enabling fillable forms for the applications. The forms have been developed and are available on Metro's website. Vendor's can download, complete electronically, and return via email reducing time and delivery costs. There is no additional cost to complete and submit the fillable forms. Lastly, interested Vendor's can self-register on Metro's website and receive notifications for solicitations that meet their criteria at no cost. Further enhancements to these processes are being considered.

***B. Review procurement requirements and identify potential ways to increase contracting opportunities for MSZs, including but not limited to:***

***1. Reviewing eligibility requirements for participation in the MSZ program to identify strategies to increase the number of businesses that qualify for the program***

Survey feedback resulted in a desire to close the gap between the Small Business Prime Set-Aside maximum amount of \$5M and the \$12M lower limit for the MSZ Program. Suggestions for a two-tier program and separating construction and professional services contracts was also recommended and is being considered. Additionally, the 3-year annual gross receipts requirements and the maximum number of employee's threshold will also be reviewed to ensure that they represent this group appropriately. Comments received in the survey suggests that Professional services firms are concerned that they can meet the gross receipts requirements, but exceed the 250-employee maximum threshold.

***2. Ensuring that recommendations consider equity, historically underutilized businesses, and key elements of the Disparity Study (current or proposed, if within the next 12 months).***

Metro staff met with the City of Los Angeles' staff on their Community Level Contracting

program. This is a project specific contracting program for small businesses for predetermined projects such as sidewalk repair, truck washing and solar panel installation. These projects are typically under \$100,000, priced by the City, and offered to small business on a pre-approved list on a rotating basis. Metro staff reviewed a sampling of the City's RFQ documents for this initiative and is conducting further research to determine the possibility of developing a comparable program.

The initial assessment is that the City of Los Angeles's contracting authority support's the execution of contracts to be used in a manner similar to Job Order Contracting (JOC) for construction contracts of \$100k or less. Currently, Metro does not have authority to enter into similar arrangements under the Public Contract Code, unlike the City and many school and college districts. Staff will continue to explore this community contracting approach and will further assess applicability, potential policy and statute changes that will yield specific benefits for Metro and its contracting community.

In addition, Metro is also looking into other initiatives like the "Leader Follower Mentor/Protégé" program where the roles of prime contractor and subcontractor switch during the project, providing development and capacity building experience to the subcontractor. This approach has been used in the Federal government most prominently with the United States Air Force. Metro staff is reviewing FAR Subpart 17.4 (Leader Company Contracting) and conducting further research to determine the feasibility of this program, and will provide updates in the future.

Staff reviewed lessons learned from the Business Interruption Fund (BIF) and Business Solution Center (BSC) to garner additional strategies for equity and to increase contracting opportunities for certified firms in underserved areas. Lessons learned for further assessment include:

0. Establishing trust with small business owners
1. One-on-one outreach to small business owners works
2. The need for a network of referral services
3. The importance of financial literacy
4. Demonstrating empathy and understanding of construction concerns

**3. *Defining strategies to create incentives for prime contractors to utilize MSZs that no longer meet SBE criteria; and***

Staff will explore ways to create incentives for prime contractors to utilize MSZs that no longer meet SBE criteria, particularly on capital projects. There is a lack of best practices regionally and nationally related to such incentives, requiring further research on opportunities and challenges. Metro will ascertain how best to obtain feedback from firms regarding their experiences in contracting outside of the SBE program and how prime contractors identify such firms when establishing teams. Currently, Metro does not maintain a database for firms that no longer meet SBE criteria. This is another area staff will examine for consideration of future programmatic improvements.

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## **RECOMMENDATIONS**

Explore establishing reciprocity agreement(s) with cities, counties, and other agencies (BART, VTA) for SBE certifications.

Continue to review program requirements for Personal Net Worth and the potential to remove notarization requirements for SBE certification (notarization is a Federal requirement for DBE certification).

Continue to work with client's on expanding contracting opportunities for SBEs and MSZs through review of upcoming anticipated work and program thresholds.

Explore establishing a 2-step MSZ program with the first step rebranded as a bridge to reduce or eliminate the current gap between the SBE maximum amount of \$5M and the \$12M lower limit for the MSZ Program, thus allowing for firms that graduate out of the SBE or DBE program to continue competing with peer companies.

Review eligibility requirements for participation in the MSZ program with the intent to grow the number of firms that participate in the program including, but not limited to, thresholds for gross receipts and number of employees.

Enhance outreach for SBEs and MSZs to foster relationships with primes contractors. Engage TBAC and the small business community on SBE and MSZ programs to ensure there is adequate awareness including, but not limited to, announcements of any proposed changes to ensure that benefits can be realized.

Continue to utilize surveys and/or working sessions with the SBE community to maintain regular dialogue and gather ongoing feedback.

### **Other items to consider include:**

- Explore the community contracting approach for potential policy changes.
- Explore the Mentor/Protégé Leader Follower concept.
- Include the Equity platform goals as part of the disparity study scope for recommendations on how Metro can strengthen its contracting programs to reach historically overlooked neighborhoods and underserved communities.

## **FINANCIAL IMPACT**

There is no immediate budget impact to this Receive and File report. However, there are several actions Metro can take to increase contracting opportunities and advance equity that may have a financial impact to the FY22 budget.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

This report supports strategic plan Goal 5.5, "Expanding opportunities for businesses and external organizations to work with Metro."

### **NEXT STEPS**

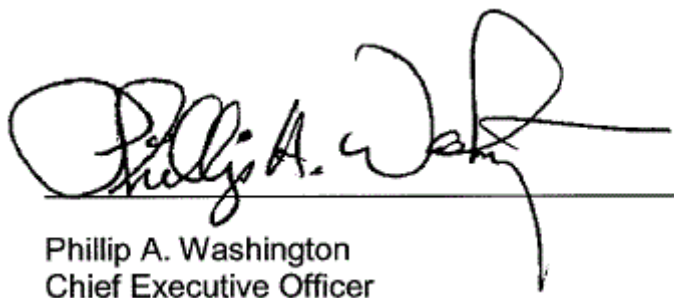
Staff will continue with the recommendations outlined above and engage with internal and external stakeholders and clients as required to advance changes and improvements for the purposes of updating and or seeking approval from the Board, as needed.

### **ATTACHMENTS**

Attachment A - Motion 51

Prepared by: Dr. Irma Licea, Director, DEOD, (213) 922-2207  
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Reviewed by: Debra Avila, Chief Vendor/Contract Management Officer, (213) 418-3051



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Phillip A. Washington  
Chief Executive Officer



Metro

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

## Board Report

**File #:** 2020-0930, **File Type:** Motion / Motion Response

**Agenda Number:** 51.

**REVISED**  
**REGULAR BOARD MEETING**  
**JANUARY 28, 2021**

### Motion by:

#### **DIRECTORS DUPONT-WALKER, HAHN, MITCHELL, BUTTS, NAJARIAN, AND SOLIS**

#### Enhancements to Metro's Medium-Size Business Enterprise Program and Small Business Enterprise Program

In the time of current economic distress, Metro should review its Small Business Enterprise (SBE) program and Medium-Size Business Enterprise (MSZ) program to create new pathways for a continuum of contracting opportunities for SBEs and MSZs.

Metro's SBE Program was intended to create opportunities for small businesses to obtain contracting agreements with Metro. With Metro's size and presence in Los Angeles County, an SBE's trajectory can dramatically change with one contract, however small it may seem compared to Metro's overall contracting portfolio.

Most importantly, the SBE program has served as a tool for equity and can be made even more impactful with carefully administered adjustments. Metro, through its unique position in the county, has a responsibility and opportunity to lift up local small businesses, especially those in historically overlooked neighborhoods. The chance to compete for Metro contracts should be more accessible to, and protective of, these underserved communities. This creates more possibilities for L.A. County's remaining SBEs and addresses the needs of an emerging group of MSZs.

Metro currently has many working relationships with such businesses. Still, there is always room for improvement-especially at this moment of ongoing economic distress. One potential is to strengthen its MSZ program to set-aside contracting opportunities for medium-size businesses to compete with similar-size firms.

In January 2019, Metro established the MSZ program. This program addresses the gap between small businesses and large businesses by creating opportunities where only MSZs can compete on non-federally funded procurements. Pursuant to AB-1205 (Jones-Sawyer), the MSZ program applies to both negotiated Requests for Proposal (RFPs) and low-bid Invitations for Bid (IFBs) with an estimated value between \$12 million and \$30 million. MSZs are defined as firms that are not a



subsidiary of another firm, have gross annual receipts of \$25 million - maximum \$250 million (averaged over three years), with a maximum of 250 employees. While the intent of the program is to solicit and award to MSZs, solicitations still allow larger-size firms to respond. If Metro receives only one bid/proposal from an MSZ, it will consider bids/proposals from larger-size firms as well. This may have the unintended consequence of discouraging MSZs from competing for contracts.

Currently, there is one solicitation for the Construction Support Services for Metro G Line (Orange) Bus Rapid Transit Improvements Project. This procurement is pending a result based on proposals being received.

Acknowledging Metro's desire to create a more robust MSZ program, Metro should take additional steps to identify more opportunities to increase MSZ Prime contracting participation while continuing to facilitate small and disadvantaged business participation on such contracts.

**SUBJECT: ENHANCEMENTS TO METRO'S MEDIUM-SIZE BUSINESS ENTERPRISE PROGRAM AND SMALL BUSINESS ENTERPRISE PROGRAM**

**RECOMMENDATION**

APPROVE Motion by Directors Dupont-Walker, Hahn, Mitchell, Butts, Najarian, and Solis that the Board direct the Chief Executive Officer to study and recommend MSZ and SBE solutions that embrace Equity considerations, including but not limited to the Disparity Study, impact on historically underutilized businesses, and consistency with industry best practices. These studies should focus on the following:

- A. Review requirements for contracting opportunities with SBEs, including but not limited to:
  - 1. Determining feasibility of achieving certification reciprocity with agencies at the state, county, and local levels that have similar baseline standards as Metro
  - 2. Exploring strategies to ensure that only legitimate SBEs and MSZs may compete for Metro contracts
  - 3. Reviewing certification standards, ownership, owner credentials, and other costs associated with competing for contracts, and recommending steps to streamline the process, ensuring integrity while making it more user-friendly and less costly
- B. Review procurement requirements and identify potential ways to increase contracting opportunities for MSZs, including but not limited to:
  - 1. Reviewing eligibility requirements for participation in the MSZ program to identify strategies to increase the number of businesses that qualify for the program
  - 2. Ensuring that recommendations consider equity, historically underutilized businesses, and key elements of the Disparity Study (current or proposed, if within the next 12 months)

3. Defining strategies to create incentives for prime contractors to utilize MSZs that no longer meet SBE criteria; and

C. Report back on all the above at the April 2021 Board cycle.



ITEM 34

Motion 51 Response  
Enhancements to Metro's Medium Size (MSZ)  
and Small Business Enterprise (SBE) Programs

Construction Committee

April 15, 2021

# MOTION OVERVIEW

- Motion 51 requested a review of strategies to create new pathways for the increase and continued access to contracting opportunities for Small Business Enterprises (SBEs) and Medium Size Business Enterprises (MSZs)
- Items Considered
  - CERTIFICATION
  - ENHANCEMENTS
  - INCENTIVES
  - EQUITY

# RECOMMENDATIONS

- CERTIFICATION
  - Review SBE Personal Net Worth requirements
  - Remove notarization requirements
  - Explore reciprocity with cities, counties, and other agencies for SBEs

# RECOMMENDATIONS

## ➤ ENHANCEMENTS

- Review eligibility requirements for participation in the MSZ program.
- Explore 2-step MSZ program (bridge for graduated firms) to match competition between similar or peers
- Close the \$5M upper SBE limit and lower \$12M MSZ program limits

# RECOMMENDATIONS

## ➤ INCENTIVES

- Explore establishing incentives for prime contractors to utilize graduated firms (MSZs) that no longer meet SBE criteria.

## ➤ EQUITY

- Include Equity platform goals as part of disparity study scope for recommendations to reach underserved communities



# RECOMMENDATIONS

- OTHER CONSIDERATIONS
  - Boost outreach for SBEs and MSZs to foster relationships with primes contractors
  - Engage TBAC & SBE community on SBE/MSZ programs
  - Utilize surveys and/or working sessions to gather feedback from small business community
  - Explore community contracting and potential policy changes
  - Explore the Mentor/Protégé Leader Follower concept



Thank you!





## Board Report

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**File #:** 2021-0139, **File Type:** Informational Report

**Agenda Number:** 35.

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### CONSTRUCTION COMMITTEE APRIL 15, 2021

**SUBJECT: FISCAL YEAR 2022 PROGRAM MANAGEMENT ANNUAL PROGRAM EVALUATION**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE status report on FY22 Program Management Annual Program Evaluation.

#### **ISSUE**

The Annual Program Evaluation (APE) is a priority initiative created to evaluate Metro's capital program annually. Given the challenges of managing a multi-billion-dollar capital program, a comprehensive review of the risks associated with the costs and schedules of the program is conducted on an annual basis. This report summarizes the results of the FY22 APE review performed by Program Management.

#### **BACKGROUND**

The APE initiative is a comprehensive evaluation of Metro's capital program, including Transit, Highway, and Regional Rail projects. As part of the process, staff reviewed and updated project costs and schedules to current conditions, challenges, and risks. Any changes to project budgets/schedules and the reasons for the adjustments are to be reported to the Board annually for approval. In addition, APE serves as a project management tool bringing greater consistency, transparency, and discipline to better manage and deliver Board-approved projects. The APE is a dynamic tool, which is updated annually as projects move toward completion and any changes approved by the Board are incorporated.

#### **DISCUSSION**

##### **FY22 Results**

For the FY22 APE, Program Management focused on new projects, and projects that will carry-over through FY22, with project costs estimated at \$5 million or greater. Program Management staff evaluated 54 projects, including 10 Major Transit Construction projects, 17 Other Transit Capital projects, 22 Highway projects, and five Regional Rail projects (see Attachment A presentation for a complete project listing), which total approximately \$19.8 billion. The program size has decreased

1.5% from \$20.1 billion in FY20 to \$19.8 billion in FY21.

The major focus remains on managing the projects within the Board-approved life of project (LOP) budgets and schedules established for these projects. A summary of the potential adjustments requiring future Board approval to Metro's capital program in FY22 is reported in the FY22 Program Management APE presentation.

### Challenges

With the significant number and size of Program Management projects and the accelerated implementation schedule for delivering Metro's capital program, Metro is currently undertaking the largest transportation capital program in the nation. Metro's capability and capacity to deliver multiple complex projects on-time and within budget creates unprecedented challenges to project delivery.

Efforts to improve, innovate, and increase our capabilities to deliver projects are essential. Program challenges include:

- Deliver multiple large and complex projects on-time within budget
- Collaborate with stakeholders to meet community expectations
- Commitment of efficient third-party review/approval by various external jurisdictions
- Encourage competitive and qualified pool of contractors, small businesses, and workforce on Metro projects
- Manage cost risks impacted by shortage of skilled workers, good Contractors, and utility resources in a growing construction market
- Maintain sufficient resources and staffing needed to manage and support project delivery
- Address Contractor claims in a fair and equitable manner consistent with contractual requirements
- Achieve continuous improvement in project delivery through innovation and application of best practices and lessons learned

### Strategic Initiatives

Program Management continues to implement various strategic initiatives to bring improved planning, consistency, transparency, and discipline to project delivery. These initiatives include:

- Conduct Annual Program Evaluation of Metro's capital program
- Establish reliable Life-of-Project budgets
- Continue use of robust management and support services consulting teams to augment technical expertise and resources
- Improved Best Practices/Lessons Learned Program
- Conduct readiness reviews before projects are released
- Utilize project delivery method selection process
- Evaluate reasons for rail project cost increases and implement recommended actions

## **FINANCIAL IMPACT**

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The FY22 Program Management APE report does not have any specific budgetary or financial impacts. The APE report serves as an annual and early notice instrument to assess the scope, cost and schedule risk items affecting the respective projects under the oversight of Program Management. Risk items affecting scope, cost and schedule are identified on a project by project basis within the APE Presentation.

Should any of the potential project risks affecting scope, cost and schedule parameters be realized, the Chief Program Management Officer will return to the Board with separate recommendations to address the identified risks and adjust the project cost and/or schedule accordingly.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

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

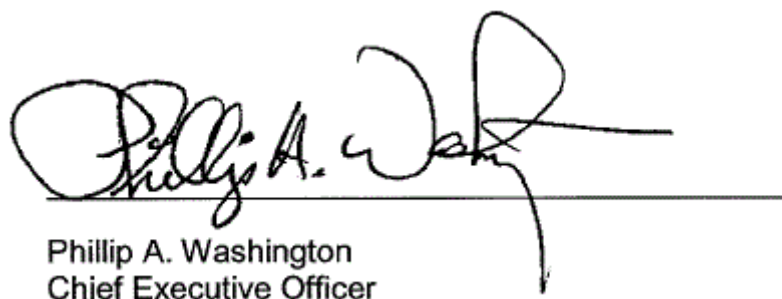
### **NEXT STEPS**

Program Management will request the resources required for project delivery success through the FY22 Budget process for Board approval. Project managers will work to deliver projects safely, on-time and within the Board-approved budgets. Staff will continue to provide the Board with monthly updates on the project status throughout the year. The next FY23 Program Management APE report will be presented to the Board in Spring 2022.

Prepared by: Brian Boudreau, Senior Executive Officer, (213) 922-247

Reviewed by:

Bryan Pennington, Interim Chief Program Management Officer, (213) 922-7449



Phillip A. Washington  
Chief Executive Officer

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# **Fiscal Year 2022**

## **Program Management**

### *Annual Program Evaluation*

# Presentation Overview

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- Purpose and Process
- Capital Program Status
- Capital Program Costs and Schedules
- Adjustments for FY22
- Summary
- Next Steps



# Purpose

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- Annual evaluation of Metro's capital program
- Reporting to the Board any project budget and schedule changes, and reasons for the changes
- A project management tool bringing greater consistency, transparency, and discipline
- Facilitates financial planning
- Reduces the number of requests to the Board for budget adjustments



# Process

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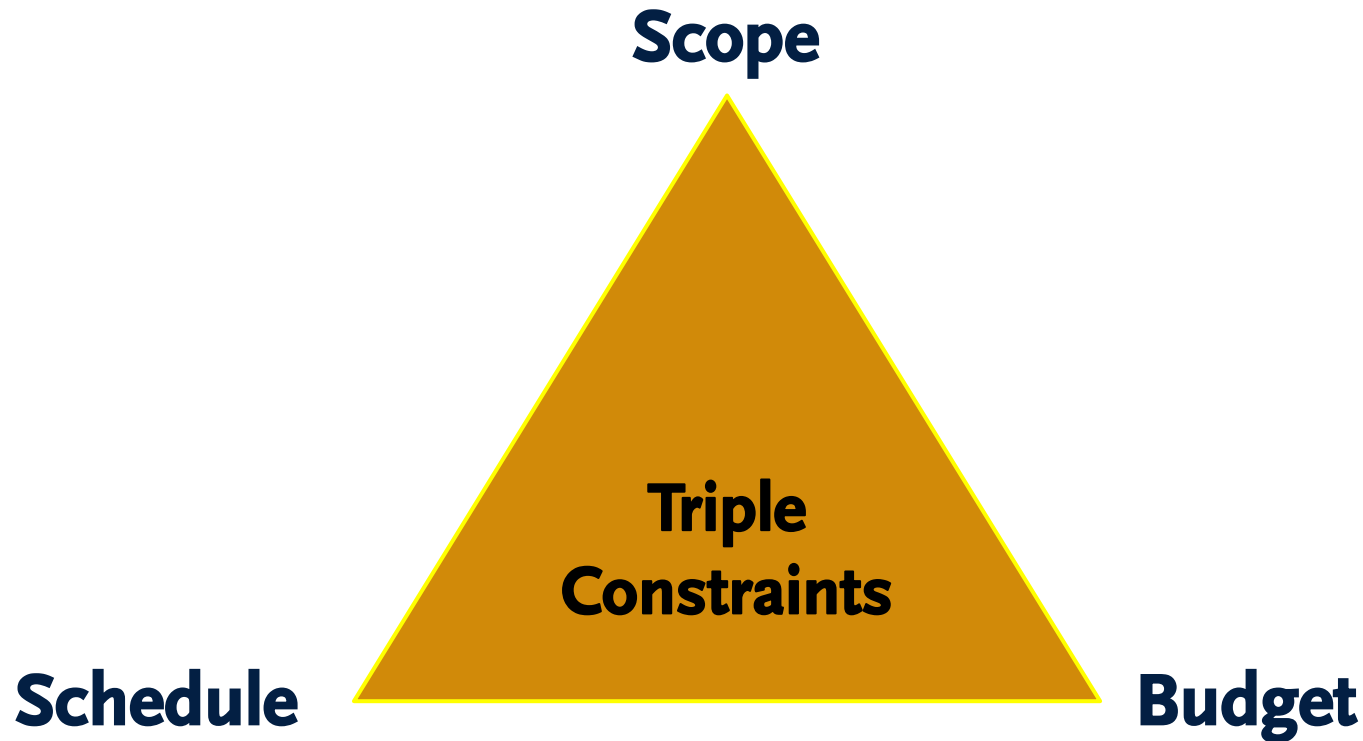
- A detailed review of project costs and schedules
- Update project capital cost estimates to current conditions, including price trends and changes
- Focus on budget to complete current project phase/milestone
- Include APE results in the FY22 Budget review and adoption by the Board



# Project Management

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One side of the triangle cannot be changed without affecting the other sides:



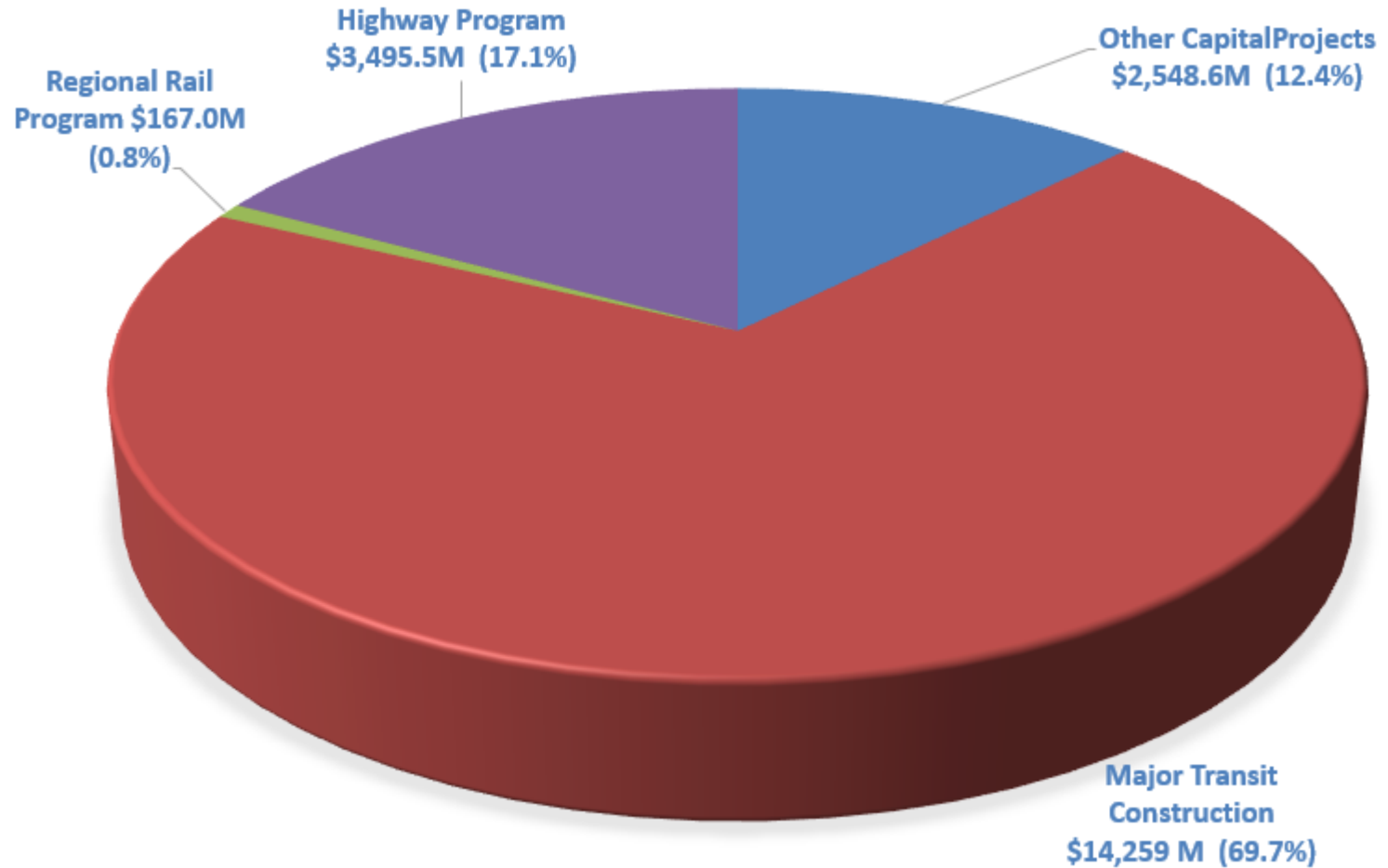
# FY22 Program

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- APE focuses only on those capital projects, managed by Program Management, with a total project cost greater than \$5M:
  - 10 Major Transit Construction Projects
  - 17 Other Transit Capital Projects
  - 5 Regional Rail Projects
  - 22 Highway
- 54 projects valued at approximately \$20.5 billion in approved budget in the FY22 APE review which is an increase of 2% from \$20.1 billion in FY21.
- Project budgets shown are approved by the Board.

# FY22 Program: \$20.5 B

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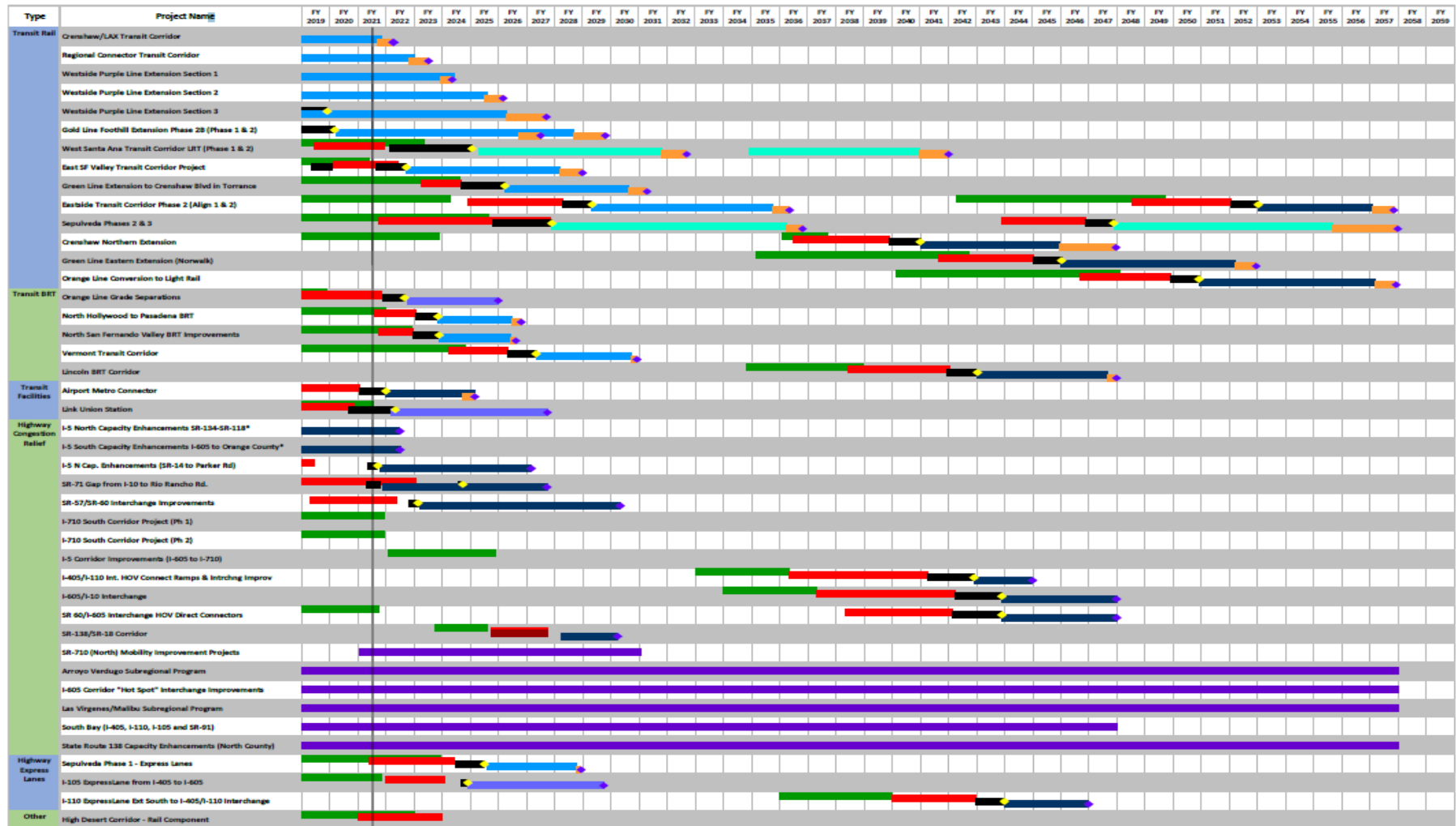


# Program Highlights

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- In addition to the projects in APE, Program Management manages/oversees 40+ projects less than \$5M.
- Including projects within the APE, there are approximately 100 projects being managed by Program Management throughout the fiscal year.
- **Overall Program dollars increased 2% from \$20.2 billion in FY21 to \$20.6 billion in FY22.**
- With the financial impacts associated with Covid-19, the capital program will be reassessed and may result in some projects being completed later than planned.

# Metro Program Management Master Schedule



\*Scheduled completion date is Open to Traffic Date

*This document is a working draft meant for discussion purposes only and may contain preliminary conclusions not necessarily reflected in the final decision.*

Current as of Jan. 2021

Legend					
Environmental	Engineering	Bid	D/B Construction	D/B/B Construction	Groundbreaking Date
Right of Way	Program Implementation	P3 Construction	CMGC/PDB (Design/Const)	Testing	Forecasted Date

# Program Challenges

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- Deliver multiple large and complex projects on-time within budget
- Collaborate with stakeholders to meet community expectations
- Commitment of efficient third-party review/approval by various external jurisdictions
- Encourage competitive and qualified pool of contractors, small businesses, and workforce on Metro projects
- Manage cost risks impacted by shortage of skilled workers, good contractors, and utility resources in a growing construction market
- Maintain sufficient resources and staffing needed to manage and support project delivery
- Address contractor claims in a fair and equitable manner consistent with contractual requirements
- Achieve continuous improvement in project delivery through innovation and application of best practices and lessons learned

# COVID-19 Impacts

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## Challenges

- Financial impacts as a result of Covid-19: FY21 pre-COVID projected total revenues declined by 16.3%.
- Disruptions, delays, and productivity decreased because of canceled deliveries, lack of inspection approvals, and absent workers.
- Financial struggles for small business contractors.
- Cutbacks in public agency capital budgets.
- Impact from commodity price fluctuations.

## Opportunities

- Federal funding from stimulus packages.
- Increase in the labor pool available for construction projects due to a high unemployment.
- Acceleration of work in some projects during this period of light traffic.
- Favorable bidding.



# Unique Challenges of Mega Projects

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- Mega projects costs are increasing at a rate greater than inflation.
- Mega projects durations are longer than in the past and contractors have experienced issues not considered at bid time.
- It is more difficult to assess risks adequately for long-term projects.
- Third party and regulatory requirements may change during the life of the project.
- Staff turnover is more likely to occur on long term projects.
- There are a limited number of contractors that have the capacity to bid mega projects.
- Once a contractor(s) secures a mega project, they are less likely to have bonding capacity to bid on other mega projects.
- As many bids on mega projects are from international firms, there are potential issues regarding knowledge of local requirements.

# Strategic Initiatives

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Continue to implement strategic initiatives to bring improved planning, consistency, transparency, and discipline to project delivery:

- Conduct Annual Program Evaluation of Metro's capital program
- Establish reliable Life-of-Project budgets
- Continue use of robust management and support services consulting teams to augment technical expertise and resources
- Improve Best Practices/Lessons Learned Program
- Conduct readiness reviews before projects are released
- Utilize project delivery method selection process
- Evaluate reasons for rail project cost increases and implement recommended actions

# Metro Transit Program



# Metro Project Completion Summary

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## Project Completion in FY21:

- I-5 South – San Antonio, Imperial Hwy and Orr Day
- I-5 South – Florence Ave. Interchange
- I-5 North – Magnolia Blvd to SR 134
- FY17-FY19 UST Replacement and Repair Project
- Metro Red Line Civic Center Station Escalator/Elevator Modernization
- Metro Blue Line Pedestrian Safety Enhancement at Grade Crossings
- Patsaouras Plaza Busway Station
- Systemwide Elevator Installations (Vertical Systems)

## Project Completion Planned in FY22:

- Crenshaw/LAX Transit Project
- New Blue Projects (Yard Signaling)
- Blue Line Rehabilitation/Willowbrook Station

# Metro Transit Capital Projects

Type	Project Budget (in millions)	# of Projects
Major Transit Construction	\$14,259.6	10
Other Transit Capital	\$2,548.7	17
Misc. Capital	\$1,920.4	7
Security/Safety	\$153.2	2
Rail Facilities	\$136.9	2
Wayside Systems	\$221.3	2
Bus Facilities	\$116.8	4
Total Transit Capital Program	\$16,808.3	27

# Metro Transit Capital Program Summary

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## Planned Transition to Program Management in FY22:

- North Hollywood to Pasadena Bus Rapid Transit Project
- North San Fernando Valley BRT Project
- I-105 ExpressLanes from I-405 to I-605





# Crenshaw/LAX Transit Project





# Crenshaw/LAX Transit Project

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Project Budget: \$2,148.0M

Project Completion: 2021

Projected Budget: \$2,148.0M

Project Complete: 98%

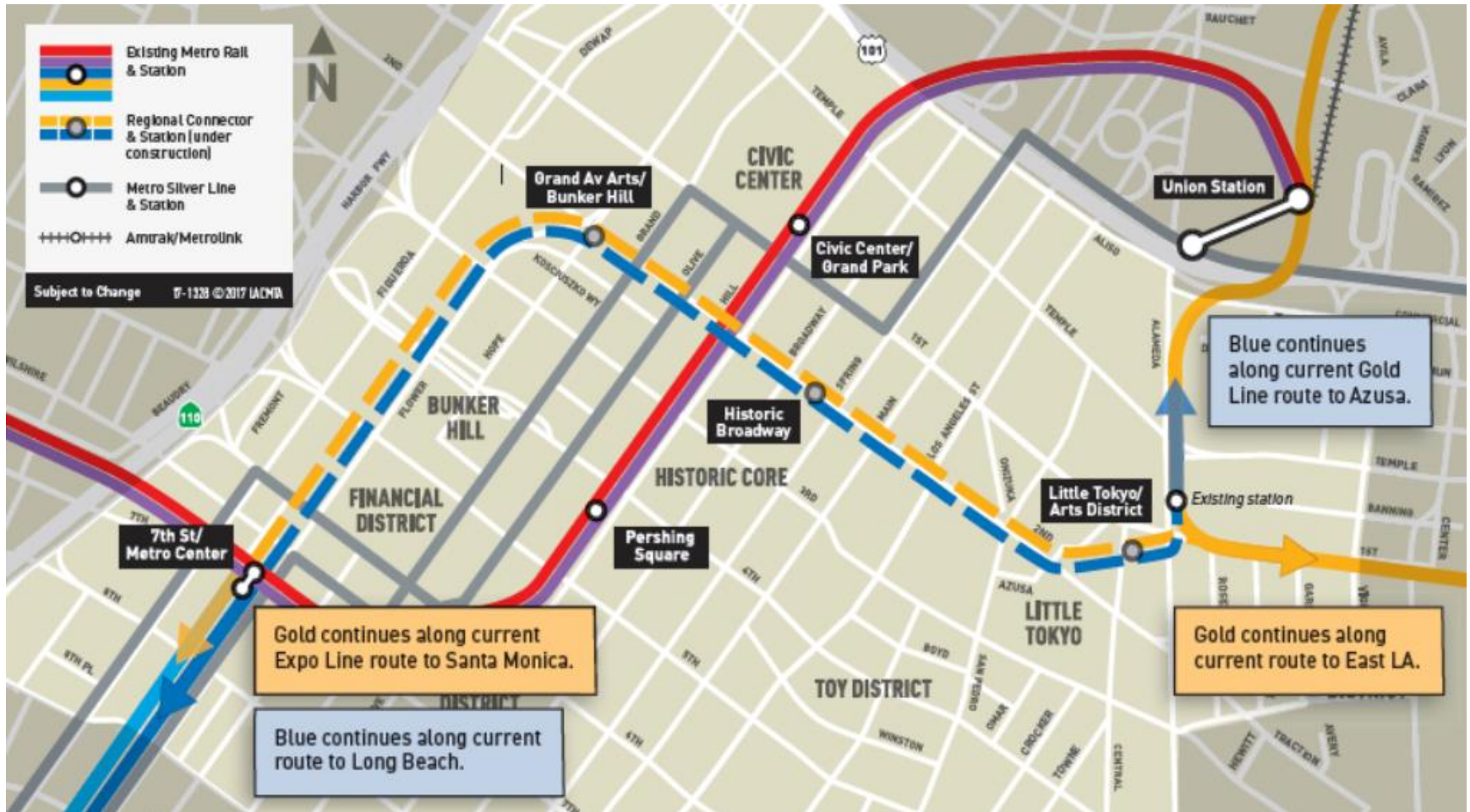
## Accomplishments:

- Contractor enhanced and strengthened project management team.
- Collaborative same day review of critical submittals with Contractor.

## Challenges/Risks:

- Contractor not applying sufficient work force to complete their remaining work.
- Contractor must complete remaining complex electric and systems tests prior to substantial completion.
- Additional funding may be required if contractor progress continues to slip.
- Pending claims from the contractor.

# Regional Connector Transit Project



# Regional Connector Transit Project

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**Project Budget: \$1,829.0 M**

**Project Completion: 2022**

**Project Complete: 78%**

## **Accomplishments:**

- Structural concrete at all 3 stations near complete (with exception of Historic Broadway Entrance); only emergency exits & appendages remain; Alameda guideway structural concrete operations continue on-schedule
- Completed Flower St. cut-and-cover concrete operations; follow-up Mechanical, Electrical and Plumbing (MEP) in progress ahead of rail installation.
- Bus Bridge connecting Union Station, Aliso Pico and Little Tokyo in full-swing; Temple/Alameda intersection temporarily closed while utilities are addressed & guideway is excavated – to be followed by structural concrete.
- Completed placement of running rail throughout guideway between the Alameda Wye and 5th/Flower; special trackwork installations are now underway at Historic Broadway Crossover and the Alameda Wye.
- Initiated Overhead Catenary Rail and signals system installations in both guideways; systems installations in stations underway.

## **Challenges/Risks:**

- Maintain pace with multiple specialty contractors focused on systems installations and testing, together with stations' MEP and finishes – often in shared work areas restricted by COVID protocols.
- Secure and retain qualified technical and craft labor resources to safely, and efficiently prosecute the work.
- Maintaining stakeholder support for necessary traffic controls, extended work-hour permits, and general disruptions inherent with utility relocations; temporary road closures, street restorations; bus bridges, etc.
- Cooperative management in conjunction with Operations and Fire Life Safety of systems cut-overs, local acceptance testing, systems integrated testing, training and rail activation to efficiently deliver revenue service.

# Westside Purple Line Extension Project



# Westside Purple Line Extension Section 1

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**Project Budget: \$2,978.9 M**

**Forecast Completion: 2024**

**Project Complete: 68%**

## **Accomplishments:**

- Completed welding of running rail at the Division 20 Rail Yard.
- Commenced plenum beam installation at Wilshire/La Brea Station.
- 1st concrete placement of 2nd lift walls (high bay) at Wilshire/La Cienega Station.
- Completed placement of invert slab at Wilshire/Fairfax entrance structure.
- 1st concourse concrete placement at Wilshire/Fairfax Station.
- Red TBM started Reach #3 Tunnel Drive.
- Commenced backfilling/installation of permanent utilities at Wilshire/La Brea Station."
- Complete all tunnel mining operations.
- Commence Tunnel Reach 1 track installation.
- Complete Tunnel Reaches 2 & 3 cross passage construction.
- Obtain permanent power at Wilshire/La Brea Station.
- Complete concourse concrete placements at Wilshire/Fairfax & Wilshire/La Cienega Stations.

## **Challenges/Risks:**

- Due to the impacts associated with the Reach 3 tunnel anomaly, there is a possibility that the Revenue Service Date (RSD) will not achieve the FFGA target date of October 31, 2024. The current schedule forecast for RSD is the 4th quarter of 2024.
- The current project budget may not be sufficient to cover current and future project cost exposures due to the impacts associated with the Reach 3 tunnel anomaly.



# Westside Purple Line Extension Section 2

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**Project Budget: \$ 2,440.9 M**

**Forecast Completion: 2025**

**Project Complete: 42%**

## **Accomplishments:**

- Started second tunnel boring machine and resumed excavation with first TBM upon completion of oil well abandonment at Beverly Hills High School by BHUSD (First TBM passed underneath all buildings on the BHHS campus).
- Completed excavation, pile installation and temporary street decking of Wilshire/Rodeo Station.
- Commenced pile installation & temporary street decking at Century City Constellation Station.
- Obtained access to all parcels needed for construction staging.
- Settled outstanding NEPA litigation by City of Beverly Hills.
- Execute Heavy Rail vehicle option.
- Complete excavation of both tunnels.
- Complete invert slab and start concourse deck level construction at Wilshire/Rodeo Station
- Complete mass excavation and start station entrance wall construction at Century City Constellation Station.

## **Challenges/Risks:**

- TBM breaks down in tunnel and must be repaired/retrieved.
- Resource constraints at private utility companies delay schedule.

# Westside Purple Line Extension Section 3

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Project Budget: \$3,223.6 M

Forecast Completion: 2027  
Project Complete: 19%

## Accomplishments:

- Tunnels Contract: complete final design and Tunnel Boring Machines fully operational in both tunnels.
- Stations Contract: continue final design, VA Station utility work complete, and Westwood UCLA Station utility work in progress.

## Challenges/Risks:

- ROW negotiations in the alignment between Constellation and UCLA may require longer negotiations and result in schedule delay and increased project cost.
- Delay of contract turnover from tunnels to stations.

# Gold Line Foothill Extension Phase 2B



- Gold Line Rail Corridor (shared with freight)
- Metrolink Rail Corridor
- Gold Line Station
- Gold Line Station and Metrolink Station (not shared)
- Planned Grade Separation for Gold Line Trains Only



# Gold Line Foothill Extension Phase 2B

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**Project Budget: \$1,532.9 M**

**Forecast Completion: 2026 (2028 to MCL)  
Project Complete: 16%**

## **Accomplishments:**

- Major construction commenced January 2021, with grade crossing work, freight track removal, and mid-block clearing and grubbing.
- The pole line elimination project contractor continued work on final punch list and contract closeout.
- CPUC has approved 48 of 49 grade crossings to date, with the remaining one within the contract option.
- Contract awarded and NTP to Kiewit Parsons Joint Venture (KPJV).

## **Challenges/Risks:**

- Due to unfavorable economic conditions affecting bid prices, the alignment contract was restructured to terminate in Pomona with a two-year option to extend to Montclair.
- Securing \$450 million for remaining initial proposed alignment to Claremont.

# Airport Metro Connector



# Airport Metro Connector

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**Current Estimated Project Budget: \$898.6 M**

**Forecast Completion: 2024**

**Project Complete: 13%**

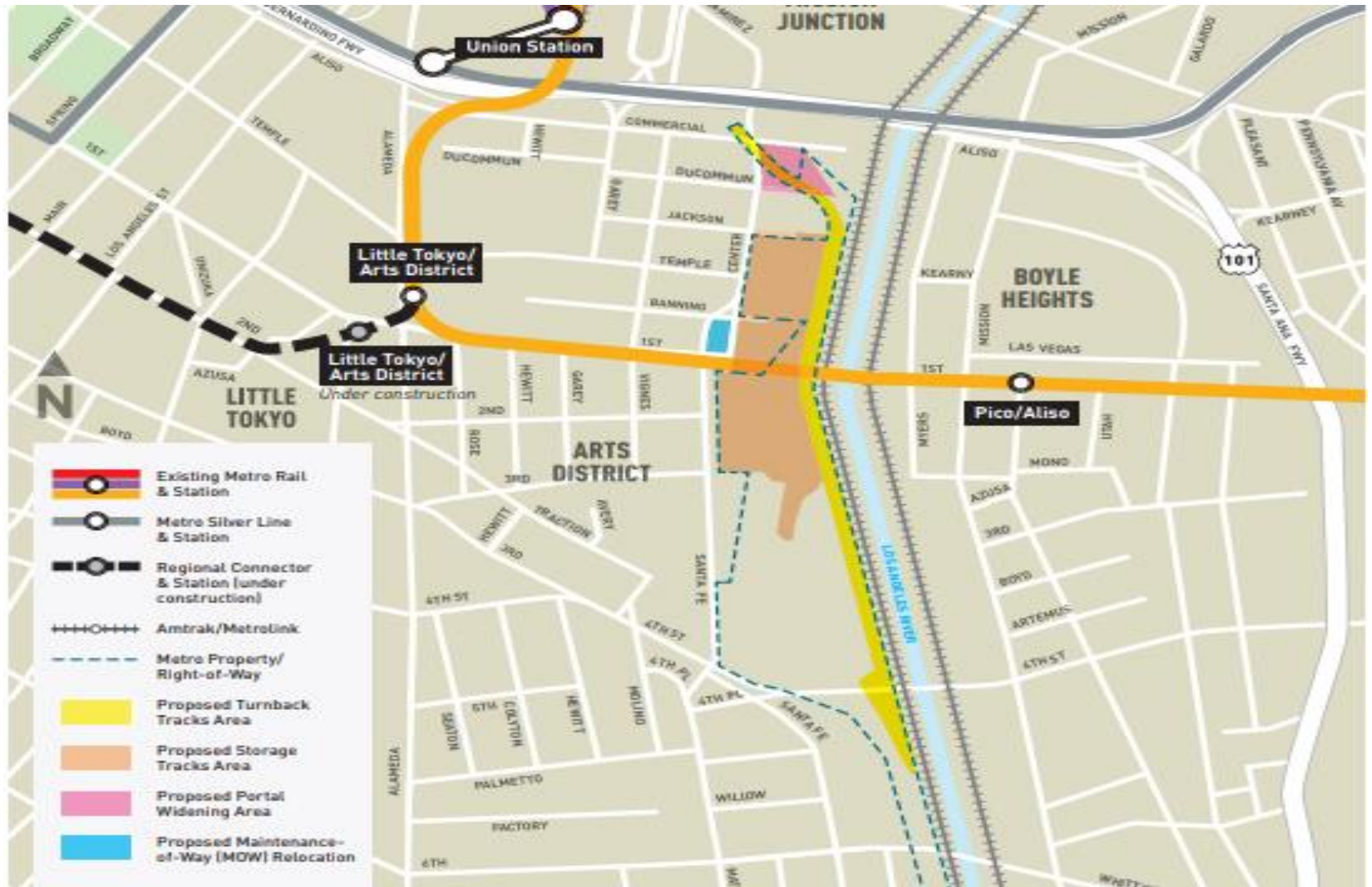
## **Accomplishments:**

- Real Estate is in the process of finalizing the acquisition of Hertz property and is anticipating finalized sale and ownership by end of FY21.
- AMC Station design completed.
- Early Works Contract (Demolition, grading and installation of turnbacks) - Price and schedule negotiations completed.
- Main AMC Contract - Solicitation Advertised on July 28, 2020.
- Bids due on March 11, 2021; Award (May/June 2021); NTP (July/August 2021).

## **Challenges/Risks:**

- Finalizing the acquisition of the Hertz Property/ROW Final Negotiations.
- Coordination with CLAX team.
- Schedule impacts with other projects.
- CLAX construction delays and as-built conditions.
- Interface with CLAX SIT-2 and CLAX Operation.
- LAWA design and construction delays, as-built conditions, and coordination with LAWA.
- Bid price (LOP).

# Division 20 Portal Widening Turnback



# Division 20 Portal Widening Turnback

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**Project Budget: \$801.7M**

**Forecast Completion: 2024**

**Project Complete: 20%**

## **Accomplishments:**

- IPMO Build Out and Renovation.
- Track Removals: MOW tracks, TT1 and TT2, and TRK 2 and TRK 3.
- Demolition of Smoke Slab on First Street Bridge; Support of Excavation for the West Portal Wall.
- CCTV of LA County Storm Drains/Cleaning of Storm Drains; Completed Ducommon bracing.
- Commenced Ductbank Installation, DWP Lines into the front of the Division parking lot.
- Installation of micropiles under First Street Bridge
- Procurement of manholes/Special Trackwork.

## **Challenges/Risks:**

- Coordination with Active Rail Yard - Rail Operations must remain active.
- Multiple Cutovers throughout Project.
- Adjacent Projects Coordination (ESOC, Link US, RCC, PLE Rail Welding Yard, Center Street).
- Choke Point at Portal: Operations, Maint., other Projects need access to Main Line at Portal.
- DWP – Power Response Time.
- Procurement of long lead items: very large power substation, 60+ turnouts, continuous welded rail, signal materials, and Bridge Materials.
- Project budget may not be sufficient to cover current and future project cost exposures due to the impacts associated with design revisions, hazardous material, and 3rd party unforeseen interfaces.



# Orange Line Bus Rapid Transit Improvements



# Orange Line Bus Rapid Transit Improvements

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Current Authorized Project Budget: \$36.1 M

Forecast Completion: 2025

Project Complete: 5%

## Accomplishments:

- Completed 30% design of Sepulveda Grade Separation, 15% design of Van Nuys Grade Separation, and 65% design of Gates.
- Completed 100% design of Pilot Gate.
- Continue ROW process, advanced utility work and bus operation technology assessment.

## Challenges/Risks:

- Gate activation/platooning for bus transit does not exist in US; new technology to be developed; future PUC regs requires approval for gates with bus operations. Traffic impacts/mitigation due to gates.
- Interface with fleet services.
- ROW acquisitions and major utility relocations.
- Integration with Sepulveda and ESFV Transit Corridor projects.
- Maintaining existing bus operation during construction.
- Sepulveda Transit Corridor project may affect OL Grade Separation at Sepulveda.
- City Agency review and approval time may delay project schedule.

# Patsaouras Plaza Busway Station

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Project Budget: \$50.9 M

Project Completion: 2021

Project Complete: 95%

## Accomplishments:

- Station opened to the public in Dec. 2020

## Challenges/Risks:

- Prepare a final report of paleontological and archeological discoveries
- Complete Regional Integration of Intelligent Transportation Systems work.
- Coordination with Gas Company for Ramirez Street remediation and sidewalk work





# Metro Blue Line Signal Rehabilitation Project

Project Budget: \$119.0 M

Project Completion: 2021

Project Complete: 90%

## Accomplishments:

- Substantial completion for the Yard work in December 2020.
- Due to a list of betterments Metro desires to implement, the project team is working with the contractor to extend contract and perform the change order work in the coming months.
- Work at Rail Yard remains; however, the project team is currently negotiating outstanding requests for changes and Change Orders with contract closeout by FY21.

## Challenges/Risks:

- Acceleration costs and schedule delays associated with Rail Yard work.
- Negotiation of outstanding requests for change.



New train control



Project adds 4 Crossovers

# Willowbrook/Rosa Parks Station Project

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Project Budget: \$128.3 M

Project Completion: 2021  
Project Complete: 80%

## Accomplishments:

- Completed relocation of utilities and improvements to the Non-Revenue rail crossing.
- Construction of the Customer Service building and Bike Hub is complete and open to the public.
- Renovation of A Line platform and mezzanine to C line 90% complete.



## Challenges/Risks:

- For final phase of construction:
  - Unforeseen existing conditions underground at west and central Green Line Plazas.
  - Further cost escalation and labor impacts due to COVID crisis.
  - Additional county utility requirements.

# Center Street Project

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**Project Budget: \$130.7 M**

**Project Completion: 2023**

## **Accomplishments:**

- Awarded DB contract to S.J. Amoroso Construction Co. for \$83.7 million on October 2020.
- Aligned the LOP Budget from \$112.7 million to \$130.7 million.
- Demolition and excavation activities in progress since Dec 2020.

## **Challenges/Risks:**

- As part of the scope reduction, ROC/BOC is not included in the Project. However, provisions to accommodate a future 2<sup>nd</sup> floor expansion for Emergency Security Operation is included.
- Accelerating design to expend State funds of \$38 million by March 2021 for foundation and structural plans.





## A map of Southern California with a red outline indicating a specific region. Five locations are marked with blue squares containing white numbers: 1 is in downtown Los Angeles; 2 is in Hollywood; 3 is in Simi Valley; 4 is in Long Beach; and 5 is in Chino. The map shows major highways like I-5, I-10, I-210, and SR-138, as well as geographical features like the Angeles National Forest and Lake Los Angeles. A north arrow and the text "MAP NOT TO SCALE" are located in the bottom left corner.

- ## Los Angeles County:



# Regional Rail Program Summary

#	Project	Current Phase	Estimated Costs through Current Phase (\$mil)	Current Phase Completion
1	LINK Union Station Project	Environmental & PE	\$99.8	2021
2	Doran Street and Broadway/ Brazil Grade Separation Project	Environmental/PE	\$14.0	2022
3	Brighton to Roxford Double Track Project	Environmental/ Final Design	\$16.7	2022
4	Rosecrans/Marquardt Grade Separation Project	Environmental; Plan, Specification & Estimate Final Design, Real Estate Acq.	\$26.5	2021
5	Lone Hill to White Double Track Project	Environmental & Final Design	\$10.0	2020
	Total Regional Rail Program		\$167.0	

# Link Union Station (LINK US)

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**Estimated Cost to Complete Environmental/PE: \$99.8 M**

**Current Phase Completion Date: 2021**

## **Accomplishments:**

- Phase A is funded with a total of 950.4 million of which \$423.3 million has been approved by the CHSRA Board in April 2020.
- CMGC RFQ was released in August 2020 and the CMGC RFP will be released in March 2021. CMGC Support Services RFP will be released in May 2021. Staff is anticipating returning to the Board in December 2021 for award of the CMGC and CMGC Support Services.



## **Challenges/Risks:**

- The funding partners modified the scope of work to environmentally clear the partial relocation of the BNSF tracks on the West Bank and improvements to BNSF Malabar Yard in City of Vernon. Staff is processing a CEQA Amendment for the partial relocation of the BNSF storage tracks and BNSF Malabar Yard improvements.
- Third Party for Utility Relocations in time for construction of run through structure.

# Doran Street and Broadway/Brazil Grade Separation Project

Est. Cost to Complete Final Design: \$14.0 M

Current Phase Completion Date: 2022

## Accomplishments:

- Completed construction of Broadway/Brazil Traffic Signal Improvements.
- Metro Board Approved in January 2021 an additional \$2.4 million to get design to a shovel ready level.
- 100% Draft Submittal for At-Grade Improvements at Doran Street.
- Completion of geotechnical borings for construction work surrounding the Verdugo Wash for ultimate configurations.
- Ultimate configuration preparing for 35% submittal in March 2021.

## Challenges/Risks:

- Obtaining construction and maintenance agreement with Metrolink on interim improvements.
- Obtaining construction funding for the interim improvements at Doran Street and improvements for the grade separation by Summer 2021.





# Brighton to Roxford Double Track Project

Estimated Cost to Complete Final Design: \$16.7 M

Current Phase Completion Date: 2022

## Accomplishment:

- Project environmentally cleared under CEQA in May 2020.
- Established separate third-party agreements with City of LA departments for project support.
- Construction cost for segment 1, Brighton to McKinley fully funded through the Antelope Valley Line Service and Capacity Improvements project.

## Challenges/Risks:

- 90% Final Design anticipated to be completed in Summer 2021.
- Segment 3, Van Nuys Boulevard to Sylmar/San Fernando station, coordination for shared 2.5-mile corridor.





# Rosecrans/Marquardt Grade Separation Project

Current Estimate for Total Project: \$26.5 M

Current Phase Completion Date: 2021

## Accomplishments:

- Early 3rd party utility relocations began, in early 2020 with SCE. SoCal Gas and Verizon relocated facilities in conflict with the project
- 100% Draft Submittal for plans in November 2020
- Metro received ROW Certifications from Caltrans for all real estate acquisitions in December 2020.
- CTC approved a 20-Month Extension to allocate STIP and TCEP Funding until February 2022.

## Challenges/Risks:

- SCE utility relocation Phases-1&2 need to finish in Summer 2021.
- The project must be ready for advertisement/issued for bid and award for construction by October 2021 to comply with other funding source regulations.
- Increase in construction costs due to shortage of labor and increasing prices for materials caused by COVID-19.



# Lone Hill to White Double Track

Estimated Cost to Complete Environmental/Final Design: \$10.0 M

Current Phase Completion Date: 2020 (currently on hold)

## Accomplishments:

- Categorical Exclusion environmental documents filed in Fall 2019.
- Preliminary Engineering is complete.
- RFP for final design released January 2021.

## Challenges/Risks:

- There is no funding yet for construction.



**North LA County**

- PID
- PAED
- PS&E
- Construction in Progress
- Construction Completed
- Study Area



# Measure R Highway Projects Status

#	Lead	Project	Current Phase	Estimated Cost through Current Phase (\$mil)	Scheduled Completion
1	Caltrans	I-5 North – North of Buena Vista to South of Magnolia Blvd (Segment 3)*	Construction	\$397.0	2021
2	Caltrans	I-5 South Valley View Interchange (Segment 2)*	Construction	\$651.2	2022
3	Caltrans	I-405 Crenshaw Blvd On and Off Ramp Improvements*	Construction	\$98.4	2024
4	Caltrans	Soundwall Package 10	PS&E/ROW	\$11.7	2021
			<b>Caltrans Measure R Highway Subtotal</b>	<b>\$1,158.3</b>	

PAED – Project Approval and Environmental Document

PS&E – Plans, Specifications and Estimates

ROW – Right of Way

Projects partially funded by Measure R

\* Scheduled completion date is Open to Traffic Date

# Measure R Highway Projects Status

#	Lead	Project	Current Phase	Estimated Cost through Current Phase (\$mil)	Scheduled Completion
5	Metro	I-405 Auxiliary Lanes – I-105 to Artesia Blvd	PS&E/ROW	\$21.7	2023
6	Metro	I-405 from I-110 (Main St) to Wilmington	PAED	\$3.4	2023
7	Metro	I-605 Corridor Hot Spots – I-605/I-5 Interchange Improvements (Rosecrans to Slauson)	PAED	\$34.6	2022
8	Metro	I-605 Corridor Hot Spots – I-605/SR 60 Interchange Improvements (Slauson to Ramona Blvd)	PAED	\$41.5	2022
9	Metro	I-605 Corridor Hot Spots – I-605 Beverly Interchange Improvements	PAED/PS&E	\$3.8	2021
10	Metro	I-605/Valley Boulevard Interchange Improvements	PAED/PS&E/ ROW	\$2.8	2022
11	Metro	SR-91 (EB) Atlantic Avenue to Cherry Avenue Auxiliary Lane Improvements	PAED/PS&E	\$7.6	2022
12	Metro	SR-91 Acacia Court to Central Avenue	PAED	\$5.6	2021
13	Metro	SR-91 (WB) Shoemaker to Alondra Improvements*	PS&E/ROW	\$41.7	2022

PAED – Project Approval and Environmental Document

PS&E – Plans, Specifications and Estimates

ROW – Right of Way

\*Project Partially Funded by non-Measure R funds

# Measure R Highway Projects Status

#	Lead	Project	Current Phase	Estimated Cost through Current Phase (\$mil)	Scheduled Completion
14	Metro	I-710 (South) Corridor Improvement Projects	PAED	\$91.0	2021
15	Metro	I-710 (South) Early Action Projects Soundwalls (Bell Gardens, Commerce, Compton, East Los Angeles, Long Beach)	PS&E/ROW	\$12.5	2021
16	Metro	I-710 Integrated Corridor Management (ICM)	PID/PAED/PS&E	\$5.2	2022
17	Various	SR-710 (North) Mobility Improvement Projects *	Various	\$1,026.5	Varies
18	Metro	I-605 from SR-91 to South Street Improvements	BID	\$23.1	2023
			<b>Subtotal Measure R Metro Highway Projects</b>	<b>\$1,321.0</b>	

PID – Project Initiation Document

PAED – Project Approval and Environmental Document

PS&E – Plans, Specifications and Estimates

ROW – Right of Way

\* Program partially funded by State and Federal Funds



# Measure M Highway Projects Status

#	Lead	Project	Current Phase	Estimated Cost through Current Phase (\$mill)	Scheduled Completion
19	Metro	SR-57/SR-60 Interchange Improvements *	PS&E/ROW	\$120.9	2022
20	Caltrans	SR 71: Interstate 10 to Mission Blvd (North)**	PS&E/ROW	\$40.4	2023
21	Caltrans	SR 71: Mission Blvd to SR-60 (South) *	Construction	\$175.5	2024
22	Metro	I-5 North HOV Project SR 14 to Parker Road *	BID	\$679.4	2026
			<b>Measure M Funded Highway Projects Subtotal:</b>	<b>\$1,016.2</b>	
			<b>TOTAL HIGHWAY PROGRAM:</b>	<b>\$3,495.5</b>	

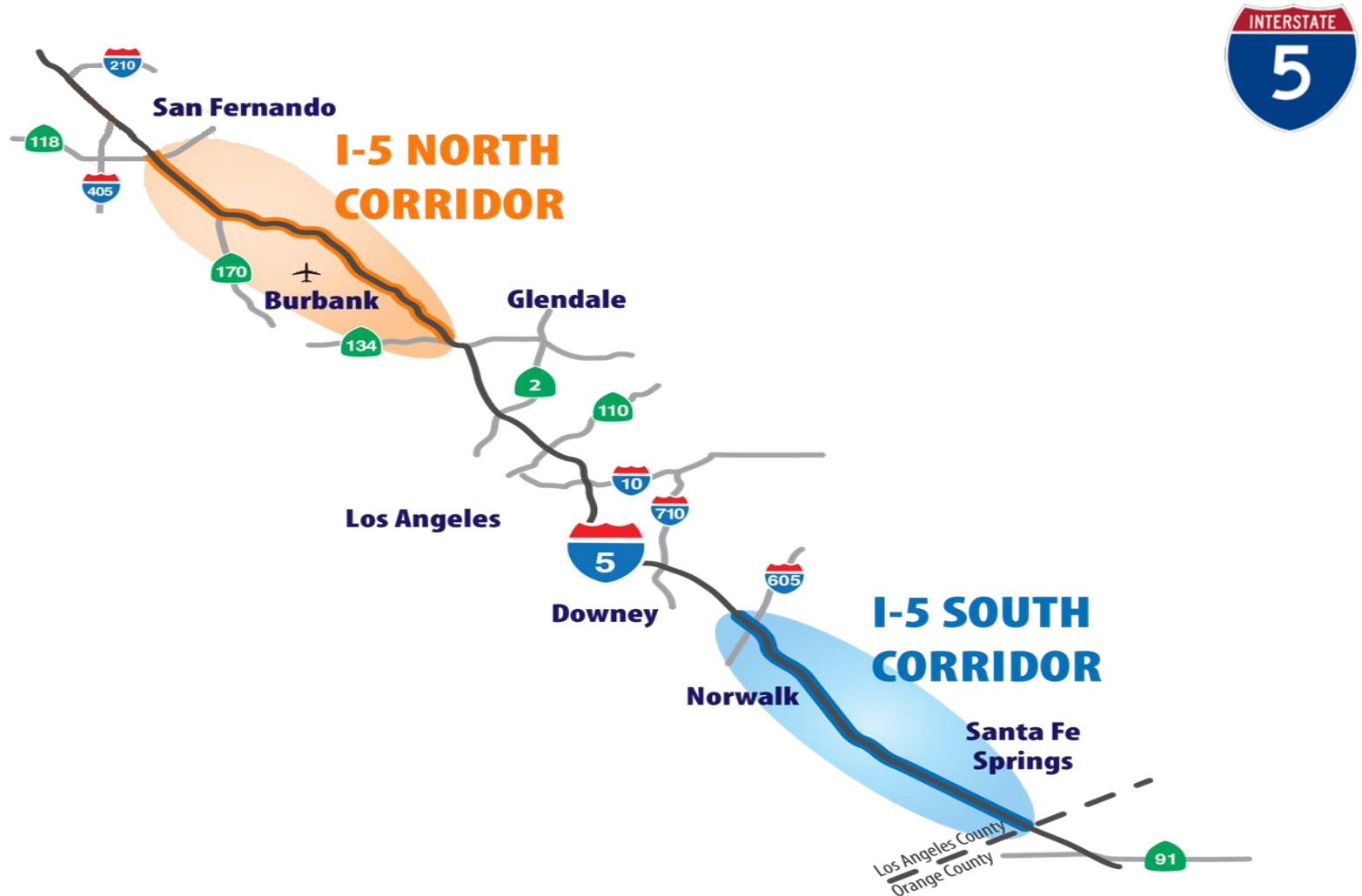
PS&E – Plans, Specifications and Estimates

ROW – Right of Way

\* Project partially funded by non-Measure M funds

\*\* Currently funded through Caltrans

# I-5 Construction Projects (By Caltrans)





# I-5 North: SR-118 to SR-134

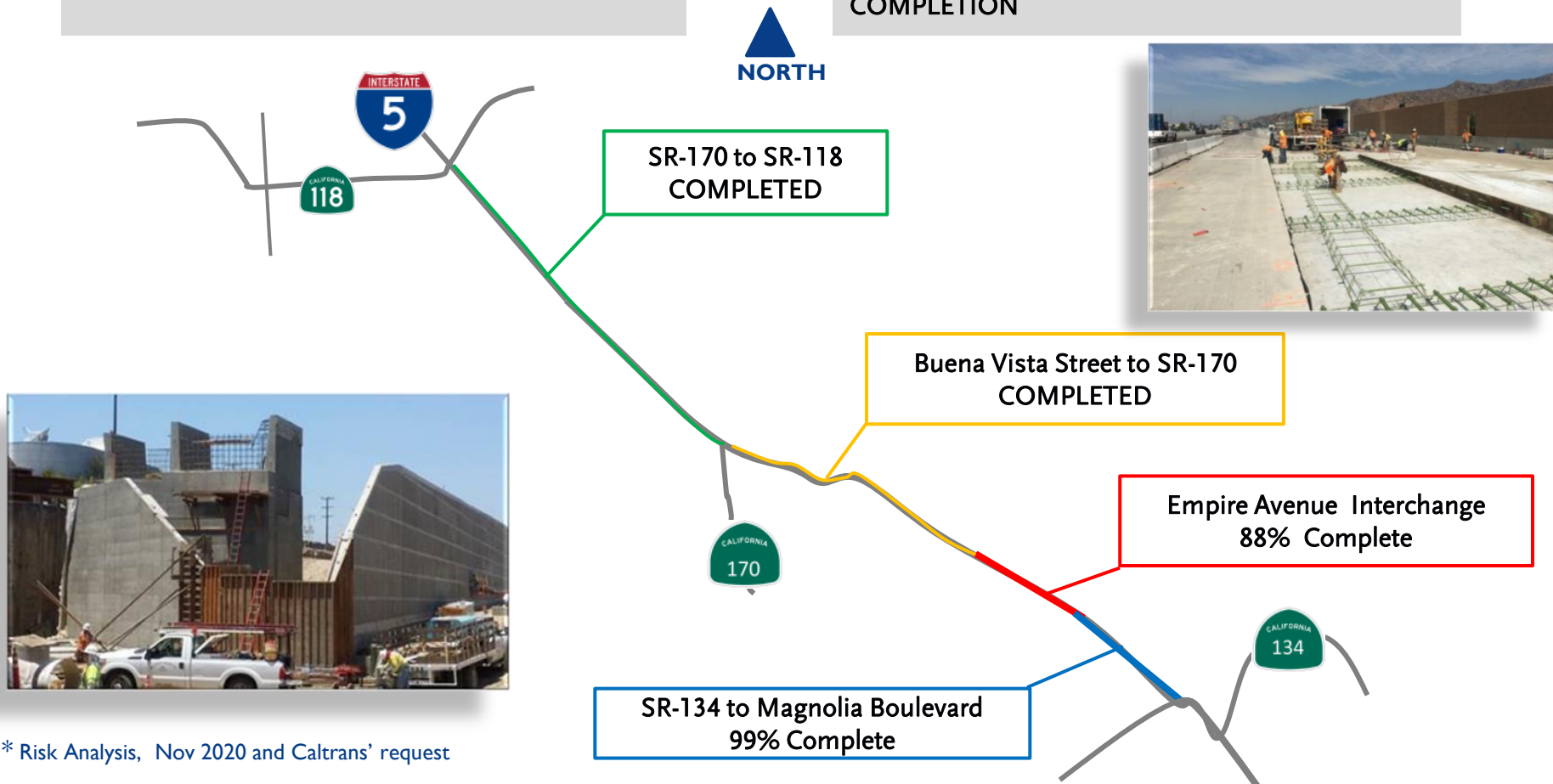


## BUDGET

	Current	Forecast
TOTAL COST	\$880.9M	\$954.1M*

## SCHEDULE

	Current	Forecast*
ANTICIPATED PROJECT COMPLETION	Fall 2022	Spring 2023



\* Risk Analysis, Nov 2020 and Caltrans' request

# I-5 South: Orange County Line to I-605

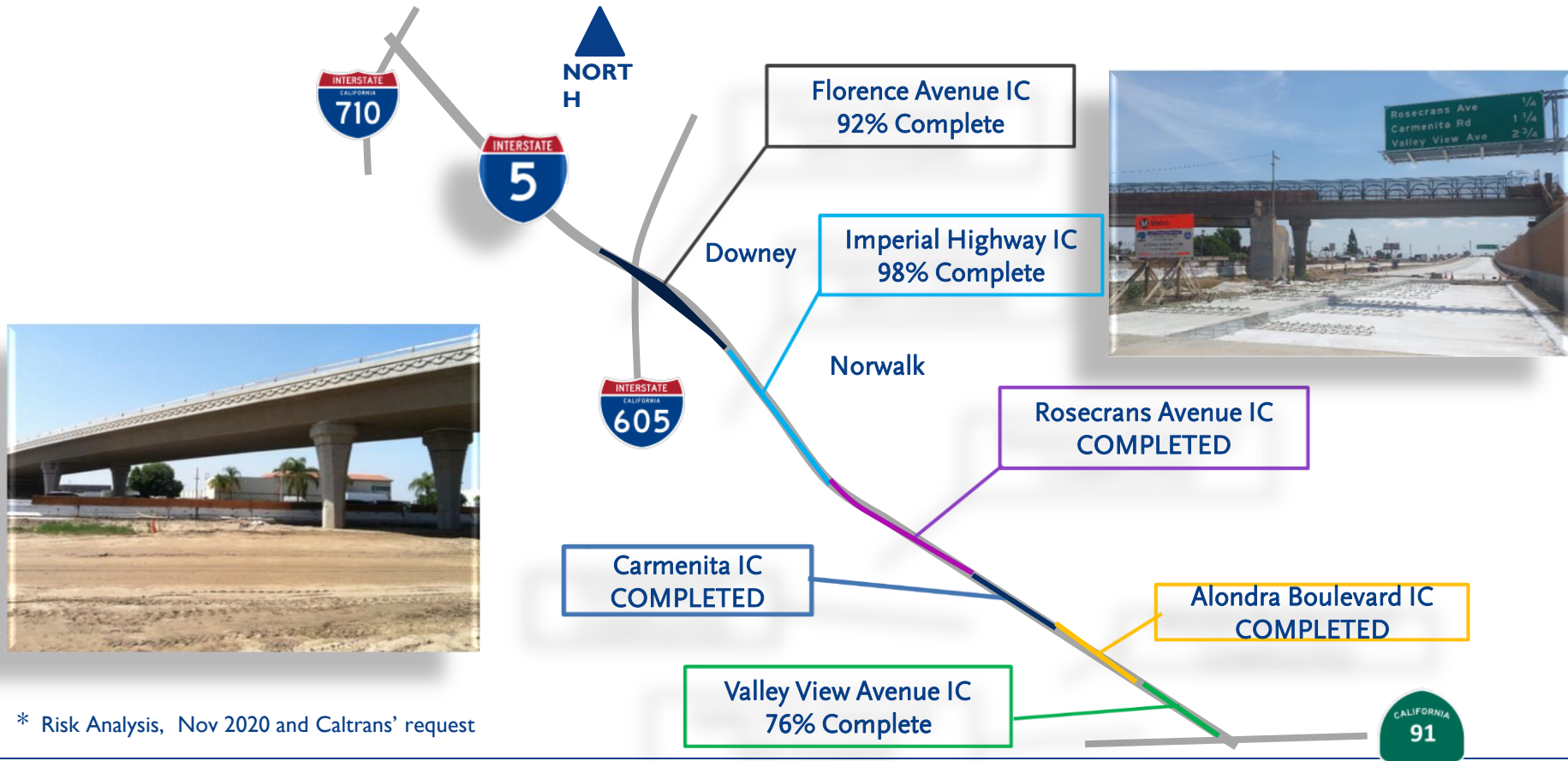


## BUDGET

	<u>Current</u>	<u>Forecast</u>
TOTAL COST	\$1.888B	\$1.888B*

## SCHEDULE

	<u>Current</u>	<u>Forecast*</u>
ANTICIPATED PROJECT COMPLETION	Winter 2022	Spring 2023



\* Risk Analysis, Nov 2020 and Caltrans' request

# I-5 North Capacity Enhancements Construction (SR14 to Parker Road)

PHASE: Moving to Construction  
Estimated Budget: \$679.4 M

## Accomplishments:

- Secured \$47M in INFRA - Federal Funding  
\$247M in TCEP - SB1 State Funding
- Board approved Construction Support Services Contract to be awarded to Hill International on August 27, 2020
- Anticipating to enter Construction phase in April 2021

## Challenges/Risks:

- Modification of Metro IFB Contract to incorporate Caltrans requirements.



# SR57/SR60 Interchange Improvements

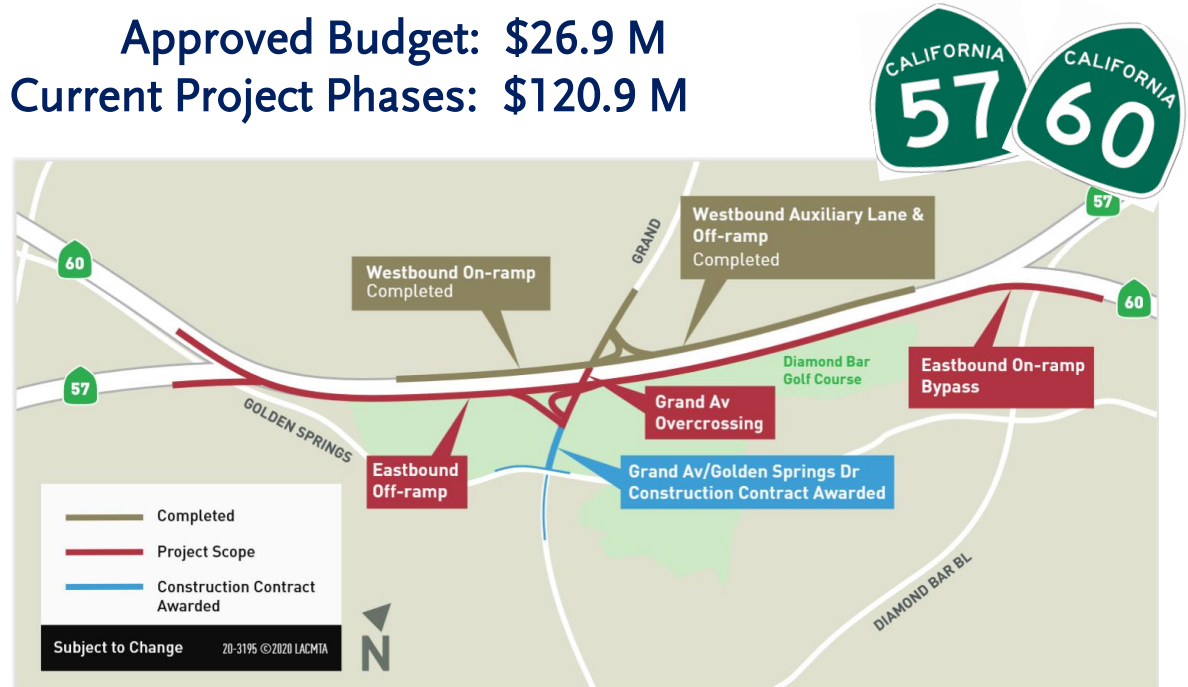
PHASE: PS&E & ROW

Approved Budget: \$26.9 M

Estimated Cost to Complete Current Project Phases: \$120.9 M

## Accomplishments:

- \$22 M TCEP grant awarded for current PS&E/ROW phase
- Secured \$217.9M SB-1/TCEP Grant for Construction Phase
- Project on track to complete design in November 2021
- Construction projected to start in Fall, 2022 by San Gabriel Valley COG



## Challenges/Risks:

- Acquisitions of parcels, utility relocation, modifications to the public golf course, and revised alignment for the project.
- Timely completion of the project consistent with the grant requirements/schedule of use of funds.

# I-405 Corridor Projects

PHASE: Various

Approved Budget : \$103.6 M

Estimated Cost to Complete Current Project Phases: \$123.5 M

## Accomplishments:

- 110/405 Connector and Aux lane Construction led by Caltrans completed in Winter of 2020
- I-405/Crenshaw on/off ramps - Construction to Start Spring 2021, led by Caltrans
- I-405 Aux Lanes from 105 to Artesia Blvd
  - PAED Completed Summer 2020
  - Design Phase preparation in progress
- I-405 Aux lanes from 110 to Wilmington
  - PSR Completed in Winter 2020
  - PAED Phase preparation in progress

## Challenges/Risks:

- Acquiring full funding for the projects





# I-605 Freeway “Hot Spots”

PHASE: Various

Approved Budget: \$137.6M

Estimated Cost to Complete Current Project Phases: \$137.6M

## Accomplishments:

- Pursuing early action projects parallel to the development of the I-605 corridor environmental document.
- Initiated PAED and PS&E for multiple projects now in progress, estimated completions through 2022.
- Continuing strong collaborative work with local agencies and communities in developing new projects to relieve congestion in the corridor.
- 3 Hot Spot projects awarded \$135 M in SB-1/TCEP Grant Funding.

## Challenges/Risks:

- Prioritization of investments and leveraging of local funds – there are more projects/need than there is funding.



# I-710 (South) Corridor Improvement Projects

PHASE: Various      Approved Budget : \$108.6 M

Estimated Cost to Complete Phase:    \$108.6 M

Subsequent phases include specific freeway & interchange improvements, arterial and local crossing projects

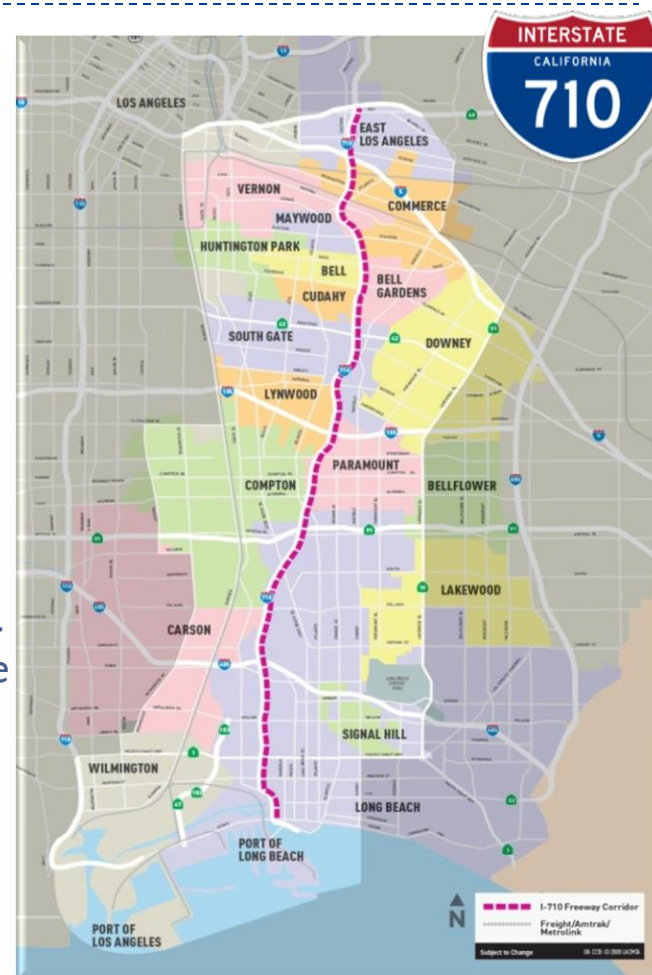
- Metro Board adopted Locally Preferred Alternative in March 2018.
- Early Action Projects underway – Soundwalls and Integrated Corridor Management.

## Next Steps:

- Environmental phase expected completion by Summer 2021 contingent upon EPA/Caltrans document approvals.
- Continue pursuing early action arterial projects during the development of the corridor environmental document.
- Investment in clean truck initiative.

## Challenges/Risks:

- Approval of the environmental document
- Funding to pursue design and construction of all potential early action projects and the proposed corridor improvements.



# SR-710 North Mobility Improvement Projects

PHASE: Various

Approved Program Budget : \$1,026.5 M

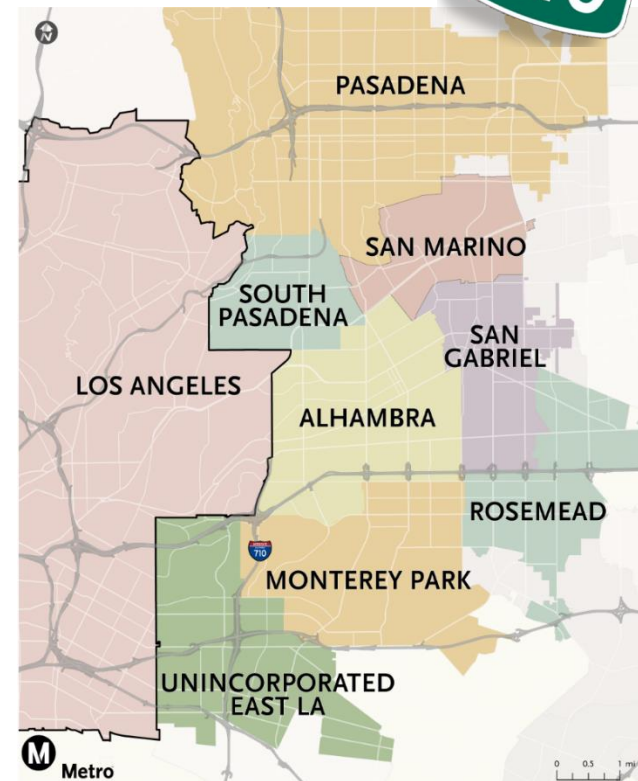
Estimated Cost to Complete Program of Projects:

\$1,026.5 M



## Accomplishments:

- Approved Measure R (with additional State and Federal) funds for over 100 mobility improvement projects throughout western San Gabriel Valley and northeast Los Angeles.
- The Mobility Improvement Projects (MIPs) Include:
  - Local street/corridor improvements
  - Freeway/local interchange and ramp improvements
  - Local street intersection improvements
  - Intelligent transportation system/signal improvements
- Most projects planned will be completed in the next 10 years delivering regional and local benefits
- \$46.5M in projects implemented as of January 2021



## Next Steps:

- Coordinate and execute funding agreements for projects approved by the Board
- Assist local jurisdictions with limited resources to deliver their projects expeditiously



# FY22 Summary

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## **New Projects with Planned Adoption of Life-of-Project Budget:**

- Rail to Rail Corridor Active Transportation Connector Project
- Systemwide Signage
- East San Fernando Valley

## **Existing Projects with Potential Adjustments to LOP Budget (separate Board action required):**

- Westside Purple Line Extension Section 1
- Division 20 Portal Widening Turnback

# Next Steps

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- Continue to assess project impacts as a result of Covid-19.
- Project Managers to manage project scope, budget, and schedule for quality, on-time and within budget delivery.
- To present project-specific Life-of-Project budgets for Board review and adoption.
- Maintain resources and staffing needed to manage and support project delivery.
- Seek additional revenue sources needed to fulfill funding commitment required to build and deliver projects.



# Appendix: Project Listing by Type

	TRANSIT CAPITAL PROJECTS W/TOTAL PROJECT COSTS > \$5 M	TYPE	BUDGET(\$ MIL.)
1	Crenshaw/LAX Transit Project	Major Construction	\$2,148.0
2	Regional Connector Transit Project	Major Construction	\$1,829.0
3	Westside Purple Line Extension Section 1 Project	Major Construction	\$2,978.9
4	Westside Purple Line Extension Section 2 Project	Major Construction	\$2,440.9
5	Westside Purple Line Extension Section 3 Project	Major Construction	\$3,223.6
6	Gold Line Foothill Extension Phase 2B Project	Major Construction	\$1,532.9
7	Orange Line Bus Rapid Transit Improvements	Major Construction	\$36.1
8	West Santa Ana Branch	Major Construction	\$15.3
9	East San Fernando Valley	Major Construction	\$44.2
10	Sepulveda Transit Corridor Project	Major Construction	\$10.7
		<b>Major Transit Construction Total</b>	<b>\$14,259.6</b>
11	Airport Metro Connector Project	Misc. Capital Projects	\$898.6
12	Division 20 Portal Widening Turnback Facility	Misc. Capital Projects	\$801.7
13	Rail to Rail Corridor Active Transportation Connector Project	Misc. Capital Projects	\$12.9
14	Metro Eastside Access Improvements Project	Misc. Capital Projects	\$29.7
15	Sounwall Package 10	Misc. Capital Projects	\$50.9
16	Soundwall Package 11	Misc. Capital Projects	\$102.5
17	Systemwide Signage	Misc. Capital Projects	\$24.1
		<b>Misc. Capital Projects Total</b>	<b>\$1,920.4</b>
18	Metro Gold Line I-210 Barrier Replacement Phase I	Security/Safety	\$22.5
19	Metro Center Street Project (Emergency Security Operations Center)	Security/Safety	\$130.7
		<b>Security/Safety Total</b>	<b>\$153.2</b>
20	Light Rail Transit Freeway Stations Sound Enclosures	Rail Facilities Improvements	\$8.6
21	Willowbrook/Rosa Parks Station Improvement	Rail Facilities Improvements	\$128.3
		<b>Rail Facilities Improv. Total</b>	<b>\$136.9</b>
22	Metro Blue Line Track and System Refurbishment	Wayside Systems	\$102.3
23	Metro Blue Line Signal System Rehabilitation	Wayside Systems	\$119.0
		<b>Wayside Systems Total</b>	<b>\$221.3</b>
24	Fuel Storage Tank Program (FY20 - FY22)	Bus Facilities Improvements	\$23.4
25	Division 1 Improvements	Bus Facilities Improvements	\$20.9
26	Bus Facility Maintenance Improvements & Enhancements Phase III	Bus Facilities Improvements	\$21.7
27	Patsaouras Plaza Bus Station Construction	Bus Facilities Improvements	\$50.9
		<b>Bus Facilities Improv. Total</b>	<b>\$116.8</b>
		<b>TRANSIT CAPITAL TOTAL</b>	<b>\$16,808.3</b>

# Appendix: Project Listing by Type

	REGIONAL RAIL	TYPE	CURRENT EST. (\$M.)
1	LINK Union Station Project (Phases A and B)	Regional Rail	\$99.8
2	Doran Street and Broadway/Brazil Safety and Access Project	Regional Rail	\$14.0
3	Brighton to Roxford Double Track Project	Regional Rail	\$16.7
4	Rosecrans/Marquardt Grade Separation Project	Regional Rail	\$26.5
5	Lone Hill to White Double Track Project	Regional Rail	\$10.0
		<b>REGIONAL RAIL TOTAL</b>	<b>\$167.0</b>
	<b>HIGHWAY</b>		
1	I-5 North – North of Buena Vista to South of Magnolia Blvd	Measure R Highway Capital Project	\$397.0
2	I-5 South – Valley View Interchange	Measure R Highway Capital Project	\$651.2
3	I-405 Crenshaw Blvd On and Off Ramp Improvements	Measure R Highway Capital Project	\$98.4
4	Soundwall 10	Measure R Highway Capital Project	\$11.7
		<b>Caltrans Measure R Highway Subtotal</b>	<b>\$1,158.3</b>
5	I-605 Corridor Hot Spots – I-605/I-5 Interchange Improvement	Measure R Highway Capital Project	\$34.6
6	I-605 Corridor Hot Spots – I-605/SR 60 Interchange Improvement	Measure R Highway Capital Project	\$41.5
7	I-605 – Beverly Interchange Improvement Project	Measure R Highway Capital Project	\$3.8
8	I-605/Valley Boulevard Interchange Improvements	Measure R Highway Capital Project	\$2.8
9	EB SR-91 Atlantic Ave. to Cherry Ave. Auxiliary Lane Improvements	Measure R Highway Capital Project	\$7.6
10	I-405 Auxiliary Lanes - Artesia Blvd to I-105	Measure R Highway Capital Project	\$21.7
11	I-405 from I-110 (Main St) to Wilmington	Measure R Highway Capital Project	\$3.4
12	I-710 (South) Corridor Improvement Projects	Measure R Highway Capital Project	\$91.0
13	I-710 (South) Early Action Projects - Soundwall Projects (3 locations)	Measure R Highway Capital Project	\$12.5
14	I-710 Integrated Corridor Management (ICM)	Measure R Highway Capital Project	\$5.2
15	SR-91 Acacia Court to Central Ave.	Measure R Highway Capital Project	\$5.6
16	SR-91 (WB) Shoemaker to Alondra Improvements	Measure R Highway Capital Project	\$41.7
17	SR-710 (North) Mobility Improvement Projects	Measure R Highway Capital Project	\$1,026.5
18	I-605 from SR-91 to South Street Improvements	Highway Construction	\$23.1
		<b>Measure R Highway Subtotal</b>	<b>\$1,321.0</b>
19	SR 57/SR 60 Interchange Improvements	Measure M Highway Capital Project	\$120.9
20	SR 71: Interstate 10 to Mission Blvd	Measure M Highway Capital Project	\$40.4
21	SR 71: Mission Blvd to SR-60 (South)	Measure M Highway Capital Project	\$175.5
22	I-5 North HOV Project SR 14 to Parker Road	Highway Construction	\$679.4
		<b>Measure M Highway Subtotal</b>	<b>\$1,016.2</b>
		<b>HIGHWAY PROGRAM TOTAL</b>	<b>\$3,495.5</b>
		<b>TOTAL PROGRAM</b>	<b>\$20,470.7</b>



## Board Report

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**File #:** 2021-0114, **File Type:** Informational Report

**Agenda Number:** 36.

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**CONSTRUCTION COMMITTEE  
APRIL 15, 2021**

**SUBJECT: AIRPORT METRO CONNECTOR PROJECT**

**ACTION: ADOPT LIFE OF PROJECT BUDGET**

**RECOMMENDATION**

CONSIDER:

ESTABLISHING a life-of project (LOP) budget for the Airport Metro Connector project in the amount of \$898,581,000 consistent with the provisions of the Board-adopted Measure R and Measure M Unified Cost Management Policy (Attachment C).

**ISSUE**

The Airport Metro Connector Project (AMC) will be the ninth station along the Crenshaw/LAX (C/LAX) Line and will connect directly with the Los Angeles World Airports (LAWA) Automated People Mover (APM) and become the key multi-modal gateway to the Metro system from Los Angeles International Airport (LAX). With direct connections between Metro rail, bus and active transportation systems to the APM and LAX, this new transit station will provide a welcoming, secure and convenient connection point that aims to stand as a significant flagship destination in both Metro and the City of Los Angeles transportation networks

**DISCUSSION**

**Project Overview**

In June 2014, the Board approved adding a new transit station to the C/LAX line at 96<sup>th</sup> Street to connect the C/LAX line with the LAWA APM. Subsequent Board actions authorized funding and contract actions for design and engineering services and directed the CEO to complete the environmental review and begin the required land acquisition. On January 26, 2017, the Board certified the AMC 96th Street Transit Station Final EIR. For the federal requirements per the National Environmental Policy Act (NEPA), an environmental memorandum was prepared to document the environmental findings for the AMC 96<sup>th</sup> Street Transit Station and to support a determination by FTA

that the project meets the criteria for a Categorical Exclusion (CE).

The AMC project has been designed by Gruen Associates and Grimshaw, in collaboration with the LAWA team developing the APM project. All design documents are now complete, and bids for the construction contract have been received.

The establishment of an LOP Budget for the Project after receiving bids for the construction contract is consistent with the recommendations in the Office of the Inspector General (OIG) Construction Management Best Practices Study Report and lessons learned regarding establishing final budgets, when adequate information (such as the receipt of hard bids) is available. Bids for the project were received on March 11, 2021.

### Project Description

The AMC Project will be centered around a vast circulation hub connecting a new CLAX Rail Station, an expansive 16-bay Bus Plaza, a multi-level active transportation/bike hub, a private vehicle drop-off zone and direct connection to the LAX APM. Within the central hub there will be a full customer service center providing travelers convenient access to purchase monthly passes, pick up and receive assistance with route planning, multiple interactive information kiosks and ticket vending machines (TVM), public toilet facilities beyond the fare paid zone, redundant vertical circulation systems, and commercial space for potential tenants with focus on providing enhanced passenger conveniences. A sculpture by Los Angeles native and internationally renowned artist Glenn Kaino will be included as part of the main AMC hub structure.

The Rail Station portion of the project, integrated into the CLAX Line, will contain the largest Light Rail Platform in the Metro system with two grade separated rail crossings, each with escalators and dual elevators, new swing door faregates, all ADA compliant, to allow for smooth passage with luggage; and full roof coverage over the entire platform.

The Bus Plaza will have 16 separate bus bays, several with articulated bus capacity, with infrastructure to add charging capabilities at all bays. Additionally, the bus plaza will have a separate customer fare center with TVM's and interactive information kiosks, a central plaza with expansive landscaping and seating; and dedicated public toilet facilities.

The Project will also feature a multi-level bike and active transportation hub with facilities for vendors and direct connection to the multi-use path along Aviation Blvd., a private vehicle drop off zone with dedicated vertical circulation, and a direct connection to the APM platform at the AMC Station, incorporated into a design that will both integrate the APM and AMC Station to create a seamless experience and to stand separately as a significant and singular Metro Transit Station

The project has been designed to achieve a Leadership in Energy and Environmental Design (LEED) Gold rating and includes sustainable features such as over 550,000 kilowatts of solar panels, large native landscaping areas and electric bus charging stations.

Renderings showing key components of the AMC station are included as Attachment A.

### Current Status of Work

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The project team has completed extensive value engineering, design refinements and evaluation of project delivery methods for the construction scope including soft costs such as design and consultant fees, rail car system integration, real estate acquisition and relocations and hard costs, such as art and fare collections.

Along with value engineering, the team has completed an advanced and extensive constructability review process in order to prevent potential errors, future delays, and cost overruns. Furthermore, selection of a design-bid-build procurement strategy has allowed staff to base the proposed LOP predominantly on final bids already received for the Project.

The development of the project has also required extensive coordination with the CLAX Line and the LAWA projects around and within the AMC Project site. To adapt and incorporate the varying schedule and design components of both projects, the AMC Station was required to separate key preliminary site work and rail systems preparation in an Early Works phase for the project. The design work for this phase was completed in Winter 2020 with a construction contract already awarded to Hensel Phelps Herzog. This Work is scheduled to start in May 2021, initiating the start of the AMC Station project.

The second phase of the AMC Project, the overall design of the final station, has been developed in coordination with this Early Works phase to 100% Design Document completion and has recently received the bids for the construction contract. The award of the construction contract is scheduled for Summer 2021 with start of work expected Fall of 2021.

### **Additional Project Considerations**

#### **Land Acquisition**

The Metro Real Estate Department initiated the acquisition process to acquire the Hertz Corporation's maintenance facility for rental vehicles and shuttle buses ("Hertz Property") in August 2017. The Hertz Property, located adjacent to the Metro owned Southwest Yard and CLAX ROW, encompasses 11.1 acres of property bounded by West Arbor Vitae Street to the north, CLAX ROW to the west and Aviation Blvd to the east and south.

The initial offer to acquire the Hertz Property was not accepted and the Metro Board adopted a Resolution of Necessity to acquire the Hertz Property through the eminent domain process on June 28, 2018. Metro obtained possession of the Hertz Property in July 2019 and Hertz has been relocated. With the recent bankruptcy of Hertz Corporation, the eminent domain action and negotiations have been delayed. Prior to the bankruptcy, updated appraisals were obtained based on a new date of value of July 2019 and additional funds were deposited totaling \$50,000,000. As a result of the updated appraisals by Metro and the owners, additional funds may be necessary in the future based on the increased valuations, the final jury award or settlement discussions. The trial to resolve the valuation issue has been deferred to late 2021 or potentially 2022 due to the limited access to the Courts caused by COVID.

#### **Operations Plan during Construction**

With the scheduled start of the AMC construction in late 2021, adjustments to the public operations of the CLAX Line will be required once it begins, as the rail platform component of the AMC Station will



close the portion of the CLAX Line within the project area.

With this understanding, the AMC Team in full coordination with Metro Operations, has implemented three key conditions to support the operations of the CLAX Line during this construction period:

- The Early Works phase of the Project will install temporary turnbacks, with related rail systems and rail car design adjustments, at the north and south ends of the Project limits to allow for segmented and separate operations of the CLAX Line.
- Limitation of the Project area within the CLAX ROW has been clearly defined to allow for continuous access and operations of the Southwestern Yard (SWY) rail yard leads to maintain daily rail operations and maintenance throughout the entirety of the construction.
- Separate scheduling and requirements have been incorporated within the AMC Station construction contract to install the final rail and rail systems and requisite safety barriers before the completion of the rest of the transit station. This will allow for end-to-end CLAX operations after 20 months from the beginning of continuous access to the CLAX ROW to begin the AMC Work.

The project will make full coordination with Metro Operations the highest priority to mitigate unnecessary interruptions to the CLAX Line testing and operations throughout the construction of the AMC Station Project.

#### Operations Staffing

Expected heavy use of the AMC Station will require several full-time personnel in the Metro Rail Operations and Facilities Maintenance Department for both the construction and initial operations of the completed Station.

During the early stages of construction, the CLAX Line will be under testing and is expected to begin public operations. Additionally, the AMC Project has been scheduled in separate construction phases to complete the rail station portion of the Project before the completion of the overall Project to allow for the expediting of end-to-end CLAX Operations, allowing rail service to run through the AMC Project area during construction of the remainder of the Project. This critical work on the CLAX ROW and the SWY will require rail operations personnel to work closely in cooperation with the AMC Contractor throughout the Rail Platform construction phase. Specifically, the installation of the utility buildings and the rail station will be intertwined with SWY operations and the rail track and systems network of the CLAX Line.

Once the AMC Station is completed, the vast circulation (12 escalators, 13 elevators), security systems and overall maintenance of the multi-modal hub will require full time maintenance personnel to keep the station secure, clean and convenient throughout its initial operations. Operations will request the required personnel to support the construction phase and ongoing operations in a separate Board action.

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## **DETERMINATION OF SAFETY IMPACT**

This Board action will have a positive impact on the safety of Metro's patrons and employees. Of significance, the AMC Station Project will provide safety and security by connecting all modes of transportation through a single central grade separated hub. Additional safety measures include the following:

- Singular entrance to the main hub from private vehicle drop-off and pedestrian areas
- New swing door faregates, all ADA compliant, to allow for patrons to easily move through with luggage
- Dual elevated pedestrian rail crossings to the rail platform
- All LED lighting throughout entire Transit Station
- Over 150+ security cameras throughout the Station
- LAWA and Metro Coordinated safety and security protocols between Los Angeles Police and Fire departments with interagency access to both LAWA and Metro security systems.

## **FINANCIAL IMPACT**

Work for AMC has been funded with Project 460303, Airport Metro Connector, and Project 860303, Airport Metro Connector Construction. The FY21 adopted budget notes that Project 460303 had an authorization of up to \$58,218,000 and Project 860303 has an authorization of \$178,752,000 for a combined total of \$234,970,000. This action would establish a Life of Project Budget of \$898,581,000.

The AMC is included in the November 2016 Measure M Expenditure Plan with an allocation of \$581,000,000 in 2015 dollars. Both the Measure M and Measure R ordinances provide a concomitant amount of funding, including planned amounts of State and federal grants. The LOP budget is an increase to the most recent Measure R/M allocation and planned amount of funding, and is subject to the Unified Cost Management Policy (the Policy), which is provided in Attachment C. The Policy recommends trade-offs to identify the funds necessary to meet the cost increase. The Policy analysis recommends the use of Proposition A 35% Rail Development and Proposition C 25% Transit-Related Streets and Highways as these are the most available of the eligible funding sources to address the cost increase. Metro staff will also allocate approximately \$100,200,000 of new federal stimulus and existing grants to other Metro projects in order to free a portion of the needed Proposition A 35% and Proposition C 25% funds, which are only eligible for capital expenditures. The federal stimulus funds come from the capital project-only eligible portion of Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) funding received by the State of California.

The AMC project has committed funding from Federal revenues, including Surface Transportation Block Grant (STBGP) and Congestion Mitigation & Air Quality Program (CMAQ); State Revenues including Transit and Intercity Rail Capital Program (TIRCP) and Solutions for Congested Corridors

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Program; and Local Revenues including Measure R - Transit Capital and Measure M - Transit Construction. This Project is currently funded on a fiscal year basis under Project 86303 Airport Metro Connector Construction in Cost Center 8510.

A funding plan showing the sources and uses of funding for this project is included as Attachment B.

#### Impact to Budget

The proposed action will not have an impact to the FY21 Annual Budget. The FY21 Annual Budget has \$64,181,598 in Cost Center 8510, Construction Contracts/Procurement, for Project 860303, Airport Metro Connector Construction. This is a multi-year project requiring expenditure in fiscal year increments with the adoption of the Board Authorized Life of Project Budget. It will be the responsibility of the Project Manager and Chief Program Management Officer to budget for this in future fiscal years.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Recommendation supports strategic plan goals # 2 “Deliver outstanding trip experiences for all users of the transportation system” and #4 “Transform Los Angeles County through regional collaboration and national leadership.” The AMC Station has from the beginning of the planning and design stages, through continuous and diligent coordination with LAWA and the City of Los Angeles and now, moving forward with the construction has carried these two strategic goals as two of the highest priorities. With this multi-modal transit station providing direct connections between Metro rail, bus, active transportation systems and the APM and LAX, the AMC Station aims to be a cornerstone in the continued growth and transformation of Metro and the City of Los Angeles public transportation networks.

### **ALTERNATIVES CONSIDERED**

The Board may choose not to approve the LOP budget for this project. This alternative is not recommended since rejecting this project would jeopardize state funds that are in place, which include Solutions for Congested Corridors and TIRCP funds. Moreover, it would negate any direct connection between LAX and the Metro Rail system.

The Board may elect scope reduction or value engineering to lower costs for this project. Staff does not recommend this alternative as the descoping requires significant design changes and costs and would result in significant negative impacts to the project goals and objectives. The design of the AMC project has been coordinated with the LAX Automated People Mover project and any change to the design will impact the design of the LAWA project. Additionally, this alternative could cause delays to the LAX Automated People Mover project as well as impacts to the C/LAX project end-to-end revenue service dates.

The remaining service alternative option will be to provide costly and traffic dependent bus shuttle

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service, by both Metro and LAWA, from one of the adjacent Metro Stations into LAX or to one of the new APM transit stations. Additionally, separate areas will need to have property secured, designed and developed for a bus and active transportation terminal.

## **NEXT STEPS**

Upon Board approval, staff will award the primary construction contract and start construction in Fall 2021. With a roughly 36-42 month schedule of construction, it is estimated that the project will be complete and ready to open for passenger service in late 2024/early 2025. Staff will also execute other contract modifications for procurement and installation of the fare collection equipment and fare gates and for Rail Car Systems Integration.

## **ATTACHMENTS**

Attachment A - Project Renderings

Attachment B - Funding and Expenditure Plan

Attachment C - Measure R and Measure M Unified Cost Management Policy Analysis

Prepared by:

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Rafie Zamani, Deputy Executive Officer, Program Management, (213) 418-3140;

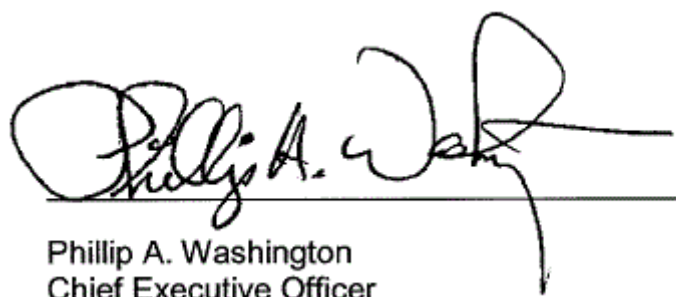
Tim Lindholm, Senior Executive Officer, Capital Projects Program Management

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Reviewed by:

Bryan Pennington, Interim Chief Program Management Officer, Program Management, (213) 922-7449

Debra Avila, Chief Vendor/Contract Management Officer, (213) 418-3051



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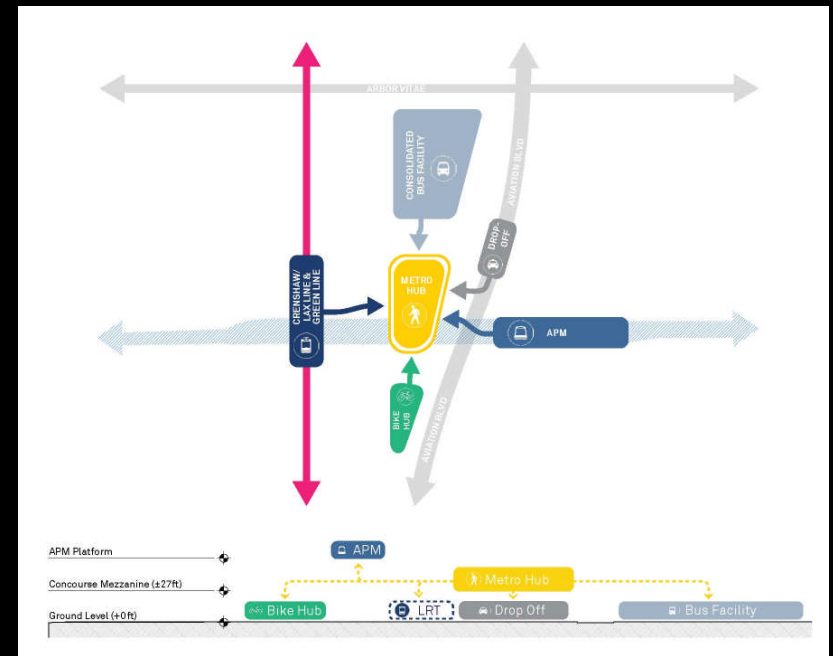
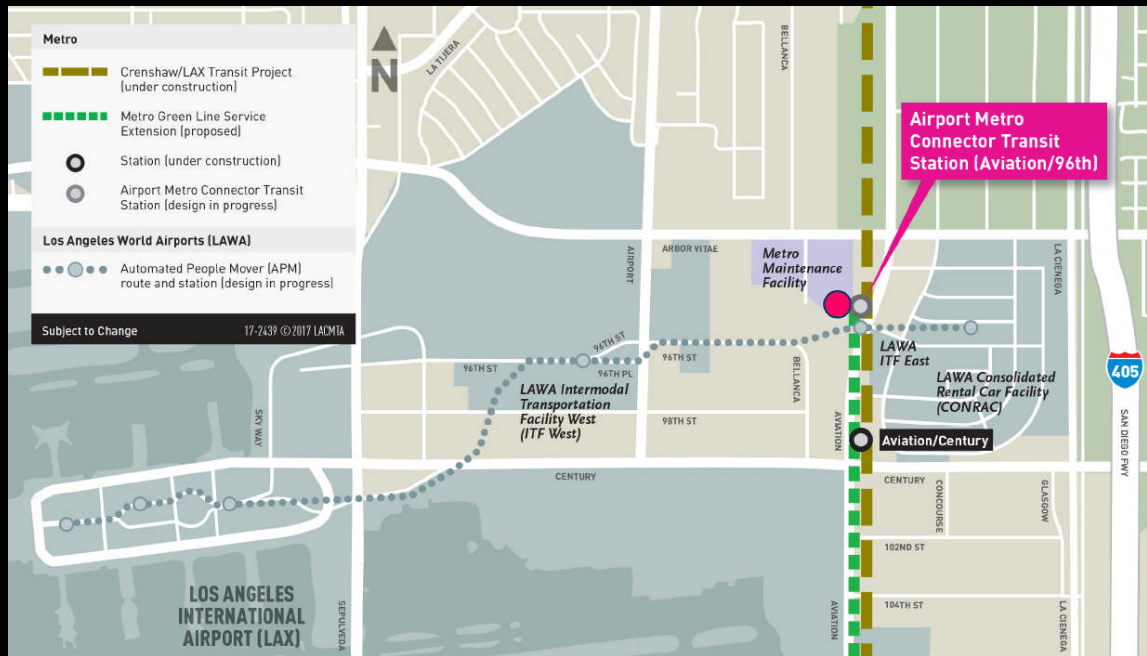
Phillip A. Washington  
Chief Executive Officer

# Airport Metro Connector Station | 60% DESIGN PRESENTATION





# Airport Metro Connector Station | PROJECT AREA + PROGRAM

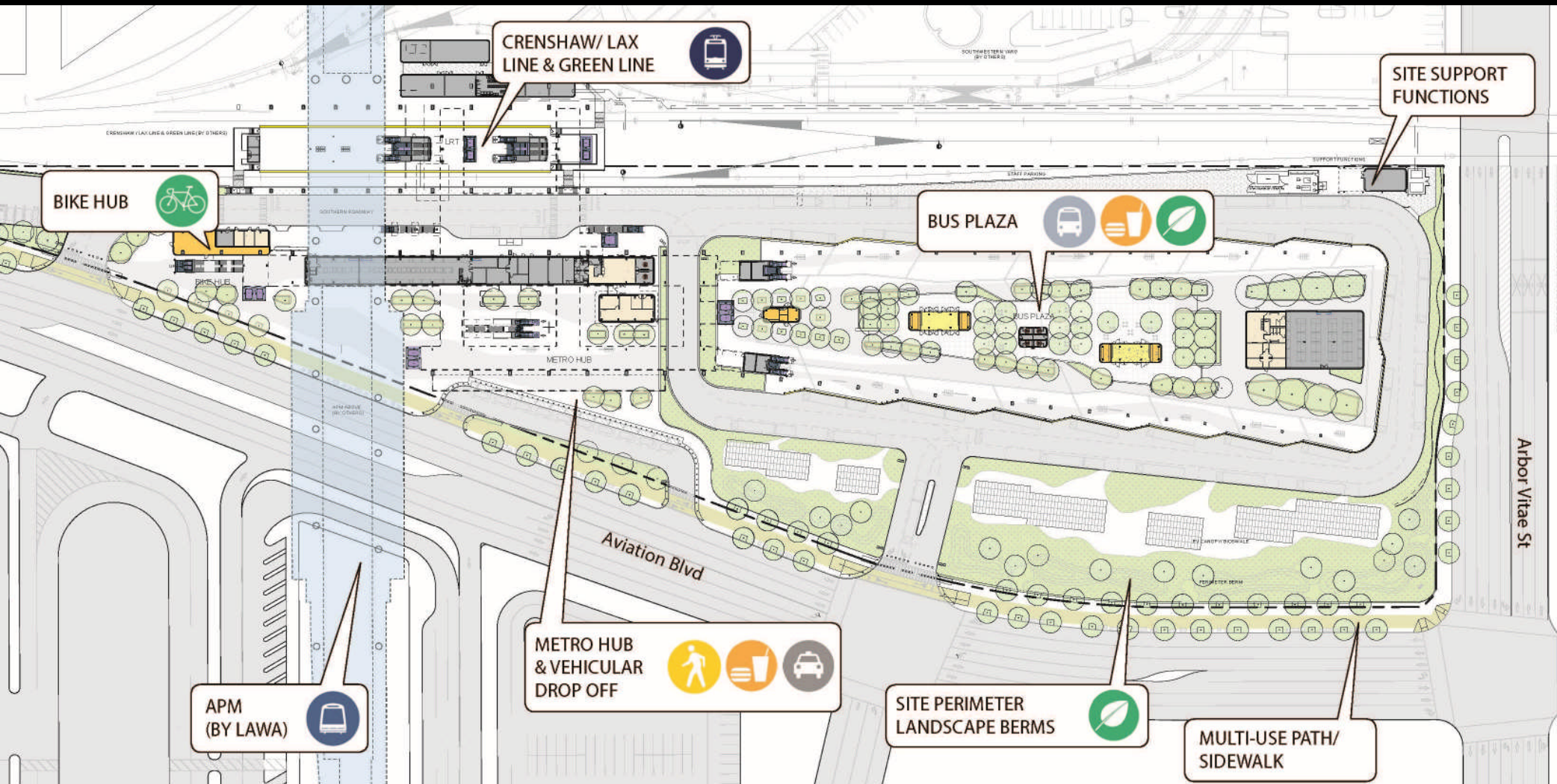


# Airport Metro Connector Station | BIRD'S EYE VIEW



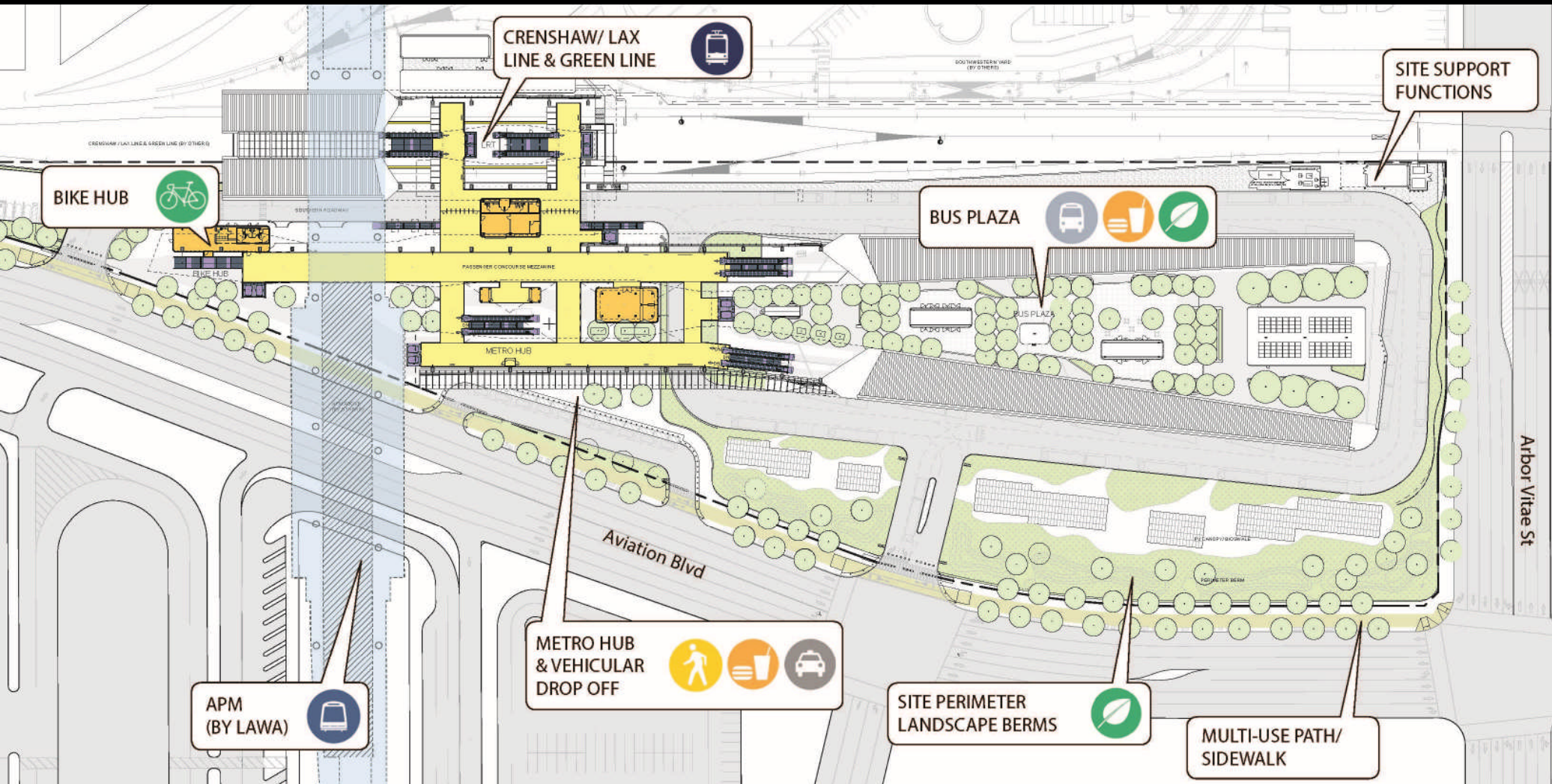


# Airport Metro Connector Station | GROUND FLOOR + SITE PLAN





# Airport Metro Connector Station | MEZZANINE LEVEL PLAN

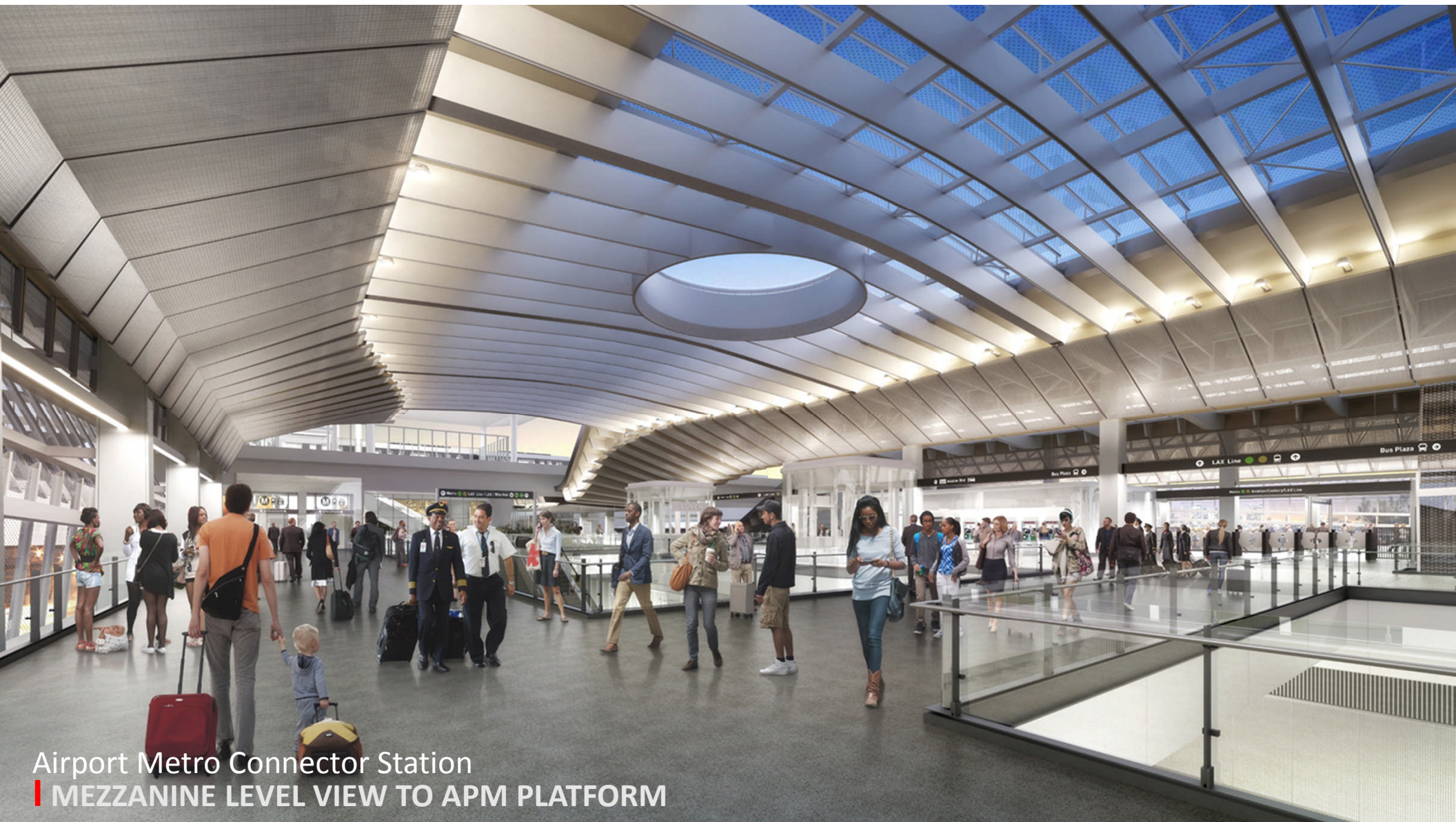




Airport Metro Connector Station  
**STREET VIEW OF BIKE HUB**







Airport Metro Connector Station  
| MEZZANINE LEVEL VIEW TO APM PLATFORM





Airport Metro Connector Station  
**CRENSHAW LINE RAIL PLATFORM**





Airport Metro Connector Station  
**BUS PLAZA**

**EXPENDITURE and FUNDING PLAN**  
**Airport Metro Connector (AMC) Project**

Use of Funds	Inception– FY21	Remaining FY21	FY22	FY23	FY24	FY25	FY26	Total Capital Costs
Design and Property Acquisition								
Design Costs and Technical Reviews	36,575,000	-	-	-	-	-	-	36,575,000
3rd Party Agreements (City of LA/Gas Company)	3,476,000	-	-	-	-	-	-	3,476,000
Real Estate - Acquisition/Appraisals/Acquisitions	66,063,000	-	-	12,000,000	-	-	-	78,063,000
Real Estate - Legal Assistance with Real Estate	818,000	32,000	500,000	500,000	-	-	-	1,850,000
Real Estate - Leases	20,000	25,000	325,000	350,000	350,000	38,000	-	1,108,000
Agency Costs 460303	4,924,000	-	-	-	-	-	-	4,924,000
Agency Costs 860303	8,086,000	-	-	-	-	-	-	8,086,000
Design and Property Acquisition	119,962,000	57,000	825,000	12,850,000	350,000	38,000	-	134,082,000
Construction								
Construction Contract (Walsh/Shea - Contract C0988)	37,048,000	-	-	-	-	-	-	37,048,000
Construction Contract (Hensel Phelps/Herzog JV - Contract C0991)	3,726,000	782,000	-	-	-	-	-	4,508,000
Construction Contract C1194	-	3,000,000	18,000,000	10,000,000	-	-	-	31,000,000
Construction Contract C1197	-	30,000,000	175,000,000	175,000,000	90,000,000	7,827,000	-	477,827,000
Cubic work including TVMs and Gates	-	-	2,500,000	2,500,000	-	-	-	5,000,000
Rail Cars	-	-	6,000,000	6,000,000	-	-	-	12,000,000
Bus Bridge	-	-	6,750,000	6,750,000	-	-	-	13,500,000
Special Conditions (3rd Party Agreements)	-	75,000	755,000	2,250,000	950,000	118,000	-	4,148,000
Design Support During Construction	-	479,000	4,000,000	5,000,000	3,000,000	1,000,000	-	13,479,000
CMSS and Program Mgmt Consultants		2,250,000	8,500,000	9,000,000	6,000,000	2,937,000	-	28,687,000
Artwork (Fabrication/Installation/Staff)	58,000	43,000	500,000	750,000	500,000	250,000	-	2,101,000
Other Professional Services (Geotech/ Env/DEOD)	1,475,000	234,000	3,250,000	3,500,000	2,000,000	757,000	-	11,216,000
Agency Costs: Project Control, Procurement Support, Safety, Communications, etc.	-	257,000	4,500,000	11,700,000	9,851,000	1,636,000	-	27,944,000
Unallocated Project Contingency	-	-	-	-	-	-	96,041,000	96,041,000
Construction Phase Total	42,307,000	37,120,000	229,755,000	232,450,000	112,301,000	14,525,000	96,041,000	764,499,000
Total Project Cost	162,269,000	37,177,000	230,580,000	245,300,000	112,651,000	14,563,000	96,041,000	898,581,000
Source of Funds	Inception– FY21	Remaining FY21	FY22	FY23	FY24	FY25	FY26	Totals
Federal – STBG	2,449,778	-	-	-	-	-	-	2,449,778
Federal – CMAQ	33,200,000	-	-	-	-	-	-	33,200,000
State – TIRCP	-	-	40,000,000	-	-	-	-	40,000,000
State – SCCP	-	37,177,000	112,823,000	-	-	-	-	150,000,000
Local – Measure R 35%	23,507,960	-	2,563,901	65,493,239	7,804,840	14,563,000	24,934,818	138,867,758
Local – Measure M 35%	103,111,262	-	50,612,522	88,446,056	104,846,160	-	-	347,016,000
Local – Proposition A 35%	-	-	24,580,576	91,360,706	-	-	8,870,976	124,812,258
Local – Proposition C 25%	-	-	-	-	-	-	62,235,206	62,235,206
Local – City of LA/LAWA *	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Total Project Funding	162,269,000	37,177,000	230,580,000	245,300,000	112,651,000	14,563,000	96,041,000	898,581,000

\* Offsets Expenditures incurred under C0991

\*\* Local funding sources may change depending on available and eligible funding source.



**Airport Metro Connector**

**Measure R and Measure M Unified Cost Management Policy Analysis**

**Introduction**

The Measure R and Measure M Unified Cost Management Policy (the Policy) was adopted by the Metro Board of Directors in June 2018. The precursor Measure R cost management policy was adopted in March 2011. The intent of the Policy is to inform the Metro Board of Directors regarding potential cost increases to Measure R- and Measure M-funded projects and the strategies available to close any funding gaps. The Airport Metro Connector Project (AMC) is subject to this policy analysis.

The Airport Metro Connector Project is included in the November 2016 Measure M Expenditure Plan (entitled "Airport Metro Connect 96th St. Station/Green Line Ext LAX") at a cost of \$581,000,000 in 2015 dollars. The estimated Measure M Expenditure Plan cost in nominal or year-of-expenditure dollars is approximately \$637,000,000. AMC is also in the November 2008 Measure R Expenditure Plan (entitled "Green Line Extension to Los Angeles International Airport") at a cost of \$200,000,000 in 2008 dollars.

Metro is intending to set a Life-of-Project (LOP) budget, and this is an increase of \$261,581,000 to the most recent Measure R/M allocation, from \$637,000,000 to \$898,581,000. This analysis recommends trade-offs required by the Policy to identify the funds necessary to meet the cost increase.

**Measure R and Measure M Unified Cost Management Policy Summary**

The adopted Policy stipulates the following:

If a project increase occurs, the Metro Board of Directors must approve a plan of action to address the issue prior to taking any action necessary to permit the project to move to the next milestone. Increases will be measured against subsequent actions on cost estimates taken by the Metro Board of Directors, including the determination of the LOP. Shortfalls will first be addressed at the project level prior to evaluation for any additional resources using these methods in this order as appropriate:

- 1) Scope reductions;
- 2) New local agency funding resources;
- 3) Value Engineering;
- 4) Other cost reductions within the same transit or highway corridor;
- 5) Other cost reductions within the same sub-region; and finally,
- 6) Countywide transit or highway cost reductions or other funds will be sought using pre-established priorities.

The Policy analysis considers options for the cost increase to AMC.

### Scope Reductions or Value Engineering

Metro is intending to award a construction contract for AMC to the low bidder and any scope reduction or value engineering would require a rebid of the contract that will delay the schedule. Given AMC is one building, 100% designed, linked with the schedule of the Crenshaw/LAX line, and has involved extensive coordination with the City of Los Angeles on the design and components of the station, we recommend moving to the next step.

### New Local Agency Funding Resources

AMC is located in the City of Los Angeles and is designated as a “System Connectivity” project in Measure M and a Regional Facility Area in the Policy. Paragraph 6) of the Policy requires that for Measure R Regional Facility Area projects “Cost increases regarding these projects will be addressed from the regional programs share,” and local agency funding is not being considered for the cost increase.

The city is not expected to contribute funding for AMC as part of the 3% local agency funding assumption included in the Measure R and specific provision in the Measure M ordinance.

### Other Cost Reductions within the Same Transit Corridor

The corridor of AMC includes Crenshaw/LAX and the Green Line. However, AMC is designated as a “System Connectivity” project in Measure M and a Regional Facility Area in the Policy. Paragraph 6) of the Policy states that projects within the boundaries of regional facilities are exempt from the corridor and subregional cost reduction requirements of the Policy. Paragraph 7) of the Policy states that System Connectivity projects are exempt from corridor and subregional cost reduction requirements.

### Other Cost Reductions within the Same Sub-region

The AMC is defined as a System Connectivity project in Measure M and a Regional Facility Area in Measure R. Paragraph 6) of the Policy states that projects within the boundaries of regional facilities are exempt from the corridor and subregional cost reduction requirements of the Policy. Paragraph 7) of the Policy states that System Connectivity projects are exempt from corridor and subregional cost reduction requirements.

### Countywide Cost Reductions and/or Other Funds

AMC is eligible for \$200,000,000 of Measure R 35% and \$347,016,000 of Measure M 35% Transit funds as listed in the respective ordinance Expenditure Plan. A portion of the AMC Measure R 35%, \$61,132,242, has already been expended on the Southwest Yard, and is not available for AMC. The Measure M 35% can be fully allocated to the AMC project. AMC was also awarded \$40,000,000 from the State Transit and Intercity Rail and Capital Program and \$150,000,000 from the Solutions for Congested Corridors Program, and FTA has approved the use of \$35,649,778 of federal formula funds for planning work. As shown in the following table, the available, committed funds total \$711,533,536 and leaves a funding need of \$187,047,464.

AMC is additionally eligible for other local funds: Proposition A 35%, Proposition C 40%, Proposition C 25%, Measure R Rail Capital General Improvements 2%, Metro Lease Revenues, State Repayment Fund 3562, and Transportation Development Act Article 4 funds.

### **Airport Metro Connector Committed Funding (As of April 2021)**

<b><u>Sources</u></b>	<b><u>Amount</u></b>
Measure R - Transit Capital (35%)	\$138,867,758
Measure M -Transit Construction (35%)	347,016,000
Transit and Intercity Rail Capital Program (TIRCP)	40,000,000
SB1 - Solutions for Congested Corridors Program	150,000,000
Surface Transportation Block Grant Program (STBGP)	2,449,778
Congestion Mitigation & Air Quality Program (CMAQ)	33,200,000
Total, Committed Funding	<u>\$711,533,536</u>
 Proposed LOP Budget	 898,581,000
 Funding Need	 <u>\$187,047,464</u>

#### *State and Federal Funding (Formula)*

Metro receives quasi-formula funding from the State through the Regional Improvement Program (RIP) and Local Partnership Program (LPP). This is considered regional funding as it can be applied countywide to both transit and highway spending. The most recent RIP funding was allocated to projects submitted in Metro's 2020 RTIP and the next cycle of the LPP is planned to be used on the \$801 million Division 20 project. However, the 2020 federal Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) allocated funding to the State, and the State decided to allocate a portion of the funding through the RIP. Metro expects a \$38 million increase in its RIP share.

Metro receives federal formula funding from the Congestion Mitigation and Air Quality (CMAQ) Improvement Program and the Surface Transportation Block Grant Program (STBG). Although AMC has received these federal funds for planning work, per the Federal Transit Administration, the project right-of-way and construction costs are not eligible for federal funds. Metro also receives an allocation of funds from the "Highway Infrastructure Program," which is a federal formula grant created in 2018 for uses that include the construction of highways, bridges, tunnels, transit capital, and ITS; operational improvements; highway and transit safety improvements; and pedestrian and bicycle projects, among others. Funding from this grant will be programmed in the pending 2021 Short Range Transportation Plan. The initial apportionments (FFY 2018 \$25,835,214, FFY 2019 \$36,399,992) from this program are only eligible for highway projects and will be allocated to those entering construction.

**Recommendation**

Staff recommends the use of \$124,812,258 of Proposition A 35% and \$62,235,206 of Proposition C 25% to address the \$187,047,464 funding need, as these are the most available of the eligible funding sources. To mitigate the impact on these local funding sources, which are allocated to other uses in the Metro Financial Forecast, \$62,235,206 of the Highway Infrastructure Program funds will be used on Metro highway projects that are currently 100% locally funded, and this will free Proposition C 25% for AMC. The \$38,000,000 increase in RIP from CRRSAA will be allocated to the East San Fernando Valley light rail project, and this will make an equal amount of Proposition A 35% available for AMC. These funding sources are only eligible for capital expenditures. The federal stimulus funds come from the capital project-only eligible portion of CRRSAA funding received by the State of California.



Metro

## Board Report

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

**File #:** 2021-0118, **File Type:** Contract

**Agenda Number:** 37.

### CONSTRUCTION COMMITTEE APRIL 15, 2021

**SUBJECT: PROGRAM MANAGEMENT QUARTERLY CHANGE REPORT**

**ACTION: APPROVE RECOMMENDATIONS**

#### **RECOMMENDATION**

RECEIVE AND FILE status report on Program Management Quarterly Change Report.

#### **BACKGROUND**

At the January 26, 2018 Board meeting, the Board approved the continuation and expansion of the delegation of authority within Life of Project (LOP) budget management on all Transit and Regional Rail Capital Projects. Staff was directed to provide quarterly reports to the Board on change orders and modifications that are above \$500,000.

#### **DISCUSSION**

The change activities for the reporting period between December 1, 2020 and February 28, 2021 are included in Attachment A.

#### **FINANCIAL IMPACT**

The changes included in this report are included in the approved life-of-project budget for each project.

#### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Recommendation supports strategic plan goal # 5 to provide responsive, accountable, and trustworthy governance within the Metro organization by keeping the Board informed of the Projects' change orders and modifications via submitting the Change Order log on a quarterly basis.

#### **NEXT STEPS**

The next Change Order Log will cover the period of March 1, 2021 through May 31, 2021 and will be presented to the June 2021 Construction Committee.



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## **ATTACHMENTS**

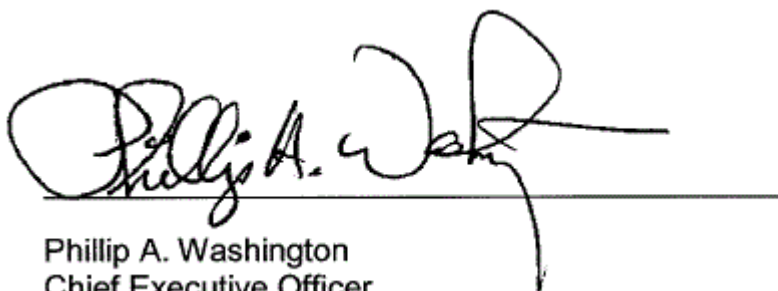
Attachment A - Quarterly Change Orders Log for Reporting Period of December 1, 2020 - February 28, 2021

Prepared by:

- **Crenshaw/LAX** - Sameh Ghaly, Sr. EO Project Mgmt., (213) 418-3369
- **Regional Connector** - Gary Baker, EO Project Eng., (213) 893-7191
- **Westside Purple Line Ext 1** - James Cohen, EO Project Eng., (323) 900-2114
- **Westside Purple Line Ext 2** - Michael McKenna, EO Project Eng., (424) 551-4447
- **Westside Purple Line Ext 3** - Kimberly Ong, EO Project Eng., (424) 551-4501
- **Division 20 Portal** - Rick Meade, Sr. EO Project Mgmt., (213) 922-7917
- **Metro Center** - Jeanet Owens, Sr. EO Project Mgmt., (213) 418-3189
- **Metro Blue Line Resignaling** - Tim Lindholm, Sr. EO Project Mgmt., (213) 922-7297
- **Willowbrooks/Rosa Parks Improvement** - Tim Lindholm, Sr. EO Project Mgmt., (213) 922-7297
- **Report** - Brian Boudreau, Sr. EO Program Control, (213) 922-2474

Reviewed by:

Bryan Pennington, Interim Chief Program Management Officer, (213) 922-7449



Phillip A. Washington  
Chief Executive Officer

## CRENSHAW/LAX TRANSIT PROJECT

### I. APPROVED MODIFICATIONS/CHANGES GREATER THAN \$500K IN THIS REPORTING PERIOD (December 1, 2020 - February 28, 2021)

Change Types:

1 - Betterment    2 - Third Party    3 - Differing Site Conditions    4 - Regulatory Requirements    5 - Scope    6 - Value Engineering    7 - Safety

#### B) PROFESSIONAL SERVICES CONTRACTS

MOD/CHANGE #	DESCRIPTION	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
MOD-0004	(Arcadis) CONSTRUCTION CLAIMS SUPPORT SERVICES - FY21: Extend funding for support of claims and potential litigation for Crenshaw/LAX for period of performance from February 2, 2021 through December 31, 2021.	5	2/10/2021	2/22/2021	N/A	\$ 2,246,529

**II. PENDING MODIFICATIONS/CHANGES GREATER THAN \$500K (December 1, 2020 - February 28, 2021)****A) DESIGN BUILD CONTRACT - Contract No. C0988 - WALSH SHEA CORRIDOR CONSTRUCTORS**

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		

## REGIONAL CONNECTOR TRANSIT PROJECT

### I. APPROVED MODIFICATIONS/CHANGES GREATER THAN \$500K IN THIS REPORTING PERIOD (December 1, 2020 - February 28, 2021)

Change Types:

1 - Betterment   2 - Third Party   3 - Differing Site Conditions   4 - Regulatory Requirements   5 - Scope   6 - Value Engineering   7 - Safety

#### A. DESIGN BUILD CONTRACT - CONTRACT NO. C0980 - REGIONAL CONNECTOR CONSTRUCTORS

MOD/CHANGE #	DESCRIPTION	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
C0980-MOD-187	Early Completion Incentive Agreement	5	NA	2/22/2021	NA	\$ 20,954,000
C0980-MOD-188	2nd Hope Pedestrian Bridge - Construction	1	11/20/2020	12/22/2020	\$ 3,142,506	\$ 3,051,100
C0980-MOD-193	LADWP Power conduit Relocations on Temple St. and Alameda St.	3	8/16/2019	2/21/2021	\$ 3,629,757	\$ 682,524

#### B. PROFESSIONAL SERVICES CONTRACT

MOD/CHANGE #	DESCRIPTION	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
	None					

#### C. OTHER AGREEMENTS

MOD/CHANGE #	DESCRIPTION	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
	None					

II. PENDING MODIFICATIONS/CHANGES GREATER THAN \$500K

A. DESIGN BUILD CONTRACT - CONTRACT NO. C0980 - REGIONAL CONNECTOR CONSTRUCTORS			
CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
C0980-CN-00233	2nd Hope Hillside Landscaping	5	Between \$500K and less than \$1M

B) PROFESSIONAL SERVICES CONTRACTS			
Design Support Services During Construction			
CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		

C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS			
CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		

D. OTHER AGREEMENTS						
MOD/CHANGE #	DESCRIPTION	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
	None					



## Westside Purple Line Extension Section 1 Project

### I. APPROVED MODIFICATIONS/CHANGES GREATER THAN \$500K IN THIS REPORTING PERIOD (December 1, 2020 – February 28, 2021)

Change Types:

1 - Betterment   2 - Third Party   3 - Differing Site Conditions   4 - Regulatory Requirements   5 - Scope   6 - Value Engineering   7 - Safety

#### A. DESIGN BUILD CONTRACT - CONTRACT NO. C1045 - SKANSKA-TRAYLOR-SHEA, A JOINT VENTURE

MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in <b>BOLD</b> fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
CO-6.2	<b>Chemical Grouting at Wilshire/San Vicente Area (CN-00164):</b> This Change Order covers the cost to install two chemical grouting blocks which surround the tunnel envelopes of BR and BL tunnels at the Wilshire/San Vicente intersection. These grout blocks provide ground treatment in the area of possible hand mining work in front of the TBM to remove metal anomalies within the tunnel envelope to avoid damage to TBM's cutting tool.	3	N/A	11/30/2020	N/A	\$8,667,152.00
CO-8.1	<b>Wilshire/San Vicente Anomaly TBM Standby:</b> This Change Order covers the cost for 265 calendar days of Daily Standby for either or both TBMs during the following events: 1) TBM(s) stopped while waiting for the Wilshire/San Vicente grout block to be complete; 2) during intervention work inside the Wilshire/San Vicente grout block; 3) during other periods when one TBM is idle while the other TBM is progressing on double-shifts.	3	N/A	2/4/2021	N/A	\$13,250,000.00

#### A. DESIGN BUILD CONTRACT - CONTRACT NO. C1078 - CLARK CONSTRUCTION GROUP

	None					
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#### B. PROFESSIONAL SERVICES CONTRACTS

	None					
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#### C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

	None					
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## II. PENDING MODIFICATIONS/CHANGES GREATER THAN \$500K (December 1, 2020 – February 28, 2021)

### A) DESIGN BUILD CONTRACT - CONTRACT NO. C1045 - SKANSKA-TRAYLOR-SHEA, A JOINT VENTURE

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
CN-00145	<b>Wilshire/Western Station Radio Gap Relocation with Amplifier (design only):</b> This change allows the Project to adhere to Metro Operations/MOW request that the radio system gap between existing radio system and new PLE1 radio system be located between two new cross-passages and be away from existing Wilshire/Western Station platform.	4	Between \$500K - \$1M
CN-00157	<b>Constructing Wilshire/La Cienega Station During Mining:</b> This change removes the dependency between the TBM arrival at station and facilitates continued station construction. Both TBMs have experienced inefficient tunnel mining rates while progressing through the Reach 2 (Wilshire/La Brea to Wilshire/Fairfax) and Reach 3 (Wilshire/Fairfax to Wilshire/La Cienega) tunnels. This change allows the continued placement of the Wilshire/La Cienega Station structure while the TBM continues the tunnel drive to the station. If this CN is not implemented, work on the 2nd level exterior walls will be completed after the TBM passes through the station, negatively impacting roof concrete placement.	3	TBD
CN-00165	<b>Additional 15 Linear Feet of Abandonment at 173 MPBX locations:</b> This change would allow Metro to adhere to the County of Los Angeles and the California Regional Water Quality Board requirement for additional drilling and removal of the extensometer columns to a depth of 20 feet below ground surface and replacement with a grout conforming to well abandonment standards.	2	Between \$500K - \$1M
CN-00167	<b>City of Beverly Hills (COBH) - Video Detection at Wilshire/Gale Intersection:</b> As part of the traffic control plan for Wilshire/La Cienega appendage construction, the City of Beverly Hills (COBH) is requiring the installation of two video detection cameras at the intersection of Wilshire Blvd and Gale Drive targeting the traffic coming up from the north and south of Gale Drive. This CN will track the costs associated with this extra scope of work.	2	Between \$500K - \$1M
CN-00173	<b>Wilshire/Fairfax Station Subgrade - Differing Site Condition (DSC):</b> This change is due to the Dispute Review Board's determination that Metro is responsible for contractor's delays associated with the subgrade at the station.	3	Between \$1M - \$5M
CN-00175	<b>Reach 3 TBM Inefficiency from Wilshire/Fairfax Station to East of the Wilshire/San Vicente Grout Block:</b> This CN compensates the contractor for the recognized inefficiency of the TBM mining operation in this identified stretch of the alignment. The TBM slowdown was intended to keep the TBM's moving and crews working while the grout block at the Wilshire/San Vicente intersection was being installed. This CN also minimizes the TBM standby time while it approaches the chemical grout block from the east.	3	TBD
CN-00176	<b>Reach 3 TBM Inefficiency from East of the Wilshire/San Vicente Grout Block to Wilshire/La Cienega Station:</b> This CN compensates the contractor for the recognized inefficiency of the TBM mining operation in this identified stretch of the alignment. TBM mining to and through the Wilshire/San Vicente grout block will most likely be inefficient. Mining is intentionally slow through the block for safety reasons.	3	TBD
CN-00177	<b>Inefficient Movement of TBMs Across Wilshire/La Cienega Station &amp; Mining of Tail Tracks:</b> This CN will compensate the contractor for any inefficiencies during the mining of the tail track. Only one TBM will be mining the tail track at a time, while the other TBM will remain at Wilshire/La Cienega Station during the first TBM mining drive.	3	TBD
CN-00182	<b>Contract C1045 Substantial Completion Milestone Change due to Wilshire/San Vicente Anomaly Impact:</b> The Reach 3 Wilshire/San Vicente Anomaly has impacted critical path tunnel mining activities and the substantial completion date. This CN is being issued to adjust the current contract completion date and compensate the contractor for the associated extension of contract time. Contract completion milestones will be adjusted based on a review and analysis of the Time Impact Analysis as outlined in the contract.	3	TBD

### A. DESIGN BUILD CONTRACT - CONTRACT NO. C1078 - CLARK CONSTRUCTION GROUP

	None		
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### B) PROFESSIONAL SERVICES CONTRACTS

	None		
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### C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

	None		
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## Westside Purple Line Extension Section 2 Project

### I. APPROVED MODIFICATIONS/CHANGES GREATER THAN \$500K IN THIS REPORTING PERIOD (DECEMBER 1, 2020 -FEBRUARY 28, 2021)

Change Types:

1 - Betterment   2 - Third Party   3 - Differing Site Conditions   4 - Regulatory Requirements   5 - Scope   6 - Value Engineering   7 - Safety

#### A. DESIGN BUILD CONTRACT - C1120

MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in <b>BOLD</b> fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
MOD-00095	<b>Station and Bicycle Parking Architectural Features - Design and Construction changes at Wilshire/Rodeo and Century City Constellation Stations:</b> This change was requested by Metro Planning. Several architectural updates have been made to the Metro Rail Design Criteria (MRDC) since the version that was included in the C1120 Contract. Some of these architectural updates are now incorporated into the final design of the stations on the Westside Purple Line Extension Section 1. This change notice provides clarifications to the station and bicycle parking architectural requirements that allow the final design to be consistent with recent updates to the MRDC, with WPLE1, and with the latest Metro Bike Hub System.	5	11/6/2020	1/7/2021	\$ 4,616,725.00	\$ 1,540,404
MOD-00100	<b>Century City Constellation Station Main Entrance - Construction:</b> When the Project Definition Documents (PDD) were prepared, JMB's proposed development did not have a clear and definitive scope. JMB subsequently developed their plans, closely coordinated with Metro, and the final location of the entrance to the Century City Constellation Station and related easement on JMB's property was established.	5	10/8/2020	2/4/2021	\$ 32,776,271.00	\$ 25,500,000

#### B. PROFESSIONAL SERVICES CONTRACT

MOD/CHANGE #	DESCRIPTION	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
	None					

**II. PENDING MODIFICATIONS/CHANGES GREATER THAN \$500K (DECEMBER 1, 2020 -FEBRUARY 28, 2021)****A) DESIGN BUILD CONTRACT - C1120**

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
CN-00107	<b>Alternate Building Settlement Monitoring Methods:</b> This change allows the Contractor to use alternate surveying methods to monitor building settlement without the need for access to a property where Right of Entry to install instrumentation could not be obtained from private property owners.	5	Between \$1 and \$5Million
CN-00110	<b>Century City Constellation Station ROW - Entrance and Appendage Changes Related to Adjacent Development:</b> The Century City Constellation Station entrance and three associated appendages will be located on private property which Metro acquired from JMB, the property owner who is concurrently developing other portions of the same property adjacent to the new station entrance and appendages. Subsequent to the issuance of CN-3.1 (MOD-15) and CN-45 (MOD-100), JMB notified Metro of changes in their development plans that will modify the agreed upon configuration of the entrance plaza, the three appendages, and the construction lease areas. JMB's revised development plans have been reviewed and coordinated with TPOG's latest design and construction schedule, and are documented in the terms and conditions of the acquisition agreement.	5	Between \$1 and \$5Million
CN-00114	<b>Additional LABOE Monitoring Points at Century City Constellation Station:</b> Additional geotechnical instrumentation to monitor the TBM Launch Box and Century City Constellation Station excavations were required to facilitate approval by the City of Los Angeles Bureau of Engineering to obtain the Excavation Permit in a timely manner.	5	Between \$1 and \$5Million
CN-00124	<b>Century City Constellation Station SOE Modification due to LADWP-Power AUR Ductbanks – RFC 68:</b> This change allows for the Contractor to modify support of excavation to avoid conflict with LADWP-Power ductbanks with over poured concrete during the advanced utility relocation work.	5	Between \$500K and less than \$1M

**B) PROFESSIONAL SERVICES CONTRACTS**

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
CN-00072	Continuation of Engineering Support Services during Construction for WPLE 2	5	Between \$5 and \$10 Million

**C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS**

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
CN-00004	Continuation of Construction Management Support Services for WPLE 2	5	More than \$15 Million

**D) OTHER AGREEMENTS**

MOD/CHANGE #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		

## Westside Purple Line Extension Section 3 Project

### I. APPROVED MODIFICATIONS/CHANGES GREATER THAN \$500K IN THIS REPORTING PERIOD (Dec 01, 2020 - Feb 28, 2021)

Change Types:

1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety

#### A. DESIGN BUILD CONTRACT - C1151

MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in <b>BOLD</b> fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
	None					

#### A. DESIGN BUILD CONTRACT - C1152

MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in <b>BOLD</b> fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
MOD-00009	Raise vertical track alignment (Design)	7	12/30/2020	1/15/2021	\$789,743	\$721,700
CO-00035	VA Steam Tunnel Size Increase & Redundancy (Construction). This is a NTE amount to authorize the start of construction. Total cost will be finalized under a contract modification.	2	N/A	2/4/2021	N/A	\$850,000

#### A. DESIGN BUILD CONTRACT - C1153

MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in <b>BOLD</b> fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
	Contract Closed					

#### B. PROFESSIONAL SERVICES CONTRACTS

MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in <b>BOLD</b> fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
MC073-MOD-00013	Extension of Construction Management Support Services Through Fiscal Year 2021	5	12/10/2020	1/19/2021	\$6,826,316	\$6,826,316
PS43502000-MOD-00074	Engineering Management Services for WPLE Section 3	5	2/9/2021	2/25/2021	\$12,212,344	\$12,004,609

**II. PENDING MODIFICATIONS/CHANGES GREATER THAN \$500K (Dec 01, 2020 - Feb 28, 2021)****A) DESIGN BUILD CONTRACT - C1151**

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		

**A) DESIGN BUILD CONTRACT - C1152**

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		

**A) DESIGN BUILD CONTRACT - C1153**

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	Contract Closed		

**B) PROFESSIONAL SERVICES CONTRACTS**

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		

**C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS**

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		



## DIVISION 20 PORTAL PROJECT

### I. A.I. APPROVED MODIFICATIONS/CHANGES GREATER THAN 500K IN THIS REPORTING PERIOD DECEMBER 2020 - FEBRUARY 2021

Change Types:

1 - Betterment   2 - Third Party   3 - Differing Site Conditions   4 - Regulatory Requirements   5 - Scope   6 - Value Engineering   7 - Safety

#### A. DESIGN BID BUILD CONTRACT - CONTRACT NO. C1136 - TUTOR PERINI CORPORATION

MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in <b>BOLD</b> fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
3.2	Long lead procurement (Manholes and Special Trackwork)	5	11/9/2020	1/14/2021	\$1,840,000	\$1,840,000
5.1	Differing Site Conditions at 1st Street Viaduct	3	12/28/2020	1/6/2021	\$559,330	\$559,330
9	Valverde Utility Elements (CN 6 extraction)	6	12/3/2020	1/7/2021	\$600,000	\$600,000
11	1st Street Viaduct Spall and Repair	5	12/31/2020	1/12/2021	\$706,673	\$706,673
12	Increase Quantities for Bid Items 3 & 4 on Schedule B	5	01/05/21	1/14/2021	\$804,800	\$804,800

#### A. DESIGN BID BUILD CONTRACT - CONTRACT NO. C1184 - C3M

	None					
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#### B. PROFESSIONAL SERVICES CONTRACTS - CONTRACT NO. AE66758000 T.Y.LIN INTERNATIONAL

	None					
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#### C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS- CONTRACT NO.MC074 ANSER ADVISORY MANAGEMENT LLC

	None					
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**II. I II. PENDING MODIFICATIONS/CHANGES GREATER THAN 500K (DECEMBER 2020 - FEBRUARY 2021)****A) DESIGN BID BUILD CONTRACT - CONTRACT NO. C1136 - TUTOR PERINI CORPORATION**

CN/CO/MOD #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
10	Temporary cleaning of platform transfer of scope from C1193 to C1136 (existing electrical testing requirements & LADWP P Drawing	5	Between \$5M and 10M
14	Install Track connection for PLE1 CWR Transport	5	Between \$500k and \$1M
19	Construction of Advanced Ductbanks and Manholes(CN 6 Extraction)	6	Between \$5M and 10M

**B) DESIGN BID BUILD CONTRACT NO. C1184 - C3M**

	None		
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**C) PROFESSIONAL SERVICES CONTRACTS- CONTRACT NO.AE66758000 T.Y.LIN INTERNATIONAL**

CN 21	Additional Scope of Design Services	5	Between \$5M and 10M
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**D) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS - CONTRACT NO.MCO74 ANSER ADVISORY MANAGEMENT LLC**

	None		
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## METRO CENTER PROJECT (FORMERLY ESOC)

### I. APPROVED MODIFICATIONS/CHANGES GREATER THAN \$500K IN THIS REPORTING PERIOD (December 1, 2020 – February 28, 2021)

Change Types:

1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety

#### A. DESIGN BUILD CONTRACT - CONTRACT NO. C1169 - S.J. AMOROSO CONSTRUCTION CO., LLC.

MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in <b>BOLD</b> fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
	None					

#### B. DESIGN SUPPORT DURING CONSTRUCTION - CONTRACT NO. AE59600-TO-006 - HDR Engineering inc

	Nothing to Report this Period.					
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#### C. PROFESSIONAL SERVICES CONTRACTS

AE35279 TO-46	The CWO is in support of the Board approved contract for Program Management Support Services (PMSS). The services are required to supplement Metro's Configuration Management/Program Management and to provide technical expertise in resolving complex issues. The benefit to Metro is the timely project delivery and resolution of Change Orders, project issues, and to provide project administrative and management support.	5	12/28/2020	1/12/2021	\$ 603,661	\$ 603,661
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#### D. CONSTRUCTION SUPPORT SERVICES CONTRACTS - CONTRACT NO. PS66100MC076001 - CENTER STREET MANAGEMENT PARTNERS, JV

	None					
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**II. PENDING MODIFICATIONS/CHANGES GREATER THAN \$500K (December 1, 2020 – February 28, 2021)****A. DESIGN BUILD CONTRACT - CONTRACT NO. C1169 - S.J. AMOROSO CONSTRUCTION CO., LLC.**

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		

**B. DESIGN SUPPORT DURING CONSTRUCTION - CONTRACT NO. AE59600-TO-006 - HDR Engineering inc**

MOD#10	This MOD is needed for HDR to provide Design Support During Construction services including but not limited to: preparation of concept of operations for the Emergency Operations Center and Security Operations Center; low voltage systems support; design reviews; submittal reviews; answering RFIs, etc.	5	Between \$1M and \$5M
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**C. PROFESSIONAL SERVICES CONTRACTS**

	None		
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**D. CONSTRUCTION SUPPORT SERVICES CONTRACTS - CONTRACT NO. PS66100MC076001 - CENTER STREET MANAGEMENT PARTNERS, JV**

	None		
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## Metro Blue Line Resignaling Project

### I. APPROVED MODIFICATIONS/CHANGES GREATER THAN \$500K IN THIS REPORTING PERIOD (December 1, 2020 - February 28, 2021)

Change Types:

1 - Betterment   2 - Third Party   3 - Differing Site Conditions   4 - Regulatory Requirements   5 - Scope   6 - Value Engineering   7 - Safety

#### A. DESIGN BUILD CONTRACT - Contract C1081 Metro Blue Line Resignalling - Mass Electric

MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in <b>BOLD</b> fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
	None					

#### B. PROFESSIONAL SERVICES CONTRACTS

MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in <b>BOLD</b> fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
	None					

#### C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

	None					
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**II. PENDING MODIFICATIONS/CHANGES GREATER THAN \$500K (December 1, 2020 - February 28, 2021)****A. DESIGN BUILD CONTRACT - Contract C1081 Metro Blue Line Resignalling - Mass Electric**

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
Updated CN 6.1 (Replaces CN 6 reported last quarter)	<u>Train Control at Florence C&amp;S Bungalow:</u> This is for Modifications on the Train Control Scope to include the installation of the clean agent fire suppression system in the new train control bungalows. Documents affected: Scope Modifications to Section 01 11 00 of the Scope of Work, Subsection 1.03.A.3	5	3,729,993

**B) PROFESSIONAL SERVICES CONTRACTS**

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
SECOTRANS - Task Order 6 (Mod 5)	Design Support During Construction - Project will issue a Mod 5 for approximately 825,000. Mod 4 was no cost extension. <u>Mod 5 was issued for only 464K</u>	5	825,000
SECOTRANS - Task Order 6 (Mod 7)	Design Support During Construction - Project thought it would issue a Mod 7 for approximately 500,000. Mod 6 was no cost extension. <u>Mod 7 was issued for only 449K</u>	5	825,000

**C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS**

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		



## Willowbrook/Rosa Parks Improvements Project

### I. APPROVED MODIFICATIONS/CHANGES GREATER THAN \$500K IN THIS REPORTING PERIOD (December 1, 2020 - February 28, 2021)

Change Types:

1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety

#### A. DESIGN BUILD CONTRACT - C1161 Willowbrook/Rosa Parks Improvements - Icon West

MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in BOLD fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
MOD 42 (CO 24)	<u>Mezzanine Finishes – Bulletin 11 and RFI 470.1</u> Perform work on Mezzanine as per the RFI response and Bulletin 11	5	1/3/2020	6/4/2020	\$ 533,274	\$ 723,519
MOD 97 (CO 67 and 67.1)	<u>Bulletin 28 and Bulletin 28.1– Add Gross Solids Removal Device (GSRD) &amp; Cistern</u> The design drawings have been revised to include a second Gross Solids Removal Device (GSRD) and Cistern at the north end of the project site.	5	N/A	2/11/2021	\$ 1,126,337	\$ 916,328
MOD 103 (CO 31 and 31.1)	<u>Power Quality Study for AP1 and AP3, and Replace Distribution Board at P1B</u> The Contractor is to perform a Power Quality Study for main distribution panels AP1 and AP3 in the TPSS room and replace the distribution board for panels P1B in electrical room E002.	5	N/A	2/26/2021	\$ 808,532	\$ 802,222

#### B) PROFESSIONAL SERVICES CONTRACTS

	None					
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#### B) THIRD PARTY AGREEMENTS

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Rough Order of Magnitude Cost
	None					

**II. PENDING MODIFICATIONS/CHANGES GREATER THAN \$500K (December 1, 2020 - February 28, 2021)****A) DESIGN BUILD CONTRACT - Contract C1161 - Icon West**

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
CN 21	<u>Update Specifications RFC1 / RFC 3 / Bulletin 3</u> In conformance with the documents in the architect's Bulletin 3 dated June 6, 2019, the Contractor shall proceed with the changes in the construction of a new Customer Service and Security Building, Mobility Hub, pedestrian promenade, outdoor plaza, Blue Line platform and mezzanine extension, and renovation of two existing Green Line elevators. The revised package includes revisions to various sections in the Drawing package and Technical Specifications, including structural, civil-site, architectural, signage, electrical, and plumbing.	5	\$ 1,850,000

**B) PROFESSIONAL SERVICES CONTRACTS**

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	Design Support During Construction		

**C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS**

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		

**d) THIRD PARTY AGREEMENTS**

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		



## Board Report

**File #:** 2021-0121, **File Type:** Informational Report

**Agenda Number:** 38.

### CONSTRUCTION COMMITTEE APRIL 15, 2021

**SUBJECT: OFFICE OF THE INSPECTOR GENERAL CONSTRUCTION CHANGE ORDER SPOT CHECKS**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE Office of the Inspector General Change Order Construction Spot Check Report for the period December 1, 2020 to February 28, 2021.

#### **ISSUE**

On January 25, 2018, the Metro Board directed the Office of the Inspector General (“OIG”) to conduct random spot checks on change orders for the projects listed in the quarterly program management report to ensure that the CEO Delegation of Authority to approve Construction Change Orders Policy is performing in the manner desired by the Board of Directors.

#### **BACKGROUND**

The OIG’s Construction Change Order Spot Check Program (“Spot Checks”) focuses on approved change orders and modifications that exceed \$500,000. The four change orders in this report were selected from the April 2021 Program Management Major Project Status Report (Legistar file # 2021-0118) covering December 1, 2020 to February 28, 2021. The information for the Spot Checks was collected from the Program Management Information System (PMIS) which is the department’s database system. Also, TEAM meetings and telephonic interviews were conducted with Metro Program Management, Project Control, and Procurement staff from each project office.

We found that all four of the change orders in this report were negotiated and executed more expeditiously than would have occurred pursuant to the former Board approval process, and all four were approved faster with the new delegation of authority. In addition, three of the four change orders were negotiated at lower cost than the contractors’ proposed price. For the remaining change order, the final award amount is being negotiated. This quarter’s Spot Checks of change orders found the delegation of authority has resulted in:

- A negotiated amount that was less than the Contractors’ proposed price for the work to be done,
- Contractor immediately ordering parts and materials, reducing delay,

- Contractor continuing working without stoppages related to these change orders, and
- Zero construction delay costs incurred for these changes.

Each Spot Check summarizes the following areas:

- Description of the change order,
- Change order detail,
- Scope of Work,
- Budget,
- Schedule: Time to execute the change order, and
- Recommendations, if any.

Metro's Program Control department will provide responses to the recommendations in this report of OIG Spot Checks within 30 days after this Board report. Included with this report is a separate spreadsheet of recommendations and the status of responses concerning former OIG Spot Check recommendations.

## **DISCUSSION**

### **Spot Checks Performed in this Quarter**

#### **Spot Check #1 - Crenshaw/LAX Transit Corridor Project**

This OIG Spot Check report concerns the Crenshaw/LAX Transit Corridor Project (Contract C0988 CO 253.3) Landscape Changes - Park Mesa.

#### **Change Order Detail**

See Attachment A Spot Check #1 chart.

#### **Summary #1**

**Scope of Work** -Destination Crenshaw is a community-inspired and funded project along Crenshaw Blvd, which will include outdoor public art, streetscape, and landscaping in the medians on both sides of Crenshaw Blvd, within the Crenshaw Rail Project limits.

Metro and the City of Los Angeles have agreed to coordinate efforts and utilize some of the design plans by Destination Crenshaw instead of only Metro's original landscape design since the landscaping proposed for Destination Crenshaw is in the same area as the Crenshaw/LAX Rail Project. That coordination will prevent duplication and conflicting work plans. This change order is a combination of deleted and added work plans which include procurement of trees, shrubs and ground cover, planting, two years of maintenance, an irrigation system, and bike racks.

Metro and the Contractor have not come to an agreement on the entire scope of work and costs. Ongoing negotiations are occurring to determine what changes were included in the contract and what are new additional costs. The project team used a "not to exceed" amount method to authorize commencement of work to avoid a schedule impact while those discussions continue. The Contractor receiving the funds are the Metro prime and its subcontractors, not Destination Crenshaw.

**Budget** - The Not to Exceed amount for this change order is \$2,000,000. The Contractor's proposal was \$5,711,786 and final negotiations are not complete. The Independent Cost Estimate (ICE) just

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for the subcontractor performing the landscape work is \$1,726,733 and the Rough Order of Magnitude (ROM) amount for the entire change is \$2,000,000. Metro will complete the estimate for the change prior to final negotiations. Because the final award amount is not negotiated, the dollar amount and percentage saved cannot be calculated. Staff stated that the change will result as a net increase to the contract for Walsh Shea.

**Schedule** - The new CEO Delegation of Authority method was utilized for this modification. The scope of work is not agreed upon and this change order was issued to authorize work to avoid a schedule impact. If this change order had gone to Board for approval, it would have been the upcoming May 2021 Board which would have been 55 work-days later causing a schedule impact to the Contractor.

**Recommendation** - The OIG recommends that we identify quickly the differences in cost between the new scope of work from the contract and finalize plans and the cost with the prime Contractor.

### **Spot Check #2 - Regional Connector - Transit Corridor Project**

This OIG Spot Check report concerns the Regional Connector - Transit Corridor Project (Contract C0980 MOD-00188) 2<sup>nd</sup>/Hope Pedestrian Bridge - Construction.

### **Change Order Detail**

See Attachment A Spot Check #2 chart.

### **Summary #2**

**Scope of Work** - The Broad originally asked Metro to make design changes to the 2<sup>nd</sup> and Hope Street Station Pedestrian Bridge to allow direct access from the station to the Broad museum and parking structure. This change order covers the differential between the construction costs for the previous design of the Pedestrian Bridge and the new design. Changes for the Pedestrian Bridge at 2<sup>nd</sup> and Hope Street Station include: changes to the rebar, formwork, concrete piles, columns, decking, plumbing, and electrical, as well as aesthetic and environment changes with landscaping, planters, handrail and guardrails modifications.

**Budget** - This modification was negotiated, and the award amount is \$3,051,100. The Contractor's proposal was \$3,142,506 and the ICE was \$2,998,353. The award amount was \$91,406 (2.9%) under the Contractor's proposal. The negotiated amount was \$52,747 (1.8%) over the ICE. Staff stated that funds for this change are within the approved Life-of-Project budget.

**Schedule** - The new delegation process was utilized for this modification. The agreed upon scope of work occurred on November 10, 2020. The modification was awarded on December 22, 2020 and was completed in 30 workdays. Under the prior Board approval method for change orders, assuming a January Board meeting date, it would have taken an additional 52 workdays to complete the work.

**Recommendation** - The OIG has no recommendation concerning this change order.

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### **Spot Check #3 - Purple Line Extension Section 2 Transit Project**

This OIG Spot Check report concerns the Purple Line Extension Section 2 Transit Project (Contract C1120 MOD-0095), Station and Bicycle Parking, Architectural Features Design and Construction Changes at Wilshire/Rodeo and Century City Constellation Stations.

#### **Change Order Detail**

See Attachment A Spot Check #3 chart.

#### **Summary #3**

**Scope of Work** - The changes in this modification pertains to both the design drawings and construction as requested by Metro Planning department. There have been multiple architectural updates to the Metro Rail Design Criteria (MRDC) and the Metro bike hub system that were finalized after the issuance of the construction contract. Some of those updates have been incorporated into Section 1 of the Purple Line Extension. These changes will allow uniformity of design on the Purple Line in Section 1 and 2 as well improve the customer experience.

This change order adds: stainless steel accoutrements for reduced equipment failure due to outside conditions for ticket vending machine areas, canopies over the entrance plaza, elevators, emergency exit doors, paneling under stairs and escalators, as well as color change to the floor pavers, and modified bicycle racks. These and other modifications result from the architectural updates to the MRDC to improve equipment performance and the customer experience.

**Budget** - This modification was negotiated, and the award amount is \$1,540,404. The Contractor's proposal was \$4,616,725 and the ICE was \$513,374. The award amount was \$3,076,321 (66.6%) under the Contractor's proposal. The negotiated amount was \$1,027,030 (200.1%) over the ICE. A technical analysis, factfinding and further refinement of required work activities took place to narrow in Metro's favor the initial large cost disparity between the ICE and the Contractor's proposal to arrive at a fair and reasonable forward price. Staff stated that funds for this change are within the approved Life-of-Project budget.

**Schedule** - The new delegation process was utilized for this modification. The agreed upon scope of work occurred on November 6, 2020. The modification was awarded on January 7, 2021 and was completed in 42 workdays. Under the prior Board approval method for change orders, assuming a January Board meeting date, it would have taken an additional 53 workdays to complete the work.

**Recommendation** - The OIG recommends that Purple Line, Section 3, be immediately evaluated to determine if the MRDC architectural updates and the Metro bike hub system changes have been incorporated into the Purple Line Extension Section 3 Transit project. This will ensure consistency, compliance with the MRDC, and cost assessments to be determined and negotiated at the earliest possible time.

### **Spot Check #4 - Purple Line Extension Section 2 Transit Project**

This OIG Spot Check report concerns the Purple Line Extension Section 2 Transit Project (Contract C1120 MOD-0100), Century City Constellation Main Entrance - Construction.

#### **Change Order Detail**

See Attachment A Spot Check #4 chart.



#### **Summary #4**

**Scope of Work** - The NE corner of Constellation Blvd. and Avenue of the Stars in Century City is the JMB property where the new Century City Constellation Station will be located. Metro has been awaiting JMB's proposed plans for its contiguous property while Metro has been in negotiation with JMB for a corner of their property for the new Station to be built there. JMB has finalized their plans in coordination with Metro. Metro Real Estate Department has completed negotiations with JMB property owners for the related easement on JMB's property. This acquisition was a planned event that was not completed until this time.

The project team and Metro Real Estate Department has found that by rotating the entry way plan 90 degrees, it will utilize a smaller footprint and the real estate acquisition was significantly reduced, thereby reducing an anticipated change order by \$10 million. Rotation of the new station also avoided unnecessary delays to the Contractor, provides for a more efficient main entrance plaza and an enhanced bike hub.

This modification covers construction of the revised entrance from the plaza, down to the ticketing area and includes all elevators, escalators, stairways, artwork decoration, electrical, security, ventilation, fixtures, and related work costs. The design cost was covered in a previous change order.

**Budget** -This modification was negotiated, and the award amount is \$25,500,000. The Contractor's proposal was \$32,776,271 and the ICE was \$21,121,000. The award amount was \$7,276,271 (22.2%) under the contractor's proposal. Staff stated that funds for this change are within the approved Life-of-Project budget.

**Schedule** - The new delegation process was utilized for this modification. The agreed upon scope of work occurred on October 8, 2020. However, the modification took a long time to negotiate because of the cost disparity between the amount Metro was willing to offer and final amount acceptable to the Contractor. The modification was executed on February 4, 2021 and was completed in 81 workdays. Under the prior Board approval method for change orders, assuming an April Board meeting date, it would have taken 138 workdays to complete the work.

**Recommendation** - The large cost disparities between the ICE and a Contactor's proposal on high dollar transactions should continue to prompt further technical and commercial evaluation in order to arrive at a fair and reasonable price. The OIG recommends that the ICE be evaluated by the Estimating department to further evaluate the significant differences between the Contractor's proposal and their independent estimate utilizing both technical and commercial evaluation.

#### **FINANCIAL IMPACT**

This report will have no Financial Impact to the agency.

##### **Impact to Budget**

For all of the construction change orders reviewed, Metro states the funds are within the approved budget, and will utilize the contingency funds to cover the costs.

- Spot Check #1) \$2,000,000 Crenshaw/LAX Transit Corridor Project

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- Spot Check #2) \$3,051,100 Regional Connector Transit Corridor Project
  - Spot Check #3) \$1,540,404 Purple Line Extension Section 2
  - Spot Check #4) \$25,500,000 Purple Line Extension Section 2

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The recommendations that the Office of Inspector General has put forward support Metro's Strategic Plan Goal #5: Provide responsive, accountable, and trustworthy governance within the Metro organization and CEO goals to exercise fiscal discipline to ensure financial stability. The OIG mission includes reviewing expenditures for fraud, waste, and abuse in Metro program, operations and resources. For each selected change order reviewed, the OIG evaluates whether there are red flags of fraud, waste, or abuse taking place. We report the details of the significant change orders and make recommendations consistent with the OIG's Construction Best Practices report dated February 29, 2016, more particularly focusing on lessons learned, improving efficiencies, and prudent spending.

Our goal is to provide rational, trustworthy information to the Board and support the efforts of Metro management to constantly improve and refine its efforts for the benefit of the public. The Office of the Inspector General will continue reporting to the Board the results of Construction Change Order Spot Checks selected from the Program Management Major Project Status Quarterly Report.

### **NEXT STEPS**

The OIG shall provide every quarter, an on-going spread sheet of recommendations to Program Control. Program Control and Program Management agrees to respond to the recommendations of the OIG within 30 days. The OIG continues to meet periodically to discuss reports, recommendations, and the status of implementation of the recommendations with Project Management, and receive updates. The list of OIG recommendations and Metro management responses, is an attachment to this OIG report (Attachment B).

### **ATTACHMENTS**


Attachment A - Change Order Details for Spot Checks

Attachment B - Tracking Sheet of OIG Recommendations and Responses

Attachment C - Power Point for April 2021 Construction Spot Checks

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Karen Gorman  
Inspector General

**Spot Check #1 – Crenshaw/LAX Transit Corridor Project - Contract C0988****Change Order Detail**

<u>Description of Change Order CO-00253.3</u> Landscape Changes – Park Mesa	
<u>Change Order Dates:</u>	
Scope of Work approved	Not settled
Change Order Executed	March 11, 2021
<u>Elapsed Time for Executing Change Order:</u>	
Using new delegated process	0 work days
Estimate using former Board approval process Agenda for the upcoming May 2021 Board	55 work days
<u>Cost of Change Order:</u>	
Metro independent cost estimate (ICE)	\$1,726,733
Contractor's proposed cost	\$5,711,786
Not To Exceed amount	\$2,000,000
Percentage of negotiated amount over ICE	Undetermined %
Amount negotiated less than the Contractor's proposal	Undetermined \$

**Spot Check #2 – Regional Connector Transit Project - Contract C0980****Change Order Detail**

<u>Description of Modification MOD-0188</u> 2 <sup>nd</sup> /Hope Pedestrian Bridge - Construction	
<u>Change Order Dates:</u>	
Scope of Work approved	November 10, 2020
Modification Executed	December 22, 2020
<u>Elapsed Time for Executing Change Order:</u>	
Using new delegated process	30 work days
Estimate using former Board approval process Agenda for the January Board (no December Board)	52 work days
<u>Cost of Change Order:</u>	
Metro independent cost estimate (ICE)	\$2,998,353
Contractor's proposed cost	\$3,142,506
Negotiated amount	\$3,051,100
Percentage of negotiated amount over ICE	1.8%
Amount negotiated under Contractor's proposal	\$91,406

**Spot Check #3 - Purple Line Extension Section 2 Transit Project - Contract C1120****Change Order Detail**

<u>Description of Modification MOD-0095</u> Station and Bicycle Parking, Architectural Features Design and Construction Changes at Wilshire/Rodeo & Century City Constellation Stations	
<u>Change Order Dates:</u>	
Scope of Work approved	November 6, 2020
Modification Executed	January 7, 2021
<u>Elapsed Time for Executing Change Order:</u>	
Using new delegated process	42 work days
Estimate using former Board approval process Agenda for the January Board (no December Board)	53 work days
<u>Cost of Change Order:</u>	
Metro independent cost estimate (ICE)	\$513,374
Contractor's proposed cost	\$4,616,725
Negotiated amount	\$1,540,404
Percentage of negotiated amount over ICE	200.1%
Amount negotiated under Contractor's proposal	\$3,076,321

**Spot Check# 4- Purple Line Extension Section 2 Transit Project - Contract C1120****Change Order Detail**

<u>Description of Modification - MOD-0100</u> Century City Constellation Main Entrance - Construction	
<u>Change Order Dates:</u>	
Scope of Work approved	October 8, 2020
Modification Executed	February 4, 2021
<u>Elapsed Time for Executing Change Order:</u>	
Using new delegated process	81 work days
Estimate using former Board approval process Agenda for the April Board	138 work days
<u>Cost of Modification:</u>	
Metro independent cost estimate (ICE)	\$21,121,000
Contractor's proposed cost	\$32,776,271
Negotiated amount	\$25,500,000
Percentage of negotiated amount over ICE	22.2%
Amount negotiated under the Contractor's proposal	\$7,276,271

ATTACHMENT B (April 2021)

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## ATTACHMENT B (January 2021)

OIG REPORT/ SPOT CHECK # MOD #	RECOMMENDATIONS	MANAGEMENT'S RESPONSES	COMPLETION DATE
January 2021 #1 Contract C0980 MOD-00184 Regional Connector - Transit Corridor Project Expanded Duco Yard and Temple Street Sanitary Sewer Work	The OIG recommends that future contracts with the designer should include verification of sewers identified as abandoned, and to document the verification on the construction drawings if the cost of such verification is minor and the consequences of reliance on erroneous information is significant. Additionally, the OIG recommends that the as-built record drawings at the City be updated.	Planning and engineering need to rely on as-built records for much of their work. However, where key utilities are involved, it is best that their condition and status be validated during the preliminary design phase. This investigation is often expensive and not easily performed without site investigation. The engineer must use his/her judgement to determine which utilities require physical investigation and inspection. Project budget contingency should be set aside for utility discrepancies that may be discovered during construction. Agree that even minor utilities, improperly documented, can have a significant cost and/or schedule impact to a project and should be investigated early, to the extent possible. The City is the best entity to ensure that underground maps are complete.	No further action from Regional Connector as project design has already been completed. However, efforts are continually made to perform potholing investigations for verification prior to construction so as to avoid impacts to schedule should discrepancies be found.
January 2021 #2 Contract C1045 MOD-00121 Purple Line Extension Sect. 1 Alternate Soil Disposal	<p>California laws, including Senate Bill 1383 of 2016 set mandatory targets to reduce waste going to landfills. Metro developed a recycling policy (GEN 51) in response to State recycling goals and to support Metro's sustainability goals. The Conditional Use Permit for the Chiquita Canyon Landfill was set to expire and the Landfill operator sought a new permit, which was granted in July, 2017. The new permit requirements limits the rate of tonnage of dumping allowed, hours of operation, and the county set other multiple requirements that Chiquita Canyon must adhere. The OIG recommends:</p> <ol style="list-style-type: none"> <li>1. Construction waste disposal options are utilized to minimize project costs and to help achieve the reduction goal of a 75% reduction in waste by 2025;</li> <li>2. Project teams work very closely with the Metro Sustainability Department, State, Los Angeles County, other regulators, landfill owners, and contractor's personnel, to determine options consistent with GEN 51 for the reuse of soils and construction debris in the current or other construction sites;</li> <li>3. When a Board member has a matter come before them at their respective municipalities that can potentially effect Metro projects, if they would give notice to Metro of the matter, Metro can determine how its projects will be impacted and possibly address the matter with the municipality or 3rd party prior to the matter being approved including possibly negotiate that the terms of a permit not allow price increases or other impacts on Metro projects where contractual commitments have previously been negotiated in reliance on previous conditions;</li> <li>4. LA Metro evaluate how other LA Metro projects for which a contract was entered may be impacted by the newly imposed landfill mitigations and higher fees.</li> </ol>	<p>Metro acknowledges the recommendations listed and provides the following responses below:</p> <ol style="list-style-type: none"> <li>1. Per contract, the project must divert/recycle 75% of waste. Purple Line Section 1 has diverted 100% of excavated clean material on the project to be reused as beneficial cover or fill at offsite projects.</li> <li>2. The Purple Line Section 1 project has a member of the Metro Environmental Compliance and Sustainability Department (ECSD) on staff. This team member updates project management and contractors on opportunities to reduce waste impacts as they become available across the county.</li> <li>3. Acknowledged</li> <li>4. ECSD management will review awarded projects and available facilities and make recommendations on where to make changes to disposal practices as needed.</li> </ol>	
January 2021 #3 Contract C1120 MOD-0091 Purple Line Extension Sect. 2 Increase UPS Spare Capacity at Wilshire Rodeo and Century City Constellation Stations	The OIG recommends that immediately prior to sending out an RFP, Metro should insure that the most current MRDC is used.	In this case, the updated MRDC Section 8 was added to the RFP near the end of the solicitation period, but conflicts with other contract documents were not identified because of the late issuance of the update. Staff agree that all future changes to the MRDC should be coordinated by Metro Engineering and issued before future RFPs are released.	



## ATTACHMENT B (January 2021)

OIG REPORT/ SPOT CHECK # MOD #	RECOMMENDATIONS	MANAGEMENT'S RESPONSES	COMPLETION DATE
January 2021 #4 Contract C1152 CO-0005.1 Purple Line Extension Sect. 3 VA Hospital Replacement Parking for Lot 42 During Station Construction Phase	The OIG recommends that the Project office and Real Estate continue to work closely and aggressively to come to a full resolution with the VA hospital and the contractor on the modified costs.	Agree	

## ATTACHMENT B (October 2020)

OIG REPORT/ SPOT CHECK # MOD #	RECOMMENDATIONS	MANAGEMENT'S RESPONSES	COMPLETION DATE
October 2020 #1 Contract C0988 MOD-00485 Crenshaw/LAX Transit Corridor Project Case 5 Bedding Required by LABOE	<p>Since the 'Green book' states the support and materials for sewer and storm drain pipe are to be encased in concrete, the OIG recommends that the LA Metro rail standard drawing US-014, be updated to reflect the required City standard and Metro may negotiate with the LABOE to adopt a different standard for specific projects as warranted.</p> <p>We further recommend, as discussed in previous reports, that Metro study the large discrepancies between the Metro ICE and the award amounts to determine if there is a method by which those discrepancies can be narrowed. This recommendation applies to many of the Spot Checks reviewed in this Report, and is based also on a Metro audit completed by the Management Audit Services Department that noted significant discrepancies in these amounts to be a frequent occurrence.</p>	Recommendation will be incorporated into C/LAX project Lessons Learned.	
October 2020 #2 Contract C1045 MOD-00111 Purple Line Extension Sect. 1 Fairfax Paleo Zone Modified Limits	The OIG recommends future GBR's include a more comprehensive underground site assessment to determine a better approximation of the marine and paleo geological layers. In this instance, a robust underground assessment would have avoided the costly change order. However, the additional excavation costs would have been included in the higher base bid value.	Recommendation will be incorporated into PLE1 project Lessons Learned.	
October 2020 #3 Contract C1120 MOD-00080 Purple Line Extension Sect. 2 Demobilization and Remobilization due to COBH Moratorium	<p>The MOA between Metro and COBH imposes additional restrictions on Metro and adds costly change orders to the original contract.</p> <p>The OIG recommends Metro adopts a standardized MOA for use in negotiations with all jurisdictions within Los Angeles County and utilizes this agreement for every construction project going forward in each respective jurisdiction and that budget estimates for projects should be revised as necessary to take into consideration MOAs entered into.</p>	Agreed.	
October 2020 #4 Contract C1151 MOD-0004.1 Purple Line Extension Sect. 3 Increase Ground Water Treatment Plant Capacity at Tail Track Exit Shaft	<p>It is the OIG's understanding that water pump tests and water quality tests were performed, but they were performed at the original location, the Army Reserve site, which is no longer the correct shaft location. Now the site is at the Veterans Administration property. A change in location can greatly affect both the levels and quality of the groundwater, thus increasing the revised dewatering process.</p> <p>It is critical that the Real Estate Department be included at the earliest possible time in negotiating the property requirements for a project. Having to change location plans after a contract award can have significant scheduling and expense consequences.</p>	The location of the Tail Track Exit Shaft had to move from an environmentally cleared site occupied by the Army reserve site to the US Department of Veterans Affairs West Los Angeles campus when it became evident that the US Army Reserve was unwilling to allow the use of this location for either construction laydown or a permanent Metro Facility. Metro Real Estate and Project staff successfully negotiated with the Department of Veterans Affairs to enable relocation of this construction laydown area and permanent facility to their West Los Angeles Campus.	

## ATTACHMENT B (October 2020)

OIG REPORT/ SPOT CHECK # MOD #	RECOMMENDATIONS	MANAGEMENT'S RESPONSES	COMPLETION DATE
October 2020 #5 Contract C1151 MOD-0005 Purple Line Extension Sect. 3 Addition of Sepulveda Staging Area to Compensate VA Site Reduction	<p>The Purple Line Extension 3 was a 'next decade project' and was accelerated to be completed in the next 5 years with many project processes that had to be compressed to meet the schedule. We also understand that the real estate acquisition process is contingent on the funding being in place.</p> <p>The real estate acquisition process and all other real estate arrangements must be negotiated as early as possible and negotiate those property rights strategically to ensure we have our real estate needs met at the earliest and least expensive manner possible.</p>	<p>The space available for staging at the Tail Track Exit Shaft on the Department of Veterans Affairs Campus is limited; being located in a nationally designated historic district. Metro Real Estate and Project Staff have and are working closely together, in a timely manner to ensure real estate acquisitions are coordinated with project need dates to minimize overall risk and cost to Metro in delivering the project.</p>	

## ATTACHMENT B (August 2020)

OIG REPORT/ SPOT CHECK # MOD #	RECOMMENDATIONS	MANAGEMENT'S RESPONSES	COMPLETION DATE
August 2020 #1 Contract C1045 MOD-00095 Purple Line Extension Sect. 1 Transit Project: Phase 5 Golder EOR Mitigation Plan Implementation	<p>The OIG is in agreement with applying extra safety precautions that the Metro project office has put forward. Where conditions are relatively unique to the tunneling industry, more prescriptive specifications for means and methods in these zones is warranted.</p> <p>Since the Contractor, Golder Gas, performed the entire mitigation plan including removal and mitigation, the OIG recommends that LA Metro ensure that Golder Gas is held contractually, jointly, and severally liability for any future incident involving gas in the area where the soil vapor extraction wells and the monitoring wells are installed and abandoned. This is the common practice in environmental cases where a "consulting expert" is hired to monitor and mitigate a hazardous substance issue.</p>	The Section 1 Project will review the indemnification text issued to Golder that was required by STS in order for Golder to proceed with the work. This indemnification will determine what Golder's future obligations are.	
August 2020 #2 Contract C1045 MOD-00106 Purple Line Extension Sect. 1 Center Muck Shaft at La Brea (ECI-03)	The OIG recognizes that this type of shaft at the La Brea station can serve a legitimate purpose and that the OIG recommends that use of such methods should be considered and contemplated in future project specifications and a reserve for same should be made when the savings in time, expense, and safety outweigh the cost of such a shaft.	OIG comment received will be included in the lessons learned.	
August 2020 #3 Contract C1045 MOD-00107 Purple Line Extension Sect. 1 Center Muck Shaft at La Brea (ECI-03)	The OIG is concerned that a bid of 40% over an ICE, when you are in a noncompetitive circumstance, may not be a good faith offer or bad communication on specifications. Such behaviors can have the effect of damaging a relationship during an early phase of construction and create distrust that can harm project collaboration in the future. We appreciate a contractor's willingness to proceed on work even without a commitment from Metro in some cases for the payment for that work, but recommend the contractor exercise greater care in formulating its proposals and that Metro be clear and fair but diligent and firm in its ICE calculations and negotiations stance.	OIG comment received. Contractor will be reminded to have appropriate personell attend the fact finding and provide timely complete CSP in order to resolve issues in a collaborative manner.	

## ATTACHMENT B (August 2020)

OIG REPORT/ SPOT CHECK # MOD #	RECOMMENDATIONS	MANAGEMENT'S RESPONSES	COMPLETION DATE
August 2020 #4 Contract C1120 MOD-00073 Purple Line Extension Sect. 2 Century City Constellation Station Track work Extension	<p>1. The OIG is concerned that a bid is almost 3 times over the ICE, when you are in a noncompetitive circumstance, may not be a good faith offer or bad communication on specifications. Such behaviors can have the effect of damaging a relationship during an early phase of construction and create distrust that can harm project collaboration in the future. We appreciate a contractor's willingness to proceed on work even without a commitment from Metro in some cases for the payment for that work, but recommend the contractor exercise greater care in formulating its proposals and that Metro be clear and fair but diligent and firm in its ICE calculations and negotiations stance.</p> <p>LA Metro is having to absorb the cost of track extension change orders that arose due to errors and omissions on the part of the engineering consultant WSP. The OIG was informed that WSP miscalculated the braking distance in the initial project definition drawings that were supplied to the construction contractor. Metro will have to cover this expense with the contractor, but should look to the design engineering firm for reimbursement to Metro of the costs it would not have had to otherwise incur less amounts saved or mitigations.</p> <p>2. The OIG additionally recommends that Metro review the current Metro Rail Design Criteria (MRDC) compared to the newly released FRA track design standards for accommodating a train entering a stub-end to determine if any modification or update to our MRDC is warranted.</p>	<p>1. If a Cost and Schedule Proposal (CSP) is significantly higher than the Independent Cost Estimate (ICE), Metro's Contract Administrator and the Project Team engages in further meetings with the Contractor to clarify scope in order to determine the source of the discrepancies between the two estimates. These meetings are professional in nature, and often result in favorable resolution on a price that is somewhere between the ICE and the revised CSP. This process ultimately leads to the execution of mutually agreed upon Contract Modifications, and avoids costly disputes related to Changed Work.</p> <p>Related to the cost of the change, if WSP had calculated the braking distance correctly, the Contractor's proposal price would have included the cost for the trackwork that was recently added by Contract Modification. As a result, the awarded contract value would have been slightly higher, and the project contingency slightly lower at Notice to Proceed. The only additional cost that this error by WSP may have created is a theoretical premium for paying for added trackwork in a non-competitive environment, which would be difficult to prove. It should be noted that the difference between the executed Contract Modification price and the ICE was about 17%, or \$171,000. As a result, it is likely that it would be difficult for Metro to determine if it paid a non-competitive premium. That said, the recommendation will be discussed with senior executive management in VCM and Program Management to determine if any action against WSP will take place.</p> <p>2. This recommendation will be referred to Metro Engineering for consideration.</p>	

## ATTACHMENT B (April 2020)

OIG REPORT/ SPOT CHECK # MOD #	RECOMMENDATIONS	MANAGEMENT'S RESPONSES	COMPLETION DATE
April 2020 #1 C0980 MOD-00161 Regional Connector - Procure Medium Attenuation Fasteners in Lieu of Standard Direct Fixation Rail Fasteners for the 2nd & Broadway Crossover	<p>Regional Connector project is very unique because of all the existing historical buildings above the construction. Noise pollution has become a major concern for urban transit dwellers and authorities. The rule of thumb is a 10decibel technical increase in noise is heard by the human ear as "doubled" in loudness. When constructing underground for tunnels and stations the Environmental Impact Report must remember to always mitigate sound and vibration to protect the potentially impacted fragile surface buildings.</p> <p>The OIG recommends this scenario be written into the Lessons Learned file for future similar situations when constructing under historic or special case existing buildings.</p>	<p>The Regional Connector Project has extensive vibration mitigation elements included in the design where the operating guidway passes nearby sensitive receptors including recording studios, music venues and hotels. The project also requires that noise and vibration monitoring be performed during construction near sensitive facilities.</p> <p>The lesson learned and responded to in the referenced Contract Modification, is that information gathered during construction monitoring should be used to adjust the designed mitigations where field conditions indicate they are necessary.</p>	Completed with issuance of subject contract modification. Equipment to be installed 3rd quarter 2020
April 2020 #2 C1045 MOD-00098 Purple Line Sect. 1 Additional Air Scrubbers at Fairfax Station	<p>The OIG recommends further questioning to Southern California AQMD to determine why on a previous Metro construction contract (at the same location) they set the emission limit at 50 parts per billion, and the published standards are set at an emission limit of 30 parts per billion. On this contract the limits are set at 15 parts per billion. The inconsistency of the emissions limit should be taken under consideration and request in writing from AQMD why the standard emission limit could not be applied to this permit.</p> <p>The OIG further recommends in future construction pre-bid meetings, disclose to all potential contractors that the AQMD permit values necessary for the technical specification, "Temporary Construction Ventilation for Scrubber Units" has varied in the recent past and to verify the amount with an AQMD representative. If possible a commitment needs to be obtained from AQMD by the contractor at the time of submission of a bid amount, that the standard is firm for a defined period.</p>	<p>The emissions limit for equipment was set at the time the Contractor submitted the specific ventilation plan to SCAQMD for permit.</p> <p>The SCAQMD does not have a set standard for hydrogen sulfide, but the states standard is 30 parts per billion. SCAQMD develops their requirements based on specific site conditions. Our EIR states Metro and its contractors will set and maintain work equipment and standards to meet SCAQMD standards.</p> <p>A letter will be sent to SCAQMD for clarification on how SCAQMD can consistently apply emissions regulations for hydrogen sulfide for Metro's future projects.</p>	
April 2020 #3 C1120 MOD-00064 Purple Line Sect. 2 Geotechnical Instrumentation Installation and Monitoring AT&T and Beverly Hills High School	The OIG recommends that the independent estimator visit the field location concerning where the work for this change order will occur. The construction manager should walk the estimator through the scope of the changes for which they are developing a cost estimate. The independent estimate was a 126.7% lower than the negotiated price. Where such significant discrepancies in price estimates exist, either the estimator for Metro, or the estimator for the contractor needs to re-evaluate the scope of the change order.	Agreed. Moving forward the estimating group will endeavor to work even more closely with available subject matter experts to assure a thorough understanding of scope and of the engineering and construction processes involved.	
April 2020 #4 C1151 MOD-00001 Purple Line Sect. 3 Revise the Tail Track Exit Shaft Location from US Army Reserv to Veterans Affairs Property	<p>If the Army Reserve location had been negotiated prior to the contract award, these amounts might have been included in the original bid, although the price then and now might have been the same for this different location.</p> <p>The OIG recommends Real estate arrangements should be negotiated as early as possible.</p>	Metro agrees with the OIG's comment regarding the price of the change. The cost would roughly be the same whether it was negotiated prior to contract award or after award. We agree that real estate arrangements (agreements) should be negotiated as early as possible. The project initiated contact with the property owner for the Exit Shaft property acquisition after the project was identified to be accelerated from the original 2035 Revenue Service Date. Metro did engage in talks with the VA early in the Project but obtaining VA approval to access their property has not been without a few challenges that Metro was able to overcome.	



## ATTACHMENT B (January 2020)

OIG REPORT/ SPOT CHECK # MOD #	RECOMMENDATIONS	MANAGEMENT'S RESPONSES	COMPLETION DATE
Jan 2020 / #1 C0988-MOD-00437 Crenshaw/LAX UG1 (H2S) Ventilation Fans - Construction	none		
January 2020 #2 C0980 MOD-00154 Regional Connector - Acoustical Treatments for Areas Not on Finish Schedule	none		
January 2020 #3 C1045 MOD-00089 Purple Line Sect. 1 Development and On Site Validation of the Selected Gas Mitigation Option for M13	<p>While the soil at every site is unique, it is possible to create a standard for testing soils for gasses. There is no current rule or technical specification within Metro criteria for extraction of CH<sub>4</sub> or H<sub>2</sub>S from the soil.</p> <p>The OIG recommends after the final report is submitted by the contractor, that a technical specification for testing be developed and written into the MDRC to use in the future.</p>	PLE1 Final M13 Mitigation Report will be forwarded to Metro Geotechnical Department for their review and further processing.	
January 2020 #4 C1045 MOD-00090 Purple Line Sect. 1 Oil Well Investigation In Lieu of TBM Probe Ahead	<p>The implementation of the drilling and magnetometer survey from Section 1 has been incorporated into Purple Line Extension Section 2 and 3 contracts.</p> <p>The OIG recommends that the procedures implemented for locating tanks, pipes and other abandoned waste be added to the Lessons Learned database.</p> <p>The OIG further recommends that Metro evaluates whether to pursue recovery for waste removal costs under CERCLA (Comprehensive Environmental Response, Compensation, and Liability Act, also known as Superfund. Passed in 1980). The OIG recommends that Metro's Engineering Program Management provide information on this matter to Metro's Legal department to assist in making this determination and potentially pursuing this recovery.</p>	PLE1 implemented methodologies for locating known tanks, pipes and other abandoned waste will be added to the Lessons Learned database. PLE1 notes that the hazardous waste removal is relatively small/negligible compared with the overall volume of soil removed. After reviewing the potential ROI on pursuing legal actions against any potential responsible parties for cost recovery the current determination based on the available data is that it is not worth the effort and cost at this time. However, <b>it was decided that Metro County Counsel would provide a preliminary review on the issue and it would be revisited in the future.</b>	

# Office Of Inspector General Construction Change Order Spot Check Report

Presented By  
**Karen Gorman**  
Inspector General

April 2021

Construction Committee

Los Angeles County Metropolitan Transportation Authority



# Spot Check Costs

## Summary of Selected Change Order Costs

Four OIG spot checks of Change Orders / Modifications reported

### **1 Change Order for Crenshaw/LAX Transit Corridor Project**

❖ Landscape Changes – Park Mesa = \$2,000,000

### **2 Change Order Regional Connector Transit Corridor**

❖ 2<sup>nd</sup>/Hope Pedestrian Bridge – Construction = \$3,051,100

### **3 Change Order for Purple Line Section 2**

❖ Station and Bicycle Parking, Architectural Features Design and Construction Changes at Wilshire/Rodeo and CCC Stations = \$1,540,404

### **4 Change Order for Purple Line Section 2**

❖ Century City Constellation Main Entrance – Construction = \$25,500,000

# Spot Check Schedule Comparison

File #  
2021-0121

Schedule Comparison: new delegated process vs. former Board approval process

PROJECT	Title of Change Order	Time Saved Executed date to Board Mtg.	NEW Delegated Process final SOW to Executed date	Former Board Approval Process
CRENSHAW / LAX	Landscape Changes – Park Mesa	55	0	55
REGIONAL CONNECTOR	2 <sup>nd</sup> /Hope Pedestrian Bridge – Construction	22	30	52
WESTSIDE PURPLE LINE SECT 2	Station and Bicycle Parking, Architectural Features Design & Construction Changes at Wilshire/Rodeo & CCC Stations	11	42	53
WESTSIDE PURPLE LINE SECT 2	Century City Constellation Main Entrance – Construction	57	81	138

# Spot Check Recommendations

File #  
2021-0121

#1

Contract C0988

MOD-00253.3

Crenshaw/LAX

Transit Corridor

Project

Landscape Changes

– Park Mesa

The OIG recommends that we identify quickly the differences in cost between the new scope of work from the contract and finalize plans and the cost with the prime Contractor.

#2

Contract C0980

MOD-00184

Regional Connector

- Transit Corridor

Project

2nd/Hope

Pedestrian Bridge -

Construction

The OIG has NO recommendation for this change order.

April 2021

Construction Committee

Los Angeles County Metropolitan Transportation Authority

# Spot Check Recommendations

File #  
2021-0121

#3

Contract C1120

MOD-0095

Purple Line Extension

Sect. 2

Station and Bicycle

Parking, Architectural

Features Design and

Construction Changes

at Wilshire/Rodeo &

Century City

Constellation Stations

The OIG recommends that Purple Line, Section 3, be immediately evaluated to determine if the MRDC architectural updates and the Metro bike hub system changes have been incorporated into the Purple Line Extension Section 3 Transit project. This will ensure consistency, compliance with the MRDC, and cost assessments to be determined and negotiated at the earliest possible time.

#4

Contract C1120

MOD-0100

Purple Line Extension

Sect. 2

Century City

Constellation Main

Entrance - Construction

The large cost disparities between the ICE and a Contactor's proposal on high dollar transactions should continue to prompt further technical and commercial evaluation in order to arrive at a fair and reasonable price.

The OIG recommends that the ICE be evaluated by the Estimating department to further evaluate the significant differences between the Contractor's proposal and their independent estimate utilizing both technical and commercial evaluation.

April 2021

Construction Committee

Los Angeles County Metropolitan Transportation Authority







## Board Report

File #: 2021-0082, File Type: Contract

Agenda Number: 47.

### CONSTRUCTION COMMITTEE APRIL 15, 2021

**SUBJECT: PROGRAM MANAGEMENT SUPPORT SERVICES**

**ACTION: APPROVE RECOMMENDATIONS**

#### **RECOMMENDATION**

**AUTHORIZE:**

- A. An increase in authorized funding for Contract No. AE35279 with Kal Krishnan Consulting Services/Triunity Engineering and Management Joint Venture (KTJV), for pending and future Contract Work Orders to provide Program Management Support Services (PMSS) in an amount not-to-exceed \$8,000,000, increasing the current authorized funding limit for the base contract from \$63,347,705 to \$71,347,705 through FY22;
- B. The exercise of the two-year option in the amount not-to-exceed \$27,461,365, increasing the authorized funding limit from \$71,347,705 to \$98,809,070 for FY23 and FY24;
- C. The CEO or designee to execute individual Contract Work Orders (CWOs) and Contract Modifications within the Board authorized contract funding amount; and
- D. Authorize the CEO or direct staff to work with KTJV to develop a plan to achieve the 73.31% DBE commitment for this contract, and to meet this commitment by the end of calendar year 2021. If approved, the two-year option shall only be executed upon meeting the 73.31% commitment.

#### **ISSUE**

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

In April 2019, the Board approved two additional years of funding increasing the total not-to-exceed

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amount to \$51,306,204 for the first four years of the contract. In May 2020, the Board approved an increase authorized funding of the Contract by \$12,041,501, for a new funding limit not-to-exceed \$63,347,705. To date, staff has awarded CWO/Modifications totaling \$60,219,175 and has \$3,128,530 of the authorized funding remaining. Attachment B lists the PMSS contract CWO/Modifications executed to date. Each of the CWOs are funded from the associated projects' budget within the limits of Board authorization. Use of the Contract has exceeded staff expectation due in part to Board directed acceleration of projects. Additional funding authorization is now required to facilitate extending current work orders through FY22. With only 5% in current authorization remaining uncommitted, this additional funding authorization is required to execute work order period of performance extensions beyond June 2021.

As a result of the financial impacts to Metro due to COVID-19, in FY21 Metro staff has evaluated opportunities to reduce consultant support across all projects and are proposing a decrease in the current rate of consultant spending on the PMSS contract in comparison to prior years. We have a balance of \$3,128,530 and are now seeking to increase authorized funding of the base Contract by \$8,000,000, Therefore, the funding limit will not exceed \$71,347,705 for the base contract through FY22.

In addition, for ongoing future project support Metro wants to ensure continuity of the professional services. Therefore, we request authorization to exercise the two-year option in the amount not-to-exceed \$27,461,365, for total authorized Contract funding not-to-exceed \$98,809,070. Extending the contract duration to include the option period is beneficial to ensure consistent, reliable consultant services without interruption through the conclusion of the PMSS contract.

## **DISCUSSION**

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

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

### **Scope**

To support the aggressive project implementation schedule for delivering Metro's Capital Program, close coordination and expertise across multiple disciplines are required in the following eight key functions: project management, program management, project delivery development support, project control, estimating, configuration management, project management and other technical training, and

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Project Management Information System (PMIS) support services. In addition, the scope has allowed for contract administration and small business contract compliance support assisting Vendor/Contract Management (V/CM) to efficiently provide sufficient staffing needed to perform V/CM support activities.

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

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

#### Consultant Services

To date, KTJV has completed and is continuing staff augmentation assignments on major transit construction projects, miscellaneous capital project, security and safety projects, rail and bus facility improvements, wayside systems, soundwalls, Regional Rail, Highway, and Environmental projects; Metro Gateway staff augmentation for program-wide support; specialty assignments such as constructability review, risk assessment support, procedure writing and training, Project Management Information System (PMIS), Lessons Learned/Best Management Practices implementation, WIN LA, DBE Commercially Useful Functions, and P3 capability development support; and other projects as necessary (see Attachments B and E). KTJV has been responsive and works with Metro staff to provide the qualified resources necessary for Program Management to meet the aggressive implementation schedule for delivering Metro's Capital Program. KTJV will meet the committed DBE participation of 73.3% per their obligation by prioritizing DBE participation on task orders by December 2021. They will work with Metro and the CEO to achieve this commitment.

#### **DETERMINATION OF SAFETY IMPACT**

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

#### **FINANCIAL IMPACT**

The not-to-exceed award value is based on the anticipated level of services. Each individual CWOs will be funded from the associated projects' budget, within the limits of Board authorization. The project managers, cost managers and Chief Program Management Officer will be accountable for budgeting the cost in future years, including cost associated with exercising the option.

#### **Impact to Budget**

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

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

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

## **ALTERNATIVES CONSIDERED**

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

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

## **NEXT STEPS**

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

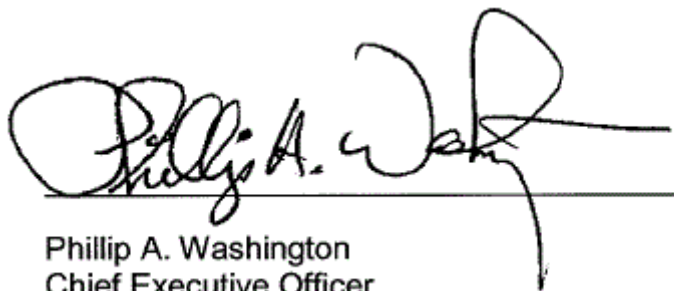
## **ATTACHMENTS**

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

Prepared by: Brian Boudreau, Sr. Executive Officer, Program Control, (213) 922-2474

Reviewed by:

Bryan Pennington, Interim Chief Program Management Officer, (213) 922-7449  
Debra Avila, Chief Vendor/Contracts Management Officer, (213) 418-3051



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Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## PROGRAM MANAGEMENT SUPPORT SERVICES (PMSS)

1.	<b>Contract Number:</b> AE35279			
2.	<b>Contractor:</b> Kal Krishnan Consulting Services/Triunity Engineering and Management Joint Venture (KTJV)			
3.	<b>Mod. Work Description:</b> Funding for additional Contract Work Orders for projects listed in Attachment D – Anticipated List of Projects			
4.	<b>Contract Work Description:</b> Program Management Support Services (PMSS)			
5.	<b>The following data is current as of:</b> March 4, 2021			
6.	<b>Contract Completion Status</b>		<b>Financial Status</b>	
	<b>Contract Awarded:</b>	June 22, 2017	<b>Original authorized funding limit:</b>	\$ 24,970,960.00
	<b>Contract Executed Date:</b>	August 18, 2017	<b>Total of Contract Work Orders and Modifications Approved:</b>	\$ 60,219,175.05,
	<b>Original Completion Date:</b>	August 18, 2022	<b>Proposed and Pending Contract Work Orders and Modifications (including this action):</b>	\$38,589,894.95
	<b>Current Est. Completion Date (with this action):</b>	August 18, 2024	<b>Total authorized funding limit (with this action):</b>	\$98,809,070.00
7.	<b>Contract Administrator:</b> Robert Romanowski		<b>Telephone Number:</b> (213) 922-2633	
8.	<b>Project Manager:</b> Mayumi Lyon		<b>Telephone Number:</b> (213) 922-4020	

**A. Procurement Background**

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

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

On May 28, 2020, the Board approved additional funding, increasing the total not-to-exceed amount to \$63,347,705 for the Work.



Attachment B shows that Forty-Seven Contract Work Orders and their Modifications have been issued to date to authorize and/or delete work, totaling \$60,219,175.05.

This Board Action is to approve an increase to the total authorized funding for Contract No. AE35279 basic term plus exercise a 2 year option in support of additional Program Management Support Services (PMSS) needs through FY24.

## **B. Cost/Price Analysis**

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

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

**CONTRACT WORK ORDER (CWO)/MODIFICATION LOG**

**ATTACHMENT B**

Project	CWO #	Description / Working Title	Total Contract Value	Date Executed	PoP Ends
Program Control Admin.	1	Program-wide Management Support: Metro requires Program Management Support Services (PMSS) in support of delivering Metro's transit, highway, regional rail, and other capital improvement projects on-time and within budget. The Consultant shall allocate technical expertise and proper resources in a timely manner, manage the contract budget, prepare forms and submittals as required, in addition to control, monitor, report on all costs, expenditures, schedule, and understand the contract requirements.	\$645,684.71	8/31/2017	6/30/2018
	1.1	Program-wide Management Support - Modify to Add Risk Assessment Advisor: This modification adds James Zack Consulting, LLC to the CWO.	\$16,350.00	11/15/2017	6/30/2018
	1.2	Program-wide Management Support - Modify City of Los Angeles Guidelines for LA Metro Projects: Program Management requires additional personnel with different technical expertise be added to perform priority policies and procedures.	\$57,629.36	1/23/2018	6/30/2018
	1.3	Program-wide Management Support - Extend PoP for FY19 (SOW same as original)	\$724,833.00	6/20/2018	6/30/2019
	1.4	Vehicle Lease for DEO, Cost Estimating: Metro requires a vehicle lease for DEO, Cost Estimating for travel to the Integrated Project Management Offices (IPMOs) and other work-related locations with a not to exceed yearly mileage of 12,000 miles.	\$9,303.00	8/24/2018	8/18/2019
	1.5	Add Facilitator/ Instructor for Program Management Leadership Team Workshop: facilitate a leadership team workshop of up to 30 Executive and Deputy Executive level attendees; create draft curriculum focused on themes of communication/trust, provide all handouts, presentations to conduct and facilitate the workshop; staff interviews; Final Workshop curriculum; workshop on October 19, 2018; post workshop meeting debrief to discuss consultant recommendations.	\$24,164.51	10/9/2018	6/30/2019
	1.6	Vehicles: three 24-month vehicle leases for New Blue projects and two 24-month vehicle leases for Soundwall 11 for travel to work-related locations with a not to exceed yearly mileage of 12,000 miles per vehicle. Metro staff may only use the vehicle for project use. The eligible costs including monthly costs for the lease, insurance, registration, and vehicle safety equipment and allocation for fuel and maintenance were included in the calculated NTE final value.	\$135,884.50	10/9/2018	10/30/2020
	1.7	Parking: Modify to add monthly parking passes for each vehicle added in MOD 6. Three 24-month parking passes for New Blue projects and two 24-month parking passes for Soundwall 11. Include one-time fee for the parking card for each vehicle.	\$10,230.00	11/15/2018	10/30/2020
	1.8	Program - wide Management Support - Extend PoP for FY20 (SOW same as original)	\$762,538.00	8/5/2019	6/30/2020
	1.9	Vehicle lease extension for Cost Estimating	\$8,867.00	10/29/2020	9/30/2020
	1.10	Sr. Program Management Analyst support for Project Control tasks such as coordinating meetings, tracking contract budgets, creating and dispersing reports, etc.	\$95,405.00	10/18/2020	6/30/2020
	1.11	Continued PMSS through FY21	\$477,218.00	7/9/2020	6/30/2021
	1.12	Vehicle Lease Extension - FY21	\$75,277.00	1/21/2021	10/31/2022
ESOC	2	Constructability Evaluation and Risk Assessment Review: The Contractor shall perform a Constructability Evaluation and Risk Assessment relating to the Emergency Security Operation Center (ESOC) Project, particularly as it relates to transferred risks.	\$114,797.62	9/18/2017	11/17/2017
	2.1	Constructability Evaluation and Risk Assessment Review Mod 001 - Review of Cost Estimate: Contractor shall perform a Constructability Evaluation and Risk Assessment relating to the Emergency Security Operation Center Project, particularly as it relates to transferred risks. Modification No.1 to the subject CWO is required to add estimate review scope.	\$19,205.95	10/27/2017	11/17/2017
	2.2	Constructability Evaluation and Risk Assessment Review Mod 002 - Time Extension through December 17, 2017. The scope of services, as detailed in CWO-002, remains unchanged and there is no increase to the contract value.	\$0.00	11/15/2017	1/31/2018
	2.3	Constructability Evaluation and Risk Assessment Review Mod 003 - ODC's - Travel and Time Extension: Modify Contract Work Order AE35279-002 to add Other Direct Costs (ODCs) -Travel, for previously approved personnel of Consultant to attend one review meeting with Metro staff. Extend Period of Performance for Contract Work Order AE35279-002 from December 17, 2017 to January 31, 2018	\$1,631.00	12/8/2017	1/31/2018
	2.4	Constructability Evaluation and Risk Assessment Review Mod 004 - Time Extension through March 31, 2018. The scope of services, as detailed in CWO-002, remains unchanged and there is no increase to the contract value.	\$0.00	1/30/2018	3/31/2018
	2.5	Constructability Evaluation and Risk Assessment Review Mod 005 - Time Extension through June 30, 2018. The scope of services remains unchanged and there is no increase to the contract value.	\$0.00	3/13/2018	6/30/2018
	2.6	CWO Closeout	(\$12,847.75)	3/18/2020	3/30/2020
Project Delivery Support	3	Project Delivery Development Support - Overall advice and assistance are required on federal and project implementation issues that arise on Metro's major capital, including assistance on National Environmental Policy Act (NEPA) issues and documents, and litigation issues involving or affecting Metro projects.	\$300,000.00	9/12/2017	6/30/2018
	3.1	Project Delivery Development Support - Modified Direct Rate Ranges: Remove the fixed "Rate Per Hour" for the Project Delivery & Contract Development Technical Advisor and replace it with a "Direct Rate Range".	\$0.00	10/26/2017	10/26/2017
	3.2	Project Delivery Development Support - Extend PoP for FY19: continuation of support services for FY19; overall advice and assistance required on federal and project implementation issues that arise on Metro major capital projects including NEPA, full funding grant agreement, and litigation affecting the projects.	\$224,561.00	6/29/2018	6/30/2019
	3.3	Overall Advice and assistance are required on federal and project implementation issues that arise on Metro's major capital, including assistance on National Environmental Policy Act (NEPA) issues and documents, full funding grant agreement - Program Control, WPLE 2, WPLE 3	\$116,880.00	6/28/2019	6/30/2020
	3.4	Addition of support services for Capital investment grants as outlined in the original SOW & deletion of work for Construction Administration	(\$1.00)	5/7/2020	7/31/2020
	3.5	PoP extension of Project Delivery Development support	\$0.00	6/29/2020	7/31/2021
Crenshaw LAX SWY	4	Cost Estimating Support Services for Crenshaw/LAX and SW Yard Projects: Metro requires program control support services for Crenshaw/LAX and Division 16 Southwestern Yard Maintenance Projects; services to assist Metro to perform estimating functions: support development of budgets for the projects, support design optimization and constructability of the projects, and support procurement and administration of both project contracts.	\$1,057,745.06	9/15/2017	6/30/2018
	4.1	Crenshaw/LAX & Southwestern Yard Projects: Metro requires construction management support/Sr. Configuration Management Analyst on Division 16 Southwestern Yard Maintenance Project to be added to the program control support services scope.	\$121,907.44	11/13/2017	6/30/2018
	4.2	Cost Estimating Support Services for Crenshaw/LAX and SW Yard Projects - Add Personnel: Metro requires additional Sr. Cost Estimator to support Crenshaw/LAX and Division 16 Southwestern Yard Maintenance Projects and has designated an existing Sr. Cost Estimator with increased complexity of tasks justifying a rate increase.	\$148,972.69	12/22/2017	6/30/2018
	4.3	Crenshaw/LAX & Southwestern Yard Projects - Scheduling Support: addition of an experienced scheduler to perform schedule analysis tasks.	\$27,093.33	2/1/2018	6/30/2018
	4.4	Cost Estimating Support Services for Crenshaw/LAX and SW Yard Projects - Additional estimating personnel including Sr. Estimator and Cost Estimating Manager to support existing scope; funding already in existence through original CWO.	\$0.00	5/4/2018	6/30/2018

**CONTRACT WORK ORDER (CWO)/MODIFICATION LOG**

**ATTACHMENT B**

Crenshaw LAX SWY	4.5	Crenshaw/LAX & Southwestern Yard Projects - Program Control Support Services - Extend Period of Performance: continuation of support services through FY19.	\$1,804,836.00	6/25/2018	6/30/2019
	4.6	Add'l experienced scheduling support services for Crenshaw/LAX project to perform schedule analysis tasks.	\$218,069.00	9/5/2018	6/30/2019
	4.7	Add Sr. Configuration Management Analyst: addition of an experienced Sr. Configuration Management Analyst to perform schedule analysis tasks.	\$68,268.00	9/5/2018	6/30/2019
	4.8	FY20 continuation of cost estimating, configuration management, and cost/schedule staff and addition of new cst estimating staff.	\$1,716,859.00	6/17/2019	6/30/2020
	4.9	Additional cost schedule analyst staff support services for Crenshaw and Eastside Light Rail Access	\$70,633.00	3/3/2020	7/31/2020
	4.10	Reducing Southwestern Yard services under CWO 4 and increasing services for Crenshaw/LAX.	\$348,054.35	6/30/2020	6/30/2021
	4.11	Add Sr. Scheduler Support Services to Crenshaw	\$31,974.00	10/26/2020	6/30/2021
PMIS	5	Project Management Information System (PMIS) Ongoing Support: Contractor shall provide technical expertise to perform ongoing PMIS supporting, including hosting and on-going technical and implementation support as required to support existing systems.	\$451,825.10	9/29/2017	6/30/2018
	5.1	PMIS Ongoing Support - Travel ODC's: Modify Contract Work Order AE35279-005 to add Other Direct Costs (ODCs) - Travel for previously approved personnel of listed subconsultant, Stellar Services.	\$20,376.00	12/5/2017	6/30/2018
	5.2	PMIS Ongoing Support - The required ongoing support for PMIS remains unchanged.	\$102,439.27	2/5/2018	6/30/2018
	5.3	PMIS Ongoing Support - Extend Period of Performance: ongoing PMIS supporting, including hosting and on-going technical and implementation support as required to support existing systems.	\$599,106.00	6/20/2018	6/30/2019
	5.4	PMIS Ongoing Support - Revise Stellar scope of work to include programming support and troubleshooting for the new Oracle Primavera Unifier application. Support is required to assist in system design and testing for cost forecasting functionality development that will eventually replace the EcoSys application.	\$74,826.00	1/18/2019	6/30/2019
	5.5	PMIS Ongoing Support - Extend Period of Performance: ongoing PMIS supporting, including hosting and on-going technical and implementation support as required to support existing systems.	\$1,925,894.00	7/31/2019	7/31/2020
	5.6	PMIS FY20 Oracle Unifier system requires system enhancements specific to Metro's application.	\$402,779.00	2/12/2020	6/30/2020
	5.7.1	PMIS FY21 Systems Ongoing Support	\$1,822,376.00	7/30/2020	6/30/2021
	5.7.2	PMIS FY21 Systems Ongoing Support: I-5	\$100,000.00	11/3/2020	6/30/2021
	5.8	PoP extension through 7/30	\$0.00	7/2/2020	7/30/2020
	5.9	Brio Solution and Electronic signatures	\$44,241.00	12/14/2020	7/30/2021
WPLE 1	6	WPLE 1 Project requires scheduling, cost engineering, and estimating support services.	\$919,952.06	9/19/2017	6/30/2018
	6.1	PoP Extension for FY2019: SOW in original.	\$722,326.00	6/21/2018	6/30/2019
	6.2	Substitute Sr. Cost Estimator at a lower rate.	(\$18,551.58)	11/13/2018	6/30/2019
	6.3	Continuation of cost estimating services and addition of cost/schedule analyst support for FY20.	\$1,363,051.00	6/10/2019	6/30/2020
	6.4	WPLE 1 - Continuation of PMSS through FY21	\$652,039.00	7/1/2020	6/30/2021
WPLE 2	7	WPLE 2 Project requires scheduling, cost engineering, and estimating support services.	\$627,112.16	9/19/2017	6/30/2018
	7.1	Substitute Personnel: Consultant shall substitute one Sr. Cost Estimator with one Sr. Cost Estimator provided by its approved, listed Subconsultant to support Westside Purple Line Section 2.	(\$7,637.35)	12/27/2017	6/30/2018
	7.2	Eliminate Sr. Cost/Schedule Analyst Position: Based on the current Project needs, the Sr. Cost/Schedule Analyst Position is no longer required.	(\$234,501.26)	1/29/2018	6/30/2018
	7.3	PoP Extension for FY2019: continuation of cost estimating support services for FY19.	\$504,336.00	6/29/2018	6/30/2019
	7.4	PoP Extension for FY2019: continuation of cost estimating support services for FY20.	\$1,096,360.00	7/9/2019	6/30/2020
Environmental	7.5	WPLE 2 - Continuation of PMSS through FY21	\$251,152.00	7/1/1930	6/30/2021
	8	The Environmental Compliance and Sustainability Program requires support services, including project controls and estimating support.	\$457,408.18	9/13/2017	6/30/2018
	8.1	Consultant to add more personnel that were inadvertently omitted from the list of approved personnel of approved, listed subconsultant, Lenax Construction	\$0.00	11/20/2017	6/30/2018
	8.2	Additional personnel inadvertently omitted from the list of approved personnel of approved, listed subconsultant, Lenax Construction Services, Inc.	\$0.00	12/13/2017	6/30/2018
	8.3	Extend PoP into FY2019: continued support services including project controls and estimating services as previously detailed in original CWO 8.	\$630,051.00	6/20/2018	6/30/2019
	8.4	Substitute Personnel at different rates	(\$41,041.95)	2/11/2019	6/30/2019
	8.5	Environmental compliance and Sustainability strategic team alignment workshop	\$10,435.00	3/28/2010	6/30/2019
	8.6	Extend PoP into FY2020: continued support services including project controls and estimating service.	\$194,044.00	6/27/2019	6/30/2020
	8.7	Additional funding for estimating services for Environmental compliance in FY20	\$99,384.00	12/23/2019	6/30/2020
	9	Regional Connector Transit Project requires program control support services, specifically, estimating support.	\$368,983.64	9/19/2017	6/30/2018
Regional Connector	9.1	PoP Extension for FY19: Regional Connector Project requires program control support services, specifically, estimating support, as previously outlined in CWO No.9.	\$50,396.00	6/8/2018	6/30/2019
	9.2	Additional Sr Cost Estimator for four months.	\$77,257.00	9/6/2018	12/31/2018
	9.3	Addition of project scheduling and cost engineering support services.	\$179,912.00	12/7/2018	6/30/2019
	9.4	Continuation of the cost estimating services with no cost increase through FY19.	\$0.00	3/8/2019	6/30/2019
	9.5	Addition of program control and estimating support for FY20 services.	\$917,271.00	6/25/2019	6/30/2020
	9.6	Regional Connector PMSS cont through FY21	\$671,719.00	7/1/2020	6/30/2021
PMIS Enhancement Analysis	10	PMIS Unifier Prototype: Current Contract Management 14 of the Project Management Information System is obsolete. Immediate analysis is needed to conduct initial assessments of the system needs and enhancements required to replace the current CM14 and EcoSys cost system.	\$245,165.16	9/21/2017	12/31/2017
DBE Contract Compliance	11	Contract Compliance Support Services/Diversity & Economic Opportunity Department (DEOD) requires contract compliance monitoring support services consistent with the Department of Transportation (DOT) 49 Code of Federal Regulations (CFR) Part 26 and Metro's Disadvantaged Business Enterprise (DBE) program, Small Business Enterprise (SBE) program and/or Disabled Veterans Business Enterprise (DVBE) program.	\$634,678.54	10/13/2017	6/30/2018
	11.1	Addition of Personnel - No Cost: add personnel to provide interim support as required.	\$0.00	2/28/2018	6/30/2018
	11.2	PoP Extension through August 31, 2018. There is no increase to the contract value.	\$0.00	6/6/2018	8/31/2018
	11.3	Addition of Personnel: add personnel to provide interim support as required; Senior Contract Compliance Officers to provide contract compliance monitoring support services consistent with the Department of Transportation (DOT) 49 Code of Federal Regulations (CFR) Part 26 and Metro's Disadvantaged Business Enterprise (DBE) Program.	\$1,117,360.00	9/6/2018	6/30/2019
	11.4	Add Replacement Staff (Credit Mod.): add approved replacement personnel at a lower rate in the direct labor categories of Senior Contract Compliance Officer.	(\$9,449.00)	12/12/2018	6/30/2019
	11.5	DEOD is utilizing Sr. Consultant Compliance Officer consultant services to provide contract compliance monitoring support services consistent with the DOT 49 CFR Part 26.	\$1,544,380.00	8/1/2019	7/31/2020
	11.6	Addition of consultant staff to provide interim compliance monitoring support on various non-mega projects.	\$82,358.00	3/30/2020	7/31/2020
	11.7.1	DBE Contract Compliance Consulting Services - Regional, Crenshaw, WPLE 1, 2, 3	\$1,176,154.00	8/4/2020	6/30/2021
	11.7.2	DBE Contract Compliance Consulting Services - SCRIP	\$126,054.00	8/31/2020	6/30/2021

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PMIS Enhancement Implementation	12	PMIS Enhancement Implementation: Current Contract Management 14 of the Project Management Information System is obsolete. Implementation support is needed to conduct the enhancements, required to replace the current CM14 and EcoSys cost system. Implementation consists of three project phases.	\$1,919,948.74	11/30/2017	12/31/2018
	12.1	Additional PMIS Implementation Support and Solution Architect: full-time position shall assist in the process transition from use of EcoSys for cost reporting to Oracle Primavera Unifier.	\$235,827.00	12/4/2018	6/30/2019
	12.2	Pop Extension and Additional Work: support extended outreach to business process support groups and projects during design to solicit engagement and acceptance and provide additional pilot testing/training; allowance for design changes that are likely to result from the extended outreach; change includes more comprehensive support efforts during the initial go live period for training, technical support, and minor design changes.	\$379,785.00	1/3/2019	6/30/2019
	12.3	PMIS Unifier Implementation Additional Pilot Testing: Consultant shall perform extended outreach sessions; extended Pilot Testing Period; re-development of business processes; redesign configuration management business processes from prior process used in CM14 to streamline processes and obtain staff buy-in; ongoing support for post go-live period; redesign Cost Engineer cost forecasting business processes and reporting.	\$499,224.00	2/26/2019	6/30/2019
	12.4	PMIS Unifier Implementation additional data migration testing.	\$149,997.44	5/8/2019	6/30/2019
	12.5	PMIS Unifier Implementation additional data migration testing - PoP extension.	\$0.00	6/27/2019	9/30/2019
	12.6	Closeout of CWO 12 and modifications.	(\$17,766.44)	1/31/2020	1/31/2020
Construction Market Analysis	13	Contractor to conduct a construction market analysis to assess key factors of the Los Angeles area construction market.	\$266,134.23	11/15/2017	4/30/2018
	13.1	PMSS Los Angeles Construction Market Analysis - POP Extension: This Modification extends the period of performance through June 30, 2018.	\$0.00	5/7/2018	6/31/2018
	13.2	CWO Closeout of any balance not spent	(\$3,922.64)	6/5/2020	6/5/2020
WSAB	14	West Santa Ana Branch (WSAB) P3 Technical Advisory Support - Metro requires technical advisory in support of evaluation of various P3 project delivery alternatives and subsequent development of a procurement package for a P3 contractor for the WSAB Light Rail Project.	\$203,546.08	12/28/2017	3/15/2018
	14.1	No-Cost Time Extension: extend period of performance for continued technical advisory support of evaluation of various P3 project delivery alternatives and subsequent development of a procurement package for a P3 contractor for the WSAB Light Rail Project through June 30, 2018.	\$0.00	2/28/2018	6/30/2018
	14.2	Add expertise with Project Meetings: Program Management requires additional personnel with different technical expertise be added to provide technical support required on the WSAB, specifically with a project workshop.	\$4,465.00	3/15/2018	6/30/2018
	14.3	Add expertise with Project Meetings - Program Management requires additional personnel with different technical expertise be added to provide partnering/workshop facilitation support required on the WSAB Project.	\$6,857.06	4/20/2018	6/30/2018
	14.4	Extend PoP: continuation of P3 technical advisory support through FY19.	\$1,548,668.00	7/10/2018	6/30/2019
	14.5	Add Personnel: additional Sr. Configuration Management Analyst and Sr. Cost Estimator personnel with different technical expertise.	\$80,930.00	9/17/2018	6/30/2019
	14.6	Add Personnel: Additional Project Delivery and Contract Development Advisor	\$119,677.00	11/5/2018	6/30/2019
	14.7	P3 Performance Requirements Development - To support the WSAB P3 procurement, Metro needs to develop a set of comprehensive performance requirements and solicitation technical packages that will be used during all phases of the P3. Contractor shall provide technical resources, knowledge, and expertise to assist with the development of the performance requirements. For the technical packages Metro expects mid to senior level type project managers who are subject matter experts in their respective disciplines. This falls under the Project Delivery and Contract Development/Compliance function of the PMSS contract. Provide additional Sr. Cost Estimator to maintain schedule for the P3 solicitation package.	\$1,561,563.15	1/3/2019	6/30/2019
	14.8	Modify CWO 14, and Mods 2, 3, 4, and 7: Closeout CWO 14, Modifications 2 and 3. The modification of these documents is a reduction of \$44,055.06. Reduction of hours in CWO 14, Mods 4 and 7 in the combined amount of \$955,944.57 = \$1M total.	(\$1,000,000.00)	3/8/2019	3/8/2019
	14.9	WSAB P3 Technical Advisory Support - Extend Period of Performance: continuation of project delivery and contract development support through FY20.	\$0.00	6/25/2019	7/31/2019
	14.10	Support WSAB P3 procurement, develop comprehensive performance requirements and solicitation technical packages; provide technical resources, knowledge, and expertise under the Project Delivery and Contract Development/Compliance function.	\$4,092,522.00	7/31/2019	7/31/2020
	14.11	Modify CWO 14, and its Modifications to add Project Management support, reduce the Contract Value by \$1,500,000, and extend the PoP through December 31, 2020.	(\$1,500,000.00)	4/1/2020	12/31/2020
	14.12	Extend PoP: continuation of WSAB services through FY21	\$0.00	1/4/2021	6/30/2021
Patsaouras Busway Station	15	PMSS on Bus & Rail Capital and Soundwall Projects: Metro requires program control support services in accordance with the scope of work on Bus and Rail capital, and Soundwall projects.	\$96,072.21	12/13/2017	6/30/2018
	15.1	PMSS on Bus & Rail Capital and Soundwall Projects - PoP Extension: Metro requires continued program control support services on Bus and Rail Capital, and Soundwall Projects, as previously outlined in CWO No.15.	\$133,588.00	6/6/2018	6/30/2019
	15.2	Extension of PoP through FY20.	\$392,608.00	6/27/2019	7/31/2020
	15.3	Project Manager services necessary for providing oversight support in design review, construction oversight reporting, preparing technical documents, various office related support services.	\$126,051.00	3/11/2020	7/31/2020
	15.4	PoP Extension through FY21.	\$0.00	8/5/2020	6/30/2021
	15.5	PMSS on Soundwall 11 Project - Increase Budget for FY21.	\$75,331.00	8/26/2020	6/30/2021
	15.6	PMSS Additional Services on Pats Busway.	\$132,285.00	10/26/2020	6/30/2021
I405 Closeout	16	I-405 Widening Project Closeout Support: Metro requires project close-out support in accordance with the scope of work on the I-405 project.	\$391,957.37	12/27/2017	12/31/2018
	16.1	Continue I-405 Widening Project Closeout Support through 3/2019.	\$206,241.00	10/4/2019	3/31/2019
	16.2	Continue I-405 Widening Project Closeout Support through 12/2019.	\$274,951.00	3/15/2019	12/31/2019
	16.3	Continue I-405 Widening Project Closeout Support through 12/2020.	\$95,098.00	1/9/2020	12/31/2020
	16.5	Extension of PoP through FY21.	\$0.00	2/2/2021	6/30/2021
WPLE 3	17	PMSS Project Management Support WPLE3: Metro requires project support services in accordance with the scope of work on Westside Purple Line Extension Section 3 Project.	\$286,495.87	1/18/2018	6/30/2018
	17.1	PMSS Project Management Support WPLE3 - Extend Pop into FY19: continuation of support services for FY19.	\$781,400.00	6/29/2018	6/30/2019
	17.2	Add Sr. Cost Estimator and Sr. Configuration Mgmt Analyst for WPLE.	\$258,335.00	2/14/2019	6/30/2020
	17.3	Continuation of services for cost estimating, cost/schedule analyst, and configuration management analyst through FY20.	\$1,168,236.00	8/22/2019	6/30/2020
	17.4	Addition of a cost estimator through FY20.	\$104,905.00	11/7/2019	6/30/2020
	17.5	WPLE 3 - continue PMSS services through FY21.	\$835,887.00	6/30/2020	6/30/2021
	17.6	Addition of a Sr. Configuration Management Analyst.	\$98,048.00	2/9/2021	6/30/2021
WIN LA	18	PMSS - WIN/LA FY 2018: Metro requires technical support for the development and implementation of the Workforce Initiative Now.	\$111,514.88	1/29/2018	6/30/2018
	18.1	PMSS - WIN/LA FY19 - Extend POP - cont. technical support for WinLA development in FY19.	\$173,096.67	6/21/2018	6/30/2019
	18.2	PMSS - WIN/LA FY20 - Staff replacement.	\$0.00	1/14/2019	6/30/2019
	18.3	Extend POP - continued technical support for the development of WinLA in FY20.	\$10,380.00	6/25/2019	9/30/2019
	18.4	PMSS - WIN LA CWO Closeout.	(\$3,096.54)	3/11/2020	3/11/2020

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Capital Improvement/SGR Projects	19	Project Management Support for State of Good Repair (SGR) and Other Capital Projects: Metro requires project support services on State of Good Repair and Other Capital Projects.	\$112,974.65	2/8/2018	6/30/2018
	19.1	Project Management Support for SGR and Other Capital Projects - PoP Extension for FY19: Modification also revises CWO 19 to include project support services to Project 205115, MBI Track & Systems, which was not part of the original CWO.	\$307,665.00	6/5/2018	6/30/2019
	19.2	Extension of support services on SGR and other Capital projects.	\$179,319.00	6/27/2019	12/31/2019
	19.3	Project Management Support for SGR and Other Capital Projects - PoP Extension.	\$0.00	2/11/2020	7/31/2020
Risk Mgmt Support Services	20	Risk Management Support Services: assist the Metro Risk Manager in the facilitation of cost and schedule risk analysis of major capital projects, including federal and non-federal funded projects, work with project control staff to ensure the requirements of the Metro Risk Management procedure are being implemented correctly, work with project control staff in developing and managing project risk registers as required by Metro, record and analyze risk trends, and develop the risk sections of PMP.	\$99,436.00	9/21/2018	6/30/2019
	20.1	Extension of Risk Management support services.	\$98,039.00	6/27/2019	6/30/2020
	20.2	Reduction of services.	(\$132,391.98)	2/11/2020	7/31/2020
	20.3	Additional Risk Management services through FY21	\$29,946.00	2/17/2021	6/30/2021
	20.4	PoP extension only	\$0.00	7/30/2020	6/30/2021
Schedule Claims Support	21	Schedule Claims Avoidance Support Services - Regional Connector Project requires schedule claims avoidance support specifically in the areas of analysis of early completion schedules, and recommendations for possible resolution of current and actual claims.	\$50,205.05	10/12/2018	12/31/2019
	21.1	Close-out of CWO021	(\$8,230.97)	9/3/2020	9/3/2020
Regional Rail	22	Regional Rail: project management controls services in support of the Metro Regional Rail Program to prepare project controls deliverables.	\$95,595.00	9/24/2018	6/30/2019
	22.1	Extend PoP of existing scope of work through September 30, 2019.	\$0.00	6/27/2019	9/30/2019
	22.2	Regional Rail CWO Closeout.	(\$83,212.71)	3/3/2020	3/3/2020
New Blue	23	Program Management Support Services (PMSS) for New Blue Projects - provide Cost Estimating, Scheduling and Configuration Management support services for Construction Contracts.	\$640,047.00	9/24/2018	6/30/2019
	23.1	Extension of PoP through FY20.	\$1,444,762.00	6/24/2019	6/30/2020
	23.2	Add a cost estimator position within the current approved CWO budget.	\$0.00	8/28/2019	6/30/2020
	23.3	Reduction in services for New Blue CWO.	(\$963,174.00)	4/7/2020	12/31/2020
	23.4	PoP extension only.	\$0.00	1/4/2021	6/30/2021
	23.5	Willowbrook Rosa Park increase LOE.	\$529,285.00	2/1/2021	6/30/2021
Eastside Access	24	PMSS for Eastside Access Improvement Project: provide technical resources, knowledge, and expertise to perform the following project manager tasks, which include but are not limited to: coordinate design meetings, provide quality control review on design submittals, communicate and coordinate with Metro design consultants, prepare monthly project status reports, review and update project design schedule, prepare monthly FT A status reports.	\$237,268.00	9/25/2018	12/31/2019
	24.1	Extension of PoP in FY20.	\$27,579.00	7/19/2019	8/31/2019
	24.2	Extension of PoP through mid-FY20.	\$62,031.00	8/30/2019	12/31/2019
	24.3	Eastside Access Continued Support through FY21.	\$64,185.00	5/8/2020	12/31/2020
	24.4	Extension of Eastside Access support through FY21.	\$74,929.00	1/21/2021	6/30/2021
East San Fernando Valley	25	PMSS for East San Fernando Valley (ESFV): Program Management requires Project Delivery & Contract Devel. Advisors with different technical expertise be added to provide support required on the ESFV Project.	\$428,282.00	11/9/2018	6/30/2019
	25.1	PoP extension of the existing scope of work.	\$0.00	6/26/2019	7/31/2019
	25.2	Extension of ESFV support through FY20 and P3 Vfm Cost Data and Risk Assessment report.	\$1,136,791.00	7/17/2019	7/31/2020
	25.3	ESFV PoP extension of services and addition of staff through FY21.	\$0.00	7/30/2020	6/30/2021
	25.4	Authorize Third Party Support on ESFV project.	\$0.00	1/21/2021	12/31/2021
Program wide activities	26	Contract Submittal Review: Consultant shall review contract language for submittal requirements and assess where City of LA submittal reviews can be streamlined; review contract language and assess where changes can be made that result in an even clearer and more equitable risk sharing between Metro and the contractor with regard to timely LA City submittal turn-around.	\$99,436.00	1/9/2019	6/30/2019
	26.1	Contract Submittal Review; RE Manual: Consultants shall draft revised RE Manual for review by DEO, Program Management and incorporate Metro review comments and submit final RE Manual revision to Metro Configuration Management for Issuance.	\$99,668.00	1/14/2019	6/30/2019
	26.2	Add p/t Administrative Analyst and extend PoP.	\$7,800.00	6/20/2019	6/30/2020
	26.3	Addition of a Technical Program Manager for third party support.	\$214,199.00	9/23/2019	6/30/2020
	26.4	Progressive Design White Paper.	\$21,899.00	2/18/2020	6/30/2020
	27	DRB Presentation Support: WPLE 1 Project requires review, critique, comments on Metro position paper, created by Metro's project team including claims consultants, and associated documents prepared for the DRB hearing on the Fairfax Station subgrade; develop and present a formal presentation to the DRB on behalf of Metro; and represent Metro throughout the DRB process.	\$52,250.00	1/18/2019	6/30/2019
Sepulveda	28	Sepulveda Corridor Project P3 Technical Advisory Support: provide Project Delivery & Contract Development Advisor, Cost/Schedule Analyst, and Project Manager during the development of P3 procurement documents.	\$154,133.00	2/27/2019	6/30/2019
	28.1	PoP extension through July 2019.	\$0.00	6/26/2019	7/31/2019
	28.2	Extension of Sepulveda Corridor project P3 technical advisory support through FY20.	\$3,295,965.00	7/19/2019	7/31/2020
	28.3	Sepulveda Corridor Project P3 Technical Advisory Support FY21 PoP extension and reduction in services.	(\$462,415.00)	7/29/2020	7/31/2021
	28.4	Sepulveda Corridor - Additional Direct Labor categories.	\$0.00	9/24/2020	7/31/2021
DBE Commercially Useful Function	29	Consultant to evaluate the management, supervision, and performance actions of DBE firms working on FTA-funded and/or State/local funded contracts to determine if DBE firms are performing commercial useful function (CUF).	\$50,456.18	5/13/2019	6/30/2019
	29.1	PoP extension.	\$0.00	7/1/2019	7/15/2019
	29.2	Continue CUF site visits and related assignments for Contract Compliance monitoring services through FY20.	\$539,940.00	7/11/2019	6/30/2020
	29.3	PoP extension.	\$0.00	6/30/2020	7/15/2020
	29.4	Cont Conduct Commercial Useful Function Site Visits through FY21.	\$521,323.00	7/27/2020	6/30/2021
Centinela/ Florence	30	Cost Estimating support services for the Centinela/Florence Grade Separation project through FY20.	\$26,130.00	5/24/2019	6/30/2020
	30.1	PoP extension for the Centinela/Florence Grade Separation project through FY21.	\$0.00	4/21/2020	6/30/2021
I-5 N Capacity Enhancement	31	Consultant to provide PMSS for I-5 N capacity enhancement project in the form of executive oversight and direction for the highway construction program.	\$387,797.00	7/8/2019	6/30/2020
	31.1	Consultant to provide independent constructability review for the I-5 HOV & Truck lanes project.	\$813,752.00	8/26/2019	6/30/2020
	31.2	I-5: Consultant to provide additional Sr. Program Management Analyst support to manage the development and implementation of computer monitoring systems for cost and schedule performance on the project.	\$711,659.00	11/4/2019	6/30/2020
	31.3	I-5: Consultant to provide Project Controls Manager input and direction that leads to the development of process and procedure for projects delivered by this department.	\$810,083.00	7/1/2020	12/31/2020
	31.4	Extend PoP and increase support services for I-5.	\$488,557.00		7/31/2021
	31.5	PoP extension only.	\$0.00	1/20/2021	2/28/2021

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Estimating Database	<b>32</b>	Consultant to assist in the development of the Metro in-house Timberline database to assist the Cost Estimating department with preparing estimates (Task 1 - assess in-house historical cost data and develop a work plan).	\$46,799.00	9/16/2019	1/31/2020
	32.1	Consultant to assist in the development of the Metro in-house Timberline database to assist the Cost Estimating department with preparing estimates (Task 2 and 3 - set up the database, then organize, update and test the database).	\$149,997.00	2/18/2020	7/31/2020
Construction Market Analysis	<b>33</b>	Consultant to conduct a construction market analysis to assess key factors of the Los Angeles area construction market.	\$149,854.00	10/3/2019	6/30/2020
Admin. Multiple Capital Projects	<b>34</b>	PMSS Administrative Analyst Services for Orange Line Enroute Bus Charging Stations, Division 1 Improvement, Division 11 & 22 Roofing Replacement / ROC Roofing Replacement, and Cesar Chavez Transit Pavilion.	\$94,497.00	11/18/2019	6/30/2020
	34.1	Closeout of CWO 34 Admin Analyst Support for Multiple Capital Projects	(\$63,312.99)	6/25/2020	6/25/2020
Soundwall Package 11	<b>35</b>	Contractor shall provide construction scheduling support to the Program Management Department in support of the Sound Wall Package 11 project.	\$44,220.00	1/13/2020	6/30/2020
	35.1	PoP extension through FY21	\$0.00	6/30/2020	6/30/2021
Division 20 Portal Widening turnback	<b>36</b>	Consultant to provide Cost Estimating support services for Construction including technical resources, knowledge, and expertise to perform Cost Estimating tasks.	\$200,406.00	1/9/2020	6/30/2020
	36.1	PoP extension only.	\$0.00	6/30/2020	8/31/2020
	36.2	PMSS for Division 20 PWT project services and PoP extension.	\$364,179.00	7/13/2020	6/30/2021
WIN LA Mapping	<b>37</b>	The contractor shall provide technical support to DEOD staff to develop technical process mapping for integration of activities related to the second phase of WIN-LA program implementation. support DEOD staff with the integration of the private employer (prime contractor) business requirements, processes and workflow into the WIN-LA software system.	\$67,386.00	1/24/2020	6/30/2020
Airport Metro Connector	<b>38</b>	Consultant to provide Cost Estimating and Configuration Management support services for the Airport Metro Connector project.	\$190,635.00	2/11/2020	7/31/2020
	38.1	PMSS AMC services through FY21.	\$532,449.00	7/20/2020	6/30/2021
OL BRT Improvement Project	<b>39</b>	Consultant to provide Project Manager support for Metro Orange Line Bus Rapid Transit Improvement during FY2020 and FY2021	\$491,224.00	3/3/2020	6/30/2021
	39.1.1	Extend Period of Performance and Continue PMSS for Metro Orange Line Bus Rapid Transit Improvement Project.	\$250,000.00	1/20/2021	7/31/2021
Green Line Extension	<b>40</b>	Green Line - Consultant shall provide assistance to Metro to manage performance of capital projects including all aspects of technical support, schedules, budget, funding, grants management, staffing, agency reporting, and prioritization of work.	\$325,058.00	4/9/2020	12/31/2020
	40.1	Continue PMSS for Green Line Ext. to Torrance.	\$134,932.00	1/5/2021	7/31/2021
Measure R	<b>41</b>	PMSS - Senior Program Management Analyst for FTA and Project Control.	\$130,171.00	7/2/2020	6/30/2020
	41.1	Continue PMSS for Sr. Program Management Analyst for FTA.	\$9,991.00	3/3/2021	6/30/2021
Multiple Third Party	<b>42</b>	Third Party Administration PMSS.	\$161,210.00	8/20/2020	6/30/2021
	42.1	Third Party Administration - PMSS for MOL BRT Improvement Project.	\$60,000.00	9/17/2020	6/30/2021
	42.2	Additional Third Party admin. Services on ESFV.	\$46,440.00	1/14/2021	6/30/2021
	42.3	Additional Third Party Admin. Services.	\$14,826.00	1/26/2021	6/30/2021
Environmental	<b>43</b>	Environmental Compliance PMSS support for FY21.	\$86,103.00	8/28/2020	6/30/2021
I-405 Visual	<b>44</b>	I-405 Visual Screening project.	\$44,391.00	8/28/2020	6/30/2021
Program Mgmt Admin	<b>45</b>	Admin Analyst support to Engineering and Program Management Executive Office.	\$97,629.00	10/26/2020	6/30/2021
Metro Center Project	<b>46</b>	Configuration Management and Third Party support on Metro Center Street project.	\$603,661.00	1/12/2021	3/31/2023
Construction Administration	<b>47</b>	Asset Management Maturity Model.	\$51,586.00	1/20/2021	6/30/2021
Board Authorized: \$63,347,705			\$60,219,175.05		

**DEOD SUMMARY**

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

**A. Small Business Participation**

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

To date, forty-seven (47) CWO's and their Modifications have been awarded. Based on payments reported, the contract is 74.71% complete and the cumulative DBE participation of all Work Orders awarded is 69.28%, representing a 4.03% shortfall.

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

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

<b>SMALL BUSINESS COMMITMENT</b>	<b>73.31% DBE</b>	<b>SMALL BUSINESS PARTICIPATION</b>	<b>69.28% DBE</b>
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	<b>DBE Contractors</b>	<b>Scope of Work</b>	<b>Ethnicity</b>	<b>Current Participation</b>
1.	KKCS (JV Partner / DBE Prime)	Program Management, Project Control	Subcontinent Asian	25.91%
2.	Triunity (JV Partner / DBE Prime)	Program Management	African American	15.68%
3.	Armand Resource Group, Inc.	Contract Compliance	African American	7.02%



4.	Lenax Construction Services, Inc.	Cost Estimating & Project Controls Support Services	Caucasian Female	7.75%
5.	LKG-CMC, Inc.	Doc. Control, Configuration Mgmt. Admin.	Caucasian Female	2.14%
6.	MBI Media	Public Outreach and Meeting Facilitation	Caucasian Female	TBD
7.	The Omni Group, LLC	Project Program Management Support Services	African American	0.14%
8.	Ramos Consulting Services	Project Controls & Estimating	Hispanic American	2.08%
9.	Stellar Services, Inc.	Program Management Information Systems	Asian Pacific American	0.28%
10.	Arkadia & Associates	Project Management Support Services	Caucasian Female	0.89%
11.	Destination Enterprises	Program Management Support Services	Caucasian Female	6.98%
12.	Brio Solutions (Added)	Provide Knowledge and Expertise on FTA project Reporting and Other Related Activities	Subcontinent Asian American	TBD
13.	Insight Strategies (Added)	Facilitate Leadership Team Workshops	Caucasian Female	0.05%
14.	Zephyr UAS, Inc. (Added)	Provide Technical Documents and Interface with Union Pacific Rail Road (UPRR)	Hispanic American	0.36%
<b>Total DBE Participation</b>				<b>69.28%</b>

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

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

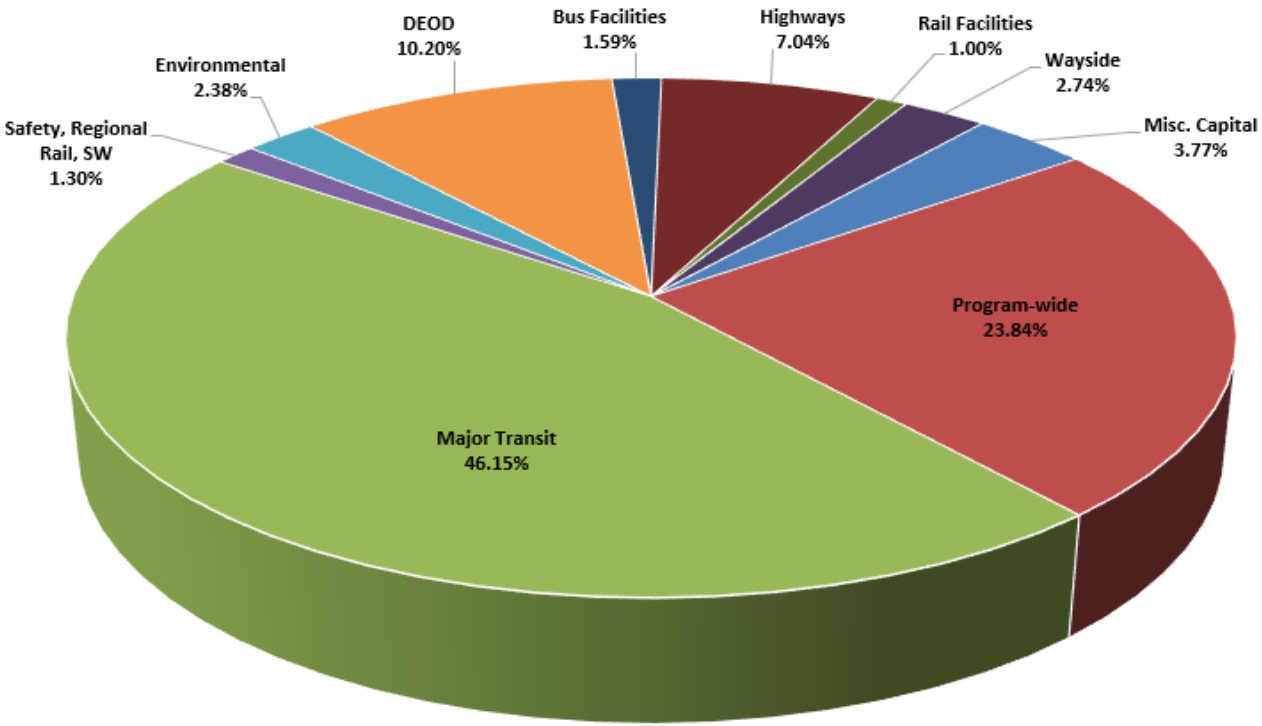
**C. Prevailing Wage Applicability**

Prevailing wage is not applicable to this modification.

**D. Project Labor Agreement/Construction Careers Policy**

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

CURRENT SUPPORT PROVIDED BY PROJECT CATEGORY



## CURRENT AND ANTICIPATED LIST OF PROJECTS

### **Program-wide Support**

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

### **Major Transit Construction**

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

### **Misc. Capital Projects**

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

### **Security/Safety**

Metro Gold Line I-210 Barrier Replacement Phase I\*  
Metro Emergency Security Operations Center\*

### **Rail Facilities Improvement**

Light Rail Transit Freeway Stations Sound Enclosures  
Willowbrook/Rosa Parks Station Improvement\*

### **Wayside Systems**

Metro Blue Line Track and System Refurbishment\*  
Metro Blue Line Signal System Rehabilitation\*

### **Bus Facilities Improvements**

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

### **Regional Rail**

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

### **Soundwall Projects**

Soundwall Package 10  
Soundwall Package 11\*

### **Highway**

I-5 South – HOV project SR 14 to Parker Road\*  
I-405 HOV Widening\*  
105 Express Lanes 405-605\*  
Other Highway projects, as required

### **Environmental Compliance Program**

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

### **Diversity & Economic Opportunity in Construction**

DBE Commercially Useful Function\*  
DBE Contract Compliance\*

\*Project is currently utilizing the PMSS Contract