

Metro

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



Agenda - Final

Thursday, October 20, 2016

9:00 AM

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

Construction Committee

Don Knabe, Chair

Diane DuBois, Vice Chair

Mike Bonin

Jacquelyn Dupont-Walker

Sheila Kuehl

Carrie Bowen, 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 should be submitted in person at the meeting to the Board Secretary. Individuals requesting to speak on more than three (3) agenda items will be allowed to speak up to a maximum of three (3) minutes per meeting. For individuals requiring translation service, time allowed will be doubled.

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

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

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

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

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

INFORMATION RELATING TO AGENDAS AND ACTIONS OF THE BOARD

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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.

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Internet Access to Agendas - www.metro.net
TDD line (800) 252-9040

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

CALL TO ORDER**ROLL CALL**

14. RECEIVE AND FILE report on **Metro's Program Management Plan.** [2016-0706](#)

Attachments: [Attachment A -Program Management Plan Board Presentation](#)
[Attachment B - Program Management Plan Executive Summary](#)

(ALSO ON EXECUTIVE MANAGEMENT COMMITTEE)

15. RECEIVE oral report by the **Program Management Chief Officer.** [2016-0780](#)

Attachments: [Program Management Chief Officer's Report – October 2016](#)

16. CONSIDER: [2016-0610](#)

- A. AUTHORIZE the Chief Executive Officer (CEO) to execute a nine-year cost-plus fixed fee contract plus two one-year options, Contract No. AE5818600MC072-PLE2, to Purple Line 2 CM Partners, a Joint Venture to provide **Construction Management Support Services** in an amount not-to-exceed \$8,890,488 through Fiscal Year 2018, subject to resolution of protest(s), if any; and
- B. ESTABLISH Contract Modification Authority for 15% of the not-to-exceed contract award value and authorize the CEO to execute individual Contract Modifications within the Board approved Contract Modification Authority.

Attachments: [Attachment A Procurement Summary](#)
[Attachment B - DEOD Summary CMSS- WPLE Section 2.pdf](#)

17. AUTHORIZE the Chief Executive Officer to award to MARRS Services, Inc. a three-year cost-plus fixed fee Contract No. PS601800026331 for **Construction Management Support Services for Metro Bus Projects** with the most qualified firm in the amount not to exceed \$3,000,000, for a base term of three years plus two one-year options, subject to resolution of protest(s), if any. [2016-0720](#)

Attachments: [Attachment A - Procurement Summary CM for Bus Facilities.pdf](#)
[Attachment B - DEOD Summary.pdf](#)

18. AUTHORIZE the Chief Executive Officer to execute Contract Modification No. 60 to Contract No. PS43502000 with Parsons Brinckerhoff (PB) to **provide continued design support services during construction for Section 2 of the Westside Purple Line Extension Project**, from November 2016 through June 2018, in an amount not-to-exceed \$9,551,411 increasing the total contract value from \$189,870,354 to \$199,421,765. [2016-0746](#)

Attachments: [Attachment A - Procurement Summary WPLE.pdf](#)
[Attachment B - Contract Modification-Change Order Log WPLE.pdf](#)
[Attachment C - DEOD SUMMARY](#)

19. AUTHORIZE the Chief Executive Officer to negotiate and execute Modification No. 73 to Contract No. C0980, with **Regional Connector Constructors, to Revise Construction Sequencing and Allow for Earlier Retrieval of the Tunnel Boring Machine (TBM)**, within a not-to-exceed amount of \$3,700,000 increasing the total contract price from \$995,188,519 not-to-exceed \$998,888,519. This action does not increase the life-of-project budget. [2016-0814](#)

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

20. CONSIDER AUTHORIZING the Chief Executive Officer: [2016-0765](#)
- A. to award a two-year, firm fixed price Contract No. PS2890900 to Del Richardson & Associates, Inc. for **professional services to operate the Metro Pilot Crenshaw/LAX Transit Project Business Solution Center (BSC)** in the amount of \$849,008 for the two-year period, subject to resolution of protest(s), if any; and
- B. to amend the FY17 budget in the amount of \$380,000 to fund the award of Contract No. PS2890900 for professional services to operate the pilot BSC.

Attachments: [Attachment A - Procurement Summary](#)
[Attachment B - Motion 79](#)
[Attachment C - DEOD Summary](#)

(ALSO ON EXECUTIVE MANAGEMENT COMMITTEE)

Adjournment

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.



Board Report

File #: 2016-0706, File Type: Informational Report

Agenda Number: 14.

REVISED
CONSTRUCTION COMMITTEE
EXECUTIVE MANAGEMENT COMMITTEE
OCTOBER 20, 2016

SUBJECT: PROGRAM MANAGEMENT PLAN

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE report on **Metro's Program Management Plan.**

ISSUE

Metro's Program Management Plan (PMP) provides a capital project delivery roadmap on how Metro will manage and implement the Los Angeles County ~~Transportation~~ Traffic Improvement Plan (LACTIP). Metro's PMP outlines Metro's program structure, management control systems, and processes that guide the full range of activities required. Metro is prepared and is ready to execute the PMP to deliver the transportation infrastructure program in the LACTIP.

DISCUSSION

In June 2016, the Metro Board of Directors approved placing a sales tax ballot measure titled Los Angeles County ~~Transportation~~ Traffic Improvement Plan, officially designated as Measure M, on the November 2016 general election ballot. The LACTIP was crafted through a collaborative process with regional stakeholders and with input from the public. As Metro prepares an implementation plan, staff presents a capital project delivery roadmap in Metro's Program Management Plan. This document is a dynamic tool, which will be updated as required to best deliver the LACTIP.

The development of the PMP was a collaborative agency-wide effort led by the Program Management Department. The major objectives of the PMP are as follows:

- Summarize the LACTIP Program, including the scope, schedule and capital budget.
- Establish goals and objectives that form the basis of the LACTIP Program.
- Provide information about the organization, control systems, processes, roles and responsibilities, and lines of authority within the LACTIP Program.
- Cite definitive and authoritative references, including specific policies and procedures.
- Describe inter-relationships between the LACTIP practices and agency-wide policies and

procedures.

- Establish consistent management practices.
- Establish mechanisms for managing technical and financial risks.
- Demonstrate to stakeholders that the plan is structured in accordance with the regional planning process and federal requirements.

A summary of the Program Management Plan is outlined in Attachment A and the Executive Summary is included in Attachment B.

FINANCIAL IMPACT

Metro's Program Management Plan does not have any specific budgetary impact or financial impacts. Staff will return to the Board with any adjustments to approved budgets through the FY2017 mid-year budget adjustments and/or separate Board action items.

NEXT STEPS

Staff will execute and implement the Program Management Plan, if the voters approve Measure M in November. In addition to this capital project delivery roadmap, staff will prepare and present to the Board a Program Support Plan outlining the support plan necessary to administer and manage the Program.

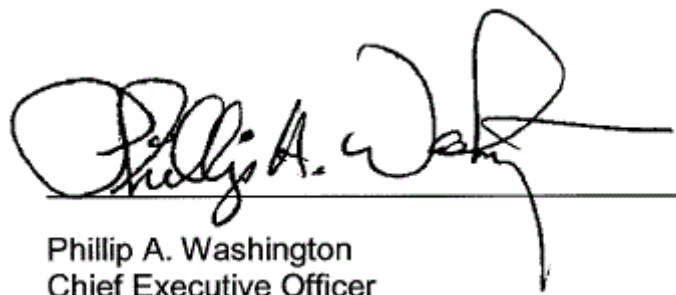
ATTACHMENTS

Attachment A - Program Management Plan Presentation

Attachment B - Program Management Plan Executive Summary

Prepared by: Brian Boudreau, Sr. Executive Officer, Program Control (213) 922-2474
Julie Owen, Deputy Executive Officer, Program Control (213) 922-7313

Reviewed by: Richard Clarke, Chief Program Management Officer (213) 922-7557



Phillip A. Washington
Chief Executive Officer

Program Management Plan

Program Management
Last updated: October 6, 2016

Construction Committee
October 20, 2016



PRESENTATION OVERVIEW

- PMP Objectives
- PMP Document Framework
- Contributing Departments
- Master Schedule
- Expenditure Plan
- Resources
- Strategic Initiatives
- Next Steps

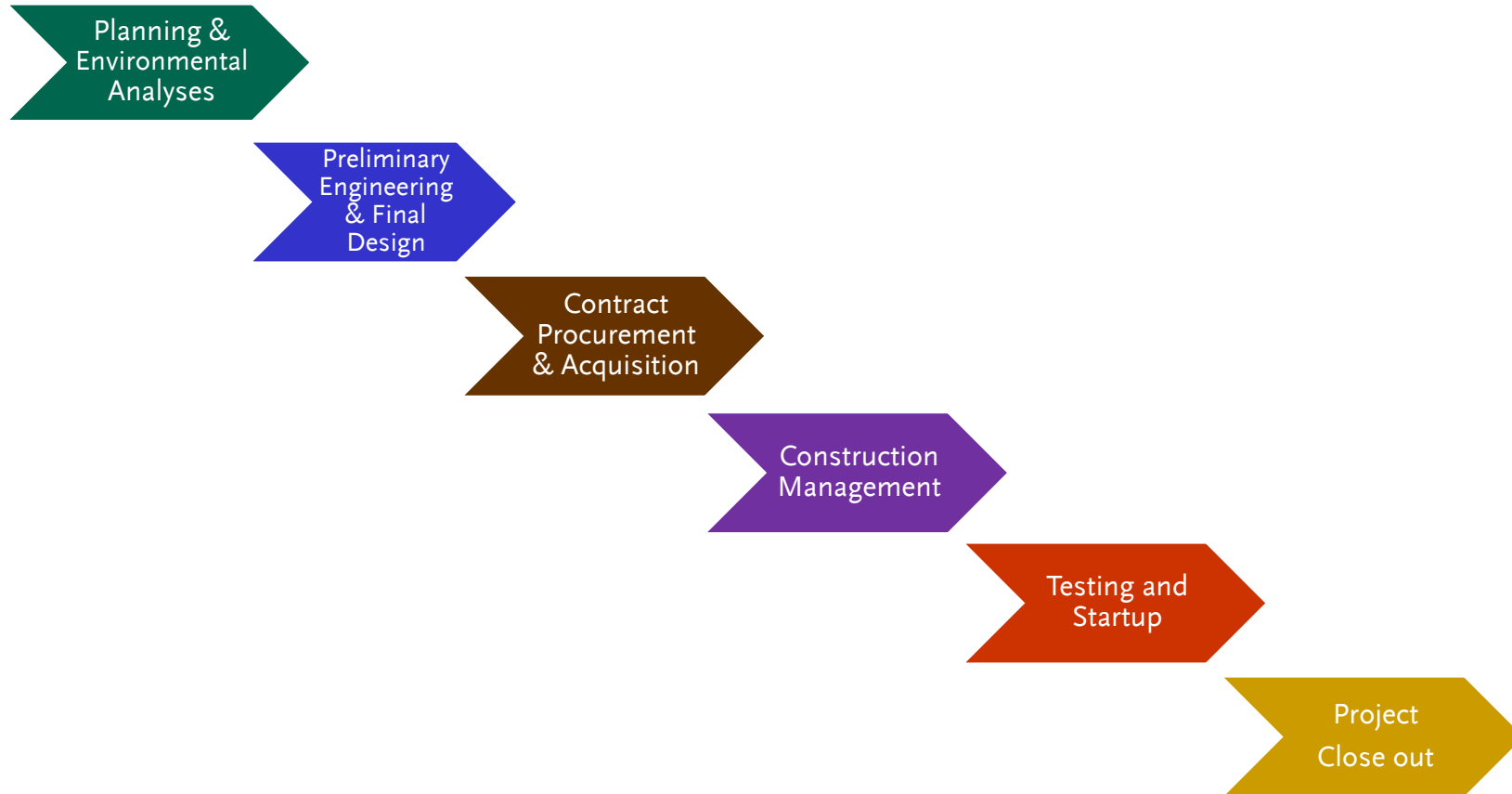
PMP OBJECTIVES

- Outlines Measure M Capital Project Delivery for Major Transit and Highway Projects
- Summarizes program, scope, schedule and budget
- Provides organization information for control systems, processes, responsibilities and authority
- Describes agency policies, procedures, and inter-relationships
- Establishes mechanisms for managing technical and financial risks
- Demonstrates stakeholder accountability and transparency

PMP DOCUMENT FRAMEWORK

- Measure M
 - Program Description
 - Program Budget
 - Program Schedule
 - Strategic Initiatives
- Roadmap to Implement Measure M
 - Agency Organization
 - Department-by-Department
 - Processes
 - Roles
 - Responsibilities

CAPITAL PROJECT LIFECYCLE PHASES



CONTRIBUTING DEPARTMENTS

Chief Executive Office	Communications
Office of Management and Budget	Employee/Labor Relations
Countywide Planning and Programming	Congestion Reduction
Program Management	Office of Extraordinary Innovation
Vendor/Contract Management	Civil Rights
County Counsel	Management Audit Services
Risk, Safety, Emergency, and Asset Management	Information Technology
System Security and Law Enforcement	Operations and Maintenance

MEASURE M TRANSIT & HIGHWAY PROJECTS



MEASURE M - MAJOR PROJECT LEGEND

Highway/Street Projects

- 3** High Desert Multi-Purpose Corridor Project (Right-of-Way)
- 4** I-5 N Capacity Enhancements (SR-14 to Lake Hughes Rd)
- 12** SR-71 Gap: I-10 to Rio Rancho Rd
- 18** SR-57/SR-60 Interchange Improvements
- 21** I-105 ExpressLane: I-405 to I-605
- 15 16** Sepulveda Pass Corridor (Busway)
- 20** I-710 South Corridor Project Phase 1
- 33** I-605/I-10 Interchange
- 29** I-5 Corridor Improvements: I-605 to I-710
- 37** I-405 South Bay Curve Improvements
- 28** I-710 South Corridor Project Phase 2
- 36** I-110 ExpressLanes Extension to I-405/I-110 Interchange
- 34** SR-60/I-605 Interchange HOV Direct Connectors
- 32** I-405/I-110 Interchange HOV Connect Ramps & Interchange Improvements
- 45** High Desert Multi-Purpose Corridor Project (Construction)
- 61** I-605 Corridor "Hot Spot" Interchange Improvements

Not shown on map: Las Virgenes/Malibu Transportation Improvements, and North County Transportation Improvements

Transit Projects

- 1** Airport Metro Connector/Green Line Extension
- 9** East San Fernando Valley Transit Corridor
- 7 8** BRT Connector Orange/Red Line to Gold Line
- 5** Gold Line Foothill Extension Phase 2B
- 2** Purple Line Extension Transit Project Section 3
- 10** West Santa Ana Transit Corridor Segment 1
- 6** Orange Line BRT Improvements (Locations TBD)
- 24 25** Gold Line Eastside Extension Phase 2 (one alignment)
- 19** Green Line Extension to Crenshaw Bl in Torrance
- 17** Vermont Transit Corridor
- 22 23** Sepulveda Pass Corridor (Rail)
- 26** West Santa Ana Transit Corridor Segment 2
- 30 31** Crenshaw Line Northern Extension
- 41** Orange Line Conversion to Light Rail
- 35** Lincoln Bl BRT
- 38** Green Line to Norwalk Metrolink Station
- 40** Sepulveda Pass Corridor Westwood to Airport Metro Connector
- 44** Gold Line Eastside Extension Phase 2 (second alignment)

Not shown on map: Crenshaw/LAX Track Enhancement Project, Complete LA River Bike Path and LA River Waterway, System Bike Path, City of San Fernando Bike Master Plan, Historic Downtown Streetcar, North San Fernando Valley BRT Improvements, Arroyo Verdugo Transportation Improvements, Regional Rail and Metrolink Improvements, and South Bay Transportation Improvements



MEASURE M EXPENDITURE PLAN

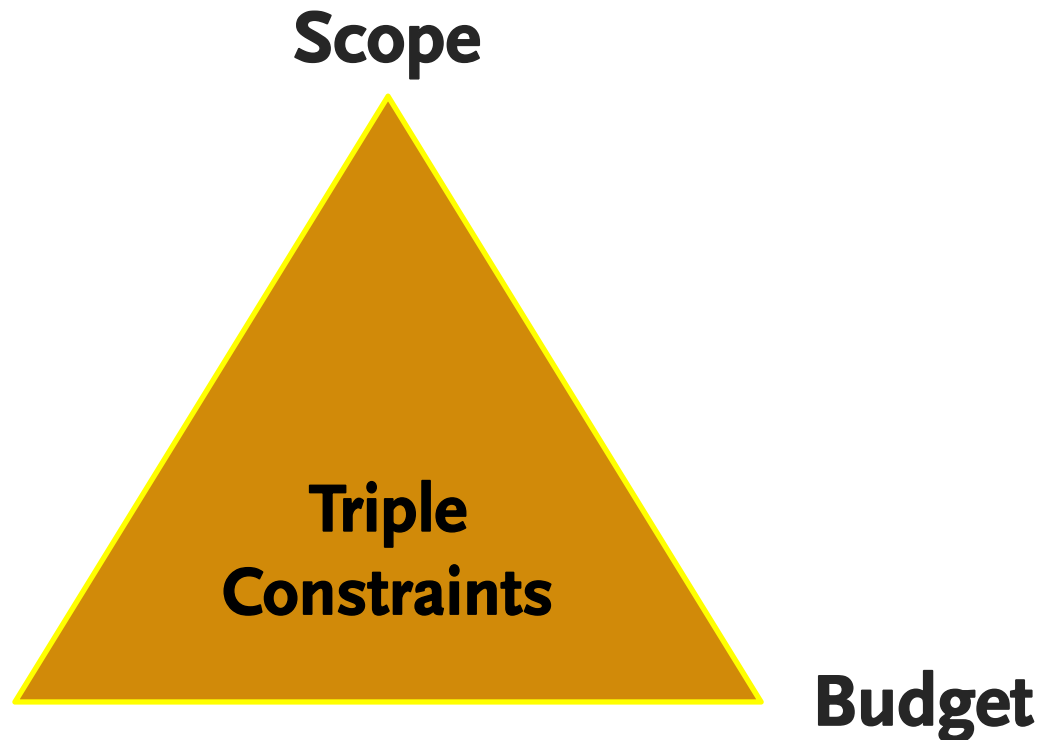
Subfund	Program	% of Sales Tax (net of Admin)	First Year Amount (FY 2018)	FY 2018 - FY 2032 (15 Years)	FY 2033 - FY 2047 (15 Years)	FY 2048 - FY 2057 (10 Years)	FY 2018 - FY 2057 (40 Years)	
Transit Operating & Maintenance	Metro Rail Operations	5%	\$ 42	\$ 850	\$ 2,320	\$ 2,810	\$ 5,980	
	Transit Operations (Metro & Municipal Providers)	20%	\$ 169	\$ 3,400	\$ 9,280	\$ 11,240	\$ 23,920	
	ADA Paratransit for the Disabled; Metro Discounts for Seniors and Students	2%	\$ 17	\$ 340	\$ 930	\$ 1,120	\$ 2,390	
Transit, First/Last Mile (Capital)	Transit Construction (Includes System Connectivity Projects - Airports, Union Station, and Countywide BRT)	35%	\$ 296	\$ 5,960	\$ 16,230	\$ 19,670	\$ 41,860	
	Metro State of Good Repair	2%	\$ 17	\$ 340	\$ 930	\$ 1,120	\$ 2,390	
Highway, Active Transportation, Complete Streets (Capital)	Highway Construction (includes System Connectivity Projects - Ports, Highway Congestion Programs, Goods Movement)	17%	\$ 144	\$ 2,890	\$ 7,880	\$ 9,560	\$ 20,330	
	Metro Active Transportation Program (Bicycle, Pedestrian, Complete Streets)	2%	\$ 17	\$ 340	\$ 930	\$ 1,120	\$ 2,390	
Local Return / Regional Rail	Local Return - Base (Local Projects and Transit Services)	16%	\$ 136	\$ 2,720	\$ 7,420	\$ 8,990	\$ 19,130	
	Local Return / Regional Rail (Beginning FY 2040)				3% / 1% →	\$ 690	\$ 2,240	\$ 2,930
	Regional Rail	1%	\$ 8	\$ 170	\$ 460	\$ 560	\$ 1,200	
TOTAL PROGRAMS			\$ 847	\$ 17,010	\$ 46,380	\$ 56,190	\$ 119,590	
Administration /Local Return	0.5% for Administration	0.5%	\$ 4	\$ 85	\$ 230	\$ 280	\$ 600	
	1.0% Local Return	1.0%	\$ 8	\$ 170	\$ 460	\$ 560	\$ 1,200	
GRAND TOTAL			\$ 860	\$ 17,265	\$ 47,070	\$ 57,030	\$ 121,390	



PROJECT MANAGEMENT



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

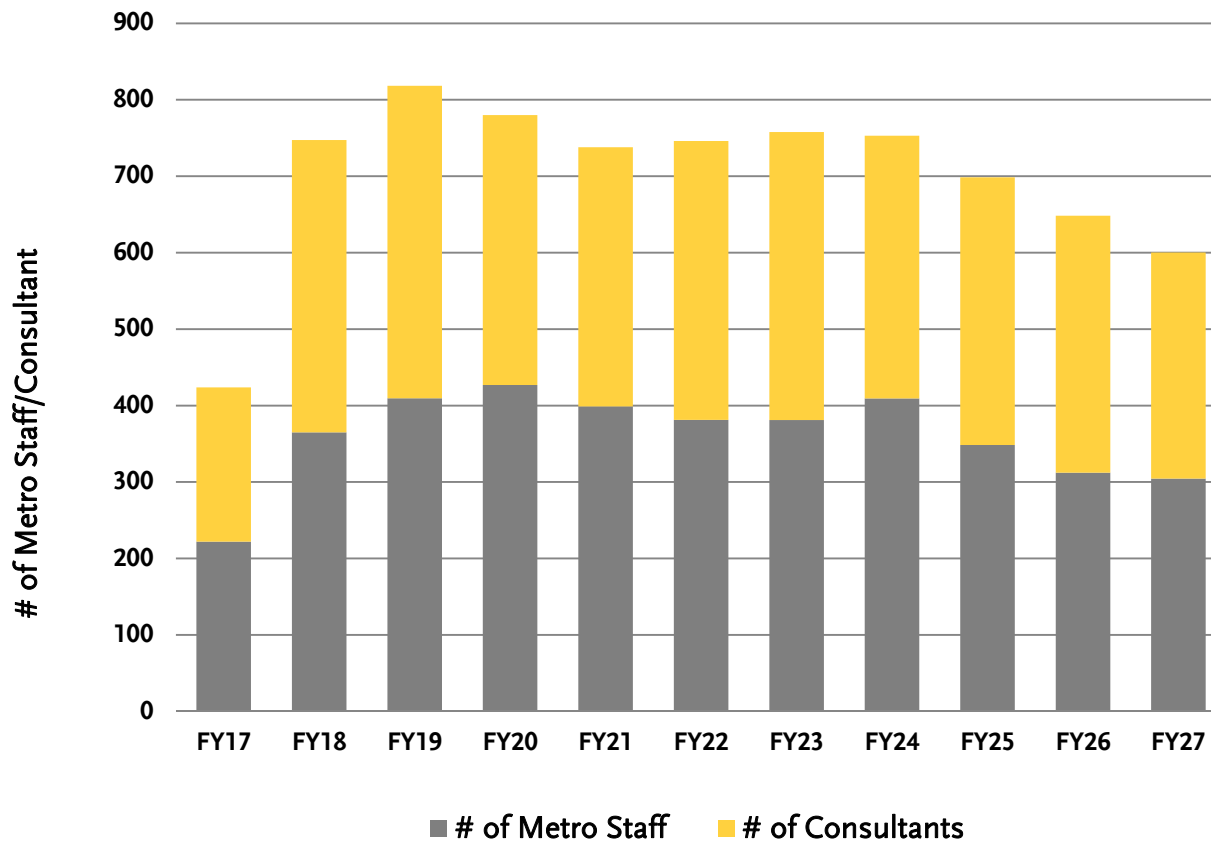


PROJECT DELIVERY STAFFING

- **Focus on Project Delivery Staffing**
 - Utilize recent project historical staffing levels for project staff modelling
 - Apply 50/50 blend of Metro staff/consultants
 - Re-assign staff to new projects upon completion
 - Actual staffing will depend on exact timing of projects, delivery methods, and streamlining initiatives
- **Preliminary Projections for 1st Decade**
 - Metro staff averages approximately 374
 - Consultant staff averages approximately 390

PRELIMINARY STAFFING

- Preliminary Project Delivery Staffing First Decade



STRATEGIC INITIATIVES - INTERNAL

- **Staff Capacity/Capability**
 - Right-size the Metro Organization
 - Strategic Consultant Use
 - Attract, Train, Retain Core Staff
 - Grow Through Succession Planning
 - Partner with Community Colleges to Develop Transportation Discipline Curriculums
 - Streamline/Automate Processes for Efficiency

STRATEGIC INITIATIVES - INTERNAL

- **Strengthen Project Budgeting Process**
 - Engage and Expand Cost Estimating in Development of Project Estimates/Budgets
 - Estimates to Reflect Current Project Scope, Schedule, and Costs
 - Commence Risk Assessments Early and Factor Effects into Project Estimates
 - Establish LOP Budget After Adequate Engineering and Design or Bids are Received for Construction
 - Conduct Annual Program Evaluation (APE) Review
 - Manage Project Scope to Deliver Projects On-time and Within Budget

STRATEGIC INITIATIVES - INTERNAL

- **Quality Management**
 - Quality Strategic Planning
 - Incorporate Best Practices
 - Establish Quality Audits

- **Update Technical Documents**
 - Incorporate Lessons Learned
 - Review Parameters Prescriptive vs. Performance
 - Reduce Submittals and Approvals
 - Promote Emerging Technologies
 - Analyze Commercial/Claims Perspective

STRATEGIC INITIATIVES - INTERNAL

- **Innovate Procurement Process**
 - Review Potential Alternative Delivery Methods/PPP
 - Facilitate Private Sector Innovation
 - Streamline Process and Documentation
 - Procurement Strategic Planning
 - Project Pre-Planning
 - Increase Competition
 - Increase Small Business Opportunities

STRATEGIC INITIATIVES - INTERNAL

- **Third Party Utilities**
 - Incorporate Lessons Learned
 - Perform Utility Strategic Planning
 - Establish Municipal/Utility Task Force
 - Analyze Organizational Structure/Co-Location
 - Establish Bench Contractors
 - Expand Pool of Contractors
 - Expedite Lead-In Activities

STRATEGIC INITIATIVES - EXTERNAL

- **Teaming With External Jurisdictions**
 - Establish Executive Level Single Point of Contact
 - Perform Joint Strategic Pre-Planning
 - Streamline Master Cooperative Agreement
 - Establish Joint Oversight Committee
 - Establish Mutually Acceptable Design Criteria
 - Co-locate Key Staff
 - Define Maintenance Responsibilities
 - Streamline Approval and Permit Processes

STRATEGIC INITIATIVES - EXTERNAL

- **Teaming With Caltrans**
 - Initiate Partnering Program
 - Implement Lessons Learned Program
 - Establish Management/Communications Plan
 - Establish Strategic Implementation Plan
 - Establish Project Management Plans
 - Develop Interagency Agreement
 - Promote Staff Co-Location
 - Provide Joint Coordination with COG's

NEXT STEPS

- Ballot Measure Success
- Implement PMP
- Continue Extensive Community Outreach
- Update Plan as Required
- Develop Program Support Plan
- Deliver Projects On Time and Within Budget





PROGRAM MANAGEMENT PLAN

EXECUTIVE SUMMARY

MEASURE M
October 2016

Draft

EXECUTIVE SUMMARY

The Los Angeles County Metropolitan Transportation Authority (Metro) has developed the Los Angeles County Traffic Improvement Plan (LACTIP) or “Measure M” as a way to address new transit and highway projects, enhanced bus and rail operations, and several other transportation improvements in Los Angeles County. Metro’s Program Management Plan serves as a strategic framework for Measure M Capital Project Delivery and provides a roadmap on how Metro will manage and implement this ambitious transportation infrastructure program if voters approve the Measure in November. The Program Management Plan summarizes program scope, schedule and budget; provides organizational information for control systems, processes, responsibilities and authority; describes agency policies, procedures and interrelationships; establishes mechanisms for managing technical and financial risks and demonstrates stakeholder accountability and transparency.

Measure M is expected to generate an estimated \$860 million a year in 2017 dollars. Based on the latest economic forecast by the Los Angeles Economic Development Corporation, the LACTIP would add 465,690 new jobs across the region, stimulate \$79.3 billion in economic output in Southern California, and fund 40 major highway and transit projects in the first 40 years. The goals of Measure M include easing traffic congestion, improving freeway traffic flow; expanding rail and rapid transit systems and improving system connectivity; repaving local streets, repairing potholes, and synchronizing signals; making public transportation more accessible, convenient and affordable for seniors, students, and the disabled; earthquake retrofitting bridges and keeping the transit and highway system safe and in good working condition; embracing technology and innovation; creating jobs, reducing pollution and generating local economic benefits; providing accountability and transparency by protecting and monitoring the public’s investment.

The overall program budget for the first 40 years focuses on Capital Project Delivery which includes \$41.8 billion Transit Construction, \$2.39 billion Metro State of Good Repair, and \$20.33 billion Highway Construction. The Measure M Program Master Schedule outlines project delivery across the lifecycle including planning and environmental analysis, preliminary engineering and final design, contract procurement and real estate acquisition, construction management, testing and start-up as well as outlines opportunities for acceleration of projects. A Program Support Plan will be issued at a future date to address other elements of Measure M.

Strategic Initiatives

A series of strategic initiatives have been identified to address planned enhancements for Measure M Capital Project Delivery and how this transportation infrastructure program will be managed and implemented:

- **Staff Capacity Planning** - Capital project delivery of the infrastructure program in the Plan is highly dependent on providing sufficient staffing resources. Staffing needs for the Measure M projects were forecasted based on utilizing the right size for Metro, strategic consultant use, the ability to attract, train and retain core staff, growing through succession planning, streamlining /automating processes for efficiency, and partnering with community colleges to develop transportation in discipline curriculums.

- **Acquisition Process Innovation** - The construction industry differs from most other industries as contracts developed for individual projects, while containing a core set of standard requirements, are developed and adapted to suit the specific requirements of each project. This can be further complicated by the different types of contract delivery methods that have evolved over the years. Any efficiency that can be developed in either the procurement process or the procurement document can, when repeated over the life of a program of projects, save significant time and cost and improve the flow of procurements and implementation. Procurement process initiatives include reviewing potential Alternative Delivery Methods / PPP, facilitating private sector innovation, streamlining process and documentation, procurement strategic planning, project pre-planning, increasing competition, and increasing small business opportunities.
- **Strengthen the Project Budget Process** – With the large increase in both the number and value of projects being delivered under Measure M, it is essential that accurate Life of Project (LOP) budgets be developed for each project. Strengthening the project budget process includes expanding the use of Cost Estimating staff in the development of independent cost estimates and project budgets, working closely with the respective Departments during the early stages of project development, commencing risk assessments at the earliest practicable time in the project life, ensuring continuity of approach across the program, continuing Annual Program Evaluation process, establishing the LOP budget once projects have completed adequate engineering and design or bids are received for construction, and actively manage project scope to deliver projects on-time and within budget.
- **Technical Documents** – The Technical Documents initiative will entail the review of Metro's Design Criteria, Specifications, Standard and Directive Drawings, in conjunction with the innovation of Metro's procurement process and related documentation. This includes incorporating lessons learned, reviewing contract specification parameters (prescriptive vs performance), reducing submittals and approvals, promoting emerging technologies, and analyzing contract documents from a commercial/claims perspective.
- **Quality Management** – The Quality Management initiative will involve a thorough review and revision of Metro's Quality Management Program (QMP) and of the Quality Management Program Manual (QMPM) to incorporate Lessons Learned from Metro's projects and taking into account national Best Practices and experience from other transit agencies. The establishment of Quality Audit strategies, schedules and requirements, the capturing of quality records and audit data and tailored quality reporting will be automated, using State of the Art technology.
- **Third Party Utilities** – One area that has the most impact on the success of project delivery, and thus the cost and schedule of a project, is the third party interface, particularly utility relocations. Utilities are widely recognized as one of the top two causes of delay in project development and delivery. Third Party Utility initiatives being implemented include incorporating lessons learned, performing utility strategic planning, establishing Municipal/Utility Task Force, analyzing organizational structure/co-location, establishing bench contractors, expanding the pool of contractors and expediting lead-in activities or undertaking them earlier in the Project Life.

- **Teaming with External Jurisdictions** – The success of Stakeholder and Third Party Coordination is a major contributor to project delivery. While this section references good cooperation and coordination between the City of Los Angeles and Metro, close coordination with all interfacing governmental entities is important and this section applies equally to all such entities and cities. This strategic initiative involves establishing Executive Level single point of contact, performing joint strategic pre-planning, streamlining Master Cooperative Agreements, establishing a Joint Oversight Committee, establishing mutually acceptable design criteria, co-locating key staff, defining maintenance responsibilities, and streamlining the approval and permit process.
- **Teaming with Caltrans** – The Metro Highway Program is responsible for the programming and delivery of transportation improvements on the State Highway System and local arterials in Los Angeles County consistent with the Metro Long Range Transportation Plan (LRTP) and the projects/programs approved by the Metro Board under various sales tax measures. In this capacity, Metro works closely with the California Department of Transportation (Caltrans), the subregional Councils of Governments (COGs) and the cities in Los Angeles County to deliver regional, subregional, and local highway/roadway improvement projects. As local funding for project implementation increases, so does the need for greater coordination and communication between the parties. This strategic initiative involves initiating a Partnering Program, implementing a Lessons Learned Program, establishing a Management / Communications Plan, establishing a Strategic Implementation Plan, establishing Project Management Plans, developing an Interagency Agreement, promoting staff co-location and providing joint coordination with the Council of Governments.

Metro Department Functions

The Management Organization in the Program Management Plan describes Metro organizational structure and the responsibilities of staff that will be involved in the Capital Program. There are three management levels overseeing delivery of Metro Capital Program: the Board of Directors, who provide policy direction; the Chief Executive Officer and his direct reports, who provide executive direction; and the Projects Teams, who are responsible for implementation of the projects.

The Office of the CEO (OCEO) – The OCEO supports the CEO in carrying out his vision for the agency. The OCEO is the central point of contact for the Board of Directors, Board staff, and employees. Supporting the CEO requires understanding the vision, mission, and goals, maintaining frequent communication with the Board offices, working with staff to elevate issues, ensuring crossing departmental coordination and collaboration.

Finance & Budget - Metro's Finance & Budget participates extensively in Metro's fiscal and project delivery cycles. Metro's Finance Business Unit is charged with maintaining long term fiscal stability in an aggressive construction environment. In support of Metro's project delivery efforts, the Finance & Budget Business Unit is comprised of five sub-units as follows: Treasury, Office of Management and Budget (OMB), Accounting, Local Programming and Transit Access Pass (TAP).

Countywide Planning and Development – The Countywide Planning and Development Department is responsible for long range planning, regional transit planning and systems analysis and research within Los Angeles County. This department develops and implements complex countywide plans and programs such as Long Range and Short Range Transportation Plans and manages the Biennial Call for Projects competitive grant process. Major efforts include the implementation of the Congestion Management Program (CMP) which enables cities to receive annual gas tax apportionments for meeting statutory CMP requirements and coordination with South Coast Air Quality Management District to ensure that the \$297.6 billion of LRTP projects are in compliance with the federal Clean Air Act. This unit also provides technical planning analysis including travel demand modeling, geographic information system analysis, and census data analysis. These tools are essential to the development of corridor and countywide studies, and are required for the approval of federal transportation funds.

The Strategic Financial Planning group is responsible for integrating diverse federal, state, local, and private financial resources to accomplish the Long Range Transportation Plan, as periodically updated by the Metro Board of Directors. In doing so, this unit seeks to preserve local financial resources and funding flexibility to enable the delivery of planned services and capital projects, including existing operating commitments, state of good repair needs and improvements to the regional transportation system in Los Angeles County. Grants management and administration activities include grant development, project and program monitoring, reporting and financial oversight. Working with federal, state and regional/local funding policy makers and partners, this group seeks to optimize policies and maximize funding for Los Angeles County transportation programs and projects by obtaining and overseeing formula and discretionary federal, state and regional/local grant funds and federal loans for the agency and its sub-grantees.

The Transit, Highway and Regional Rail Planning group provides integrated support through all phases of a project's life, from early project planning through construction. While Planning's role evolves through the life of the project, their involvement is essential to each project's success. As the lead through the Planning and Environmental phases, the Planning group acquires a trove of project knowledge and builds stakeholder relationships that help mitigate areas of development risk during the design/construction phases. Looking forward, more effective coordination between Planning and Program Management and early community engagement will be critical to the departments' collective ability to deliver on the Metro capital program. Property acquisition and management of real property is the responsibility of the Real Estate section in Transit Planning.

Program Management – The Program Management Department is focused on the successful delivery of capital projects, including transit, highway, and regional rail projects. Safety, quality, and on-time/on-budget delivery while mitigating stakeholders issues are major goals. The department comprises of the following functions: Program Control; Engineering; Transit, Highway and Regional Rail and Facility Capital Project Delivery; Environmental Compliance & Sustainability.

Program Control assists in managing scope, project status, budgets, schedules, estimates, document control, change control, risk management and reporting. Program Control serves as

the central point of coordination across departments to ensure projects are delivered within cost, schedule, and risk expectations. Program controls support is also provided for activities including program reporting, enterprise standards and tool development, project management training and process improvements. Staff support is provided for the environmental planning and preliminary engineering, final design engineering and construction, and maintenance and operations phases.

Engineering is composed of engineering staff across all Engineering and Architectural fields needed for the design and construction of Metro rail systems including tunnel engineering, structural engineering, geotechnical engineering, civil and track work engineering, architectural, mechanical, electrical and plumbing (MEP) engineering and systems engineering. In addition, the Engineering group supports Metro's projects for their coordination with all Third Parties including the City of Los Angeles departments, mainly Bureau of Engineering (BOE) and Department of Transportation (DOT), but also Bureau of Sanitation (BOS), Bureau of Street Services (BSS), Bureau of Street Lighting (BSL) and Contract Administration (CONAD). Engineering also houses the Quality Assurance/Quality Control (QA/ QC) Department, which provides Quality Management to all Metro projects.

The Transit unit of the Program Management Department manages Transit projects from the Project Development Phase, through Construction and Project Handover. Metro's Transit projects include a broad range of infrastructure and technology, from vertical structures required to support operations and security activities to horizontal infrastructure such as Light Rail Transit and Subways.

The Metro Highway Program is responsible for the cost effective and timely delivery of safe and sustainable transportation improvements on streets and freeways across Los Angeles County. In line with the Metro Long Range Transportation Plan, the Highway Program advances the planning, environmental clearance, design and construction of major capital projects such as carpool lanes, mainline widening, freeway connectors, auxiliary lanes, freeway ramp improvements, grade crossings, and sound walls. In addition, the Highway Program works with regional and local stakeholders to implement lower-cost operational improvements such as ramp metering, traffic signal synchronization, and corridor management solutions to alleviate congestion and improve travel time reliability on freeways and local arterials.

The Regional Rail unit of the Program Management Department oversees the coordination with key stakeholders including Southern California Regional Rail Authority (SCRRA), Los Angeles – San Diego – San Luis Obispo Rail Corridor (LOSSAN), California High Speed Rail Authority (CHSRA), local municipalities, as well as the communication with Metro Board of Directors and their staff. Working in coordination with SCRRA, the Regional Rail unit also manages select capital projects for major Regional Rail and other Metro capital projects and provides overall leadership of Regional Rail staff to ensure that all Regional Rail capital projects and planning efforts are completed on time and within budget.

The Facilities Capital Projects Unit is responsible for all vertical construction and capital improvements for Metro's operational bus and rail facilities. The Unit supports other capital projects with construction and design support for projects not directly managed by the Facilities Capital Projects. The Unit is also responsible for management and coordination of all joint



development projects at Metro stations, for engineering support and design work for Facilities Maintenance and General Services at facilities and headquarters, and technical support for sustainability projects. The Unit assists in other major rail programs and planning with management of their rail facility projects, such as the yards, new stations, etc.

The Environmental Compliance and Sustainability Unit provides general support services and project management to Metro's Planning, Construction, and Operations Business units. The Unit is comprised of three functions: Environmental Services (including compliance, remediation, and liabilities reduction); Sustainability Services (including Policy Implementation, Environmental Management System, and Carbon Credits Administration); and Project Management of Sustainability Related Projects/Infrastructure.

Vendor / Contract Management – The Vendor/Contract Management Department (V/CM) has the responsibility to procure goods and services for Metro at a fair and reasonable price while exercising good business practices and the post award administration for contract compliance. All construction contracts (Design-Bid-Build (DBB), Design-Build (DB), Design-Build-Operate-Maintain (DBOM), Public-Private Partnership (P3), etc.) that exceed \$2,500,000 shall be subject to Metro's Project Labor Agreement and Construction Career Policy and Local Hire Initiative. Metro's Vendor Portal (Metro/Business.net) links contractors, vendors, small businesses (DBE/SBE/DVBE), medium size businesses, and suppliers to all necessary information for contracting opportunities, how to do business with Metro, and requirements for all solicitations.

Risk, Safety, Emergency Management, & Asset Management – The Risk, Safety, Emergency Management & Asset Management Department protects the assets of the public by identifying, evaluating and responding to the risk exposures of Metro. The Risk section assess individual project risk and potential for damages across a wide variety of risk sources. Insurance provides an acceptable method of risk transference that ensures the adequate capital is required in the event of claims. Insurance also helps ensure that all of the various risk exposures are addressed by contractors. The Corporate Safety section provides leadership and dedicates its resources to promote the philosophy of continuous safety improvement (Safety's First!) for the benefit of Metro's employees, customers, community, and business partners.

System Security & Law Enforcement – The Systems Security and Law Enforcement Department is responsible to develop, distribute, implement, and administer comprehensive security and law enforcement procedures for all Metro operations.

Communications –The Metro Communications Department will develop a Strategic Communications Plan to establish and maintain a high level of communication and outreach to various stakeholders throughout the implementation of the Measure M program. The public outreach, engagement and communication functions are essential parts of keeping communities informed and engaged throughout the Measure M implementation process.

Employee / Labor Relations – Metro has organized services that recruit, develop and support the workforce within the Department of Employee and Labor Relations. The Department is organized with three Units; General Services, Labor Relations and Talent Management. These services are designed to support the core business of Metro. The General Services division manages all printing services, travel coordination and the maintenance of the Gateway Headquarters facilities. The Labor Relations division conducts all of Metro's negotiations leading to Collective Bargaining Agreements with the Union partners. The Talent Management

division is responsible for talent acquisition and talent development. Team members manage recruitment and selection, including testing and background checking for over 2500 hires each year.

Congestion Reduction Department – The Congestion Reduction Department directs and manages the development of congestion reduction operating plans and implementation schedules, including revenue projections, environmental effects, mobility impacts on legislative requirements and technical feasibility. The Congestion Reduction department manages the maintenance of the tolling infrastructure on the I-10 and I-110 ExpressLanes. This includes the toll gantries, signage, in pavement sensors, cameras, enforcement beacons, and dynamic message signs. Roadway related items such as pavement maintenance and striping, median barriers, and graffiti removal are managed by Caltrans in coordination with ExpressLanes staff.

Office of Extraordinary Innovation – The Office of Extraordinary Innovation (OEI) provides support to the Program Management Department in all matters relating to innovation, unsolicited proposals, and public-private partnerships, such as procurement support, project delivery support, research to support program delivery, evaluation of unsolicited proposals, and analysis supporting the incorporation of new technologies on projects. Support to the Program Management Department may include such things as assistance in contract negotiations, the establishment of contract performance measures, consultant advisory services, and other assistance throughout the project delivery process, as requested by the Program Management Department or Metro's Senior Leadership Team.

Civil Rights – The Civil Rights Department ensures that Metro meets or exceeds Federal, State, and Local Civil Rights requirements by promoting universal equity for customers and employees. Civil Rights Program Compliance will evaluate services, programs, and facilities; educate employees and customers; monitor and advise on Civil Rights compliance; conduct investigations and make recommendations on corrective actions; and eliminate barriers in employment opportunities and ensure equal access and participation in the Metro transportation system.

Management Audit Services - Metro's Management Audit Services (MAS) Department is responsible for ensuring the integrity and efficiency of Metro policies and practices, the protection of assets and revenues, compliance with law, and adequacy of internal controls. MAS performs and/or manages the following types of engagements: performance audits (efficiency and effectiveness of operations, projects, or programs, suitability of the design and effectiveness of internal controls, reliability of operational and financial information), financial and compliance audits (grant agreements, Memorandum of Understanding, audits required by Proposition A, and Proposition C, Measure R, etc.), and contract audits (pre-award, incurred cost, close out, and contract change orders).

Information Technology (IT) Services – ITS enables the achievement of Metro's business goals and objectives through the use of innovation and technology. Key functions include Information Security, IT Operation and Service Delivery, System Architecture & Technology, Business Applications, IT Project Management Office, Corporate IT, delivering services & facilities on transportation projects, Digital Strategy & Innovation, and Research & Records Information.



Operations and Maintenance – Metro’s Operations and Maintenance department ensures the safe and reliable operation of regional bus and rail transportation infrastructure and equipment. Their focus is to continually improve the performance of Metro’s assets and to conduct Metro’s efforts in an efficient and professional manner. This mission is met by keeping all facilities, equipment, structures and utilities in good working order and at maximum efficiency. The Operations and Maintenance department works to advance preventative, predictive and responsive management of resources and to provide safe and comfortable environments for passengers and employees. Metro Operations works with Planning and Program Management to establish criteria, planning, design and construction of projects.

Metro is prepared and is ready to implement the Program Management Plan, continue extensive community outreach, develop a Program Support Plan, and continue planning and delivering one of the largest capital improvement programs in the nation.



Board Report

File #: 2016-0780, **File Type:** Oral Report / Presentation

Agenda Number: 15.

**CONSTRUCTION COMMITTEE
OCTOBER 20, 2016**

RECEIVE oral report by the Program Management Chief Officer.

DISCUSSION

Oral Report by the Program Management Chief Officer.

ATTACHMENTS

Attachment A - Program Management Chief Officer's Report - October 2016

Prepared by:

- **Crenshaw/LAX** - Charles Beauvoir, Deputy Executive Officer, Project Mgmt., (213)299-3095
- **Regional Connector** - Gary Baker, Deputy Executive Officer, Project Mgmt., (213)893-7191
- **Westside Purple Line Ext 1 and 2-** Dennis Mori, EO Project Mgmt., (213)922-7238
- **I-405** - Nazem Moussa, Deputy Executive Officer, Project Mgmt. (213)922-7221
- **Patsaouras Plaza Busway Station** - Timothy Lindholm, EO Project Engr., (213)922-7297
- **Presentation** - Yohana Jonathan, Departmental System Analyst, (213)418-3031

Reviewed by:

Richard Clarke, Chief Program Management Officer, (213)922-7557

Program Management Chief Officer's Report

Project Status Report

Presented By

Richard Clarke

Chief Program Management Officer













October 2016

Construction Committee

Los Angeles County Metropolitan Transportation Authority



PROJECT BUDGET & SCHEDULE STATUS SUMMARY CHART

Project	Cost Performance	Schedule Performance	Comments
Crenshaw/LAX			Need to conclude 96 th Street Station accommodation time impact as well as other time extensions requests from contractor.
Regional Connector			Developing schedule options with contractor; correlating cost forecast accordingly.
Westside Purple Line Extension-Section 1			Overall construction progress is 12.9% complete versus 6.2% planned.
Westside Purple Line Extension-Section 2			Bids received and being evaluated. FFGA expected in late November 2016.
I-405 Sepulveda Pass improvements Project			Working through remaining items affecting Final Acceptance.
Patsaouras Plaza			Project has received Caltrans encroachment permit, Right-of-Way Certification and approval of foundation design package. LADWP relocation completed September 17, 2016.

October 2016



On target



Possible problem



Major issue




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CRENSHAW/LAX TRANSIT PROJECT

 BUDGET	Current	Forecast
TOTAL COST	\$2,058M	\$2,058M

 SCHEDULE	Current	Forecast
REVENUE OPERATION	Oct 2019	Oct 2019

- Overall project progress is 52% complete.
- TBM completed first reach from Expo to MLK Station Box. Relaunching for second reach to Leimert Park Station.
- Preparing falsework for I-405 bridge construction.
- Southwestern Yard continuing final design and excavation/grading for building foundations.



TBM ready for relaunch to Leimert Park Station Box



Aviation Station/Century Bridge – removing forms

October 2016



On target



Possible problem



Major issue

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REGIONAL CONNECTOR TRANSIT CORRIDOR

⚠ BUDGET		
	Current	Forecast
TOTAL COST	\$1,599M	TBD
* Includes Board approved LOP plus Planning and Finance costs.		

⚠ SCHEDULE		
	Current	Forecast
REVENUE OPERATION	May 2021	July 2021

- Overall Project Progress is 23.9%, Design Build (DB) Construction is 18.8% and DB Final Design is 94.2% complete.
- Completed installation of cap beams and deck beams within the 1st/Alameda closure. Continue installation of Level 2 struts in the Wye; laying conduits on the protection slab; and installation of bottom mat of rebar in station invert. Scheduled to implement Steady State and re-open the 1st/Alameda intersection on September 26th.
- Continue pile and deck beam installation in the 2nd/Broadway intersection and water work at 2nd/Spring.
- Continue 2nd/Hope Station excavation and lagging; installation of Level 2 struts (South) and Level 3 walers (North) and drilling and installation of tiebacks on Level 3 (West).
- Continue piling on west side of Flower Street; cap beam installation; and waterline relocation.



Installation of bottom mat of rebar in 1st/Central station invert



Decking at 2nd/Broadway intersection

October 2016



On target



Possible problem



Major issue

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WESTSIDE PURPLE LINE – SECTION 1

OK BUDGET

	Current	Forecast
TOTAL COST*	\$3,154M	\$3,154M

* Includes Board approved LOP plus Planning and Finance costs.

OK SCHEDULE

	Current	Forecast
REVENUE OPERATION	Oct 2024 FFGA	Nov 2023

Overall Project Progress is 12.9% complete.

Advanced Utility Relocations (AUR)

- Metro has issued the Certificate of Substantial Completion to the Wilshire/La Cienega AUR contractor. This completes all AUR work for the Project. The contractor completed the work four months ahead of schedule and within budget.

Tunnels, Stations, Trackwork and Systems Design-Build Contract

- Final Design for the tunnels, three subway stations, trackwork and systems is 93% complete overall.
- The 22-weekend closures began on June 10, 2016 for the installation of deck beams and concrete deck panels prior to the Wilshire/La Brea Station excavation under the temporary street decking. The work is progressing ahead of the original November 2016 completion date.
- Wilshire/Fairfax Station pile installation is underway.
- Site preparation work and construction mobilization activities are continuing at the Wilshire/La Cienega Station.



Installing deck panels at Wilshire/La Brea Station



Contractor exposing utilities on Wilshire Blvd. & Orange Drive

October 2016



On target



Possible problem



Major issue

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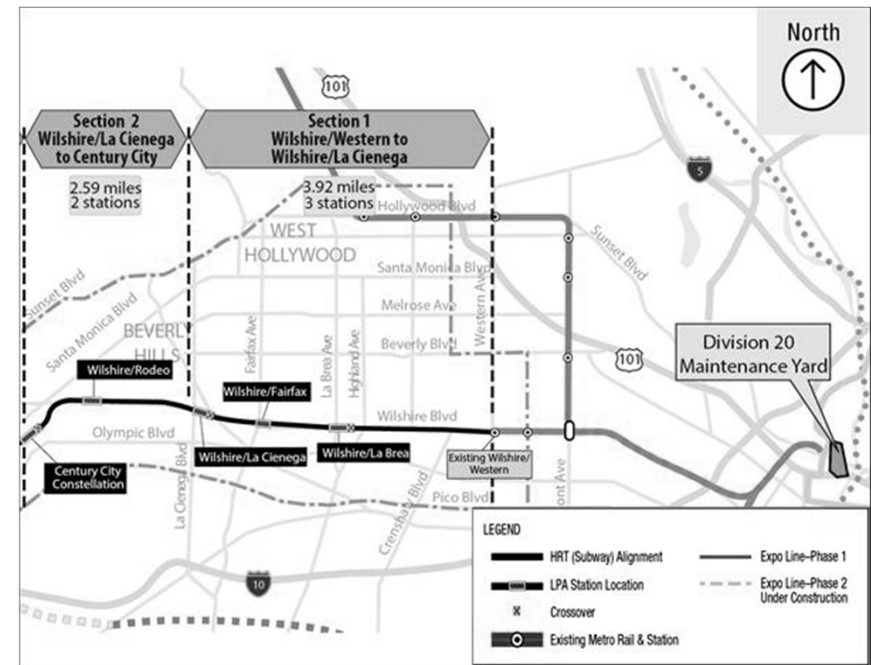
Metro

WESTSIDE PURPLE LINE – SECTION 2

OK BUDGET		
	Current	Forecast
TOTAL COST	TBD	\$2,499M
Life-of-Project Budget is yet to be adopted. Forecast includes finance costs		

OK SCHEDULE		
	Current	Forecast
REVENUE OPERATION	TBD*	August 2025
*Subject to FTA Full Funding Grant Agreement Approval		

- Contract C1120 – Design/Build Request for Qualifications/Request for Proposal was released on September 14, 2015.
- The three teams meeting the minimum requirements as a result of the RFQ were announced on December 4, 2015.
- Price proposals received on June 1, 2016.
- Contract 1120 award anticipated January 2017.
- FFGA anticipated approval late November 2016.



October 2016



On target



Possible problem



Major issue



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I-405 SEPULVEDA PASS IMPROVEMENTS PROJECT

! BUDGET		
	Current	Forecast
TOTAL COST	\$1,308M	\$1,308M

OK SCHEDULE		
	Current	Forecast
SUBSTANTIAL COMPLETION	Sept 2015	Sept 2015

- Contractor is working toward Final Completion.
- Working through remaining items affecting Final Acceptance.
- Negotiation for Claim 86 is ongoing.
- Forecast does not include Claim 86.



October 2016



On target



Possible problem



Major issue



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PATSAOURAS PLAZA BUSWAY STATION

OK BUDGET		
	Current	Forecast
TOTAL COST	\$39.7M	\$39.7M

OK SCHEDULE		
	Current	Forecast
SUBSTANTIAL COMPLETION	Dec 2017	Dec 2017

- Caltrans has approved foundation design package, Right-of-Way Certification, Encroachment Permit, and Aerially-Deposited Lead (ADL) report.
- LADWP relocation work was completed September 17, 2016 on schedule.
- Metro expects all environmental approvals from Caltrans required for final encroachment permit by September 30, 2016.
- Contractor has been notified to begin utility, bridge, and foundation work in October 2016.



October 2016



On target



Possible problem




Major issue


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CRENSHAW/LAX TRANSIT PROJECT DESIGN/CONSULTANT: Hatch Mott				CONSTRUCTION MANAGEMENT CONSULTANT: Stantec CONTRACTORS: Walsh-Shea Corridor Constructors (Alignment) and Hensel Phelps / Herzog (Southwestern Yard)			
PROJECT PHOTO: Concrete placement for the cut and cover utilizing compression forms. Wooden block out to the right is for the fan niche.				WORK COMPLETED PAST MONTH:			
				<ul style="list-style-type: none"> o Continued tunnel segment production. o Commenced installation of Tier 2 and Tier 3 Bracing at UG #4 o Continued TBM Mining SB tunnel from Expo to MLK o Continued construction of the lower walls at Expo Station. o Continued installing plumbing and conduit in the lower walls at Expo Station. o Completed construction of the Protective slab at Vernon Station o Commenced construction of the Invert slab at Vernon Station. o Continued storm drain installation at Park Mesa o Continued Demolish & replace Curb, Gutter, Sidewalks and Driveways at Park Mesa o Commenced relocating Fire Hydrants at Park Mesa o Completed the installation of soldier piles along the east and west line of UG #3 o Completed construction of the SOE Cantilever at UG #3 o Continued OCS foundation construction in segment B1. o Completed backfilling at the Pedestrian Underpass o Completed construction of the TC&C room Walls at West Station. o Completed Station Walls at La Brea Station o Continued Excavation to subgrade in Segment A o Completed Bracing installation at UG#1. o Completed Construction of the 104th St Tunnel and 111th St Bridge o Continued construction of Green Line Superstructure 			
EXPENDITURE STATUS (\$ In Millions)				SCHEDULE ASSESSMENT			
ACTIVITIES	CURRENT BUDGET	EXPENDED AMOUNT	PERCENT EXPENDED	MAJOR SCHEDULE ACTIVITIES	PRIOR PLAN	CURRENT PLAN	VARIANCE WEEKS
DESIGN	\$ 136.7	\$ 122.0	89.3%	Environmental			
RIGHT-OF-WAY	\$ 127.4	\$ 120.3	94.4%	FEIS/FEIR	Sep-11	Sep-11	Complete
CONSTRUCTION	\$ 1,353.1	\$ 620.1	45.8%	Record of Decision	Dec-11	Dec-11	Complete
OTHER	\$ 440.8	\$ 155.4	35.3%	Design			
TOTAL	\$ 2,058.0	\$ 1,017.9	49.5%	Preliminary Engineering	Nov-11	Nov-11	Complete
Note: Cost expended as of Sep. 2, 2016.				Final Design	Sep-15	Aug-16	11.3 months behind
				Right-of-Way			
AREAS OF CONCERN o Design-builder's ability to mitigate schedule delays. o Timely submittal of WSCC's design submittals and review by City of Los Angeles. o 96th street station accommodations cost/schedule impacts.				Full-take parcels available	Jan-15	Jan-15	Complete
				Part-take and TCE parcels	Sep-15	Apr-16	Complete (base scope)
ROW ACQUISITION				Construction			
				D-B Notice to Proceed	Sep-13	Sep-13	Complete
				D-B Substantial Complete	Oct-18	Apr-19	6.2 months behind
				Revenue Service Date	Oct-19	Oct-19	On schedule*
				The D-B Substantial Complete prior plan was modified by a 35-day concurrent delay contract modification in March 2015.			
				*Note: Revenue Service Date includes a significant reduction in contingency.			
FULL TAKES	37	35	2	CRITICAL ACTIVITIES / 3 MONTH LOOK AHEAD			
PARTIAL TAKES	27	24	3	<ul style="list-style-type: none"> o Completed TBM Mining SB tunnel from MLK to Leimert Station o Complete Tunnel segment production. o Complete construction of the lower walls at MLK station. o Complete decking intersections at UG #3 o Complete construction of the Platform Deck at West Station o Complete installing plumbing and conduit in the lower walls at Expo station. 			
TEMPORARY EASEMENTS	15	13	2				
TOTAL PARCELS	79	72	7				

REGIONAL CONNECTOR TRANSIT CORRIDOR PROJECT					CONSTRUCTION MANAGEMENT CONSULTANT: ARCADIS				
DESIGN CONSULTANT: Connector Partnership JV					CONTRACTOR: Regional Connector Constructors, Joint Venture				
Piling at 2nd/Broadway					WORK/ACTIVITY DURING PAST MONTH				
					<ul style="list-style-type: none"> • 36" water line replacement at 1st/Alameda completed • Pile installation at 1st/Alameda intersection completed • Compensation grouting preparations along 2nd St. continued • TBM shaft excavation and SOE at Mangrove Yard on the 2nd lift continued • Excavation and installation of walers, struts, cap beams and decking at the Wye continued • 2nd/Spring LADWP water relocation continued • Pile installation at 2nd/Broadway continued • Installation of deck beams at 2nd/Broadway intersection continued • Electrical and communication duct bank installation at 2nd/Broadway continued • Relocation/protection of power and communication assets in 2nd/Broadway Station area continued • Station box excavation and SOE continued at 2nd/Hope Station • Water relocations along Flower Street continued • Pile installation on west side of Flower St. continued • Cap beam installation on Flower St. continued • Geotechnical monitoring equipment installation across the project alignment continued 				
EXPENDITURE STATUS (\$ In Millions)					SCHEDULE ASSESSMENT				
ACTIVITIES	CURRENT BUDGET	EXPENDED AMOUNT	PERCENT EXPENDED	MAJOR SCHEDULE ACTIVITIES	PRIOR PERIOD	CURRENT PLAN	VARIANCE WEEKS		
DESIGN	\$132.9	\$116.7	87.8%	Environmental					
RIGHT-OF-WAY	\$110.5	\$68.8	62.3%	FEIS / FEIR	N/A	04/26/12	Complete		
CONSTRUCTION	\$1,079.6	\$328.9	30.5%	SEIS Flower St.	N/A	12/18/15	Complete		
OTHER	\$276.0	\$98.4	35.6%	Design					
TOTAL	\$1,598.9	\$612.8	38.3%	PE Notice to Proceed	N/A	01/04/11	Complete		
Current Budget reflects Board approved Life-of-Project Budget and includes Finance Charges.					Final Design complete	02/28/17	05/31/17	13	
Note: Expended amounts are through 07/31/2016.					Note: Completion of systems design is now projected for end of December 2016. No adverse impact to the overall schedule is anticipated from these design delays.				
AREAS OF CONCERN					Right-of-Way				
<ul style="list-style-type: none"> • Schedule mitigation measures are being implemented across the alignment to address continuing and new delays precipitated by utility relocations. Major street and intersection closures are being coordinated with LADOT, LABOE, and Council District 14 to facilitate construction plans and schedules. Additionally, Metro and RCC are coordinating with DWP and third party utility owners on utility design and relocation issues along Flower, Broadway, Alameda and 2nd Streets to advance construction fronts at these locations. • Schedule recovery measures notwithstanding, schedule float and flexibility is minimal; opportunities for improvement continue to be reviewed. • Delays and reduced productivity along Flower St. continue to be experienced; work hour and access constraints are driving causes. • Methods of supporting the existing DWP vaults and duct banks at 6th/Flower are being investigated to minimize relocation requirements and resulting schedule impacts. 					All parcels available	08/15/18	08/15/18	0	
Current Budget reflects Board approved Life-of-Project Budget and includes Finance Charges.					Note: ROW dates are adjusted to reflect the latest D/B Contractor's coordinated Need Dates. Duco Yard need date is in August 2018.				
Note: Expended amounts are through 07/31/2016.					Construction - Design / Build Contract				
AREAS OF CONCERN					Notice to Proceed	07/07/14	07/07/14	Complete	
<ul style="list-style-type: none"> • Schedule mitigation measures are being implemented across the alignment to address continuing and new delays precipitated by utility relocations. Major street and intersection closures are being coordinated with LADOT, LABOE, and Council District 14 to facilitate construction plans and schedules. Additionally, Metro and RCC are coordinating with DWP and third party utility owners on utility design and relocation issues along Flower, Broadway, Alameda and 2nd Streets to advance construction fronts at these locations. • Schedule recovery measures notwithstanding, schedule float and flexibility is minimal; opportunities for improvement continue to be reviewed. • Delays and reduced productivity along Flower St. continue to be experienced; work hour and access constraints are driving causes. • Methods of supporting the existing DWP vaults and duct banks at 6th/Flower are being investigated to minimize relocation requirements and resulting schedule impacts. 					Note: ROW dates are adjusted to reflect the latest D/B Contractor's coordinated Need Dates. Duco Yard need date is in August 2018.				
Current Budget reflects Board approved Life-of-Project Budget and includes Finance Charges.					Construction - Design / Build Contract				
Note: Expended amounts are through 07/31/2016.					Notice to Proceed	07/07/14	07/07/14	Complete	
AREAS OF CONCERN					Construction complete	05/03/21	05/15/21	2	
<ul style="list-style-type: none"> • Schedule mitigation measures are being implemented across the alignment to address continuing and new delays precipitated by utility relocations. Major street and intersection closures are being coordinated with LADOT, LABOE, and Council District 14 to facilitate construction plans and schedules. Additionally, Metro and RCC are coordinating with DWP and third party utility owners on utility design and relocation issues along Flower, Broadway, Alameda and 2nd Streets to advance construction fronts at these locations. • Schedule recovery measures notwithstanding, schedule float and flexibility is minimal; opportunities for improvement continue to be reviewed. • Delays and reduced productivity along Flower St. continue to be experienced; work hour and access constraints are driving causes. • Methods of supporting the existing DWP vaults and duct banks at 6th/Flower are being investigated to minimize relocation requirements and resulting schedule impacts. 					Revenue Service Date	07/16/21	07/28/21*	2	
Current Budget reflects Board approved Life-of-Project Budget and includes Finance Charges.					Note: *The project is reflecting an approximate seven-month delay to the RSD due to differing site conditions related to underground utilities.				
Note: Expended amounts are through 07/31/2016.					CRITICAL ACTIVITIES / 3 MONTH LOOK AHEAD				
<ul style="list-style-type: none"> • 100% design packages for all three stations, bored tunnel, SEM cavern and systems; review of the related AFCs • Begin Steady State implementation on Flower Street • Decking installation on Flower, north of 5th St. • Secure Sunday work variance for Flower St operations • Resolve Fire Life Safety (FLS) issues including emergency ventilation design and egress • Reconcile path-forward for schedule and costs 									
ROW ACQUISITION	PLAN	CERTIFIED	ACQUIRED	REMAINING					
PERMANENT PARCELS	5	5	4	1*					
TEMPORARY PARCELS	29	16	14	2*					
TOTAL PARCELS	34	21	18	3					
* Remaining parcels are scheduled in-advance of need dates.									

WESTSIDE PURPLE LINE EXTENSION SECTION 1 PROJECT				CONSTRUCTION MANAGEMENT CONSULTANT: WEST, a Joint Venture			
DESIGN CONSULTANT: Parsons / Brinckerhoff				CONTRACTOR: Skanska, Traylor and Shea, a Joint Venture			
Wilshire/Fairfax Station Pile Installation				WORK COMPLETED PAST MONTH			
				<ul style="list-style-type: none"> - C1045 Wilshire/La Brea Station pile installation complete - C1045 Wilshire/La Brea Station Stage 9 decking complete - C1045 Wilshire/La Brea Station North yard switchgear energized - C1045 Wilshire/Fairfax Station North side pile installation began - C1056 Wilshire/La Cienega AUR Contractor achieved substantial completion 			
EXPENDITURE STATUS (\$ In Millions)				SCHEDULE ASSESSMENT			
ACTIVITIES	CURRENT BUDGET	EXPENDED AMOUNT	PERCENT EXPENDED	MAJOR SCHEDULE ACTIVITIES	PRIOR PLAN	CURRENT PLAN	VARIANCE WEEKS
DESIGN	\$159.2	\$133.3	83.7%	Environmental			
				FEIS / FEIR	N/A	05/31/12	Complete
RIGHT-OF-WAY	\$175.6	\$158.6	90.3%	Design			
				PE Notice to Proceed	N/A	01/12/11	Complete
CONSTRUCTION	\$1,740.3	\$436.4	25.1%	Final Design complete	03/22/17	03/22/17	0
OTHER	\$1,079.3	\$114.1	10.6%	Right-of-Way			
TOTAL	\$3,154.4	\$842.4	26.7%	All parcels available*	12/31/15	12/31/15	0
Current Budget includes Environmental/Planning and Finance Costs.				Construction - Main Design / Build Contract			
AREAS OF CONCERN				Notice to Proceed	01/12/15	01/12/15	Complete
				Construction complete	11/08/23	11/08/23	0
				* Parcels related to main D/B Contract C1045			
ROW ACQUISITION	PLAN	AVAILABLE	REMAINING	CRITICAL ACTIVITIES / 3 MONTH LOOK AHEAD			
PERMANENT PARCELS	15	14	1	- C1045 DU 2 Wilshire/La Brea Station – AFC complete			
TEMPORARY PARCELS	4	4	0	- C1045 DU 5 Tunnels – AFC complete			
				- C1045 DU 6 Systems – 100% complete			
TOTAL PARCELS	19	18	1	- C1045 Temporary tunnel ventilation design submittals			
				- C1045 Wilshire/La Brea Station decking installation complete			
				- C1045 Wilshire/La Brea Station excavation begins			
				- C1045 Wilshire/Fairfax pile installation continues			
				- C1056 Wilshire/La Cienega AUR contract closeout			
				- SCE to begin cable pulling and splicing work at Wilshire/La Cienega			
				- C1078 Complete site utilities and building foundation 85% design			
				- LADWP Power to complete relocations at Wilshire/Fairfax Station			

**Board Report**

File #: 2016-0610, **File Type:** Contract

Agenda Number: 1.

**SPECIAL BOARD MEETING
NOVEMBER 17, 2016**

**SUBJECT: WESTSIDE PURPLE LINE EXTENSION SECTION 2 PROJECT
CONSTRUCTION MANAGEMENT SUPPORT SERVICES**

ACTION: AWARD PROFESSIONAL SERVICES CONTRACT

RECOMMENDATION

CONSIDER:

- A. AUTHORIZING the Chief Executive Officer (CEO) to execute a nine-year cost-plus fixed fee contract plus two one-year options, Contract No. AE5818600MC072-PLE2, to Purple Line 2 CM Partners, a Joint Venture to provide **Construction Management Support Services** in an amount not-to-exceed \$8,890,488 through Fiscal Year 2018, subject to resolution of protest(s), if any; and
- B. ESTABLISHING Contract Modification Authority for 15% of the not-to-exceed contract award value and authorize the CEO to execute individual Contract Modifications within the Board approved Contract Modification Authority.

ISSUE

Construction management support services will be required to assist Metro Project staff in overseeing and managing the work through each phase of the Westside Purple Line Extension Section 2 Project from the start of pre-construction activities throughout construction; such as system testing, system activation, revenue operations and contract close-out.

The recommended Board action will provide initial funding through the end of FY18 as part of a multi-year contract with an anticipated contract value of \$54,718,942. Future work will be funded on an Annual Work Program, year-to-year basis. This approach will result in more accurate budgeting for each year, while providing better control over consultant services costs. The contract would be awarded to the joint venture of Purple Line 2 CM Partners (PL2CM). PL2CM consists of AECOM and three SBE/DBE companies - Safework, Inc., Morgner Construction Management, and TEC Management Consultants.

DISCUSSION

Westside Purple Line Extension Section 2 (WPLE 2) is a \$2.5 billion project that consists of 2.59 miles of twin-bored tunnels and includes two underground stations located at Wilshire/Rodeo (City of Beverly Hills) and Century City Constellation (City of Los Angeles). Advanced utility relocation work has begun under pre-award authority that was granted by the Federal Transit Administration, prior to the execution of a Full Funding Grant Agreement that is expected in December 2016. The major construction work will be performed under Contract C1120 which includes the design and construction of tunnels, stations, systems, trackwork and utilities. Proposals for the C1120 Contract are still being evaluated by Metro Vendor/Contract Management, with contract award by the Metro Board anticipated in January 2017.

The Construction Management Support Services (CMSS) consultant will provide administration, inspection services and technical support during the final design, construction, pre-revenue operations and closeout phases of the Project. The primary role of the CMSS is to provide highly skilled and qualified individuals to assist Metro with the construction management of the Project by becoming part of a fully-integrated construction management team residing in the project field office, under direction of Metro Project Management. Staff augmentation by the CMSS consultant is necessary to efficiently provide resources and technical expertise that will vary throughout each phase of the WPLE 2 Project.

DETERMINATION OF SAFETY IMPACT

This Board action will not have an impact on established safety standards for Metro's construction projects. The CMSS contract will provide services that support Metro's internal safety staff on the WPLE 2 Project. The scope of services for the CMSS contract includes provisions for staff members to follow the direction of the Metro construction safety policies and procedures to ensure that safety is the highest priority during oversight of all phases of construction.

FINANCIAL IMPACT

Funding for the CMSS contract is included in the FY17 budget under Project 865522 (Westside Purple Line Section 2 Project), Cost Center 8510 (Construction Project Management), and Account 50316 (Professional Services). Since this is a multiyear contract, the Chief Program Management Officer and the Project Manager will be accountable to budget the cost for future years, including the exercise of any options for future phases.

Impact to Budget

The sources of funds for the actions under Recommendations A and B are Federal 5309 New Starts, Federal CMAQ funds, Federal TIFIA Loan, Measure R funds, and Repayment of Capital Project Loan funds. The approved FY17 budget is designated for the Westside Purple Line Extension Section 2 Project and does not have an impact to operations funding sources. These funds were assumed in the LRTP for the Westside Purple Line Extension Section 2 Project. This Project is not eligible for Propositions A and C funding due to the proposed tunneling element of the Project. No other funds were considered.

ALTERNATIVES CONSIDERED

The Metro Board may reject the recommended action and direct staff to perform all construction management tasks with in-house resources. This alternative is not practical or cost effective because Metro would have to hire a large workforce and attract high-paid expertise whose need vary throughout the life of the Project. The use of CMSS consultant staff provides flexibility of hiring staff with appropriate experience and background that are needed for specific activities and durations throughout the life of the Project.

NEXT STEPS

After the recommended Board actions are approved, staff will complete the process to award Contract No. AE5818600MC072-PLE2.

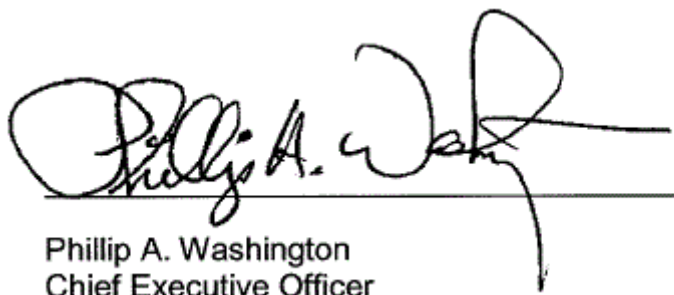
ATTACHMENTS

Attachment A - Procurement Summary

Attachment B - DEOD Summary

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Reviewed by: Richard Clarke, Chief Program Management Officer
(213) 922-7557
Debra Avila, Chief, Vendor/Contract Management Officer
(213) 418-3051



Phillip A. Washington
Chief Executive Officer

PROCUREMENT SUMMARY

**Westside Purple Line Extension Section 2 Project
Construction Management Support Services/
AE5818600MC072-PLE2**

1.	Contract Number: AE5818600MC072-PLE2	
2.	Recommended Vendor: Purple Line 2 CM Partners, a Joint Venture	
3.	Type of Procurement (check one): <input type="checkbox"/> IFB <input type="checkbox"/> RFP <input checked="" type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	Procurement Dates:	
	A. Issued: January 29, 2016	
	B. Advertised/Publicized: January 30, 2016	
	C. Pre-proposal/Pre-Bid Conference: February 10, 2016	
	D. Proposals/Bids Due: April 5, 2016	
	E. Pre-Qualification Completed: August 10, 2016	
	F. Conflict of Interest Form Submitted to Ethics: April 14, 2016	
	G. Protest Period End Date: October 26, 2016	
5.	Solicitations Picked up/Downloaded: 52	Bids/Proposals Received: 4
6.	Contract Administrator: Zachary Munoz	Telephone Number: 213-922-7301
7.	Project Manager: Michael McKenna	Telephone Number: 213-312-3132

A. Procurement Background

This Board Action is to approve Contract No. AE5818600MC072-PLE2 issued in support of Section 2 of the Westside Purple Line Extension Project. The Construction Management Support Services Consultant (CMSSC) will be required to assist Metro Project staff in overseeing and managing the work through each phase of the Westside Purple Line Extension Section 2 Project from the start of pre-construction activities throughout construction, including system testing, system activation, revenue operations and contract close-out. The primary role of the CMSSC is to provide highly skilled and qualified individuals to assist Metro with the construction management of the Project by becoming part of a fully-integrated construction management team residing in the project field office, under direction of Metro Project Management. Staff augmentation by the CMSSC is necessary to efficiently provide resources and technical expertise that will vary throughout each phase of the Project. Board approval of contract awards are subject to resolution of all properly submitted protests.

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

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

- Amendment No. 1, issued on February 19, 2016, clarified the Letter of Invitation Supplement ;
- Amendment No. 2, issued on March 7, 2016, clarified Regulatory Requirements, DBE Instructions to Proposers, the Submittal Requirements, and Evaluation Criteria;
- Amendment No. 3, issued on March 18, 2016, clarified the proposal due date, and Scope of Work ;
- Amendment No. 4, issued on March 25, 2016, clarified the Submittal Requirements

A total of four proposals were received on April 5, 2016. Sealed cost proposals were received at the oral interview/presentations on May 17, 2016. After the recommendation of the most qualified proposer was approved by the Executive Officer, Vendor/Contract Management (Interim), the most qualified proposer's cost proposal was opened. V/CM commenced its cost analysis, enlisted the support of Audit to review the adequacy of the proposer and subconsultant overhead rates and accounting systems, and engaged in negotiations with the recommended proposer. Also, Organizational Conflict of Interest issues were addressed in a Round Table with Ethics and County Counsel for some subconsultants and resolutions were reached in accordance with Metro procedures.

B. Evaluation of Proposals

A Proposal Evaluation Team (PET) consisting of staff from Metro Engineering, Metro Construction Management, and from the City of Los Angeles Bureau of Engineering was convened and conducted a comprehensive technical evaluation of the proposals received.

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

- Experience and Qualifications of Firms on the Team (35%)
- Skill and Experience of Project Personnel (30%)
- Project Understanding and Approach (35%)

The evaluation criteria are appropriate and consistent with criteria developed for other, similar Architect and Engineers procurements. Several factors were considered when developing these weights, giving the greatest importance to the Experience and Qualifications on Firms on the Team and Project Understanding and Approach.

Metro reviewed the proposed prime and subconsultant firms for potential organizational conflict of interest and determined a number of firms that proposed on this contract have also been proposed on Contract C1120, Westside Purple Line Extension Section 2 Design Build, which did not impact the evaluation and recommendation of the most qualified firm. If any of those subconsultant firms elect to pursue Contract C1120 instead of this contract, then the contractor will need to

substitute those firms with equally qualified firms and with the same small business status.

This is an Architect and Engineers, qualifications based procurement. Price cannot be used as an evaluation factor pursuant to state and federal law.

Of the four proposals received, all four were determined to be within the competitive range and are listed below in alphabetical order:

1. EPC Consultants, Inc.
2. Purple Line 2 CM Partners, a Joint Venture (PL2CM) – (AECOM Technical Services, Inc. Safework, Inc., Morgner Construction Management, and TEC Management Consultants)
3. Purple Line Partners, a Joint Venture – (PGH Wong Engineering, Inc., Stantec Consulting Services, Inc., Jenkins/Gale & Martinez, Inc., and DHS Consulting, Inc.)
4. Team PLX2, a Joint Venture – (HNTB Corporation, CH2MHill, Inc., and Kal Krishnan Consulting Services, Inc.

During the months of April and May of 2016, the PET reviewed the four technical proposals and on May 17, 2016, the evaluation committee met and interviewed the firms. The firms' project managers and key team members had an opportunity to present each team's qualifications and respond to the evaluation committee's questions. In general each team's presentation addressed the requirements of the RFP, experience with aspects of the required tasks, and stressed each firm's commitment to the success of the project.

Qualifications Summary of Recommended Firm:

Purple Line 2 CM Partners (PL2CM) provides a team that has an exceptionally qualified combination of firms with experience working on similar Metro projects. The team offers an exceptionally qualified combination of "Key Role" individuals and a very strong combination of qualified "Specialty Technical" individuals that will be responsible for supporting Metro in its management of the construction of the Westside Purple Line Extension Section 2 Project. PL2CM demonstrated a good understanding of how to use the project schedule to keep the project on track with emphasis on the importance of the critical path and baseline schedule, as well as, offering excellent pragmatic and realistic optimization considerations to expedite project completion. In addition, the team represented an understanding of issues threatening the success of DBE's and proposed ideas and plans to help DBE's mitigate and overcome those issues.

The Proposal Evaluation Team (PET) ranked the proposals and assessed strengths, weaknesses and associated risks of each of the Proposers to determine the most qualified firm. The evaluation performed by the PET determined PL2CM as the most

qualified firm to provide the construction management support services, as provided in the RFP. What distinguished PL2CM was that they offered a team that has more extensive technical experience managing construction projects of a similar nature that strongly demonstrated the necessary experience required for all phases of this contract. PL2CM showed that it is very familiar with the project context and potential issues and mitigations, which are critical to the project's success. Therefore, the PET recommended PL2CM as the most qualified firm to provide construction management support services for Section 2 of the Westside Purple Line Extension Project.

1	Proposer/ Criteria	Average Score	Factor Weight	Weighted Average Score	Rank
2	Purple Line 2 CM Partners, J.V.				
3	Experience and Qualifications of Firms on the Team	84.00	35.00%	29.40	
4	Skill and Experience of Project Personnel	84.67	30.00%	25.40	
5	Project Understanding and Approach	89.67	35.00%	31.38	
6	Total		100.00%	86.18	1
7	Purple Line Partners, J.V.				
8	Experience and Qualifications of Firms on the Team	81.67	35.00%	28.58	
9	Skill and Experience of Project Personnel	82.67	30.00%	24.80	
10	Project Understanding and Approach	84.67	35.00%	29.63	
11	Total		100.00%	83.01	2
12	Team PLX2, J.V.				
13	Experience and Qualifications of Firms on the Team	82.67	35.00%	28.93	
14	Skill and Experience of Project Personnel	78.00	30.00%	23.40	
15	Project Understanding and Approach	84.00	35.00%	29.40	
16	Total		100.00%	81.73	3
17	EPC Consultants, Inc.				
18	Experience and Qualifications of Firms on the Team	84.00	35.00%	29.40	
19	Skill and Experience of Project Personnel	79.33	30.00%	23.80	
20	Project Understanding and Approach	80.00	35.00%	28.00	
21	Total		100.00%	81.20	4

C. Cost/Price Analysis

The recommended price has been determined to be fair and reasonable based upon cost analysis of labor rates, overhead rates and other costs factors were completed in accordance with Metro's Procurement Policies and Procedures. The analysis includes, among other things, a comparison with similar firms offering the same services; an analysis of rates and factors for labor, equipment, and other unit prices that comprise the billing rates upon which the consultant will base its invoices. Audit evaluated the propriety of the firms accounting system, indirect cost rates, and exclusion of unallowable costs in accordance with both the Federal Acquisition Regulation (FAR) guidelines and Generally Accepted Accounting Principles (GAAP). Metro negotiated and established provisional overhead rates plus a fixed fee based on the total estimated cost to compensate the consultant.

	Proposed	Metro ICE	Negotiated
FY '17 – FY '18	\$8,890,488 ⁽¹⁾	\$9,353,665 ⁽²⁾	\$8,890,488 ⁽¹⁾
Total Contract	\$128,172,301 ⁽³⁾	\$54,718,942	N/A

(1) The amount of \$8,890,488.00 is the negotiated amount for the 20-month period of November 2016, through June 2018. Future work will be funded on an Annual Work Program, on a year-to-year basis.

(2) Straight-line proration of Metro ICE: (\$54,718,942 / 117months x 20 months = \$9,353,665).

(3) Proposal amount includes value-added resources that Metro has not accepted.

D. Background on Recommended Contractor

The recommended firm, Purple Line 2 CM Partners (PL2CM), is a joint venture of AECOM Technical Services, Inc., and three certified DBE firms, Morgner Construction Management, Inc., Safework, Inc., and TEC Constructors and Engineers, Inc., in conjunction with major sub-consultant McMillen Jacobs Associates. The PL2CM team is comprised of firms that offer an accomplished construction management team that has worked together on Metro projects such as Regional Connector, Crenshaw Corridor, Gold Line Eastside Extension, and Expo 1 and 2.

AECOM and McMillen Jacobs Associates (MJ) are presented as leaders in transit tunneling and underground station construction with 400 tunnel practitioners in AECOM and 200 in MJ. The two firms combined have a declared delivery of more than \$30 billion and 1,600 miles of large diameter tunnels. AECOM and MJ are described as partners for construction management of San Francisco's 1.7 mile Central Subway, constructed in challenging ground conditions under the city's most populous districts. AECOM and MJ have collaborated on other transit projects such as DC Water's Clean River Project, Ottawa Light Rail Transit, and Puerto Rico's Tren Urbano.

PL2CM provides an innovative approach with DBE firms serving as joint venture partners and in leadership roles. The PL2CM team is structured to provide DBE firms with central leadership and technical delivery roles. The organization and staff

selections demonstrate that their DBE partners will play essential roles in the project. The firm's proven success in DBE involvement and mentoring reflects an enduring commitment to the growth and success of their DBE partners and to keeping jobs and dollars in the local community.

DEOD SUMMARY

**CONSTRUCTION MANAGEMENT SUPPORT SERVICES FOR PURPLE LINE
EXTENSION (PLE) SECTION 2 – AE24663MC072**

A. Small Business Participation

The Diversity and Economic Opportunity Department (DEOD) established a 38% Disadvantaged Business Enterprise (DBE) goal for this solicitation. The Purple Line 2 CM Partners, Joint Venture made a 38.12% DBE commitment.

DEOD determined that New York Geomatics is not certified to perform survey work. Accordingly, the Purple Line 2 CM Partners, Joint Venture adjusted its DBE participation to meet its original DBE commitment.

SMALL BUSINESS GOAL	DBE 38%	SMALL BUSINESS COMMITMENT	DBE 38.12%
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	DBE Subcontractors	Scope of Work	NAICS Codes	Ethnicity	% Committed
1	Morgner Construction Services, JV Partner	Construction Administration/ Management	541611 -Management Consulting Services; 237110 - Water & Sewer Line & Related Structures (Const. Mgmt. only) 237310 - Highway, Bridge & Street Construction (Const. Mgmt. only)	Hispanic American	6.66% <u>6.92%</u>
2	Safework, Inc., JV Partner	Construction Management and Safety Oversight	236210 - Industrial Building Construction; 237110 - Water & Sewer Line & Related Structures (Const. Mgmt. only) 237310 - Highway, Bridge & Street Construction (Const. Mgmt. only) 237990 - Other Heavy and Civil Engineering Construction 541690 - Other Scientific and	Non-Minority Female	6.35% <u>8.82%</u>

			Technical Consulting		
3	TEC Construction and Engineering, JV Partner	Construction Administration/ Management	237310 - Highway, Bridge & Street Construction (Const. Mgmt. only) 237990 - Other Heavy and Civil Engineering Construction	African American	6.31% <u>10.89%</u>
4	Anil Verma Associates	Station Construction Management. and Engineering Services	541330– Engineering Services 237310 - Highway, Bridge & Street Construction (Const. Mgmt. only) 237990 - Other Heavy and Civil Engineering Construction	Subcontinent Asian American	8.62% <u>8.96%</u>
5	Dakota Communications	Public Outreach and Public Relation Communications	541820 - Public Relations 541611- Management Consulting	African American	2.43% <u>2.53%</u>
6	New York Geomatics	Surveying	541370— Surveying and Mapping	Hispanic American	7.75%
				Total DBE Commitment	38.12%

B. Contracting Outreach and Mentoring Plan (COMP)

To be responsive, Proposers were required to submit a DBE COMP, which included its plan to mentor a minimum of four (4) DBE firms for protégé development. The Purple Line 2 CM Partners have selected to mentor the following DBE firms: 1) Morgner Construction Services, JV Partner, 2) Safework, Inc., JV Partner, 3) TEC Construction and Engineering, JV Partner, 4) Anil Verma.

C. Project Labor Agreement/Construction Careers Policy

Project Labor Agreement/Construction Careers Policy is not applicable to this contract.

D. Prevailing Wage Applicability

Prevailing Wage requirements are applicable to this project. DEOD will monitor contractors' compliance with the State of California Department of Industrial Relations (DIR), California Labor Code, and, if federally funded, the U S Department of Labor (DOL) Davis Bacon and Related Acts (DBRA). Trades that may be covered include: surveying, potholing, field, soils and materials testing, building construction inspection, construction management and other support trades.

E. Living Wage Service Contract Worker Retention Policy

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

**Board Report**

File #: 2016-0720, **File Type:** Contract

Agenda Number: 17.

**CONSTRUCTION MANAGEMENT
OCTOBER 20, 2016**

SUBJECT: CONSTRUCTION MANAGEMENT FOR BUS FACILITIES CAPITAL PROGRAM

**ACTION: AWARD AND EXECUTE CONTRACT FOR CONSTRUCTION MANAGEMENT
SUPPORT SERVICES**

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to award to MARRS Services, Inc. a three-year cost-plus fixed fee Contract No. PS601800026331 for **Construction Management Support Services for Metro Bus Projects** with the most qualified firm in the amount not to exceed \$3,000,000, for a base term of three years plus two one-year options, subject to resolution of protest(s), if any.

ISSUE

The Los Angeles County Metropolitan Transportation Authority (Metro) requires professional services from a qualified Construction Management Support Services (CMSS) firm to support the design review, construction management, and administration of the construction contracts for various Metro Bus projects to ensure compliance with contract requirements and government regulations.

DISCUSSION

On March 23, 2016, requests for proposals were issued for CMSS services to assist Metro in managing the construction of Bus Facilities Capital Projects. The CMSS Contract is a cost-plus fixed fee contract for a base term of three (3) years with two, one-year options. If Metro decides to exercise the additional option years in the CMSS contract, rates for the option years will be negotiated prior to the end of the base contract period. Option 1 will be to extend the CMSS services and option 2 will be for contract closeout. This contract was procured as a Small Business Enterprise Set- Aside.

Since the CMSS contract is a cost plus fixed fee contract, consultant services will be performed using Annual Work Plans (AWP). Each AWP will include negotiated direct labor, overhead rates, general and administrative expenses, fee, and negotiated hours for the level of effort to match the work. The

AWPs will be funded from the existing project budgets and take into consideration all information available at the time of planning plus applicable time constraints on the performance of the work. Metro shall ensure that strict project controls are in place prior to approving each AWP to closely monitor the Consultant's budget and AWP schedules. No funds will be obligated until the AWP is approved against each particular capital project.

The primary role of the CMSS is to provide highly skilled and qualified individuals to assist Metro with Construction Management but also includes other tasks such as the administration of construction contracts. The CMSS staff will be part of a fully integrated Construction Management team working with Metro in the project and field offices.

The CMSS contract will provide some or all of the services for current bus projects, future bus projects and other bus-related capital projects, but not limited to the following Board approved list of projects:

- 202012 El Monte Busway Access Road Repair
- 202013 Pavement Repairs at CMF, Divisions 7 & 8
- 202260 Division 3 Master Plan Phases II-IV
- 202319 Metro Silver Line Improvements & Upgrades
- 202320 Bus Facility Maintenance Improvements & Enhancement Phase II
- 202324 Division 1 Improvements
- 202326 BRT Freeway Station Sound Enclosures
- 202331 Bus Facilities Maintenance and Improvement Phase III
- 202808 CMF Building 5 Vent & Air
- 202809 Division 4 Concrete Pavement Project
- 210137 Bus Pavers Retrofit at Patsaouras Plaza

Staff estimates that the CMSS for the Metro Bus Projects will be required beginning approximately in the Fall of 2016, immediately after award of the contract.

DETERMINATION OF SAFETY IMPACT

This Board action will not have an adverse impact on safety standards for Metro.

FINANCIAL IMPACT

The FY17 portion for this contract is included in cost center 8510, Construction Procurement, under various Bus Facility Capital project numbers. AWP's under this contract will be funded within the life-of-project (LOP) budgets for each individual capital project. As such, approval of this action will not increase the LOP budgets of any individual capital project. Since this is a multi-year contract, the respective project managers and Chief Program Management Officer will be accountable for budgeting the contract cost in future years, including any options exercised.

Impact to Budget

The funding for this action comes from various approved Bus Facility Capital Projects utilizing the CMSS contract. These projects are funded by various sources including Federal 5307, TDA 4, Proposition A, or Proposition C. The funds have been specifically set aside for these uses as part of the Capital Program. Approval of this action will not impact the bus and rail operating budget.

ALTERNATIVES CONSIDERED

The Board may reject the recommendation. Staff does not recommend this alternative, as rejection will require an extensive hiring effort to provide permanent staff to fill the required positions, several of which are anticipated to be temporary. This would not be cost effective and could cause delays, since many of the CMSS staff are only required on a periodic basis for peak workloads and specific tasks over the life of the project.

NEXT STEPS

After Board approval of this CMSS Contract, the Contracting Officer will award the contract in accordance with Metro Procurement Policies and Procedures.

ATTACHMENTS

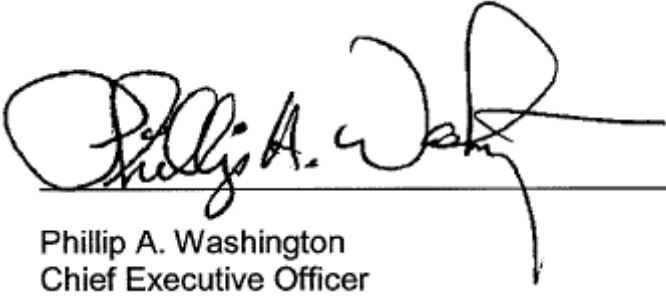
Attachment A - Procurement Summary
Attachment B - DEOD Summary

Prepared by:

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Reviewed by:

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Richard Clarke, Chief Program Management Officer (213) 922-7447



Phillip A. Washington
Chief Executive Officer

PROCUREMENT SUMMARY

**CONSTRUCTION MANAGEMENT FOR BUS FACILITIES CAPITAL PROGRAM/
PS601800026331**

1.	Contract Number: PS601800026331	
2.	Recommended Vendor: MARRS Services, Inc.	
3.	Type of Procurement (check one): <input type="checkbox"/> IFB <input type="checkbox"/> RFP <input checked="" type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	Procurement Dates:	
	A. Issued: March 23, 2016	
	B. Advertised/Publicized: March 23, 2016	
	C. Pre-proposal/Pre-Bid Conference: April 1, 2016	
	D. Proposals/Bids Due: April 27, 2016	
	E. Pre-Qualification Completed: September 6, 2016	
	F. Conflict of Interest Form Submitted to Ethics: September 22, 2016	
	G. Protest Period End Date: Fifteen Calendar Days after Notification of Intent to Award	
5.	Solicitations /Downloaded: 140	Bids/Proposals Received: 10
6.	Contract Administrator: Josie Mellen	Telephone Number: 213-922-1105
7.	Project Manager: James Gleig	Telephone Number: 213-922-7453

A. Procurement Background

This Board Action is to approve Contract No. PS601800026331 issued in support of Contract Management Support Services (CMSS) related to Bus projects. The scope of the Contract is to support design reviews, construction management and administration to ensure the construction of various projects are administered and completed in compliance with contract requirements and government regulations. Board approval of contract awards are subject to resolution of all properly submitted protests.

The RFP was issued in accordance with Metro's Acquisition Policy and the contract type is a cost plus fixed fee. One amendment was issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on April 6, 2016, extended the proposal due date through April 27, 2016 and provided the pre-proposal documents.

A total of ten proposals were received on April 27, 2016. The procurement was designated as a Small Business Prime set-aside solicitation, meeting the threshold requirements for Metro's certified SBE vendor registration program. Each of the firms were Metro certified in one or more of the following North American Industry Classification System (NAICS) codes: 236220, 541330, 541618 or 541618. Metro held a pre-proposal conference on April 1, 2016, in the Metro Library on the 15th floor of the Gateway Building. There were 51 firms that signed in at the pre-proposal conference. There were 140 registered plan holders who downloaded the RFP

package. The Questions and Answers were e-mailed to all planholders on April 15, 2016.

B. Evaluation of Proposals

A Proposal Evaluation Team (PET), consisting of staff members from Metro's Facilities Engineering Operations and Construction Management departments, was convened and conducted a comprehensive technical evaluation of the proposals received.

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

- | | |
|---|------|
| • Experience and Capabilities of Firms on the CMSS Team | 20% |
| • Staff Skills and Experience | 50 % |
| • Management Plan and Control | 30% |

The evaluation criteria are appropriate and consistent with criteria developed for other, similar Architect and Engineers (A&E) solicitations. Several factors were considered when developing these weights, giving the greatest importance to the staffing.

This is an A&E, qualifications based procurement. Price cannot be used as an evaluation factor pursuant to state and federal law.

On June 20, 2016, the scoring of the written proposals was completed, and resulted in three proposers within the competitive range. The three firms within the competitive range are listed below in alphabetical order:

1. Athalye
2. MARRS Services, Inc. (MARRS)
3. PMCS

Seven firms were determined to be outside the competitive range and were not included for further consideration.

The PET invited the three proposers to oral presentations on July 26, 2016. Each of the firms' project managers and key team members had an opportunity to present each team's qualifications and respond to the evaluation committee's questions. Each team was asked questions relative to each firm's proposed alternatives and previous experience.

The final scoring included evaluation of written proposals supported by oral presentations from the proposers' proposed key personnel.

On July 25, 2016, an e-mail was sent by Athayle, the third ranked firm, voluntarily withdrawing from their scheduled oral presentation. The contract administrator confirmed the voluntary withdrawal by e-mail on July 29, 2016.

Qualifications Summary of Recommended Firm:

The evaluation performed by the PET, in accordance with RFP defined criteria, determined MARRS as the most qualified firm to provide Construction Management Support Service. After the PET recommendation was approved by EO, V/CM (Interim), the MARRS cost proposal was opened; a cost analysis was performed along with a request for an audit, and negotiations.

MARRS provides relevant bus experience working for multiple transportation agencies such as Metro, OMNI, Foothill Transit and OCTA, on design and construction management projects. Their proposal provided relevant report samples such as cost tracking and monthly status reports. In addition, all proposed key personnel had relevant bus experience, especially the proposed project manager and resident engineer.

MARRS and their team demonstrated they are well-skilled in providing the scope of services at the level required by this Contract, and have the capabilities to provide staffing for task order assignments that may be issued under this Contract. Therefore, the PET recommends MARRS as the most qualified firm according to the evaluation criteria.

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	MARRS Services				
3	Experience & Capabilities of Firms on the CMSS' Team	85.70	20.00%	17.14	
4	Staff Skills and Experience	89.50	50.00%	44.75	
5	Management Plan and Controls	83.05	30.00%	24.92	
6	Total		100.00%	86.81	1
7	PMCS				
8	Experience & Capabilities of Firms on the CMSS' Team	69.35	20.00%	13.87	
9	Staff Skills and Experience	75.66	50.00%	37.83	
10	Management Plan and Controls	78.04	30.00%	23.41	
11	Total		100.00%	75.11	2
12	Athayle				
13	Experience & Capabilities of Firms on the CMSS' Team	74.48	20.00%	15.69	

14	Staff Skills and Experience	77.10	50.00%	38.55	
15	Management Plan and Controls	82.82	30.00%	24.85	
16	Total		100.00%	79.09	3

C. Cost/Price Analysis

The cost analysis included verification of the certified payroll records of each proposed direct labor classification, and examination of labor rates on a previous contract no. PS 100800-2641, Metro Bus Facilities Construction Management Consultant. Metro negotiated and established provisional overhead rates plus fixed fee for the total estimated costs for each Task Order. The pricing for each Task Order will use the Contract defined fixed direct labor rates, provisional overhead rates plus the negotiated fixed fee factor to establish a lump sum price, a cost-plus-fixed-fee amount.

An audit request will be submitted to Metro Management Audit Services (MASD) to perform an audit of the provisional overhead rates. In order to prevent any unnecessary delay in contract award, provisional rates have been established subject to retroactive adjustments. In accordance with FTA Circular 4220.1.F, if an audit has been performed by any other cognizant Federal or State government agency within the last twelve month period, Metro will receive and accept that audit report for the above purposes rather than perform another audit.

A fair and reasonable audit for all future Task Orders will be determined based upon a cost analysis, technical evaluation, fact finding, and negotiations, before issuing work to the Consultant.

Proposer Name	Proposal Amount	Metro ICE	Negotiated or NTE amount
MARRS Services, Inc.	\$3,000,000.00	\$2,985,035.00	\$3,000,000.00

D. Background on Recommended Contractor

The recommended firm, MARRS Services, Inc. (MARRS), located in Fullerton, California, has been in business for twenty-seven years and is a leader in the construction management field. MARRS' recently completed project is the Metro's bus capital improvement project – Division 13 Maintenance and Operations Facility and the upgrade and modernization projects for Metro Divisions 1, 2, 3, 5, 6, 7, 8, 9,10,15,18 and 20. The key personnel proposed have solid bus project experience especially the proposed project manager who has extensive bus experience. The resident engineer also has good bus project experience.

MARRS was the incumbent prime consultant on the previous CMSS contract and was awarded the contract in 2011.

**CONSTRUCTION MANAGEMENT SUPPORT SERVICES – BUS PROJECTS
CONTRACT PS601800026331**

A. Small Business Participation

Effective June 2, 2014, per Metro’s Board-approved policy, competitive acquisitions with three or more Small Business Enterprise (SBE) certified firms within the specified North American Industry Classification System (NAICS) as identified for the project scope shall constitute a Small Business Set-Aside procurement. Accordingly, the Contract Administrator advanced the solicitation, including posting the solicitation on Metro’s website, advertising, and notifying certified small businesses as identified by NAICS code(s) that this solicitation was open to **SBE Certified Small Businesses Only**.

MARRS Services, Inc., an SBE Prime, is performing 75% of the work with its own workforce. The prime listed six (6) SBE subcontractors and it is expected that the SBE commitment will increase as task orders are issued. The prime also listed one (1) major firm that is a non-SBE subcontractor on this project.

	SBE Firm Name	NAICS	SBE % Committed
1.	MARRS Services, Inc. (Prime)	237110 - Water and Sewer Line & Related Structures Construction and Construction Management 541330 - Engineering Services 541519 - Other Computer Related Services 541611 - Administrative Management and General Management Consulting Services 541620 - Environmental Consulting Services 561210 - Facilities Support Services 562910 - Remediation Services	75%
2.	BASE Architecture, Planning & Engineering	541310 - Architectural Services	TBD
3.	Falcon Engineering Services, Inc.	541330 - Engineering Services	TBD
4.	Morgner Construction Management	237110 - Water and Sewer Line and Related Structures Construction (Const. Mgmt.) 237310 - Highway, Street, and Bridge	TBD

		Construction (Const. Mgmt.) 541611 - Administrative Management and General Management Consulting Services	
5.	Ramos Consulting Services, Inc.	541330 - Engineering Services 541611 - Administrative Management and General Management Consulting Services 541350 - Building Inspection Services	TBD
6.	Safework, Inc.	236210 - Industrial Building Construction (Const. Mgmt.) 237110 - Water and Sewer Line and Related Structures Construction (Const. Mgmt.) 237310 - Highway, Street, and Bridge Construction (Const. Mgmt.) 237990 - Other Heavy and Civil Engineering Construction (Const. Mgmt.) 541690 - Other Scientific and Technical Consulting Services	TBD
7.	Wagner Engineering, Inc.	541330 - Engineering Services 541360 - Geophysical Surveying and Mapping Services 541370 - Surveying and Mapping (except Geophysical) Services	TBD
Total Commitment			TBD

B. Living Wage and Service Contract Worker Retention Policy Applicability

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

C. Prevailing Wage Applicability

Prevailing Wage requirements are applicable to this project. DEOD will monitor contractors' compliance with the State of California Department of Industrial Relations (DIR), California Labor Code, and, if federally funded, the U S Department of Labor (DOL) Davis Bacon and Related Acts (DBRA). Trades that may be covered include: surveying, potholing, field, soils and materials testing, building construction inspection, construction management and other support trades.

D. Project Labor Agreement/Construction Careers Policy

Project Labor Agreement/Construction Careers Policy is not applicable to this contract.

**Board Report**

File #: 2016-0746, **File Type:** Contract**Agenda Number:** 18.

**CONSTRUCTION COMMITTEE
OCTOBER 20, 2016****SUBJECT: WESTSIDE PURPLE LINE EXTENSION PROJECT - SECTION 2****ACTION: AUTHORIZE THE CHIEF EXECUTIVE OFFICER (CEO) TO EXECUTE CONTRACT MODIFICATION****RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to execute Contract Modification No. 60 to Contract No. PS43502000 with Parsons Brinckerhoff (PB) to **provide continued design support services during construction for Section 2 of the Westside Purple Line Extension Project**, from November 2016 through June 2018, in an amount not-to-exceed \$9,551,411 increasing the total contract value from \$189,870,354 to \$199,421,765.

ISSUE

On December 31, 2014, the Federal Transit Administration (FTA) approved Metro's request for Section 2 of the Westside Purple Line Extension Project to enter the New Starts Engineering phase of the FTA Capital Investment Grant Program. With this approval, Metro has the automatic pre-award authority to incur costs for Engineering activities, demolition and other non-construction activities, such as the procurement of rails, ties, commodities, and other specialized equipment.

In addition, Metro has automatic pre-award authority to acquire real property, perform advanced utility relocations and procure rail vehicles, since the National Environmental Policy Act (NEPA) review process has been completed for the entire nine-mile Project.

In February 2015, the Board authorized the CEO to continue advanced preliminary engineering, design for advanced relocation of utilities, engineering support services during the design-build solicitation process, and design support services during the construction for Section 2 of the Westside Subway Extension Project under the services of Contract PS43502000, with PB. The design-build RFP solicitation documents were prepared as part of the C1120 Tunnels, Stations, Systems and Trackwork contract that is scheduled to be awarded by the Board in January 2017.

On August 4, 2016, Metro submitted a Full Funding Grant Agreement (FFGA) application for the Section 2 Project requesting the FTA to proceed with the necessary actions to finalize and execute

the FFGA with Metro. The FFGA is anticipated to be executed later this year and prior to the award of the C1120 contract.

This action will enable the consultant to provide critical design support during the early phases of the design build contract. Work will include review of design submittals, response to technical questions from the design builder, attendance at design taskforces and overall design support during construction. Use of PB brings a high level of consistency to design areas such as civil, structural, ventilation, electrical and other technical areas.

The recommended Board action will provide sufficient contract funding for PB services through June 2018 as the Project moves into the final design and construction stage. This approach will result in better control over the management of consultant services with the ability to budget according to the planned workload over the next two years.

The Metro Board directed the Inspector General to conduct an independent audit of the Westside Purple Line Extension Section 2, Modification No. 52. The audit included (1) an assessment of total work hours to perform advanced engineering work, (2) an evaluation of the proposed billable rates, (3) identification of management redundancies, and (4) an evaluation of the accuracy and completeness of the design drawings. The Office of Inspector General prepared a comprehensive RFP scope of work and hired a consultant firm having a team with expertise in engineering and accounting to perform the audit. The audit found that Metro's construction design firm, PB, had generally performed and delivered within budget and industry standards and delivered design work as agreed in a scope of work for items of the Modification at the different stages of design.

DETERMINATION OF SAFETY IMPACT

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

FINANCIAL IMPACT

Funds are included in the FY17 budget under Project 865522 Westside Purple Line Extension Project - Section 2, in Cost Center 8510 (Construction Project Management), and Account No. 50316 (Professional and Technical Services). Since this is a multi-year project, the Chief Program Management Officer and the Project Manager will be responsible for budgeting costs in future years.

Impact to Budget

The sources of funds for the recommended action are Federal 5309 New Starts, CMAQ, Measure R 35% and TIFIA Loan Proceeds. The approved FY17 budget is designated for the Westside Purple Line Extension Project - Section 2 and does not have an impact to operations funding sources. These funds were assumed in the Long Range Transportation Plan for the Westside Purple Line Extension Project. This Project is not eligible for Propositions A and C funding due to the proposed tunneling element of the Project. No other funds were considered.

ALTERNATIVES CONSIDERED

The Board could decide to not approve the recommended Contract Modification. This is not recommended because the extension of PB's services will provide the continuity of engineering services involving qualified and knowledgeable personnel that are part of the Westside Purple Line Extension Integrated Project Management Office.

NEXT STEPS

After Board approval and execution of the Contract Modification, staff will direct the consultant to continue to provide design support services during construction for advanced utility relocations and the Design-Build C1120 Contract for Tunnels, Stations, Systems and Trackwork.

ATTACHMENTS

Attachment A - Procurement Summary

Attachment B - Contract Modification/Change Order Log

Attachment C - DEOD Summary

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Phillip A. Washington
Chief Executive Officer

PROCUREMENT SUMMARY

WESTSIDE PURPLE LINE EXTENSION PROJECT – SECTION 2/
PS43502000

1.	Contract Number: PS43502000		
2.	Contractor: Parsons Brinkerhoff		
3.	Mod. Work Description: Design support services during construction for Section 2 of the Westside Purple Line Extension Project		
4.	Contract Work Description: Design support services during construction		
5.	The following data is current as of: September 21, 2016		
6.	Contract Completion Status		Financial Status
	Contract Awarded:	6/8/07	Contract Award Amount: \$3,654,061
	Notice to Proceed (NTP):	7/16/07	Total of Modifications Approved: \$186,216,293
	Original Complete Date:	9/16/08	Pending Modifications (including this action): \$9,551,411
	Current Est. Complete Date:	6/30/18	Current Contract Value (with this action): \$199,421,765
7.	Contract Administrator: Zachary Munoz		Telephone Number: (213)922-7301
8.	Project Manager: Dennis Mori		Telephone Number: (213)312-3109

A. Procurement Background

This Board Action is to approve Contract Modification No. 60 issued in support of Westside Purple Line Extension Section 2 Project to provide design support services during construction.

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

The solicitation for Contract No. PS43502000 was an Architectural & Engineering (qualification-based) procurement process. This method requires that each of the responding firm's qualifications be evaluated, and the most qualified firm selected, followed by analysis of the selected firm's cost proposal and successful negotiations to enter in to the contract with the selected firm.

In June 2007, the Board authorized award of this Contract to Parsons Brinkerhoff (PB) for alternative analysis with three options for: Draft EIS/EIR/Advanced Conceptual Engineering, Final EIS/EIR, and Preliminary Engineering in the amount of \$3,654,061. In January 2009, the Board exercised the option for Draft EIS/EIR/Advanced Conceptual Engineering. In October 2010, the Board exercised options for Final EIS/EIR and Preliminary Engineering.

In October 2011, the Board authorized PB to enter the next phase of work, design support during construction. In April 2014, the Board authorized PB to provide continued design support during construction for Section 1. In February 2015, the Board authorized PB to provide continued advanced preliminary engineering, design for advanced relocation of utilities, engineering support service during the design-build solicitation process, and design support services during construction for Section 2. In December 2015, the Board authorized PB to provide continued design support services during construction. In February 2016, the Board authorized PB to provide advanced preliminary engineering, design for advanced relocation of utility, engineering support services during solicitation processes, and design support services during construction for Section 3.

Refer to Attachment B for modifications issues to date and proposed modifications pending authorization.

B. Cost/Price Analysis

The recommended price has been determined to be fair and reasonable based upon fact-finding, clarifications of the scope of work, quantitative technical analysis, independent cost estimate, and cost/price analysis. This Contract Modification includes provisional indirect rates subject to adjustment upon completion of MASD's final year-end incurred cost audit. The difference between the negotiated price and Metro's ICE is the result of the required level of effort, and corresponding rates that were determined to be required after a technical evaluation of the Contractor's proposal was performed approved by Metro's Project Management.

Proposal Amount	Metro ICE	Negotiated Amount
\$11,804,338	\$7,621,039	\$9,551,411

CONTRACT MODIFICATION/CHANGE ORDER LOG

WESTSIDE PURPLE LINE EXTENSION PROJECT/ PS43502000

Mod. No.	Description	Status	Date	Amount
1-8	Alternatives Analysis	Approved	9/1/09	\$27,515
9-20	Advanced Conceptual Engineering/Draft EIS/ EIR	Approved	9/16/10	\$18,590,710
21	Preliminary Engineering	Approved	11/1/10	\$43,632,826
22	Final EIS/EIR	Approved	11/1/10	\$4,761,377
23	Close-out Alternative Analysis	Approved	1/12/11	(\$31,300)
24	Additional Fault investigation – Transect 2	Approved	5/6/11	\$480,250
25	Risk Management Support	Approved	2/28/11	\$208,417
26	Additional Fault Investigation Transec 4	Approved	7/5/11	\$453,264
27	Century City Refined Ridership Forecast	Approved	4/13/11	\$22,985
28	Additional Rail Simulation Study	Approved	4/20/11	\$72,646
29	Revisions to Safety Security Manual	Approved	3/31/11	\$0
30	Oil Well Investigation Program	Approved	5/4/11	\$107,165
31	Additional Fault Investigation Transec 3	Approved	6/2/11	\$411,949
32	Additional Fault Investigation Transec 7	Approved	7/5/11	\$310,754
33	Historic Property Survey	Approved	5/13/11	\$46,442
34	Additional Fault Investigation Transec 6	Approved	8/9/11	\$102,054
35	Additional Station Entrance Report	Approved	8/9/11	\$119,074
36	Advance Preliminary Engineering	Approved	11/1/11	\$16,996,740
37	LADWP Utility Relocations	Approved	4/27/12	\$84,659
38	Title V1 Service Equity	Approved	4/17/12	\$51,185
39	Design Services for Exploratory Shaft	Approved	7/5/12	\$0
40	Period of Performance Extension	Approved	10/31/12	\$0
41	Bid Period Services	Approved	3/25/13	\$18,816,205
42	CANCELLED	Approved		
43	Advance Preliminary Engineering Section 2	Approved	4/22/13	\$8,836,296
44	Additional Borings	Approved	8/16/13	\$439,292
45	Additional Capacity Study	Approved	10/9/13	\$24,030
46	Ventilation Study	Approved	12/18/13	\$470,527
47	Additional AUR Work	Approved	2/11/14	\$493,563
48	Design Support Services During Construction FY 15	Approved	5/30/14	\$11,657,611
49	Period of Performance Extension	Approved	6/26/14	\$0
50	New Starts Support Section 2	Approved	8/11/14	\$357,054
51	Section 2 Station Area Planning	Approved	8/21/14	\$126,728
52	Continued Advanced Preliminary Engineering Section 2	Approved	3/30/15	\$20,820,226
53	Utility Engineer Support	Approved	12/23/14	\$358,798
54	Period of Performance Extension	Approved	12/23/14	\$0
55	Period of Performance Extension	Approved	12/23/14	\$0
56	Period of Performance Extension	Approved	12/24/14	\$0
57	Design Support Services During Construction Section 1	Approved	12/21/15	\$9,282,218

Mod. No.	Description	Status	Date	Amount
58	Advanced Preliminary Engineering, Design for Advanced Relocation of Utilities, Engineering Support Section 3	Approved	3/24/16	\$28,085,033
59	Period of Performance Extension	Approved	7/13/16	\$0
60	Design Support Services During Construction Section 2	Pending		\$9,551,411
	Modification Total:			\$186,216,293
	Original Contract:			\$3,654,061
	Total:			\$199,421,765

DEOD SUMMARY

**WESTSIDE PURPLE LINE EXTENSION PROJECT
CONTRACT NO. PS43502000**

A. Small Business Participation

Parsons Brinckerhoff, Inc. made a 23.41% Disadvantaged Business Enterprise Anticipated Level of Participation (DALP) commitment. The project is 83% complete and the current DBE participation is 24.22%, an improvement from the 2.06% DBE shortfall reported in February 2016. PB is currently exceeding their DBE commitment.

Small Business Commitment	DBE 23.41%	Small Business Participation	DBE 24.22%
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	DBE Subcontractors	Ethnicity	% Committed	Current Participation¹
1.	Intueor Consulting	Subcontinent Asian American	2.28%	1.94%
2.	Terry A. Hayes	African American	2.99%	0.26%
3.	Wagner Engineering	Non-Minority Female	5.29%	0.66%
4.	Kal Krishnan Consulting	Subcontinent Asian American	5.58%	1.11%
5.	LKG-CMC	Non-Minority Female	7.27%	0.87%
6.	Abadi Bouhier Consulting	Non-Minority Female	Added	0.98%
7.	Advantec Consulting Engineering	Asian Pacific American	Added	1.16%
8.	Atlas Teknology Group	Asian Pacific American	Added	0.10%
9.	Atwell Consulting	Non-Minority Female	Added	0.29%
10.	Barrio Planners	Hispanic American	Added	1.25%
11.	Cogstone Resource	Non-Minority Female	Added	0.16%
12.	Del Richardson	African American	Added	0.20%

13.	Diana Ho	Asian Pacific American	Added	0.01%
14.	Diaz Yourman	Hispanic American	Added	0.32%
15.	D'Leon Consulting	Hispanic American	Added	2.83%
16.	E.W. Moon	African American	Added	0.52%
17.	FPA Underground	Asian Pacific American	Added	0.62%
18.	IDC Consulting	Asian Pacific American	Added	0.43%
19.	JAD & Associates	Asian Pacific American	Added	0.79%
20.	Lenax Construction	Non-Minority Female	Added	0.85%
21.	Melendrez	Non-Minority Female	Added	0.01%
22.	Raw International	African American	Added	2.32%
23.	Roy Willis	African American	Added	0.01%
24.	Safe Utility Exposure	Non-Minority Female	Added	0.99%
25.	Safeprobe	Asian Pacific American	Added	0.51%
26.	Universal Reprographics	Non-Minority Female	Added	0.41%
27.	V&A Inc.	Hispanic American	Added	0.42%
28.	W2 Design	Asian Pacific American	Added	0.43%
29.	A Cone Zone (2nd Tier w/Mactac)	Non-Minority Female	Added	0.85%
30.	AP Engineering (2nd Tier w/AMEC)	Asian Pacific American	Added	0.14%
31.	Advanced Technologies Lab. (2nd Tier w/Mactec)	Hispanic American	Added	0.16%
32.	C&L Drilling (2nd Tier w/ Mactec)	Non-Minority Female	Added	0.73%

33.	Green Clean Water (2nd Tier w/AMEC)	Asian Pacific American	Added	0.28%
34.	Jet Drilling (2nd Tier w/Mactec)	Hispanic American	Added	0.21%
35.	Martini Drilling (2nd Tier w/Mactec)	Hispanic American	Added	0.83%
36.	Parikh Consultants (2nd Tier w/AMEC)	Asian Pacific American	Added	0.57%
37.	Wiltec (2nd Tier w/Fehr & Peers)	African American	Added	0.00%
38.	J M Diaz, Inc.	Hispanic American	Added	0.00%
	Total		23.41%	24.22

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

B. Project Labor Agreement/Construction Careers Policy

Project Labor Agreement/Construction Careers Policy is not applicable to this contract.

C. Prevailing Wage Applicability

Prevailing Wage requirements are applicable to this project. DEOD will continue to monitor contractors' compliance with the State of California Department of Industrial Relations (DIR), California Labor Code, and, if federally funded, the U S Department of Labor (DOL) Davis Bacon and Related Acts (DBRA).

D. Living Wage Service Contract Worker Retention Policy

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

**Board Report**

File #: 2016-0814, **File Type:** Informational Report**Agenda Number:** 19.

**CONSTRUCTION COMMITTEE
OCTOBER 20, 2016****SUBJECT: REGIONAL CONNECTOR TRANSIT CORRIDOR PROJECT****ACTION: AUTHORIZE THE CHIEF EXECUTIVE OFFICER (CEO) TO EXECUTE A CONTRACT MODIFICATION TO CONTRACT C0980 TO REVISE CONSTRUCTION SEQUENCING AND ALLOW FOR EARLIER RETRIEVAL OF TBM****RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to negotiate and execute Modification No. 73 to Contract No. C0980, with **Regional Connector Constructors, to Revise Construction Sequencing and Allow for Earlier Retrieval of the Tunnel Boring Machine (TBM)**, within a not-to-exceed amount of \$3,700,000 increasing the total contract price from \$995,188,519 not-to-exceed \$998,888,519. This action does not increase the life-of-project budget.

ISSUE

On April 30, 2015, the Metro Board approved Contract Modification No. 10, to transfer incomplete utility relocation work from Contract No. C0981R to Contract No. C0980 for a not-to-exceed amount of \$27.1 million. On December 3, 2015, the Metro Board approved Contract Modification No. 32, for additional utility work and schedule recovery measures, in an amount not-to-exceed \$49.0 million. One of the schedule recovery measures included the re-sequencing of piling and decking work on Flower Street to facilitate an earlier retrieval of the TBM following boring of the first tunnel, which is a critical path activity.

In the ensuing 10 months, cumulative impacts have occurred on Flower Street which have been beyond the contractor's control and have led to two additional months of forecasted delay to the project critical path. To avoid this delay and associated costs, the project team has developed a further schedule recovery approach which permits a faster excavation of the TBM retrieval shaft located at the intersection of 4th and Flower streets. This approach requires additional design, piling, night-time and weekend work at additional project cost. The project is seeking authority to issue a contract modification in an amount not-to-exceed \$3.7 million so that work critical to the project schedule may begin by the end of October 2016. The final negotiated price of the work and the success of this added recovery measure is highly dependent upon the project's ability to secure extended night and weekend work permits. Time constraints require that the design of a

supplemental shoring system commence immediately, so that appropriate approvals can be secured before work must begin. This action is estimated to save two months to the critical path. Based on the approximate delay costs of \$5 million per month, this approach would keep the project from incurring \$10 million in additional delay costs, a net savings of \$6.3 million.

DISCUSSION

Project Description:

The Regional Connector Transit Corridor Project (the Project) consists of the design and construction of a 1.9-mile light rail transit subway in downtown Los Angeles connecting the existing Metro Gold Line, Metro Blue Line, and Metro Exposition Line light rail transit (LRT) systems. The Project begins at the existing 7th/Metro Station and extends north to 2nd Street and Hope Street, turning east along 2nd Street to a new underground rail junction on Alameda Street. The Project includes a cut-and-cover box structure on Flower Street between the 7th /Metro Station and 4th Street and three new underground stations at 2nd/Hope, 2nd/Broadway, and 1st/Central Avenue.

On April 24, 2014, the Board authorized the CEO to award a 76-month firm fixed price contract (C0980) with Regional Connector Constructors (a Joint Venture between Skanska USA Civil West California District, Inc., and Traylor Bros. Inc.) for the final design and construction of the Regional Connector Transit Corridor Project. The CEO awarded the Contract to Regional Connector Constructors (RCC) on May 6, 2014, and staff issued the Notice-to-Proceed (NTP) on July 7, 2014.

DETERMINATION OF SAFETY IMPACT

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

FINANCIAL IMPACT

Funds are included in the FY17 budget for this action under Project 860228 - Regional Connector Transit Corridor Project in Cost Center 8510 (Construction Project Management), and Account Number 53101 (Acquisition of Building and Structure). Since this is a multi-year project, the Chief Program Management Officer and the Project Manager will be responsible for budgeting costs in future years.

Impact to Budget

The sources of funds for the recommended action are Federal 5309 New Starts, Measure R 35% TIFIA Loan, and various other federal and state grants as stated in the project funding plan. The approved FY17 budget is designated for the Regional Connector Transit Corridor Project and does not have an impact to operations funding sources. This Project is not eligible for Propositions A and C

funding due to the proposed tunneling element of the project. No other funds were considered.

ALTERNATIVES CONSIDERED

The Board may decline to approve the recommended action. This is not recommended as this recommendation allows the project to avoid additional delays and associated costs.

ATTACHMENTS

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Attachment C - Contract Modification Authority (CMA) Summary

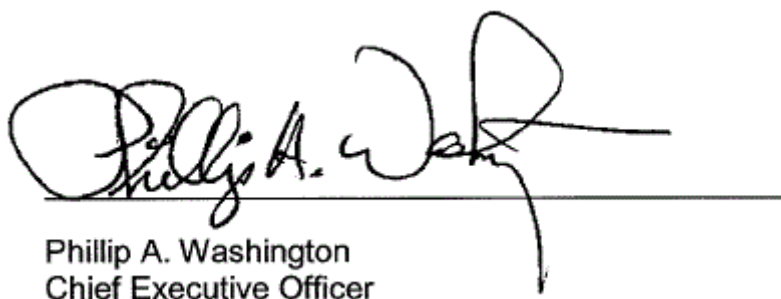
Prepared by:

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Reviewed by:

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Phillip A. Washington
Chief Executive Officer

PROCUREMENT SUMMARY

REGIONAL CONNECTOR TRANSIT CORRIDOR PROJECT/
CONTRACT NO. C0980

1.	Contract Number: C0980		
2.	Contractor: Regional Connector Constructors, J.V.		
3.	Mod. Work Description: Revise excavation to provide TBM Removal Shaft		
4.	Contract Work Description: Regional Connector Transit Corridor Project		
5.	The following data is current as of: September 30, 2016		
6.	Contract Completion Status:		
	Bids/Proposals Opened:	4	% Completion \$s (Total Incurred Cost per Draft Sep 2016 Invoice): 37.8%
	Contract Awarded:	05/06/14	% Completion time (Duration % Complete): 34%
	NTP:	07/07/14	Original Contract Days: 2,430
	Original Complete Date:	03/01/21	Change Order Days: 0
	Current Est. Complete Date:	03/01/21	Suspended Days: 0
	Total Revised Days:		2,430
7.	Financial Status:		
	Contract Award:	\$927,226,995	
	Total Contract Modifications Approved:	\$ 67,961,524	
	Current Contract Value:	\$995,188,519	
	Contract Administrator: Susan Santoro		
	Telephone Number: 213-922-4974		
8.	Project Manager: Gary Baker, Deputy Executive Officer, Project Management		Telephone Number: 213-893-7118

A. Contract Action Summary

This Board Action is to approve the authorization of the CEO to negotiate and execute Contract Modification No. 73, to revise excavation to form a TBM removal pit to allow for earlier retrieval of the TBM at 4th Street and Flower Street.

This Contract Modification will be processed in accordance with Metro's Acquisition Policy and the contract type is a Firm Fixed Price.

On May 6, 2014, Contract No. C0980 was awarded to Regional Connector Constructors (RCC), a Joint Venture between Skanska USA Civil West California District, Inc., and Traylor Bros. Inc., the responsive and responsible proposer

determined to provide Metro with the best value, in the amount of \$927,226,995 for the final design and construction of the Regional Connector Transit corridor project.

Contract Modification No. 73 is for the revision to the support of excavation on Flower Street to construct a new bulkhead that will support the early construction of the TBM retrieval shaft, allowing the tunneling operations to continue as currently scheduled. Due to the time sensitivity of this proposed work, it must commence by the end of October 2016, to successfully recover the schedule delay.

B. Cost/Price Analysis

The final price for the contract changes will be reviewed and analyzed by Metro staff and determined to be fair and reasonable in accordance with Vendor/Contract Management Policies and Procedures. The final value for this Contract Modification will be determined to be fair and reasonable based upon an independent cost estimate, cost analysis, technical evaluation, audit, fact finding, and negotiations.

Item No.	Changes	Proposal amount	Metro ICE	NTE amount
1.	Mod No. 73 Revise Excavation to Provide TBM Removal Shaft	TBD	TBD	\$3,700,000

DEOD SUMMARY

REGIONAL CONNECTOR TRANSIT CORRIDOR PROJECT / CONTRACT NO.
C0980A. (1) Small Business Participation - Design

Regional Connector Constructors (RCC) made a 22.63% Disadvantaged Business Enterprise (DBE) commitment for Design. Design is currently 95% complete. DBE commitments were made to 11 DBE subcontractors at the time of award, and one (1) DBE subcontractor has been added to-date. Current DBE participation is 23.14%. RCC is currently exceeding its commitment.

SMALL BUSINESS COMMITMENT		DBE 22.63%	SMALL BUSINESS PARTICIPATION	DBE 23.14%
	Design DBE Subcontractors	Ethnicity	% Committed	Current Participation ¹
1	Abratique & Atienza, Inc.	Asian-Pacific American	1.32%	0.61%
2	Anil Verma Associates, Inc.	Subcontinent Asian American	0.25%	1.01%
3	Armand Consulting, Inc.	Subcontinent Asian American	2.19%	1.64%
4	D'Leon Consulting Engineers Corporation	Hispanic American	2.50%	2.32%
5	Earth Mechanics Inc.	Asian-Pacific American	1.32%	0.49%
6	Electrical Building Systems, Inc.	Hispanic American	3.21%	2.29%
7	MARRS Services, Inc.	Subcontinent Asian American	1.75%	2.32%
8	Mc Lean & Schultz, Inc.	Hispanic American	3.51%	4.16%
9	PacRim Engineering, Inc.	Asian-Pacific American	2.19%	2.65%
10	Parthenon Corporation	Hispanic American	ADDED*	0.59%
11	Transmetrics, Inc	Hispanic American	1.76%	1.54%
12	V & A Inc.	Hispanic American	2.63%	3.52%
Total			22.63%	23.14%

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

*DBE(s) added after contract award

A. (2) Small Business Participation – Construction

RCC made an 18% DBE commitment for Construction at the time of contract award, and made one (1) known DBE subcontractor commitment. After the start of Construction, 51 DBE subcontractors were added. The Project is 34% complete (completion time). RCC is currently achieving 4.12% of their proposed 18% DBE subcontract commitment for Construction. It is expected that DBE commitments will continue to increase as Construction progresses.

Based on the total amount paid to-date to RCC and the total amount paid to-date to DBE subcontractors, current participation is 19.36%. RCC is expected to continue ongoing outreach and good faith efforts to meet its DBE contract commitment.

SMALL BUSINESS COMMITMENT		DBE 18%	SMALL BUSINESS PARTICIPATION	DBE 19.36%
Item No.	Construction DBE Subcontractors	Ethnicity	% Commitment	Current¹ Participation
1.	A A A Oil, Inc. dba California Fuels & Lubricants*	Hispanic American	0.01%	0.05%
2.	Abratique & Atienza, Inc.*	Asian-Pacific American	0.05%	0.31%
3.	Absolute Security International, Inc. dba Absolute International Security*	Asian-Pacific American	0.00%	0.30%
4.	Alameda Construction Services, Inc.*	African American	0.04%	0.13%
5.	Angela Liu Consulting Arborist, LLC*	Asian-Pacific American	0.00%	0.01%
6.	Anytime Dumping, Inc.*	African American	0.01%	0.09%
7.	APW Construction, Inc. dba Ace Fence Co.*	Hispanic American	0.03%	0.19%

8.	Aragon Construction Inc.*	Hispanic American	0.01%	0.04%
9.	Armed Exterminators*	African American	0.00%	0.00%
10.	BA, Inc.*	African American	0.02%	0.24%
11.	C G O Construction Company*	African American	0.03%	0.13%
12.	C2PM, Inc.*	Asian-Pacific American	0.00%	0.00%
13.	Clean Street Sweeping, Inc.*	Hispanic American	0.01%	0.04%
14.	Clean Up America, Inc.*	African American	0.08%	0.09%
15.	D & D Lee, Inc.*	African American	0.00%	0.00%
16.	Davis Blue Print Co., Inc.*	Hispanic American	0.00%	0.07%
17.	E-Nor Innovations Inc.*	African American	0.03%	0.72%
18.	Ellis Equipment, Inc.*	Asian-Pacific American	0.00%	0.03%
19.	Empire Steel, Inc.*	Asian-Pacific American	0.01%	0.07%
20.	EW Corporation Industrial Fabricators*	Hispanic American	2.08%	12.98%
21.	EW Moon Inc.*	African American	0.01%	0.10%
22.	G & C Equipment Corporation*	African American	0.08%	0.57%
23.	G & F Concrete Cutting, Inc.*	Hispanic American	0.02%	0.16%
24.	JET Drilling, Inc.*	Hispanic American	0.11%	0.32%

25.	Invictus Environmental Safety Solutions*	African American	0.00%	0.00%
26.	J L M Staffing Solutions*	African American	0.00%	0.04%
27.	J N A Builders, Inc.*	Asian-Pacific American	0.03%	0.14%
28.	JET Drilling, Inc.*	Hispanic American	0.00%	0.00%
29.	Juan Carlos Marquez Vega*	Hispanic American	0.02%	0.18%
30.	Jungle Communications, Inc.*	Hispanic American	0.00%	0.02%
31.	The Jungle Nursery, Inc.*	Hispanic American	0.00%	0.00%
32.	Kramer Translation*	Asian-Pacific American	0.00%	0.00%
33.	Morgner Technology Management*	Hispanic American	0.07%	0.33%
34.	EXARO Technologies Corp.*	Hispanic American	0.00%	0.00%
35.	P B & A, Inc.*	Non-Minority Women	0.04%	0.33%
36.	Parthenon Corporation*	Hispanic American	0.00%	0.01%
37.	Pre-Con Products Ltd.*	Hispanic American	0.01%	0.05%
38.	PTS Surveying Inc.*	Native American	0.05%	0.67%
39.	California Testing & Inspections, Inc.*	Hispanic American	0.40%	0.38%
40.	R. Dugan Construction*	Non-Minority Women	0.01%	0.05%

41.	Rivera Trucking LLC*	Native American	0.81%	0.00%
42.	Robnett Electric, Inc.*	African American	0.00%	0.06%
43.	Soteria Company, LLC	Hispanic American	0.01%	0.01%
44.	Super Seal & Stripe*	Non-Minority Women	0.01%	0.04%
45.	Supreme Wholesale Electric, Inc.*	African American	0.00%	0.23%
46.	Treesmith Enterprises, Inc.*	Hispanic American	0.00%	0.00%
47.	TSG Enterprises, Inc.*	Hispanic American	0.04%	0.07%
48.	Ultimate Maintenance Services*	Hispanic American	0.00%	0.01%
49.	Young Communications Group*	African American	0.00%	0.00%
Total Commitment			4.12%	19.36%

Current Participation = Total Actual amount Paid-to-Date to DBE firms ÷ Total Actual Amount Paid-to-date to Prime.

**DBE(s) added after contract award*

B. Project Labor Agreement / Construction Careers Policy (PLA/CCP)

The Contractor has committed to complying with PLA/CCP requirements for this project. This project is 34% complete (completion time) and the contractor is achieving the 40% Targeted Worker Goal at 57.68%, not achieving the 20% Apprentice Worker Goal at 19.22%, and not achieving the 10% Disadvantaged Worker Goal at 7.28%. The Prime Contractor has submitted an Employment Hiring Plan which states compliance with the PLA/CCP workforce goals will be met in the latter part of 2016. Staff will continue to monitor and report the contractor's progress toward meeting the goals of the PLA/CCP.

C. Prevailing Wage Applicability

Prevailing Wage requirements are applicable to this project. DEOD will continue to monitor contractors' compliance with the State of California Department of Industrial Relations (DIR), California Labor Code, and, if federally funded, the U S Department of Labor (DOL) Davis Bacon and Related Acts (DBRA).

D. Living Wage Service Contract Worker Retention Policy

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

CONTRACT MODIFICATION/CHANGE ORDER LOG
REGIONAL CONNECTOR TRANSIT CORRIDOR PROJECT - CONTRACT NO. C0980

Mod. No.	Description	Status (approved or pending)	Cost		
			Contract Value	Mods.	Board Approved CMA
N/A	Initial Award	Approved	\$927,226,995		\$92,722,700
CO001	TIFIA Certification Requirements	Approved		\$ -	
CO002	Revision to SP-01 DBE Reporting	Approved		\$ -	
	Contract Modification Authority Issued 04-30-15	Approved			\$27,100,000
CO003.1	Additional Utility Relocations (Transfers from C0981R)	Approved		\$ 19,340,692	
CO009	Admin.Modification to Incorporate Missing Specifications	Approved		\$ -	
CO012	Addition of Bulkhead for TBM Retrieval Pit Design Only	Approved		\$ 50,000	
	Contract Modification Authority Issued 10-02-14	Approved			\$3,320,000
2	Opt No. 3 - 2nd/Hope Upper Level Ent. & Ped. Bridge	Approved		\$ 3,320,000	
3	Opt RCC-1 2nd/Broadway SEM Cavern	Approved		\$ 16,000,000	
4	Opt. No. 10 Add Open Roof	Approved		\$ 4,100,000	
5	Opt. No. 11 Add Ventilation Under Deck	Approved		\$ 2,150,000	
6	Opt. No. 12 Change Basis of Design to Super Feet/Arise Growth Rate	Approved		\$ 8,000,000	
7	Opt RCC-2 Add Deep Foundations @ 2nd/Broadway	Approved		\$ 1,250,000	
8	Opt RCC-5 2nd/Broadway Decking	Approved		\$ 100,000	
9	Opt. RCC-3 Glazing at Portal Canopies	Approved		\$ 500,000	
11	Rail Truck and Trailer	Approved		\$ 991,749	
12	Little Tokyo Second Entrance (Design)	Approved		\$ 150,528	
13	Shoofly Temporary Communications Design	Approved		\$ 26,880	
14	Additional Site Investigation at Volk Property	Approved		\$ 16,606	
15	Additional Abatement at Bldg. Demo.	Approved		\$ 13,115	
16	Analysis of Track Design Options at Wye	Approved		\$ 11,123	
17	Hazardous Soil Removal at Volk Property	Approved		\$ 377,237	
18	1st/Central SOE Tieback Easement	Approved		\$ 595,560	
19	Lead-Contaminated Soil Removal at Volk Property - Ph. 2	Approved		\$ 131,822	
20	Opt RCC-8 Revert to Tunnel Lighting Spacing of 25'	Approved		\$ 340,000	
21	1st/Alameda Bumpouts (Design)	Approved		\$ 626,287	
22	Extra Utility Relocation Mobilization	Approved		\$ 999,971	
23	Deputy Grading Inspector for TBM Launch Pit SOE	Approved		\$ 165,424	
24	Delete subsurface easement at Stavrium Property	Approved		\$ -	
25	Tactile Guidance Strips in Stations - Design Only	Approved		\$ 209,637	
26	Cancelled.	Approved		\$ -	
27	JVP Tunnel Liners Reinforcement - Design Only	Approved		\$ 41,209	
28	Buried Bricks in Shoofly excavation in Mangrove (DSC)	Approved		\$ 102,900	
29	Little Tokyo Second Entrance (Construction) & Shoofly Temp Comm.	Approved		\$ 552,520	

Mod. No.	Description	Status (approved or pending)	Cost		
			Contract Value	Mods.	Board Approved CMA
30	Relocate Cherry Tree	Approved		\$ 10,540	
31	Rail Car Transporter Modifications	Approved		\$ 27,200	
	Contract Modification Authority Issued 12-03-15	Approved			\$61,000,000
33	Add Wye Junction Fan Plant (Design Only)	Approved		\$ 1,210,000	
34	K-Rail Modifications for Clarke Closure	Approved		\$ 24,193	
35	Additional Traffic Control/Flaggers at 2nd/Broadway LA Times	Approved		\$ 287,830	
36	1st/Alameda Additional Utility Potholing	Approved		\$ 425,010	
37	CN 25.1, CN 32, CN 33	Approved		\$ 51,796	
38	Environmental Impairment Liability Site (Pollution Legal Liability) Ins.	Approved		\$ 402,602	
39	Cut and Cover SOE Redesign (1/A & 2/B)	Approved		\$ 676,749	
40	Tunnel Liner Revisions	Approved		\$ 329,817	
41	Sprint Relocation at 2nd/Broadway	Approved		\$ 87,362	
42	Delete Public Pay Phones	Approved		\$ (25,910)	
43	2nd/Hope Ped Bridge Design	Approved		\$ 123,713	
44	Little Tokyo TVM Relocations	Approved		\$ 24,420	
45	24" W.L Conflict w/MFS telecomm./Flower Exploratory Potholing	Approved		\$ 180,727	
46	Revisions to Metro Station Signage Standards - Design Only	Approved		\$ 181,732	
47	CFD Analysis	Approved		\$ 77,000	
50	Additional DSSP Install @ JVP	Approved		\$ 106,068	
52.1	Increase Quantities for Bid Item 64 Removal Hazardous Materials - Asbestos	Approved		\$ 10,000	
53	2nd/Broadway Mandrel Pulice Conduits	Approved		\$ 80,358	
54	Shoofly Catch Basin Revised Design	Approved		\$ 11,818	
55	Automatic Train Control Synchronization	Approved		\$ 59,286	
56	Flower Street Roadway, Sidewalk & Lighting Improvements - (Design Only)	Approved		\$ 372,018	
57	Repair of Qwest Conduit on 5th Street E/O Flower	Approved		\$ 30,280	
58	Temporary Relocation of Storm Drain Lateral at 4th and Flower	Approved		\$ 130,861	
59	Flower Street Cut and Cover Mandrel of DWP(P) Ductbanks	Approved		\$ 53,550	
60	Add ATSAC CCTV Video Camera Sys. at 1st/Hope and 1st/Broadway	Approved		\$ 306,030	
61	Revise 2nd/Hope Station Ped Bridge Design Only	Approved		\$ 778,267	
63	Add Longitudinal Settlement Sensors	Approved		\$ 406,849	
64	MFS Telecom Duct bank Relocation on Flower Street	Approved		\$ 362,500	
65	Revise Communications Radio System SOW (Design Only)	Approved		\$ 298,221	
66	Otium Preconstruction Survey - Hope Station	Approved		\$ 45,577	
67	1/C & Flower Certified Welding Inspector (For 981 work)	Approved		\$ 213,000	
70	Common Station Features Redesign	Approved		\$301,000	
71	Add Construction Document Management Software	Approved		\$137,800	
			Subtotal (Approved)	\$67,961,524	\$184,142,700

Mod. No.	Description	Status (approved or pending)	Cost		
			Contract Value	Mods.	Board Approved CMA
10	Additional Utility Relocations (Transfers from C0981R)	Pending		\$7,759,308	
32	Additional Utility Work and Schedule Recovery Measures	Pending		\$49,000,000	
48	Artwork Lighting Revisions	Pending		\$0.00	
51	Flower Street Delete Crossover/Revise Emergency Exit - Design Only	Pending		\$918,000	
66	Commonwealth Agreement - Flower Street Noise Barriers	Pending		\$50,000	
68	Revise Signal Aspects at Venice Interlocking	Pending		\$20,100	
69	2nd/Broadway Station Plaza Reconfiguration	Pending		\$55,000	
72	Relocation of DWP Backflow Preventer	Pending		\$15,000	
73	Revise Excavation to Provide TBM Removal Shaft	Recommended		\$3,700,000	\$3,700,000
			Subtotal (Pending)	\$50,043,100	\$3,700,000

Subtotal - Approved Modifications	\$67,961,524	
Subtotal - Pending Changes/Modifications	\$50,043,100	
Subtotal Modifications + Pending Changes/Modifications	\$118,004,624	
Subtotal - Pending Claims	\$0.00	
Total: Mods + Pending Changes/Mods + Possible Claims	\$118,004,624	
Previous Authorized CMA		\$184,142,700
CMA Necessary to Execute Pending Changes/Mods + Possible Claims		\$50,043,100
Total CMA including this Action		\$ 187,842,700
CMA Remaining for Future Changes/Mods after this Action		\$ 69,838,076



Board Report

File #: 2016-0765, **File Type:** Contract

Agenda Number: 20.

**CONSTRUCTION COMMITTEE
EXECUTIVE MANAGEMENT COMMITTEE
OCTOBER 20, 2016**

SUBJECT: METRO PILOT CRENSHAW/LAX TRANSIT PROJECT BUSINESS SOLUTION CENTER

ACTION: AWARD CONTRACT

RECOMMENDATION

CONSIDER AUTHORIZING the Chief Executive Officer to:

- A. AWARD a two-year, firm fixed price Contract No. PS2890900 to Del Richardson & Associates, Inc. for **professional services to operate the Metro Pilot Crenshaw/LAX Transit Project Business Solution Center (BSC)** in the amount of \$849,008 for the two-year period, subject to resolution of protest(s), if any; and
- B. AMEND the FY17 budget in the amount of \$380,000 to fund the award of Contract No. PS2890900 for professional services to operate the pilot BSC.

ISSUE

In July 2014, Metro's Board of Directors issued Motion 79 which authorized the CEO to establish a Metro Pilot Business Solution Center to provide hands-on case management services and business assistance to small businesses along the Crenshaw Corridor between 48th and 60th Streets during the four-year term of the Crenshaw/LAX Transit Line Project.

The BSC formally launched operations in February 2015; and Metro staff completed a program assessment in February 2016 which included feedback from Metro's Contractor and members of the business community engaged in the BSC services. As a result, Metro staff assessed the feasibility of re-scoping the pilot program model and contract scope of work and issued a new solicitation to perform BSC services. In recognition of Motion 79 (Attachment B) and the vital role Metro's BSC provides to the small business community within the Crenshaw Corridor, this contract award will enable Metro to meet the objective of securing a service provider to operate the Pilot BSC for the remaining two years of operations for the pilot program.

DISCUSSION

Recognizing the BSC is Metro's first-ever pilot program, staff continues to provide ongoing review and assessment of the program; and in light of the program being operational for more than one year a comprehensive program assessment was initiated in January 2016. The assessment included: feedback from business owners about their experience and interactions with the BSC through a facilitated focus group; review of the program model with Metro project staff and the Contractor through a facilitated project review meeting; review of the original report entitled "Recommendations for a Pilot Metro Business Solutions Center;" and an assessment of program metrics such as the number of businesses along the project alignment seeking support services including the number of businesses internal and external of the the BSC target area of 48th - 60th Street. In addition, Metro staff conducted another series of market research interviews with five small business service providers to obtain best practices and industry standards for small business assistance programs.

The program model for Metro's pilot BSC was developed through the framework outlined in the "Recommendations for a Pilot Metro Business Solutions Center" and Motion 79 that recommended the BSC provide business assistance including expert business advice, technical assistance and other focused resources for businesses in the target area of 48th - 60th Street based on construction activity of the at-grade portion of the transit rail project. As a result, the current scope of work provides focused resources such as hands-on case-management only for small businesses in the BSC target area. However, as with any pilot program, Metro has gained additional information, observations and lessons learned to allow enhancements to be made to the project model and scope of work. For example, more than 60% of small businesses seeking BSC support services are outside the predefined BSC target area thus they do not have access to the hands-on case management services. In addition, based on the business demographic data and the areas of services additional insights have been attained to support enhancements to the types of specialized services and resources provided by the BSC. Re-scoping the program model and contract scope of work will enhance the level of services provided to businesses located outside the target area along the Crenshaw Corridor. Furthermore, based on their interactions with the BSC, participants of the business focus group stressed the need for Metro to enhance the case management model and scope; and to provide access to specialized subject matter experts for technical business support.

Moreover, Metro's BSC has achieved program successes within the first year of operations through providing technical support services and referrals for more than 200 businesses in the areas of marketing, access to capital including referral to Metro's Business Interruption Fund, social media and technology and others. The BSC continues to provide small businesses along the Crenshaw Corridor access to business experts and customized small business programs such as "Salon Management," "Building Your Brand" and the "Brainstorming over Breakfast" workshop which focused on restaurateurs. Recently, through collaboration with the Los Angeles Urban League the BSC delivered a Google sponsored program "Get Your Business Online;" which focused on introducing social media and technology based tools to the small business community. These intensive workshops are a demonstration of the types of innovative support services and programs offered to the small business community through Metro's BSC. Re-scoping the program model will not only enhance the level of services provided by the BSC but also enhance the level of expert services available to businesses within the Crenshaw Corridor regardless of their location within the

predefined area of 48th - 60th Street; and provide the businesses access to the one-on-one focused client services throughout the remaining two-year term of the BSC operations.

The objective of the solicitation was to procure a Contractor to operate the pilot BSC inclusive of: (1) one-on-one focused client services for small and micro businesses located along the Corridor, (2) access to services via multiple avenues including a field and virtual (web based) presence, and (3) an outreach program for small and micro businesses on the Corridor to facilitate the utilization of available services and resources including access to other business experts and resource providers referred through the BSC. The Contractor shall perform one-on-one client services and outreach functions for potentially more than 200 businesses along the Crenshaw Corridor that have experienced the impacts of the transit rail construction. Metro staff will continue to provide proactive oversight and assessment of the pilot program and the Contractor during the final years of operations.

DETERMINATION OF SAFETY IMPACT

The Pilot BSC will have no impact on safety of Metro's patrons or employees.

FINANCIAL IMPACT

Metro staff previously identified Measure R Admin funds as the most suitable funding source to support the implementation and administration of the Pilot BSC. Therefore, Metro will continue to fund the Pilot BSC's remaining two-year activities for fiscal years 2017 and 2018 for the total negotiated amount. An adjustment will be made to the FY17 budget to fund the contract award for professional services to operate the remaining two years of the Pilot BSC. Since this is a multi-year contract, Vendor/Contract Management will be responsible for budgeting funds for FY18 in Cost Center 0691Non-Departmental Procurement; Project Number 100055, Project Name - Admin-Measure R; Task No. 05.01 and Task Name Crenshaw BSC.

Impact to Budget

The source of funds for this project will be from Measure R Admin. Upon review of operating and project source of funds, the identified funds were deemed most suitable. An amendment will be made to the FY17 budget for an increase in the amount of \$380,000 to fund the award of Contract No. PS2890900 for professional services to operate the pilot BSC.

ALTERNATIVES CONSIDERED

1. Not awarding this Contract. Staff is not recommending this alternative because it will affect Metro's ability to provide the identified services to small and micro businesses along the Crenshaw Corridor during the remaining two-year term of construction of the Crenshaw/LAX Transit Line.
2. Utilizing Metro staff to operate the Pilot BSC. This alternative is not recommended because Metro does not have the required staffing availability, dedicated resources or expertise to operate the pilot BSC and perform the services as outlined in the SOW.

NEXT STEPS

Upon Board approval, staff will execute Contract No. PS2890900 with Del Richardson & Associates, Inc.. In compliance with Board Motion 57 dated September 14, 2014, Metro staff will continue to report back to the Board of Directors on the status of the BSC and services to be performed by the Contractor.

ATTACHMENTS

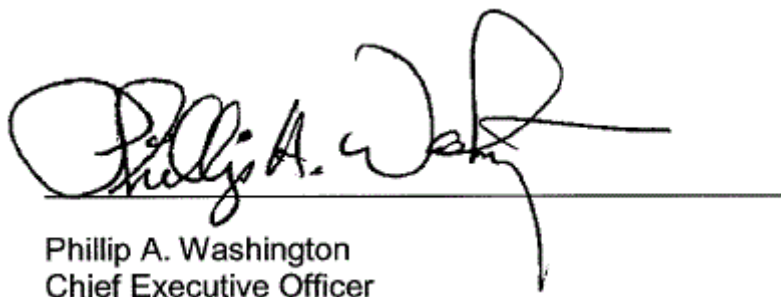
Attachment A - Procurement Summary

Attachment B - Motion 79

Attachment C - DEOD Summary

Prepared by: Shalonda Baldwin, Deputy Executive Officer of Project Management,
Vendor/Contract Management, (213) 922-4488

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



Phillip A. Washington
Chief Executive Officer

PROCUREMENT SUMMARY

METRO PILOT CRENSHAW/LAX TRANSIT PROJECT BUSINESS SOLUTION
CENTER / PS2890900

1.	Contract Number: PS2890900	
2.	Recommended Vendor: Del Richardson & Associates, Inc.	
3.	Type of Procurement (check one): <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	Procurement Dates:	
	A. Issued: May 24, 2016	
	B. Advertised/Publicized: May 24, 2016	
	C. Pre-Proposal/Pre-Bid Conference: June 6, 2016	
	D. Proposals/Bids Due: June 27, 2016	
	E. Pre-Qualification Completed: September 13, 2016	
	F. Conflict of Interest Form Submitted to Ethics: July 5, 2016	
	G. Protest Period End Date: October 26, 2016	
5.	Solicitations Picked up/Downloaded: 42	Proposals Received: 1
6.	Contract Administrator: Lily Lopez	Telephone Number: (213) 922-4639
7.	Project Manager: Shalonda Baldwin	Telephone Number: (213) 922-4488

A. Procurement Background

This Board Action is to approve Contract No. PS2890900 issued in support of the Metro Pilot Crenshaw/LAX Transit Project Business Solution Center (BSC) to operate the BSC inclusive of providing: (1) one-on-one focused client services for small and micro businesses located along the Crenshaw/LAX Transit Project Corridor, (2) access to services via multiple avenues including a field and virtual (web based) presence, and (3) an outreach program for small and micro businesses on the Corridor to facilitate the utilization of available services and resources including access to other business experts and resource providers referred through the BSC. Board approval of contract awards are subject to resolution of all properly submitted protests.

The Request for Proposals (RFP) was issued in accordance with Metro's Acquisition Policy and the contract type is a firm fixed price. The RFP was issued with an SBE/DVBE goal of 23% (SBE 20% and DVBE 3%).

One amendment was issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on June 7, 2016, provided responses to questions received, and documents related to the pre-proposal conference held on June 6, 2016.

A pre-proposal conference was held on June 6, 2016, attended by 11 participants representing seven companies. There were five questions asked and responses were released prior to the proposal due date.

A total of 42 firms downloaded the RFP and were included in the planholders list.

One proposal was received on June 27, 2016. A market survey was conducted of planholders that did not submit a proposal to ascertain the reason(s) for non-submittal. Fifteen responses were received. Reasons given for not submitting proposals included limited resources, time constraints and firm's capabilities did not align with requested services.

B. Evaluation of Proposal

The Proposal Evaluation Team (PET) consisting of staff from Metro's Vendor Contract Management and Risk Management was convened and conducted a comprehensive technical evaluation of the proposal received.

The proposal was evaluated based on the following evaluation criteria and weights:

- | | |
|---|------------|
| • Service Provider Experience and Qualifications | 30 percent |
| • Service Provider Experience with Similar Services | 15 percent |
| • Project Understanding and Approach | 30 percent |
| • Business Finance Support Experience | 5 percent |
| • Cost Proposal | 20 percent |

The evaluation criteria are appropriate and consistent with criteria developed for other, similar procurements for professional services. Several factors were considered when developing these weights, giving the greatest importance to both service provider experience and qualifications and project understanding and approach.

During the week of July 4, 2016, the PET completed its independent evaluation of the proposal. An oral presentation was held on August 2, 2016. At the conclusion of the oral presentation, the PET re-evaluated the proposal based on the information in the technical proposal and discussion held, and it was determined that Del Richardson & Associates, Inc. (DRA) was qualified to render the required services.

Qualifications Summary:

DRA

DRA is a Metro-certified SBE firm with demonstrated community engagement and outreach experience. DRA's proposed approach is comprehensive and provides a clear plan to provide a wide range of services and access to resources for the

Crenshaw/LAX business community. Their previous experience with Metro projects and their role as the incumbent contractor has equipped DRA for this work effort and places them in an ideal position to benefit both from their knowledge of the current operations as well as affording them the opportunity to enhance their services through innovative programs designed to engage participating businesses.

A summary of the PET scores is provided below:

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	DRA				
3	Service Provider Experience and Qualifications	92.33	30.00%	27.70	
4	Service Provider Experience with Similar Services	83.33	15.00%	12.50	
5	Project Understanding and Approach	90.00	30.00%	27.00	
6	Business Finance Support Experience	86.60	5.00%	4.33	
7	Cost	100.00	20.00%	20.00	
8	Total		100.00%	91.53	1

C. Cost Analysis

The recommended price has been determined to be fair and reasonable based upon a technical analysis, a cost analysis, fact finding, and negotiations.

The ICE was based on an estimate from 2013 for the original Pilot BSC program. Due to the unique attributes of the project, Metro did not have reliable data to adequately estimate the actual level of effort that such a program would require. As such, the enhanced focused client support services needed to support the greater number of businesses outside the initial target area requires a greater level of effort and resources as the initial model for the pilot was based on the reliance of services and experts through pre-identified "business development partners." Additionally, the ICE did not account for two major components: (1) the inclusion of subject matter experts to deliver educational and informational business resources to businesses engaged in the BSC; and (2) the outreach and engagement in light of the new program model comprised of one-on-one client services for potentially 200 businesses along the corridor.

Metro staff successfully negotiated a cost savings of \$707,034 by reducing the duplication of efforts and clarifying the intent of the Statement of Work.

	Proposer Name	Proposal Amount	Metro ICE	Negotiated Amount
1.	DRA	\$1,556,042	\$390,000	\$849,008

D. Background on Recommended Contractor

The recommended firm, DRA located in Inglewood, California, and founded in 1998, provides real estate and personal property acquisition, relocation and community engagement and outreach services to the public, profit and non-profit agencies. DRA is the incumbent on the existing BSC contract awarded in October 2014, and has performed satisfactorily and has been responsive to the community needs.

**Motion by Supervisor Mark Ridley-Thomas, Mayor Eric Garcetti and Director
Jacquelyn Dupont-Walker**

**Implementation of a Pilot Business Solution Center for the Crenshaw/LAX Line
Relates to Item 79**

July 24, 2014

Since construction began on the Crenshaw/LAX Line Project (the Project) earlier this year, doing business on the Crenshaw Corridor (the Corridor) has become more challenging for businesses and patrons. Many businesses are already experiencing significant impacts created by construction activities, specifically at the intersections of Crenshaw Boulevard and Martin Luther King Jr. Boulevard and Exposition Boulevard where work is underway to lay the groundwork for future underground stations. Businesses between 48th Street and 60th Street, where the line will run at-grade, are also anticipated to face significant challenges when construction begins on that segment.

Under both Federal and State law, Metro is prevented from providing direct cash subsidies to businesses unless access to the business is denied due to construction impacts. While this has not technically been the case on the Corridor, there is a clear nexus between construction activities and reduced business activity, especially the walk-in traffic that many of the retail businesses rely on.

In April 2014, Metro retained a consultant to assess and provide recommendations on how to address the economic impacts of construction activities on small businesses on the Corridor. The consultant's report encourages the development of a pilot Business Solution Center that would provide direct sector-specific technical assistance to businesses along the Corridor to help them through construction activities. Services that could be provided to businesses include financial planning and advice on small business operations as well as dealing with municipal permits and regulations, legal assistance, marketing and grant/loan application management. The consultant specifically suggests that a pilot effort be established to provide proactive and hands-on business assistance to support the over 100 businesses at the at-grade portion of the

Project between 48th and 60th Streets, as well as a walk-in location along the Corridor for which businesses along the entire rail alignment can receive information, resources and referrals.

The establishment of a Business Solution Center would meaningfully enhance Metro's construction and external relations protocol. While serving as a relatively nominal financial investment for Metro, it would go a long way in helping to build the capacity of small businesses to survive the construction period and ultimately contribute to a vibrant transit corridor upon completion of the Line. If the Metro Board wants to pursue future funding measures to fully build out the system, it will be fundamental that we demonstrate to local small businesses that we are a committed partner during construction periods. This pilot Business Solution Center can serve as a model for such an effort, and to do so, it is essential that Metro partner with a capable and well established service provider to roll-out these services as quickly as possible. Furthermore, it is consistent with Metro's Construction Impact Response Program (CIRP) which was developed in response to construction on the Gold and Red Lines in the 1990s. The CIRP program provided various forms of relief for businesses including economic support and rapid response teams. These resources should also be made available for the Crenshaw Corridor.

The pilot Business Solution Center would also complement Metro's other ongoing efforts to address business' needs during construction. For example, Metro continues to modify construction signage based on the feedback of surrounding business' to highlight the names of businesses, parking locations and to clarify that businesses are open during construction. In addition, Metro is finalizing a communications strategy to promote an "Eat, Shop and Play Local" campaign during construction.

WE THEREFORE MOVE THAT THE BOARD OF DIRECTORS:

1. Receive and file the "Recommendations for a Pilot Metro Business Solution Center";

2. Authorize the CEO to immediately solicit proposals to establish a Pilot Metro Business Services Center along the Crenshaw Corridor that includes a physical presence with consistent staffing hours for the duration of the construction of the Crenshaw/LAX Line, as well as a Business Solutions Outreach Strategy for the at-grade portion of the alignment on Crenshaw between 48th and 60th Streets and other locations that are determined to be significantly impacted by construction activities, and authorize the CEO to execute a contract with the most responsive and qualified bidder, with the objective of beginning operations by October 2014;
3. Direct the CEO to identify up to \$250,000 and amend the current budget to fund the initial year activities, with an overall project budget expected to be approximately \$1,000,000, to be included in future budgets for fiscal year 2016, 2017 and 2018 at \$250,000 per year;
4. Direct the CEO to report back in September on a plan to utilize existing Full-Time Equivalent position(s) to staff the Business Solutions Center.
5. Direct the CEO to incorporate the following elements into the Pilot Business Solution Center Program:
 - a. A single point-of-contact or case management approach for each business; and
 - b. A 72 hour quick response plan.
6. Direct the CEO to establish an additional mitigation menu and criteria based on MTA's previous Construction Impact Response Program that includes:
 - a. Marketing campaigns for impacted businesses;
 - b. Rent and mortgage subsidies to businesses;
 - c. A low-interest loan fund that is accessible to small and micro-businesses;
 - d. Report back to the Board in September with funding recommendations;
7. Direct the CEO to report back on a Post-Construction Façade Improvement Program in conjunction with the approved Design-Build Contract for the Crenshaw/LAX Transit Line;
8. Direct the CEO to report back on the feasibility of establishing Memorandums of Understanding with local business and community stakeholder groups, as has been

done in Denver, Colorado, to ensure that we are maximizing community involvement and engagement as it relates to construction activities;

9. Direct the Diversity and Economic Opportunity Department to manage and oversee the Business Solution Center Project; and
10. Provide quarterly updates to the Executive Management and Construction Committees on the Pilot Business Solution Center and the “Eat, Shop and Play Local” campaign beginning in September 2014.

DEOD SUMMARY

**METRO PILOT CRENSHAW/LAX TRANSIT PROJECT BUSINESS SOLUTION
CENTER / PS2890900**

A. Small Business Participation

The Diversity and Economic Opportunity Department (DEOD) established a 23% goal, inclusive of a 20% Small Business Enterprise (SBE) and 3% Disabled Veteran Business Enterprise (DVBE) goal for this project. Del Richardson & Associates, Inc. exceeded the goal by making a 65.46% Small Business participation, inclusive of a 62.37% SBE commitment and a 3.09% DVBE commitment.

Small Business Goal	20% SBE 3% DVBE	Small Business Commitment	62.37% SBE 3.09% DVBE
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	SBE Prime	% Commitment
1.	Del Richardson & Associates, Inc.	62.37%
	Total Commitment	62.37%

	DVBE Subcontractors	% Commitment
1.	It Is, LLC	3.09%
	Total Commitment	3.09%

B. Living Wage and Service Contract Worker Retention Policy Applicability

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

C. Prevailing Wage Applicability

Prevailing wage is not applicable to this contract.

D. Project Labor Agreement/Construction Careers Policy

Project Labor Agreement/Construction Careers Policy is not applicable to this contract.