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

Metro

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

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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

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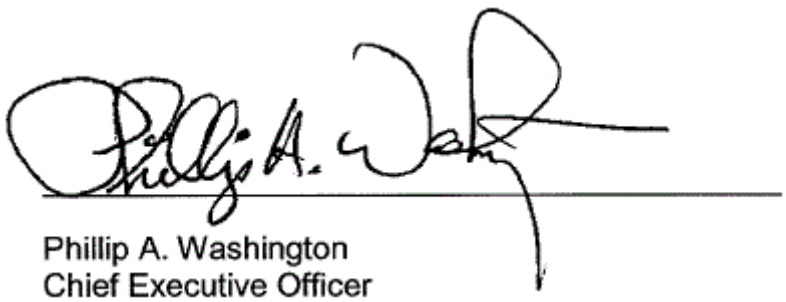

Phillip A. Washington
Chief Executive Officer

Los Angeles County
Metropolitan Transportation Authority

Program Management Plan

Program Management
Last updated: October 6, 2016

Construction Committee
October 20, 2016

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PRESENTATION OVERVIEW

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

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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

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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

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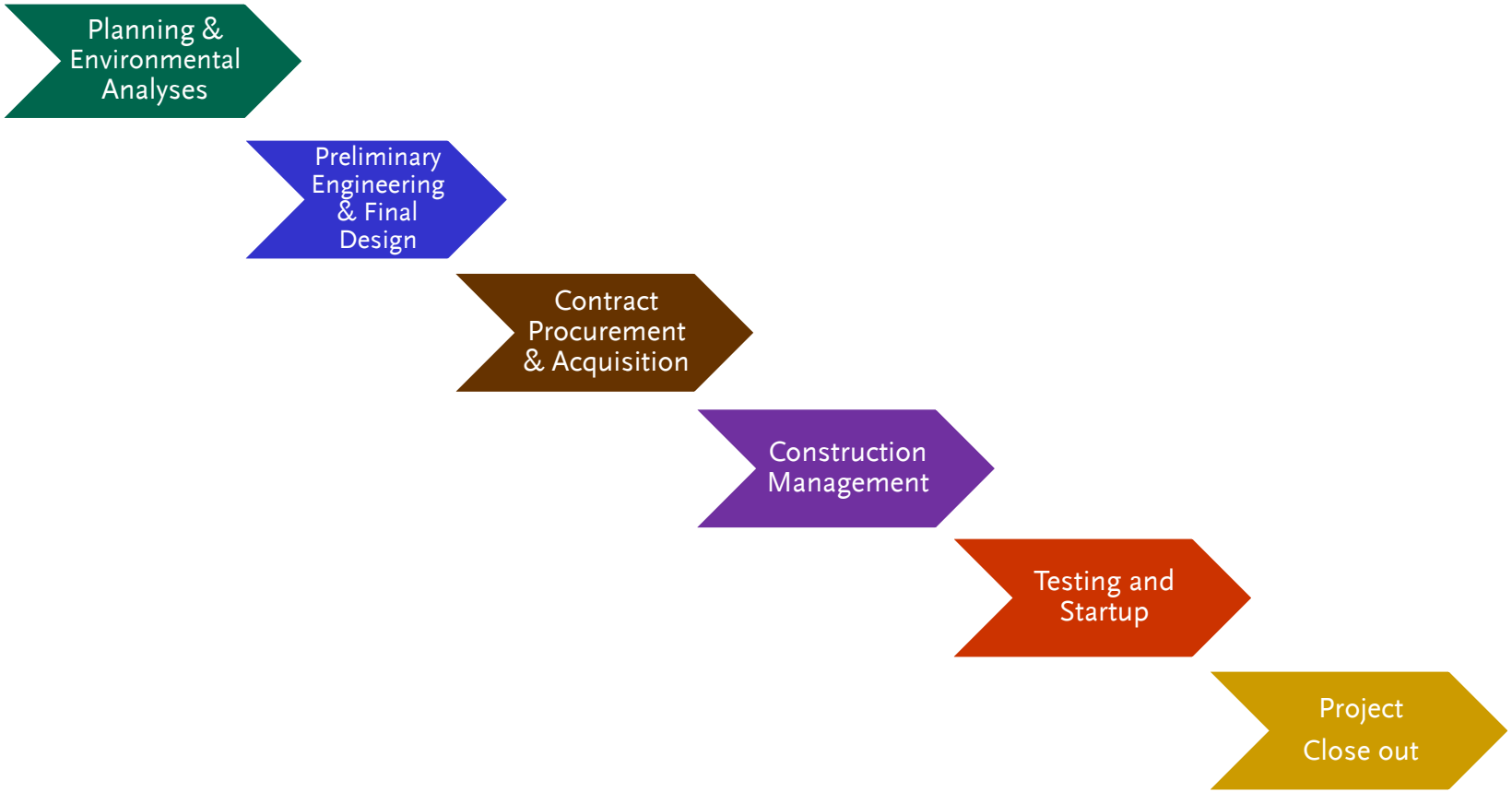
CAPITAL PROJECT LIFECYCLE PHASES



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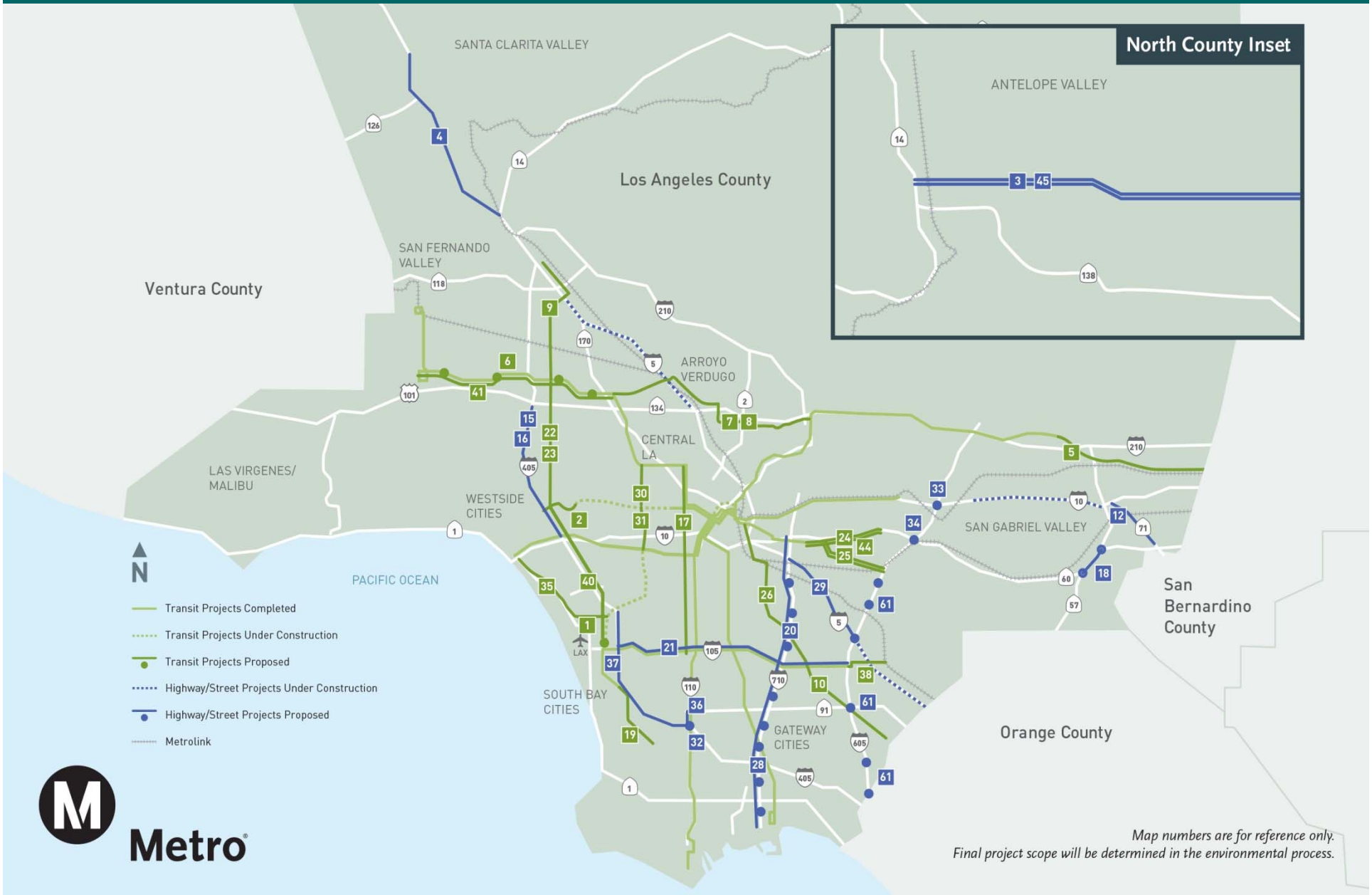
CONTRIBUTING DEPARTMENTS

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

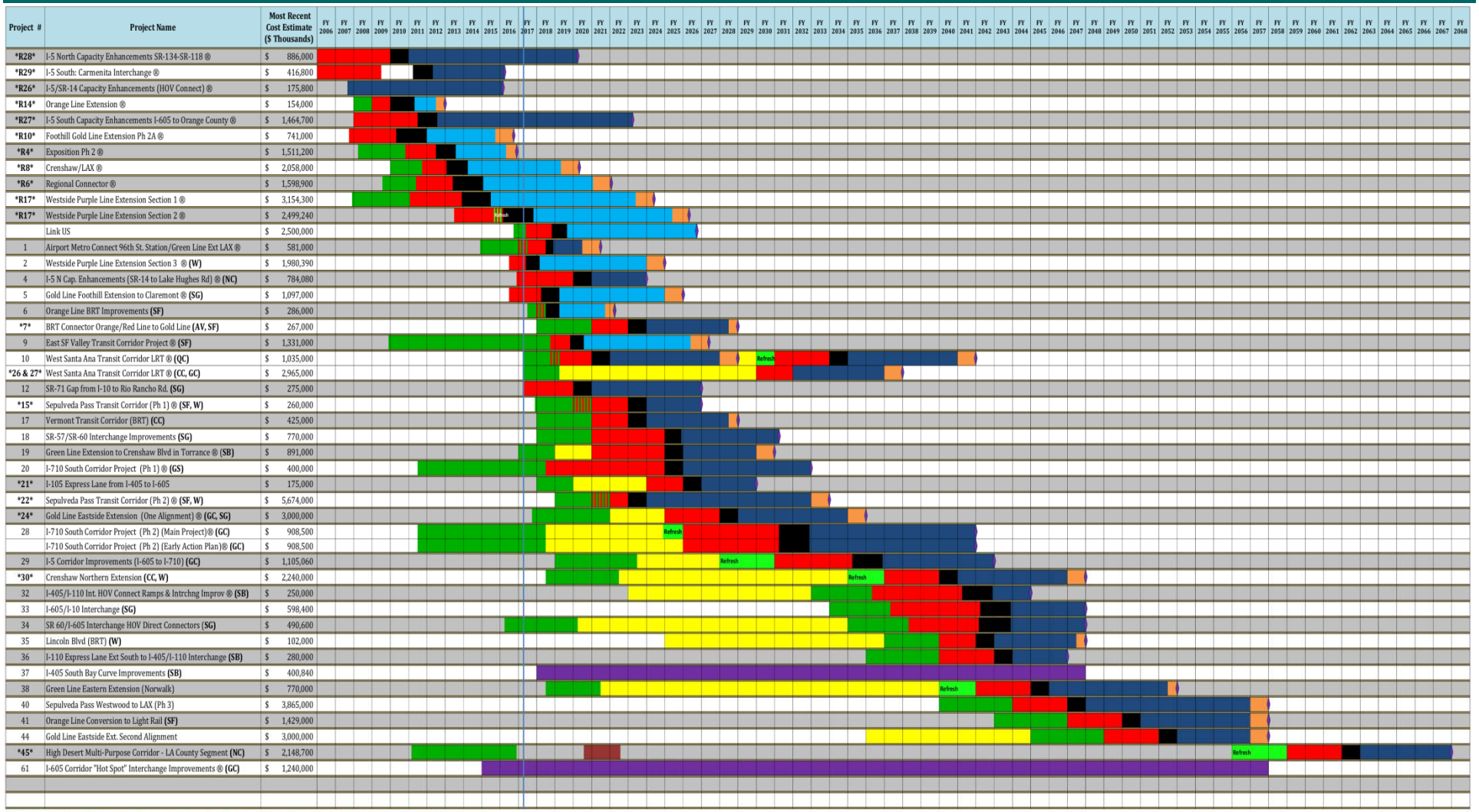
Not shown on map: Las Virgenes/Malibu Transportation Improvements, and North County Transportation Improvements

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

MASTER PROJECT SCHEDULE & BUDGET

Project #	Project Name	Most Recent Cost Estimate ($ Thousands)
R28	I-5 North Capacity Enhancements SR-134-SR-118 ®	$ 886,000
R29	I-5 South: Carmenita Interchange ®	$ 416,800
R26	I-5/SR-14 Capacity Enhancements (HOV Connect) ®	$ 175,800
R14	Orange Line Extension ®	$ 154,000
R27	I-5 South Capacity Enhancements I-605 to Orange County ®	$ 1,464,700
R10	Foothill Gold Line Extension Ph 2A ®	$ 741,000
R4	Exposition Ph 2 ®	$ 1,511,200
R8	Crenshaw/LAX ®	$ 2,058,000
R6	Regional Connector ®	$ 1,598,900
R17	Westside Purple Line Extension Section 1 ®	$ 3,154,300
R17	Westside Purple Line Extension Section 2 ®	$ 2,499,240
	Link US	$ 2,500,000
1	Airport Metro Connect 96th St. Station/Green Line Ext LAX ®	$ 581,000
2	Westside Purple Line Extension Section 3 ® **(W)**	$ 1,980,390
4	I-5 N Cap. Enhancements (SR-14 to Lake Hughes Rd) ® **(NC)**	$ 784,080
5	Gold Line Foothill Extension to Claremont ® **(SG)**	$ 1,097,000
6	Orange Line BRT Improvements **(SF)**	$ 286,000
7	BRT Connector Orange/Red Line to Gold Line **(AV, SF)**	$ 267,000
9	East SF Valley Transit Corridor Project ® **(SF)**	$ 1,331,000
10	West Santa Ana Transit Corridor LRT ® **(QC)**	$ 1,035,000
26 & 27	West Santa Ana Transit Corridor LRT ® **(CC, GC)**	$ 2,965,000
12	SR-71 Gap from I-10 to Rio Rancho Rd. **(SG)**	$ 275,000
15	Sepulveda Pass Transit Corridor (Ph 1) ® **(SF, W)**	$ 260,000
17	Vermont Transit Corridor (BRT) **(CC)**	$ 425,000
18	SR-57/SR-60 Interchange Improvements **(SG)**	$ 770,000
19	Green Line Extension to Crenshaw Blvd in Torrance ® **(SB)**	$ 891,000
20	I-710 South Corridor Project (Ph 1) ® **(GS)**	$ 400,000
21	I-105 Express Lane from I-405 to I-605	$ 175,000
22	Sepulveda Pass Transit Corridor (Ph 2) ® **(SF, W)**	$ 5,674,000
24	Gold Line Eastside Extension (One Alignment) ® **(GC, SG)**	$ 3,000,000
28	I-710 South Corridor Project (Ph 2) (Main Project)® **(GC)**	$ 908,500
	I-710 South Corridor Project (Ph 2) (Early Action Plan)® **(GC)**	$ 908,500
29	I-5 Corridor Improvements (I-605 to I-710) **(GC)**	$ 1,105,060
30	Crenshaw Northern Extension **(CC, W)**	$ 2,240,000
32	I-405/I-110 Int. HOV Connect Ramps & Intrchng Improv ® **(SB)**	$ 250,000
33	I-605/I-10 Interchange **(SG)**	$ 598,400
34	SR 60/I-605 Interchange HOV Direct Connectors **(SG)**	$ 490,600
35	Lincoln Blvd (BRT) **(W)**	$ 102,000
36	I-110 Express Lane Ext South to I-405/I-110 Interchange **(SB)**	$ 280,000
37	I-405 South Bay Curve Improvements **(SB)**	$ 400,840
38	Green Line Eastern Extension (Norwalk)	$ 770,000
40	Sepulveda Pass Westwood to LAX (Ph 3)	$ 3,865,000
41	Orange Line Conversion to Light Rail **(SF)**	$ 1,429,000
44	Gold Line Eastside Ext. Second Alignment	$ 3,000,000
45	High Desert Multi-Purpose Corridor - LA County Segment **(NC)**	$ 2,148,700
61	I-605 Corridor "Hot Spot" Interchange Improvements ® **(GC)**	$ 1,240,000



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

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Subregion
® - Indicates Measure R Related Projects
AV - Arroyo Verdugo
LVM - Las Virgenes Malibu
CC - Central City Area
SG - San Gabriel Valley
NC - North County
SB - South Bay
W - Westside
GC - Gateway Cities
SF - San Fernando Valley

Footnotes	
Proj #	Included Projects
R#	Project # from previous "FY 2010 - 2039 Expenditure Plan"
7	8 - BRT Connector Orange/Red Line to Gold Line
15	16 - Sepulveda Pass Transit Corridor (Ph 1) ®
21	Restripe, PA&ED could start FY18. Construction anticipated 1 year.
22	23 - Sepulveda Pass Transit Corridor (Ph 2) ®
24	25 - Gold Line Eastside Extension (One Alignment) ®
26 & 27	Showing accelerated schedule with P3 delivery method
30	31 - Crenshaw Northern Extension
45	3 - High Desert Multi-Purpose Corridor (HDMC)®

Legend:

- Environmental
- Engineering
- Bid
- D/B Constuction
- D/B/B Construction
- Testing
- Opening Date
- Environmental Refresher
- Right of Way
- Program Implementation
- Possible Acceleration

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**

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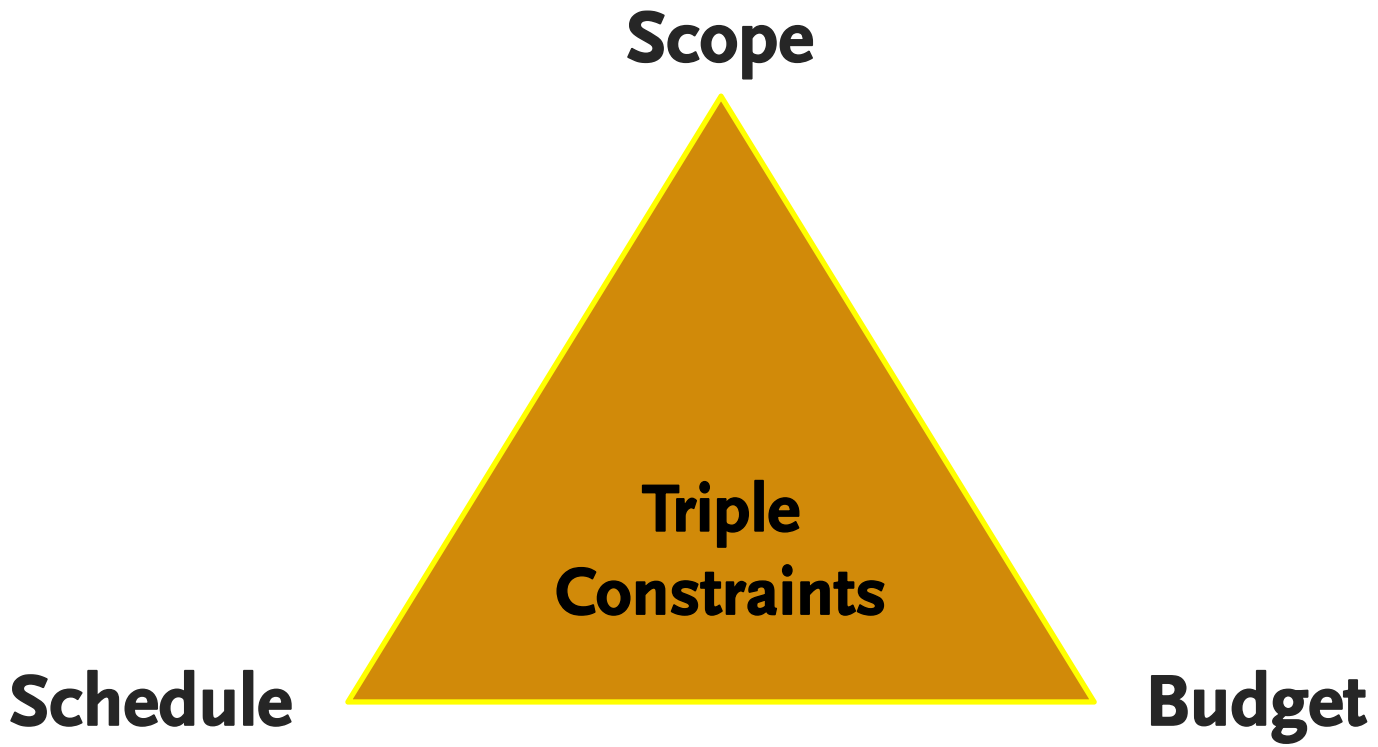
PROJECT MANAGEMENT

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



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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

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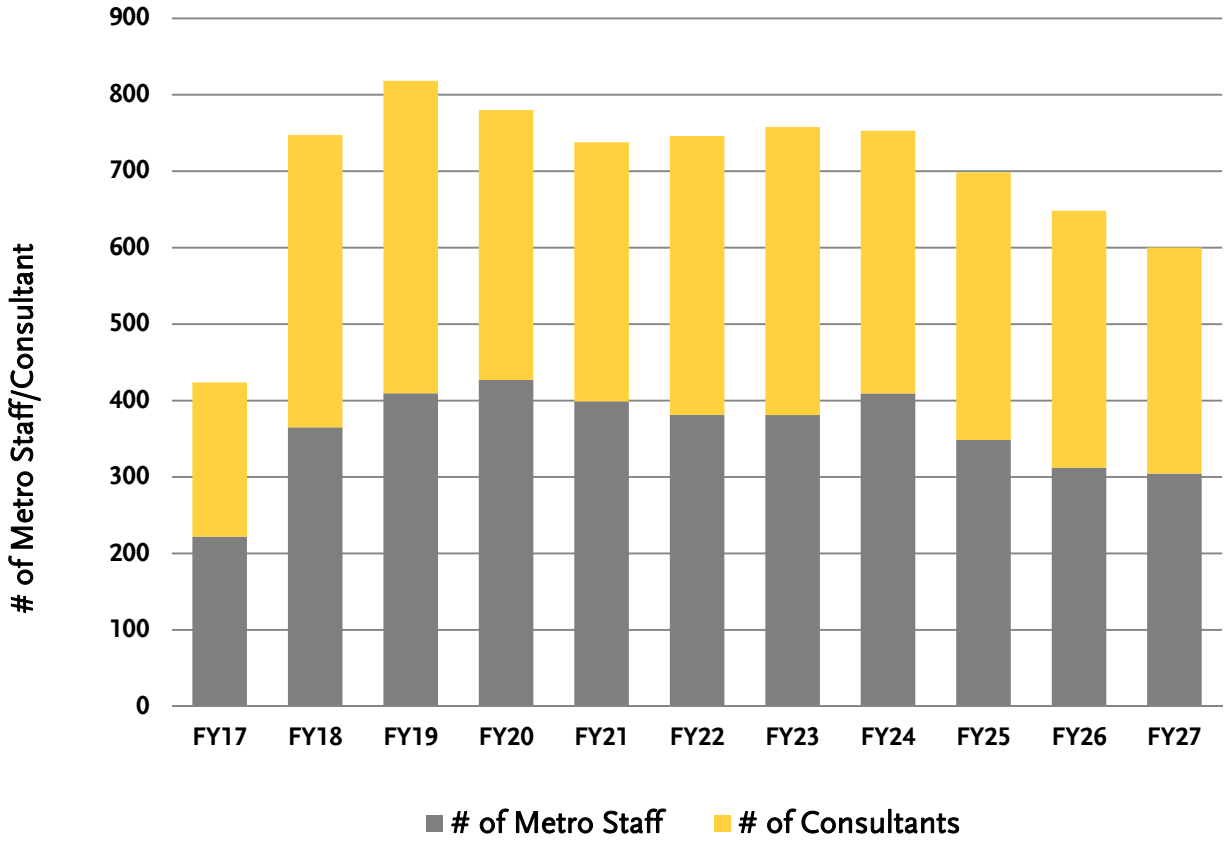
PRELIMINARY STAFFING

- Preliminary Project Delivery Staffing First Decade



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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

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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

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Attachment B

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.