

**Board Report**

File #: 2017-0419, **File Type:** Contract

Agenda Number: 48.

**REGULAR BOARD MEETING
JUNE 22, 2017**

SUBJECT: PROGRAM MANAGEMENT SUPPORT SERVICES

ACTION: AWARD PROFESSIONAL SERVICES CONTRACT

RECOMMENDATION

CONSIDER:

- A. AUTHORIZING the Chief Executive Officer to award a five-year cost reimbursable fixed fee contract plus a two-year option, Contract No. AE35279, to Kal Krishnan Consulting Services/Triunity Engineering & Management Joint Venture (KKCS/Triunity JV), the most qualified proposer, for Program Management Support Services (PMSS) for a not-to-exceed amount \$24,970,960 through Fiscal Year 2019; and
- B. AUTHORIZING the Chief Executive Officer to execute individual Contract Work Orders and Contract Modifications within the Board approved contract funding amount.

ISSUE

On November 21, 2016, request for proposals were issued for Program Management Support Services (PMSS) to assist Metro to manage and support Board-approved projects for a base term of five years with one two-year option. These services will be required to supplement staffing and provide technical expertise to support project delivery of capital projects and strategic initiatives detailed in the Program Management Plan (PMP) and the Annual Program Evaluation (APE) presented to and approved by the Board. Staff will return to the Board every two years to request additional authorization for the subsequent two year period.

The PMSS Contract will provide Metro the flexibility to adjust the necessary resources to implement and deliver capital projects safely, on-time and within budget. The recommended joint venture contractor is comprised of two Small/Disadvantaged Business Enterprise (SBE/DBE) firms - Kal Krishnan Consulting Services, Inc. and Triunity Engineering & Management, Inc.

Anticipated Not-To-Exceed Value

The recommended Board action will provide initial funding through the end of FY2019 as part of a multiyear contract with an anticipated contract value of \$63,347,705 for the base five-years, plus

\$27,461,365 a two-year option, for a combined total amount not to exceed \$90,809,070. As this is a cost plus fixed fee staff augmentation contract, the contractor compensation will be based on the actual support required over the life of the contract and will be limited by the Board approved project budget funding.

DISCUSSION

The Program Management Department is responsible for the delivery of the large transportation capital program at Metro. With the recently approved Measure M program added to the Measure R program, Metro is currently undertaking the largest transportation construction program in the nation, which creates an unprecedented challenge to project delivery. Recognizing that staffing is a key factor in project delivery, Program Management is committed to developing strengths in its capacity and capability to ensure the multi-billion dollar capital program can be successfully managed. Attachment C lists the projects that we expect to support over the duration of the PMSS contract.

The proposed PMSS Contract is a new approach for Metro that would assist Program Management in securing sufficient qualified resources across a broad spectrum of disciplines in a timely manner needed to manage and support delivery of Board approved projects. The selected consultant would scale staff up or down depending on Metro's transit, highway, regional rail and other capital improvement program needs. Also it was assumed that there would be a greater reliance on consultants going forward due to the size of Metro's capital program. The contract allows us to efficiently and effectively augment Metro Program Management staff as required to ensure proper resources needed to manage a project are available to us both in terms of staff availability and technical expertise.

Scope

Shortly after Measure M was approved, Program Management and Vendor/Contract Management jointly hosted Metro's first Pre-Solicitation Meet and Greet Session for the upcoming PMSS opportunities to business owners, which was also attended by the CEO. Prime contractors and other businesses were encouraged to network with each other for possible future joint ventures, partnerships or subcontracting opportunities. Establishing a competitive and qualified pool of consultants, contractors, and small businesses on Metro's projects is integral to successful project delivery.

With the significant increase in number and size of projects and the aggressive implementation schedule for delivering Metro's Capital Program, close coordination and expertise across multi-disciplines are required in the following eight key functions: project management, program management, project delivery development support, project control, estimating, configuration management, project management and other technical training, and Project Management Information System (PMIS) support services. The scope also allows for contract administration and small business contract compliance support assisting Vendor/Contract Management (V/CM) to efficiently provide sufficient staffing needed to perform V/CM support activities. Combining all the above functions together into one contract allows for a better coordinated and more efficient allocation of resources for Metro than would be possible under a series of separate contracts.

The recommended PMSS contract approach is similar to the construction management support services (CMSS) contracts that are separately awarded to provide consultants to complement Metro staffing and technical expertise needed on each major transit project. However, while the CMSS contracts typically serve individual transit projects, the recommended PMSS contract aims to fulfill the consultant staffing demand on a program-wide level on various multiple transit, regional rail, highway, and other capital improvement projects.

Term

Due to the length of time required to deliver many of the major projects, it is very disruptive to change consultants mid-stream. Therefore the recommended PMSS contract term would provide more continuity and less disruption by implementing a base 5 year contract with a 2 year option versus a shorter term contract.

DETERMINATION OF SAFETY IMPACT

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

FINANCIAL IMPACT

The not-to-exceed award value is based on the anticipated level of services. The Contract Work Orders (CWO) issued will reflect the actual level of services required to support individual Board-approved projects. The Contract funds are authorized by issuing separate CWOs for various projects using labor classifications and rates set forth in the Contract. This method of contracting results in more efficient cost and schedule management, since CWOs and modifications to existing CWOs are negotiated and issued as additional work is identified.

Funding for these services are included in the approved FY18 Budget for the various Metro projects. The individual CWOs will be funded from the associated life-of-project (LOP) budgets that are approved by the Board. The project managers, cost managers and Chief Program Management Officer will be accountable for budgeting the cost in future years, including cost associated with exercising the option.

Impact to Budget

There is no impact to the FY18 Budget as funds for this action will be included in the approved budget for each project. Most of the projects are funded with multiple sources of funds: federal and state grants, federal loans, bonds and local sales taxes. Much of local sales taxes are eligible for bus and rail operations and capital improvements. These funds are programmed to state of good repair projects and to augment the costs of mega projects, where eligible and appropriate.

ALTERNATIVES CONSIDERED

The Board may choose to have existing or new Metro staff perform these services. This alternative is not practical or cost effective because Metro would have to hire a large workforce and attract high-paid expertise dependent on fluctuating projects' needs. While requests for additional Metro staff are being considered by the Board as part of the fiscal year budget process, consultant support is also

recommended in order to meet peak, short-term needs, and provide technical assistance that is not available internally.

NEXT STEPS

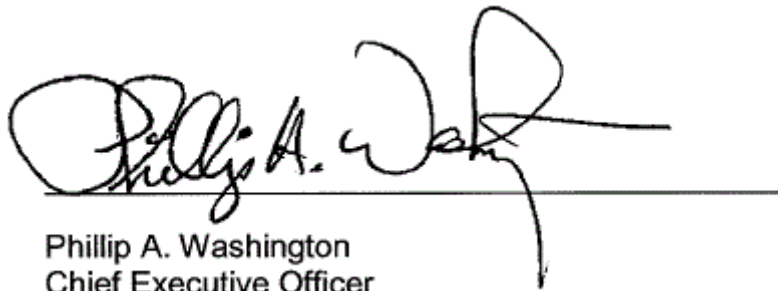
After Board approval of this PMSS contract, the Contracting Officer will award the contract in accordance with Metro Procurement Policies and Procedures.

ATTACHMENTS

- Attachment A - Procurement Summary
- Attachment B - DEOD Summary
- Attachment C - Anticipated List of Projects

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Phillip A. Washington
Chief Executive Officer

PROCUREMENT SUMMARY

PROGRAM MANAGEMENT SUPPORT SERVICES / AE35279

1.	Contract Number: AE35279	
2.	Recommended Vendor: Krishnan Consulting Services/Triunity Engineering & Management 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: November 21, 2016	
	B. Advertised/Publicized: November 21-24, 2016	
	C. Pre-proposal/Pre-Bid Conference: December 6, 2016	
	D. Proposals/Bids Due: January 12, 2017	
	E. Pre-Qualification Completed: May 22, 2017	
	F. Conflict of Interest Form Submitted to Ethics: March 28, 2017	
	G. Protest Period End Date: May 22, 2017	
5.	Solicitations Picked up/Downloaded: 201	Bids/Proposals Received: 4
6.	Contract Administrator: Tamara Reid / Bruce Warrensford	Telephone Number: (213) 922-7215 / (213) 922-7338
7.	Project Manager: Amy Wang	Telephone Number: (213) 922-1024

A. Procurement Background

This Board Action is to approve the award of Contract No. AE35279, issued in support of Program Management Support Services (PMSS). The scope of the Contract is to support the Program Management Department in managing and supporting the delivery of Metro's Capital Program. Board approval of contract awards are subject to resolution of all properly submitted protests.

The Contract type is a Cost Plus Fixed Fee (CPFF). The Contract period of performance is five base years plus one two-year option.

The RFP was issued in accordance with Metro's Acquisition Policy and California Government Code §4525 - 4529. The contract type is a cost-plus fixed fee contract. Two amendments were issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on December 6, 2016, extended the proposal due date; and
- Amendment No. 2, issued on January 5, 2017, modified the DBE Contract Outreach and Mentoring Plan.

On December 6, 2016, a pre-proposal conference was held with 36 firms in attendance. Four proposals were received on January 12, 2017.

B. Evaluation of Proposals

A Proposal Evaluation Team (PET) consisting of management staff from Program Management and Vendor/Contract Management was convened and conducted a comprehensive technical evaluation of the proposal received.

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

- Experience, Qualifications, and Capabilities of Firms on the Team 30%
- Experience, Qualifications, and Capabilities of Personnel 40%
- Understanding and Approach to Service Delivery 30%
- DBE Contracting Outreach and Mentor Protégé Approach (Bonus) 4%

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

This is an A&E, qualifications based procurement. Price cannot be and was not used as an evaluation factor as governed by California Government Code §4525 - 4529.

All four proposals were determined to be within the competitive range and are listed below in alphabetical order:

1. Kal Krishnan Consulting Services/ Triunity Engineering & Management Joint Venture (KKCS/Triunity JV);
2. LA Mobility Solutions;
3. PMA-Intueor JV; and
4. Anil Verma Associates, Inc./Simpson & Simpson Management Consulting JV

During the week of February 9, 2017, the PET conducted oral presentations with 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 all aspects of the required tasks, and stressed each firm's commitment to the success of the project. Also highlighted were staffing plans, work plans, and perceived project issues. Each team was asked questions relative to each firm's qualifications and previous experience.

Qualification Summary of Recommended Firm:

The evaluation performed by the PET, in accordance with evaluation criteria set forth in the RFP, determined KKCS/Triunity JV as the most qualified firm to provide the required services.

KKCS has extensive experience with Metro contracts and similar projects for other transit agencies. Their firm showed a good understanding of Metro's processes and solutions to mitigate potential risks.

Triunity Engineering & Management (Triunity) specializes in program Management/Construction Management and System Engineering services specifically for highway and rail transportation.

KKCS/Triunity JV provided a detailed Project Management Plan that included extensive coordination with internal teams and Metro as well as staffing requirements demonstrated a clear understanding of the proposed scope of work.

KKCS/Triunity JV demonstrated they are well-skilled in providing the scope of services at the level required by this contract, and has the capabilities to provide staffing for task order assignments that may be issued under this contract.

The PET ranked the proposals and assessed strengths, weaknesses and associated risks of each of the Proposers to determine the most qualified firm.

1	FIRM	Avg Score	Factor Weight	Weighted Average Score	Rank
2	KKCS/Triunity JV				
3	Experience, Qualifications and Capabilities of Firms on the Team	90.67	30%	27.20	
4	Experience, Qualifications and Capabilities of Personnel	90.67	40%	36.27	
5	Understanding and Approach to Service Delivery	91.67	30%	27.50	
6	DBE Contracting Outreach & Mentor Protégé Approach	75.00	4%	3.00	
7	Total		104%	93.97	1
8	LA Mobility Solutions				
9	Experience, Qualifications and Capabilities of Firms on the Team	90.00	30%	27.00	
10	Experience, Qualifications and Capabilities of Personnel	88.33	40%	35.33	
11	Understanding and Approach to Service Delivery	89.33	30%	26.80	
12	DBE Contracting Outreach & Mentor Protégé Approach	75.00	4%	3.00	
13	Total		104%	92.13	2
14	PMA-Intueor JV				
15	Experience, Qualifications and Capabilities of Firms on the Team	83.00	30%	24.90	
16	Experience, Qualifications and Capabilities of Personnel	83.33	40%	33.33	

17	Understanding and Approach to Service Delivery	84.33	30%	25.30	
18	DBE Contracting Outreach & Mentor Protégé Approach	50.00	4%	2.00	
19	Total		104%	85.53	3
20	Anil Verma/Simpson & Simpson JV				
21	Experience, Qualifications and Capabilities of Firms on the Team	77.67	30%	23.30	
22	Experience, Qualifications and Capabilities of Personnel	53.33	40%	21.33	
23	Understanding and Approach to Service Delivery	81.67	30%	24.50	
24	DBE Contracting Outreach & Mentor Protégé Approach	75.00	4%	3.00	
25	Total		104%	72.13	4

C. Cost/Price Analysis

A cost analysis of labor rates, indirect rates and other costs was completed in accordance with Metro's Procurement Policies and Procedures to negotiate a fair and reasonable price. The analysis includes among other things, (1) a comparison with historical cost data of other firms offering similar services; (2) an analysis of audited rates and factors for labor, equipment and other prices that will comprise the rates upon which the Consultant will base its invoices, and (3) compliance with both the Federal Acquisition Regulation (FAR) guidelines and Generally Accepted Accounting Principles (GAAP). Metro negotiated and established direct labor rates plus provisional indirect rates and a fixed fee rate. The pricing for each task order will utilize the rates, plus the negotiated fixed fee factor, to establish a lump sum price or not-to-exceed cost reimbursable amount plus a fixed fee.

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

Proposer Name	Term	Proposal Amount*	Metro ICE*	Recommended Not-To-Exceed Amount
KKCS/ Triunity JV	Base Contract for Years 1-5	\$76,745,630	\$73,901,212	\$63,347,705
	Option for Years 6-7	\$32,436,265	\$32,530,392	\$27,461,365
	Total Contract Value (Base + Option)	\$109,181,895	\$106,431,604	\$90,809,070

*Note: These amounts reflect higher level of effort during the procurement which were not reflected in the Not-to-Exceed Amount.

D. Background on Recommended Contractor

KKCS/Triunity JV is a multi-disciplined team that has extensive experience providing program management services for transportation agencies across the U.S. Founded in 1987, KKCS is a Metro-certified DBE firm with 87 employees in Los Angeles and regional offices in Oakland, San Diego, Seattle, New York, and Boston.

Since 2003, Triunity and its 50+ employees have provided full spectrum Project Management/Construction Management services including program management, project management, construction management, project controls, project management oversight, and estimating to transportation agencies, including Regional Transportation District-Denver (RTD) and FTA PMOC.

KKCS has a successful partnership with Metro and has had a role helping to deliver some of Metro’s largest projects, including I-405 Sepulveda Pass Improvements; Alternatives Analysis for the Westside Subway Extension; Expo Light Rail Phase 2; Universal City Station Pedestrian Bridge; Assessment of Operations Capital Improvements and Supplementary Station Entrances for the Metro Blue, Green, and Gold Lines; Congestion Reduction Demonstration Program for Metro ExpressLanes; and Red Line Station Canopies.

In addition, KKCS and Triunity are currently providing program-level support to Metro’s Program Management Department, assisting implementation of specific program and construction management best practices, including the Project Review Readiness Procedure, Project Delivery Selection Procedure, Lessons Learned Report and Program, and Risk Management Program.

DEOD SUMMARY

PROGRAM MANAGEMENT SUPPORT SERVICES AE35279

A. Small Business Participation

The Diversity and Economic Opportunity Department established a 30% Disadvantaged Business Enterprise (DBE) goal. Kal Krishnan Consulting Services/Triunity Engineering & Management, a DBE Prime Joint Venture, exceeded the goal by making a 73.31% DBE commitment.

Overall DBE participation for this contract will be determined as actual level of services required, and the aggregate value of all Contract Work Orders issued.

SMALL BUSINESS GOAL	30% DBE	SMALL BUSINESS COMMITMENT	73.31% DBE
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	DBE Contractors	Scope of Work	NAICS Codes	Ethnicity	% Committed
1.	KKCS (JV Partner / DBE Prime)	Program Management, Project Control	541611 - Admin. Mgmt. and Gen. Mgmt. Consult.	Subcontinent Asian	TBD
2.	Triunity (JV Partner / DBE Prime)	Program Management	541611 - Admin. Mgmt. and Gen. Mgmt. 541690 - Other Scientific and Tech. Consulting Services 541618 - Other Mgmt. Consulting	African American	TBD
3.	Armand Resource Group, Inc.	Contract Compliance	541611 - Admin. Mgmt. and Gen. Mgmt. 541618 - Other Mgmt. Consulting	African American	TBD
4.	Lenax Construction Services, Inc.	Cost Estimating & Project Controls Support Services	541611 - Admin. Mgmt. and Gen. Mgmt. 541618 - Other Mgmt. Consulting; 561499 - All Other Business Support Services;	Caucasian Female	TBD
5.	LKG-CMC, Inc.	Doc. Control, Configuration Mgmt. Admin.	541611 - Admin. Mgmt. and Gen. Mgmt. 541618 - Other Mgmt. Consulting	Caucasian Female	TBD
6.	MBI Media	Public Outreach and Meeting Facilitation	541820 - Public Relations Agencies	Caucasian Female	TBD
7.	Ogx Consulting	Project Program Management Support Services	541611 - Admin. Mgmt. and Gen. Mgmt. 541618 - Other Mgmt. Consulting; 541612 - Human Resources Consulting Services	African American	TBD

8.	Ramos Consulting Services	Project Controls & Estimating	541330 - Engineering Services; 541611 - Admin. Mgmt. and Gen. Mgmt.	Hispanic American	TBD
9.	Stellar Services, Inc.	Program Management Information Systems	541511 - Custom Comp. Prog. Services; 541512 - Computer System Design Services; 541519 - Other Computer Related Services;	Asian Pacific American	TBD
Total Commitment					73.31%

B. Contracting Outreach and Mentoring Plan

To be responsive, Proposers were required to submit a Contracting Outreach and Mentoring Plan (COMP), to include their plans to mentor two (2) DBE firms for protégé development.

C. Prevailing Wage Applicability

Prevailing wage is not applicable to this contract.

D. Living Wage Service Contract Worker Retention Policy Applicability

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

E. Project Labor Agreement/Construction Careers Policy

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

ANTICIPATED LIST OF PROJECTS

Program-wide Support

Measure M Program Support
Implementation of Construction Management Best Practices Los Angeles County Construction Market Analysis
Policies/Procedures Streamlining/Updates
Project Management Information System (PMIS)

Transit

Crenshaw/LAX Project
Regional Connector Project
Westside Purple Line Extension Section 1 Project
Westside Purple Line Extension Section 2 Project
Westside Purple Line Extension Section 3 Project
Airport Metro Connect 96th St. Station/Green Line Ext LAX
Willowbrook/Rosa Parks Station Improvements Project
Rail to River Corridor Active Transportation Connector Project
Patsaouras Busway Plaza Station
Division 20 Portal Widening Turnback Facility
Gold Line Foothill Extension to Claremont
Orange Line BRT Improvements
BRT Connector Orange/Red Line to Gold Line
East San Fernando Valley Transit Corridor Project
West Santa Ana Transit Corridor LRT
Crenshaw/LAX Track Enhancement Project
Vermont Transit Corridor
Green Line Extension to Crenshaw Blvd in Torrance
Sepulveda Pass Transit Corridor (Ph 2)
Gold Line Eastside Extension (One Alignment)
West Santa Ana Transit Corridor LRT
Crenshaw Northern Extension
Lincoln Blvd BRT
Green Line Eastern Extension (Norwalk)
SF Valley Transportation Improvements
Sepulveda Pass Westwood to LAX (Ph 3)
Orange Line Conversion to Light Rail
Historic Downtown Streetcar
Gold Line Eastside Extension Second Alignment
Division 22 Paint And Body Shop
Southwestern Maintenance Yard
Metro Red Line Civic Center Station Escalator/Elevator Modernization
Metro Red Line Escalator Replacement/Modernization
Metro Gold Line I-210 Barrier Replacement Phase I
Division 20 Wheel Press

Security & Safety Projects

Metro Emergency Security Operations Center
Automated License Plate Recognition Network Phase I
Automated License Plate Recognition Network Phase II
Metro Blue/Green Lines Transit Passenger Information System

Environmental Compliance Program

Fuel Storage Tank Program
Soil Remediation Project
Energy Conservative Initiative Project
Sustainability Environmental Compliance
Carbon Emissions Greenhouse

Regional Rail

Rosecrans / Marquardt Grade Separation
Lone Hill to White
LINK US (SCRIP)
Bob Hope Airport Metrolink Station
Doran Street Grade Separation

Soundwall Projects

Metro Blue Line State of Good Repairs

Metro Blue Line Pedestrian Safety Enhancement at Grade Crossings
Metro Blue Line Signal System Rehabilitation

Rail Operations Capital Improvement Projects

Fire Control Panel Upgrade
Metro Red/Purple Line Platform Gates Replacement
Heavy Rail Subway SCADA System Replacement
Metro Red Line 7th/Metro Turnback Upgrade
Metro Green Line ETS Replacement
Metro Green Line Negative Grounding Devices
Metro Red Line Tunnel Lighting Rehabilitation
Fiber Optic Main Loop Upgrade
Metro Red Line Gas Analyzer Upgrade
Metro Green Line UPS for TCCB
North Long Beach Duct Bank Upgrade Phase II
System Wide Corrosion Protection System Replacement
Metro Blue Line Rail Replacement & Booting
Metro Red Line TWC Rehabilitation
Metro Red Line Div. 20 Yard Switch Machines Replacement
Metro Red Line Electronic Access Control / Alarm Monitoring System Replace
Platform Track Intrusion Detection System
Metro Green Line Train Control Track Circuits and TWC Replacement
Fare Gates Project
Digital Rail Radio System
Metro Green Line Signal System Rehabilitation Phase II
Metro Green Line Remote Terminal Unit Refurbishment
Blue and Gold Line Train Control Battery Replacement
Metro Green, Red, and Blue Line ETEL/PTEL Replacement
Green and Gold Line TPSS Battery Replacement
Metro Green and Blue Line TPIS Replacement
Green Line Switch Machine Overhaul
Metro Blue Line Emergency Trip System Replacement

Highway

I-5 North Magnolia - Seg 4
I-5 North Empire - Seg 3
I-5 North SR170 to Buena Vista - Seg 2
I-5 North SR 170- SR118 - Seg 1
I-5 North Corridor
I-5 S Alondra Overcrossing
I-5 S Valley View Interchange
I-5 S Shoemaker/Rosecranz Bloomfield
I-5 S Imperial Hwy/Orr Day Rd
I-5 S Florence Interchange
I-5 South Corridor
I-605/I-5 Interchange Improvements
I-605/SR-91 Interchange Improvements
I-605/SR-60 Interchange Improvements
I-710/SR-91 Interchange Improvements
I-605/I-405 Interchange Improvements
605 Hot Spots
High Desert Corridor - PAED
I-5 S Carmenita Interchange
I-5 North Capacity Enhancement (SR14 to Parker Road)
I-10 HOV Lanes from Puente Av to Citrus Ave
I-10 HOV Lanes from Citrus Ave to SR 57
I-710 South - PAED
I-710 Early Action (Soundwalls)
I-710 North - PAED (For Internal Only)***
I-405 Crenshaw Blvd on/off ramp Improvements
I-110 Aux Lane From SR-91 to Torrance Blvd Auxiliary Lanes
SR-71 Gap - I-10 to Mission
SR-71 Gap - Mission to Rancho Road
SR-138 Avenue D - I-5 to SR-14 - PAED