



Board Report

File #: 2022-0113, **File Type:** Oral Report / Presentation

Agenda Number: 28.

**EXECUTIVE MANAGEMENT COMMITTEE
MARCH 17, 2022**

SUBJECT: PROGRAM MANAGEMENT MAJOR PROJECT STATUS REPORT

ACTION: ORAL REPORT

RECOMMENDATION

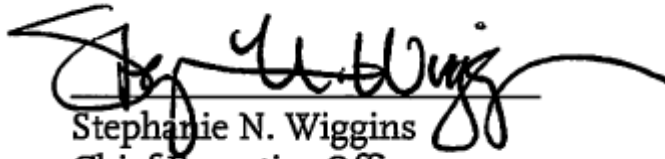
RECEIVE oral report on the Major Project Status by the Chief Program Management Officer.

DISCUSSION

Update report covering the month of March 2022 by the Chief Program Management Officer.

Prepared by:

- **Crenshaw/LAX** - Sameh Ghaly, Sr EO Project Mgmt., (213) 418-3369
- **Regional Connector** - Sameh Ghaly, Sr EO Project Mgmt., (213) 418-3369
- **Westside Purple Line Ext 1** - James Cohen, EO Project Mgmt., (213) 922-7911
- **Westside Purple Line Ext 2** - Michael McKenna, EO Project Mgmt., (213) 312-3132
- **Westside Purple Line Ext 3** - Kimberly Ong, EO Project Mgmt., (323) 903-4112
- **Airport Metro connector (AMC)** - Timothy Lindholm, Sr. EO Project Engr., (213) 922-7297
- **G Line BRT Improvements Project** - Timothy Lindholm, Sr. EO Project Engr., (213) 922-7297
- **I-5 North County Enhancements** - Timothy Lindholm, Sr. EO Project Engr., (213) 922-7297
- **Division 20 Portal Widening Turnback** - Rick Meade, Sr EO Project Mgmt., (562)524-0517
- **Presentation** - Yohana Jonathan, Mgr, Project Control, (213) 418-3031



Stephanie N. Wiggins
Chief Executive Officer

Program Management Major Project Status Report

Presented By

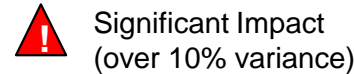
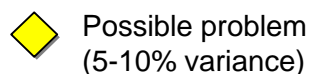
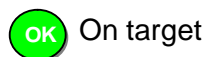
Bryan Pennington

Chief Program Management Officer

PROJECT BUDGET & SCHEDULE STATUS SUMMARY CHART

Project	Cost Performance		Schedule Performance		Comments
	Variance Approved LOP	Variance Revised Budget	Variance Original	Variance Revised Schedule	
Crenshaw/LAX					Project is 99.6% complete. Contractor is not applying sufficient work force to complete their remaining scope of work. Remaining work is primarily completion of system integration testing, and punch-list repair for substantial completion. Metro continues to work with contractor to mitigate the delays and impacts to the project schedule; emphasizing safety and reliability in final acceptance of project elements and systems. Equity - 8 of 8 stations (100%) are within or adjacent to Equity Focus Communities.
Regional Connector					Project is 92% complete. In preparation for an eminent Substantial Completion, comprehensive systems testing is underway at all stations and the guideway. Site restoration at street level throughout the alignment is in high gear; this effort includes ADA ramps, curbs, gutters and sidewalks, and roadway placement / resurfacing and striping. Equity – three of three stations (100%) are within or adjacent to Equity Focus Communities.
Westside Purple Line Extension-Section 1					Project is 75% complete. The current forecast Revenue Service Date is Fall 2024. Efforts to minimize schedule risk continue. Equity - This Project is not located within or adjacent to Equity Focus Communities.
Westside Purple Line Extension-Section 2					Project is 49% complete and proceeding on schedule and within budget. Equity - This project is not located within or adjacent to Equity Focus Communities
Westside Purple Line Extension-Section 3					Project is 34% complete and proceeding on schedule and within budget. Equity - 1 of 2 stations (50%) are within or adjacent to Equity Focus Communities.
Airport Metro Connector					Early Works Phase is 52.9% complete. Underground storm system in progress with cistern installation. Main communications line ductbank within SWY is near completion. Primary station Contractor mobilization is nearly complete, and construction set to start on schedule. Equity - 100% of the project is within or adjacent to Equity Focus Communities.
G Line BRT Improvements					Progressive Design Build Contract Industry Review completed December 2021. RFP released February 2022. Contract award anticipated Summer 2022. Pilot Gate construction and testing complete, closeout anticipated in March 2022. AURs and property acquisitions underway. Equity: 8 of 18 stations (47%) are within or adjacent to Equity Focus Communities
I-5 North County Enhancements					Field work is continuing to ramp up with construction site preparation activities and center median pavement removal at the north end of the project. Equity - This project is not located within or adjacent to Equity Focus Communities.
Division 20 Portal Widening Turnback					Project is approximately 32% complete. Construction continues with the upgraded Train Control software, Phase 1 Track, utilities, and civil work, 1st Street Bridge Rehabilitation and precast girders, and ShooFly installation. A \$75M increase in Life of Project (LOP) was approved on the February 2022 Regular Board meeting. In addition, the project schedule continues to be developed as the project team is working with the contractor to finalize an updated schedule. Equity - 100% of the project is within or adjacent to Equity Focus Communities.

March 2022



Construction Committee

Los Angeles County Metropolitan Transportation Authority



SMALL BUSINESS PROJECT STATUS SUMMARY CHART

Project	Phase	Goal Type	Contractor Commitment	Current Participation	Variance +/-	Status	% Complete	Comments
Crenshaw/LAX	Design	DBE	20.00%	20.81%	+.06%	Exceeding	98.76%	Walsh/Shea Corridor Constructors, JV is exceeding the DBE commitment by 0.81% on Design and 8.72% on Construction.
	Construction	DBE	20.00%	28.72%	+.07%	Exceeding	97.20%	
Regional Connector	Design	DBE	22.63%	24.57%	-.04%	Exceeding	98.11%	Regional Connector Constructors is exceeding the DBE commitment by 1.94% on Design and 2.01% on Construction.
	Construction	DBE	18.00%	20.01%	-.16%	Exceeding	85.33%	
Westside Purple Line Extension-Section 1	Design	DBE	20.25%	20.27%	NC	Exceeding	94.71%	Skanska-Traylor-Shea Joint Venture (STS) is exceeding the DBE commitment by 0.02% on Design and has a 2.05% shortfall on Construction. STS submitted a shortfall mitigation plan (1/7/2022) and provided an updated DBE utilization forecast. STS contends the reason for the shortfall is the Tunneling issue set them back and that they should meet their commitment by end of project.
	Construction	DBE	17.00%	14.95%	+.21%	Shortfall	75.01%	
Westside Purple Line Extension-Section 2	Design	DBE	25.31%	36.01%	-.01%	Exceeding	81.15%	Tutor Perini/O&G, A Joint Venture (TPOG) is exceeding the DBE commitment on Design by 10.70% and has a 2.46% shortfall on Construction. TPOG has a shortfall mitigation plan on file. TPOG contends the shortfall is due to a timing issue/work scheduling of when DBEs will start work; anticipates DBE utilization to increase in the 1 st quarter of 2022 and the 4 th quarter of 2022.
	Construction	DBE	17.00%	14.54%	+.20%	Shortfall	52.42%	
Westside Purple Line Extension-Section 3 – Tunnels	Design	DBE	11.19%	19.21%	-.16%	Exceeding	91.68%	Frontier-Kemper/Tutor Perini JV (FKTP) is exceeding the DBE commitment on Design by 8.02% and has a 1.66% shortfall on Construction. FKTP contends the shortfall is due to timing/work scheduling. FKTP expects shortfall to mitigate when excavation work ramp up in Q1 2022.
	Construction	DBE	17.10%	15.44%	+.05%	Shortfall	69.79%	
Westside Purple Line Extension-Section 3 – Stations, Trackwork, Systems and Testing	Design	DBE	19.25%	18.13%	+.20%	Shortfall	80.26%	Tutor Perini/O&G, A Joint Venture (TPOG) has a 1.12% shortfall on Design and a 14.53% shortfall on Construction. TPOG contends the shortfall is due to change orders/modifications under Metro's review with pending payment to DBE's.
	Construction	DBE	21.00%	6.47%	+.07	Shortfall	26.99%	
Airport Metro Connector (Station)	Construction	SBE	20.79%	0.00%	NC	TBD	7.21%	This contract is ramping up. Tutor Perini Corporation has not reported any SBE utilization and 0.09% DVBE utilization to date.
		DVBE	4.96%	0.09%	-.04%	TBD		
G Line BRT Improvements	PDB	TBD	TBD	TBD	TBD	TBD	TBD	Contract Award anticipated Summer 2022. Progressive Design Build (PDB)
1-5 North County Enhancements	Construction	DBE	13.01%	0.00%	NC	TBD	3.49%	Contractor received their first payment in September 2021, but no participation has been reported to-date.
Division 20 Portal Widening Turnback	Construction	SBE	19.34%	7.16%	-.16%	Shortfall	44.38%	Tutor Perini Corporation (TPC) has a 12.18% SBE shortfall and is exceeding the DVBE commitment by 0.51%. TPC currently has a shortfall mitigation plan on file and expects an increase of SBE participation when trackwork commence in the 3 rd quarter.
		DVBE	3.31%	2.80%	-.65%	Shortfall		

CRENSHAW/LAX TRANSIT PROJECT

BUDGET	Approved	Previous	Current
TIFIA	LOP*	Period**	Forecast**
\$2,148M	\$2,058M	\$2,148M	\$2,148M
Variance from Approved LOP:		\$90M (4%)	\$90M (4%) OK
Variance from Revised Budget:			\$0 OK

*At time of the award of contract - Board Approval June 2013

**Excludes finance costs and includes \$10M Non-TIFIA activities

SCHEDULE		(REVENUE OPERATION)	
Approved	Previous	Current	
Original	Rebaseline	Period	Forecast*
Oct.2019	May 2020	Summer 2022	Summer 2022
Variance from Original:		+973d (43%)	+1,006d (45%) !
Variance from Revised Schedule:		+766d (31%)	+ 799d (33%) !

*Current Forecast is Contractor's December Schedule update

- **Safety:** Project Hours: 11,299,732 Recordable Injury Rate: 1.80 vs. The National Average: 2.4 (as of December 2021)
- Overall Project Progress is 99.6% complete
- Contractor is not applying sufficient specialty work force to complete remaining work, testing/test reports on time
- Remaining work is primarily the completion of system integration testing, and punch-list repair for substantial completion
- Metro continues to work with contractor to minimize delays and impacts to the project schedule; emphasizing safety and reliability in final acceptance of project elements and systems
- **Equity** - 8 of 8 stations (100%) are within or adjacent to Equity Focus Communities



Downtown Inglewood Station – Train testing



Leimert Park Station – Main entrance plaza

March 2022



On target



Possible problem
(5-10% variance)



Significant Impact
(over 10% variance)





Metro 4

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REGIONAL CONNECTOR TRANSIT PROJECT


BUDGET

<u>FFGA</u>	<u>Approved LOP*</u>	<u>Previous Period**</u>	<u>Current Forecast**</u>
\$1,402M	\$1,420M	\$1,755M	\$1,755M
Variance from Approved LOP:		\$335M (24%)	\$335M (24%) 
Variance from Revised Budget:		\$0	

*At time of the award of contract – Board Approval April 2014

**Excludes finance costs

SCHEDULE

<u>Original</u>	<u>Approved**</u>	<u>Previous Period</u>	<u>Current Forecast*</u>
May 2021	Fall 2022	Fall 2022	Fall 2022
Variance from Original:		+480d (19%)	+480d (19%) 
Variance from Revised Schedule:		0d	

(REVENUE OPERATION)

*Current Forecast is Metro's February 2022 update

**Approval in process

- **Safety:** Project Hours: 6,877,207 Recordable Injury Rate: 0.73 vs The National Average: 2.4 (as of December 2021)
- Overall Project Progress is 92% complete
- **Little Tokyo/Arts District Station & Surrounding Area:** Station construction and testing continue to be active at all levels and include MEP, finishes, and systems. Station plaza enhancements are also underway
- **Historic Broadway Station:** Structural backfill, MEP, finishes, and systems installations and testing are all underway. Construction of plaza level canopy and features underway. Street restoration continues on second, Broadway and Spring streets
- **Grand Av Arts/Bunker Hill Station:** Finishes, MEP, and systems operations are all engaged in installations and testing. Elevators remain the pacing element for the station
- **Flower Street:** MEP and systems testing continue underground. Street level restorations continue from 3rd Street to Wilshire
- **Trackwork:** Remedial work along alignment on various installations ahead of final acceptance inspections
- **Systems:** Installations of traction power, train control, and communications continuing; comprehensive local and systemwide systems testing continues
- **Equity:** Three of three stations (100%) are within or adjacent to Equity Focus Communities



OSC on 1st Street Leg



Porcelain enamel steel art panels installed at Historic Broadway Station

March 2022



On target



Possible problem
(5-10% variance)



Significant Impact
(over 10% variance)





Metro 5

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Los Angeles County Metropolitan Transportation Authority

WESTSIDE PURPLE LINE EXTENSION – SECTION 1



BUDGET

FFGA	Approved LOP* **	Previous Period**	Current Forecast**
\$2,822M	\$2,774M	\$3,129M	\$3,129M
Variance from Approved LOP:		\$355M (13%)	\$355M (13%) 
Variance from Revised Budget:		\$0	

*At time of the award of contract – Board Approval July 2014

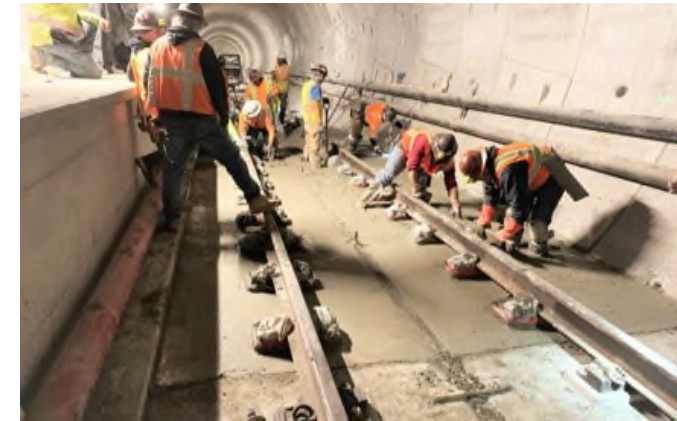
**Excludes finance costs

SCHEDULE

Original	Approved Rebaseline	Previous Period	Current Forecast*
Nov.2023	Fall 2024	Fall 2024	Fall 2024
Variance from Original:		+365d (11%)	+365d (11%) 
Variance from Revised Schedule:		0d	

*Current Forecast is Contractor's January 2022 Schedule update

- **Safety:** Project Hours: 6,623,123 Recordable Injury Rate: 1.18 vs. The National Average: 2.4 (as of December 2021)
- Overall Project progress is 75% complete
- **Wilshire/La Brea Station:** West hammerhead and the entrance structure work continue, along with interior MEP installation and appendage construction
- **Wilshire/Fairfax Station:** West concourse and east side level 2 exterior wall concrete activities are underway. Structural work at the entrance plaza and appendages continue. CMU block wall work has commenced
- **Wilshire/La Cienega Station:** East/west hammerhead structure work and appendage construction move forward
- **Reach 1 Tunnel:** Track installation ongoing at the north tunnel. Invert and Walkway concrete placement is complete at the south tunnel
- **Reach 2 Tunnel:** Five out of six cross passages (CPs) have been excavated. Two out of six cross passages (CP 16 & 20) have been completed and concreted
- **Reach 3 Tunnel:** Grouting and spiling mitigation activities continue
- **Budget/Schedule:** The final FTA/PMOC Risk and Contingency Review Report has been provided to Metro
- **Equity:** This Project is not located within or adjacent to Equity Focus Communities



Concrete Placement at Reach 1 North Tunnel



CMU Block Wall Installation at Wilshire/Fairfax Station

March 2022

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Los Angeles County Metropolitan Transportation Authority



On target



Possible problem
(5-10% variance)



Significant Impact
(over 10% variance)



Metro 6

WESTSIDE PURPLE LINE EXTENSION – SECTION 2

BUDGET	Approved	Previous	Current
<u>FFGA</u>	<u>LOP*</u>	<u>Period**</u>	<u>Forecast**</u>
\$2,499M	\$2,441M	\$2,441M	\$2,441M
Variance from Approved LOP:		\$0M (0%)	\$0M (0%) OK
Variance from Revised Budget:			\$0 OK

*At time of the award of contract – Board Approval January 2017

**Excludes finance costs

SCHEDULE	(REVENUE OPERATION)		
<u>Original</u>	<u>Approved Rebaseline</u>	<u>Previous Period</u>	<u>Current Forecast*</u>
Aug. 2025	N/A	Summer 2025	Summer 2025
Variance from Original:		+0d (0%)	+0d (0%) OK
Variance from Revised Schedule:			0d OK

*Current Forecast is Contractor's October Schedule update

- **Safety:** Project Hours: 2,444,432 Recordable Injury Rate: 3.11 vs The National Average: 2.4 (as of December 2021)
- Overall Project progress is 49% complete as of period ending January 2022
- **Century City Constellation Station**
 - Excavation of the station box was 26% complete as of February 16, 2022
 - Excavation of the station entrance was 22% complete as of February 16, 2022
- **Wilshire/Rodeo Station**
 - Both TBMs were being walked through the station box as of February 16, 2022
- **Tunneling**
 - Both tunnel boring machines (TBMs) “Ruth” and “Harriet” are operating within the City of Beverly Hills. Progress to date is as follows:
 - Ruth “BL TBM” (eastbound subway tunnel) – 5,777ft (50%)
 - Harriet “BR TBM” (westbound subway tunnel) – 5,806ft (50%)
 - Both TBMs arrived at Wilshire/Rodeo station in January 2022. As of February 16, 2022, they are scheduled to resume excavating toward Wilshire/La Cienega Station in late February
- **Equity:** This project is not located within or adjacent to Equity Focus Communities.



Constellation Station Entrance Excavation



Ruth Breakthrough at Wilshire/Rodeo Station

March 2022



On target



Possible problem
(5-10% variance)



Significant Impact
(over 10% variance)



Metro 7

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WESTSIDE PURPLE LINE EXTENSION – SECTION 3

BUDGET

<u>FFGA</u>	<u>Approved LOP*</u>	<u>Previous Period**</u>	<u>Current Forecast**</u>
\$3,599M	\$3,224M	\$3,224M	\$3,224M
Variance from Approved LOP:		\$0M (0%)	\$0M (0%) OK
Variance from Revised Budget:			\$0 OK

*At time of the award of contract – Board Approval February 2019

**Excludes finance costs

SCHEDULE

		(REVENUE OPERATION)	
<u>Original</u>	<u>Approved Rebaseline</u>	<u>Previous Period</u>	<u>Current Forecast*</u>
Mar. 2027	N/A	Spring 2027	Spring 2027
Variance from Original:		+0d (0%)	+0d (0%) OK
Variance from Revised Schedule:			0d OK

*Current Forecast is Contractor's March Schedule update

**Approval in process

- **Safety:** Project Hours: 1,564,285 Recordable Injury Rate: 1.66 vs The National Average: 2.4 (as of December 2021)
 - C1151: Project Hours: 732,123; Recordable Injury Rate: 3.55
 - C1152: Project Hours: 832,162; Recordable Injury Rate: 0.0
- Overall Project Progress is 34% complete
- Final design progress is 94% complete
- **Tunneling**
 - TBM Iris (BR) – Tunneling continues east of the I-405; TBM has mined over 4300 feet (31%)
 - TBM Aura (BL) – Tunneling has completed mining through the Westwood/VA station area; TBM has mined over 2500 feet (18%)
- **Stations**
 - Westwood/VA: Work has commenced for the VA steam tunnel relocation, Support of Excavation, excavation, and demolition of existing vaults
 - Westwood/UCLA: Utility relocations continue; Support of Excavation pile installation continues along Wilshire Blvd
- **Equity:** 1 of 2 stations (50%) are within or adjacent to Equity Focus Communities



Ring Installation in the BL Tunnel



SOE Pile Installation for VA Steam Tunnel Relocation

March 2022



On target



Possible problem
(5-10% variance)



Significant Impact
(over 10% variance)



Metro 8

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Los Angeles County Metropolitan Transportation Authority

AIRPORT METRO CONNECTOR (AMC) PROJECT

BUDGET	Approved LOP*	Previous Period	Current Forecast
TOTAL COST	\$898.6M	\$898.6M	\$898.6M
Variance from Approved LOP:		\$0M (0%)	\$0M (0%)
Variance from Revised Budget:			\$0

*Approved May 2021 Board

SCHEDULE	Approved Rebaseline	(Revenue Operation) Previous Period	Current Forecast*
Original	N/A	Fall 2024	Fall 2024
Variance from Original:		+0d (0%)	+0 d (0%)
Variance from Revised Schedule:			0d

*Current Forecast is Metro's May Schedule update

- Early Works Phase construction (52.9% complete) continues with installation of temp systems ductbank within Southwestern Yard. Underground stormwater cistern installation in progress
- Primary Station Construction Contractor mobilization is nearly complete. Construction start date is set and on schedule
- Automated People Mover (APM) Station structural concrete completed. Structural Steel installation in progress
- **Equity:** 100% of the project is located within or adjacent to Equity Focus Communities



Evening shift for Communications Work



LAWA Station work in progress



West cistern installation in progress



Shoring near completion for east cistern

March 2022



On target



Possible problem (5-10% variance)



Significant Impact (over 10% variance)

Construction Committee

Los Angeles County Metropolitan Transportation Authority



Metro 9

G LINE BRT IMPROVEMENTS PROJECT

BUDGET	Approved LOP	Previous Period	Current Forecast
TOTAL COST	N/A	N/A	\$392 M - \$476 M

Variance from Approved LOP: \$0M (0%) OK
 Variance from Revised Budget: \$0 OK

**Project will work within the annual budget constraints until LOP is established*

SCHEDULE	Approved Rebaseline	(Revenue Operation) Previous Period	Current Forecast*
Original	N/A	N/A	Dec 2026

Variance from Original: +0d (0%) OK
 Variance from Revised Schedule: 0d OK

**Current Forecast is Metro's Internal Schedule, Baseline schedule not yet approved at time of update*

- **Progressive Design Build Contract:**
 - Industry Review completed December 2021
 - RFP released on February 10, 2022
 - PDB Contract Award anticipated Summer 2022
- **Pilot Gate:**
 - Construction and testing completed November 2021
 - Test results issued to Metro mid December 2021
 - Closeout anticipated for March
- Utility owner-performed AURs underway at Sepulveda, Vesper and Sylmar
- **Nine Property Acquisitions underway:**
 - Two acquisitions in negotiations after owners were informed of condemnation proceedings
 - Seven acquisitions in appraisal stage
- **Equity:** 8 of 17 stations (47%) are within or adjacent to Equity Focus Communities



DWP Sylmar Undergrounding



DWP Vesper Advanced Utility Relocation

March 2022

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Los Angeles County Metropolitan Transportation Authority

I-5 NORTH COUNTY ENHANCEMENTS

BUDGET	Approved	Previous	Current	SCHEDULE	Approved	(Substantial Completion)	Current
	LOP*	Period	Forecast		Rebaseline	Previous	Current
TOTAL COST	\$679.3M	\$679.3M	\$679.3M	Original	N/A	Period	Forecast*
Variance from Approved LOP:		\$0M (0%)	\$0M (0%)	July 2026		Summer 2026	Summer 2026
Variance from Revised Budget:			\$0	Variance from Original:		+0d (0%)	0d (0%)
				Variance from Revised Schedule:			N/A
*At time of the award of contract – Board Approval (March 2021)				*Current Forecast is Metro's Internal Schedule, Baseline schedule not yet approved at time of update			

- Construction site preparations are on-going. Center median pavement removal and re-striping at the north section of the project beginning
- Metro continues to work with the Contractor to establish a project baseline schedule
- On-going coordination with project stakeholders: Caltrans, FHWA, City of Santa Clarita, Los Angeles County, CHP, NPS, CDFW
- Next Project Community Meetings are scheduled for February 23rd and May 25th at 6:30pm
- Equity:** This project is not located within or adjacent to Equity Focus Communities



Damaged crash cushion from accident during holidays



Placement of temporary work zone speed radar and stormwater pollution prevention materials



Illegal dumping within the project limits

March 2022



On target



Possible problem
(5-10% variance)



Significant Impact
(over 10% variance)



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DIVISION 20 PORTAL WIDENING TURNBACK

BUDGET	Approved LOP*	Previous Period	Current Forecast
TOTAL COST	\$876.7M	\$801.7M	\$876.7M
Variance from Approved LOP:		\$75M (9%)	\$75M (9%) OK
Variance from Revised Budget:		\$0	\$0 OK

**At time of the award of contract – Board Approval (February 2020)*

SCHEDULE	Approved Rebaseline	(Substantial Completion) Previous Period	Current Forecast*
Original June 2024	N/A	June 2024	TBD
Variance from Original:		+0d (0%)	TBD ◆
Variance from Revised Schedule:			TBD ◆

**Current Forecast is Contractor's Schedule update*

- **Overall Project progress is 32% complete**
Includes Real Estate Acquisitions, Environmental, Design, Contract Mobilization, Early Demolition, Power, Utility contracts and contract change orders and commenced Shoofly installation
- **C1136 TPC Portal Widening Turnback Contract**
PWT C1136 Contract progress is 38%
Upgrade to Train Control software/hardware (Microlok)
Phase 1 Track, utilities, and civil work continues
1st Street Bridge Rehabilitation 90% complete
1st Bridge 25 out of 36 Precast Girders recently set
- **Major Change Orders to Date:**
Hazardous Material Removal
1st St Bridge Repairs of Differing Site Conditions
Completion of early utility Contracts
3rd Party Interfaces
Design Revisions *(in progress)*
- **C1184 C3M Traction Power Substation Contract** at 64%
- **Coordination with Adjacent Projects**
Purple Line Extension (PLE1), Regional Connector;
Metro Center Project, 6th Street Bridge (City of L.A. Project)
- **Continued Regular risk assessments to determine budget/schedule**
- **Equity:** 100% of the project is located within or adjacent to Equity Focus Communities



March 2022



On target



Possible problem
(5-10% variance)



Significant Impact
(over 10% variance)



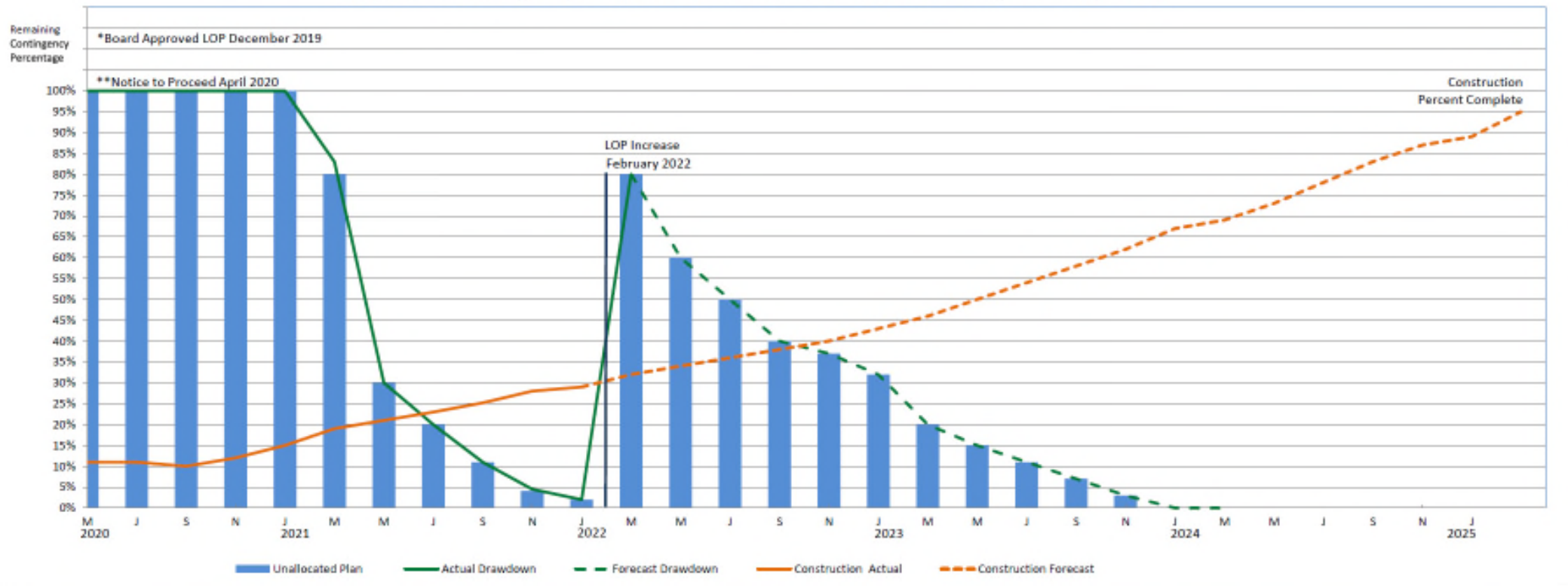
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DIVISION 20 PORTAL WIDENING TURNBACK

Unallocated Contingency Drawdown with Construction Percent Complete Comparison



March 2022

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