

**Board Report**

File #: 2023-0316, **File Type:** Budget**Agenda Number:** 15.

**CONSTRUCTION COMMITTEE
JULY 20, 2023****SUBJECT: WESTSIDE PURPLE LINE EXTENSION SECTION 2****ACTION: APPROVE RECOMMENDATION****RECOMMENDATION**

AMEND the Life-of-Project (LOP) budget for the Westside Purple Line Extension Section 2 Project by \$134,000,000, from \$2,440,969,299 to \$2,574,969,299, using the fund sources as summarized in Attachment A and consistent with the provisions of the Board-adopted Measure R and Measure M Unified Cost Management Policy (Attachment B).

ISSUE

The Westside Purple Line Extension Section 2 Project (Project) is in its sixth year of construction and is 58% complete as of May 2023. To date, the Project has experienced unexpected conditions and additional requirements, resulting in a drawdown of Contingency to a level that Metro staff and the Federal Transit Administration (FTA) now believe is insufficient to address the remaining risks through the completion of the Project.

As a result of the cost contingency drawdowns detailed below, this Board Report requests an LOP budget increase of \$134 million, to replenish the Project's contingency and fund future impacts to the Project. This request assumes the most favorable outcome for current Project issues and risks.

BACKGROUND

The Project is the second of three sections of the nine-mile Purple Line Extension. It ranges from the future Wilshire/La Cienega Station that is part of the Section 1 Project to Century City. The Project is located entirely underground, primarily following Wilshire Boulevard, and includes the design and construction of approximately 2.59 miles of double-track heavy rail subway and two new stations, as well as the purchase of 20 heavy rail vehicles. The Wilshire/Rodeo Station is within the jurisdiction of City of Beverly Hills, and the Century City Constellation Station is within the jurisdiction of City of Los Angeles.

On January 26, 2017, the Metro Board approved the Life of Project (LOP) Budget of \$2,440,969,299 for the Project, excluding Finance Charges of \$88.7 million. Metro awarded a 3,100-calendar day

design/build contract (Contract) to Tutor Perini/O&G (TPOG) on January 30, 2017, and Notice to Proceed was issued on April 26, 2017.

DISCUSSION

The Project's LOP budget included a total contingency (allocated and unallocated) of \$345.7 million when it was established in January 2017. Since then, to pay for contract modifications and change orders addressing issues which were not known or undefined at the time of award and other impacts to the Project, \$241.13 million of Project contingency has been expended (which includes the positive impact of \$22 million of value engineering in 2018).

As of May 2023, the Project's remaining contingency of \$104.6 million is projected to be insufficient to support the Project through the end of fiscal year 2024.

The Project's cost contingency drawdowns to date can be categorized into the following three major categories: previously undefined scope, third party requirements, and professional services. All Contract Modifications and Change Orders have been subject to oversight from the Office of the Inspector General (OIG) and discussed in the Program Management Major Project Status Report and the Program Management Quarterly Change Report.

1. Previously Undefined Scope - Approximately \$137.62 million
2. Third Party Requirements - Approximately \$41.12 million
3. Professional Services and Utility Companies - Approximately \$62.39 million

In addition to the above listed categories of contingency drawdown, project staff have identified risks associated with pending and potential changes. Most notably, TPOG has submitted multiple Requests for Changes (RFCs) asserting schedule impacts for various reasons which Metro has not merited. As such, Metro has rejected most of the requests. Metro anticipates TPOG will advance some of them to a dispute resolution process. Since Metro is disputing most of TPOG's alleged delays, the requested amount in this Board Report does not include budget to fund the values claimed by the Contractor. Refer to Attachment C for the allocation of the proposed increase.

As reference, the FTA performed an independent 50% risk assessment in early February 2023 after the project reached 50% completion. The assessment concluded that the current budget is insufficient because it does not meet FTA's 65% confidence level requirement. The model identified a shortfall of \$232 million at the 65% confidence level. Metro staff also performed an independent risk assessment to the same confidence level and concluded a similar result. The Project's Full Funding Grant Agreement (FFGA) budget was based on a 50% confidence level. However, the FTA formally adopted the 65% confidence level as its new standard in 2022. If the FTA had maintained its 50% confidence level during its recent risk assessment, the projected budget shortfall would have been lower.

Major risks such as additional changes to project scope, professional services contracts exceeding

current forecasts, and contractor claims may cause additional cost and schedule impacts. Project staff will continue to assess ongoing and future Project risks, and the potential impact they may have on the LOP Budget and Project schedule, while continuing to manage those risks to control costs. Staff will return, if necessary, to the Board to report on any additional funding requirements that are identified beyond this current request.

DETERMINATION OF SAFETY IMPACT

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

FINANCIAL IMPACT

Funds required for fiscal year 2024 are included in the FY24 Adopted Budget. Since this is a multi-year capital project, the Chief Program Management Officer and the Project Manager are responsible for budgeting costs in future fiscal years.

Impact to Budget

The sources of funds for the recommended actions are Federal New Starts and local Measure R 35% Transit Capital. These funds are not Subregional Equity Program funds nor eligible for operating costs.

Multi-year Impact

The sources of funds for the Project are capital funds identified in the recommended Funding/Expenditure Plan as shown in Attachment A. With respect to the requested \$134,000,000 increase, Attachment B shows the Measure R and Measure M Unified Cost Management Policy (the Policy) analysis and funding strategy required for cost increases to Measure R Projects.

To comply with the Policy of the Metro Board of Directors, Metro staff has evaluated potential offsetting cost reductions, including scope reductions, value engineering, shorter segments. Because the project is so far along, these actions are no longer feasible.

This report identifies additional funding resources consistent with the Policy approved by the Board in 2018. Attachment B provides a detailed discussion of the Policy. In summary, the Policy was developed in recognition that some projects would need additional funding. The Policy provides a consistent and equitable process to ensure that any financial impacts are limited to the local area where the project is located and does not have a region-wide impact.

The Policy defines a cascading list of actions that can be taken. Because the Project is so far along, actions such as additional value engineering or changes in scope are no longer feasible. Additional funding is the only option.

EQUITY PLATFORM

The Project will increase service frequency, reliability and access for communities that use the Metro transit system to access housing, jobs, educational, medical and entertainment needs. This extension of the Purple (D) Line specifically impacts riders of the system from marginalized communities that travel along Red and Purple Line Corridors. The Project will provide access for riders traveling from Equity Focus Communities (EFCs), such as Downtown and Koreatown to resources and amenities within the Project area.

The Metro Purple Line Extension (PLE) Community Relations team produces and distributes construction work notices which include specific construction location updates, weekly construction work updates and monthly look ahead notices. They also conduct outreach for community meetings including distribution of digital notices, direct emails, mailed postcards, social media and paid online and print advertising. The Project's invitations for community meetings offer interpretation or translation services upon request, and all public meetings are held in locations that comply with Title IX. The Project continues efforts on behalf of Eat Shop Play and Business Interruption (BIF) in Century City and Beverly Hills.

The Contract has Disadvantaged Business Enterprise (DBE) goals of 17% for construction and 25.3% for design. Contract modifications that will be supported by the result from the request in this report will not change the level of commitments. The current level of participation, as of April 2023, is 15.6% for construction and 32.9% for design. There are approximately three more years left in the Contract to achieve the goals.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommendation supports Strategic Plan Goal Number 1 - Provide high-quality mobility options that enable people to spend less time traveling.

ALTERNATIVES CONSIDERED

The Board may choose not to move forward with amending the LOP budget. This is not recommended as Metro will be unable to provide funding to complete the Project according to the current schedule, as demonstrated by the FTA's risk assessment.

NEXT STEPS

Upon approval by the Board, the LOP budget will be amended accordingly per the recommendation

ATTACHMENTS

Attachment A - Funding/Expenditure Plan

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

Attachment C - Projected Breakdown of Cost Allocation for \$134 million

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ATTACHMENT A
FUNDING/EXPENDITURE PLAN
WESTSIDE PURPLE LINE EXTENSION SECTION 2 PROJECT
(DOLLARS IN MILLIONS)

Capital Project 865522	Prior LOP (January 2017)	Current LOP Forecast	Prior Expenditures	FY23	FY24	FY25	FY26	FY27	Total	% of Total
Uses of Funds										
Construction	1,416.2	1,660.3	832.3	148.9	269.9	378.0	31.2	-	1,660.3	64.5%
Right-of-Way	426.4	331.7	297.9	5.7	1.5	23.1	3.5	-	331.7	12.9%
Vehicles	42.0	42.0	-	-	-	20.0	22.0	-	42.0	1.6%
Professional Services	374.9	504.2	309.0	52.8	63.8	53.3	24.7	0.6	504.2	19.6%
Project Contingency	177.2	32.5	-	-	29.0	3.5	-	-	32.5	1.3%
Subtotal Capital Project	2,436.6	2,570.6	1,439.2	207.3	364.2	477.9	81.4	0.6	2,570.6	99.8%
Planning/Environmental	4.3	4.3	3.4	-	-	1.0	-	-	4.3	0.2%
Total Project Cost*	2,441.0	2,575.0	1,442.6	207.3	364.2	478.8	81.4	0.6	2,575.0	100.0%
Sources of Funds**										
Section 5309 New Starts	1,187.0	1,187.0	836.8	100.0	156.1	94.1	-	-	1,187.0	46.1%
Section 5309 New Starts - American Rescue Plan Act of 2021	-	58.4	-	-	58.4	-	-	-	58.4	2.3%
Congestion Mitigation & Air Quality Program (CMAQ)	169.0	169.0	169.0	-	-	-	-	-	169.0	6.6%
Federal TIFIA Loan Proceed (Repaid with Measure R 35%)	307.0	307.0	307.0	-	-	-	-	-	307.0	11.9%
Measure R - Transit Capital (35%)	723.2	798.8	75.0	107.3	149.7	384.7	81.4	0.6	798.8	31.0%
Local Agency Transit Project Contributions	-	-	-	-	-	-	-	-	-	0.0%
Repayment of Capital Project Loans (Fund 3562)	54.8	54.8	54.8	-	-	-	-	-	54.8	2.1%
Total Project Funding	2,441.0	2,575.0	1,442.6	207.3	364.2	478.8	81.4	0.6	2,575.0	100.0%

*Does not include \$88.7 in finance costs.

**Timing of funding sources is subject to change.

ATTACHMENT B

Westside Purple Line Extension Section 2 Project

Measure R and Measure M Unified Cost Management Policy Analysis

Introduction

The Measure R and Measure M Unified Cost Management Policy (the Policy) was adopted by the Metro Board of Directors in July 2018. The precursor Measure R cost management policy was adopted in March 2011. The intent of the Policy is to inform the Metro Board of Directors regarding cost increases to Measure R- and Measure M-funded projects and the strategies available to close a funding gap. The Westside Purple Line Extension Section 2 Project (the Project) is subject to this policy analysis.

The life of project (LOP) budget for the Project was last approved by the Board on January 26, 2017, at \$2,440,969,299. The Project is subject to the Policy analysis now due to a proposed \$134,000,000 increase to the LOP budget. This request assumes the most favorable outcome for current project issues and risks. This analysis recommends trade-offs required by the Policy to identify the funds necessary to meet the cost increase.

Measure R and Measure M Unified Cost Management Policy Summary

The adopted Policy stipulates the following:

If a project cost increase occurs, the Metro Board of Directors must approve a plan of action to address the issue before taking any action to permit the project to move to the next milestone. Shortfalls will first be addressed at the project level prior to evaluation for any additional resources using these methods in this order as appropriate:

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

Scope Reductions

The project cost increases were mainly due to undefined scope for the Project. These changes included items such as impacts related to real estate acquisitions, differing site conditions during advanced utility relocations, and changes to permanent power sources. These scope increases were evaluated and deemed necessary. Any scope modifications to previously established portions of the project would have required renegotiation of the scope, which would not have a certainty of success and could have delayed the progress of activities. Because of this, scope reductions were not feasible.

New Local Agency Funding Resources

Local funding resources (i.e., specific to the affected corridor or subregion) are considered in the next step as opposed to countywide or regional sources so as not to impact the funding of other Metro Board-approved projects and programs or subregions in the County.

The Project is eligible for Measure R funding and is allocated a portion of the total \$4,074,000,000 of funding that is identified for the “Westside Subway Extension” in the Measure R sales tax ordinance Expenditure Plan.

The Project is located in the Westside subregion and has station locations in the cities of Beverly Hills and Los Angeles. Local funding resources from both the subregion and the city could be considered for the cost increase.

Subregional Programs

Measure M has funding for a transit-eligible Subregional Equity Program (SEP) in the Westside subregion. The Measure M Expenditure Plan includes \$160,000,000 for the Westside SEP. Metro staff has previously recommended that the Measure M Subregional Equity Program (SEP) is used to address cost increases in the respective subregion. Staff recommended the South Bay and Central City Area subregions allocate a portion of the SEP to address a \$90,000,000 cost increase on the Crenshaw/LAX Transit Project, and the San Gabriel Valley subregion allocates \$126,000,000 for Gold Line Foothill 2B. Metro staff has also recommended that the Central City Area and Westside Cities subregions use the SEP to reimburse \$84,571,156 for a Westside Extension Section 1 cost increase. However, motion #2021-0435 from June 2021 states that, henceforth the Policy is amended to eliminate the Subregional Equity Program from consideration to address project funding shortfalls during construction. Because of this motion, the SEP is not considered for the Project cost increase.

Local Agency Contributions

The Cities of Los Angeles and Beverly Hills have Project stations and are expected to contribute funding to the Project as part of the 3% local agency funding assumption included in the Measure R ordinance. However, the cities are generally not responsible for cost increases to the Project, and the 3% contributions are not considered a source of funding for the Project cost increase.

Measure M, Measure R, and Propositions A and C provide “local return” funding to Los Angeles and Beverly Hills. Los Angeles will receive an estimated \$3.8 billion of local return over ten years from FY 2023 to FY 2032 while Beverly Hills is expecting \$32 million that is eligible for transit use and could contribute a portion to the Project. However, prior Board actions relating to the Twenty-Eight by '28 Initiative and funding for the cost increase to Gold Line Foothill 2B, Crenshaw/LAX Transit, Westside Subway Section 1, Eastside Access, and Division 20 did not support the use of local return. It is presumed these funds would similarly not be available for the cost increase to the Project.

State and Federal Funding (Discretionary)

The FTA has previously granted the Purple Line Subway Extension Section 1, Section 2, and Section 3 projects \$1.25 billion, \$1.187 billion, and \$1.3 billion, respectively, through the New Starts program. The March 2021 federal American Rescue Plan Act increased the New Starts grant on all three sections by \$218,284,002. In addition, through federal budgetary action, FTA provided an additional \$59,583,554 for Section 1, and has accelerated much of all three sections' New Starts funding compared to the scheduled payments in the Full Funding Grant Agreement. The increase and acceleration in New Starts can make Measure R funding available to address the cost increase on the Project.

Metro used the additional and accelerated New Starts to address \$66,428,844 of a \$150,000,000 cost increase for Section 1 in May 2021, a \$75,000,000 cost increase for Division 20 in February 2022, an \$80,000,000 cost increase for Division 20 in April 2023, and a \$53,000,000 cost increase for Section 3 in June 2023. The remaining additional New Starts plus the Measure R made available from accelerated New Starts (which reduces the financing costs for the Project) are sufficient to fund the \$134,000,000 cost increase for Section 2.

Additional State or federal discretionary funding (where Metro would compete for the funding) is not probable, given that the Project has experienced a cost increase and the design/build contract is already awarded.

Value Engineering

Value Engineering principles have been utilized to the extent possible to address the problems that were encountered. Efforts were made to select the best value option for each situation that balanced the need for a cost-effective solution while minimizing the potential impacts to project completion dates. C1120 Contract General Condition GC-33, Value Engineering Proposals, allows the Contractor to submit to Metro, in writing, value engineering proposals (VEPs) for modifying the requirements of any Project Definition Documents for the purpose of reducing costs. The Contractor submitted a written proposal to provide a precast concrete Special Lining in lieu of a fabricated steel lining and this was approved by Metro. However, this value engineering is not sufficient to offset the requested cost increase.

Other Cost Reductions within the Same Transit or Highway Corridor or within the Same Sub-region

The city and subregion have existing funding programs that have funding amounts yet to be programmed to the subregion or spent. The SEP is discussed above in the section "Subregional Programs."

The city of Los Angeles also receives funding through the Call-For-Projects, the competitive grant program funded and managed by Metro for the benefit of LA County cities, transit operators, and State highway projects last held in 2015. At times the funding for certain projects in the Call-For-Projects is "de-obligated" if not spent within a reasonable timeframe, and this can be a funding source for other uses. Currently, there

is no meaningful amount of de-obligated funds available unless the city chooses to terminate an existing project and all other projects are moving through their respective development process.

The subregion receives Measure M funding for other transit capital projects – Sepulveda Pass Transit Corridor, Crenshaw Northern Extension, and Lincoln Blvd BRT. These projects have not been completed or have not started their respective environmental processes. It is too early to determine if they could be delivered with excess or surplus funding that could provide funding for the Project cost increase.

Countywide Cost Reductions and/or Other Funds

Regional or countywide funding could be considered if new local agency resources are not allocated to the Project cost increase. These funds are programmed for other uses in Metro's 2020 Long Range Transportation Plan financial forecast during the timeframe when funds are needed for the Project cost increase. Eligible sources of countywide funding, including operations-eligible funds, are limited due to the restriction on using Proposition A and C for the Project and include General Fund and Lease Revenues. To address the restriction on Proposition A and C for new subway, Metro has previously implemented multi-project funding swaps where Proposition A and or C was programmed on a project and an equal amount of Measure R was then programmed on the subway project with the cost increase. Countywide funds would be considered if new local agency resources are not utilized for the cost increase.

State and Federal Funding (Formula)

Metro receives quasi-formula funding through the Congestion Mitigation & Air Quality Program (CMAQ), Regional Improvement Program (RIP), Local Partnership Program (LPP), and Surface Transportation Block Grant Program (STBGP) (Formerly RSTP). The approved funding plan, prior to the current LOP increase, includes \$168.9 million of CMAQ, and no STBG, RIP, and LPP are allocated. However, there is currently no capacity in the RIP or LPP. The RIP has been allocated to projects submitted in Metro's RTIP, and the next cycle of the LPP is planned to be used for other purposes. There is estimated capacity to program additional CMAQ and STBGP to the Project and could be considered if the recommended use of Measure R is not approved. CMAQ is also eligible for transit operations, but the maximum amount of CMAQ that can be used for operations is already programmed for planned operations costs of new Metro rail projects.

Recommendation

Metro staff recommends using \$3,439,092 of additional New Starts (equal to the total additional New Starts for Purple Line Extension less amounts previously allocated to prior cost increases for Section 1 and Section 3, and through a Measure R fund swap for Division 20) and \$130,560,908 of Measure R Transit 35% made available from accelerated New Starts payments for the proposed \$134,000,000 LOP budget increase.

ATTACHMENT C

WESTSIDE PURPLE LINE EXTENSION SECTION 2 PROJECT
Projected Breakdown of Cost Allocation for \$134 million

Amount	Descriptions
\$134,000,000	This reflects identified risks associated with pending and potential changes related to construction activities. C1120 Contract Design/Build Contractor has submitted multiple RFCs concerning schedule impacts for various reasons which Metro has been unable to merit. Metro has rejected most of the requests. These may be subject to a dispute resolution process.
\$134,000,000	Total Increase

Board Report 2023-0316

July 2023

Life of Project (LOP) Budget Increase

WESTSIDE PURPLE LINE EXTENSION SECTION 2

FTA OP-40 New Contingency Requirements

- 2002 – FTA Introduces Risk Assessment Requirements
- 2015 – FTA OP-40 P50 Contingency Requirement (RC, PLE1, and PLE2)
- 2019 – FTA Directs PMOC's to use P65 Contingency Requirements (PLE3)
- 2022 – FTA OP-40 Officially Adopts the P65 Contingency Requirement (ESFV)

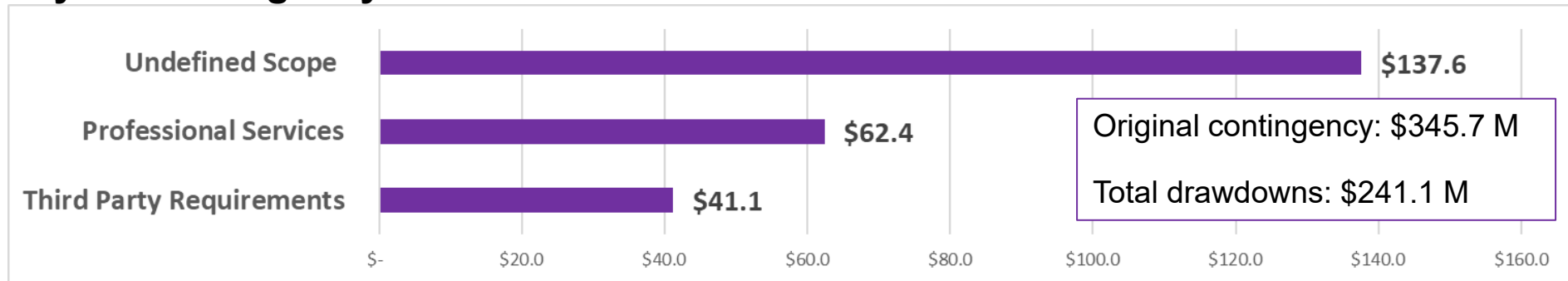
Key Milestone Checkpoints

Level	2015 Target	2022 Target
15% Design	None Provided	40%
Entry to 30% Design	25%	33%
60% Design	None Provided	26%
Pre-Bid 95% Design	15%	20%
Start Const. 100% Design	10%	13%
20% Construction Complete	None Provided	9%
50% Construction Complete	5%	7%
RSD	None Provided	2%

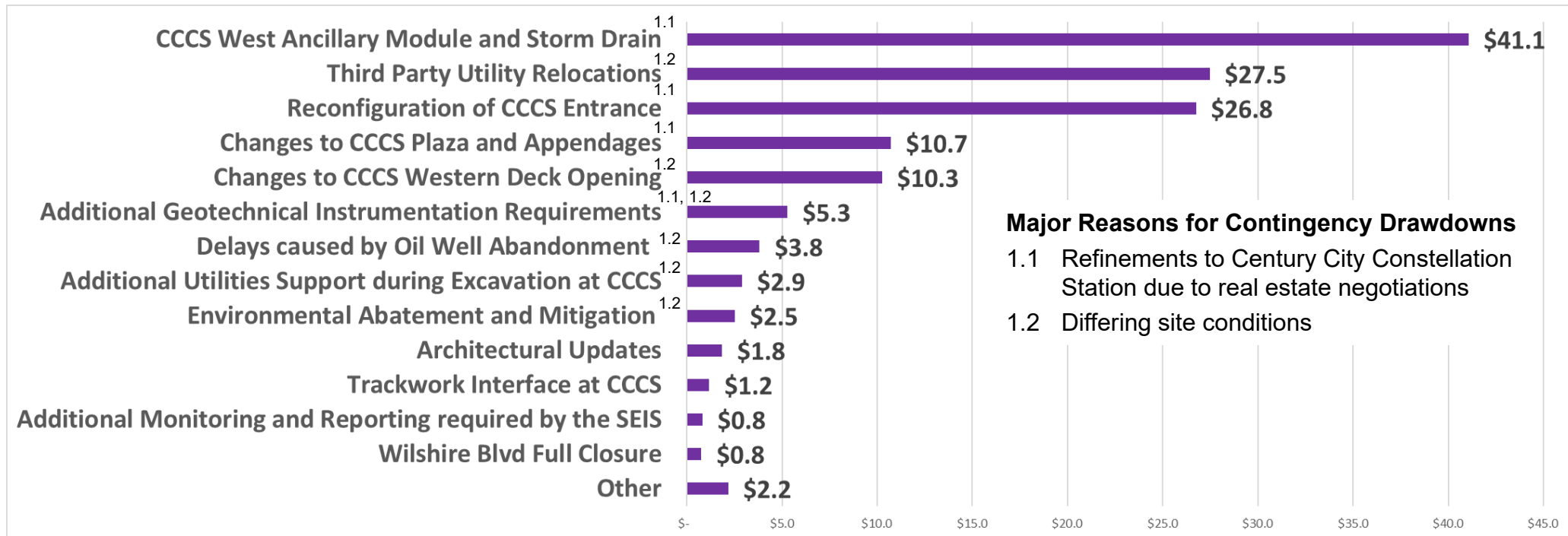
- Risk assessments by Metro staff and the Federal Transit Administration (FTA) indicate a budget shortfall of \$232M at the 65% confidence level
- The requested LOP budget increase of \$134M is based on the most favorable outcome for current Project issues and risks (just below the 50% confidence level)

WESTSIDE PURPLE LINE EXTENSION SECTION 2

History of Contingency Drawdowns



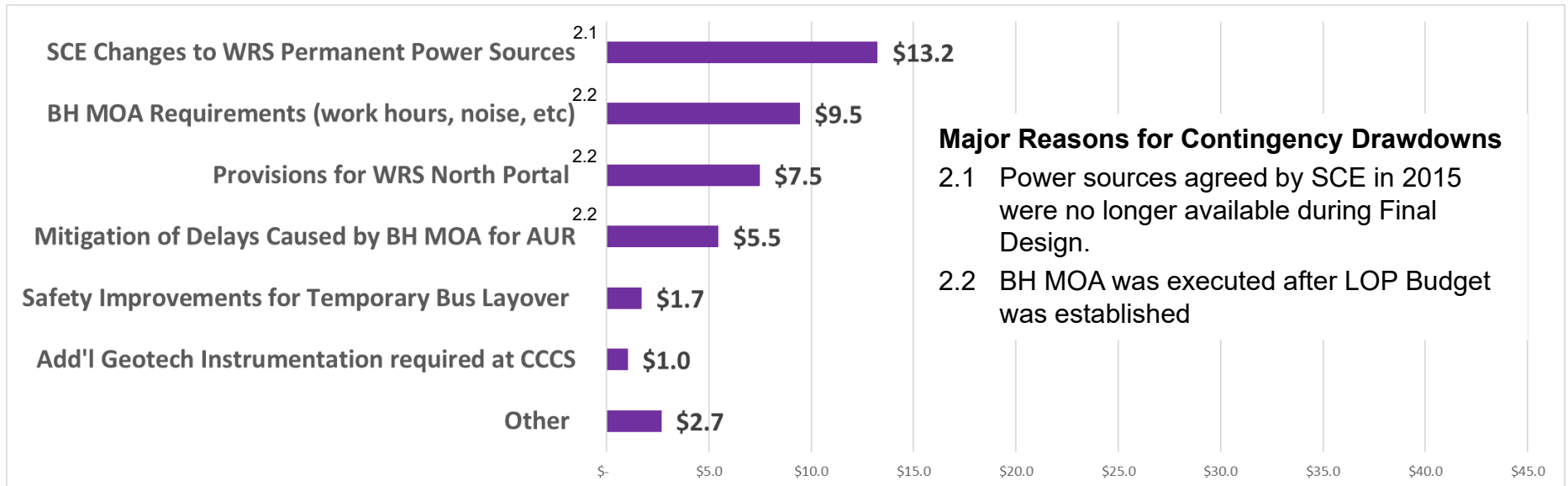
Previously Undefined Scope (\$137.6M)



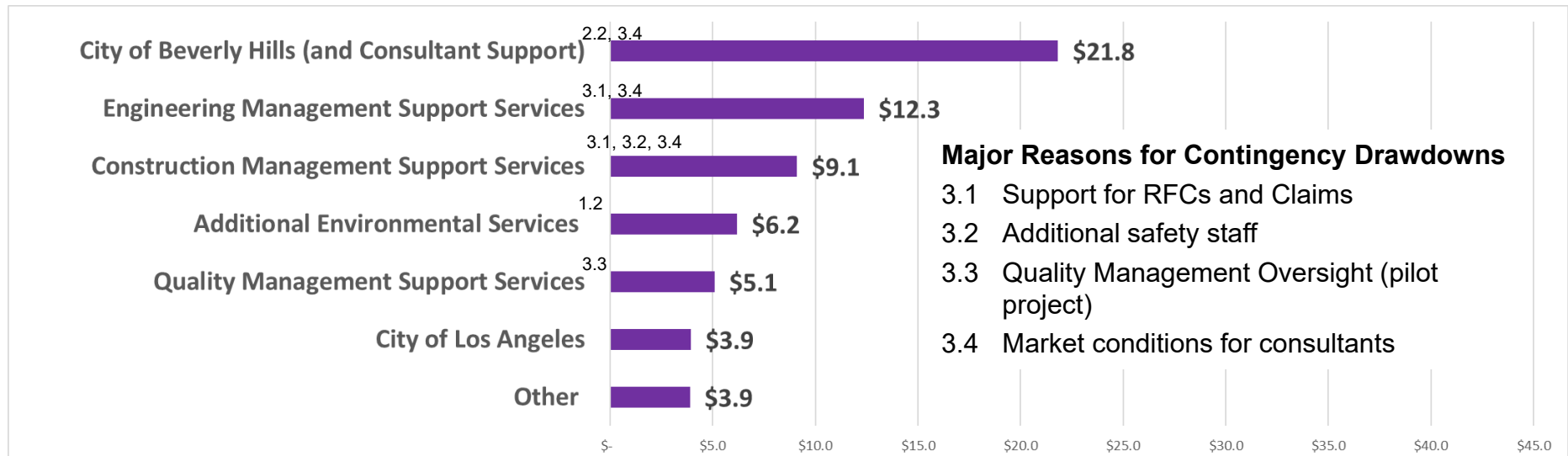
NOTE: CCCS = Century City Constellation Station

WESTSIDE PURPLE LINE EXTENSION SECTION 2

Third Party Requirements (\$41.1M)



Professional Services (\$62.4M)



CCCS = Century City Constellation Station

WRS = Wilshire Rodeo Station

Managing Risk and Future Contingency Drawdowns

- The requested LOP budget increase will replenish contingency to manage open risks which include:
 - **20** Open Claims
 - **10** Notices of Intent to Claim
- Next steps for Project Staff
 - Continue to monitor and manage current and future risks
 - Negotiate settlements on specific issues if merited
 - Utilize dispute resolution process in the Contract if necessary

WESTSIDE PURPLE LINE EXTENSION SECTION 2

Summary of C1120 Changes > \$1,000,000

Change #	Description of Change	Contractor Proposed Amount	Final Amount	Difference
MOD-173	Constellation Station West Ancillary and OPE Reconfiguration ^{1.1}	\$ 42,470,746	\$ 37,300,000	\$ 5,170,746
MOD-100	Century City Constellation Station Main Entrance - Construction ^{1.1}	\$ 32,776,271	\$ 25,500,000	\$ 7,276,271
MOD-171	WRS Permanent Power Duct Banks ^{2.1}	\$ 13,748,653	\$ 12,475,794	\$ 1,272,859
MOD-178	CCCS West Deck Access Opening Inefficiencies ^{1.2}	\$ 15,150,186	\$ 10,269,998	\$ 4,880,188
MOD-170	CCCS Entrance Plaza, Appendage, and Right-of-Way Revisions due to JMB ^{1.1}	\$ 14,060,104	\$ 10,384,466	\$ 3,675,638
MOD-179	Provisions for WRS North (Secondary) Entrance - Construction ^{2.2}	\$ 7,197,324	\$ 6,489,588	\$ 707,736
MOD-10	Worksite Traffic Control for SCG & AT&T Advanced Utility Relocation	\$ 3,931,012	\$ 3,650,000	\$ 281,012
MOD-153.1	CCCS Joint Trench Size Discrepancies (DSC-072) ^{1.2}	\$ 3,105,353	\$ 2,705,270	\$ 400,083
MOD-162.1	CCCS Relocated UPE Plenum at Westfield Mall-Construction ^{1.1}	\$ 5,227,898	\$ 2,758,978	\$ 2,468,920
MOD-104	Alternate Building Settlement Monitoring Methods (CO-24) ^{1.1, 1.2}	\$ 3,045,476	\$ 2,205,574	\$ 839,902
MOD-87	Resolution of Claim 11-Adjustment of Modification MOD-00005 Alternative for a Precast for Steel Special Tunnel Lining	\$ 2,654,890	\$ 2,533,545	\$ 121,345
MOD-176	WRS MOA Impacts to Work Activities January 5, 2021 through June 30, 2021 ^{2.2}	\$ 3,154,998	\$ 1,949,171	\$ 1,205,827
SUBTOTAL				\$ 28,300,526

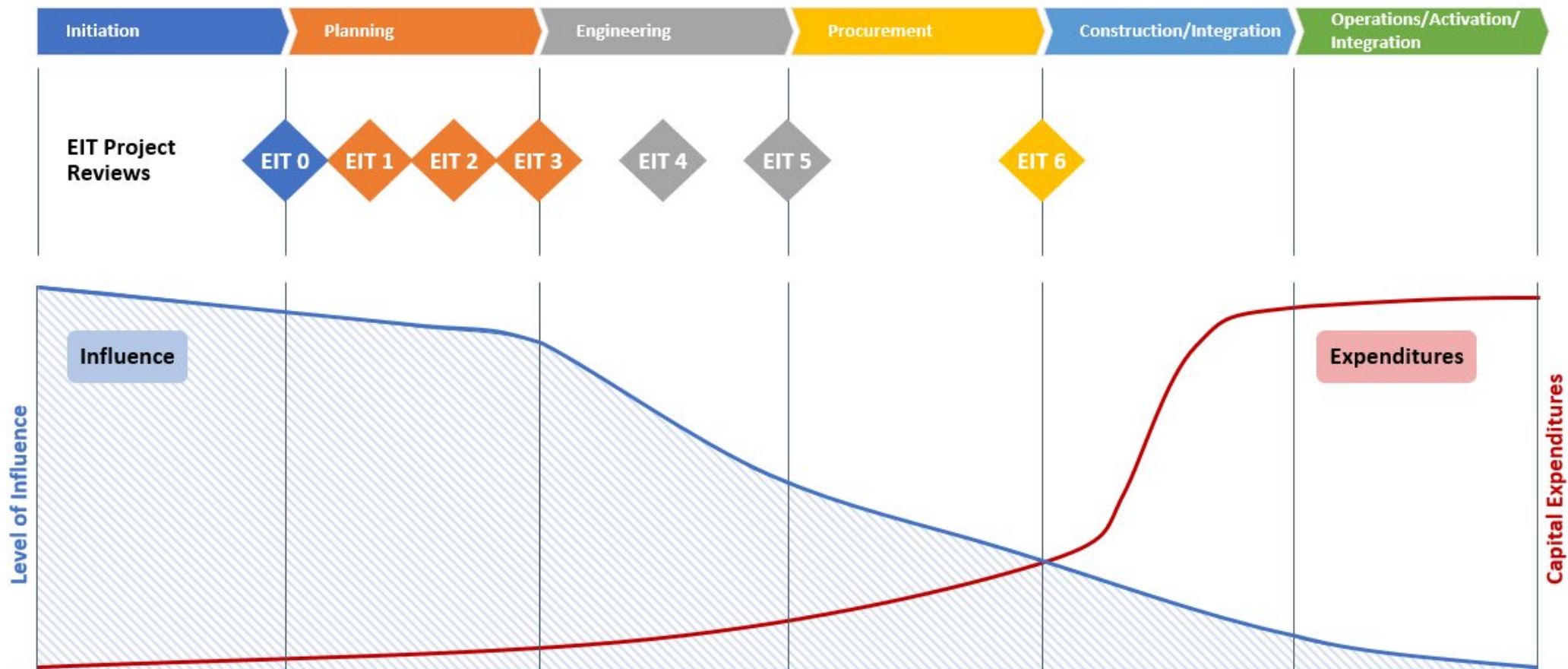
WESTSIDE PURPLE LINE EXTENSION SECTION 2

Summary of C1120 Changes > \$1,000,000 (continued)

Change #	Description of Change	Contractor Proposed Amount	Final Amount	Difference
MOD-56	LA County Sales Tax Increase	\$ 1,818,528	\$ 1,774,994	\$ 43,534
MOD-80	Demobilization and Remobilization due to COBH Moratorium ^{2.2}	\$ 1,854,511	\$ 1,698,253	\$ 156,258
MOD-55	Construction of Temporary Sound Wall/Shoring System with Slab Demolition - 2010 Century Park East	\$ 2,308,698	\$ 1,526,000	\$ 782,698
MOD-95	Station and Bicycle Parking Architectural Features Design and Construction changes at WR and CCC Stations	\$ 4,616,725	\$ 1,540,404	\$ 3,076,321
MOD-26	Santa Monica Boulevard Bus Layover - Design and Construction Changes	\$ 1,602,334	\$ 1,345,904	\$ 256,430
MOD-15	Century City Constellation Station - Main Entrance Final Design (CO-3) ^{1.1}	\$ 1,369,735	\$ 1,258,310	\$ 111,425
MOD-174	Elevator Hoistway Framing Steel Upsizing (Construction Only) – RFC 150.1	\$ 1,305,222	\$ 1,231,363	\$ 73,859
MOD-181	WRS MOA Impacts to Excavation after the Full Closure (June 16, 2020 through Nov. 12, 2020) ^{2.2}	\$ 1,217,437	\$ 1,162,784	\$ 54,653
MOD-121	Remaining Balance of Additional Geotechnical Instrumentation at Launch Box and Century City ^{1.1, 1.2}	\$ 1,259,676	\$ 1,111,131	\$ 148,545
MOD-62	North Canon Street Closure Sound Wall and Street Improvement (CO-13) ^{2.2}	\$ 1,373,075	\$ 1,084,053	\$ 289,022
MOD-73	Century City Constellation Station Trackwork Extension	\$ 2,929,409	\$ 1,180,087	\$ 1,749,322
MOD-134	Revise Design to Accommodate a Future Wilshire Rodeo Station North Secondary Entrance (CO-20.4)	\$ 1,081,155	\$ 1,000,000	\$ 81,155
TOTAL				\$ 35,123,748

PROJECT INFLUENCE CURVE / EIT STAGE GATES

The EIT focuses LA Metro's Capital Program resources where they can have the most influence on project outcomes: early in the life cycle



Lessons Learned for Metro's Early Intervention Team (EIT):

- **Undefined Scope (Added Scope)**
 - Initiate real estate processes as soon as practical, and evaluate the risks of more complicated acquisitions and make business decisions on a case-by-case basis.
 - Locate station appendages in the public right-of-way whenever possible.
 - Perform additional utility investigations (potholing, trenching, remote sensing).

- **Third Party Requirements**
 - Secure third-party agreements before issuing RFP.
 - Secure written agreements with power providers to prevent future changes.
 - Solicit early involvement from third parties to better define scope.
 - Revisit assumptions in future cost estimates for utility relocations.

- **Professional Services**
 - Secure third-party agreements before issuing RFP to confirm level of city involvement.
 - Confirm budgeted oversight staffing strategy aligns with project schedule needs and risks.