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**Agenda - Final**

**Thursday, May 20, 2021**

**11:00 AM**

To give written or live public comment, please see the top of page 4

## **Construction Committee**

*Janice Hahn, Chair*

*Tim Sandoval, Vice Chair*

*Kathryn Barger*

*Jacquelyn Dupont-Walker*

*Fernando Dutra*

*Tony Tavares, non-voting member*

*Phillip A. Washington, Chief Executive Officer*

**METROPOLITAN TRANSPORTATION AUTHORITY BOARD RULES**  
(ALSO APPLIES TO BOARD COMMITTEES)

**PUBLIC INPUT**

A member of the public may address the Board on agenda items, before or during the Board or Committee's consideration of the item for one (1) minute per item, or at the discretion of the Chair. A request to address the Board must be submitted electronically using the tablets available in the Board Room lobby. Individuals requesting to speak will be allowed to speak for a total of three (3) minutes per meeting on agenda items in one minute increments per item. For individuals requiring translation service, time allowed will be doubled. The Board shall reserve the right to limit redundant or repetitive comment.

The public may also address the Board on non agenda items within the subject matter jurisdiction of the Board during the public comment period, which will be held at the beginning and/or end of each meeting. Each person will be allowed to speak for one (1) minute during this Public Comment period or at the discretion of the Chair. Speakers will be called according to the order in which their requests are submitted. Elected officials, not their staff or deputies, may be called out of order and prior to the Board's consideration of the relevant item.

Notwithstanding the foregoing, and in accordance with the Brown Act, this agenda does not provide an opportunity for members of the public to address the Board on any Consent Calendar agenda item that has already been considered by a Committee, composed exclusively of members of the Board, at a public meeting wherein all interested members of the public were afforded the opportunity to address the Committee on the item, before or during the Committee's consideration of the item, and which has not been substantially changed since the Committee heard the item.

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

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

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

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

**INFORMATION RELATING TO AGENDAS AND ACTIONS OF THE BOARD**

Agendas for the Regular MTA Board meetings are prepared by the Board Secretary and are available prior to the meeting in the MTA Records Management Department and on the Internet. Every meeting of the MTA Board of Directors is recorded and is available at [www.metro.net](http://www.metro.net) or on CD's and as MP3's for a nominal charge.

## DISCLOSURE OF CONTRIBUTIONS

The State Political Reform Act (Government Code Section 84308) requires that a party to a proceeding before an agency involving a license, permit, or other entitlement for use, including all contracts (other than competitively bid, labor, or personal employment contracts), shall disclose on the record of the proceeding any contributions in an amount of more than \$250 made within the preceding 12 months by the party, or his or her agent, to any officer of the agency, additionally PUC Code Sec. 130051.20 requires that no member accept a contribution of over ten dollars (\$10) in value or amount from a construction company, engineering firm, consultant, legal firm, or any company, vendor, or business entity that has contracted with the authority in the preceding four years. Persons required to make this disclosure shall do so by filling out a "Disclosure of Contribution" form which is available at the LACMTA Board and Committee Meetings. Failure to comply with this requirement may result in the assessment of civil or criminal penalties.

## ADA REQUIREMENTS

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## LIMITED ENGLISH PROFICIENCY

A Spanish language interpreter is available at all Committee and Board Meetings. All other languages must be requested 72 hours in advance of the meeting by calling (213) 922-4600 or (323) 466-3876. Live Public Comment Instructions can also be translated if requested 72 hours in advance.



**323.466.3876**

x2 *Español (Spanish)*

x3 *中文 (Chinese)*

x4 *한국어 (Korean)*

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General Information/Rules of the Board - (213) 922-4600

Internet Access to Agendas - [www.metro.net](http://www.metro.net)

TDD line (800) 252-9040

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

**Live Public Comment Instructions:**

Live public comment can only be given by telephone.

The Committee Meeting begins at 11:00 AM Pacific Time on May 20, 2021; you may join the call 5 minutes prior to the start of the meeting.

Dial-in: 888-251-2949 and enter  
English Access Code: 8231160#  
Spanish Access Code: 4544724#

***Public comment may be taken at the beginning of the meeting or as the Board takes up each item. To give public comment on an item, enter #2 (pound-two) when prompted. Please note that the live video feed lags about 30 seconds behind the actual meeting. There is no lag on the public comment dial-in line.***

**Instrucciones para comentarios publicos en vivo:**

Los comentarios publicos en vivo solo se pueden dar por telefono.

La Reunion de la Junta comienza a las 11:00 AM, hora del Pacifico, el 20 de Mayo de 2021. Puedes unirse a la llamada 5 minutos antes del comienzo de la junta.

Marque: 888-251-2949 y ingrese el codigo  
Codigo de acceso en ingles: 8231160#  
Codigo de acceso en espanol: 4544724#

***Los comentarios del público se pueden tomar al comienzo de la reunión o cuando se toma cada tema. Para dar un comentario público sobre una tema ingrese # 2 (Tecla de numero y dos) cuando se le solicite. Tenga en cuenta que la transmisión de video en vivo se retrasa unos 30 segundos con respecto a la reunión real. No hay retraso en la línea de acceso telefónico para comentarios públicos.***

**Written Public Comment Instruction:**

Written public comments must be received by 5PM the day before the meeting.

Please include the Item # in your comment.

Email: goinsec@metro.net

Post Office Mail:

Board Secretary's Office

One Gateway Plaza

MS: 99-3-1

Los Angeles, CA 90012

**CALL TO ORDER****ROLL CALL**

29. **SUBJECT: PROGRAM MANAGEMENT MAJOR PROJECT STATUS REPORT** [2021-0223](#)

**RECOMMENDATION**

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

**Attachments:** [Presentation](#)

30. **SUBJECT: EAST SAN FERNANDO VALLEY LIGHT RAIL TRANSIT - GEOTECHNICAL EXPLORATION** [2021-0101](#)

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer (CEO) to execute Modification No. 18 to Contract No. AE58083E0129 with Gannet Fleming, Inc. for the East San Fernando Valley Transit Corridor Project, for geotechnical exploration along Van Nuys Blvd. (Oxnard St. to San Fernando Rd.), in the amount of \$987,531 increasing the total Contract value from \$71,062,041 to \$72,049,572.

**Attachments:** [Attachment A: Procurement Summary](#)  
[Attachment B: Contract Modification / Change Order Log](#)  
[Attachment C - DEOD Summary](#)

31. **SUBJECT: WESTSIDE PURPLE LINE EXTENSION SECTION 1 PROJECT** [2021-0222](#)

**RECOMMENDATION**

CONSIDER:

AMENDING the Life-of-Project (LOP) budget by \$150,000,000 for the Westside Purple Line Extension Section 1 Project (Project) from \$2,978,879,593 to \$3,128,879,593 using the fund sources as summarized in Attachment A, consistent with the provisions of the Board-adopted Measure R and Measure M Unified Cost Management Policy (Attachment B).

**Attachments:** [Attachment A - Funding/Expenditure Plan](#)  
[Attachment B - Measure R and Measure M Unified Cost Management Policy An](#)  
[Attachment C - Projected Breakdown of Cost Allocation for \\$150 million](#)

**32. SUBJECT: PROGRAM MANAGEMENT SUPPORT SERVICES**[2021-0250](#)**RECOMMENDATION**

AUTHORIZE:

- A. An increase in authorized funding for Contract No. AE35279 with Kal Krishnan Consulting Services/Triunity Engineering and Management Joint Venture (KTJV), for pending and future Contract Work Orders to provide Program Management Support Services (PMSS) in an amount not-to-exceed \$10,296,886, increasing the current authorized funding limit for the base contract from \$63,347,705 to \$73,644,591 through FY22;
- B. The exercise of the two-year option in the amount not-to-exceed \$27,461,365, increasing the authorized funding limit from \$73,644,591 to \$101,105,956 for FY23 and FY24; and
- C. The CEO or designee to execute individual Contract Work Orders (CWOs) and Contract Modifications within the Board authorized contract funding amount.

**Attachments:**      [Attachment A - Procurement Summary](#)  
[Attachment B - CWO Mod Log rev. 1, 4-29-21](#)  
[Attachment C - DEOD Summary](#)  
[Attachment D - Current Support Provided by Project Category](#)  
[Attachment E - Current and Anticipated List of Projects](#)

**33. SUBJECT: QUALITY MANAGEMENT CONSULTANT**[2021-0119](#)**RECOMMENDATION**

AUTHORIZE:

- A. An increase to the total authorized funding for Contract No. PS54007 with PQM, Inc, for pending and future Task Orders to provide Quality Management Consulting services in the amount of \$19,947,286 increasing the authorized funding limit from \$5,378,518 to \$25,325,804 through FY22 and FY23; and
- B. The Chief Executive Officer or their designee to execute individual Task Orders and Contract Modifications changes within the Board approved funding limit.

**Attachments:**      [Attachment A - Procurement Summary](#)  
[Attachment B - Contract Task Order Modification Log](#)  
[Attachment C - DEOD Summary](#)  
[Attachment D - QMO Best Practice Initiative](#)

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**34. SUBJECT: ACTIVE TRANSPORTATION PROJECTS CONSTRUCTION  
MANAGEMENT SUPPORT SERVICES**

[2021-0251](#)

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to:

- A. Execute a four-year cost plus fixed fee Contract No. AE71435MC080 with the most qualified firm, Ramos Consulting Services, Inc., after successful negotiations, to provide Construction Management Support Services for Metro Active Transportation Projects, in an amount Not-To-Exceed base year of \$15,896,000, plus two (2) one-year options (\$1,987,000 each year) that may be exercised in the future, subject to resolution of any properly submitted protest; and
- B. Negotiate and execute individual Contract Work Orders and Contract Modifications up to the authorized Not-to-Exceed amount.

**Attachments:**      [Attachment A - Procurement Summary](#)  
                                 [Attachment B - DEOD Summary](#)

**35. SUBJECT: CALTRANS UPDATE**

[2021-0304](#)

**RECOMMENDATION**

RECEIVE report by the Caltrans District Director on Delivery of Projects on I-5.

**SUBJECT: GENERAL PUBLIC COMMENT**

[2021-0299](#)

RECEIVE General Public Comment

Consideration of items not on the posted agenda, including: items to be presented and (if requested) referred to staff; items to be placed on the agenda for action at a future meeting of the Committee or Board; and/or items requiring immediate action because of an emergency situation or where the need to take immediate action came to the attention of the Committee subsequent to the posting of the agenda.

**COMMENTS FROM THE PUBLIC ON ITEMS OF PUBLIC INTEREST WITHIN COMMITTEE'S  
SUBJECT MATTER JURISDICTION**

**Adjournment**



**Board Report**

**File #:** 2021-0223, **File Type:** Oral Report / Presentation

**Agenda Number:** 29.

**CONSTRUCTION COMMITTEE  
MAY 20, 2021**

**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.

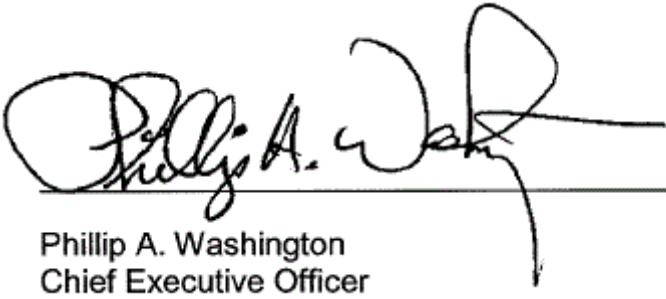
**DISCUSSION**

Update report covering the month of May 2021 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
- **Willowbrook/Rosa Park Station** - Timothy Lindholm, Sr. EO Project Engr., (213) 922-7297
- **Airport Metro connector (AMC)** - Timothy Lindholm, Sr. EO Project Engr., (213) 922-7297
- **Division 20 Portal Widening Turnback** - Rick Meade, Sr EO Project Mgmt., (562)524-0517
- **I-210 Barrier Replacement** - Androush Danielians, Sr EO Project Engr., (213) 922-7598
- **I-5 North County Enhancements** - Timothy Lindholm, Sr. EO Project Engr., (213) 922-7297
- **I-5 North** - Abdollah Ansari, Sr EO Construction & Engr., (213) 922-4781
- **I-5 South** - Abdollah Ansari, Sr EO Construction & Engr., (213) 922-4781
- **Presentation** - Yohana Jonathan, Mgr, Project Control, (213) 418-3031





Phillip A. Washington  
Chief Executive Officer

# **Program Management Major Project Status Report**

Presented By

**Bryan Pennington**

Chief Program Management Officer (Interim)

# OUTLINE OF PLAN FOR PROJECT SCOPE/COST CONTAINMENT

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- Introduction
- Opportunities for Improvement
  - Contractual
  - Technical
  - Management
  - Community
  - Policy

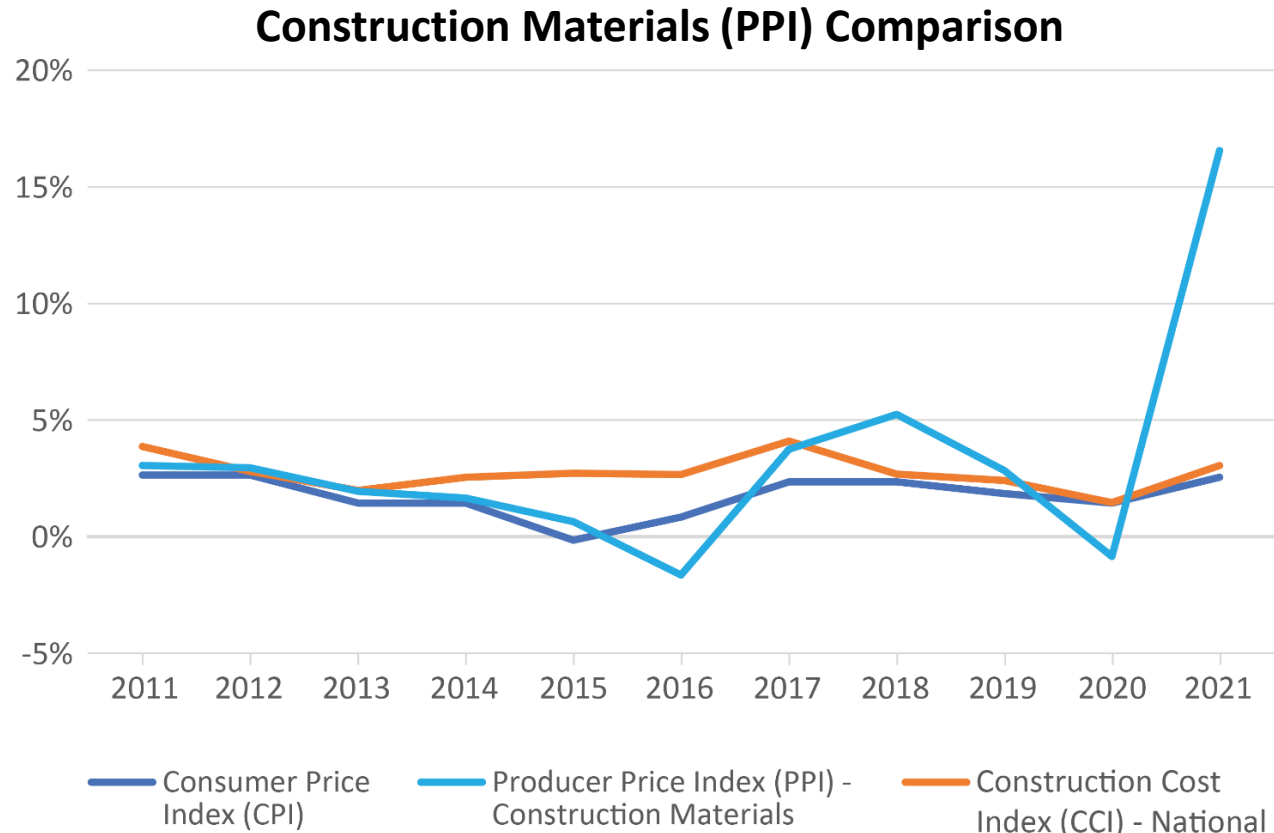
# OUTLINE OF PLAN FOR PROJECT SCOPE/COST CONTAINMENT

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- Study on four representative projects
- Cost categories will include:
  - Construction material increases, escalation and inflation
  - Agency scope increases through the environmental phase to project scope completion
  - Acquisition (real estate) increases
  - Third Party requests
  - Unforeseen events

# SOARING CONSTRUCTION MATERIAL PRICES

- Construction materials are seeing rapid cost escalation
- Largely due to:
  - Impediments to importation
  - Uptick in demand
  - COVID-19 impacts to domestic production, and transport/delivery



Source: Bureau of Labor Statistics

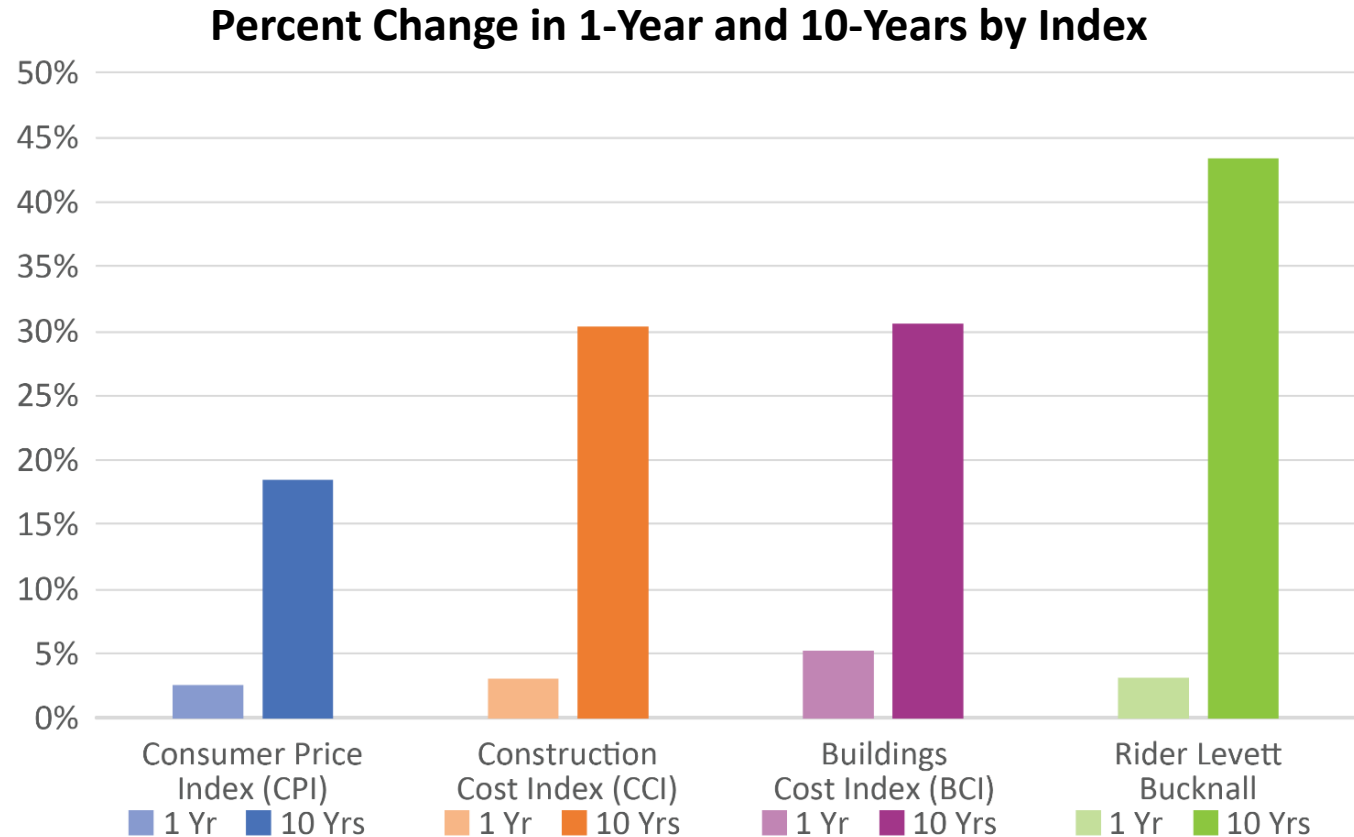
May 2021

Construction Committee

Los Angeles County Metropolitan Transportation Authority

# CONSTRUCTION COSTS OUTPACING MARKET

- Over the 1-year COVID pandemic, construction market escalation (CCI, BCI, & RLB) has trended higher than consumer market escalation (CPI)
- Over the past 10 years, construction prices have near doubled in escalation compared to consumer market prices in these same indices



Sources: Bureau of Labor Statistics, Engineering News Record, Rider Levett Bucknall

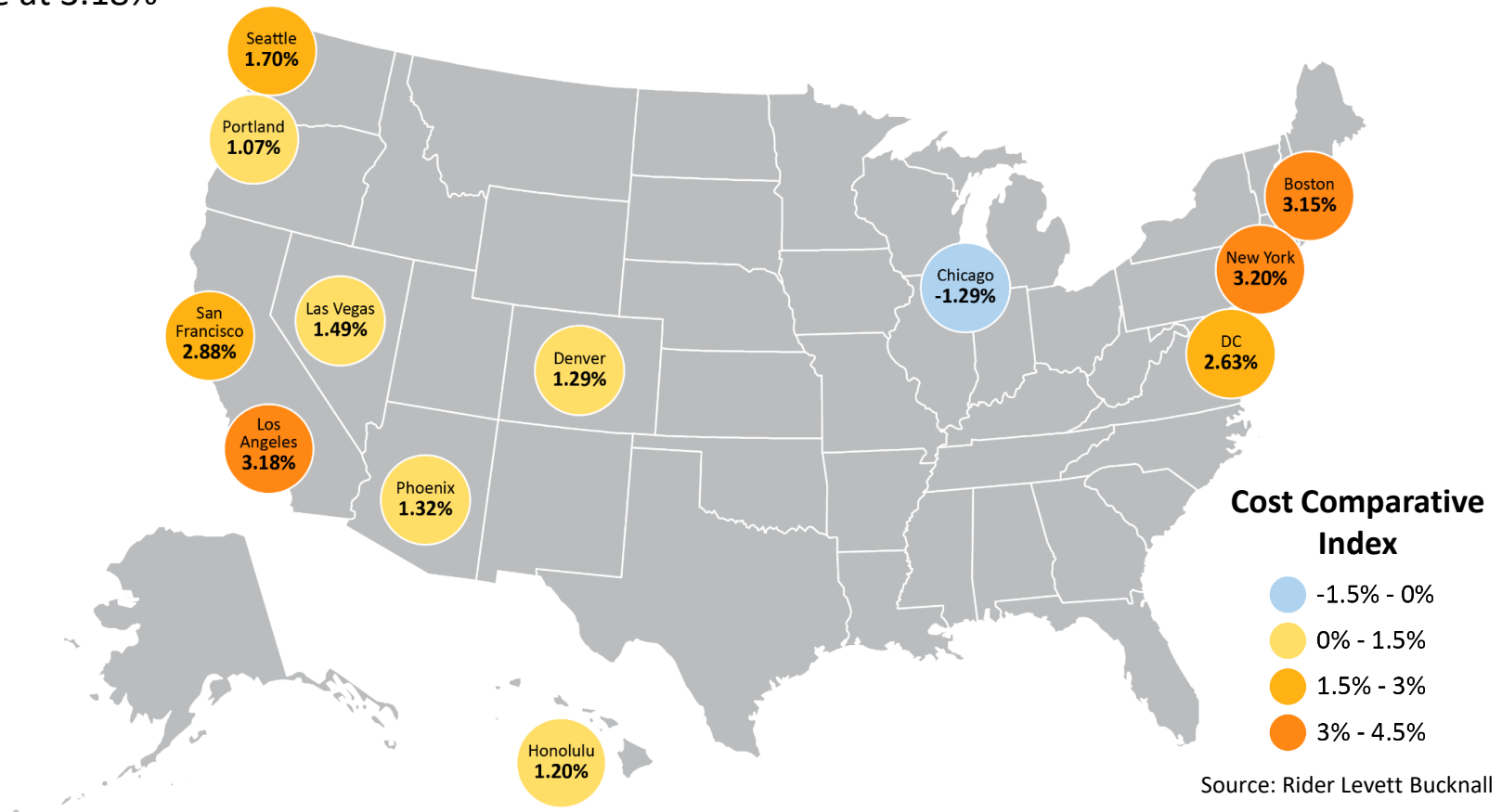
May 2021

Construction Committee

Los Angeles County Metropolitan Transportation Authority

# LOCAL ESCALATION ABOVE NATIONAL AVERAGE

- During COVID, the national average increase in construction cost is 1.82%
- LA was experiencing the greatest annual increase, showing escalation above the national average at 3.18%



























May 2021

Construction Committee

Los Angeles County Metropolitan Transportation Authority

# PROJECT BUDGET & SCHEDULE STATUS SUMMARY CHART

Project	Cost Performance	Schedule Performance	Comments
Crenshaw/LAX			Project is 98.6% complete. Contractor is not applying sufficient work force to complete their remaining work. 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. Remaining work is primarily underground station finishing and communications system testing.
Regional Connector			Project is 79% complete. Comprehensive planning for testing underway for 7th/Metro Center interfaces. Site work throughout alignment underway. MEP and systems dominating the pace.
Westside Purple Line Extension-Section 1			Project is 69% complete. Reviewing the impacts differing site conditions and third-party requirements had on the project schedule. The Reach 3 anomaly has significantly impacted critical path tunnel mining activities as well as the Project's budget.
Westside Purple Line Extension-Section 2			Project is 42% complete and proceeding on schedule and within budget.
Westside Purple Line Extension-Section 3			Project is 20% complete and proceeding on schedule and within budget.
Willowbrook/Rosa Parks Station			Package A & C Final Punch List work continuing for Package Closeout. Package B is in full progress with underground utility work and vertical circulation work. Major hardscape work scheduled for end of March to maintain May 2021 completion date for Package B.
Airport Metro Connector			Project is in bid validation phase, with NTP expected in July 2021 and construction duration of three years. Site demolition has been procured under a separate contract and is expected to start by early May 2021.
Division 20 Portal Widening Turnback			Project is 21% complete. Upcoming major change orders for Design Revisions and Differing Site Conditions when finalized, will draw down project contingency.
I-210 Barrier Replacement			Project 1 Plans, Specs and Estimate (PS&E) package is approved by Caltrans Design. Funding source(s) for ADL & Haz Mat testing and Project 1 construction are still to be determined. Barrier analysis and the development of Project Study Report (PSR) for Project 2 is underway. Barrier workshop #1 with Caltrans barrier and wall experts to take place in late April or early May 2021.
1-5 North County Enhancements			Construction Notice to Proceed (NTP) is expected in Spring 2021
I-5 North: SR 118 to SR 134			Segment 1, 2 and 4 are completed. Segment 3 (Empire Ave & Burbank) is 89% complete. * The Cost includes the Approved Loan Term
I-5 South: Orange County Line to I-605			Segments 1, 3, and the Carmenita Interchange are completed. Segment 2 (Valley View) is 78% complete. Segment 4 (Imperial) is 99% complete and began the plant establishment phase on Jan 31, 2020. Segment 5 (Florence) is 93% complete.

May 2021

Construction Committee



On target



Possible problem



Significant Impact



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# CRENSHAW/LAX TRANSIT PROJECT

## ◆ BUDGET

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

\*At time of the award of contract

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



## SCHEDULE

(REVENUE OPERATION)

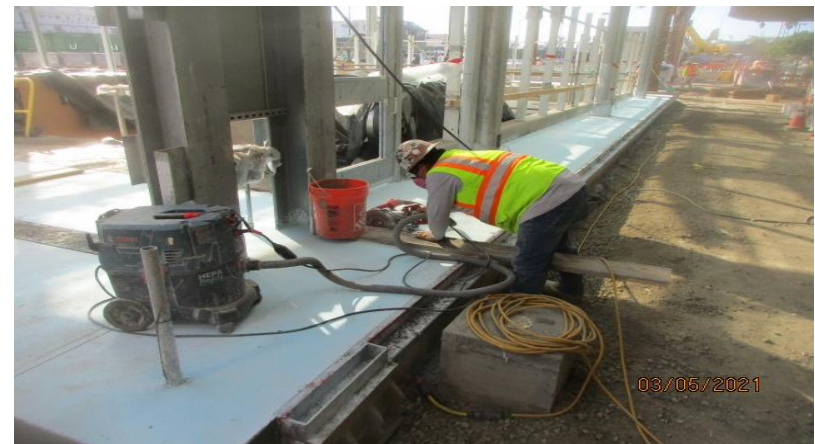
Original	Approved Rebaseline	Previous Period	Current Forecast*
Oct.2019	May 2020	Winter 2021	Winter 2021
Variance from Original:		+766d (26%)	+802d (26%)

\*Current Forecast is Contractor's February Schedule update

- Overall Project Progress is 98.6% complete.
- Contractor is not applying sufficient work force to complete their remaining work.
- 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.
- Remaining work is primarily underground station finishing, communications systems testing.



HYDE PARK STATION – Building formwork and installing bollards along the southbound median of the station.



MLK STATION – Saw cutting control joints to pavement around the main entrance canopy curb.

May 2021



On target



Possible problem  
(5-10% variance)



Significant Impact  
(over 10% variance)



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# REGIONAL CONNECTOR TRANSIT PROJECT

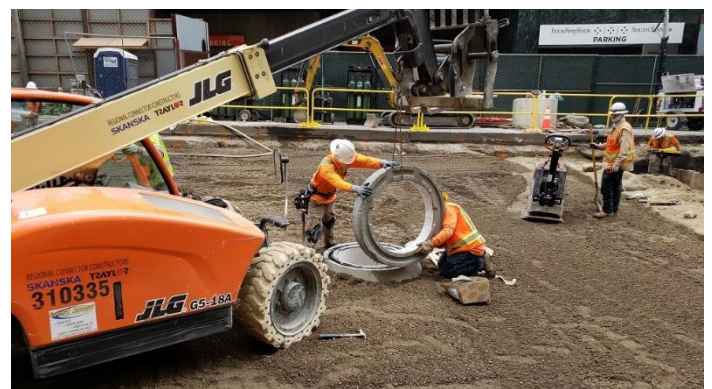
<b>OK</b> BUDGET	Approved	Previous	Current
<u>FFGA</u>	<u>LOP*</u>	<u>Period**</u>	<u>Forecast**</u>
\$1,402M	\$1,420M	\$1,755M	\$1,755M
<i>Variance from Approved LOP:</i>		\$335M (24%)	\$335M (24%)
<i>*At time of the award of contract</i>			
<i>**Excludes finance costs</i>			

<b>OK</b> SCHEDULE	(REVENUE OPERATION)		
	Approved**	Previous	Current
<u>Original</u>	<u>Rebaseline</u>	<u>Period</u>	<u>Forecast*</u>
May 2021	Fall 2022	Fall 2022	Fall 2022
<i>Variance from Original:</i>		+480d (19%)	+480d (19%)
<i>*Current Forecast is Contractor's March Schedule update</i>			
<i>**Approval in process</i>			

- Overall Project Progress is 79% complete.
- Little Tokyo/Arts District Station & Surrounding Area:** Alameda guideway excavation near complete; MSE wall modifications continue; station MEP and finishes in full-stride.
- Historic Broadway Station:** Overbuild Load Transfer System (LTS) structural concrete continues; vent structures along Spring and Broadway continue; station finishes and MEP advancing per plan. Relocated communication bank underway; backfill operations continue.
- Grand Av Arts/Bunker Hill Station:** Concrete near complete – plaza pours underway; elevator and installations continue; closure of Hope Street continues as backfill and joint communication trench construction is on-going; systems and MEP busy on most levels.
- Flower Street:** Final utility work continues; cut-over plans and actions with 7th/Metro Station continue with all rail tie-ins complete; interface with Operations to mitigate impacts to ongoing rail service progressing.
- Trackwork:** Crossover at Wye Junction continues as planned; remedial work along alignment underway on various installations to prepare for acceptance inspections.
- Systems:** Installation of signals and communications underway; installation of equipment and cabling for permanent power continuing – as are train control and overhead conductor rail (OCR).



Formwork and cleaning at Historic Broadway Station



Installation of Manhole #7 collar between 4th and 5th on Flower



# WESTSIDE PURPLE LINE EXTENSION – SECTION 1

! BUDGET	Approved	Previous	Current	
	<u>FFGA</u>	<u>LOP*</u>	<u>Period**</u>	<u>Forecast**</u>
	\$2,822M	\$2,774M	\$2,979M	\$3,129M
	Variance from Approved LOP:		\$205M (7%)	\$355M (13%)
	*At time of the award of contract			
	**Excludes finance costs			

! SCHEDULE	(REVENUE OPERATION)			
	Approved	Previous	Current	
	<u>Original</u>	<u>Rebaseline</u>	<u>Period</u>	<u>Forecast*</u>
	Nov.2023	Nov. 2023	Fall 2024	Fall 2024
	Variance from Original:		+365d (11%)	+365d (11%)
	*Current Forecast is Contractor's February Schedule update			

- Overall Project Progress is 69% complete.
- Wilshire/La Brea Station:** Permanent utility installation/backfill (above the roof) activities, interior masonry, MEP work and appendage construction are ongoing.
- Wilshire/Fairfax Station:** 2<sup>nd</sup> lift wall and roof concrete activities move forward. Entrance plaza and appendage work continue. The first roof concrete placement (high bay area) was completed on April 7, 2021.
- Wilshire/La Cienega Station:** The Red Tunnel Boring Machine (TBM) arrived at the Station on March 26, 2021. Work on the entrance structure continues and excavation on the first appendage (AE) has commenced.
- Tunneling:** On March 26, 2021, the Red TBM arrived at Wilshire/La Cienega Station marking the completion of the Reach 3 tunnel drive. Both TBMs have successfully mined through the San Vicente anomaly area without incident. The Purple TBM commenced tail track mining on March 31, 2021. Scheduled completion is mid- April 2021.
- Reach 1 Tunnel:** 11 out of 12 cross passage structures are complete. Completion of all Reach 1 cross passages is planned for June 2021. Reach 1 tunnel invert concrete activities continue.
- Budget/Schedule:** The Reach 3 anomaly and gas issues along the alignment have impacted the Project schedule and budget. The impact is expected to be significant. The current Revenue Service Date forecast is the 4<sup>th</sup> quarter of 2024. Budget impacts continue to be assessed. A risk assessment is underway and is targeted to be completed by early May 2021. The Board will be briefed on the outcome.



Red TBM Arrival of Wilshire/La Cienega Station



First Roof Concrete Placement at Wilshire/Fairfax Station

**May 2021 Construction Committee**

OK On target     
 ◆ Possible problem (5-10% variance)     
 !  Significant Impact (over 10% variance)

# WESTSIDE PURPLE LINE EXTENSION – SECTION 2

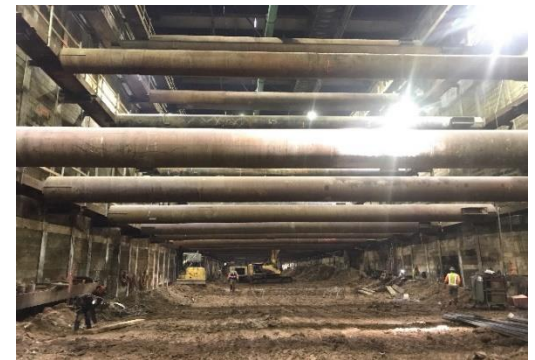
<b>OK</b> BUDGET	Approved	Previous	Current
<u>FFGA</u>	<u>LOP*</u>	<u>Period**</u>	<u>Forecast**</u>
\$2,499M	\$2,441M	\$2,441M	\$2,441M
Variance from Approved LOP:		\$0M (0%)	\$0M (0%)
<i>*At time of the award of contract</i>			
<i>**Excludes finance costs</i>			

<b>OK</b> SCHEDULE	(REVENUE OPERATION)		
	Approved	Previous	Current
<u>Original</u>	<u>Rebaseline</u>	<u>Period</u>	<u>Forecast*</u>
Aug. 2025	N/A	Summer 2025	Summer 2025
Variance from Original:		+0d (0%)	+0d (0%)
<i>*Current Forecast is Contractor's March Schedule update</i>			

- Overall Project progress is 43% complete.
- **Century City Constellation Station**
  - Decking operations were completed early and consequently Constellation Boulevard between Avenue of the Stars and Solar Way was opened one week early.
  - Excavation of the station box is 17% complete as of May 7, 2021.
- **Wilshire/Rodeo Station**
  - Excavation of the station box was 99% complete as of May 7, 2021
  - Work on the invert slab has commenced.
- **Tunneling**
  - Both tunnel boring machines (TBMs) “Ruth” and “Harriet” are operating within the City of Beverly Hills. Progress as of May 7, 2021 is as follows:
    - Ruth (eastbound subway tunnel) – 1,319 ft
    - Harriet (westbound subway tunnel) – 1,074 ft
  - Tunnel operations transitioned to the tunnel access shaft from the TBM launch box.
  - Repairs to the cutterhead of “Ruth” were completed on May 1, 2021.
  - “Harriet” resumed excavation after installation of the conveyor system on May 3, 2021.



Utility Hanging Under Constellation Blvd.



Wilshire/Rodeo Station Excavation

May 2021

**OK** On target

**◆** Possible problem (5-10% variance)

**▲** Significant Impact (over 10% variance)



Construction Committee

Los Angeles County Metropolitan Transportation Authority

# WESTSIDE PURPLE LINE EXTENSION – SECTION 3

**OK 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%)

*\*At time of the award of contract*  
*\*\*Excludes finance costs*

**OK 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%)

*\*Current Forecast is Contractor's March Schedule update*

- Overall Project Progress is 20% complete.
- TBM #1 (BR) is being prepared for production mining after completion of its initial drive of 526 feet.
- TBM #2 (BL) commissioned and commenced initial launch.
- Stations Contract final design ongoing;
- Station utility relocations ongoing at VA and UCLA stations; SOE pile installation at VA commenced.



TBM Assembly Overview at Tail Track Exit Shaft



Support of Excavation (SOE) Pile Installation at VA

May 2021

OK On target    
 ◆ Possible problem (5-10% variance)    
 ▲ Significant Impact (over 10% variance)





# WILLOWBROOK/ROSA PARKS STATION

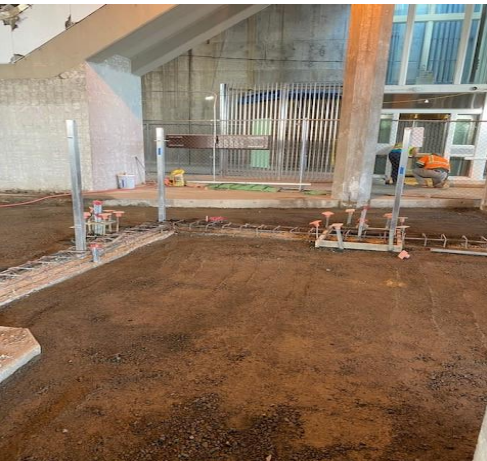
## BUDGET

	<u>Original</u>	<u>Current</u>	<u>Forecast</u>
TOTAL COST	\$109.3M	\$128.4M	\$128.4M

## SCHEDULE

	<u>Current</u>	<u>Forecast</u>
SUBSTANTIAL COMPLETION	March 2021	May 2021

- Package A and C: All punch lists items remaining have been consolidated and is finishing up. Full close-out of punch list expected by end of April.
- Package B: Package B underground utility work is nearly complete. Underground storm drain system and the bus roadway has been completed. Major hardscape installation is scheduled for end of April throughout Package B areas with target of end of May substantial completion.



Completed underground utility work @ C Line west



Elevator #3 finish work



Installed cistern for North GSRD



Bus Canopies @ Central Plaza

May 2021



On target



Possible problem



Significant Impact



Metro 13

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# AIRPORT METRO CONNECTOR (AMC) PROJECT

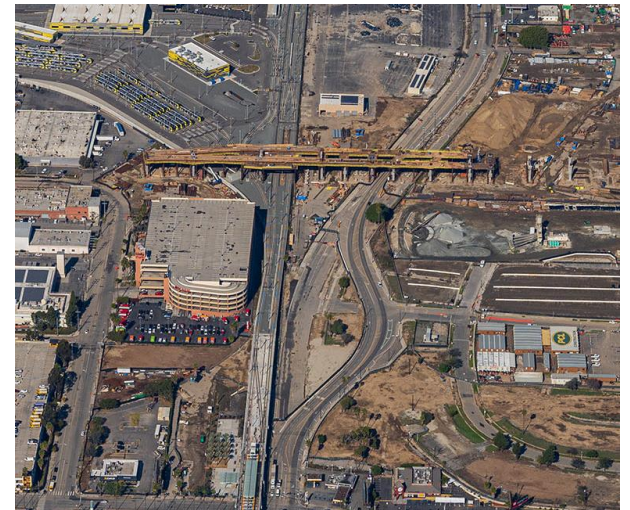
## BUDGET

	<u>Original</u>	<u>Current</u>	<u>Forecast</u>
TOTAL COST	\$898.6M	\$898.6M	\$898.6M

## SCHEDULE

	<u>Current</u>	<u>Forecast</u>
REVENUE OPERATION	June 2024	June 2024

- Bid Opening: March 2021
- Board Approval of Budget: April 2021 Board Meeting
- Projected NTP: June – July 2021
- Early Works Contract (Demolition, Grading & Crenshaw/LAX Turn-Backs) : NTP (April 2021)
- Schedule/Cost Risk: Access to Crenshaw/LAX Project Right of Way



May 2021



On target



Possible problem



Significant Impact

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Los Angeles County Metropolitan Transportation Authority



Metro14



# DIVISION 20 PORTAL WIDENING TURNBACK

## ◆ BUDGET

	<u>Original</u>	<u>Current</u>	<u>Forecast</u>
TOTAL COST	\$801.7M	\$801.7M	TBD

## OK SCHEDULE

	<u>Current</u>	<u>Forecast</u>
SUBSTANTIAL COMPLETION	June 2024	June 2024

- **Overall Project progress is 21% complete.**  
Includes Real Estate Acquisitions, Environmental, Design, Contract Mobilization, Early Demolition, Power, Utility contracts and contract change orders
- **C1136 Portal Widening Turnback Contract**  
PWT C1136 Contract progress is 26%.  
Phase 1 Track and Civil work started  
1<sup>st</sup> Street Bridge Rehabilitation and Portal Widening
- **Major Change Orders to Date:**  
Hazardous Material Removal  
1<sup>st</sup> Street Bridge Rehabilitation  
Completion of Utility Contracts  
3<sup>rd</sup> Party Unforeseen Interfaces  
Design Revisions (*in progress*)
- **C1184 Transfer Power Substation Contract** at 54%
- **Coordination with Adjacent Projects**  
Purple Line Extension (PLE1)  
Regional Connector  
Metro Center Project  
6<sup>th</sup> Street Bridge (City of L.A. Project)
- **Completing risk assessment to determine budget/schedule**



May 2021



On target



Possible problem



Significant Impact



Metro 15

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# I-210 BARRIER REPLACEMENT PROJECT

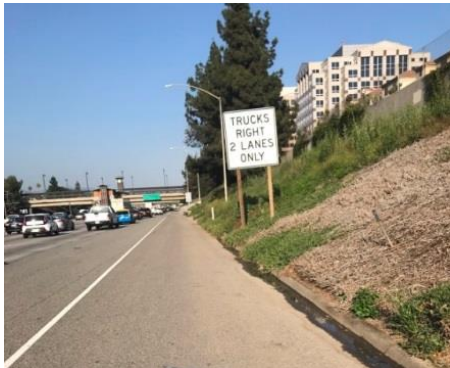
## OK BUDGET

	<u>Original</u>	<u>Current</u>	<u>Forecast</u>
<b>TOTAL COST</b>	<b>\$11.08M</b>	<b>\$22.54M</b>	<b>\$22.54M</b>
	Design	Design	Design

## OK SCHEDULE

	<u>Current</u>	<u>Forecast</u>
Complete Design (Proj 1)	Feb 2021	Winter 2021
Complete Design (Proj 2)	Aug 2022	Summer 2022

- Project 1: Segment from Michillinda to Iconic Bridge – Project 1 Plans, Specs and Estimate (PS&E) package has been approved by Caltrans Design. Funding source(s) for ADL and Haz Mat testing and construction for Project 1 are still to be determined.
- Project 2: Segment from west end of the project to Michillinda – Barrier analysis and the development of Project Study Report (PSR) for Project 2 are on-going. A barrier analysis workshop with Caltrans barrier and wall experts to take place in late April or early May.



Newly Installed Caltrans Freeway Sign



Incident in 2014



Newly Installed Speed Limit Sign

May 2021

OK On target

◆ Possible problem

▲ Significant Impact

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# I-5 Construction Projects (Administered by Metro)



May 2021

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Los Angeles County Metropolitan Transportation Authority

# I-5 NORTH COUNTY ENHANCEMENTS

## BUDGET

	<u>Original</u>	<u>Current</u>	<u>Forecast</u>
TOTAL COST	\$679.3M	\$679.3M	\$679.3M


## SCHEDULE


	<u>Current</u>	<u>Forecast</u>
SUBSTANTIAL COMPLETION	Spring 2026	Spring 2026


- Construction Community Meeting and Groundbreaking anticipated for June
- Life of Project budget established in March



May 2021

 On target

 Possible problem

 Significant Impact



Metro 18

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# I-5 Construction Projects (By Caltrans)



May 2021

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Los Angeles County Metropolitan Transportation Authority



Metro 19

# I-5 NORTH: SR 118 TO SR 134

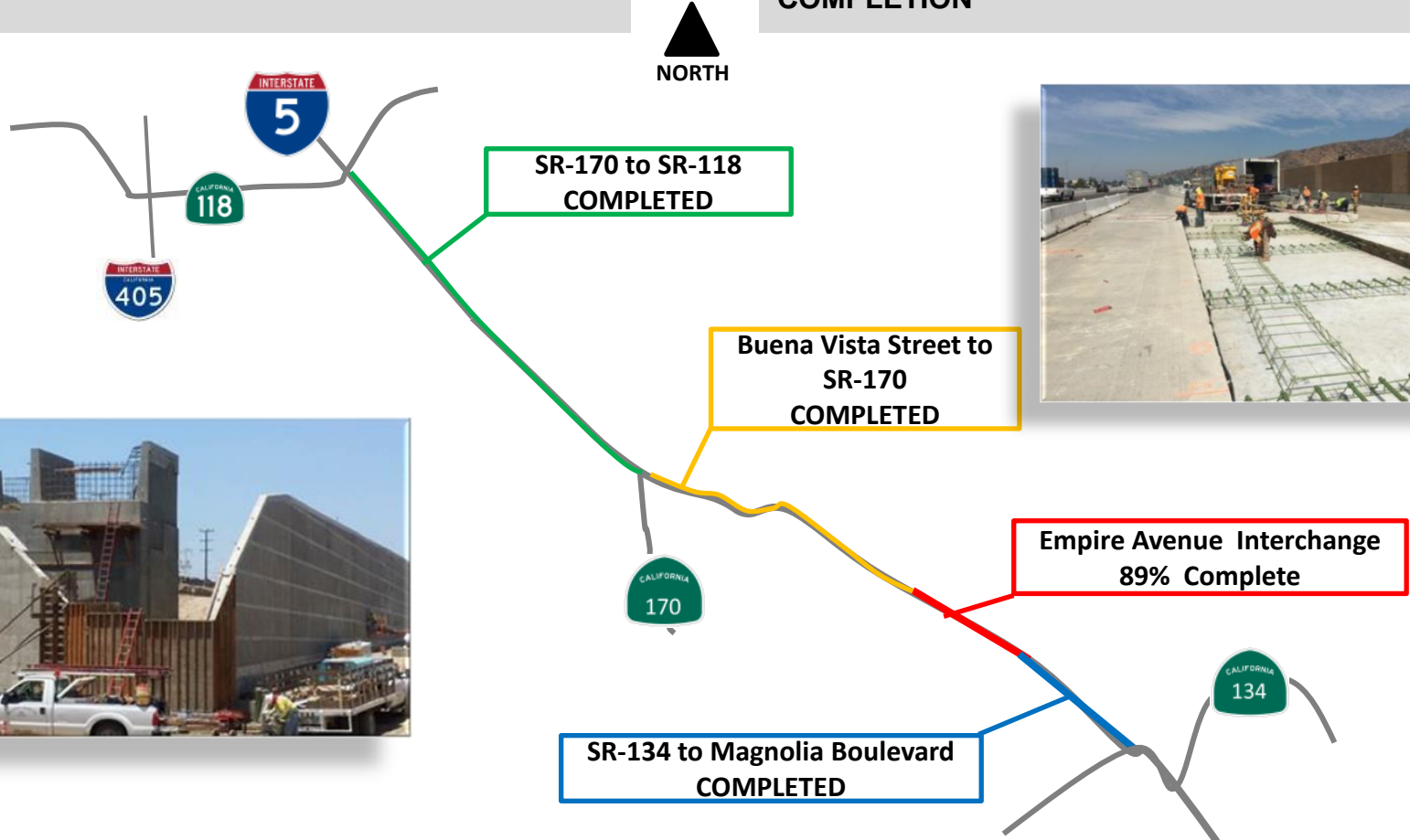


## ⚠️ BUDGET

	<u>Original</u>	<u>Current</u>	<u>Forecast</u>
TOTAL COST	\$845.2M	\$954.1M*	\$954.1M*

## ⚠️ SCHEDULE

ANTICIPATED PROJECT COMPLETION	<u>Current</u>	<u>Forecast*</u>
	Fall 2022	Spring 2023



May 2021



On target



Possible problem



Significant Impact



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\* Risk Analysis, Feb 2021 with the Approved Loan Term Amount

# I-5 SOUTH: ORANGE COUNTY LINE TO I-605

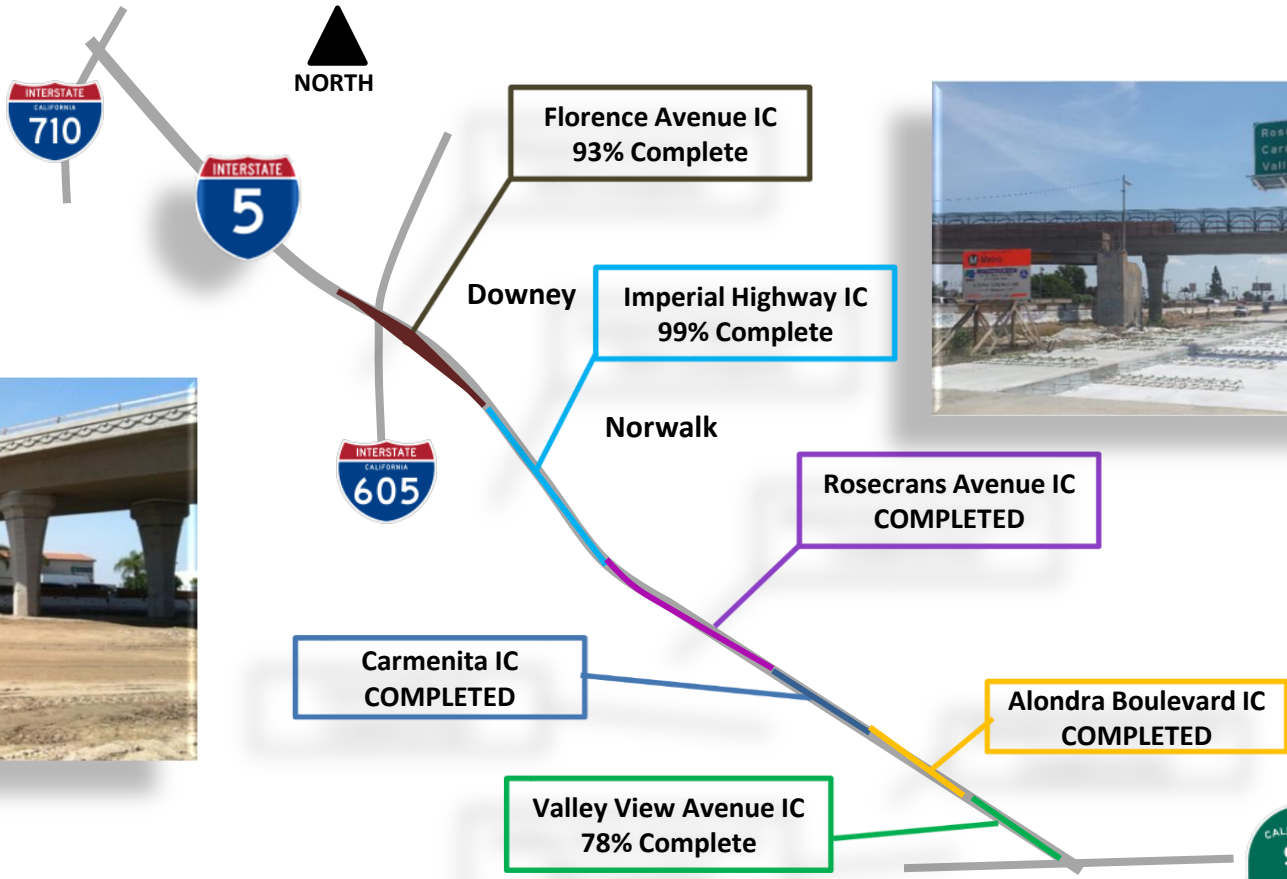


## OK BUDGET

	<u>Original</u>	<u>Current</u>	<u>Forecast</u>
TOTAL COST	\$1,488M	\$1,888M	\$1,888M*

## ◆ SCHEDULE

	<u>Current</u>	<u>Forecast*</u>
ANTICIPATED PROJECT COMPLETION	Winter 2022	Spring 2023



May 2021

OK On target    ◆ Possible problem    ▲ Significant Impact



\* Risk Analysis, Feb 2021

**Board Report**

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**File #:** 2021-0101, **File Type:** Contract**Agenda Number:** 30.

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**CONSTRUCTION COMMITTEE  
MAY 20, 2021****SUBJECT: EAST SAN FERNANDO VALLEY LIGHT RAIL TRANSIT - GEOTECHNICAL  
EXPLORATION****ACTION: AUTHORIZE CONTRACT MODIFICATION FOR GEOTECHNICAL EXPLORATION  
ALONG VAN NUYS BLVD (OXNARD ST TO SAN FERNANDO RD)****RECOMMENDATION**

AUTHORIZE the Chief Executive Officer (CEO) to execute Modification No. 18 to Contract No. AE58083E0129 with Gannett Fleming, Inc. for the East San Fernando Valley Transit Corridor Project, for geotechnical exploration along Van Nuys Blvd. (Oxnard St. to San Fernando Rd.), in the amount of \$987,531 increasing the total Contract value from \$71,062,041 to \$72,049,572.

**BACKGROUND**

The East San Fernando Valley (ESFV) Light Rail Transit Project (Project) is a light rail system that will extend north from the Van Nuys Metro Orange Line station to the Sylmar/San Fernando Metrolink Station, a total of 9.2 miles with 14 at-grade stations. Light rail trains will operate in the median of Van Nuys Boulevard for 6.7 miles to San Fernando Road. From there, the tracks will transition onto existing Metro right-of-way and follow a shared corridor with Metrolink and freight for 2.5 miles to the Sylmar/San Fernando Metrolink Station.

On June 28, 2018, the Metro Board approved the Locally Preferred Alternative (LPA) as Alternative 4: Light Rail Transit (LRT). The Final Environmental Impact Statement (EIS) / Environmental Impact Report (EIR) were presented to the Metro Board in December 2020. At that time, the Board certified the document followed by a Record of Decision (ROD) in January 2021 by the FTA.

**ISSUE**

The recommended Contract Modification includes geotechnical exploration along Van Nuys Blvd. based upon the Metro approved Subsurface Exploration and Testing Plan that includes geotechnical field borings, pavement corings, laboratory testing and documenting within a geotechnical data report and geotechnical design reports. Gannett Fleming, Inc., the ESFV Engineering Consultant for Metro, will conduct this exploration work as part of their Phase 1 work to advance the design for incorporation into the design build procurement documents.

Geotechnical exploration will provide additional information to address a major risk in any new rail project. The design of Project components, such as track, station platforms, maintenance facility, walls and pavement improvements, require geotechnical input in addition to the evaluation of the impacts on existing structures along the proposed alignment. This approach has proven to be a lesson learned and best practice on Metro projects. This action will greatly assist in mitigating risk.

## **DISCUSSION**

In 2019, Metro awarded to Gannett Fleming, Inc. a cost plus fixed fee (CPFF) contract for Architecture Engineer (AE) services to advance the design for incorporation into the design build procurement documents (Phase 1), support during the solicitation process (Phase 2) and design support during construction (Phase 3) for the Project. As part of Phase 1 scope of work, Gannett Fleming assembled existing geotechnical data for the Project and compiled this information into a Geotechnical Planning Report that Metro reviewed and approved. Based upon this report, Gannett Fleming prepared a detailed Subsurface Exploration and Testing Plan outlining the required locations and quantity of geotechnical field borings, pavement corings, and laboratory testing to support the design of the Project components; Metro reviewed and approved this Plan. The geotechnical investigation is based upon this Plan and will consist of field investigation work at specific locations along Van Nuys Blvd.

For this geotechnical investigation work, the locations and quantities do not warrant the necessity to segment the work as done on previous contract modifications as this work is isolated to specific locations located throughout the 6.7 miles of Van Nuys Blvd. Therefore, this contract modification can be managed with this approach.

## **DETERMINATION OF SAFETY IMPACT**

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

## **FINANCIAL IMPACT**

This Project is funded on a fiscal year basis under Project number 865521 East San Fernando Valley Transit Corridor, cost center 8510, under various accounts including Professional/Technical Services and \$45.2M is included in the FY21 Adopted Budget. This is a multi-year project requiring expenditure authorizations in fiscal year increments until a Board Authorized Life of Project Budget is adopted. It is the responsibility of the Cost Center Manager, Project Manager and Chief Program Management Officer to budget for this project in the future fiscal years and within the cumulative budget limit for the affected fiscal year.

### **Impact to Budget**

Sources of funds for the recommended actions are Measure M 35% and State Grants. There is no impact to Operations eligible funding. No other funds were considered.



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**ALTERNATIVES CONSIDERED**

The Metro Board could decide not to approve this contract modification. Staff does not recommend this alternative because this geotechnical investigation work is necessary for Gannett Fleming to develop a thorough design and procurement documents that the Design Build contractors may rely on and thus reduce risk.

**NEXT STEPS**

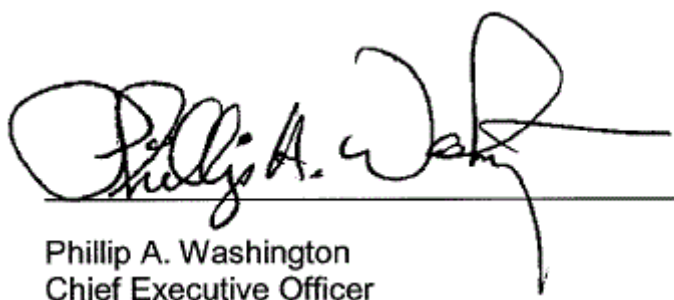
Upon Metro Board adoption, staff will complete negotiations and execute the contract modifications.

**ATTACHMENTS**

Attachment A: Procurement Summary  
Attachment B: Contract Modification / Change Order Log  
Attachment C: DEOD Summary

Prepared by:           Monica Born, Deputy Executive Officer, Program Management, (213) 418-3097  
                              Rick Meade, Senior Executive Officer, (213) 922-7917

Reviewed by:           Bryan Pennington, Interim Chief Program Management Officer, (213) 922-7449  
                              Debra Avila, Chief Vendor / Contract Management Officer, (213) 418-3051



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Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## EAST SAN FERNANDO VALLEY (ESFV) TRANSIT CORRIDOR PROJECT

1.	<b>Contract Number:</b> AE58083E0129		
2.	<b>Contractor:</b> Gannett Fleming, Inc.		
3.	<b>Work Description:</b> Perform geotechnical subsurface investigation at specific locations along Van Nuys Blvd. from Oxnard St. to San Fernando Rd. that have been identified by the Subsurface Exploration and Testing Plan, for the East San Fernando Valley Transit Corridor Project.		
4.	<b>Contract Work Description:</b> Engineering design and oversight services for the ESFV Transit Corridor Project. This action is for Scope of Services required under part of Task 2.2.9.2 Subsurface Exploration and Documentation Phase 1 development of Preliminary Engineering (PE) design.		
5.	<b>The following data is current as of:</b> 4/22/21		
6.	<b>Contract Completion Status</b>		<b>Financial Status</b>
	<b>Contract Awarded:</b>	7/25/19	<b>Contract Award Amount:</b> \$61,974,852
	<b>Notice to Proceed (NTP):</b>	8/15/19 (Contract Execution)	<b>Total of Modifications Approved:</b> \$9,087,189
	<b>Original Complete Date:</b>	8/15/28	<b>Pending Modifications (including this action):</b> \$987,531
	<b>Current Est. Complete Date:</b>	8/15/28	<b>Current Contract Value (with this action):</b> \$72,049,572
7.	<b>Contract Administrator:</b> Diana Sogomonyan		<b>Telephone Number:</b> (213) 922-7243
8.	<b>Project Manager:</b> Monica Born		<b>Telephone Number:</b> (213) 418-3097

**A. Procurement Background**

On July 25, 2019, the Board of Directors approved award of Contract No. AE58083E0129 to Gannett Fleming, Inc. in support of the East San Fernando Valley Transit Corridor Project, a proposed light rail system that will extend north from the Van Nuys Metro Orange Line Station to the Sylmar/San Fernando Metrolink Station, a total of 9.2 miles. Consultant's Scope of Services consists of three phases: Preliminary Engineering (PE); Solicitation Support (SS); and Design Support During Construction Services (DSDC). The Period of Performance for the Contract is nine (9) years from execution date of the contract.

Sixteen (16) Contract Modifications (MODs) and one (1) Contract Change Order (CO) (now superseded) has been approved and issued to date. One (1) Contract Modification is in progress, consisting of this action. This action is to authorize the Chief Executive Officer (CEO) to execute Modification No. 18 to Contract No. AE58083E0129 with Gannett Fleming, Inc. for the East San Fernando Valley Transit

Corridor Project, for geotechnical exploration along Van Nuys Blvd. (Oxnard St. to San Fernando Rd.).

This Scope of Services is part of Consultant's Phase 1 Preliminary Engineering work; however, completion of the field geotechnical subsurface investigation was contingent upon completion of the Subsurface Exploration and Testing Plan (tasks identified under Scope of Services subsections 2.2.9.1 and 2.2.9.2 of the Contract), and therefore, was not included in the Contract amount at time of award. This field work was only to be priced when more information was available upon the completion of the Subsurface Exploration and Testing Plan. Consultant can only begin with the work for geotechnical exploration upon Metro's issuance of a contract Modification for the costs and a written authorization to proceed.

The Consultant will implement the Subsurface Exploration and Testing Plan reviewed and approved by Metro as follows:

1. Conduct field borings at the station platforms, tracks, Overhead Contact System (OCS) poles, a portion of the maintenance facility, retaining walls and the sound wall. A Geotechnical Data Report will be developed to document the field borings and laboratory testing, and Geotechnical Design Reports for specific design elements.
2. Conduct pavement corings at the street crossings along Van Nuys Blvd. from Oxnard St. to San Fernando Rd., including streets that will cross Van Nuys Blvd. and those that will become right-in/right-out after the Project is implemented. A Pavement Report will be developed to document the corings and laboratory testing, along with the recommendations for specific design elements.

The information from the geotechnical subsurface investigation will be incorporated into the Design Build procurement documents to mitigate risks.

The Contract Modifications will be processed in accordance with Metro's Acquisition Policy. Contract No. AE58083E0129 is a Cost Reimbursable Fixed Fee Contract (CPFF).

(Refer to Attachment B – Contract Modification/Change Order Log)

**B. Cost/Price Analysis**

The recommended cost for the Contract Modifications is determined to be fair and reasonable based upon fact finding, technical evaluation, cost analysis, and negotiations. The Contract Modification will be processed in accordance with Procurement Policies and Procedures, within the additional funding requested.

<b>MOD NO.</b>	<b>PROPOSAL</b>	<b>INDEPENDENT COST ESTIMATE</b>	<b>FINAL NEGOTIATED</b>
18	\$1,425,499	\$812,058	\$987,531

## CONTRACT MODIFICATION/CHANGE ORDER LOG

## EAST SAN FERNANDO VALLEY (ESFV) TRANSIT CORRIDOR PROJECT

Mod./ CO No.	Description	Status	Date	\$ Amount	Board Approved CMA
N/A	Initial Award		7/25/19	\$61,974,852	\$12,394,970
MOD 1	Contract Conforming and Clarifications	Approved	11/12/19	\$0.00	
MOD 2	Underground Utility Detection Services along Van Nuys Blvd.	Canceled	5/28/20	\$0.00	
MOD 3	Geotechnical Test Plan and Hazardous Material Work Plan	Approved	8/24/20	\$53,164	\$12,341,806
MOD 4	Underground Utility Detection Services Along Van Nuys Blvd. – Segment A	Approved	10/14/20	\$437,646	\$11,904,160
MOD 5	Underground Utility Detection Services Along Van Nuys Blvd. – Segment B	Approved	11/5/20	\$481,156	\$11,423,004
MOD 6	Underground Utility Detection Services Along Van Nuys Blvd. – Segment C	Approved	11/5/20	\$358,665	\$11,064,339
MOD 7	Underground Utility Detection Services Along Van Nuys Blvd. – Segment D	Approved	11/5/20	\$74,079	\$10,990,260
MOD 8	Planning Work for Potholing and Trenching Along Van Nuys Blvd. – Segment A	Approved	11/5/20	\$159,832	\$10,830,428
MOD 9	Utility Investigation - Potholing and Slot Trenching for Segment A	Approved	11/23/20	\$1,691,789	\$10,450,393
MOD 10	Coordination With Third Party Utility Owners to Assess Utility Conflicts	Approved	4/12/21	\$734,547	\$9,715,846
MOD 11	Preliminary Engineering of Composite Utility Rearrangement Plans	Approved	2/23/21	\$738,979	\$8,976,867
MOD 12	Planning Work for Potholing and Trenching Along Van Nuys Blvd. – Segment B	Approved	3/23/21	\$150,153	\$8,826,714

MOD 13	Planning Work for Potholing and Trenching Along Van Nuys Blvd. – Segment C	Approved	3/23/21	\$140,163	\$8,686,551
MOD 14	Planning Work for Potholing and Trenching Along Van Nuys Blvd. – Segment D	Approved	4/6/21	\$101,777	\$8,584,774
MOD 15	Utility Investigation - Potholing and Slot Trenching for Segment B	Approved	2/25/21	\$1,772,143	\$8,584,774
MOD 16	Utility Investigation - Potholing and Slot Trenching for Segment C	Approved	2/25/21	\$1,565,506	\$8,584,774
MOD 17	Utility Investigation - Potholing and Slot Trenching for Segment D	Approved	3/1/21	\$627,590	\$8,584,774
CO 1	Coordination With Third Party Utility Owners to Assess Utility Conflicts (See Mod 10)	Superseded	11/4/20	\$0.00	\$8,584,774
	<b>Subtotal Approved Changes:</b>			<b>\$9,087,189</b>	
MOD 18	Geotechnical Subsurface Investigation	Pending	TBD	\$987,531	\$8,584,774
	<b>Subtotal Pending Changes:</b>			<b>\$987,531</b>	
	<b>CMA Authorized by the Board and Remaining Approved Changes</b>			<b>\$9,087,189</b>	<b>\$8,584,774</b>
	<b>Pending Modifications:</b>			<b>\$987,531</b>	
	<b>Original Contract:</b>			<b>\$61,974,852</b>	
	<b>This Board Action:</b>			<b>\$987,531</b>	
	<b>Revised Contract Total (Approved Changes +This Board Action):</b>			<b>\$72,049,572</b>	

## DEOD SUMMARY

**EAST SAN FERNANDO VALLEY (ESFV) TRANSIT CORRIDOR PROJECT/  
CONTRACT NO. AE58083E0129**

**A. Small Business Participation**

Gannett Fleming made a 25.29% Small Business Enterprise (SBE) commitment and a 5.54% Disabled Veteran Business Enterprise (DVBE) commitment for the contract. Based on payments, the contract is 27% complete and the current SBE participation is 10.94% and the current DVBE participation is 3.01%, representing a 14.35% SBE shortfall and a 2.53% DVBE shortfall. Gannett indicated that a delay in the submittal of a major deliverable, impacted activities for SBEs in year 1 but has forecasted to include the remaining work to SBEs in year 2. Metro will review Gannett's progress in meeting its commitment at 50% completion and will request a formal shortfall mitigation plan, if warranted.

The Diversity & Economic Opportunity Department (DEOD) will work in conjunction with the Project Manager and Contract Administrator to ensure that maximum SBE/DVBE participation is achieved by Gannett Fleming. Accordingly, these teams have been provided access to Metro's web-based tracking system to ensure that all parties are actively monitoring Small Business progress.

<b>Small Business Commitment</b>	<b>25.29% SBE 5.54% DVBE</b>	<b>Small Business Participation</b>	<b>10.94% SBE 3.01% DVBE</b>
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	<b>SBE Subcontractors</b>	<b>% Committed</b>	<b>Current Participation<sup>1</sup></b>
1.	BA, Inc.	1.66%	0.00%
2.	Diaz Consultants, Inc, dba Diaz Yourman & Associates	1.44%	0.79%
3.	FPL & Associates, Inc.	5.96%	3.08%
4.	Here Design Studio, LLC (Here LA)	0.60%	0.00%
5.	Lenax Construction Services, Inc. (LENAX)	0.29%	0.00%
6.	PacRim Engineering, Inc.	2.18%	0.00%
7.	Ramos Consulting Services, Inc.	8.27%	4.13%
8.	Sanchez/Kamps Associates Design dba SKA Design	0.59%	0.00%
9.	Zephyr UAS, Inc.	4.30%	2.94%
10.	Cross-Spectrum Acoustics Inc.	ADDED	0.00%
	<b>Total</b>	<b>25.29%</b>	<b>10.94%</b>

	<b>DVBE Subcontractors</b>	<b>% Committed</b>	<b>Current Participation<sup>1</sup></b>
1.	Casamar Group, LLC	5.54%	1.86%
2.	E-NOR Innovations, Inc.	ADDED	1.15%
	<b>Total</b>	<b>5.54%</b>	<b>3.01%</b>

<sup>1</sup>Current Participation = Total Actual amount Paid-to-Date to certified firms ÷ Total Actual Amount Paid-to-date to Prime.

**B. Living Wage and Service Contract Worker Retention Policy Applicability**

A review of the current service contract indicates that the Living Wage and Service Contract Worker Retention Policy (LW/SCWRP) was not applicable at the time of award. Therefore, the LW/SCWRP is not applicable to this modification.

**C. Prevailing Wage Applicability**

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

**D. Project Labor Agreement/Construction Careers Policy**

Project Labor Agreement/Construction Careers Policy is not applicable to this Contract. Project Labor Agreement/Construction Careers Policy is applicable only to construction contracts that have a construction contract value in excess of \$2.5 million.





## Board Report

File #: 2021-0222, File Type: Informational Report

Agenda Number: 31.

### CONSTRUCTION COMMITTEE MAY 20, 2021

**SUBJECT: WESTSIDE PURPLE LINE EXTENSION SECTION 1 PROJECT**

**ACTION: APPROVE RECOMMENDATIONS**

#### **RECOMMENDATION**

CONSIDER:

AMENDING the Life-of-Project (LOP) budget by \$150,000,000 for the Westside Purple Line Extension Section 1 Project (Project) from \$2,978,879,593 to \$3,128,879,593 using the fund sources as summarized in Attachment A, consistent with the provisions of the Board-adopted Measure R and Measure M Unified Cost Management Policy (Attachment B).

#### **ISSUE**

As outlined at the August 2020 Board meeting, Section 1 is being constructed in complex and extremely challenging geologic conditions that include subsurface gases (methane and hydrogen sulfide) and asphalt saturated ground, or “tar sands” in the areas surrounding the La Brea Tar Pits. The presence of these soil conditions previously prevented tunneling in this area until more technological advanced tunneling methods were developed. Metro tunneling specialists worked with federal representatives to have legislation changed in 2006, so that subway alternatives could be considered.

In addition to the above natural geologic challenges, Section 1 also faced man made underground obstacles. Old, abandoned oil wells were located along the alignment. Since their precise locations were not known, additional investigations and efforts were implemented to insure there were no incidents involving the Tunnel Boring Machines (TBMs) and these wells. Such an incident could cause damage to the TBMs or an unplanned release from the oil wells. Horizontal Directional Drilling (HDD) in combination with the use of a Magnetometer (a first of its kind of operation) was implemented to search for the abandoned oil wells and any other metal objects (anomalies) that may be in or very close to the tunnel alignment. Section 1 did find both abandoned oil wells and other metal objects that would have impacted the tunneling operations. The tunnel alignment was shifted ten feet at one location to avoid an assumed oil well. Anomalies were also discovered in both tunnel alignments at the intersection of Wilshire/San Vicente. These anomalies were safely removed with no injuries to the miners or major impacts to the traffic flow on the surface. More details of the Wilshire/San Vicente anomaly mitigation efforts, including cost impacts and schedule impacts to the

Project follow in this report.

The Project has entered the seventh year of its 10 year expected duration and is 69% complete as of March 31, 2021.

As was reported and addressed at the August 2020 Board meeting, the Project has experienced higher than expected differing site conditions, an increase in third party and safety requirements, and changes in scope related items. These conditions and additional requirements were known to impact the LOP budget, but what wasn't known in August 2020 were the impacts that these same issues would have on the Project schedule. Also, what impacts any future new risks may have on the Project schedule and LOP budget.

One differing site condition that has significantly impacted the Project in terms of cost and schedule over the past year has been the Wilshire/San Vicente anomaly. Potential oil well locations close to the tunnel alignment were identified in the Project documents by a circular zone within a 200 foot radius without an exact known or verified location. The Wilshire/San Vicente intersection was one of these locations and as required by contract, the contractor was to provide an investigation to determine if any oil wells existed.

The zone closest to the Wilshire/San Vicente intersection was cleared by Horizontal Directional Drilling (HDD). However, during the clearance of the tunnel alignment for oil wells by the HDD method, an anomaly was discovered just outside the potential oil well zone. Five vertical magnetometer readings were also taken north and south of each tunnel alignment in the general area of the anomaly. Upon review of the horizontal and vertical magnetometer data, unknown potential anomalies were identified by the contractor. The anomalies were shown at tunnel depth (55 ft to 75 ft), potentially near or in the tunnel alignments. There is no method to pinpoint the exact anomaly location without major open cut excavation from the surface. Given the location, an open cut excavation was not feasible.

The remedial method chosen to mitigate this unforeseen condition was to install a chemical grout block surrounding each tunnel (45 feet in length) so that in the event an anomaly is encountered while tunneling, it would be feasible to remove it by hand mining from outside the tunnel boring machine (TBM) while keeping the surrounding ground stable. While the chemical grout blocks were being installed, the two TBMs remained parked east of the Wilshire/San Vicente intersection.

To address the impacts that the anomaly is having on ongoing construction and the Project schedule, staff recommends a total LOP budget increase of \$150 million. This increase will fund newly identified contract changes associated with the anomaly, address new issues and risks, and provide additional contingency as shown in Attachment C.

## **BACKGROUND**

Section 1 of the nine-mile Westside Purple Line Extension Project is the first of three sections that

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has been designed and is currently under construction as part of the Los Angeles County Metropolitan Transportation Authority (LACMTA) Measure R Program. Section 1 extends the existing Purple Line by 3.92 miles beginning at the Wilshire/Western Station. From this station, the twin tunnel alignment travels westerly within the existing Wilshire Boulevard right-of-way with station locations at the intersections of Wilshire/La Brea, Wilshire/Fairfax, and Wilshire/La Cienega. All three of the station boxes are located within the Wilshire Boulevard right-of-way with station portals extending to off-street entrances. Two of the stations, Wilshire/La Brea and Wilshire/Fairfax, are within the jurisdiction of the City of Los Angeles and the Wilshire/La Cienega Station is within the City of Beverly Hills jurisdiction.

On July 24, 2014, the Board authorized an LOP budget of \$2,773,879,593 for the Project and authorized the Chief Executive Officer to award a 107-month design/build contract (C1045), subject to the resolution of timely protests, to Skanska, Traylor and Shea (STS). The contract was awarded on November 4, 2014 and the Notice to Proceed was issued on January 12, 2015.

Metro procured and awarded three contracts for advance utility relocations within the construction limits of each of the three future stations and constructed an exploratory shaft adjacent to the future Wilshire/Fairfax Station to observe ground conditions, all prior to the award of Contract C1045.

Metro also procured and awarded a design/build contract to provide the final design and construction of a new Maintenance-of-Way (MOW) and Non-Revenue Vehicle (NRV) Building at the south end of the existing Division 20 Yard (Location 64). On February 26, 2016, the Board authorized an increase to the LOP budget, in the amount of \$5 million, for an alternative design for the site placement of the Division 20 MOW and NRV Building.

On August 20, 2020, the Board authorized an increase to the LOP budget in an amount of \$200 million to address higher than expected differing site conditions, an increase in third party and safety requirements, and changes in scope related items. The Wilshire/San Vicente anomaly was identified as a potential change to the Project at that time, but the extent of the scope of work needed to safely tunnel through the intersection, and the risk that it would have to the Project schedule were not fully known.

## **DISCUSSION**

When the LOP budget was increased by \$200 million in August 2020, the project cost contingency was increased to \$170 million. The amount included allocated contingency to cover anticipated contract modifications to be issued by Metro as required. The Wilshire/San Vicente anomaly was acknowledged as a potential change to the Project in the LOP budget increase request, but the impacts associated with the anomaly to on-going/follow-on construction and the Project schedule are more profound than estimated. As a result, it is projected that the current contingency balance is insufficient to carry the Project through to revenue service, considering the outstanding pending

changes, potential changes, and remaining issues that need to be concluded on the Project.

The Federal Transit Administration (FTA) will conduct a formal risk assessment of the Project after tunnel mining through the anomaly is complete. This milestone was achieved in late March 2021. The Board will be briefed of the results of FTA's risk assessment.

STS has submitted claims concerning impacts on its ability to complete the Project early, impacts to the tunneling operations between Wilshire/La Brea and Wilshire/Fairfax Stations, and impacts to steel fabrication and delivery. Metro has disputed these claims and they will be subject to the dispute resolution process (subject to the Board's approval). Since Metro is disputing these claims, the requested amount in this Board Report does not include any amounts for these claims.

Also, not included in this request are change requests related to COVID-19. Under the force majeure clause of the contract, compensation is not granted during a pandemic, only extensions of time to the contract are allowable.

### **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 2022 have been requested through the fiscal year 2022 budget development, anticipated to be adopted at the May 2021 Board meeting. Until then, fiscal year 2021 budget provides the necessary funds, under Project 865518 Westside Purple Line Extension Section 1, and in Cost Center 8510 (Construction Project Management).

Since this is a multi-year capital project, the Chief Program Management Officer and the Project Manager will be responsible for budgeting costs in future fiscal years.

#### **Impact to Budget**

The sources of funds for the recommended actions are local and other funds that are eligible at the time of expenditure.

#### **Multiyear 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 \$150,000,000 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 segment, and has determined these are not feasible. The source of funds to address the LOP increase is Measure R Transit Capital (35%). The Measure R in the Expenditure Plan that is allocated to the Project and other components of the subway is already fully utilized. Measure R expended on the Crenshaw/LAX will be used instead, and this amount will be exchanged with Proposition A 35% funds. Proposition A and C cannot be expended on the Project. Metro staff will concurrently work with the subregions to provide the required 120 day written notification and seek formal approval from the governing body for use of the subregional equity program as a reimbursement or funding source for future expenditures. Should the subregion not approve the use of the funds, Metro staff will return to the Board with an update on the funding sources and a fiscal impact analysis of the use of these funds for the project.

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 and 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 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 value engineering or changes in scope are no longer feasible. Additional funding is the only option.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

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

### **ALTERNATIVES CONSIDERED**

The Board may choose to not 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.

### **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 \$150 million

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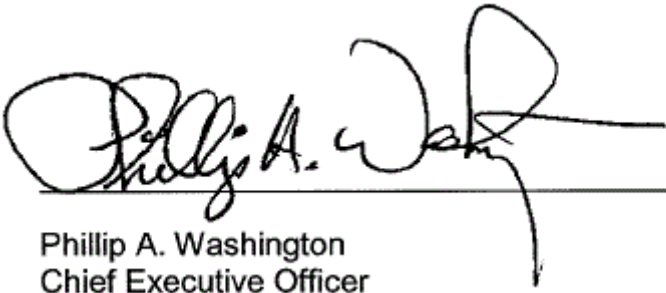
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Phillip A. Washington  
Chief Executive Officer



**Westside Purple Line Extension Section 1 Project**  
**Funding/Expenditure Plan**  
(Dollars in Millions)

<b>Capital Project 865518</b>	<b>Prior</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>Total</b>	<b>% of Total</b>
<b>Uses of Funds</b>									
Construction	1,278.1	210.3	321.5	223.7	50.9	8.8	-	2,093.3	66.9%
Right-of-Way	184.4	4.0	7.4	2.4	2.4	2.4	-	203.0	6.5%
Vehicles	24.5	6.0	44.5	33.2	-	-	-	108.3	3.5%
Professional Services	392.1	48.3	50.8	42.7	43.7	34.5	4.4	616.5	19.7%
Project Contingency	-	-	22.0	30.7	14.0	1.7	-	68.4	2.2%
<b>Subtotal Capital Project</b>	<b>1,879.2</b>	<b>268.6</b>	<b>446.4</b>	<b>332.7</b>	<b>110.9</b>	<b>47.4</b>	<b>4.4</b>	<b>3,089.5</b>	<b>98.7%</b>
Environmental/Planning	39.4	-	-	-	-	-	-	39.4	1.3%
<b>Total Project Cost</b>	<b>1,918.5</b>	<b>268.6</b>	<b>446.4</b>	<b>332.7</b>	<b>110.9</b>	<b>47.4</b>	<b>4.4</b>	<b>3,128.9</b>	<b>100.0%</b>
<b>Sources of Funds</b>									
Federal 5309 New Starts	665.0	100.0	290.8	194.2	-	-	-	1,250.0	40.0%
Additional Federal 5309 New Starts	-	-	-	20.1	46.3	-	-	66.4	2.1%
Federal CMAQ	12.2	-	-	-	-	-	-	12.2	0.4%
Federal Section 5339 Alternatives Analysis	0.5	-	-	-	-	-	-	0.5	0.0%
STIP Regional Improvement Program	2.6	-	-	-	-	-	-	2.6	0.1%
Measure R - TIFIA Loan	749.3	-	-	-	-	-	-	749.3	23.9%
Measure R 35%	436.8	168.6	150.6	137.8	15.6	-	-	909.4	29.1%
Measure R 35% from Crenshaw	-	-	-	-	34.5	44.7	4.4	83.6	2.7%
City of Los Angeles	1.3	-	5.0	38.7	27.6	2.7	-	75.3	2.4%
State Capital Project Loans - Others*	50.9	-	-	(58.1)	(13.1)	-	-	(20.4)	-0.7%
<b>Total Project Funding</b>	<b>1,918.6</b>	<b>268.6</b>	<b>446.4</b>	<b>332.7</b>	<b>110.9</b>	<b>47.4</b>	<b>4.4</b>	<b>3,128.9</b>	<b>100.0%</b>

\*Including TDA and Fund 3562

## **ATTACHMENT B**

### **Westside Purple Line Extension Section 1 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 June 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 1 Project (the Project) is subject to this policy analysis.

The life of project (LOP) budget for the Project was last approved by the Board in August 2020 at \$2,978,879,593. The Project is subject to the Policy analysis now due to a proposed \$150,000,000 increase to the LOP budget. Funding for the cost increase is needed through FY 2026. 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 prior to taking any action necessary 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 increase is due primarily to the discovery and removal of an anomaly. Any attempt to identify and negotiate agreeable reductions to the scope may result in further delays and potential additional costs. Because of this, we recommend moving to the next step.

##### **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 M and Measure R funding and is currently allocated \$1,660,466,475 of the total \$4,074,000,000 of funding that is identified in the Measure R sales tax ordinance Expenditure Plan.

The Project is located primarily in the Central City Area, with a relatively small section in the Westside Cities subregion (as defined in the Policy, as amended), and has station locations in the cities of Los Angeles and Beverly Hills. Local funding resources from both the subregions and cities could be considered for the cost increase.

#### *Funding Within the Corridor*

The Project is within the same subregion as Expo Phase 1 and shares the corridor with Expo Phase 2. The Expo Projects had unused funds totaling an estimated \$229,582,693 from the combined life of project budget, and \$200,000,000 of the Expo funds were made available to the Project in August 2020 (Board item # 2020-0351). No other surplus or otherwise available funding has been identified from other Metro projects on the same corridor.

#### *Subregional Programs and Local Agency Contributions*

Measure M has funding for a transit-eligible Subregional Equity Program (SEP) in the Central City Area and Westside Cities subregions. The subregions could allocate a portion of the funding for the Project, which requires notice to and approval by the subregions. The Measure M Expenditure Plan includes \$235 million for the Central City Area SEP and \$160 million for the Westside Cities SEP. The SEP funds are programmed beginning in FY 2043 in the Long Range Transportation Plan Financial Forecast due to limited financial capacity. Staff has previously recommended that the South Bay and Central City Area subregions allocate a portion of the SEP to address a \$90 million cost increase on the Crenshaw/LAX Transit Project. Per Board action in May 2020 (Motion 38.1 # 2020-0356), staff is developing, in partnership with all Board offices, a uniform process by which subregions can elect to use SEP funding. Staff is also pursuing a reimbursement process that will utilize SEP funding to address an \$11.9 million shortfall on the Eastside Light Rail Access (Gold Line) project (Board item # 2020-0931).

#### *Local Agency Contributions*

The cities with Project stations are expected to contribute funding to the Project as part of the 3% local agency funding assumption included in the Measure R ordinance. The cities are generally not responsible for cost increases to the projects and are not considered as a source of funding for the Project cost increase.

Measure M, as well as Measure R and Propositions A and C, provide “local return” funding to Los Angeles and Beverly Hills. The cities will receive an estimated \$3.23 billion of local return (Los Angeles \$3.2 billion, Beverly Hills \$27 million) over the ten year period FY 2021 to FY 2030 that is eligible for transit use and could contribute a

portion to the Project (not adjusted for any negative impact to countywide sales tax due to the current global pandemic). However, prior Board actions relating to the Twenty-Eight by '28 Initiative and funding for the cost increase to Foothill Extension to Pomona did not support use of local return, and it is presumed these funds would not be available for the cost increase to the Project.

#### *State and Federal Funding (Discretionary)*

The FTA has previously granted the Project \$1.25 billion through a New Starts grant and the USDOT has provided funding through a \$856 million TIFIA loan. The March 2021 federal American Rescue Plan Act increased the New Starts grant by \$66,428,844. This funding can partially address the impact of the cost increase. Additional State or federal discretionary funding (where Metro would compete for the funding) is not probable, given the Project has experienced a cost increase and the design/build contract is already awarded.

#### Value Engineering

The Project cost increase is due primarily to the discovery and removal of an anomaly. Any attempt to identify and negotiate agreeable value engineering may result in further delays and potential additional costs. As a result, we recommend moving to the next step.

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

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

The cities also receive funding through the Call-For-Projects, the competitive grant program that is funded and managed by Metro for the benefit of LA County cities, transit operators, and State highway projects that was 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 not a meaningful amount of de-obligated funds available unless the cities choose to terminate an existing project, and all other projects are moving through their respective development process.

#### Countywide Cost Reductions and/or Other Funds

If new local agency resources are not allocated to the Project cost increase, regional or countywide funding could be considered. These funds are programmed for other uses in Metro's financial forecast, during the timeframe when funds are needed for the Project cost increase. Eligible sources of countywide funding are limited due to the restriction on the use of Proposition A and C for the Project and include General Fund and Lease Revenues. These countywide sources are not sufficient to address the cost increase.

### *State and Federal Funding (Formula)*

Metro receives quasi-formula funding from the State through the Regional Improvement Program (RIP) and Local Partnership Program (LPP). This is considered regional funding as it can be applied countywide to both transit and highway spending. The most recent RIP funding was allocated to projects submitted in Metro's 2020 RTIP and the next cycle of the LPP is planned to be used on the \$801 million Division 20 project. However, the 2020 federal Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) allocated funding to the State, and the State decided to allocate a portion of the funding through the RIP. Metro expects a \$38 million increase in its RIP share. Per concurrent Board action in April 2021 (Board item # 2021-0114), Metro staff propose that this funding is allocated to the East San Fernando Valley project.

Metro receives federal formula funding from the Congestion Mitigation and Air Quality (CMAQ) Improvement Program and the Surface Transportation Block Grant Program (STBG). Metro also receives an allocation of funds from the "Highway Infrastructure Program," which is a federal formula grant created in 2018 for uses that include the construction of highways, bridges, tunnels, transit capital, and ITS; operational improvements; highway and transit safety improvements; and pedestrian and bicycle projects, among others. Funding from the CMAQ, STBG, and the Highway Infrastructure Program grant will be programmed in the pending 2021 Short Range Transportation Plan. The initial apportionments (FFY 2018 \$25,835,214, FFY 2019 \$36,399,992) from the Highway Infrastructure Program are only eligible for highway projects and will be allocated to those entering construction. Per concurrent Board action in April 2021 (Board item # 2021-0114), Metro staff propose that this funding is allocated to Metro highway projects.

### **Recommendation**

Metro staff recommends the use of \$66,428,844 of additional New Starts and \$83,571,156 of Measure R Transit 35% for the proposed \$150,000,000 LOP budget increase. The Project and other components of the subway are currently allocated a maximum amount of Measure R allowed in the Expenditure Plan. Therefore, we are recommending the swapping of Proposition A 35% funds with Measure R 35% on the Crenshaw/LAX Project. This is done to address the ordinance restrictions on the amount of Measure R funding by project and the use of Prop A and C on new subway projects. The following table shows the proposed transfers of Measure R and Prop A and C funds.

**Strategy to Address Westside Purple Line Extension Section 1 Funding Gap**

(\$ in millions)	Measure R 35%	Proposition C 25%	Proposition A 35%	Total
<b>Westside Purple Line Extension</b>	\$ 83.57			\$ 83.57
<b>Crenshaw/LAX LRT</b>	\$ (83.57)		\$ 83.57	\$ -
<b>Additional SRTP Shortfall</b>			\$ (83.57)	\$ (83.57)
<b>Balance</b>	\$ -	\$ -	\$ -	\$ -

Metro staff will concurrently work with the Central City Area and Westside Cities subregions to provide the required 120 day written notification and seek formal approval from the governing body for use of the subregional equity program as a reimbursement or funding source for future expenditures. Should the subregion not approve the use of the funds, Metro staff will return to the Board with an update on the alternative potential funding source, comprised entirely of Proposition A 35% swapped with Measure R 35%, and a fiscal impact analysis of the use of these funds for the project.



## ATTACHMENT C

### Westside Purple Line Extension Section 1 Project Projected Breakdown of Cost Allocation for \$150 million

Amount	Description
80,000,000	<p><b>Construction</b> Tunnels, Stations, Trackwork, Systems and Systems Integration Testing (D/B Contract C1045)</p>
41,000,000	<p><b>Professional Services</b></p> <p><b>All Other Professional Services</b></p> <ul style="list-style-type: none"> <li>o Metro Staff at Gateway and at multiple field offices who perform oversight in various disciplines.</li> <li>o Engineering - STS D/B Contract C1045: Design engineering during construction.</li> <li>o EMSS - WSP: Engineering management support services providing design review support and assessment of engineering issues during construction.</li> <li>o CMSS - WEST: Construction management support services procured to support Metro staff in oversight of specific areas of project construction disciplines such as field inspectors, resident engineers and other construction support.</li> <li>o DSDC - SecoTrans: Systems design support during construction.</li> <li>o PMSS - KKCS/Triunity: Project management support services including project controls estimating and scheduling.</li> <li>o Claim Support Services - Arcadis Inc.: claims support consultant to assist with preparing documentation and analysis in support of Metro's defense against claims submitted by the contractor.</li> <li>o Legal Services: County Counsel and procured legal services to assist project management.</li> <li>o Community Relations: Consultant companies provide assistance in support of construction along the Westside Purple line Extension Section 1 Project alignment.</li> <li>o Labor Compliance Monitoring: Consultant companies monitor the construction contractor compliance with project labor agreement and DBE requirements.</li> <li>o Auditing Services: Consultant companies conduct audits of main professional services and construction contracts.</li> <li>o QA Test Lab Services: Consultant companies provide materials verification testing and inspections services.</li> </ul>
29,000,000	<p><b>Unallocated Project Contingency</b></p> <p>Amount not yet allocated to a specific line item but is required for anticipated unknown cost increases.</p>
<b>\$150,000,000</b>	<b>Total Increase</b>



## Board Report

File #: 2021-0250, File Type: Contract

Agenda Number: 32.

### CONSTRUCTION COMMITTEE MAY 20, 2021

**SUBJECT: PROGRAM MANAGEMENT SUPPORT SERVICES**

**ACTION: APPROVE RECOMMENDATIONS**

#### **RECOMMENDATION**

AUTHORIZE:

- A. An increase in authorized funding for Contract No. AE35279 with Kal Krishnan Consulting Services/Triunity Engineering and Management Joint Venture (KTJV), for pending and future Contract Work Orders to provide Program Management Support Services (PMSS) in an amount not-to-exceed \$10,296,886, increasing the current authorized funding limit for the base contract from \$63,347,705 to \$73,644,591 through FY22;
- B. The exercise of the two-year option in the amount not-to-exceed \$27,461,365, increasing the authorized funding limit from \$73,644,591 to \$101,105,956 for FY23 and FY24; and
- C. The CEO or designee to execute individual Contract Work Orders (CWOs) and Contract Modifications within the Board authorized contract funding amount.

#### **ISSUE**

In June 2017, the Board approved awarding a five-year cost reimbursable fixed fee Contract No. AE35279, plus one two-year option, to KTJV, a DBE Prime Joint Venture, for Program Management Support Services for not-to-exceed \$90,809,070. This created the largest small business led consultant services contract at Metro. The Board action provided initial funding not-to-exceed \$24,970,960 through the end of FY19 as part of a multiyear contract with an anticipated five-year base contract value of \$63,347,705 plus \$27,461,365 for one two-year option, for a combined total amount not-to-exceed \$90,809,070 for seven years.

In April 2019, the Board approved two additional years of funding increasing the total not-to-exceed amount to \$51,306,204 for the first four years of the contract. In May 2020, the Board approved an increase authorized funding of the Contract by \$12,041,501, for a new funding limit not-to-exceed \$63,347,705. To date, staff has awarded CWO/Modifications totaling \$60,697,276 and has \$2,650,429 of the authorized funding remaining. Attachment B lists the PMSS contract CWO/Modifications executed to date. Each of the CWOs are funded from the associated projects'

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budget within the limits of Board authorization. Use of the Contract has exceeded staff expectation due in part to Board directed acceleration of projects. Additional funding authorization is now required to facilitate extending current work orders through FY22. With only 4% in current authorization remaining uncommitted, this additional funding authorization is required to execute work order period of performance extensions beyond June 2021.

As a result of the financial impacts to Metro due to COVID-19, in FY21 Metro staff has evaluated opportunities to reduce consultant support across all projects and are proposing a decrease in the current rate of consultant spending on the PMSS contract in comparison to prior years. We have a balance of \$2,650,429 and are now seeking to increase authorized funding of the base Contract by \$10,296,886. Therefore, the funding limit will not exceed \$73,644,591 for the base contract through FY22.

In addition, for ongoing future project support Metro wants to ensure continuity of the professional services. Therefore, we request authorization to exercise the two-year option in the amount not-to-exceed \$27,461,365, for total authorized Contract funding not-to-exceed \$101,105,956. Extending the contract duration to include the option period is beneficial to ensure consistent, reliable consultant services without interruption through the conclusion of the PMSS contract.

## **DISCUSSION**

Metro is continuing to undertake the largest transportation construction program in the nation. This 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 E lists the projects that the Contract currently supports and those we anticipate it will support over the duration of the PMSS contract.

Metro staff works with KTJV to scale staff up or down depending on Metro's transit, highway, regional rail and other capital improvement program needs. With the volume of work that accompanies Metro's fast-paced Capital program, the PMSS Contract utilization to assist Program Management in securing enough qualified, flexible resources across a broad spectrum of disciplines in a timely manner needed to manage and support delivery of Board approved projects has increased significantly. Therefore, as the needs of the projects increase to allow Metro efficient and effective staff augmentation and technical expertise, the needs of the authorized funding increase as well.

### **Scope**

To support the aggressive project implementation schedule for delivering Metro's Capital Program, close coordination and expertise across multiple 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. In addition, the scope has allowed 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 has allowed for a better coordinated and more efficient allocation of resources for Metro than would be possible under a series of separate contracts. To date, the PMSS contract has succeeded in fulfilling the consultant staffing demand on a program-wide level on various multiple transit, regional rail, highway, and other capital improvement projects.

Contract funds are authorized by issuing separate CWOs for various projects using labor classifications and rates set forth in the contract, with funding solely supported through the Life of Project budget. 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. For each CWO or modification, Metro prepares a scope of work and an estimate of hours, and KTJV subsequently provides a proposal. Metro and KTJV will fact-find and negotiate the hours if there is a discrepancy. After agreement, the CWO is issued and the work proceeds.

#### Consultant Services

To date, KTJV has completed and is continuing staff augmentation assignments on major transit construction projects, miscellaneous capital project, security and safety projects, rail and bus facility improvements, wayside systems, soundwalls, Regional Rail, Highway, and Environmental projects; Metro Gateway staff augmentation for program-wide support; specialty assignments such as constructability review, risk assessment support, procedure writing and training, Project Management Information System (PMIS), Lessons Learned/Best Management Practices implementation, WIN LA, DBE Compliance Monitoring Support Services, DBE Commercially Useful Functions, and P3 capability development support; and other projects as necessary (see Attachments B and E). KTJV has been responsive and works with Metro staff to provide the qualified resources necessary for Program Management to meet the aggressive implementation schedule for delivering Metro's Capital Program. Metro DEOD assigned a 30% DBE commitment for this Contract. KTJV proposed a 73.31% DBE commitment making this Contract the largest small business led consultant services contract at Metro. KTJV will continue working with Metro by prioritizing DBE participation on future contract work orders to meet the committed 73.31% DBE utilization through the end of the Contract.

#### **DETERMINATION OF SAFETY IMPACT**

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

#### **FINANCIAL IMPACT**

The not-to-exceed award value is based on the anticipated level of services. Each individual CWOs will be funded from the associated projects' budget, within the limits of Board authorization. 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 will be no additional impact beyond the approved annual budget or respective project's authorized LOP amounts, where applicable. 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.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Recommendation supports Strategic Plan Goal #1 - Provide high-quality mobility options that enable people to spend less time traveling. This will be accomplished by providing program-wide support services to assist in delivering multiple capital projects on time and on budget while increasing opportunities for small business development and innovation.

### **ALTERNATIVES CONSIDERED**

The Board may elect to discontinue using KTJV for PMSS. Staff does not recommend this alternative as the Program Management capital projects are in various degrees of completion and the loss of staff would cause these projects to be significantly impacted.

Another alternative would be to hire Metro staff to perform the required services. This alternative is also not recommended since the intent of the PMSS is to augment Metro staff in terms of technical expertise and availability of personnel. PMSS are typically required on a periodic or short-term basis to accommodate for peak workloads or specific tasks over the life of the projects. Further, for some projects, the specific technical expertise required may not be available within the ranks of Metro staff, whereas the KTJV consultant can provide the technical expertise on an as-needed basis.

### **NEXT STEPS**

Upon Board approval, staff will continue to issue Contract Work Orders, as needed.


### **ATTACHMENTS**

- Attachment A - Procurement Summary
- Attachment B - Contract Work Order/Modification Log
- Attachment C - DEOD Summary
- Attachment D - Current Support Provided by Project Category
- Attachment E - Current and Anticipated List of Projects

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Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## PROGRAM MANAGEMENT SUPPORT SERVICES (PMSS)

1.	<b>Contract Number:</b> AE35279		
2.	<b>Contractor:</b> Kal Krishnan Consulting Services/Triunity Engineering and Management Joint Venture (KTJV)		
3.	<b>Mod. Work Description:</b> Funding for additional Contract Work Orders for projects listed in Attachment D – Anticipated List of Projects		
4.	<b>Contract Work Description:</b> Program Management Support Services (PMSS)		
5.	<b>The following data is current as of:</b> March 4, 2021		
6.	<b>Contract Completion Status</b>		<b>Financial Status</b>
	<b>Contract Awarded:</b>	June 22, 2017	<b>Original authorized funding limit:</b> \$24,970,960.00
	<b>Contract Executed Date:</b>	August 18, 2017	<b>Total of Contract Work Orders and Modifications Approved:</b> \$60,697,276.05
	<b>Original Completion Date:</b>	August 18, 2022	<b>Proposed and Pending Contract Work Orders and Modifications (including this action):</b> \$40,408,679.95
	<b>Current Est. Completion Date (with this action):</b>	August 18, 2024	<b>Total authorized funding limit (with this action):</b> \$101,105,956.00
7.	<b>Contract Administrator:</b> Robert Romanowski		<b>Telephone Number:</b> (213) 922-2633
8.	<b>Project Manager:</b> Mayumi Lyon		<b>Telephone Number:</b> (213) 922-4020

**A. Procurement Background**

On June 22, 2017, the Board approved award of Contract No. AE35279 to Kal Krishnan Consulting Services/Triunity Engineering and Management Joint Venture (KTJV) for five years with funding approval through FY2019 in the amount of \$24,970,960.00, for the Scope of Services included in the Program Management Support Services (PMSS) Contract.

On April 25, 2019, the Board approved additional funding, increasing the total not-to-exceed amount to \$51,306,204 for the Work.

On May 28, 2020, the Board approved additional funding, increasing the total not-to-exceed amount to \$63,347,705 for the Work.



Attachment B shows that Forty-Seven Contract Work Orders and their Modifications have been issued to date to authorize and/or delete work, totaling \$60,697,276.95.

This Board Action is to approve an increase to the total authorized funding for Contract No. AE35279 basic term plus exercise a 2-year option in support of additional Program Management Support Services (PMSS) needs through FY24.

## **B. Cost/Price Analysis**

All direct labor rates as modified by the annual economic price adjustment and the negotiated fixed fee factor for this cost reimbursable plus fixed fee contract remain unchanged from the original contract.

A fair and reasonable price for all future Contract Work Orders will be determined based upon fact finding, scope definition, technical evaluation, cost analysis, and negotiations before issuing work to the Consultant. Contract Work Orders will be processed in accordance with Procurement Policies and Procedures, within the additional funding requested.

CONTRACT WORK ORDER (CWO)/MODIFICATION LOG

ATTACHMENT B

Project	CWO #	Description / Working Title	Total Contract Value	Date Executed	PoP Ends
Program Control Admin.	1	Program-wide Management Support: Metro requires Program Management Support Services (PMSS) in support of delivering Metro's transit, highway, regional rail, and other capital improvement projects on-time and within budget. The Consultant shall allocate technical expertise and proper resources in a timely manner, manage the contract budget, prepare forms and submittals as required, in addition to control, monitor, report on all costs, expenditures, schedule, and understand the contract requirements.	\$645,684.71	8/31/2017	6/30/2018
	1.1	Program-wide Management Support - Modify to Add Risk Assessment Advisor: This modification adds James Zack Consulting, LLC to the CWO.	\$16,350.00	11/15/2017	6/30/2018
	1.2	Program-wide Management Support - Modify City of Los Angeles Guidelines for LA Metro Projects: Program Management requires additional personnel with different technical expertise be added to perform priority policies and procedures.	\$57,629.36	1/23/2018	6/30/2018
	1.3	Program-wide Management Support - Extend PoP for FY19 (SOW same as original)	\$724,833.00	6/20/2018	6/30/2019
	1.4	Vehicle Lease for DEO, Cost Estimating: Metro requires a vehicle lease for DEO, Cost Estimating for travel to the Integrated Project Management Offices (IPMOs) and other work-related locations with a not to exceed yearly mileage of 12,000 miles.	\$9,303.00	8/24/2018	8/18/2019
	1.5	Add Facilitator/ Instructor for Program Management Leadership Team Workshop: facilitate a leadership team workshop of up to 30 Executive and Deputy Executive level attendees; create draft curriculum focused on themes of communication/trust, provide all handouts, presentations to conduct and facilitate the workshop; staff interviews; Final Workshop curriculum; workshop on October 19, 2018; post workshop meeting debrief to discuss consultant recommendations.	\$24,164.51	10/9/2018	6/30/2019
	1.6	Vehicles: three 24-month vehicle leases for New Blue projects and two 24-month vehicle leases for Soundwall 11 for travel to work-related locations with a not to exceed yearly mileage of 12,000 miles per vehicle. Metro staff may only use the vehicle for project use. The eligible costs including monthly costs for the lease, insurance, registration, and vehicle safety equipment and allocation for fuel and maintenance were included in the calculated NTE final value.	\$135,884.50	10/9/2018	10/30/2020
	1.7	Parking: Modify to add monthly parking passes for each vehicle added in MOD 6. Three 24-month parking passes for New Blue projects and two 24-month parking passes for Soundwall 11. Include one-time fee for the parking card for each vehicle.	\$10,230.00	11/15/2018	10/30/2020
	1.8	Program - wide Management Support - Extend PoP for FY20 (SOW same as original)	\$762,538.00	8/5/2019	6/30/2020
	1.9	Vehicle lease extension for Cost Estimating	\$8,867.00	10/29/2020	9/30/2020
	1.10	Sr. Program Management Analyst support for Project Control tasks such as coordinating meetings, tracking contract budgets, creating and dispersing reports, etc.	\$95,405.00	10/18/2020	6/30/2020
	1.11	Continued PMSS through FY21	\$477,218.00	7/9/2020	6/30/2021
1.12	Vehicle Lease Extension - FY21	\$75,277.00	1/21/2021	10/31/2022	
ESOC	2	Constructability Evaluation and Risk Assessment Review: The Contractor shall perform a Constructability Evaluation and Risk Assessment relating to the Emergency Security Operation Center (ESOC) Project, particularly as it relates to transferred risks.	\$114,797.62	9/18/2017	11/17/2017
	2.1	Constructability Evaluation and Risk Assessment Review Mod 001 - Review of Cost Estimate: Contractor shall perform a Constructability Evaluation and Risk Assessment relating to the Emergency Security Operation Center Project, particularly as it relates to transferred risks. Modification No.1 to the subject CWO is required to add estimate review scope.	\$19,205.95	10/27/2017	11/17/2017
	2.2	Constructability Evaluation and Risk Assessment Review Mod 002 - Time Extension through December 17, 2017. The scope of services, as detailed in CWO-002, remains unchanged and there is no increase to the contract value.	\$0.00	11/15/2017	1/31/2018
	2.3	Constructability Evaluation and Risk Assessment Review Mod 003 - ODC's - Travel and Time Extension: Modify Contract Work Order AE35279-002 to add Other Direct Costs (ODCs) -Travel, for previously approved personnel of Consultant to attend one review meeting with Metro staff. Extend Period of Performance for Contract Work Order AE35279-002 from December 17, 2017 to January 31, 2018	\$1,631.00	12/8/2017	1/31/2018
	2.4	Constructability Evaluation and Risk Assessment Review Mod 004 - Time Extension through March 31, 2018. The scope of services, as detailed in CWO-002, remains unchanged and there is no increase to the contract value.	\$0.00	1/30/2018	3/31/2018
	2.5	Constructability Evaluation and Risk Assessment Review Mod 005 - Time Extension through June 30, 2018. The scope of services remains unchanged and there is no increase to the contract value.	\$0.00	3/13/2018	6/30/2018
	2.6	CWO Closeout	(\$12,847.75)	3/18/2020	3/30/2020
Project Delivery Support	3	Project Delivery Development Support - Overall advice and assistance are required on federal and project implementation issues that arise on Metro's major capital, including assistance on National Environmental Policy Act (NEPA) issues and documents, and litigation issues involving or affecting Metro projects.	\$300,000.00	9/12/2017	6/30/2018
	3.1	Project Delivery Development Support - Modified Direct Rate Ranges: Remove the fixed "Rate Per Hour" for the Project Delivery & Contract Development Technical Advisor and replace it with a "Direct Rate Range".	\$0.00	10/26/2017	10/26/2017
	3.2	Project Delivery Development Support - Extend PoP for FY19: continuation of support services for FY19; overall advice and assistance required on federal and project implementation issues that arise on Metro major capital projects including NEPA, full funding grant agreement, and litigation affecting the projects.	\$224,561.00	6/29/2018	6/30/2019
	3.3	Overall Advice and assistance are required on federal and project implementation issues that arise on Metro's major capital, including assistance on National Environmental Policy Act (NEPA) issues and documents, full funding grant agreement - Program Control, WPLE 2, WPLE 3	\$116,880.00	6/28/2019	6/30/2020
	3.4	Addition of support services for Capital investment grants as outlined in the original SOW & deletion of work for Construction Administration	(\$1.00)	5/7/2020	7/31/2020
	3.5	PoP extension of Project Delivery Development support	\$0.00	6/29/2020	7/31/2021
Crenshaw LAX SWY	4	Cost Estimating Support Services for Crenshaw/LAX and SW Yard Projects: Metro requires program control support services for Crenshaw/LAX and Division 16 Southwestern Yard Maintenance Projects; services to assist Metro to perform estimating functions: support development of budgets for the projects, support design optimization and constructability of the projects, and support procurement and administration of both project contracts.	\$1,057,745.06	9/15/2017	6/30/2018
	4.1	Crenshaw/LAX & Southwestern Yard Projects: Metro requires construction management support/Sr. Configuration Management Analyst on Division 16 Southwestern Yard Maintenance Project to be added to the program control support services scope.	\$121,907.44	11/13/2017	6/30/2018
	4.2	Cost Estimating Support Services for Crenshaw/LAX and SW Yard Projects - Add Personnel: Metro requires additional Sr. Cost Estimator to support Crenshaw/LAX and Division 16 Southwestern Yard Maintenance Projects and has designated an existing Sr. Cost Estimator with increased complexity of tasks justifying a rate increase.	\$148,972.69	12/22/2017	6/30/2018
	4.3	Crenshaw/LAX & Southwestern Yard Projects - Scheduling Support: addition of an experienced scheduler to perform schedule analysis tasks.	\$27,093.33	2/1/2018	6/30/2018
	4.4	Cost Estimating Support Services for Crenshaw/LAX and SW Yard Projects - Additional estimating personnel including Sr. Estimator and Cost Estimating Manager to support existing scope; funding already in existence through original CWO.	\$0.00	5/4/2018	6/30/2018

CONTRACT WORK ORDER (CWO)/MODIFICATION LOG

ATTACHMENT B

Crenshaw LAX SWY	4.5	Crenshaw/LAX & Southwestern Yard Projects - Program Control Support Services - Extend Period of Performance: continuation of support services through FY19.	\$1,804,836.00	6/25/2018	6/30/2019	
	4.6	Add experienced scheduling support services for Crenshaw/LAX project to perform schedule analysis tasks.	\$218,069.00	9/5/2018	6/30/2019	
	4.7	Add Sr. Configuration Management Analyst: addition of an experienced Sr. Configuration Management Analyst to perform schedule analysis tasks.	\$68,268.00	9/5/2018	6/30/2019	
	4.8	FY20 continuation of cost estimating, configuration management, and cost/schedule staff and addition of new cost estimating staff.	\$1,716,859.00	6/17/2019	6/30/2020	
	4.9	Additional cost schedule analyst staff support services for Crenshaw and Eastside Light Rail Access	\$70,633.00	3/3/2020	7/31/2020	
	4.10	Reducing Southwestern Yard services under CWO 4 and increasing services for Crenshaw/LAX.	\$348,054.35	6/30/2020	6/30/2021	
	4.11	Add Sr. Scheduler Support Services to Crenshaw	\$31,974.00	10/26/2020	6/30/2021	
PMIS	5	Project Management Information System (PMIS) Ongoing Support: Contractor shall provide technical expertise to perform ongoing PMIS supporting, including hosting and on-going technical and implementation support as required to support existing systems.	\$451,825.10	9/29/2017	6/30/2018	
	5.1	PMIS Ongoing Support - Travel ODC's: Modify Contract Work Order AE35279-005 to add Other Direct Costs (ODCs) - Travel for previously approved personnel of listed subconsultant, Stellar Services.	\$20,376.00	12/5/2017	6/30/2018	
	5.2	PMIS Ongoing Support - The required ongoing support for PMIS remains unchanged.	\$102,439.27	2/5/2018	6/30/2018	
	5.3	PMIS Ongoing Support - Extend Period of Performance: ongoing PMIS supporting, including hosting and on-going technical and implementation support as required to support existing systems.	\$599,106.00	6/20/2018	6/30/2019	
	5.4	PMIS Ongoing Support - Revise Stellar scope of work to include programming support and troubleshooting for the new Oracle Primavera Unifier application. Support is required to assist in system design and testing for cost forecasting functionality development that will eventually replace the EcoSys application.	\$74,826.00	1/18/2019	6/30/2019	
	5.5	PMIS Ongoing Support - Extend Period of Performance: ongoing PMIS supporting, including hosting and on-going technical and implementation support as required to support existing systems.	\$1,925,894.00	7/31/2019	7/31/2020	
	5.6	PMIS FY20 Oracle Unifier system requires system enhancements specific to Metro's application.	\$402,779.00	2/12/2020	6/30/2020	
	5.7.1	PMIS FY21 Systems Ongoing Support	\$1,822,376.00	7/30/2020	6/30/2021	
	5.7.2	PMIS FY21 Systems Ongoing Support: I-5	\$100,000.00	11/3/2020	6/30/2021	
	5.8	PoP extension through 7/30	\$0.00	7/2/2020	7/30/2020	
5.9	Brio Solution and Electronic signatures	\$44,241.00	12/14/2020	7/30/2021		
WPLE 1	6	WPLE 1 Project requires scheduling, cost engineering, and estimating support services.	\$919,952.06	9/19/2017	6/30/2018	
	6.1	PoP Extension for FY2019: SOW in original.	\$722,326.00	6/21/2018	6/30/2019	
	6.2	Substitute Sr. Cost Estimator at a lower rate.	(\$18,551.58)	11/13/2018	6/30/2019	
	6.3	Continuation of cost estimating services and addition of cost/schedule analyst support for FY20.	\$1,363,051.00	6/10/2019	6/30/2020	
	6.4	WPLE 1 - Continuation of PMSS through FY21	\$652,039.00	7/1/2020	6/30/2021	
WPLE 2	7	WPLE 2 Project requires scheduling, cost engineering, and estimating support services.	\$627,112.16	9/19/2017	6/30/2018	
	7.1	Substitute Personnel: Consultant shall substitute one Sr. Cost Estimator with one Sr. Cost Estimator provided by its approved, listed Subconsultant to support Westside Purple Line Section 2.	(\$7,637.35)	12/27/2017	6/30/2018	
	7.2	Eliminate Sr. Cost/Schedule Analyst Position: Based on the current Project needs, the Sr. Cost/Schedule Analyst Position is no longer required.	(\$234,501.26)	1/29/2018	6/30/2018	
	7.3	PoP Extension for FY2019: continuation of cost estimating support services for FY19.	\$504,336.00	6/29/2018	6/30/2019	
	7.4	PoP Extension for FY2019: continuation of cost estimating support services for FY20.	\$1,096,360.00	7/9/2019	6/30/2020	
Environmental	8	The Environmental Compliance and Sustainability Program requires support services, including project controls and estimating support.	\$457,408.18	9/13/2017	6/30/2018	
	8.1	Consultant to add more personnel that were inadvertently omitted from the list of approved personnel of approved, listed subconsultant, Lenax Construction	\$0.00	11/20/2017	6/30/2018	
	8.2	Additional personnel inadvertently omitted from the list of approved personnel of approved, listed subconsultant, Lenax Construction Services, Inc.	\$0.00	12/13/2017	6/30/2018	
	8.3	Extend PoP into FY2019: continued support services including project controls and estimating services as previously detailed in original CWO 8.	\$630,051.00	6/20/2018	6/30/2019	
	8.4	Substitute Personnel at different rates	(\$41,041.95)	2/11/2019	6/30/2019	
	8.5	Environmental compliance and Sustainability strategic team alignment workshop	\$10,435.00	3/28/2010	6/30/2019	
	8.6	Extend PoP into FY2020: continued support services including project controls and estimating service.	\$194,044.00	6/27/2019	6/30/2020	
	8.7	Additional funding for estimating services for Environmental compliance in FY20	\$99,384.00	12/23/2019	6/30/2020	
	Regional Connector	9	Regional Connector Transit Project requires program control support services, specifically, estimating support.	\$368,983.64	9/19/2017	6/30/2018
		9.1	PoP Extension for FY19: Regional Connector Project requires program control support services, specifically, estimating support, as previously outlined in CWO No.9.	\$50,396.00	6/8/2018	6/30/2019
9.2		Additional Sr Cost Estimator for four months.	\$77,257.00	9/6/2018	12/31/2018	
9.3		Addition of project scheduling and cost engineering support services.	\$179,912.00	12/7/2018	6/30/2019	
9.4		Continuation of the cost estimating services with no cost increase through FY19.	\$0.00	3/8/2019	6/30/2019	
9.5		Addition of program control and estimating support for FY20 services.	\$917,271.00	6/25/2019	6/30/2020	
DBE Contract Compliance	10	PMIS Unifier Prototype: Current Contract Management 14 of the Project Management Information System is obsolete. Immediate analysis is needed to conduct initial assessments of the system needs and enhancements required to replace the current CM14 and EcoSvs cost system.	\$245,165.16	9/21/2017	12/31/2017	
	11	Contract Compliance Support Services/Diversity & Economic Opportunity Department (DEOD) requires contract compliance monitoring support services consistent with the Department of Transportation (DOT) 49 Code of Federal Regulations (CFR) Part 26 and Metro's Disadvantaged Business Enterprise (DBE) program, Small Business Enterprise (SBE) program and/or Disabled Veterans Business Enterprise (DVBE) program.	\$634,678.54	10/13/2017	6/30/2018	
	11.1	Addition of Personnel - No Cost: add personnel to provide interim support as required.	\$0.00	2/28/2018	6/30/2018	
	11.2	PoP Extension through August 31, 2018. There is no increase to the contract value.	\$0.00	6/6/2018	8/31/2018	
	11.3	Addition of Personnel: add personnel to provide interim support as required; Senior Contract Compliance Officers to provide contract compliance monitoring support services consistent with the Department of Transportation (DOT) 49 Code of Federal Regulations (CFR) Part 26 and Metro's Disadvantaged Business Enterprise (DBE) Program.	\$1,117,360.00	9/6/2018	6/30/2019	
	11.4	Add Replacement Staff (Credit Mod.): add approved replacement personnel at a lower rate in the direct labor categories of Senior Contract Compliance Officer.	(\$9,449.00)	12/12/2018	6/30/2019	
	11.5	DEOD is utilizing Sr. Consultant Compliance Officer consultant services to provide contract compliance monitoring support services consistent with the DOT 49 CFR Part 26.	\$1,544,380.00	8/1/2019	7/31/2020	
	11.6	Addition of consultant staff to provide interim compliance monitoring support on various non-mega projects.	\$82,358.00	3/30/2020	7/31/2020	
	11.7.1	DBE Contract Compliance Consulting Services - Regional, Crenshaw, WPLE 1, 2, 3	\$1,176,154.00	8/4/2020	6/30/2021	
	11.7.2	DBE Contract Compliance Consulting Services - SCRIP	\$126,054.00	8/31/2020	6/30/2021	

CONTRACT WORK ORDER (CWO)/MODIFICATION LOG

ATTACHMENT B

PMIS Enhancement Implementation	12	PMIS Enhancement Implementation: Current Contract Management 14 of the Project Management Information System is obsolete. Implementation support is needed to conduct the enhancements, required to replace the current CM14 and EcoSys cost system. Implementation consists of three project phases.	\$1,919,948.74	11/30/2017	12/31/2018
	12.1	Additional PMIS Implementation Support and Solution Architect: full-time position shall assist in the process transition from use of EcoSys for cost reporting to Oracle Primavera Unifier.	\$235,827.00	12/4/2018	6/30/2019
	12.2	POP Extension and Additional Work: support extended outreach to business process support groups and projects during design to solicit engagement and acceptance and provide additional pilot testing/training; allowance for design changes that are likely to result from the extended outreach; change includes more comprehensive support efforts during the initial go live period for training, technical support, and minor design changes.	\$379,785.00	1/3/2019	6/30/2019
	12.3	PMIS Unifier Implementation Additional Pilot Testing: Consultant shall perform extended outreach sessions; extended Pilot Testing Period; re-development of business processes; redesign configuration management business processes from prior process used in CM14 to streamline processes and obtain staff buy-in; ongoing support for post go-live period; redesign Cost Engineer cost forecasting business processes and reporting.	\$499,224.00	2/26/2019	6/30/2019
	12.4	PMIS Unifier Implementation additional data migration testing.	\$149,997.44	5/8/2019	6/30/2019
	12.5	PMIS Unifier Implementation additional data migration testing - PoP extension.	\$0.00	6/27/2019	9/30/2019
	12.6	Closeout of CWO 12 and modifications.	(\$17,766.44)	1/31/2020	1/31/2020
Construction Market Analysis	13	Contractor to conduct a construction market analysis to assess key factors of the Los Angeles area construction market.	\$266,134.23	11/15/2017	4/30/2018
	13.1	PMSS Los Angeles Construction Market Analysis - POP Extension: This Modification extends the period of performance through June 30, 2018.	\$0.00	5/7/2018	6/31/2018
	13.2	CWO Closeout of any balance not spent	(\$3,922.64)	6/5/2020	6/5/2020
WSAB	14	West Santa Ana Branch (WSAB) P3 Technical Advisory Support - Metro requires technical advisory in support of evaluation of various P3 project delivery alternatives and subsequent development of a procurement package for a P3 contractor for the WSAB Light Rail Project.	\$203,546.08	12/28/2017	3/15/2018
	14.1	No-Cost Time Extension: extend period of performance for continued technical advisory support of evaluation of various P3 project delivery alternatives and subsequent development of a procurement package for a P3 contractor for the WSAB Light Rail Project through June 30, 2018.	\$0.00	2/28/2018	6/30/2018
	14.2	Add expertise with Project Meetings: Program Management requires additional personnel with different technical expertise be added to provide technical support required on the WSAB, specifically with a project workshop.	\$4,465.00	3/15/2018	6/30/2018
	14.3	Add expertise with Project Meetings - Program Management requires additional personnel with different technical expertise be added to provide partnering/workshop facilitation support required on the WSAB Project.	\$6,857.06	4/20/2018	6/30/2018
	14.4	Extend PoP: continuation of P3 technical advisory support through FY19.	\$1,548,668.00	7/10/2018	6/30/2019
	14.5	Add Personnel: additional Sr. Configuration Management Analyst and Sr. Cost Estimator personnel with different technical expertise.	\$80,930.00	9/17/2018	6/30/2019
	14.6	Add Personnel: Additional Project Delivery and Contract Development Advisor	\$119,677.00	11/5/2018	6/30/2019
	14.7	P3 Performance Requirements Development - To support the WSAB P3 procurement, Metro needs to develop a set of comprehensive performance requirements and solicitation technical packages that will be used during all phases of the P3. Contractor shall provide technical resources, knowledge, and expertise to assist with the development of the performance requirements. For the technical packages Metro expects mid to senior level type project managers who are subject matter experts in their respective disciplines. This falls under the Project Delivery and Contract Development/Compliance function of the PMSS contract. Provide additional Sr. Cost Estimator to maintain schedule for the P3 solicitation package.	\$1,561,563.15	1/3/2019	6/30/2019
	14.8	Modify CWO 14, and Mods 2, 3, 4, and 7: Closeout CWO 14, Modifications 2 and 3. The modification of these documents is a reduction of \$44,055.06. Reduction of hours in CWO 14, Mods 4 and 7 in the combined amount of \$955,944.57 = \$1M total.	(\$1,000,000.00)	3/8/2019	3/8/2019
	14.9	WSAB P3 Technical Advisory Support - Extend Period of Performance: continuation of project delivery and contract development support through FY20.	\$0.00	6/25/2019	7/31/2019
	14.10	Support WSAB P3 procurement, develop comprehensive performance requirements and solicitation technical packages; provide technical resources, knowledge, and expertise under the Project Delivery and Contract Development/Compliance function.	\$4,092,522.00	7/31/2019	7/31/2020
	14.11	Modify CWO 14, and its Modifications to add Project Management support, reduce the Contract Value by \$1,500,000, and extend the PoP through December 31, 2020.	(\$1,500,000.00)	4/1/2020	12/31/2020
14.12	Extend PoP: continuation of WSAB services through FY21	\$0.00	1/4/2021	6/30/2021	
Patsaouras Busway Station	15	PMSS on Bus & Rail Capital and Soundwall Projects: Metro requires program control support services in accordance with the scope of work on Bus and Rail capital, and Soundwall projects.	\$96,072.21	12/13/2017	6/30/2018
	15.1	PMSS on Bus & Rail Capital and Soundwall Projects - PoP Extension: Metro requires continued program control support services on Bus and Rail Capital, and Soundwall Projects, as previously outlined in CWO No.15.	\$133,588.00	6/6/2018	6/30/2019
	15.2	Extension of PoP through FY20.	\$392,608.00	6/27/2019	7/31/2020
	15.3	Project Manager services necessary for providing oversight support in design review, construction oversight reporting, preparing technical documents, various office related support services.	\$126,051.00	3/11/2020	7/31/2020
	15.4	PoP Extension through FY21.	\$0.00	8/5/2020	6/30/2021
	15.5	PMSS on Soundwall 11 Project - Increase Budget for FY21.	\$75,331.00	8/26/2020	6/30/2021
1405 Closeout	16	I-405 Widening Project Closeout Support: Metro requires project close-out support in accordance with the scope of work on the 1-405 project.	\$391,957.37	12/27/2017	12/31/2018
	16.1	Continue I-405 Widening Project Closeout Support through 3/2019.	\$206,241.00	10/4/2019	3/31/2019
	16.2	Continue I-405 Widening Project Closeout Support through 12/2019.	\$274,951.00	3/15/2019	12/31/2019
	16.3	Continue I-405 Widening Project Closeout Support through 12/2020.	\$95,098.00	1/9/2020	12/31/2020
	16.4	Extension of PoP through FY21.	\$0.00	2/2/2021	6/30/2021
	WPLE 3	17	PMSS Project Management Support WPLE3: Metro requires project support services in accordance with the scope of work on Westside Purple Line Extension Section 3 Project.	\$286,495.87	1/18/2018
17.1		PMSS Project Management Support WPLE3 - Extend Pop into FY19: continuation of support services for FY19.	\$781,400.00	6/29/2018	6/30/2019
17.2		Add Sr. Cost Estimator and Sr. Configuration Mgmt Analyst for WPLE.	\$258,335.00	2/14/2019	6/30/2020
17.3		Continuation of services for cost estimating, cost/schedule analyst, and configuration management analyst through FY20.	\$1,168,236.00	8/22/2019	6/30/2020
17.4		Addition of a cost estimator through FY20.	\$104,905.00	11/7/2019	6/30/2020
17.5		WPLE 3 - continue PMSS services through FY21.	\$835,887.00	6/30/2020	6/30/2021
17.6		Addition of a Sr. Configuration Management Analyst.	\$98,048.00	2/9/2021	6/30/2021
WIN LA	18	PMSS - WIN/LA FY 2018: Metro requires technical support for the development and implementation of the Workforce Initiative Now.	\$111,514.88	1/29/2018	6/30/2018
	18.1	PMSS - WIN/LA FY19 - Extend POP - cont. technical support for WinLA development in FY19.	\$173,096.67	6/21/2018	6/30/2019
	18.2	PMSS - WIN/LA FY20 - Staff replacement.	\$0.00	1/14/2019	6/30/2019
	18.3	Extend POP - continued technical support for the development of WinLA in FY20.	\$10,380.00	6/25/2019	9/30/2019
18.4	PMSS - WIN LA CWO Closeout.	(\$3,096.54)	3/11/2020	3/11/2020	

CONTRACT WORK ORDER (CWO)/MODIFICATION LOG

ATTACHMENT B

Capital Improvement/SGR Projects	19	Project Management Support for State of Good Repair (SGR) and Other Capital Projects: Metro requires project support services on State of Good Repair and Other Capital Projects.	\$112,974.65	2/8/2018	6/30/2018
	19.1	Project Management Support for SGR and Other Capital Projects - PoP Extension for FY19: Modification also revises CWO 19 to include project support services to Project 205115, MBI Track & Systems, which was not part of the original CWO.	\$307,665.00	6/5/2018	6/30/2019
	19.2	Extension of support services on SGR and other Capital projects.	\$179,319.00	6/27/2019	12/31/2019
	19.3	Project Management Support for SGR and Other Capital Projects - PoP Extension.	\$0.00	2/11/2020	7/31/2020
Risk Mgmt Support Services	20	Risk Management Support Services: assist the Metro Risk Manager in the facilitation of cost and schedule risk analysis of major capital projects, including federal and non-federal funded projects, work with project control staff to ensure the requirements of the Metro Risk Management procedure are being implemented correctly, work with project control staff in developing and managing project risk registers as required by Metro, record and analyze risk trends, and develop the risk sections of PMP.	\$99,436.00	9/21/2018	6/30/2019
	20.1	Extension of Risk Management support services.	\$98,039.00	6/27/2019	6/30/2020
	20.2	Reduction of services.	(\$132,391.98)	2/11/2020	7/31/2020
	20.3	Additional Risk Management services through FY21	\$29,946.00	2/17/2021	6/30/2021
	20.4	PoP extension only	\$0.00	7/30/2020	6/30/2021
Schedule Claims Support	21	Schedule Claims Avoidance Support Services - Regional Connector Project requires schedule claims avoidance support specifically in the areas of analysis of early completion schedules, and recommendations for possible resolution of current and actual claims.	\$50,205.05	10/12/2018	12/31/2019
	21.1	Close-out of CWO021	(\$8,230.97)	9/3/2020	9/3/2020
Regional Rail	22	Regional Rail: project management controls services in support of the Metro Regional Rail Program to prepare project controls deliverables.	\$95,595.00	9/24/2018	6/30/2019
	22.1	Extend PoP of existing scope of work through September 30, 2019.	\$0.00	6/27/2019	9/30/2019
	22.2	Regional Rail CWO Closeout.	(\$83,212.71)	3/3/2020	3/3/2020
New Blue	23	Program Management Support Services (PMSS) for New Blue Projects - provide Cost Estimating, Scheduling and Configuration Management support services for Construction Contracts.	\$640,047.00	9/24/2018	6/30/2019
	23.1	Extension of PoP through FY20.	\$1,444,762.00	6/24/2019	6/30/2020
	23.2	Add a cost estimator position within the current approved CWO budget.	\$0.00	8/28/2019	6/30/2020
	23.3	Reduction in services for New Blue CWO.	(\$963,174.00)	4/7/2020	12/31/2020
	23.4	PoP extension only.	\$0.00	1/4/2021	6/30/2021
	23.5	Willowbrook Rosa Park increase LOE.	\$529,285.00	2/1/2021	6/30/2021
Eastside Access	24	PMSS for Eastside Access Improvement Project: provide technical resources, knowledge, and expertise to perform the following project manager tasks, which include but are not limited to: coordinate design meetings, provide quality control review on design submittals, communicate and coordinate with Metro design consultants, prepare monthly project status reports, review and update project design schedule, prepare monthly FT A status reports.	\$237,268.00	9/25/2018	12/31/2019
	24.1	Extension of PoP in FY20.	\$27,579.00	7/19/2019	8/31/2019
	24.2	Extension of PoP through mid-FY20.	\$62,031.00	8/30/2019	12/31/2019
	24.3	Eastside Access Continued Support through FY21.	\$64,185.00	5/8/2020	12/31/2020
	24.4	Extension of Eastside Access support through FY21.	\$74,929.00	1/21/2021	6/30/2021
East San Fernando Valley	25	PMSS for East San Fernando Valley (ESFV): Program Management requires Project Delivery & Contract Devel. Advisors with different technical expertise be added to provide support required on the ESFV Project.	\$428,282.00	11/9/2018	6/30/2019
	25.1	PoP extension of the existing scope of work.	\$0.00	6/26/2019	7/31/2019
	25.2	Extension of ESFV support through FY20 and P3 Vfm Cost Data and Risk Assessment report.	\$1,136,791.00	7/17/2019	7/31/2020
	25.3	ESFV PoP extension of services and addition of staff through FY21.	\$0.00	7/30/2020	6/30/2021
	25.4	Authorize Third Party Support on ESFV project.	\$0.00	1/21/2021	12/31/2021
Program wide activities	26	Contract Submittal Review: Consultant shall review contract language for submittal requirements and assess where City of LA submittal reviews can be streamlined; review contract language and assess where changes can be made that result in an even clearer and more equitable risk sharing between Metro and the contractor with regard to timely LA City submittal turn-around.	\$99,436.00	1/9/2019	6/30/2019
	26.1	Contract Submittal Review; RE Manual: Consultants shall draft revised RE Manual for review by DEO, Program Management and incorporate Metro review comments and submit final RE Manual revision to Metro Configuration Management for Issuance.	\$99,668.00	1/14/2019	6/30/2019
	26.2	Add p/t Administrative Analyst and extend PoP.	\$7,800.00	6/20/2019	6/30/2020
	26.3	Addition of a Technical Program Manager for third party support.	\$214,199.00	9/23/2019	6/30/2020
	26.4	Progressive Design White Paper.	\$21,899.00	2/18/2020	6/30/2020
DRB Document Prep	27	DRB Presentation Support: WPLE 1 Project requires review, critique, comments on Metro position paper, created by Metro's project team including claims consultants, and associated documents prepared for the DRB hearing on the Fairfax Station subgrade; develop and present a formal presentation to the DRB on behalf of Metro; and represent Metro throughout the DRB process.	\$52,250.00	1/18/2019	6/30/2019
Sepulveda	28	Sepulveda Corridor Project P3 Technical Advisory Support: provide Project Delivery & Contract Development Advisor, Cost/Schedule Analyst, and Project Manager during the development of P3 procurement documents.	\$154,133.00	2/27/2019	6/30/2019
	28.1	PoP extension through July 2019.	\$0.00	6/26/2019	7/31/2019
	28.2	Extension of Sepulveda Corridor project P3 technical advisory support through FY20.	\$3,295,965.00	7/19/2019	7/31/2020
	28.3	Sepulveda Corridor Project P3 Technical Advisory Support FY21 PoP extension and reduction in services.	(\$462,415.00)	7/29/2020	7/31/2021
	28.4	Sepulveda Corridor - Additional Direct Labor categories.	\$0.00	9/24/2020	7/31/2021
DBE Commercially Useful Function	29	Consultant to evaluate the management, supervision, and performance actions of DBE firms working on FTA-funded and/or State/local funded contracts to determine if DBE firms are performing commercial useful function (CUF).	\$50,456.18	5/13/2019	6/30/2019
	29.1	PoP extension.	\$0.00	7/1/2019	7/15/2019
	29.2	Continue CUF site visits and related assignments for Contract Compliance monitoring services through FY20.	\$539,940.00	7/11/2019	6/30/2020
	29.3	PoP extension.	\$0.00	6/30/2020	7/15/2020
	29.4	Cont Conduct Commercial Useful Function Site Visits through FY21.	\$521,323.00	7/27/2020	6/30/2021
Centinela/Florence	30	Cost Estimating support services for the Centinela/Florence Grade Separation project through FY20.	\$26,130.00	5/24/2019	6/30/2020
	30.1	PoP extension for the Centinela/Florence Grade Separation project through FY21.	\$0.00	4/21/2020	6/30/2021
I-5 N Capacity Enhancement	31	Consultant to provide PMSS for I-5 N capacity enhancement project in the form of executive oversight and direction for the highway construction program.	\$387,797.00	7/8/2019	6/30/2020
	31.1	Consultant to provide independent constructability review for the I-5 HOV & Truck lanes project.	\$813,752.00	8/26/2019	6/30/2020
	31.2	I-5: Consultant to provide additional Sr. Program Management Analyst support to manage the development and implementation of computer monitoring systems for cost and schedule performance on the project.	\$711,659.00	11/4/2019	6/30/2020
	31.3	I-5: Consultant to provide Project Controls Manager input and direction that leads to the development of process and procedure for projects delivered by this department.	\$810,083.00	7/1/2020	12/31/2020
	31.4	Extend PoP and increase support services for I-5.	\$488,557.00		7/31/2021
	31.5	PoP extension only.	\$0.00	1/20/2021	2/28/2021

CONTRACT WORK ORDER (CWO)/MODIFICATION LOG

ATTACHMENT B

Estimating Database	32	Consultant to assist in the development of the Metro in-house Timberline database to assist the Cost Estimating department with preparing estimates (Task 1 - assess in-house historical cost data and develop a work plan).	\$46,799.00	9/16/2019	1/31/2020
	32.1	Consultant to assist in the development of the Metro in-house Timberline database to assist the Cost Estimating department with preparing estimates (Task 2 and 3 - set up the database, then organize, update and test the database).	\$149,997.00	2/18/2020	7/31/2020
Construction Market Analysis	33	Consultant to conduct a construction market analysis to assess key factors of the Los Angeles area construction market.	\$149,854.00	10/3/2019	6/30/2020
Admin. Multiple Capital Projects	34	PMSS Administrative Analyst Services for Orange Line Enroute Bus Charging Stations, Division 1 Improvement, Division 11 & 22 Roofing Replacement / ROC Roofing Replacement, and Cesar Chavez Transit Pavilion.	\$94,497.00	11/18/2019	6/30/2020
	34.1	Closeout of CWO 34 Admin Analyst Support for Multiple Capital Projects	(\$63,312.99)	6/25/2020	6/25/2020
Soundwall Package 11	35	Contractor shall provide construction scheduling support to the Program Management Department in support of the Sound Wall Package 11 project.	\$44,220.00	1/13/2020	6/30/2020
	35.1	PoP extension through FY21	\$0.00	6/30/2020	6/30/2021
Division 20 Portal Widening turnback	36	Consultant to provide Cost Estimating support services for Construction including technical resources, knowledge, and expertise to perform Cost Estimating tasks.	\$200,406.00	1/9/2020	6/30/2020
	36.1	PoP extension only.	\$0.00	6/30/2020	8/31/2020
	36.2	PMSS for Division 20 PWT project services and PoP extension.	\$364,179.00	7/13/2020	6/30/2021
WIN LA Mapping	37	The contractor shall provide technical support to DEOD staff to develop technical process mapping for integration of activities related to the second phase of WIN-LA program implementation. support DEOD staff with the integration of the private employer (prime contractor) business requirements, processes and workflow into the WIN-LA software system.	\$67,386.00	1/24/2020	6/30/2020
Airport Metro Connector	38	Consultant to provide Cost Estimating and Configuration Management support services for the Airport Metro Connector project.	\$190,635.00	2/11/2020	7/31/2020
	38.1	PMSS AMC services through FY21.	\$532,449.00	7/20/2020	6/30/2021
OL BRT Improvement Project	39	Consultant to provide Project Manager support for Metro Orange Line Bus Rapid Transit Improvement during FY2020 and FY2021	\$491,224.00	3/3/2020	6/30/2021
	39.1.1	Extend Period of Performance and Continue PMSS for Metro Orange Line Bus Rapid Transit Improvement Project.	\$250,000.00	1/20/2021	7/31/2021
Green Line Extension	40	Green Line - Consultant shall provide assistance to Metro to manage performance of capital projects including all aspects of technical support, schedules, budget, funding, grants management, staffing, agency reporting, and prioritization of work.	\$325,058.00	4/9/2020	12/31/2020
	40.1	Continue PMSS for Green Line Ext. to Torrance.	\$134,932.00	1/5/2021	7/31/2021
Measure R	41	PMSS - Senior Program Management Analyst for FTA and Project Control.	\$130,171.00	7/2/2020	6/30/2020
	41.1	Continue PMSS for Sr. Program Management Analyst for FTA.	\$9,991.00	3/3/2021	6/30/2021
	41.2	Continue PMSS for Sr. Program Management Analyst for FTA for FY22	\$89,940.00	TBD	6/30/2022
	42	Third Party Administration PMSS.	\$161,210.00	8/20/2020	6/30/2021
Multiple Third Party	42.1	Third Party Administration - PMSS for MOL BRT Improvement Project.	\$60,000.00	9/17/2020	6/30/2021
	42.2	Additional Third Party admin. Services on ESFV.	\$46,440.00	1/14/2021	6/30/2021
	42.3	Additional Third Party Admin. Services.	\$14,826.00	1/26/2021	6/30/2021
Environmental	43	Environmental Compliance PMSS support for FY21.	\$86,103.00	8/28/2020	6/30/2021
	43.1	Environmental Compliance and Sustainability FY21 Support Estimating services	\$100,000.00	3/30/2021	9/30/2021
I-405 Visual	44	I-405 Visual Screening project.	\$44,391.00	8/28/2020	6/30/2021
	44.1	Additional Sr. Program Management Analyst services	\$0.00	3/29/2021	6/30/2021
	44.2	Additional Sr. Configuration Management Analyst and Sr. Program Management Analyst services	\$29,868.00	TBD	7/31/2021
Program Mgmt Admin	45	Admin Analyst support to Engineering and Program Management Executive Office.	\$97,629.00	10/26/2020	6/30/2021
Metro Center Project	46	Configuration Management and Third Party support on Metro Center Street project.	\$603,661.00	1/12/2021	3/31/2023
Construction Administration	47	Asset Management Maturity Model.	\$51,586.00	1/20/2021	6/30/2021
Rail to Rail	48	Rail to Rail Active Transportation Corridor Project	TBD	TBD	12/31/2021
105 Express	49	105 Express Lanes Project Manager support	\$55,731.00	TBD	6/30/2021
Construction Administration	50	Transit Project Cost reduction	\$67,177.00	TBD	7/31/2021
	50.1	Update Los Angeles Construction Market Analysis	\$135,385.00	TBD	7/30/2021
			Board Authorized: \$63,347,705	\$60,697,276.05	

## DEOD SUMMARY

**PROGRAM MANAGEMENT SUPPORT SERVICES (PMSS)  
CONTRACT NO AE35279**

**A. Small Business Participation**

Kal Krishnan Consulting Services/Triunity Engineering & Management Joint Venture (KTJV), a DBE Prime, made a 73.31% DBE commitment for this contract. The overall DBE participation for this contract based on the cumulative value of all Contract Work Orders (CWO) issued.

To date, forty-eight (48) CWO's and their Modifications have been awarded. Based on payments reported, the contract is 78.34% complete and the cumulative DBE participation of all Work Orders awarded is 69.65%, representing a 3.66% shortfall.

KTJV contends, as concurred by Metro's Project Manager, that scope of work earmarked for non-DBE firms has grown significantly compared to the original cost proposal. However, KTJV does anticipate a growth in core Program and Project Control services to be performed by DBE firms, that will increase KTJV's level of DBE participation.

Notwithstanding, Metro Project Managers and Contract Administrators will work in conjunction with DEOD to ensure that KTJV remains on schedule to meet or exceed its DBE commitments. Metro staff will request that KTJV submit an updated mitigation plan if KTJV is not on track to meet its small business commitment. Additionally, key stakeholders associated with the contract have been provided access to Metro's tracking and monitoring system to ensure that all parties are actively tracking Small Business progress.

<b>SMALL BUSINESS COMMITMENT</b>	<b>73.31% DBE</b>	<b>SMALL BUSINESS PARTICIPATION</b>	<b>69.65% DBE</b>
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	<b>DBE Contractors</b>	<b>Scope of Work</b>	<b>Ethnicity</b>	<b>Current Participation</b>
1.	KKCS (JV Partner / DBE Prime)	Program Management, Project Control	Subcontinent Asian	25.59%
2.	Triunity (JV Partner / DBE Prime)	Program Management	African American	16.15%
3.	Armand Resource Group, Inc.	Contract Compliance	African American	6.92%
4.	Lenax	Cost Estimating	Caucasian Female	7.77%



	Construction Services, Inc.	& Project Controls Support Services		
5.	LKG-CMC, Inc.	Doc. Control, Configuration Mgmt. Admin.	Caucasian Female	2.18%
6.	MBI Media	Public Outreach and Meeting Facilitation	Caucasian Female	TBD
7.	The Omni Group, LLC	Project Program Management Support Services	African American	0.14%
8.	Ramos Consulting Services	Project Controls & Estimating	Hispanic American	2.05%
9.	Stellar Services, Inc.	Program Management Information Systems	Asian Pacific American	0.26%
10.	Arkadia & Associates	Project Management Support Services	Caucasian Female	0.85%
11.	Destination Enterprises	Program Management Support Services	Caucasian Female	7.19%
12.	Brio Solutions (Added)	Provide Knowledge and Expertise on FTA project Reporting and Other Related Activities	Subcontinent Asian American	TBD
13.	Insight Strategies (Added)	Facilitate Leadership Team Workshops	Caucasian Female	0.05%
14.	Zephyr UAS, Inc. (Added)	Provide Technical Documents and Interface with Union Pacific Rail Road (UPRR)	Hispanic American	0.50%
<b>Total DBE Participation</b>				<b>69.65%</b>

**B. Living Wage and Service Contract Worker Retention Policy Applicability**

A review of the current service contract indicates that the Living Wage and Service Contract Worker Retention Policy (LW/SCWRP) was not applicable at the time of award. Therefore, the LW/SCWRP is not applicable to this modification.

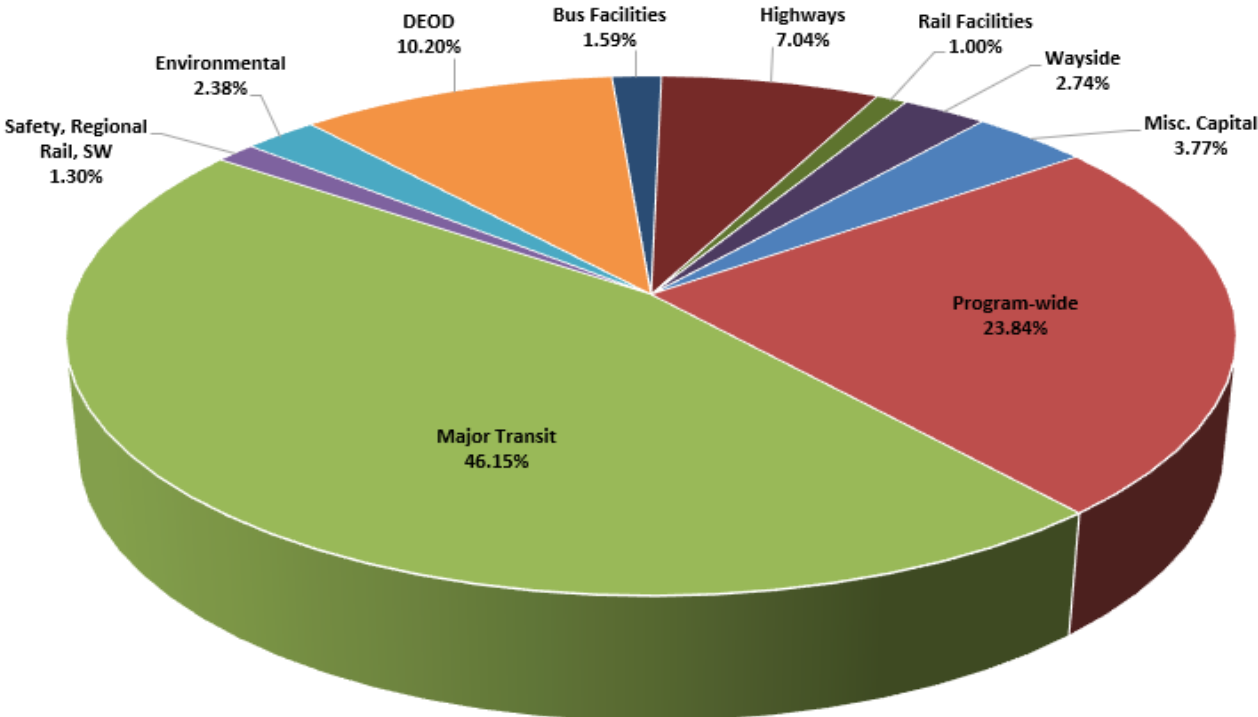
**C. Prevailing Wage Applicability**

Prevailing wage is not applicable to this modification.

**D. Project Labor Agreement/Construction Careers Policy**

Project Labor Agreement/Construction Careers Policy is not applicable to this Contract. Project Labor Agreement/Construction Careers Policy is applicable only to construction contracts that have a construction contract value in excess of \$2.5 million.

CURRENT SUPPORT PROVIDED BY PROJECT CATEGORY



## CURRENT AND ANTICIPATED LIST OF PROJECTS

**Program-wide Support**

Measure M Program Support\*  
 Measure R Program Support\*  
 Project Management Information System\*  
 Implementation of Construction Management Best Practices  
 Estimating Database Development\*  
 Construction Risk Management\*  
 Public Private Partnerships\*

**Major Transit Construction**

Crenshaw/LAX Light Rail Transit Project\*  
 Regional Connector Transit Project\*  
 Westside Purple Line Extension Section 1 Project\*  
 Westside Purple Line Extension Section 2 Project\*  
 Westside Purple Line Extension Section 3 Project\*  
 Gold Line Foothill Extension Phase 2B Project  
 Orange Line Bus Rapid Transit Improvements Project\*  
 West Santa Ana Branch Transit Project\*  
 East San Fernando Valley Transit Project\*  
 Sepulveda Transit Corridor Project\*

**Misc. Capital Projects**

Division 20 Portal Widening Turnback Facility\*  
 Division 22 Paint and Body Shop  
 Rail to Rail Corridor Active Transportation Connector\*  
 Metro Eastside Access Improvement Projects\*  
 Airport Metro Connector\*  
 Green Line Extension to Torrance\*  
 Centinela Grade Crossing\*

**Security/Safety**

Metro Gold Line I-210 Barrier Replacement Phase I\*  
 Metro Emergency Security Operations Center\*

**Rail Facilities Improvement**

Light Rail Transit Freeway Stations Sound Enclosures  
 Willowbrook/Rosa Parks Station Improvement\*

**Wayside Systems**

Metro Blue Line Track and System Refurbishment\*  
 Metro Blue Line Signal System Rehabilitation\*

**Bus Facilities Improvements**

Bus Rapid Transit Freeway Station Sound Enclosure  
 Metro Silver Line Improvements and Upgrades  
 Division 1 Improvements\*  
 Bus Facility Maintenance Improvement Enhancements Phase II & III  
 Patsaouras Plaza Bus Station Construction\*  
 Rail Facility Improvement\*  
 Cesar Chavez Transit Pavilion\*

**Regional Rail**

LINK US Project\*  
 Metro Center Street Project\*  
 Doran Street and Broadway/Brazil Safety and Access Project  
 Brighton to Roxford Double Track Project  
 Rosecrans/Marquardt Grade Separation Project\*  
 Lone Hill to White Double Track Project

**Soundwall Projects**

Soundwall Package 10  
 Soundwall Package 11\*

**Highway**

I-5 South – HOV project SR 14 to Parker Road\*  
 I-405 HOV Widening\*  
 105 Express Lanes 405-605\*  
 Other Highway projects, as required

**Environmental Compliance Program**

Fuel Storage Tank Program\*  
 Soil Remediation\*  
 Energy Conservative Initiative Project\*  
 Sustainability Environmental Compliance\*  
 Carbon Emission Greenhouse\*  
 Sustainability Design Guide\*

**Diversity & Economic Opportunity in Construction**

DBE Commercially Useful Function\*  
 DBE Contract Compliance\*

\*Project is currently utilizing the PMSS Contract



## Board Report

File #: 2021-0119, File Type: Program

Agenda Number: 33.

### CONSTRUCTION COMMITTEE MAY 20, 2021

**SUBJECT: QUALITY MANAGEMENT CONSULTANT**

**ACTION: APPROVE RECOMMENDATIONS**

**RECOMMENDATION**

AUTHORIZE:

- A. An increase to the total authorized funding for Contract No. PS54007 with PQM, Inc, for pending and future Task Orders to provide Quality Management Consulting services in the amount of \$19,947,286 increasing the authorized funding limit from \$5,378,518 to \$25,325,804 through FY22 and FY23; and
- B. The Chief Executive Officer or their designee to execute individual Task Orders and Contract Modifications changes within the Board approved funding limit.

**ISSUE**

In 2019, the Board approved awarding a seven-year (plus three (3) one-year options), cost plus fixed fee Contract No. PS54007 to PQM, Inc, to provide Quality Management Consultant Services that assist Metro in the delivery of voter approved Measures R, M, and other Board approved Capital Improvement projects.

The primary objective of the Quality Management Consultant is to implement Metro's Quality Management Oversight (QMO) Program which is a risk-based management oversight program to monitor Metro's consultants' and contractors' activities and performance throughout project delivery. Monitoring activities include the implementation of management plans as well as design and construction work products. The QMO program provides Metro with a more consistent, effective way for project teams to oversee and manage their Capital Improvement projects. The QMO Program is a key component to Metro's improved Quality Management System which is in the process of seeking ISO 9001: 2015 registration.

The QMO Program approach can be utilized by Metro in areas in addition to quality, it can be used in any business area that has requirements, processes, and deliverables, both for internal and external stakeholders. This initiative is part of Metro's Best Practices report, please see Attachment D.

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The recommended action will provide funding authority for Task Orders (TO) during the next 24 months, FYs 2022 and 2023. This funding request is in anticipation of continued support of Westside Purple Line Extension Sections 2 & 3 and an additional 9 projects during FY22 and FY23. Life of Project budgets currently include funding for quality oversight, this request is to allow those funds to be utilized within Contract No. PS54007.

Staff intends to return to the Board in two years to request necessary funding authorization as the implemented Quality Management Oversight program matures and is applied to future projects.

## **BACKGROUND**

Over the past 24 months, the Program Management Department, with the support and expertise of the Quality Management Consultant, has begun to implement an improved Quality Management System to support the delivery of Measures R & M projects more effectively. The improvements include a Quality Management Oversight (QMO) Program which has documented processes and procedures to assist Metro with overseeing the work of contractors delivering projects. The QMO Program is a systemized, risk-based approach that verifies that contractors are meeting contract requirements. Westside Purple Line Extension Sections 2 & 3 began implementing the QMO Program 14 months ago. Currently 60% of the QMO Program procedures are being utilized on these projects, and the results of the program have been favorable for Metro and well received by the contractors.

The Quality Management Department has completed a gap analysis which identifies the gaps in the current Quality Management System as compared to the ISO 9001: 2015 standard. The results from this report have been the topics of Quality Management Committee Meetings which focus on the best options for closing these gaps. The Program Management Department, based on the results of the committee meetings, has determined that the most effective way for Metro to oversee projects is by implementing the QMO Program on all capital improvement projects, excluding small, low risk projects.

The Quality Management Department has also completed a thorough review and revision of all quality related contract documents to ensure consistency in language and references within the procurement documents. This exercise was done to ensure that potential contractors are clear on Metro's policy for managing quality and that the results of their performance will be transparent to all project stakeholders.

## **DISCUSSION**

Metro is currently undertaking the largest transportation construction program in the nation. Recognizing that a consistent application of oversight is key to effective project delivery, Metro has implemented a systemized approach to project oversight. The Quality Management Oversight (QMO) Program, currently implemented on Westside Purple Line Extension Sections 2 & 3, has proven to provide the following benefits to Metro:

- Improved confidence and accountability to project stake holders through the transparent

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results of performance on key design and construction activities throughout the life of the project

- Improved communications to project participants through monthly QMO Program reports and Quarterly reviews
- Improved productivity of staff resources, through training on the revised approach and reallocation of resources within both the quality department and project teams
- Improved quality of contract requirements because of the review and analysis of Metro policy's, plans, procedures, and procurement documents

### Scope of the QMO Program

To support the aggressive project implementation schedule for delivering Metro's Capital Program, Metro has implemented the QMO Program that follows the ISO 9001:2015 standard for quality management systems, and measures the contractor's performance during design and construction of both end-products and management processes against the contract and project specific requirements, using risk-based priority planned assessments that provide evidence of conformance or non-conformance for corrective actions, and ultimately for Metro's project teams to have the confidence to accept the work.

The process leverages integrated database technology with workflow capability for all project oversight participants to complete their tasks of the oversight processes. The data is collected and analyzed for identifying trends and key performance outcomes reviewed by the project teams and included in the QMO Program monthly reports. Quarterly quality management reviews are also conducted on each project and the program to review the contractor performance status and trends, identify lessons learned, and determine actions. The QMO Database also has a Lessons Learned module that provides increased effectiveness and efficiency to Metro's lessons learned program, to formally capture, report, and disseminate lessons, and implement improvement actions to the benefit of future projects.

The Quality Management Department is working toward the ISO 9001: 2015 registration for the capital program projects. This effort follows a plan, schedule, and progress tracking. An ISO Steering Committee has been established to lead this effort through to registration.

Continued implementation of the QMO Program on current and newly added projects is the primary focus over the next two years. Metro plans to award multiple major capital improvement projects in FY22 and FY23, most of which will utilize the QMO Program. Contract funds are authorized by issuing separate TOs for various projects using labor classifications and rates set forth in the contract, with funding solely supported through the Life of Project budgets. This method of contracting results in more efficient cost and schedule management, since TOs and modifications to existing TOs are negotiated and issued as additional work is identified. For each TO or modification, Metro prepares a scope of work and an estimate of hours, and PQM subsequently provides a proposal.

Results of this scope of work are expected to include tangible and intangible savings such as:

- Fewer resources are required to perform construction inspection activities (construction assessments) as a result of using risk-based sampling and priority planning that is effective by



focusing more on higher risk activities

- The implementation of Final Acceptance and use of the Acceptance Dashboard of the QMO Database, enables a very efficient means of progressive closeout as the work is completed. This results in fewer FTEs required for project closeout
- Efficiencies in the execution of oversight activities are realized through the implementation of the user-based workflow of QMO Database. This provides a systemized way of retrieving and extracting data, communicating with project stakeholders, and tracking project issues
- A pro-active method is used to use the collected performance measurement data and perform data analysis to identify trends in performance and systemic issues. This, and the resulting feedback to the contractors, facilitates a greater focus on continuous improvement and preventative actions, leading to less rework (Research in 2005 by the Construction Industry Institute reveals that direct costs caused by rework average 5% of total construction costs)
- The assessments are based on requirements, and include the objective evidence of the work either conforming or nonconforming to the requirements. This provides a fair, objective, and defensible means of oversight, which can result in less conflict and potential claims.

### Consultant Services

The scope of services being provided by the PQM includes, but is not limited to, the continued development and implementation of an ISO 9001: 2015 based QMO Program which is led by quality management subject matter experts with decades of experience in applying this proven oversight approach to transportation capital programs and mega-projects. Consultant team members are integrated into Metro's Quality Management Department and work with senior management and executive staff from Metro's capital program and project teams to implement the QMO Program. They provide expertise, guidance, and training, and are transferring knowledge to Metro. They participate and are often responsible for QMO Program activities at the project level. The consultant is responsible for supporting the Metro project teams in the implementation of the QMO Program and conducts internal audits of that effort to identify opportunities to implement improvements. Other activities include:

- Project level management system audits and process assessments of the project contractors
- Coordination of design and construction assessments performed by the project team's engineering and field staff
- Quality improvement methodologies to support continuous improvement of Metro's Quality Management System
- Reviews of technical documents for upcoming projects; partnering with project teams in the planning phase to ensure technical documents have consistent language reflecting Metro's quality management requirements
- Preparation for registering Metro's quality management system to the ISO 9001: 2015 standard; this includes a program registration plan, ISO 9001: 2015 and leading an active steering committee

- Implementing the QMO Program training and communications plan, developing content for both live training (virtual now and later resuming in-person), and web-based training modules.

### **DETERMINATION OF SAFETY IMPACT**

The Board action will not have any adverse safety impacts on Metro's Construction projects, Operations, our employees, and/or patrons.

### **FINANCIAL IMPACT**

The recommended amount of \$19,947,286 is based on the anticipated level of services for the term. A scope of work for each fiscal year is developed for overall QMO Program project level activities. Fiscal year 2022 portion for these services are included within the impacted projects' proposed budget for FY22. Since this is a multiyear program, the program manager, respective project managers and Chief Program Management Officer are responsible for budgeting in future year. The issued project level TOs are funded by the life-of-project (LOP) budgets that are approved by the Board.

A portion of the contract scope of services will require an annual budget allotment for program-wide quality oversight elements and activities to be funded through an annual overhead fund. A scope of services for each fiscal year is developed for overall QMO Program level activities, for which a TO is issued.

It is anticipated that the overhead allotment for the QMO Program will be offset by cost savings resulting from a reduction of engineering and construction management consultant staff resources on the projects. This is due to the implementation of the risk-based priority planning and sampling methods, progressive acceptance and related accelerated project closeout, and the efficiencies of executing the oversight activities through the integrated QMO database that all project participants use to execute their role in the processes. These savings are augmented with mitigations of potential claims, rework, and scope creep, that is achieved through the defensible requirements-based approach to oversight that places a greater focus on activities with higher risk and overall continuous improvements on the projects.

Aside from the annual overhead allotment, the recommendations for this item have no financial impacts beyond what the Board authorizes through the life-of-project (LOP) budgets.

### **Impact to Budget**

Funding for QMO Program project specific TOs issued under this action will be provided by the specific project benefiting from the services. The sources for these funds are from the respective projects' funding plans and may consist of federal and/or state grants as well as local funds. Many state-of-good-repair and capital improvement projects are funded with local funding sources that are eligible for rail and bus operations.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Recommendation supports Strategic Plan Goals #1 and #5 and is also a Metro Best Practice Initiative.

Goal # 1 - Provide high-quality mobility options that enable people to spend less time traveling.

Goal # 5 - Provide responsive, accountable, and trustworthy governance within the Metro organization. Specifically, 5.4 which states "Metro will apply prudent commercial business practices to create a more effective agency."

This will be accomplished through the implementation of a consistent, ISO 9001: 2015 compliant approach to quality management across projects which creates transparency of oversight efforts, accountability of the contractor's responsibilities, efficiencies, and increased effectiveness of project teams in the delivery of Measures R & M projects.

### **ALTERNATIVES CONSIDERED**

The Board may reject the funding authorization. Staff does not recommend this alternative. Due to the length of time needed to deliver major capital improvement projects, it is very inefficient and disruptive to change the consultant during project delivery. The authorization of approved contract funds will allow for PQM to continue the work that has progressed over the past 26 months without disruption. The use of PQM has allowed the agency to secure highly technical expertise without increases in Metro long term labor costs. By limiting funding to two years, greater accuracy of project scope and cost requirements can be provided to the Board every two years

### **NEXT STEPS**

Upon Board approval, staff will extend the TOs for Program Level QMC Support Services, Westside PLE 2&3 and execute TOs as needed for AMC, LINK US, Sepulveda PDA, East San Fernando Valley, and other projects that may fall within the approved timeframe.

### **ATTACHMENTS**

Attachment A - Procurement Summary  
Attachment B - Task Order Summary  
Attachment C - DEOD Summary  
Attachment D - QMO Best Practice Initiative


Prepared by:

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Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## QUALITY MANAGEMENT CONSULTANT (QMC)

1.	<b>Contract Number:</b> PS54007		
2.	<b>Contractor:</b> PQM, Inc.		
3.	<b>Work Description:</b> Provide Quality Management Consultant services to develop, improve and implement a Quality Management Oversight (QMO) Program for implementation on select Metro Transportation projects.		
4.	<b>Contract Work Description:</b> development and implementation of an ISO 9001:2015, Quality Management System ; development and implementation of an QMO Training Program ; manage Project Database Requirements ; internal quality audits of Project Management processes ; trend analysis and feedback ; Materials Verification Testing & Inspection program (OVT) Database tool ; support for Project Closeout and acceptance ; implement Quality improvement Methodologies for overall program and project continuous improvement.		
5.	<b>The following data is current as of:</b> 3/17/21		
6.	<b>Contract Completion Status</b>		<b>Financial Status</b>
	<b>Contract Awarded:</b>	3/28/19	<b>Contract Award Amount:</b> \$5,378,518
	<b>Notice to Proceed (NTP):</b>	4/16/19 (Contract Execution)	<b>Total of Task Orders Plus Modifications Approved:</b> \$5,263,571.72
	<b>Original Complete Date:</b>	4/14/26	<b>Pending Future Task Orders and Modifications (including this action):</b> \$19,947,286
	<b>Current Est. Complete Date:</b>	4/14/26	<b>Current Contract Value (with this action):</b> \$25,325,804
7.	<b>Contract Administrator:</b> Rafael Vasquez		<b>Telephone Number:</b> (213) 418-3036
8.	<b>Project Manager:</b> Herman Gallardo		<b>Telephone Number:</b> (213) 922-1385

**A. Procurement Background**

On March 28, 2019, the Board of Directors approved award of Contract No. PS54007 to PQM, Inc. to provide Quality Management Consultant Services. The consultant services will develop, implement, and manage a Quality Management Oversight System, training, development of supporting tools. The Purple Line Extensions 2 & 3 have been selected in addition to other major projects to implement this system.

Eight (8) Contract Task Orders (TOs) and six (6) Contract Modifications (MOD) have been approved and issued to date. This action is to authorize an increase to the total authorized funding for Contract No. PS54007 with PQM, Inc., for pending future

Task Orders in the amount of \$19,947,286 increasing the authorized limit from \$5,378,518 to \$25,325,804; and authorize the CEO to execute individual Task Orders and Contract Modifications changes within the Board approved contract authority.

The Contract Task Orders and Modifications will be processed in accordance with Metro's Acquisition Policy. Contract No. PS54007 is a Cost Reimbursable Fixed Fee Contract (CPFF).

(Refer to Attachment B – Contract Task Order/Modification Log)

## CONTRACT TASK ORDER /MODIFICATION LOG

## QUALITY MANAGEMENT CONSULTANT (QMC)

TO/ Mod. No.	Description	Status (approved or pending)	Date	\$ Amount	Board Approved CMA
N/A	Initial Authorized Funding		3/28/19	\$5,378,518	\$537,852
TO 1	Project Initiation	Approved	5/17/19	\$209,266.13	
TO 2	General Program Development and Execution	Approved	9/6/19	\$1,347,823.95	
TO 2 - MOD 1	General Program Development and Execution- Period of Performance Extension (POP) from 7/1/20 to 7/30/20	Approved	9/6/20	\$0.00	
TO 2 MOD 2	General Program Development and Execution- Period of POP to 9-30-2020	Approved	9/6/20	\$0.00	
TO 3	Quality Management Consulting Services for WPLE2	Approved	10/23/19	\$422,614.40	
TO 3- MOD 1	Quality Management Consulting Services for WPLE2 -POP	Approved		\$0.00	
TO 3 MOD 2	Quality Management Consulting Services for WPLE2	Approved	12/3/20	\$578,006.93	
TO 4	Quality Management Consulting Services for WPLE3 (Tunnels) Project	Approved	10/23/20	\$244,042.81	
TO 4 MOD 1	Quality Management Consulting Services for WPLE3 (Tunnels) Project – POP from 7/1/20 to 6/30/21	Approved	6/26/20	\$0.00	
TO 5	Quality Management Consulting Services for WPLE3 (Stations) Project	Approved	10/23/19	\$244,042.81	
TO 5 MOD 1	Quality Management Consulting Services for WPLE3 (Stations) Project POP from 7/1/20 to 6/30/21	Approved	6/26/20	\$0.00	
TO 6	Quality Management Support Services for Highway Projects	Approved	3/17/20	\$20,156.44	
TO 7	Metro Quality Management Consultant (QMC) General Program Development and Execution	Approved	9/4/20	\$1,421,959.73	

TO 8	Metro Quality Management Consultant (QMC) General Program Development and Execution- WPLE3 (Stations and Tunnels)	Approved	12/22/20	\$775,658.52	
	<b>Subtotal Pending Changes:</b>				
	<b>CMA Authorized by the Board and Remaining</b>				\$537,852
	<b>Approved Task Orders (TO 1 - TO 8)</b>			\$4,685,564.79	
	<b>Approved Changes (TO 3 MOD 2)</b>			\$ 578,006.93	
	<b>Pending Modifications:</b>			\$0.00	
	<b>Total Task Orders and Modifications Issued:</b>			\$5,263,571.72	
	<b>Original Contract Funding:</b>			\$5,378,518	
	<b>This Board Action:</b>			\$19,947,286	
	<b>New Total (Includes this Board Action):</b>			\$25,325,804	



## DEOD SUMMARY

**QUALITY MANAGEMENT CONSULTANT (QMC)  
CONTRACT NO PS54007**

**A. Small Business Participation**

PQM, Inc. (PQM), a DBE Prime, made a 32% DBE commitment for this contract. The overall DBE participation for this contract is based on the cumulative value of all Task Orders awarded.

To date, eight (8) Task Orders have been awarded. Based on payments reported, the contract is 47.94% complete and the cumulative DBE participation of all Task Orders awarded is 33.15%. PQM is exceeding the DBE commitment by 1.15%.

<b>SMALL BUSINESS COMMITMENT</b>	<b>32% DBE</b>	<b>SMALL BUSINESS PARTICIPATION</b>	<b>32.85% DBE</b>
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	<b>DBE Contractors</b>	<b>Scope of Work</b>	<b>Ethnicity</b>	<b>Current Participation</b>
1.	PQM, Inc. / DBE Prime)	Quality Management Consulting	Caucasian Female	27.83%
2.	NSI Engineering, Inc.	Quality Management Consulting	Caucasian Female	1.47%
3.	System Consulting, LLC.	QMO Support	African American	3.85%
<b>Total DBE Participation</b>				<b>33.15%</b>

**B. Living Wage and Service Contract Worker Retention Policy Applicability**

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

**C. Prevailing Wage Applicability**

Prevailing wage is not applicable to this contract.

**D. Project Labor Agreement/Construction Careers Policy**

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

construction contracts that have a construction contract value in excess of \$2.5 million.

**BEST PRACTICE INITIATIVE**  
**QUALITY MANAGEMENT OVERSIGHT (QMO)**

**Goal**

The goal of Metro's Quality Management Oversight Program Management was to develop and implement a systemized approach to project oversight for all Program Management department projects. This initiative falls under the Metro Vision 2028 Strategic Plan goal number 5.4 which states: "Metro will apply prudent commercial business practices to create a more effective agency."

**Background**

**Issue:**

The idea of Metro considering improvements to its contractor oversight approach was described in a peer review conducted by Kevin Diviness of Denver's RTD transit agency. RTD has had success with a similar approach to program and project oversight, that prompted Metro's Program Management department to explore the possible implementation of similar oversight techniques and best practices on Metro's capital program. It's important because Metro, like most agencies, understands that it doesn't have all the answers related to best practices and sometimes looks to the successes achieved by other agencies that have deployed proven best practices that may be different than some of Metro's. The above noted peer review was initiated as a result and became the catalyst in the development of the QMO Program best practices related to project oversight to help us achieve our goals.

**How the issue was brought to the department's attention:**

Metro's Chief Program Management Officer, Rick Clarke experienced this oversight approach as a best practice prior to coming to Metro. In addition, the Quality Management department had previously identified that our Quality Management System needed to be updated. These factors combined with the ideas from the peer review prompted a more serious discussion about improving our overall quality management oversight approach.

**Best Practice**

**Overview on best practice:**

Implement a risk-based quality management oversight (QMO) program and requirements management database tool to monitor Metro's consultants' and

contractors' activities and performance throughout project delivery. Monitoring activities include the implementation of management systems as well as design and construction work products. The QMO program will provide a consistent and more effective way for all project teams at Metro to oversee quality and management of their capital program projects.

### **Partnerships:**

Quality Management department has formed strong relationships with the project teams and senior executives of the Program Management and other supporting departments during this initiative.

### **Funding:**

It is anticipated that the costs for the QMO Program will be more than offset by savings resulting from a reduction of engineering and construction management consultant staff resources on the projects. This is due to the implementation of the risk-based priority planning and sampling methods, progressive acceptance and related accelerated project closeout, and the efficiencies of executing the oversight activities through the integrated QMO database that all project participants use to execute their role in the processes. These savings are augmented with mitigations of potential claims, rework, and scope creep, that are achieved through the defensible requirements-based approach to oversight, and a greater focus on activities with higher risk activities of the contractors, and overall continuous improvements on the projects.

For the Quality Management department's role in implementing the QMO Program, aside from the minimal annual QMO Program wide management resources, there are no financial impacts beyond what the Board authorizes through the life-of-project (LOP) budgets.

### **Project costs:**

The costs associated with this initiative include consultant fees, Metro has contracted with a Quality Management Consultant team of quality management experts to assist with the development and implementation of the QMO Program.

### **Process**

The deployment of the best practices of the QMO Program are in progress. The proposed QMO Plan and Procedures will apply to all Metro groups supporting the Program Management department, including engineering and construction consultants performing oversight on the capital projects. This requires replacing or

updating the current policies and procedures. This will result in a standardized, consistent, and integrated oversight approach to measure contractor performance of both end-products and processes to control the work. The approach uses a risk-based prioritization and sampling to focus on activities having higher risk. Performance data is leveraged for data analytics, identification of trends, and reporting to provide constructive performance feedback for continuous improvements.

The Program Management Department, with the support and expertise of the Quality Management Consultant, has begun to implement the QMO Program on the first two pilot projects. The Westside Purple Line Extension Sections 2 & 3 began implementing the QMO Program 14 months ago, currently 80% of the QMO Program procedures are being utilized on these projects, and the results of the program have been favorable for Metro and well received by the contractors.

The Quality Management Department completed a thorough review and revision of all quality related sections of the design-build and design-bid-build contracts, and construction management support services contracts to ensure consistency in language and approach. This exercise was done to ensure that potential bidders are clear on Metro's policy for managing quality and that the results of their performance will be transparent to all project stakeholders.

## **Results**

Metro is currently undertaking the largest transportation construction program in the nation. Recognizing that a consistent application of oversight is key to effective project delivery, Metro has implemented a systemized approach to project oversight. The QMO Program, currently implemented on Westside Purple Line Extension Sections 2 & 3, has proven to provide the following benefits to Metro:

- Improved confidence and accountability to project stakeholders through the transparent results of performance on key design and construction activities.
- Improved communications to project participants through monthly QMO Program reports and Quarterly reviews of performance and improvement actions.
- Improved effectiveness of project oversight staff resources, through training on the revised approach and reallocation of resources focus and efforts within and the project teams.
- Improved quality of contract requirements and Metro procedures because of the review and analysis of Metro policy's, plans, procedures, and procurement documents.

### **How the agency utilized this best practice:**

The QMO Program deployment on the Westside Purple Line Extensions Sections 2 and 3. In addition, the Quality Management Department is working toward the ISO 9001: 2015 registration for the capital program projects. This effort follows a plan, schedule, and progress tracking. An ISO Steering Committee has been established to lead this effort through to registration. Continued implementation of the QMO Program on current and newly added projects is the primary focus over the next two years. Metro plans to award multiple major capital improvement projects in FY22 and FY23, most of which will utilize the QMO Program.

### **Top three initiative achievements:**

1. Buy-in on the approach from Metro leadership and project stakeholders.
2. Program and project level quarterly reviews of contractor performance supported by performance data and resulting trend analysis.
3. 80% of the QMO Program Processes and Procedures have been implemented on the pilot projects.

### **Additional Resources**

1. Gap analysis report
2. Kevin Diviness report
3. QMO plan and procedures
4. Quarterly review presentations
  - a. Program Level
  - b. PLE 2
  - c. PLE 3
5. QMO awareness training



**Board Report**

**File #:** 2021-0251, **File Type:** Project

**Agenda Number:** 34.

**CONSTRUCTION COMMITTEE  
MAY 20, 2021**

**SUBJECT: ACTIVE TRANSPORTATION PROJECTS CONSTRUCTION MANAGEMENT  
SUPPORT SERVICES**

**ACTION: APPROVE RECOMMENDATIONS**

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to:

- A. Execute a four-year cost plus fixed fee Contract No. AE71435MC080 with the most qualified firm, Ramos Consulting Services, Inc., after successful negotiations, to provide Construction Management Support Services for Metro Active Transportation Projects, in an amount Not-To-Exceed base year of \$15,896,000, plus two (2) one-year options (\$1,987,000 each year) that may be exercised in the future, subject to resolution of any properly submitted protest; and
- B. Negotiate and execute individual Contract Work Orders and Contract Modifications up to the authorized Not-to-Exceed amount.

**ISSUE**

A Construction Management Support Services (CMSS) consultant is required to provide design review, construction management, and administration of construction contracts associated with the Active Transportation Projects listed below to ensure such projects are completed in compliance with contract requirements and applicable government regulations. Projects include the Rail to Rail Active Transportation Corridor Segment A, the Eastside Access Improvements Project, and the Los Angeles Union Station Forecourt and Esplanade Improvements Project. Construction management support services will be provided for final design, pre-construction activities, administration of construction, and contract close out.

**BACKGROUND**

The Rail to Rail Active Transportation Corridor - Segment A Project (Rail to Rail) will implement streetscape, pedestrian safety, and bicycle access improvements. Once completed, the project will

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result in a 5.5-mile active transportation corridor between the A Line (Blue), the J Line (Silver) the future LAX/Crenshaw Line. The project utilizes the Metro-owned Harbor Subdivision right-of-way (ROW) alignment. Metro originally envisioned a Design-Build project delivery approach for this project, but the Design-Bid-Build project delivery method was later preferred because of its potential for schedule efficiencies.

The Eastside Access Improvements Project (EAIP) is a multi-modal improvements project in the heart of downtown Los Angeles, designed to improve First/Last mile access by implementing streetscape, pedestrian safety, bicycle access improvements within an approximately one-mile radius of the future Metro Regional Connector Gold Line 1st/Central Station. (Little Tokyo/Arts District Station). The project goals are to improve livability of the community, facilitate linkages to Union Station, and integrate bicycle and pedestrian access to Metro Rail, Bus, and Bike systems.

The Los Angeles Union Station Forecourt and Esplanade Improvements Project (LAUSFAE) will implement streetscape, pedestrian safety and bicycle access improvements along north of Alameda Street to Cesar Chavez Boulevard. The project goals are to improve livability of the community, facilitate linkages to Union Station, and integrate bicycle and pedestrian access to Metro Rail, Bus, and Bike Share systems.

## **DISCUSSION**

This contract is in support of three (3) separate Metro Active Transportation Projects with similar features. The Rail to Rail Active Transportation Corridor (Rail to Rail), Eastside Access Improvement Project (EAIP), and Los Angeles Union Station Forecourt and Esplanade Improvements (LAUSFAE) incorporate streetscape, pedestrian safety and bicycle access, and mobility improvements. All projects are situated partially within City of Los Angeles (COLA) ROW. The three projects share similar scope elements, such as construction of new bike paths and pedestrian walkways, installation of low-impact development (LID) landscaping, public area lighting, security cameras, wayfinding signage, street improvements, and improvements connectivity to Metro Rail, Bus, and Bike Share systems.

The Rail to Rail project is anticipated to begin construction by October 2021 and complete construction by June 2024. All street improvements will be under the jurisdiction of City of Los Angeles, California Department of Transportation (Caltrans), or County of Los Angeles. Approved for construction drawings have been approved by Metro and the City and County of Los Angeles. BNSF had maintained an operating easement from 1992 on the Project corridor along the Metro-owned Harbor Subdivision rail ROW, which BNSF and Metro came to an agreement on in 2019, for BNSF to relinquish the easement, in order to allow Metro to implement the Project. To date, all ROW, easement, and license agreements necessary to build the project have been obtained.

The EAIP project access improvements will enhance the livability of the existing Little Tokyo and Arts District neighborhoods within the heart of Downtown Los Angeles, and will facilitate linkages to nearby Union Station with the integrations of bicycle and pedestrian access to Metro rail and bus systems. Approved for construction drawings have been approved by the City of Los Angeles. The



project is anticipated to begin construction in June 2021 and complete construction by November 2022.

The LAUSFAE project will enhance pedestrian and bicycle access and safety to and from Los Angeles Union Station <<https://www.metro.net/about/union-station/>> and surrounding communities. This project implements a piece of the Connect US Action Plan <<https://www.metro.net/about/union-station/connect-us-action-plan/>>, which was finalized in 2015 and identified active transportation improvement projects in the vicinity of Union Station to create safe access for people walking, bicycling, and rolling to Union Station.

The three (3) subject ATP projects are design-bid-build projects. As such, it is beneficial to have additional reviews of the technical bid documents by a consultant team to minimize risks to Metro during construction. The CMSS consultant will provide review and support of the technical bid documents, administration, oversight and inspection services during construction, and technical support during the close out phases of the project. The CMSS consultant will provide skilled individuals to assist Metro with the construction management of the project. The consultant team will reside in an integrated project field office with Metro staff.

One Contract Work Order (CWO) for construction management support services will be issued to support each of the three (3) ATP projects. Each CWO will include negotiated direct labor, indirect cost rates, general and administrative expenses, fixed fee, and negotiated hours for the level of effort to match the work. The CWOs will be funded from the available project budgets. Staff shall ensure that project controls are in place prior to approving and issuing a CWO, and will closely monitor the consultant's budget, incurred costs, and schedules. No funds are obligated until the CWO is approved.

Board approval of the recommendations does not commit to construction of the project. Initial work orders will focus on pre-construction activities.

### **DETERMINATION OF SAFETY IMPACT**

Approval of this item will have no impact on safety

### **FINANCIAL IMPACT**

The EAIP project is a Measure R 35% Transit funded project with Board approved life-of-project (LOP) budget of \$29.7 million. The Rail to Rail and LAUSFAE projects are funded through annual budget adoption. This is a multi-year contract/project and the Project Managers, the Cost Center Manager and the Chief, Program Management Officer is responsible for budgeting in future fiscal years.

### **IMPACT TO BUDGET**

There are no impacts to the FY22 Proposed Budget. Funding for CWOs will be provided through the

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respective project budgets. Since Rail to Rail and LAUSFAE are funded annually, the CMSS contract scope of work will be planned on an annual basis, in line with Board approved project budgets, until the LOP budgets are established. The CWO for EAIP project will be funded according to its LOP budget funding plan.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The Project is consistent with the following Metro Vision 2028 Goals and Objectives:

Goal 1: Providing high-quality mobility options that enable people to spend less time traveling.

Goal 3: Enhance communities and lives through mobility and access to opportunity.

Goal 4: Transform LA County through regional collaboration and national leadership.

...Alternatives Considered

### **ALTERNATIVES CONSIDERED**

The Board could direct Metro staff to perform construction support tasks with current in-house resources. However, this alternative is not recommended, as it would require diversion of staff resources from on-going projects and would require the hiring of multiple full-time personnel that are not immediately available or funded.

### **NEXT STEPS**

After Board approval of the recommended action, staff will complete the process to award and execute Contract No. AE71435MC080. If negotiations with Ramos Consulting Services, Inc. are not successfully completed Metro staff will enter into negotiations with second most qualified firm.

### **ATTACHMENTS**

Attachment A - Procurement Summary

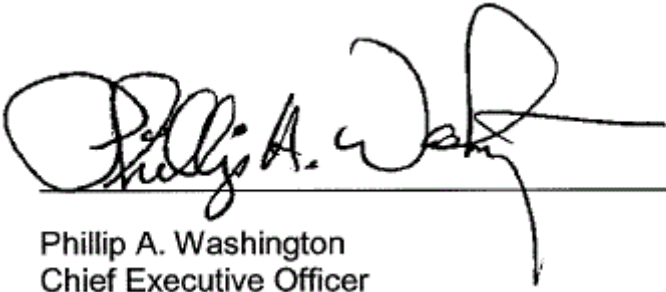
Attachment B - DEOD Summary

Prepared by: Brad Owen, Executive Officer Program Management, (213) 418-3143

Reviewed by:

Bryan Pennington, Interim Chief Program Management Officer, (213) 922-7449

Debra Avila, Chief Vendor/Contracts Management Officer, (213) 418-3051



Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

**CONSTRUCTION MANAGEMENT SUPPORT SERVICES  
CONTRACT NUMBER AE71435MC080**

1.	<b>Contract Number:</b> AE71435MC080	
2.	<b>Recommended Vendor:</b> Ramos Consulting Services, Inc.	
3.	<b>Type of Procurement (check one):</b> <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.	<b>Procurement Dates:</b>	
	<b>A. Issued:</b> September 11, 2020	
	<b>B. Advertised/Publicized:</b> October 9, 2020	
	<b>C. Pre-Proposal Conference:</b> October 7 and 23, 2020	
	<b>D. Proposals Due:</b> December 9, 2020	
	<b>E. Pre-Qualification Completed:</b> April 21, 2021	
	<b>F. Conflict of Interest Form Submitted to Ethics:</b> December 10, 2020	
	<b>G. Protest Period End Date:</b> May 21, 2021	
5.	<b>Solicitations Picked up/Downloaded:</b> 325	<b>Proposals Received:</b> 13
6.	<b>Contract Administrator:</b> Vanessa Vingno	<b>Telephone Number:</b> 213-922-7574
7.	<b>Project Manager:</b> Sapana Shah	<b>Telephone Number:</b> 818-435-7759

**A. Procurement Background**

This Board Action is to approve Contract No. AE71435MC080, Construction Management Support Services Contract, for Active Transportation projects that involves design review, construction management, and administration of construction contracts for Rail to Rail Active Transportation Corridor Segment A, Eastside Access Improvement Project, and Los Angeles Union Station Forecourt and Esplanade Improvements.

The recommended consultant will furnish all of the labor, materials, and other related items required to perform the services on a Contract Work Order basis for a project, under which specific Task Orders will be issued for specific Scopes of Services and Period of Performance.

The Request for Proposals (RFP) was an Architecture and Engineer (A&E), qualifications based procurement process performed in accordance with Los Angeles County Metropolitan Transportation Authority (Metro) Procurement Policies and Procedures, and California Government Code §4525-4529.5 for Architectural and Engineering services. The contract type is a Cost Plus Fixed Fee (CPFF) for a term of three (3) years plus 2 one year options. A virtual pre-proposal conference was held on October 7, 2020, in accordance to the California Governor Executive Order N-33-20 related to COVID-19. Another virtual pre-proposal conference was held on October 23, 2020, because of the delayed release of the newspaper

advertisement. Three hundred twenty five (325) individuals from various firms picked up or downloaded the RFP Package.

Four (4) Amendments were issued during the Solicitation phase of this RFP:

- Amendment No. 1, issued on September 16, 2020, to extend the due date and update the contact information for DEOD
- Amendment No. 2, issued on September 22, 2020, to revise the letter of invitation to reflect the contract duration instead of an exact date, and add Exhibit 16 Experience questionnaire form.
- Amendment No. 3, issued on October 6, 2020, to revise the scope of services and add Exhibits 11 and 13 forms.
- Amendment No. 4, issued October 13, 2020, to extend the due date to December 9, 2020, Add the date of the second pre-proposal conference, and update the critical dates.

A total of thirteen (13) proposals were received on December 9, 2020, from the following firms, in alphabetical order:

1. ABA Global, Inc.
2. Alex San Andres
3. Cordoba Corporation
4. Destination Enterprises
5. Ghirardelli Associates, Inc.
6. KDG Construction Consulting
7. MARRS Services, Inc.
8. Morgner-Valle, JV
9. PMCS Group, Inc.
10. PPM Group, Inc.
11. PreScience Corporation
12. Ramos Consulting Services, Inc.
13. Vanir Construction Management, Inc.

## **B. Evaluation of Proposals**

A Proposal Evaluation Team (PET) consisting of staff from Transportation Planning, Program Management and Program Control was convened and conducted a comprehensive evaluation of the proposals received.

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

- Experience and Capabilities of Firms on the Team..... (20%)
- Experience and Capabilities of Individuals in The Team ..... (20%)

- Effectiveness of Management Plan..... (25%)
- Project Understanding and Approach..... (35%)

Total 100%

The evaluation criteria are appropriate and consistent with criteria developed for other A & E procurements. Several factors were considered when developing the weightings, giving the greatest importance to Project Understanding and Approach.

This is an AE, qualifications-based procurement; therefore, price cannot be used as an evaluation factor pursuant to state and federal law.

During the months of December 2020 thru April 2021, the PET evaluated twelve (12) written proposals. Of the thirteen (13) proposals received, one (1) was determined to be non-responsive. On March 31, 2021 through April 1, 2021, Metro held a virtual Oral Presentation with each of five (5) proposing firms.

1. Destination Enterprises
2. MARRS Services, Inc.
3. Morgner-Valle, JV
4. PMCS Group, Inc.
5. Ramos Consulting Services, Inc.

The proposing firms had the opportunity to present their key personnel as well as respond to the PET’s questions. In general, each proposer’s presentation addressed the requirements of the RFP, experience with all aspects of the required and anticipated tasks and stressed each proposer’s commitment to the success of the contract. Each proposing team was asked questions relative to each firm’s previous experience performing work of a similar nature to the SOS presented in the RFP. Sealed cost proposals were received from the five proposers at the time of oral presentations.

The proposal for Alex San Andres was determined to be non-responsive to the requirements of the RFP Documents. Alex San Andres was not registered with the Department of Industrial Relations as required in IP-02 of the RFP stating that no contractor or subcontractor may be listed on a proposal for a public works project unless registered with the Department of Industrial Relations. Alex San Andres was excluded from further evaluation.

The seven other proposals were determined to be outside the possibility of an award, therefore, excluded from further consideration.

**Qualifications Summary of the responsive firm within the Competitive Range:**

### **Ramos Consulting Services, Inc – Strengths**

- Proposal demonstrated extensive experience with Metro and the City of LA on transit and Active Transportation Projects.
- Proposed team had experience in all areas of the Scope Of Services (SOS), including rail Right of Way.
- Proposal identified various specific lessons learned regarding unknown utility impacts, specifically, at intersections, establishing relations with 3<sup>rd</sup> party agencies and demonstrated successful completion of projects on time and within budget.
- Key personnel possessed experience presented and 100% availability through 2023; except for, environmental specialist
- Proposal identified deep pool of qualified staff to cover peak periods. Most members exceeded minimum requirements and some personnel had experience on EATP projects.
- Proposal demonstrated experience in managing multiple Metro projects with methods enabling cost savings
- Proposal provided a 100 days and 60 days action plan demonstrating a staffing plan that significantly exceed the RFP minimum requirements.
- Proposal demonstrated a thorough and comprehensive understanding of the SOS, including areas with long lead times, focusing on early completion resulting in lessening impacts to project schedule.

### **Ramos Consulting Services, Inc – Weaknesses**

- The Proposal has no significant weaknesses or deficiencies.

### **MARRS Services, Inc. – Strengths**

- Experience of key personnel exceeded minimum requirements. The Resident Engineers proposed for this project demonstrated experience in all task related to their role described in the SOS. One Resident Engineer had previous experience as a Resident Engineer for LA River bikeway project, recent projects involving approvals thru Los Angeles Department of Transportation, coordination of utility, and curb ramps construction in City of LA. Proposed Office Engineer supported Expo segment bike path.

- The proposed approach demonstrated a thorough understanding of the level of effort and unique challenges for projects of similar type and magnitude.
- The proposal demonstrate that the firm has a significant workforce capacity and suggested 24/7 availability.

### **MARRS Services, Inc. - Weaknesses**

- The Proposal had no significant weaknesses or deficiencies.

### **Morgner-Valle, JV – Strengths**

- Proposal demonstrated their technical knowledge. The proposed Resident Engineer had experience in managing and designing road improvements, pedestrian, and bikeway paths.
- Proposal subconsultants had strong track record with hands on experience expediting traffic control plan and other permitting activities from multiple local agencies.
- Proposal included a 30-60-90 day plan that demonstrated the level of effort and identified percent of staff needed throughout the ATP projects, including additional staff required during peak need. Proposal identified a detailed list of monthly project status reports which identified key aspects of the project that demonstrated sound understanding of Metro’s PMIS function, mobilization challenges and monthly reporting expectations.
- Proposal emphasized the support of Disadvantaged Business Enterprises and suggested creative ways of engaging the community that substantially met the RFP requirements.

### **Morgner-Valle, JV - Weaknesses**

- The Proposal had no significant weaknesses or deficiencies.

### **Destination Enterprises – Strengths**

- The Proposal referenced challenges on their project and were able to overcome those challenges while ensuring minimum impacts to schedule and budget.
- The Proposal demonstrated that firms on the team had experience administering multiple projects at once, as well as experience in local construction, similar projects, and Metro projects.



- Proposed approach indicated a thorough understanding of the project goals and methods essential to the performance of the project, such as change control, timely response to compliance, and a thorough explanation of how the SOS would be implemented.

#### **Destination Enterprises - Weaknesses**

- The Proposal had no significant weaknesses or deficiencies.

#### **PMCS Group, Inc. – Strengths**

- Proposal demonstrated successful record of completion of projects, identified various lessons learned for each of their projects that may be of value to Metro projects.
- Proposal identified key personnel with local city agencies and federally funded project. Proposed Resident Engineers had experience in multiple Metro projects.
- Proposal discussed roles and specific experience relevant for each project and 100% availability of staff to perform on all projects.
- Proposal demonstrated detailed description to implement various plans, such as, third party management, regular schedule updates, risk management, lessons learned and claims avoidance using specific technology.
- Identified strategy to keep communication as open as possible between stakeholders on project.

#### **PMCS Group, Inc. – Weaknesses**

- The Proposal had no significant weaknesses or deficiencies.

The Proposal Evaluation Team (PET) ranked the five proposals invited to make oral presentations and assessed major strengths, weaknesses and associated risks of each of the proposers to determine the most qualified firm. The final scoring was based on evaluation of the written proposals, as supported by oral presentations, and clarifications received from the Proposers. The results of the final scoring are shown below:

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	<b><u>Ramos Consulting Services, Inc.</u></b>				
3	Experience and Capabilities of Firms on the Team	94.40	20%	18.88	
4	Experience and Capabilities of Individuals on the Team	94.60	20%	18.92	
5	Effectiveness of Management Plan	94.32	25%	23.58	
6	Project Understanding and Approach	93.57	35%	32.75	
7	<b>Total</b>		<b>100.00%</b>	<b>94.13</b>	<b>1</b>
8	<b><u>MARRS Services, Inc.</u></b>				
9	Experience and Capabilities of Firms on the Team	93.40	20%	18.68	
10	Experience and Capabilities of Individuals on the Team	95.00	20%	19.00	
11	Effectiveness of Management Plan	95.60	25%	23.90	
12	Project Understanding and Approach	90.94	35%	31.83	
13	<b>Total</b>		<b>100.00%</b>	<b>93.41</b>	<b>2</b>
14	<b><u>Morgner-Valle, JV</u></b>				
15	Experience and Capabilities of Firms on	92.90	20%	18.58	

	the Team				
16	Experience and Capabilities of Individuals on the Team	93.75	20%	18.75	
17	Effectiveness of Management Plan	91.80	25%	22.95	
18	Project Understanding and Approach	93.34	35%	32.67	
19	<b>Total</b>		<b>100.00%</b>	<b>92.95</b>	<b>3</b>
20	<b><u>Destination Enterprises</u></b>				
21	Experience and Capabilities of Firms on the Team	92.00	20%	18.40	
22	Experience and Capabilities of Individuals on the Team	92.50	20%	18.50	
23	Effectiveness of Management Plan	92.48	25%	23.12	
24	Project Understanding and Approach	89.49	35%	31.32	
25	<b>Total</b>		<b>100.00%</b>	<b>91.34</b>	<b>4</b>
26	<b><u>PMCS Group, Inc.</u></b>				
27	Experience and Capabilities of Firms on the Team	91.25	20%	18.25	
28	Experience and Capabilities of Individuals on the Team	88.65	20%	17.73	

29	Effectiveness of Management Plan	90.28	25%	22.57	
30	Project Understanding and Approach	89.00	35%	31.15	
31	<b>Total</b>		<b>100.00%</b>	<b>89.70</b>	<b>5</b>

Note: All Scores rounded to the second decimal.

### C. Cost Analysis

Metro will complete the negotiations to determine that the recommended estimated costs are fair and reasonable, based on cost analyses of labor rates, indirect rates and other direct costs in accordance with Metro's Procurement Policies and Procedures. Metro will complete negotiations to establish indirect cost rates and as appropriate provisional indirect (overhead) rates, plus a fixed fee factor to establish a fixed fee amount based on the total estimated cost for task orders, during the contract term to compensate the consultant.

<b>Proposer:</b>			
<b>Contract Duration</b>	<b>Proposal Amount</b>	<b>CMSS Staffing Plan</b>	<b>NTE Funding Amount</b>
Base Period – 3 Years	\$11,587,413.75 <sup>(1)</sup>	\$8,933,600 <sup>(2)</sup>	\$15,896,000
Option Year 1	\$3,0460,45.23.00 <sup>(1)</sup>	\$2,508,000 <sup>(3)</sup>	\$1,987,000
Option Year 2	\$888,637.82 <sup>(1)</sup>	\$710,400 <sup>(4)</sup>	\$1,987,000

- (1) The proposal amount is based on the Metro established staffing plan.
- (2) The amount \$8,933,600 is the Level of Effort for 3-year base Period of the Contract.
- (3) The amount \$2,508,000 is the Level of Effort for Option Year 1 Period of the Contract.
- (4) The amount \$710,400 is the level of Effort for Option Year 2 Period of the Contract.

The CMSS Staffing plan was established based on the SOS developed for the Contract. The probable costs are based on the anticipated level of effort estimated for each year that will be required to perform the SOS by the Consultant and sub-consultants.

### D. Background on Recommended Contractor

Ramos Consulting Services, Inc. is a California based Corporation located at Pasadena, CA, and was established 2010. A certified Disadvantaged Business Enterprise (DBE) Ramos Consulting Services, Inc. has coordinated and managed similar projects of more than \$10 million in public works and active transportation projects over the past five years. The firm provides quality infrastructure consulting services with a particular emphasis on public related projects including active transportation, bus transit, local rail transit, rapid transit, transit systems, bridge, highway, and roads. Ramos Consulting Services Inc recently received an award

from the American Council of Engineering Companies for “Firm of the Year” award, the company was recognized for its successful participation and contributions to local transit projects in Los Angeles County.

Most of Ramos Consulting Services Inc.’s key personnel have over two decades in experience in construction Management support with experience in Active Transportation in Los Angeles County. A number of these projects being similar in scope to the Active Transportation projects includes: Expo Bike Path, West Purple Line Extension, Regional Connector Transit Corridor and Patsaouras Plaza Busway Ramos Consulting Services Inc.’ staff has an excellent understanding of the Los Angeles and local cities, agencies and Metro requirements, personnel and practices.

DEOD SUMMARY

CONSTRUCTION MANAGEMENT SUPPORT SERVICES  
 CONTRACT NUMBER AE71435MC080

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established a 30% Disadvantaged Business Enterprise (DBE) goal for this Contract Work Order (CWO) solicitation. Ramos Consulting Services, Inc. exceeded the goal by making a 40% DBE commitment for this Task Order Contract.

In response to a specific Task Order request with a defined scope of work, Ramos Consulting Services, Inc. will be required to identify DBE subcontractor activity and actual dollar value commitments for that Task Order. Overall DBE achievement in meeting the commitments will be determined based on cumulative DBE participation of all Task Orders awarded.

<b>Small Business Goal</b>	<b>30% DBE</b>	<b>Small Business Commitment</b>	<b>40% DBE</b>
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	<b>DBE Subcontractors</b>	<b>Ethnicity</b>	<b>% Committed</b>
1.	Ramos Consulting Services (DBE Prime)	Hispanic American	TBD
2.	Vicus, LLC	Hispanic American	TBD
3.	Zephyr UAS, Inc.	Hispanic American	TBD
4.	Cabrinha, Hearn & Associates	Hispanic American	TBD
<b>Total Commitment</b>			<b>40.00%</b>

**B. Living Wage and Service Contract Worker Retention Policy Applicability**

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

**C. Prevailing Wage Applicability**

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

**D. Project Labor Agreement/Construction Careers Policy**

Project Labor Agreement/Construction Careers Policy is not applicable to this Contract. Project Labor Agreement/Construction Careers Policy is applicable only to construction contracts that have a construction contract value in excess of \$2.5 million.