One Gateway Plaza, Los Angeles, CA 90012,
3rd Floor, Metro Board Room

Agenda - Final

Thursday, January 18, 2024

9:30 AM

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Construction Committee

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METROPOLITAN TRANSPORTATION AUTHORITY BOARD AGENDA RULES

(ALSO APPLIES TO BOARD COMMITTEES)

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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.

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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.

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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.

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Live public comment can be given by telephone or in-person.

The Committee Meeting begins at 9:30 AM Pacific Time on January 18, 2024; you may join the call 5 minutes prior to the start of the meeting.

Dial-in: 202-735-3323 and enter
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Public comment will be taken 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 se pueden dar por telefono o en persona.

La Reunion de la Junta comienza a las 9:30 AM, hora del Pacifico, el 18 de Enero de 2024. Puedes unirte a la llamada 5 minutos antes del comienso de la junta.

Marque: 202-735-3323 y ingrese el codigo
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Los comentarios del público se tomaran 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 and your position of “FOR,” “AGAINST,” "GENERAL COMMENT," or "ITEM NEEDS MORE CONSIDERATION."
Email: BoardClerk@metro.net
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Board Administration
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CALL TO ORDER

ROLL CALL

APPROVE Consent Calendar Item: 14.

Consent Calendar items are approved by one motion unless held by a Director for discussion and/or separate action.

CONSENT CALENDAR

14. SUBJECT: PROJECT LABOR AGREEMENT/CONSTRUCTION CAREERS POLICY (PLA/CCP) 2023-0731

RECOMMENDATION

RECEIVE AND FILE status update on the Project Labor Agreement and Construction Careers Policy programs through the quarter ending September 2023.

Attachments: Attachment A - PLA/CCP Quarterly Brochure
Attachment B - Women in the Trades Resource Guide
Presentation

NON-CONSENT

15. SUBJECT: PROGRAM MANAGEMENT QUARTERLY CHANGE REPORT 2023-0750

RECOMMENDATION

RECEIVE AND FILE status report on Program Management Quarterly Change Report.

Attachments: Attachment A - Quarterly Change Orders Log 9/1/23-11/30/23
Attachment B - Spot Checks CEO Delegated Authority Delays Avoided

16. SUBJECT: OFFICE OF THE INSPECTOR GENERAL CONSTRUCTION CHANGE ORDER SPOT CHECKS 2023-0725

RECOMMENDATION

RECEIVE AND FILE Office of the Inspector General Construction Change Order Spot Check Report for the period September 1 to November 30, 2023.

Attachments: Attachment A - Change Order Details for Spot Checks
Attachment B - OIG Rec & Responses Tracking Sheet
Presentation

17. SUBJECT: PROGRAM MANAGEMENT MAJOR PROJECT STATUS 2023-0754

RECOMMENDATION

RECEIVE AND FILE the Program Management Major Project Status Report.

Attachments: Presentation

SUBJECT: GENERAL PUBLIC COMMENT 2024-0007

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

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

Metro

Board Report

File #: 2023-0731, **File Type:** Informational Report **Agenda Number:** 14.

CONSTRUCTION COMMITTEE
JANUARY 18, 2024

SUBJECT: PROJECT LABOR AGREEMENT/CONSTRUCTION CAREERS POLICY (PLA/CCP)

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE status update on the Project Labor Agreement and Construction Careers Policy programs through the quarter ending September 2023.

ISSUE

In January 2012, the Board approved the Project Labor Agreement (PLA) with the Los Angeles/Orange Counties Building and Construction Trades Council and the Construction Careers Policy (CCP), with a subsequent renewal in January 2017. The PLA/CCP encourages construction employment and training opportunities for members of economically disadvantaged areas throughout the United States on Metro's construction projects. An added value of the PLA is that work stoppages are prohibited.

In addition, Metro's PLA/CCP provides equitable opportunities for the historically underserved population, including women, with high-wage career opportunities in the construction industry.

BACKGROUND

Consistent with the Board approved PLA and CCP (PLA/CCP), prime contractors are required to provide Metro with monthly reports detailing progress towards meeting the targeted worker hiring goals. Additionally, consistent with Metro's Labor Compliance policy and federal Executive Order 11246 (EO 11246), the prime contractors provide Metro with worker utilization data by ethnicity and gender. In accordance with EO 11246, Metro's program-wide goal for female participation in PLA/CCP construction projects is 6.90%.

DISCUSSION

Metro's PLA/CCP provides training and employment opportunities in the construction industry to individuals from economically disadvantaged areas and individuals that are socially barriered. Since Metro's PLA/CCP inception and up to this reporting period, over $542 million in wages have been paid to individuals residing in economically disadvantaged areas, and over $101 million in wages

paid to disadvantaged individuals.

This report provides a status update on the construction contracts covered by the PLA/CCP, including an overview of the Diversity and Economic Opportunity Department (DEOD) staff's efforts on female participation. This report provides an update on the PLA/CCP through the quarter ending September 2023 (Attachment A).

A. PLA/CCP Status Update

As of September 2023, there are 16 active construction contracts with PLA/CCP program requirements, including ten contracts subject to the Local Hire Initiative. Fourteen contractors exceeded the 40% Targeted Worker Goal (from economically disadvantaged areas), ten exceeded the 20% Apprentice Worker Goal, and eleven exceeded the 10% Disadvantaged Worker Goal. Thirty-two completed construction contracts were subject to the PLA/CCP. Overall (aggregate), PLA/CCP program-wide attainment of the three workforce goals has been met and exceeded.

The following tables represent the active construction projects as of the September 2023 quarterly reporting period.

Projects Subject to National Targeted Worker (from economically disadvantaged areas of the US)

Project Name	Prime Contractor	Project Completion Percent	Targeted Worker Goal (40%)	Apprentice Worker Goal (20%)	Disadvantaged Worker Goal (10%)	Female Utilization Goal (6.9%) & Grade	Percentage of Disadvantaged Worker Participation that are in the Criminal Justice System (*)
Crenshaw/LAX Transit Corridor	Walsh/Shea Constructors	99.90%	60.09%	23.44%	10.29%	3.61% = C	34.46%
Regional Connector Transit Corridor	Regional Connectors, JV	99.75%	62.89%	20.01%	10.62%	4.06% = C	73.29%
Westside Subway Extension Project, Sec 1	Skanska-Taylor-Shea, JV	98.17%	63.00%	20.00%	12.09%	3.93% = C	82.80%
Purple Line Ext. Sec. 3 – Stations Project	Tutor Perini/O&G, JV	28.86%	61.10%	13.27%	10.46%	3.45% = C	79.74%
Rail to Rail Active Transporation Corridor	Griffith Company	50.81%	63.51%	20.61%	10.79%	7.72% = A	24.95%
Rosecrans/Marquardt Grand Separation Project	Flatiron	63.13%	57.36%	20.79%	9.92%	1.46% = F	99.88%

Please refer to Attachment A (PLA/CCP Brochure) for additional information on each project.
Project Completion Percent is based on estimated work hours as provided by the Prime.

Projects Subject to Local Hire Initiative (from economically disadvantaged areas of Los Angeles County)

Project Name	Prime Contractor	Project Completion Percent	Local Worker Goal (40%)	Apprentice Worker Goal (20%)	Disadvantaged Worker Goal (10%)	Female Utilization Goal (6.9%) & Grade	Percentage of Disadvantaged Worker Participation that are in the Criminal Justice System (*)
Westside PLE Project, Section 2 – D/B	Tutor Perini/O&G, JV	59.32%	42.64%	16.68%	9.18%	2.74% = D	55.43%
Purple Line Ex. Sec 3 – Tunnels Project	Frontier Kemper/Tutor Perini Corp.	94.44%	43.28%	18.60%	10.33%	3.63% = C	48.83%
Soundwall #11 Construction	Powell Constructors, Inc.	98.61%	42.19%	20.32%	10.84%	0.52% = F	70.04%
Div. 20 Portal Widening Turnback Project	Tutor Perini Corp.	75.13%	47.17%	17.78%	12.77%	6.70% = B	46.51%
Metro Center St. Project	SJ Amoroso Construction	64.53%	51.90%	27.46%	11.69%	1.52% = F	60.89%
Airport Metro Connector Transit Station	Tutor Perini Corp.	70.50%	49.20%	18.68%	8.86%	3.59% = C	55.79%
Division 20 TPSS (PWT 2)	C3M Power Systems	62.11%	29.68%	23.26%	23.15%	0.00% = F	68.97%
CLAX Construction Punch Out Work	Griffith Company	57.85%	42.10%	20.17%	12.22%	2.48% = F	85.63%
Harbor Gateway Transit Center Electric Charging Station	Pro-Cal Lighting, Inc.	42.92%	60.85%	26.57%	0.00%	0.58% = F	0.00%
ESFV Adv. Utility Adjustment/DWP	W.A. Rasic Company	34.01%	16.64%	12.08%	5.08%	0.00% = F	44.97%

Please refer to Attachment A (PLA/CCP Brochure) for additional information on each project.
Project Completion Percent is based on estimated work hours as provided by the Prime.

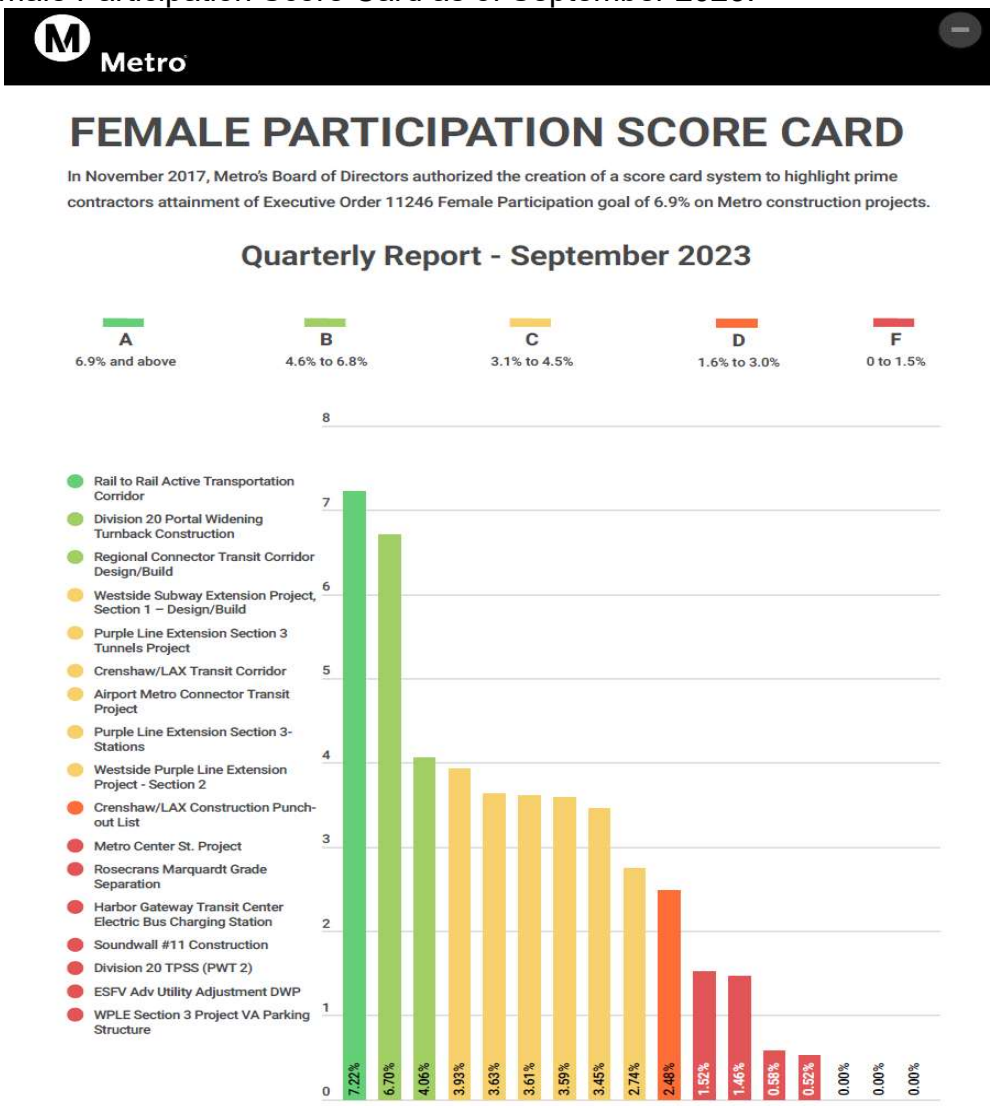
*Part of Metro's PLA/CCP workforce requirement is the utilization of disadvantaged workers on projects. One of the nine criteria for a Disadvantaged Worker is having a criminal record or other involvement with the criminal justice system. The data shown in the tables above (last column) is the percentage of Disadvantaged Workers (based on hours worked) that have criminal records or involvement with the criminal justice system and that have worked or are actively working on Metro's PLA/CCP projects.

Female Workers on Active Construction Projects

In November 2017, the Metro Board of Directors (Board) approved a motion to encourage contractors on Metro construction projects to increase the participation of women by meeting or exceeding the nationwide female participation goal of 6.9% as set forth by Executive Order 11246.

Included in the motion is the creation of a report card/score card system reflecting the attainment of the female participation goals for Metro Project Labor Agreement/Construction Careers Policy contractors that is aimed at encouraging contractors to exceed the 6.9% female participation goal.

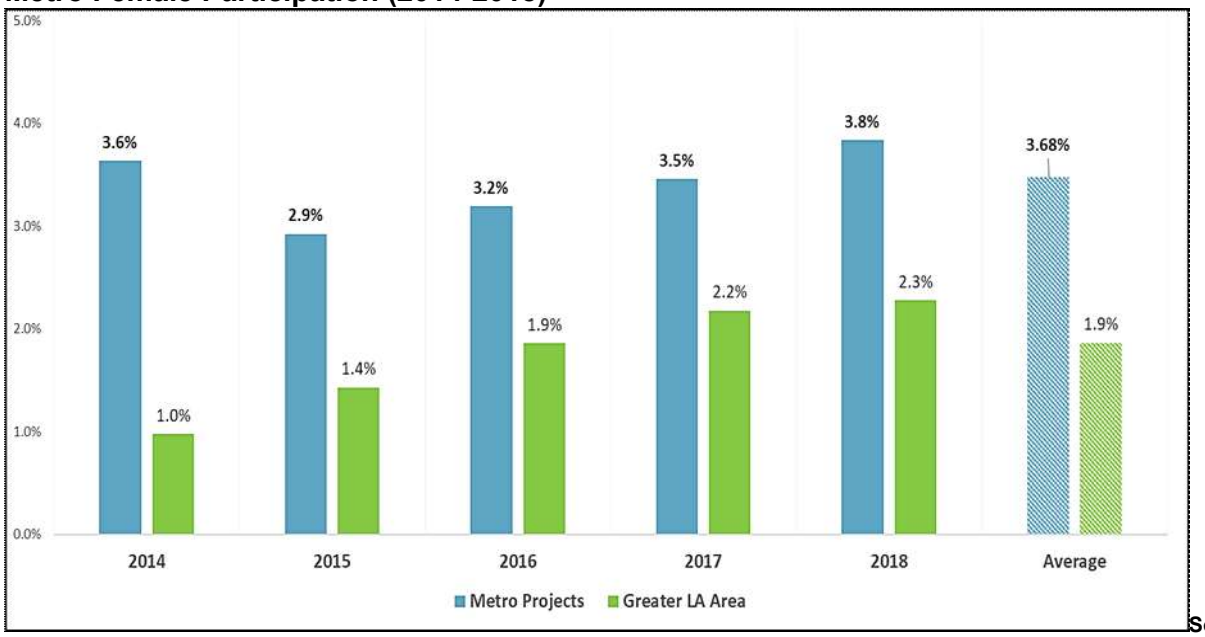
Below is the Female Participation Score Card as of September 2023.



The average female participation in Metro construction projects is at 3.71% of total work hours, which is higher compared to less than 2.0% on other non-Metro public works construction projects in the region. The national average for women in construction is below 3.0%.

The following chart represents Metro female participation by year compared to other non-Metro projects in the region.

Metro Female Participation (2014-2018)

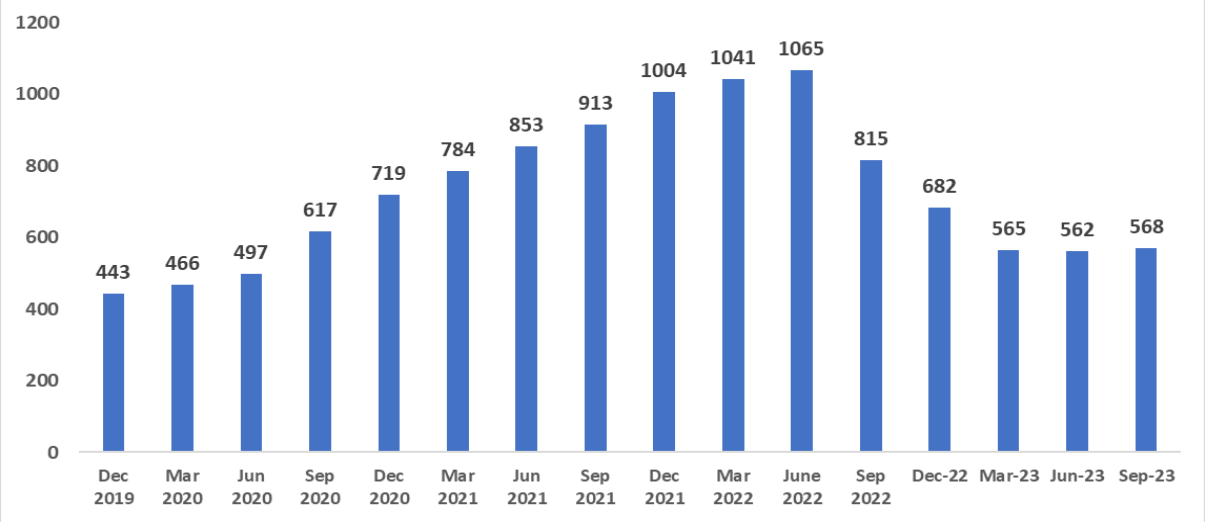


Source: Estolano Lesar Advisors - Disparity Study

Staff understands the importance of increasing female participation in Metro's projects for equity and workforce availability reasons and is actively taking measures to increase and create opportunities.

Below is a chart of the number of females within the last four years on construction projects.

Number of females on Metro projects



Source: As reported by the prime contractors. This table counts each individual tradeswomen only once (no double counting), even if an individual worked on multiple projects.

The number of female workers on Metro projects decreased from 2022 to 2023 due to the completion of the Crenshaw/LAX Transit Corridor and Regional Connector Transit Corridor projects.

Staff are currently working with the unions and jobs coordinators to refer female workers who have completed their work assignments to other active Metro construction projects.

Staff continue to focus on strategies to support the outreach, recruitment, and retention of women into the trades, focusing on Metro's PLA/CCP construction projects. Listed below are strategies implemented to increase female participation on Metro's construction projects.

- Female Participation Score Card - Staff continues to grade each contractor's performance quarterly by using a score card that reflects percentages of worked hours performed by females hired by Metro's contractors to encourage meeting the 6.9% goal.

- Periodic Jobs Coordinator meetings - Staff conduct periodic meetings with job coordinators to discuss best practices and identify outreach and recruitment opportunities. The most recent meeting focused on female recruitment and referral into union boot-camps and pre-apprenticeship programs.

- Transition Coordination - Staff continues to assist female workers transitioning to other active or upcoming Metro projects as projects near the end of construction.

- Notice to Prime Contractors - Staff continues to issue notices to prime contractors not meeting the female participation goal at 25%, 50%, and 75% project completion.

- Women in the Trades Resource Guide (Attachment B) - Staff has developed a comprehensive guide to recruit, employ, and retain women in construction careers, to assist prime contractors

in recruiting female workers.

- Collaboration with Unions - Staff has established a collaboration with the Laborers Union and Southwest Regional Council of Carpenters to directly refer female workers to the apprenticeship programs. Upon completion, participants are referred to Metro's contractors for employment opportunities.

- Outreach - Staff continue to outreach to community-based organizations, pre-apprenticeship schools, and building trades to promote and increase female recruitment in the construction industry. As of this reporting period, staff participated in two job fairs which resulted in twelve females referred to job coordinators for pre-apprenticeship programs.

- Partnerships with the Los Angeles/Orange County Building and Construction Trades Council (LAOCBTC) and the Executive Secretary to focus on increasing female participation in the construction industry, including prioritizing and dispatching female workers on Metro construction projects.

In addition, the following are strategies under development to support and increase female participation in Metro's projects.

- Metro and Laborers Union (Local 300) are collaborating to establish a tunnel worker training facility in the LA region. Currently, the only training facility for tunnel workers is in Seattle, Washington, which creates a hardship for local individuals to participate. Establishing a local tunnel worker training facility will help fulfill the LA region's need for tunnel workers, with priority given to females interested in starting as tunnel/miner workers. As of this reporting period, the following efforts have been made.

    - Laborers Training School finalized the class curriculum in partnership with Washington State University for the tunnel training school.

    - Laborers Training School has started classroom safety training classes as a pre-requisite course prior to the actual hands-on tunnel training. Approximately 25 individuals have completed the classroom courses including 5 female participants. Laborers Union are continually recruiting female union members to participate in this specialized training.

    - Metro will provide some financial support for the tunnel worker training, purchase of PPE equipment and cost for the hands-on training for the participants. The hands-on training portion of the class will continue to be done in Seattle, Washington, until the Laborers Union and Laborers Training School secure a local working site to accommodate the hands-on portion of the tunnel training.

    - Target date for the start of the hands-on tunnel worker training in Seattle, Washington is

the 2nd quarter of calendar year 2024.

- Metro to launch a Joint Awareness Campaign in collaboration with LAOCBTC, union trades, prime contractors, and community-based organizations to build future workforce capacity with a special focus on females.
    - Launch a website connecting females to pre-apprenticeship training sponsored by LAOCBTC by 1st quarter of calendar 2024.
- Consistently support the Women Build Metro LA (WBMLA) events. The WBMLA events are geared to introduce the construction career path for women throughout Los Angeles County. Staff has invited Metro's prime contractors to participate and recruit females interested in starting a career in construction.
- Collaborate with Women in Non-Traditional Employment Roles (WINTER) to continuously seek grant opportunities to help empower, train, educate, and prepare women for transformative careers in the construction industry. In addition, Metro shall provide continuous employment referrals to female graduates of WINTER on Metro project sites.
- Further collaborate with the LA County Department of Economic Opportunity (DEO) in recruiting females interested in starting a career in construction and establishing an ongoing referral system of individuals to pre-apprenticeship programs available through the LA County DEO network of services.

Furthermore, staff will continue to provide ongoing assessment of the female participation score card, monitoring of contractor's performance, and recognition of contractors that successfully meet or exceed the 6.9% goal or demonstrate highly commendable efforts in the recruitment, retention, and/or professional development of women on Metro's construction projects.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Metro's Project Labor Agreement/Construction Careers Policy (PLA/CCP) supports strategic plan goal #3 to enhance communities and lives through mobility and access to opportunity.

EQUITY PLATFORM

Metro's Project Labor Agreement and Construction Careers Policy continue to create employment opportunities for marginalized and vulnerable community members in the construction industry for workers with historical barriers to employment. In addition, through Executive Order (EO) 11246, Metro strives to diversify the workforce on construction projects to improve access to career opportunities and serve as a catalyst for improving the socio-economic status of minorities and women.

As of this reporting period, all active PLA/CCP construction projects have exceeded the minority participation goal of 28.30%. Metro has continued ongoing efforts undertaken by staff to increase female participation, including outreach to women in construction to obtain insight and best practices for contractors and female workers in the construction industry (details in Attachment B). In addition, Metro helps the Construction Building Trades unions to increase their female membership by encouraging contractors to hire/sponsor females into the construction trades. Staff attributes these strategies to contribute to an average female participation rate in Metro construction projects (3.71%) that is higher than historical participation rates in other non-Metro public works construction projects in the region (less than 2%) and the national average for women in construction (less than 3%). Additionally, staff monitors each project female attainment on a monthly basis and provides assistance to contractors to continually increase female participation.

NEXT STEPS

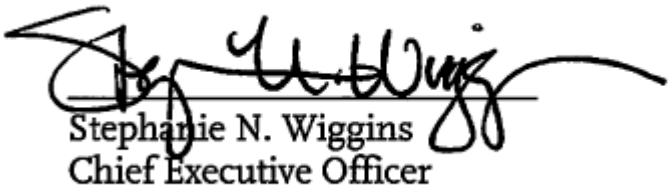
DEOD staff will continue to monitor the contractors' efforts and initiate the various strategies and activities as outlined in this report. Staff will continue to monitor and deliver best practices, initiatives, and outreach efforts to promote awareness, engagement, and participation in construction career opportunities.

ATTACHMENTS

Attachment A - PLA/CCP Quarterly Brochure
Attachment B - Women in the Trades Resource Guide

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Stephanie N. Wiggins
Chief Executive Officer

PLA/CCP



Metro's Project Labor Agreement and Construction Careers Policy

September 2023

Metro®



Overview

In January 2012, the Metro Board approved the Project Labor Agreement (PLA) with the Los Angeles/Orange Counties Building and Construction Trades Council and the Construction Careers Policy (CCP). The primary benefit of the PLA is that it encourages construction employment and training opportunities in economically disadvantaged areas throughout the United States on federally-assisted contracts. Another benefit is that it prohibits work stoppages.

The PLA goals are:

> **40% participation of construction workers residing in economically disadvantaged areas**

> **20% apprentice participation**

> **10% participation of disadvantaged workers (meeting two of nine disadvantaged criteria)**

Consistent with the Board-approved PLA/CCP, prime contractors are required to provide monthly reports detailing progress towards meeting the targeted worker hiring goals. Additionally, per Metro's Labor Compliance policy and Federal Executive Order 11246, prime contractors provide Metro with worker utilization data by ethnicity and gender. (See page 6).

Economically Disadvantaged *– Area where the median household income is less than $40K per year.*

Disadvantaged *– Economically disadvantaged; also satisfying at least two of the following nine categories: 1) homeless, 2) single custodial parent, 3) receiving public assistance, 4) lacking GED or high school diploma, 5) criminal record or history with criminal justice system, 6) chronically unemployed, 7) emancipated from foster care, 8) veteran from Iraq or Afghanistan war, or 9) apprentice with less than 15% hours needed to graduate to journeyworker. Criminal justice system percentages are a subset of the 10% Disadvantaged hours category.*

Figures at a Glance

PLA CONTRACTS – INCEPTION TO DATE

- **57** TOTAL
- **17** ACTIVE*
- **8** UPCOMING
- **32** COMPLETED

CONTRACT VALUE

- **$8+** BILLION

**One project has been awarded but has not yet started.*

APPRENTICE WORKERS

- **1950+** CRENSHAW/LAX TRANSIT CORRIDOR PROJECT (PROJECT BEGAN 8/2013)
- **1050+** REGIONAL CONNECTOR TRANSIT CORRIDOR PROJECT (PROJECT BEGAN 9/2014)
- **980+** WESTSIDE SUBWAY EXT. PROJECT, SEC 1 – DESIGN BUILD (PROJECT BEGAN 11/2015)
- **350+** WESTSIDE PURPLE LINE EXTENSION PROJECT, SECTION 2 (PROJECT BEGAN 4/2017)

PLA WORKER HOURS (PROGRAM-WIDE)
ACTIVE AND CLOSED PROJECTS

28,871,841.21 hours
TOTAL CONSTRUCTION HOURS THROUGH SEPTEMBER 2023

21,545,380.46 hours
TOTAL APPRENTICEABLE HOURS THROUGH SEPTEMBER 2023

58.10% (16,773,924.02 hours)
ECONOMICALLY DISADVANTAGED

21.23% (4,573,592.14 hours)
APPRENTICE

10.89% (3,144,437.67 hours)
DISADVANTAGED

Fast Facts on Metro's Project Labor Agreement

> Metro is the **first** transit agency in the nation to adopt a PLA that includes a targeted hiring emphasis on apprentices, low income and previously excluded members of society into the trades.

> The U.S. Secretary of Labor visited Metro and the Crenshaw/LAX Transit Corridor Project in August 2014 and highlighted the PLA/CCP as a success and national model.

> **No** work stoppages or lockouts have occurred since the start of the program.



Female Participation in Construction

Through its Project Labor Agreement and Construction Careers Policy, Metro is striving to diversify the workforce on construction projects to improve access to career opportunities and serve as a catalyst for improving socio-economic status for minorities and women. Although the national average for women in construction is below 3%, Metro's goal is to exceed the Executive Order 11246 female utilization goal of 6.9%. Metro's current female participation average is 3.71%.

In November 2017, Metro's board passed a motion authorizing the agency to create and publish a score card system that reflects percentages of women hired by Metro contractors; develop an incentive program to encourage contractors to exceed the national goal; and require contractors to demonstrate how they are promoting a diverse and inclusive work environment.

Women Build Metro LA (WBMLA)

Women Build Metro LA is a culmination of community advocates, stake holders and decision makers, including private and public sectors. Together we are committed to increasing the ranks of qualified women candidates for apprenticeship and placement with all Trades. With our partners and stake holders, including our Woman Build Metro LA Committee, we are passionate about increasing female participation, given that women currently make up less than 3% of the construction trade workforce. We are proud to educate and support women in construction under Metro's Project Labor Agreement and Construction Careers Policy.

Female Participation Score Card

SEPTEMBER 2023

The Metro Board voted to create a score card system to highlight those contractors who meet and exceed the Executive Order 11246 female participation goal of 6.9% on Metro construction projects.

ACTIVE PROJECTS	PRIME CONTRACTOR	GRADE	%
Rail to Rail Active Transportation Corridor	Griffith Company	A	7.22%
Division 20 Portal Widening Turnback	Tutor Perini Corp	B	6.70%
Regional Connector Transit Corridor Design/Build	Regional Connector Constructors, JV	C	4.06%
Westside Subway Extension Project, Section 1 – Design Build	Skanska, Traylor, Shea, JV	C	3.93%
Purple Line Extension, Section 3 – Tunnel Project D/B	Frontier Kemper/Tutor Pernin, JV	C	3.63%
Crenshaw/LAX Transit Corridor	Walsh/Shea Corridor Constructors	C	3.61%
Airport Metro Connector Transit Station	Tutor Perini Corp	C	3.59%
Purple Line Extension, Section 3 – Stations Project D/B	Tutor Perini/ O&G, JV	C	3.45%
Westside Purple Line Extension Project, Section 2 – Design Build	Tutor Perini/ O&G, JV	D	2.74%
Crenshaw/LAX Construction Punch-out List	Griffith Company	D	2.48%
Metro Center Street Project D/B	Amoroso Construction Co., Inc.	F	1.52%
Rosecrans Marquardt Grade Sep.	Flatiron West, Inc.	F	1.46%
Harbor Gateway Transit Center Electric Charging Infrastructure	Pro-Cal Lighting, Inc.	F	0.58%
Soundwall #11 Construction	Powell Constructors, Inc.	F	0.52%
Division 20 TPSS (PWT 2)	C3M Powersystems	F	0.00%
ESFV Adv Utility Adjustment DWP Power Design	W.A. Rasic Construction	F	0.00%

A 6.9% and above **B** 4.6% to 6.8% **C** 3.1% to 4.5%
D 1.6% to 3.0% **F** 0% to 1.5%

To view the Score Card detail summary, visit *metro.net/pla*.

Current PLA/CCP Project Attainments

TARGETED WORKER ACTIVITY BY ACTIVE PROJECT (CUMULATIVE)	% PROJECT COMPLETE	PLA/CCP			% OF DISADV WORKERS IN THE CRIMINAL JUSTICE SYSTEM CATEGORY
		GOAL 40% ECON DISADV	GOAL 20% APPRENTICE	GOAL 10% DISADV	
Crenshaw/LAX Transit Corridor	99.90%	60.09%	23.44%	10.29%	34.46%
Regional Connector Transit Corridor Design/Build	98.75%	62.89%	20.01%	10.62%	73.29%
Westside Subway Extension Project, Section 1 – Design/Build	99.17%	63.00%	20.02%	12.09%	82.80%
Westside Purple Line Extension Project, Section 2 – Design Build	59.32%	42.64%	16.68%	9.18%	55.43%
Purple Line Extension, Section 3-Tunnel Project D/B	94.44%	43.28%	18.60%	10.33%	48.83%
Purple Line Extension, Section 3 – Stations Project D/B	28.86%	61.10%	13.27%	10.46%	79.74%
Soundwall #11 Construction	98.61%	42.19%	20.32%	10.84%	70.04%
Division 20 Portal Widening Turnback	75.13%	47.17%	17.78%	12.77%	46.51%
Metro Center Street Project D/B	64.53%	51.90%	27.46%	11.69%	60.89%
Division 20 TPSS (PWT 2)	62.11%	29.68%	23.26%	23.15%	68.97%
Rail to Rail Active Transportation Corridor	50.81%	63.51%	20.61%	10.79%	24.95%
Airport Metro Connector Transit Station	59.06%	49.20%	18.68%	8.86%	55.79%
Crenshaw/LAX Construction Punch Out Work	57.85%	42.10%	20.17%	12.22%	85.63%
Rosecrans/Marquardt Grade Separation Project	63.13%	57.36%	20.79%	9.92%	99.88%
Harbor Gateway Transit Center Electric Charging Infrastructure	42.92%	60.85%	26.57%	0.00%	0.00%
ESFV Adv Utility Adjustment DWP Power Design	34.01%	16.61%	12.08%	5.08%	44.97%

Project % completion is based on projected work hours as provided by the prime contractors.

Data through Sept 2023

Current Projects Executive Order 11246 Attainments

ACTIVE PROJECTS SUBJECT TO METRO'S PLA/CCP	AFRICAN AMERICAN	ASIAN	CAUCASIAN	HISPANIC	NATIVE AMERICAN	OTHER/ NOT SPECIFIED	GOAL 28.30% MINORITY	GOAL 6.90% FEMALE
Crenshaw/LAX Transit Corridor	11.20%	1.46%	20.42%	63.25%	0.81%	2.86%	76.72%	3.61%
Regional Connector Transit Corridor Design/Build	5.08%	0.87%	19.88%	66.97%	0.77%	6.44%	73.69%	4.06%
Westside Subway Extension Project, Section 1 – D/B	7.48%	1.57%	19.32%	62.67%	0.60%	8.37%	72.32%	3.93%
Westside Purple Line Extension Project, Section 2 – D/B	5.78%	1.45%	22.15%	64.75%	1.19%	4.68%	73.17%	2.74%
Purple Line Extension Project, Section 3 – Tunnel Project D/B	6.47%	0.76%	23.32%	60.72%	0.78%	7.95%	68.73%	3.63%
Purple Line Extension Project, Section 3 – Stations Project D/B	4.60%	2.30%	21.49%	69.99%	0.14%	1.48%	77.03%	3.45%
Soundwall #11 Construction	3.53%	0.01%	11.39%	80.73%	0.00%	4.34%	84.27%	0.52%
Division 20 Portal Widening Turnback	4.36%	1.81%	20.83%	68.93%	1.37%	2.69%	76.47%	6.70%
Metro Center Street Project D/B	3.51%	2.82%	31.73%	57.71%	0.14%	4.08%	64.18%	1.52%
Division 20 TPSS (PWT 2)	3.41%	0.16%	60.73%	34.94%	0.00%	0.75%	38.51%	0.00%
Rail to Rail Active Transportation Corridor	1.44%	2.22%	12.29%	47.27%	0.87%	35.91%	51.80%	7.22%
Airport Metro Connector Transit Station	2.97%	1.13%	14.44%	70.50%	1.63%	9.33%	76.23%	3.59%
Crenshaw/LAX Construction Punch Out Work	0.99%	0.63%	10.17%	43.31%	0.00%	44.90%	44.93%	2.48%
Rosecrans/Marquardt Grade Separation Project	1.54%	0.00%	16.80%	68.74%	0.89%	12.03%	71.17%	1.46%
Harbor Gateway Transit Center Electric Charging Infrastructure	25.35%	0.62%	7.72%	59.33%	0.00%	6.98%	85.30%	0.58%
ESFV Adv Utility Adjustment DWP Power Design	0.15%	0.08%	43.45%	55.55%	0.00%	0.77%	55.78%	0.00%

Closed project attainments may be found by visiting Metro's PLA/CCP website at *metro.net/pla*.

Based on contractors reported data as of Sept 2023

Metro is building the workforce of

Metro's PLA/CCP facilitates new training and apprenticeship opp
These programs also help those who reside in economically disa

Here's a look at just a few of the workers who have found succes



Frances Macias Aguilar

Frances Macias Aguilar is a mother of eight who has a passion for the construction trades. As a member of Laborers Local 300, Frances is certified in lane closures and works on the team that handles traffic control for the Regional Connector Transit Corridor Project in the heavily congested streets of downtown Los Angeles. Frances' job is to close street lanes to traffic throughout the various active construction sites in the city. Francis says joining the laborers has changed her life dramatically, she looks forward to moving up the ladder and bringing more females into this male-dominated field.



Anna Aguirre

Anna Aguirre was born and raised in Downey, CA. She attended Downey High School and worked toward her higher education degree at Rio Hondo College in the field of Merchandising and Marketing. She continued to work in the retail industry for the next 10 years, until she decided to change her career path. Following this decision she attended an outreach event for women in the trades, where she was able to meet staff from Laborers Local 1309. Anna was so fascinated by the opportunities in trades, that she quit her job in retail and started to seek sponsorship opportunities into the Local 1309. With the sponsorship of the Local 1309 she was dispatched to The Griffith Company as a General Laborer, working on the Rail-to-Rail project. For the past two years, she has been working hard on this project and has rose to the level of a 3rd period apprentice. Besides being a General Laborer at The Griffith Company, Anna is a proud mother of one son, age 6. She credits the Local 1309 and Griffith Company for being able to provide a quality life for herself and her son.



Patricia Allen

As a child, Patricia was determined to be different and reject the gender roles that were expected of her. After making some mistakes within the justice system, Patricia decided that she needed to make a positive change in her life. Fourteen years ago, Patricia found the change she was looking for when a friend suggested that she look into a career in construction and encouraged her to register for the Laborers Union Bootcamp, and that's just want she did. While in training, Patricia earned the respect of her female peers and motivated them to push themselves as she had, to overcome the fear of entering a male dominated field and constantly reminded them to work hard because, "You are only as good as your training." Throughout her career in construction, Patricia has been able to provide a comfortable life for herself and her son. Patricia also has the distinction of being the only female miner on the Westside Purple Line Extension Project and hopes that her work will inspire other women to follow in her footsteps.

tomorrow.

portunities for workers across the region.
dvantaged areas to find jobs and training opportunities on Metro projects.
s working on PLA and Measure R projects:



Sophia Burruel

Sophia Burruel was born and raised in San Pedro, CA. and is dedicated single mother of four, with two sons and two daughters. Sophia's career began working in the medical field at Torrance Memorial, and then moved on to working at a refinery. After giving birth to her fourth child, Sophia realized that she needed a new career path to support her family. Introduced to the building trades by her siblings, she joined Local Union 1309 in 2016, and is now a Journeyman working on Metro's Eastside Access Improvement Project in the Crenshaw District of South Los Angeles. Sophia shared that she has enjoyed working with her sisters and brothers in the Union, while creating a special bond with those around her. More importantly, the working in construction has allowed her to earn a more desirable wage, learn new skills, and provide a good life for her family.



Natalie Cervantes

Natalie Cervantes is a 29-year-old Electrical Inside Wireman who represents Local Union IBEW 11. Natalie has been working on the Purple Line Extension 1 project for the past year and a half. Prior to her career in construction, Natalie was self-employed and struggling to make ends meet. She decided that she wanted to go into the construction industry to have a more stable, well-paying job. Compared to her old career path, she finds that a career in construction is more fulfilling, since she can learn something new every day to keep the job interesting. The need for Natalie to find another career path was also necessary to support her family, since she is a single mother of 4. A career in construction provided her with great benefit that she can take advantage of. There are better working hours, which has allowed her to finish work and still have time to take care of her kids. With better pay, she has been able to consistently provide for her family and make ends meet.



Katherine Cruz

Katherine Cruz wanted a career that didn't keep her behind the desk. She wanted to be challenged, so she "traded in her high heels for steel toed boots". Starting off her construction career as a single mother of four, Katherine joined the Local 300 Laborer's Union and began to work on the Purple Line Extension 1 project as an Apprentice. She then worked her way up to Journeyman to helped construct the Regional Connector project. Throughout Katherine's career she has been honored by local, state, and federal officials as she has been groundbreaking in her own right as one of the few women who first began working on these Mega projects. With her determination she was hired as the first female Instructor for Local 300's Laborer's Training School. Today, Katherine is not just a role model to her peers and students, but also to her daughter, Genesis who followed in her footsteps and joined Local 300 Laborer's Union.



Guy Denuccio

Guy is a 1st Period Laborers Apprentice on Metro's Purple Line Extension, Section 1 project. A native of Southern California, Guy enjoys baseball and was a standout athlete in his youth. Before working for Skanska on PLE Section 1, Guy made some regrettable decisions and was incarcerated for nine years. While incarcerated, he vowed to never repeat the same mistakes and promised himself he would get out and begin a life and career his family would be proud of. After being paroled, Guy enrolled in an MC3 training program. After completion, he was given the opportunity to begin working right away. Guy thinks back to his time in the criminal justice system and says, "I'm never going back; this opportunity has given me a chance to change my life and I am proud to be part of building the future of Los Angeles."



Catherine Dillon

Catherine Ann Dillon was born in Lancaster, CA, and was educated through the Saddleback Academy homeschool program. After high school, she worked at a Scout Camp for young adults. While working at the camp, Catherine watched her father welding, and she showed interest. He began to teach her basic welds. From that point, Catherine decided to reach out to Ironworkers Local 433 and register with their Union. Shortly after registering with Local 433, Catherine contacted Skanska, and seeing her potential, they sponsored her into the union. Catherine is now an Eighth Period Apprentice and loves being a part of the team working on Metro's Westside Purple Line Extension Project.



Jenna Dorrough

In 2017, Jenna Dorrough graduated from Women in Non-Traditional Employment Roles' (WINTER) pre-apprenticeship training program as a Carpenter. Since then, Jenna has become certified in OSHA 30, CPR and HAZPOWER training and recounts her story on how she became interested in the building trades. Originally a security guard on a construction project, she was inspired by women on the job site, considering construction is traditionally a male-dominated field. Currently, Jenna is working on Metro's Regional Connector project as a Carpenter where she works every day to gain as much knowledge as possible and ultimately achieve her goal of becoming a crane operator and welder. With her success, Jenna was honored by WINTER this past November 2018 as the Female Craft Worker of the Year.



Jermaine Edwards

Jermaine Edwards was born and raised in Southeast Los Angeles. After time in prison, he decided he wanted to turn his life around and begin a career in construction, and found an opportunity to work as a Skill Craft Laborer on the Crenshaw/LAX Transit project. Jermaine remains humble about his current success, and even mentors some of his fellow coworkers who have recently transitioned from the prison system into the workplace.



Eric Falcon

After spending 15 years of incarceration, Eric Falcon vowed to never return to prison. Eric wanted a better life for himself and his family, which led him to attend a pre-apprenticeship training sponsored by Southwest Carpenters Training through the "My Brother's Keeper" program. Upon completion of the program, Eric was hired as a Carpenter (Local 409) on the Westside Purple Line Subway Extension Project, Section 1. A husband and father of three, Eric grew up in the South Los Angeles area, where he continues to reside and raise his family. Eric is grateful for the opportunity that Westside Purple Line team has provided him.



Jessica Flores

Born in East Los Angeles, Jessica attended Eagle Rock High School. Later, Jessica obtained her Welding certificate from Pasadena City College. While working at the Broad Art Museum, Jessica observed the construction work taking place across the street at Metro's Regional Connector project site. Through this interest, Jessica made the courageous decision to begin a career in construction. Jessica registered and completed the Laborers Union Bootcamp construction training program. Upon completion of her rigorous training, she immediately applied for work at the Regional Connector project and was hired by Skanska. Proudly, Jessica is now a Sixth Period Apprentice and loves her new career.



Yurvina Hernandez

Before becoming a Laborer Apprentice, Yurvina Hernandez had never considered going into the field, even though her family owns a construction business and she grew up around the industry. Yurvina's sister-in-law encouraged her to join a construction training program along with her, and Yurvina quickly discovered that she enjoyed the job. She went on to graduate from the boot camp and joined her union, Local 300. Now, Yurvina is a Level 4 Apprentice on the Purple Line Extension Section 3 Tunnels project. Working at the ground level, she inspects segments of the massive tunnel boring machines, and guides crane operators as they lower equipment into the tail track exit shaft, which is the staging area that leads into the underground tunnels. Yurvina would tell anyone considering a career in construction, especially women, "Never be afraid to try something new." After all, that's exactly what she did.



Christina Lara

Christina Lara comes from a construction family; both of her parents retired from Laborers Local 300. Prior to this project, Christina installed industrial water pipelines in Pasadena. In the beginning of 2022, Christina followed in her parents' footsteps and became a Journeyman for Local 300. Shortly afterwards, Christina began to work on her first tunnels project, Metro's Purple Line Extension 3. At this project Christina has learned a lot from her colleagues and was recently promoted to a Miner position, which is an opportunity that few women have. In her position, Christina spends the entirety of her shift working underground as a bottom lander, where it is her responsibility to support the ongoing work in the tunnels by coordinating equipment going back and forth to the surface. So, while her work can be exhausting, it is also rewarding. "At the end of the day, you feel like you've had a purpose" she explains, "You've been successful in achieving something."



Dezdon Lewis

Dezdon Lewis was recently awarded the prestigious "Participant of the Year" award from Playa Vista Jobs (PV Jobs) and a Certificate of Recognition from Congresswoman Lucille Roybal-Allard. After being incarcerated for a number of years, Dezdon knew it was time to make a change and teamed up with PV Jobs, who helped him get a job placement within the building trades on Metro's Crenshaw/LAX Transit Corridor project. For Dezdon, what began as an entry-level ditch digging position has transitioned into a role of leadership and responsibility, where he is now an Inspector in Charge of Segment Eight Health, Safety and Environment on the project. Dezdon recounts his journey from his time in the criminal justice system to his new leadership role, and actively encourages former inmates to "look above" their situations, create life goals and stick to them.



Belia Lopez

Belia has always taken a nontraditional approach to life. Since her youth, she has always enjoyed working with her hands and was always fascinated with figuring out how things work. After working in autobody shops for over five years, Belia decided it was time to make a change. The construction industry seemed like a natural transition and she enrolled in an MC3 training program. Belia is currently a 1st Period Apprentice with IBEW Local 11 and is working as an electrician on Metro's Purple Line Extension, Section 1 project. Belia states that she has enjoyed every aspect of the challenges she has faced in the construction industry and looks forward to continuing her personal growth and development in the trades.



John Mackey

John Mackey works on the Regional Connector project in downtown Los Angeles. Although he struggled with finding a job, he says his new position changed his life dramatically and has allowed him to successfully save money, and he plans to start his own business. Due to this job, he is no longer living at the LA Mission on Skid Row and has moved to a transitional living home. John compared his new job on the Regional Connector project to "winning the lottery."



Marelly Mendoza

Marelly Mendoza is a single mother of four and native of Los Angeles, California. A few years ago, she was introduced to construction by family and found her calling in the building trades. Since then, she has completed the Laborer's Training Academy and began her career in the trades as Laborer with Local 300. Marelly's journey in the trades has led her to work on mega projects, including Metro's Crenshaw/LAX Transit Corridor and most recently, Metro's Purple Line Extension, Section 2.



Ricshawn Moore

Growing up, Ricshawn Moore faced all of the challenges many of our young men face in today's communities. Raised by a hardworking mother in Compton after his father passed away when Ricshawn was just two, he spent too much time on the streets as a teen and ended up struggling with gangs. Ricshawn kept an open mind, worked hard and today is earning a living as a union-scale laborer on the much-icipated Crenshaw/LAX Transit Corridor Project.



Cynthia Piña

Cynthia Piña grew up in Rosemead, CA, and moved to Watts 10 years ago. During her time in Watts, she became involved with the wrong crowd and moved in and out of the justice system. As a mother of two, she was determined to turn her life around. She enrolled herself in a pre-apprenticeship program and upon completion was hired as a Laborer (Local 300) on the Westside Purple Line Subway Extension Project, Section 1. Through hard work and dedication, Cynthia now is a 4th Period Apprentice, continually learning new skills and progressing in her trade.



Lance Reed

Raised in Whitter, California, Lance Reed began his career in construction when a representative from the Laborers' Union visited the prison where he was incarcerated. The union offered a training program to help prepare individuals to apply for jobs in the industry, and Lance saw this as a chance to set himself up for success after his release. Lance was eventually hired by Valverde Construction, and today he is a General Superintendent. He manages field operations for Valverde Construction on Sections 2 and 3, where he mostly works underground, relocating and installing utility lines. Lance is proud of the work he does and looks forward to the project's completion, when he can visit the finished stations with his children and grandchildren to show them what he helped build. "If you never give up and continue working hard," Lance says, "anything can be done."



Rhonda Rodriguez

When asked why Rhonda Rodriguez chose to being her career in construction, she responded, "well, I had some challenges in my past that did not afford me to find a career that would allow me to feel fulfilled and sustained, so I decided to make a bad situation into a positive one". Now, the only female Foreman on Metro's SEED LA School project, Rhonda is calling the shots. Reigning from the San Gabriel Valley and standing a whopping 4' 113/4", Rhonda attended the construction pre-apprentice training school offered at Cerritos college and then joined the Iron Workers Union Local 433. Completing her apprenticeship, and graduating to Journey level, Rhonda had proven to her superintendent that she may be "small in stature, but big in performance and personality", and was promoted to foreman on the SEED LA School project. At her project site she is a well-respected team member and continues to enjoy and excel in her knowledge of her craft and promotes other women to enter the building trades as their next career path.



Petra Sanchez

Petra Sanchez is a single mother of two and a former Jobs Coordinator for Women in Non-Traditional Employment Roles, (WINTER). When her role with WINTER came to an end, Petra decided that she would pursue the very same path she had been leading other women to pursue in WINTER's pre-apprenticeship training program. Since completing her training, Petra has been working on Metro's Crenshaw/LAX Transit Corridor project as an Operating Engineer. Petra states that this new opportunity has provided the stability and flexibility that she was looking for and she is thrilled to be part of the city's transportation future.



Kimberly Taylor

Kimberly Taylor is a veteran of the construction industry. Seven years ago she decided that she wanted to be part of something more challenging, both mentally and physically; and she decided that construction was the career for her. Today, Kimberly is working on Metro's Westside Purple Line Extension Project as a Gas Detection Technician. Kimberly plays a vital role not only ensuring the safety of her fellow workers on this project but also keeping the project on schedule. She is proud of the work she does and the impact that women like her have made in this industry.



Jason Thomas

After spending some time in prison, Jason Thomas attended a pre-apprenticeship boot camp sponsored by the Los Angeles County Federation of Labor/LAOC Building Trades, Los Angeles Trade Technical College and ARC. The day after his graduation, Jason interviewed with Walsh Shea Corridor Constructors, and now is working on the Crenshaw/LAX Transit Corridor project, as an Operating Engineer (Local 12).



Melinda Thomas

Melinda Thomas is from Los Angeles, California and started her career in construction with the Local 300 Laborers' Union. She is currently a General Laborer for the Purple Line Extension Section 1 Project. For the past 7 years she has worked on the PLE1 construction site, to improve Los Angeles' public transportation infrastructure. Melinda manages a variety of duties, mainly at the entrance of the PLE1 site. There, she works as a traffic control flagger that allows worksite vehicles to enter/exit the construction site in a manner that doesn't create a traffic hazard. In addition, it is her responsibility to keep the construction site secure by monitoring and verifying that only authorized individuals are accessing the construction site. Lastly, she directs where the supplies go within the construction site, to keep the project area safe, and organized for all her fellow laborers.



Angel Valles

Angel Valles is relatively new to the construction industry having only entered the "My Brother's Keeper" program for construction pre-apprentice training last year. Since then, Angel has relished the opportunity to develop the skills necessary to have an impactful and lasting career in the industry as a Carpenter. For the past seven months, she has been working as a 1st Period Apprentice on Metro's Regional Connector Transit Corridor project. When asked what triggered her interest in the trades, Angel responded, "I wanted a physically demanding career that would allow me to use my hands and teach me the skills I need to become a better carpenter."



Lorrie Williams

Lorrie is a 3rd Period Apprentice from the Pile Drivers/Carpenters Union working on the Regional Connector project. Lorrie started her career in the trades later than most, having spent many years working in refineries as fire-watch and performing other related tasks. Lorrie decided that she wanted to know more about the construction industry and work in something more hands on, which led her to join the trades. After completing the Maxine Waters MC3 program, Lorrie attended an event where she met representatives from Skanska, the prime contractor for the Regional Connector project. Lorrie found that safety is a big area of interest for her and hopes to work in safety coordination one day. Currently, she holds eight OSHA certificates and is working on obtaining the Construction Health and Safety Technician (CHST) certificate. Lorrie wakes up happy to go to work and loves that she can be a part of history by shaping the LA landscape for future generations.



Whitney Winans

Whitney Winans, a determined 25-year-old from Compton, CA, who now resides in South Los Angeles, does not let anything stand in the way of her success. As a participant of the Southwest Carpenters Training through the "My Brother's Keeper" program, Whitney is now a 1st Period Apprentice working on the Crenshaw/LAX Transit Corridor Project. Whitney encourages other young women to consider a career in construction.



Marvin Wong

Marvin Wong started his career in construction in 2016, after serving as a United States Marine from 2003 to 2007. Once Marvin left the service and returned home, he fell into trouble and faced some legal issues, resulting in him serving time in prison. After his release, Marvin resided at the VA transitional housing, and wanted to change his life and get back on track. At the VA, Marvin was referred to a construction pre-apprenticeship program with Career Expansions, Inc. After graduating from the program, he was later sent to the Westside Purple Line Project 1 project and was hired as a First Period Apprentice. Through his newfound employment, Marvin has risen through the ranks quickly and will soon be at a Journey level. Marvin's success has afforded him to gain a stable lifestyle and the opportunity to purchase his first home. Today, Marvin speaks to other veterans about the construction industry and how the benefits can change their lives as it has done for him.

Pilot Local Hire Initiatives

The Federal Transit Administration (FTA) has announced an initiative to permit FTA recipients and subrecipients to utilize geographic, economic, or other hiring preferences on FTA-Funded construction projects. This initiative will be carried out as a pilot program for a period of four years (unless extended) under authority provided in the Consolidated Appropriations Act, 2021, the Federal grants management regulation, and a recent Office of Management and Budget Memorandum (March 19, 2021).

The new Pilot Local Hire Initiative enables Metro to implement local hiring requirements on United States Department of Transportation (USDOT) contract opportunities advertised during the four-year pilot period of May 21, 2021 through May 21, 2025.

Contact Us

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PLA/CCP



Women in the Trades Resource Guide

A Comprehensive Guide to Recruit, Employ and Retain Women in Construction Careers

Metro®



Encouraging Contractors to Increase Women's Workforce Participation on Metro Construction Projects

The purpose of this resource guide is to provide insight and best practices to contractors and female workers in the construction industry. This guide should be used as a toolkit for contractors to recruit, employ and retain women in construction careers. Metro encourages contractors to not only use the resources in this guide, but to share this information with their subcontractors, jobs coordinators, site foreman and construction workers. Additionally, contractors are to use the toolkit to promote an inclusive workforce to foster a safe, productive and diverse work environment.

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1. Outreach Strategies

An effective outreach strategy is critical in reaching women candidates interested in construction careers. Contractors should conduct outreach for each construction project and should participate in events sponsored by community-based organizations. Examples of the most effective outreach strategies include:

a. Conduct outreach job fairs for your construction projects.

> Invite jobs coordinators, Metro staff and the Los Angeles/ Orange County Building and Construction Trades Council (LA/OCBCTC) to attend your outreach event and provide support. Contact the joint labor-management apprenticeship programs of the building trades-affiliated unions: *laocbuildingtrades.org/apprenticeship-building-trades*.

> Conduct job fairs prior to the start of the construction project, periodically, or as needed as appropriate on large projects.

> Properly advertise the job fair to receive maximum participation and highlight the opportunities and benefits that can spark interest for women construction workers in your advertisement.

b. Establish a collaborative workforce network with the job coordinators and workforce partners, such as America's Job Centers of California (AJCC). Participate in their outreach events, which are listed on their websites. A few of the workforce partner organizations are:

1. Women Build Metro Los Angeles outreach events
2. Women in Non-Traditional Employment Roles (W.I.N.T.E.R.)
3. Flintridge Center
4. LAX Pre-Apprentice Construction Training
5. Playa Vista Jobs (PV Jobs)
6. 2nd Call
7. Friends Outside in Los Angeles County
8. Youth Build

c. Utilize Los Angeles WorkSource Centers/AJCCs to sponsor or host on-site recruitments at their locations. Publicize your efforts to attract the candidate pool in which you need to fulfill your specialized hiring requirements. Below is a list of Los Angeles City and County-funded WorkSource/AJCC centers that have construction sector recruiting and/or training initiatives.

1. Goodwill Industries (Northeast Los Angeles WorkSource Center): *info@goodwillsocal.org*
2. Coalition for Responsible Community Development (Vernon – Central/LA Trade Tech College WorkSource Center): *coalitionrcd.org*
3. Arbor ResCare East Los Angeles: *rescare.com/workforceservices/locations/?state=California*
4. Managed Career Solutions (MCS) Pomona Valley: *mcscalifornia.com/locations*
5. El Proyecto del Barrio (Sun Valley WorkSource Center): *elproyecto.us*
6. Harbor Gateway (Harbor/San Pedro WorkSource Center): *pacific-gateway.org/harbor*
7. South Los Angeles (LA Southwest College): *jvsla.org*
8. South Bay/Inglewood One Stop: *sbwib.org/home*
9. Housing Authority of the City of Los Angeles: (HACLA Watts WorkSource) Center: *ewddlacity.com/index.php/employment-services/adults-age-24-and-older/worksource-centers#watts-los-angeles*
10. Asian American Drug Abuse Program (AADAP West Adams WorkSource Center): *aadapinc.org*
11. Veterans AJCC (Bob Hope Patriotic Hall, LA): *jvs-socal.org/programs-and-services/worksource-center-services/overview*

12. United Auto Workers (UAW Crenshaw South Los Angeles WorkSource Center): *letc.com*
13. Watts Labor Community Action Committee (WLCAC Watts WorkSource Center): *wlcac.org*
14. Pacific Asian Consortium in Employment (PACE WorkSource Center): *pacela.org*

d. Coordinate with Metro's Workforce Initiative Now-Los Angeles (WIN-LA) to provide supportive services and career coaching for candidates seeking careers in the construction industry. To learn more about WIN-LA, please visit *winla.metro.net*.

e. Coordinate with local Employment Development Department (EDD) office to track unemployed candidates through their base wage file and statewide database.

f. Coordinate with Metro staff to utilize Metro's social media platforms (i.e. Facebook, Instagram, popular online job banks and event pages to reach potential candidates).

g. E-blast your recruitment event flyers to share outreach efforts with community-based organizations and workforce partners.

h. Attend workforce development meetings focused on providing training and employment opportunities for women in the construction industry.

i. Participate in outreach events within the community, community colleges and vocational training schools.

1. Women Build Metro Los Angeles-Apprenticeship Readiness Fairs
2. LA Metro Community Outreach and Veteran Events
3. Los Angeles Community Job Fairs
4. Los Angeles Trade Technical College Job Fairs
5. Los Angeles Economic Development Department (EDD) Job Fairs
6. California Community Connection Corporation (C4) Construction & Associated Careers Awareness Day (Los Angeles Trade Technical College)

Keep records of all outreach activities as required by your PLA/CCP contractor and jobs coordinator responsibilities. Inform PLA/CCP staff of outreach events to be posted on Metro's PLA/CCP upcoming events page.



2. Recruitment

Best practices for a successful recruitment are the pillars of every great employment hire. By utilizing the suggested best practices below, one can effectively outreach to skilled and qualified construction applicants.

a. **Contractors and jobs coordinators must have an accurate understanding of open and upcoming craft positions that need to be filled.**

b. **The contractor's Employment Hiring Plan (EHP) should also include estimates of which crafts will be needed and when they should be used during the project.**

c. **In the event a contractor's workforce participation has a female percentage below 6.9%, their hiring focus should be on recruiting female workers for the crafts to be used for upcoming scopes of work.**

d. **The contractor should assess their outreach efforts and follow up with workforce partners through the job coordinator to receive possible candidates that are qualified for the upcoming scopes of work.**

e. **Host your recruitment event at a location that is easily accessible for candidates, such as America's Job Center, Union Hall, or a community-based organization facility, such as Inglewood One Stop, LAUSD MC3 Location, Local 300 Bootcamp location.**

f. **Work with Metro staff to advertise your recruitment by posting to LA Metro's social media platforms (i.e. Facebook, Instagram, as well as popular online job banks, or event pages).**

g. **E-blast flyers of recruitment events to reach the maximum number of female candidates as possible.**

h. **Work with your community-based organization partner to assist with prescreening, recruiting and scheduling interviews with candidates prior to the recruitment event.**

i. **Ensure that new candidates entering the construction field have been enrolled in or have completed the MC3 training curriculum. Refer to Section 7.**

j. **Track the status of interviewed candidates and create a list of potential recruits that have not yet been selected. This list should be utilized when future hiring needs arise.**

k. **Utilize the *Request for Craft Employees* form and keep record of your requests. The Request for Craft Employees form is used to request workers that help the contractor meet their Targeted Worker, Apprentice Worker, Disadvantaged Worker, Minority and Female Worker percentage goals.**

3. Training Resources/ Pre-Apprenticeship Recruitment

The following is a list of Pre-Apprenticeship training programs approved by the Building Trades (LA/OCBCTC) that offer the MC3 curriculum. Please see Attachment A for additional information.

1. Anti-Recidivism Coalition
2. Flintridge Center
3. Women in Non-Traditional Employment Roles (WINTER)
4. Antelope Valley College
5. Cerritos College
6. Career Expansion, Inc.
7. Long Beach City College

8. Los Angeles Southwest College
9. Los Angeles Trade Tech College
10. Los Angeles Unified School District Local District North West (High School Programs)
11. YouthBuild Charter School of California (16- to 24-year-olds, 15 locations in LA County)
12. Los Angeles Unified School District Adult Education/ East Los Angeles Occupational
13. Los Angeles Unified School District Adult Education/ Maxine Waters Employment Preparation Center

Contractors must ensure that all new construction candidates have enrolled in an MC3 training course. It is important for contractors to use job coordinators that will refer MC3 graduates to contractors and LA/OCBCTC-recognized apprenticeship training facilities.



4. Worker Retention

Contractors are highly encouraged to focus on retaining female workers. Some best practices for retention are listed below.

a. **Work with Metro staff and job coordinators to transition workers from projects that are 80% complete to lower any lag time from one project to the next. Utilize the *Female Worker Transition Tracking* sheet to support this effort.**

b. **Implement gender-specific portable toilets on the construction site.**

c. **Engage female workers and offer training and support for career advancement.**

d. **Allow new construction workers to job shadow other apprentices and/or journeymen.**

e. **Create a women's supportive network group on the project/worksite during the onboarding process. This will allow new female employees to gain both professional and personal support from their peers.**

f. **Network with other job coordinators to assist with placing women on other regional construction projects.**

g. **Be proactive! Encourage your workers to learn additional skills in their trade that will allow for advancement in their trade.**

h. **Provide supportive resources for workers, such as child care, transportation, gender-specific restrooms, financial literacy, a harassment free workplace, and other services mentioned in Section 7.**



5. Worksite Best Practices

a. Ensure all construction staff are aware that the construction site has a zero tolerance for discrimination and sexual harassment.

b. Post Equal Employment Opportunity, Non-Discrimination and Sexual Harassment policies in inconspicuous locations at the project site.

c. Implement separate male and female restrooms for privacy.

d. Follow up with female construction apprentices to ensure they are learning new skills and preparing for advancement.

e. Consider implementing child care services for construction workers, or build relationships with service providers to foster assistance with child care.

f. Consider joining business networking groups that are specific to the construction industry, or can be a pipeline to recruiting new construction candidates.

6. Contractor Dos and Don'ts

Outreach Dos

1. Conduct outreach events/job fairs for your construction projects.
2. Work with your job coordinators and Metro PLA/CCP staff when implementing outreach events.
3. Maintain an open line of communication with your job coordinator.
4. Work with your local community-based organizations, as well as the city and county WorkSource Centers with outreach efforts.
5. Know your local America's Job Centers of California (AJCC) and Employment Development Department (EDD) office to locate unemployed female construction workers.
6. Advertise and promote outreach efforts on social media outlets.
7. Create a strong community-based e-mail distribution list to e-blast outreach events.
8. Build relationships with local vocational schools for outreach and recruiting events.

Outreach Don'ts

1. Do not forget to stress that Metro strives to increase the representation of females on Metro construction projects.
2. Do not work in silos. Work with your job coordinator for outreach, recruitment, retention and other PLA/CCP requirements.
3. Do not disengage with the community. Inform community-based organizations and partners of your upcoming projects and/or current projects with Metro.
4. Do not solely promote outreach efforts internally. Use social media.
5. Do not hold outreach events during the same time. (Example: always 8-11 am on Fridays). Host events at different times to allow female candidates with various schedules the opportunity to attend.

Recruitment Dos

1. Meet regularly (weekly or monthly) with your job coordinator to understand the project's workforce needs.
2. Review the project's Employment Hiring Plan (EHP) and utilize the Request for Craft Employees form to recruit women and under-represented workers for the project.
3. Find qualified candidates through your job coordinator and their workforce partners.

4. Host recruitments at easily accessible locations to hire female and targeted workers, such as local AJCCs, WorkSource Centers, union halls, and other community-based organizations.
5. Use social media to promote your recruiting efforts (i.e.) Instagram, Facebook, LinkedIn, Indeed.com, Construction Jobs, Inc., (*constructionjobs.com*).
6. Provide support for your job coordinator's recruitment efforts. Supply signage, job availability, access to prime contractor business agents and recruiters, upcoming craft or training openings, marketing materials, etc.
7. Communicate with Metro when hiring issues arise (both positive and negative).
8. Share Best Practices at Metro job coordinator quarterly meetings.
9. Highlight female participation success stories.

Recruitment Don'ts

1. Do not ignore or circumvent your job coordinator's efforts.
2. Do not dismiss your Targeted Worker Summary Report as this identifies where the project's workforce needs exist.
3. Do not implement hiring practices without using the ***Request for Craft Employees*** form. This form can be referenced as proof of your efforts to recruit female workers and comply with PLA/CCP requirements.

Training Resources/Pre-Apprenticeship Recruitment Dos

1. Work closely with your job coordinator to develop relationships with MC3 approved pre-apprentice training facilities to refer candidates interested in construction careers.
2. Closely review the Targeted Worker Summary Reports for your project and tailor your recruitments to address low female participation and other low categories.
3. Use the approved Request for Craft Employees form to recruit workers for the project. Use this form to recruit female and minority workers to document your efforts to promote a diverse workforce.

Training Resources/Pre-Apprenticeship Recruitment Don'ts

1. Do not refer potential construction candidates to non-MC3 pre-apprenticeship training schools. The MC3 Curriculum is proven to assist with training job-ready construction candidates and maintain strong retention on projects.
2. Do not ignore the Targeted Worker Summary Report, or ***Request for Craft Employee*** form. Identify if and when a recruitment will be needed to continue to maintain your efforts of having a diverse workforce.

7. Construction Resource Services

Women's Support Services, FamilySource, WorkSource and YouthSource Services

Bradley/Milken Family Source Center	1773 E Century Bl LA, CA 90002	213.473.3607	*cdd.lacity.org/fam_index.html*
WLCAC (Watts Action Labor Community Action Committee) FamilySource, & WorkSource Center	1212 E 108th St LA, CA 90059	323.563.5639	*wlcac.org*
HACLA (Housing Authority of the City of Los Angeles) Imperial Courts	2220 E 114th St LA, CA 90059	323.249.7751	*ewddlacity.com/index.php/employment-services/adults-age-24-and-older/worksource-centers#watts-los-angeles*
1736 Family Crisis Center (emergency crisis, legal, youth, and mental health services)	2116 Arlington Av LA, CA 90018	323.737.3900	*1736familycrisiscenter.org*
NEW Economics for Women Family Source Center	Los Angeles & Valley Locations	213.483.2060	*neweconomicsforwomen.org*
El Nido Family Source Center	4060 S Figueroa St LA, CA 90037	323.998.0093	*elnidofamilycenters.org*
Brotherhood Crusade YouthSource Center (after-school program/tutoring)	4401 Crenshaw Bl LA, CA 90043	323.545.1130	*brotherhoodcrusade.org/venue/youthsource-center*
Vernon Central WorkSource Center	400 W Washington Bl, LA, CA 90015	213.763.5951	*coalitionrcd.org*
Archdiocesan South LA – Exposition Park YouthSource Center	4060 S Figueroa St, LA, CA 90037	323.731.8596	*ayela.org*
Challengers Boys & Girls Club (before- and after-school pick up & drop off)	5029 S Vermont Av, LA, CA 90037	323.971.6161	*bgcmla.org*

Para Los Niño's Pico Union/Central LA YouthSource Center	234 S Loma Dr LA, CA 90026	213.413.1466	*paralosninos.org/services/student-community-services/youth-workforce-services*
CRCD (Coalition for Responsible Community Development) VCN YouthSource Center	1006 E 28th St LA, CA 90011	323.521.1910 x 210	*coalitionrcd.org*

Child Care & After-School Programs

Crystal Stairs, Inc. (child care services)	5110 Goldleaf Cir LA, CA 90056	323.299.8998	*crystalstairs.org*
Children's Collective, Inc. (child day care, women & family services)	8616 La Tijera Bl Suite 100 LA, CA 90045	310.733.4388	*childrenscollective.org*
After-School All-Stars	5670 Wilshire Bl Suite 620 LA, CA 90036	323.938-3232	*afterschoolallstars.org*
Youth Policy Institute (YPI)	6464 Sunset Bl Suite 650 LA, CA 90028	800.999.6877	*ypiusa.org*
LA's Best Afterschool Enrichment	711 E 14th Pl LA, CA 90021	213.745.1900	*lasbest.org*
arc After School Programs (elementary, middle and high schools)	370 Amapola Av Suite 208 Torrance, CA 90501	310.671.4400	*arc-experience.com/programs/los-angeles*
YMCA (before- and after-school care)		213.380.6448	*ymcala.org/metro/classes/school-age-child-care*
MOMSLA (after-school, summer camps, and more)			*info@MomsLA.com* *https://momsla.com/11-school-programs-los-angeles*
LA County Parks & Recreation Centers (homework clubs, sports)			*http://parks.lacounty.gov/kids-family/?row=1#afterSchoolProgramsColumn*
LA Public Library System (Youth STEAM=Science! Technology! Engineering! Art! Math! academic, homework club & adult literacy tutoring)			*lapl.org/steam/welcome*

Gender Sensitivity & Management Training Resources

Traliant On-Line Sensitivity Training	929.223.4336	*traliant.com/online-anti-harassment-anti-discrimination-sensitivity-training*
Minority Aids Project, (M.A.P.)	323.936.4949	*minorityaidsproject.org*
Southern California Sanitation (Port-O-Potty Rental)	800.850.8871 Construction Sales: 626.786.4479	*southerncaliforniasanitation.com*
A&J Portables Los Angeles, Orange, Riverside & San Bernardino	562.299.8582	*ajportabletoilets.com*
National Construction Rentals	323.838.1800	*rentnational.com/los-angeles*
Eagle Portables, Inc.	310.537.0516	*eagleportables.com*
Associated General Contractors of America (AGC) On-Line Gender Sensitivity Training		*www.agc.org/learn/resource-library/training-video-diversity-rules-harassment-sensitivity-correction-training*
Pro Trade Craft Breaking Down Gender Bias: A Tool Kit for Construction Business Owners		*protradecraft.com/breaking-down-gender-bias-toolkit-construction-business-owners*
Slide Share on LinkedIn		*slideshare.net/MrP26/basic-gender-sensitivity-training*

Ex-Offender/New Contributor Resources

PV Jobs	4112 S Main St LA, CA 90037	323.432.3955	*pvjobs.org*
Shields for Families	11601 S Western Av, LA, CA 90047	213.242.5000	*shieldsforfamilies.org/contact-us*
Friends Outside	1827 E 103rd St LA, CA 90002	323.249.9683	*friendsoutsidela.org*
Volunteers of America Los Angeles	543 Crocker St LA, CA 90013	213.286.0333	*voala.org*
Timelist	3801 Somerset Dr LA, CA 90008	323.389.8664	*timelistgroup.org*
Clean 360	212 W Regent St Inglewood, CA 90301	424.702.5555	*clean360.org*

Homeboy Industries (gang/ex-offender training and employment)	130 W Bruno St LA, CA 90012	323.526.1254	*homeboyindustries.org*
Legal Aid Foundation (various locations within LA County)		800.399.4529	*lafla.org*
California Department of Corrections and Rehabilitation Female Offender Treatment & Employment Program	Various Locations throughout Southern California		*cdcr.ca.gov/rehabilitation/FOTEP.html*
Help For Felons			*helpforfelons.org*
LARRP (The Los Angeles Regional Reentry Partnership)			*lareentry.org*
Jobs for Felons Hub			*jobsforfelonshub.com*

Healthcare/Housing Resources

WIC (Women Infants & Children)		855.942.7867 *WICVendorInfo@cdph.ca.gov*	*cdph.ca.gov/Programs/CFH/DWICSN/Pages/Program-Landing1.aspx*
South LA Health Projects (women & children's health services)	2930 W Imperial Highway, Suite 601, Inglewood, CA 90303	323.757.7244	*slahp.org*
South Central Family Health Center	4425 S Central Av LA, CA 90011	323.908.4200	*scfhc.org*
Watts Health Care	Various locations throughout South LA	323.564.4331	*wattshealth.org*
Village Health	4077 W. Pico Bl LA, CA 90019	323.733.0471	*villagehealthfoundation.org*
California Black Women's Health Project	9800 S La Cienega Bl, Suite 905 Inglewood, CA 90301	310.412.1828	*cabwhp.org*
T.H.E. Clinic, Inc.	Various locations in Los Angeles & South LA	323.730.1920	*tohelpeveryone.org*

Healthcare/Housing Resources (cont.)

Umma Community Clinic	711 W Florence Av LA, CA, 90044	323.789.5610	*ummaclinic.org*
H.O.P.I.C.S. Homeless Outreach Program/Integrated Care System	5715 S Broadway, LA, CA 90037	323.948.0444	*hopics.org*
P.A.T.H. People Assisting the Homeless	Los Angeles, Hollywood, & Ventura locations	323.644.2200	*epath.org*
Union Rescue Mission	545 S San Pedro St, LA, CA 90013	213.347.6300	*urm.org*
The Los Angeles Homeless Services Authority (LAHSA)	811 Wilshire Bl Suite 600 LA, CA 90017	231.683.3333	*lahsa.org*
L.A. Opportunity Youth Collaborative "Ruth's Place"	4775 S Broadway LA, CA 90037	323.432.8440	*laoyc.org/location/ruths-place*
Operation HOPE (home buyers program)	707 Wilshire Bl LA, CA 90017	213.891.2900	*operationhope.org*
Jenesse Center, Inc. (domestic violence shelter)		323.299.9496 800.479.7328	*jenesse.org*
Covered California			*healthofcalifornia.com*
Good Shepherd Shelter (domestic violence shelter)			*goodshepherdshelter.org*
Los Angeles County Housing Resource Center			*housing.lacounty.gov*

Financial Literacy Resources

LA Public Library Financial Literacy Training	630 W 5th St LA, CA 90071	213.228.7700	*lapl.org/money-matters*
U.S. Small Business Administration	330 N Brand Bl Suite 1200 Glendale, CA 91203	818.552.3437	*sba.gov/learning-center.org*
MCS Hollywood BusinessSource Center	4311 Melrose Av LA, CA 90028	323.454.6115	*mcscalifornia.com/hollywood-businesssource*
Vermont Slauson Economic Development Corporation BusinessSource Center	1130 W Slauson Av LA, CA 90044	323.753.2335	*vsedc.org*
West Angeles Community Development Corp.	6028 Crenshaw Bl LA, CA 90043	323.751.3440	*westangelescdc.org/financial-literacy*
PACE Women's Business Center	1055 Wilshire Bl Suite 900B LA, CA 90017	323.353.9400	*pacelabdc.org/programs-and-services/small-business-consulting-services*
Operation HOPE	(Located inside Los Angeles Youth Empowerment) 750 W 7th St LA, CA 90081		*operationhope.org/losangeles*
CalCPA Education Foundation			*www.calcpa.org*

The provided list of services and providers is to be used as a guide, and is not inclusive of all services and providers in the LA region.

Contact Us

For more information, please visit *metro.net/pla* or contact Metro's Diversity & Economic Opportunity Department:

Miguel Cabral, *Executive Officer*
213.418.3270

Michael Flores, *Manager*
213.922.6387

Angela Scott, *Senior DEOD Representative*
213.922.1028

Sidney Urmancheev, *DEOD Representative*
213.922.5574

PLA Hotline
888.887.3674

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Project Labor Agreement (PLA)/ Construction Careers Policy (CCP) Report

Construction Committee

January 18, 2024

Metro

PLA/CCP Program Achievements

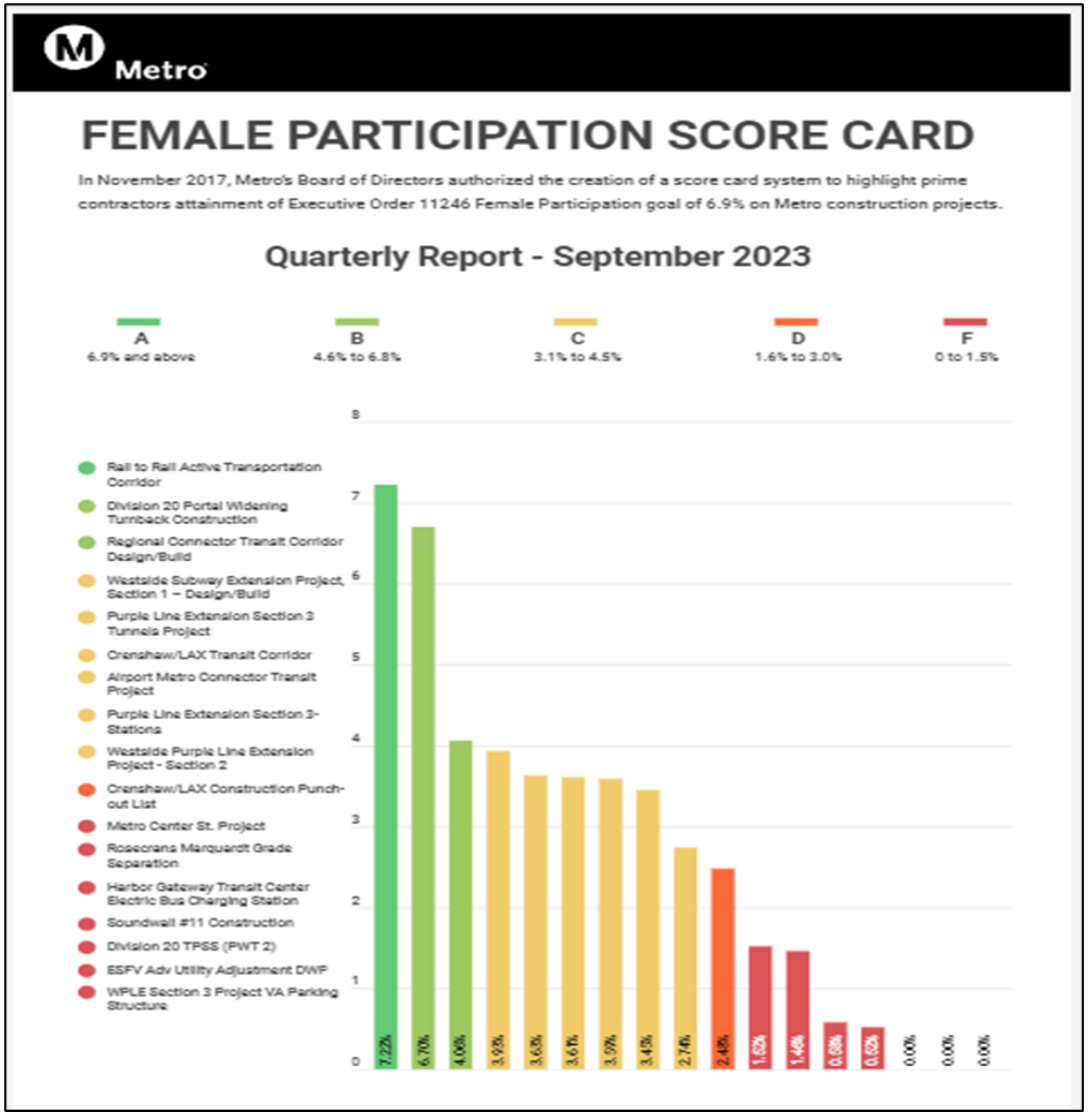
- **16 Active Construction Projects**
  - **10 projects subject to Local Hire Initiative**
- **Attainment - Program Inception to September 2023**
  - 58.10% Economically Disadvantaged
  - 21.23% Apprentice
  - 10.89% Disadvantaged
- >$542 Million paid to Targeted Workers *
  - >$101 Million paid to Disadvantaged Workers *
  - >$147 Million paid to Apprentice Workers**
- Exceeded Targeted/Apprentice/Disadvantaged Worker Goals
- No work stoppages or lockouts

Metro

(*Based on the lowest laborers rate as of June 2017)
(Based on the lowest apprentice rate as of January 2017)**
(Workers may fall into multiple categories)

Female Participation Score Card

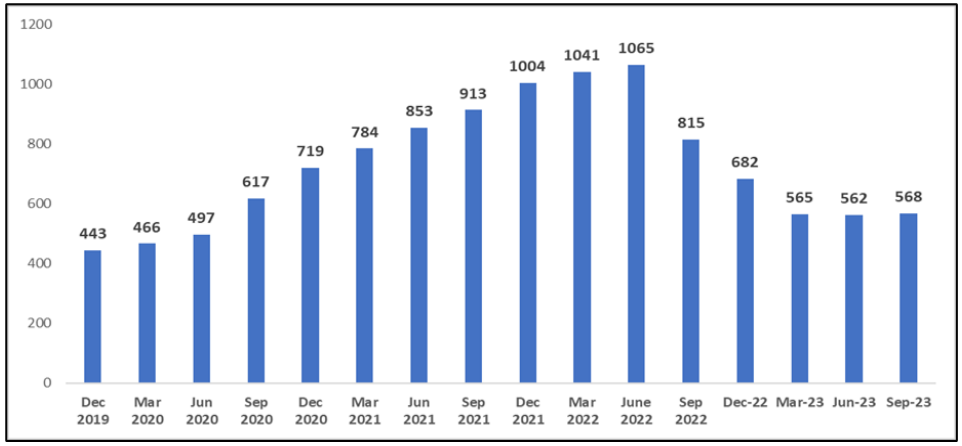
- Overall female participation attainment is 3.71%
- Highest project grade attainment as of this reporting period is A grade



Metro

Female Participation

- Below is a chart of no of females within the last two years on construction projects

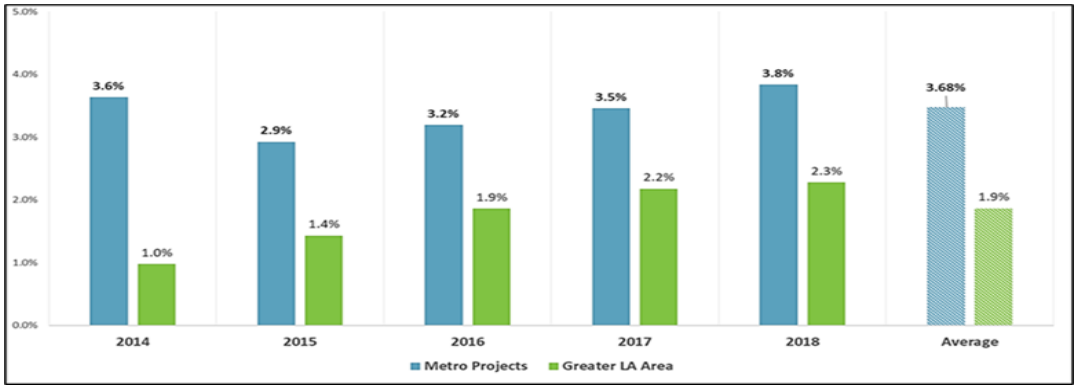


Source: As reported by the prime contractors

No. of female workers on Metro project has decreased due to completion of CLAX and RCC projects.

Staff is currently working with the unions and jobs coordinators to refer females that recently completed their work assignments and are out of work to other active Metro construction projects.

- The following chart represent Metro female participation by year in comparison to other non-Metro projects in the region



Source: Estolano Lesar Advisor - Disparity Study

Metro

Women in the Trades Action Plan

- Metro and Laborers Union (Local 300) are in collaboration to establish a tunnel worker training in the LA region. Pre-requisite safety training classes conducted in Azusa, CA.

- Metro to plan a Joint Awareness Campaign in collaboration with LAOCBTC, union trades, prime contractors, and community-based organization with a focus of building future workforce capacity with special focus on females.

  - Launch website connecting females into pre-apprenticeship training programs by 1st quarter of calendar 2024.

- Collaborate with Women in Non-Traditional Employment Role (WINTER) to continuously seek grant opportunities to help empower, train, educate and prepare women for transformative careers in the construction industry. In addition, Metro shall provide continuous employment referral to female graduates of WINTER on Metro project sites.

- Collaborate with LA County Department of Economic Opportunity (DEO) in the recruiting females interested to start a career in construction and establish a system of an ongoing referral to pre-apprenticeship programs

Metro


Thank you

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

Metro

Board Report

File #: 2023-0750, **File Type:** Informational Report **Agenda Number:** 15.

CONSTRUCTION COMMITTEE
JANUARY 18, 2024

SUBJECT: PROGRAM MANAGEMENT QUARTERLY CHANGE REPORT

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE status report on Program Management Quarterly Change Report.

ISSUE

This Board report is a receive and file that provides Program Management quarterly changes from capital projects greater than $500,000. Greater detail is provided in Attachment A - Quarterly Change Orders Log for Reporting Period of September 1, 2023 - November 30, 2023.

BACKGROUND

In January 2017, the Metro Board approved a one-year pilot program for delegation of CEO authority to execute project agreements up to the Life-of-Project (LOP) budget for the Crenshaw/LAX, Regional Connector, and Purple Line Extension Section 1 and 2 projects. The purpose of the pilot was to minimize project disruptions due to the typical contract change administration approval process while mitigating risks such as increases in costs and resources, and delay of project schedules. The pilot program was effective, generated cost savings, and avoided costly construction delays.

At the January 26, 2018 Board meeting, the Board approved the continuation and expansion of the delegation of authority within Life of Project (LOP) budget management on all Transit and Regional Rail Capital Projects. Staff was directed to provide quarterly reports to the Board on change orders and modifications that are above $500,000. CEO Board delegated authority of changes is very beneficial to expedite contract changes and avoid costly construction delays. Since inception of the program up to 2,587 concurrent workdays or concurrent 10 years, aggregated across the program, have been saved. (For more information, refer to Attachment B entitled OIG Construction Change Order Spot Checks CEO Delegated Authority Total Delays Avoided).

DISCUSSION

The change activities for the reporting period between September 1, 2023 - November 30, 2023 are

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included in Attachment A.

FINANCIAL IMPACT

The changes included in this report are included in the approved life-of-project budget for each project.

EQUITY PLATFORM

Regional Connector	Equity - 3 of 3 stations (100%) are within or adjacent to Equity Focus
Westside Purple Line Ext 1	Equity - This project is not located within or adjacent to Equity Focus Communities
Westside Purple Line Ext 2	Equity - This project is not located within or adjacent to Equity Focus Communities
Westside Purple Line Ext 3	Equity - 1 of 2 stations (50%) are within or adjacent to Equity Focus Communities
Division 20	Equity - 100% of the project is within or adjacent to Equity Focus Communities
Airport Metro Connector	Equity - 100% of the project is within or adjacent to Equity Focus Communities
Soundwall Package 11	Equity - 25% of the project is within or adjacent to Equity Focus Communities
Metro Center Project (ESOC)	Equity - This project is not located within or adjacent to Equity Focus Communities

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommendation supports strategic plan goal # 5 to provide responsive, accountable, and trustworthy governance within the Metro organization by keeping the Board informed of the Projects' change orders and modifications via submitting the Change Order log on a quarterly basis.

NEXT STEPS

The next Change Order Log will cover the period of December 1, 2023 through February 29, 2024 and will be presented to the April 2024 Construction Committee.

ATTACHMENTS

Attachment A - Quarterly Change Orders Log for Reporting Period of September 1, 2023 - November 30, 2023.

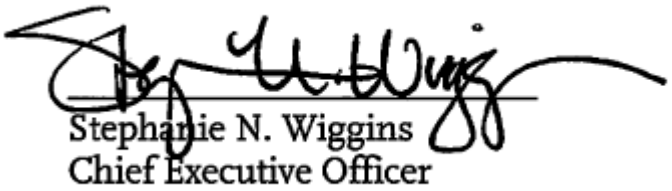
Attachment B - OIG Construction Change Order Spot Checks CEO Delegated Authority Delays Avoided

Prepared by:

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- **Westside Purple Line Ext 1 -** James Cohen, Senior Executive Officer, Projects Engineering (Interim), (323) 900-2114
- **Westside Purple Line Ext 2 -** Michael McKenna, Senior Executive Officer, Projects Engineering (Interim), (424) 551-4447
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- **Airport Metro Connector -** Tim Lindholm, Deputy Chief Program Management Officer, (213) 922-7297
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- **Metro G Line Improvements -** Tim Lindholm, Deputy Chief Program Management Officer, (213) 922-7297
- **1-105 Express Lanes -** Tim Lindholm, Deputy Chief Program Management Officer, (213) 922-7297
- **Report -** Julie Owen, Senior Executive Officer, Program Control, (213) 922-7313

Reviewed by:

Darcy Buryniuk, Chief Program Management Officer, (213) 922-2250



Stephanie N. Wiggins
Chief Executive Officer

REGIONAL CONNECTOR

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN $500K IN THIS REPORTING PERIOD (September 1, 2023 - November 30, 2023)

Change Types:
1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety

A. DESIGN BUILD CONTRACT - CONTRACT NO. C0980 - REGIONAL CONNECTOR CONSTRUCTORS

MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in **BOLD** fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
C0980-MOD-262	**Temple Street Extended Roadway Reconstruction:** Construct additional full-depth pavement over and beyond what is noted on the contract documents on Temple Street.	5	9/6/2023	9/19/2023	$962,105	$672,700
C0980-CO64	**Civil B Restoration Changes - Construction and Design Support:** This Change is to consolidate and address the additional construction work and design support resulting from the changes included in previously issued Design-only Civil B executed modifications.	5	8/29/2023	10/27/2023	$9,283,264	$5,859,410

B. PROFESSIONAL SERVICES CONTRACTS

	None					

C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

	None					

II. PENDING MODIFICATIONS/CHANGES GREATER THAN $500K (September 1, 2023 - November 30, 2023)

A. DESIGN BUILD CONTRACT - CONTRACT NO. C0980 - REGIONAL CONNECTOR CONSTRUCTORS

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		

B) PROFESSIONAL SERVICES CONTRACTS

	None		

C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

	None		

WESTSIDE PURPLE LINE EXTENSION SECTION 1

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN $500K IN THIS REPORTING PERIOD (September 1, 2023 - November 30, 2023)

Change Types:
1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety

A. DESIGN BUILD CONTRACT - CONTRACT NO. C1045 - SKANSKA-TRAYLOR-SHEA, A JOINT VENTURE

MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in **BOLD** fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
CO-13.2	**San Vicente Anomaly Impacts: to compensate the Design-Builder for the cost and schedule impacts for the San Vicente Differing Site Condition discovered at the intersection of San Vicente Blvd. and Wilshire Blvd., also known as the San Vicente Anomaly (SVA).**	3	9/29/2023	9/27/2023	$236,521,332	$115,280,363
CO-45	**SCE and LADWP Room Changes to TPSS Rooms and Equipment: This change is necessary to comply with Southern California Edison and LADWP requests for changes to TPSS rooms and equipment.**	2	11/14/2023	11/14/2023	$901,722	$702,052

B. PROFESSIONAL SERVICES CONTRACTS

	None					

C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

	None					

II. PENDING MODIFICATIONS/CHANGES GREATER THAN $500K (September 1, 2023 - November 30, 2023)

A) DESIGN BUILD CONTRACT - CONTRACT NO. C1045 - SKANSKA-TRAYLOR-SHEA, A JOINT VENTURE

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
CN-00229.1	Loss of Division 20 Yard: Schedule delays caused the Project to lose the initial laydown storage yard located inside the Division 20 Project site. This change compensates the Contractor for the rental of alternate sites for storage and staging of project materials and for the inefficiencies of working within the operational rules dictated by Metro Operations which were not present during the bidding process of the Contract.	5	Between $1M - $5M

B) PROFESSIONAL SERVICES CONTRACTS

C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

WESTSIDE PURPLE LINE EXTENSION SECTION 2

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN $500K IN THIS REPORTING PERIOD (September 1, 2023 - November 30, 2023)

Change Types:
1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety

A. DESIGN BUILD CONTRACT - C1120 - Tutor Perini / O&G, A Joint Venture

MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in **BOLD** fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
MOD-00187	MOA Impacts to Work Activities July 1, 2021 to November 24, 2021: This change is to compensate the C1120 contractor for impacts to the construction activities from work restrictions imposed by the City of Beverly Hills (COBH) Memorandum of Agreement (MOA) during the following period: July 1, 2021 to November 24, 2021. This change excludes individual COBH holidays defined in the MOA which were not already part of the C1120 Contract. Those individual additional COBH holidays will be captured separately in a subsequent Change Notice.	2	7/25/2023	9/22/2023	$2,013,647	$1,389,999
MOD-00189	CCCS Impacts to excavation and decking due to JMB laydown (RFC-0114.1) (CO-00056): This change compensates the Contractor for construction impacts to station excavation and decking east of Avenue of the Stars due to boundary revisions to Parcel ID-W3801.	5	9/28/2023	10/23/2028	$860,714	$630,635
MOD-00191	CCCS Excavation Impacts Due to Webcor Sewer Lateral (RFC 00138): The Purpose of this Change is to compensate TPOG for impacts to the CCCS excavation due to the unknown sewer lateral from Century Plaza Hotel which crossed the CCCS footprint at approx. Sta 21+10.	5	10/24/2023	11/6/2023	$3,044,312	$881,542

B. PROFESSIONAL SERVICES CONTRACTS

MOD-00006	Continuation of Construction Management Support Services (CMSS) for Westside Purple Line Extension Section 2 (WPLE2) Project	5	8/23/2023	9/18/2023	$41,547,617	$34,847,731

C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

	None					

II. PENDING MODIFICATIONS/CHANGES GREATER THAN $500K (September 1, 2023 - November 30, 2023)

A. DESIGN BUILD CONTRACT - C1120 - Tutor Perini / O&G, A Joint Venture

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
CN-00226	Additional Project Management, Administration, and Compliance Activities for Changes Issued During Base Design Services (RFC-00104): This Change is to compensate the Contractor for 173 working days of additional Engineering Services comprising Project Management, Administration, and Compliance Activities for Changes issued during Base Design Services which extended the date of the Metro approved (TPOG P6) baseline schedule completion date of October 29, 2018 by 173 working days.	5	Between $1M and $5M
CN-00228	LADWP CCCS Access Hatch Street Lid: This Change Notice directs the Contractor to add a removable hatch at street grade on Constellation Boulevard to enter the equipment access shaft dedicated for use by Los Angeles Department of Water and Power (LADWP) at Century City Constellation Station (CCCS) East Ancillary Module as updated in the revised Project Definition Documents.	2	Between $500K and less than $1M

B) PROFESSIONAL SERVICES CONTRACTS

	None		

C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

	None		

WESTSIDE PURPLE LINE EXTENSION SECTION 3

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN $500K IN THIS REPORTING PERIOD (September 1, 2023 - November 30, 2023)

Change Types:
1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety

A. DESIGN BUILD CONTRACT - CONTRACT NO. C1151 (FKTP)

MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in **BOLD** fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
C1151-MOD-00027	Additional Cost as a Result of Cal OSHA Variance Deferred Approval *- Reimbursement to Contractor for preparation and performance of free air interventions between 2/11/22 to 3/3/22 due to untimely review by Cal OSHA for hyperbaric variance interventions.*	7	8/30/2023	9/1/2023	$2,957,845	$826,152

A. DESIGN BUILD CONTRACT - CONTRACT NO. C1152 (TPOG)

C1152-CO-00091.2	VA Sta - Water Supply Loop System at Wilshire/Federal Intersection – Construction Only *- FLS MRDC Criteria 2.6.3.2 require that domestic water supply to stations shall be from two public utility mains, this then allows if one of the water mains is out of service, the water from the second main will still provide water to Metro's station. The existing LADWP water supply at Federal Blvd and Wilshire Blvd currently consists of two single water lines that are not connected. The addition of a "loop" will connect the two water lines. In addition, the existing pressure in the LADWP system is not sufficient to provide water to Metro's station, so a portion of the water lines that the loop connects to need to be upsized from 6" to 10" pipes.* *FLS MRDC Criteria 2.6.3.2 requires water supply main risers be interconnected by an 8 in pipe. The Contractor has determined that pressure losses across the long run from the Wilshire Bvld/Federal Ave intersection to the Westwood/VA Hospital Station require upsizing the supply mains for fire water from 8-inch to 10-inch pipes.*	5	11/7/2023	11/16/2023	N/A	$1,901,250
C1152-MOD-00099	UCLA Sta- Adjacent Development Impact (Design Only) Task 2a and 3d *- A new adjacent development at Wilshire Blvd and Gayley Avenue, which is close to the Metro Station and Entrance at Lot 36, may be constructed during the duration of the Purple Line Extension Section 3 project. The schedule of the adjacent development and design details were not known at the time when the C1152 bid documents were prepared, and therefore, specific requirements to consider the development are not included in the Contract. Given the potential for the development to take place during the construction of the Westwood/UCLA Station, it is necessary for the C1152 contractor to determine if there are any impacts on the station and entrance structures and support of excavation from the Wilshire Gayley Development .*	5	8/3/2023	10/31/2023	$582,114	$582,114

B. PROFESSIONAL SERVICES CONTRACTS

EN66937000-TO-004-MOD-00004	PLE3-Environmental Engineering-Monitoring-Compliance *- Continuation of required environmental compliance services through 4/01/24.*	5	10/12/2023	10/18/2023	$656,820	$652,024
PS54007-TO-008-MOD-00004	Metro Quality Management Consultant (QMC) WPLE 3 Project Implementation - Additional Budget *- Continuation of Quality Management services to supplement Metro's Quality Management Department and to provide technical expertise in resolving complex issues through 12/31/26.*	5	10/27/2023	11/2/2023	$552,209	$552,209
C1204-CO-00001	VA Shuttle and Valet Option Exercise and Surge Level of Effort *- Mitigation measures during VA Station construction and Metro's compliance with the Memorandum of Understanding between Metro and the VA Hospital.*	5	11/14/2023	11/16/2023	N/A	$2,739,964

C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

MC073-MOD-00022	Extension of Construction Management Support Services Through Fiscal Year 2025 *- Continuation of Construction Management Support Services to supplement Metro Construction Management in managing C1151, C1152, C1204, and C1212 Contracts through June 2025.*	5	9/27/2023	10/27/2023	$30,192,771	$29,407,763

II. PENDING MODIFICATIONS/CHANGES GREATER THAN $500K (September 1, 2023 - November 30, 2023)

A) DESIGN BUILD CONTRACT - CONTRACT NO. C1151 (FKTP)

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
C1151-MOD-00028	PLE3 – Accelerated Resequenced Schedule *- Implementaion of C1151 Tunnels and C1152 Stations accelerated and resequenced schedule to accelerate PLE 3's Substantial Completione Date to January 2027.*	5	More than $15M

A. DESIGN BUILD CONTRACT - CONTRACT NO. C1152 (TPOG)

C1152-MOD-00104	Changes Resolved with Schedule Acceleration and Resequencing Settlement *- Resolution of changes that may impact the implementaion of C1151 Tunnels and C1152 Stations accelerated and resequenced schedule to accelerate PLE 3's Substantial Completion Date to January 2027.*	5	More than $15M
C1152-MOD-00105	PLE 3 – Accelerated Resequenced Schedule *- Implementaion of C1151 Tunnels and C1152 Stations accelerated and resequenced schedule to accelerate PLE 3's Substantial Completion to January 2027.*	5	More than $15M

B) PROFESSIONAL SERVICES CONTRACTS

	None		

C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

	None		

DIVISION 20 PORTAL WIDENING TURNBACK

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN $500K IN THIS REPORTING PERIOD (September 1, 2023 - November 30, 2023)

Change Types:
1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety

A. DESIGN/BID/BUILD CONTRACT - CONTRACT NO.1136 (TUTOR PERINI CORP)

MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in **BOLD** fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
MOD-00108	LADWP Power Service Pole on Ducommun & Portal Sump Pump Modifications: Construction of Viertel's power service conduit between Metro ROW adjacent to LADWP relocated power service pole in accordance with LADWP standards. Contractor to construct in coordination with LADWP and MEtro 3rd Party to provide access for LADWP to perform pole relcation and power service work.	2	8/16/2023	9/29/2023	$685,703.65	$659,648.00
MOD-00109	Lighting Various Civil and Electrical Changes: Contractor shall provide all labor, material, and equipment to perform scope related to modifiied changes to light poles, fixtures, and duct bank locations	5	8/31/2023	10/4/2023	$1,853,497.00	$1,395,861.00
MOD-00115	Reduce Third Rail Gap Lengths: Contractor to provide additional contact rail along with additional consequential changes to roadway plans	5	8/31/2023	10/4/2023	$2,169,241.29	$1,177,477.00
MOD-00118	Cable Trough on Emergency Walkway: Contractor to procure approved cable trough (no physical construction work)	5	9/8/2023	10/5/2023	$758,162.94	$579,422.00

A. DESIGN/BID/BUILD CONTRACT - CONTRACT NO. 1184 (C3M POWER SYSTEMS, LLC)

	None					

B. PROFESSIONAL SERVICES CONTRACTS

E0128-TO-09-MOD-00012	(Secotrans) Design Services During Construction –Level of Effort for FY2024: The Systems Engineering Consultant (SEC) shall provide additional level of effort to support, perform, organize and implement Design Services During Construction (DSDC) for systems work on the Division 20 Portal Widening Turnback Project. The DSDC support staff shall be specialized in Train Control, Third Rail, Traction Power, Communications, Corrosion Control, Facilities, and Systemwide Electrical, Mechanical, Plumbing, and Fire Protection.	5	09/19/23	9/20/2023	$3,003,639.00	$2,998,434.00

C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

MOD-00009	Continuation of Construction Management Support Services through FY24: This work shall include construction management services as well as a providsion for other direct costs associated with supporting the construction staff and running the offices.	5	10/19/2023	11/20/2023	$16,167,431.00	$10,259,438.00

II. PENDING MODIFICATIONS/CHANGES GREATER THAN $500K (September 1, 2023 - November 30, 2023)

A. DESIGN/BID/BUILD CONTRACT - CONTRACT NO.1136 (TUTOR PERINI CORP)

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
MOD-00141	North Ladder Track Subgrade and Ballast: Place the track subballast and ballast for the north ladder tracks in accordance with the RFI response and related exhibits. Additional track subgrade information is provided at the Contractor's reqeust for the north ladder tracks. Cost for subgrade preparation is part of the base scope of work.	5	Between $500K and less than $1M

A. DESIGN/BID/BUILD CONTRACT - CONTRACT NO. 1184 (C3M POWER SYSTEMS, LLC)

	None		

B) PROFESSIONAL SERVICES CONTRACTS

AE66758000-MOD-00022	(T.Y. Lin International, Inc.) Continued Division 20 Portal Widening Turnback Project Engineering Design Services - Design Support During Construction: The Consultant shall continue to furnish professional engineering design services through FY24 and FY25	5	Between $10M and $15M

C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

	None		

AIRPORT METRO CONNECTOR

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN $500K IN THIS REPORTING PERIOD (September 1, 2023 - November 30, 2023)

Change Types:
1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety

A. DESIGN/BID/BUILD CONTRACT - CONTRACT NO. C1194 - HPH

MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in **BOLD** fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
	None					

A. DESIGN/BID/BUILD CONTRACT - CONTRACT NO. C1197 - Tutor

Tutor - C1197 Mod 27 CN 54	Low Voltage Cabling Contractor shall provide the necessary labor, equipment, and materials to perform install a fiber optic backbone, local distribution and inside plant and outside plant outisde CAT6A cabling in accordance with the responses to RFIs 300, 300-01, 300-02, 300-03, and 300-04.	5	9/8/2023	11/7/2023	842,079	818,691
Tutor - C1197 CO 10 CN 57	Bulletin 40 - Projectwide Roof Modifications Los Angeles World Airports (LAWA) is currently widening Arbor Vitae Street as part of their Landside Access Modernization Program (LAMP). As a result, the signal and gate equipment at the existing at-grade crossing will need to be removed and replaced to accommodate the wider street. This involves deactivation of the current street crossing equipment. While the street is under construction, pedestrian access will be maintained, and Metro will continue to use Arbor Vitae crossing to move trains between Southwest Yard and the K-line. To mitigate potential safety risks and prevent interruptions to Metro Operations, flaggers must be utilized to ensure the safe passage of trains through the deactivated crossing. The flaggers would also maintain the safety of pedestrians and other construction personnel when walking across the tracks. Flagging cost incurred by the AMC project, as a result of LAWAs construction efforts on Arbor Vitae Street, will be reimbursed by LAWA.	5	11/7/2023	11/29/2023	n/a (CO)	1,495,000

B. PROFESSIONAL SERVICES CONTRACTS

	None					

C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

	None					

II. PENDING MODIFICATIONS/CHANGES GREATER THAN $500K (September 1, 2023 - November 30, 2023)

A) DESIGN/BID/BUILD CONTRACT - CONTRACT NO. C1194 - HPH

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		

A. DESIGN/BID/BUILD CONTRACT - CONTRACT NO. C1197 - Tutor

Tutor - CN 50 Bulletin 43	Bulletin 43 - Added Roof Hatches and MEsh Ceiling Hatches The Contractor shall provide the necessary labor, equipment, and materials to perform work in accordance with the Contract Documents and Bulletin 43. -Adjust the location and add fixed railing to all roof hatches. -Install fixed ladders equipped with traveling fall restraint systems for the LRT, Bike Hub, and Metro Hub roof hatches -Descope the roof hatches on the retail hub and elevator towers. -Update the waterproofing details at the ribbon roof hatches. -Provide access from the mezzanine level through the clg 11 mesh ceiling panels to the ribbon roof hatches. -Adjust the quantity, location, and details of the roof access doors in the mesh soffits. -Add access panels for junction boxes through the clg 11 (mesh ceiling panels) and clg 12 metal panel ceiling panels between columns.	5	Between $1M and $5M
Tutor - CN 59 Bulletin 54	Bulletin 54 - Radio Telecom Changes The Contractor shall provide all labor, materials, and equipment to perform work in accordance with the Contract Documents, and as specified in Bulletin 54. Modification to the radio system will be required at the AMC site, and a new base station will be constructed at the Southwest Yard. The proposed base station at the Southwest Yard include, but is not limited to: •Procuring and installing radio antenna poles, antenna, and cables •Procuring and installing radio base station equipment including combiner, multiplexer, filters, grounding •Radio signal boosters such as Repeat Amplifier •Installation of fiber to RF-modules •Radio network switches •Radio PLC (programmable logic control) and programing, NMS (network management system) •Installation of power supply cabinets •Providing final as-built and training •System commissioning including FAT/LFAT/SFAT/SIT1/SIT2 •Future interface with CLAX line.	5	Between $1M and $5M

B) PROFESSIONAL SERVICES CONTRACTS

	None		

C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

	None		

SOUNDWALL PACKAGE 11

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN $500K IN THIS REPORTING PERIOD (September 1, 2023 - November 30, 2023)

Change Types:
1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety

A. DESIGN/BID/BUILD CONTRACT - CONTRACT NO. C1101 (Powell)

MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in **BOLD** fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
MOD 77 (CN 79)	Landscape Completion Action – Plan Modifications WORK DESCRIPTION: The landscape and irrigation scope of the project is being modified to include an additional 1,452 cubic yards of mulch in various locations throughout the project. . This mulch is in lieu of the originally proposed ice plant. The sprinklers originally intended for irrigating the ice plant shall be removed and capped, while an additional 185 bubblers are installed at each tree. Bridge heads shall be planted with ground cover and irrigated as per original design. Site preparation includes but is not limited to removal of vegetation and grading. This change also eliminates the plant establishment period for the remaining areas. Battery operated valve controllers are being installed at 92 stations that have been impacted by the ongoing vandalism by homeless.	5	11/20/2023	11/30/2023	$1,261,977	$1,261,977

B. PROFESSIONAL SERVICES CONTRACTS

	None					

C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

	None					

II. PENDING MODIFICATIONS/CHANGES GREATER THAN $500K (September 1, 2023 - November 30, 2023)

A) DESIGN/BID/BUILD CONTRACT - CONTRACT NO. C1101 (Powell)

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		

B) PROFESSIONAL SERVICES CONTRACTS

	None		

C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

	None		

METRO CENTER STREET

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN $500K IN THIS REPORTING PERIOD (September 1, 2023 - November 30, 2023)

Change Types:
1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety

A. DESIGN BUILD CONTRACT - CONTRACT NO. C52151C1169-2

MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in **BOLD** fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
	None					

B. PROFESSIONAL SERVICES CONTRACTS

	None					

C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

212121 PS66100MC076-CN-00014 (CM: 16843)	212121 PS66100MC076-CN-00014 (CM: 16843) Add Position for Sr. Resident Engineer	5	9/1/2023	10/17/2023	$683,616	$683,616

II. PENDING MODIFICATIONS/CHANGES GREATER THAN $500K (September 1, 2023 - November 30, 2023)

A) DESIGN BUILD CONTRACT - CONTRACT NO. C52151C1169-2

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		

B) PROFESSIONAL SERVICES CONTRACTS

	None		

C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

	None		

METRO G LINE BRT IMPROVEMENTS

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN $500K IN THIS REPORTING PERIOD (September 1, 2023 - November 30, 2023)

Change Types:
1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety

A. DESIGN BUILD CONTRACT - CONTRACT NO. PS85661000 - Valley Transit Partners (Progressive Design Build Contract - Phase 1)

MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in **BOLD** fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
	None					

B. PROFESSIONAL SERVICES CONTRACTS

	None					

C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

	None					

II. PENDING MODIFICATIONS/CHANGES GREATER THAN $500K (September 1, 2023 - November 30, 2023)

A) DESIGN BUILD CONTRACT - CONTRACT NO. PS85661000 - Valley Transit Partners (Progressive Design Build Contract - Phase 1)

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
CN-02/CO-01.1	Value Engineering Concept - Alternative Bridge Type Selection (Previously reported, increased CO amount)	6	Between $1M and less than $5M
CN-03/MOD-03	Stormwater Capture Additional Deep Infiltration Testing	3	Between $500K and less than $1M

B) PROFESSIONAL SERVICES CONTRACTS

	None		

C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

	None		

I-105 EXPRESS LANES

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN $500K IN THIS REPORTING PERIOD (September 1, 2023 - November 30, 2023)

Change Types:
1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety

A. DESIGN BUILD CONTRACT - CONTRACT NO. PS84667000

MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in **BOLD** fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
	None					

B. PROFESSIONAL SERVICES CONTRACTS

	None					

C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

	None					

II. PENDING MODIFICATIONS/CHANGES GREATER THAN $500K (September 1, 2023 - November 30, 2023)

A) DESIGN BUILD CONTRACT - CONTRACT NO. PS84667000

CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		

B) PROFESSIONAL SERVICES CONTRACTS

TBD	Seg 1, Revise design of retaining walls from standard to special soil nail walls/Median overhead sign type and foundations	5	Between $5M and $10M

C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

	None		

Attachment B - OIG Spot Check CEO Delegated Authority Delays Avoided

Project Name	Total Work Days Saved	Years Saved
Crenshaw/LAX	336	1.3
Regional Connector	463	1.8
Purple Line Section 1	729	2.8
Purple Line Section 2	461	1.8
Purple Line Section 3	444	1.7
Division 20	154	0.6
Airport Metro Connector	17	0.1
Total Savings	**2587**	**10.0**

Program Management
Quarterly Change Report Summary

Darcy Buryniuk

Chief Program Management Officer

Program Management Quarterly Change Report

- This report summarizes quarterly changes valued at greater than $500,000 for projects managed by Program Management.
- The current Quarterly Change Orders Log is reporting a period from September 1, 2023 – November 30, 2023.
- Changes included in this report are within the approved LOP budget for each project.
- The next Change Order Log will cover the period of December 1, 2023, through February 29, 2024, and will be presented to the April 2024 Construction Committee.

Quarterly Changes

(Sept. 1, 2023 – Nov. 30, 2023)

	# of Approved Changes	Contractor Proposal Amount	Total Approved Amount	Within LOP	Future Changes	Range	Within LOP
REGIONAL CONNECTOR	2	$10,245,369	$6,532,110	✓	–	–	–
WESTSIDE PURPLE LINE EXTENSION SECTION 1	2	$237,423,054	$115,982,415	✓	1	Between $1M - $5M	✓
WESTSIDE PURPLE LINE EXTENSION SECTION 2	4	$47,466,290	$37,749,907	✓	2	Between $1M and $5M; Between $500K and less than $1M	✓
WESTSIDE PURPLE LINE EXTENSION SECTION 3	7	$34,941,759	$36,661,476	✓	3	Each more than $15M	✓
DIVISION 20 PORTAL PROJECT	6	$24,637,675	$17,070,280	✓	2	Between $500K and less than $1M; Between $10M and $15M	✓
AIRPORT METRO CONNECTOR	2	$842,079	$2,313,691	✓	2	Two between $1M and $5M	✓
SOUNDWALL PACKAGE 10	1	$1,261,977	$1,261,977	✓	–	–	–
METRO CENTER PROJECT	1	$683,616	$683,616	✓	–	–	–
METRO G LINE BRT IMPROVEMENTS	–	–	–	–	2	Between $1M and $5M; Between $500K and less than $1M	✓
I-105 EXPRESS LANES	–	–	–	–	1	Between $5M and $10M	✓

Los Angeles County
Metropolitan Transportation
Authority
One Gateway Plaza
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Los Angeles, CA

Metro

Board Report

File #: 2023-0725, **File Type:** Informational Report **Agenda Number:** 16.

CONSTRUCTION COMMITTEE
JANUARY 18, 2024

SUBJECT: OFFICE OF THE INSPECTOR GENERAL CONSTRUCTION CHANGE ORDER SPOT CHECKS

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE Office of the Inspector General Construction Change Order Spot Check Report for the period September 1 to November 30, 2023.

ISSUE

On January 25, 2018, the Metro Board directed the Office of the Inspector General ("OIG") to conduct random spot checks on change orders for the construction projects listed in the Quarterly Program Management report to ensure that the CEO Delegation of Authority to approve Construction Change Orders Policy is performing in the manner desired by the Board of Directors.

BACKGROUND

The OIG's Construction Change Order Spot Check Program ("Spot Checks") focuses on approved change orders and modifications that exceed $500,000. The four change orders in this report were selected from the Program Management Quarterly Major Project Status, Legistar 2023-0750. The OIG gathers the data, reviews all the change orders over $500,000 and selects change orders from the major projects. The information for the Spot Checks was collected from the Program Management Information System (PMIS) which is the department's database system. Also, virtual meetings and telephonic interviews were conducted with Metro Program Management, Project Control, and Procurement staff as necessary involved in each change order.

For each Spot Check, we summarize:

- Description of the change order,
- Change order detail,
- Scope of Work,
- Budget,
- Schedule (Time to execute the change order),
- Safety, and

- Recommendations and Lessons Learned.

Metro's Program Control department has provided informal responses to this report before its issuance and are asked to provide written responses to the recommendations in this OIG Spot Checks Report within 30 days after this Report is issued. Included with this Report is a spreadsheet on the status of responses concerning former OIG Spot Check Report recommendations (ATCH. B).

DISCUSSION

Spot Checks Performed in this Quarter

Spot Check #1 - Division 20 Portal Widening Turnback Project

This OIG Spot Check report concerns the Division 20 Portal Widening Turnback Project (Contract C1136 MOD 0109), Lighting Various Civil and Electrical Changes.

Change Order Detail

See Attachment A Spot Check #1 table.

Summary #1

Scope - This change order is to rectify design conflicts within the Division 20 Yard electrical drawings. Ductbank sizes were increased to provide the required separation between conduit and rebar, making room for the additional conduits. The light fixtures and the light poles were modified to increase the height and diameter of the pole, as well as the size of the concrete base for the pole was enlarged. This increase provides for additional conduits and cables added for the closed-circuit television (CCTV), Wi-fi fixtures, and PA systems (The primary PA function would be to amplify a message to yard workers and trains in the Metro Division 20 yard).

Other changes within this modification remedy conflicts between the original design and newly designed utilities. Multiple drawing revisions are required. The project team states it is possible some of these design changes will be reimbursable costs from the Designer of Record. This change order includes all revisions made to the drawings and the contractor's labor and materials for these changes.

Budget - This change order was negotiated as MOD 0109 for the amount of $1,395,861. The Contractor's proposal was $1,853,497. The negotiated price is $457.636 (24.7%) lower than the Contractor's proposal. The ICE was $216,151. A 1,578,562 credit was erroneously added to the ICE for another RFI. Staff stated that funds for this change order are within the approved Life-of-Project budget. Additionally, there *is* a cost recovery potential from the Designer of Record.

Schedule - The CEO Delegation of Authority process was utilized for this change order. The Contractor and Metro agreed on the Scope of Work on August 28, 2023. The modification was awarded on October 4, 2023, and it took staff 27 workdays to complete all signature approvals. Under the prior Board approval method for change orders, assuming an October Board meeting date, it would have taken a minimum of 43 workdays to complete the transaction.

Safety - The Division 20 Portal Widening Turnback Project has 926,798 project hours through November 2023; the Recordable Injury Rate was 2.4 (the Bureau of Labor Statistics National

Average is 2.4) and the Days Away Rate (DART) was 0.22 (the Bureau of Labor Statistics National Average is 1.5).

Recommendation/Lessons Learned - The OIG recommends continuing forward with cost recovery from the Designer of Record.

Spot Check #2 - Airport Metro Connector Transit Station/96th Street Station

This OIG Spot Check report concerns the Airport Metro Connector (AMC) Transit Station/96th Street Station (Contract C1197, MOD 0027), Low Voltage Cabling.

Change Order Detail

See Attachment A Spot Check #2 table.

Summary #2

Scope -This change order is to install matching fiber optic cabling to connect the AMC to the Crenshaw "K" line. The AMC project is part of the Crenshaw/Los Angeles Airport (CLAX) system. The K line previously had a change order that included the new NFPA-130 standard that calls for a Low Smoke Zero Halogen (LSZH) type fiber optic cable.

The AMC Contract specified fiber optic cables according to code to meet the NFPA-130 rating and the MRDC at that time (2016) but did not specify a LSZH type cable, which is now required to match with the "K" line.

The CLAX rail system cabling was reviewed by Metro Operations - Low Voltage Group and it was determined in order to keep continuity between the projects, the LSZH fiber optic cable should be used to align with the CLAX cabling system.

The AMC project will now not only utilize a LSZH type cable, but will add copper cabling to comply with the latest MRDC requirements. This change order provides for all labor, material, and equipment to install the fiber optic and copper cables for the AMC project.

Budget - This change order was negotiated as MOD 0027 for the amount of $818,691. The Contractor's proposal was $1,105,789. The negotiated price is $287,098 (26%) lower than the Contractor's proposal. The ROM is $708,815, which is $109,876 (15.5%) lower than the negotiated amount. Staff stated that funds for this change order are within the approved Life-of-Project budget

Schedule - The CEO Delegation of Authority process was utilized for this change order. The Contractor and Metro agreed on the Scope of Work on August 31, 2023. The modification was awarded on November 7, 2023, and it took staff 47 workdays to complete all signature approvals. Under the prior Board approval method for change orders, assuming a November Board meeting date, it would have taken a minimum of 61 workdays to complete the transaction.

Safety - The Airport Metro Connector Transit Station/96th Street Station has 699,883 project hours through November 2023; the Recordable Injury Rate was 1.71 (the Bureau of Labor Statistics National Average is 2.4) and the Days Away Rate (DART) was 0.29 (the Bureau of Labor Statistics National Average is 1.5).

Recommendation/Lessons Learned - The OIG recommends that the project office contact the Airport monorail construction support team and recommend they install the Low Smoke Zero

Halogen (LSZH) type fiber optic cable also.

Spot Check #3 - Purple Line Extension Section 1 Transit Project

This OIG Spot Check report concerns the Purple Line Extension Section 1 (C1045, CO-45), SCE and LADWP Change to Electrical Rooms and Equipment (Construction with minor design).

Change Order Detail

See Attachment A Spot Check #3 table.

Summary #3

Scope - This change order is to make modifications to the electrical rooms at each of the Purple Line Extension 1 Metro stations.

The power for the La Cienega Station is controlled by Southern California Edison (SCE) and the power for the La Brea and Fairfax Stations is controlled by Los Angeles Department of Water and Power (LADWP).

At the La Cienega Station, SCE has requested a 6-foot clearance from the wall to the switchgear equipment. They have also requested drip protectors be installed on the incoming electrical cables so water does not reach the main electrical feeder cables and short out the system. Galvanized steel conduits of various sizes, from street level to interior meter boxes, will also be added to allow the power use to be remotely metered.

At the La Brea Station LADWP has requested a 3-hour fire rated overhead roll-up door in lieu of double doors at the DWP Switch Room. At the Fairfax Station LADWP has requested double doors in lieu of a 3-hour fire rated overhead roll-up door. The surface of the floor must be sloped toward an area drain and connected to the station's main drain. Galvanized conduit is also a requirement by LADWP from street level to multiple switchgear equipment and Train Control Rooms. A Ground Grid System for lighting and receptacles is required and updates are required on many of the technical electrical plans.

The contractor and Metro have agreed upon a negotiated amount for all these changes. However, the contractor returned the Modification unexecuted, stating they have met the requirements already for the small or disadvantaged business participation goals of the contract and do not need to meet new and additional requirements in that regard for this change order. Therefore, CO 45 is being issued as a unilateral change order at the negotiated lump sum of $702,052 to proceed and to operate the electrical room according to SCE and DWP standards.

Budget - This unilateral change order was negotiated as CO 45 for the amount of $702,052. The Contractor’s proposal was $901,722. The negotiated price is $199,670 (22.1%) lower than the Contractor’s proposal. The ICE is $480,242, which is $221,810 (46.2%) lower than the negotiated amount. Staff stated that funds for this change order are within the approved Life-of-Project budget.

Schedule - The CEO Delegation of Authority process was utilized for this change order. The Contractor and Metro agreed on the Scope of Work on October 4, 2023. The Unilateral Change Order was awarded on November 14, 2023, and it took staff 29 workdays to complete all signature approvals. Under the prior Board approval method for change orders, assuming a January Board

meeting date, it would have taken a minimum of 77 workdays to complete the transaction.

Safety - The Purple Line Extension Section 1 Project has 9,262,172 project hours through October 2023; the Recordable Injury Rate was 0.89 (the Bureau of Labor Statistics National Average is 2.4) and the Days Away Rate (DART) was 0.09 (the Bureau of Labor Statistics National Average is 1.5).

Recommendation/Lessons Learned - The OIG recommends staff work closely with SCE and LADWP to confirm their approvals for the requested work and to update any MRDC standard or specification to ensure that Metro corrects any out of date standards in relations to SCE or LADWP.

It is recommended that Management discuss with the Diversity and Economic Development Department if the standard change order language might be revised to indicate a particular SBE/DBE goal for the change order "unless the contractor has already met the SBE/DBE goal for the contract as a whole".

Spot Check #4 - Purple Line Extension Section 3 Transit Project

This OIG Spot Check report concerns the Purple Line Extension Section 3 (Stations Contract C1152, CO-91.2), VA Station - Water Supply Loop System at Wilshire/Federal Intersection.

Change Order Detail

See Attachment A Spot Check #4 table.

Summary #4

Scope - This change order is to procure the material to construct a new water line and connect the systems together in order to support the new Metro Westwood/VA Hospital Station. The existing Los Angeles Department of Water and Power (LADWP) water supply consists of two single public water lines that run along Federal Blvd. and Wilshire Blvd., approximately 1/2 mile away from the future station. These single lines are currently not connected and do not provide enough pressure to serve the new the Westwood/VA Hospital Station.

The current Metro Rail Design Criteria (MRDC) requires that the water supply to the station come from two public utility main lines to design redundancy into the system. In order to utilize existing water lines, an expanded system will be installed to connect the two water lines, and parts of the old pipes will be upsized to 10-inch pipes.

The project team separated the changes into three parts to not impact the construction progress: design, procurement of material, and construction. This change order (CO 91.2) is to procure all pipes, valves, and fittings necessary to complete the work in both the County and the City of LA sides of the project as well as the yard rental cost in accordance with the design and specifications approved under MOD 70.

Budget - This Not-to-Exceed change order is for $1,901,250 for materials for a portion of the work. The Contractor's proposal is $34.3 million for procurement of materials and construction. There is not an agreed upon price at this time. The ICE is for the procurement of these materials is

$3,338,985, which is a difference of $1,437,735 from what the contractor proposes. The balance of the materials and construction costs will be included in future change orders. Staff stated that funds for this change are within the approved Life-of-Project budget.

Schedule - The CEO Delegation of Authority process was utilized for this change order. The Contractor and Metro agreed on the Scope of Work on October 2, 2023. The Not-to-Exceed Change Order was awarded on November 22, 2023, and it took staff 37 workdays to complete all signature approvals. Under the prior Board approval method for change orders, assuming a January Board meeting date, it would have taken a minimum of 79 workdays to complete the transaction.

Safety - The Purple Line Extension Section 3 Project has 2,979,353 combined project hours through November 2023; the Recordable Injury Rate was 1.41 (the Bureau of Labor Statistics National Average is 2.4) and the Days Away Rate (DART) was 0.34 (the Bureau of Labor Statistics National Average is 1.5).

Recommendation/Lessons Learned - None.

FINANCIAL IMPACT

This report does not have a financial impact on the Agency.

For all of the construction change orders reviewed, Metro states the funds are within the approved budget and will utilize the contingency funds to cover the costs from the Life of Project budget.

Spot Check #1) $1,395,861 Division 20 Tunnel Widening Turnback Project
Spot Check #2) $818,691 Airport Metro Connector Transit Station/96th St. Station
Spot Check #3) $702,052 Purple Line Extension Section 1 Project
Spot Check #4) $1,901,250 Purple Line Extension Section 3 Project

EQUITY PLATFORM

In the opinion of the OIG, we considered whether these change orders presented any equity related issues on their face. The OIG did not receive any data concerning community impacts. There is a low-income equity-based community near the Veteran's Hospital on Wilshire Blvd. The completion of Extension 3 will benefit veterans by transporting them to and from the Metro Station at the VA Hospital. The OIG observed no obvious disparate impacts created by these change orders on small businesses, low-income persons, or by the performance of the work in a manner that impacted a disadvantaged community beyond what is typical and usual when conducting any construction.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The Office of Inspector General reviews large change orders over a calendar quarter and makes recommendations as appropriate to support Metro's Strategic Plan Goal #5: Provide responsive, accountable, and trustworthy governance within the Metro organization and CEO goals to exercise fiscal discipline to ensure financial stability. The OIG mission includes reviewing expenditures for

fraud, waste, and abuse in Metro programs, operations, and resources. For each selected change order reviewed, the OIG evaluates whether there are red flags of fraud, waste, or abuse taking place. We report the details of the significant change orders and make recommendations consistent with the OIG's 2016 and 2023 Construction Best Practices reports, particularly focusing on lessons learned, improving efficiencies, and prudent spending.

NEXT STEPS

The OIG shall provide every quarter, an ongoing spreadsheet of recommendations to Program Control and Program Management. Program Control and Program Management agrees to respond to the recommendations of the OIG within 30 days. The OIG continues to meet periodically to discuss reports, recommendations, and the status of implementation of the recommendations with Project Management, and receive updates. The list of OIG recommendations and Metro management responses is an attachment to this OIG report (Attachment B).

ATTACHMENTS

Attachment A - Change Order Details for Spot Checks in this report
Attachment B - OIG Recommendations and Responses Tracking Sheet

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Spot Check #1 - Division 20 Portal Widening Turnback Project - Contract C1136
Change Order Detail

Description of Modification or Change Order - MOD-0109 Lighting Various Civil and Electrical Changes	
Change Order Dates:	
Scope of Work approved	August 28, 2023
Modification Executed	October 4, 2023
Elapsed Time for Executing Change Order:	
Using new delegated process	27 workdays
Estimate using former Board approval process Agenda for the ***October Board***	43 workdays
Cost of Change Order:	
Metro independent cost estimate (ICE)	$216,151
Contractor's proposed cost	$1,853,497
Negotiated amount	$1,395,861
Percentage of negotiated amount OV*ER ICE*	546%
Amount negotiated less than the Contractor's proposal	$457,636

Spot Check #2 - Airport Metro Connector Transit Station/96th Street Station Contract C1197

Change Order Detail

Description of Modification or Change Order – MOD 0027 Low Voltage Cabling	
Change Order Dates:	
Scope of Work approved	August 31, 2023
Modification Executed	November 07, 2023
Elapsed Time for Executing Change Order:	
Using new delegated process,	47 workdays
Estimate using former Board approval process Agenda for the ***November Board***	61 workdays
Cost of Change Order:	
Metro independent cost estimate (ICE)	$708,815
Contractor's proposed cost	$1,105,789
Negotiated amount	$818,691
Percentage of negotiated amount *OVER ICE*	$109,876
Amount negotiated less than the Contractor's proposal	$287,098

Spot Check #3 - Purple Line Section 1 Transit Project – Contract C1045

Change Order Detail

Description of Modification or Change Order – CO-45 SCE and LADWP Change to Electrical Rooms and Equipment (Construction with minor design).	
Change Order Dates:	
Scope of Work approved	October 04, 2023
Unilateral Executed	November 14, 2023
Elapsed Time for Executing Change Order:	
Using new delegated process	29 workdays
Estimate using former Board approval process Agenda for the ***January Board***	77 workdays
Cost of Change Order:	
Metro independent cost estimate (ICE)	$480,242
Contractor's proposed cost	$901,722
Unilateral amount	$702,052
Percentage of negotiated amount *OVER ICE*	46.2%
Amount negotiated less than the Contractor's proposal	199,670

Spot Check# 4 - Purple Line Section 3 Transit Project – Stations Contract C1152

Change Order Detail

Description of Modification or Change Order – CO-091.2 VA Station – Water Supply Loop System at Wilshire/Federal Intersection	
Change Order Dates:	
Scope of Work approved	October 02, 2023
Not to Exceed (NTE) issued No Modification Executed	November 22, 2023
Elapsed Time for Executing Change Order:	
Using new delegated process	37 workdays
Estimate using former Board approval process Agenda for the ***January Board***	79 workdays
Cost of Change Order	
Metro independent cost estimate (ICE) material only	$3,338,985
Contractor's proposed cost (combined material & construction)	$34.3 million
NTE amount	$1,901,250
Percentage of negotiated amount *UNDER* ICE	43%
Amount negotiated less than the Contractor's proposal	N/A

ATTACHMENT B (JANUARY 2024)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
#1 Contract C1136: Division 20 Portal Widening Turnback Project MOD-0109: Lighting Various Civil and Electrical Changes	The OIG recommends continuing forward with cost recovery from the Designer of Record.		
#2 Contract C1197 Airport Metro Connector Transit Station/96th Street Station MOD 0027 - Low Voltage Cabling	The OIG recommends that the project office contacts the Airport monorail construction support team and recommend the they install the Low Smoke Zero Halogen (LSZH) type fiber optic cable also.		
#3 Contract C1045 Purple Line Ext. Section 1 CO-0045: SCE and LADWP Change to Electrical Rooms and Equipment (Construction with minor design).	The OIG recommends staff work closely with SCE and LADWP to confirm their approvals for the requested work and to update any MRDC standard or specification to ensure that Metro corrects any out of date standards in relations to SCE or LADWP. It is recommended that Management discuss with the Diversity and Economic Development Department if the standard change order language might be revised to indicate a particular SBE/DBE goal for the change order "unless the contractor has already met the SBE/DBE goal for the contract as a whole".		
#4 Contract C1152: STATIONS Purple Line Ext. Section 3 CO-091.2: Water Supply Loop System at Wilshire & Federal Intersection	None		

ATTACHMENT B (OCTOBER 2023)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
#1 Contract C1136: Division 20 Portal Widening Turnback Project MOD-0093: Rebar for Contact Rail Encasement	The OIG recommends an updated ICE reflecting the complete work that should have been requested to aid in the negotiations with the contractor for final settlement. Lessons Learned is to evaluate ductbanks in trenches for compliance with applicable city standards and loading requirements for static and dynamic loading demands when installing these. Future design plans should include this as a requirement to check.	None.	
#2 Contract C1151: TUNNELS Purple Line Ext. Section 3 CO-011: Extension of Time and Re-sequencing of Contract Work	The OIG recommends that a determination be made whether the Tunnels contractor can be held liable for any costs incurred from the Station contractor, and vice versa, when delays occur that are the responsibility of a contractor and further study potential project recovery time.	The Metro project team has assessed the cost responsibilities in accordance with the Contract, which does not provide this mechanism. The overall project recovery time is being addressed by implementing the accelerated resequencing schedule.	
#3 Contract C1152: STATIONS Purple Line Ext. Section 3 CO-0109: Extension of Time	Lessons Learned from previous contracts was to state a delay compensation rate. This action was included in this contract (delay compensation rate of $24,000/day) and eliminates future disagreements and litigation.	The C1152 contract procurement commenced prior to the other contract lessons learned, and the C1152 Contract includes the same Delay Compensation terms as the other contracts.	
#4 Contract C1152: STATIONS Purple Line Ext. Section 3 CO-0109: Acceleration and Re-sequencing of Contract Work	The OIG recommends Metro evaluate these three change orders in order to reduce the time impact to the schedule and increase work acceleration.	Metro minimized the time through acceleration and re-sequencing implemented by COs to both C1151 and C1152 Contracts resulting in acceleration of project substantial completion to January 2027.	

ATTACHMENT B (JULY 2023)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
July 2023 #1 Contract C1197 Airport Metro Connector MOD-0245: Bulletin 28 – Onsite DWP & Bus Charging	The OIG recommends Metro review all construction plans for satisfaction of the zero-emissions bus fleet objective to add as appropriate electric charging capability.	Confirmed. Project has been in consistent coordination with the Bus Operations Group since 2019. Initial coordination landed on 3 chragers which were included in the original construction bid contract. Additional coordination after release of orginal contract documents introduced the 2020 Layover Charging Analysis, which has lead to four (4) additional chargers and an entire new LADWP Yard being placed into the project for seven (7) bus charging stations total. This final number and layout of bus chargers has been coordinated and confirmed with Metro Bus Operations.	Fall 2024 is the current estimated schedule
#2 Contract C1045 Purple Line Ext. Section 1 CO-0028: Expedite Cutterhead Removal at Tail Track	The lessons learned from this change order is to add to the initial Contract details on the tunnel boring machine interplay between the two projects and the cutterhead removal and scheduling.	Accept	
#3 Contract C1120 Purple Line Ext. Section 2 CO-0179: Provisions for WRS North Secondary Entrance	The OIG recommends continual monitoring of the City of Beverly Hill design plans as they near construction as to avoid any construction impacts, safety concerns and complications at the knockout panel.	The Project agrees with this recomendaiton and will continue to monitor the City's design. Currently, the City has paused the design to reassess its project budget.	
#4 Tunnel Contract C1151 Purple Line Ext. Section 3 MOD-0024: Claim-04 Gravel Seam Impact BR Tunnel Rings 399-486	The OIG recommends more geotechnical exploration in the development of the Geotechnical Baseline Report as to better identify the correct soil characteristics.	Extensive ground investigations were performed to provide data to support writing of the C1151 Geotechnical Baseline Report (GBR). Additional investigations help, but costly, they are not a panacea, as the alluvial soils of the Los Angeles Basin are heterogeneous (highly variable), so additional boreholes would not identify every change in the ground. The considered baseline using experience as well as borehole information presents the expected changes in the GBR. This enables pricing of risks that are within the control of the Contractor and not to transferring this ground conditions risk to the contractor. Metro Rail Design Criteria (MRDC) Section 5 GBR requirements are being revised <Metro Chief Engineer to confirm> to control use of 2022 ASCE GBR suggested guidelines, including ground investigation requirements, to better define baseline soil characteristics.	September 2023 <Metro Chief Engineer to confirm when the MRDC revisions will be completed>

ATTACHMENT B (APRIL 2023)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
April 2023 #1 Contract C0980 Regional Connector MOD-0245: 10-Inch Sanitary Sewer Relocation & Upsize existing 8-Inch Sewer to 12-Inch	The OIG recommends to Work with the City where construction is going to occur at the earliest possible time to determine their requirements so that those requirements can be negotiated, included in the bidding documents when released with correct information and requirements, and if the requirement change is caused by Metro's increased utilization of the utility or if it amounts to a betterment for which a sharing/contribution should be made.	Agreed. Projects should do their best to identify utility conflicts ahead of time, but depending on the area and available documentation that is not always possible. This work was impacted by both surrounding facilities and modified work sequencing in the intersection when the project changed the plan after realizing the utility impacts of the terminated AUR contract.	
#2 Contract C1045 Purple Line Ext.Sect.1 CO-0022 Fully Guarded Double Crossovers	The OIG recommends consulting with Operations on the desired headway speeds at the design phase so that these requirements can be added at the earliest possible times. This may be added to the Construction Departments Lessons Learned data base to have fully guarded double crossover rail to keep the minimum headway and protect rail cars to avoid possible derailment in the future in the initial design and specifications and avoid future change orders.	Concur that the Project's required crossover speeds need to be finalized during the design phase and those needed speeds, combined with the available station box crossover length and width, will determine if a fully guarded crossover is required and if it will be required to be included as part of the Project's design.	
#3 Contract C1120 Purple Line Ext.Sect.2 CO-0058:Project and Construction Site Delay Impacts	None		
April 2023 #4 Stations Contract C1152 CO-0090.1 & MOD-0089 Purple Line Extension Section 3 UCLA Station - Additional LADWP Temporary Power Conduits	The OIG recommends: 1.For the Project to submit to the Lessons Learned data base, run by the Quality Assurance group, the events regarding coordination with LADWP (or another third-party utility) which required the increase in size of conduits and forced relocation of the ductbanks. By submitting information of these changes to the Lessons Learned data base, future projects will be warned that there might be an update to the electrical requirements applicable to their project. 2.The Metro Rail Design Criteria (MRDC) should get periodic updates to include new standards by agencies that review and approve Metro construction so that when future RFPs are issued they comply with those mandatory standards. This will not foreclose Metro seeking a waiver or amendment in the future from that entity on an individual project that might reduce the cost and that will not require a costly change order. Additionally, the MRDC should be updated to encourage early coordination with the third-party utilities to obtain their written agreement to the specifications for a project prior to the RFP issuance.	1. Agreement in sharing the LADWP standards (that were not previously made available to the project by LADWP) to be available for other Metro projects. 2. Third Party standards are maintained by the respective Third Parties and provided to Metro during the design phase for each project. Early coordination occurs with Third Parties; however, disclosing the current and applicable standards has at times not been consistent by the Third Parties. Metro is currently working with LADWP to establish a new Utility Cooperative agreement. Agreement terms: to include language where standards will be memorialized at the time of RFP issuance, language accommodating early involvement, language to establish a design freeze, language to define betterments, as well as other terms to minimize risks on projects. Similar agreements are also being pursued with other utility owners. It should also be noted that Metro is closely coordinating with all applicable City's and utility owners from an early engagement standpoint while the Projects are still in the planning phases. The following actions are currently being taken; Establishing and execution of Master agreements and Utility Cooperative Agreements with applicable City's and utility owners prior to the start of Preliminary Engineering and prior to the release of RFP's. Other general actions being taken include establishing more robust potholing and subservice investigations early on and engagement with utility owners early on to identify fatal flaws and pitfalls with alternatives. Pitfalls such as unavailability of power in the area to accommodate TBM's, addressing heavy relocations, identifying schedule challenges with relocations should they be required. The MRDC is a live document and goes through review and updates on a regular basis and usually before award of a major contract. MRDC is currently undergoing a major review and update. We have and will continue to share our MRDC with City of Los Angeles. The MRDC mainly refers to the Green Book for roadway and utility related items which is what almost all the Cities use as well. With the current efforts to engage the third parties prior to the release of the RFPs, we should be able to catch any third party requirement that would be outside the Green Book and MRDC.	

ATTACHMENT B (January 2023)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
January 2023 #1 Contract C1136 CO-0121.1 Division 20 Portal Widening and Turnback Project - Site Improvements for Garfield Yard to Store New Special Trackwork	As was recommended in the prior quarterly construction change orders spot check report, the OIG recommends the issue of liability for sub-contractors bonds and insurance be resolved, and further change orders follow the standard Metro construction practices and procedures.	Recommendation is noted. VCM is seeking a resolution to the sub-contractor bond and insurance for change orders.	
January 2023 #2 Contract C1045 CO-0015 Purple Line Extension Section 1 Station Artwork Architectural Glass	The OIG recommends that a final scope of work and agreed upon total costs be determined as soon as possible.	Metro acknowledges the OIG's recommendations and will work toward resolution of scope & cost disagreements involving the Architectural Art Glass. Negotiations are pending the contractors confirmation on available dates for these negotiations. To avoid these potential impacts for future projects, WPLE 1 is working with the Metro Art department on a lessons learned session to help implement a change in the development of the artwork scope in future contracts. This will impact the contractual and procurement requirements for the artwork (timing, line item allowances, contingency) so that there is less cost discrepancy for the artwork between the time overall Construction Contract is developed and when the artwork is procured.	
January 2023 #3 Contract C1120 CO-0023.2 Purple Line Extension Section 2 Relocated UPE Plenum at Westfield Mall	None.		
January 2023 #4 Tunnels Contract C1151 MOD-0007.2 Purple Line Extension Section 3 Revisions to Southern California Edison (SCE) Power Connection	The OIG recommends that in all future contracts where it is possible to consolidate planned multiple street utility construction works, that a single trench be dug and both temporary and permanent power conduits be installed in the same trench at the same time as to reduce costs and minimize impacts to the neighborhood. The OIG further recommends, that when the Metro management authorize work and exercise their authority under this Delegation Policy, there should be a maximum period after that action that it must be reported in the quarterly program management report, and not wait 3 years to negotiate the modification and report an action to the Board.	PM and V/CM have committed to working together as necessary to analyze the issue and seek resolution. As part of that process, the two departments will work with the Office of the IG to close out the action.	

ATTACHMENT B (October 2022)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
October 2022 #1 Contract C0980 MOD-0239 Regional Connector Transit Corridor Project - Additional AT&T Duct bank Installations at 2nd Street – Construction	The OIG acknowledges the unknown underground site condition of numerous conflicting underground utilities, but the existing AT&T communication vaults that were both too small and in poor condition were known prior to the beginning of contract. It should be noted that AT&T did not initially provide design or informational requests for new vaults and now Metro must create a change order and pay the contractor for an oversight on the utility's behalf. The OIG recommends, as a Lesson Learned, that in project planning for Metro to ask the utility company to acknowledgement that all vaults, duct banks, and utility lines conform to current specifications and are in satisfactory condition. It is prudent for Metro to be aware of the utilities condition before entering into a construction contract.	Agreed. The AT&T infrustructure was not in a condition that could be hung in place safely resulting in the construction of a new system. It would be best to understand the condition of all utilities to the best possible extent prior to start of construction but not always possible.	
October 2022 #2 Contract C1136 CO-0017.4/MOD 0037 Division 20 Portal Widening and Turnback Project - 1st Street Bridge Continuous Monitoring	As was recommended in the prior quarterly construction change orders spot check report, the OIG recommends the issue of liability for sub-contractors claims and bonds be resolved so that it is not necessary to use NTE change order methods, and further change orders follow the standard Metro construction practices and procedures.	Agreed	
October 2022 #3 Contract C1197 MOD-009 Airport Metro Connector Transit Station Bulletin 16 – Light Rail Transit (LRT) Fence Updates	The OIG recommends Metro consider updating Metro's design criteria and necessary specifications to reflect current 2022 California Seismic standards in the MRDC and future requests for proposals to build better and be prepared for future earthquakes. This may be considered a lesson learned.	The OIG recommendation may not completely reflect the issue. The contract MOD for bulletin 16th was the result of design change during the construction. In reviewing of the contractor's submittal, two things became apparent. First, the picket members were very heavy and disproportionate to the size of the horizontal members carrying them which created a structural concern. The second issue was a quality/constructability concern as the design shown on the contract drawings and the shop drawings required each picket to be field welded in place. All welds are required by the original Contract Documents to be ground smooth. The design change addressed both issues . For the structural issue, the thickness of the 4" o.c. pickets were reduced although the depth of the horizontal members was increased. For the constructability issue, the pickets were panelized so that they could be shop fabricated and craned into place. The panels were attached to the horizontals with bolts rather than welds, speeding up the installation time which would reduce crane use and reduce field welding and grinding. None of these issues were related to Metro's design criteria or technical spec.	
October 2022 #4 Contract C1045 MOD 0159 Purple Line Ext. Sect. 1 Track Level Access Openings at Wilshire/Western, Wilshire/La Brea and Wilshire/ La Cienega	None		

ATTACHMENT B (August 2022)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
August 2022 #1 Contract C1136 MOD-0029 Division 20 Portal Widening and Turnback Project - Time Extension for MOD-20 Addl Scope and Addl Requirements for DIV 20	The OIG recommends, that all future construction contracts include a capped amount per day to pay the contractor when Metro stops critical path construction work or contractor incurs significant delays due to unforeseen causes.	Agreed	
August 2022 #2 Contract C1136 CO-0011.3 Division 20 Portal Widening and Turnback Project - 1st Street Viaduct - Crack and Spall Repair	1) The OIG recommends that the scope of work should be agreed upon as soon as possible. 2) The OIG recommends the issue of liability for sub-contractors claims and bonds be resolved, and further change orders follow the standard Metro construction practices and procedures. We further recommend that the language concerning bonds and sub-contractors in the Metro standard forms for modification/change orders be moved to the Metro standard contract terms and conditions.	Agreed	
August 2022 #3 Contract C1120 CO-0041 Purple Line Ext. Sect. 2 Tunneling Suspension Associated with Abandonment of Oil Wells	The OIG recommends Metro consider implementing Unilateral change orders when the contractor is claiming compensation for delays greater than the contract cap permits.	Agreed	
August 2022 #4 Stations Contract C1152 CO-0035.1 Purple Line Ext. Sect. 3 VA Steam Tunnel Size Increase and Redundancy	Now that the cost schedule proposal (CSP) has been received, the OIG recommends that the Contractor's CSP be thoroughly evaluated to finalize the change order to enter into an agreed upon modification to replace working on a NTE basis as soon as possible.	The Contractor has split the CSP into two parts. Part 1 is the heavy civil work. Part 2 is the Mechanical / Electrical / Plumbing work. Metro has finalized their analysis of Part 1 of the Contractor's CSP of the change and should finalize a value with the contractor imminently. Metro has peformed an initial round of fact finding and analysis of Part 2 and is engaging in further meetings with the Contractor to resolve the differences.	

ATTACHMENT B (April 2022)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
April 2022 #1 Contract C0988 MOD-0551 Crenshaw/LAX Transit Corridor Project Landscape Changes – Park Mesa	none		
April 2022 #2 Contract C0980 MOD-00230 Regional Connector - Transit Corridor Project Alameda Emergency Stair Exit (ES2)	The OIG recommends in-house plan review be as fully completed as possible before Metro groups sign off on the design plans.	The project team agrees with OIG and does have both project staff and Metro staff provide reviews for all plans. This change originated with the change in FLS requirements within the Wye which was identified after award of contract.	
April 2022 #3 Contract C1045 MOD-0144 Purple Line Extension Sect. 1 Construction LaCienega Station During Mining	none		
April 2022 #4 Contract C1045 MOD-0147 Purple Line Extension Sect. 1 Vapor Extraction Street Restoration	none		

ATTACHMENT B (January 2022)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
January 2022 #1 Contract C0980 MOD-00218 Regional Connector - Transit Corridor Project Metro Eastside Access Improvement Project "Segment 2" Esplanade and other improvements along Alameda Street – Construction Only	none		
January 2022 #2 Contract C1136 CO-00020.2 Division 20 Portal Widening and Turnback Project Differing Site Conditions - Connections to Existing Ductbanks and Unknown Utilities Impacts	The OIG recommends that Metro continue to track the time and materials used by the contractor while negotiating the Contractor's cost and schedule proposal and to bring this change order to a final award amount.	Final award amount for CO-00020.2 has been reached. Negotiations with the Contractor (TPC) consisted of multiple workshops to reach agreement on rates of production, activity duration, labor, materials and equipment required, complexity of the work. Since agreement on these items was challenging, Metro made a business decision to start with the contractor's estimate and deduct items that were not allowed in the contract. A final settlement for CO 20 was reached at $43.3M, approximately $10M under the contractor's original estimate. A time delay for changes related to CO 20 in the amount of $6M, or 6 months at $1M per month, has also been agreed upon for these changes.	Substantial Completion and commissioning of the turnback track is scheduled for late Fall of 2024 to coincide with Revenue Opeations of PLE1. Final project completion could be as much as a year later.
January 2022 #3 Contract C1120 CO-00034 Purple Line Extension Sect. 2 Century City Constellation Station Storm Drain and Sanitary Sewer Relocation Construction of MOD 70 Design	none		
January 2022 #4 Contract C1152 MOD-0007 Purple Line Extension Sect. 3 Replacement Parking at VA Hospital Lot 42 During Station Construction	The OIG recommends that the Contractor be instructed to timely submit cost proposals, enter negotiations, and sign agreements before work is performed so Metro can process the work order close in time to work being performed, not only to pay the contractor but to help ensure the sub-contractors are paid timely.	No comments	

ATTACHMENT B (October 2021)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
October 2021 #1 Contract C0980 MOD-00206 Regional Connector - Transit Corridor Project Add Wye Junction Fan Plant - Construction	Since the Board approved of a budget for this item in 2015 at $12 mil., the cost has increased to a total of $21,186,000 (a 77% increase). This Fan System cost has been reported in pieces, as parts were completed, but not as a whole to indicate the cost creep overall over time. We recommend that when LOP information is being periodically provided to the Board that it includes a summary, per project, to show historical cost information over the life of each project. That summary should indicate if they anticipate completing the project within the current LOP and how many LOP increases have occurred so far.	The initial board item in 2015 for the fan plant was an ROM at the time and had yet to be fully designed and estiamted for a complete change. As the project progressed the design and went into construction, the team worked through the negotiations for the full scope of the fan plant. As of now, there has only been one LOP increase and the proect has anticipated that the project would fall within the LOP to date. Project team will work with Program Management leadership on how inofrmaiton is reported and follow Program Management's direction for any changes on how LOP is reported.	
October 2021 #2 Contract C1136 MOD-00020 Division 20 Portal Widening and Turnback Project Additional Scope and Additional Requirements for the Division 20 Portal Widening and Turnback Project	The OIG recommends: 1. When Metro needs to expedite a project, include Operations in the initial planning phase early, prior to and during design so they can provide constant input during the design. 2. Explore with Operations if they need additional resources to dedicate full time to assist in the intense design, planning, and implementation pre-opening phases of Metro's rail infrastructure/capital projects, or other ways in which Program Management and Operations can work together to approach these projects to maximize cooperation, communication, and assistance. 3. Have the Legal Department review our designer contracts to determine if they are adequate to hold contractors accountable, enforceable, and require use of bonds and proof of adequate insurance to cover errors of this type and resulting in cost of this magnitude.	1. Project alignments were revised during planning phase to accommodate additional storage capacity and technical requirements required for turnback headways. As design progressed, Operations participated in frequent design review meetings. 2. Additional Operatiions resources during design phases would be beneficial and help produce more comprehensive reviews. 3. Project team is coordinating with County Counsel on review of designer contracts.	
October 2021 #3 Contract C1045 MOD-0 137 Purple Line Extension Sect. 1 Increased Well Maintenance at Western Shaft due to Groundwater Chemistry Impacts	see #4 for recommendation		
October 2021 #4 Contract C1045 MOD-00138 Purple Line Extension Sect. 1 Additional Dewatering Treatment and Discharge Impacts at Western	The OIG recommends that all dewatering change orders for this project should be evaluated or audited. The Geotechnical Baseline Report issued by the consultant to Metro was not accurate for the soil type, ground water, and hydrogen sulfide levels for each segment of Purple Line Section 1 and the consultant might be held liable for some of the costs of differing site conditions not correctly determined by the consultant. Unplanned dewatering site conditions also cost Metro $15.8 mil. at the La Brea Station and $16.8 mil. at the La Cienega Station in 2020 and 2019 respectively.	The dewatering MODs for WPLE-1 have been already been evaluated as part of the CN process. In order to minimize the potential for future DSCs on other Projects, consideration should be undertaken to expend more resources during Preliminary Engineering (PE) to more accurately project the actual conditions encountered. The costs of additional PE should be weighed against the increased base bid prices, or future Change Order costs if no additional PE efforts are undertaken. Valid additional costs to Metro, via the base bid or Change Order, will be incurred either way. It is premature at this time to hold the PE Consultant liable for all or a portion of the costs of this MOD.	

ATTACHMENT B (July 2021)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
July 2021 #1 Contract C0980 MOD-00196 Regional Connector - Transit Corridor Project Construct the 2nd & Broadway Station Overbuild Load Transfer System	none		
July 2021 #2 Contract C0980 MOD-00202 Regional Connector - Transit Corridor Project Revise Communications Radio System Scope of Work- Construction	The OIG recommends that after installation of the new radio system that interface with Los Angeles fire, police and sheriff departments be tested and verified for their signal strength and connectivity.	Agreed, all radio systems will be fully tested and verified for signal strength and connectivity	
July 2021 #3 Contract C1045 MOD-0131 Purple Line Extension Sect. 1 Wilshire/Fairfax Station Subgrade Differing Site Conditions	The OIG recommends that after a DRB issues its recommendations that favor the contractor, Metro act swiftly to move forward with a change notice to the contractor and not delay payment to the contractor, less any credits owed to Metro. We understand in this particular case the contractor assigned a lower priority for processing this change notice over many others.	In this case there was no requirement for Metro to issue a Change Notice due to the DRB ruling. The Contractor (STS) chose to delay providing Metro with a cost proposal associated with the DRB ruling due to other higher Contractor priorities. After the eventual receipt of the DRB ruling proposal from the Contractor, the costs were negotiated, and a MOD issued (w/o any Change Notice being created). It should be noted that whether a Change Notice is issued or not, the Contractor has the right to submit a proposal whenever and for whatever they perceive as changed work (via a Request for Change). Section 1 has and continues to issue Change Notices in a timely manner when Metro recognizes merited changed scope of work.	
July 2021 #4 Contract C1152 MOD-0014 Purple Line Extension Sect. 3 Revisions to Westwood/UCLA Station Entrances – Design Only	none		

ATTACHMENT B (April 2021)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
April 2021 #1 Contract C0988 MOD-00253.3 Crenshaw/LAX Transit Corridor Project Landscape Changes – Park Mesa	The OIG recommends that we identify quickly the differences in cost between the new scope of work from the contract and finalize plans and the cost with the prime Contractor.	-Agree and recommendation will be incorporated into C/LAX Project Lessons Learned. -C0988 Contract Team has started to identify the differences in cost between the new scope of work from the contract. Additionally, new scope of work will only be processed if it is a safety related change.	
April 2021 #2 Contract C0980 MOD-00188 Regional Connector - Transit Corridor Project 2nd/Hope Pedestrian Bridge - Construction	no recommendation concerning this change order		
April 2021 #3 Contract C1120 MOD-0095 Purple Line Extension Sect. 2 Station and Bicycle Parking, Architectural Features Design and Construction Changes at Wilshire/Rodeo & Century City Constellation Stations	The OIG recommends that Purple Line, Section 3, be immediately evaluated to determine if the MRDC architectural updates and the Metro bike hub system changes have been incorporated into the Purple Line Extension Section 3 Transit project. This will ensure consistency, compliance with the MRDC, and cost assessments to be determined and negotiated at the earliest possible time.	Purple Line Sect #2 response: Noted. Purple Line Sect #3 response: The WPLE3 contract included the latest MRDC requirements for bike hubs at both stations at time of bid, which minimized changes to the WPLE3 contract.	
April 2021 #4 Contract C1120 MOD-~~0095~~ 0100 Purple Line Extension Sect. 2 Century City Constellation Main Entrance - Construction	The large cost disparities between the ICE and a Contactor's proposal on high dollar transactions should continue to prompt further technical and commercial evaluation in order to arrive at a fair and reasonable price. The OIG recommends that the ICE be evaluated by the Estimating department to further evaluate the significant differences between the Contractor's proposal and their independent estimate utilizing both technical and commercial evaluation.	ESTIMATING response: Metro Estimating will review the ICE and CSP and work with V/CM and Project Management staff to evaluate the differences. Purple Line Sect #2 response: Project staff will continue to involve Estimating staff in scoping discussions to ensure that they have a full understanding of the scope of work for all Change Work.	

ATTACHMENT B (January 2021)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
January 2021 #1 Contract C0980 MOD-00184 Regional Connector - Transit Corridor Project Expanded Duco Yard and Temple Street Sanitary Sewer Work	The OIG recommends that future contracts with the designer should include verification of sewers identified as abandoned, and to document the verification on the construction drawings if the cost of such verification is minor and the consequences of reliance on erroneous information is significant. Additionally, the OIG recommends that the as-built record drawings at the City be updated.	Planning and engineering need to rely on as-built records for much of their work. However, where key utilities are involved, it is best that their condition and status be validated during the preliminary design phase. This investigation is often expensive and not easily performed without site investigation. The engineer must use his/her judgement to determine which utilities require physical investigation and inspection. Project budget contingency should be set aside for utililty descripancies that may be discovered during construction. Agree that even minor utilities, improperly documented, can have a significant cost and/or schedule impact to a project and should be investigated early, to the extent possible . The City is the best entity to ensure that underground maps are complete.	No further action from Regoinal Connector as project design has already been completed. However, efforts are continualy made to perform potholing investigations for verificatoin prior to construction so as to avoid impacts to schedule should discrepancies be found.
January 2021 #2 Contract C1045 MOD-00121 Purple Line Extension Sect. 1 Alternate Soil Disposal	California laws, including Senate Bill 1383 of 2016 set mandatory targets to reduce waste going to landfills. Metro developed a recycling policy (GEN 51) in response to State recycling goals and to support Metro's sustainability goals. The Conditional Use Permit for the Chiquita Canyon Landfill was set to expire and the Landfill operator sought a new permit, which was granted in July, 2017. The new permit requirements limits the rate of tonnage of dumping allowed, hours of operation, and the county set other multiple requirements that Chiquita Canyon must adhere. The OIG recommends: 1. Construction waste disposal options are utilized to minimize project costs and to help achieve the reduction goal of a 75% reduction in waste by 2025; 2. Project teams work very closely with the Metro Sustainability Department, State, Los Angeles County, other regulators, landfill owners, and contractor's personnel, to determine options consistent with GEN 51 for the reuse of soils and construction debris in the current or other construction sites; 3. When a Board member has a matter come before them at their respective municipalities that can potentially effect Metro projects, if they would give notice to Metro of the matter, Metro can determine how its projects will be impacted and possibly address the matter with the municipality or 3rd party prior to the matter being approved including possibly negotiate that the terms of a permit not allow price increases or other impacts on Metro projects where contractual commitments have previously been negotiated in reliance on previous conditions; 4. LA Metro evaluate how other LA Metro projects for which a contract was entered may be impacted by the newly imposed landfill mitigations and higher fees.	Metro acknowledges the recommendations listed and provides the following responses below: 1.Per contract, the project must divert/recycle 75% of waste. Purple Line Section 1 has diverted 100% of excavated clean material on the project to be reused as beneficial cover or fill at offsite projects. 2.The Purple Line Section 1 project has a member of the Metro Environmental Compliance and Sustainability Department (ECSD) on staff. This team member updates project management and contractors on opportunities to reduce waste impacts as they become available across the county. 3.Acknowledged 4.ECSD management will review awarded projects and available facilities and make recommendations on where to make changes to disposal practices as needed.	
January 2021 #3 Contract C1120 MOD-0091 Purple Line Extension Sect. 2 Increase UPS Spare Capacity at Wilshire Rodeo and Century City Constellation Stations	The OIG recommends that immediately prior to sending out an RFP, Metro should insure that the most current MRDC is used.	In this case, the updated MRDC Section 8 was added to the RFP near the end of the solicitation period, but conflicts with other contract documents were not identified because of the late issuance of the update. Staff agree that all future changes to the MRDC should be coordinated by Metro Engineering and issued before future RFPs are released.	

ATTACHMENT B (January 2021)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
January 2021 #4 Contract C1152 CO-0005.1 Purple Line Extension Sect. 3 VA Hospital Replacement Parking for Lot 42 During Station Construction Phase	The OIG recommends that the Project office and Real Estate continue to work closely and aggressively to come to a full resolution with the VA hospital and the contractor on the modified costs.	Agree	

ATTACHMENT B (October 2020)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
October 2020 #1 Contract C0988 MOD-00485 Crenshaw/LAX Transit Corridor Project Case 5 Bedding Required by LABOE	Since the 'Green book' states the support and materials for sewer and storm drain pipe are to be encased in concrete, the OIG recommends that the LA Metro rail standard drawing US-014, be updated to reflect the required City standard and Metro may negotiate with the LABOE to adopt a different standard for specific projects as warranted. We further recommend, as discussed in previous reports, that Metro study the large discrepancies between the Metro ICE and the award amounts to determine if there is a method by which those discrepancies can be narrowed. This recommendation applies to many of the Spot Checks reviewed in this Report, and is based also on a Metro audit completed by the Management Audit Services Department that noted significant discrepancies in these amounts to be a frequent occurrence.	Recommendation will be incorporated into C/LAX project Lessons Learned.	
October 2020 #2 Contract C1045 MOD-00111 Purple Line Extension Sect. 1 Fairfax Paleo Zone Modified Limits	The OIG recommends future GBR's include a more comprehensive underground site assessment to determine a better approximation of the marine and paleo geological layers. In this instance, a robust underground assessment would have avoided the costly change order. However, the additional excavation costs would have been included in the higher base bid value.	Recommendation will be incorporated into PLE1 project Lessons Learned.	
October 2020 #3 Contract C1120 MOD-00080 Purple Line Extension Sect. 2 Demobilization and Remobilization due to COBH Moratorium	The MOA between Metro and COBH imposes additional restrictions on Metro and adds costly change orders to the original contract. The OIG recommends Metro adopts a standardized MOA for use in negotiations with all jurisdictions within Los Angeles County and utilizes this agreement for every construction project going forward in each respective jurisdiction and that budget estimates for projects should be revised as necessary to take into consideration MOAs entered into.	Agreed.	
October 2020 #4 Contract C1151 MOD-0004.1 Purple Line Extension Sect. 3 Increase Ground Water Treatment Plant Capacity at Tail Track Exit Shaft	It is the OIG's understanding that water pump tests and water quality tests were performed, but they were performed at the original location, the Army Reserve site, which is no longer the correct shaft location. Now the site is at the Veterans Administration property. A change in location can greatly affect both the levels and quality of the groundwater, thus increasing the revised dewatering process. It is critical that the Real Estate Department be included at the earliest possible time in negotiating the property requirements for a project. Having to change location plans after a contract award can have significant scheduling and expense consequences.	The location of the Tail Track Exit Shaft had to move from an environmentally cleared site occupied by the Army reserve site to the US Department of Vetereans Affairs West Los Angeles campus when it became evident that the US Army Reserve was unwilling to allow the use of this location for either construction laydown or a permanent Metro Facility. Metro Real Estate and Project staff succesfully negotiated with the Department of Veterans Affairs to enable relocation of this construction laydown area and permanent facility to their West Los Angeles Campus.	

ATTACHMENT B (October 2020)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
October 2020 #5 Contract C1151 MOD-0005 Purple Line Extension Sect. 3 Addition of Sepulveda Staging Area to Compensate VA Site Reduction	The Purple Line Extension 3 was a 'next decade project' and was accelerated to be completed in the next 5 years with many project processes that had to be compressed to meet the schedule. We also understand that the real estate acquisition process is contingent on the funding being in place. The real estate acquisition process and all other real estate arrangements must be negotiated as early as possible and negotiate those property rights strategically to ensure we have our real estate needs met at the earliest and least expensive manner possible.	The space available for staging at the Tail Track Exit Shaft on the Department of Veterans Affairs Campus is limited; being located in a nationally designated historic district. Metro Real Estate and Project Staff have and are working closely together, in a timely manner to ensure real estate aquisuisitons are coordinated with project need dates to minimize overall risk and cost to Metro in delivering the project.	

ATTACHMENT B (August 2020)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
August 2020 #1 Contract C1045 MOD-00095 Purple Line Extension Sect. 1 Transit Project: Phase 5 Golder EOR Mitigation Plan Implementation	The OIG is in agreement with applying extra safety precautions that the Metro project office has put forward. Where conditions are relatively unique to the tunneling industry, more prescriptive specifications for means and methods in these zones is warranted. Since the Contractor, Golder Gas, performed the entire mitigation plan including removal and mitigation, the OIG recommends that LA Metro ensure that Golder Gas is held contractually, jointly, and severally liability for any future incident involving gas in the area where the soil vapor extraction wells and the monitoring wells are installed and abandoned. This is the common practice in environmental cases where a “consulting expert” is hired to monitor and mitigate a hazardous substance issue.	The Section 1 Project will review the indemnification text issued to Golder that was required by STS in order for Golder to proceed with the work. This indemnification will determine what Golder's future obligations are.	
August 2020 #2 Contract C1045 MOD-00106 Purple Line Extension Sect. 1 Center Muck Shaft at La Brea (ECI-03)	The OIG recognizes that this type of shaft at the La Brea station can serve a legitimate purpose and that the OIG recommends that use of such methods should be considered and contemplated in future project specifications and a reserve for same should be made when the savings in time, expense, and safety outweigh the cost of such a shaft.	OIG comment received will be included in the lessons learned.	
August 2020 #3 Contract C1045 MOD-00107 Purple Line Extension Sect. 1 Center Muck Shaft at La Brea (ECI-03)	The OIG is concerned that a bid of 40% over an ICE, when you are in a noncompetitive circumstance, may not be a good faith offer or bad communication on specifications. Such behaviors can have the effect of damaging a relationship during an early phase of construction and create distrust that can harm project collaboration in the future. We appreciate a contractor’s willingness to proceed on work even without a commitment from Metro in some cases for the payment for that work, but recommend the contractor exercise greater care in formulating its proposals and that Metro be clear and fair but diligent and firm in its ICE calculations and negotiations stance.	OIG comment received. Contractor will be reminded to have appropriate personell attend the fact finding and provide timely complete CSP in order to resolve issues in a collaborative manner.	

ATTACHMENT B (August 2020)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
August 2020 #4 Contract C1120 MOD-00073 Purple Line Extension Sect. 2 Century City Constellation Station Track work Extension	1. The OIG is concerned that a bid is almost 3 times over the ICE, when you are in a noncompetitive circumstance, may not be a good faith offer or bad communication on specifications. Such behaviors can have the effect of damaging a relationship during an early phase of construction and create distrust that can harm project collaboration in the future. We appreciate a contractor's willingness to proceed on work even without a commitment from Metro in some cases for the payment for that work, but recommend the contractor exercise greater care in formulating its proposals and that Metro be clear and fair but diligent and firm in its ICE calculations and negotiations stance. LA Metro is having to absorb the cost of track extension change orders that arose due to errors and omissions on the part of the engineering consultant WSP. The OIG was informed that WSP miscalculated the braking distance in the initial project definition drawings that were supplied to the construction contractor. Metro will have to cover this expense with the contractor, but should look to the design engineering firm for reimbursement to Metro of the costs it would not have had to otherwise incur less amounts saved or mitigations. 2. The OIG additionally recommends that Metro review the current Metro Rail Design Criteria (MRDC) compared to the newly released FRA track design standards for accommodating a train entering a stub-end to determine if any modification or update to our MRDC is warranted.	1. If a Cost and Schedule Proposal (CSP) is significantly higher than the Independent Cost Estimate (ICE), Metro's Contract Administrator and the Project Team engages in further meetings with the Contractor to clarify scope in order to determine the source of the discrepancies between the two estimates. These meetings are professional in nature, and often result in favorable resolution on a price that is somewhere between the ICE and the revised CSP. This process ultimately leads to the execution of mutually agreed upon Contract Modifications, and avoids costly disputes related to Changed Work. Related to the cost of the change, if WSP had calculated the braking distance correctly, the Contractor's proposal price would have included the cost for the trackwork that was recently added by Contract Modification. As a result, the awarded contract value would have been slightly higher, and the project contingency slightly lower at Notice to Proceed. The only additional cost that this error by WSP may have created is a theoretical premium for paying for added trackwork in a non-competitive environment, which would be difficult to prove. It should be noted that the difference between the executed Contract Modification price and the ICE was about 17%, or $171,000. As a result, it is likely that it would be difficult for Metro to determine if it paid a non-competitive premium. That said, the recommendation will be discussed with senior executive management in VCM and Program Management to determine if any action against WSP will take place. 2. This recommendation will be referred to Metro Engineering for consideration.	

ATTACHMENT B (April 2020)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
April 2020 #1 C0980 MOD-00161 Regional Connector - Procure Medium Attenuation Fasteners in Lieu of Standard Direct Fixation Rail Fasteners for the 2nd & Broadway Crossover	Regional Connector project is very unique because of all the existing historical buildings above the construction. Noise pollution has become a major concern for urban transit dwellers and authorities. The rule of thumb is a 10decibel technical increase in noise is heard by the human ear as "doubled" in loudness. When constructing underground for tunnels and stations the Environmental Impact Report must remember to always mitigate sound and vibration to protect the potentially impacted fragile surface buildings. The OIG recommends this scenario be written into the Lessons Learned file for future similar situations when constructing under historic or special case existing buildings.	The Regional Connector Project has extensive vibration mitigation elements included in the design where the operating guidway passes nearby sensitive receptors including recording studios, music venues and hotels. The project also requires that noise and vibration monitoring be performed during construction near sensitive facilities. The lesson learned and responded to in the referenced Contract Modification, is that information gathered during construction monitoring should be used to adjust the designed mitigations where field conditions indicicate they are necessary.	Completed with issuance of subject contract modification. Equipment to be installed 3rd quarter 2020
April 2020 #2 C1045 MOD-00098 Purple Line Sect. 1 Additional Air Scrubbers at Fairfax Station	The OIG recommends further questioning to Southern California AQMD to determine why on a previous Metro construction contract (at the same location) they set the emission limit at 50 parts per billion, and the published standards are set at an emission limit of 30 parts per billion. On this contract the limits are set at 15 parts per billion. The inconsistency of the emissions limit should be taken under consideration and request in writing from AQMD why the standard emission limit could not be applied to this permit. The OIG further recommends in future construction pre-bid meetings, disclose to all potential contractors that the AQMD permit values necessary for the technical specification, “Temporary Construction Ventilation for Scrubber Units” has varied in the recent past and to verify the amount with an AQMD representative. If possible a commitment needs to be obtained from AQMD by the contractor at the time of submission of a bid amount, that the standard is firm for a defined period.	The emissions limit for equipment was set at the time the Contractor submitted the specific ventilation plan to SCAQMD for permit. The SCAQMD does not have a set standard for hydrogen sulfide, but the states standard is 30 parts per billion. SCAQMD develops their requirements based on specific site conditions. Our EIR states Metro and its contractors will set and maintain work equipment and standards to meet SCAQMD standards. A letter will be sent to SCAQMD for clarification on how SCAQMD can consistently apply emissions regulations for hydrogen sulfide for Metro's future projects.	
April 2020 #3 C1120 MOD-00064 Purple Line Sect. 2 Geotechnical Instrumentation Installation and Monitoring AT&T and Beverly Hills High School	The OIG recommends that the independent estimator visit the field location concerning where the work for this change order will occur. The construction manager should walk the estimator though the scope of the changes for which they are developing a cost estimate. The independent estimate was a 126.7% lower than the negotiated price. Where such significant discrepancies in price estimates exist, either the estimator for Metro, or the estimator for the contractor needs to re-evaluate the scope of the change order.	Agreed. Moving forward the estimating group will endeavor to work even more closely with available subject matter experts to assure a thorough understanding of scope and of the engineering and construction processes involved.	
April 2020 #4 C1151 MOD-00001 Purple Line Sect. 3 Revise the Tail Track Exit Shaft Location from US Army Reserv to Veterans Affairs Property	If the Army Reserve location had been negotiated prior to the contract award, these amounts might have been included in the original bid, although the price then and now might have been the same for this different location. The OIG recommends Real estate arrangements should be negotiated as early as possible.	Metro agrees with the OIG’s comment regarding the price of the change. The cost would roughly be the same whether it was negotiated prior to contract award or after award. We agree that real estate arrangements (agreements) should be negotiated as early as possible. The project initiated contact with the property owner for the Exit Shaft property acquisition after the project was identified to be accelerated from the original 2035 Revenue Service Date. Metro did engage in talks with the VA early in the Project but obtaining VA approval to access their property has not been without a few challenges that Metro was able to overcome.	

ATTACHMENT B (January 2020)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
Jan 2020 / #1 C0988-MOD-00437 Crenshaw/LAX UG1 (H2S) Ventilation Fans - Construction	none		
January 2020 #2 C0980 MOD-00154 Regional Connector - Acousticall Treatments for Areas Not on Finish Schedule	none		
January 2020 #3 C1045 MOD-00089 Purple Line Sect. 1 Development and On Site Validation of the Selected Gas Mitigation Option for M13	While the soil at every site is unique, it is possible to create a standard for testing soils for gasses. There is no current rule or technical specification within Metro criteria for extraction of CH_4 or H_2S from the soil. The OIG recommends after the final report is submitted by the contractor, that a technical specification for testing be developed and written into the MDRC to use in the future.	PLE1 Final M13 Mitigation Report will be forwaded to Metro Geotechnical Department for their review and further processing.	
January 2020 #4 C1045 MOD-00090 Purple Line Sect. 1 Oil Well Investigation In Lieu of TBM Probe Ahead	The implementation of the drilling and magnetometer survey from Section 1 has been incorporated into Purple Line Extension Section 2 and 3 contracts. The OIG recommends that the procedures implemented for locating tanks, pipes and other abandoned waste be added to the Lessons Learned database. The OIG further recommends that Metro evaluates whether to pursue recovery for waste removal costs under CERCLA (Comprehensive Environmental Response, Compensation, and Liability Act, also known as Superfund. Passed in 1980). The OIG recommends that Metro's Engineering Program Management provide information on this matter to Metro's Legal department to assist in making this determination and potentially pursuing this recovery.	PLE1 implemented methodologies for locating known tanks, pipes and other abandoned waste will be added to the Lessons Learned database. PLE1 notes that the hazardous waste removal is relatively small/negligible compared with the overall volume of soil removed. After reviewing the potential ROI on pursuing legal actions against any potential responsible parties for cost recovery the current determination based on the available data is that it is not worth the effort and cost at this time. However, it was decided that Metro County Counsel would provide a preliminary review on the issue and it would be revisited in the future.	

ATTACHMENT B (Oct 2019)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
Oct. 2019 / #1 C0988-MOD-00432 Crenshaw/LAX - Update Station Customer Signage, Construction	The Metro RDC was updated with 2010 ADA Standards for Accessible Design later, and after the release and execution of the Crenshaw contract. When new standards are issued all request for proposal specifications pending after that date should be reviewed for correction before release when possible. For request for proposals released between 2010 and 2014,(when we changed the specification and Metro RDC) the OIG recommends immediate evaluation to determine if they were also awarded based on the old pre 2010 standards to determine whether their projects might be similarly impacted.	Agreed	
Oct. 2019 / #3 C1078 MOD-00083 Purple Line Sect. 1 - La Cienega Dewatering DSC	The Geotechnical Baseline Report stated that the ground conditions would permit drainage of water. The OIG questions if the consultant who developed the Geotechnical Baseline Report properly interpreted the boring data. Investigation is warranted to determine if the report accurately reflects the data. The OIG recommends recovering part of the cost, if the investigation demonstrates that the report was erroneous. The OIG further recommends future Geotechnical Baseline Reports should include interpretation of the borings to determine within a 95% confidence level the nature of the underlying soil and the location of the water table.	Project reviewed the GBR and actual field data and concludes this is a DSC. There is no error and omission on the part of the consultant.	
Oct. 2019 / #4 C1078 MOD-00085 Purple Line Sect. 1 - Geotechnical Instrumentation: Revise Geotechnical Contingency Plan and Reporting	The OIG recommends if Metro believes this change order is a betterment, then Metro should complete the new “Potential Notice of Betterment” form, submit a copy to LABOE and retain a copy for negotiations at the end of the contract if not sooner. This means Metro would move forward at LABOE expense. Going forward, this “Potential Notice of Betterment” form should be completed when applicable and submitted to the LABOE prior to agreeing to move forward, thus allowing the LABOE to make the decision if the betterment is truly necessary.	Project concurs and will develop a Potential Notice of Betterment for LABOE.	

ATTACHMENT B (July 2019)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
July 2019 / #1 C0988-MOD-00426 Crenshaw/LAX - Irriggation Water Meters, Park Mesa Medians	The OIG recommends this disagreement between the City of Los Angeles Public Works and LA Metro about the responsibility for the changes should be discussed and resolved.	This item is tied to the tree permit that included adding pavement in areas beyond the project limits, increasing the number of replacement of trees for those cut down, adding landscaped medians (which require the subject irrigation). All of the items above were discussed with City and the two parties agreed to an MOU for which the City would be paid 3.5 million to pave the street (work valued at 7.0 million plus) and that this agreement resolved the other issues mentioned above with Metro installing at its cost (medians, trees...etc)	
July 2019 / #2 C0980 MOD-00141.2 Regional Connector - Impacts to Support of Excavation: Decking, Utilities and Temporary Drainage	The OIG recognizes the age of the buildings at the site and errors of definitive drawings. The OIG recommends to research on the front end, even drawings to confirm accuracy, to preclude issuing an expensive change order after construction has commenced.	There are definitely some lesssons to be applied to future projects based on Regional Connector's experience with utilities. The most signicant finding is the need to conduct utility condition assessments in areas where cut-and -cover construction is planned. This could be accomplished by a combination of potholing, inspection of maintenance holes/vaults and research with the utility owner. The documented age of the utility and the presence of large masonry vaults/maintenance holes, should serve as guides in the determination of whether facilities should be replaced.	No further action by Regional Connector
July 2019 / #3 C1078 MOD-00025 Purple Line Sect. 1 - Revised Low Impact Development (LID)	The OIG recommends that all upcoming sites where known industrial and railway activity occurred, that a full investigation of soils occurs and is stated in the Environmental Impact Statement. Performing such investigation early may result in additional early costs, but these circumstances will then become known costs of the project and may be prepared with less delay and less costs than waiting.	Site investigation and soil remediation was completed prior to the construction of the site. However, the original plan for the DTSC directed site cleanup was the previous owners responsibilty. Due to the nature in how this property was eventually aqcuired in order to meet the construction schedule (imminent domain) there was no time to cleanup the groundwater issues prior to LID designs. and assess any data gaps that may have existed. Orders from the DTSC to continue remediation efforts of the groundwater, beyond Metro's planned clean up phase, pushed the environmental effort beyond a clear end date which in effect conflicted with the LID design since it would be predicted to pushing an identified contaminated groundwater plume during rain events once completed. In the future, if Metro can anticipate action to be required from outside entities (that can take significant time to develop and exectute) beyond the initial environmental phase, it will request contractor to change the design prior to 60% completion to avoid major changes	
July 2019 / #4 MC1120 MOD-00037 Purple Line Sect. 2 - Revision to Avg Depth of Seismic Borings along Wilshire Blvd. on Tunnel Reach 5	The OIG commends the Engineering department for taking supplementary steps to determine additional the location of seismic fault line in relation to the track alignment for improved safety and long term structural integrity.	Noted	N/A

ATTACHMENT B (April 2019)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
April 2019 / #1 C0988 MOD-00402 Crenshaw/LAX - Provisional Payments - Pending Dispute Resolution Fire Rated Cable (multiple) Change Orders	1. The OIG recommends that Metro expeditiously and fairly resolve the litigation with the Contractor. 2. The OIG further recommends that a review team monitor the billings of the Contractor to validate the efficacy of the incentive program as this may become a tool for improving future performance on other projects.	1. Agree, different mechnaisms to achieve this being considered. 2. Agree, already being implemented.	1. December 2019 2. Closed
April 2019 / #3 C1045 MOD-00071 Purple Line Sect. 1 - Golder Gas Investigation and Report	The Independent Cost Estimate was not an accurate representation of work stated in the agreed upon scope of work. The OIG recommends that Metro continue to follow through on the plan for mitigation of gas migration utilizing the Contractor's new report of procedures where known high concentrations of hydrogen sulfide and methane gases exist.	Metro is following thru on the plan. Installation of wells for field testing began in 3/19. The mitigation options draft memo, based on the field testing observations, was received 6/25. Design of a selected gas migration mitigation option, i.e. increasing the number of soil vapor extraction wells, is ongoing.	Completion of mitigation recommendation and implementation, is tentatively scheduled for December 31, 2019.
April 2019 / #4 C1045 MOD-00072 Purple Line Sect. 1 - Reach 3 Additional Gas Testing and Assessment	The OIG recommends: 1. In following the new Contractor's report, Work Plan for Exploratory Program to Assess Mitigations for Potential Gas Migration, a. Record all steps that were successful and those that need modification. b. Have information formatted and add to Technical Specifications. c. Have steps and procedures added into Lessons Learned d. Incorporate these finding and procedures into any future bid process where potential gas migration and tunnel boring may occur. 2. Note under Lessons Learned where known high concentrations of hydrogen sulfide and methane gases exist, prior study and geotechnical investigation be completed and included in the bid documents.	1. Metro has the following comments: a. Plan to record this. Modifications to the testing program in field to be made as appropriate b. This is likely a unique area. A Full report on the program and recommendations is included in the work. Pending the outcome, Technical Specifications would be developed for the Project c. Agree, also see b above d. We note that investigation is in progress now to study gas migrations. Pending outcome, future bid process would include results, including incorporation in Geotechnical Investigation and Technical Requirements 2. Agree. In this instance the area was studied and fully identified/described in the bid documents. Also see 'b' above.	12/31/2019

ATTACHMENT B (April 2019)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
April 2019 / #5 C1045 MOD-00074 Purple Line Sect. 1 - Additional Instrumentation (Project Wide) as requested by LABOE and STS EOR	The OIG recommends that instrumentation bought for this project become property of LA Metro, so that future projects (remainder of the Purple Line Extension 2 and 3) will have instrumentation on hand to immediately install when Support of Excavation for those projects begin.	Metro has made several attempts in the past for Purple Line and Regional to salvage and reuse geotechnical instrumentation. However, passing the instruments between projects offer a number of challenges. These include the following: • The Design life of instrumentation equipment is limited given the temporary nature of the work. • Given the diminished value of the used instrumentation equipment it is often abandoned in place. An effort to salvage the equipment may result in increased costs. • The means, methods and performance of shoring, instrumentation and monitoring are left with the Design-builder. Dictating the used instruments would interfere with the selection of means and methods and make Metro responsible for warranting the equipment for the life of the project. • The technology associated with the equipment continues to evolve. Metro may then be obligating the contractor to use obsolete equipment. • Timing and turnover of instrumentation. The contract schedules for Regional, Crenshaw and Purple Line Sections 1, 2 and 3 all overlap. As such, the instrumentation for each project is needed at the same time. • Metro would need to inventory and temporary store the instrumentation equipment. There is a risk that Metro may be storing the equipment permanently or Metro may need to make efforts for their disposal.	Closed

ATTACHMENT B (Jan. 2019)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
Jan 2019 / #1 C0988 MOD 00335.1 Crenshaw - Cable Transmission System Update - Construction	"The OIG recommends: The schedule negotiations with the contractor be expeditiously concluded so the schedule impacts are minimized."	Not sure what this means. CO's were issued prior to MOD that obligated the contract to commence work - this mitigated schedule impacts. Response could stay as-is I suppose (with edits) as it is relatively benign in nature	Closed
Jan 2019 / #3 C1120 MOD-00026 Purple Line Sect. 2 - Santa Monica Blvd. Bus Layover Design and Construction Changes	The OIG recommends: That Operations and LADOT be provided the scope of work after requests are submitted or "no comments" are received to confirm their requests have been added into the scope prior to the release of the RFP.	Because the OIG's recommendation is for actions to be taken prior to the release of RFPs, it has been passed on to Metro Engineering for consideration in revising Policy DSGN01 DB for future projects.	Metro Engineering (Androush Danielians/ Edwardo Cervantes) have been notified. They provided the below comment: A process will be set in place that will be included in future Specs and contract language for the PE Consultant. The process will require the consultant to submit plans to all applicable agencies (including Metro). Upon receiving comments, the Consultant shall address each comment as to the disposition in a matrix/spreadsheet. The spreadsheet / matrix will then be submitted to each of the commenting agencies. That agency will then be requested to accept the project disposition (via an initial). If the agency is not in acceptance of the disposition, the Consultant via the Project shall work with each agency until that comment disposition is accepted. The final signed off matrix shall then be included in the RFP for the DB (contractor) to complete the path forward based on the agreed upon disposition.

ATTACHMENT B (Oct. 2018)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
Oct 2018 / #1 C0988-MOD-00347.2 Crenshaw - UG1 Center Walkway Lighted Handrail	The OIG recommends: Management should note the steps and procedures in Lessons Learned and follow up during management group discussions, on ways to expedite and coordinate future situations involving evaluation of numerous options to quickly reach a best alternative.	Agree noted - this was a unique and complex issue needing evaluation and testing of different option prior to selection and moving forward. Process used now accounts for this.	Closed - Will incorporate the suggested comment into lessons learned to be used in future projects.
Oct 2018 / #2 C1045 MOD-00060 Purple Line Sect. 1 - Accommodate COBH Memorandum of Agreement	The OIG recommends: To start future MOA processes with cities during the planning stages of the Environmental Assessment and identify the concerns/matters relating to the MOA in the Risk Registry.	Agree	Per the PM's comments Planning needs to close this item. Planning (Manjeet Ranu) was informed on 04/05/19 and is supposed to provide comments by the end of April 2019.
Oct 2018 / #3 C1045 MOD-00061 Purple Line Sect. 1 - Addl. SOE design work for LaBrea Station due to deviation request for bldg settlement	The OIG recommends: This matter concerning dewatering and SOE be added to the Lessons Learned files and the separation of dewatering and SOE be updated in the Metro Design Criteria as a special case.	Agree	Closed - Per the PM's comments Project responded to the concern, but Gateway Engineering needs to close this issue. Engineering (Androush Danielians) has been notified and responded that the related MRDC has been previously revised.
Oct 2018 / #4 C1045 MOD-00058 Purple Line Sect. 1 - LaBrea Additional Instrumentation	The Independent Cost Estimate was not an accurate representation of work stated in the agreed upon scope of work. The OIG recommends: The project manager or knowledgeable person from the project team, establishes a coordination meeting both in the field and office for the estimator to see and hear each detail of new scope of work. Hearing and visualization of the scope changes will assist the estimator in preparing a more accurate Independent Cost Estimate.	Agree, The Estimator will continue to be invited to the Fact Finding with the Contractor as identified in CF-14”	Closed - Staff is being invited as stated in the response.
Oct 2018 / #5 C1120-MOD-00015 Purple Line Sect. 2 - Century City Constellation Station Main Entrance Final Design	The OIG understands the real estate transaction between the developer and Metro is not a signed agreement as of the time of this report. The OIG recommends: Metro management and Metro real estate staff work expeditiously with the developer to finalize cost estimates and complete the real estate transaction to minimize the likelihood of additional costs associated with further modifications to the design of the station entrance.	Agree	Closed - Ongoing Process.

ATTACHMENT B (July 2018)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
July 2018 / #1 C0988-MOD-00173.4 Crenshaw - Fire rated conduit and cable for tunnel emergency lighting	The OIG recommendation is to: 1) update the Metro Specifications to list the change in the standards and to include the list of approved alternatives from Metro Fire Life and Safety group 2) continue to follow appropriate process to resolve the Change Order dispute.	1- Agree as appropriate 2- Agree	1- Closed - was updated in next project, Regional Connector. 2- Closed
July 2018 / #2 C0988-CO-00209.1 Crenshaw - Preliminary 45 day acceleration	The OIG recommends Metro continue to explore with the contractor opportunities to accomplish schedule recovery.	Agree	Closed
July 2018 / #3 C0988-MOD-00354 Crenshaw - COLA request to replace concrete street light & signal poles w/steel poles-MLK area	This modification might be considered a 'Betterment' and recommend that consideration of a similar value be negotiated with the City to offset this cost in connection with this project.	Agree - Under consideration	Closed
July 2018 / #5 C0980-MOD-00119 Regional Connector - Addl Special conditions CAL/OSHA Tunnel classification	OIG recommends that during coordination meetings, between project management of Regional Connector and of Westside Purple Line Extensions 1, 2 & 3, communicate Lessons Learned concerning gas emissions monitoring when tunneling in this region to ensure timely notification and coordination with Cal/OSHA once a notifiable event occurs.	Agree - Regional Connector will share lesson learned with respect to gas detection and OSHA notification protocol with Purple Line Projects 1,2 & 3.	Closed - Discussed with Project Managers in the meeting held on Nov 13, 2018.

ATTACHMENT B (July 2018)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
July 2018 / #6 C1120-MOD-00011 Purple Line sect. 2 - Temp K-rail Noise Barrier	1) The OIG recommends for work activities along an open city street (center of roadway) to add the option into future Scopes of Work to consider use of plywood barrier panels set into K-Rail when noise and working hours are extraordinary factors versus chain link fence with screens and sound blankets. 2) Plywood panels set into K-Rail enable longer working hours as compared to the standard traffic cones. This form of traffic control can also be set up and left in place during long work periods. The OIG recommends writing into Metro's Standard Specifications, for long duration activities, the option of utilizing plywood barriers set into K-Rail for traffic control plans to maximize the work hours and assist in traffic control. 3) The OIG further recommends that, this form of barrier be recorded in Lessons Learned and considered for the Westside Purple Line Extension Section 3. Program Management may consider it in meetings between Section 2 and Section 3 to share Lessons Learned.	(1) The use of traffic control measures is governed by the municipality in which work is occurring. Both K-rail with plywood and chain link fence with screening are already contractually allowed, and considered appropriate installations in the proper application. Future projects will consider the use of each barrier system on a case by case basis, considering actual traffic impacts and the proximity to commercial and residential properties. (2) Work hours in streets are governed by the municipality in which the work is occurring (and often time by the City Councilmember representing the district where the work is being performed). For future applications with long duration activities, and when approved by the municipality having jurisdiction, K-rail with plywood will be considered to maximize work hours. (3) Lessons learned from AUR work on the WPLE2 project will be documented for consideration by future projects. The WPLE3 project considered the use of k-rail barriers for AUR work, but because of the significant traffic during daytime hours, AUR work has been limited to nighttime hours by LADOT (municipal agency having jurisdiction), with a requirement to fully restore travel lanes during daytime hours. A k-rail barrier system cannot be feasibly moved on the street at the start of a shift and removed at the end. Therefore, it was not practical to utilize k-rail barriers.	Lessons learned from AUR work on the WPLE2 project will be documented for consideration by future projects by the end of FY19 .

ATTACHMENT B (July 2018)			
OIG REPORT/ SPOT CHECK # MOD #	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
July 2018 / #7 C1120-MOD-00012 Purple Line Sect. 2 - Oil Abatement at launch box CCC Station	This is a potential CERCLA (Comprehensive Environmental Response, Compensation, and Liability Act, also known as Superfund. Passed in 1980) remediation that Metro should evaluate and pursue if appropriate to recover funds from the previous property owners. Metro may be entitled to proceed against the previous line of owners and recover damages for the clean-up of the abandoned oil pipelines that are asbestos lined causing the pollution. The OIG recommends that Metro's Engineering Program Management provide information on this matter to allow Metro's Legal department to assist in making this determination.	The Project is actively coordinating with Kathleen Dougherty from County counsel to determine if Superfund legislation provisions can be used to pursue cost reimbursement for the extra work.	The Project is actively coordinating with Kathleen Dougherty from County counsel to determine if Superfund legislation provisions can be used to pursue cost reimbursement for the extra work.

ATTACHMENT B (May 2018)			
OIG REPORT/ SPOT CHECK # MOD # Description	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
May 2018 / #1 C0988-MOD-00345 Crenshaw - Oil Water Separator at UG Stations	The Metro rail design criteria (MRDC) was updated on October 31, 2017, to reflect the addition of the elevator, escalator pit drain and underground station track drains to be processed through a clarifier to remove oil, grease, and sand. Metro management should: 1. Update the "Lessons Learned" files regarding the OWS change to the MRDC and communicate the lesson to other Project Managers working major transit construction projects (This is consistent with recommendation 51 and 89p in the OIG's Construction Management Best Practices Study.). 2. Investigate this change to determine: a) If the scope of work of other major transit construction projects require this design update for the OWS. b) If the Regional Connector and the Westside Purple Line Extension sections 1, 2, and 3 should be amended for the same OWS omission to reduce additional change orders and costs. c) When should have the City been provided this information and reviewed construction plans prior to the cement being poured to avoid redesign costs?	the primary driver to the change is that the Metro criteria does not stipulate the percentage level of contaminants that should be expected to design the OWS system. Since none was provided then the contractor assumed the minimum and therefore designed a system that did not require OWS. since the percentage of contaminants were of the level to need and OWS then this triggered there was a need for a redesign...etc.	Closed - Will incorporate the suggested comments into lessons learned to be used in future projects.
May 2018 / #3 C1078-MOD-00011 Purple Sect 1 - Schdl Impacts from Arcadis Work/change to accommodate const schdl extension from site impacts	All Environmental Site Assessments were performed prior to excavation. No record of underground tanks or buried reinforced concrete slabs were found by the Department of Conservation and Division of Oil, Gas, and Geothermal Resources (DOGGR). However, based on lessons learned from this site, Metro management should: 1. Conduct Ultrasonic Soil Examinations at future questionable sites to attempt to avoid unidentified hazards. This is consistent with recommendations (88b, 88c, and 88d) in the OIG's report on Capital Project Construction Management Best Practices Study (February 29, 2016). 2. Perform research to determine who could have installed the tanks and buried reinforced concrete slabs, and provide this information to the LA Metro Legal department for consideration of possible legal action to recover the cost of remediation under the Comprehensive Environmental Response, Compensations and Liability Act of 1980 (CERCLA). 3. Perform an assessment of the schedule to determine if any recovery of time is possible.	Agree, but please note that as with all major capital construction projects, every effort is made to exercise due diligence and to ensure consistent and comprehensive investigations in identifying underground issues by use of Phase I ESAs, Phase II ESA (if recommended) under the guidance and direction of Metro's Environmental Staff and the use of Ground Penetrating Radar (GPR) in order to attempt to identify these conditions prior to bid. An exhaustive investigation is not cost or schedule prohibitive, however further effort on identifying the existing Oil and Gas Wells through DOGGR may be warranted. Also, to note: COLA does not have design drawings of all underground tanks. There are no as built drawings for the various Tar Collection Sumps located on the Westside of LA.	Closed - Lessons learned are to apply more resources to upfront identification of potential unforeseen underground issues such as DOGGR wells, USTS identified in the initial Phase I ad II, GBR and EDR Reports.

ATTACHMENT B (May 2018)			
OIG REPORT/ SPOT CHECK # MOD # Description	**RECOMMENDATIONS**	**MANAGEMENT'S RESPONSES**	**COMPLETION DATE**
May 2018 / #4 C1120-MOD-00002 Purple Sect 2 - Worksite Traffic Control for AUR	Metro management should: 1. Establish a single party to serve as a "clearinghouse" for all utilities relocations during construction. The "clearinghouse" could be assumed by the Metro group, Third Party Administration. (This is consistent with recommendations 80, 88, 89, 89j, 89n, and 89v in the OIG's report on Capital Project Construction Management Best Practices Study.) 2. Utilize the "clearinghouse" process to improve the Advance Utility Relocations. (Consistent with recommendations 79, 83, 87, 89b, 89c, 89d, 89g, 89h, 89s, and 89t in the Best Practices Study.) 3. Create "Lessons Learned" for the establishment of a single clearinghouse in the initial scope of work for the Design Build Contractor to avoid future costly change orders. (This is consistent with recommendation 89p in the Best Practices Study.)	**Point of clarification:** 'Worksite Traffic Control for AUR' was **CO No. 2,** not MOD-002. The unilateral change order was later negotiated and issued as MOD 10 . **Response:** consistent with OIG's " Capital Project Construction Management Best Practices Study", the WPLE Project established and utilized a single point of contact for advanced utility relocations outside of the scope of the DB contracts. This group is lead by Metro Third Party coordinators, engineering resources, and construction management consultants. Program Management agrees with the recommendations in the Best Practices Study, however this MOD was specific to a project decision on how to handle the implementation of traffic control for two third party utilities that the Project needed to work simultaneously to mitigate a delay caused by the Beverly Hills City Council delaying the start of construction. This Modification to the C-1120 contract is not extra work to the Project. This work was budgeted and originally expected to be performed by the individual AUR companies and reimbursed by the Project. The Project moved this work into the C1120 contract, by Modification, in order to expedite the AUR construction work which was successful. This work was necessary regardless of which entity performed it. Compensating the DB for this work eliminated compensation to the AUR companies for this work, and allowed SCE and the Gas Company to work simultaneously.	Closed Creation of Clearinghouse was already completed for WPLE2. Future projects will address this matter during Preliminary Engineering. Lessons learned from AUR work on the WPLE2 project will be documented for consideration by future projects by the end of FY19 .

File #
2023-0725

Office Of Inspector General
Construction Change Order
Spot Check Report

Presented By

Karen Gorman

Inspector General

January 2024

Construction Committee

Los Angeles County Metropolitan Transportation Authority

Metro

Spot Checks 1 & 2

File #
2023-0725

1 – Division 20 Portal Widening Turnback Project :

Lighting Various Civil and Electrical Changes

Recommendation: Award: **$1,395,861**

The OIG recommends continuing forward with cost recovery from the Designer of Record.

2 - Airport Metro Connector Transit Station/96th Street Station

Low Voltage Cabling

Recommendation: Award: **$818,691**

The OIG recommends that the project office contact the Airport monorail construction support team and recommend they install the Low Smoke Zero Halogen type fiber optic cable also.

Spot Check 3 & 4

File #
2023-0725

3 - Purple Line Extension Sect. 1

SCE and LADWP Change to Electrical Rooms and Equipment

Recommendation: Award: **$702,052 Unilateral**

The OIG recommends staff work closely with SCE and LADWP to confirm their approvals for the requested work and to update any MRDC standard or specification to ensure that Metro corrects any out of date standards in relations to SCE or LADWP.

It is recommended that Management discuss with the Diversity and Economic Development Department if the standard change order language might be revised to indicate a particular SBE/DBE goal for the change order "unless the contractor has already met the SBE/DBE goal for the contract as a whole".

4 - Purple Line Extension Sect. 3

VA Station – Water Supply Loop System at Wilshire/Federal Intersection

NO Recommendation Award: **$1,901,250 NTE**

Spot Check Schedule Comparison

File # 2023-0725

Schedule Comparison: New Delegated Authority process vs. former Board Approval

PROECT	Title of Change Order	Time Saved Executed date to Board Mtg.	NEW Delegated Process final SOW to Executed date	Former Board Approval Process
Division 20 Portal Widening Turnback Project	Lighting Various Civil & Electrical Changes	16	27	43
AIRPORT METRO CONNECTOR STATION	Low Voltage Cabling	14	47	61
WESTSIDE PURPLE LINE EXT. SECT 1	SCE & LADWP Change to Electrical Rooms & Equipment	48	29	77
WESTSIDE PURPLE LINE EXT. SECT 3	VA Station – Water Supply Loop System at Wilshire/Federal Intersection	42	37	79

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

Metro

Board Report

File #: 2023-0754, **File Type:** Oral Report / Presentation **Agenda Number:** 17.

CONSTRUCTION COMMITTEE
JANUARY 18, 2024

SUBJECT: PROGRAM MANAGEMENT MAJOR PROJECT STATUS

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the Program Management Major Project Status Report.

ISSUE

Program Management's major capital status report provides significant highlights regarding several major capital projects nearing or under construction.

BACKGROUND

Metro's mission is to provide a world-class transportation system that enhances the quality of life for all who live, work, and play within LA County. Program Management oversees the construction of major capital projects. The attached project status report provides significant information about the progress of 11 major capital projects (Westside Purple Line Sections 1, 2, and 3, Gold Line Foothill Ext. Phase 2B, Division 20 Portal Widening Turnback, Airport Metro Connector, I-5 North County Enhancements, I-105 Express Lanes, G Line BRT Improvements, East San Fernando Valley Transit Corridor, and North Hollywood to Pasadena BRT Project).

DISCUSSION

The project status report highlights the 11 aforementioned major projects concerning cost and schedule performance, small business project participation status, safety, risk, and equity. The report highlights construction activities from November to December 2023. The safety data is based on the latest available information, consistent with reporting timelines.

EQUITY PLATFORM

Westside Purple Line Ext 1	Equity - this project is not within or adjacent to Equity Focus Communities.
Gold Line Foothill Ext. Phase 2B	Equity - 25% (1 of 4 stations) within or adjacent to Equity Focus Communities.

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Airport Metro Connector	Equity - 100% within or adjacent to Equity Focus Communities.
Westside Purple Line Ext 2	Equity - this project is not within or adjacent to Equity Focus Communities.
Division 20 Portal Widening Turnback	Equity - 100% within or adjacent to Equity Focus Communities.
Westside Purple Line Ext 3	Equity - 50% (1 of 2 stations) within or adjacent to Equity Focus Communities.
I-5 North County Enhancements	Equity - this project is not within or adjacent to Equity Focus Communities.
I-105 Express Lanes	Equity - 70% within or adjacent to Equity Focus Communities.
G Line BRT Improvements	Equity - 88% (15 of 17 stations) within or adjacent to Equity Focus Communities.
East San Fernando Valley Transit Corridor	Equity - 100% within or adjacent to Equity Focus Communities.
North Hollywood to Pasadena BRT Project	Equity - 60% within or adjacent to Equity Focus Communities.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Strategic plan goal # 1, Metro will expand transportation options, improve the quality of its transit network and assets, and take steps to manage demands on the entire network.

SAFETY

The safety national average rate is 2.4. Below are the project's recordable injury rates as compared to the national average.

	Project Hours	Recordable Injury Rate	Comments
Westside Purple Line Ext 1	9,131,168	0.90	Below National Average
Gold Line Foothill Ext. Phase 2B	1,498,155	0.27	Below National Average
Airport Metro Connector	655,414	1.83	Below National Average
Westside Purple Line Ext 2	3,685,978	2.88	Above National Average
Division 20 Portal Widening Turnback	896,882	0.45	Below National Average
Westside Purple Line Ext 3 (C1151)	1,568,484	2.55	Above National Average

Westside Purple Line Ext 3 (C1152)	1,359,127	0	Below National Average
I-5 North County Enhancements	469,949	1.3	Below National Average
I-105 Express Lanes	0	0	Not in construction
G Line BRT Improvements	0	0	Not in construction
East San Fernando Valley Transit Corridor	16,194	0	Advanced Utility Adjustment Construction Only
North Hollywood to Pasadena BRT Project	0	0	Not in construction

The safety data is based on the latest available information, consistent with reporting timelines.

NEXT STEPS

Staff will continue to work toward the completion of major capital projects. The next Program Management major project status report and updates will be in January 2024.

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Stephanie N. Wiggins
Chief Executive Officer

Program Management
Major Project Status Report

Darcy Buryniuk
Chief Program Management Officer

Construction Committee
January 2024

Metro

Project Budget & Schedule Status Summary Chart

	Cost Performance		Schedule Performance		
Project	Variance Approved LOP	Variance Revised Budget	Variance Original	Variance Revised Schedule	Comments
1. Westside Purple Line Extension-Section 1	!	◆	!	OK	Project is 89% complete. The current forecast Revenue Service Date is Spring 2025. Equity - This Project is not located within or adjacent to Equity Focus Communities. The Project's Current Forecast assumes receipt of additional funding in the future. Currently, the Project has less than 3% of its current LOP Budget contingency remaining. The Project plans to request additional funding in early 2024.
2. Gold Line Foothill Extension Phase 2B	OK	OK	OK	OK	Project is 79% complete. Construction continues with construction at the Glendora, San Dimas, La Verne and Pomona stations, SCRAA MOW building, and OCS installment. Equity - 25% of the project is within or adjacent to Equity Focus Communities.
3. Airport Metro Connector	OK	OK	OK	OK	Project is approximately 71.1% complete. Steel structure erection completed at all buildings except South Ancillary Buildings. Track work completed at mainline tracks #3 and #4, including Direct Fixation (DF) tracks. Construction activities are ongoing within the building and roof level. The installation of underground utilities will continue as more areas become available. Equity – (100%) of the project is within or adjacent to Equity Focus Communities.
4. Westside Purple Line Extension-Section 2	◆	OK	!	OK	Project is approximately 62% complete. The Project schedule is currently trending behind the target date, which is currently under review. Project obtained a LOP budget increase in July 2023. Equity - This project is not located within or adjacent to Equity Focus Communities.
5. Division 20 Portal Widening Turnback	!	OK	!	OK	Project is 62% complete. Construction continues inside the West Portal at the Union East Crossover, North Storage Yard tracks are complete with system device installation underway, TPSS assembly and LFAT complete. A $80M increase in Life of Project (LOP) was approved at the April 2023 Regular Board meeting. Equity - 100% of the project is within or adjacent to Equity Focus Communities.
6. Westside Purple Line Extension-Section 3	OK	OK	OK	OK	Project is 50.8% complete. The Project schedule is currently trending behind with a revised forecast Revenue Service Date of Fall 2027. As for budget, the Board approved $53M LOP increase in June 2023 for Concurrent Non-Full Funding Grant Agreement (Non-FFGA) activities. Equity - 50% of the project is within or adjacent to Equity Focus Communities.
7. I-5 North County Enhancements	OK	OK	OK	OK	Project is 31.81% complete. Old Weldon Canyon bridge demolished after opening new bridge to traffic. Retaining wall excavation/construction at 11 locations, work on 5 other bridges, roadway excavation, base placement, JPCP paving, and drainage/barrier work continues. Equity - This project is not located within or adjacent to Equity Focus Communities.
8. I-105 Express Lanes*	OK	OK	OK	OK	Design is 80% complete overall. Due to re-design of Segment 1 to reduce the construction cost, segment 1 design is currently at 95% completion. Final OPCC for Seg 1 was received on 12/5. Segments 2 and 3 Design is at 65% complete. Equity: 70% of the project is within or adjacent to Equity Focus Communities.
9. G Line BRT Improvements*	OK	◆	OK	OK	Continuing to pursue scope refinements to address affordability issues, including ongoing community outreach. Advancing Gated Intersections Alternative including gates at 13 intersections and traffic signal reservicing at remaining crossings. Equity: 88% of the project is within or adjacent to Equity Focus Communities.
10. East San Fernando Valley Light Rail Transit Project*	OK	OK	OK	OK	Advanced Utility Adjustment (AUA) #1 construction will complete in December. FFGA Application documents were submitted on 12/1/23. Real property acquisitions are underway. Equity – 100% of the project is within or adjacent to Equity Focus Communities. Beginning process for awarding the initial Early Work Packages to the contractor.
11. North Hollywood to Pasadena BRT Project*	OK	OK	OK	OK	Design is progressing to 25% by planning engineering firm. PMSS proposals were received and are under evaluation. The A&E RFP was released in August and Proposals were received in November. The CM/GC RFP is planned to be released in January 2024. 60% of the project is within or adjacent to Equity Focus Communities

*Projects without a LOP budget

Small Business Project Status Summary Chart (reflective of payments reported through October 2023)

Project	Phase	Goal Type	Contractor Commitment	Current Participation	Status	Variance from Last Reporting +/-	**Adjusted Participation %	% Complete	Comments
1. Westside Purple Line Extension-Section 1	Design	DBE	20.25%	22.17%	OK	-.06%		95%	Skanska-Traylor-Shea Joint Venture (STS) is exceeding the DBE commitment on both Design and Construction by 1.92% and 0.93%, respectively. STS reported a slight decrease in DBE participation on both Design and Construction of 0.06% and 0.32%, during this reporting period.
	Construction	DBE	17.00%	17.93%	OK	-.32%	18.12%	87%	
2. Gold Line/Foothill 2B	Construction	--	--	--	--	--	--	--	Reporting on this contract is handled by the Metro Gold Line Foothill Extension Construction Authority.
3. Airport Metro Connector (Station)	Construction	SBE	20.79%	18.82%	◆	+.76%		58%	Tutor Perini Corporation's (TPC) has a 1.97% SBE shortfall and is exceeding the DVBE commitment by 2.35%. TPC reported an uptick in both their SBE and DVBE participation of 0.76% and 0.64%, respectively during this reporting period. TPC has a shortfall mitigation plan on file.
		DVBE	4.96%	7.31%	OK	+.64%			
4. Westside Purple Line Extension-Section 2	Design	DBE	25.31%	32.84%	OK	N/C		95%	Tutor Perini/O&G, A Joint Venture (TPOG) is exceeding the DBE commitment on Design by 7.53% and has a 1.05% shortfall on Construction. TPOG reported no change in their DBE participation on Design and a slight increase on Construction by 0.29% during this reporting period. TPOG has a shortfall mitigation plan on file.
	Construction	DBE	17.00%	15.95%	◆	+.29%		63%	
5. Division 20 Portal Widening Turnback	Construction	SBE	19.34%	15.69%	◆	+.39%	15.92%	74%	Tutor Perini Corporation (TPC) has a 3.65% SBE and a 0.07% DVBE shortfall. TPC reported an uptick in its SBE participation by 0.39% and a slight increase in it DVBE participation by 0.05% during this reporting period. TPC has a shortfall mitigation plan on file and noted delays in the project as the reason for the shortfall. TPC submitted an update to their plan on April 21, 2023. An assessment for an updated mitigation plan will be performed at 75% complete.
		DVBE	3.31%	3.24%	◆	+.05%	3.29%		
6. Westside Purple Line Extension-Section 3 – Tunnels	Design	DBE	11.19%	17.85%	OK	N/C		98%	Frontier-Kemper/Tutor Perini JV (FKTP) is exceeding the DBE commitment on both Design and Construction.
	Construction	DBE	17.10%	21.84%	OK	-.18%	22.11%	95%	
6. Westside Purple Line Extension-Section 3 – Stations, Trackwork, Systems and Testing	Design	DBE	19.25%	17.18%	◆	+.30%		97%	Tutor Perini/O&G, A Joint Venture (TPOG) has a shortfall on both Design and Construction of 2.07% and 13.77%. Respectively. TPOG reported an uptick in DBE participation on both Design and construction of 0.30% and 0.20% during this reporting period. TPOG has a shortfall mitigation plan on file and contends that the shortfall on Construction is the result of the majority of DBE work being performed in the 3rd quarter of 2026 and through substantial completion. TPOG's response to Metro's request for an updated mitigation plan is due December 19, 2023.
	Construction	DBE	21.00%	7.23%	!	+.20%		44%	
7. I-5 North County Enhancements	Construction	DBE	13.01%	14.36%	OK	+.78%		31.81%	OHLA USA, Inc.'s (OHLA) is currently exceeding its DBE commitment by 1.35%. OHLA reported a 0.78% increase in DBE participation during this reporting period.

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

*Projects without a LOP budget
**Excludes from contract value time delay, claims, settlements, incentives that Contractor contends has no DBE opportunity.

Small Business Project Status Summary Chart (reflective of payments reported through October 2023)

Project	Phase	Goal Type	Contractor Commitment	Current Participation	Status	Variance from Last Reporting +/-	**Adjusted Participation %	% Complete	Comments
8. I-105 Express Lanes*(Phase 1)	CM/GC	DBE	12.40%	7.73%	OK	+1.61%		43%	Flatiron-Myers, A Joint Venture's (FMJV) current level of DBE participation is 7.73%, representing a 4.67% shortfall. FMJV reported an uptick in DBE participation by 1.61% during this reporting period. An assessment for a shortfall mitigation plan will be conducted at 45% complete.
9. G Line BRT Improv.* (PDD Phase 1)	PDB	SBE	18.35%	21.41%	OK	+.80%		60%	Valley Transit Partners' (VTP) is exceeding the SBE and DVBE commitments by 3.06% and 0.75%, respectively. VTP reported an uptick in SBE participation of 0.80% and a decrease in DVBE participation of 0.06% during this reporting period.
		DVBE	3.73%	4.48%	OK	-.06%			
10. East San Fernando Valley Transit Corridor* (ESFV)	PE/DSDC	SBE	25.29%	22.19%	◆	+.31%		76%	Gannett Fleming, Inc (GFI) has a 3.10% SBE shortfall and is exceeding the DVBE commitment by 0.38%. GFI reported an uptick in SBE participation of 0.31% and a decrease in DVBE by 0.43% during this reporting period. GFI has a shortfall mitigation plan on file. GFI submitted an update to their plan on December 4, 2023.
		DVBE	5.54%	5.92%	OK	-.43%			
10. ESFV LRT Line Project – Phase 1	PDB	DBE	19.33%	6.37%	◆	-2.22%		54%	San Fernando Transit Constructors' (SFTC) current level of DBE participation is 6.37%, representing a 12.96% shortfall. SFTC reported a decrease in DBE participation of 2.22%% during this reporting period. SFTC's response to Metro's request for a shortfall mitigation plan is due on December 22, 2023.
10. ESFV – AUA #1	DBB	DBE	25.32%	27.69%	OK	-1.62%		59%	W A Rasic Construction Company, Inc.'s (WA Rasic) is currently exceeding the DBE commitment by 2.37%.
11. North Hollywood to Pasadena BRT Project	PMSS	SBE	TBD	TBD	TBD	TBD		TBD	No contracts have been awarded at this time.
		DVBE	TBD	TBD	TBD	TBD		TBD	
	A&E	TBD	TBD	TBD	TBD	TBD		TBD	
	CM/GC	TBD	TBD	TBD	TBD	TBD		TBD	

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

*Projects without a LOP budget
**Excludes from contract value time delay, claims, settlements, incentives that Contractor contends has no DBE opportunity.

Westside Purple Line Extension – Section 1

BUDGET	FFGA	Approved LOP* **	Previous Period**	Current Forecast**
	$2,822M	$2,774M	$3,129M	$3,354M***
	Variance from Approved LOP:		$355M (13%)	$580M (21%) ⚠
	Variance from Revised Budget:			$225M (7%) ◆

**At time of the award of contract – Board Approval July 2014*
***Excludes finance costs*
***Budget is under review. The results will be reflected in future updates, subject to Board Approval.

SCHEDULE			Revenue Operation	
	Original	Approved Rebaseline	Previous Period	Current Forecast*
	November 2023	Spring 2025	Spring 2025	Spring 2025
	Variance from Original:		+554d (17%)	+554d (17%) ⚠
	Variance from Revised Schedule:			+0d (0%) OK

**Current Forecast is based on Project Revised Schedule reflecting the new target RSD of Spring 2025.*

Westside Purple Line Extension – Section 1

Safety

Project Hours: 9,131,168; Recordable Injury Rate: 0.90 vs. the National Average: 2.4.

Updates

- **Overall Project Progress is 89% complete.**
- **Western Station/Interface Chamber:** Continued systems work in the back-of-the-house rooms. Completed block work for two rooms between BL/BR. Closed block out in access shaft.
- **Wilshire/La Brea Station:** Ongoing civil restoration on Wilshire Boulevard and entrance structure roof construction. Completed appendage structure construction, interior room buildout, MEP, elevator and systems installations.
- **Wilshire/Fairfax Station:** Continued entrance structure work, appendage structure construction, civil restoration on the south side of Wilshire Boulevard, architectural, MEP, and systems work at the platform and concourse levels, and stairs and elevator installation.
- **Wilshire/La Cienega Station:** Continued entrance and appendage structure construction and final concrete platform wall and crossover concrete pad placements. Ongoing architectural, MEP, systems, elevator and escalator work. Crossover track installation and street restoration is underway.
- **Tunneling:**
  - **Reach 1:** Electrical & systems installation.
  - **Reach 2:** Electrical & systems installation.
  - **Reach 3:** Contract rail and electrical installation.
  - **Reach 4:** Track installation.

Equity

- This Project is not located within or adjacent to Equity Focus Communities.



Wilshire/Fairfax
Testing Motor Control Center



Reach 3 Tunnel (Fairfax to La Cienega)
Placement of Diamond Grid Rail

Gold Line Foothill Extension Phase 2B

BUDGET		**Approved LOP***	**Previous Period**	**Current Forecast**
		$1,533M	**1,533M**	**$1,533M**
	Variance from Approved LOP:		$0M (0%)	$0M (0%) OK
	Variance from Revised Budget:			$0 OK

** At time of the award of contract – Board Approval (June 2017)*

SCHEDULE			**Revenue Operation**	
	Original *	**Approved Rebaseline**	**Previous Period**	**Current Forecast****
	January 2025	**N/A**	**Summer 2025**	**Summer 2025**
	Variance from Original:		0d (0%)	0d (0%) OK
	Variance from Revised Schedule:		n/a	n/a OK

** The Original date reflects the Authority's Substantial Completion date*

*** Current Forecast is from the Authority's June 2023 Schedule Update. Authority forecasts Substantial Completion at January 2025, and assumes Revenue Operation will follow 6 months later.*

Gold Line Foothill Extension Phase 2B

Safety

- Project Hours: 1,498,155
- Recordable Injury Rate: 0.27 vs. the National Average: 2.4.

Updates

- **Overall Project Progress is 79% complete**

Construction is planned and will continue as follows:

- Sound wall and fencing throughout the project
- 4 new stations: Glendora, San Dimas, La Verne, and Pomona
- LRT train control, OCS poles and wire installation
- Begin local field acceptance testing for TPSS's
- Begin systems integration testing

Equity

- 25% of the project is located within or adjacent to Equity-Focus Communities.

Pomona Station—East Ramp



Pomona Station— Layover Building Foundation



Airport Metro Connector (AMC) Project

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

** Approved April 2021 Board*

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

*** Current Forecast is Metro's June 2023 Schedule Update*

Airport Metro Connector (AMC) Project

Safety

Project Hours: 655,414; Recordable Injury Rate: 1.83 vs. The National Average: 2.4.

Updates

- **Overall project progress is 71.1 % complete.**
- Primary Station Construction at 60.7% completion
  - CMU block walls completed and roofing started at Ancillary Buildings, BusOperation Building, electrical rooms, and Metro Hub.
  - Various activities continues at the roof level including skylight glass, overhead utilities, framing, finishes, HVAC and fireproofing installations.
  - Trackwork completed at mainline tracks #3 and #4 including Direct Fixation tracks. OCS installation and wayside train control wiring on-going.
  - Continued work on all vertical circulation systems. All stair structural steel installed with concrete work to follow. Two sets of escalators installed.
  - Interior framing and utilities installations has begun.

Equity

- 100% of the project is located within or adjacent to Equity Focus Communities.







Westside Purple Line Extension – Section 2

BUDGET	FFGA	Approved LOP*	Previous Period**	Current Forecast**
	$2,499M	$2,441M	$2,575M	$2,575M
	Variance from Approved LOP:		$134M (5%)	$134M (5%) ◆
	Variance from Revised Budget:			$0M (0%) OK

At time of the award of contract – Board Approval January 2017
***LOP Budget Amendment July 2023. Excludes finance costs.*

SCHEDULE			Revenue Operation	
	Original	Approved Rebaseline	Previous Period	Current Forecast*
	August 2025	N/A	Summer 2026	Summer 2026
	Variance from Original:		+374d (12%)	+374d (12%) !
	Variance from Revised Schedule:			+0d (0%) OK

**The Current Forecast is approximate based on preliminary review of contractor's latest schedule and subject to further evaluation. The project team is identifying opportunities to mitigate and is monitoring potential impacts. Staff will provide periodic updates to the Board.*

Westside Purple Line Extension – Section 2

Safety

- Project Hours: 3,685,978
- Recordable Injury Rate: 2.88 vs. The National Average: 2.4

Construction Updates

- **Overall Project Progress: 62% complete.**
- **Century City Constellation Station**
  - Removal of WPLE3 TBMs at west end of station is ongoing.
  - Mud mat placement at entrance is complete.
  - Installation of rebar and embedded conduits and placement of concrete for platform level walls in station box is ongoing.
  - Concrete placement for east end interior slabs/walls continues.

- **Wilshire/Rodeo Station**
  - Installation of rebar and embedded conduits for concourse level walls is ongoing. Placement of concrete was on hold during the Holiday Moratorium.
  - Continuation of roof work is pending placement of second level walls.
  - Street restoration for SCE permanent power connections is complete.
  - Appendage work was on hold during the Holiday Moratorium.

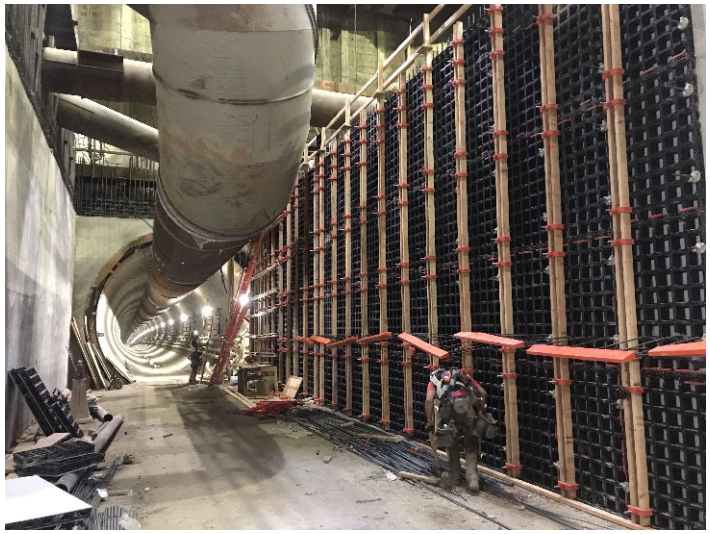
- **Tunnels**
  - Ten of the fourteen SEM cross passages have been excavated. Pre-excavation prep work in Reach 4 continues. Final lining construction is ongoing in six of the cross passages in Reach 5.

Equity

- This Project is not located within or adjacent to Equity Focus Communities.



Century City Constellation Station - Concrete Placement



Wilshire/Rodeo Station - Interior Wall Formwork

Division 20 Portal Widening Turnback

BUDGET	Approved LOP*	Previous Period**	Current Forecast
	$801.7 M	**$956.7 M**	**$956.7 M**
Variance from Approved LOP:		$155M (19%)	$155M (19%) !
Variance from Revised Budget:			$0 OK

** At time of the award of contract – Board Approval (February 2020)*
*** LOP increase approved at April 2023 Board meeting*

SCHEDULE			Revenue Operation	
	Original	**Approved Rebaseline**	**Previous Period**	**Current Forecast***
	June 2024	**Spring 2025**	**Spring 2026**	**Spring 2026**
Variance from Original:			+675d (43%)**	+675d (43%) !
Variance from Revised Schedule:				0% OK

** Current Forecast is Contractor's recent approved Schedule Update.*

Division 20 Portal Widening Turnback

Safety

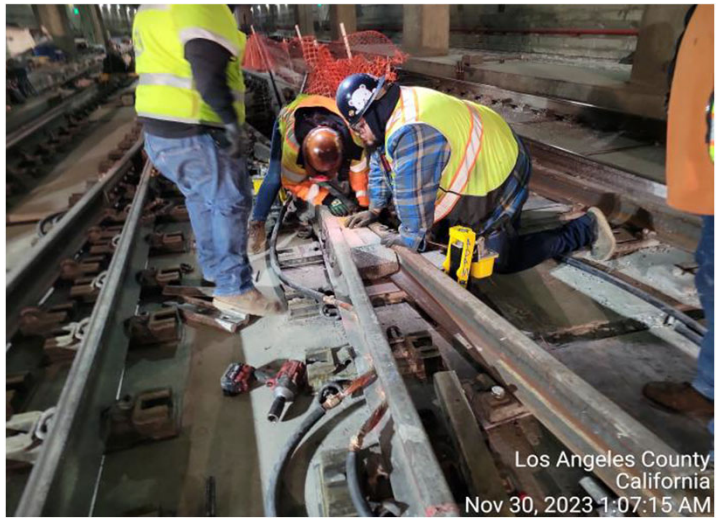
- Project Hours: Project Hours: 896,882
- Recordable Injury Rate: 0.45 vs. The National Average: 2.4.
- The TPC Notice of Suspension issued on December 7, 2023, was conditionally lifted on December 14, 2023, based upon TPC meeting the requirements to resume work that included TPC corporate safety oversight, an independent third-party safety consultant assigned to the Project, and filling vacant positions that include the general superintendent. TPC is in the process of preparing the comprehensive root cause evaluation and revised safety plan, as required in Metro's Notice.

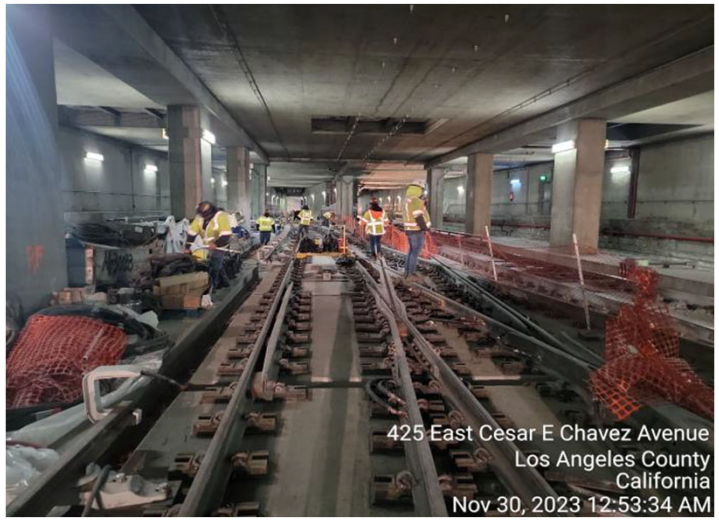
Updates

- **Overall Project Progress is 62% complete.**
  - TPSS assembly and LFAT complete, DWP energization complete, Union East crossover construction complete and testing underway, north storage yard tracks are complete with system device installation underway.
- **C1136 TPC Portal Widening Turnback Contract**
  - Contract progress is 60%.
  - West Portal civil construction is complete; East Union interlocking testing in progress; north storage yard cable pulling and systems installation is underway; grading, ballast and track are progressing in the area south of 1st St. Bridge. 3 out of 4 new Train Control bungalows are installed
- **C1184 C3M Traction Power Substation Contract**
  - Contract progress is 95%.
  - TPSS assembly and LFAT complete, cable pulling in progress
- **Coordination with Adjacent Projects**
  - Purple Line Extension (PLE1), Regional Connector; Metro Center Project, HR4000 and A650 Vehicle Delivery.

Equity

- 100% of the project is located within or adjacent to Equity Focus Communities.





Union East Interlock

Westside Purple Line Extension – Section 3

	FFGA	Approved LOP*	Previous Period**	Current Forecast**
BUDGET	$3,599 M	$3,224 M	$3,277 M	$3,277 M
	Variance from Approved LOP:		+$53M (1.6%)	+$53M (1.6%) OK
	Variance from Revised Budget:			$0 OK

** At time of the award of contract – Board Approval February 2019*
*** Excludes finance costs. In June 2023, the Board approved $53M LOP increase for Concurrent Non-Full Funding Grant Agreement (Non-FFGA) activities.*

			Revenue Operation	
	Original	Approved Rebaseline	Previous Period	Current Forecast*
SCHEDULE	March 2027	Summer 2027	Fall 2027	Summer 2027
	Variance from Original:		+223d (6.65%)	+131d (3.91%) OK
	Variance from Revised Schedule:			+0d (0%) OK

** Based upon agreed acceleration modification.*

Westside Purple Line Extension – Section 3

Safety

Project Hours: 2,927,611 Recordable Injury Rate: 1.37 vs. The National Average: 2.4.

- C1151: Project Hours: 1,568,484; Recordable Injury Rate: 2.55.
- C1152: Project Hours: 1,359,127; Recordable Injury Rate: 0.0.

Updates

- **Overall Project Progress is 50.8% complete.**
- **Final design progress is 97% complete.**
- **Tunnels**
  - Both Tunnel Boring Machines (TBMs) have completed breakthrough at the Century City/Constellation Station. TBM disassembly and extraction is ongoing.
- **Westwood/UCLA Station**
  - Excavation is about 61% complete. Walers and struts continue to be installed at level 3; 52% of walers and 52% of struts have been installed.
  - Utility support work is 100% complete.
- **Westwood/VA Hospital Station**
  - Excavation is about 63% complete. Walers and struts at level 3 are complete; 65% of walers and 63% of struts have been installed. Shotcrete and tieback installation is 78% complete.
  - Mechanical, Electrical, and Plumbing fit-out inside the VA steam tunnel is 91% complete.

Equity

- 1 of 2 stations (50%) are within or adjacent to Equity Focus Communities.



Westwood/UCLA Station: Placement of BL3 Strut



Westwood/VA Hospital Station: Excavation for Level 4 Support

I-5 North County Enhancements

BUDGET		Approved LOP*	Previous Period	Current Forecast
		$679.3M	$679.3M	$679.3M
	Variance from Approved LOP:		$0M (0%)	$0M (0%) OK
	Variance from Revised Budget:			$0 OK

** At time of the award of contract - Board Approval (March 2021)*

SCHEDULE			Substantial Completion	
	Original	Approved Rebaseline	Previous Period	Current Forecast
	July 2016	N/A	Summer 2026	Summer 2026
	Variance from Original:		+0d (0%)	+0d (0%) OK
	Variance from Revised Schedule:			N/A OK

I-5 North County Enhancements

Safety

Project Hours: 469,949; Recordable Injury Rate: 1.3 vs. The National Average: 2.4.

Updates

- **Overall Project progress is 31.81% complete.**
- Construction Stage 1, Phases 1 & 2 continues:
  - Partial Demo/Forming of Footings/Abutments/Bents/Soffit & Stem/Lost Deck on 5 bridges throughout the project.
  - Construction of approximately 11 Retaining Walls on-going throughout the project.
  - On-going Drainage, Barrier/Roadway Demo, Excavation, and Base Placement.
  - Jointed Plain Concrete Paving (JPCP) in the median.
- Milestone: The old Weldon Canyon Bridge was successfully demolished on November 5th after opening the new bridge to traffic.
- Project Team continues to coordinate with stakeholders: Caltrans, City of Santa Clarita, Los Angeles County, CHP, NPS, CDFW, SCVWA, and other local stakeholders.

Equity

- This project is not located within or adjacent to Equity Focus Communities.



Demolition of old Weldon Canyon Bridge



Soil nail installation at Retaining Wall 2524



Placement and grading of aggregate base in the median

Alternative Delivery Projects

- 105 Express Lanes
- G Line BRT Improvements Project
- East San Fernando Valley Transit Corridor
- North Hollywood to Pasadena BRT Project

105 Express Lanes

BUDGET		Approved Budget to Date	Previous Period	Current Forecast
	Pre-Construction	$119.4 M	$119.4 M	$119.4 M
	Project	N/A	$780M - $1B	$780M - $1B
	Variance from Approved Pre-Construction Budget:		$0M (0%)	$0 M (0%) OK
	Variance from Approved LOP:		N/A	N/A
	Variance from Revised Budget:			N/A OK

SCHEDULE			Revenue Operation	
	Original	Approved Rebaseline	Previous Period	Current Forecast
	N/A	N/A	Spring 2028	Spring 2028
	Variance from Original:		+0d (0%)	+0d (0%) OK
	Variance from Revised Schedule:		N/A	N/A OK

105 Express Lanes

Safety

Project Construction Hours: 0; Recordable Injury Rate: N/A vs. The National Average: 2.4.

Updates

- **Design is 80% complete**
- **Program Management**
  - Traffic and Revenue Study Update is in progress
  - Value engineering effort underway to reduce cost.
  - Equity Assessment is in progress; two meetings held with CBOs
- **Design**
  - Segment 1 design is adopting value engineering strategies to reduce construction cost. It will require Caltrans review and approval. This is anticipated by September 2024.
  - 65% design for Seg 2/3 submitted and receiving comments from Caltrans. Project team is considering implementing value engineering items to Seg 2/3 to reduce construction cost.
- **Construction Manager/General Contractor (CMGC)**
  - Final OPCC negotiation completed with the CMGC for Seg 1. OPCC price does not reflect sub contractor package updates yet to be completed.
  - Interface meetings with WSAB and Metro MOW in progress
- **Roadside Toll Collection System (RTCS)**
  - Master Test Plan was finalized and formally accepted.
  - Software Development Plan was finalized and formally accepted.
  - First draft of System Detailed Design Document (SDDD) and revision to RTCS Infrastructure Design Document (IDD) in progress.

Equity

- 70% of the project is within or adjacent to Equity Focus Communities.



Traffic on 105 Freeway Westbound



The Project Map

G Line BRT Improvements Project

BUDGET		Approved Budget to Date	Previous Period	Current Forecast
	Pre-Construction	$149.7M*	$149.7M	$149.7M
	Project	N/A	$843M	$392-511M**
	Variance from Approved Pre-Construction Budget:		$0M (0%)	$0M (0%) OK
	Variance from Approved LOP:		N/A	N/A ◆
	Variance from Revised Budget:			$0M OK

**Approved Budget only includes the Pre-Construction Budget. The project will request LOP budget prior to PDB Contract Phase 2 award. **Based implementing value engineering and cost reduction measures shared at the November Construction Committee Meeting.*

SCHEDULE			Revenue Operation	
	Original	Approved Rebaseline	Previous Period	Current Forecast
	N/A	N/A	N/A	December 2026***
	Variance from Original:		+0d (0%)	+0d (0%) OK
	Variance from Revised Schedule:			N/A OK

****Current Forecast is Phase 2 Substantial Completion milestone, Phase 2 baseline schedule is not yet approved.*

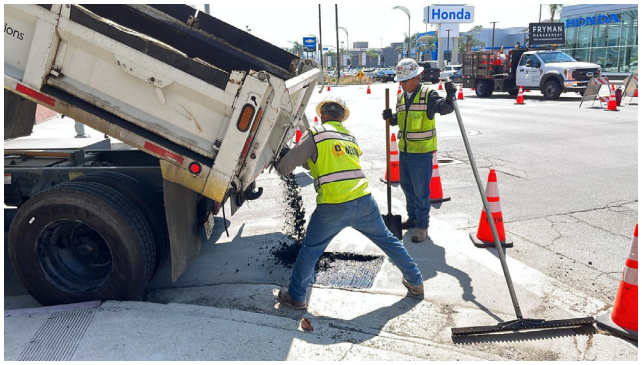
G Line BRT Improvements Project

Safety

Project Construction Hours: 0; Recordable Injury Rate: N/A vs. National Average: 2.4.

Updates

- **Progressive Design Build Contract**
  - Continue to pursue scope refinements discussed at November Board to address affordability issues, including ongoing community outreach
  - 85% design for Bike Path Improvements complete. 85% Van Nuys design under Metro review. Sepulveda Grade Separation VE design underway.
  - Stormwater Capture design suspended pending scope modification approval from Safe Clean Water Program
  - Advancing Gated Intersections Alternative including gates at 13 intersections and traffic signal reservicing at remaining crossings
  - Pursuing EWPs for 85-100% design and pilot gate
- **Utility Owner-Performed AURs**
  - Sepulveda – removal of poles and overhead wires pending PDB contractor installation of new power service
  - Vesper – overhead to underground relocation complete
  - Sylmar – DWP undergrounding complete. Charter planning to vacate line by end of January 2024
- **Property Acquisitions**
  - Eight acquisitions underway
  - Offers presented to owners between 3/31/22, and 5/24/22
  - Board adopted Resolution of Necessity for all properties in Aug '22



Potholing Restoration on Aetna St



Sidewalk Panel Restoration on Bessemer St

Equity

- 15 of 17 stations (88%) are within or adjacent to Equity Focus Communities.

East San Fernando Valley Light Rail Transit Project

BUDGET	Approved Budget to Date*	Previous Period	Current Forecast
Pre-Construction	$496.9M	$496.9M	$496.9M
Project	N/A	N/A	$3.57B
Variance from Approved Pre-Construction Budget:		$0M (0%)	$0M (0%) OK
Variance from Approved LOP:		N/A	N/A
Variance from Revised Budget:			$0M OK

**The Board has only approved a Pre-Construction Budget to date.*

SCHEDULE		Revenue Operation	
Original	Approved Rebaseline	Previous Period	Current Forecast*
N/A	N/A	N/A	September 2031
Variance from Original:		+0d (0%)	+0d (0%) OK
Variance from Revised Schedule:			N/A OK

***Current schedule forecast reflects Metro's Internal Schedule. The actual Baseline schedule will be negotiated with Progressive Design Builder as part of the Phase 2 Supplement.*

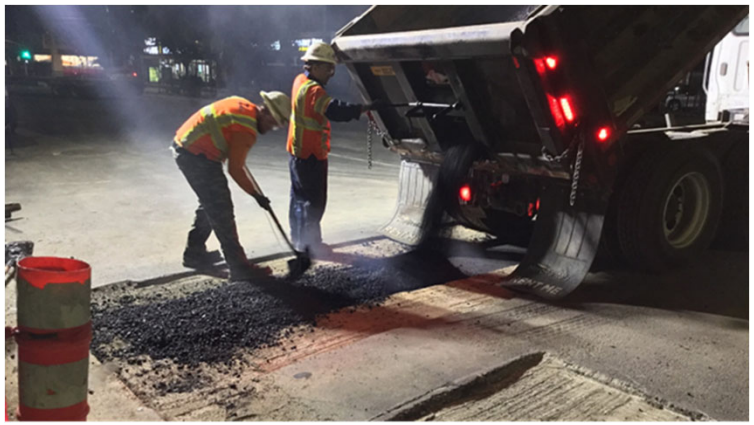
East San Fernando Valley Light Rail Transit Project

Safety

C1220 Hours Worked – 16,194; Recordable Injury Rate: 0 vs. National Average: 2.4.

Updates

- **Preliminary Engineering**
  - Advancing utility composite plans to 60%.
  - Continuing to develop Utility Adjustment (UA) Packages 2-8 to 100% design for issuance as construction Early Work Packages (EWP).
- **C1220 - Advance Utility Adjustment #1**
  - Contractor work will be completed in December
  - Remaining activities are for contractor to support LADWP during cable pulling & intercept work
- **Progressive Design-Build Contract**
  - FFGA application documents submitted on 12/1/23
  - SFTC submitted updated cost and schedule on 11/10/23
  - Ongoing negotiations for the EWP-04 – Final Design
- **Real Estate & Environmental**
  - Appraisals are nearly complete for MSF parcels. Packages being sent to FTA for concurrence.
  - Relocation Plan was approved by Metro Board on 11/30/23.
  - Real Estate Acquisition & Mgmt. Plan (RAMP) was submitted to FTA
- **Light Rail Vehicle (LRV) Acquisition**
  - RFP for LRV procurement consultant was issued on 11/16/23.
- **Environmental**
  - CEQA re-evaluation was approved by Metro Board on 10/26/23
  - NEPA Re-evaluation with technical memos completed and submitted on 10/13/23 to FTA.
- **Equity**
  - 100% of the project is within or adjacent to Equity Focus Communities.



C1220 AUA #1



C1220 AUA #1

North Hollywood to Pasadena BRT Project

BUDGET		Approved Budget to Date*	Previous Period	Current Forecast
	Project	$317M	N/A	$263M-386M
	Variance from Approved LOP:		N/A	N/A OK
	Variance from Revised Budget:			$0M OK

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

SCHEDULE			Revenue Operation	
	Original	Approved Rebaseline	Previous Period	Current Forecast**
	N/A	N/A	N/A	Summer 2027
	Variance from Original:		+0d (0%)	+0d (0%) OK
	Variance from Revised Schedule:			N/A OK

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

North Hollywood to Pasadena BRT Project

Safety

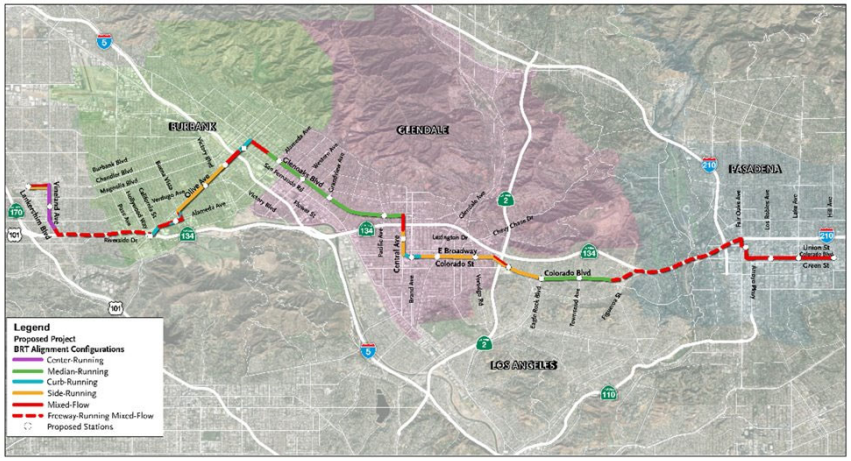
- Project Construction Hours: 0; Recordable Injury Rate: N/A vs. National Average: 2.4.

Updates

- EIR Approved April 2022
- PMSS RFP, released July 2023 response received in September 2023
  - **Proposals received and currently under evaluation.**
- A&E RFP, released in August 2023 response received in November of 2023
  - **Proposals received and currently under evaluation.**
- Preparing CM/GC RFP, planned release date January 2024

Equity

- 60% of the project is within or adjacent to Equity Focus Communities



Project Map



View of Vineland Ave / Lankershim Blvd