

# **Metro**

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



**Metro**<sup>®</sup>

## **Agenda - Final Revised**

**Thursday, September 17, 2015**

**9:00 AM**

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

### **Construction Committee**

*Don Knabe, Chair*

*Jacquelyn Dupont-Walker, Vice Chair\**

*Mike Bonin*

*Diane DuBois*

*Ara Najarian*

*Carrie Bowen, non-voting member*

*Phillip A. Washington, Chief Executive Officer*

*\*Via Telephone*

*Fess Parker Hotel, 633 E. Cabrillo Blvd.,  
Santa Barbara, CA 93013*

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

### **PUBLIC INPUT**

A member of the public may address the Board on agenda items, before or during the Board or Committee's consideration of the item for one (1) minute per item, or at the discretion of the Chair. A request to address the Board should be submitted in person at the meeting to the Board Secretary. Individuals requesting to speak on more than three (3) agenda items will be allowed to speak up to a maximum of three (3) minutes per meeting. For individuals requiring translation service, time allowed will be doubled.

The public may also address the Board on non-agenda items within the subject matter jurisdiction of the Board during the public comment period, which will be held at the beginning and/or end of each meeting. Each person will be allowed to speak for up to three (3) minutes per meeting and may speak no more than once during the Public Comment period. Speakers will be called according to the order in which the speaker request forms are received. Elected officials, not their staff or deputies, may be called out of order and prior to the Board's consideration of the relevant 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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Agendas for the Regular MTA Board meetings are prepared by the Board Secretary and are available prior to the meeting in the MTA Records Management Department and on the Internet. Every meeting of the MTA Board of Directors is recorded on CD's and as MP3's and can be made available for a nominal charge.

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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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TDD line (800) 252-9040

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

**CALL TO ORDER****ROLL CALL****27. APPROVE Consent Calendar items: 28, 29, 30, 31, 32 and 33.**

28. RECEIVE AND FILE status report on the operations of **Metro's Pilot Crenshaw/LAX Transit Project Business Solution Center (BSC) and Metro's Pilot Business Interruption Fund (BIF)**.

[2015-1323](#)

**Attachments:**      [Attachment A – Motion 79](#)  
[Attachment B – Motion 57](#)  
[Attachment C – Metro BSC Performance and Utilization Report](#)  
[Attachment D – Metro BIF Bi-Monthly Status Report](#)

**(ALSO ON EXECUTIVE MANAGEMENT COMMITTEE)**

29. RECEIVE AND FILE the **monthly report on Crenshaw/LAX safety**.

[2015-1106](#)

**Attachments:**      [Attachment A - Safety Report on CrenshawLAX Project - September 2015](#)

30. RECEIVE AND FILE the **Los Angeles Construction Market Analysis Update August 2015 report**.

[2015-1225](#)

**Attachments:**      [Attachment A - Executive Summary August 2015 Metro Construction Market An](#)

31. RECEIVE AND FILE status update report on the **Project Labor Agreement and Construction Careers policy programs for activity through the quarter ending June 2015**.

[2015-1086](#)

**Attachments:**      [Attachment A - PLA CCP Report Board Attachment June 2015](#)

**(ALSO ON EXECUTIVE MANAGEMENT COMMITTEE)**

32. **Program Management Executive Director's report**.

[2015-1297](#)

**Attachments:**      [Program Management Executive Director's Report](#)

33. RECEIVE AND FILE the **Maintenance of Way Building Art Program Outreach and Community Engagement Report** in response to the July 23, 2015 Board directive (Attachment A).

[2015-1167](#)

**Attachments:**      [Attachment A - July 2015 Board Motion](#)

**Non-Consent Items**

34. RECEIVE report by the **Caltrans District Director on Delivery of Projects on I-5.** [2015-1348](#)  
*Attachments:* [Metro September 2015 CON Committee, item 34](#)
35. AUTHORIZE the Chief Executive Officer to: [2015-1262](#)
- A. execute Contract Modification No. 10 to Contract No. PS-2020-1055 with **Geoffrey R. Martin for the continuation of Tunnel Advisory Panel Services**, in an amount not-to-exceed \$802,261, increasing the total contract value from \$1,287,745 to \$2,090,006 and extend the contract from October 1, 2015 to June 30, 2020;
  - B. execute Contract Modification No. 7 to Contract No. PS-8510-2416 with **Harvey Parker and Associates, Inc. for the continuation of Tunnel Advisory Panel Services**, in an amount not-to-exceed \$981,465, increasing the total contract value from \$1,611,745 to \$2,593,210, and extend the contract from October 1, 2015 to June 30, 2020; and
  - C. execute Contract Modification No. 5 to Contract No. PS-8510-2493 with **Cording, Dr. Edward J. for the continuation of Tunnel Advisory Panel Services**, in an amount not-to-exceed \$764,033, increasing the total contract value from \$1,311,745 to \$2,075,778 and extend the contract from October 1, 2015 to June 30, 2020.
- Attachments:* [Attachment A - Procurement Summary](#)  
[Attachment B - Contract Modification Summary](#)
36. APPROVE an interim increase to the Life-of-Project (LOP) budget by \$64 million, increasing the LOP budget from \$1,141.4 million to \$1,205.4 million, subject to availability of \$64 million of **federal Regional Surface Transportation Program funds.** [2015-0214](#)
37. AUTHORIZE the Chief Executive Officer to award a 270 calendar day, firm fixed price contract under Bid Number C1110 to AP Construction, Inc., the lowest responsive and responsible bidder for the **Patsaouras Bus Plaza Paver Retrofit Project** (design-build) for an amount of \$5,526,018 inclusive of sales tax and options. [2015-1229](#)  
*Attachments:* [Attachment A - Procurement Summary C1110](#)  
[Attachment B DEOD Summary - C1110](#)



38. AUTHORIZE the Chief Executive Officer to execute annual expenditure budget plan for the **FY16 Annual Work Plan for the City of Los Angeles**. [2015-1253](#)

Attachments: [Attachment A - FY16 Annual Work Plan for City of Los Angeles .doc](#)

19. AUTHORIZE the Chief Executive Officer to execute a cost-plus-fixed-fee Contract No. AE3319400599 with AECOM for the **L.A. County Grade Crossing and Corridor Safety Program** in the amount of \$3,868,848, inclusive of all design phases. This contract is for three years. [2015-1332](#)

Attachments: [Attachment A - Procurement summary - LA County Grade Crossing Program](#)

21. AUTHORIZE the Chief Executive Officer to award and execute a 48-month firm fixed price Contract No. AE333410011375 (RFP No. AE11375), to **Parsons Transportation Group Inc. in the amount of \$20,697,227.00 for Architectural and Engineering services to complete the I-605/I-5 PA/ED**. [2015-0576](#)

Attachments: [Attachment A Procurement Summary- AE11375](#)

39. **MOTION by Knabe** that the MTA Board: [2015-1375](#)

Direct the CEO to report back to the Board in 60 days, and provide a presentation for discussion at the November/December 2015 MTA Board Meeting, on the following items related to the operations of the San Pedro Red Car Line; the historic railcar line operating on a 1.5 mile stretch of the San Pedro Waterfront in the Port of Los Angeles:

- A. A historical summary of operations and funding for the San Pedro Red Car Line, including an analysis of why the line operates only on limited days of the week;
- B. A summary of existing transit services connecting to the Red Car Line, including Metro, municipal providers, and local downtown (PBID) trolley, with an analysis of how transit connections could be improved to service a shorter segment of the line, such as from the existing 22nd Street/Marina Station to the Ports O'Call Station, or to relocated stations along the alignment;
- C. An evaluation of the reasons for the proposed closure of the Red Car Line and the identification of options to maintain service on shorter segments, and at relocated stations, including potential funding sources;

- D. Recommendations for maintaining operations on a shorter line;
- E. An evaluation of the Waterfront Red Car Line Expansion Feasibility Report and the identification of potential funding sources that may be available for future implementation;
- F. Send a letter to the Port of LA (POLA), before the September 27th closure date, to request that the closure of the Red Car Line be deferred, at a minimum for the portion of the line that is not immediately needed for the City's roadway improvement project, and to reach out to POLA to discuss options for temporarily suspending the Federal Freight Abandonment Process while Metro's evaluation is being completed and shared with POLA.

**40. RECEIVE report of the Chief Executive Officer.**

[2015-1378](#)

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.

**Adjournment**



## Board Report

File #: 2015-1323, File Type: Informational Report

Agenda Number: 54.

**CONSTRUCTION COMMITTEE  
EXECUTIVE MANAGEMENT COMMITTEE  
SEPTEMBER 17, 2015**

**SUBJECT: CRENSHAW/LAX PILOT BUSINESS SOLUTIONS CENTER (BSC) AND METRO'S PILOT BUSINESS INTERRUPTION FUND (BIF) REPORT**

**ACTION: RECEIVE AND FILE STATUS REPORT**

### **RECOMMENDATION**

RECEIVING AND FILING the status report on the operations of **Metro's Pilot Crenshaw/LAX Transit Project Business Solution Center (BSC) and Metro's Pilot Business Interruption Fund (BIF)**.

### **ISSUE**

In July 2014, Metro's Board issued Motion 79 (Attachment A) which authorized the CEO to establish a Pilot Metro Business Solution Center (BSC) along the Crenshaw Corridor (Corridor). Thereafter, the Board of Directors issued Motion 57 (Attachment B) that authorized the CEO to establish a pilot program for a special Business Interruption Fund (BIF) for "mom and pop" businesses along the Crenshaw Line, Little Tokyo area along the Regional Connector and Phase I of the Purple Line Extension. Motion 57 requires Metro staff to report to the Board of Directors in September 2015 with an evaluation of the program including utilization levels and recommendations for program modification. This report covers Metro's BSC and BIF program activity through August 19, 2015.

### **DISCUSSION**

Since the adoption of the aforementioned Board motions and the Receive and File Status Report presented on April 16, 2015, Metro's staff continues to perform a series of actions for the ongoing operations and oversight of Metro's BSC and BIF pilot projects. Both the BSC and BIF have reached milestones and achievements such as the six month operations for Metro's BSC and the award of more than \$1Million of BIF grant funds to small "mom and pop" businesses through Metro's BIF. Early observations, areas of focus for ongoing program operations including data demonstrating each programs performance have been gathered and assessed.

## **1. Crenshaw/LAX Pilot Business Solution Center Update**

Metro staff continues to work in collaboration with the BSC Contractor, Del Richardson and Associates (DRA) for the on-going operation of Metro’s BSC. Metro’s BSC has been operational with the full complement of business technical support, referral and case management services for more than six months. The BSC provides businesses in the Crenshaw Corridor access to an array of business services through various means and pathways such as: direct referral to participating Business Development Partners and other business resource programs; enrollment and/or referral to business workshops, seminars and/or classes; including opportunities to participate in special business events and/or programs hosted by Metro’s BSC. In addition, the BSC continues to advance direct outreach and case management for businesses located within the BSC target area of 48<sup>th</sup> - 60<sup>th</sup> Street. Metro’s BSC also provides services for businesses in the southern segment of the Crenshaw/LAX project alignment through access to technical support services at the recently launched BSC satellite office in Inglewood co-located at DRA’s headquarter office.

A. Program Evaluation

The BSC has reached various project milestones and achievements from the “soft” launch in December 2014 and formal launch in February 2015. Following is a summary of key milestones and achievements:

<b>BSC Milestones</b>	November 2014	December 2014	February 2015	June 2015
Notice to Proceed Issued	X			
BSC Soft Launch		X		
BSC Formal Launch			X	
BSC Six Months Operations				X

<b>BSC Achievements</b>	March 2015	June 2015	July 2015	August 2015
BSC Direct Business Contacts >200 businesses	X			
BSC Program Metrics Defined		X		
BSC Target Area Businesses in Case Mgmt. >50%			X	
BSC Satellite Office Soft Launch				X

The BSC program staff continues to provide business technical support, referral and/or case

management services to more than 200 businesses in the Crenshaw Corridor.

Following is a summary of BSC Program Activity Metrics from December 19, 2014 through July 31, 2015:

- Total Number of Businesses Contacted: **281**
- Number of Businesses Completing Intake/Assessment Forms: **215**
- Number of Businesses in Case Management: **54**
- Number of Businesses Receiving Referrals: **212**
- Number of Referrals: **593**.

*Note: Case Management services for businesses in BSC target area.*

Metro staff continues to assess early observations, lessons learned and the overall performance of the pilot program through continuous oversight and monitoring.

Observations identified as areas of focus and on-going assessment are as follows:

- In review of the BSC activities, program structure and overall project scope of work, there is a need to adjust the case management strategy to enhance the efficiency, effectiveness and net benefit to small businesses enrolled in case management.
- Due to the launch of Metro's BIF there may be an unintended impact to Metro's BSC. There is an elevated interest in Metro's BIF thus leading to increased challenges for Metro's BSC to maintain small businesses' interest and commitment to the BSC services and case management process.
- Nearly 50% of businesses obtaining BSC services are outside of the BSC target area of 48<sup>th</sup> - 60<sup>th</sup> Street. This demonstrates increase demand and need for support services for businesses outside the targeted area.

In response, the following activities will be initiated:

- DRA will make program adjustments to enhance case management services and the overall case management strategy.
- Metro will continue to work with DRA for the development of performance metrics to track the effectiveness of case management services in response to program adjustments.
- Launch BSC Client Survey to obtain feedback and program assessment from more than 200 businesses participating in Metro's BSC.
- On-going development of outreach, marketing and engagement strategies for continued promotion of Metro's BSC.
- Continued outreach and education of the business community regarding the near and long-term benefits of obtaining free technical support services through Metro's BSC.
- Continue to leverage the services of Metro's BSC for businesses to obtain information about Metro's BIF and access to technical services in preparing required financial documentation for

application to the BIF.

- On-going analysis of BSC report data to track the overall performance.

\*Activities will be implemented from August 2015 through November 2015.

## B. Program Performance and Utilization

As a pilot project, the review and analysis of the program's qualitative and quantitative performance is an on-going activity. The BSC Performance and Utilization Report is provided as Attachment C.

## C. Program Recommendations

Metro's Crenshaw/LAX Pilot Business Solution Center has been operational for more than six months and is challenged with the defined program model to provide technical support services to small businesses in the Corridor, outreach and case management to the target area of 48<sup>th</sup> - 60<sup>th</sup> Street. In response, DRA has focused efforts on modifying the existing case management strategy including a re-assessment of personnel and technical resources. In effort to present program modification recommendations, it is necessary for Metro and DRA to obtain feedback from the small business community on the quality, effectiveness and efficiency of the current level of services provided through Metro's BSC. Therefore, upon review of the BSC Client Survey results along with assessment of the modified case management strategy; Metro staff will continue to assess the program's performance over the next quarter followed by program recommendations in December 2015.

## 2. Pilot Business Interruption Fund Update

Metro and the BIF Contractor, Pacific Coast Regional Small Business Development Corporation (PCR) continue to advance efforts and activities for implementation of the historic pilot program. The BIF "soft launch" commenced in February 2015 and for nearly six months, Metro and PCR program staff has initiated focused outreach and communication efforts for businesses within the Crenshaw/LAX transit corridor, the Little Tokyo area of Regional Connector and Purple Line Extension, Phase I. Keeping with the objective of providing financial assistance to small "mom and pop" businesses directly impacted by Metro transit rail construction; as of August 19, 2015, Metro awarded fifty-four (54) BIF grants exceeding a total amount of \$1Million. The BIF grants were awarded to businesses in the Crenshaw/LAX transit corridor; the first of the three active transit construction projects for which the BIF provides financial assistance.

### A. Program Evaluation

Metro's BIF has reached various project milestones and achievements. Following is a summary of key milestones and achievements:

<b>BIF Milestones</b>	December 2014	February 2015	April 2015	August 2015
Notice to Proceed Issued	X			
BIF Administrative Guidelines Final		X		
BIF Soft Launch		X		
BIF Formal Launch			X	
BIF Grant Awards > \$1M				X

<b>BIF Achievements</b>	April 2015	June 2015	July 2015	August 2015
BIF Grant Awards (First Awards)	X			
BIF Grant Awards >\$500K		X		
BIF Bi-Monthly Status Report Complete			X	
BIF Small Business Features Media Release				X

Metro and BIF program staff continues to advance outreach efforts to businesses within the Little Tokyo area of Regional Connector and Purple Line Extension, Phase I in preparation to the activation of transit rail construction while continuing direct outreach to businesses in the Crenshaw Corridor. In effort to ensure the BIF pilot program is prudent yet provides a seamless process for applicants, PCR has implemented a multi-prong approach that provides small “mom and pop” businesses access to program information through an interactive on-line application; direct one-on-one consultation with a BIF Program Advisor; and/or on-site client appointments at the business location including Metro’s BSC and Metro’s Little Tokyo Construction Relations office. BIF Advisors are readily accessible to provide hands-on support and guidance to business owners within the three transit project corridors. The level of commitment and effort is demonstrated through the achievements of the BIF grant application activities and BIF grant awards as of August 2015.

Following is a summary of BIF Grant Application Metrics from February 12, 2015 through August 19, 2015:

- BIF applications submitted to date: **123**
  - BIF applications approved to date: 54
  - BIF applications pending financial documents: 51
  - BIF applications deemed not eligible: 16
  - BIF applications denied: 2
- BIF applications pending online; not submitted: **29**
- BIF Grant Payments (total value): **\$1,011,295.88**

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*Note: Businesses that do not meet the BIF eligibility requirements and/or denied are provided a formal written letter of determination issued by PCR.*

In the course of performing oversight and monitoring of the BIF, Metro staff continues to assess early observations, lessons learned and the overall performance of the pilot program. Observations identified as areas of focus and on-going assessment are as follows:

- Direct (proactive) outreach and canvassing appears the most effective means to contact small “mom and pop” businesses in effort to provide information and resources on Metro’s BIF.
- The directly impacted small business community has become more receptive to Metro and PCR in light of the BIF program success in granting awards to diverse community of businesses.
- There is a degree of opposition and/or challenge to the BIF in response to the eligibility requirement for businesses to demonstrate direct impact to Metro construction (businesses located immediately adjacent to the rail corridor and directly affected by Metro construction).

In response, the following activities are ongoing:

- Metro and PCR will continue to advance coordinated outreach and communication activities and strategies to reach businesses in each of the transit rail corridors.
- PCR will continue direct canvassing and continue to provide hands-on support and guidance to business owners.
- Metro’s staff in coordination with Media Relations will continue a focused media relations campaign announcing the successes of the BIF program, highlight the small businesses, and share the personalized testimonials of business owners (BIF grantees) through various platforms.
- Metro will continue to assess the BIF program requirements yet keeping to the lessons learned of Houston Metro for which the BIF is modeled; holding consistent to program guidelines to ensure integrity of program.
- On-going analysis of BIF report data to track the overall performance.

In effort to uphold Metro’s commitment to being a trusted community builder, partner and stakeholder, Metro has implemented an array of communication and outreach initiatives and developed resources in support of the diverse representation of the small business community; such as:

- BIF program materials (factsheet and 4 Step Easy Guide) translated in Spanish, Korean and Japanese
- BIF workshops series launched in June 2015
- BIF program staff on-site hours in the Crenshaw Corridor, Little Tokyo area and forthcoming in Purple Line Extension, Phase I project corridor
- Access to multi-lingual interpretation and translation services.



## B. Program Performance and Utilization

In addition to advancing efforts for the implementation and administration of Metro's BIF; a comprehensive bi-monthly status report inclusive of application, business demographics, financial accounting and expenditure data by project corridor including other key performance indicators has been developed for the continued assessment of the pilot program. The BIF Bi-Monthly Status Report for March 2015 - June 2015 is provided as Attachment D.

## C. Program Recommendations

Metro's Pilot Business Interruption Fund has been operational for nearly six months and has demonstrated the capacity to meet the program objective to provide financial assistance to directly impacted small "mom and pop" businesses through grants to cover certain fixed operating expenses. Serving as the BIF fund administrator, PCR has established standard operating procedures and processes for the administration of Metro's BIF. The established protocols, procedures and processes include but not limited to: dedicated team of financial professionals serving as the BIF Program Manager and BIF Advisors; a formal BIF Grant Committee chaired by PCR's President/Chief Executive Officer and BIF standard operating procedures.

Recognizing the importance to develop a fiscally prudent program, Metro's BIF Administrative Guidelines require an annual audit of the program to be conducted by Metro's Management Audit Services Department (MASD). It is projected that the program audit will be conducted in early 2016. Therefore, Metro staff does not propose any program modification recommendations at this time; however staff will continue to assess the ongoing performance of the BIF and reconvene Metro's internal BIF "tiger team" to address any potential program modifications and/or refinements.

## **ATTACHMENTS**

Attachment A - Motion 79

Attachment B - Motion 57

Attachment C - Metro BSC Performance and Utilization Report

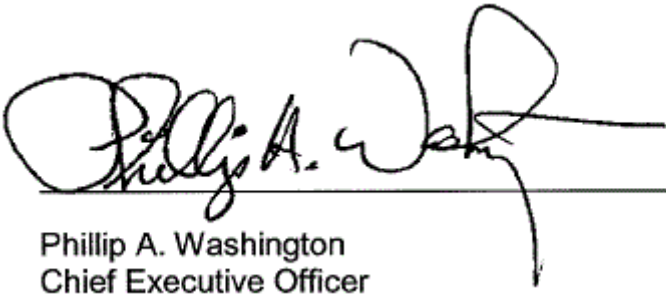
Attachment D - Metro BIF Bi-Monthly Status Report

Prepared by: Shalonda Baldwin, Deputy Executive Officer, Project Management

Vendor/Contract Management, (213) 922-4488

Ivan Page, Interim Executive Director, Vendor Contract Management,  
(213) 922-6383

Reviewed by: Stephanie Wiggins, Deputy Executive Officer, (213) 922-1023



Phillip A. Washington  
Chief Executive Officer

**Motion by Supervisor Mark Ridley-Thomas, Mayor Eric Garcetti and Director  
Jacquelyn Dupont-Walker**

**Implementation of a Pilot Business Solution Center for the Crenshaw/LAX Line  
Relates to Item 79**

**July 24, 2014**

Since construction began on the Crenshaw/LAX Line Project (the Project) earlier this year, doing business on the Crenshaw Corridor (the Corridor) has become more challenging for businesses and patrons. Many businesses are already experiencing significant impacts created by construction activities, specifically at the intersections of Crenshaw Boulevard and Martin Luther King Jr. Boulevard and Exposition Boulevard where work is underway to lay the groundwork for future underground stations. Businesses between 48<sup>th</sup> Street and 60<sup>th</sup> Street, where the line will run at-grade, are also anticipated to face significant challenges when construction begins on that segment.

Under both Federal and State law, Metro is prevented from providing direct cash subsidies to businesses unless access to the business is denied due to construction impacts. While this has not technically been the case on the Corridor, there is a clear nexus between construction activities and reduced business activity, especially the walk-in traffic that many of the retail businesses rely on.

In April 2014, Metro retained a consultant to assess and provide recommendations on how to address the economic impacts of construction activities on small businesses on the Corridor. The consultant's report encourages the development of a pilot Business Solution Center that would provide direct sector-specific technical assistance to businesses along the Corridor to help them through construction activities. Services that could be provided to businesses include financial planning and advice on small business operations as well as dealing with municipal permits and regulations, legal assistance, marketing and grant/loan application management. The consultant specifically suggests that a pilot effort be established to provide proactive and hands-on business assistance to support the over 100 businesses at the at-grade portion of the

Project between 48<sup>th</sup> and 60<sup>th</sup> Streets, as well as a walk-in location along the Corridor for which businesses along the entire rail alignment can receive information, resources and referrals.

The establishment of a Business Solution Center would meaningfully enhance Metro's construction and external relations protocol. While serving as a relatively nominal financial investment for Metro, it would go a long way in helping to build the capacity of small businesses to survive the construction period and ultimately contribute to a vibrant transit corridor upon completion of the Line. If the Metro Board wants to pursue future funding measures to fully build out the system, it will be fundamental that we demonstrate to local small businesses that we are a committed partner during construction periods. This pilot Business Solution Center can serve as a model for such an effort, and to do so, it is essential that Metro partner with a capable and well established service provider to roll-out these services as quickly as possible. Furthermore, it is consistent with Metro's Construction Impact Response Program (CIRP) which was developed in response to construction on the Gold and Red Lines in the 1990s. The CIRP program provided various forms of relief for businesses including economic support and rapid response teams. These resources should also be made available for the Crenshaw Corridor.

The pilot Business Solution Center would also complement Metro's other ongoing efforts to address business' needs during construction. For example, Metro continues to modify construction signage based on the feedback of surrounding business' to highlight the names of businesses, parking locations and to clarify that businesses are open during construction. In addition, Metro is finalizing a communications strategy to promote an "Eat, Shop and Play Local" campaign during construction.

**WE THEREFORE MOVE THAT THE BOARD OF DIRECTORS:**

1. Receive and file the "Recommendations for a Pilot Metro Business Solution Center";

2. Authorize the CEO to immediately solicit proposals to establish a Pilot Metro Business Services Center along the Crenshaw Corridor that includes a physical presence with consistent staffing hours for the duration of the construction of the Crenshaw/LAX Line, as well as a Business Solutions Outreach Strategy for the at-grade portion of the alignment on Crenshaw between 48<sup>th</sup> and 60<sup>th</sup> Streets and other locations that are determined to be significantly impacted by construction activities, and authorize the CEO to execute a contract with the most responsive and qualified bidder, with the objective of beginning operations by October 2014;
3. Direct the CEO to identify up to \$250,000 and amend the current budget to fund the initial year activities, with an overall project budget expected to be approximately \$1,000,000, to be included in future budgets for fiscal year 2016, 2017 and 2018 at \$250,000 per year;
4. Direct the CEO to report back in September on a plan to utilize existing Full-Time Equivalent position(s) to staff the Business Solutions Center.
5. Direct the CEO to incorporate the following elements into the Pilot Business Solution Center Program:
  - a. A single point-of-contact or case management approach for each business; and
  - b. A 72 hour quick response plan.
6. Direct the CEO to establish an additional mitigation menu and criteria based on MTA's previous Construction Impact Response Program that includes:
  - a. Marketing campaigns for impacted businesses;
  - b. Rent and mortgage subsidies to businesses;
  - c. A low-interest loan fund that is accessible to small and micro-businesses;
  - d. Report back to the Board in September with funding recommendations;
7. Direct the CEO to report back on a Post-Construction Façade Improvement Program in conjunction with the approved Design-Build Contract for the Crenshaw/LAX Transit Line;
8. Direct the CEO to report back on the feasibility of establishing Memorandums of Understanding with local business and community stakeholder groups, as has been

done in Denver, Colorado, to ensure that we are maximizing community involvement and engagement as it relates to construction activities;

9. Direct the Diversity and Economic Opportunity Department to manage and oversee the Business Solution Center Project; and
10. Provide quarterly updates to the Executive Management and Construction Committees on the Pilot Business Solution Center and the “Eat, Shop and Play Local” campaign beginning in September 2014.

**Amendment to Item 57**

**Motion by Directors Molina, Dupont-Walker, Ridley-Thomas and Garcetti**

**Business Interruption Fund**

September 18, 2014

**WE, THEREFORE, MOVE that the Board direct the Chief Executive Officer to:**

1. Establish a pilot program for a special **Business Interruption Fund** for mom and pop businesses located along the Crenshaw Line, within the Little Tokyo area along the Regional Connector, **and Phase I of the Purple Line Extension** immediately.
  
2. Define mom and pop businesses as those **meeting the following criteria:**
  - a. Having 25 employees or fewer;
  - b. **A minimal operational history of two years;**
  - c. **Being in good standing with local, state and federal tax requirements; and**
  - d. **Able to produce financial records (i.e. gross receipts, business license information, pay roll taxes and other pertinent financial information) demonstrating the loss of business revenue directly related to the period of construction disruption.**
  
3. Conduct a baseline survey of all businesses within the project areas.

4. **Identify and designate \$10,000,000 of Metro funds annually to be used for the implementation of the Business Interruption Fund. Funds shall be distributed through the project's administration and/or respective Business Solution Center.**
5. **Each business should be eligible for a maximum of \$50,000 annually, not to exceed 60 percent of their annual business revenue loss.**
6. Participation in the program would release MTA and the general contractor from further liability claims for business loss unrelated to specific incidents of damage and would be voluntary.
7. **Direct the Chief Executive Officer to work with Los Angeles County and local cities to seek all appropriate legislation that would temporarily reduce or waive taxes and fees imposed on impacted businesses during transit-related construction activities and work with the Los Angeles County Assessor's Office to immediately initiate outreach activities to businesses impacted by transit-related construction activities in order to inform them of the Assessor's Office Proposition 8/Decline-in-Value Review process.**
8. Report back to Construction Committee monthly, **beginning in October**, with an implementation plan **and report back to the Board of Directors in September 2015 with an evaluation of the program including utilization levels and recommendations for program modification.**



## Metro BSC Performance and Utilization Report

### I. Program Metrics

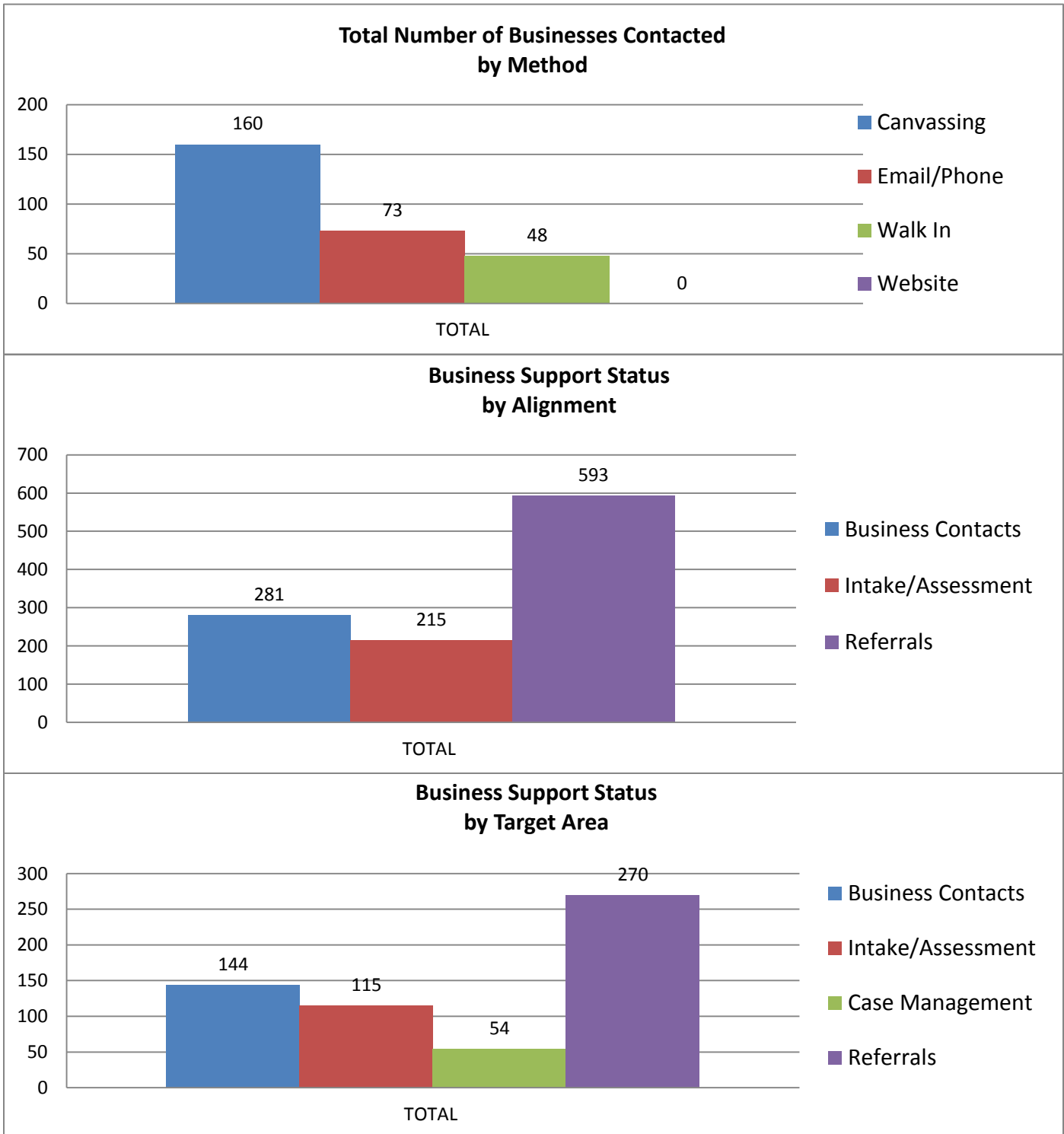
PROGRAM METRICS - ALIGNMENT		
1	Number of businesses contacted	281
2	Number of businesses completing intake/assessment forms	215
3	Number of referrals	593

PROGRAM METRICS - TARGET AREA			
1	Percentage of businesses completing intake/assessment forms	115/91	<b>126%</b>
2	Percentage of businesses in case management	54/91	<b>59%</b>
3	Number of businesses that completed case management plans	<b>17</b>	
4	Number of businesses receiving referrals	<b>91</b>	

Notes:

1. Business Support Status by Alignment: Represents businesses throughout CLAX Transit Corridor
2. Business Support Status by Target Area: Represents aggregated (sub-set) of Alignment
3. BSC program staff has identified 91 eligible active businesses in the target area 48<sup>th</sup> – 60<sup>th</sup> Street.
4. Greater number of businesses (115) in the target area completed intake/assessment forms prior to categorization as an eligible active business.

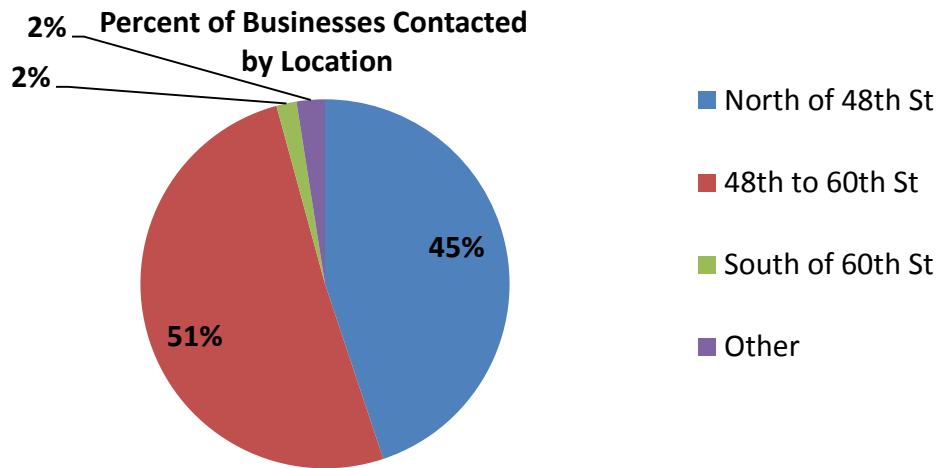
II. BSC Activities Data



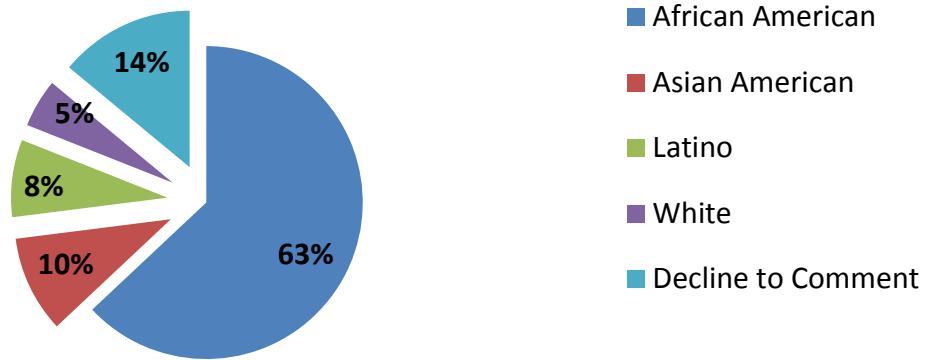
\* Business Support Status by Alignment: Represents businesses throughout CLAX Transit Corridor

\* Business Support Status by Target Area: Represents aggregated (sub-set) of Alignment

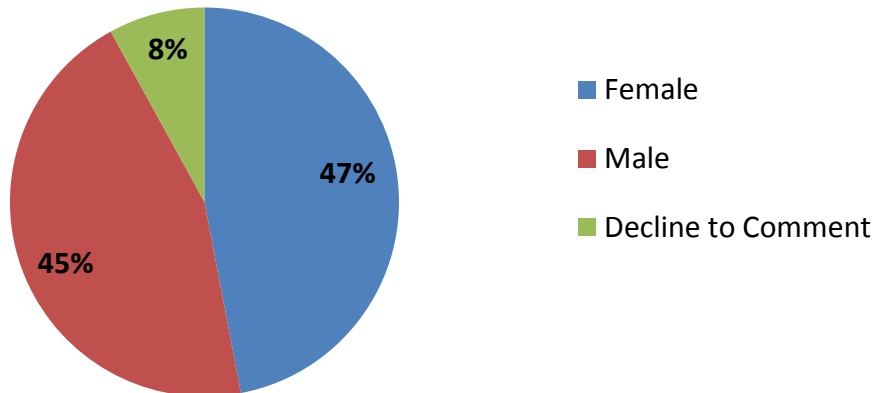
III. Client Demographic Data



**Client Demographics: Ethnicity**



**Client Demographics: Gender**





**Metro**<sup>®</sup>



**Metro Pilot Business Interruption Fund  
(BIF)  
Bi-Monthly Status Report  
March 2015 - June 2015**

\*revised as of August 17, 2015



**Prepared by**

**Angela B. Winston  
Vice President/Program Manager**

**Pacific Coast Regional Small Business  
Development Corporation  
3255 Wilshire Blvd. Suite 1501  
Los Angeles, CA 90010**

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## Attachments

Attachment A	Application to Grant Turnaround Analysis
Attachment B	Community Outreach and Communication Activities Calendar
Attachment C	Grant Award Matrix-Crenshaw/LAX
Attachment D	Grant Award Transactions
Attachment E1	Client Satisfaction Survey
Attachment E2	Client Process Evaluation Form

## 1.1 Purpose

This Report summarizes how the Metro Business Interruption Fund (BIF) has worked to provide financial assistance to small “mom and pop” businesses that demonstrate business revenue losses due to direct impact from Metro rail construction. Small “mom and pop” businesses located along three rail corridors are eligible for BIF grant funding.

1. Crenshaw/LAX
2. Little Tokyo Area of the Regional Connector
3. Purple Line Extension Phase 1

The period of this report is from March 2015 – June 2015. The activities summarized include number of applications submitted, community outreach and communications, grantee statistics, financial data and payments. Metrics on client satisfaction and general program observations are also reported. Further, included is a business profile on a BIF grantee.

## 2.1 Summary Statistics at a Glance

During this reporting period, a total of 105 applications were received for the BIF Program. Thirty-five (35) grants were approved and awarded to small businesses along the Crenshaw/LAX Corridor. The total value of the grant awards was **\$688,682.30**. Following are additional statistics:

- 92% grantees received the total amount of the grant award
- 7% grant awards were disbursed for delinquent rent payments
- 1% grant awards were disbursed for delinquent utility payments
- Less than 1% of grant awards were disbursed for delinquent business insurance payments
- Less than 1% of grant awards were disbursed for delinquent business insurance payments
- Less than 1% of grant awards were disbursed for delinquent miscellaneous payments such as past due tax bills, business license fees, including miscellaneous categories
- Zero grant funds were disbursed for delinquent payroll expenses.

There have not been any grants awarded to small businesses in the Little Tokyo area of the Regional Connector or the Purple Line Extension Corridor as of the reported period.

The following chart reflects statistics on the number of years that grantees have been in business:

Grants by Years in Business	
2-5 Years	5
6-10 Years	10
11-20 Years	7
21+ Years	13

## 2.2 Applications

The following is the total number of applications received for the BIF Program via online submission:

**Table 1. Total Number of Applications Submitted by Month**

(Online submission is defined as completing all questions on the application form and pressing “submit”)

Month	# of Applications Received
March 2015	37
April 2015	29
May 2015	18
June 2015	22
<b>Total</b>	<b>105</b>

**Total Number of Applications Approved as Grants - 35**

**Total Number of Applications Declined - 2**

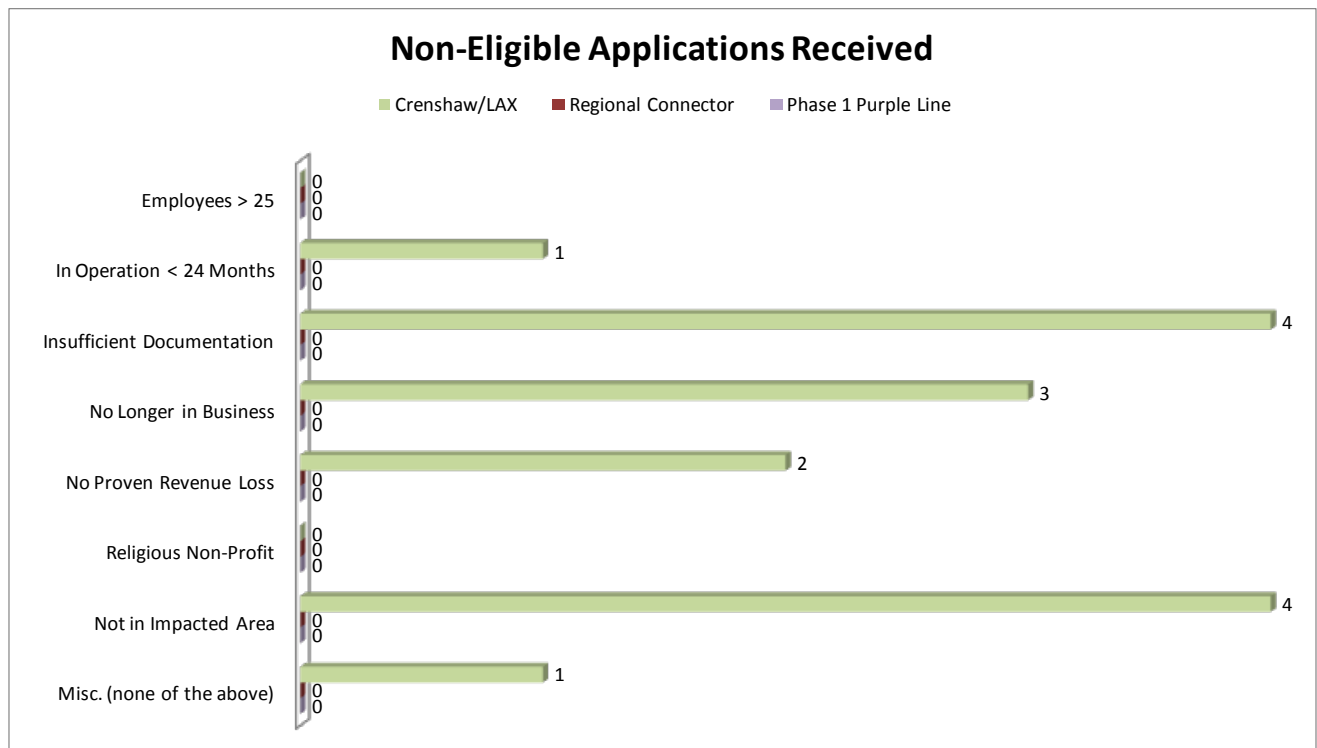
**Total Number of Non-Eligible Applications - 15**

**Total Number of Incomplete Applications (Pending Financial Documents) - 53**

\*Please see Attachment A for the Application to Grant Turnaround Analysis.

**Figure 1. Total Number of Non-Eligible Applications**

(Non-Eligible is defined as not meeting the basic eligibility criteria upon submission of application)



### 2.3 Community Outreach and Communication Activities

During this reporting period, a total of **21** outreach activities occurred. PCR participated in: **15** outreach events in **Crenshaw/LAX Corridor**, **3** outreach events in the **Little Tokyo Area of the Regional Connector** and **3** outreach events in the **Purple Line Extension, Phase I Corridor**. At the time of this report, targeted outreach was conducted primarily on the Crenshaw/LAX Corridor due to direct construction impacts occurring during this reporting period and prior to the inception of the BIF Program.

\*See Attachment B for a listing of meetings, events, presentations and workshops.

The following is a summary of Outreach Efforts and Communication Activities to date:

**Table 1. Outreach Efforts and Communication Activities**

	Crenshaw/LAX	Little Tokyo	Purple Line Extension
Community Meetings	10	2	3
Direct Canvassing	2	0	0
Partnerships/Eat, Shop, Play	2	0	0
Metro Sponsored Workshops	0	1	0
PCR Sponsored Workshops	1	0	0
<b>Total</b>	<b>15</b>	<b>3</b>	<b>3</b>

**“Soft” Launch:** The “soft” launch of the BIF Program was February 12, 2015 which signified the start of accepting applications from small business owners to the program through the PCR website online process. There was no community outreach associated with the “soft” launch as the BIF team worked off of direct referral lists from the Metro’s Business Solution Center (BSC) as a result of their door-to-door canvassing efforts, and the attendees of the initial public launch of the BSC and BIF Programs by Supervisor Mark Ridley Thomas in December 2014.



Construction impact from the view of BIF Grantee Dave Velazquez of Dave's Tattoos, 4343 Crenshaw Blvd.



**“Hard” Launch and Media Event:** The “hard” launch of the BIF Program was April 6, 2015. This included a Metro sponsored press conference with speeches from Mayor Eric Garcetti (Metro Board Chair), Supervisor Mark Ridley Thomas (Metro Board Vice Chair), Jackie Dupont Walker (Metro Board Director) and Mark J. Robertson, Sr. (PCR President/CEO). Testimonials were given by two BIF grantees, Marilyn Brown- Hairdresser/Business Owner- Studio 27 and Gilberto Carrillo- Owner- 1<sup>st</sup> Choice Driving and Traffic School. The media event was well received with significant news coverage on radio, television and print.

**Community meetings/presentations:** PCR has participated in **15** community meetings and presentations which include various Chamber meetings, business expos staffing tables, business organization meetings, construction update meetings through June 30, 2015. PCR program staff has been the keynote speaker and/or presenter at **10** of these events.

**Direct canvassing efforts:** PCR dedicated **2** full days-April 17, 2015 and May 22, 2015- to direct canvassing efforts on the Crenshaw Corridor with three staff members (Angela Winston, Andre Hardy and Devon Davis). PCR program staff went door-to-door and met one-on-one with small business owners speaking with them about the BIF and distributing BIF flyers, tri-folds and business cards. PCR's targeted area was between Exposition and 39<sup>th</sup> street on Crenshaw which received construction impacts early on (starting January 2014) with this same area impacted again beginning in January 2015. Many of these businesses had not heard of the BIF or the BSC as this area is not in the target area of the BSC. PCR's canvassing efforts were tremendously well received and resulted in an immediate increase in applications submitted as well as increased awareness through word of mouth among Crenshaw business owners. Ongoing canvassing efforts generally occur on Fridays with PCR's lead Crenshaw Business Advisor (Andre Hardy) working out of the BSC. PCR program staff have reached out to all known small business owners north of Vernon on Crenshaw which have been impacted by Metro construction to date.

**Outreach Partnerships with BSC and Eat, Shop, Play:** PCR will be partnering with the BSC for outreach efforts as construction impact moves into the BSC target area (48<sup>th</sup> Street – 60<sup>th</sup> Street). PCR thinks it is more efficient and effective not to duplicate the BSC's canvassing efforts in their target area but rather to build on their existing high touch points and referrals to the BIF Program. As construction impacts move into the Inglewood area of the Crenshaw/LAX line, PCR will continue to partner with the BSC and Metro's Eat, Shop, Play by participating in jointly sponsored outreach efforts to coincide with the launch of Eat, Shop, Play in Inglewood. PCR program staff attended **2** Eat, Shop, Play lunch mobs in the Crenshaw/LAX Corridor.

**Metro Sponsored BIF Workshops:** BIF workshops have been scheduled for launch for the Little Tokyo Area Regional Connector as well as for the Crenshaw/LAX corridor for the summer months (June, July, August) of 2015. To date, the following BIF workshops have been hosted:

- 1 - Little Tokyo Area of the Regional Connector (Little Tokyo Branch Library)
- 0 - Crenshaw/LAX Corridor
- 0 - Purple Line Extension, Phase I

Three more BIF workshops are currently calendared for summer months according as:

- 1 - Little Tokyo Area of the Regional Connector (Little Tokyo Branch Library)
- 2 - Crenshaw/LAX Corridor
- 1 - Purple Line Extension, Phase I (Fall 2015)

It is anticipated additional workshops will be hosted in the Inglewood segment of the Crenshaw/LAX Corridor in late Summer 2015.

**PCR Sponsored BIF Workshops:** PCR hosted a one-hour BIF workshop specifically for hair stylists to discuss the problems with documenting finances for cash businesses on June 22, 2015. Conducted by BIF Lead Crenshaw Business Advisor, Andre Hardy, the goal of the workshop was to clearly explain and

illustrate how to apply to the BIF and what financial documents could be considered as it relates to cash businesses. This workshop was very timely because we continue to be challenged by cash based business that typically have little to no financial documentation of their “real” revenue in order to determine revenue loss due to Metro construction. Ten hair stylists attended. PCR felt the workshop was very successful as all 10 plan to apply to the BIF.

**Business appointments at the BSC:** The BIF Lead Crenshaw Business Advisor, Andre Hardy is available to take business appointments at the BSC on Fridays between 9 a.m. – 4 p.m. What PCR has observed so far is most business owners would prefer the business advisors come to their business location. Andre averages about 2 appointments per Friday at the BSC, mostly to apply to the BIF online. The BIF Business Advisors (Andre Hardy and Brian Lazo) are flexible by routinely meeting business owners at their business location in their efforts to service these owners effectively in getting applications submitted to the BIF and collecting documents for grant recommendations.



Business Advisor Andre Hardy Sr. administering a BIF Workshop at Pacific Coast Regional Corp. on June 22, 2015.

## 2.4 Financial Activities

The following is a monthly summary of grant funding by rail project:

### 2.4.1 Crenshaw/LAX Corridor

**Table 1. Grant Amount by Month**

Grant Amount by Month		
Month	# of Grants	Amount
March 2015	4	\$66,310.00
April 2015	8	\$111,239.29
May 2015	12	\$75,583.64
June 2015	11	\$435,549.37
<b>Total</b>	<b>35</b>	<b>\$688,682.30</b>

\*See attachment C - Grant Award Matrix Crenshaw/LAX for grantee details.



Various interruptions along the Crenshaw corridor: along the Baldwin/Crenshaw Mall and in front of Ebony Wigs & Beauty Supply.



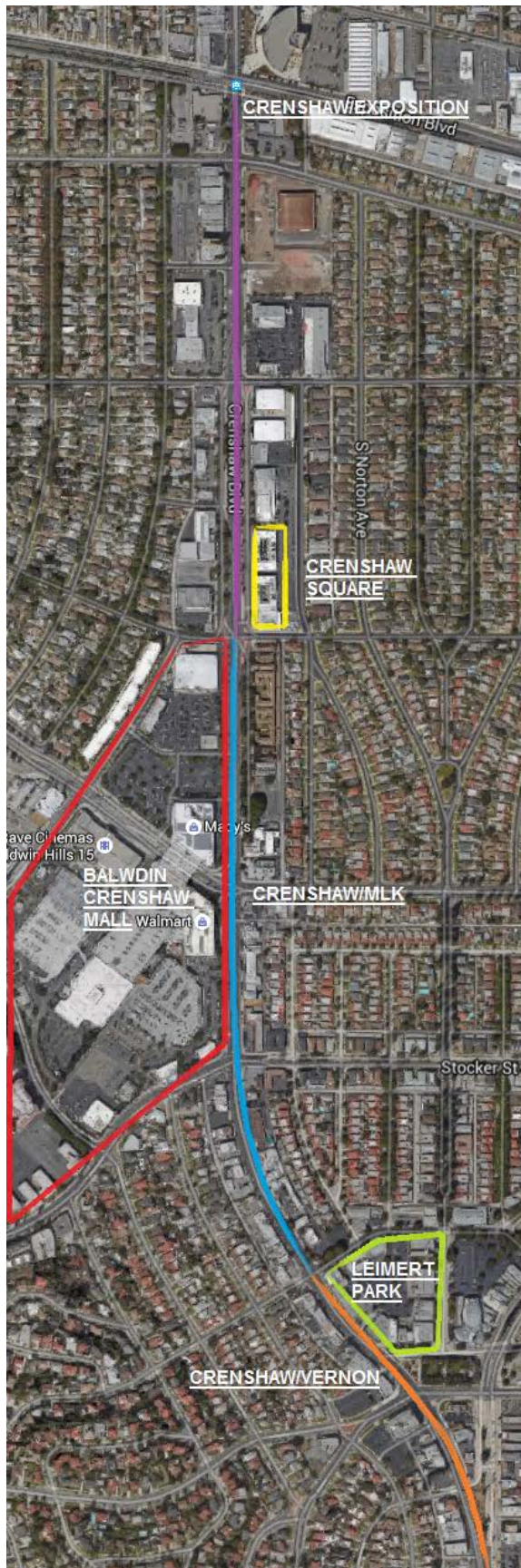
## CRENSHAW/LAX Transit Project

Metro Business Interruption Fund uses the following sections as impact areas:

- Exposition/Crenshaw - Exposition to 39th Street
- Crenshaw/MLK - 39th Street to Homeland
- Crenshaw/Vernon - Homeland to 48th Street
- Crenshaw/Slauson - 48th Street to 60th Street
- Florence/West - 60th to N. Prairie Avenue
- Florence/La Brea - N. Prairie Avenue to N. Cedar Avenue
- Florence/Hindry - N. Cedar Avenue to W. Arbor Vitae Street
- Aviation/Century - W. Arbor Vitae Street to W. Century Boulevard

**Crenshaw/LAX Transit Project**





NUMBER OF GRANTS	TOTAL GRANT AMOUNT	SECTION
5	\$112,513.36	CRENSHAW/ EXPOSITION
8	\$79,103.34	CRENSHAW SQUARE
11	\$255,475.95	CRENSHAW/ MLK
6	\$131,258.57	BALDWIN CRENSHAW MALL
4	\$108,339.68	CRENSHAW/ VERNON
1	\$1,991.00	LEIMERT PARK





**NUMBER  
OF  
GRANTS**

**TOTAL GRANT  
AMOUNT**

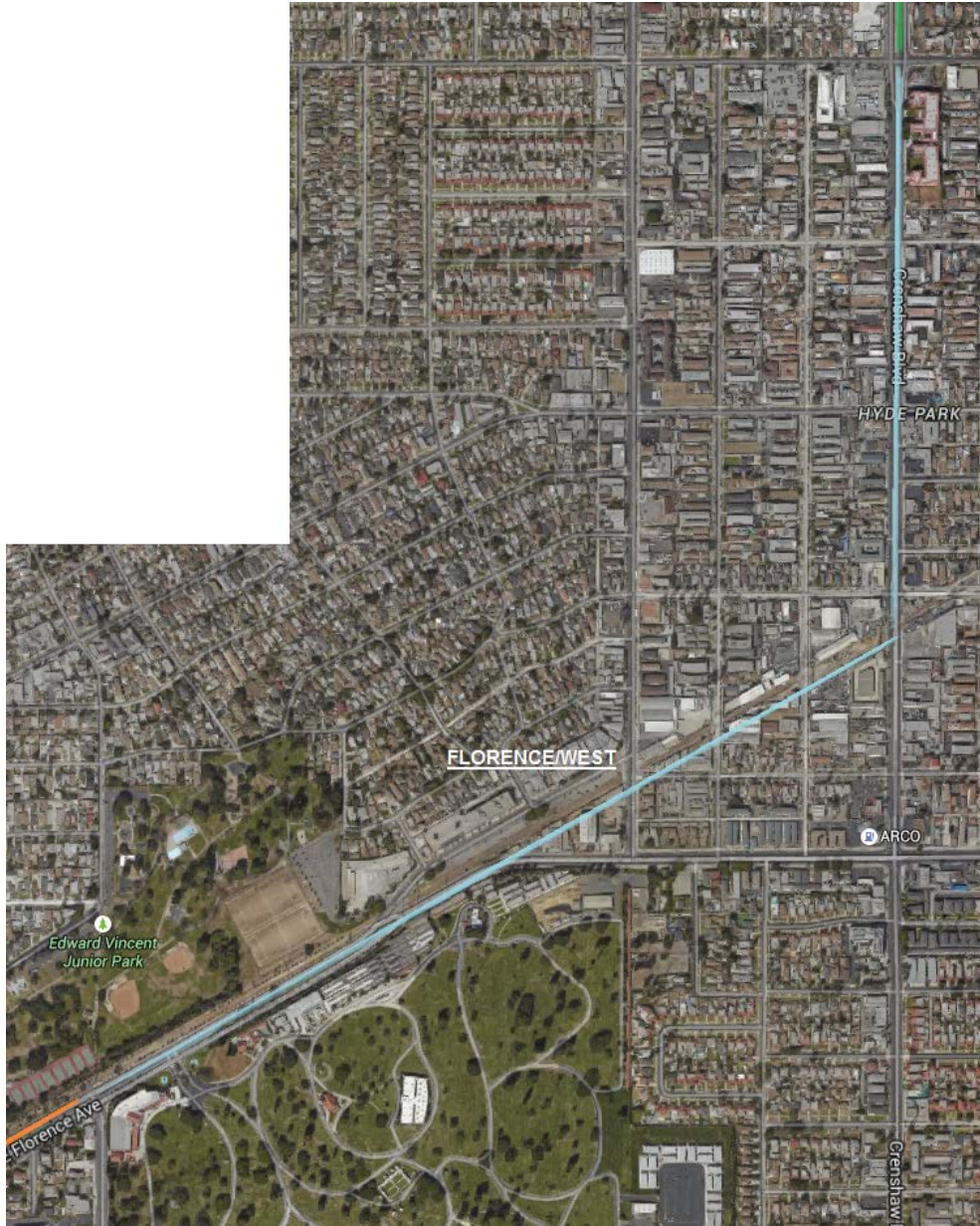
**SECTION**

**0**

**\$0.00**

**48th to 60th**

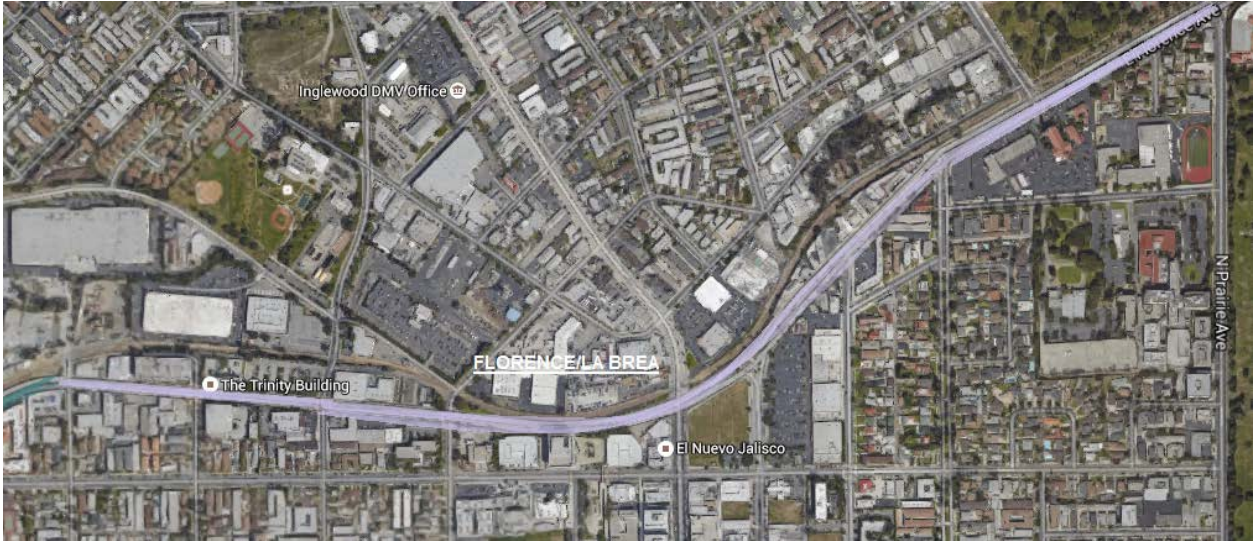
\*Not yet impacted as of June 30, 2015



NUMBER OF GRANTS	TOTAL GRANT AMOUNT	SECTION
0	\$0.00	FLORENCE/WEST

\*Not yet impacted as of June 30, 2015

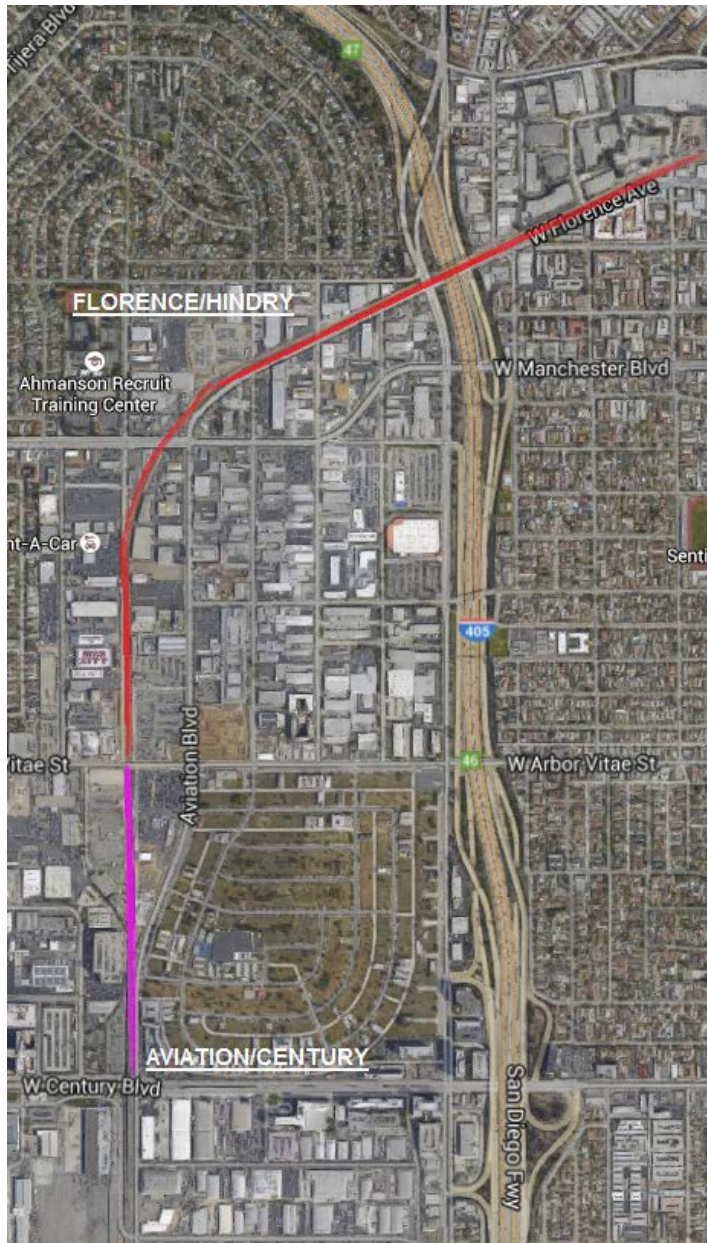




<b>NUMBER OF GRANTS</b>	<b>TOTAL GRANT AMOUNT</b>	<b>SECTION</b>
0	\$0.00	<b>FLORENCE/ LA BREA</b>

\*Not yet impacted as of June 30, 2015





NUMBER OF GRANTS	TOTAL GRANT AMOUNT	SECTION
0	\$0.00	FLORENCE/HINDRY
0	\$0.00	AVIATION/CENTURY

\*Not yet impacted as of June 30, 2015

### 2.4.2 Little Tokyo Area of the Regional Connector

Not yet impacted as of June 30, 2015.

#### Regional Connector Transit Project



### 2.4.3 Purple Line Extension Phase 1

Not yet impacted as of June 30, 2015.

#### Metro Purple Line Extension

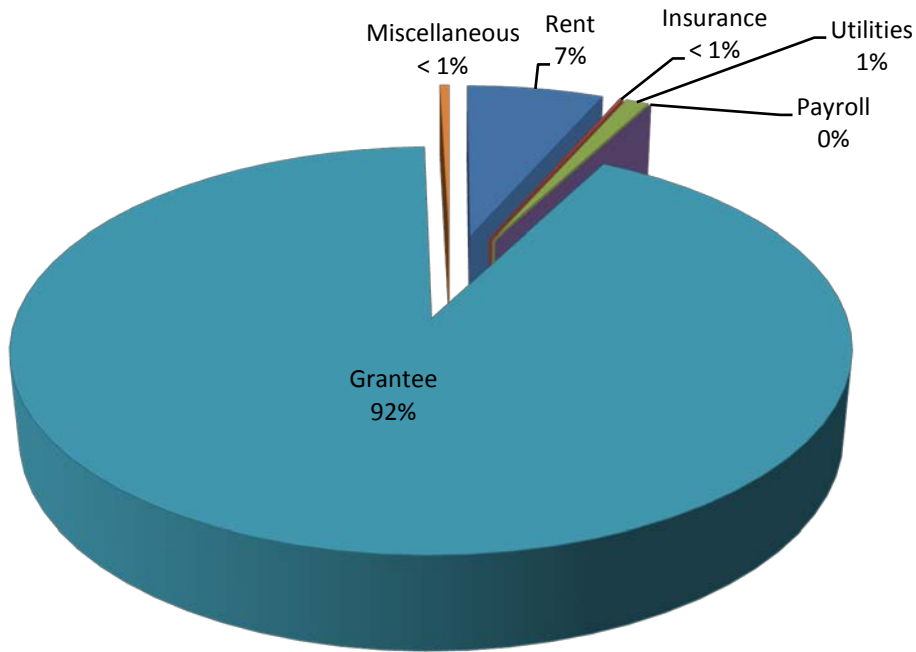


## 2.5 Grantee Statistics

The following charts (Figures 1-7) illustrate grant disbursement categories.

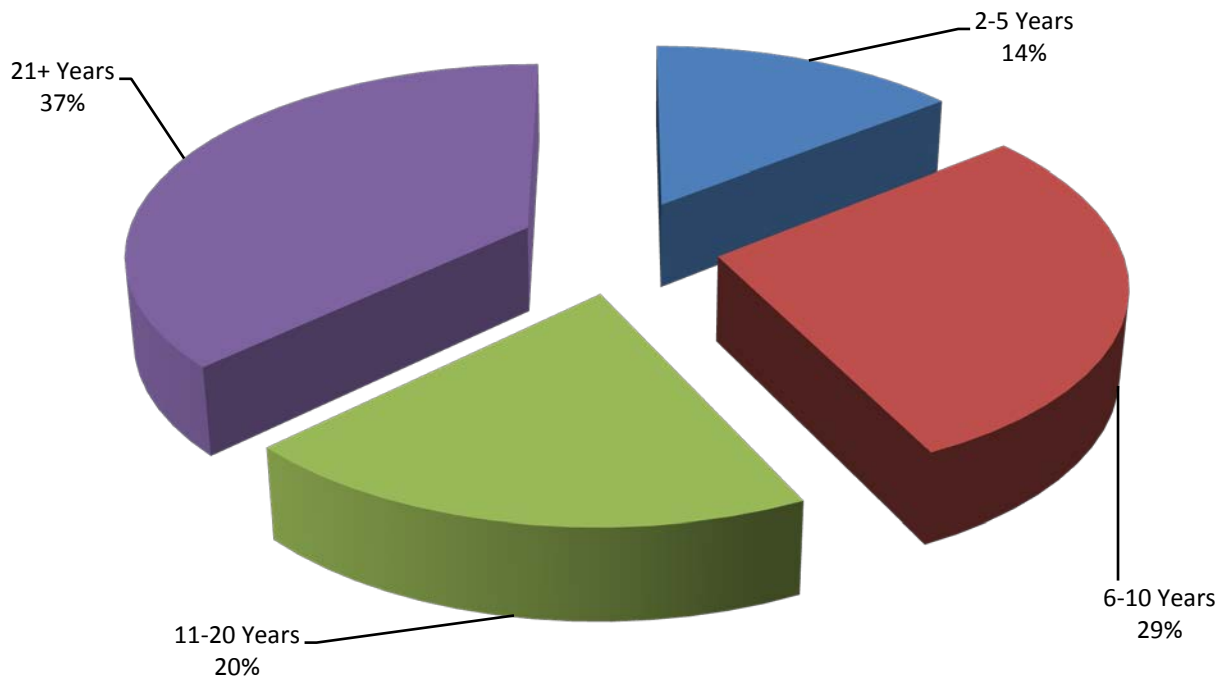
\*See Attachment D for grant payment transaction detail.

**Figure 1: Grant Disbursement Payments by Type**



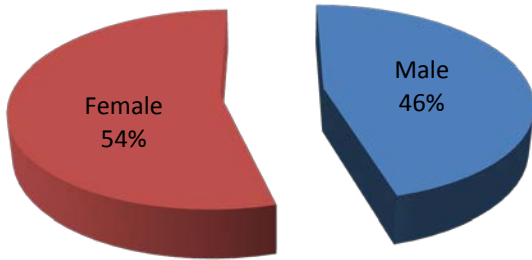
Grant Disbursement by Type	
Rent	\$ 44,507.59
Insurance	\$ 1,130.14
Utilities	\$ 7,500.73
Payroll	\$ -
Grantee	\$ 632,570.86
Miscellaneous	\$ 2,972.98
<b>Total</b>	<b>\$ 688,682.30</b>

**Figure 2: Grant Disbursement by Years in Business**



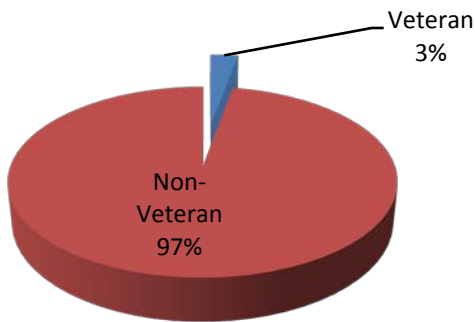
Grants by Years in Business	
2-5 Years	5
6-10 Years	10
11-20 Years	7
21+ Years	13

**Figure 3: Grant Disbursement by Gender**



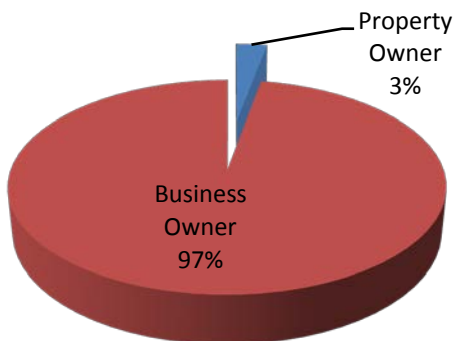
Grant Award by Gender	
Male	16
Female	19

**Figure 4: Grant Disbursement by Veteran Status**



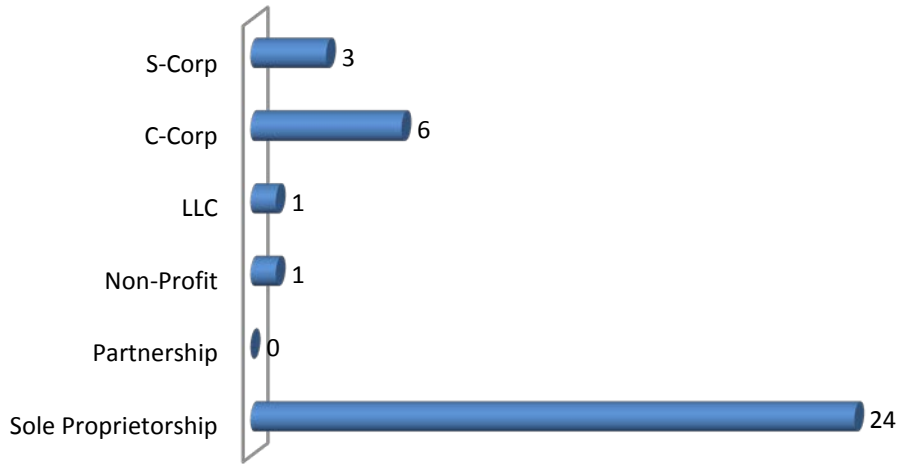
Grant Award by Veteran Status	
Veteran	1
Non-Veteran	34

**Figure 5: Property Owner vs. Business Owner**



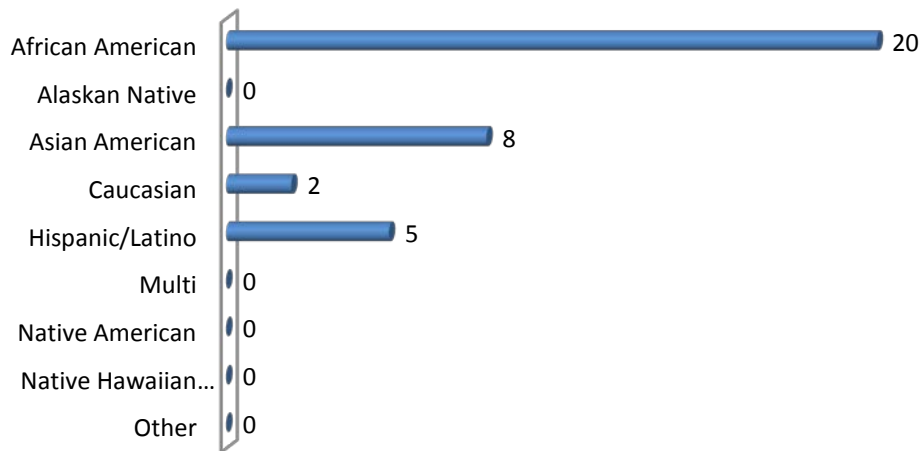
Property Owner vs. Business Owner	
Property Owner	1
Business Owner	34

**Figure 6: Grant Disbursement by Business Type**



Grant Disbursement by Business Type	
S-Corp	3
C-Corp	6
LLC	1
Non-Profit	1
Partnership	0
Sole Proprietorship	24

**Figure 7: Grant Disbursement by Ethnicity**



Grant Disbursement by Ethnicity	
African American	20
Alaskan Native	0
Asian American	8
Caucasian	2
Hispanic/Latino	5
Multi	0
Native American	0
Native Hawaiian /Pac. Islander	0
Other	0

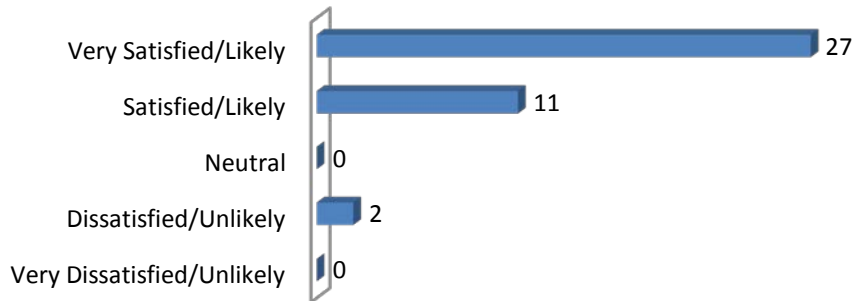


### 3.1 Client Satisfaction Survey Report

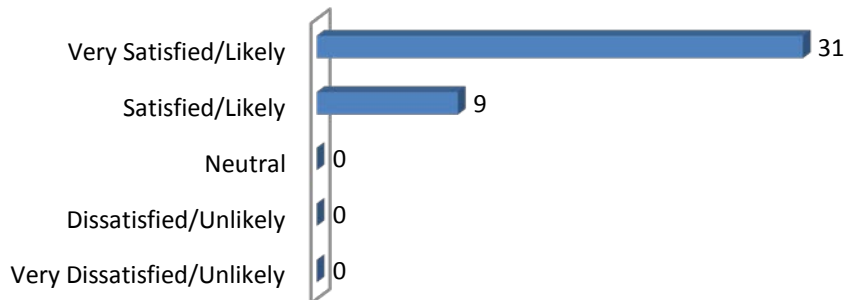
The intent of the client satisfaction survey is to assess the initial client experience and contact with the BIF Program process. This survey was distributed to BIF applicants after the first visit with their assigned Business Advisor.

\*See Attachment E1 for actual survey administered.

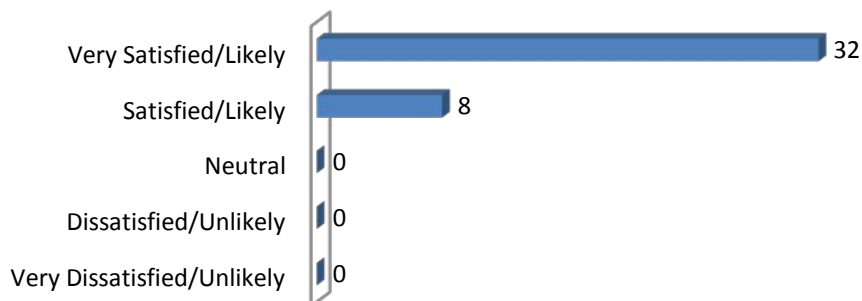
#### Question 1: How would you rate your overall satisfaction with us?



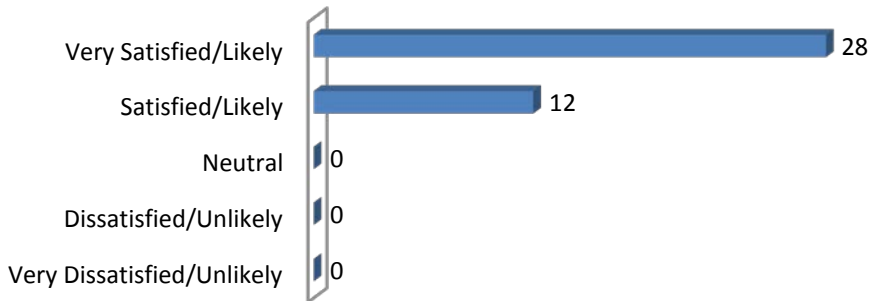
#### Question 2a: Please rate us on the following experiences: Customer Service



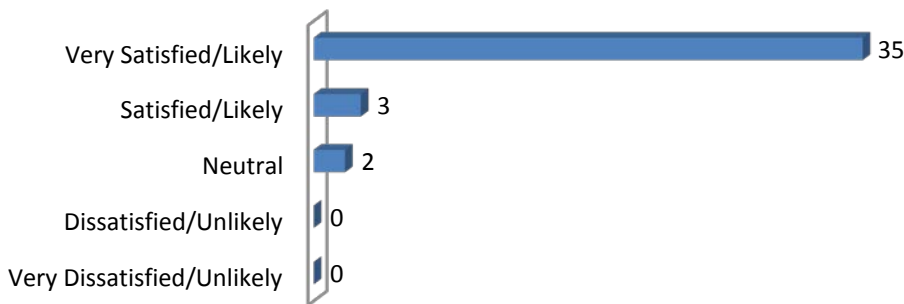
#### Question 2b: Please rate us on the following experiences: Professionalism



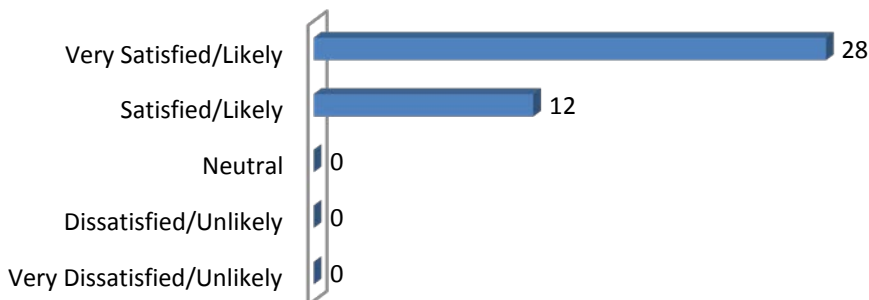
**Question 2c: Please rate us on the following experiences: Quality of Services**



**Question 3: How likely would you recommend us to a friend/business owner?**



**Question 4: If needed, will you use our services in the future?**



Comments (Client Satisfaction Survey)

The following are a few of the comments from those applicants who answered the question: Do you have any suggestions for improving our services?

“Absolutely none.”

“Thanks for being there for us and for doing your best to help us.”

“Excellent service.”

“Everything was excellent. Great people, great experience.”



### 3.2 Client Process Evaluation Form

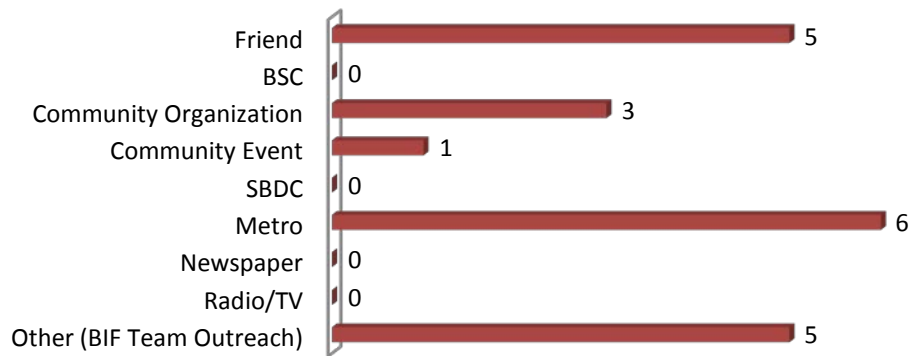
The intent of the Client Process Evaluation Form is to assess the performance of the assigned Business Advisor and to evaluate the application and complete program processes of the BIF. This survey was distributed to BIF grantees at the end of the BIF grant process.

\*See Attachment E2 for actual survey administered.

#### Question 1: Do you presently own or manage a business?



#### Question 2: How did you hear about the BIF?



#### Question 3: Was the BIF application form easy to complete and submit?



**Question 4: Did you receive an appointment with a BIF Business Advisor in a timely manner?**



**Question 5: Was your initial contact with the BIF informative and friendly?**



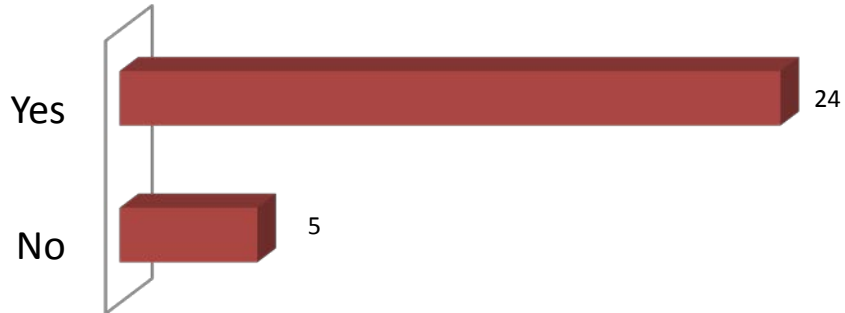
**Question 6: Are you satisfied with the assistance you received?**



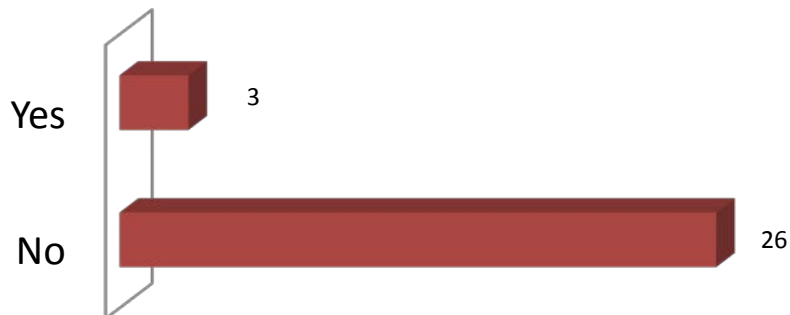
**Question 7: Are you getting the assistance you need at this time?**



**Question 8: Did you receive specific recommendations and/or referral services?**



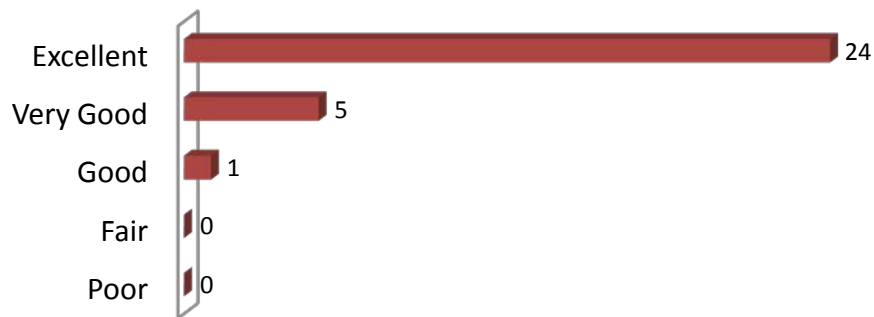
**Question 9: Were there advising areas where we were not able to assist you?**



**Question 10: Was the overall BIF application process smooth?**



**Question 11: How would you rate the business advising services you received at the BIF?**



The following are a few comments from those applications who answered the question: Any additional comments?

- “The experience was great and the product knowledge was well appreciated.”
- “I was very impressed with how smooth the process was in getting this grant. Thanks to all involved.”
- “Wonderfully attentive and helpful advisor.”
- “This program is a God-send.”
- “Disappointed that projected revenues are not considered in the analysis- this is essential to our business moving forward.”

Conclusion: The overall results of both surveys indicate that BIF applicants are very satisfied with the client experience at PCR as well as the BIF application process and general program procedures. At this time, PCR has not identified any major issues or problematic areas in the analysis of the survey responses.

\*Note: Not all applicants choose to complete a survey or answer every question. The survey results charted here are based on responses PCR has been able to capture from applicants. Additionally, the total number of surveys does not equal total number of grants due to business owners receiving multiple grants.

## 4.1 Frequently Asked Questions

BIF team members are consistently asked the following questions:

### 4.2 How do I apply to the BIF?

The BIF application process is seamless, convenient and web-based. The application is located on the Pacific Coast Regional Small Business Development Corporation (PCR) website at [www.pcrcorp.org](http://www.pcrcorp.org). Simply go online to the webpage, scroll down to the Metro icon, click on it to begin. You will be asked for your email address and to create a password. Then answer the application questions and click submit. The application should take no more than 15 minutes to complete. Once your application is submitted, you should receive a call from a BIF Business Advisor within 24 hours to set up a meeting and begin the process.

### 4.3 How long does it take to get a grant?

Once an applicant has met with their business advisor and all requested financial documents have been submitted, it generally takes less than 9 business days to have a check in hand.

### 4.4 What do you need from me?

Your willingness and ability to get your financial documentation to your business advisor in a timely manner. You will need to provide a copy of your current year tax return and any of the following documents to demonstrate your revenue:

- Business bank statements
- Board of Equalization statements (BOE)
- Sales receipts
- Other documentation that shows your business revenue

### 4.5 How do you keep my financial documents secure?

The BIF application and any financial documents submitted in the online application system are secured by establishing your personal account when asked to input your email address and create a password. Any documents submitted by hard copy are kept secure in a locked file at the PCR office. PCR has not experienced any breach or accidental release of information in the 37 years PCR has been in business and take the client's confidentiality very seriously.

## 5.1 Observations

The following are issues PCR has observed in the execution of the BIF Program to date:

- a. Business owners who went out of business before the BIF was operational. A few businesses said they were trying to hang on for the BIF but closed shop in December 2014 and January 2015.
- b. Substantial increase in the number of applications received as a direct result of the door to door canvassing. Meeting business owners face to face has been extremely beneficial as many were skeptical that the "money was real". Putting a face to the BIF Program gives business owners a personal connection and makes the program tangible for them.
- c. Those business owners that have received grants have been very helpful in spreading the word to their neighbors to apply to the BIF. Grantees are also more than willing to speak at outreach events on behalf of the BIF and share their experiences.

- d. Major difference in quality of the applications submitted. PCR is receiving more applications that have comprehensive documentation no doubt due to the increasing experience in what is needed to document the grant requests and being able to reach out to many business owners ahead of direct impact.
- e. However, PCR is still finding a significant number of businesses on the Crenshaw Corridor that do not have adequate financials to document their business transactions and revenues. Also, many of these same businesses have not filed tax returns.
- f. The tide is shifting. There appears to be a number of businesses that are considering applying who thought impact would come and go and that they might weather the storm. But as it turns out, impact is lasting much longer than anticipated and they are NOW excited to apply to the BIF.
- g. Myth: Cash businesses are not eligible for the BIF. Not true. PCR just funded a grant for a sole proprietor barber that was a cash business but had filed verified tax returns that PCR could compare business revenue year over year, pre-impact period and impact period.
- h. The change in the actual application which allows the applicant to state in their own words how Metro construction impacted their business is a good tool and gives us a unique insight into how the construction impact is perceived and their attitude about it. It also gives the applicant an opportunity to share which has been well received.
- i. Language barrier problems: PCR is well prepared to handle issues with small business owners who don't speak English or is not their first language. Usually in these cases, PCR has found that the business owner has a relative, CPA and other colleague that has a command of the English language to assist. PCR's business advisor, Brian Lazo is bilingual- Spanish. PCR also has access to interpreters through the BSC and Metro. To date, PCR has funded **4** Korean speaking businesses and **3** Spanish speaking businesses.

## 6.1 Monthly Testimonial

- **Business Name:** *Lula Washington Dance Theater*
- **Address:** *3773 Crenshaw Boulevard, Los Angeles, CA 90016*
- **Phone Number:** *(323) 292-2852*
- **Date Business Opened:** *January, 1980*
- **Business Designation:** *Non-Profit 501 (c) (3)*
- **Website Address:** *www.lulawashington.org*
- **Business Category:** *Modern Dance Performance School*
- **Grant Amount:** *\$50,000*
- **Unique Qualities:** *1<sup>st</sup> Non-Profit Grantee. Financial analysis was based upon earned income demonstrated from Dance School student tuition as reported on tax return and P&L statement.*

### Business Narrative

Lula Washington Contemporary Dance Foundation (LWCDF) is a 501(c)3 tax-exempt non-profit organization founded in 1980 by Lula and Erwin Washington to provide a creative outlet for minority dance artists in South Los Angeles. The Foundation seeks to build bridges between people of different cultures and ethnic backgrounds through its inter-related parts: the professional Dance Company (Lula Washington Dance Theatre), the [Dance School](#), the Youth Dance Ensemble, and the [Dance Studio](#). LWCDF, located along Crenshaw Metro corridor in 2004 after losing its first home in the 1990 Northridge earthquake, and its second home to fire. LWCDF's dance school has garnered a reputation as one of the best in Los Angeles. The professional company as noted in the following Wikipedia entry is mentioned among the top dance companies in the nation: *There are a number of notable African American modern dance companies using African American cultural dance as an inspiration, amongst these are the Alvin Ailey American Dance Theater, Dance Theater of Harlem and Lula Washington Dance Theater.*

Metro construction impacted the Lula Washington Contemporary Dance Foundation from April 2014 – December of 2014. When Metro construction began Lula and Erwin indicated that student enrollment fell by approximately 50% severely impacting LWCDF's ability to operate at maximum efficiency. However, not a stranger to hard times, they persevered and continued to offer dance classes with fewer students and volunteer instructors, while having to postpone their tours. They provided excellent financial documents including Profit and Loss statements that clearly demonstrated their business revenue loss. Their BIF grant award of \$50,000 will help them stay afloat during construction. Erwin and Lula look forward to the Metro train being completed and bringing even more students to LWCDF.

"We are so happy about this. I want to thank Angela and Andre and the whole team for making this happen for us. We need it badly. It is coming at a time when we were impacted greatly by Metro construction. We are overjoyed about this. And, it is going to help a lot of kids." - Erwin Washington



# ATTACHMENT A

## APPLICATION TO GRANT TURNAROUND ANALYSIS



# Attachment A: Application to Grant Turnaround Analysis

	Business Name	Business Owner	Date of Complete File	Grant Approval Date	Business Days to Turnaround	Notes
1	Lili Wigs	Jerry Song	3/12/2015	3/19/2015	6	
2	1st Choice Driving and Traffic School	Gibert Carrillo	3/16/2015	3/19/2015	4	
3	Design Studio 27	Marilyn Brown	3/6/2015	3/19/2015	10	
4	Parisian Wigs, Inc.	Cynthia Park	3/12/2015	3/19/2015	6	
5	One of a Kind Hats	Sonja Robinson	3/23/2015	4/9/2015	14	No GAC on 03/26 and 04/02
6	Crenshaw Industrial Medical Clinic	Dr. Paul Guidry	3/31/2015	4/9/2015	8	
7	James Brumfield Design	Dawn Brumfield	4/3/2015	4/9/2015	5	
8	Metropolitan Optical	Jose Diaz	4/9/2015	4/16/2015	6	
9	Crenshaw Car Wash	Nuriel Zeituni	4/3/2015	4/16/2015	10	Waited for 4506-T to verify
10	Gina of Beverly Hills Salon	Regina Wilson	4/3/2015	4/16/2015	10	Waited for manual sales ledger
11	More than Hair Salon	Tracie Smith	4/23/2015	4/30/2015	6	
12	John Nibo	John Nibo	4/21/2015	4/30/2015	8	
13	Jendayi, Inc.	Monnae Michael	5/1/2015	5/7/2015	5	
14	Tak's Coffee Shop	Florentino Bravo	4/29/2015	5/7/2015	7	
15	Call The Tax Doctor.com	Kevin Hayes	4/29/2015	5/7/2015	7	
16	Tax Ease Plus Accounting	Taylor Mayfield	5/1/2015	5/14/2015	10	
17	Lili Wigs	Jerry Song	5/14/2015	5/21/2015	6	
18	Crenshaw Discount Store	Hyung Park	5/14/2015	5/28/2015	11	Waited for signed 4506-T
19	Total Body Nutrition	Sonia Robinson	5/19/2015	5/28/2015	8	
20	Parisian Wigs, Inc.	Cynthia Park	5/18/2015	5/28/2015	9	
21	Rustyro, Inc.	Ronald Graves	5/22/2015	5/28/2015	5	
22	Maurice Guillmeno	Maurice Guillmeno	5/21/2015	5/28/2015	6	
23	Southern Girl Desserts, LLC	Catarah Coleman	5/21/2015	5/28/2015	6	
24	Elegant Chic Purse	Chinyere Jackson	5/18/2015	5/28/2015	9	
25	Crenshaw Gold for Cash	Gennady Tikhonov	6/10/2015	6/11/2015	2	Rewrite from 05/07/15
26	Cynthia Park - Property Owner	Cynthia Park	6/2/2015	6/11/2015	8	
27	Lula Washington Dance Theater	Erwin Washington	5/27/2015	6/11/2015	12	First non-profit analysis
28	Cool Muffler Electric Auto Repair	Ingrid Gudiel	6/12/2015	6/18/2015	5	
29	Sense Fashion	Eunice Pae	6/15/2015	6/18/2015	4	
30	Black Sheep Insurance	Erica Sykes	6/12/2015	6/18/2015	5	
31	A Sharp Edge Beauty & Barber Salon	Jacquelyn Hunt	6/8/2015	6/18/2015	9	
32	Ebony Wigs Beauty Supply	Ki Han	6/16/2015	6/25/2015	8	
33	Nationwide Insurance	Lucious Wilder	6/15/2015	6/25/2015	9	
34	Proby's Tax Service	Elaine Proby	6/16/2015	6/25/2015	8	
35	Dave's Tattoos	David Velazquez	6/16/2015	6/25/2015	8	

Average Submission Time (in calendar days)

**7.43**

Applications Processed Within 9 Business Days:

**28**

# ATTACHMENT B

## COMMUNITY OUTREACH AND COMMUNICATION ACTIVITIES CALENDAR

**Attachment B: Metro BIF Outreach Activities Calendar**

<u>OUTREACH EVENT NAME</u>	<u>DATE</u>	<u>TIME</u>	<u>LOCATION</u>	<u>BIF STAFF ASSIGNED</u>	<u>PROJECT CORRIDOR</u>
Beverly Hills Chamber of Commerce Meeting	Thurs. March 19, 2015	8 a.m - 10 a.m.	9400 S. Santa Monica Blvd., Beverly Hills, CA 90210	Angela	Phase 1 Purple Line Extension
Eat, Shop Play Community Fest	Sat. March 21, 2015	10 a.m. - 4 p.m.	Leimert Park Village	Angela, Devon, Andre	Crenshaw/LAX
Mayor's Small Business Resource Fair	Sat. March 28, 2015	10 a.m. - 2 p.m.	Baldwin Crenshaw Mall Center Court	Angela, Devon, Robert	Crenshaw/LAX
Crenshaw Chamber Meeting	Thurs. April 16, 2015	12 p.m. - 2:00 p.m.	Baldwin Crenshaw Mall Center Court	Angela	Crenshaw/LAX
BIF Canvassing	Fri. April 17, 2015	8:00 a.m. - 5:00 p.m.	Crenshaw/Exposition	Angela, Devon, Andre	Crenshaw/LAX
BIF Presentation - Little Tokyo Connector	Tue. April 28, 2015	11:30 a.m. - 1:30 p.m.	Japanese American Museum, Alameda & 1st	Angela, Brian, Bryan	Crenshaw/LAX
2015 Business Mixer (West Adams Worksource Center & Crenshaw Chamber)	Thurs. April 30, 2015	6:00 p.m. - 8:00 p.m.	2900 Crenshaw Boulevard, Los Angeles, CA 90016	Angela	Crenshaw/LAX
Crenshaw Square Visit	Mon. May 11, 2015	3:00 p.m - 5:00 p.m.	3860-3870 Crenshaw Blvd.	Angela	Crenshaw/LAX
Greater Wilshire Neighborhood Council Presentation	Wed. May 13, 2015	7:00 p.m. - 8:00 p.m.	Ebell Theater - 4401 W. 8th Street, Los Angeles, CA 90005	Angela	Phase 1 Purple Line Extension
Keynote Speaker @ Crenshaw Chamber Meeting	Thurs. May 21, 2015	12 p.m. - 2:00 p.m.	Baldwin Crenshaw Mall Center Court	Angela	Crenshaw/LAX
Sec 1 Construction Community Meeting	Thurs. May 21, 2015	5:30 p.m. - 7:00 p.m.	Temple Beth Am, 1039 S. La Cienega Blvd. 90035	Angela	Phase 1 Purple Line Extension
BIF Canvassing	Fri. May 22, 2015	8:00 a.m. - 5:00 p.m.	Crenshaw/Exposition	Angela, Devon, Andre	Crenshaw/LAX
Metro Construction Update Community Meeting	Thurs. May 28, 2015	6:00 p.m. - 7:30 p.m.	Inglewood City Hall - 1 Manchester Blvd., Inglewood, CA 90301	Angela	Crenshaw/LAX
Little Tokyo Regional Connector Project Update Meeting	Wed. June 3, 2015	5:30 p.m. - 7:30 p.m.	100 W. 1st Street - Deaton Auditorium	Angela	Little Tokyo
Recycling Black Dollars Presentation	Tue. June 9, 2015	8:00 a.m. - 10:00 a.m.	Denny's 3740 S. Crenshaw Blvd. Los Angeles, CA 90016	Angela	Crenshaw/LAX
Baldwin Hills Crenshaw Mall Quarterly Tenants Meeting	Wed. June 17, 2015	8:30 a.m - 10 a.m.	Baldwin Crenshaw Mall Center Court	Angela	Crenshaw/LAX
Little Tokyo Community Forum	Wed. June 17, 2015	6:00 p.m. - 8:00 p.m.	St. Francis Xavier Japanese Catholic Church - 222 S. Hewitt Street Classroom #3	Angela	Little Tokyo
PCR Workshop	Mon. June 22, 2015	10:00 a.m. - 12:00 p.m.	Pacific Coast Regional - Lottie Center for Business Excellence	Andre	Crenshaw/LAX
Eat, Shop Play - Inglewood	Fri. June 26, 2015	11:30 a.m. - 2:00 p.m.	Orleans & York 400 E. Florence Ave. Inglewood, CA 90301	Angela	Crenshaw/LAX
The Leimert Park Village 20 20 Initiative	Sat. June 27, 2015	8:00 a.m. - 3:00 p.m.	Leimert Park Village	Angela	Crenshaw/LAX
BIF Workshop - Little Tokyo	Tue. June 30, 2015	6:00 p.m. - 8:00 p.m.	Little Tokyo Branch Library 200 S. Los Angeles Street Los Angeles, CA 90012	Angela	Little Tokyo

# ATTACHMENT C

## GRANT AWARD MATRIX - CRENSHAW/LAX

## Attachment B: BIF Grant Awards June 25, 2015

	Business Name	Business Owner	Business Address	Business Type	Reported Revenue Loss Value	Grant Award Amount	Grant Approval Date	Grant Payment Date	Rail Corridor
1	Lili Wigs	Jerry Song	4072 Crenshaw Boulevard Los Angeles, CA 90008	Retail; specialty hair products	\$ 9,384.00	\$ 9,384.00	3/19/2015	4/1/2015	CLAX
2	1st Choice Driving and Traffic School	Gibert Carrillo	4112 Crenshaw Blvd. Los Angeles, CA 90008	Service; traffic school	\$ 44,480.00	\$ 44,480.00	3/19/2015	4/1/2015	CLAX
3	Design Studio 27	Marilyn Brown	3679 Crenshaw Blvd. Suite 219 Los Angeles, CA 90016	Service; hair salon	\$ 9,897.00	\$ 9,897.00	3/19/2015	4/1/2015	CLAX
4	Parisian Wigs, Inc.	Cynthia Park	4102 S. Crenshaw Boulevard Los Angeles, CA 90008	Retail; specialty hair products	\$ 29,549.00	\$ 2,549.00	3/19/2015	4/1/2015	CLAX
5	One of a Kind Hats	Sonja Robinson	3856 Crenshaw Boulevard Los Angeles, CA 90008	Retail	\$ 629.50	\$ 629.50	4/9/2015	4/15/2015	CLAX
6	Crenshaw Industrial Medical Clinic	Dr. Paul Guidry	4343 Crenshaw Blvd. Suite 305 Los Angeles, CA 90008	Service	\$ 50,000.00	\$ 50,000.00	4/9/2015	4/15/2015	CLAX
7	James Brumfield Design	Dawn Brumfield	3650 West Martin Luther King Jr. Boulevard Los Angeles, CA 90008	Retail	\$ 3,192.00	\$ 3,192.00	4/9/2015	4/15/2015	CLAX
8	Metropolitan Optical	Jose Diaz	3848 Crenshaw Boulevard Los Angeles, CA 90008	Retail	\$ 1,581.79	\$ 1,581.79	4/16/2015	4/23/2015	CLAX
9	Crenshaw Car Wash	Nuriel Zeituni	4220 Crenshaw Boulevard Los Angeles, CA 90008	Service	\$ 50,000.00	\$ 50,000.00	4/16/2015	4/22/2015	CLAX

Attachment B: BIF Grant Awards June 25, 2015

	Business Name	Business Owner	Business Address	Business Type	Reported Revenue Loss Value	Grant Award Amount	Grant Approval Date	Grant Payment Date	Rail Corridor
10	Gina of Beverly Hills Salon	Regina Wilson	3870 Crenshaw Blvd., Suite 103 Los Angeles, CA 90008	Service; hair salon	\$ 5,836.00	\$ 5,836.00	4/16/2015	4/22/2015	CLAX
11	More than Hair Salon	Tracie Smith	3411 1/2 West 43rd Place Los Angeles, CA 90008	Service; hair salon	\$ 1,991.00	\$ 1,991.00	4/30/2015	5/1/2015	CLAX
12	John Nibo	John Nibo	4074 Crenshaw Boulevard Los Angeles, CA 90008	Commercial property Owner	\$ 30,400.00	\$ 30,400.00	4/30/2015	5/1/2015	CLAX
13	Jendayi, Inc.	Monnae Michael	3650 West Martin Luther King Jr Blvd Ste# 245 Los Angeles, CA 90008	Jewelry Store	\$ 9,383.03	\$ 9,383.03	5/7/2015	5/13/2015	CLAX
14	Tak's Coffee Shop	Florentino Bravo	3870 Crenshaw Blvd., Suite 101 Los Angeles, CA 90008	Restaurant	\$ 17,942.70	\$ 17,942.70	5/7/2015	5/13/2015	CLAX
15	Call The Tax Doctor.com	Kevin Hayes	3860 Crenshaw Blvd #203 Los Angeles, CA 90008	Tax Preparer	\$ 3,045.57	\$ 3,045.57	5/7/2015	5/13/2015	CLAX
16	Tax Ease Plus Accounting	Taylor Mayfield	4371 Crenshaw Blvd. Unit B2 Los Angeles, CA 90008	Tax Preparer	\$ 7,967.34	\$ 7,967.34	5/14/2015	5/20/2015	CLAX
17	Lili Wigs	Jerry Song	4072 Crenshaw Boulevard Los Angeles, CA 90008	Retail, Specialty Hair	\$ 4,854.00	\$ 4,854.00	5/21/2015	5/26/2015	CLAX
18	Crenshaw Discount Store	Hyung Park	3657 Crenshaw Blvd. Los Angeles, CA 90016	Retail	\$ 50,000.00	\$ 50,000.00	5/28/2015	6/3/2015	CLAX

Attachment B: BIF Grant Awards June 25, 2015

	Business Name	Business Owner	Business Address	Business Type	Reported Revenue Loss Value	Grant Award Amount	Grant Approval Date	Grant Payment Date	Rail Corridor
19	Total Body Nutrition	Sonia Robinson	3650 Martin Luther King Blvd. Los Angeles, CA 90008	Retail	\$ 15,212.01	\$ 15,212.01	5/28/2015	6/3/2015	CLAX
20	Parisian Wigs, Inc.	Cynthia Park	4102 S. Crenshaw Boulevard Los Angeles, CA 90008	Retail	\$ 2,584.00	\$ 2,584.00	5/28/2015	6/3/2015	CLAX
21	Rustyro, Inc.	Ronald Graves	3650 West Martin Luther King Los Angeles, CA 90008	Hair Salon	\$ 50,000.00	\$ 50,000.00	5/28/2015	6/3/2015	CLAX
22	Maurice Guillmeno	Maurice Guillmeno	4283 Crenshaw Boulevard Los Angeles, CA 90008	Barber	\$ 20,658.75	\$ 20,658.75	5/28/2015	6/3/2015	CLAX
23	Southern Girl Desserts, LLC	Catarah Coleman	3650 West Martin Luther King Jr. Blvd., Suite 100 Los Angeles, CA 90008	Bakery	\$ 50,000.00	\$ 50,000.00	5/28/2015	6/3/2015	CLAX
24	Elegant Chic Purse	Chinyere Jackson	3650 Martin Luther King Blvd Los Angeles, CA 9008	Retail	\$ 3,471.53	\$ 3,471.53	5/28/2015	6/3/2015	CLAX
25	Crenshaw Gold for Cash	Gennady Tikhonov	4343 Crenshaw Blvd. Suite 106 Los Angeles, CA 90008	Retail	\$ 26,215.00	\$ 26,215.00	6/11/2015	6/17/2015	CLAX
26	Cynthia Park - Property Owner	Cynthia Park	4086/4114 Crenshaw Blvd. Los Angeles, CA 90008	Commercial Property Owner	\$ 24,000.00	\$ 24,000.00	6/11/2015	6/17/2015	CLAX
27	Lula Washington Dance Theater	Erwin Washington	3773 Crenshaw Blvd. Los Angeles, CA 90016	Non-Profit Service	\$ 50,000.00	\$ 50,000.00	6/11/2015	6/17/2015	CLAX

Attachment B: BIF Grant Awards June 25, 2015

	Business Name	Business Owner	Business Address	Business Type	Reported Revenue Loss Value	Grant Award Amount	Grant Approval Date	Grant Payment Date	Rail Corridor
28	Cool Muffler Electric Auto Repair	Ingrid Alvarez de Gudiel	4252 Crenshaw Blvd. Los Angeles, CA 90008	Service	\$ 7,939.54	\$ 7,939.54	6/18/2015	6/24/2015	CLAX
29	Sense Fashion	Eunice Pae	3868 Crenshaw Blvd. Los Angeles, CA 90008	Retail	\$ 5,556.84	\$ 5,556.84	6/18/2015	6/24/2015	CLAX
30	Black Sheep Insurance Services	Erica Sykes	3886 Crenshaw Blvd. Los Angeles, CA 90008	Service	\$ 17,499.00	\$ 17,499.00	6/18/2015	6/24/2015	CLAX
31	A Sharp Edge Beauty & Barber Salon	Jacquelyn Hunt	4088 Crenshaw Blvd. Los Angeles, CA 90008	Service	\$ 8,626.66	\$ 8,626.66	6/18/2015	6/24/2015	CLAX
32	Ebony Wigs Beauty Supply	Ki Han	3677 Crenshaw Blvd. Los Angeles, CA 90016	Retail	\$ 50,000.00	\$ 50,000.00	6/25/2015	7/1/2015	CLAX
33	Nationwide Insurance	Lucious Wilder	3631 Crenshaw Blvd. Suite 101 Los Angeles, CA 90016	Service	\$ 2,616.36	\$ 2,616.36	6/25/2015	7/1/2015	CLAX
34	Proby's Tax Service	Elaine Proby	3870 Crenshaw Blvd. Ste. 226 Los Angeles, CA 90008	Service	\$ 27,012.34	\$ 27,012.34	6/25/2015	7/1/2015	CLAX
35	Dave's Tattoo	David Velazquez	4343 Crenshaw Blvd. #102 Los Angeles, CA 90008	Service	\$ 24,157.34	\$ 24,157.34	6/25/2015	7/1/2015	CLAX

\$ 715,682.30    **\$ 688,682.30**



**ATTACHMENT D**

**GRANT AWARD  
TRANSACTIONS**

**Pacific Coast Regional Corporation  
Attachment D: Transactions by Account**

	<u>Date</u>	<u>Grantee Business</u>	<u>As of June 30, 2015 Name</u>	<u>Amount</u>	<u>Balance</u>
<b>Apr 15</b>					<b>0.00</b>
	04/01/2015	Parisian Wigs	MS. CYNTHIA PARK	-2,549.00	-2,549.00
	04/01/2015	Parisian Wigs	LOS ANGELES DWP	-675.73	-3,224.73
	04/01/2015	Design Studio 27	MARILYN BROWN	-9,221.27	-12,446.00
	04/01/2015	Lili Wigs	JERRY YONGHAN SONG	-9,384.00	-21,830.00
	04/01/2015	1st Choice Driving and Traffic School	GILBERTO CARRILLO	-44,480.00	-66,310.00
	04/14/2015	James Brumfield Designs	DAWN BRUMFIELD	-3,192.00	-69,502.00
	04/14/2015	One-of-a-Kind Hats	SONJA T. ROBINSON	-629.50	-70,131.50
	04/14/2015	Crenshaw Industrial Medical Clinic	PAUL L. GUIDRY MD, INC.	-50,000.00	-120,131.50
	04/21/2015	Metropolitan Optical	JOSE A. DIAZ DBA METROPOLITAN OPTICAL	-1,581.79	-121,713.29
	04/21/2015	Gina of Beverly Hills	LOS ANGELES D.W.P.	-580.44	-122,293.73
	04/21/2015	Gina of Beverly Hills	REGINA WILSON	-5,255.56	-127,549.29
	04/21/2015	Crenshaw Carwash	NURIEL ZEITUNI dba CRENSHAW CARWASH	-38,369.43	-165,918.72
	04/21/2015	Crenshaw Carwash	LOS ANGELES DWP	-3,102.57	-169,021.29
	04/21/2015	Crenshaw Carwash	HAMNI BANK	-8,528.00	-177,549.29
				<b>-177,549.29</b>	<b>-177,549.29</b>
<b>Apr 15</b>					<b>0.00</b>
<b>May 15</b>					<b>0.00</b>
	05/05/2015	More Than Hair Salon	CITY OF LOS ANGELES OFFICE OF FINANCE	-350.70	-350.70
	05/05/2015	More Than Hair Salon	ROBERT MONRENO INSURANCE AGENCY	-435.00	-785.70
	05/05/2015	More Than Hair Salon	TRACIE H SMITH dba MORE THAN HAIR SALON	-1,205.30	-1,991.00
	05/05/2015	John Nibo	JOHN E NIBO	-30,400.00	-32,391.00
	05/12/2015	Jendayi, Inc.	RFP INSURANCE AGENCY	-550.00	-32,941.00
	05/12/2015	Jendayi, Inc.	BOARD OF EQUILIZATION	-127.00	-33,068.00
	05/12/2015	Jendayi, Inc.	BOARD OF EQUILIZATION	-318.00	-33,386.00
	05/12/2015	Jendayi, Inc.	JENDAYI INCORPORATED	-8,388.03	-41,774.03
	05/12/2015	Tak's Coffee Shop	TAK'S COFFEE SHOP INCORPORATED	-17,942.70	-59,716.73
	05/12/2015	Call the Tax Doctor.com	CALL THE TAX DOCTOR.COM INC.	-3,045.57	-62,762.30
	05/19/2015	Tax Ease Plus Accounting	EUNICE KIM	-1,730.00	-64,492.30
	05/19/2015	Tax Ease Plus Accounting	LOS ANGELES DWP	-859.56	-65,351.86
	05/19/2015	Tax Ease Plus Accounting	TAYLOR MAYFIELD	-5,377.78	-70,729.64
	05/26/2015	Lili Wigs	DWP	-280.59	-71,010.23
	05/26/2015	Lili Wigs	JERRY Y. SONG	-4,316.93	-75,327.16
	05/26/2015	Lili Wigs	DWP	-256.48	-75,583.64
				<b>-75,583.64</b>	<b>-75,583.64</b>
<b>May 15</b>					<b>0.00</b>
<b>Jun 15</b>					<b>0.00</b>
	06/03/2015	Parisian Wigs, Inc.	PARISIAN WIGS, INC.	-953.47	-953.47
	06/03/2015	Parisian Wigs, Inc.	LADWP	-686.63	-1,640.10
	06/03/2015	Parisian Wigs, Inc.	THE GAS COMPANY	-126.27	-1,766.37
	06/03/2015	Parisian Wigs, Inc.	CITY OF LOS ANGELES TREASURER	-817.63	-2,584.00
	06/03/2015	Elegant Chic Purse	CHINYERE JACKSON	-3,471.53	-6,055.53
	06/03/2015	Total Body Nutrition dba GNC	TOTAL BODY NUTRITION, INC.	-14,615.36	-20,670.89
	06/03/2015	Total Body Nutrition dba GNC	LADWP	-596.65	-21,267.54
	06/03/2015	Southern Girl Desserts, LLC	SOUTHERN GIRL DESSERTS, LLC	-27,404.99	-48,672.53
	06/03/2015	Southern Girl Desserts, LLC	CITY OF LOS ANGELES, PUBLIC WORKS SANIT,	-238.25	-48,910.78
	06/03/2015	Southern Girl Desserts, LLC	CITY OF LOS ANGELES DEPARTMENT OF PUBL	-97.56	-49,008.34

**Pacific Coast Regional Corporation**  
**Attachment D: Transactions by Account**

Date	Grantee Business	As of June 30, 2015 Name	Amount	Balance
06/03/2015	Southern Girl Desserts, LLC	CITY OF LA BUSINESS TAX	-410.67	-49,419.01
06/03/2015	Southern Girl Desserts, LLC	CAPRI RETAIL SERVICES, LLC	-21,848.53	-71,267.54
06/03/2015	Rustyro, Inc. dba Hair Architects	RUSTYRO, INCORPORATED	-41,098.94	-112,366.48
06/03/2015	Rustyro, Inc. dba Hair Architects	CAPRI RETAIL SERVICES, LLC	-8,901.06	-121,267.54
06/03/2015	Maurice Guillmeno	MAURICE GUILLMENO	-20,658.75	-141,926.29
06/05/2015	Crenshaw Carwash	HYUNG B. PARK	-50,000.00	-191,926.29
06/15/2015	Lula Washington Dance Theater	LULA WASHINGTON CONTEMPORY DANCE FOI	-50,000.00	-241,926.29
06/16/2015	Crenshaw Gold for Cash	GENNADY TIKHONOV	-26,215.00	-268,141.29
06/18/2015	Cynthia Park	CYNTHIA PARK	-24,000.00	-292,141.29
06/24/2015	A Sharp Edge Beauty Salon	JACQUELYN HUNT	-5,051.66	-297,192.95
06/24/2015	A Sharp Edge Beauty Salon	CYNTHIA PARK	-3,500.00	-300,692.95
06/24/2015	A Sharp Edge Beauty Salon	BOARD OF BARBERING & COSMETOLOGY	-75.00	-300,767.95
06/24/2015	Cool Muffler Electric Auto Repair	FRANCISCO GUDIEL AND	-7,939.54	-308,707.49
06/24/2015	Sense Fashion	EUNICE C. KIM	-5,556.84	-314,264.33
06/25/2015	Black Sheep Insurance Services	STATE OF CALIFORNIA FRANCHISE TAX BOAR	-873.98	-315,138.31
06/25/2015	Black Sheep Insurance Services	ALLIED PREMIUM FINANCE, INC.	-145.14	-315,283.45
06/25/2015	Black Sheep Insurance Services	BLACK SHEEP FINANCIAL SRV. INC.	-16,479.88	-331,763.33
06/30/2015	Proby's Tax & Accounting	Elaine Proby dba Proby's Tax & Accounting	-27,012.34	-358,775.67
06/30/2015	Dave's Tattoos	David Velazquez dba Dave's Tattoos	-24,157.34	-382,933.01
06/30/2015	Nationwide Insurance	Lucious Wilder dba Lucious Wilder Insuran	-2,616.36	-385,549.37
06/30/2015	Ebony Wigs Beauty Supply	Ki Hwan Han dba Ebony Wigs and Beauty	-50,000.00	-435,549.37
			<u>-435,549.37</u>	<u>-435,549.37</u>
			<u><b>-688,682.30</b></u>	<u><b>-688,682.30</b></u>

Jun 15

**TOTAL**

**ATTACHMENT E1**

**CLIENT SATISFACTION  
SURVEY**

## Metro Business Interruption Fund (BIF) Client Satisfaction Survey

Thank you for your participation in the Metro Business Interruption Fund (BIF). Please take the time to answer a few quick questions regarding your experience.

**1. How would you rate your overall satisfaction with us?**

Very Satisfied                      Satisfied                      Neutral                      Dissatisfied                      Very Dissatisfied

**2. Please rate us on the following experiences:**

**Customer Service**

Very Satisfied                      Satisfied                      Neutral                      Dissatisfied                      Very Dissatisfied

**Professionalism**

Very Satisfied                      Satisfied                      Neutral                      Dissatisfied                      Very Dissatisfied

**Quality of Services**

Very Satisfied                      Satisfied                      Neutral                      Dissatisfied                      Very Dissatisfied

**3. How likely would you recommend us to a friend/business owner?**

Very Likely                      Likely                      Neutral                      Unlikely                      Very Unlikely

**4. If needed, will you use our services in the future?**

Very Likely                      Likely                      Neutral                      Unlikely                      Very Unlikely

**5. Do you have any suggestions for improving our services?**

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**ATTACHMENT E2**

**CLIENT PROCESS  
EVALUATION FORM**



**Metro**

**Attachment E2**



**Metro Business Interruption Fund (BIF)  
Client Process Evaluation Form**

Dear BIF Client:

The desire of the Metro Business Interruption Fund (BIF) is to make the process of applying to the BIF as meaningful and beneficial as possible for our clients. You can help us by completing this form and returning it to us.

**BIF BUSINESS ADVISOR NAME:** \_\_\_\_\_

1. Do you presently own or manage a business?       Yes       No
  
2. How did you hear about the BIF?
 

<input type="checkbox"/> Friend <input type="checkbox"/> Business Solutions Center (BSC) <input type="checkbox"/> Community Organization: _____ <input type="checkbox"/> Community Event: _____ <input type="checkbox"/> Workshop: _____ <input type="checkbox"/> Other: _____	<input type="checkbox"/> SBDC <input type="checkbox"/> Metro <input type="checkbox"/> Newspaper (name): _____ <input type="checkbox"/> Radio/TV: _____ <input type="checkbox"/> Little Tokyo Small Business Assistance Center
---	---
  
3. Was the BIF application form easy to complete and submit?       Yes       No
  
4. Did you receive an appointment with a BIF Business Advisor in a timely manner?       Yes       No
  
5. Was your initial contact with the BIF informative and friendly?       Yes       No  
 If no, please comment: \_\_\_\_\_  
 \_\_\_\_\_
  
6. Are you satisfied with the assistance you received?       Yes       No  
 If no, please comment: \_\_\_\_\_  
 \_\_\_\_\_
  
7. Are you getting the assistance you need at this time?       Yes       No       Unsure  
 If no or unsure, please explain: \_\_\_\_\_  
 \_\_\_\_\_
  
8. Did you receive specific recommendations and /or referral services from the BIF Business Advisor?       Yes       No
  
9. Were there advising areas where we were not able to assist you?       Yes       No  
 If yes, please list those areas: \_\_\_\_\_  
 \_\_\_\_\_
  
10. Was the overall BIF application process smooth?       Yes       No
  
11. Generally speaking, how would you rate the business advising services you received at the BIF?
 

<input type="checkbox"/> Excellent	<input type="checkbox"/> Very Good	<input type="checkbox"/> Good
<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	
  
12. Any additional comments? \_\_\_\_\_  
 \_\_\_\_\_

Thank you for your time and consideration. If you would like us to contact you regarding any of your concerns please check the box and leave a phone number.

Please contact me at \_\_\_\_\_



**Board Report**

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**File #:** 2015-1106, **File Type:** Informational Report

**Agenda Number:** 29.

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**CONSTRUCTION COMMITTEE  
SEPTEMBER 17, 2015**

**SUBJECT: SAFETY REPORT ON CRENSHAW/LAX PROJECT**

**ACTION: RECEIVE AND FILE**

**RECOMMENDATION**

RECEIVE AND FILE the **monthly report on Crenshaw/LAX safety.**

**ISSUE**

The Metro Board of Directors at its April 30, 2015 meeting directed Metro Staff to report monthly on safety-related matters on the Crenshaw/LAX project. This report is responsive to the Board directive, and represents the fourth of such reports, with the latest report submitted in July 2015.

**DISCUSSION**

This monthly report provides an update on safety related issues and activities on the Crenshaw/LAX project for the months of June and July 2015. The details of these issues and activities are shown in Attachment A.

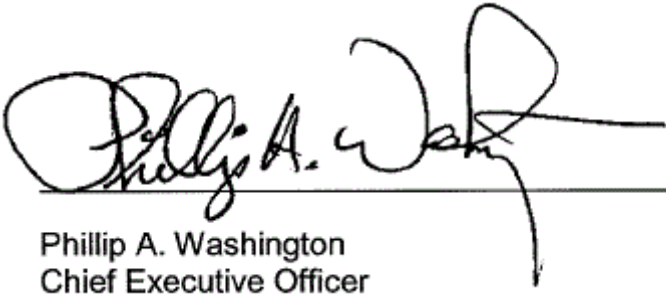
**ATTACHMENTS**

Attachment A - Safety Report on Crenshaw/LAX Project - September 2015

Prepared by: James Brown, Director, Construction Safety, (213) 922-4223

Reviewed by: Greg Kildare, Executive Director, Risk, Safety and Asset Management  
(213) 922-4971





Phillip A. Washington  
Chief Executive Officer

# WSCC's Safety Update on Crenshaw/LAX Project

Construction Committee Meeting  
September 17, 2015

Greg Kildare, Executive Director  
Risk, Safety, and Asset Management



**Metro**

# Injury Incidents – June/July 2015

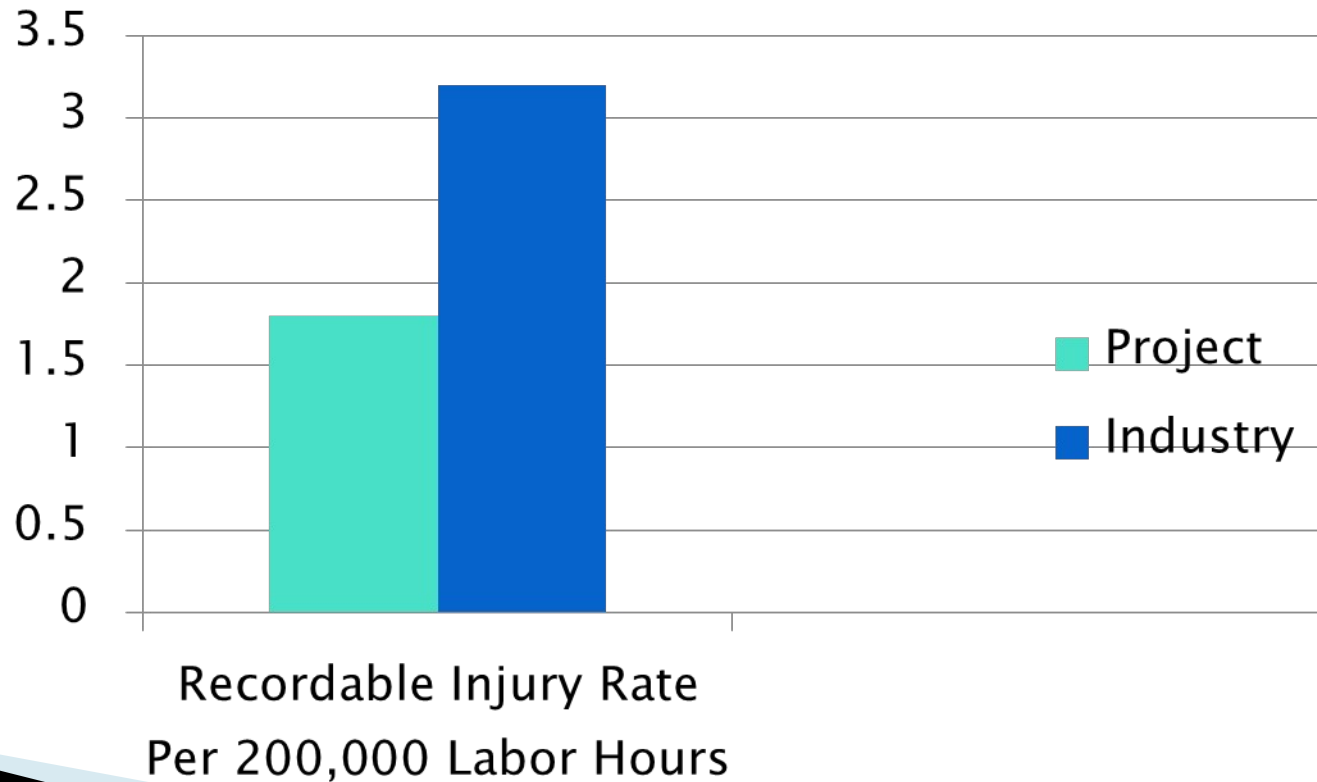
- Project-to-Date Total Recordables = 13
- Six (6) of the thirteen (13) recordable incidents were restricted/modified duty
- WSCC reported three (3) recordable incidents in June (fractured ankle, finger laceration and puncture wound)
- WSCC reported three (3) recordable incidents in July (shoulder strain, fractured finger and heat related illness)

# Metro/WSCC Joint Safety Activities

- WSCC's Project Manager and Metro's Executive of Risk, Safety, and Asset Management conducted safety audits on July 1<sup>st</sup>, 24<sup>th</sup>, and August 14<sup>th</sup>.
- Metro participated in WSCC's Tool-Box Safety meetings on July 6<sup>th</sup> and 13<sup>th</sup>.
- Metro participated in WSCC's Executive Safety meeting on July 24<sup>th</sup>.
- WSCC's Executive Management participated in Metro's All Hands Safety meeting on July 30<sup>th</sup>.

# Project To Date Recordable Injury Rate – June/July 2015

- ▶ Project-to-Date Work Hours (1,423,680)
- ▶ Rate per 200,000 Labor Hours: 1.8
- ▶ National Heavy Construction Rate (2013): 3.2



# Other Safety Efforts

- WSCC implemented mitigation safety measures such as an internal monitoring program (Review Employee's Actions & Performance-REAP) where supervisors plan, observe, discuss and document safe/risk work activities; Disciplinary Action and Safety Training.
- WSCC's supervisors are required to complete one REAP report on a weekly basis.
- WSCC's supervisors completed 189 REAPs in June.
- WSCC shared employee and subcontractor discipline data. Four (4) employees were disciplined in June and one (1) employee was disciplined in July for violating safety procedures.
- WSCC safety staff now number 15, including Gas Testers and EMTs.

**WALSH SHEA**  
CORRIDOR CONSTRUCTORS

**R** → Review  
**E** → Employee's  
**A** → Actions &  
**P** → Performance

Focus on the process; we will REAP what we Sow!

**OBSERVABLE ACTIONS GUIDE**

**Line of Fire**  
Struck by or against an object  
Working around/ near Equipment or Traffic  
Pinch Points/ Caught Inbetween  
Working with Electricity / Lock Out Tagout  
Working with Chemicals  
Safe  At Risk

**Eyes On Path / Slip, Trips & Falls**  
3 Point Contact / Ladders, Ramps, Stairs  
Use of Walkways / Pathways  
Maintaining Housekeeping  
Safe  At Risk

**Overextension / Overexertions**  
Lifting including team lifts  
Carrying Material  
Reaching or Leaning to do Task  
Safe  At Risk

**Use of Tools and Equipment**  
Selection of tools for task  
Use of Tool/Equipment including set up  
PPE selection for Tool/Equipment  
Selection and Use of Rigging  
Safe  At Risk

**Fall Exposures**  
Use of Harness, Lanyards, Lifelines  
Proper Anchorage, selection and use  
Ladder/Scaffold set up and use  
Aerial Lift usage  
Working near Unprotected Sides and Edges  
Safe  At Risk

**REAP**  
Review Employee's Actions & Performance

1] PLAN 2] OBSERVE 3] DISCUSS 4] DOCUMENT

Safe? or At Risk? S S A  
Circle category noted during observation.

What actions were observed?  
\_\_\_\_\_  
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What was communicated?  
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OBSERVER'S NAME \_\_\_\_\_  
OBSERVER'S SIGNATURE \_\_\_\_\_  
PROJECT NAME \_\_\_\_\_ PROJECT NUMBER \_\_\_\_\_  
DATE \_\_\_\_\_

REV. 813

# Metro Safety Efforts

- Metro is currently working to fill additional Metro Safety staff positions approved in the FY16 budget.
- In the interim, consultant safety staff are being used to augment contract compliance activities.
- Consultant safety staff will be released as each vacancy is filled via the on-going recruitment process.



## Board Report

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**File #:** 2015-1225, **File Type:** Informational Report

**Agenda Number:** 30.

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### CONSTRUCTION COMMITTEE SEPTEMBER 17, 2015

**SUBJECT: LOS ANGELES CONSTRUCTION MARKET ANALYSIS UPDATE**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE the **Los Angeles Construction Market Analysis Update August 2015 report.**

#### **ISSUE**

To better understand the factors influencing construction bid prices and Metro's ability to deliver the Measure R and other projects within the existing budgets, a construction market analysis was performed in 2013. A study was recently conducted to update the initial construction market analysis to today's current conditions to identify factors influencing bid prices and develop mitigation strategies (see Attachment A).

#### **DISCUSSION**

##### **Scope of the Analysis**

The construction market analysis primary objectives were to gather information to evaluate the international/national/regional/local economy as it relates to construction cost and bidding trends, the current and future amount of construction activities in the region and measure its impact on the proposed work in the region, the macroeconomic employment trends and skilled labor availability, the current trends in bid prices versus engineer's estimates, the number of bidders in the region, and gather feedback from contractors in regards to Metro specific contracts, processes, and procedures that may influence construction bid prices.

The desired outcome of the study is to continue our understanding of the factors influencing construction costs in the Los Angeles market, develop pricing projections for future forecasts, and determine potential solutions to mitigate rising bid prices to better ensure our ability to deliver the Measure R and other projects within existing project budgets. Because the majority of the Metro bids received in the current survey period come in under engineer's estimates, the focus of this update is to investigate possible trends for 2015 to 2018 and develop risk mitigation strategies for potential future price increases.



---

Results of the Analysis

Leland Saylor Associates (Saylor) performed the Los Angeles Construction Market Analysis Update and completed a report in August 2015. In summary, the market analysis indicates the four (4) key factors that may influence potential future construction bid prices at Metro are as follows:

1) Recovering Los Angeles Construction Market

Data indicates that the Los Angeles region is in a strong growth mode. A review of recent bids in 2015 indicate most bids are coming in closer to the engineer's estimate, and there are few bidders per project in the first half of 2015 compared to 2013 and 2014. While the market is balanced currently, continued growth could result in fewer bidders and higher prices. Labor and material costs are expected to rise between 3 -3.5% in 2015-2016 while increases in bid pricing may exceed that growth, depending on constraints in labor. The increases are a result of lower productivity due to newer workers entering the market, coupled with both contractor and subcontractor margin increase due to a reduction in competition.

2) Size and Pace of the Metro Program

Continued growth of the Los Angeles region, coupled with the size and pace of the Metro Measure R projects, may cause shortages in labor and subcontractor capacity in 2016. With Metro's three mega transit projects underway (Crenshaw/LAX, Regional Connector, Westside Purple Line Extension Section 1), the civil employment and subcontractor capacity may be absorbed by 2016, potentially impacting bids in the 2016 window. This effect may be exacerbated by the growing housing market competing for available resources. There is a possibility that Metro may experience increases in bid prices in excess of labor and materials increases in 2015-2017 that are similar to the 2004-2006 economy.

3) Complex Interagency Approvals Process and Metro Specific Requirements, Processes, and Procedures

Most contractor interviews indicate Metro projects generally contain more risk than industry standard, and this could be a contributory factor in higher prices at Metro should the market become more constrained. The current greatest risk that the contractors perceived was the complex and diffuse approvals process among Metro, City and County of Los Angeles, and Caltrans. Concerns noted the unforeseen conditions, delays in third party approvals, and not being compensated for those delays.

Other Metro specific requirements, processes, and procedures that the contractors expressed concerns relate to the weight of extensive previous Metro experience on proposer qualification requirement, reliability of solicitation documents and specifications, and delays in change order processing procedures. Also, Metro is viewed as having higher administrative burdens than the general infrastructure community, including the Project Labor Agreement (PLA) and higher Disadvantaged Business Enterprise (DBE) goal requirements than the industry standard.

4) Mega Project Risk

Although Metro mega projects bid between 2013 and first quarter of 2015 came in under the engineer's estimate, records of mega projects over \$600 million in the infrastructure industry

generally have a long history of exceeding their budgets. The risks inherent in construction are magnified in large, complex, multi-year programs, and the possibility could exist that contractors are more sensitive to these risks than agencies and engineers, and price the risk premium into their bids.

### Report Recommendations

Saylor's report included the following recommendations:

- Establish more robust cooperative agreements and partnerships between Caltrans, City and County of Los Angeles to reduce delays in approvals
- Review change order procedures to reduce delays in processing
- Review PLA and DBE program to ensure that resources match requirements
- Focus on recruiting and retaining skilled staff to accommodate size of Measure R program
- Actively recruit new bidders to ensure competitive bidding

### NEXT STEPS

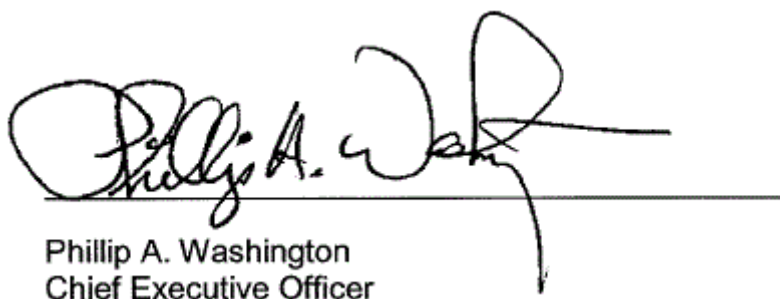
Metro staff will review the report's findings and recommendations and develop mitigation strategies to address the factors influencing bid prices on Metro construction projects. Staff will return to the Board in January 2016 and status our progress in response to Saylor's recommendations.

### ATTACHMENTS

Attachment A - Los Angeles Construction Market Analysis August 2015 Update, Executive Summary

Prepared by: Brian Boudreau, Executive Director, Project Management Oversight  
(213) 922-2474

Reviewed by: Bryan Pennington, Program Management  
(213) 922-7449



Phillip A. Washington  
Chief Executive Officer



# Metro™

LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY

## AUGUST 2015 UPDATE LOS ANGELES CONSTRUCTION MARKET ANALYSIS



Leland Saylor  
Associates  
A Certified DVBE

LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY

# LOS ANGELES CONSTRUCTION MARKET ANALYSIS

**August 2015**

Prepared by

LOS ANGELES COUNTY METROPOLITAN  
TRANSPORTATION AUTHORITY  
Program Management Office (PMO)  
One Gateway Plaza  
Los Angeles, CA 90012-2952



**Leland Saylor  
Associates**

A Certified DVBE

101 Montgomery, Suite 800  
San Francisco, CA 94104

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## Project Background, Objectives and Scope

### Background

Los Angeles County Metropolitan Transportation Authority (LACMTA) noticed a significant upward trend in project bid costs starting in the mid 2012 timeframe. To better understand the factors influencing bid costs, LACMTA engaged Leland Saylor Associates (Saylor) to perform a comprehensive market analysis to explore factors influencing construction cost in the 2011, 2012, and 2013 timeframe.

Since the 2013 survey, the majority of LACMTA bids have come in under engineer's estimates, which may be due to changes in estimating methodology and risk mitigation measures. However, LACMTA noticed some signs of a tightening market and asked Leland Saylor Associates to update the market analysis to today's current conditions.

The primary objectives of this construction market analysis are to:

- Evaluate the international/national/regional/local economy as it relates to construction cost and bidding trends
- Evaluate the current and future amount of construction activities in the project region and measure its impact on the proposed work in the region
- Evaluate macroeconomic employment trends and skilled labor availability
- Evaluate current trends in bid prices versus engineer's estimates and number of bidders in the region
- Gather feedback from the contractor pool in regards to LACMTA specific contracts, processes and procedures that may influence construction bid prices

The desired outcome of the study is to better understand the factors influencing construction cost in the Los Angeles infrastructure market, develop pricing projections for future forecasts, and determine potential solutions to mitigate rising bid prices.

### Methodology

Leland Saylor Associates utilized extensive research of print and electronic media to develop our analysis of construction activity, employment trends, and bidding trends. Resources used for this study included:

- Federal economic indicators, such as Bureau of Economic Analysis, Bureau of Labor Statistics, Bureau of the Census, and the Department of Commerce
- State of California Economic Development Department
- Engineering and construction websites, including Associated General Contractors (AGC) and Engineering News Record (ENR)

- Business and Trade Journals
- Lead tracking services, such as Reed Construction Data and Dodge Reports
- Newspaper and magazine articles
- Agency websites and bid data

### Interviews

Interviews with contractors currently bidding or working on LACMTA projects were conducted via telephone. The survey consisted of questions on a variety of issues that can affect construction cost, including:

- Recent trends in labor and material costs and availability
- Profit and overhead trends
- Bidding trends
- Escalation forecasts
- LACMTA specific contractual conditions
- Project delivery methods
- Perceived risk, both industry specific and LACMTA specific
- Contracting and hiring goals
- Labor relations practices
- Recommendations to reduce cost/risk

In addition, data was collected from relevant owners in the region, including Caltrans, City of Los Angeles, County of Los Angeles, Port of Long Beach, Port of Los Angeles, OCTA, San Bernardino Association of Governments (SANBAG), and San Diego Association of Governments (SANDAG).

### Independent assessment of construction cost drivers in the region

Throughout 2011-2013, the majority of LACMTA bids were coming in over engineer's estimates, and the purpose of the 2013 study was to assess the causes of this variance. In the current survey period, (mid 2013 to current), the majority of LACMTA bids are coming in under engineer's estimates. While there has been at least one major project (the Southwestern Yard Project) in which bids significantly exceeded estimates, there is not enough data in 2015 to determine if this is a trend or just an outlier. Therefore, the focus of this updated study is not to answer why bids are coming in over estimates (as the majority are not), but to investigate possible trends for 2015 to 2018 and develop risk mitigation strategies for potential future price increases.

Using all the available data produced from external sources, interviews and internal review, Saylor developed its own independent analysis of the state of the market and possible measures to mitigate future cost increases.



## I. Executive Summary

### A. Key Points

#### i. Key Findings Having Significant Impact on Construction Costs in the Los Angeles Infrastructure Construction Market

##### **Economic, labor and spending trends indicate recovering construction economy**

Examination of key economic indicators (Gross Domestic Product (GDP), employment, construction employment and construction spending) all point to a recovering market. Both nationally and locally, the construction recovery has been led by rising home prices, resulting in increased residential spending. Dodge analytics, the only comprehensive source for regional construction starts, saw a 24% increase in Los Angeles starts in 2013, a mere 1.2% increase in 2014, and is projecting a 18.5% increase in 2015 and a 17% increase in 2016. If Dodge's projections are accurate, this could represent a 74% increase in starts since 2013 to 2016.

The construction employment sector in the Los Angeles region is also showing signs of growth, with 4% growth in 2013 and 6.5% in 2014. Construction employment still remains 18% below the peak of 2006 so excess capacity still remains in the labor market.

Surprisingly, employment in the heavy civil category, after increasing by 19% from 2011 to mid 2013, actually fell 1.5% from mid 2013 to current, leaving employment in that category 11% under the peak in 2007.

The majority of bids at LACMTA and in the region do not suggest that bids exceeding estimates is yet a trend either for LACMTA or the region in general. The evidence thus far collected suggests that the market is currently balanced although continued growth could create a more constrained market in late 2015 to 2016.

##### **Bidding trends analysis**

To perform the bidding trends analysis, 92 infrastructure bids from mid 2013 to current were collected from various Southern California infrastructure agencies. This time period was selected as the previous study had already analyzed bids from 2011 to mid 2013. The recent bids from mid 2013 to current indicate on average, bids received were 12% under engineer's estimate from mid 2013 to 2014, 3.5% under engineer's estimate in 2014, and approximately 2.9% under estimate in 2015. By contrast, LACMTA's bids averaged 21.5% under engineer's estimates in the latter half of 2013, 8.22% under estimate in 2014, and 2% over engineer's estimates for the first half of 2015. The trend in 2015 for bids closer to the estimate is evidence the market is becoming less competitive and more balanced.

On a bid average basis, LACMTA's program 2013 to 2015 is 13% under estimate. On a total program basis (all bids versus all estimates), LACMTA's program is 18.5% under estimates for the same time period.



### Contractor survey

While our data points to a recovering market, most contractors did not view the market as constrained. Most characterized it as a balanced market. Most contractors surveyed believed LACMTA had a higher risk profile than is industry standard, and this could be a contributory factor in higher prices at LACMTA should the market become more constrained. Interviews during the 2013 survey indicated the greatest possibility of risk came from unforeseen conditions and delays in third party approvals. During the current survey, the contractors mentioned that the unforeseen conditions risk had been mitigated to a great degree by the implementation of the advanced utilities relocation packages, which took this risk out of the general rail packages.

At this time, the greatest risk the contractors perceived was the complex and diffuse approvals process between LACMTA, City and County of Los Angeles, and Caltrans. Many cited the I-405 HOV Sepulveda Pass Widening Project as an example of the risks of this approvals process.

This risk is compounded by the change order process, which many indicated could take six to seven months or even longer for approved change orders.

All contractors considered the higher, race conscious DBE goal implemented in 2013 as a significant concern. With the Crenshaw /LAX and the Regional Connector Transit Projects ramping up construction, and the Westside Purple Line Extension Section 1 Project let, those three projects also represent over \$600 million in DBE commitment. The contractors are very concerned that all the qualified DBE firms will be “maxed out” and will not be available to bid the next large LACMTA project.

Contractor suggestions for reducing cost were:

- Continue to reduce risk of unforeseen conditions with advanced utility relocations
- Real partnering and a shared vision between LACMTA, Caltrans and City and County of Los Angeles to lessen risk of delay due to third party approvals
- One “point person” with decision making authority to help City departments work together
- Focus on hiring strong LACMTA project managers that can push through approvals. “Can make or break a project”
- Improving the change order processing procedure to reduce delays in payments of approved changes

### Independent analysis of cost risk variables:

With the exception of the Southwestern Yard project, bids have been coming in overall under estimates. However, our analysis did identify factors that may be a risk in later 2015-2017. Our analysis indicates the four major risks of price increases at LACMTA are:

- The recovering Los Angeles construction economy
- Size and pace of the LACMTA program
- LACMTA procedures and complex interagency approvals process
- Mega project risk

### **Recovering Los Angeles construction market**

A review of Dodge's starts projections, Southern California agency capital expenditure budgets, and construction employment data indicate that the Los Angeles region is in a strong growth mode. A review of recent bids in 2015 indicate that while still under estimates, most bids are coming in closer to estimate, and there are fewer bidders per project in the first half of 2015 than in 2013 and 2014. While the market is balanced currently, continued growth along the same trajectory could result in fewer bidders and higher prices.

### **Size and pace of the LACMTA program**

Continued growth of the Los Angeles market, coupled with the size of the LACMTA Measure R program, may cause shortages in labor and subcontractor capacity in 2016. With the Crenshaw/LAX and Regional Connector Transit Projects in full construction, and the Purple Line Extension Section 1 Project ramping up, the civil employment and subcontractor capacity may be absorbed by 2016, impacting bids in the 2016 window. This effect may be exacerbated by the additional pressures of the growing housing market, potentially siphoning off laborers and carpenters.

Moving into the future, LACMTA anticipates a staggering \$13.9 billion in construction spending from 2013 to 2019. This is equivalent to 1.5 times Caltrans' entire annual capital outlay. Rarely are transit programs of this magnitude performed in such a limited geographical area in such a short period of time, so it's difficult to predict the extent to which this may affect bid prices. However, with approximately \$5 billion of work under construction in the 2013-2015 timeframe alone, we believe there is a possibility, similar to spikes in the 2004-2006 economy, LACMTA may experience spikes in bid prices in excess of labor and material increases in 2015-2017, although they are not yet in evidence.

### **LACMTA specific requirements, processes and procedures**

While Saylor has not conducted any kind of audit on LACMTA specific conditions, contractor interviews indicate the pool perceives LACMTA projects generally contain more risk than is industry standard. Greatest areas of risk noted were unforeseen conditions, delays in third party approvals, not being compensated for those delays, and delays in change order processing if the changes are approved. However, LACMTA's current policy of advance utility relocation packages is mitigating the unforeseen conditions risk to some extent. In addition, LACMTA is viewed as having higher administrative burdens than the general infrastructure community, including the Project Labor Agreement (PLA) and higher Disadvantaged Business Enterprises (DBE) goals than are agency /industry standard.

### **Mega project risk**

Although the Regional Connector Transit and the Westside Purple Line Extension Section 1 Projects came in well under engineer's estimates, mega projects (\$600 + million) have a long history of exceeding their budgets. Several mega projects bid in the 2012-2013 timeframe (the Crenshaw/LAX Transit Project, SF MUNI 3<sup>rd</sup> Street Light Rail, and the San Francisco Transbay Transit Center) exceeded engineer's estimates, with the common denominator that they were all in dense urban corridors. The risks inherent in construction are magnified in large, complex, multi-year programs, and the possibility could exist that contractors are more sensitive to these risks than agencies and engineers, and price the risk premium into their bids. Currently, LACMTA's estimating methodology has accounted for these risks but as the market becomes more constrained, contractors may begin to price higher for the inherent risks of mega projects.

### **Forecast of future price increases**

While we expect labor and materials to rise in the 3-3.5% range in the 2015-2016 timeframe, spikes in bid pricing may exceed that growth, depending on constraints in labor. These spikes are a result of lower productivity due to newer workers entering the market, coupled with both contractor and subcontractor margin growth due to lack of competition.

Therefore, we recommend LACMTA add a minimum of 3.5% per year for labor and material escalation, and build in a 5-10% market contingency for price spikes that may occur during the late 2015-2017 window. A close watch should be kept on employment numbers, amount of bidders in the region, and estimate variances to assess whether the market is becoming constrained. Further recommendations are as follows:

## **B. Recommendations to Reduce Potential for Cost Overruns**

One of the recommendations that resulted from the 2013 survey was that the estimating methodology be reviewed and the pricing brought up to the current market. Reviewing the bids since the last report, it appears the estimating methodology and pricing since 2013 has included appropriate contingencies, as the total program is 18.5% under engineer's estimates for the mid 2013 to current timeframe.

### **Review change order procedures; focus on staffing to accommodate coming demand in 2015-2019**

Contractors mentioned delay in processing changes to be a significant risk in LACMTA construction. Many perceive LACMTA's three step process cumbersome. Even in the most well managed projects, change orders due to unforeseen conditions are inevitable, and delays in merit determination and payment of approved changes can increase contractor risk and costs. Saylor recommends a review of current change management procedures, and incorporation of industry best practices to streamline the process. To accommodate demand, it is recommended that LACMTA review staffing levels to assure adequate staffing of the change management function, and possibly establishing metrics for timely processing of changes.

**Continue to provide advance utility relocation packages**

One of the largest risks perceived by the LACMTA contractor pool includes the potential of unforeseen condition costs due to utility relocations. LACMTA's efforts to provide advance utility relocation packages was warmly embraced by the contractor pool and may be a contributory factor in the bids for the Regional Connector Transit and Westside Purple Line Extension Section 1 Projects coming in under engineer's estimates.

**Establish more robust cooperative agreements between Caltrans, City and County of Los Angeles**

The other significant perception of risk was the potential for delay due to third party approvals. Contractors indicated that a more cooperative approvals process had the potential to significantly reduce costs.

**Actively solicit new bidders on large programs**

Continued growth in the construction market could lessen competition in the 2016-2017 timeframe and consequently, increase costs. LACMTA is encouraged to actively solicit existing bidders as well as focus on bringing new bidders into the pool. LACMTA may want to consider relaxing the requirement for personnel to have worked with LACMTA in the past. Some bidders without previous LACMTA experience see this as a barrier to entry on LACMTA projects.

**Ensure DBE goal established for large projects reflects the amount of DBEs in the market place ready, willing, and able to take on LACMTA projects**

The current program shows \$5 billion under in design or under construction in the 2013-2015 timeframe, or approximately \$1 billion in DBE commitments (assuming a 20% DBE utilization). These prior commitments may limit the ability of DBE firms to take on new projects in 2016-2018. Project goals in 2016-2018 should consider how many DBEs are certified, can bond, and perform work in this timeframe. If goal outpaces available DBEs, this could impact costs.

**Continually assess labor demand; review PLA hiring practices to ensure adequate labor exists to meet goals**

The PLA will facilitate training of apprentices to accommodate demand. Continue to proactively work with unions and contractors to ensure labor exists to meet 2015-2019 demand. Should the economy continue to improve, review implementation of the hiring goals to assess added costs, if any, to the program.

**Review LACMTA staffing levels to match resources to size of projects**

The demands of managing \$13.9 billion in construction 2013-2019 may outpace current LACMTA staffing. Additionally, the complexity of the LACMTA program requires a high level of skill and the ability to push through approvals with other agencies to accomplish timely completion. The ability to hire and retain highly skilled project managers and support staff is integral to the success of any large building program. The Associated General Contractors is reporting that selected markets are showing difficulty in hiring skilled staff, including engineers and supervisory positions, and every effort should be made to recruit and retain skilled project management staff to run and manage the complex projects in LACMTA's Measure R Program.

**Ensure partnering continues in the field**

Contractors indicated that they perceived that the management of the agencies (LACMTA, Caltrans and the City of Los Angeles) strongly embraced partnering, but depending on the project manager, these concepts often do not translate to the field. It is critical that all project participants have the same goals and vision.



**Board Report**

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**File #:** 2015-1086, **File Type:** Informational Report

**Agenda Number:** 56.

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**CONSTRUCTION COMMITTEE  
EXECUTIVE MANAGEMENT COMMITTEE  
SEPTEMBER 17, 2015**

**SUBJECT: PROJECT LABOR AGREEMENT (PLA)/CONSTRUCTION CAREERS POLICY (CCP)  
REPORT (DATA THROUGH JUNE 2015), AND 12-MONTH PILOT LOCAL HIRE INITIATIVE  
UPDATE**

**ACTION: RECEIVE AND FILE**

**RECOMMENDATION**

RECEIVE AND FILE status update report on the **Project Labor Agreement and Construction Careers policy programs for activity through the quarter ending June 2015.**

**ISSUE**

In January 2012, the Board approved the Project Labor Agreement with the Los Angeles/Orange Counties Building and Construction Trades Council and the Construction Careers Policy. One benefit of the PLA is to encourage construction employment and training opportunities in economically disadvantaged geographic areas throughout the United States. Another benefit of the PLA is that work stoppages are prohibited.

Consistent with the Board approved PLA and CCP, prime contractors are required to provide monthly reports detailing progress towards meeting the targeted worker hiring goals. Additionally, consistent with Metro's Labor Compliance policy and federal Executive Order 11246, the prime contractors provide Metro with worker utilization data by ethnicity and gender.

The attached report provides the current status (through June 2015) of construction projects subject to the PLA/CCP.

**DISCUSSION**

There are nine active construction contracts and five completed contracts, as of June 2015, with the PLA/CCP program requirements.

Project Name:	Prime Contractor:	Targeted Worker Goal (40%)	Apprentice Worker Goal (20%)	Disadvantaged Worker Goal (10%)	* Percentage of Disadvantaged Workers that are in the Criminal Justice System Category
Crenshaw/LAX Transit Corridor	Walsh/Shea Corridor Constructors	58.98%	17.91%	10.85%	43.47%
Regional Connector Transit Corridor	Regional Connector Constructors, JV	60.73%	14.77%	10.88%	95.93%
Metro Red Line/Metro Orange Line (MRL/MOL) North Hollywood Station West Entrance	Skanska	61.69%	16.33%	8.52%	83.92%
Division 13 CNG Fueling Facility Design/Build/Operate	Clean Energy	67.54%	20.17%	60.72%	49.48%
Metro Blue Line Station Refurbishment Project	S.J. Amoroso	55.42%	27.16%	11.11%	22.05%
Universal City Pedestrian Bridge	Griffith Company	30.01%	26.01%	7.95%	38.34%
Westside Subway Extension Advanced Utility Relocation (Fairfax Station)	W.A. Rasic	60.00%	18.82%	7.31%	19.48%
Metro Rail Security Kiosks	Icon-West	46.60%	33.80%	24.49%	100%
Westside Extension Project Advanced Utility Relocation (La Cienega Station)	Bubalo Construction	78.11%	14.96%	34.50%	2.07%

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In summary, of the nine active construction projects for this reporting period, eight Contractors are exceeding the 40% Targeted Worker goal, six contractors are exceeding the 10% Disadvantaged Worker goal, and four contractors are achieving the 20% Apprentice Worker goal.

\*Percentage of Disadvantaged Workers that are in the Criminal Justice System Category

Part of Metro's PLA/CCP workforce requirement is the utilization of Disadvantaged workers on the project. 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 above is the percentage of Disadvantaged Workers (based on hours worked) that have criminal records or involvement with the criminal justice system and were given the opportunity to work in Metro's PLA/CCP project sites.

**Currently Active Contracts**

Crenshaw/LAX Transit Corridor Project  
Prime: Walsh/Shea Corridor Constructors

The contractor is currently attaining Targeted Worker, Apprentice Worker and Disadvantaged Worker percentages of 58.98%, 17.91% and 10.85%, respectively. The attainment for the 20% Apprentice Worker goal is based on total apprentice-able hours. The contractor is currently exceeding the Targeted Worker, Disadvantaged Worker and the minority participation percentage goals, but not meeting the 20% Apprentice Worker goal and the 6.90% Female Participation goal (2.54%). The contractor has submitted a plan and schedule indicating that the apprentice goal for this project should be achieved in January of 2017. Staff will continue to work closely with the contractor toward meeting all worker goals for this project. To date, 24.36% of the estimated construction work hours for this project have been performed. No work stoppages have occurred on this contract.

Regional Connector Transit Corridor  
Prime: Regional Connector Constructors, Joint Venture

The Regional Connector Transit Corridor Project contractor is currently attaining Targeted Worker, Apprentice Worker and Disadvantaged Worker percentages of 60.73%, 14.77% and 10.88% respectively. The attainment for the 20% Apprentice Worker goal is based on total apprentice-able hours. The contractor is currently exceeding the Targeted Worker, Disadvantaged Worker and the minority participation percentage goals, but not meeting the 20% Apprentice Worker goal and the 6.90% Female Participation goal (5.10%). This project is still in the design-phase with limited construction activities and attainment is in line with the contractor's submitted Employment Hiring Plan which states that the Apprentice Worker goal will be met in mid-2016. To date, 0.94% of the estimated construction work hours for this project have been performed. No work stoppages or grievances have occurred on this contract.

Metro Red Line/Metro Orange Line (MRL/MOL) North Hollywood Station West Entrance  
Prime: Skanska

The Metro Red Line/Metro Orange Line (MRL/MOL) North Hollywood Station West Entrance project



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contractor is currently attaining Targeted Worker, Apprentice Worker and Disadvantaged Worker percentages of 61.69%, 16.33% and 8.52%, respectively. The attainment for the 20% Apprentice Worker goal is based on total apprentice-able hours. The contractor is currently exceeding the Targeted Worker and the minority participation goals, but not meeting the 20% Apprentice Worker goal, 10% Disadvantaged Worker goal and the 6.90% Female Participation goal (5.98%). Metro staff issued a Notice of Non-Compliance to the Contractor for the low Apprentice and Disadvantaged Worker percentage attainments and will keep the Board updated on the Contractor's progress. To date, 35.58% of the estimated construction work hours for this project have been performed. No work stoppages or grievances have occurred on this contract.

Division 13 CNG Fueling Facility, Design/Build/Operate  
Prime: Clean Energy

The Division 13 CNG Fueling Facility, Design/Build/Operate project contractor is currently attaining Targeted Worker, Apprentice Worker and Disadvantaged Worker percentages of 67.54%, 20.17% and 60.72%, respectively. The attainment for the 20% Apprentice Worker goal is based on total apprentice-able hours. The contractor is currently exceeding the Targeted Worker, Apprentice Worker, Disadvantaged Worker, and the minority participation percentage goals, but not meeting the 6.90% Female Participation goal (1.69%). To date, 100% of the estimated construction work hours for this project have been performed and is currently in a close-out phase. Final attainments will be reported in the next quarterly report. No work stoppages or grievances have occurred on this contract.

Metro Blue Line Station Refurbishments  
Prime: S.J. Amoroso

The Metro Blue Line Station Refurbishments project contractor is currently attaining Targeted Worker, Apprentice Worker and Disadvantaged Worker percentages of 55.42%, 27.16%, and 11.11%, respectively. The attainment for the 20% Apprentice Worker goal is based on total apprentice-able hours. The contractor is currently exceeding the Targeted Worker, Apprentice Worker, Disadvantaged Worker, and the minority participation percentage goals, but not meeting the 6.90% Female Participation goal (0.30%). To date, 55.22% of the estimated construction work hours for this project have been performed. No work stoppages have occurred on this contract.

Universal City Pedestrian Bridge  
Prime: Griffith Company

The Universal City Pedestrian Bridge project contractor is currently attaining Targeted Worker, Apprentice Worker and Disadvantaged Worker percentages of 30.01%, 26.01% and 7.95%, respectively. The attainment for the 20% Apprentice Worker goal is based on total apprentice-able hours. The contractor is currently exceeding the Apprentice Worker and the minority participation goals, but not meeting the 40% Targeted Worker goal, 10% Disadvantaged Worker goal and the 6.90% Female Participation goal (1.67%). Metro staff issued a Notice of Non-Compliance to the

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Contractor for the low Targeted and Disadvantaged Worker percentage attainments and will keep the Board updated on the Contractor's progress. To date, 67.74% of the estimated construction work hours for this project have been performed. No work stoppages have occurred on this contract.

Westside Subway Extension Advanced Utility Relocation (Fairfax Station)

Prime: W.A. Rasic

The Westside Subway Extension Advanced Utility Relocation - Fairfax Station project contractor is currently attaining Targeted Worker, Apprentice Worker and Disadvantaged Worker percentages of 60.00%, 18.82% and 7.31%, respectively.

The attainment for the 20% Apprentice Worker goal is based on total apprentice-able hours. The contractor is currently exceeding the Targeted Worker and the minority participation goals, but not meeting the 20% Apprentice Worker goal, 10% Disadvantaged Worker goal and the 6.90% Female Participation goal (1.61%). Metro staff issued a Notice of Non-Compliance to the contractor for the low Apprentice and Disadvantaged Worker percentage attainments and will keep the Board updated on the Contractor's progress. To date, 81.84% of the estimated construction work hours for this project have been performed. No work stoppages have occurred on this contract.

Metro Rail Security Kiosks

Prime: Icon-West

The Metro Rail Security Kiosks project contractor is currently attaining Targeted Worker, Apprentice Worker and Disadvantaged Worker percentages of 46.60%, 33.80%, and 24.49%, respectively. The attainment for the 20% Apprentice Worker goal is based on total apprentice-able hours. The contractor is currently exceeding the Targeted Worker, Apprentice Worker, Disadvantaged Worker, and the minority participation percentage goals, but not meeting the 6.90% Female Participation goal (0.0%). To date, 30.37% of the estimated construction work hours for this project have been performed. No work stoppages or grievances have occurred on this contract.

Westside Extension Project Advanced Utility Relocation (La Cienega)

Prime: Bubalo Construction

The Westside Extension Project Advance Utility Relocation project contractor is currently attaining Targeted Worker, Apprentice Worker and Disadvantaged Worker percentages of 78.11%, 14.96%, and 34.50%, respectively. The attainment for the 20% Apprentice Worker goal is based on total apprentice-able hours. The contractor is currently exceeding the Targeted Worker, Disadvantaged Worker, and the minority participation percentage goals, but not meeting the Apprentice Worker and the 6.90% Female Participation goal (0.82%). To date, 13.06% of the estimated construction work hours for this project have been performed. No work stoppages or grievances have occurred on this contract.

**Completed Contracts**

Completed Projects:	Prime Contractor:	Targeted Worker Goal (40%)	Apprentice Worker Goal (20%)	Disadvantaged Worker Goal (10%)	*Percentage of Disadvantaged Workers that are in the Criminal Justice System Category
Crenshaw Advanced Utility Relocation Project	Metro Builders	61.41%	13.84%	21.08%	2.90%
Westside Subway Extension Advanced Utility Relocation	Metro Builders	67.47%	11.12%	11.08%	0.00%
Westside Subway Exploratory Shaft	Innovative Construction Solutions	50.88%	75.05%	11.23%	96.23%
Regional Connector Transit Corridor Adv. Utility Relocation	Pulice Construction	51.61%	21.37%	22.83%	28.39%
CNG Emergency Generator Division 7 & 8	Taft Electric	46.42%	25.51%	39.08%	39.48%

Crenshaw Advanced Utility Relocation Project  
Prime: Metro Builders

The Crenshaw Advanced Utility Relocation project contractor attained Targeted Worker, Apprentice Worker and Disadvantaged Worker percentages of 61.41%, 13.84% and 21.08% respectively. The attainment for the 20% Apprentice worker goal is based on total apprentice-able hours. The Crenshaw Advanced Utility Relocation project is 100% complete, as of September 2014. Final reporting shows that the Targeted Worker, Disadvantaged Worker and the minority participation percentage goals were attained with the exception of the Apprentice Worker and the 6.90% Female Participation goal (0.52%). Metro staff met with the contractor in January 2015, and executed a special assessment for not meeting the apprentice goal for this project. The contractor complied with Metro’s special assessment and this issue is closed.

Westside Subway Extension Advanced Utility Relocation  
Prime: Metro Builders

The Westside Subway Extension Advanced Utility Relocation project contractor attained Targeted Worker, Apprentice Worker and Disadvantaged Worker percentages of 67.47%, 11.12% and 11.08% respectively. The attainment for the 20% Apprentice worker goal is based on total apprentice-able hours. The Westside Subway Extension Advanced Utility Relocation is now complete, as of the

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November 2014. Final Targeted Worker, Disadvantaged Worker, minority participation percentage and the 6.90% Female Participation goals (7.48%) were attained with the exception of the Apprentice Worker goal. Metro staff met with the contractor in January 2015, and executed a special assessment for not meeting the apprentice goal for this project. The contractor complied with Metro's special assessment and this issue is closed.

Westside Subway Exploratory Shaft  
Prime: Innovative Construction Solutions (ICS)

The Westside Subway Exploratory Shaft project contract attained Targeted Worker, Apprentice Worker and Disadvantaged Worker percentages of 50.88%, 75.05% and 11.23% respectively. The attainment for the 20% Apprentice worker goal is based on total apprentice-able hours. The Westside Subway Exploratory Shaft project is now complete, as of the October 2014. Final Targeted Worker, Apprentice Worker, Disadvantaged Worker and the minority participation percentages were attained with the exception of the 6.90% Female Participation goals (0.42%). No work stoppages or grievances have occurred on this contract.

Regional Connector Transit Corridor Advanced Utilities Relocation  
Prime: Pulice Construction

The Regional Connector Transit Corridor Advanced Utilities Relocation project contractor attained Targeted Worker, Apprentice Worker and Disadvantaged Worker percentages of 51.61%, 21.37% and 22.83% respectively. This contract was terminated for convenience in April 2015 and is now closed. Final reporting shows that the Targeted Worker, Apprentice Worker, Disadvantaged Worker and the minority participation goals were attained with the exception of the 6.90% Female Participation goal (2.57%).

CNG Emergency Generator Division 7 and 8  
Prime: Taft Electric

The CNG Emergency Generator Division 7 and 8 project contractor attained Targeted Worker, Apprentice Worker and Disadvantaged Worker percentages of 46.42%, 25.51% and 39.08%, respectively. The attainment for the 20% Apprentice worker is based on total apprentice-able hours. The CNG Emergency Generator Division 7 and 8 project is 100% complete as of May 2015. Final reporting shows that the Targeted Worker, Apprentice Worker, Disadvantaged Worker and the minority participation percentage goals were attained with the exception of the 6.90% Female Participation goal (4.68%). No work stoppages or grievance have occurred on this project.

**FEMALE UTILIZATION UPDATE:**

At the July 2015 Board Meeting, Director Dupont-Walker requested a female utilization participation

report on Metro's PLA/CCP projects to track improvements. Shown below is a chart of female utilization percentages on active PLA/CCP projects within the last three months.

		Executive Order 11246 (6.90% Female Participation)		
Project Name:	Prime Contractor:	Female Utilization (%) April 2015	Female Utilization (%) May 2015	Female Utilization (%) June 2015
Crenshaw/LAX Transit Corridor	Walsh/Shea Corridor Constructors	2.66%	2.64%	2.54%
Regional Connector Transit Corridor	Regional Connector Constructors, JV	4.34%	4.29%	5.10%
Metro Red Line/Metro Orange Line (MRL/MOL) North Hollywood Station West Entrance	Skanska	3.05%	3.73%	5.98%
Division 13 CNG Fueling Facility Design/Build/Operate	Clean Energy	1.69%	1.69%	1.69%
Metro Blue Line Station Refurbishment Project	S.J. Amoroso	0.48%	0.48%	0.30%
Universal City Pedestrian Bridge	Griffith Company	2.18%	1.86%	1.67%
Westside Subway Extension Advanced Utility Relocation (Fairfax Station)	W.A. Rasic	0.84%	1.21%	1.61%
Metro Rail Security Kiosks	Icon-West	Project has not started	0.00%	0.00%
Westside Extension Project Advanced Utility Relocation (La Cienega Station)	Bubalo Construction	Project has not started	Project has not started	0.82%

In an effort to increase female participation within Metro's PLA/CCP projects, staff is currently coordinating the following efforts.

- Metro has convened a taskforce to develop strategies, and outreach activities to highlight the need for women in the construction industry, with emphasis on the opportunities and assistance that is available. The taskforce membership includes: LA/OC Building Trade Council Executive Secretary, Ron Miller, IBEW Vice President Jane Templin, UNITEHERE President, Maria Elena Durazo, Women in Non-Traditional Employment Roles (WINTER), National Association of Women Business Owner (NAWBO), National Association of Women in Construction (NAWIC), Women's Transportation Seminar (WTS), Prime Contractors, Jobs Coordinators and others.

- Metro staff has convened a Women Build LA Committee to develop a Pre-Apprenticeship training program in conjunction with Los Angeles Trade Technical College. The most recent meeting held on August 14, 2015 included the Vice President of Los Angeles Trade Technical College, Prime Contractor representatives and Metro staff.
  - Prime Contractors have committed to assist in providing employment opportunities to graduates of this Pre-Apprenticeship training program.
  - The 1<sup>st</sup> Pre-Apprenticeship training program is scheduled to take place in October 2015
  - Recruitment for this training program will be focused primarily on women interested in starting a career in the construction industry.

Staff will report to the Board on the developments of this program.

### **PILOT LOCAL HIRE INITIATIVE**

In March 2015, the U.S. Department of Transportation (DOT) announced an initiative to permit, on an experimental basis, Federal Highway Administration (FHWA) and Federal Transit Administration (FTA) recipients and sub-recipients the ability to utilize previously disallowed local/geographic-based labor hiring preferences and economic-based labor hiring preferences on Construction and Rolling Stock projects. This initiative will be carried out as a pilot program for a period of 1 year unless extended under the FHWA and FTA's existing Authorities. The Pilot initiative may be implemented immediately on federally funded Construction projects.

As of this quarterly reporting period, there is currently one construction project that is active and subject to the Pilot Local Hire Initiative;

- C0991 Division 16 - Southwestern Yard (contract amount of \$172mil)

This requirement will be included in the solicitation for the Westside Purple Line Extension Section 2 design build contract. Staff is continually monitoring federally funded PLA/CCP covered projects awarded during the "Pilot Local Hire Initiative" implementation period and will report any additional projects subject to the Local Hire Initiative Program to the Board.

Metro must obtain DOT and FTA approval to use the Local Hire Pilot program on its Rolling Stock projects. Metro requested approval from the DOT and FTA on March 30, 2015, to use the Pilot program on its Rolling Stock procurements and is awaiting a formal decision. In the meantime Metro has issued three solicitations for the New Heavy Rail Vehicle and two rail car Overhaul procurements for the A-650 Red Line Car and the P2000 Blue Line Car, which all contain the Pilot Local Hire Initiative.

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If DOT approval is not granted to Metro to use the Pilot Local Hire Program on Metro's Rolling Stock projects, Metro intends to amend all three solicitations to apply the FTA approved U.S. Employment Program that was successfully implemented on the P3010 Light Rail Vehicle Contract.

Staff will continue to report on the "Pilot Local Hire Initiative" on a quarterly basis as part of the Project Labor Agreement/Construction Careers Program quarterly updates.

## **OUTREACH**

In efforts to attain the highest percentages of Targeted, Apprentice and Disadvantaged Workers on PLA/CCP projects, and to keep the community informed of the opportunities, the contractors and DEOD participates and/or coordinated the following outreach efforts during this reporting period:

- Updated Metro's Federal Legislative Programs to request more stringent rules and local enforcement capabilities regarding employment of women and under-represented minorities in construction.
- Daily/Weekly/bi-weekly meetings with outreach team, contractor, elected staffers and/or community representatives.
- Presentation at the Los Angeles County Jail on Metro's PLA/CCP workforce initiatives held on June 2, 2015.
- "10,000 Strong" Veterans Career Summit held on July 14, 2015.
- Flintridge Center Apprenticeship Preparatory Graduation Ceremony held on August 6, 2015.
- 3<sup>rd</sup> Annual Veterans Economic Summit Job Fair held on August 7, 2015.
- Inaugural Career and Resources Fair for Veterans held on August 21, 2015.

## **NEXT STEPS**

Staff will continue to monitor and assist Contractors with hiring efforts, and will enforce compliance as necessary.

## **ATTACHMENTS**

- A. PLA/CCP Report, Data Through June 2015

Prepared by: Miguel Cabral, Deputy Executive Officer, Strategic Business,  
PLA/Construction Careers, (213) 922-2232

Victor Ramirez, Interim Executive Officer, Vendor & Contract  
Management, (213) 922-1059


Keith Compton, Director, PLA/CCP

Compliance & Administration, (213) 922-2406

Miriam Long, Manager, Strategic Business & Construction Career  
Resources, (213) 922-7249

Ivan Page, Interim Executive Director,  
Vendor/Contract Management (213) 922-6383

Reviewed by: Stephanie Wiggins, Deputy Executive Officer, (213) 922-1023



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Phillip A. Washington  
Chief Executive Officer



# Project Labor Agreement (PLA) / Construction Careers Policy (CCP) Update

Report Data Through June 2015 Reporting  
Period

# Crenshaw/LAX Transit Corridor Project

PLA Targeted Worker Attainment: Prime:

Walsh/Shea

Report Data Through June 2015

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) <b>Goal: 40%</b>	Apprentice Utilization (%) <b>Goal: 20%</b>	Disadvantaged Worker Utilization (%) <b>Goal: 10%</b>
730,874.74	58.98%	17.91%	10.85%
Percentage Project Complete Based on Worker Hours: 24.36%			

Based on Total Apprenticable Work Hours

(rounded)

## Executive Order 11246 Demographic

### Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
730,874.74	16.64%	0.96%	22.82%	54.80%	1.26%	3.52%	73.66%	2.54%



\*Cumulative Hours Through End of Noted Reporting Period - as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# Regional Connector Transit Corridor Project

## PLA Targeted Worker Attainment: Prime: R.C.C., Joint Venture

### Report Data Through June 2015

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) <b>Goal: 40%</b>	Apprentice Utilization (%) <b>Goal: 20%</b>	Disadvantaged Worker Utilization (%) <b>Goal: 10%</b>
30,735.95	60.73%	14.77%	10.88%
Percentage Project Complete Based on Worker Hours: 0.94% <small>Based on Total Apprenticeship Hours</small>			

(rounded)

## Executive Order 11246 Demographic

### Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/ Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
30,735.95	9.34%	1.02%	25.78%	60.77%	0.00%	3.09%	71.13%	5.10%

\*Cumulative Hours Through End of Noted Reporting Period - as Reported by Prime Contractor. Data subject to change to reflect updates or audits.



**Metro**

# MRL/MOL North Hollywood Station West Entrance

PLA Targeted New Worker Data Attainment 2015 Prime: Skanska

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) <b>Goal: 40%</b>	Apprentice Utilization (%) <b>Goal: 20%</b>	Disadvantaged Worker Utilization (%) <b>Goal: 10%</b>
18,857.00	61.69%	16.33%	8.52%
Percentage Project Complete Based on Worker Hours: (rounded)	35.58%		

## Executive Order 11246 Demographic

### Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/ Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
18,857.00	6.98%	0.08%	20.23%	71.96%	0.00%	0.75%	79.02%	5.98%

\*Cumulative Hours Through End of Noted Reporting Period - as Reported by Prime Contractor. Data subject to change to reflect updates or audits.



Metro

# Division 13 CNG Fueling Facility, Design/Build/Operate

## PLA Targeted Worker Attainment, Prime: Clean Energy

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) <b>Goal: 40%</b>	Apprentice Utilization (%) <b>Goal: 20%</b>	Disadvantaged Worker Utilization (%) <b>Goal: 10%</b>
11,496.00	67.54%	20.17%	60.72%
Percentage Project Complete Based on Worker Hours: 100.00% (rounded)			
Based on Apprenticeship Hours			

## Executive Order 11246 Demographic

### Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/ Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
11,496.00	31.21%	3.03%	26.54%	39.23%	0.00%	0.00%	73.47%	1.69%
*Cumulative Hours Through End of Noted Reporting Period - as Reported by Prime Contractor. Data subject to change to reflect updates or audits.								



**Metro**

# Metro Blue Line Station Refurbishments

PLA Targeted Worker Attainment: Prime: S.J. Amoroso

## Report Data Through June 2015

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) <b>Goal: 40%</b>	Apprentice Utilization (%) <b>Goal: 20%</b>	Disadvantaged Worker Utilization (%) <b>Goal: 10%</b>
40,779.75	55.42%	27.16%	11.11%
Percentage Project Complete Based on Worker Hours: 55.22%	(rounded)		

## Executive Order 11246 Demographic

### Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/ Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
40,779.75	19.83%	1.44%	20.98%	57.74%	0.00%	0.00%	79.01%	0.30%

\*Cumulative Hours Through End of Noted Reporting Period - as Reported by Prime Contractor. Data subject to change to reflect updates or audits.



**Metro**

# Universal City Pedestrian Bridge

PLA Targeted Worker Attainment: Prime: Griffith

Company

Report Data Through June 2015

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) <b>Goal: 40%</b>	Apprentice Utilization (%) <b>Goal: 20%</b>	Disadvantaged Worker Utilization (%) <b>Goal: 10%</b>
20,100.00	30.01%	26.01%	7.95%
Percentage Project Complete Based on Worker Hours: 67.74% (rounded)			

## Executive Order 11246 Demographic

### Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/ Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
20,100.00	8.38%	2.87%	32.13%	55.88%	0.04%	0.71%	67.17%	1.67%

\*Cumulative Hours Through End of Noted Reporting Period - as Reported by Prime Contractor. Data subject to change to reflect updates or audits.



**Metro**

# Westside Subway Extension Project AUR (Fairfax Station)

## PLA Targeted Worker Attainment: Report Data Through June 2015 Prime: W.A. Rasic

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) <b>Goal: 40%</b>	Apprentice Utilization (%) <b>Goal: 20%</b>	Disadvantaged Worker Utilization (%) <b>Goal: 10%</b>
28,018.00	60.00%	18.82%	7.31%
Percentage Project Complete Based on Worker Hours: 81.84%	(rounded)		

## Executive Order 11246 Demographic

### Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/ Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
28,018.00	8.33%	0.01%	13.75%	77.79%	0.00%	0.11%	86.13%	1.61%

\*Cumulative Hours Through End of Noted Reporting Period - as Reported by Prime Contractor. Data subject to change to reflect updates or audits.



**Metro**



# Metro Rail Security Kiosks

PLA Targeted Worker Attainment: Prime: Icon-West

## Report Data Through June 2015

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) <b>Goal: 40%</b>	Apprentice Utilization (%) <b>Goal: 20%</b>	Disadvantaged Worker Utilization (%) <b>Goal: 10%</b>
1,666.25	46.60%	33.80%	24.49%
Percentage Project Complete Based on Worker Hours: 30.37%	(rounded)		

## Executive Order 11246 Demographic

### Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/ Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
1,665	58.09%	1.20%	20.18%	15.54%	3.81%	1.17%	78.64%	0.00%

\*Cumulative Hours Through End of Noted Reporting Period - as Reported by Prime Contractor. Data subject to change to reflect updates or audits.



**Metro**

# Westside Extension Project AUR (La Cienega Station)

## PLA Targeted Worker Attainment Report Data Through June 2015 Prime: Bubalo Construction

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) <b>Goal: 40%</b>	Apprentice Utilization (%) <b>Goal: 20%</b>	Disadvantaged Worker Utilization (%) <b>Goal: 10%</b>
3,917.00	78.11%	14.96%	34.50%
Percentage Project Complete Based on Worker Hours: 13.06%	(rounded)		

## Executive Order 11246 Demographic

### Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/ Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
3,917.00	0.28%	0.00%	7.21%	92.51%	0.00%	0.00%	92.79%	0.82%

\*Cumulative Hours Through End of Noted Reporting Period - as Reported by Prime Contractor. Data subject to change to reflect updates or audits.



**Metro**

# Crenshaw/LAX Advanced Utilities Relocation

Report Date Through Oct 31, 2014 (FINAL)  
 PLA Targeted Worker Attainment: Prime!

Metrobuilders

No. of Work Hours	Targeted Economically Disadvantaged Worker Utilization (%) <b>Goal: 40%</b>	Apprentice Utilization (%) <b>Goal: 20%</b>	Disadvantaged Worker Utilization (%) <b>Goal: 10%</b>
61,708.26*	61.41%		21.08%
43,277.52**		13.84%	

Percentage Project Complete Based on Worker Hours: 100%

## Executive Order 11246 Demographic

### Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/ Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
61,708.26	11.66%	0.01%	22.02%	66.29%	0.01%	0.00%	77.97%	0.52%
* Total Cumulative Project Hours as Reported by Prime Contractor.								



Metro

\*\* Total Apprenticeship Cumulative Hours as Reported by Prime Contractor

# Westside Subway Extension Advanced Utilities

PLA Targeted Date Through November 2014 (FINAL)  
 Report Date Through November 2014 Prime:

Metrobuilders

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) <b>Goal: 40%</b>	Apprentice Utilization (%) <b>Goal: 20%</b>	Disadvantaged Worker Utilization (%) <b>Goal: 10%</b>
Percentage	Project Complete	Based on Worker Hours	100%

## Executive Order 11246 Demographic

### Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/ Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
37,776	3.92%	0.00%	12.76%	76.87%	0.00%	6.45%	80.79%	7.48%



Metro

\*Cumulative Hours Through End of Noted Reporting Period - as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# Westside Subway Extension Exploratory Shaft

PLA Targeted Report Data Through October 2014 (FINAL) Prime: Innovative

Constructive Solutions No. of Work Hours	Targeted Economically Disadvantaged Worker Utilization (%) <b>Goal: 40%</b>	Apprentice Utilization (%) <b>Goal: 20%</b>	Disadvantaged Worker Utilization (%) <b>Goal: 10%</b>
*18,049.25	50.88%		11.23%
**238.50		75.05%	

Percentage Project Complete Based on Worker Hours: 100%

## Executive Order 11246 Demographic

### Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/ Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
18,049.25	11.40%	* 0.00%	22.71%	33.18%	1.19%	31.52%	45.77%	0.42%

\* Total Cumulative Project Hours as Reported by Prime Contractor.



**Metro**

\*\* Total Apprenticeable Cumulative Hours as Reported by Prime Contractor

# CNG Emergency Generator Division 7 and 8

## PLA Targeted Worker Attainment (FINAL) Report Data Through May 2015

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) <b>Goal: 40%</b>	Apprentice Utilization (%) <b>Goal: 20%</b>	Disadvantaged Worker Utilization (%) <b>Goal: 10%</b>
3,289.50	46.42%	25.51%	39.08%
Percentage Project Complete Based on Worker Hours: 100.00% (rounded)			

## Executive Order 11246 Demographic

### Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/ Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
3,289.50	14.47%	1.92%	38.21%	45.40%	0.00%	0.00%	61.79%	4.68%

\*Cumulative Hours Through End of Noted Reporting Period - as Reported by Prime Contractor. Data subject to change to reflect updates or audits.



**Metro**

# Regional Connector Advanced Utility Relocations

## PLA Targeted Worker Attainment: Prime: Pulice

Report Data Through May 2015 (FINAL)

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) <b>Goal: 40%</b>	Apprentice Utilization (%) <b>Goal: 20%</b>	Disadvantaged Worker Utilization (%) <b>Goal: 10%</b>
58,903.00	51.61%	21.37%	22.83%
Percentage Project Complete Based on Worker Hours: 100.00%			
(rounded)			

## Executive Order 11246 Demographic

### Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/ Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
58,900	1.36%	0.41%	17.43%	80.30%	0.00%	0.50%	82.07%	2.57%

\*Cumulative Hours Through End of Noted Reporting Period - as Reported by Prime Contractor. Data subject to change to reflect updates or audits.



**Metro**



**Board Report**

**File #:** 2015-1297, **File Type:** Oral Report / Presentation

**Agenda Number:** 32.

**CONSTRUCTION COMMITTEE  
SEPTEMBER 17, 2015**

**Program Management Executive Director's report.**

**DISCUSSION**

RECEIVE AND FILE **Program Management Executive Director's** report.

**ATTACHMENTS**

Attachment A -

Prepared by:

- **Crenshaw/LAX** - Charles Beauvoir, Deputy Executive Officer, Project Mgmt., (213)299-3095
- **Regional Connector** - Girish Roy, Deputy Executive Officer, Project Mgmt., (213)893-7119
- **Westside Purple Line Ext 1 and 2-** Dennis Mori, EO Project Mgmt., (213)922-7238
- **I-405** - Nazem Moussa, Deputy Executive Officer, Project Mgmt. (213)922-7221
- **Division 13** - Timothy Lindholm, EO Project Engr., (213)922-7297
- **Patsaouras Plaza Busway Station** - Timothy Lindholm, EO Project Engr., (213)922-7297
- **MRL - MOL North Hollywood Station** - Samuel Mayman, EO Project Engr., (213)922-7289
- **Universal Pedestrian Bridge** - Samuel Mayman, EO Project Engr., (213)922-7289
- **Metro Blue Line Station** - Samuel Mayman, EO Project Engr., (213)922-7289
- **Presentation** - Yohana Jonathan, Departmental System Analyst, (213)922-7592

Reviewed by:

Bryan Pennington, Program Management, (213) 922-7449



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# Program Management -- Transit Status Report

Significant Issues

## Significant Issues

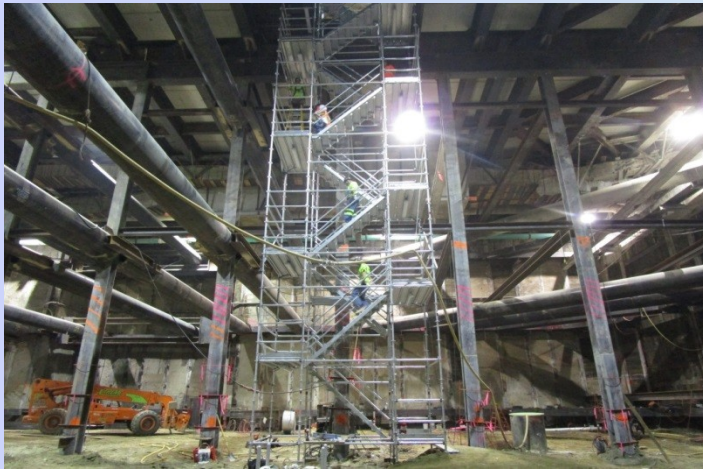
Presented By

**Bryan Pennington**  
Program Management

# CRENSHAW/LAX TRANSIT PROJECT

## SIGNIFICANT HIGHLIGHTS

- Overall Project 36% complete. Design-builder's design is 95% and construction is 19% complete. Discussion underway with design-builder regarding expediting work efforts
- Expo Station – Tier three struts installation and excavation to invert level ongoing
- I-405 Bridge – Two of four concrete foundations for bridge piers placed
- Aviation/Century Station – Continuing falsework to support upcoming concrete pour



**EXPOSITION STATION** – Tier 3 struts and excavation in the northern portion of the station box



**AVIATION/CENTURY STATION** – Bridge falsework for concrete pour

# REGIONAL CONNECTOR TRANSIT CORRIDOR

## SIGNIFICANT HIGHLIGHTS

### Design Build Contract (DB)

- Overall DB contract is 21.5% complete. Final design is 78% complete as of August 2015
- Advance Utility Relocation (AUR) scope is ongoing, with work underway at 1<sup>st</sup>/Alameda, Flower and 2<sup>nd</sup>/Broadway
- Metro is working with LADWP on AUR impact and construction opportunities to mitigate overall schedule impact.
- SEIS was issued on June 12, 2015, public comments received and are being incorporated in the finalized report in September 2015
- Major street closures are being coordinated with LABOE, LADOT and CD14. 2<sup>nd</sup>/Broadway intersection closure is key to expedite utility relocation and station construction



Vault installation on 5<sup>th</sup>/Flower intersection

# WESTSIDE PURPLE LINE – SECTION 1

## SIGNIFICANT HIGHLIGHTS

Overall Section 1 Advanced Utility Relocations work is 57% complete.

- The Wilshire/Fairfax Advanced Utility Relocations Contractor achieved Milestone #2 (Power) in mid-July 2015 and is on schedule to complete in October 2015.
- The Wilshire/La Cienega Advanced Utility Relocations Contractor continues with the Southern California Edison (SCE) power relocation work and sanitary sewer work. AT&T relocation work in the same area is underway.



Site Preparation at Wilshire/La Brea North Yard

Design-Build is 2% complete.

- The Design/Builder for Tunnels, Stations, Trackwork, Systems and Systems Integration Testing is continuing with 60% to 85% final design submittals and site preparation work at various construction staging areas prior to the start of station construction.



# WESTSIDE PURPLE LINE – SECTION 2

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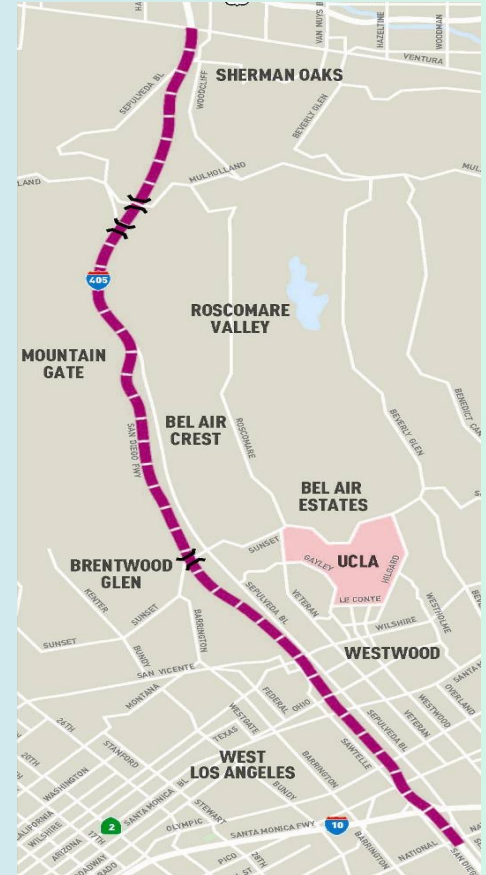
## SIGNIFICANT HIGHLIGHTS

- Staff has completed the Industry Review process which started on June 4, 2015. Follow-up meetings with prime contractors were held in August 2015.
- Contract C1120 – Design/Build Request for Qualifications/Request for Proposal scheduled for mid-September 2015.
- Contract C1120 Request for Qualifications are due on October 23, 2015.
- The City of Beverly Hills approved the geotechnical investigation and utility potholing work permits at their City Council meeting on August 18, 2015.

# I-405 SEPULVEDA PASS IMPROVEMENTS PROJECT

## SIGNIFICANT HIGHLIGHTS

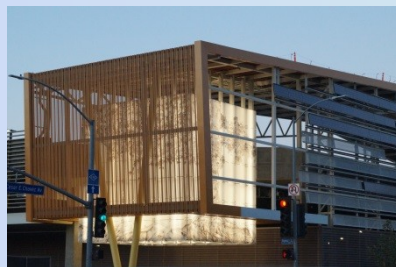
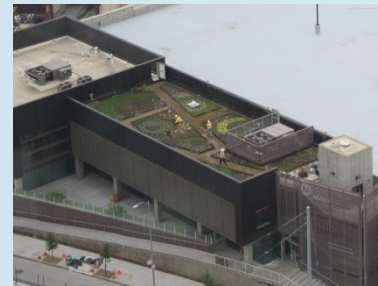
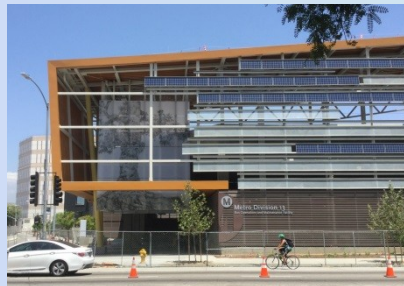
- Punch list items 99% complete
- Issuance of substantial completion is anticipated in September, and is subject to resolution of Errors and Omissions items and deficiencies missed by Kiewit
- Project is working with Kiewit to settle merited claims, Request for Changes (RFCs), and Provisional Sum Items prior to going to Arbitration



# DIVISION 13 BUS O&M FACILITY

## SIGNIFICANT HIGHLIGHTS

- Project 97% complete. Project completion delayed two months due to issues with lower level ventilation system. Mitigation in progress. Substantial completion now scheduled for November 2, 2015
- Primary work at present includes commissioning of building systems and equipment, testing of CNG fueling, interior finishing, furnishings, final landscaping, and punch list



September 2015

Construction Committee  
Los Angeles County Metropolitan Transportation Authority



# PATSAOURAS PLAZA BUSWAY STATION

## SIGNIFICANT HIGHLIGHTS

- Project approximately 5% complete, construction start has slipped to Fall 2015
- Pending issues include timely approval of 100% design package with Caltrans, Caltrans permits and ROW certifications to start construction and resolution of change order for Red Line tunnel foundation conflicts
- Project completion scheduled for January 2017



September 2015

**Construction Committee**  
Los Angeles County Metropolitan Transportation Authority



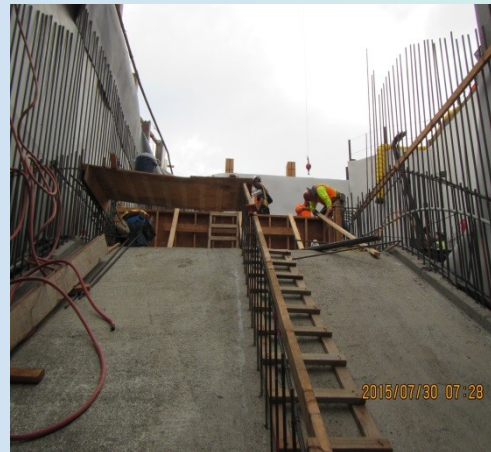


# CIP PROJECTS

## MRL-MOL N. Hollywood Station West Entrance:

### Progress:

- Construction is 44% complete and scheduled for completion by May 2016
- Ongoing activities include the following:
  - Removal of Knockout Panel (KOP),
  - Installation of High-Density Polyethylene (HDPE) Membrane,
  - Installation of Walls/Bulkheads/Water-stops,
  - Installation of CMC Rebar,
  - Installation of embedded conduits/grounding and drainage pipe



# CIP PROJECTS

## Universal Pedestrian Bridge:

### Progress:

- Construction 46% complete. First phase completion targeted by February 2016 to meet Universal's requirements. Second phase completion targeted by May 2016
- Ongoing activities include: Installation of Elevator Shaft HDPE, Installation of Elevator Tower at Station #1 and #3, Transformer and cable installation by LADWP, Fabrication and deliveries of various segments – top and bottom chords
- Schedule Risk: Uncertainty of timely delivery and installation of escalators and structural steel could have impact on timely completion of construction activities.



September 2015

Construction Committee  
Los Angeles County Metropolitan Transportation Authority





# CIP PROJECTS

## MBL Stations Refurbishment:

- Project 99% complete
- Substantial completion issued July 31, 2015(109 days ahead of schedule, Total 10 months 21 stations)
- Final punch list items to be done by the end of September 2015
- Contract will be completed under budget



September 2015

Construction Committee  
Los Angeles County Metropolitan Transportation Authority





## Board Report

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File #: 2015-1167, File Type: Informational Report

Agenda Number: 33.

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### CONSTRUCTION COMMITTEE SEPTEMBER 17, 2015

**SUBJECT: MAINTENANCE OF WAY BUILDING ART PROGRAM**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE the **Maintenance of Way Building Art Program Outreach and Community Engagement Report** in response to the July 23, 2015 Board directive (Attachment A).

#### **ISSUE**

With the approval of the Design/Build contract for the Maintenance of Way Building, the Metro Board directed staff to report on the outreach and engagement process for incorporation of art into the facility including the following elements: (1) forming a selection panel including Downtown-based art professionals to select the artist to work on the Maintenance of Way Facility; (2) soliciting larger Arts District and community feedback for consideration in artist selection from the existing Metro prequalified pool; and (3) coordination with the project's Design Advisory Group. This report responds to the Board directive.

#### **DISCUSSION**

##### **Background**

The Metro Art program was established to improve the customer experience, enhance the visual quality of the transit system and contribute to a sense of community identity. The program seeks to commission a diverse range of contemporary artists to create high quality, site-specific contemporary artworks that connect people, sites, and neighborhoods. Outreach and community engagement are a hallmark of the program.

##### **Selection Panel**

Metro Art has assembled an Artist Selection Panel consisting of highly regarded local arts professionals with demonstrated knowledge of contemporary visual art and strong familiarity with the Arts District. The panel includes highly respected visual artists, art curators and art educators that live and/or work downtown in the Arts District. All Metro procurements, including Artist selections, adhere to Metro and Federal Transit Administration (FTA) requirements.

#### Soliciting larger Arts District and community feedback

Metro Art has a strong track record of working with artists and communities. In keeping with this practice, staff will solicit information on the community including cultural context, historical events, archival images, etc. from community representatives. This information will be shared with the panelists and will also be provided to the selected artist for creative inspiration during artwork concept development. Additional community engagement will occur once the artwork has been commissioned and during the fabrication and installation process. Past examples have included artist talks, presentations, workshops, exhibitions, and VIP Behind the Scenes tours. Metro Art will contact Arts District community organizations and educational institutions that may be interested in helping host an event.

#### Coordination with Project Design Advisory Group

Metro Art staff will work with the Maintenance of Way Project Team and Design Builder to explore how an art opportunity can be integrated into the most impactful exterior areas facing Santa Fe Avenue and the 6<sup>th</sup> Street Bridge, while taking into account the Arts District stakeholder suggestions for activation of the south and west facades. Metro Art staff will share the feasibility and development of this opportunity with the Design Advisory Group as the project evolves through the Design-Build process.

### **NEXT STEPS**

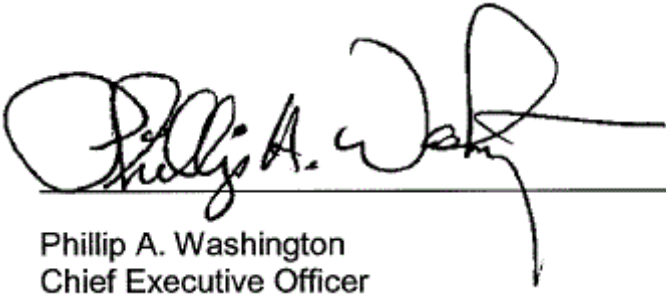
The art program will be coordinated with building's design and construction so as not to impact the project schedule and budget. The art program milestones and schedule will align with those of the overall project design team and staff will meet with the project architect as soon as the Design Builder receives notice to proceed, which is currently scheduled for September 30. The Artist Selection Panel will convene this Fall to identify the project artist from the prequalified artist pool. Metro Art will solicit information from the arts community which will inform the Maintenance of Way Building art program and will participate as a member of the Design Advisory Group.

### **ATTACHMENT**

Attachment A - July 2015 Board Motion

Prepared by: Maya Emsden, Deputy Executive Officer, (213) 922-2720  
Renee Berlin, Managing Executive Officer, (213) 922-3035  
Dennis S. Mori, Executive Officer, (213) 922-7221

Reviewed by: Bryan Pennington, Program Management, (213) 922-7449  
Martha Welborne, FAIA, Chief Planning Officer, (213) 922-7267



Phillip A. Washington  
Chief Executive Officer

## Metro

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



## Board Report

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File #:2015-1148, File Type:Motion / Motion  
Response

Agenda Number:40.1

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**REGULAR BOARD MEETING  
JULY 23, 2015**

**Motion by:**

**Director Jacquelyn Dupont-Walker and Director Hilda Solis**

July 23, 2015

**Related to Item 40: Arts District Maintenance of Way Facility**

MTA is undergoing one of the largest public works programs in the country and it is important that MTA continue to improve on the way it delivers its projects and works with community stakeholders to mitigate development impacts.

Since October 2014, MTA staff has worked with community stakeholders to consider design alternatives to the proposed Maintenance of Way (MOW) Facility. Should the board move forward with the existing timeline and select a design-build team, then it should ensure that the design-build team and metro staff continue to work with community stakeholders to provide the best project possible.

In addition, MTA's current art policy requires that one half percent of the total construction cost of a project be set aside for the development and incorporation of art elements into the project; federal guidelines govern the way the arts funding is spent.

Furthermore, MTA has a recent track record of developing facilities, such as Division 13 Bus Maintenance Facility that demonstrate good design and incorporate art features.

**CONSIDER Motion by Directors Dupont-Walker and Solis that the Board instruct the CEO to:**

- A. direct staff to establish a design advisory working group that includes representatives from the following entities:
  1. Metro Operations
  2. Metro Construction

3. **Metro Arts**
  4. **Metro Planning**
  5. **MOW Design-Build Team**
  6. **City of Los Angeles 6<sup>th</sup> Street Bridge Design-Build Team**
  7. **Arts District Community**
- B. direct staff to report back to the board on a monthly basis on progress that is made with the advisory group to explore the following objectives:**
1. **Site placement of the MOW Facility is placed the farthest distance from Santa Fe as allowed by operational functionality and applicable building codes.**
  2. **Parking on the site is optimized**
  3. **Adoption of architectural design that reflects Metro's most recent efforts**
- C. direct staff to report back in 60 days with a detailed outreach and engagement process for incorporating art into the Maintenance of Way Facility including the following elements:**
1. **Forming a selection panel including Downtown-based art professionals to select the artist to work on the Maintenance of Way Facility.**
  2. **Soliciting larger arts district and community feedback for consideration in artist selection from the existing MTA pre-approved artist pool.**
  3. **Coordination with the aforementioned design advisory group.**





Metro

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

## Board Report

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**File #:** 2015-1348, **File Type:** Oral Report / Presentation

**Agenda Number:** 34.

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**CONSTRUCTION COMMITTEE  
SEPTEMBER 17, 2015**

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

# Caltrans District 7 - Corridor Report for I-5 North Projects

September 2015 @ Metro Construction Committee by Carrie Bowen, District 7 Director



- Four projects, Segments 1-4, from SR 134 to SR 118, a total of ~ 12 miles.
- Four lanes each direction. The freeway is being widened to add one HOV lane in each direction.
- Total I-5 North corridor budget is about \$884 million , \$434 million for Const Cap. Construction is within budget.
- All four segments are in the construction phase. **Segments 1 and 2 are substantially complete, and the NB HOV lane opened March 2015 and the SB HOV lane opened May 27, 2015.** Segments 3 and 4 will be open to traffic Winter 2018.
- Empire IC Segment 3 and Southernmost Segment 4 HOV lane open-to-traffic target dates are for Winter 2018.
- Empire project has incentive provisions for the contractor to finish early.
- On Segment 3 and 4, on-going outreach and coordination efforts is continuing to lessen the impacts on the neighboring business and residents.
- Ribbon cutting for Segments 1 and 2 was held on June 11, 2015.

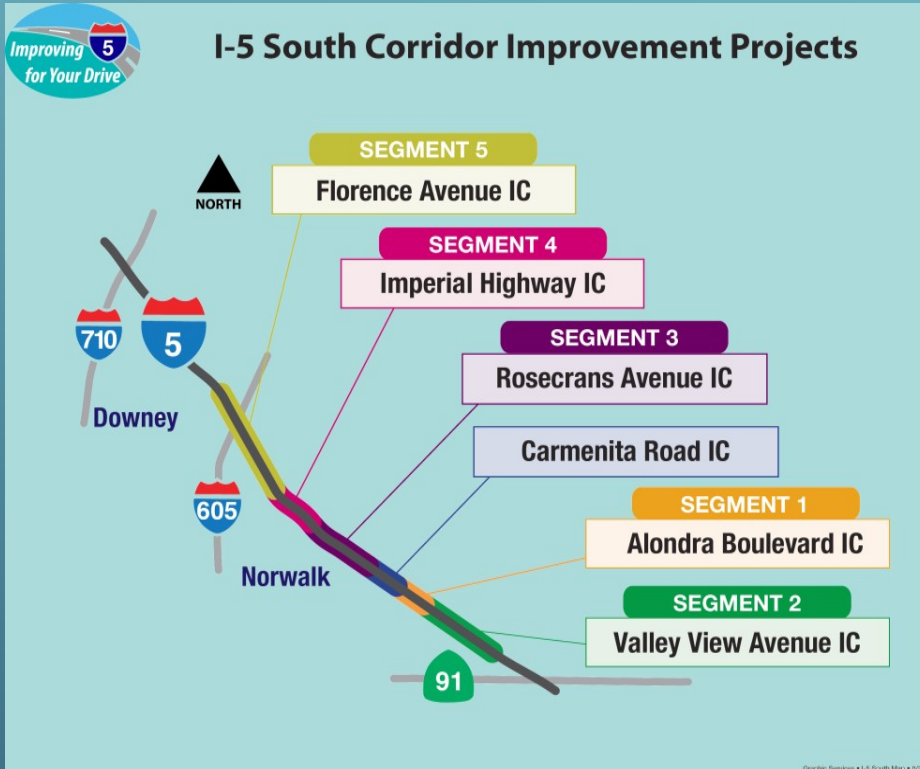
## North I-5 Corridor

Segment	EA	Phase	Phase % Complete	Description	Project Length/ Miles	Construction Award Amount	Contract Start Date	Open to Traffic
1	1219U	Const	91%	Add HOV from Route 170 to Route 118	3.4mi	\$121 M	5/06/2010A	2015
2	1218V	Const	99%	Add HOV lanes from Buena Vista Street to Route 170	4.4mi	\$59 M	10/14/2010A	2015
3	1218W	Const	26%	Empire Interchange from south of Magnolia Blvd. to just north of Buena Vista Street	2.2mi	\$196 M	12/20/2012A	Winter 2018*
4	12184	Const	65%	Add HOV lane from Route 134 to south of Magnolia Blvd.	2.7mi	\$58 M	12/6/2010A	Winter 2018 *

\*These will be opened jointly

# Caltrans District 7 - Corridor Report for I-5 South Projects

September 2015 @ Metro Construction Committee by Carrie Bowen, District 7 Director



- Six projects including Carmenita Interchange and Segments 1 through 5, from OC County line to Interstate 605 and makes a total of approximately 7 miles.
- Three lanes in each direction. The freeway is being widened to add one general purpose lane and one HOV lane in each direction.
- The total I-5 South corridor budget is about \$1.8 billion with construction capital budget at \$649 million.
- 5 of 6 projects are in the construction phase, including Carmenita Interchange and Segments 1, 3, 4 and 5. (Segment 5 utility relocations are underway).
- Segment 1, Processing submitted extra work bills.
- Segment 2, is expected to start construction in Summer 2016.
- Segment 3, Rosecrans UC pile driving on weekends.
- Segment 4, Work on city streets & frontage roads will continue.
- Segment 5, Bridge demolition at Orr & Day OH.
- Carmenita, Drive casing/clean/piles for footing for retaining walls.
- HOV lane will not be opened until all segments are complete in Winter 2019.

## South I-5 Corridor

Segment	EA	Phase	Phase % Complete	Description	Project Length/Miles	Construction Award Amount	Contract Start Date	Open to Traffic
1	21591	Const	97%	Add HOV and mix flow lanes, Alondra Blvd. Interchange	0.9mi	\$45 M	12/21/2011A	Winter 2019
2	21592	Design	100%	Add HOV and mix flow lanes, Valley View Ave. Interchange	1.4mi	N/A	Summer 2016	Winter 2019
3	21593	Const	61%	Widen and Realign Freeway, Rosecrans Ave. Interchange	1.3mi	89 M	9/18/2012A	Winter 2019
4	21594	Const	55%	Add HOV and mix flow lanes, Imperial Highway Interchange	1.8mi	\$142 M	9/18/2012A	Winter 2019
5	21595	Const	13%	Add HOV and mix flow lanes, Florence Ave. Interchange	1.7mi	\$96 M	5/13/2014A	Winter 2019
Carmenita	2159C	Const	70%	Carmenita Interchange	1.2mi	\$102 M	9/13/2011A	Winter 2019



## Board Report

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File #: 2015-1262, File Type: Contract

Agenda Number: 35.

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**CONSTRUCTION COMMITTEE  
SEPTEMBER 17, 2015**

**SUBJECT: TUNNEL ADVISORY PANEL**

**ACTION: AUTHORIZE THE CHIEF EXECUTIVE OFFICER (CEO) TO EXECUTE CONTRACT MODIFICATION**

**RECOMMENDATION**

AUTHORIZING the Chief Executive Officer to:

- A. execute Contract Modification No. 10 to Contract No. PS-2020-1055 with **Geoffrey R. Martin for the continuation of Tunnel Advisory Panel Services**, in an amount not-to-exceed \$802,261, increasing the total contract value from \$1,287,745 to \$2,090,006 and extend the contract from October 1, 2015 to June 30, 2020;
- B. execute Contract Modification No. 7 to Contract No. PS-8510-2416 with **Harvey Parker and Associates, Inc. for the continuation of Tunnel Advisory Panel Services**, in an amount not-to-exceed \$981,465, increasing the total contract value from \$1,611,745 to \$2,593,210, and extend the contract from October 1, 2015 to June 30, 2020; and
- C. execute Contract Modification No. 5 to Contract No. PS-8510-2493 with **Cording, Dr. Edward J. for the continuation of Tunnel Advisory Panel Services**, in an amount not-to-exceed \$764,033, increasing the total contract value from \$1,311,745 to \$2,075,778 and extend the contract from October 1, 2015 to June 30, 2020.

**ISSUE**

In April 2015, the Board authorized funding on a month-to-month basis until the incoming Chief Executive Officer (CEO) could review the contract. The CEO completed a review of the proposed contract modifications, which included a nearly two hour meeting with the TAP members on June 4, 2015, to discern their role of providing independent advice on tunneling and other related issues. Based upon this due diligence the CEO concurs with the staff recommendations.

Board approval of the recommendations will allow the continuation of services of the TAP to support Metro on the Crenshaw/LAX Transit Project, the Regional Connector Transit Corridor Project, the Westside Purple Line Extension Section 1 and Section 2 Projects, and the SR-710 North Gap

Closure Project.

## **DISCUSSION**

Metro is currently planning, designing or constructing rail transit and highway projects with extensive underground engineering and construction that involve complex geotechnical and tunneling issues. These include the Crenshaw/LAX Transit Project, the Regional Connector Transit Corridor Project, the Westside Purple Line Extension Section 1 and Section 2 Projects, and the SR-710 North Gap Closure Project. Los Angeles County has challenging geologic and tunneling conditions and deep underground station construction, with some through tar impregnated soil, toxic gasses, and high concentration of methane. While Metro has extensive expertise and experience from both staff and engineering consultants, there is the need for a Tunnel Advisory Panel (TAP) to provide expert advice and review of this engineering work. The TAP comprised of Dr. Geoffrey Martin, Dr. Harvey Parker, and Dr. Edward Cording, are recognized in the industry and throughout the world as engineering/construction experts in the areas of geotechnical analyses, tunneling, deep excavation, earthquake engineering and building settlements.

The TAP convened in August 1995 in response to questions posed by the Board regarding feasibility of tunneling in Los Angeles ground conditions. Metro contracted with Drs. Dan Eisenstein, Geoffrey Martin and Harvey Parker to determine the feasibility of tunneling in Los Angeles, to assess the effectiveness of Metro's construction program to date, and to recommend any modifications to the current construction program deemed appropriate.

In June 2001, the Board approved two five-year contracts to the members of the TAP in the amount not-to-exceed \$1,167,826, and directed staff to return each year for funding approval. Since that time, the Board has approved funding and extensions to the TAP contracts. Due to Dr. Eisenstein's untimely death in April 2009, Metro management staff decided to procure two additional members for the TAP, Dr. Harvey Parker and Dr. Edward Cording, to provide expert technical services.

The three TAP members, Drs. Martin, Parker and Cording, have been providing advice to the Crenshaw/LAX Transit Project, the Regional Connector Transit Corridor Project, the Westside Purple Line Extension Section 1 and Section 2 Projects, and the SR-710 North Gap Closure Project. All of these projects include extensive underground engineering and construction that involve complex geotechnical and tunneling issues for which the TAP members are uniquely qualified. The status of each project is as follows:

### **Westside Purple Line Extension Project**

The Westside Purple Line Extension Project was adopted by the Board and the Final Environmental Impact Report (EIR) was certified in 2012. The project is being designed and constructed in three sections as part of Metro's 30-Year Long Range Transportation Plan. The entire 9-mile project

consists of twin-bored tunnels with 7 subway stations which are primarily under Wilshire Boulevard.

As part of the approval process for the Project, Metro commissioned a Peer Review Panel by the American Public Transportation Association (APTA) in 2005 to assess the safety of tunneling under Wilshire Boulevard. The Peer Review Panel agreed that it was possible to safely tunnel and operate a subway along the Wilshire Boulevard corridor using current technologies of tunneling, station construction and operation. The Panel also assessed the specific risks associated with tunneling, and recommended a course of action that addressed the following elements of tunnel construction and operation:

- Gas detection
- Mitigation of hazards
- Tunnel boring and station construction
- Safe operation
- Long-term monitoring and verification
- Technical feasibility

As a follow-up to the APTA Peer Review Panel's recommendations, Metro has retained the services of the TAP to provide independent review and monitoring of the following work that is being performed by Metro's engineering consultants and contractors:

- Section 1 Wilshire/Western Station to Wilshire/La Cienega Station (3.92 miles of twin-bored tunnels, 3 subway stations) - The Federal Transit Administration (FTA) issued a Record of Decision in 2012 and executed a New Starts Project Federal Full Funding Grant Agreement (FFGA) in 2014. The \$1.6 billion Design/Build Contract (Tunnels, Stations, Systems and Trackwork) Notice-To-Proceed (NTP) was issued in January 2015 and excavation of the underground stations and access shaft for the tunnel boring machines is expected to begin in the latter part of 2015. Tunneling is expected to be completed by the end of 2019. The TAP will be required to review the tunnel segment designs and geotechnical data which include gassy ground and tar sands. In addition, the TAP will be required to review the daily tunneling reports to monitor progress, potential ground movements and mitigations for gassy ground conditions.
- Section 2 - Wilshire/La Cienega to Century City Constellation Station (2.55 miles of twin-bored tunnels, 2 subway stations) - In February 2015, the Board authorized staff to complete Advanced Preliminary Engineering and the preparation of technical documents for construction contracts to solicit a Request For Proposals for Design-Build Contract procurement by the end of 2015. The TAP will be required to review the drawings, specifications and reports prepared by our engineering consultants. The Design-Build Contract is scheduled to be awarded by early 2017 followed by final design and construction;

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with the start of station excavation in mid-2018; followed by tunneling in early 2019. The TAP services will be required through 2020.

### **Crenshaw/LAX Transit Corridor Project**

The \$2.1 billion Crenshaw/LAX Light Rail Transit project consists of twin bored tunnels, cut and cover tunnels, and three underground stations. In 2011, the project was adopted by the Board and the Final EIR was certified for the 8.5-mile project. The Board, in 2013, approved a firm fixed price contract to Walsh/Shea Corridor Constructors for the final design and construction of the Crenshaw/LAX project with a NTP issued on September 10, 2013.

Final design by Walsh/Shea Corridor Constructors is nearing completion. Excavation for the underground stations and cut and cover structures is underway and the tunnel boring machine is expected to begin excavation through gassy ground along Crenshaw Boulevard in the latter part of 2015 with tunnel excavation anticipated to be complete by the end of 2016.

The TAP members are providing independent review and advice to Metro during the process of the final designs for the underground work prepared by the Walsh/Shea Corridor Constructors.

Throughout the course of construction, TAP members are independently reviewing monthly summary and progress reports prepared by the project team especially relating to construction of underground stations and tunnels including ground and soil conditions, gas and groundwater conditions, ground movements, Tunnel Boring Machine performance data, geotechnical instrumentation and monitoring, settlement, and building protection. They meet with project staff to discuss these and related issues and advise the Metro Executive Director and project staff on performance against these criteria. The TAP also perform quarterly on-site construction evaluation of quality control and soundness of the underground tunnel structure and provide expert advice to facilitate construction.

### **Regional Connector Transit Corridor Project**

The Regional Connector Transit Corridor project was adopted by the Board and the Final EIR was certified in 2012. The project is being designed and constructed as part of Metro's 30-Year Long Range Transportation Plan. The FTA issued a Record of Decision in 2012 and executed a New Starts Project Federal FFGA in 2014. This is a light rail project located in downtown Los Angeles that will connect the existing Blue and Expo Lines to the existing Gold and Eastside Lines. The project consists of 1.9 miles of twin bored tunnels with three underground stations. The \$1.4 billion Design/Build Contract was awarded to RCC (Skanska, Traylor Bros J.V.) and NTP was issued in July 2014. Construction of the underground stations and access shaft for the tunnel boring machines is expected to begin in the latter part of 2015. Tunneling is expected to be completed by the 3<sup>rd</sup> quarter of 2017. The TAP assessed the specific risks associated with tunneling as well as the cut and cover construction on Flower Street and recommended a course of action that addressed the following

elements of tunnel construction and operation:

- Tunnel construction methodology and station construction
- Flower Street cut and cover construction
- Construction of an underground cross-over cavern using the sequential excavation method (SEM)
- Safety
- Long-term monitoring and verification
- Review of Flower Street Supplemental Environmental Impact Statement
- Mitigation of hazards
- Technical feasibility studies

TAP members will continue to provide the Regional Connector Project with independent review and monitoring of the Design-Builder's final design and construction work. The TAP will also be involved with review of the tunnel segment designs, and geotechnical analyses for tunneling, building protection system and SEM. In addition, the TAP members will be required to review the daily tunneling and SEM reports to monitor progress, potential ground movements and provide suggested mitigations.

### **SR-710 North Study Gap Closure Project**

Four years ago, Metro initiated a study to alleviate the mobility constraints within East/Northeast Los Angeles and Western San Gabriel Valley. The State Route 710 North Environmental Impact Report/Environmental Impact Study contract (or State Route 710 North Study) includes evaluating alternatives, and performing preliminary engineering and planning studies. Two of the five alternatives under consideration include a Freeway Tunnel Alternative and a Transit Tunnel Alternative. TAP members will perform the following independent tasks, activities and program elements:

- Review and/or provide input on proposed schedule related to tunnel alternatives; provide input on cost/schedule estimates; and review of draft and final environmental documents for tunnel related information.
- Periodic meetings with study team.
- Assist in responding to public comments on Draft Environmental Impact Report/Environmental Impact Study (Draft EIR/EIS)
- Assist study team in briefings for Board staff/Board members.
- Review of final environmental documents and Final Environmental Impact Report/Environmental Impact Study (Final EIR/EIS).



All the projects listed above are at critical stages in their respective engineering and construction phases. Extension and additional funding for the TAP contracts are vital and essential to provide continuity that would otherwise be interrupted, should the Board decide to cancel and re-procure the TAP contracts (a 6 to 9 month process). Furthermore, the past history and knowledge of the current designs, geotechnical conditions and construction approaches will present a steep learning curve for a new team of TAP members, which could significantly delay the timely review and input necessary to provide this important layer of independent monitoring and oversight across these complex engineering and construction projects.

TAP members are involved with on-going support relating to third party and project stakeholders' issues, which will require continuation of their services for the future. They have unique knowledge and background on Los Angeles County's underground conditions and intimate knowledge of Metro's past and current engineering and construction projects. Board approval and execution of the Contract Modifications will allow continuation of these services.

### **DETERMINATION OF SAFETY IMPACT**

The Board actions will not have an impact on established safety standards for Metro's engineering and construction projects.

### **FINANCIAL IMPACT**

Funds are included in the FY16 budget for the actions under 865512 - Crenshaw/LAX Transit Project, 860228 - Regional Connector Transit Corridor Project, and 865518 and 865522 - Westside Purple Line Extension Section 1 and Section 2 Projects, respectively, in Cost Center 8510 (Construction Project Management) and under Account No. 50316 (Professional and Technical Services). Also, funds are included in the FY16 budget for the action under Project 460315 - SR-710 North Gap Closure, in Cost Center 4720 (Highway Programs A) and under Account No. 50316 (Professional and Technical Services). Since this is a multi-year contract, the Executive Director of Engineering and Construction and the Project Managers will be responsible for cost budgeting in future years.

#### **Impact to Budget**

The source of funds for these actions are a combination of Measure R Transit 35%, Measure R Highway Funds (20%), Federal Section 5309 New Starts, Transportation Infrastructure Finance and Innovation Act (TIFIA) Loan proceeds, Federal STP, CMAQ, State Proposition IB, Proposition A 35%, and Proposition C 25%. These were approved in the capital projects funding plan and no other funds were considered for the actions.

### **ALTERNATIVES CONSIDERED**

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Staff has considered the alternative of allowing the current contracts with Dr. Martin, Dr. Parker, and Dr. Cording to expire. The TAP institutional knowledge of Metro and technical understanding of specific tunnel related issues would require significant investment in time and resources to replicate if others were used in this role, which would not only incur cost, but would significantly reduce the benefit and validity of their advice, while this knowledge and understanding were obtained. This is not recommended as it will leave Metro without the benefit of their knowledge and expertise and create a void in receiving required tunneling expertise for a period of time, thereby creating the potential for delays and additional costs to ongoing Metro projects.

### **NEXT STEPS**

After Board approval and execution of the Contract Modifications, staff will direct the Tunnel Advisory Panel to provide tunnel engineering advice to Metro including supporting the aforementioned projects.

### **ATTACHMENTS**

Attachment A -Procurement Summary  
Attachment B - Contract Modification Summary

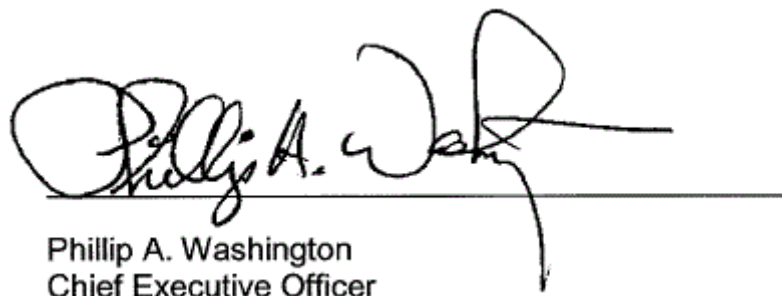
Prepared by:

Dennis Mori, Executive Officer, Project Management (213) 922-7221

Matthew Crow, Director, Project Eng., Engineering and Construction (213) 312-3131

Reviewed by:

Bryan Pennington, Program Management (213) 922-7449



Phillip A. Washington  
Chief Executive Officer

**PROCUREMENT SUMMARY  
TUNNEL ADVISORY PANEL**

**Geoffrey Martin/PS-2020-1055**

<b>1.</b>	<b>Contract Number:</b> PS-2020-1055		
<b>2.</b>	<b>Contractor:</b> Geoffrey Martin		
<b>3.</b>	<b>Mod. Work Description:</b> Continued Tunnel Advisory Panel support		
<b>4.</b>	<b>Contract Work Description:</b> Tunnel Advisory Panel		
<b>5.</b>	<b>The following data is current as of:</b> 8/10/15		
<b>6.</b>	<b>Contract Completion Status</b>		<b>Financial Status</b>
	<b>Contract Awarded:</b>	5/1/2001	<b>Contract Award Amount:</b> \$326,000
	<b>Notice to Proceed (NTP):</b>	5/1/2001	<b>Total of Modifications Approved:</b> \$961,745
	<b>Original Complete Date:</b>	1/28/2015	<b>Pending Modifications (including this action):</b> \$802,261
	<b>Current Est. Complete Date:</b>	9/30/2015	<b>Current Contract Value (with this action):</b> \$2,090,006
<b>7.</b>	<b>Contract Administrator:</b> Sonia Gomez		<b>Telephone Number:</b> (213)922-7247
<b>8.</b>	<b>Project Manager:</b> Dennis Mori		<b>Telephone Number:</b> (213)922-7221

**Harvey Parker/PS-8510-2416**

<b>1.</b>	<b>Contract Number:</b> PS-8510-2416		
<b>2.</b>	<b>Contractor:</b> Harvey Parker & Associates, Inc.		
<b>3.</b>	<b>Mod. Work Description:</b> Continued Tunnel Advisory Panel support		
<b>4.</b>	<b>Contract Work Description:</b> Tunnel Advisory Panel		
<b>5.</b>	<b>The following data is current as of:</b> 8/10/15		
<b>6.</b>	<b>Contract Completion Status</b>		<b>Financial Status</b>
	<b>Contract Awarded:</b>	1/29/2010	<b>Contract Award Amount:</b> \$1,225,000
	<b>Notice to Proceed (NTP):</b>	1/29/2010	<b>Total of Modifications Approved:</b> \$386,745
	<b>Original Complete Date:</b>	1/28/2015	<b>Pending Modifications (including this action):</b> \$981,465
	<b>Current Est. Complete Date:</b>	9/30/2015	<b>Current Contract Value (with this action):</b> \$2,593,210
<b>7.</b>	<b>Contract Administrator:</b> Sonia Gomez		<b>Telephone Number:</b> (213)922-7247
<b>8.</b>	<b>Project Manager:</b> Dennis Mori		<b>Telephone Number:</b> (213)922-7221

### Edward Cording/PS-8510-2493

1.	<b>Contract Number:</b> PS-8510-2493		
2.	<b>Contractor:</b> Edward Cording		
3.	<b>Mod. Work Description:</b> Continued Tunnel Advisory Panel support		
4.	<b>Contract Work Description:</b> Tunnel Advisory Panel		
5.	<b>The following data is current as of:</b> 8/10/15		
6.	<b>Contract Completion Status</b>		<b>Financial Status</b>
	<b>Contract Awarded:</b>	1/29/2010	<b>Contract Award Amount:</b> \$1,225,000
	<b>Notice to Proceed (NTP):</b>	1/29/2010	<b>Total of Modifications Approved:</b> \$86,745
	<b>Original Complete Date:</b>	1/28/2015	<b>Pending Modifications (including this action):</b> \$764,033
	<b>Current Est. Complete Date:</b>	9/30/2015	<b>Current Contract Value (with this action):</b> \$2,075,778
7.	<b>Contract Administrator:</b> Sonia Gomez		<b>Telephone Number:</b> (213)922-7247
8.	<b>Project Manager:</b> Dennis Mori		<b>Telephone Number:</b> (213)922-7221

#### A. **Procurement Background**

This Board Action is to approve modifications in support of continued Tunnel Advisory Panel (TAP) support.

The proposed contract modifications will be processed in accordance with Metro's Acquisition Policy and the contract type for each contract is a Labor Hour Contract.

On January 28, 2010, Contract No. PS-8510-2416 and PS-8510-2493 were awarded to Harvey Parker and Edward Cording, respectively, each in the amount of \$1,225,000. The Board also authorized Modification No. 5 to Contract No. PS-2020-1055 with Geoffrey Martin in the amount of \$875,000, increasing the contract amount to \$1,201,000 for TAP services.

This Board Action is to approve the continuation of services of the TAP in support of Metro on the Crenshaw/LAX Transit Project, the Regional Connector Transit Corridor Project, the Westside Purple Line Extension Section 1 and Section 2 Projects, and the SR-710 North Gap Closure Project. Los Angeles County has challenging geologic and tunneling conditions and deep underground station construction, with some through tar impregnated soil, toxic gasses, and high concentration of methane. The TAP members, comprised of Dr. Geoffrey Martin, Dr. Harvey Parker, and Dr. Edward Cording, are recognized in the industry and

throughout the world as engineering/construction experts in the areas of geotechnical analyses, tunneling, deep excavation, earthquake engineering and building settlements.

Refer to Attachment B – Contract Modification/Change Order Log.

**B. Cost Analysis**

These individual Labor Hour contracts contain a fixed, negotiated labor rate. Negotiations have resulted in the individual hourly rates for each contract remaining unchanged since being originally negotiated in January 2010. A price analysis for this five year period compared the \$250 rate to the ICE rate of \$242, and also with a GSA federal published price list for similar subject matter experts with rates ranging from \$259 to over \$300 per hour for the same period. The negotiated amounts comply with all requirements of Metro Procurement policies and procedures and were determined fair and reasonable through fact-finding, clarifications, technical evaluation and price analysis. An independent cost estimate (ICE) was obtained as part of the cost analysis before negotiation. The difference between the ICE and the negotiated amount is because project management’s technical evaluation for the level of effort necessitated increasing the hours which were included in the negotiated amount.

**Geoffrey Martin/PS-2020-1055**

<b>Proposed Amount</b>	<b>Metro ICE</b>	<b>Negotiated Amount</b>
<b>\$1,046,500</b>	<b>\$585,815</b>	<b>\$802,261</b>

**Harvey Parker/PS-8510-2416**

<b>Proposed Amount</b>	<b>Metro ICE</b>	<b>Negotiated Amount</b>
<b>\$1,151,150</b>	<b>\$681,121</b>	<b>\$981,465</b>

**Edward Cording/PS-8510-2493**

<b>Proposed Amount</b>	<b>Metro ICE</b>	<b>Negotiated Amount</b>
<b>\$1,151,150</b>	<b>\$706,338</b>	<b>\$764,033</b>

**C. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) did not establish a Disadvantaged Business Enterprise Anticipated Level of Participation (DALP) for TAP Services based on the lack of subcontracting opportunities. The work performed by the panel involved providing specialized technical services and expertise in the areas of geotechnical analyses, tunneling, deep excavations,

earthquake engineering, and building settlements. The three consultants, Dr. Geoffrey Martin, Dr. Harvey Parker, and Dr. Edward Cording are currently performing work utilizing their own workforce.

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

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

**E. Prevailing Wage Applicability**

Prevailing wage is not applicable to this modification.

**CONTRACT MODIFICATION/CHANGE LOG**

**TUNNEL ADVISORY PANEL**

**Geoffrey Martin/PS-2020-1055**

<b>Mod. no.</b>	<b>Original Contract</b>		
	Original Contract	9/1/2001	\$326,000
1-4	Increase unit rate and extend period of performance to June 30, 2010	09/06/02-05/11/09	\$0
5	Increase unit rate and extend period of performance to January 28, 2015	1/29/10	\$875,000
6	Extend period of performance to June 30, 2015	1/9/15	\$0
7	Increase contract value and extend period of performance to July 30, 2015	6/22/15	\$28,915
8	Increase contract value and extend period of performance to August 31, 2015	7/17/15	\$28,915
9	Increase unit rate and extend period of performance September 30, 2015	8/10/15	\$28,915
10	Increase unit rate and extend period of performance to June 30, 2020	<b>Pending Board Approval</b>	<b>\$802,261</b>
	<b>Total:</b>		<b>\$2,090,006</b>

**Harvey Parker/PS-8510-2416**

<b>Mod. no.</b>	<b>Original Contract</b>		
	Original Contract	1/29/10	\$1,225,000
1	Increase contract value	2/20/14	\$100,000
2	Increase contract value	8/6/14	\$100,000
3	Increase contract value and extend period of performance to June 30, 2015	1/9/15	\$100,000
4	Increase contract value and extend period of performance to July 30, 2015	6/22/15	\$28,915
5	Increase contract value and extend period of performance to August 31, 2015	7/17/15	\$28,915
6	Increase unit rate and extend period of performance September 30, 2015	8/10/15	\$28,915
7	Increase contract value and extend period of performance to June 30, 2020	<b>Pending Board Approval</b>	<b>\$981,465</b>
	<b>Total:</b>		<b>\$2,593,210</b>

**Edward Cording/PS-8510-2493**

<b>Mod. no.</b>	Original Contract	1/29/10	\$1,225,000
1	Extend period of performance to June 30, 2015	1/9/15	\$0
2	Increase contract value and extend period of performance to July 30, 2015	6/22/15	\$28,915
3	Increase contract value and extend period of performance to August 31, 2015	7/17/15	\$28,915
4	Increase contract value and extend period of performance to September 30, 2015	8/10/15	\$28,915
5	Increase contract value and extend period of performance to June 30, 2020	<b>Pending Board Approval</b>	<b>\$764,033</b>
	<b>Total:</b>		<b>\$2,075,778</b>



**Board Report**

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**File #:** 2015-1229, **File Type:** Contract**Agenda Number:** 37.

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**CONSTRUCTION COMMITTEE  
SEPTEMBER 17, 2015****SUBJECT: PATSAOURAS BUS PLAZA PAVER RETROFIT****ACTION: AWARD CONTRACT C1110 FOR PATSAOURAS BUS PLAZA PAVER RETROFIT****RECOMMENDATION**

AUTHORIZING the Chief Executive Officer to award a 270 calendar day, firm fixed price contract under Bid Number C1110 to AP Construction, Inc., the lowest responsive and responsible bidder for the **Patsaouras Bus Plaza Paver Retrofit Project** (design-build) for an amount of \$5,526,018 inclusive of sales tax and options.

**ISSUE**

On October 17, 2013, the Board approved adopting the use of the design/build delivery method for the replacement of the paver and drainage systems on the Patsaouras Transit Plaza. Metro issued the Invitation for Bid (IFB) No. C1110 on March 12, 2015, under California Public Utilities Code (CPUC) 130242(a). Bids were received on May 18, 2015. Under CPUC 130242 (e) the contract shall be awarded to the lowest responsive and responsible bidder. Board approval of the Recommendation is required to award Contract No. C1110.

**DISCUSSION**

Patsaouras Plaza serves as a key bus station for many of our bus routes and is a popular passenger drop-off and pick-up hub, resulting in congestion and travel delays. The paver and drainage systems on the Patsaouras Bus Plaza are failing. Several remediation measures to address the pavers, including use of asphalt in damaged areas, have been ineffective. The continued collapse of the paver surface has resulted in damage to the drainage system. This improper drainage results in water intrusion that threatens the structural integrity of the garage below. The current condition is not acceptable and a permanent fix is required. The scope of work of Contract No. C1110 includes repairing the paving drainage system and replacing the existing paving with a more stable and long lasting system to endure significant bus traffic volume. The scope of work also includes modifying a portion of the P-1 parking area in order to relocate the passenger drop-off and pick-up area to the P-1 parking area.

In August 2014, oversight of the Patsaouras Bus Plaza Pavers Retrofit project was transferred from the General Services Department to the Engineering and Construction Department. Staff completed

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preliminary engineering for the project in early 2015, and issued IFB C1110 on March 12, 2015 under CPUC 130242(a). Bids were received on May 18, 2015. Under CPUC 130242 (e) the contract shall be awarded to the lowest responsive and responsible bidder. Staff selected AP Construction, Inc. as the lowest price responsive and responsible bidder.

### **DETERMINATION OF SAFETY IMPACT**

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

### **FINANCIAL IMPACT**

The FY16 budget includes \$4,645,000 for the Patsaouras Bus Plaza Paver Retrofit project in Cost Center 8510 (Construction Contracts/Procurement), Project 210137 (Patsaouras Bus Plaza Paver Retrofit). The Life-of-Project (LOP) budget for this project is \$9,093,000. Since Contract No. C1110 is a multi-year contract, the cost center manager and Executive Director, Engineering and Construction, will be accountable for budgeting the cost of the annual work program for each fiscal year for the term of the contract, including any option(s) exercised.

#### **Impact to Budget**

The source of funds used for the Life of Project funding plan is a combination of funds eligible for bus and rail operating and capital funds. The FY16 Adopted Budget includes \$5.1M for this project using Proposition C40% funds. No other sources were considered.

### **ALTERNATIVES CONSIDERED**

The Board could decide to reject the staff recommendation to award Contract No. C1110. However, this alternative is not recommended because the cost for this project has been determined to be fair and reasonable and it is well within the LOP budget. Several remediation measures to address the pavers, including use of asphalt in damaged areas, have been ineffective. The continued collapse of the paver surface has resulted in damage to the drainage system. Improper drainage results in water intrusion that threatens the structural integrity of the garage below. Staff also believes that it is important for the success of this project for the engineering contractor to work in conjunction with the construction contractor to determine the best solution to the existing issue.

### **NEXT STEPS**


Project staff will issue a Notice of Award, and execute a contract with the recommended contractor; and once bonds, insurance, and project labor agreement requirements are met, issue a Notice to Proceed.

### **ATTACHMENTS**

Attachment A - Procurement Summary  
Attachment B - DEOD Summary

Prepared by: Andi Wang, Director of Capital Projects (213) 922-4722  
Tim Lindholm, Executive Officer, Project Management  
(213) 922-7297

Reviewed by: Ivan Page, Interim Executive Director,  
Vendor/Contract Management, (213) 922-6383  
Bryan Pennington, Program Management,  
(213) 922-7449



Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## PATSAOURAS BUS PLAZA PAVER RETROFIT/C1110

1.	<b>Contract Number:</b> C1110	
2.	<b>Recommended Vendor:</b> AP Construction	
3.	<b>Type of Procurement</b> (check one) : <input checked="" type="checkbox"/> IFB <input type="checkbox"/> RFP <input type="checkbox"/> RFP – A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	<b>Procurement Dates:</b>	
	<b>A. Issued:</b> March 12, 2015	
	<b>B. Advertised/Publicized:</b> March 12, 2015 and March 14, 2015	
	<b>C. Pre-proposal/Pre-Bid Conference:</b> March 23, 2015	
	<b>D. Proposals/Bids Due:</b> May 18, 2015	
	<b>E. Pre-Qualification Completed:</b> June 9, 2015	
	<b>F. Conflict of Interest Form Submitted to Ethics:</b> July 30, 2015	
	<b>G. Protest Period End Date:</b> September 22, 2015	
5.	<b>Solicitations Picked up/Downloaded:</b> 15	<b>Bids/Proposals Received:</b> 2
6.	<b>Contract Administrator:</b> Noelle Valenzuela	<b>Telephone Number:</b> (213) 922-3647
7.	<b>Project Manager:</b> Andi Wang	<b>Telephone Number:</b> (213) 922-4722

**A. Procurement Background**

This Board Action is to approve Contract No. C1110 issued in support of Patsaouras Plaza - Privately-Owned Vehicle Relocation, Pavers, and Storm Drain Repairs project.

IFB No. C1110 was issued in accordance with LACMTA's Acquisition Policy and the contract type is a Firm Fixed Price.

Seven amendments were issued during the solicitation phase of this IFB:

- Amendment No. 1 was issued to revise the Instructions to Bidders regarding the Pre-qualification procedure;
- Amendment No. 2 was issued to make modifications to seven pages of drawings;
- Amendment No. 3 was issued to add a list of Certified SBE firms;
- Amendment No. 4 was issued to extend to due date and make modifications to five pages of the drawings;
- Amendment No. 5 was issued to add a Concrete Coring Plan, Concrete Coring Test Samples, and Concrete Base Specifications;
- Amendment No. 6 was issued to extend to bid due date to May 18, 2015;
- Amendment No. 7 was issued to delete three pages of drawings referencing the Stage Construction and to revise the Period of Performance to 270 calendar days as opposed to 380 calendar days.

Metro held a pre-bid conference on March 23, 2015, in the Gateway Conference Room on the 3<sup>rd</sup> floor of the Gateway Building. There were nine representatives from seven firms that signed in at the pre-bid conference. Fifteen individuals from various firms picked up the IFB package. The firms that obtained the package from Metro asked a total of 50 questions.

A total of two bids were received on the May 18, 2015 due date.

**B. Evaluation of Bids**

The lowest responsive and responsible bidder, AP Construction, Inc. was found to be in full compliance with the bid requirements and is subsequently recommended for award.

**C. Cost/Price Analysis Explanation of Variances**

The recommended price of \$5,526,018, inclusive of options, is determined to be fair and reasonable based on adequate price competition and comparison with Metro's Independent Cost Estimate. The recommended price is 11.3% lower than the only other Bidder and 40.6% lower than Metro's Independent Cost Estimate.

<b>Bidder Name</b>	<b>Bid Amount</b>
Icon West, Inc.	\$ 6,228,710
AP Construction, Inc.	\$ 5,526,018
Metro Estimate	\$ 9,308,829

**D. Background on Recommended Contractor**

AP Construction, Inc. is a family business located in Gardena, CA and was established in 1989. AP Construction, Inc. has completed similar projects for the United States Air Force, Army & Air Force Exchange Services. AP Construction Inc. has successfully completed multiple projects for LACMTA including C0949-Design Build of ATMs Computer Room Modifications, C1023-Division 1 and 3 Bus Washer Replacements, and C1090-Heater Upgrades at Division 3 and 7. Experience/Performance Questionnaires were completed to determine the past performance of AP Construction and all indicated that AP Construction, Inc. is a satisfactory contractor.

DEOD SUMMARY

PATSAOURAS BUS PLAZA PAVER RETROFIT/C1110

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established a 20% Small Business Enterprise (SBE) goal for this solicitation. AP Construction, a SBE Prime, exceeded the goal by making a 76.73% SBE commitment.

<b>Small Business Goal</b>	<b>20% SBE</b>	<b>Small Business Commitment</b>	<b>76.73% SBE</b>
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	<b>DBE/SBE Subcontractors</b>	<b>% Committed</b>
1	AP Construction, Inc. (SBE Prime)	67.29%
2	Robnett Electric	4.25%
3	VCA Engineering	3.26%
4	MCM Integrated Systems	1.93%
	<b>Total Commitment</b>	<b>76.73%</b>

**B. Project Labor Agreement/Construction Careers Policy (PLA/CCP)**

The PLA/CCP requires that contractors commit to meet the following hiring goals for select construction contracts over 2.5 million dollars:

<b>Project Goals</b>		
Community / Local Area Worker Goal	Apprentice Worker Goal	Disadvantaged Worker Goal
40%	20%	10%

**C. Living Wage Service Contract Worker Policy**

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

**D. Prevailing Wage Applicability**

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





**Board Report**

**File #:** 2015-1253, **File Type:** Budget

**Agenda Number:** 38.

**CONSTRUCTION COMMITTEE  
SEPTEMBER 17, 2015**

**SUBJECT: THIRD PARTY ADMINISTRATION**

**ACTION: CITY OF LOS ANGELES FY16 ANNUAL WORK PLAN APPROVAL**

**RECOMMENDATION**

**AUTHORIZING the Chief Executive Officer to execute annual expenditure budget plan for the **FY16 Annual Work Plan for the City of Los Angeles.****

**ISSUE**

During the design and construction phases of Metro projects, a significant amount of support is required from local jurisdictions via an annual work plan. The annual work plan shall serve as a commitment from the agency for the reimbursement of services by City of Los Angeles reviewing jurisdictions for an estimated amount of services. Without an annual work plan, the City of Los Angeles jurisdictions have no funding sources to support the projects.

**DISCUSSION**

The action contained herein provides funding for the City of Los Angeles participation in the project within the limit of the current approved FY16 budget for Third Party Review. (See Attachment A)

Metro staff efforts to proactively manage these costs will include the following:

- A. Controlling the design review process through the early coordination of design efforts to define scope and establish/clarify standards and requirements.
- B. Reviewing submittals for completeness.
- C. Ensuring that third party requirements are identified and addressed prior to sending to the third party.
- D. Reviewing timesheets with each third party organization on a monthly basis to ensure that hours charged are appropriate
- E. Conducting executive and staff level partnering with third parties.



**DETERMINATION OF SAFETY IMPACT**

The recommended action has no impact on safety.

**FINANCIAL IMPACT**

The funding, which may be obligated and spent under this one year work plan of \$23,585,866 is included in the FY16 budget in each of the project budgets that will require services to be performed by the City of Los Angeles. See attachment "A". Since these are multi-year projects, the Project Managers will be responsible for budgeting future year costs.

**IMPACT ON BUS AND RAIL OPERATING AND CAPITAL BUDGET**

The funding for this Annual Work Plan will come from various sources of funds. See attachment "A". With the exception of major construction projects funded with specific grant funds, these funds are eligible for bus and rail operating and capital expenditures. No other sources of funds were considered for this activity because the primary beneficiary of the service is bus, rail and capital projects.

**ALTERNATIVES CONSIDERED**

The Board may reject the Recommendation and direct us to include this work under Construction Contracts. Unfortunately, this is not recommended because it will delay each of the projects.

**NEXT STEPS**

Upon MTA board approval of the annual work plan, the City of Los Angeles shall submit the annual work plan to the Los Angeles City Council and Mayor's Office for adoption.

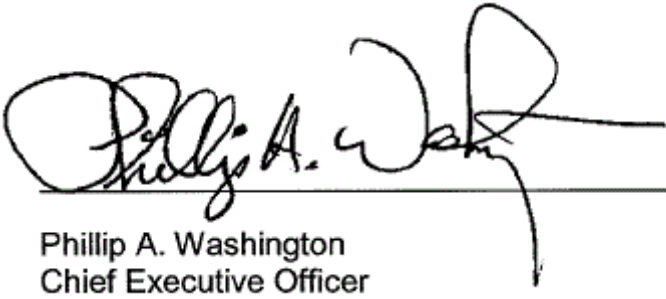
**ATTACHMENTS**

A. FY16 Annual Work Plan Anticipated Budget for the City of Los Angeles

Prepared by: Eduardo Cervantes, Third Party Administration Director  
(213) 922-7255

Reviewed by:

Bryan Pennington, Program Management (213) 922-7449



Phillip A. Washington  
Chief Executive Officer

## ATTACHMENT A

### FY16 ANNUAL WORK PLAN ANTICIPATED BUDGET FOR CITY OF LOS ANGELES

#### **CRENSHAW/LAX TRANSIT (#865512)**

**Source of Funds:** Measure R 35%, TIFIA, CMAQ

Dept. of Transportation	\$2,307,411
Bureau of Engineering	\$1,400,000
Bureau of Street Lighting	\$594,604
Bureau of Street Services	\$432,979
Contract Administration	\$1,179,591
Bureau of Sanitation	\$34,603
Cross Coordination Support	\$426,420
General Services/Standard Divisions	\$191,227
Police Department/Safety	\$98,585
Subtotal:	\$6,665,420

#### **REGIONAL CONNECTOR (#860228)**

**Source of Funds:** Fed New Starts 5309, TIFIA, Prop 1B, CMAQ

Dept. of Transportation	\$2,740,198
Bureau of Engineering	\$1,000,000
Bureau of Street Lighting	\$517,702
Bureau of Street Services	\$248,530
Contract Administration	\$971,747
Bureau of Sanitation	\$74,134
Cross Coordination Support	\$298,531
Police Department/Safety	\$98,585
General Services	\$189,963
Subtotal:	\$6,139,390

#### **WESTSIDE EXTENSION SECTION 1 (#865518)**

**Source of Funds:** TIFIA, CMAQ, Fed New Start 5309, Measure R 35%

Dept. of Transportation	\$2,577,830
Bureau of Engineering	\$1,000,000
Bureau of Street Lighting	\$549,656
Bureau of Street Services	\$312,673
Bureau of Sanitation	\$77,539
Contract Administration	\$948,582
Cross Coordination Support	\$127,866
General Services/Standard Divisions	\$191,227
Police Department/Safety	\$36,970
Subtotal:	\$5,822,343

## ATTACHMENT A (continued)

### **WESTSIDE EXTENSION SECTION 2 (#865522)**

**Source of Funds:** Measure R 35%, Fed New Starts 5309

Dept. of Transportation	\$1,089,894
Bureau of Engineering	\$400,000
Bureau of Street Lighting	\$397,795
Bureau of Street Services	\$125,028
Bureau of Sanitation	\$77,539
Contract Administration	\$408,880
<hr/>	
Subtotal:	\$2,499,136

### **UNIVERSAL PEDESTRIAN BRIDGE (# 809382)**

**Source of Funds:** Prop A 35%

Dept. of Transportation	\$55,362
Bureau of Engineering	\$100,000
Bureau of Street Services	\$11,280
Bureau of Street Lighting	\$28,553
Contract Administration	\$61,833
<hr/>	
Subtotal:	\$257,028

### **NORTH HOLLYWOOD WEST ENTRANCE (#204122)**

**Source of Funds:** Fed Bus Capital, TE 1%, Local, Fed 5309 Bus

Dept. of Transportation	\$51,019
Bureau of Engineering	\$100,000
Bureau of Street Services	\$18,434
Bureau of Street Lighting	\$20,387
Contract Administration	\$61,854
<hr/>	
Subtotal:	\$251,694

### **MBL CANOPY REFURBISHMENTS (# 204071)**

**Source of Funds:** Measure 2%

Dept. of Transportation	\$42,486
Bureau of Engineering	\$25,000
Bureau of Street Services	\$15,693
<hr/>	
Subtotal:	\$83,179

## ATTACHMENT A (continued)

### **EASTSIDE GRADE CROSSING IMPROVEMENTS (#460202)**

**Source of Funds:** Measure R 2%

Dept. of Transportation	\$40,731
Bureau of Engineering	\$25,000
Bureau of Street Services	\$19,605
<hr/>	
Subtotal:	\$85,336

### **RAYMER TO BERSON DOUBLE TRACK (#460081)**

**Source of Funds:** Measure R 3%, Prop 1B State

Dept. of Transportation	\$47,178
Bureau of Engineering	\$22,000
Bureau of Street Lighting	\$92,168
<hr/>	
Subtotal:	\$161,346

### **BOB HOPE AIRPORT/HOLLYWOOD WAY STATION (#460090)**

**Source of Funds:** Measure R 3%

Bureau of Street Services	\$12,169
Bureau of Engineering	\$10,000
<hr/>	
Subtotal:	\$22,169

### **WASHINGTON SIDING (#800113)**

**Source of Funds:** Metro EXPO I Transfer, Prop C 25%

Bureau of Engineering	\$200,000
<hr/>	
Subtotal:	\$200,000

### **RED LIGHT ENFORCEMENT RETO-FIT (#306006)**

**Source of Funds:** Local Prop A and C, Fare Revenues

Dept. of Transportation	\$210,000
Bureau of Engineering	\$103,825
<hr/>	
Subtotal:	\$313,825

**ATTACHMENT A (continued)**

**FIRE/LIFE/SAFETY**

**Source of Funds:** Various

Fire Dept.	\$550,000
Subtotal:	\$550,000

**PATSAOURAS PLAZA (#202317)**

**Source of Funds:** Federal-Sect 5308, Local (Prop A and C)

Bureau of Engineering	\$105,000
Subtotal:	\$105,000

**METRO SUNDWALLS #11 (#460324)**

**Source of Funds:** Measure R 20%

Bureau of Engineering	\$150,000
Subtotal:	\$150,000

**CONTINGENCY BUDGET** to accommodate the following projects, at Metro's discretion, for support services related to PE level type work:

VAN NUYS PLATFORM	\$20,000
SCRIP	\$20,000
DORAN STREET GRADE CROSSING	\$20,000
EXPRESS LANES	\$20,000
MBL PEDESTRIAN/SWING GATES (#205104)	\$100,000

**VARIOUS PROJECTS IN ENVIRONMENTAL STAGE**

**Source of Funds:** Measure R 35% federal grant, local, Administrative Funding

GREEN LINE LAX EXTENSION (#460303)	\$50,000
EAST SFV N-S BUS RAPIDWAY (#465521)	\$50,000
Subtotal:	\$280,000

**GRAND TOTAL: \$23,585,866**

**TOTAL FY16 BUDGET: \$23,585,866**



## Board Report

File #: 2015-1332, File Type: Contract

Agenda Number: 19.

~~PLANNING AND PROGRAMMING COMMITTEE~~

~~SEPTEMBER 16, 2015~~

CONSTRUCTION COMMITTEE

SEPTEMBER 17, 2015

**SUBJECT: L.A. COUNTY GRADE CROSSING AND CORRIDOR SAFETY PROGRAM**

**ACTION: APPROVE CONTRACT**

### RECOMMENDATION

AUTHORIZING the Chief Executive Officer to execute a cost-plus-fixed-fee Contract No. AE3319400599 with AECOM for the **L.A. County Grade Crossing and Corridor Safety Program** in the amount of \$3,868,848, inclusive of all design phases. This contract is for three years.

### ISSUE

It is the intent of Metro Regional Rail to award a professional services contract to provide engineering services for an analysis of 153 pedestrian and vehicular at-grade crossings and right-of-way in L.A. County. This work includes the completion of a Project Study Reports Equivalent (PSRE) for four at-grade crossings that could be advanced to a grade separation.

### DISCUSSION

Metro owns approximately 160 route miles of right-of-way in Los Angeles County that is operated by the Southern California Regional Rail Authority (SCRRA) for the Metrolink commuter rail service. As part of this right-of-way, there are approximately 153 at-grade pedestrian and roadway crossings. These crossings are in various areas from urban to rural. In addition, there are varying degrees of warning equipment installed at these crossings.

Since the implementation of the Sealed Corridor program, the SCRRA has upgraded several crossings with state-of-the-art equipment, including in some cases, enhanced pedestrian treatments, four-quadrant gates, and advance preemption. In addition, SCRRA developed a comprehensive guide that identified standards for the design of at-grade crossings.

This program will establish a comprehensive strategy to approach grade crossing safety and mobility on Metro-owned right-of-way operated by SCRRA in Los Angeles County. This strategy will establish the overall approach to crossing enhancements as well as establish the need for additional measures. In particular, this strategy will identify at-grade crossings that could be advanced to grade

separations. In the development of this strategy, an objective analysis will need to be done of each of the crossings. As an overall analysis is completed, a strategy for funding of enhancements will need to be developed. This will also include an approach to utilizing all state and federal opportunities for funding.

As part of this program, the Metro-owned/SCRRA operated right-of-way will be analyzed for opportunities to address trespassing or other issues that would enhance safety. Indicators such as near misses and graffiti locations are indicators of trespasser activity. An analysis of methods addressing right-of-way access through enforcement, fencing, and/or the application of advance technology, will be completed as part of this overall program. In addition, state and federal grant opportunities will be explored as a means of developing these enhancements.

### **DETERMINATION OF SAFETY IMPACT**

The Project will examine approximately 153 at-grade crossings in Los Angeles County. Site-specific safety features will be identified through the FHWA’s Manual on Uniform Traffic Control Devices grade crossing diagnostic process, whereby Metro, Metrolink, and the CPUC will review each crossing in accordance with Metrolink and CPUC best practices.

### **FINANCIAL IMPACT**

In July 2012, the Metro Board authorized \$4.5 million in Measure R 3% funds towards this program. The breakdown of this funding is as follows:

L.A. County Grade Crossing Safety Program	\$2 Million
L.A. County Grade Separation Priority Program	\$500 Thousand
Project Study Reports	\$2 Million
Total	\$4.5 Million

\$1,110,000 for this Project is included in the FY16 budget in department 2415, Regional Rail, Project No. 460071. Since this is a multi-year contract, the cost center manager, and Executive Director, Program Management will be accountable and responsible for budgeting the cost of future fiscal year requirements.

### **ALTERNATIVES CONSIDERED**

The Board could choose not to award the contract to AECOM and decide not to pursue the L.A. County Grade Crossing and Corridor Safety Program. This alternative is not recommended due to the significant benefits that the project provides to commuter rail transportation in L.A. County.



**NEXT STEPS**

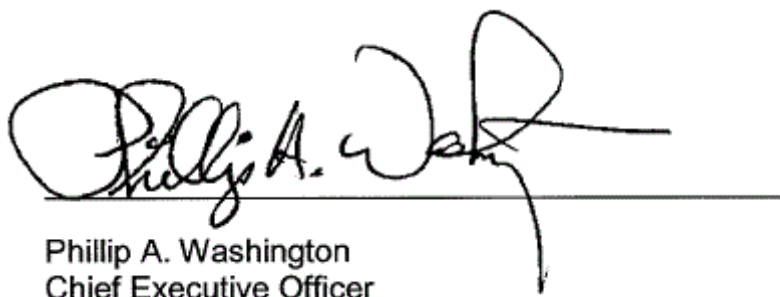
Upon approval by the Board, staff will execute the contract, and begin the services for the L.A. County Grade Crossing and Corridor Safety Program

**ATTACHMENTS**

Attachment A - Procurement Summary

Prepared by:            Prepared by: Don Sepulveda, P.E., Executive Officer, Regional Rail, (213) 922-7491

Reviewed by:            Bryan Pennington, Program Management  
                                 (213) 922-7449  
                                 Ivan Page, Interim Executive Director, Vendor/Contract Management  
                                 (213) 922-3863



Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## L.A. COUNTY GRADE CROSSING AND CORRIDOR SAFETY PROGRAM

1.	<b>Contract Number:</b> AE3319400599 (RFP No. AE11355241510599)	
2.	<b>Recommended Vendor:</b> AECOM Technical Services, Inc. (AECOM)	
3.	<b>Type of Procurement (check one):</b> <input type="checkbox"/> IFB <input type="checkbox"/> RFP <input checked="" type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	<b>Procurement Dates:</b>	
	A. <b>Issued:</b> March 13, 2015	
	B. <b>Advertised/Publicized:</b> March 10, 2015	
	C. <b>Pre-proposal Conference:</b> March 23, 2015	
	D. <b>Proposals Due:</b> July 10, 2015	
	E. <b>Pre-Qualification Completed:</b> August 4, 2015	
	F. <b>Conflict of Interest Form Submitted to Ethics:</b> August 4, 2015	
	G. <b>Protest Period End Date:</b> September 23, 2015	
5.	<b>Solicitations Picked up/Downloaded:</b> 91	<b>Proposals Received:</b> 7
6.	<b>Contract Administrator:</b> Lily Lopez	<b>Telephone Number:</b> (213) 922-4639
7.	<b>Project Manager:</b> Don Sepulveda	<b>Telephone Number:</b> (213) 922-7491

**A. Procurement Background**

This Board Action is to approve Contract No. AE3319400599 (RFP No. AE11355241510599) for Architectural and Engineering (A&E) services to develop a Los Angeles (LA) County Grade Crossing and Corridor Safety Program (Program). As this is an A&E qualifications based procurement, price cannot be used as an evaluation factor pursuant to state and federal law. The intent of the project is to develop a countywide program that will develop engineering solutions and establish a pattern for enforcement regarding grade crossings and railroad rights-of-way that will enhance safety and mobility. The Contract will be for a term of three years.

The RFP was issued in accordance with Metro's Acquisition Policy and Procedure Manual and the contract type is cost-plus-fixed-fee. This solicitation is exempt from the Small Business Set-Aside Program guidelines. Therefore, the contract may be awarded to a non-SBE firm.

There were two amendments issued during the initial solicitation phase of this RFP:

- Amendment No. 1, issued on March 24, 2015, provided revisions to the solicitation, responses to questions received, and documents related to the pre-proposal conference held on March 23 2015;
- Amendment No. 2, issued on April 1, 2015, provided responses to questions received.

A pre-proposal conference was held on March 23, 2015, attended by 55 participants. There were six questions asked during the pre-proposal conference and an additional 31 questions were asked during the solicitation phase.

There were 91 firms that downloaded the RFP and were included in the planholders list.

On June 10, 2015, Metro received a total of seven proposals from the following firms:

- 1.AECOM Technical Services, Inc. (AECOM)
- 2.Hatch Mott MacDonald (HMM)
- 3.JM Diaz (JMD)
- 4.KOA Corporation (KOA)
- 5.Parsons Brinckerhoff (PB)
- 6.Parsons Transportation Group (PTG)
- 7.Wilson & Company (Wilson)

Due to inconsistencies during the initial evaluation process, which included the premature opening of cost proposals, Amendment No. 3 was issued to the seven proposing firms on June 10, 2015, informing firms that due to the inconsistencies, Metro was returning all technical and cost proposal submittals received (hard copy originals of Volumes I, II, and III).

In order to maintain fair and open competition, Metro provided all proposers that originally submitted proposals, the opportunity to resubmit technical proposals by July 10, 2015. Thereafter, only those firms invited for oral presentations would be required to submit a cost proposal, inclusive of all certifications and DEOD forms, in a sealed envelope.

Upon receipt of the new technical proposals, a new Proposal Evaluation Team (PET) was established to evaluate the technical proposals re-submitted by the above-mentioned firms.

## **B. Evaluation of Proposals**

The PET consisting of staff from Metro's Rail Wayside Systems, Orange County Transportation Authority (OCTA) and Metrolink was convened and conducted a comprehensive technical evaluation of the proposals received.

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

- Skill and Experience of the Team            30%
- Project Management Plan                    30%
- Project Understanding                        40%

The evaluation criteria are appropriate and consistent with criteria developed for similar A&E procurements. Several factors were considered when developing these weights, giving the greatest importance to the project understanding. The new PET evaluated the proposals according to the pre-established evaluation criteria.

During the week of July 27, 2015, the PET completed its independent evaluation of the seven proposals received. All seven firms were invited for oral presentations on July 30, 2015. The firms' project managers and key team members had an opportunity to present each team's qualifications and respond to the PET's questions. In general, each team addressed the requirements of the RFP, experience with all aspects of the required scope, and stressed each firm's commitment to the success of the project. Each team was asked questions relative to their proposed staffing plans, perceived project issues, and project approach.

The final scoring, after the oral presentations, determined AECOM to be the most qualified firm. As a result, AECOM's cost proposal was opened for cost analysis and negotiations.

### **Qualifications of the Recommended Firm**

AECOM'S proposed team demonstrated several years of experience on similar projects, have experience in writing crossing manuals, as well as grade crossing safety analysis and grade separation projects. The proposal included a realistic completion schedule and demonstrated an understanding of potential risks and solutions with this type of project. Additionally, AECOM's proposed signal designer, Pacific Railway Enterprises, Inc., is vital to the overall success of the project as the firm has extensive knowledge and experience working with Metrolink and LADOT. The use of two field teams to collect data is important due to the number of stakeholders that will need to be engaged through the course of the project. Overall, the PET felt AECOM strongly demonstrated its understanding of the project and presented a completed team that would be able to deliver.

Following is a summary of the PET scores:

<b>1</b>	<b>Firm</b>	<b>Average Score</b>	<b>Factor Weight</b>	<b>Weighted Average Score</b>	<b>Rank</b>
<b>2</b>	<b>AECOM</b>				
<b>3</b>	Skill and Experience of the Team	75.83	30.00%	22.75	
<b>4</b>	Project Management Plan	67.78	30.00%	20.33	
<b>5</b>	Project Understanding	74.00	40.00%	29.60	
<b>6</b>	<b>Total</b>		<b>100.00%</b>	<b>72.68</b>	<b>1</b>

<b>7</b>	<b>PTG</b>				
<b>8</b>	Skill and Experience of the Team	67.50	30.00%	20.25	
<b>9</b>	Project Management Plan	67.22	30.00%	20.17	
<b>10</b>	Project Understanding	69.67	40.00%	27.87	
<b>11</b>	<b>Total</b>		<b>100.00%</b>	<b>68.29</b>	<b>2</b>
<b>12</b>	<b>HMM</b>				
<b>13</b>	Skill and Experience of the Team	66.67	30.00%	20.00	
<b>14</b>	Project Management Plan	57.22	30.00%	17.17	
<b>15</b>	Project Understanding	71.00	40.00%	28.40	
<b>16</b>	<b>Total</b>		<b>100.00%</b>	<b>65.57</b>	<b>3</b>
<b>17</b>	<b>PB</b>				
<b>18</b>	Skill and Experience of the Team	55.00	30.00%	16.50	
<b>19</b>	Project Management Plan	58.33	30.00%	17.50	
<b>20</b>	Project Understanding	67.50	40.00%	27.00	
<b>21</b>	<b>Total</b>		<b>100.00%</b>	<b>61.00</b>	<b>4</b>
<b>22</b>	<b>KOA</b>				
<b>23</b>	Skill and Experience of the Team	69.17	30.00%	20.75	
<b>24</b>	Project Management Plan	43.89	30.00%	13.17	
<b>25</b>	Project Understanding	61.50	40.00%	24.60	
<b>26</b>	<b>Total</b>		<b>100.00%</b>	<b>58.52</b>	<b>5</b>
<b>27</b>	<b>JMD</b>				
<b>28</b>	Skill and Experience of the Team	63.33	30.00%	19.00	
<b>29</b>	Project Management Plan	53.33	30.00%	16.00	
<b>30</b>	Project Understanding	57.50	40.00%	23.00	
<b>31</b>	<b>Total</b>		<b>100.00%</b>	<b>58.00</b>	<b>6</b>
<b>32</b>	<b>Wilson</b>				
<b>33</b>	Skill and Experience of the Team	56.67	30.00%	17.00	
<b>34</b>	Project Management Plan	42.78	30.00%	12.83	
<b>35</b>	Project Understanding	49.83	40.00%	19.93	
<b>36</b>	<b>Total</b>		<b>100.00%</b>	<b>49.76</b>	<b>7</b>

### C. Cost Analysis

The recommended price of \$3,868,848 has been determined to be fair and reasonable based upon Metro’s Management and Audit Services Department (MASD) audit findings, an independent cost estimate (ICE), a Project Manager’s technical analysis, a cost analysis, fact finding, and negotiations.

	<b>Proposer Name</b>	<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>Negotiated</b>
1.	AECOM	\$4,123,245	\$4,590,000	\$3,868,848

**D. Background on Recommended Contractor**

The recommended firm, AECOM was founded in 1990 and is headquartered in Los Angeles, California. AECOM is a provider of professional, technical, and management support services in the areas of transportation, planning, and environmental. AECOM has experience working with similar grade crossing projects to those identified under this project as they have delivered safety improvement both nationally and locally such as the Metrolink Sealed Corridor, Empire Avenue Grade Separation, Altamont Corridor/ACEforward Initiative, and Perris Valley Line commuter rail extension projects. AECOM has worked on several Metro projects and has performed satisfactorily.

**E. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established a 26% goal inclusive of a 23% Small Business Enterprise (SBE) and 3% Disabled Veteran Business Enterprise (DVBE) for this project. AECOM exceeded the goal by making a 27.18% SBE commitment and 3.54% DVBE commitment.

<b>SMALL BUSINESS GOAL</b>	<b>23% SBE and 3% DVBE</b>	<b>SMALL BUSINESS COMMITMENT</b>	<b>27.18% SBE and 3.54% DVBE</b>
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	<b>SBE Subcontractors</b>	<b>% Commitment</b>
1.	BA Inc.	3.58%
2.	Coast Surveying, Inc.	3.41%
3.	Intueor Consulting, Inc.	6.33%
4.	LIN Consulting	5.21%
5.	Pacific Railroad Enterprises	3.27%
6.	Stack Traffic Consulting	5.38%
	<b>Total SBE Commitment</b>	<b>27.18%</b>

	<b>DVBE Subcontractors</b>	<b>% Commitment</b>
1.	Leland Saylor Associates	3.54%
	<b>Total DVBE Commitment</b>	<b>3.54%</b>

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

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

**G. Prevailing Wages**

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

**H. All Subcontractors Included with Recommended Contractor's Proposal**

	<b>Subcontractor</b>	<b>Services Provided</b>
1.	BA, Inc.	Utilities
2.	Coast Surveying, Inc.	Surveying
3.	Intueor Consulting, Inc.	Traffic Studies
4.	Kimley Horn and Associates	Planning Management
5.	Leland Saylor Associates	Estimating
6.	Lin Consulting, Inc.	Traffic/Electrical Engineering
7.	Overland, Pacific & Cutler, Inc.	Right of Way
8.	Pacific Railway Enterprises, Inc.	Rail Signals
9.	STC Traffic, Inc.	Traffic Signals
10.	STV Incorporated	Analysis

**Board Report**

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**File #:** 2015-0576, **File Type:** Contract**Agenda Number:** 21.

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**~~PLANNING AND PROGRAMMING COMMITTEE~~****~~SEPTEMBER 16, 2015~~****CONSTRUCTION COMMITTEE****SEPTEMBER 17, 2015****SUBJECT: I-605/I-5 PROJECT APPROVAL/ENVIRONMENTAL DOCUMENT (PA/ED)****ACTION: AWARD CONTRACT****RECOMMENDATION**

AUTHORIZING the Chief Executive Officer to award and execute a 48-month firm fixed price Contract No. AE333410011375 (RFP No. AE11375), to **Parsons Transportation Group Inc. in the amount of \$20,697,227.00 for Architectural and Engineering services to complete the I-605/I-5 PA/ED.**

**ISSUE**

The I-605/I-5 Interchange Project Study Report-Project Development Support (PSR-PDS), completed in July 2014, provided a key opportunity for Metro, Caltrans and the Gateway Cities Council of Governments (GCCOG) to achieve consensus on the purpose and need, scope, and schedule of the project. The PSR-PDS was also used to program the support cost necessary to complete the studies and work needed during the PA/ED, which is the next phase in the project development process. During the PA/ED phase, more detailed studies including traffic analysis and an environmental assessment will be prepared to further refine the information in the PSR-PDS and develop the Project Report and Environmental Document. Once Board approval is received the contract will be executed and a Notice to Proceed (NTP) will be issued to Parsons for the I-605/I-5 PA/ED.

**DISCUSSION**

An Initial Corridor Study along the I-605, SR-91, and I-405 corridors conducted in 2008 identified five major congestion areas (Hot Spots), I-605/SR-60, I-605/I-5, I-605/SR-91, I-605/I-405 and I-710/SR-91. However, the feasibility of the proposed improvements had not been examined in detail for the five Hot Spots. Pursuant to the findings of the Initial Corridor Study, Measure R allocated \$590 million for freeway and non-freeway improvement projects for the I-605 Corridor "Hot Spots" Interchanges within the Gateway Cities/Southeast portion of Los Angeles County.

At its September 23, 2010 meeting, the Board authorized the CEO to award Contract No. PS4603-



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2582, for professional services to RBF Consulting to prepare a Feasibility Study and up to three optional Project Study Reports (PSRs). The Feasibility Study further analyzed congestion improvement alternatives for the various Hot Spots identified in the Initial Corridor Study.

The initial alternatives for congestion Hot Spots included improvements to freeway-to-freeway interchanges, additional general purpose lanes and arterial improvements. Additionally, conceptual geometric plans, cost estimates and a preliminary environmental review were prepared for each of the Hot Spot projects. Upon completion of the Feasibility Study, the I-605/I-5 Interchange advanced to the next phase of project development. The I-605/I-5 Interchange PSR-PDS was completed in July 2014.

### **FINANCIAL IMPACT**

The funding of \$3 million for this project is included in the FY16 budget in Cost Center 4720, Highway Programs A, under project 460314, I-605 Corridor "Hot Spots", task number 04.03, I-605/I-5 PA/ED. Since this is a multi-year project, the cost center manager and the Managing Executive Officer of the Highway Program will continue to be responsible for budgeting in future years.

#### **Impact to Budget**

The source of funds for this project will be from Measure R Highway Capital (20%) Funds. These funds are not eligible for bus and rail operating and capital expenditures.

### **ALTERNATIVES CONSIDERED**

The Board may elect not to authorize the Chief Executive Officer to award the contract. This alternative is not recommended because this project is included in the 2009 Long Range Transportation Plan and reflects regional consensus on the importance of the Project in improving corridor mobility and safety. Approval to proceed with the I-605/I-5 PA/ED is consistent with the goals of Measure R.

### **NEXT STEPS**

Staff will execute the contract and issue an NTP in October 2015. Periodic updates will be provided to the Board on the progress of the PA/ED.

### **ATTACHMENTS**

Attachment A - Procurement Summary for AE11375

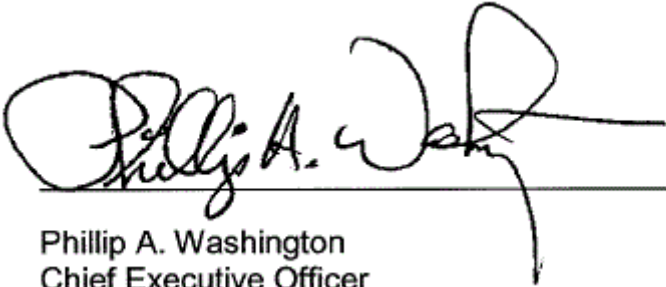
#### **Prepared by:**

Robert Machuca, Transportation Planning Manager, (213) 922-4517  
Abdollah Ansari, Deputy Executive Officer, (213) 922-4781  
Aziz Elattar, Executive Officer (213) 922-4715

**Reviewed by:**

Ivan Page, Interim Executive Director, Vendor/Contract Management (213) 922-6383

Bryan Pennington, Program Management  
(213) 922-7449



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Phillip A. Washington  
Chief Executive Officer

**PROCUREMENT SUMMARY  
PROJECT APPROVAL & ENVIRONMENTAL DOCUMENT  
FOR THE I-605/I-5 INTERCHANGE PROJECT**

1.	<b>Contract Number:</b> AE333410011375 (RFP No. AE11375)	
2.	<b>Recommended Vendor:</b> Parsons Transportation Group, Inc.	
3.	<b>Type of Procurement (check one):</b> <input type="checkbox"/> IFB <input type="checkbox"/> RFP <input checked="" type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	<b>Procurement Dates:</b>	
	<b>A. Issued:</b> January 26, 2015	
	<b>B. Advertised/Publicized:</b> January 26, 2015	
	<b>C. Pre-proposal/Pre-Bid Conference:</b> February 9, 2015	
	<b>D. Proposals/Bids Due:</b> February 24, 2015	
	<b>E. Pre-Qualification Completed:</b> May 13, 2015	
	<b>F. Conflict of Interest Form Submitted to Ethics:</b> March 24, 2015	
	<b>G. Protest Period End Date:</b> September 23, 2015	
5.	<b>Solicitations Picked up/Downloaded:</b>  114	<b>Bids/Proposals Received:</b>  3
6.	<b>Contract Administrator:</b> Greg Baker/Erika Estrada	<b>Telephone Number:</b> 213-922-1102
7.	<b>Project Manager:</b> Robert Machuca	<b>Telephone Number:</b> 213-922-4517

#### **A. Procurement Background**

This Board Action is to approve Contract No. AE333410011375 (RFP No. AE11375) for Architectural and Engineering (A&E) services to prepare a Project Approval and Environmental Documents (PA/ED) for the I-605/I-5 interchange project.

This is an A&E qualifications based Request For Proposal (RFP) issued in accordance with Metro's Acquisition Policy and Procedure Manual and the contract type is a firm fixed price.

Two amendments were issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on February 5, 2015, increased Metro's subcontracting goal to 30% (27% SBE and 3% DVBE) by replacing the information in the solicitation's Special Provision (SP)-03, SBE/DVBE Participation.
- Amendment No. 2, issued on February 13, 2015, provided electronic copies of the prevailing wage handout, Plan-Holders' List, sign-in sheets and business cards from the pre-proposal conference, provided responses to proposers questions, and updated the solicitation's General Condition (GC)-37, Liability and Indemnification, Design and Non-Design Work .

A pre-proposal conference was held on February 9, 2015 attended by 48 participants representing 37 companies. Eight questions were asked and responses were released prior to the proposal due date.

A total of three proposals were received on February 24, 2015.

**B. Evaluation of Proposals/Bids**

A Proposal Evaluation Team (PET), consisting of staff from Metro Highway Program, Caltrans, and representatives from the City of Downey and the City of Santa Fe Springs, convened and conducted a comprehensive technical evaluation of the proposals received.

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

- |   |     |
|---|-----|
| 1. Project Understanding and Approach           | 30% |
| 2. Team Qualifications                          | 25% |
| 3. Project Manager and Key Staff Qualifications | 25% |
| 4. Work Plan                                    | 20% |

The evaluation criteria are appropriate and consistent with criteria developed for similar A&E PA/ED procurements. Several factors were considered when developing these weights, giving the greatest importance to the project understanding and approach.

This is an A&E qualifications based procurement. Price cannot be used as an evaluation factor pursuant to state and federal law.

Of the three proposals received, all were evaluated and determined to be within the competitive range. They are listed below in alphabetical order:

1. CH2MHill, Inc
2. Michael Baker International
3. Parsons Transportation Group, Inc.

On March 2, 2015 proposals were distributed to the PET. From March 2 to March 20, 2015, the PET met and interviewed the firms. The firms' project managers and key team members had an opportunity to present each team's qualifications and respond to the evaluation committee's questions. In general, each team's presentation addressed the requirements of the RFP, elaborated on the phased implementation approach, discussed commitment and availability of the Project Manager and task leaders, dispute resolution procedures, and described innovative ways to compress the PA/ED schedule.

The final scoring, after oral presentations, determined Parsons Transportation Group, Inc. to be the most qualified firm.

**Qualifications Summary of Recommended Firm:**

Parsons Transportation Group, Inc. (Parsons) proposal demonstrated PA/ED experience and expertise on major highway projects such as the I-405 in Orange County, and the I-10 Express Lanes and the SR91/SR71 project. The proposal demonstrated a cohesive team, and a thorough understanding of the project, community issues, particularly right-of-way impacts. The work plan provided innovative problem-solving techniques, a design approach to minimize weaving, bridge replacement concepts involving stages, and the “slide-in” bridge replacement concept to minimize disruption to traffic.

The proposed Project Manager and key members along with ten highly qualified subcontracting firms have a thorough understanding of the Caltrans process, which is key to minimize project approval time. Overall, Parsons’ proposed work plan and previous experience with similar PA/ED projects demonstrates a strong understanding of the Statement of Work and their team’s ability to perform the required services.

Following is a summary of the PET scores:

	<b>FIRM</b>	<b>Average Score</b>	<b>Factor Weight</b>	<b>Weighted Average Score</b>	<b>Rank</b>
<b>1</b>	<b>Parsons Transportation Group, Inc.</b>				
<b>2</b>	Project Understanding and Approach	88.00	30.00%	26.40	
<b>3</b>	Team Qualifications	86.54	25.00%	21.64	
<b>4</b>	Project Manager and Key Staff Qualifications	86.17	25.00%	21.54	
<b>5</b>	Work Plan	87.50	20.00%	17.50	
<b>6</b>	Total		<b>100.00%</b>	<b>87.08</b>	<b>1</b>
<b>7</b>	<b>Michael Baker International</b>				
<b>8</b>	Project Understanding and Approach	87.75	30.00%	26.33	
<b>9</b>	Team Qualifications	84.83	25.00%	21.21	
<b>10</b>	Project Manager and Key Staff Qualifications	83.02	25.00%	20.75	
<b>11</b>	Work Plan	82.40	20.00%	16.48	
<b>12</b>	Total		<b>100.00%</b>	<b>84.77</b>	<b>2</b>
<b>13</b>	<b>CH2M Hill, Inc.</b>				
<b>14</b>	Project Understanding and Approach	71.00	30.00%	21.30	
<b>15</b>	Team Qualifications	74.98	25.00%	18.74	

5					
1 6	Project Manager and Key Staff Qualifications	75.52	25.00%	18.88	
1 7	Work Plan	76.30	20.00%	15.26	
1 8	Total		100.00%	74.18	3

**C. Cost/Price Analysis**

The recommended price has been determined to be fair and reasonable based upon MASD audit findings, an independent cost estimate, cost analysis, technical evaluation, fact finding, and negotiations.

Proposer Name	Proposal Amount	Metro ICE	Negotiated Amount
Parsons Transportation Group, Inc.	\$25,634,507	\$21,000,000	\$20,697,227

**D. Background on Recommended Contractor**

The recommended firm, Parsons, headquartered in Pasadena, California and founded in 1944, is an engineering, construction, technical, and management services firm. The firm delivers PA/ED, design/design-build, program/construction management, and other professional services to federal, regional, and local government agencies. Parsons has completed similar projects including the \$1.5 billion I-10 Corridor project and the \$116 million SR91/SR71 interchange PA/ED.

**E. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established a Small Business participation goal of 30% of the total price for this procurement, 27% Small Business Enterprise (SBE) and 3% Disabled Veteran Business Enterprise (DVBE) were components of the goal. Parsons Transportation Group, Inc. met the goal by making a 27% SBE commitment and a 3% DVBE commitment.

SMALL BUSINESS GOAL	SBE 27% DVBE 3%	SMALL BUSINESS COMMITMENT	SBE 27% DVBE 3%

	SBE Subcontractors	% Committed
1.	Arellano Associates, LLC	1.67%
2.	D'Leon Consulting Engineers Corp	0.47%
3.	Earth Mechanics, Inc.	1.92%

4.	Guida Surveying, Inc.	5.74%
5.	Value Management Systems, Inc.	0.19%
6.	Wagner Engineering and Surveying, Inc.	0.84%
7.	WKE, Inc.	16.16%
	<b>Total Commitment</b>	<b>27.00%</b>

	<b>DVBE Subcontractors</b>	<b>% Committed</b>
1.	Global Environmental Network, Inc.	1.50%
2.	Zmassociates Environmental Corporation	1.50%
	<b>Total Commitment</b>	<b>3.00%</b>

**F. All Subcontractors Included with Recommended Contractor's Proposal**

	<b>Subcontractor</b>	<b>Services Provided</b>
1.	Arellano Associates, LLC	Public Outreach
2.	Cambridge Systematics, Inc.	Traffic Modeling & Simulation
3.	D'Leon Consulting Engineers Corp	Utilities/Cost Estimate Support
4.	Earth Mechanics, Inc.	Geotechnical Services
5.	Global Environmental Network, Inc.	ISA Phase 1 and GIS Mapping
6.	Guida Surveying, Inc.	Survey
7.	ICF Jones & Stokes, Inc.	Environmental Services
8.	Overland, Pacific & Cutler, Inc.	Right-of-Way
9.	Value Management Systems, Inc.	Value Analysis
10.	Wagner Engineering and Surveying, Inc.	Survey
11.	WKE, Inc.	Geometrics, Structure APS, Utilities, Cost Estimates
12.	Zmassociates Environmental Corporation	Health Risk Assessment

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

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

**H. Prevailing Wage Applicability**

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