Program Management Overview

- Nation’s third largest transportation system
- Nation’s largest clean-air fleet (over 2,200 CNG buses)
- 1,479 square miles of service area
- 115 miles of Metro Rail
- Over 1.2 million Average Weekday Boardings (Bus & Rail)
- FY20 Agency Budget - $7.2B
  - 2020 Capital Budget $2.45B
  - 10,219 FTEs
- Capital Program - $18.3B
  - Over 100 capital projects under construction
- 100+ projects in planning phase
- Program Management is comprised of the following: Construction Management, Engineering, Environmental Compliance/Sustainability, Highway Programs, Program Control, Program Management Executive Office, Quality Assurance/Compliance, Regional Rail, and Third Party Administration
Measure M Ballot Measure

• New ½ cent sales tax – No sunset
• Increases to 1-cent in 2039 when Measure R expires
• $120 billion over first 40 years
• 71.15% approval by LA County voters
• New rail and bus rapid transit projects
• New highway projects
Measure M Funding Categories
(by subfund through 2039)

Formal Ordinance Subfunds
Administration/Local Return 1.5% off the top*

- Transit, First/Last Mile (Capital) 37%
- Highway, Active Transportation, Complete Streets (Capital Only) 19%
- Local Return* / Regional Rail 17%
- Transit Operating & Maintenance 27%

Regional Rail (1%)

Metro Rail Operations (5%)
ADA Paratransit Metro Discounts for Seniors and Disabled (2%)
State of Good Repair (2%)
System Connectivity (2%)

Transit, First/Last Mile (Capital Only) 37%
(Revenue Not Permitted)
Highway, Active Transportation, Complete Streets (Capital Only) 19%
(Revenue Not Permitted)
Local Return* / Regional Rail 17%
(Revenue Not Permitted)
Transit Operating & Maintenance 27%
(Revenue Not Permitted)

* 1% Administration to supplement Local Return, increasing the Local Return Base to 1.7% of net revenues.
Current and Future Transit Map
Crenshaw/LAX

Significant Highlights

Overall Project Progress is 94% complete

- Mode: Design-Build LRT System
- Budget: $1.750 Billion
- Length: 8.5 miles along Crenshaw, Inglewood, Westchester
- 8 Stations, 3 underground, 1 elevated, 4 at-grade stations
- Delivery Method: Design-Build
- Substantial completion: Late 2020
Regional Connector Transit Corridor

Overall Project Progress is 62% complete

- Mode: Design-Build LRT System
- Budget: $1.750 Billion
- Length: 1.9 miles along Los Angeles’ Financial District
- 3 Underground Stations
- Completion date: Spring/Summer 2022
Purple Line Extension

• Section 1: Wilshire/Western to Wilshire/La Cienega – 3.92 miles, 3 Stations
• Section 2: Wilshire/La Cienega to Century City/Constellation – 2.59 miles, 2 Stations
• Section 3: Century City Constellation to Westwood/VA Hospital – 2.56 miles, 2 Stations

Total Miles 9.07 miles
Total Budget: $9.295 billion
Westside Purple Line Extension Section 1 (Wilshire/Western to Wilshire/La Cienega)

Overall Project Progress is 56% complete

- Mode: Subway/Heavy Rail
- Budget: $3.154 Billion
- Length: 3.92 miles
- 3 Stations: Wilshire/La Brea, Wilshire/Fairfax, Wilshire/La Cienega
- Delivery Method: Design/Build
- Completion Date: 2023 Revenue Service Date
Westside Purple Line Extension Section 2 (Wilshire/La Cienega to Century City/Constellation)

Overall Project progress is 25% complete
Final design progress is 97% complete

• Mode: Subway/Heavy Rail
• 2.6 miles with two new stations at Wilshire/Rodeo in downtown Beverly Hills and Century City
• Budget: $2.53 billion
• Length: 2.59 Miles
• Two Station: Wilshire/La Cienega to Century City/Constellation
• Delivery Method: Design/Build
• Completion Date: Winter 2026
Westside Purple Line Extension Section 3
(Century City Constellation to Westwood/VA Hospital)

Overall Project progress is 6% complete
Final design progress is 35% complete

• Mode: Subway/Heavy Rail
• Budget: $3.611 (proposed FFGA)
• Length: 2.56 Mile Alignment
• Two Stations:
  o Westwood/UCLA
  o Westwood/VA Hospital
• Delivery Method: Design/Build
• Completion Date: Forecast 2027
Airport Metro Connector

• Design 2018 – Bid 2020 - Award 2020 – Construction 2020
Gold Line Foothill Extension Phase 2B

Gold Line Foothill Construction Authority
Award Design Build Contract for Utilities Relocation – October 2017
Awarded Design Build Contract for Main Line, Stations, Systems – October 2019
Segmented to Pomona
Green Line Extension to Torrance

- Redondo Station to Regional Transit Center in Torrance
- EIR/EIS 2019 - 2022
- Engineering 2022 – 2025
- Construction 2026 - 2030
- Potential for Acceleration
West Santa Ana Transit Corridor

20 Mile Light Rail Line
Union Station to Terminus in Artesia

**Phase 1**
- Long Range Transportation Plan
- Environmental to Late 2019
- Engineering 2019 to Late 2021

**Phase 2**
- Long Range Transportation Plan
- Update Environmental 2029

Metro Developing a P3 Package
Sepulveda Transit Corridor Project

- Connection between San Fernando Valley, the Westside and Los Angeles International Airport (LAX)
- Funneled primarily onto the Heavily Traveled I-405 Freeway corridor
- Study Area Divided into Two Sections:
  - Valley-Westside
  - Westside-LAX
- Transit Modes Under Consideration:
  - Heavy Rail Transit (HRT)
  - Monorail/Rubber Tire (MRT)
- Project Development Agreement (PDA) RFQ issued October 2019
East San Fernando Transit Corridor

- At grade LRT
- Awarded Preliminary Engineering Contract
- RFP Design Build Contract – Late 2020
- Begin Construction – Early 2022
Regional Rail
Jeanet Owens
Senior Executive Officer,
Program Management/Regional Rail
The Metro Regional Rail function is focused on **supporting network integration** between the Metro, Metrolink, LOSSAN, and future HSR systems in LA County.

Metro owns over 150 miles of Class I railroad right-of-way in Los Angeles County.

Under the direction of the Metro Board of Directors, Metro’s responsibilities are vast and complex with the core mission of “Excellence in Service and Support”
Regional Rail Capital Projects

1. Link Union Station Regional Rail Mega Project

2. Rosecrans/Marquardt Grade Separation

3. Lone Hill to White Double Track Project
Los Angeles Union Station Today

Built in 1939

Largest multi-modal hub in Southern California
Link Union Station Project Phasing

Phase A - Funded

1. Rail signal, communications and track work
2. Utility relocation

Phase B - Not Funded

1. Raising of the rail yard, including new platforms and tracks, new stairs, escalators and elevators, and new bridges over Cesar Chavez Avenue and Vignes Street.
2. Proposed modified expanded passageway, including including East and West Plazas
3. Add remaining run-through tracks and new lead track in the throat

SEGMENT 1 – THROAT AREA

1. Rail signal, communications and track work
2. Utility relocation

SEGMENT 2 – COMMERCIAL & CENTER ST

1. Property acquisition
2. Utility relocation
3. Street and ATP improvements

SEGMENT 3 – VIADUCT & RUN-THROUGH

2. Two run-through tracks from Union Station Platform 4 to mainline tracks
3. Signal and communication

SEGMENT 4 – RAIL YARD/CONCOURSE AREA
1. The following video is meant to inspire a creative vision for a world class transit station at Union Station.
2. Proposed buildings shown are NOT part of the Link US project. Future development shown will be in later phases.
3. Visual representation of the passenger concourse and other elements are conceptual renderings that are not funded and subject to change through future design and preliminary engineering.
Why CMGC Delivery was selected for Link US

1. Project involves complex scheduling, phasing, and coordination due to Key Project Constraints
Why CMGC Delivery was selected for Link US (cont.)

2. Maintain operations at LA Union Station serving over 100,000 passengers every week day

3. Fixed Budget of a $970 million funding for the entire project
   a) Maximize cost and schedule savings with early engagement of the GC during the design
   b) Minimize change orders during construction.
   c) Minimize third party delays

4. Large Funding partners and key stakeholders

![Diagram showing METRO LINK US PHASE A with Funding Partners and Key Stakeholders]
CMGC Approach for LINK US

1. **Single contract** with phased approach (via Task Order) which provide off-ramps with independent task orders
2. **Establish NTE price at RFP and negotiate lump sum contract** at 90% design level
3. **Establish an overall SBE and DVBE goal** based on 35% Phase A preliminary engineering design
4. **3-Party Cooperation Agreement** (CMGC, A/E and Owner)
5. **Integrated Project Management Office (IPMO)**
Initial Phase A (Funded)

Key Project Components
1. New rail communication, signals and early tracks to be performed by Metrolink
2. Utility relocation and street improvements
3. Platform #4 and Viaduct structure over the US 101 freeway
CMGC Key Scope Elements

1. Preconstruction Services:
   a. Phase A 65% & 90% design; and 100% design for US-101 bridge
      RFP will include:
   b. Phase B 35% Design
      Optional Work: Phase B 65% - 100% design

2. Construction Services:
   1. Phase A Construction
      Optional Phase A Construction Items:
      a. Extension of Amtrak Lead Bridge
      b. Bike & Pedestrian Bridge over US-101
   2. Optional Phase B Construction

1. RFQ may include:
   a. Project Description
   b. Sample Cooperative agreement
   c. Contractor’s Scorecard

2. RFP may include:
   a. Detailed Phase A 35% design plans and specifications
   b. Bid assumptions and take-off
   c. Risk Register
   d. Target Price
   e. Caltrans Agreement
Phase A Optional Items: II) Bike & Pedestrian Pathway Over US-101

Concept rendering – subject to change
Optional Phase B Construction (Not Funded)

1. Raising of entire rail yard from the Vignes Bridge up to 15 feet
2. New Platforms and Expanded Passageway with retail and passenger amenities including escalators and elevators to all platforms
3. Optimization of the throat with a new lead track
CMGC Procurement Overview

Target Dates:

January 10-31, 2020
Review Industry’s Recommendation and Comments

March 2020
Release Request for Qualifications (RFQ)

April 27, 2020
Notify Qualified Firms

April 29, 2020
Release Request for Proposals (RFP)

July 17, 2020
CM/GC Proposal Due Date

December 3, 2020
Contract Award

Upcoming Procurement Opportunities:
1. CM/GC RFQ - March 2020
2. CM/GC RFP - April 2020
3. Project Owner Support Consulting Services - June/August 2020
4. Final Design Services (TBD if needed) - January 2021
Rosecrans Marquardt Grade Separation Project

Regionally Significant Project:

1. Ranked #1 by CPUC in 2017 as the most hazardous crossing in California.
2. Improves safety by separating pedestrians and vehicles from trains at the railroad crossing AND reduces traffic congestion & eliminate delays
3. Supports BNSF 3rd mainline track that provides 32 additional passenger train time slots for Metrolink and Amtrak trains.
4. Accommodates future HSR tracks.
Rosecrans Marquardt Grade Separation Project
Rosecrans Marquardt Project Timeline

- Building Demolition: Starting November 2019
- Early Utility Relocations: January 2020 – Fall 2020
- Complete ROW Acquisition: Summer 2020
- Issued for Bid: Summer 2020
- Construction: Starting Winter 2020

Upcoming Procurement Opportunities
1. Construction RFP - Summer 2020
2. Constructability Review (Regional Rail On-call) - Summer 2020
Lone Hill to White Double Track Project

Project Location: 3.9 miles double track between Lone Hill Avenue in San Dimas and White Avenue in La Verne along the Metrolink San Bernardino Line
Lone Hill to White Project Features

1. 30% Preliminary Engineering design for 3.9 miles of second mainline track completed

2. Environmental clearance for 3.9 miles of second mainline track in progress.

3. Project will add capacity to improve on time performance and schedule reliability along Metrolink SBL

4. 12 grade crossings will be upgraded and designed to be “quiet zone ready” to enhance safety and improve quality of life for area residents

5. Lengthen platform at Pomona Fairgrounds station

6. Final design to start as early as April 2020

Upcoming Procurement Opportunity:

1. Final Design RFP - March 2020
# Summary of Upcoming Regional Rail Procurements

## Link Union Station
1. CM/GC RFQ - February 2020
2. Project Owner Support Consulting Services - June/August 2020
3. Bicycle and pedestrian bridge design RFP - Summer/Fall 2020
4. Final Design Services (TBD if needed) - January 2021

## Rosecrans/Marquardt Grade Separation
1. Construction RFP - Summer 2020

## Lone Hill to White Double Track
1. Final Design RFP - March 2020

## Doran Street Interim Condition Improvements
1. Construction RFP (Pending Construction Funding) - Summer 2020

## Regional Rail On-Call:
1. Tunnel 25 Freeway Runoff and Hydrology Study
2. Doran Street ATP Improvements
3. Grade Separation Constructability Review
4. Chatsworth ADA Improvements
Program Challenges

• Deliver multiple large and complex projects on-time within budget
• Encourage competitive and qualified pool of contractors, small businesses, and workforce on Metro projects
• Manage cost risks impacted by shortage of skilled workers, good Contractors and utility resources in a growing construction market
• Maintain sufficient resources and staffing needed to manage and support project delivery
Program Challenges

• Commitment of efficient third party review/approval by various external jurisdictions
• Collaborate with stakeholders to meet community expectations
• Addressing Contractor claims in a fair and equitable manner
• Achieve continuous improvement in project delivery through innovation and application of best practices and lessons learned
Strategic Initiatives

- Conduct Annual Program Evaluation of Metro’s capital program
- Establish reliable Life-of-Project budgets later in project development
- Engage robust management and support services consulting teams to augment technical expertise and resources
- Enhance Risk Management Program
- Enhance Construction Claims Management Program
Strategic Initiatives

• Improved Best Practices/Lessons Learned Program
• Implement new Document Control/Change Control system(Unifier)
• Implement new quality assurance approach
• Conduct readiness reviews before projects are released
• Utilize project delivery method selection process
Thank you.