



May 16, 1997

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**TO: BOARD OF DIRECTORS**

**FROM: FRANK CARDENAS**  
**CHIEF OF STAFF**

**SUBJECT: PROJECT MANAGEMENT OVERSIGHT (PMO)**  
**MONTHLY REPORT: APRIL, 1997**

Attached is a copy of the PMO Monthly Report for April, summarizing activities undertaken by the Project Management Oversight (PMO) consultant, Gannett Fleming.

In addition, staff has prepared a summary of key PMO issues that is attached. The summary highlights key issues and activities that are described more fully in the Monthly Report. The summary has been prepared to shorten reading time and make it easier to identify issues that may be considered by the Board this month.

Should you have questions about the PMO, or wish to receive further materials referenced in the Monthly Report, please contact David Mieger, MTA Project Manager for the PMO contract, at 922-3040.

# Project Management Oversight (PMO)

## Status of Key Issues

May 15, 1997

(Note: Only selected, key PMO tasks are listed. For a full description of PMO tasks see PMO Monthly Report)

### Third Party (Cooperative) Agreements

Work started on May 1<sup>st</sup> on the review of Third Party (Cooperative) Agreements. A draft report is expected in July. Prior to that time, the PMO will be reviewing individual agreements as they come to the Board for approval. Two such agreements are on the agenda this month:

- County of Los Angeles Master Cooperative Agreement, Amendment #1, for the Metro Red Line East Side Extension Project. The PMO recommends approval (memo attached to Board Report).
- Buenvision Cable Television Company Utility Cooperative Agreement for the Metro Red Line East Side Extension Project. The PMO recommends approval (memo attached to Board Report).

### Financial Controls Monitoring

Work started on May 1<sup>st</sup> to monitor implementation of the Financial Control measures that were previously adopted by the Board.

A proposed new task is on this month's agenda:

- AFE Policies & Procedures- Evaluate potential improvements in the procedures & controls that govern increases in Authorization for Expenditure (AFE) and the processing of change orders against a specific itemized list of pending and potential changes approved by the Board. If approved, work on this task would commence on June 1<sup>st</sup>.

### LA Car Fleet Plan

In response to the PMO recommendation to prepare and adopt a LA Car/LRT Fleet Plan prior to finalizing negotiations on the 22-car termination order with Siemens, the following actions will be coming forward:

- The Planning & Programming Committee will consider approval of a staff prepared Fleet Plan in June. A 2<sup>nd</sup> draft plan has been prepared and is being internally reviewed and edited by staff.
- The PMO is analyzing/reviewing the 2<sup>nd</sup> draft version of the plan.
- It is anticipated that negotiations with Siemens will not be finalized, until after consideration and adoption of the fleet plan.

### Cost Estimating & Design Criteria Review

Work on these two tasks started on April 1<sup>st</sup>. On April 18<sup>th</sup>, a memorandum was completed by the PMO concluding that there were only very limited areas of overlap in the oversight of the cost estimating function. Based on this determination, work on the full scope of work will proceed. A draft report on the Cost Estimating function is scheduled for July. A draft report on Design Criteria is scheduled for June.

## PMO STATUS MATRIX

### Key Systemwide Issues

05/15/97

(Note: Only selected key PMO tasks are listed. For a full description of PMO tasks see PMO Monthly Report)

	Tasks	Board Direction to Proceed	PMO Draft Report	Staff Lead	PMO Lead	Issue, Actions	Status
1	<i>Design Standards</i>	3/97	6-97	Stark, TBD	Ball	Work initiated by PMO 4-1-97	PMO Draft Report expected 6-97.
2	<i>Cost Estimating</i>	3/97	7-97	Christiansen	Escott	Work initiated by PMO 4-1-97	Step 1 complete 4-18-97. Draft Report expected 7-97.
3	<i>Third Party Agreements</i>	4-97	7-97	Richardson	Bolles	Work initiated by PMO 5-1-97.	Two new Third Party Agreements (LA County & Buenavision) reviewed and attached to Board Report Items #47, 48.
4	<i>Financial Controls-Implementation Support</i>	4/97	N.A.	Christiansen	Ball	Work initiated by PMO 5-1-97	Ongoing
5	<i>AFE Policies &amp; Procedures</i>	Anticipated 5/97	Pending	Stark, Christiansen	Ball	Response to Construction Committee Issue.	Board approval of Scope and Authorization to Proceed being requested 5-97.

## PMO STATUS MATRIX

### Key LA Car Tasks

05/15/97

(Note: Only selected key PMO tasks are listed. For a full description of PMO tasks see PMO Monthly Report)

	Task	PMO Draft Report	PMO Recommendation	Staff Lead	PMO Lead	Issue, Action	Status
1	<i>Fleet Plan</i>	1/17/97	Negotiations with Siemens should not be finalized for reduction of 22 car LA Car order pending adoption by Board of Fleet Plan.	Woodbury Zuniga	Shuter	Draft Fleet Plan has been prepared by staff. Comments are being incorporated from Operations, PMO and others. Negotiations with Siemens continue, however Siemens has indicated a willingness to wait for approval of Fleet Plan prior to finalization of LA Car vehicle reduction order.	To be agendized for June Board review.
2	<i>Delivery Schedule</i>	5-97	In development	Nahid	Shuter	Delivery schedule for vehicles is unrealistic.	Draft report due in May.
3	<i>Quality Assurance/ Quality Control</i>	5/9/97	No serious flaws identified, but ten recommendations for improvement were made to quality process.	Nahid	Shuter	Relatively minor improvements could be made.	Distributed for staff review 5-14/97.

**PMO STATUS MATRIX**  
**Key Pasadena Blue Line Tasks**  
**05/15/97**

(Note: Only selected key PMO tasks are listed. For a full description of PMO tasks see PMO Monthly Report)

	Tasks	PMO Draft Report	PMO Recommendation	Staff Lead	PMO Lead	Issue, Actions	Status
1	<i>Short Term Design Schedule</i>	10-96	Short term schedule for design should be developed and agreed to by EMC, MTA	Sievers	Ball	Lack of schedule is impacting staff, consultant performance	Staff response pending
2	<i>Impact of Increased "Control" on Design Schedule</i>	11-96	Improve the process for expediting authorization to EMC to schedule critical tasks	G. Williams	Ball	PBL design schedule is being severely impacted due to untimely authorization.	Staff also recognized problem and presented an improved process to the Board in February 1997. Too early to know if new process is working.
3	<i>Assumptions in EMC Scope of Services</i>	12-96 2-97	Develop a plan to prioritize and resolve assumptions	Sievers	Ball	Scope of Services, as negotiated, contain a great number of assumptions, some of which may not be realistic	Staff response pending
4	<i>Design Waivers &amp; Exceptions</i>	11-97	Completion and adoption of final Waivers & Exceptions should be a high priority	Sievers	Ball	Many of the required waivers and exceptions are inadequately defined or incomplete	Staff response pending
5	<i>Project Estimate</i>	4-97	Develop a comprehensive estimate, leaving only variables linked to funding to be determined, if necessary	Sievers	Escott	Progress towards a comprehensive estimate has been slow	Staff response pending
6	<i>Master Schedule</i>	7-97	Pending Review	Sievers	Escott	Current PBL Master Schedule appears to be inadequate to forecast ROD impacts.	Expanded discussion expected in May PMO Monthly Report.