



April 30, 2003

**TO: BOARD OF DIRECTORS**

**THROUGH: ROGER SNOBLE**  
**CHIEF EXECUTIVE OFFICER**

**FROM: DENNIS S. MORI** *Dennis S. Mori*  
**INTERIM EXECUTIVE OFFICER**  
**CONSTRUCTION PROJECT MANAGEMENT**

**SUBJECT: PROJECT MANAGEMENT ASSISTANCE**  
**CONSULTANT QUARTERLY BUDGET STATUS**  
**REPORT FOR THE PERIOD ENDING**  
**MARCH 31, 2003**

Metropolitan  
Transportation  
Authority

One Gateway Plaza  
Los Angeles, CA  
90012-2932

Phone: 213.922.6000

**ISSUE**

With the approval of contract modifications to the Project Management Assistance (PMA) contract at the July 2002 Board of Directors meeting, the Board requested a quarterly budget status report. MTA staff therefore will be providing a Quarterly Budget Status Report for each quarter of the fiscal year.

**RATIONALE**

The PMA contracts provide a cost-effective means of providing highly qualified expertise on a short-term as-needed basis to address complex issues and tasks that occasionally occur on Capital and Major Transit Projects. This approach 1) avoids hiring full time staff for specialized work of a short-term nature, and 2) provides the flexibility to receive critical assistance on project issues requiring immediate attention that arise without advance notice.

Due to the unpredictability of required support, the PMA contract is authorized on a Contract Work Order (CWO) basis wherein a separate CWO budget is established for each Project. This separation of authorized work into manageable parts allows efficient cost control and budget management by MTA Project Management. To date, the MTA has executed a Total Contract Value of \$9,389,139 for these PMA Contracts for the period of May 24, 2001 through June 30, 2003. The current incurred costs through the period ending March 31, 2003 is \$4,203,052. Attachment A to this report provides individual CWO Contract Values and Incurred Costs for both FY02 and cumulative expenditures for the first three quarters of FY03 (July 2002 through March 2003). Attachment B provides PMA task descriptions, justifications, and

accomplishments for all authorized work this quarter. The work described in Attachment B has been accomplished in a satisfactory manner consistent with contract requirements and within the established budget and schedule.

### **NEXT STEPS**

The resequencing of various project schedules, in conjunction with the utilization wherever possible of MTA staff to perform tasks has resulted in expenditure underruns for each CWO. For Project Management Assistance work anticipated in FY04, the MTA intends to extend the performance period of individual CWOs to perform necessary tasks previously authorized.

Staff will provide the MTA Board with the next Project Management Assistance Consultant Quarterly Budget Status Report, which will cover the period from April 1, 2003 through June 30, 2003.

### **ATTACHMENTS**

- A. CWO Contract Values and Incurred Costs
- B. Project Management Assistance Consultant Authorized Work Status

**Attachment A**  
**Project Management Assistance Consultant**  
**Quarterly Budget Status Report through March 31, 2003**

	<b>CWO 1 Eastside LRT</b>		<b>CWO 3 Wilshire BRT</b>		<b>CWO 6 CIP &amp; Programwide</b>		<b>CWO 7 Exposition LRT</b>		<b>CWO 2 SFV MR</b>		<b>Total for PMA Contracts</b>	
	<b>Contract Value</b>	<b>Incurred Cost</b>	<b>Contract Value</b>	<b>Incurred Cost</b>	<b>Contract Value</b>	<b>Incurred Cost</b>	<b>Contract Value</b>	<b>Incurred Cost</b>	<b>Contract Value</b>	<b>Incurred Cost</b>	<b>Contract Value</b>	<b>Incurred Cost</b>
<b>Previous Authorization</b>	\$1,295,956	\$399,323	\$123,517	\$48,808	\$1,183,016	\$583,232		0	\$625,544	\$327,200	\$3,228,033	\$1,358,563
<b>FY03 Authorization</b>	\$2,126,968	\$1,418,167	\$109,101	\$0	\$1,833,107	\$958,999	\$436,476	\$0	\$1,655,454	\$467,323	\$6,161,106	\$2,844,489
<b>FY03 Q1</b>		\$186,299		0		\$397,063		0		\$168,075		\$751,437
<b>FY03Q2</b>		\$590,462		0		\$292,074		0		\$139,687		\$1,022,223
<b>FY03 Q3</b>		\$641,406		0		\$269,862		0		\$159,561		\$1,070,829
<b>FY03 Q4</b>												
<b>Total</b>	<b>\$3,422,924</b>	<b>\$1,817,490</b>	<b>\$232,618</b>	<b>\$48,808</b>	<b>\$3,016,123</b>	<b>\$1,542,231</b>	<b>\$436,476</b>	<b>\$0</b>	<b>\$2,280,998</b>	<b>\$794,523</b>	<b>\$9,389,139</b>	<b>\$4,203,052</b>

**URS  
PMO22**

**Carter Burgess  
PMO23**

**Attachment B**  
**Project Management Assistance Consultant**  
**Quarterly Budget Status Report through March 31, 2003**

Task Description	Task Justification	Quarterly Task Accomplishments
<b>CWO 1, EASTSIDE LIGHT RAIL TRANSIT (LRT) PROJECT</b>		
<ul style="list-style-type: none"> <li>Perform design review for tunnel and geotechnical specifications and drawings. Review and revise design to be in compliance with design criteria and standards, and local codes.</li> </ul>	<ul style="list-style-type: none"> <li>URS to provide technically qualified individuals to assist the MTA in ensuring that the contractual drawings and specifications are prepared accurately, thereby reducing MTA's risk exposure to potential claims. MTA currently has a limited number of in-house staff available to fulfill all the tasks required.</li> </ul>	<ul style="list-style-type: none"> <li>Continued revisions to the drawings and specifications to incorporate corrections and clarification from the Peer Readiness Review. Completed 6% grade study report and simulation and submitted results to the MTA. Continued preparation of design plans to meet agency requirements so that the utility plans can be incorporated into the bid set drawings. Continuing the extensive LADWP water utility relocations plans for submittal.</li> </ul>
<ul style="list-style-type: none"> <li>Review design/build drawings and specifications. Coordinate design/build contracts with no-build procurements.</li> </ul>	<ul style="list-style-type: none"> <li>Contract C0801 is a major contract that requires extensive review and coordination to ensure a complete package is available for bidding. The MTA has limited full-time staff available to assign to this project at this time and URS has provided technically qualified staff to fulfill the projects interim needs.</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed substantially revised set of technical specifications and incorporated specification requirements into the Contract Date Requirement List (CDRL). Developed and refined a new Schedule of Quantities and Prices. Tailored General Requirements to fit new format and coordinated revisions to technical specifications with the Eastside LRT Partners design consultants .</li> </ul>
<ul style="list-style-type: none"> <li>Perform design review for systems, electrical and mechanical drawings and specifications and assure compliance with design codes and criteria.</li> </ul>	<ul style="list-style-type: none"> <li>Systems, electrical and mechanical engineering assistance is required to support review of the design packages for Contracts C0800, C0801 and C0802 due to overlapping project schedules and increased workloads (i.e. Major Capital Projects, Red Line closeout and Capital Improvement Projects as well as engineering support for different MTA departments such as Real Estate, etc).</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed and provided comments on Contract C0801 systems specifications and provided recommended sequence for systems activities for Contract C0801. Completed Test Plan and continued work on the ElectroMagnetic Interference (EMI) analysis task on P2000 vehicle. Provided support to MTA Real Estate and Construction staff to facilitate acquisition of various properties for the Project.</li> </ul>
<ul style="list-style-type: none"> <li>Provide estimating support for independent cost estimates of the design/bid/build Contract C0800, design/build Contract C0801, and the 101 Freeway Bridge Overcrossing - Contract C0802 scope of work.</li> </ul>	<ul style="list-style-type: none"> <li>Typically, the FTA recommends that Design/Build contract bids be opened prior to finalizing the Full Funding Grant Agreement (FFGA). Since the Eastside LRT is a "blended" Project that includes both Design/Bid/Build and Design/Build contracting methods, the FTA is in agreement of the concept of having independent cost estimates by a nationally recognized engineering firm not directly involved in the Eastside LRT Project.</li> </ul>	<ul style="list-style-type: none"> <li>Completed a comprehensive Independent Cost Estimate and identified areas of risk. Completed a reconciliation submittal to allow comparison of Eastside Partners estimate with URS estimate. Established a team and initiated a fast-track effort to integrate contracts C0800 (Tunnel-D/B/B) and C0801 (At Grade-D/B) into a new Contract Package C0803 (D/B/B and D/B). Completed Value Engineering Workshop for Div 20 Yard &amp; Shops facility.</li> </ul>

**Attachment B**  
**Project Management Assistance Consultant**  
**Quarterly Budget Status Report through March 31, 2003**

Task Description	Task Justification	Quarterly Task Accomplishments
<b>CWO 2, SAN FERNANDO VALLEY METRO RAPIDWAY (MR) PROJECT</b>		
<ul style="list-style-type: none"> <li>• Perform design review for systems and electrical drawings and specifications and assure compliance with design codes and criteria.</li> </ul>	<ul style="list-style-type: none"> <li>• The PMA provides technically qualified staff to review and coordinate contractor submittals during the design phase of Contract No. C0675 Design/Build and Contract No. C0676 L.A. River Bridge.</li> </ul>	<ul style="list-style-type: none"> <li>• Assisted in the field management of the L.A. River Bridge (Contract No. C0676). Provided Civil Engineering support with special emphasis on review and comment of LADWP work associated with construction of LADWP proposed Recycled Water Line to be placed on the L.A. River Bridge in MTA's right of way. Reviewed and provided comments on technical contractor submittals. Review of Right of Way Plans for easements/license agreements for properties crossing MTA right of way.</li> </ul>
<ul style="list-style-type: none"> <li>• Coordinate Project cost estimates, assist team in negotiating and expediting changes.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost Estimators are required to assist the MTA Procurement Estimating Department in preparing an Independent Cost Estimate prior to opening cost proposals for Contract No. C0675 Design/Build and Contract No. C0676 L.A. River Bridge.</li> </ul>	<ul style="list-style-type: none"> <li>• Prepared ad-hoc estimates, documentation of estimates, and evaluation of bid prices. Prepared labor manhour, activities, quantities, and comparison tables to segregate costs that will be charged to the LADWP for Contract No. C0676 L.A. River Bridge.</li> </ul>
<ul style="list-style-type: none"> <li>• Provide legal and administrative coordination of contract terms and conditions, as part of a Project Management Team.</li> </ul>	<ul style="list-style-type: none"> <li>• Additional contract administrator is required to support MTA Procurement in managing Contract No. C0675 Design/Build and Contract No. C0676 L.A. River Bridge.</li> </ul>	<ul style="list-style-type: none"> <li>• Provided administrative assistance to review contract documents, support the bid review process and coordinate responses for Contract No. C0675 Design/Build and Contract No. C0676-L.A. River Bridge.</li> </ul>
<b>CWO 3, WILSHIRE BUS RAPID TRANSIT (BRT) PROJECT</b>		
<ul style="list-style-type: none"> <li>• No work performed during this period.</li> </ul>		
<b>CWO 7, MID CITY/EXPOSITION LIGHT RAIL TRANSIT (LRT) PROJECT</b>		
<ul style="list-style-type: none"> <li>• No work performed during this period.</li> </ul>		

**Attachment B**  
**Project Management Assistance Consultant**  
**Quarterly Budget Status Report through March 31, 2003**

Task Description	Task Justification	Quarterly Task Accomplishments
<b>CWO 6A, CAPITAL PROGRAM PROJECTS, SYSTEMS</b>		
<ul style="list-style-type: none"> <li>• PGL Additional Substations</li> </ul>	<ul style="list-style-type: none"> <li>• This task determines the correct number of traction power substations to meet the future passenger service demand. A minimal number of stations, 9 instead of 13 were installed for the Pasadena Gold Line (PGL). This study requires computer modeling programs and expertise not available at the MTA.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducted simulation studies for additional substations for the PGL. Completed Draft Report for substations. Work completed.</li> </ul>
<ul style="list-style-type: none"> <li>• PGL Traction Power Sub-Station Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• This task determines the number of passengers that can be carried with the existing substations. Field tests are done to evaluate the current load required to safely operate the system. This task requires specialized instruments and testing methods not available at MTA.</li> </ul>	<ul style="list-style-type: none"> <li>• Began simulation studies and analysis to investigate the need for additional traction power substations to meet the requirements of service levels projections.</li> </ul>
<ul style="list-style-type: none"> <li>• MBL Rail Inventory List</li> </ul>	<ul style="list-style-type: none"> <li>• This task is necessary, as the Long Beach Blue Line has no maintenance parts tracking system as is available on the Metro Red and Green Lines. The Contractor has already set up the same system for MTA Red Line. Therefore, the cost in using PMA staff is significantly lower since there will be minimal set up cost.</li> </ul>	<ul style="list-style-type: none"> <li>• Began work on the Long Beach Blue Line Metro Rail Inventory System (MRIS) Manual.</li> </ul>
<ul style="list-style-type: none"> <li>• MRL Segment 1 Gas Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• MRL Segment 1 Gas Analyzer required consultant's expertise for shop drawing review, RFI response, etc. This task is continuing at this time. Only expertise with toxic gas monitoring devices can perform this task.</li> </ul>	<ul style="list-style-type: none"> <li>• Completed Contract Data Requirements List (CDRL) submittals for the Segment 1 Gas Mitigation project. Work completed.</li> </ul>
<ul style="list-style-type: none"> <li>• Fire Life/Safety Criteria Smoke Flow Study</li> </ul>	<ul style="list-style-type: none"> <li>• A fire simulation study is required to determine if additional exhaust fans are required to safely evacuate passengers in the event of fire. A highly specialized fire study consultant was required to conduct this study.</li> </ul>	<ul style="list-style-type: none"> <li>• Provided on-going technical support for the Fire/Life Safety Committee. Provided document reviews and recommendations for resolutions of issues. Prepared and distributed emergency drill summary results for PGL drills. Continued work to complete the fire safety study at the Memorial Park Station.</li> </ul>

**Attachment B**  
**Project Management Assistance Consultant**  
**Quarterly Budget Status Report through March 31, 2003**

Task Description	Task Justification	Quarterly Task Accomplishments
<b>CWO 6B, CAPITAL PROGRAM PROJECTS, SYSTEMS INTEGRATION</b>		
<ul style="list-style-type: none"> <li>• PGL Startup Support</li> </ul>	<ul style="list-style-type: none"> <li>• This task supports PGL start up activities. A MTA/PGL Engineering/Operations Management Issues meeting is chaired by MTA and highlights issues that have not been resolved between the MTA and the PGL Authority at lower levels. The MTA utilizes a senior level, independent resource, through the PMA, to provide management support as well as generate meeting notices, minutes of the weekly meetings and action item tracking matrices.</li> </ul>	<ul style="list-style-type: none"> <li>• Provided tracking and documentation of tasks completed towards revenue operations.</li> </ul>
<ul style="list-style-type: none"> <li>• MRL Fiber Optics - As Built</li> </ul>	<ul style="list-style-type: none"> <li>• This task is needed as part of the overall rail fiber optic upgrade program. Insufficient and outdated as-built drawings must be reviewed along with field audits conducted of existing conditions to determine the current status of the fiber optic system. This specialized knowledge and manpower must be utilized through the PMA to support the MTA communications engineer in the completion of this project within schedule.</li> </ul>	<ul style="list-style-type: none"> <li>• Prepared description and circuit diagrams of the existing fiber optic system in the Segment 2 &amp; 3 portion of the Red Line. Work is nearing 100% completion.</li> </ul>
<ul style="list-style-type: none"> <li>• P2000 Rail Activation Support</li> </ul>	<ul style="list-style-type: none"> <li>• The PMA supplies technical assistance/expertise for the P2000 Rail Activation Group (RAG). Such duties as identifying and providing solutions for design and contractual issues, recording and tracking commitments of the contractors at the RAG meetings, providing as-needed test support and replying to contractors' technical questions. PMA supplement the current MTA staff, offer skill sets that complement as well as supplement existing MTA staff, and are able to function within the MTA's organization requiring little or no learning curve to come up to speed on these technical and management issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Provided technical support at the Rail Activation meetings. Reviewed documents and provided recommendations for resolution of issues regarding operational improvement of the new P2000 rail cars.</li> </ul>
<ul style="list-style-type: none"> <li>• PGL Integration Testing</li> </ul>	<ul style="list-style-type: none"> <li>• The PMA supplies technical assistance/expertise for the PGL Technical Issues Group. Such duties as identifying and providing solutions for design and contractual issues, recording and tracking commitments of the contractor (K/W) and/or the PGL Construction Authority at the meetings, and providing as-needed test support. PMA supplement the current MTA staff, offer skill sets that complement as well as supplement existing MTA staff, and are able to function within the MTA's organization requiring little or no learning curve to come up to speed on these technical and management issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Assisted in the coordination of testing for revenue operations.</li> </ul>