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MAY 2, 1997  
REVISED: MAY 19, 1997

Los Angeles County  
Metropolitan  
Transportation  
Authority

TO: BOARD OF DIRECTORS  
FROM: LINDA BOHLINGER, INTERIM CHIEF EXECUTIVE OFFICER  
SUBJECT: REQUEST FOR PROPOSAL FOR REVIEW OF MTA  
CONSTRUCTION SAFETY DEPARTMENT

One Gateway Plaza  
Los Angeles, CA  
90012  
213.922.6000

**RECOMMENDATION**

Issue a Request for Proposal for implementing a Total Safety Culture concept agency-wide at a cost not to exceed \$75,000.

**ORGANIZATIONAL IMPACT**

Mailing Address:  
P.O. Box 194  
Los Angeles, CA 90053

The recommended third party review will evaluate MTA's overall safety culture, and develop behavioral modification programs to elevate safety awareness, recognition and accountability. This expenditure represents an expanded scope to include Operations and System Safety departments in addition to Construction Safety.

**BUDGET IMPACT**

Funding will come from Management Audit Services' FY 1998 budget.

**ALTERNATIVES CONSIDERED**

The intent is to improve the agency's awareness of the MTA's safety environment and issues in Operations, Systems Safety and Construction areas. The alternative is for MTA's Safety Compliance Office to initiate awareness programs and develop behavior modification techniques.

**BACKGROUND/DISCUSSION**

The MTA's safety functions in Operations, Systems Safety and Construction operate independently of each other and are separate within the agency. This fragmented action raises questions as to agency-wide awareness of safety's importance to both internal and external constituents. This effort at integrating a consistent understanding of safety issues and importance will eventually lead to evaluating the effectiveness of each function and whether a consolidation of all the safety functions should be considered.

It was requested that staff perform additional review of Task I before submitting for Board approval. The scope of work for Task II, originally limited to Construction Safety only, was expanded to include Operations and System Safety Departments to ensure a comprehensive assessment of the Authority's total safety environment.


**DBE PARTICIPATION**

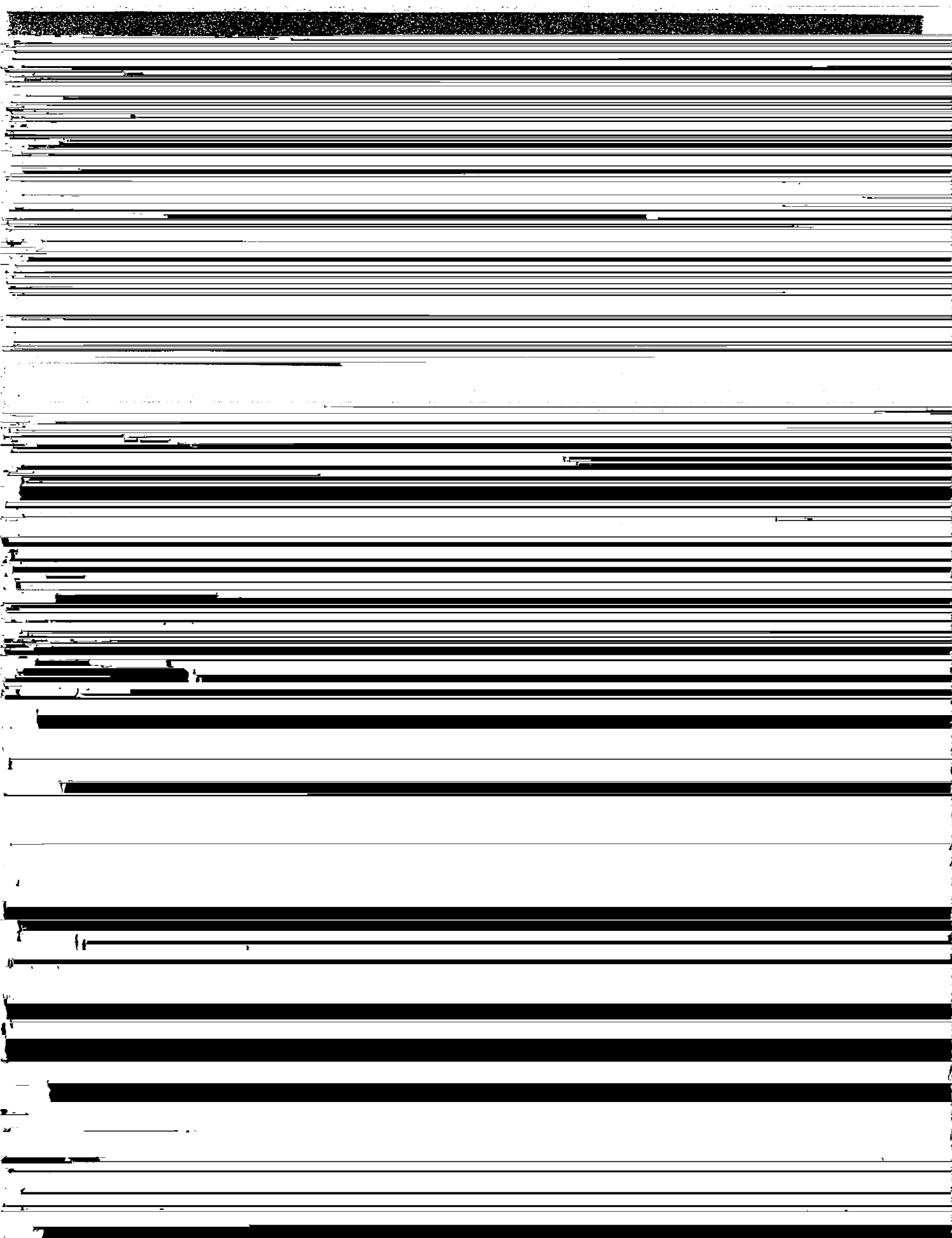
E.O. Department recommends the DBE goal be waived because outreach efforts revealed an insufficient number of DBE firms to perform the underground tunneling work.

Prepared by:

Anthony J. Padilla, Director, Management Audit Services  
Linda J. Meadow, Assistant Director, Safety Compliance

**Attachment**

  
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Frank Cardenas, Chief of Staff



# LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY

## REQUEST FOR PROPOSAL NO. PS-2510-0169

### 1.0 BACKGROUND

The MTA Board of Directors at the March 1997 Board meeting directed staff to secure the services of an outside consultant to review the MTA's Safety Construction Program. Following is an overview of the history and current structure of the MTA's Safety Construction Program.

#### Overview

The Metro Rail System, managed by MTA, is the largest public works project in North America. The transportation network consists of several multi-million dollar rail transit projects that are under design, construction and in operations. Operational lines include two light rail lines (Blue and Green), and the initial phases of the subway (Red Line). Lines under construction include Metro Red Line Segment 2 and Segment 3. Segment 2 (Hollywood/Vine Extension) is made up of three stations along Vermont Avenue and two stations along Hollywood Boulevard. The anticipated revenue operations date for Segment 2 is December 1998. Segment 3 includes three physically separate extensions. The North Hollywood Extension includes three stations and extends 6.7 miles northwest from the Segment 2 at Hollywood/Vine to North Hollywood. Revenue Operations date for the North Hollywood Extension is May 2000. The two other Segment 3 extensions are Mid City and East Side. The Mid City alignment is currently under review. The East Side Extension consists of seven stations along a 6.5 mile alignment. Revenue Operations date for the initial segment of 3.5 miles is forecasted as November 2002. (see attached map).

Prior to October, 1995 Construction Safety was the responsibility of the MTA's construction management consultants. Concern over several serious incidents prompted the Federal Transit Administration (FTA) to mandate that Construction Safety be removed from the scope of MTA's construction management consultants and placed within the MTA, reporting to the Executive Officer, Construction. The effectiveness of the in-house Construction Safety Program has not yet been determined.

#### Objective of the RFP

Pursuant to the March 1997 Board directive, the MTA is seeking the services of an outside, objective construction safety expert (Consultant) to provide a comprehensive review of the MTA Construction Safety Program and a comparison of the current level of effectiveness versus the historic level of effectiveness.

## 2.0 SCOPE OF SERVICES

The Consultant will review the MTA Construction Safety Program and will assess ways to improve the Total Safety Culture within MTA Construction.

### Task Descriptions

#### *Task 1 Review of MTA Construction Safety Department*

The review of the MTA Construction Safety Department will include the following:

- Organizational interfaces and reporting relationships between MTA Construction Safety, MTA Construction, Construction Management Contractors, Construction Contractors, MTA Executive Management
- Policies and Procedures
- Injury statistics
- Safety Award Program
- Qualifications and adequacy of MTA Construction Safety staff

This review will address the following general areas of concern:

- Assessment of the effectiveness of Contractor first line supervision with respect to safety issues
- Effectiveness of contractor training efforts
- Effectiveness of Contractor Employee Removal for Cause process
- Effectiveness of monitoring of Drug & Alcohol Program compliance
- Effectiveness of the Safety Awareness Program and Contractor responses to the program
- Effectiveness of changes to the Stop Work Notice process
- Qualifications of MTA and Contractor Safety Staffs
- Adequacy of MTA Construction Safety Staffing Level
- Effectiveness of Contractor Safety Programs
- Evaluate differences in Contractor Safety Management Cultures and the effect these differences have on their safety performance
- Evaluate relationships of Safety Leadership to other Project Leaders/Managers
- Evaluate relationships between the MTA, Construction Management Consultants and Construction Contracts.

It is anticipated that the consultant will interview the following:

1. Selected MTA Board members
2. Executive Officer, MTA Construction
3. Deputy Executive Officer, MTA Construction Project Management
4. Deputy Executive Officer, MTA Construction Red Line Segment 2 and Mid City

5. Deputy Executive Officer, MTA Construction Red Line Segment 3, North Hollywood
6. Director, MTA Management Audit Services
7. Assistant Director, MTA Safety Compliance
8. Director, MTA Construction Safety
9. Assistant Director, MTA Construction Safety
10. Three Managers, MTA Construction Safety
11. Ten Safety Engineers, MTA Construction Safety
12. MTA Construction Managers for Segment 2 and 3 projects
13. Contractor Safety Engineers, Segment 2 and Segment 3 (first shift)
14. Contractor Corporate Safety Directors
15. Contractor Project Managers, Segment 2 and 3 projects
16. Construction Management Safety Directors, Parsons-Dillingham and JMA
17. Construction Management Resident Engineers, Segment 2 and 3 projects

*Task 2 Total Safety Culture Assessment in MTA Construction*

The Consultant will develop a training program to develop a Total Safety Culture for MTA Construction. Principles of behavior-based and person-based psychology will be applied to the MTA Construction environment.

The Consultant will develop a plan for implementation of a Total Safety Culture, which will include required training and methods of increasing awareness of safety. Personnel to be trained include the MTA Board, selected MTA Executive staff, Management staff within MTA Construction, Construction Management contractor staff, and contractor personnel.

Project Management

This project will be managed by the MTA's Assistant Director, Safety Compliance. The Construction Safety Compliance Inspector will be available to assist the Consultant as needed. The project team will work closely with MTA's Construction Safety Department to ensure appropriate site access and coordination with staff and contractor employees.

MTA Furnished Material

The MTA will provide the following reference material to the Consultant.

- Contract Documents and Specifications (Both issued and baseline documents)
- CSSM Construction Safety & Security Manual, long form, Revision 6
- Construction Safety Management Plan, draft revision, April 1996
- Construction Contract Technical Specification Matrix, draft revision, October 1996
- Alcohol and Drug Free Workplace Manual, Revision 0, May 1993
- Monthly Occupational Injury Report
- Safety Awareness Program

- Contractor Employee Safety Award Program
- Federal Transit Administration Spot Report No. 3
- Arthur Anderson Recommendations and Responses
- Congressional Investigation of Transit Construction Safety Incentive Programs 1996
- Construction Risk Management Loss Runs and Loss Reports
- Safety Compliance Report on Review of Communications between Construction Safety and Construction Risk Management

#### Deliverables/Time Frames

The Consultant will deliver the following to the MTA.

1. Draft report four months after notice to proceed. After review by appropriate MTA staff, the Consultant will deliver a final report within one month of receipt of MTA comments.
2. Briefing on study results to MTA Construction Committee and MTA Board at the first Construction Committee and Board meeting after delivery of the final report.
3. Training Program for a Total Safety Culture for MTA Construction.

#### Period of Performance

The MTA anticipates that this project will be completed within five months after receipt of award.

#### Payment Terms

Payment shall be made on a monthly basis in accordance with mutually agreed to milestones achieved during the pay period. Payment shall be made within 30 days of receipt and approval of invoices.

### 3.0 EVALUATION AND AWARD

Any contract resulting from this RFP shall be awarded to that contractor or consultant whose proposal meets the requirements of the RFP and is to the best advantage to the MTA, as established by the criteria listed herein. Each category will be independently evaluated.

To be considered for the work, a proposer must have a minimum of at least five years experience and proposed staff must have demonstrated knowledge, education and training which demonstrates their ability to provide the required services. Proposers which do not meet this minimum requirement shall not be considered beyond preliminary evaluation.

The proposals shall be evaluated on the following criterion:

Qualifications of Staff	40%
Qualifications of Firm	15%
Work Plan	15%
Cost/Price	30%

Following are the subelements of the aforementioned criterion which will be evaluated:

1. Does the firm have a record of significant responsibility in performing safety reviews, preferably for large public works projects?
2. Does firm have adequate personnel to perform the work? Is there any subconsultant proposed? What are the qualifications of the subconsultant?
3. Do references attest to firm's performance in meeting project deliverables in a satisfactory manner in accordance with contract terms and conditions?
4. Does proposed project team have adequate expertise and training? Is each member's role clear?
5. Are assigned personnel qualified in terms of demonstrable experience? Provide specific examples.
6. Does the work plan respond to MTA's concerns?
7. Does work plan clearly define the methodology to be used to review the MTA's Safety Construction Program?
8. Does the plan offer a realistic schedule and logical sequence of work?
9. Is proposer's cost realistic in proportion to the work to be performed?
10. Is cost reasonable in relation to the quality of the service to be provided?

#### 4.0 REQUIRED CERTIFICATIONS

The certifications required are included as attachments to this RFP. These certifications must be included with the proposal.

1. Certification of Compliance with MTA Ethics Policy
2. Certification of Compliance with the MTA Lobbyist Policy
3. Conflict of Interest Certification
4. Certification of Potential Contractor or Subcontractor Regarding Debarment, Suspension or Other Ineligibility
5. Certification of Current Cost or Pricing Data



5.0 INSURANCE REQUIREMENTS

The selected firm will be required to provide the following insurance coverage at its own expense. This insurance is to remain in effect until completion of all work specified under this contract.

Workers Compensation  
Comprehensive General Liability, including Contractual Liability and Automobile Liability  
Errors and Omissions

6.0 SUBMISSION

If you are interested in responding to this RFP, please submit a proposal in accordance with the instructions contained in this RFP. Your proposal must describe the qualifications of your staff and firm, relevant experience, and proposed approach to the scope of services. You must also provide a cost proposal which details proposed costs for project. You must also include three (3) references for whom you have provided related work including contact name and phone numbers. Proposal is required to be valid for a period of 120 days.

A complete submittal will consist of seven (7) copies of the proposal documents. All proposal submittals must be received at the reception desk of the MTA on the 12th Floor by no later than 2:00 p.m., local time, on ( date ). Proposals received after the specified time may be rejected. Proposal submission is required to be addressed as follows:

RFP No. PS 2510 0169  
To Attention: Ms. Tommye Williams  
Los Angeles County Metropolitan Transportation Authority  
One Gateway Plaza, 12th Floor  
Materiel Department Receptionist Desk  
Los Angeles, CA 90012-2932

***METROPOLITAN TRANSPORTATION AUTHORITY  
Motion by Supervisor Gloria Molina  
Construction Committee  
May 22, 1997***

Item 34 recommends a Request for Proposal for review of the MTA Construction Safety Department. This staff recommendation is in response to the Board's direction at the March Board meeting to secure an independent assessment of our Construction Safety Program. This review is important and should move forward.

In order for the review to be useful it must be candid in disclosing any aspects of our program which need improvement. At the same time we must be careful to avoid unnecessary prejudice to ongoing litigation.

THEREFORE I MOVE that item 34 be amended to provide that the consultant work with County Counsel during the review of construction safety and that the consultant communicates its findings to counsel in order to preserve all applicable attorney client privileges.