

~~APPENDIX 6-1: STAFFING REQUEST FOR REAL ESTATE DEPARTMENT TO SUPPORT CONSTRUCTION PROJECTS~~

BACKGROUND

~~Most of the Capital engineering and construction projects have adopted an integrated project management team approach for the management of the overall project. The Real Estate Department is an integral part of the team and is responsible for the overall management, implementation, administration, reporting and liaison related to the appraisal, acquisition and relocation processes required to meet the real estate requirements for each Project.~~

~~The Real Estate Department is expected to deliver the required real estate for major rail bus and administrative projects. The Project's Engineering Design Team provides a definition of the real property required for the Project. The deliverable to Real Estate is a set of ROW plans that show the location and extent of properties to be acquired in fee as well as the location and types of proposed easements.~~

~~Implementation of the acquisition program is closely coordinated with the activities of the Project as a whole. Real Estate attends regular project overview meetings that are led by the Project Manager and include representatives from all of the project disciplines. The Project is likely to establish bi-monthly meetings which will be held with the project team to discuss the status of certifications and the acquisition schedule. These meetings include Project's third party coordinator, the right of way engineering consultant, real estate staff and the project manager. Close coordination and early identification of problem parcels serve to assure the availability of parcels when needed. Real Estate staff also coordinates closely with the design team to precisely determine the right of way needs and to provide input into certifications with oversight from the Project Manager.~~

~~In addition, the Real Estate management staff works closely with the project controls staff. The real estate staff provides regular updates to cost estimates, report on budget variances, identifies need and forecast dates for the project schedule, and provides regular status reports. The project controls staff develops detailed schedules, tracking procedures and management reports based on the preliminary schedules and data created by real estate staff.~~

~~Full takes, part takes, permanent easements (including subsurface easements), and temporary construction easements (TCEs) are identified. The Real Estate staff works closely with the Project Team to continuously evaluate all proposed acquisitions. Periodic meeting to review the Real Estate Program are held to review the status of the acquisition program and to review any required changes to the acquisition schedule or the identified parcels.~~

ISSUE

~~The Real Estate Department is currently actively implementing the Real Estate Acquisition Program for the following Projects:~~

- ~~1. Crenshaw LAX Project~~
- ~~2. Regional Connector Project~~
- ~~3. Purple Line Westside Extension — Section 1~~
- ~~4. Purple Line Westside Extension — Section 2~~

The initial workload for the Crenshaw, Regional and Westside—Section 1 projects totaled over 300 parcels. During the height of the workload, the in-house staff was supplemented by outside consultants which provided the resources to complete the work in a timely manner. The remaining workload is approximately 40 parcels plus 35 new parcels included in the Purple Line Westside Extension—Section 2. The existing staff involved in the acquisition program will take on all responsibilities for appraisal review, negotiations, oversight of relocations consultant. Staff will be supplemented by professional consultants to handle the relocation workload.

Real estate services is expected to commence work on the following identified projects:

1. 96th Street Station
2. SCIP Project

New Staffing Requirements

The Real Estate Department currently has 19 authorized positions. Of the 19, nine (9) are exclusively allocated to work associated with delivering parcels for the active Projects. The total allocation of FTE's is spread over all of the positions that are assigned to work on a particular project.

One (1) additional Senior Real Estate Officer is requested to be assigned for the acquisition program to bring the total FTE's available exclusively for the remaining acquisition program to 10. The additional workload for the Westside Section 2 and the SCRIP program will require additional staff with acquisition/negotiations, and relocation experience. Additional personnel will assure that the acquisition schedule can be maintained and permits the Management/Administrative staff additional time to efficiently manage the program and to devote time to the parcels requiring intensive negotiations.

See Attachment 6-1A for the job description and justification for this position.

Breakdown of Real Estate Staff

Management/Administrative	3
Property Management	8
Acquisition/Relocation	10
Total	20

Consultant Services

In addition to internal staff, Real Estate will continue to require the services of consultant to perform services in the areas of appraisal, environmental investigation, title reports, and relocation services. The Real Estate consultant services bench is the source of consultants to perform these services.

ALTERNATIVE

If the additional position is not authorized, the delivery of parcels on schedule may be impacted. The existing staff will be used for all acquisition activities; consultant services are used to implement relocation of occupants. The use of consultant services for acquisition is *not* recommended due to the policy issues involved in negotiating an acquisition settlement.

ATTACHMENT 6-1A — REAL ESTATE (Cost Center 6510)

Funding	Position Title	Job Description	Justification	Required by
865522 & 865518	Sr. Real Estate Officer	Negotiate acquisitions; initiate condemnation cases, oversee the relocation of tenants; coordinate interface with Project staff	The Purple Line Project, Section 2 will add approximately 35 new parcels to the Real Estate workload. The current staff is already at capacity with the work required to complete the Regional Connector, Crenshaw LAX Project, and Westside Section 1 projects. The additional staff will provide the additional staffing needed to maintain the construction schedule	July 2015

APPENDIX 6-2: STAFFING REQUEST FOR SIGNAGE AND ENVIRONMENTAL GRAPHIC DESIGN TO SUPPORT CRENSHAW/LAX, REGIONAL CONNECTOR, AND PURPLE LINE EXTENSION CONSTRUCTION PROJECTS

BACKGROUND

The Signage and Environmental Graphic Design unit improves customer navigation and environmental graphic design consistency through the development of essential systemwide signage and wayfinding design standards and guidelines. The unit staff is at capacity responding to day to day requests for new signage and backlog of required modifications at the existing 100 plus operating stations (including the 13 new stations opening next year) and multiple vehicle types resulting from new safety, security, gating, fare enforcement, code of conduct, Civil Rights/ADA updates and other growing and ongoing operational needs.

The 2010 Measure R Strategic Advisor Report cited “one of the largest capital improvement programs ever undertaken by a single transportation agency in the US [and] an unprecedented challenge for project delivery” and called for the agency "to significantly increase the capacity and improve skill sets throughout construction functions...and allocate resources to improving wayfinding/signage."

In order to adequately meet the demands of the Crenshaw/LAX, Regional Connector, and Purple Line Extension, while also meeting increasing agency operational needs not related to the construction program, it is necessary to increase staffing resources. Each of these corridor projects includes multiple stations, facilities, parking areas, and vehicles which will require significant signage, wayfinding and overall environmental graphic design support, reviews, unique design solutions, and site visits in order to ensure the safety and movement of future riders. The Regional Connector alone will have a major impact on existing signage throughout the system.

ISSUE

Signage and wayfinding are core elements of project delivery. Without functional signage in place the project will not meet safety, accessibility or operational requirements for Revenue Operations. The incorporation of functional signage into the project requires numerous submittals, reviews, and appropriate management and oversight.

Funds for Construction Management Support Services (CMSS) to provide signage and wayfinding support have been included in life-of-project budgets and the FY16 budget and are forecasted for inclusion in individual project-based Contract Work Orders (CWO) within the overall Board approved CMSS Contract Values. There are no impacts to the current CMSS contracts as the consultant positions have not been included in current CWOs pending Board approval of the new Metro positions.

Because these positions are core to the agency, and there is an ongoing need to improve signage and maintain consistency across projects, as well as the desire to build in-house capacity, the recommendation make these Metro positions rather than multiple CMSS consultant positions. See Attachment 6-2A for job descriptions and justifications.

DISCUSSION

The new staff positions will ensure that 1) over 4,000 signs and related Design/Builder submittals for the three corridor projects are reviewed and coordinated; 2) requests for information, over the shoulder reviews, approval of samples/finishes/mock-ups, fabrication shop drawings are fulfilled; 3) construction site visits and punch listing for quality control and compliance through resolution are conducted; and 4) signage needs during corridor start-up phase operations are accomplished. The positions being requested are not short term. While signage and wayfinding is installed prior to line opening, Metro has historically experienced an average “break-in” period of 18 months when actual customer usage generates modification requests from various departments to address operations, safety and accessibility concerns. It is envisioned that these FTEs will move to new Measure R projects including Purple Line Extension Section 2 and other corridor projects.

In addition to effective cost savings, staff determined that by not having multiple consultants do this work on a project by project basis, but rather with Metro staff, it will support the agency’s strategy to: 1) build-in house capacity; 2) decrease reliance on consultants; 3) maintain a trained and experienced workforce; and 4) maintain institutional knowledge and continuity across projects. Signage requests are growing, not diminishing and it is increasingly important to develop and maintain the continuity of our signage system.

ALTERNATIVE

The Board may decide not to approve new Metro staff positions in which case the work will be completed by individual corridor consultants through CWO requests to the CMSS contracts for each project utilizing the hourly rates set forth in these Contracts. This is not recommended because: 1) it would require multiple consultants for each project rather than consolidated in-house staff; 2) signage is a core ongoing agency function which should be done by in-house Metro staff in order to ensure continuity across projects; 3) consultant dependency results in loss of institutional knowledge; and 4) application of lessons learned and long term success and effectiveness will be compromised.

ATTACHMENT 6-2A – SIGNAGE & ENVIRONMENTAL GRAPHIC DESIGN (Cost Center 7121)

Funding	Position Title	Job Description	Justification	Required by
865512 Crenshaw/ LAX, 860228 Regional Connector, 865518 Purple Line Section 1	Signage & Environmental Graphic Design Manager	Position will provide signage and environmental graphic design management for Crenshaw/LAX, the highly complex Regional Connector project (which will impact dozens of stations throughout the Metro system) as well as support the Purple Line Extension project. The position will ensure that the latest signage standards, drawings and specifications are included in contract documents and will review and respond to contractor RFIs, signage criteria clarifications, review and approve all contractor signage submittals and shop drawings, and develop and resolve punch lists. This position will participate in design resolution processes and address new station architectural design conditions requiring unique signage design solutions. It will also develop and implement lessons learned and update the design criteria for corridors. The position will coordinate with ADA, engineers, safety personnel and others to ensure uniformity and consistency of customer signage and wayfinding.	2/18/15 Board Box on construction project delivery and consultant services included this FTE to support the FY16 corridor construction projects and outlined the need for staffing as projects enter into active construction. The 2010 Measure R Strategic Advisor Report called the Measure R program “one of the largest capital improvement programs ever undertaken by a single transportation agency in the US” and recommended “increasing the capacity and improving skill sets...and allocating resources to improving wayfinding/signage.” Currently, there are no in-house agency staff reviewing contractor signage submittals, RFIs, etc for the 3 major corridor projects. This position is required to provide day-to-day management, coordination, reviews, site visits & support to the projects as well as coordinate with Operations and others on the many station signs in the existing system that will be impacted by these projects, especially the Regional Connector. There is an immediate need for signage management on these projects as without adequate in-house oversight, criteria updates & design reviews, costly corrections & retrofits will be necessary & signage will not be consistent across projects. Upon completion of these corridor projects, the FTE will be transitioned to address Section 2 and other future construction projects requiring new and/or modified signage management and coordination.	July 2015
865512 Crenshaw/ LAX, 860228 Regional Connector, 865518 Purple Line Section 1	Senior Signage & Environmental Graphic Designer	Position will develop conceptual signage and environmental graphic design solutions from concept to final design for Crenshaw/LAX, Regional Connector and Purple Line Extension; they will provide ADA, safety and signage design support to addresses issues that arise during construction. They will also ensure that the latest standards and requirements for gating, fare enforcement, and other signs are used to design signage correctly. Signs often require specialized in-house designs for a range of unique station configurations or needs. This position will investigate and resolve signage design problems to arrive at best technical solutions in a wide range of mediums including static and digital signage. This position will also prepare visual presentations of proposed signage solutions for management level staff using variety of software, mockups and samples.	2/18/15 Board Box on construction project delivery and consultant services included this FTE to support the FY16 corridor construction projects and outlined the need for staffing in core agency functions as projects enter into active construction. The 2010 Measure R Strategic Advisor Report called the Measure R program “one of the largest capital improvement programs ever undertaken by a single transportation agency in the US” and recommended “increasing the capacity and improving skill sets...and allocating resources to improving wayfinding/signage.” Currently, there are no in-house agency staff providing design support for the Crenshaw/LAX, Regional Connector or Purple Line Extension corridor construction projects. The Crenshaw/LAX stations have multiple configurations (underground, above ground, split platform, side platform) which require unique signage design solutions and the Regional Connector will impact stations throughout the system. Upon completion of these corridor projects, the FTE will be transitioned to address Section 2 and other future construction projects requiring signage design solutions.	July 2015

