

APPENDIX 1: STAFFING REQUEST FOR ENVIRONMENTAL COMPLIANCE AND SUSTAINABILITY SERVICES

BACKGROUND

The Environmental Compliance & Sustainability division (ECSD) provides cross functional environmental, sustainability, and technological support to all of Metro's core business units. ECSD consists of staff credentialed and professionally licensed to oversee environmental clearance, environmental compliance and remediation, energy management, resource conservation, environmental management system, climate change management, and environmental liabilities reduction. The department uses internal staff to manage and oversee services and construction contracts; and requires complementary expertise from consulting firms. This cross functional effort aligns with an integrated approach to producing cost-effective, cost-saving, and technologically advanced and most efficient solutions to environmental regulatory compliance and resource management to achieve procedural and process efficiencies and deliver successful support to accomplish Metro's mission, goals and objectives.

ISSUE

LA Metro has formally incorporated sustainable principles, specifically climate, energy, water and resource conservation and management, into its organizational values and core business goals. These principles express the agency's commitment to "reduce, re-use, and recycle all internal resources and reduce greenhouse gas emissions." Operational and construction-related sustainability principles have been formally implemented throughout our agency since 2007, and have been extensively incorporated into major capital projects as early as 2003. Over the past few years, the number of initiatives and projects related to these themes have significantly increased resulting from new statutes, regulations, and ordinances at all levels of government as well as the increasing mandate from our Board to look for cost-effective ways to plan, construct, operate infrastructure and procure for goods and services. These efforts have resulted in significant cost savings and operational efficiencies (up to \$3M per year), while simultaneously providing fresh sources of potential revenue (from the generation of environmental commodities resulting from these efforts) and increasing the health and welfare of our employees and the people we serve through a safe working and customer focused environment.

As we increase our transit and transportation infrastructure, staff's internal ability to oversee these sustainability-related operational and capital projects become more challenging on two fronts: our ability to properly manage the implementation of the cost-saving and environmentally protective projects as well as our ability to ensure that we develop and implement new ideas to ensure continual improvement.

The number of ECSD staff supporting all of these activities has not grown at a pace required to adequately support and oversee these projects. In the past few years,

consultants were used to supplement efforts through environmental and sustainability related professional services contracts. The existing number of staff is insufficient to address the increasing number of requirements that need to be implemented for the Crenshaw/LAX, Regional Connector, Westside Purple Line Extension Sections 1/2 projects based on current workload factors. As these projects go into full construction, ECSD must meet all current and construction projects needs to reduce our environmental liabilities over the whole life cycle of an asset: that is from planning, design, construction, and operations and maintenance of the project.

While we can continue to use specialized seconded staff through our consultants to execute these time sensitive and board mandated projects, ECSD proposes to instead procure for three new permanent staff to ensure the consistency of project implementation and reduce risk of losing institutional knowledge as Metro continues to implement its growing environmental and sustainability initiatives to ensure statutory and regulatory compliance, organizational resiliency to evolving extreme weather conditions and climate change, and reduce business continuity risk. These will be positions to be assigned at Crenshaw/LAX, Regional Connector, and Westside Purple Line Extension Sections 1/2. A business case outlining in detail the project specific rationale for these positions, as well as other needs of the department were submitted and discussed with the Engineering and Construction Division as well as to the Chair's office in Winter 2015.

DISCUSSION

Through a series of Board actions since 2007, Metro's environmental and sustainability function is now fully incorporated into the fabric of all of our planning, construction, operations, and procurement business units and significantly positively affects Metro's bottom line. The programs and initiatives have been proven to lower operational costs (currently up to \$3M per year), improve safety, increase quality and efficiency, and enhance our system's overall reputation among our customers, elected officials, and the public. In fact, Metro's environmental and sustainability program has been recognized as the highest environmental and programmatic standard by the American Public Transportation Association and has been cited several times by the Federal Transit Administration as an example program for other transit agencies in the country.

By transitioning consultant support to FTEs, Metro will generate continuing benefits of consistency of project implementation and reduce risk of losing institutional knowledge as Metro continues to implement its growing environmental and sustainability initiatives to ensure statutory and regulatory compliance, organizational resiliency to evolving extreme weather conditions and climate change, and reduce business continuity risk. Procuring for permanent staff increases the pool of skilled staff to build a succession plan for the future.

ALTERNATIVE

The Board may decide not to approve the transition of consultant functions to Metro staff for ECSD. This is not recommended because it would perpetuate heavy

reliance on consultants, where specialized staff is necessary to execute these time sensitive and board mandated projects, to fulfill critical needs in the areas of environmental compliance and sustainability. The number of staff requested for ECSD is a compromise to ensuring that we achieve both environmental and sustainability goals, reduce our liabilities, and remain sound in achieving our efficiency and cost-savings goals.

**ATTACHMENT A - TRANSITION FROM CMSS/CONSULTANT TO METRO STAFF
ENVIRONMENTAL COMPLIANCE/SERVICES DEPARTMENT**

Priority	Funding	Position Title	Job Description (currently performed by consultant)	Justification	Required By
4	860228 -- RC, 202211 -- FUEL STORAGE TANK	Principal Environmental Specialist	Assist in the execution of environmental compliance and sustainability-related projects of the Regional Connector Project. Assist in the oversight of the Underground Storage Program.	Regional Connector project is currently supported by by full-time consultant to implement environmental, or sustainability related programs in the Regional Connector project. This is a conversion of full-time secunded staff to regular Metro staff to reduce overall project delivery cost. Staff will be required (part time) to assist in the implementation of backlogged compliance efforts associated with most recent underground and aboveground storage tank regulations. Loaded per unit labor cost difference between secunded consulting staff and equivalent Metro position is up to 350%, depending on position.	1st Q FY16
1	865518 -- WPL1, 865522 -- WPL2, 300012 -- SOIL REMEDIAION and various projects overseen by ECSD	Principal Environmental Specialist	Assist in the execution of environmental compliance and sustainability-related projects of the Purple Line Extension Section 2. Assist in the oversight of the Hazardous Waste Program.	The Purple Line Extension project is supported by full-time consultant to implement environmental, or sustainability related programs in the Purple Line project. This is a conversion of full-time secunded staff to regular Metro staff to reduce overall project delivery cost. Staff will be required (part time) to assist in the oversight of hazardous waste program associated with current and new (currently or about to be built) operating facilities programmed to reduce agency environmental liabilities. Loaded per unit labor cost difference between secunded consulting staff and equivalent Metro position is up to 350%, depending on position.	1st Q FY16
1	865512 -- C/LAX; 300012 -- SOIL REMEDIAION and various projects overseen by ECSD	Principal Environmental Specialist	Assist in the execution of environmental compliance and sustainability-related projects of the Crenshaw LRT Project. Assist in the oversight of the Metro Environmental Compliance Program.	The Crenshaw project is currently supported by full-time consultant to implement environmental, or sustainability related programs in the Crenshaw LRT project. This is a conversion of full-time secunded staff to regular Metro staff to reduce overall project delivery cost. Staff will be required (part time) to assist in the oversight of environmental remediation components of smaller capital projects at our divisions programmed to reduce agency environmental liabilities during construction and operations. Loaded per unit labor cost difference between secunded consulting staff and equivalent Metro position is up to 350%, depending on position.	1st Q FY16