

ATTACHMENT A- Organizational Structure of Southern California Regional Rail Authority

Background

Operated by the Southern California Regional Rail Authority (SCRRA), Metrolink commuter rail service was created in October 1992 to fill a void in Southern California's transportation infrastructure. Metrolink is the only long-distance transit provider that serves commuters across six counties. It has expanded over its 24 years of service, starting with three service lines, 11 stations and 2,300 daily boardings to seven service lines, 55 stations and 44,000 daily boardings. Starting in 2016, Metrolink will service an additional four stations along 24 new miles of track between Riverside and Perris Valley.

The Organization

Guided by a board of directors representing Los Angeles County Metropolitan Transportation Authority, Orange County Transportation Authority, Riverside County Transportation Commission, San Bernardino Associated Governments and Ventura County Transportation Commission, SCRRA has a strong track record of delivering multi-million dollar capital projects, including Positive Train Control stopping system, double tracking and station construction and modifications, and, on-going renewal of railroad structures and facilities. Using a contracting out business model, this lean organization of 279 employees is committed to providing safe, efficient and reliable commuter rail service.

The following departments are responsible for planning, supporting and delivering capital projects:

Engineering and Construction

This department develops and maintains engineering standards, manages design and construction of new capital and rehabilitation projects for track, structures, highway-rail crossings, and right-of-way drainage, as well as right-of-way encroachment permit services. It coordinates with the signal and communications department and other operating departments to prevent service disruptions. Additionally, the department provides railroad engineering and project management services required to protect the railroad operating environment and infrastructure for all third-party projects that are designed and constructed by other agencies across or adjacent to the railroad right-of-way through reimbursement agreements with the third-party. Staff resources are supplemented with on-call design and engineering and project management/construction management consultant firms.

- Key staff: Interim Director, Patricia Watkins, has over 23-years of experience in project and construction management roles, working on many projects valued at greater than \$100 million. She has worked for many public agencies and has earned a reputation for managing on-time and on-budget projects. She has a particular expertise in project delivery methods, including design-bid-build, design-build, and design-build-operate-maintain.

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Planning and Development

This group is responsible for service planning and system performance analytics, strategic planning and regional coordination as well as grants and capital development. This department works closely with the engineering department to plan service levels associated with new capital initiatives. It also secures grant funding for new projects.

- Key staff: Director, Roderick Diaz, has over 20 years of planning and capital development experience. Most recently, he led the successful effort to develop a board-adopted 10-year strategic plan.

Contracts and Procurement

The Contracts and Procurement Department is responsible for the procurements of capital construction projects, professional services, operating maintenance contracts and all material requirements. It also assists other departments with their procurement planning needs as well as grantor compliance requirements.

- Key staff: Assistant Director, Lia McNeil-Kakaris, leads a team responsible for procuring materials and services in support of all Metrolink projects, including Tier 4 locomotives, a contract valued at more than a quarter of a billion dollars.

Risk Management

This function is responsible for the identification, evaluation and elimination or mitigation of risk and making recommendations regarding the retention or transference of risk. Risk transference is accomplished in two primary ways, the purchase of insurance and contractual provisions such as indemnity and warranty provisions. The purchase and administration of insurance policies is a major focus for Risk Management.

- Key staff: Risk Manager, William Garrett, is a licensed attorney who has more than 20 years of experience in risk transference and related transactional legal matters.

Project Management Office

The Project Management Office provides project tracking, reporting and forecasting support to help ensure successful project delivery. This group leads monthly project review meetings to address issues and resolve them quickly so that projects remain on time, schedule and budget.

- Key staff: Assistant Director, Mary Lou Williams, started the PMO practice at SCRRA and has led her team through the successful delivery of all major capital projects. Ms. Williams is well-versed in multiple approaches to project management.

Finance:

This department is responsible for overseeing financial management for the organization. This group works closely with the engineering and planning and development departments to develop budgets and cash flows as well as ensure timely payments to vendors and reimbursements from grantors.

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- Key staff: Manager of Grants Finance and Administration, Michael Naoum III, has extensive experience with Oracle grants module management and recently led his team in developing practices for securing reimbursements that result in shorter time-to-pay cycles for securing grantor reimbursements to the organization.

Human Resources

The Human Resources Department is responsible for attracting and retaining employees, while delivering innovative and exciting training and development programs.

- Key staff: Director, Patricia Francisco, has over 25 years of public sector human resources experience. She directs the overall management and administration of the major functions in human resources including employee benefits, recruitment and retention, learning and organization development, classification and compensation, and employee relations.

Public Affairs

The Public Affairs Team is responsible for consistent communication with stakeholders through social, traditional and digital mediums. The Public Affairs Department has a community relations firm on contract to help with outreach on various projects.

- Key staff: Director, Sherita Coffelt, manages a team of staff and consultants dedicated to effective and consistent communications. She has expertise in all aspects communications including public relations, crisis communications, event planning, community relations, executive communications, advertising, social media, digital project management, message development and internal communications.

Government Affairs

This department is responsible for managing legislative and regulatory advocacy efforts of the agency which include developing and tracking legislation, conducting analysis, developing strategic coalitions, coordinating with stakeholders, and providing recommendations to the CEO and the Board. A key aspect of the work, in coordination with Public Affairs, is conducting legislative outreach to district offices and facilitating issues with local cities.

- Key staff: Government & Regulatory Affairs Manager, Peter Muller, manages government relations staff and state and federal contract lobbyist teams. He oversees all aspects of this practice.