

APPENDIX 5: FY16 STAFFING REQUEST FOR THE CONSTRUCTION RELATIONS TEAM

Background

In April 2013, the Metro Board of Directors approved Metro's Construction Relations Model as the standard program in support of construction outreach and mitigation for all transit projects. This established the agency's commitment to implement those mitigation measures identified in the Final Environmental Impact Statement and Final Environmental Impact Report for each project. The adopted standards set clear guidelines for managing public expectations for the scope and breadth of project activities that may be conducted to address the rigors and impacts of construction as the projects proceed. It also sets a standard for extensive public engagement and outreach during Metro construction projects.

Construction Relations, a unit within the Community Relations Department, leads the public outreach, stakeholders' communication and construction impact coordination and mitigation on all major capital projects. Construction Relations is responsible for the liaison function to the community, project team and intra-departmental coordination with other communications departments such as public relations, design and marketing. The Construction Relations team's goals are consistent with the Project Management Plan and adopted environmental mitigations as submitted to the FTA in exchange for project funding.

As a member of the Project Management Team, Construction Relations advises the Project Director on communications and outreach strategies and provides oversight on intradepartmental communications for external messaging that includes approval and production of material that aligns with the agency's communications protocols.

Construction Relations Expands with Focus on Small Businesses

Over the last year, the Construction Relations program has grown to include a focused effort to support the small business community, whether through the facilitation of small business resources to the Business Solutions Center and Business Interruption Fund or the Eat, Shop, Play Local campaign.

Metro's Eat, Shop, Play Local campaign brings focused attention to project area businesses impacted by construction of the agency's multi-billion dollar transit projects. The goal of the campaign is to encourage the public to Eat at local restaurants, Shop at local retail stores and Play at local destinations, during and after construction. Participation is free to businesses and customers are incentivized to "take the pledge" to Eat, Shop and Play Local. This project is showing results and is being recognized as an emerging case study for other construction mitigation programs. Construction Relations has been selected as one of three top finalists (out of 99 total nominations) for the *California Transportation Foundation Award – Public Outreach Program of the Year* for the Eat, Shop, Play Crenshaw campaign. Honolulu Transit Rail is in the process of kicking off their own Eat, Shop, Play Local program modeled after Metro's.

Construction Relations Staffing Through the Years

Given that Metro has construction projects in the pipeline for at least the next 23 years through Measure R, it is important to have a strategy for retaining institutional knowledge, building in-house

APPENDIX 5: FY16 STAFFING REQUEST FOR THE CONSTRUCTION RELATIONS TEAM capacity for a trained and experienced workforce, have a succession plan in place and maintain claims records. On the Metro Gold Line Eastside Extension, staff files related to claims and construction mitigation served the agency to build its defense on many litigations, saving the agency millions of dollars.

The Construction Relations team in place now embraces that strategy. Over half of the Construction Relations team has Metro major capital project experience, setting in motion the department's trained and experienced workforce. Of these, over half of the existing team has been converted from seconded consultants to Metro FTEs and one has promoted from Entry Level Trainee to Construction Relations Assistant ensuring succession planning remains a department priority.

The FY16 staffing requested through this Board Report will complete the teams required for Metro's current transit construction projects: Crenshaw/LAX Transit Project, Purple Line Extension (Section 1) and Regional Connector.

Project staffing has been achieved by varying scenarios over the years. During construction of the Metro Gold Line Eastside Extension, the Construction Relations Team was completely comprised of Metro FTEs. When Metro started construction on the Metro Orange Line, hourly consultants were hired to supplement the limited Construction Relations staff because additional Metro FTEs could not be obtained. After the Internal Revenue Service (IRS) ruled that Metro could no longer hire hourly consultants, Construction Relations sought to hire its staff through the Construction Management Support Services Contract (CMSSC) in the same way that Engineering and Construction brought staff on for Metro's major capital projects.

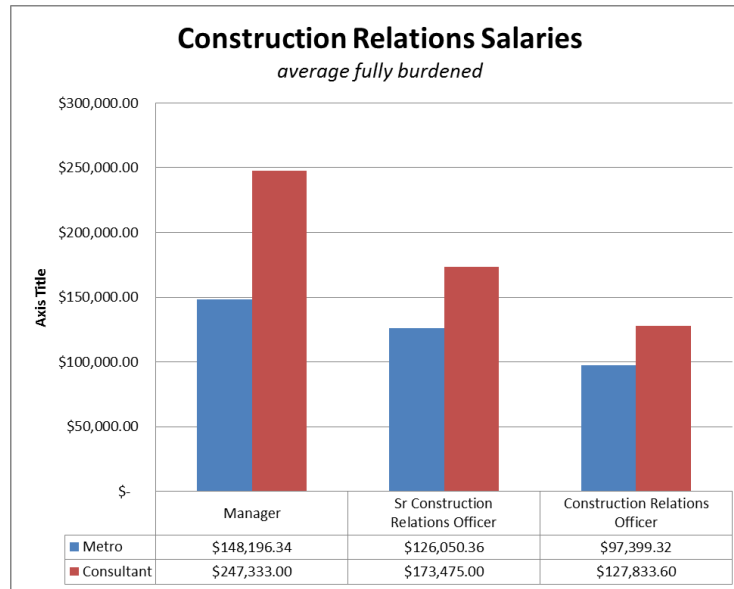
Construction Relations started hiring staff through the CMSSC beginning with construction of the Metro Orange Line Extension and the I-405 Sepulveda Pass Improvements Project. In FY15, 16 FTEs were requested and only four were approved. The remaining 12 positions were hired through the CMSSC for the Crenshaw/LAX Transit Project, Purple Line Extension Section 1 and Regional Connector.

Design builders have now been retained on all of the projects. Advanced utility relocation has been underway for over a year and design is nearing its final stage. The Crenshaw/LAX Transit Project is the most advanced with major construction at three underground stations well underway. The Purple Line Extension and Regional Connector will begin soldier pile installation followed by excavation and decking during the early part of FY16. As the construction work ramps up, the Construction Relations teams have to be adequately staffed in order to carry out the public outreach and construction mitigation program the Metro Board adopted as its standard in April 2013.

Issue

Management has reviewed the staffing needs and recently conducted a review comparing the cost associated with hiring through the CMSSC versus hiring Metro FTEs, and also weighed the benefits of both. The results of staff's evaluation showed that utilizing consultants netted a higher cost to the

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Discussion

In addition to effective cost savings staff has determined that by transitioning certain consultant functions in-house to new Metro staff, it will support the agency's strategy to: 1) build-in house capacity, 2) maintain a trained and experienced workforce, 3) have a succession plan in place, 4) maintain institutional knowledge; and 5) decrease reliance on consultants.

Transition of Metro staff positions on the Crenshaw/LAX Transit Project, Purple Line Extension Section 1 ~~and 2~~ and Regional Connector will directly address the commitments made in the FTAs Project Management Plan and the adopted environmental documents for each of the projects.

Construction is in full swing on all of the projects and has ramped up significantly from the current fiscal year. In order to meet the Board's expectations for the full implementation of the adopted standard, and to ensure continued public outreach, stakeholder communication and construction impact coordination and mitigation as has become an expectation of our external customers, Construction Relations needs approval for ~~7~~ 4 FTEs through this board action to fully staff the Construction Relations teams on the three active transit projects under construction.

Alternative

The Board may decide not to approve the conversion of seconded consultants to Metro FTEs for Construction Relations. This is not recommended because it would continue its high reliance on consultants to fulfill the Board's adopted standard for public outreach on major capital projects at substantially higher costs, without a mechanism for developing in-house capacity, a trained and experienced workforce, succession planning and maintaining institutional knowledge.

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**Attachment 5A – Conversion from CMSSC Seconded Consultants to Metro FTEs
Construction Relations Team**

Conversion from Seconded/Consultants to Metro FTE					
Priority	Funding	Position Title	Job Description (currently performed by consultant)	Justification	Required By
Project Critical	Crenshaw/LAX Transit Project	± Sr. Construction Relations Officer—Social Media	Responsible for all visual communications and new media outreach for construction, community engagement and small business support efforts. Coordinator of all media assets including media buys, webpage updates, widget development for third party partners, collateral materials and video development. Responsible for internal coordination of messaging and external communications with Media Relations, Marketing and Metro Design Studio.	Without this position, the project team would be unable to sustain current levels of responsiveness to community concerns and complaints. It would be virtually impossible to reach commuters as they are missed altogether through traditional outreach.	July 1, 2015
Project Critical	Crenshaw/LAX Transit Project	± Sr. Construction Relations Officer—alignment wide	Responsible for supporting the segment leads on all facets of public outreach and leads the effort to document and facilitate all property damage complaints on the project; answers, responds to and resolves all complaints that come in to the project hotline and dedicated email; assists with business recruitment for Eat, Shop, Play Local campaign and coordinates disruption of service for 3 rd party utility interruptions.	Without this position, the project team would be unable to sustain current levels of responsiveness to community concerns and complaints and would no means for ensuring institution knowledge is kept through the exceptional management of project (complaints) records.	July 1, 2015

**Attachment 5A – Conversion from CMSSC Seconded Consultants to Metro FTEs
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			Leads documentation of project issues, maintains the 90-day look-ahead calendar and handles public meeting logistics.		
Project Critical	Purple Line Extension – <i>Section 1</i>	1 Sr. Construction Relations Officer – Social Media Alignment-Wide	Responsible for supporting the segment leads on all facets of public outreach and leads the effort to document and facilitate all property damage complaints on the project; answers, responds to and resolves all complaints that come in to the project hotline and dedicated email; assists with business recruitment for <u>Eat, Shop, Play Local</u> campaign and coordinates disruption of service for 3 rd party utility interruptions. Leads documentation of project issues, maintains the 90-day look-ahead calendar and handles public meeting logistics. Responsible for all visual communications and new media outreach for construction, community engagement and small business support efforts. Coordinator of all media assets including media buys, webpage updates, widget development for third party partners and collateral material. Responsible for internal coordination of messaging and external	Without this position, the project team would be unable to sustain current levels of responsiveness to community concerns and complaints and provide the close coordination needed to address complaints between stakeholder and the contractor. Without this position, the project team would be unable to sustain current levels of responsiveness to community concerns and complaints. It would be virtually impossible to reach commuters as they are missed altogether through traditional outreach.	July 1, 2015

**Attachment 5A – Conversion from CMSSC Seconded Consultants to Metro FTEs
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			communications with Media Relations, Marketing and Metro Design Studio.		
Project Critical	Regional Connector	1 Construction Relations Manager – CLC	Responsible for facilitation of all activities related to the Community Leadership Council and lead for community engagement and development/implementation for all community related mitigation measures adopted through the environmental process.	Without this position, the project team would be unable to sustain current levels of responsiveness to community concerns and complaints and provide the close coordination needed to address complaints between stakeholder and the contractor.	July 1, 2015
Project Critical	Regional Connector	1 Sr. Construction Relations Officer – ea Western sSegment	Responsible for the implementation of the Board Adopted Standard Construction Relations program for a specific segment. Is lead on strategy, development and implementation for public outreach, stakeholder communications and construction impact coordination and mitigation for the specific segment.	Without this position, the project team would be unable to sustain current levels of responsiveness to community concerns and complaints and provide the close coordination needed to address complaints between stakeholder and the contractor.	July 1, 2015
Project Critical	Regional Connector	1 Sr. Construction Relations Officer – Social Media	Responsible for all visual communications and new media outreach for construction, community engagement and small business support efforts. Coordinator of all media assets including media buys, webpage updates, widget development for third party partners and collateral material. Responsible for	Without this position, the project team would be unable to sustain current levels of responsiveness to community concerns and complaints. It would be virtually impossible to reach commuters as they are missed altogether through traditional outreach.	July 1, 2015

**Attachment 5A – Conversion from CMSSC Seconded Consultants to Metro FTEs
Construction Relations Team**

			internal coordination of messaging and external communications with Media Relations, Marketing and Metro Design Studio.		
Project Critical	Regional Connector	1 Construction Relations Officer – alignment-wide	Responsible for supporting the segment leads on all facets of public outreach and leads the effort to document and facilitate all property damage complaints on the project; answers, responds to and resolves all complaints that come in to the project hotline and dedicated email; assists with business recruitment for Eat, Shop, Play Local campaign and coordinates disruption of service for 3 rd party utility interruptions. Leads documentation of project issues, maintains the 90-day look-ahead calendar and handles public meeting logistics.	Without this position, the project team would be unable to sustain current levels of responsiveness to community concerns and complaints and would no means for ensuring institution knowledge is kept through the exceptional management of project (complaints) records.	July 1, 2015