

A large, stylized letter 'M' is positioned at the top of the page. It is constructed from several light-colored, rectangular blocks that are slightly offset from each other, creating a 3D effect. The 'M' is set against a dark green circular background. This green circle is partially overlapped by a larger, vibrant orange-red circular shape that curves across the middle of the page. The overall background is a dark, almost black, color.

West Santa Ana Branch

Attachment B: Project Delivery Strategy Presentation



Metro

Planning & Programming Committee

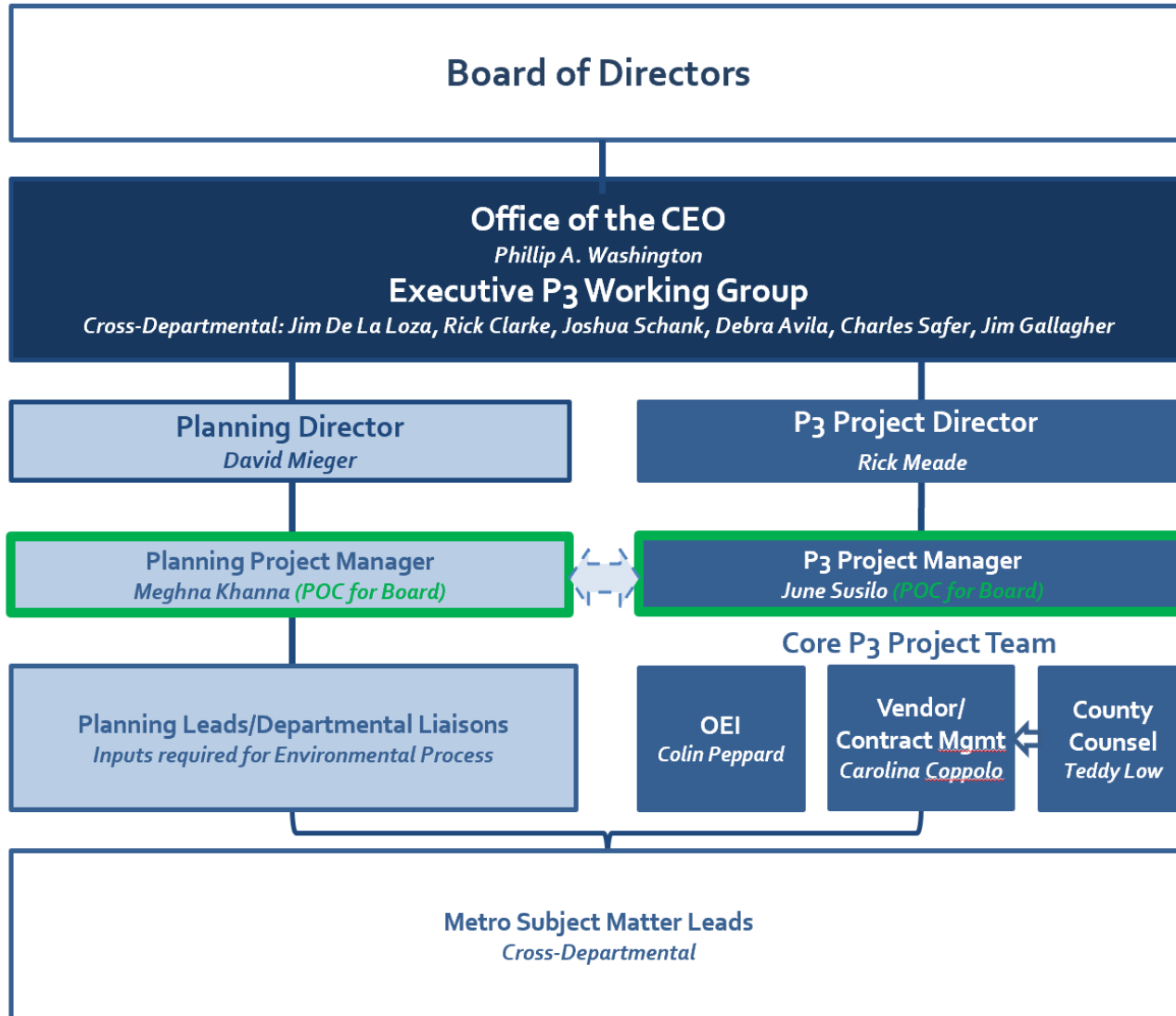
January 2020

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WSAB comprehensive, interdependent strategy addresses the following:

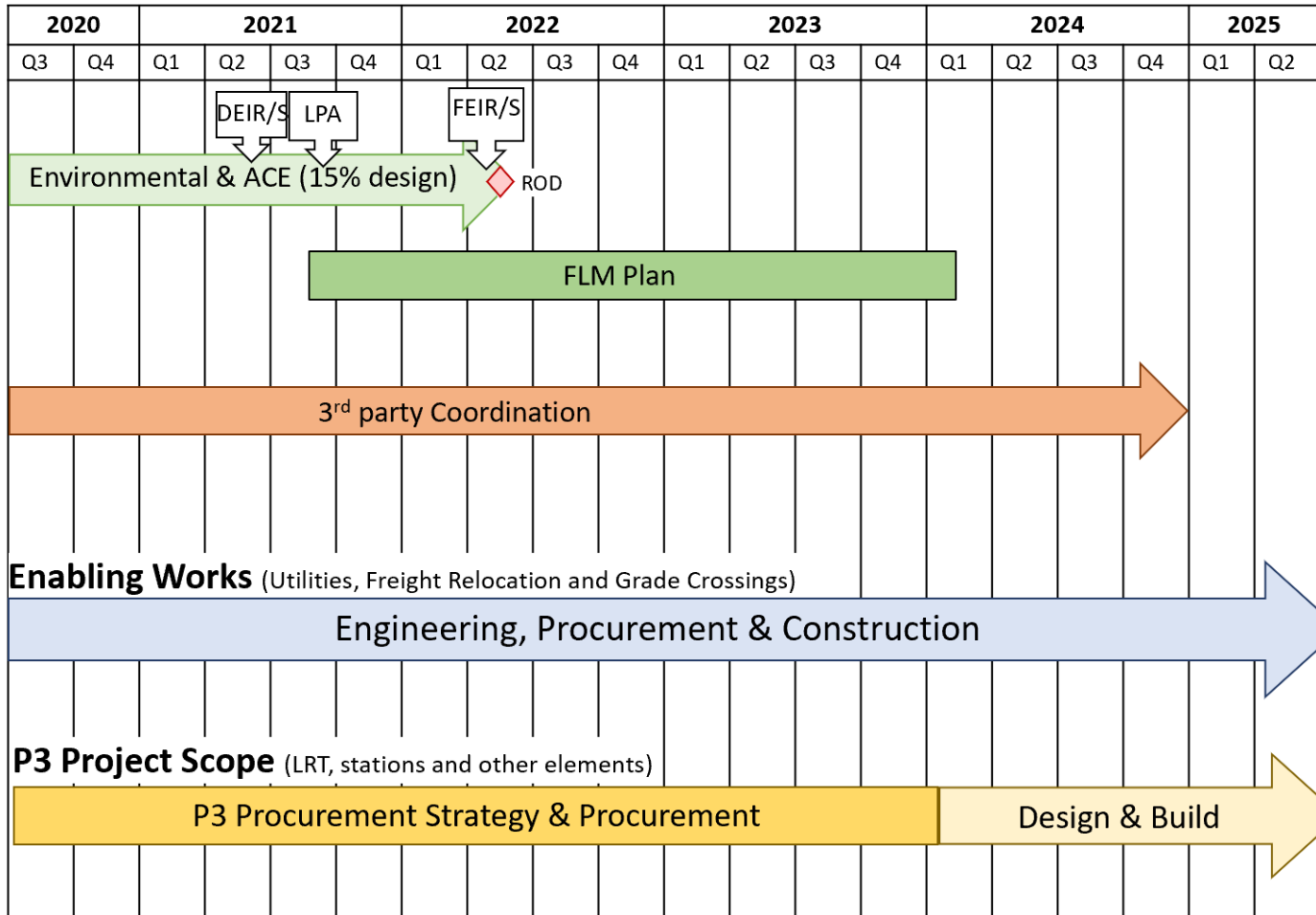
1. Metro Teams Roles & Responsibilities
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6. Enabling Works Sequence
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Metro Teams Roles & Responsibilities



Overall Project Schedule

The WSAB effort includes four interdependent workstreams, which overlap to accelerate schedule to the extent possible while ensuring the integrity of the environmental effort.



Environmental Clearance

Through the environmental clearance effort, staff are developing and analyzing four build alternatives for public review and Board consideration, one of which will be selected by the Board as the Locally Preferred Alternative (LPA).

Milestone/Review	Schedule
First Admin Draft EIS/EIR Submittal	Nov 20, 2020
Min. three rounds of FTA reviews, Metro response and Legal Review	Nov 20 to June 2021
Federal Register Publication/Draft Release	June 2021*
Public Circulation Period	June to August 2021
Board Selects LPA	September 2021
FTA Issues ROD & Final EIR Certification by Metro Board	Summer 2022

** Includes 180 days of SHPO delay, Green Line Station design exploration considering the I-105 Historic District designation, and Slauson Station design exploration.*



Metro

Comparison Summary of Build Alternatives

	Alt 1: Union Station to Pioneer	Alt 2: 7th/Metro to Pioneer	Alt 3: Slauson to Pioneer	Alt 4: Green Line to Pioneer
Length (miles)	19.3	19.3	14.8	6.6
At-grade	12.3	12.3	12.2	5.6
Aerial	4.7	4.7	2.6	1.0
Underground	2.3	2.3	-	-
No. of Stations	12 (3 aerial , 6 at-grade 2 underground) 1 New C Line Station	12 (3 aerial , 6 at-grade 2 underground) 1 New C Line Station	9 (3 aerial, 6 at-grade) 1 New C Line Station	4 (1 aerial, 3 at-grade) 1 New C Line Station
No. of Crossings				
At-grade street crossings	31	31	31	11
Aerial street crossings	25	25	15	7
Freight crossings	10	10	9	2
Freeway crossings	6	6	4	3
River crossings	3	3	3	1
Shared ROW with freight (miles)	11.4 miles	11.4 miles	10.1 miles	2 miles
Freight relocation needed (miles)	8.1 miles	8.1 miles	8.1 miles	1.3 miles
No. of Park & Rides	5 facilities (Firestone, I-105/C Line, Paramount/Rosecrans, Bellflower and Artesia Stations); Alternative 4 does not include a Park & Ride at Firestone Station			

Third-Party Engagement

Staff have established a risk-based strategy for addressing each of the complex and interrelated third-party coordination and engagement requirements.

- **Freight Coordination (UPRR & Ports of LA/LB)**
 - Preliminary Agreement with UPRR
 - Focus on design/construction to minimize rail network and real estate impacts
 - Prioritize safe shared corridor operations
- **Gateway Cities (COG)**
 - 10 Gateway Cities
 - City Managers Technical Advisory Committee (TAC)
 - MCAs to establish work plan to reimburse Cities for review of design and support during construction
- **Caltrans**
 - Six existing freeway crossings
 - Established agreements regarding scope, staffing, budget and timeline to meet project development milestones
 - Iterative approach to bridge design and construction means and methods
 - Coordination with I-105 construction critical



Third-Party Engagement

- **U.S Army Corps of Engineers (USACE)**
 - Three crossings of concrete-lined flood channels (LA River, Rio Hondo, and San Gabriel River); requires Section 404 and 408 permits
 - Established agreements regarding scope, budget, staffing, and timeline to meet project development milestones
 - Accelerate geotechnical subsurface investigations and advance of river crossing design under enabling works scope
- **California Public Utilities Commission (CPUC)**
 - Thirty-one at-grade street crossings
 - Established agreements regarding scope, staffing, budget and timeline to meet project development milestones
 - CPUC approval (18-month application and design review process); environmental completion prerequisite
 - Advance design and early engagement with CPUC to agree to resources/timelines.
- **Utilities**
 - Alignment interfaces 213 utility assets of 64 owners
 - Accelerate and expand scope of utility investigations.

Design Efforts

Metro's design strategy will advance project engineering for each system component to the optimal threshold to minimize challenges, risks, and opportunities while ensuring the integrity of the environmental effort.

- **Higher risk project components:** Advancing enabling works design to 60-100% to minimize cost/schedule uncertainty (Utilities, Freight and Grade Crossings)
- **Lower risk components:** Limit design efforts to 15% for LRT elements for P3 bidders

Enabling Works Sequence

Completing design/construction of high risk/high consequence and critical path project elements prior to construction of the LRT to minimize risks to the overall project, contain costs, and support accelerated delivery.

Advance the design for freight relocation, grade crossings, and utility relocations

Perform subsurface geotechnical borings and potholing

Determine delivery method for construction including but not limited to Construction Manager/General Contractor (CM/GC)

Release RFQ/RFP for approved delivery method

Continue to advance designs through coordination with UPRR, cities, Caltrans, CPUC, and utility owners

Obtain Board approval for award of CM/GC contract

Issue Notice-to-Proceed for CM/GC Preconstruction Services

Finalize designs and obtain third party approvals (e.g., CPUC grade crossing applications and Caltrans project approval) following final EIR certification and/or ROD issuance

Issue NTP for Enabling Works construction upon successful negotiation of CM/GC contract/work packages

Groundbreaking for Enabling Works construction

P3 Timing

The P3 Development and implementation effort tracks progress of the environmental process and enabling works development/procurement.

Activity	Target Date
• Update Risk Analysis for Enabling Work and IOS LRT scope (completed)	October 2020
• Preliminary VfM Analysis for internal review and comment	Early December 2020
• Finalize VfM Analysis	Late December 2020
• Initial draft WSAB Business Case for Internal Review	Early January 2020
• Internal Review/Comment Process	January 2021
• Draft preliminary WSAB Business Case	March 2021
• Funding and Affordability Assessment and Procurement Strategy	September 2021
• Value for Money Update/Refresh based on LPA	Winter 2021/2022
• Update P3 Procurement Documents and Contract per VfM/LPA	Winter/Spring 2022
• Issue P3 Solicitation	Upon Enabling Works Contract Award

Project Funding Plan

Increased project scope, accelerated schedule will require reconciliation with Measure M Expenditure Plan, Metro financial forecast to validate financial feasibility.

- Measure M identifies \$1 billion for a FY28 project, and \$3 billion for a FY41 project (2015 dollars)
- Staff are evaluating alternative funding strategies to support accelerated schedule, including capital investment grants strategy – updated cost estimate anticipated for March Board cycle
- Potential impact of P3 financing will be assessed in P3 Business Case and affordability analysis (P3 may impact financial structure but does not increase total project funding)