QUANTITATIVE DATA RECOMMENDATIONS / RESPONSES

A: COSTS/BUDGET

2023 Rec No.	2023 Recommendation	2023 Metro Management's Response	Affected Departments
1.0	PMG should enhance LOP budget revision tracking by implementing coding to capture reasons for revisions to the LOP budget so management and the Board can readily identify why the increase is requested.	Completed: PC02 Budget, PC05 Cost Forecasting, and PC16 Contingency Drawdown procedures were recently updated and require coding of budget changes and board communication protocols. PMG will use the existing coding system to provide explanations in future Board Reports requesting LOP budget increases. Completed December 2021.	Program Management
2.0	PMG should separately track and report project soft costs versus hard costs (construction) to enhance LOP budget usage and report in the Annual Program Evaluation presented to the Board.	Partially Agree: Soft cost reporting is already monitored and reported monthly, submitted to Chief quarterly. PMG will begin reporting program-wide soft costs to the Board annually as part of Annual Program Evaluation in line with Strategic Initiatives. Estimated completion April 2024.	Program Management
3.0	PMG should expand the Revised Change Base Coding for "Extra Work" to specifically identify the nature of the change (from 5 to 10 codes max) and allow differentiation between field changes. All project staff and V/CM must be trained in the new codes to appropriately choose the correct base coding. This extra identification will provide transparency to the public regarding the reasons for post-award change orders to contractors.	In Process: PMG in process of expanding change basis coding to expand from 5 to 10 codes and allow further differentiation of contract changes. Project team training will be provided to train staff in accurate change basis coding. Estimated completion by March 2024.	Program Management
4.0	PMG should determine if adding an identification of "avoidable" for coding of change orders would enhance future reporting and better allocate resources where needed.	Current Practice: PMG has reviewed this and the Lessons Learned process accomplishes the objective of the recommendation.	Program Management
5.0	PMG should determine if it would benefit Metro and the public to: Identifiably track change orders that have been resolved following Alternative Dispute Resolutions and/or Partnering efforts	Current Practice: Unifier change basis coding already exists for claim resolution.	Program Management
6.0	PMG should determine if it would be helpful to include and track Document Control for smaller projects the same as larger, because smaller projects still involve many millions of taxpayer dollars.	Will Consider: PMG will evaluate resources and business need to expand use of PMIS for all capital projects. Estimated completion by June 2024.	Program Management

	B: SCHEDULE		
2023 REC. NO.	**2023 Recommendation**	**2023 Metro Management's Response**	**Affected Departments**
7.0	PMG should enhance Metro's LOP schedule reporting by providing visibility to specific project delay at the project level and at the construction contract level. In Part A, COSTS/BUDGET, the OIG provided recommendation(s) pertaining to enhanced change order reasons coding. A new separate coding basis should be considered at the project level to distinguish between construction contract-related delay. e.g., if funding is delayed.	Completed: PC09 Schedule Development was recently updated and requires managing and monitoring four levels of schedule including program, project, and contract. Total float analysis including schedule erosion or improvement is evaluated monthly including any associated mitigation measures. Completed December 2021.	Program Management
	C: SAFETY		
2023 REC. NO.	**2023 Recommendation**	**2023 Metro Management's Response**	**Affected Departments**
8.0	PMG should work with Procurement to enhance the contract language by requiring bidder's response to include information reflecting the strength of the contractors Safety Culture such as: (a) OSHA industry incidence rates for Injury, Illness, and Fatalities and (b) bidder's Worker's Compensation experience modification rates demonstrating low injury rates.	Completed: PMG, VCM, and County Counsel have developed new evaluation criteria for future construction RFPs based on each proposer's Experience Modification Rating (EMR). Any contractor with an EMR greater than 1.0 will be considered non-responsive. Completed July 2023.	Program Management, Safety, VCM, County Counsel
9.0	PMG should work with Procurement to enhance the contract language requiring contractors to submit documentation to Metro on Recordable Injuries documentation submitted to Cal/OSHA during project construction (Forms 300, 300A, and 301).	Will Consider: Corporate Safety, PMG, and VCM will consult with County Counsel about requiring contractors on future Capital Projects to submit redacted copies of the referenced forms, omitting personal information. PMG and VCM will reach out to the Association of General Contractors (AGC) for feedback prior to implementation. Target date for completion: July 2024	Safety, VCM, Program Management, County Counsel
10.0	Metro's Safety Team should work with Procurement and PMG to arrange a training session at the beginning of the contract to review the safety and security manual in detail with the prime contractor, subcontractors, and staff. Additionally, hold periodic refresher training to take place during the performance of the project enhanced by project lessons learned.	Current Practice: Metro's existing contracts require contractors to develop their own project specific safety plan and to provide training for their workforce. Metro's Safety department provides safety oversight. Metro's System Security and Law Enforcement department needs to be involved in the review of the safety and/or security manuals developed by the contractor as well as coordinate any periodic reviews and discussion on refresher training.	Safety, Program Management, County Counsel
11.0	Metro should consider joining with other governmental agencies to lobby to change the law to permit random drug and alcohol testing for safety sensitive heavy civil construction work.	Will consider: PMG and Safety will convene a meeting with County Counsel, VCM, DEOD (labor relations), and Government Relations to consider the steps that would be required to change the law. Anticipated completion November 2023.	Safety, PMG, VCM (DEOD), Government Relations

12.0	Metro's Safety Team should establish a consistent and universal practice across all projects for logging incidents into a computer data base that will allow for accessible and transparent data analysis.	Agree: Metro's Safety Team will establish a log for tracking incidents and create a secured system on Metro's Corporate Safety's Drive with appropriate controls. Target date for completion: September 2023	Safety
13.0	Metro should leverage QMO's audit of PLE-2 safety practices (C1120 Management System Audit Report – Worksite Safety Audit for PLE-2) to identify and remediate gaps in: 1) contract requirements, 2) Metro's Safety Manual, and 3) data reporting practices.	Agree: PMG and Metro Safety will conduct similar oversight audits of other contractors, when warranted, to confirm compliance with each contractor's safety plan. As applicable, information identified in audits will be incorporated into the Lessons Learned program.	PMG, Safety