

Program Management Plan

Program Management
Last updated: October 6, 2016

Construction Committee
October 20, 2016



PRESENTATION OVERVIEW

- PMP Objectives
- PMP Document Framework
- Contributing Departments
- Master Schedule
- Expenditure Plan
- Resources
- Strategic Initiatives
- Next Steps

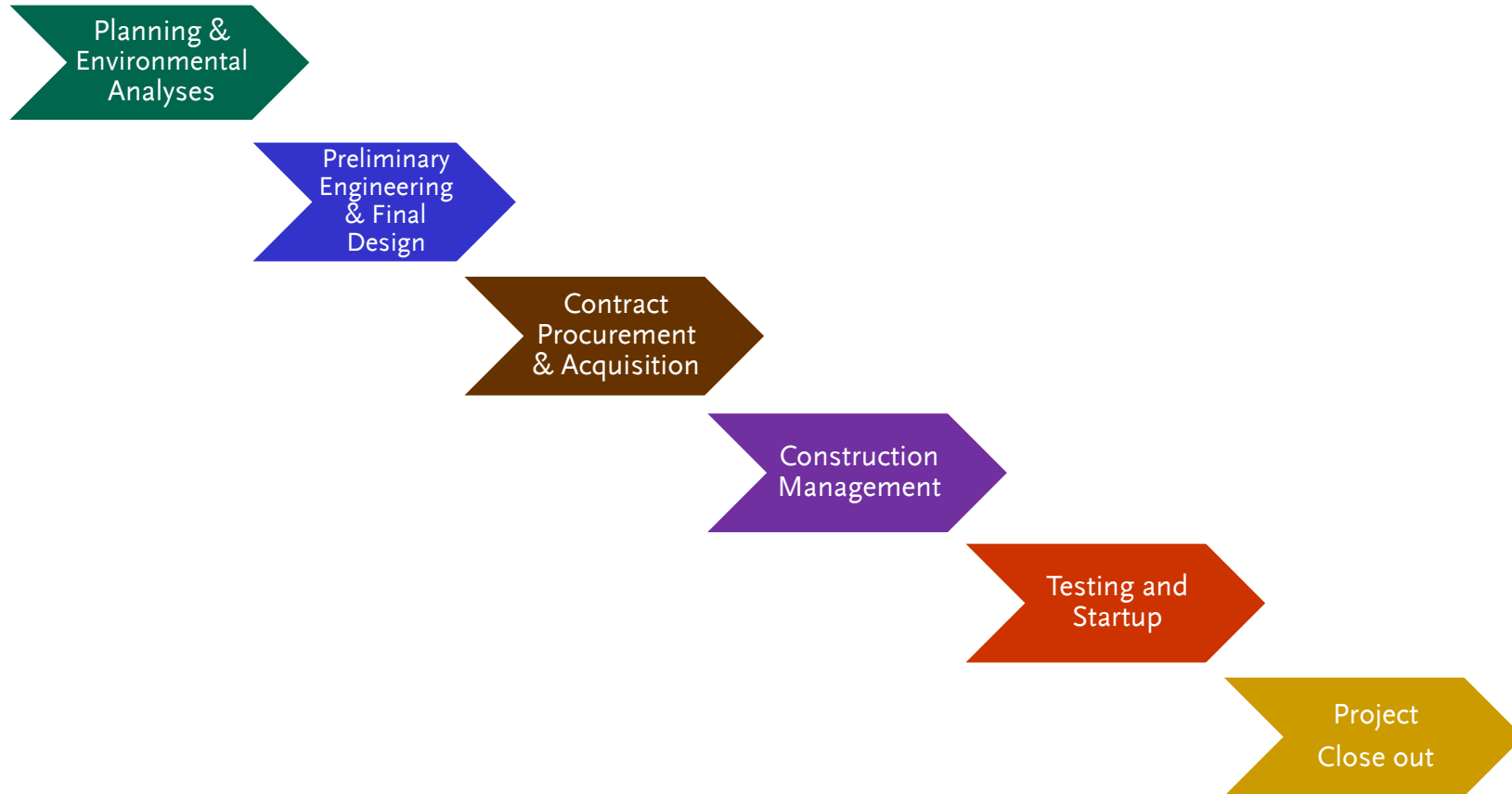
PMP OBJECTIVES

- Outlines Measure M Capital Project Delivery for Major Transit and Highway Projects
- Summarizes program, scope, schedule and budget
- Provides organization information for control systems, processes, responsibilities and authority
- Describes agency policies, procedures, and inter-relationships
- Establishes mechanisms for managing technical and financial risks
- Demonstrates stakeholder accountability and transparency

PMP DOCUMENT FRAMEWORK

- Measure M
 - Program Description
 - Program Budget
 - Program Schedule
 - Strategic Initiatives
- Roadmap to Implement Measure M
 - Agency Organization
 - Department-by-Department
 - Processes
 - Roles
 - Responsibilities

CAPITAL PROJECT LIFECYCLE PHASES



CONTRIBUTING DEPARTMENTS

Chief Executive Office	Communications
Office of Management and Budget	Employee/Labor Relations
Countywide Planning and Programming	Congestion Reduction
Program Management	Office of Extraordinary Innovation
Vendor/Contract Management	Civil Rights
County Counsel	Management Audit Services
Risk, Safety, Emergency, and Asset Management	Information Technology
System Security and Law Enforcement	Operations and Maintenance

MEASURE M TRANSIT & HIGHWAY PROJECTS



MEASURE M - MAJOR PROJECT LEGEND

Highway/Street Projects

- 3** High Desert Multi-Purpose Corridor Project (Right-of-Way)
- 4** I-5 N Capacity Enhancements (SR-14 to Lake Hughes Rd)
- 12** SR-71 Gap: I-10 to Rio Rancho Rd
- 18** SR-57/SR-60 Interchange Improvements
- 21** I-105 ExpressLane: I-405 to I-605
- 15 16** Sepulveda Pass Corridor (Busway)
- 20** I-710 South Corridor Project Phase 1
- 33** I-605/I-10 Interchange
- 29** I-5 Corridor Improvements: I-605 to I-710
- 37** I-405 South Bay Curve Improvements
- 28** I-710 South Corridor Project Phase 2
- 36** I-110 ExpressLanes Extension to I-405/I-110 Interchange
- 34** SR-60/I-605 Interchange HOV Direct Connectors
- 32** I-405/I-110 Interchange HOV Connect Ramps & Interchange Improvements
- 45** High Desert Multi-Purpose Corridor Project (Construction)
- 61** I-605 Corridor "Hot Spot" Interchange Improvements

Not shown on map: Las Virgenes/Malibu Transportation Improvements, and North County Transportation Improvements

Transit Projects

- 1** Airport Metro Connector/Green Line Extension
- 9** East San Fernando Valley Transit Corridor
- 7 8** BRT Connector Orange/Red Line to Gold Line
- 5** Gold Line Foothill Extension Phase 2B
- 2** Purple Line Extension Transit Project Section 3
- 10** West Santa Ana Transit Corridor Segment 1
- 6** Orange Line BRT Improvements (Locations TBD)
- 24 25** Gold Line Eastside Extension Phase 2 (one alignment)
- 19** Green Line Extension to Crenshaw Bl in Torrance
- 17** Vermont Transit Corridor
- 22 23** Sepulveda Pass Corridor (Rail)
- 26** West Santa Ana Transit Corridor Segment 2
- 30 31** Crenshaw Line Northern Extension
- 41** Orange Line Conversion to Light Rail
- 35** Lincoln Bl BRT
- 38** Green Line to Norwalk Metrolink Station
- 40** Sepulveda Pass Corridor Westwood to Airport Metro Connector
- 44** Gold Line Eastside Extension Phase 2 (second alignment)

Not shown on map: Crenshaw/LAX Track Enhancement Project, Complete LA River Bike Path and LA River Waterway, System Bike Path, City of San Fernando Bike Master Plan, Historic Downtown Streetcar, North San Fernando Valley BRT Improvements, Arroyo Verdugo Transportation Improvements, Regional Rail and Metrolink Improvements, and South Bay Transportation Improvements



MEASURE M EXPENDITURE PLAN

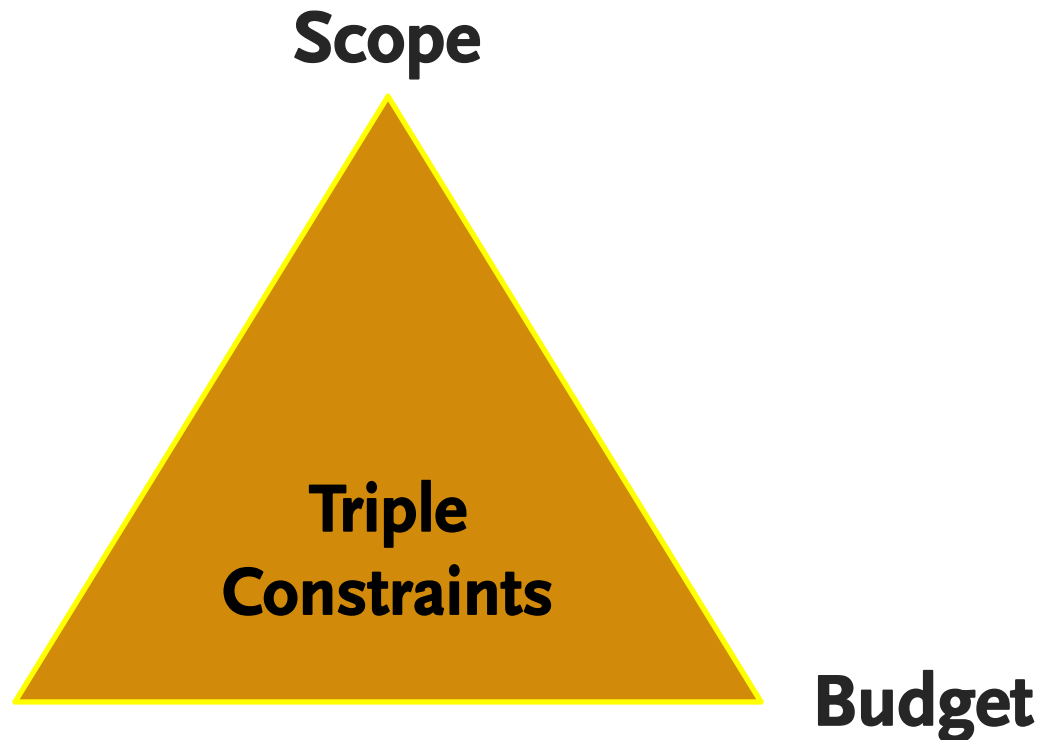
Subfund	Program	% of Sales Tax (net of Admin)	First Year Amount (FY 2018)	FY 2018 - FY 2032 (15 Years)	FY 2033 - FY 2047 (15 Years)	FY 2048 - FY 2057 (10 Years)	FY 2018 - FY 2057 (40 Years)	
Transit Operating & Maintenance	Metro Rail Operations	5%	\$ 42	\$ 850	\$ 2,320	\$ 2,810	\$ 5,980	
	Transit Operations (Metro & Municipal Providers)	20%	\$ 169	\$ 3,400	\$ 9,280	\$ 11,240	\$ 23,920	
	ADA Paratransit for the Disabled; Metro Discounts for Seniors and Students	2%	\$ 17	\$ 340	\$ 930	\$ 1,120	\$ 2,390	
Transit, First/Last Mile (Capital)	Transit Construction (Includes System Connectivity Projects - Airports, Union Station, and Countywide BRT)	35%	\$ 296	\$ 5,960	\$ 16,230	\$ 19,670	\$ 41,860	
	Metro State of Good Repair	2%	\$ 17	\$ 340	\$ 930	\$ 1,120	\$ 2,390	
Highway, Active Transportation, Complete Streets (Capital)	Highway Construction (includes System Connectivity Projects - Ports, Highway Congestion Programs, Goods Movement)	17%	\$ 144	\$ 2,890	\$ 7,880	\$ 9,560	\$ 20,330	
	Metro Active Transportation Program (Bicycle, Pedestrian, Complete Streets)	2%	\$ 17	\$ 340	\$ 930	\$ 1,120	\$ 2,390	
Local Return / Regional Rail	Local Return - Base (Local Projects and Transit Services)	16%	\$ 136	\$ 2,720	\$ 7,420	\$ 8,990	\$ 19,130	
	Local Return / Regional Rail (Beginning FY 2040)				3% / 1% →	\$ 690	\$ 2,240	\$ 2,930
	Regional Rail	1%	\$ 8	\$ 170	\$ 460	\$ 560	\$ 1,200	
TOTAL PROGRAMS			\$ 847	\$ 17,010	\$ 46,380	\$ 56,190	\$ 119,590	
Administration /Local Return	0.5% for Administration	0.5%	\$ 4	\$ 85	\$ 230	\$ 280	\$ 600	
	1.0% Local Return	1.0%	\$ 8	\$ 170	\$ 460	\$ 560	\$ 1,200	
GRAND TOTAL			\$ 860	\$ 17,265	\$ 47,070	\$ 57,030	\$ 121,390	



PROJECT MANAGEMENT



One side of the triangle cannot be changed without affecting the other sides:



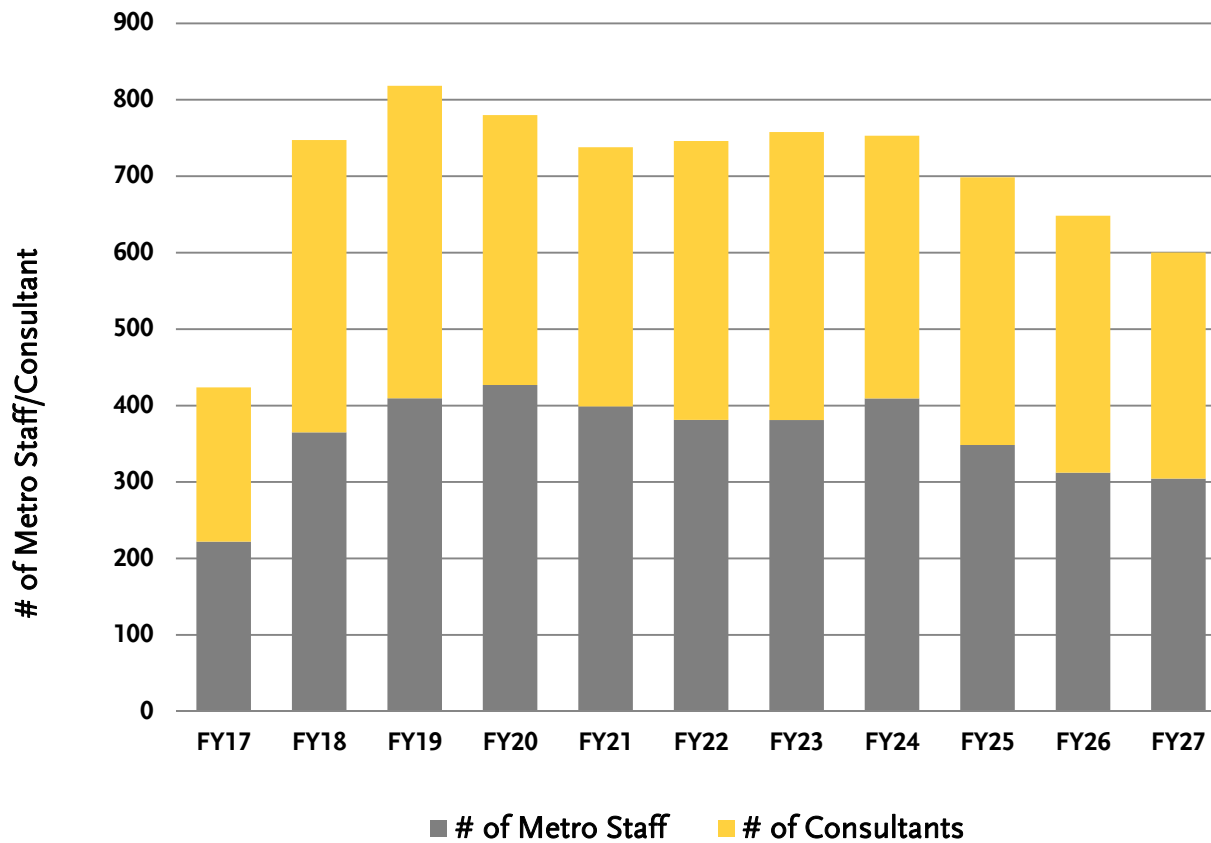
Metro

PROJECT DELIVERY STAFFING

- **Focus on Project Delivery Staffing**
 - Utilize recent project historical staffing levels for project staff modelling
 - Apply 50/50 blend of Metro staff/consultants
 - Re-assign staff to new projects upon completion
 - Actual staffing will depend on exact timing of projects, delivery methods, and streamlining initiatives
- **Preliminary Projections for 1st Decade**
 - Metro staff averages approximately 374
 - Consultant staff averages approximately 390

PRELIMINARY STAFFING

- Preliminary Project Delivery Staffing First Decade



STRATEGIC INITIATIVES - INTERNAL

- **Staff Capacity/Capability**
 - Right-size the Metro Organization
 - Strategic Consultant Use
 - Attract, Train, Retain Core Staff
 - Grow Through Succession Planning
 - Partner with Community Colleges to Develop Transportation Discipline Curriculums
 - Streamline/Automate Processes for Efficiency

STRATEGIC INITIATIVES - INTERNAL

- **Strengthen Project Budgeting Process**
 - Engage and Expand Cost Estimating in Development of Project Estimates/Budgets
 - Estimates to Reflect Current Project Scope, Schedule, and Costs
 - Commence Risk Assessments Early and Factor Effects into Project Estimates
 - Establish LOP Budget After Adequate Engineering and Design or Bids are Received for Construction
 - Conduct Annual Program Evaluation (APE) Review
 - Manage Project Scope to Deliver Projects On-time and Within Budget

STRATEGIC INITIATIVES - INTERNAL

- **Quality Management**
 - Quality Strategic Planning
 - Incorporate Best Practices
 - Establish Quality Audits

- **Update Technical Documents**
 - Incorporate Lessons Learned
 - Review Parameters Prescriptive vs. Performance
 - Reduce Submittals and Approvals
 - Promote Emerging Technologies
 - Analyze Commercial/Claims Perspective

STRATEGIC INITIATIVES - INTERNAL

- **Innovate Procurement Process**
 - Review Potential Alternative Delivery Methods/PPP
 - Facilitate Private Sector Innovation
 - Streamline Process and Documentation
 - Procurement Strategic Planning
 - Project Pre-Planning
 - Increase Competition
 - Increase Small Business Opportunities

STRATEGIC INITIATIVES - INTERNAL

- **Third Party Utilities**
 - Incorporate Lessons Learned
 - Perform Utility Strategic Planning
 - Establish Municipal/Utility Task Force
 - Analyze Organizational Structure/Co-Location
 - Establish Bench Contractors
 - Expand Pool of Contractors
 - Expedite Lead-In Activities

STRATEGIC INITIATIVES - EXTERNAL

- **Teaming With External Jurisdictions**
 - Establish Executive Level Single Point of Contact
 - Perform Joint Strategic Pre-Planning
 - Streamline Master Cooperative Agreement
 - Establish Joint Oversight Committee
 - Establish Mutually Acceptable Design Criteria
 - Co-locate Key Staff
 - Define Maintenance Responsibilities
 - Streamline Approval and Permit Processes

STRATEGIC INITIATIVES - EXTERNAL

- **Teaming With Caltrans**
 - Initiate Partnering Program
 - Implement Lessons Learned Program
 - Establish Management/Communications Plan
 - Establish Strategic Implementation Plan
 - Establish Project Management Plans
 - Develop Interagency Agreement
 - Promote Staff Co-Location
 - Provide Joint Coordination with COG's

NEXT STEPS

- Ballot Measure Success
- Implement PMP
- Continue Extensive Community Outreach
- Update Plan as Required
- Develop Program Support Plan
- Deliver Projects On Time and Within Budget

