



Expo

Exposition Metro Line
Construction Authority


One Gateway Plaza
Los Angeles, CA 90012-2952

213.922.7221
BuildExpo.org

6.b

DATE: JANUARY 12, 2006

TO: BOARD OF DIRECTORS

FROM: RICHARD D. THORPE 
INTERIM CHIEF EXECUTIVE OFFICER

ACTION: EXPOSITION METRO LINE CONSTRUCTION AUTHORITY
PROPOSED STAFFING PLAN FOR FY06

RECOMMENDATION

Approve the Exposition Metro Line Construction Authority (Authority) Staffing Plan for FY06 as described below and shown in Attachment A.

SUMMARY

Approval of the initial project organization described herein is required in order for the Authority to effectively assume responsibility for Project implementation. The staff identified for FY06 will be co-located with the design-build team at the Authority's offices to form a totally integrated delivery organization.

DISCUSSION

In August 2005, the Board approved the CEO, Board Secretary and 2 Executive Officer positions. With the environmental approval of the Project last month and the start of the Design-Build contract anticipated shortly, it is appropriate to commence mobilizing key staff to direct and manage all aspects of the project.

The attached organization staffing plan has been prepared to identify individual roles and responsibilities for critical Project functions that will report to the Chief Project Officer and Chief Operations Officer during project construction. It is requested that the Board authorize the following key management positions. The CEO anticipates filling these positions over the course of the next few months:

- Director Engineering/Construction

- Director Project Management
- Director of Finance
- Governmental/Community Relations Manager
- Governmental/Community Relations Representative
- Contracts/Risk Manager
- Secretary/Receptionist

These critical positions are necessary to conduct the day-to-day Authority management functions responsible for Finance, Governmental/Community Relations, the Design-Build contractor, Third Party jurisdictional coordination, FTA and Metro coordination. Since these positions are 1) needed on a full time basis for both phases of the project to Santa Monica, 2) require extensive experience, and 3) have a fiduciary responsibility to the Authority, direct hire is the most appropriate and cost-effective means of acquiring staff with the requisite expertise. A detailed description for each of the requested positions is attached.

The balance of staffing functions for FY06 generally require specialized expertise of a short-term nature to address complex issues and tasks. The Authority will continue to utilize the best expertise available through Metro staff and consultant contracts to perform this work.

FINANCIAL IMPACT

The cost for the requested positions is within the Authority's proposed FY06 Budget.

The cost for the requested positions is also within the Metro approved FY06 Budget and the Full Funding Plan of \$640,000,000.

NEXT STEPS

Hiring staff will be contingent upon approval of the proposed FY06 Budget by the Authority Board.

A full staffing plan for FY07 will be included in the proposed FY07 Budget that will be presented to the Authority Board in June 2006.

ATTACHMENTS

- A. FY2006 Proposed Organization Staffing Plan
- B. FY2006 Proposed Staff Job Classification Specifications



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DIRECTOR, ENGINEERING & CONSTRUCTION

Salary Range: (\$109,644 - \$158,376)

This position's function is to manage and direct engineering design and construction activities for the Authority Light Rail Project.

TYPICAL TASKS/DUTIES:

- Serves as Chief Engineer for engineering projects, functions and activities including responsibility for technical coordination with Third Parties.
- Develops and directs the implementation of engineering and construction goals, objectives and strategies.
- Supervises the Authority's technical staff and directs oversight of the technical performance of the Authority's Design Build Contractor.
- Supports coordination and compatibility between engineering and construction management activities and facilitates resolution of conflicts.
- Responds to internal and external inquiries regarding engineering and construction.
- Directs the analysis of state, federal, and local regulations to determine impact on project design and construction, and implements solutions and modifications.
- Directs development of policies and procedures for engineering design and construction.
- Develops projections and makes decisions impacting engineering design standards and criteria, system integration, and system configuration.
- Directs engineering studies, investigations and analyses as authorized by or at the direction of executive staff and prepares and presents technical, issues and recommendations to executive management and Authority Board. Also directs the preparation of supporting research including reports of findings.
- Oversees staffing, training and resource needs for engineering, construction management and assigned support functions.
- Represents the Authority at meetings and conferences with elected and public officials, the community, public and private organizations and other staff.
- Communicates Authority's safety vision and goals; oversees the implementation of agency and departmental safety rules, policies, and procedures; and maintaining accountability for safety performance of all subordinate employees.

KNOWLEDGE, SKILLS AND ABILITIES:

Knowledge of:

- Theories, principles, and practices of mass transit systems design, construction, operations, maintenance, safety, accident prevention, and emergency response.

- Applicable local, state, and federal laws, rules, and regulations governing the design, engineering, and construction of mass transit and other capital projects.
- Urban design, architecture, and systems engineering relating to large-scale mass transit.

Ability to:

- Direct the overall operations of architecture, civil/structural and systems engineering functions
- Plan, develop and implement strategies, policies, procedures, and work standards to organize and control the design and construction of a major rail transit project
- Establish and implement policies and procedures
- Understand, interpret, and apply laws, rules, regulations, policies, and procedures
- Analyze situations, identify problems, recommend solutions, and evaluate outcome
- Communicate effectively orally and in writing
- Represent Authority before the Board of Directors, elected officials and the public
- Interact professionally with various levels of Authority employees and outside representatives
- Supervise subordinate staff
- Exercise sound judgment and creativity in making decisions

EDUCATION AND EXPERIENCE:

Any combination of training, education, and experience that demonstrates the ability to perform this position's duties and potential candidates must meet the following requirements:

- Bachelor's degree – Engineering or other related field
- 10 years senior management level experience in large-scale public works engineering and construction projects with at least 5 years experience directing rail transit engineering and construction
- Master's degree in a related field desirable
- Experience working with or for an operator of transit systems
- Valid California Class C driver's license

Special Conditions:

Must possess Registration as a Professional Engineer in the State of California or be able to attain such within 6 months of appointment.

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DIRECTOR OF FINANCE

Salary Range: (\$109,644 - \$158,376)

The Director of Finance position will provide overall planning, direction, and control of all financial management activities in support of the Authority's capital transit project.

TYPICAL TASKS/DUTIES:

- Oversees budget and funds management, grants, accounting, payroll, accounts payable and audit functions.
- Plans, directs and manages the financial activity for the Authority.
- Assists in the production of the Authority's financial statements and annual budget.
- Implements the Authority financial system, financial applications and reports used by the Authority staff.
- Supervise subordinate and/or consultant staff, and manage the process for selecting institutions and firms to provide banking and financial advisory services to the Authority.

KNOWLEDGE, SKILLS AND ABILITIES:

Knowledge of:

- Appropriate rules and regulations for paying invoices, payroll, accounts payable and other functions
- Theories, principles and practices of public administration, management, budgeting and financial administration, grants administration, personnel administration and cost accounting
- Business computer software applications
- Financial information computer systems
- Payroll
- Applicable local, state and federal laws, rules and regulations governing budgeting, funding, payroll and accounts payable of a public transportation agency and a federally funded project
- Government procurement and funding sources
- Capital and operating budgets

Ability to:

- Interact professionally with the Board of Directors and their staffs, Authority executive staff and other staff
- Exercise judgment and creativity in making decisions and recommendations

- Prepare comprehensive reports and correspondence
- Establish and implement policies and procedures

EDUCATION AND EXPERIENCE:

- Bachelor's Degree in Accounting, Finance, Economics, Business or other related field
- 3-5 years in a responsible staff, advisory or managerial position performing professional budgetary and/or financial analysis, management or research
- Master's Degree in Business Administration, or in a technical financial discipline such as accounting, finance or economics desirable
- Certified Public Accountant (CPA) desirable

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DIRECTOR, PROJECT MANAGEMENT

Salary Range: (\$109,644 - \$158,376)

The Director of Project Management will be responsible for planning, direction and control of project management activities in support of the Authority's capital transit project.

TYPICAL TASKS/DUTIES:

- Directs Program and Contract management, Third Party administration, Environmental services and Project Quality Assurance Program. Ensures that this management team interfaces effectively with the Design Builder, consultants, and other third party organizations to adhere to the overall project's budget, schedule, and quality requirements.
- Develops procurement and contract strategies for equipment purchases, technical consultant services, quality and environmental services to ensure optimal execution and delivery of the project scope.
- Directs the development of scopes of work, selection and negotiation and management of Third Party Cooperative Agreements and work orders.
- Supports Chief Project Officer in establishing organizational short-and-long range goals, objectives, and Management Action Plans. Directs the development of management strategies in conjunction with the preparation of comprehensive formal Project Management Plans (PMP) to achieve Authority goals and objectives and resolution of problems. Coordinates the approval of the PMP with the Federal Transit Administration.
- Directs the preparation of cost estimates, contract budgets (both Project and Fiscal Year), cash flows, and schedules.
- Directs the execution of studies, investigations, and analyses of technical, managerial and policy issues for executive officers and Authority Board of Directors, including reports of findings, corrective action recommendations and supporting research.
- Directs formal Value Engineering, Cost Containment, and Claims Mitigation reviews.
- Analyzes federal, state, and local laws, rules, and regulations to determine impact on engineering and construction of major construction capital projects.
- Establishes and maintains effective business and working relationships with the engineering, construction and supplier community.
- Represents Authority at meetings, conferences, and public events.

KNOWLEDGE, SKILLS AND ABILITIES:

Knowledge of:

- Theories, principles and practices of rail transit engineering, large-scale capital project management, heavy construction practices and procedures and environmental issues influencing transit programs
- Project Control management, including cost estimating, cost management, planning and scheduling, budgeting, and configuration management
- Construction and operations safety, quality assurance and quality control, risk management and insurance, financial management, and compliance with state and federal regulatory requirements
- Methodologies for Risk Analysis, Value Engineering, and Claims Avoidance
- Applicable federal, state and local laws, rules, and regulations governing procurement and contract management for construction, procurement, and professional services contracts

Ability to:

- Develop strategies to achieve goals, including problem analysis, solution determination and execution
- Establish and implement policies and procedures
- Understand, interpret, and apply laws, rules, regulations, policies, procedures, contracts, budgets
- Exercise judgment and creativity in making decisions
- Communicate effectively orally and in writing
- Represent Authority before elected officials and the public
- Compile, analyze, and interpret complex data and prepare comprehensive reports and correspondence
- Interact professionally with various levels of Authority employees and outside representatives
- Supervise subordinate staff

EDUCATION AND EXPERIENCE:

Any combination of training, education, and experience that demonstrates the ability to perform this position's duties and potential candidates must meet the following requirements:

- Bachelor's degree – Engineering or other related field
- Ten years senior management level experience in large scale public works project/program management
- Master's degree in a related field desirable
- Experience working with or for an operator of transit systems
- California Professional Engineering License desirable
- Valid California Class C driver's license

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GOVERNMENT/COMMUNITY RELATIONS MANAGER

Salary Range: (\$60,914-\$109,644)

The Government/Community Relations Manager will supervise Community Relations Representative(s) and manage activities including public information, dissemination of materials and facilitating resolution of complex issues related to the design, construction, start-up, safety and operations of the Exposition Light Rail Line Project.

TYPICAL TASK/DUTIES:

- Supervise Community Relations Representative(s) and is instrumental in the development and implementation of a mitigation program for the design and construction of the Exposition Light Rail Project, as well as the community outreach component of the project.
- Develops a communications plan to keep elected officials and the public informed about major events and issues pertaining to the project.
- Serves as a liaison between Exposition Authority executive management, local elected officials, public and private agencies, citizens and community and advocacy groups to achieve resolution to any design or construction issues related to the Exposition Light Rail Line.
- Advises Community Relations Representative(s) on how to represent the Authority at public venues and meetings such as schools, community groups, businesses, neighborhood councils and elected officials. The Manager may also attend these meetings on behalf of the Authority.
- Researches complex and sensitive incidents, complaints and concerns and works with staff and management as well as stakeholders to achieve solutions.
- Provides reports and briefing materials to the Executive Staff and provides official responses to the offices of elected officials and constituents in response to inquiries.
- Oversees and monitors the Community Relations budget and adheres to the budget, goals and schedules for that department.

KNOWLEDGE, SKILLS AND ABILITIES:

Knowledge of:

- Protocol of communicating with and for public agencies
- Group dynamics and community organizing techniques
- Research and analytical techniques, methods and procedures
- Experience on a major mass transit construction project in a Community Relations role

Ability to:

- Design, implement and manage public or community relations programs to promote a mass transit project
- Communicate effectively orally and in writing
- Represent the Authority before the public and elected officials
- Analyze situations, identify problems, recommend solutions and evaluate outcomes
- Balance competing community and political interests and interact professionally with the Board of Directors and their staff, executive staff and other staff
- Exercise judgment and creativity in making decisions and recommendations
- Prepare comprehensive reports and correspondence
- Establish and implement policies and procedures
- Research and frame complex issues for communication to a non-technical audience

EDUCATION AND EXPERIENCE:

Any combination of training, education and experience, which demonstrates the ability to perform this position's duties, such as:

- Bachelor's Degree in Communications, Political Science, Marketing, Public Administration or other related field
- 3 years experience in planning, implementing or developing public affairs or community relations programs for a mass transit project or large construction project
- Experience working with community groups, elected officials and business groups in a community relations, political or public affairs capacity

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GOVERNMENT/COMMUNITY RELATIONS REPRESENTATIVE

Salary Range: (\$36,548 - \$73,095)

The Government/Community Relations Representative will serve as a liaison between Exposition Authority Members, elected officials, business, professional, civic, governmental and community groups for the Exposition Light Rail Construction project.

TYPICAL TASK/DUTIES:

- Informs, promotes and helps address issues pertaining to the design, construction and implementation of this mass transit project.
- Plans and implements strategy and outreach programs for the Exposition project, including a mitigation plan and construction impact program.
- Coordinates and represents the Authority at community meetings, press conferences and media events.
- Tasked with researching incidents, complaints and concerns, and interfaces with management and the community to resolve issues.
- Provides verbal and written responses to concerns and inquiries from the community, stakeholders and elected officials.
- Maintains records and prepares reports and correspondence on community issues.
- Responds to telephone calls, mail, and faxes from constituents and elected officials.
- Keeps abreast of issues and concerns by attending Board, Council and community meetings, and keeps the public and elected officials informed about milestones, schedule and construction impacts related to the Exposition Light Rail project.

KNOWLEDGE, SKILLS AND ABILITIES:

Knowledge of:

- Protocol of communicating with and for public agencies
- Group dynamics and community organizing techniques
- Research and analytical techniques, methods and procedures
- Experience on major mass transit construction project in a Community Relations role

Ability to:

- Design, implement and manage public or community relations programs to promote a mass transit project

- Communicate effectively orally and in writing
- Represent the Authority before the public and elected officials
- Analyze situations, identify problems, recommend solutions and evaluate outcomes
- Balance competing community and political interests and interact professionally with the Board of Directors and their staffs, executive staff and other staff
- Exercise judgment and creativity in making decisions and recommendations
- Prepare reports and correspondence
- Research and frame complex issues for communication to a non-technical audience

EDUCATION AND EXPERIENCE:

Any combination of training, education and experience, which demonstrates the ability to perform this position's duties, such as:

- Bachelor's Degree in Communications, Political Science, Marketing, Journalism, English or other related field
- 1-2 years experience working with community groups, elected officials or business groups in a community relations, political or public affairs capacity

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CONTRACTS/RISK MANAGER

Salary Range: (\$60,914 - \$109,644)

The Contracts/Risk Manager is responsible for the management of contract administration and compliance activities related to procurement, construction, and professional services contracts, supplies and equipment.

TYPICAL TASKS/DUTIES:

- Develops and implements project assignments, contract administration goals, objectives, procedures, and work requirements
- Directs subordinate staff in the negotiation, daily administration, and review of contracts for professional, support, and technical engineering projects and systems to ensure conformance with Authority procedures, specifications, and applicable regulations
- Develops internal controls to maintain compliance of procurement activities in accordance with Grant Management Guidelines
- Oversees preparation of Requests for Proposals (RFP) and Invitation for Bids (IFB); prioritizes RFP and Requests for Information and Qualification (RFIQ); oversees bid process and proposal analysis; coordinates review of change orders and payments; and oversees contract completion and termination process
- Reviews and recommends approval for awarding contracts
- Plans, directs, and communicates work requirements and schedules to support staff; monitors contract work to ensure that design and construction schedules are met
- Initiates action to resolve problems with design consultants and other professional service firms; provides guidance in negotiating construction claims; reviews, monitors, and plans the acquisition of equipment and materials and selecting construction contractors
- Analyzes issues and prepares reports, recommendations, and communication about technical and specific contractual matters to the Board of Directors and other committees
- Supervises subordinate staff
- Complies with the Authority's efficient and effective bill paying standard to ensure project and cost center invoices are paid in a timely manner
- Oversees, monitors, and adheres to departments/units budget, goals, and schedules which complies to agency-wide fiscal responsibility
- Develops and delivers quality projects from inception to close-out on time and within scope and budget
- Responsible for communicating and implementing safety rules, policies, and procedures in support of the agency's safety vision and goals; and maintaining accountability for the safety performance of all subordinate employees

- Complies with all of the Authority's safety rules, policies, and procedures

KNOWLEDGE, SKILLS AND ABILITIES:

Knowledge of:

- Theories, principles, and practices of contract administration for public agencies
- Applicable local, state, and federal laws, rules, and regulations governing public procurement and contract administration processes
- Bid and contract analysis and preparation techniques
- Program and budget development and implementation, including goal setting techniques
- Modern management theory
- Knowledge of cost and price analysis

Ability to:

- Oversee the work of a contract administration unit
- Prepare comprehensive specifications, contracts, reports and correspondence
- Interview and evaluate contract proposal respondents
- Mediate and negotiate
- Develop and implement goals, objectives, policies, procedures, work standards, and internal controls
- Exercise judgment and creativity in making decisions
- Understand, interpret, and apply laws, rules, regulations, policies, procedures, contracts, budgets, and labor/management agreements
- Communicate effectively orally and in writing
- Interact professionally with various levels of Authority employees and outside representatives
- Determine strategies to achieve goals
- Analyze situations, identify problems, recommend solutions, and evaluate outcome
- Compile, analyze, and interpret complex data
- Plan financial and staffing needs
- Supervise subordinate staff

EDUCATION AND EXPERIENCE:

Any combination of training, education, and experience that demonstrates the ability to perform this position's duties and potential candidates must meet the following requirements:

- Bachelor's degree – Business, Science, Engineering or other related field
- 3 years supervisory-level or 5 years senior-level experience performing contract administration work (pre- and post-award)
- Master's degree in a related field desirable
- Experience administering major engineering and/or construction contracts desirable
- Valid California Class C driver's license

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SECRETARY/RECEPTIONIST

Salary Range: (\$23,362 - \$46,721)

This position provides secretarial and administrative support for professional staff and/or management.

TYPICAL TASKS/DUTIES:

- Support Board Secretary at Monthly Board Meetings
- Composes, edits, and produces memos, reports, and other correspondence from handwritten sources
- Screens and responds to telephone calls and visitors, providing information and resolving problems
- Sets up meetings including notifying and confirming participants, locating and reserving sites, setting up rooms and providing materials
- Develops and maintain filing systems, records, and logs, including computerized database files
- Maintain supervisor's daily calendar
- Orders and keeps inventory of office supplies
- Processes purchase requisitions
- Sorts and distributes incoming mail
- May be required to take and transcribe dictation
- Operates various office equipment

KNOWLEDGE, SKILLS AND ABILITIES:

Knowledge of:

- General office practices and procedures
- Proper telephone etiquette
- Personal computer business software applications
- English usage, correct grammar, punctuation, and spelling
- Authority's policies and procedures

Ability to:

- Perform secretarial work
- Operate computers and general office equipment
- Communicate effectively orally and in writing
- Meet tight time constraints and deadlines
- Take initiative and work independently
- Establish and adjust priorities

- Format letters, memos
- Create and maintain filing and recordkeeping systems
- Interact effectively with various levels of Authority employees and outside representatives
- Proofread work and correct errors
- Type at a corrected rate of 50 words per minute

EDUCATION AND EXPERIENCE

- 3 years' secretarial experience in Office Administration

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