

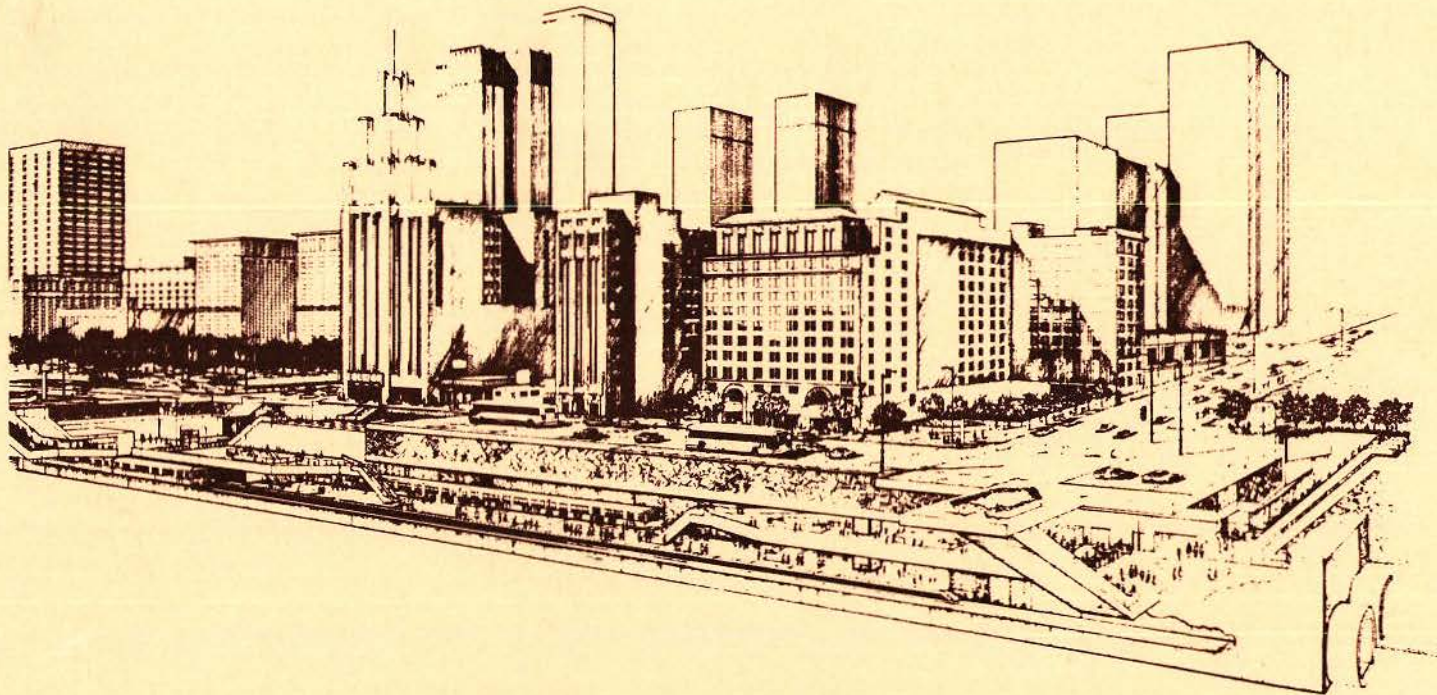
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LOS ANGELES **METRO RAIL** PROJECT

MONTHLY CONTRACT PERFORMANCE REPORT



REPORT NUMBER 1
JULY 1984

PDCD

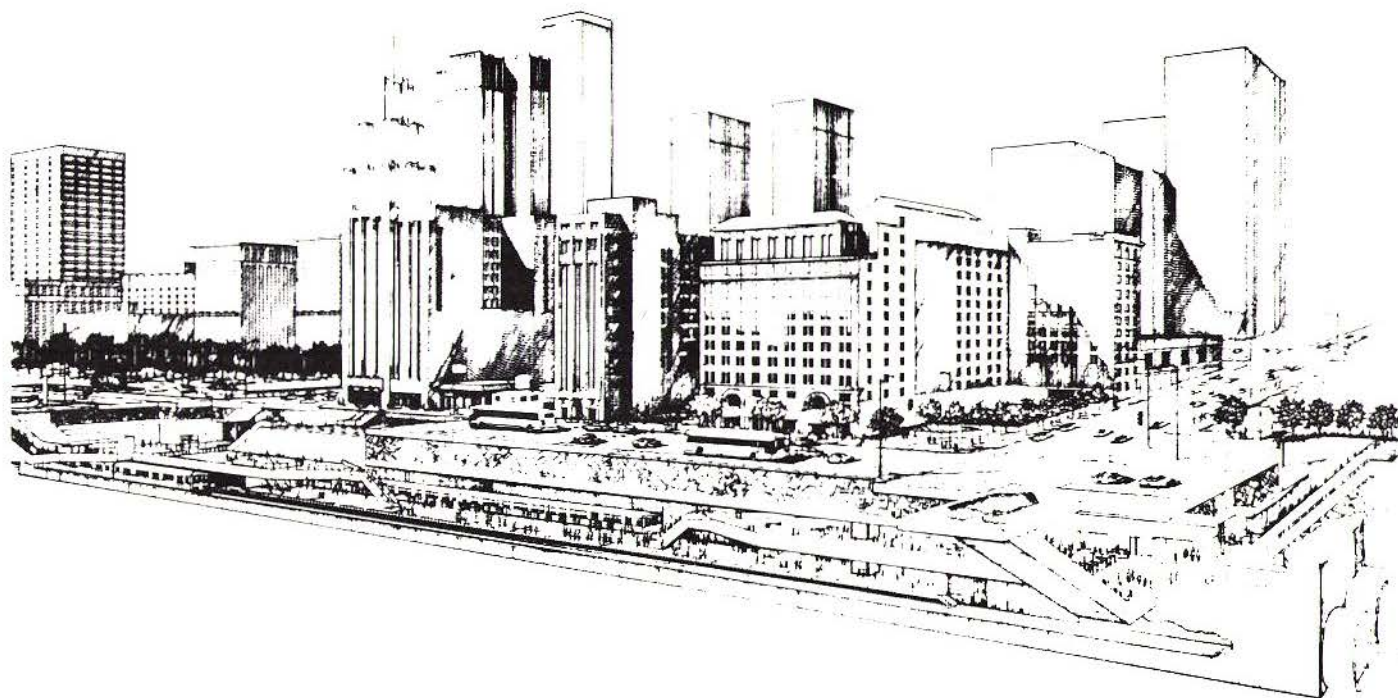
A JOINT VENTURE OF THE RALPH M. PARSONS COMPANY, DILLINGHAM CONSTRUCTION, INC. AND DE LEUW, CATHER & COMPANY

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LOS ANGELES **METRO RAIL** PROJECT

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LOS ANGELES METRO RAIL
CONTRACT PERFORMANCE
REPORT

PDCD

PERIOD July, 1984

FOREWORD

This initial CM Monthly Progress Report is presented in narrative form to describe the initial activities underway. Cost, schedule and manpower analysis will be included following contract work scope definitization and establishment of the base line schedule and resource loaded work breakdown structure. The emphasis will shift to highlights, exceptions and problem reporting as the magnitude and breadth of the project continues to grow. This report covers the period from July 6 thru July 27, 1984.

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I. CONSTRUCTION MANAGER'S SUMMARY STATEMENT

The PDCD contract for CM Services was signed on 6 July 1984 and a Notice to Proceed issued along with a "Letter of Understanding" for subsequent renegotiation of services. Startup of the CM Services Contract was originally negotiated for an April 16, 1984 startup. This was delayed awaiting UMTA funding. RTD received funding from UMTA in June 1984, but the funding letter included constraints limiting its use to preconstruction activities thus requiring a restructuring of the CM contract language and First Annual Work Plan.

The first month's program activities were devoted to project mobilization, organization, work scope redefinition, contract language modification (to conform to constraints imposed with UMTA funding) and renegotiation of the First Annual Work Plan for CM Services. In pursuit of these activities 1400 manhours were expended, resulting in a burdened labor cost of \$58,000.

The Phase I "interim" project field office was established in Parsons Pasadena Offices pending resolution of Metro Rail long-term construction funding and negotiations of a lease for the project office facilities close to the RTD downtown office. Two sites are being evaluated for submittal to RTD for approval. The first is at 124 Fourth Street in a building adjacent to the RTD offices; the second is nearby at Sixth and Spring Streets. The timing of a move downtown is expected to be dependent on the UMTA funding commitment and completion of tenant improvements.

As of the end of July, the CM organization had placed 21 persons on its staff, spread between the joint venture partners as follows:

<u>Company</u>	<u>Staff Level</u>
Parsons	14
Dillingham	1
DeLeuw, Cather	6

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No subcontracts have been negotiated yet, pending resolution of the revised First Annual Work Plan for CM Services and the proposed subcontract format which was submitted to RTD for approval. Accordingly, no subcontract positions have yet been staffed.

The project experienced lower labor costs than planned due to late starts of personnel. This was due to rescheduling of the NTP date and subsequent rescheduling of releases of staff from current assignments. The staff level has been purposely kept low until the revised work scope and work plan are approved. Engagement of subcontractor staff is also dependent upon approval of the AWP and standard subcontract.

The First Annual Work Plan was revised during July reflecting the RTD decision to remove all construction items from the plan. Specific construction work scopes will be added when funded. The revised work plan preparation (scheduled for submission at the end of July) will accordingly include only pre-construction activities through various stages of design and up to issuance of "Invitation to Bid" as defined in the Notice to Proceed.

During August we will continue to mobilize and staff the project. Each of the departments will either begin or continue their organizational staffing, development of policies and procedures, and participation in planning meetings with RTD, MRTD, and the government interface agencies. The Engineering Services Department will also begin its constructibility and cost savings reviews. The first review package was received on July 31. Of considerable importance is the approval and execution of the contract amendment and First Annual Work Plan which will provide a firm basis for development of the work breakdown structures and baseline schedules.

We will proceed with formalization of our 12 subcontracts and submit them to RTD for review and approval. Similarly, we intend to finalize our lease negotiations for permanent field office space and submit the recommended locations to RTD for approval.

In August we plan to staff the remaining managerial positions necessary for the Pre-construction Phase so that each department will be underway in completing its tasks.

A handwritten signature in cursive script, reading "Robert S. O'Neil".

Robert S. O'Neil, Construction Manager

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II. SUMMARY OF DEPARTMENTAL ACTIVITIES THIS PERIOD

A. Project Administration

- Submitted Travel and Relocation Policy to RTD for review and approval.
- Solicited additional information on lease proposals for two downtown locations.
- Began preparation of the Project Administration Procedures Manual.
- Prepared and submitted personnel assignment approval letters to RTD for 15 personnel.
- Prepared draft of an in-house (PDCD) personnel project orientation handbook and project secretarial manual.

B. Accounting

- Prepared drafts of personnel administration policies and procedures for submittal to RTD.
- Established general guidelines and invoice formats for billings to RTD.
- Finalized the project salary schedules for submittal to the RTD.
- Set up Joint Venture bank accounts and requisitioned voucher checks for Joint Venture disbursements.

C. Quality Assurance

- Reviewed Metro Rail program requirements.
- Collected and collated data from other projects which could be utilized to prepare Quality Procedures.

D. EEO Administration

The subcontract has not yet been awarded.

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E. Community Relations

The positions have not been staffed and subcontract not yet awarded.

F. Legal Counsel

The subcontract has not yet been awarded.

G. Project Controls

- Prepared revisions to the First Annual Work Plan schedules, task definitions, manloading, and costs to conform to the revised work scope.
- Modified the project manloading, task definition, work breakdown structure, schedule and cost projection to conform to the revised work scope.
- Received TRACS terminal/controller from RTD; the 4800 baud dedicated line was installed. The communications modem was not received; therefore, the system is not yet operational. The printer and second terminal have also not yet been received from RTD.

H. Contracts

- Coordinated billing procedures with Project Accounting and Corporate Accounting.
- Drafted the proposed language modifications for the amendment to the Contract.
- Attended meetings with the RTD attorney to discuss comments on the standard subcontract format submitted for RTD review and comment.
- Drafted the Joint Venture Executive Board Resolutions for project initiation.

I. Procurement

- Coordinated with the Los Angeles Regional Purchase Council and Purchasing and Subcontracting Departments of The Ralph M. Parsons Company to obtain a Minority Business Directory and

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other publications that can be used in identifying minority business and women owned business enterprises.

- Coordinated between the corporate purchasing and legal functions on new stream-lined terms and conditions to be used on administrative purchases.
- Issued a Request for Quotation to six business concerns, including three minority firms, for the lease of four vehicles. Bid opening is scheduled for August 7, 1984.
- Coordinated the Retention of Legal Services agreement with the corporate legal department.
- Attended a meeting at Metro Rail, Los Angeles, with PDCD Legal Advisor, Prime Contract Administrator of PDCD, and Metro Rail Legal Advisor on sample subcontract.
- Developed and published a Representatives and Certifications Form to be prepared by each vendor or subcontractor which will identify their socioeconomic status.
- Performed initial review of purchasing and subcontracting forms to determine future PDCD requirements and to initiate reformatting where appropriate.
- Took initial steps towards establishing procurement files.

J. Engineering Services

The Engineering Services Manager began work at the end of July.

K. Construction Planning

- Developed a schedule for procedures preparation and assigned preparation responsibilities.
- Prepared a program briefing for the first J-V Executive Board Meeting.

L. General Services

The General Services Manager reported on July 23, 1984 and commenced a review of project documents, including:

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- Milestone Reports
- PDCD First Annual Work Plan
- Contract Unit Descriptions
- Contract No. A220

A field reconnaissance of the entire Starter Line route was accomplished including a detailed review of the alignment extending to Wilshire/Alvarado Station. A field inspection was also conducted at the site of a sixty-foot excavation adjacent to Wilshire/Fairfax Station. Problems associated with excavating and disposing of the "San Pedro Sands" were identified

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III. PLANNED ACTIVITIES NEXT PERIOD

A. Project Administration

- Begin negotiating individual relocation agreements following RTD approval of the Travel and Relocation Policy, and relocate personnel.
- Prepare recommendation to RTD on downtown office location.
- Continue preparation of Project Administrative Procedures.
- Complete the Secretarial Manual.
- Establish personnel records and continue assistance in bringing employees on board.

B. Accounting

- Develop basic accounting procedures for RTD review.

C. Quality Assurance

- Conduct familiarization meetings with RTD personnel to review their approach to quality.
- Develop quality objectives and policies with input from PDCD Management.
- Finalize Quality Assurance Program Plan.
- Continue preparation of QA/QC Procedures.

D. EEO Administration

- Establish the EEO office following planned negotiation of the EEO subcontract.

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- Interface with RTD and County EEO Offices to review current policies, trends, and conditions.
- Begin preparation of EEO Implementation Procedures.

E. Community Relations

- Recruiting for the Community Relations Manager is currently underway and the position is expected to be staffed in August. The subcontract is also expected to be negotiated in August.
- Begin discussions with RTD to assist with Community Relations Planning.

F. Legal Counsel

- Negotiate agreement for legal services.
- Review the subcontract agreements, if called upon.
- Assist in subcontract negotiations, if called upon.

G. Project Controls

- Meet with the RTD Project Controls to coordinate definition and implementation of the Project Control System.
- Define the Work Breakdown Structure (Level 8).
- Receive modem and establish CM office operational TRACS system. Delivery of the printer
- Receive training on TRACS system utilization.
- Load sample data on TRACS system.
- Develop schedules of CM activities and deliverables.
- Initiate development of baseline, detailed construction schedules for minimal operational segment.

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- Prepare First Monthly Contract Performance Control Report.
- Initiate development of a Project Control Room for use by CM.
- Work with RTD and MRTC to define schedules for review of other design deliverables such as cost estimates, schedules and construction packages.
- Initiate document control system and work with MRTC to obtain the latest issue of all basic documents.

H. Contracts

- Meet with RTD's Manager of Contracts to discuss contract policies and philosophy.
- Prepare agenda for JV Executive Board meeting.
- Prepare drafts of additional JV Executive Board resolutions.
- Review RTD comments on standard subcontract.
- Assist in negotiations with the 12 joint venture subcontractors.
- Prepare operational contract brief for use by CM staff.

I. Procurement

- Review all comments from Metro Rail, associate subcontractors, and PDCD staff and incorporate into sample subcontract. Coordinate revised package with the procurement function Metro Rail, receive subcontract scopes of work from project management, and subsequently negotiate subcontract with each respective subcontractor.
- Send Retention of Legal Services Agreement to Ochoa & Sillas for final review.

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- Issue Requests for Quotation for printing and office supplies; conduct bid openings and issue purchase orders for same.
- Initiate actions to develop procurement procedures for PDCD.
- Establish a library of Minority Business and associated publications.
- Continue efforts towards the establishment of procurement files.
- Conduct sealed bid opening and issue purchase order for Lease Vehicles.

J. Engineering Services

- Prepare checklist of guidelines on constructibility reviews.
- Begin review of Design Criteria and Standards and Standard and Definitive Drawings.
- Perform constructibility review of design drawings (37) received July 31, 1984 titled A142 Civic Center Station Fixation and Utilities dated September, 1984.
- In accordance with the July 27, 1984, MRTD Phases I and II Design Status Report, we anticipate performing constructibility reviews (or begin reviews if delivered after August 15, 1984) on the following packages:

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ANTICIPATED AUGUST 1984 DESIGN REVIEWS

<u>Design Package</u>	<u>In-Progress Submittal</u>	<u>Pre-Final Submittal</u>	<u>Final Submittal</u>
A112 Yard and Shops		x	
A114 Yard and Shops			x ¹
A135 Union Station (Structural)	x		
A165 7th and Flower		x	
A170 Wilshire/Alvarado Station (Stage I)		x	
A195 Wilshire/Vermont (Stage I)		x	
A237 Wilshire and Western	x		

Additional designs scheduled for review prior to the CM's July 6 Notice to Proceed may also be received for review in August.

¹ Received 7/31/84



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- Initiate work with Traffic Departments and MRTC control and scheduling of traffic.

K. General Services

Continue review of project documents including:

- Design Criteria
- Directive and Standard Drawings
- Contract Plans
- Utility Agreements
- Assemble all reference codes, regulations and similar documents referenced in bid documents, which are necessary for CM services.
- Initiate coordination and planning activities, through RTD, with utility companies and railroads for regulations, methods, procedures, contracts and responsibilities for utility relocation.
- Perform similar continuing coordination and planning activities with other city/county agencies on permits and licenses to support construction activities.

L. Construction Planning

- Finalize presentation to J-V Executive Board for August 8 meeting.
- Prepare training aids for newly assigned personnel.
- Develop standard briefing format for presentations to RTD.
- Work with RTD and MRTC on construction packaging optimization.

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IV. CONSTRUCTION MANAGEMENT MANPOWER STATUS
ROSTER COUNT AS OF 7/27/84

POSITION	PLANNED	ACTUAL	VARIANCE
<u>Construction Manager</u>	1	1	0
Secretary	1	1	0
Subtotal	2	2	0
<u>Administration and Staff Support</u>			
Deputy	1	1	0
Manager - Project Administration	1	1	0
Office Manager	1	1	0
Personnel Administrator	1	1	0
Manager - Quality Assurance	1	1	0
Secretary	1	1	0
Subtotal	6	6	0
<u>Engineering Services/Project Controls</u>			
Deputy CM	1	1	0
Manager - Project Controls	1	1	0
Lead Cost Engineer/Analyst	1	1	0
Lead Planner/Scheduler	1	1	0
Manager - Contract Procurement	1	1	0
Contract Administrator	1	1	0
Secretary	1	1	0
Manager - Engineering Services	1	1	0
Lead Geotechnical Engineer	1	1	0
Subtotal	9	9	0
<u>Planning</u>			
Deputy CM	1	1	0
Subtotal	1	1	0
<u>Operations</u>			
Deputy CM	1	1	0
Secretary	1	1	0
Manager - General Services	1	1	0
Subtotal	3	3	0
Total	21	21	0

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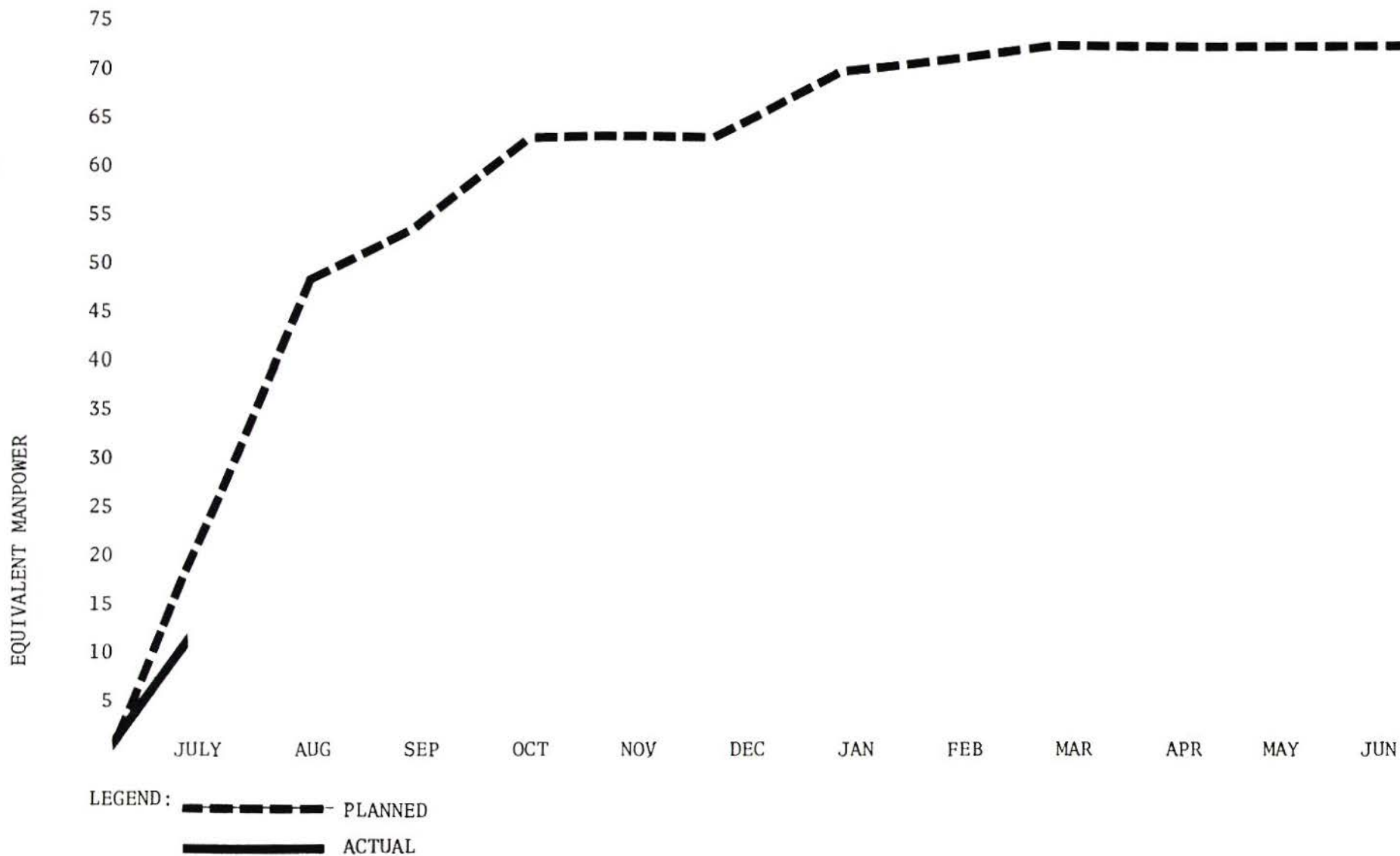
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EQUIVALENT MANPOWER

PERIOD 7-27-84



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V. AREAS OF CONCERN

Most of the current uncertainties are expected to disappear following contract definitization and acceptance of the First Annual Work Plan. Concern does remain on the schedule impact of the work scope redefinition.

We are anxious to accelerate our indoctrination on the TRACs system and to development a test set of data to validate the system output.

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August 23, 1984

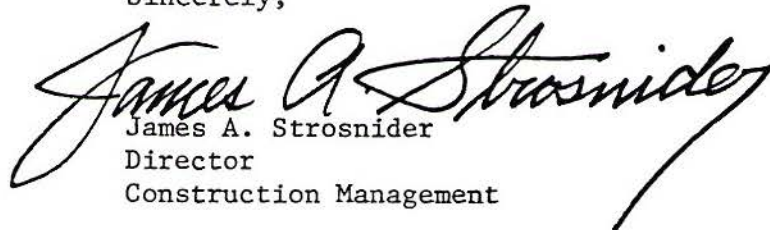
Mr. William George
PDCD
100 West Walnut
Pasadena, CA 91124

Dear Mr. George:

Per our discussion today, we are enclosing herewith five (5) copies of the First Amendment to PDCD Construction Management Contract No. 3369. Please have the officers representing each of the three joint venture firms sign in the space provided on page 21 and return five (5) executed copies by August 28, 1984. Three fully executed copies will be furnished to PDCD and two (2) executed copies will be retained by the District.

Per our phone conversation, we are holding this package for pickup today by messenger.

Sincerely,


James A. Strosnider
Director
Construction Management

Attachments



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August 23, 1984

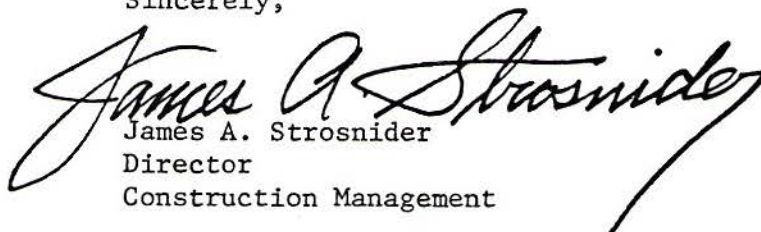
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