



# Metro Board Approved Policy

## Measure R Cost Management Policy & Process

*Adopted: March 24, 2011*

### **Historical Perspective**

This policy was amended on June 23, 2016.

The Measure R Cost Management Process and Policy (the Policy) was adopted by the Metro Board of Directors in March 2011. The Policy caps Measure R project funding at the amounts in the Expenditure Plan approved by voters. The intent of the Policy is to inform the Metro Board of Directors regarding potential cost increases to Measure R funded projects and the strategies available to close any funding gaps.

## **Measure R Cost Management Policy Summary**

The adopted Policy stipulates the following:

If a project increase occurs, the LACMTA Board of Directors must approve a plan of action to address the issue prior to taking any action necessary to permit the project to move to the next milestone. Increases will be measured against the 2009 Long Range Transportation Plan (LRTP) as adjusted by subsequent actions on cost estimates taken by the LACMTA Board of Directors. With certain exceptions, shortfalls will first be addressed at the project level prior to evaluation for any additional resources using these methods in this order:

- 1) Value engineering and/or scope reductions;
- 2) New local agency funding resources;
- 3) Shorter segmentation;
- 4) Other cost reductions within the same transit corridor or highway corridor;
- 5) Other cost reductions within the same sub-region; and finally,
- 6) Countywide transit and highway cost reductions and/or other funds will be sought using pre-established priorities.

The policy was amended in January 2015 to establish Regional Facility Areas at Ports, airports and Union Station; and states that any:

*“...capital project cost increases to Measure R funded projects within the boundaries of these facilities are exempt from the corridor and subregional cost reductions. Cost increases regarding these projects will be addressed from the regional programs share.”*

The Westside Purple Line Extension Project Section 2 does not fall within a Regional Facility Area.

## **Value Engineering and/or Scope Reductions**

During the development of the Preliminary Engineering for the Request for Proposal (RFP) documents, staff conducted Value Engineering (VE) Workshops utilizing a VE Panel of transit industry professionals with participation including the FTA’s Project Management Oversight Consultant (PMOC). The VE items believed to have the potential of yielding the largest cost savings were incorporated into the Advanced Preliminary Engineering (PE) designs in 2012. These items included the reduction of underground station footprint sizes and station depths. Station room layouts and other architectural elements were standardized to reduce design, construction, operations and maintenance costs. The Project Team also analyzed constructability issues and various construction sequencing scenarios to reduce risks and the overall durations for tunneling and cut-and-cover underground construction.

In 2014, an operational analysis was performed and the operational infrastructure was evaluated to determine the impacts if scope items were not constructed or purchased. The resulting operational impacts are as follows:

- Not constructing the track crossover, east of the Wilshire/Rodeo Station, will increase passenger wait times between trains when one track is out of service between Wilshire/La Cienega and Century City/Constellation stations.
- Not constructing tunnel/systems/track for the tailtrack west of the Century City/Constellation Station will not provide for storage of trains for routine operations, special events or vehicle maintenance issues. However, the station will still provide the minimum operational requirements for a temporary WPLE Section 2 terminus to be located at the Century City/Constellation Station.
- Reducing the heavy rail vehicles to be acquired for WPLE Section 2 from 20 to 10 will require either: 1) increases in the passenger wait times or 2) operation of shorter trains.

The impact of the crossover and tailtrack elimination has been determined to be reasonably acceptable for the operation of WPLE Section 2.

Further reductions in scope would likely substantially delay the project or result in a project not consistent with the Locally Preferred Alternative. As a result, we recommend moving to the next step.

### **New Local Agency Funding Resources**

Per Note G in the Measure R Expenditure Plan, local agencies are expected to contribute an amount equal to three percent of total costs for transit corridor projects listed in the Expenditure Plan. Since the City of Beverly Hills cannot meet their local contribution requirement in the time available for the Full Funding Grant Agreement (FFGA) schedule required by the FTA, this has led to a \$54.5 million shortfall in the project that puts at risk \$1.5 billion in New Starts grants and TIFIA loans. We are continuing negotiate with the City of Beverly Hills to reach a mutually satisfactory resolution to several environmental, real estate, and 3% contribution issues. Per Measure R, we will continue to seek the 3% contribution from the City of Beverly Hills.

Similarly, the \$1,187 million New Starts FFGA and the \$307 million TIFIA loan currently being negotiated between the FTA and Metro will both state that all cost increases are to be borne by the project sponsor, not the Federal Transit Administration or TIFIA. Pursuant to those agreements, we are assuming that no additional New Starts or TIFIA loan funds can be made available to cover the cost increase.

### **Shorter Segmentation**

While shorter segmentation is possible for the Westside Purple Line Extension, we recommend against this step for several reasons. The only Section which could be shortened is Section 3. This would require eliminating the Veteran Affairs Station and moving the terminus to Westwood. In addition to higher real estate prices in Westwood, eliminating the Veteran Affairs station would require LACMTA to prepare a supplemental Environmental Impact Statement/Environmental Impact Report (EIS/EIR) due to significant project changes. As a result, there may be significant project delays and increased costs to the project. We do not recommend shorter segmentation.

### **Other Cost Reductions within the Same Transit Corridor**

The Westside Purple Line Extension is broken into three sections. Section 1 is already under construction and there are no reductions that can be moved from Section 2 to Section 3. As we enter into advanced preliminary engineering for Section 3, we will be considering further value engineering studies. The results of these studies will not be available in the timeframe necessary for this action.

### **Other Cost Reductions within the Same Subregion**

Should the Metro Board elect not to use Measure R 35% from the Westside Purple Line Extension, the Metro Board could choose to use the cost underruns from the Exposition Light Rail Transit Phase 2 Project to partially cover the cost increase. The Metro Board can elect to use the Measure R 35% from the Transit Capital Subfund<sup>1</sup> forecasted as a reserve for Westside replacement projects. This subfund is comprised of reserves of Measure R 35% which are allocated to the Westside Purple Line Extension per the Measure R Ordinance as well as project savings from the Exposition Light Rail Line Phase 2.

The June 2015 Short Range Transportation Plan Financial Model Update identified up to \$691.6 million in Measure R 35% assigned to the Westside Purple Line Extension as potentially available from the Transit Capital Subfund Westside reserve. A substantial, but as yet undetermined additional amount could potentially be added when the Exposition Phase 2 project is closed-out by the Metro Board of Directors. More current planning documents not yet presented to the Metro Board indicate that the reserve stands at \$360.48 million due to additional needs for WPLE Section 3. Allocating \$191.81 from this source now to Section 2 to meet the cost and revenue shortfall in Table 1 will limit the amount remaining to \$168.67 (plus any Expo Phase 2 savings yet to be determined) using these more current forecasts. None of these forecasts assume passage of the Potential Ballot Measure.

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<sup>1</sup> Section 7(1)(d)(4) of the Measure R Ordinance allows any unused Measure R be credited to the Transit Capital Subfund and expended for Capital Projects located within the same subregion as the project so completed.

As shown in the previous step, Measure R funds are to be used in the same subregion as the project. We recommend the Metro Board utilize the Measure R savings from the Exposition Light Rail Transit Phase II Project to cover the funding shortfall on Section 2 of the Westside Purple Line Extension as soon as the close out figure is approved by the Metro Board.

The Metro Board may also decide to defer Call for Projects located within the subregion as shown in Table 2. Currently, the Westside Subregion has \$12.2 million in committed funds for the Call for Projects. The projects shown below came from the 2013 and 2015 Call for Projects and do not have executed MOU/LOAs. We do not recommend this option as the projects would not fully address the funding gap and are important transportation projects.

**Table 2 – Metro Call for Projects Located in the Westside Subregion**

ProjID	Agency	Project	Source	FY2017	FY2018	FY2019	FY2020	FY2021	Total
F7401	Culver City	Culver CityBus Clean Fuel Bus Replacement	LTF	\$ -	\$ -	\$ -	\$ 1.69	\$ 2.52	\$ 4.21
F7507	Culver City	Ballona Creek Bike Path Connectivity Project at Higuera Bridge	LTF	\$ -	\$ 0.23	\$ -	\$ 0.39	\$ -	\$ 0.62
F7704	Santa Monica	Multi-modal Wayfinding: Congestion Reduction/Station Access	LTF	\$ -	\$ 0.36	\$ 0.57	\$ 0.36	\$ -	\$ 1.29
<b>2013 CFP Total</b>				<b>\$ -</b>	<b>\$ 0.60</b>	<b>\$ 0.57</b>	<b>\$ 2.43</b>	<b>\$ 2.52</b>	<b>\$ 6.11</b>
F9537	Beverly Hills	Beverly Hills Bikeshare Program	LTF	\$ 0.010	\$ 0.010			\$ 0.262	\$ 0.28
F9625	Santa Monica	17th Street/SMC Expo Pedestrian Connectivity Improvements	CMAQ	\$ 0.163	\$ 1.332				\$ 1.49
F9434	Santa Monica	Bus Replacement - City of Santa Monica	CMAQ	\$ 1.765					\$ 1.77
F9807	Santa Monica	Santa Monica Expo and Localized Travel Planning Assistance	LTF	\$ 0.127	\$ 0.123	\$ 0.126			\$ 0.38
F9533	Santa Monica	Beach Bike Path Ramp Connection to Santa Monica Pier	CMAQ	\$ 0.138				\$ 0.912	\$ 1.05
F9517	West Hollywood	WeHo Bikeshare Implementation and Interoperability Project	LTF	\$ 0.511					\$ 0.51
F9424	West Hollywood	West Hollywood CityLine Vehicle Replacement	LTF		\$ 0.640				\$ 0.64
<b>2015 CFP Total</b>				<b>\$ 2.71</b>	<b>\$ 2.10</b>	<b>\$ 0.13</b>	<b>\$ -</b>	<b>\$ 1.17</b>	<b>\$ 6.12</b>
<b>Total CFP Eligible Revenues</b>				<b>\$ 2.71</b>	<b>\$ 2.70</b>	<b>\$ 0.70</b>	<b>\$ 2.43</b>	<b>\$ 3.69</b>	<b>\$ 12.23</b>

### **Countywide Transit Cost Reductions and/or Other Funds**

This cost increase does not require any countywide cost reductions or other funds.