



San Fernando Valley Bus Rapid Transit Monthly Project Status Report

SAN FERNANDO VALLEY BUS RAPID TRANSIT (BRT) PROJECT

<input type="checkbox"/> Station	Bus Rapid Transit Alignment	Improved Bus Service
Park-and-Ride Facility		Metro Red Line

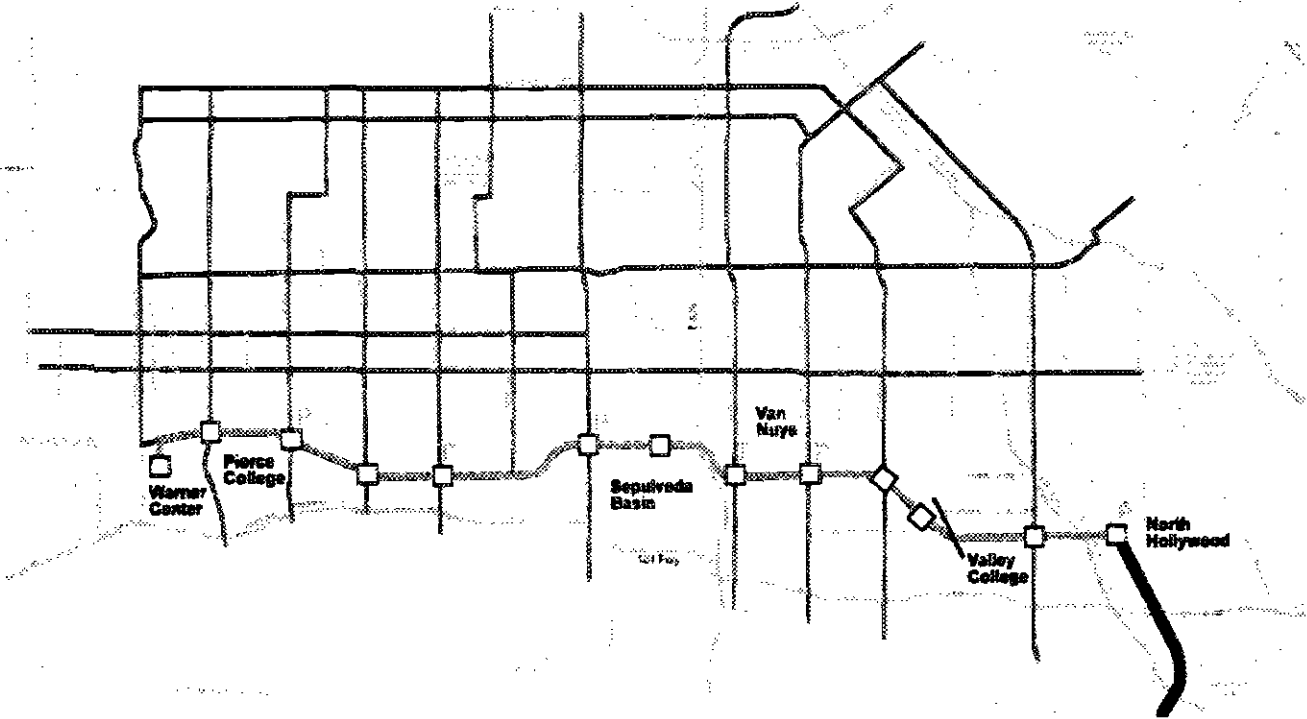


TABLE OF CONTENTS

	Page No.
Project Overview.....	1
Management Issues.....	2
Project Status	
• Project Scope.....	3
• Schedule	
○ Key Milestones Six-Month Look Ahead	4
○ Summary Schedule.....	5
○ Schedule Narrative	6
• Cost Summary	7
• Change Control Summary.....	7
• Financial/Grant Status.....	8
• Staffing.....	9
• Real Estate.....	10
• Environmental.....	11
• Community Relations.....	11
• Quality Assurance.....	11
• Safety.....	12
Alignment Illustrations.....	13-15
Bike Path Project.....	16
Appendices.....	17-20

PROJECT OVERVIEW

The San Fernando Valley Bus Rapid Transit Project (SFV BRT) consists of buses operating in exclusive lanes within an approximate thirteen (13) mile stretch on LACMTA right of way (ROW) and one (1) mile of mixed flow operation within public streets. Terminal stations are located near the North Hollywood Metro Red Line Subway Station and the planned Warner Center Transit Hub. The SFV BRT will have roughly one stop per mile located at major cross streets. BRT low floor vehicles will be given signal priority at grade and at cross streets, which will reduce end to end travel times between the thirteen (13) stations. With the exception of the Warner Center Transit Hub, all stations will provide platforms for east bound and west bound travel. Warner Center Transit Hub is currently being planned by the City of Los Angeles and will include bus stops for loading/unloading of passengers and layover space on Owensmouth. Canopies will be provided at all stations. Station equipment and amenities will include ticket vending machines, stand alone validators, benches, bike racks, map case(s), signage, public telephones, closed circuit television cameras and a public address system. Variable message signs will provide real time information on bus arrival times at the respective station. In addition to the existing 850 spaces at the NH MRL Subway Station and the 150 parking spaces at the Balboa Park and Ride, the SFV BRT will provide approximately 3,230 new parking spaces for the park and ride station locations. Other related project scope includes modifications to an existing Metro bus division, vehicle procurement and implementation of the Universal Fare System (UFS).

The SFV BRT Project is nearing the end of the Design Development phase. The last week of April, STV Incorporated (STV) submitted an intercheck document package that included drawings, Statement of Work (SOW), Design Criteria, and other documents. The package is currently undergoing both MTA and Industry reviews. STV will make its final submittal on May 10, 2002. MTA staff are also preparing General Requirements and other documents for inclusion in the Design/Build package and will perform final reviews and incorporate final comments to text sections. The project will be advertised for bid in late June with Notice to Proceed (NTP) forecast for January 2003.

STV is also performing final design on a new Los Angeles River BRT Bridge. The existing single-track railroad bridge will be demolished and replaced with a two-lane concrete bridge. To mitigate potential schedule delays, the existing structure will be demolished in July 2002. Design will be completed in early July 2002 for the new BRT Bridge. Construction of the new BRT Bridge will either be performed as an option under the D/B Contract or under a separate contract.

Initial mitigation of the migratory birds problem at the existing Los Angeles River Railroad Bridge was accomplished in April by installation of netting that will prevent the attaching of nests to the bridge structure. Additional borings were performed in the channel as part of the geotechnical investigation for bridge design. Analysis of the borings and preparation of a report are underway.

A survey of hazardous materials was performed in April on existing structures to be demolished as part of project construction. Lab work and report preparation are underway.

Courtesy letters were sent in April to tenants of MTA property who will be displaced by the project. Official notices of lease terminations will be sent in July to become effective at the end of September. The property acquisition process for other parcels needed for project construction is also underway.

MANAGEMENT ISSUES

Concern No. 1: STV Incorporated complete final Design Development submittal by April 19, 2002.

Status/Action Final submittal from STV Incorporated was rescheduled from April 19, 2002 to May 10, 2002 due to significant amount of comments on Statement of Work as well as late comments from Third Party Agencies. The Project Team is working with STV Incorporated to clarify and resolve comments.

Concern No. 2: Construction of new Los Angeles River BRT Bridge is on the project critical path and work in river channel must take full advantage of the first dry season available after notice to proceed to begin construction. The Flood Control District restricts work in the river channel during the rainy season between October 15 and April 15.

Status/Action To mitigate possible construction and schedule risks associated with the limited construction duration, the Project Team has requested STV Incorporated to advance design of the new BRT Bridge to 100%. Completing design to 100% allows flexibility in either bidding this scope of work as a separate contract or allows the D/B contractor to mobilize and start construction of the new BRT Bridge by April 16, 2003.

Concern No. 3: Resolve migrating bird issue prior to beginning demolition of existing Los Angeles River Railroad Bridge in July 2002.

Status/Action An ornithologist was retained and an initial survey completed. Netting has been installed to prevent any nest building by migrating birds. Additional mitigation measures are underway due to increased volume of birds.

Concern No. 4: Develop contract technical terms and conditions with third party agencies and incorporate into the D/B IFB package prior to last available addendum to the IFB before the bids are submitted.

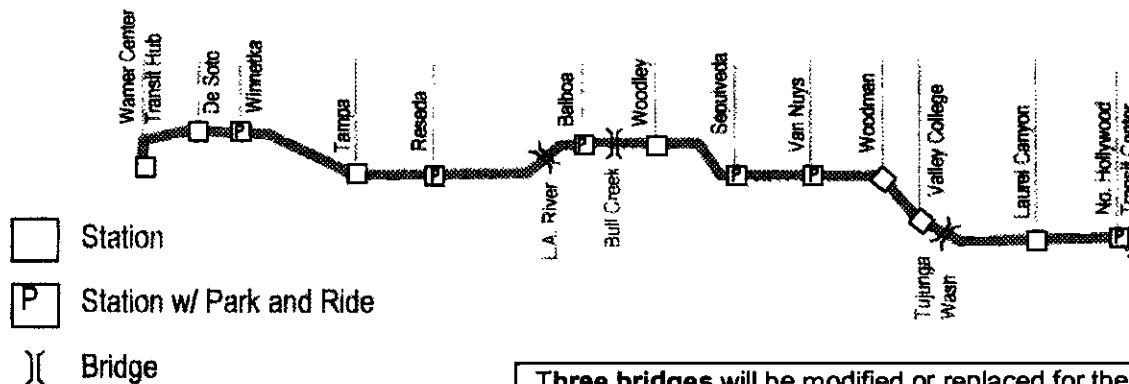
Status/Action MCA's with City of Los Angeles and Caltrans need to be negotiated and executed. Other utilities crossing the alignment are under licenses or easements. MTA project staff is reviewing with the various City of Los Angeles functional groups interface requirements for design approvals, permits, construction, and terms of conditions which will be incorporated into the D/B IFB package to meet City of Los Angeles requirements.

PROJECT SCOPE

The San Fernando Valley Bus Rapid Transit Project includes a busway, which will be 26 feet wide in most locations consisting of one 13 foot travel lane in each direction. The 26 foot wide busway will be located within the LACMTA Right Of Way (ROW), which is generally 100 feet wide in most locations. Within the ROW, landscaping, fencing, and soundwalls, will be provided in accordance with the Final EIR requirements.

Along the ROW, there are approximately 32 street crossings and three pedestrian crossings, which will require some modifications. Traffic signals will be required where the BRT crosses streets at mid block or at designated pedestrian crossings.

Systems enhancements will be included along the Busway alignment, which will allow the stations to provide real time information via Variable Message Signs. Systems included in the project will include, Closed Circuit TV, Public Address, Passenger Assistance Telephones, Public Phones, Fiber Optic Cable Transmission and a Universal Fare System. Other related project scope includes a bus division modification and vehicle procurement. Lastly, all the system enhancements will be managed from an Operations Control Center, which will be located in the 6th floor of the LACMTA Gateway Plaza Headquarters.




Warner Center Transit Hub, an LADOT project, is located at the western terminus of the SFV BRT. The D/B contractor (*Contract C0675*) will only install all underground utilities and system equipment at the station.

Three bridges will be modified or replaced for the SFV BRT as follows:
 1) Bull Creek Bridge, 2) Tujunga Wash Bridge and the 3) Los Angeles River Bridge.
 The largest of these bridges is the Los Angeles River Bridge located in the in the north end of the Sepulveda Basin. The MTA design consultant will be taking the new Los Angeles River BRT Bridge design to 100% due to seasonal Flood Control restrictions and environmental constraints associated with construction activities and to reduce project schedule exposure. Also, to further reduce schedule exposure, MTA will demolish the existing Los Angeles River Railroad Bridge as a site preparation for the D/B contractor.

Thirteen Stations will be completed for the SFV BRT with locations from east to west identified as follows: **1) No. Hollywood Transit Center**, 2) Laurel Canyon, 3) Valley College, 4) Woodman, 5) **Van Nuys**, 6) **Sepulveda**, 7) Woodley, 8) **Balboa Blvd**, 9) **Reseda Blvd**, 10) Tampa Ave, 11) **Winnetka** 12) De Soto and 13) Warner Center Transit Hub. The stations enumerated in bold text above indicate the locations for the Park and Ride facilities. Park and ride facilities will be included in 6 stations and will total approximately 4,230 parking spaces for the anticipated customers, which includes the 850 existing spaces at the NH MRL subway station and the 150 spaces at the Balboa park and ride. The D/B contractor (*Contract C0675*) will build all the stations except for the Warner Center Transit Hub.

**KEY MILESTONE SCHEDULE
SIX-MONTH LOOK AHEAD**

	Milestone Date	Apr-02	May-02	Jun-02	Jul-02	Aug-02	Sep-02
Begin Hazardous Material Survey	4/1/02	□					
Begin migratory birds mitigation at existing Los Angeles River Railroad Bridge	4/2/02	□					
Issue LNTP for 85% design of new Los Angeles River BRT Bridge to STV Inc.	4/4/02	◆					
Receive City of Los Angeles comments on Master Cooperative Agreement	5/10/02*		△				
STV Incorporated issues Final Design Development Package to MTA	5/10/02		○				
Industry Review Meeting on Design /Build Contract C0675 design package	5/20/02		△				
Complete Mitigation Measures Status Report Baseline	5/23/02		◆				
Issue Invitation for Bid for Design/Build Contract C0675	6/21/02*			◆			
Issue 90-day notice of lease termination to lease holders	7/1/02*				◆		
STV Inc. complete new Los Angeles River BRT bridge 100% design	7/10/02*				○		
Begin demolition of existing Los Angeles River railroad bridge	7/16/02				□		
Last day to send out addendum for Design/Build Contract C0675	8/30/02*					◆	
D/B Technical Bids due	9/23/02						□

◆ MTA Staff	○ P.E. Design Consultants Deliverables	 MTA Approval
△ Other Agencies	□ Contractor	* New Date

SUMMARY SCHEDULE

San Fernando Valley Bus Rapid Transit Project
 Level 0 Summary Schedule

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
	CY 2002	CY 2003	CY 2004	CY 2005	CY 2006
	J A S O N D J F M A M J J A S O N D J F M A M J	J A S O N D J F M A M J J A S O N D J F M A M J	J A S O N D J F M A M J J A S O N D J F M A M J	J A S O N D J F M A M J J A S O N D J F M A M J	J A S O N D J F M A M J J A S O N D J F M A M J
Project Milestones		Board Adopts EIR Invitation for Bids - DB Contractor Notice to Proceed - DB Contractor Begin Construction at L.A. River Bridge ROD			
Preliminary Engineering					
STV 40% Design					
Procurement					
Design / Build Contractor					
D/B Package Preparation					
Industry Review of Package					
Bid Period					
Bid Evaluation / Award					
Third Party / Vehicles / Systems					
Master Cooperative Agreements					
Vehicle Procurement					
ATLAS Equipment					
UPS Equipment Order					
Real Estate					
Lease Terminations					
Property Acquisition					
Los Angeles River Bridge - Pre-Construction					
Regulatory Bids - L.A. River Bridge Site Investigation & Monitoring					
L.A. River Bridge Design					
L.A. River Bridge Demolition					
Wet Season Restriction					
Design / Build Contract - C0675					
Final Design					
Hot Mat Abatement / Demolition					
L.A. River Bridge Construction					
Busway / Station Construction					
Systems Installation / Operations Control Center					
Companion Systems and ATMS Integration					
Start-Up / Testing					
Testing					
Pre-Operational Operations					

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L:\wpr\mbs\sb\level 0 Summary.xls

SCHEDULE NARRATIVE

The project schedule includes sequences for the ongoing up-front design and agency work as well as for each element of construction. The critical path begins with completion of the Design/Build Contract C0675 package. Elements currently being finalized for inclusion in the package are the Design Development drawings, Statement of Work, General Requirements, Design Criteria, and other reports and documents. Completion of the Design/Build Contract C0675 package leads to Invitation for Bid (IFB) in June of this year. Parallel Project Team efforts include Third-Party coordination and Real Estate activities such as acquisitions and lease terminations.

Following IFB on the critical path is the procurement or selection process for the Design/Build (D/B) contractor. This process is broken into two general phases—the Technical Bid Period and the Price Bid Period. These processes will take about seven months and conclude with selection of a D/B contractor with a Notice to Proceed (NTP) forecast for January 2003. Final design, construction, systems integration, testing, and pre-revenue operations lead to a Revenue Operations Date (ROD) forecast for April 2005.

The most complex design and construction element of the project is the new BRT bridge over the Los Angeles River. The existing seven-span railroad bridge will be demolished and replaced with a five-span, two-lane concrete bridge. Because the Corps of Engineers (COE) and Flood Control District (FCD) restrict construction activity in the river channel to the dry season (defined as April 16 – October 15), three decisions were made to help prevent the bridge from potentially delaying the project. All are designed to allow in-channel construction to begin promptly on April 16, 2003. 1) Demolition will be performed in advance. A CWO to existing contract EN069 is being prepared to authorize CH2MHill to demolish the bridge during the dry season this year. 2) Bridge design is being performed in advance. STV Incorporated was authorized by change order to existing contract PS-4350-0972 to complete design of the new bridge by mid-July 2002. 3) Construction of the new bridge will either be performed as an option under the D/B Contract or under a separate contract. If under separate contract, advertisement could be placed as early as August 2002 with anticipated NTP in January 2003.

**PROJECT COST STATUS
COST SUMMARY**

In \$ Million

Description	Estimated Project Cost	Commitments	Expenditures
Guideways	76.3	0.0	0.0
Yards & Shops	1.4	0.0	0.0
Systems/Equipment	21.8	0.0	0.0
Stations	20.5	0.0	0.0
Vehicles & Buses	51.8	0.0	0.0
Special Conditions	47.7	0.6	0.1
Right-of-Way	21.1	0.2	0.0
Professional Services	59.0	9.6	4.8
Contingency	29.9	0.0	0.0
TOTAL	329.5	10.4	4.9

Note: Estimated Project Cost is based upon the 5309 application updated February 2002 (excludes Bike Path Project cost. Expenditures are cumulative through March 2002.

CHANGE CONTROL STATUS

Description	A		B		C		D=A+B+C	E		F=D+E
	Award Amount	Approved		LNTPs (NTE)		Total Approved Amount	Potential		Total Potential Value	
		#	\$	#	\$		#	\$		
Engineering Design Services	7,139,881	0	0	0	0	7,139,881	1	180,000	7,319,881	
Environmental Services	66,127	0	0	2	32,500	98,627	1	361,609	460,236	
Project Management Assistance Support	117,702	2	507,842	0	0	625,544	0	0	625,544	
Other Professional Services	109,494	0	0	0	0	109,494	0	0	109,494	
TOTAL	7,433,204	2	507,842	2	32,500	7,973,546	2	541,609	8,515,155	

FINANCIAL/GRANT STATUS

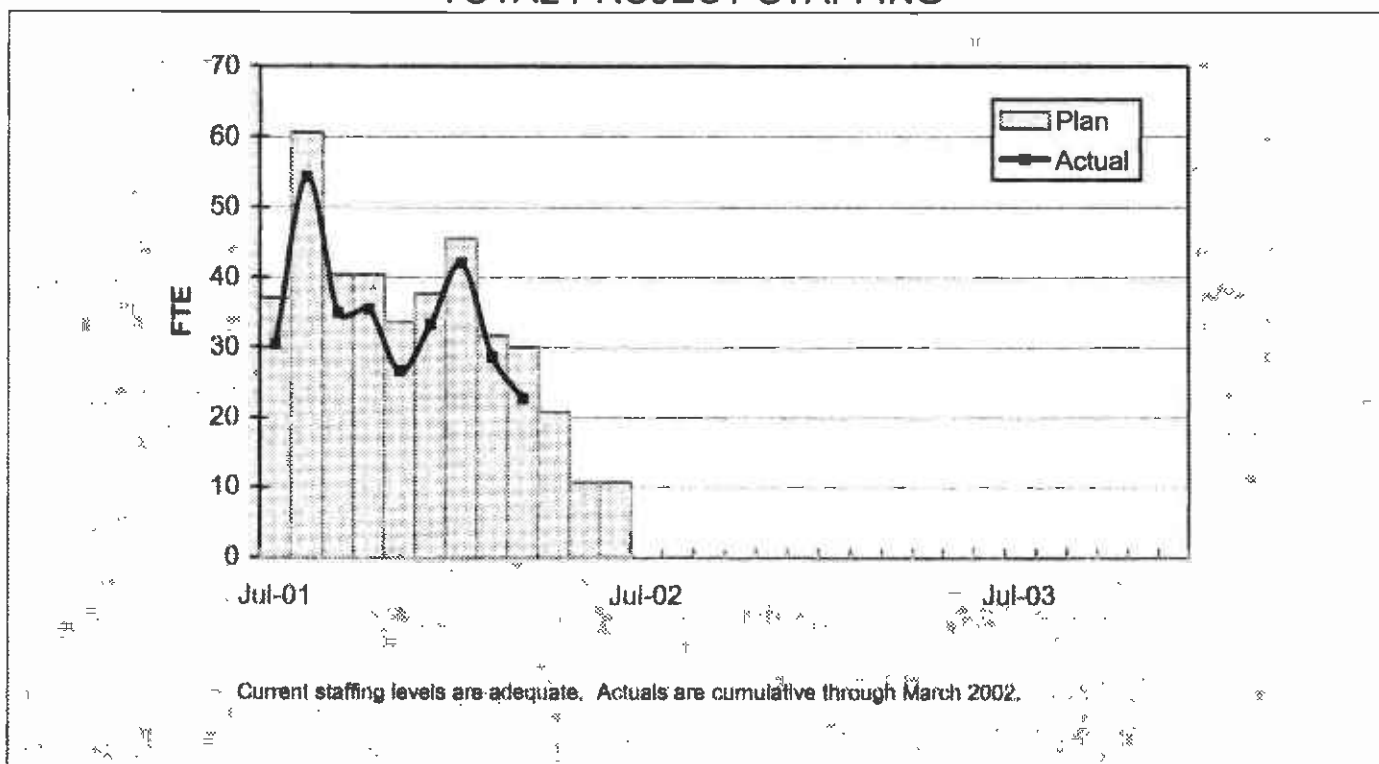
April 2002		STATUS OF FUNDS BY SOURCE							
in \$ millions									
SOURCE	(A)	(B)	(C)	(D)	(D/B)	(E)	(E/B)	(F)	(F/B)
	ORIGINAL BUDGET	FUNDS ANTICIPATED (1)	TOTAL FUNDS AVAILABLE	COMMITMENTS \$	%	EXPENDITURES \$	%	BILLED to SOURCE \$	FUNDING %
STATE TCRP	145.0	145.0	12.3	10.1	7%	3.7	3%	3.7	3%
STATE STIP (SHA)	0.3	0.3	0.3	0.3	100%	0.3	97%	0.3	100%
PROPOSITION "C"	184.2	184.2							
UNBILLED ACCRUALS			0.9			0.9			
TOTAL	329.5	329.5	13.5	10.4	3%	4.9	1%	4.0	1%

(1) Based on March 2002 Section 5309 New Start Report.
NOTE: EXPENDITURES ARE CUMULATIVE THROUGH MARCH 2002.

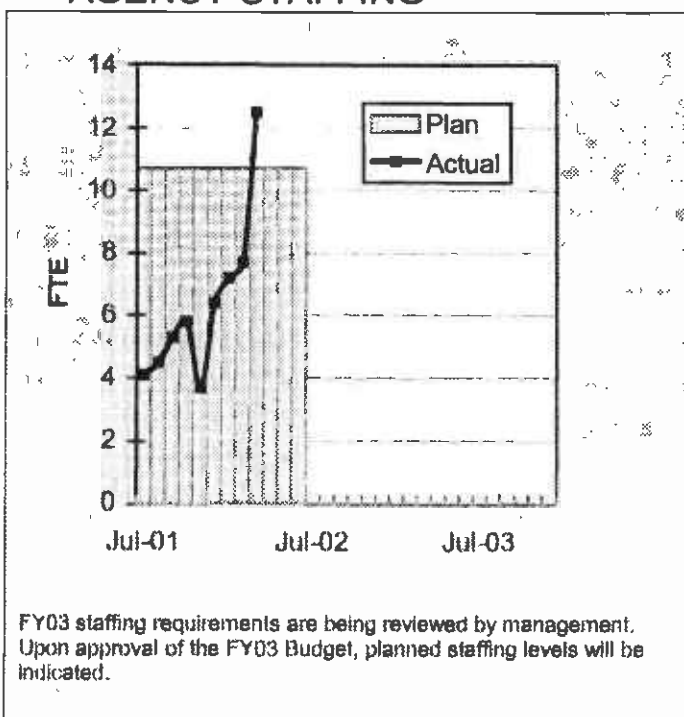
STATUS OF FUNDS ANTICIPATED

STATE TCRP: On April 4, 2002, the CTC approved an MTA application and allocation request for \$54.638 million of State TCRP funds for final design, right-of-way and construction activities. Funds are expected to be available for draw down by June 2002.

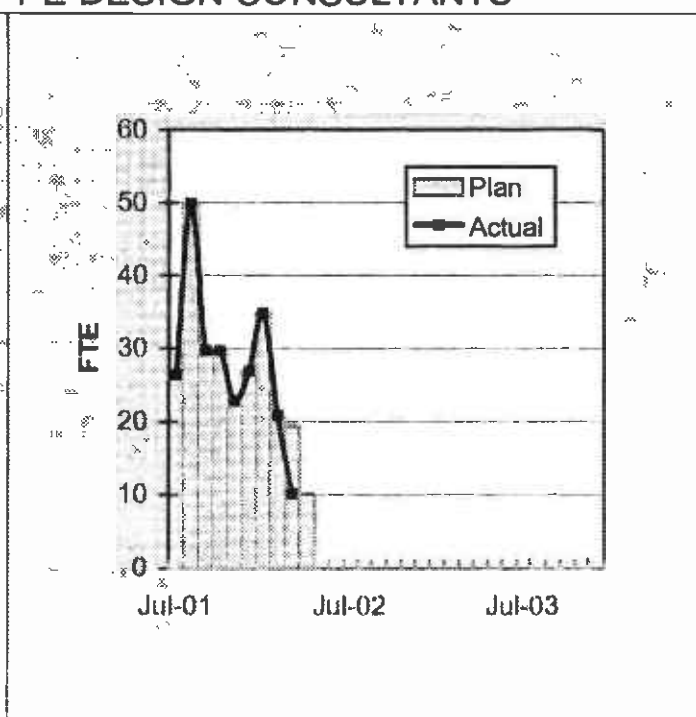
**STAFFING STATUS
TOTAL PROJECT STAFFING**



AGENCY STAFFING



PE DESIGN CONSULTANTS



REAL ESTATE STATUS

REAL ESTATE ANALYSIS

- There are 109 leases that must be terminated for the SFV-BRT Project. On April 8, 2002 courtesy letters were sent to all tenants on the SFV-BRT right-of-way to advise them of the MTA Board's approval of the Project and to give them an idea of the timeline regarding their lease terminations.
- Under New Acquisitions, there are nine new properties required for the SFV-BRT Project which are all full takes. Two of the nine parcels belong to the U.S. Government and will be swapped for two MTA parcels with the same square footage area. Initially, the U.S. Government may convey easements for the two sites as the process of exchanging property with the federal government takes several years. All nine parcels have been certified. Real Estate commenced the appraisal process and Phase I due diligence environmental work on the nine parcels.

REAL ESTATE ACQUISITION SCHEDULE SUMMARY

Number of Parcels	Required	Acquired	On Schedule	Behind Schedule	
				Number	Avg. Calendar Days
This Period	9	0	9	0	0
Last Period	9	0	9	0	0

REAL ESTATE STATUS – LEASES

	Total Number	Received Courtesy Letters	Received Relocation Plan Letter	Recvd 90 Day Termination Notice	Unlawful Detainer Action	Relocation Completed	Available for Demolition	Available for Construction
Leases	109	109	109	0	0	0	0	0

REAL ESTATE STATUS – NEW ACQUISITIONS

Contract	No. of Parcels	Certified		Just Comp Approved		Offers Made		Agreements Signed		Condemnation		Parcels Available		Parcels projected to be unavailable by need date
		Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	
TOTAL	9	9	9	0	0	0	0	0	0	0	0	0	0	0

The parcels will be purchased by MTA Real Estate.

ENVIRONMENTAL STATUS

- On April 2, 2002, the Citizens Organization for Smart Transit filed a lawsuit on the EIR.
- The general environmental consultant arranged to block swallows from nesting on the railroad bridge over the Los Angeles River to ensure that demolition will not be stopped due to nesting birds.

COMMUNITY RELATIONS STATUS

- The Community Relations program for the SFV BRT Project provides project information to the SFV Community and relays community information back to the project. It is the intent of the program to receive community concerns regarding the project scope and, when applicable, present these concerns to relevant parties during the final design process.
- The Community Relations program has a broad scope of work which includes, as an example, addressing community concerns regarding landscaping preferences as well as assisting MTA Real Estate in courtesy notifications in advance of Lease Termination Notice distribution. It is anticipated that the program will be in place throughout the project duration to assist the community and project.

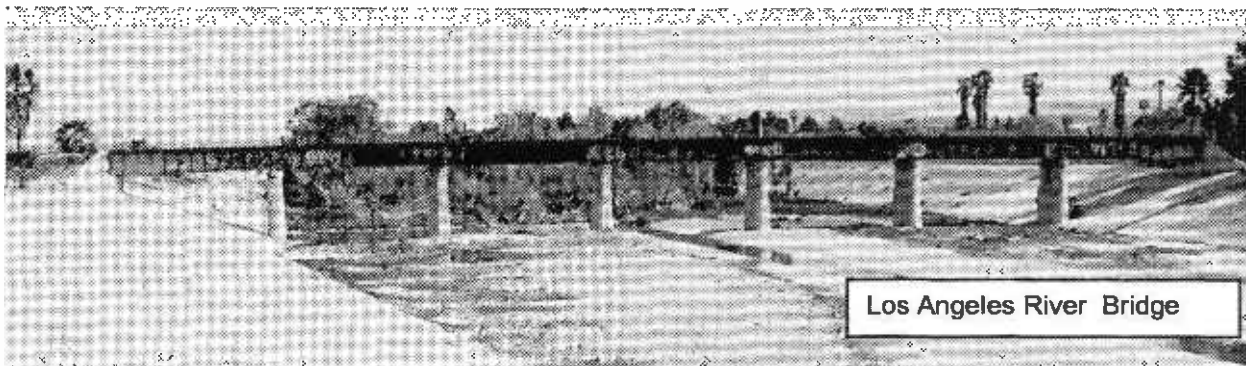
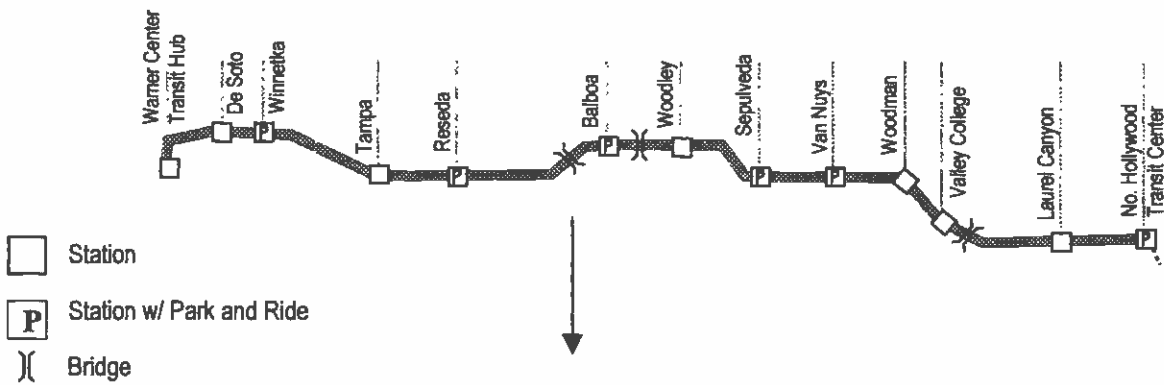
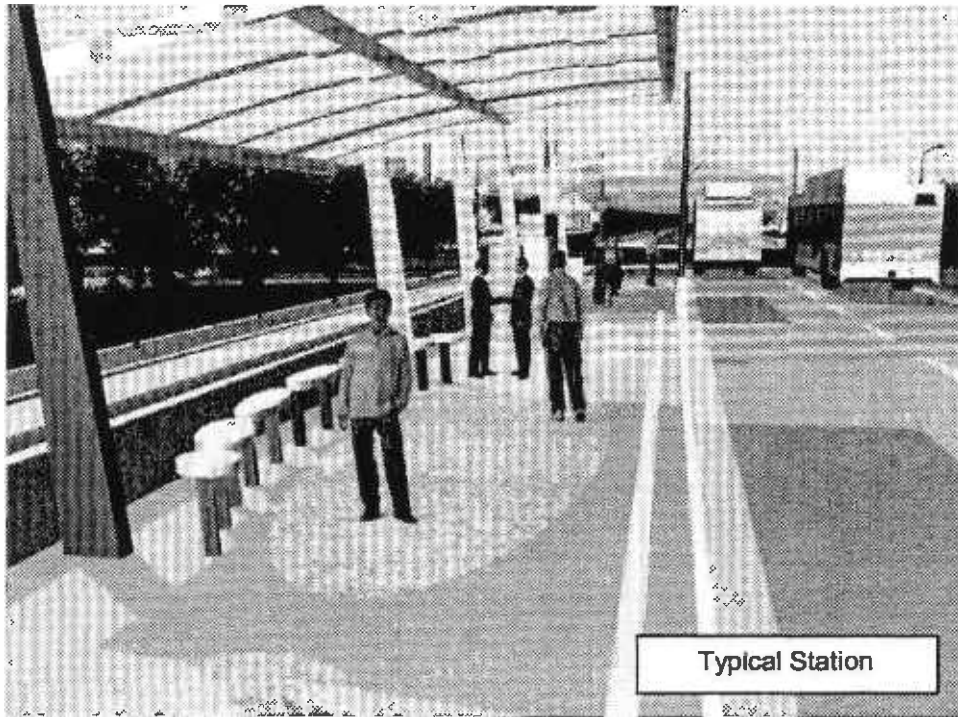
QUALITY ASSURANCE STATUS

- STV's client (MTA and Third Party) comment database was implemented and effectively controlled 980 comments.
- MTA and STV Quality Assurance performed a joint Quality Assurance surveillance of intra-discipline and inter-discipline design reviews of STV and STV subcontractors design activities. No deficiencies were noted.
- MTA Quality Assurance reviewed and provided comments to the Scope of Work, Part "A" Volume 1, General Requirements.

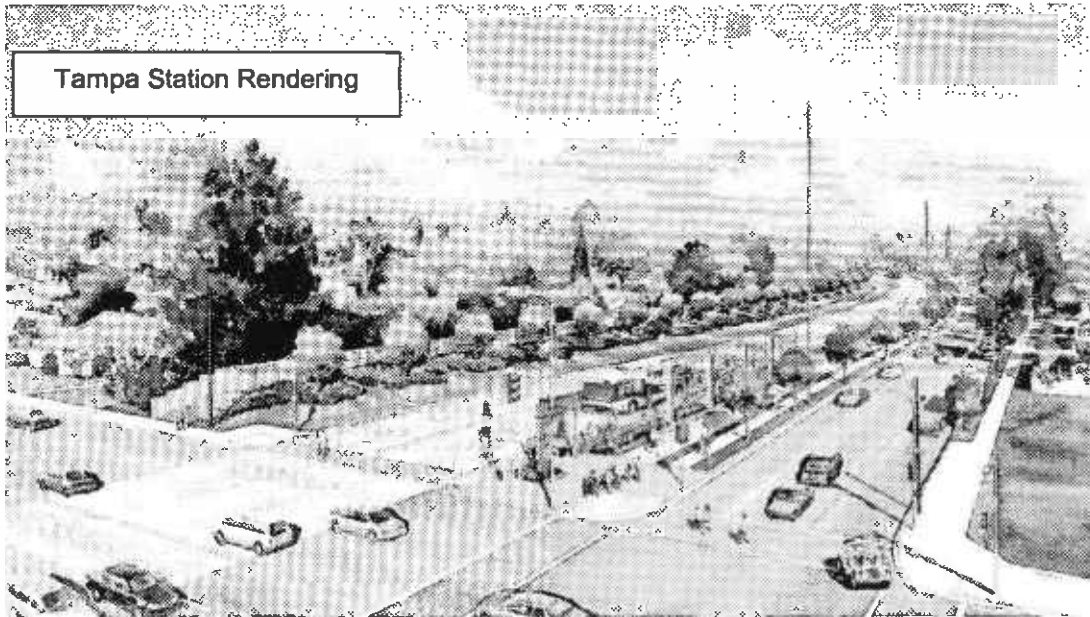
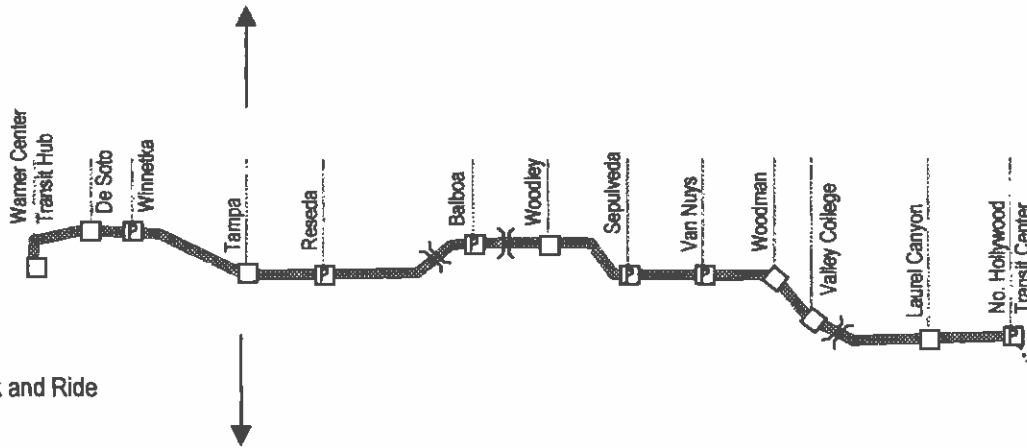
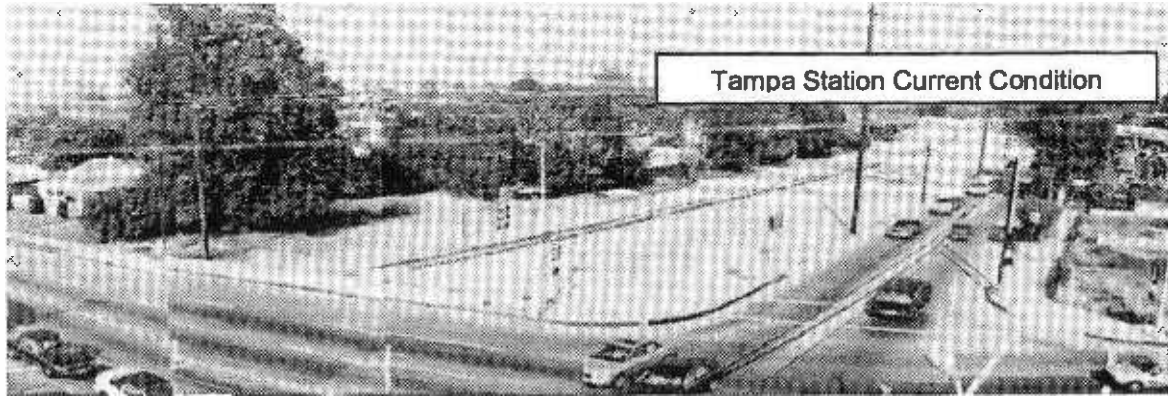
SAFETY STATUS

- The Construction and Health Manual Part (F): Revision (3) and the Worksite Safety Requirements section (01545) Version (C) is currently being revised.
- Safety statistics, injury/illness and man-hour reports will be developed and issued on a monthly basis.
- Construction Safety will monitor the existing L.A. River Bridge demolition contract and the construction activity for the new bridge.

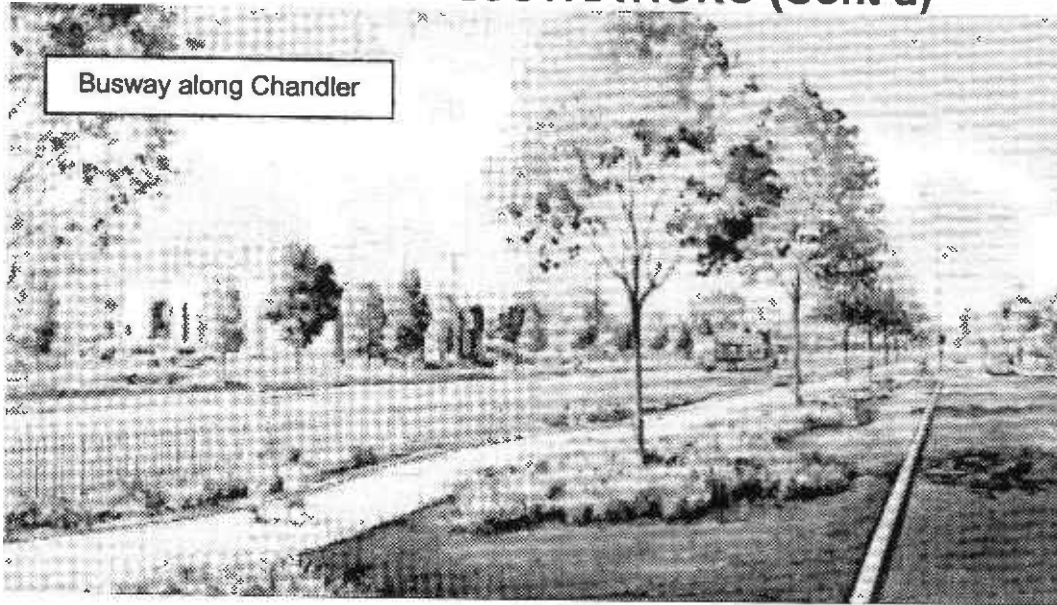
ALIGNMENT ILLUSTRATIONS



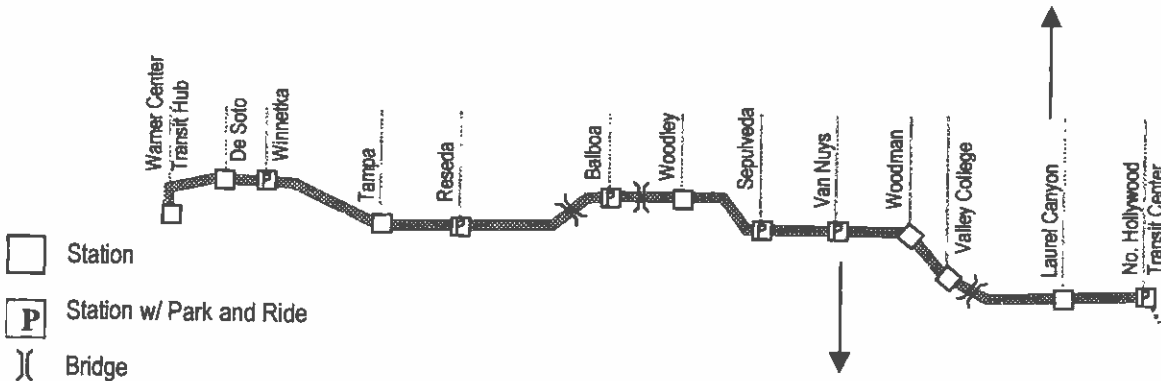
ALIGNMENT ILLUSTRATIONS (Cont'd)



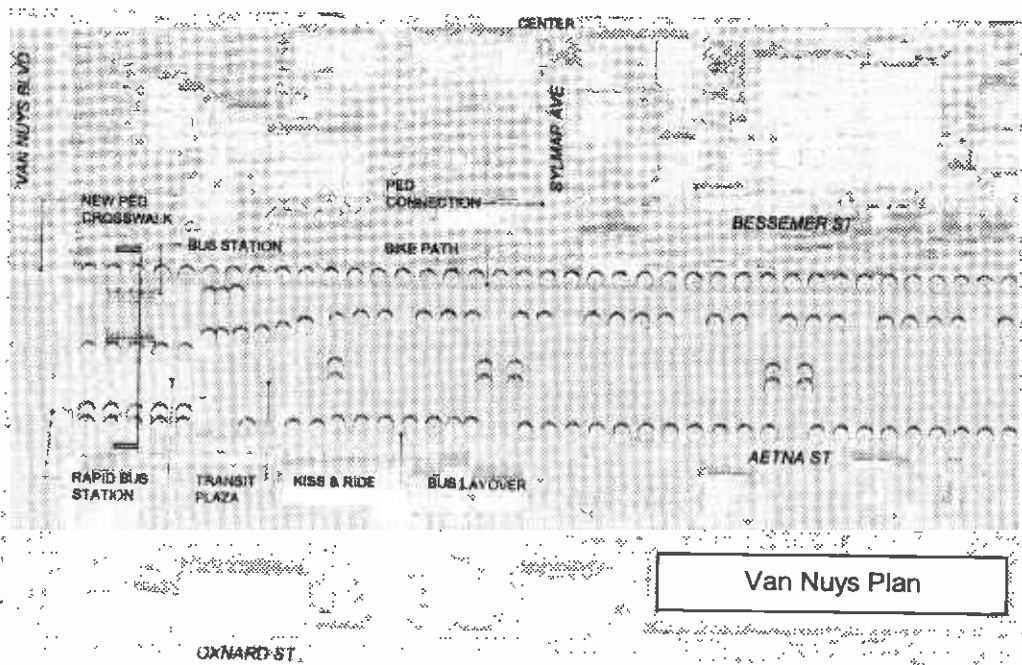
ALIGNMENT ILLUSTRATIONS (Cont'd)



Busway along Chandler



- Station
- P Station w/ Park and Ride
- ⌋ Bridge



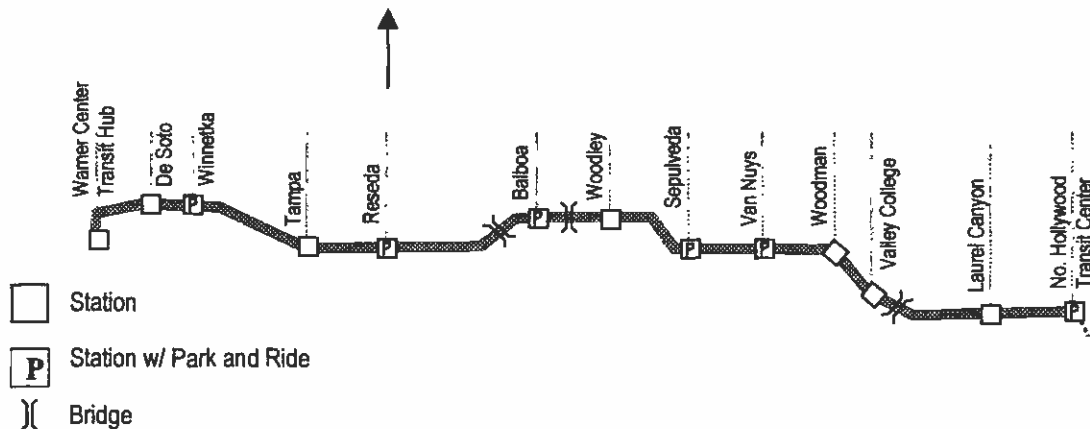
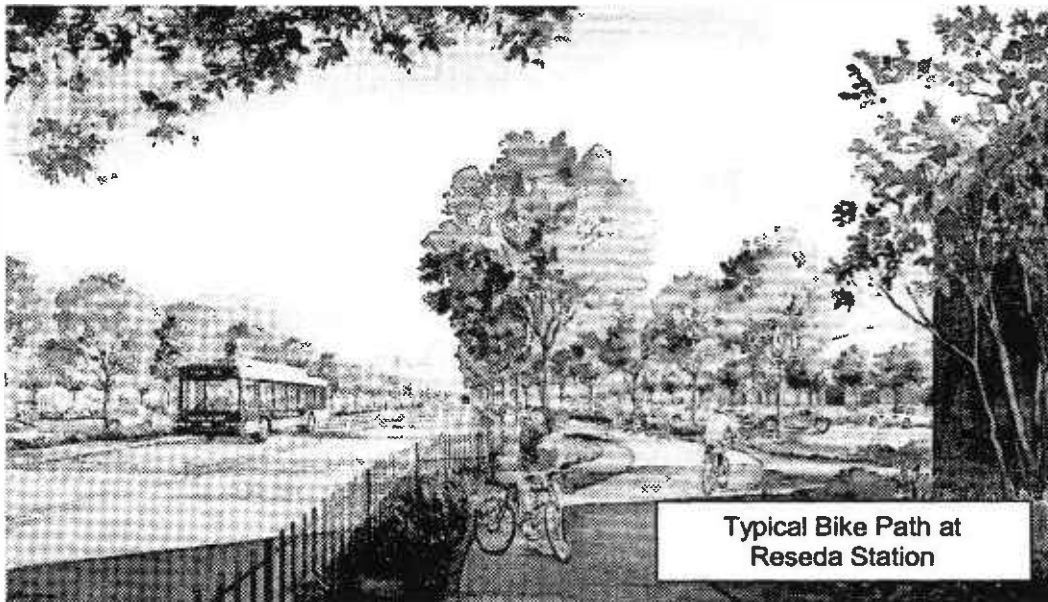
BIKE PATH PROJECT

PROJECT OVERVIEW

Concurrent with construction of the busway and stations, a Bike Path will be constructed. The Bike Path will be a 15 foot wide concrete pavement consisting of two five foot bike lanes and one five foot pedestrian path. In some locations, the Bike Path size will be reduced to only eight feet with two four foot multi-use lanes. There will also be a two foot graded buffer on each side of the bike lanes and pedestrian path.

The Bike Path will be constructed by the Design/Build Contractor concurrently with the busway and stations. Completion of the Bike Path is forecast to be complete by Spring 2005.

Estimated Project Cost: \$11 million (estimate under review).



APPENDIX COST AND BUDGET TERMINOLOGY

ESTIMATED PROJECT COSTS: Estimated project costs are based upon the current project cost estimates that are produced during the engineering design phase.

COMMITMENTS: The total of actual contract awards, executed change orders or amendments, approved work orders of Master Cooperative Agreements, offers accepted for purchase of real estate, and other LACMTA actions that will result in specific expenditures at a future time.

INCURRED COST: The total value of work performed to date of services received, and acquired materials or properties.

EXPENDITURES: The total dollar amount of checks written by LACMTA's Accounting department for contractor or consultant invoices, third party invoices, staff salaries, and closing payments for escrow accounts that is reported in LACMTA's Financial Information System (FIS).

CONSTRUCTION: Includes guideways, yards and shops, systems/equipment, stations, vehicles and buses.

PROFESSIONAL SERVICES: Includes general engineering, construction management services, consultant design support services during construction, legal counsel, and agency (MTA staff) costs.

RIGHT-OF-WAY: Includes real estate appraisals, purchase cost of parcels, easements, right-of-entry permits, escrow fees, and tenant relocation.

UTILITY/AGENCY FORCE ACCOUNT: Includes work by outside agencies and utilities in design coordination and review.

CONTINGENCY: A fund established at the beginning of a project to provide for anticipated but unknown additional costs that may arise during the course of the project.

SPECIAL CONDITIONS: Includes utilities relocation, environmental compliance and mitigation, master cooperative agreements, insurance program, artwork, systems integration testing and pre-revenue operations.

**APPENDIX
LIST OF ACRONYMS**

AFE	Authorization For Expenditure
BRT	Bus Rapid Transit
CADD	Computer Aided Drafting and Design
CALTRANS	California Department of Transportation
CD	Calendar Day
CM	Construction Manager
CMAC	Congestion Mitigation Air Quality
CN	Change Notice
CO	Change Order
CPM	Critical Path Method
CPUC	California Public Utilities Code
CR	Camera Ready
CTC	California Transportation Commission
CUD	Contract Unit Description
D/B	Design/Build
D/B/B	Design/Bid/Build
DD	Design Development
DOT	Department of Transportation
DWP	Department of Water and Power
EIR	Environmental Impact Report
EIS	Environmental Impact Statement
EPBM	Earth Pressure Balance Machine
FAR	Federal Acquisition Regulation
FD	Final Design
FEIR	Final Environmental Impact Report
FIS	Financial Information System
FTE	Full Time Equivalent
GDSR	Geotechnical Design Summary Report
IFB	Invitation for Bid
IPO	Integrated Project Office
JV	Joint Venture
LA	Los Angeles
LABOE	Los Angeles Bureau of Engineering
LACFCD	Los Angeles County Flood Control District
LACMTA	Los Angeles County Metropolitan Transportation Authority
LADOT	Los Angeles Department of Transportation

**APPENDIX
LIST OF ACRONYMS (Continued)**

LADPW	Los Angeles Department of Public Works
LADWP	Los Angeles Department of Water and Power
LAUSD	Los Angeles Unified School District
LNTF	Limited Notice To Proceed
LONP	Letter Of No Prejudice
L RTP	Long Range Transportation Plan
MIS	Major Investment Study
MPSR	Monthly Project Status Report
MTA	Metropolitan Transportation Authority
N/A	Not Applicable
NEPA	National Environmental Protection Act
NTE	Not to Exceed
NTP	Notice To Proceed
OCIP	Owner-Controlled Insurance Program
P3	Primavera Project Planner® (scheduling software)
PC	Project Control
PE	Preliminary Engineering
PEER	Permit Engineering Evaluation Report
PIP	Project Implementation Plan
PM	Project Manager
PMA	Project Management Assistance
PMIP	Project Management Implementation Plan
PMOC	Project Management Oversight Consultant
PMP	Project Management Plan (manual)
P&P	Policies & Procedures
PR	Project Report
PSR	Project Study Report
PUC	Public Utilities Commission
QA	Quality Assurance
QAR	Quality Assurance Report
QC	Quality Control
QPSR	Quarterly Project Status Report
RAC	Review Advisory Committee
RAG	Rail Activation Group
RFC	Request For Change
RFP	Request For Proposal
ROD	Record Of Decision
ROD	Revenue Operations Date
ROM	Rough Order of Magnitude

**APPENDIX
LIST OF ACRONYMS (Continued)**

ROW	Right-Of-Way
SCE	Southern California Edison
SCRRA	Southern California Regional Rail Authority
SFV	San Fernando Valley
SHA	State Highway Account
SHPO	State Historic Preservation Office
SIT	System Integration Testing
SOV	Schedule Of Value
SOW	Statement Of Work
SP	Special Provision
STIP	State Transportation Improvement Program
STP	Surface Transportation Program
STV	STV Incorporated
TBD	To Be Determined
TCRP	Traffic Congestion Relief Program
TRACS	Transit Automatic Control System
UFS	Universal Fare System
USDOT	U.S. Department Of Transportation
VE	Value Engineering
WBS	Work Breakdown Structure
WP	Work Package