

EXPOSITION METRO LINE CONSTRUCTION AUTHORITY

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DATE: AUGUST 4, 2005

TO: BOARD OF DIRECTORS

**FROM: RICHARD D. THORPE
METRO CHIEF CAPITAL MANAGEMENT OFFICER**

**SUBJECT: EXPOSITION METRO LINE CONSTRUCTION AUTHORITY
PROPOSED STAFFING PLAN**

RECOMMENDATION

That the Board of Directors approve the attached Exposition Metro Line Construction Authority Staffing Plan.

SUMMARY

In order for the Exposition Metro Line Construction Authority (Authority) to assume responsibility for completion and delivery of the Project, a streamlined, responsive and cost-effective project organization is recommended. This team would be co-located with the design-build team to form a totally integrated delivery organization. The Authority would acquire the best expertise available through the use of consultants, direct hires or seconding Metro staff, and will be led by a Chief Executive Officer and Executive Officers appointed by the Board and employed by the Authority.

DISCUSSION

Based on the organization structure of successful transit projects, including Pasadena Gold Line, achieving the following objectives is the most effective strategy for delivering a large-scale transit Project:

- Management accountability
- Flexibility of acquiring the best expertise
- Co-location in a Project Office
- Cost-effective means of providing highly qualified expertise on a short-term basis
- Reduced levels of overall staffing

These objectives can best be accomplished with the Authority Board initially appointing a Chief Executive Officer (CEO) to provide policy direction to assigned major functional areas, direct major priorities, and lead the development of execution strategies. The CEO will provide technical advice to the Board and their staff on matters related to the Authority's transit design, construction, and management of the project. The CEO will also represent the Authority to citizen groups and community leaders, and the local media. The CEO will manage the process of selecting an Executive team comprised of the Chief Project Officer and Chief Operating Officer. The CEO will also appoint staff and retain consultants as necessary to carry out the duties of the Authority.

The Chief Project Officer will be responsible for overall design and construction management including making sure that the project scope is executed in accordance with established functional requirements for safety, quality, contract administration, and cost and schedule control.

The Chief Operating Officer will be responsible for utilization of funding sources to ensure conformance to and practices of public finance, accounting and administration of expenditures, auditing and risk management. This position will also be responsible for governmental, media and community relations.

A General Counsel will provide timely and effective ethical legal representation and advice to the Authority Board and staff. This position will provide a broad range of services directed at promoting the project objectives, while protecting the Authority from loss and risk. These services include advising on the law as it applies to Authority operations, drafting legal documents and representing the Authority in civil actions.

Once established, the abovementioned Executive team will determine the timing for mobilizing other staff positions and the duration to support core project functions necessary to direct the day-to-day activities of the project (engineering, planning, construction management, cost and schedule, quality, financial management, public affairs, environmental, third party coordination, etc.). Concurrently, an assessment of the most effective means of acquiring staff expertise through consultants, direct hire, Metro staff or utilizing existing Metro consultant contracts (i.e. the preliminary engineering designer, project management assistance consultant, construction management consultant) will be evaluated and presented to the Board.

As staff are brought onto the project, they will be located in a project office and report to the Chief Project Officer or Chief Operating Officer for all project oriented tasks and assignments. Specialized expertise of a short-term nature to address complex issues and tasks may be performed at other office locations.

Given the complexity of developing, designing and engineering, constructing, integrated testing, pre-revenue testing, and finally, operating a major rail project, Metro will provide the following assistance:

- Countywide Planning and Development Division (CWP) will remain responsible for Environmental Clearance (FEIS/R and federal Record of Decision) and coordination of project funding requirements.
- Construction Project Management will review engineering for system-wide compatibility and provide technical services when requested by the Authority.
- Rail Operations will provide operations integration and perform pre-revenue operations and operational certification.

ATTACHMENTS

A. Proposed Staffing Plan