



ITEM ID: 2024-243-0

TRANSMITTAL DATE: July 19, 2024

MEETING DATE: July 26, 2024

TO: Board of Directors

FROM: Justin Fornelli, Chief, Program Delivery

SUBJECT: Contract No. E747R-20 - SCORE PMC Services - Exercise Two Two-Year Options and Increase Contract Funding Authorization

Issue

The base term of the SCORE PMC Services is set to expire on September 3, 2025. It is requested to exercise two two-year options and increase the contract authority from \$25 million to \$110 million to support the SCORE program projects for the Authority.

Recommendation

Contracts, Operations, Maintenance, and Safety Committee recommended (4-0) that the Board authorize the Chief Executive Officer to exercise two two-year options and increase the contract authority for Contract No. E747R-20, Southern California Optimized Rail Expansion (SCORE) Program Management Consultant (PMC) Services, by \$85 million to a new, not-to-exceed amount of \$110 million, expiring on September 3, 2029, for HDR Engineering, Inc.

Strategic Commitment

This report aligns with the Strategic Business Plan commitment of:

- **Advancing Key Regional Goals:** We will grow the role of regional rail in addressing climate change, air quality, and other pressing issues by advancing toward zero emissions, making rail a compelling alternative to single-occupant automobiles and advancing equity-focused opportunities for all communities throughout Southern California. The time extension and increase in contract funding authorization will allow staff to continue to use qualified consultants to provide staff with project management and professional engineering support on Authority-led SCORE projects, ensuring

Authority standards are met and operations are maintained.

Background

The SCORE Program is a collection of infrastructure projects aimed at delivering the enhanced services envisioned in the Metrolink Strategic Plan. The Authority has established a SCORE Program Team that utilizes the services of HDR Engineering Inc., who has served as the Program Management Consultant (PMC) and also provided interim PMC services since the program inception in 2019 to support the Authority's delivery of the SCORE Program.

The scope of the SCORE PMC services includes:

- Program and Project Controls
- Grant Management Support
- Planning and Environmental Services
- Design Management and Reviews
- Right-of-Way (ROW) Acquisition Services
- Utility Coordination
- Construction Management and Inspections
- Project Close-out Support

The current SCORE PMC Services Contract No. E747R-20 was awarded on September 3, 2020, with a five-year base term and will expire on September 3, 2025.

Discussion

Since the inception of the SCORE Program, the number and scope of projects within the SCORE portfolio have grown significantly due to the Authority's success in being awarded additional grant funding. Securing this funding is a direct result of the Authority's progress in advancing SCORE projects, with grantors recognize the Authority as a good investment to advance mobility options in Southern California. Due to the increase in size of the SCORE Program and the number of the projects entering into the construction phase, the Authority is seeking to exercise the PMC contract options and expand the contract authority.

The SCORE PMC base contract authority of \$25 million provided the means to start-up the SCORE program and provided program management services that has helped the Authority accomplish the milestones we've reached today. Through the SCORE PMC Services, the Authority has accomplished the following:

- Completed 6 early start construction projects
- Completed 11 design projects
- Obtained environmental clearance of 12 projects
- Acquired 8 of 20 properties to support upcoming construction work

The Authority has issued multiple task orders, expending most of the contract capacity with \$23.9M of work authorized to date. Work performed under this contract is issued through a Contract Task Order (CTO) process and are only awarded if funding is available through the annual budget or an equivalent process.

The upcoming work for the SCORE program will exhaust the authorized contract limits by the

end of this calendar year as we prepare for construction of the major SCORE projects. The requested increase in contract capacity is based on the estimated costs of upcoming services, totaling approximately \$85 million, which if approved would bring the total contract authority to \$110 million. Estimated costs are based on increased number of SCORE projects, inflationary costs due to market adjustments and risk analysis, special assignments performed by the PMC, and staff augmentation in lieu of new FTE hires by the Authority. These factors are described further in the report.

Below is a list of SCORE projects that have been added under the Authority's direct management and will be completed under Contract No. E747R-20. There are 8 projects that will be added to the original 10 projects anticipated on this contract.

1. Balboa Double Track Extension (AVL)
2. Canyon Siding Track Extension (AVL)
3. Lancaster Terminal Improvements (AVL)
4. La Palma to Avery Signals (OCL/IEOC)
5. Sequoia Grade Crossing Improvements (VCL)
6. Cogswell Grade Crossing Improvements (SBL)
7. Lilac to Sycamore Double Track (SBL)
8. Orange County Maintenance Facility (OLC/IEOC)

The SCORE PMC has also been tasked with special assignments. These activities were more involved than anticipated due to the complexity of the projects and coordination with impacted stakeholders, environmental sensitivities, and management of multiple funding sources and grant processes. Other special tasks included SCORE's Cost, Benefit, and Operating Analysis (CBOA), right-of-way negotiations and acquisitions, Value Engineering and identification of cost saving options, advanced risk analysis models, and development of program dashboards.

In addition, the PMC has been utilized heavily to provide staffing resources to supplement the Authority's needs. At the September 2018 Board Meeting, staff presented the SCORE Organizational Readiness Plan, which forecasted a staffing resource need of 40 new Full Time Equivalent (FTE) staff positions to implement the SCORE Program. As an alternative, the Board approved the recruitment of up to 18 FTE agency staff positions, directing staff to contract with consultants to meet the additional required staffing resources. Due to the effective use of the PMC, staff has not returned to the Board to request any additional internal FTE positions.

For these reasons, the Authority is estimating that an additional \$85 million of contract authority is needed for SCORE PMC services to complete the delivery of SCORE projects, for a new not-to-exceed amount of \$110 million. This total PMC amount, including project management and construction management services equates to 10% of the Authority-led SCORE Program budget, which totals \$1.1 billion. This percentage is consistent with similar rail capital programs such as SBCTA's Redlands Passenger Rail Program, where Program Management/Construction Management services were approximately 11.5% of the program budget. The percentage of SCORE PMC services is also consistent with project delivery management percentages costs listed in the Authority's Design Procedures Manual in relation to construction costs.

To successfully continue the SCORE Program to meet project schedules and be ready for the

2028 Olympic and Paralympic Games, the Authority requires the continued support from the SCORE PMC, especially in the form of Construction Management services. There are 5 major construction projects planned to commence in 2025, with substantial completion in 2028. These projects include:

- Simi Valley Double Track
- Chatsworth Station Improvements
- Marengo Siding Extension
- El Monte Station and Siding Improvements, and
- Rancho Cucamonga Siding Extension.

The SCORE PMC managed these projects from the environmental phase through design and are most familiar and most qualified to manage the construction work successfully through completion and close-out. Exercising both of the two-year options at this time will ensure that the PMC Consultant is under contract throughout the duration of these construction projects.

Budget Impact

There is no financial commitment with respect to approving the contract authority as work will be authorized only if funding is approved and available through the annual budget or an equivalent process. Available funding in the amount of \$3,581,963.54 is currently remaining from the SCORE program funds previously approved by the Board. Additional funds are expected to be allocated throughout FY25.

Next Steps

Following Board approval, staff will exercise the extension options and amend the contract with HDR Engineering, Inc. to increase the total contract authority.

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