

Project Recovery Due to Guiding Goal Set by Transit Agency CEO

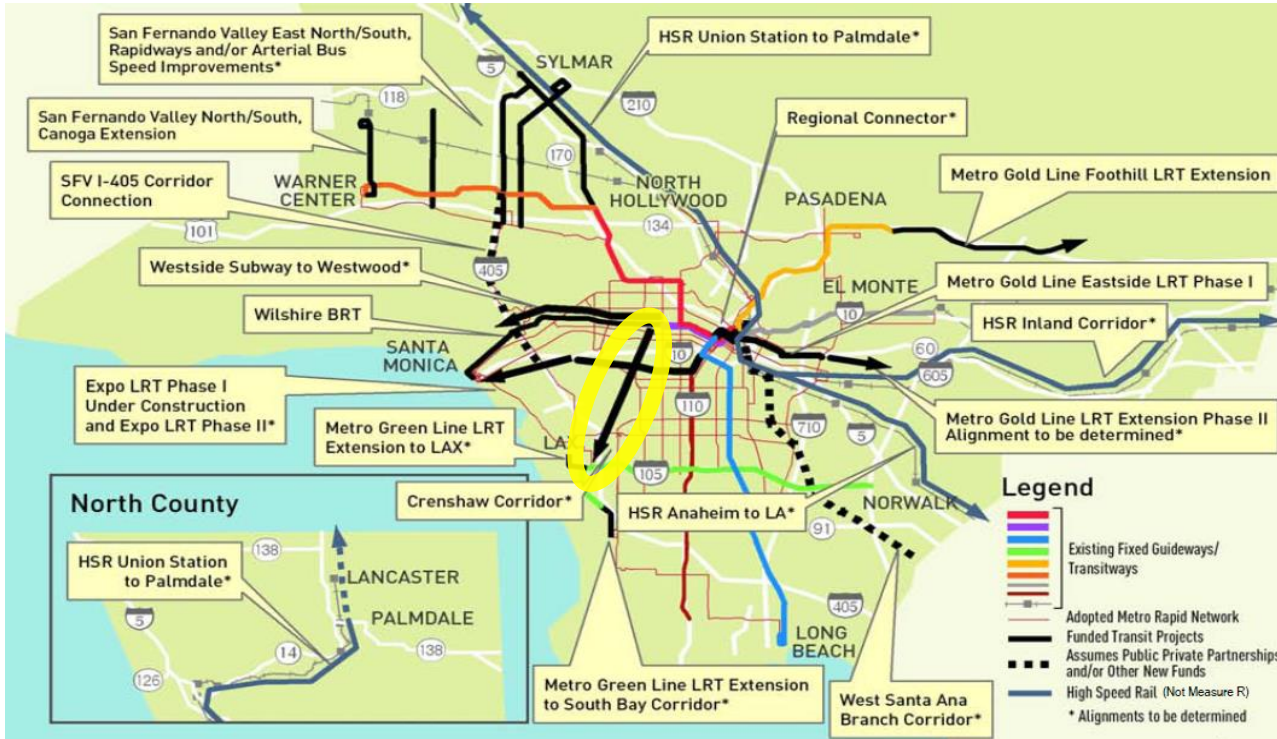
Kimberly Ong, PE

*LACMTA, Deputy Executive Officer
Los Angeles, CA*



2018 Rail Conference

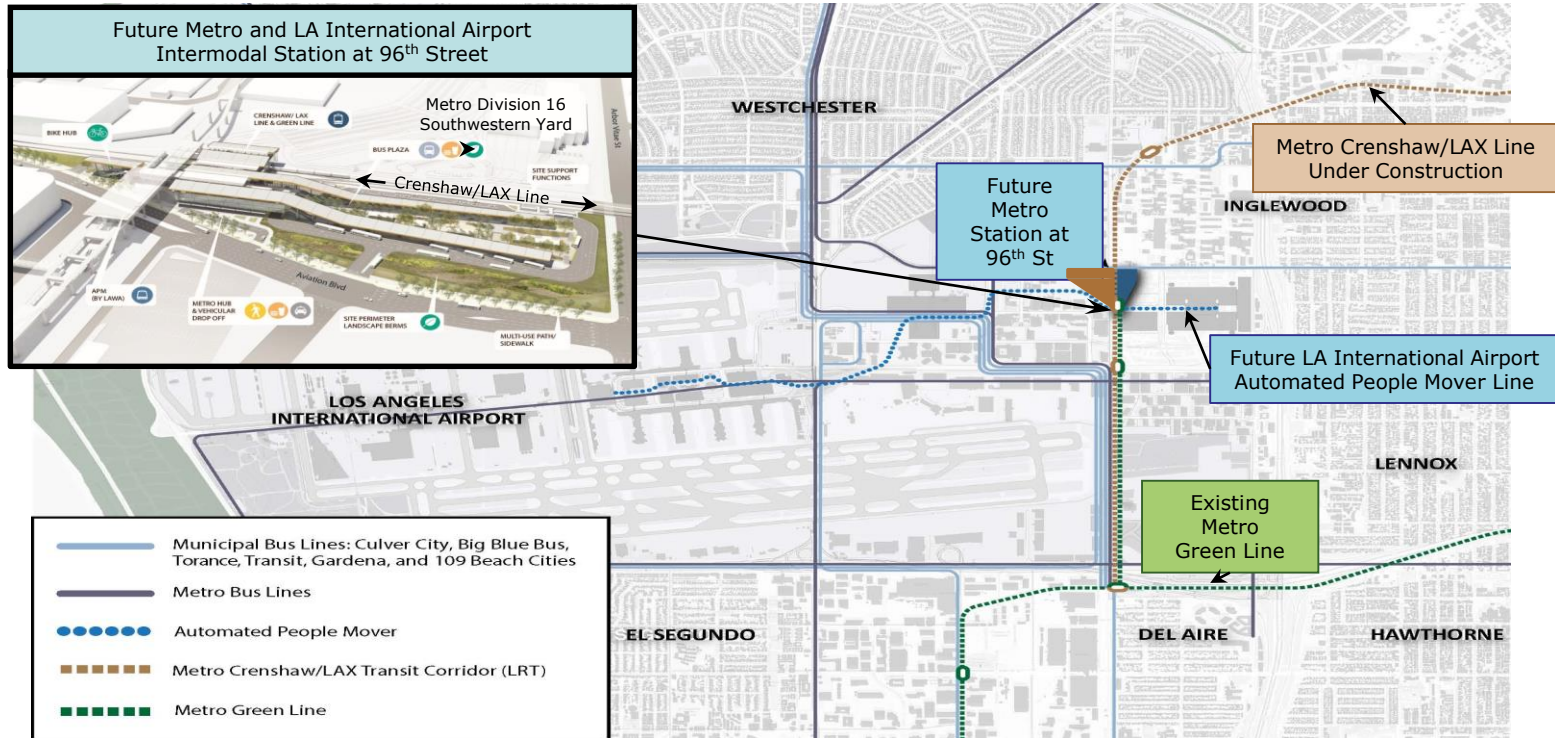
Crenshaw/LAX Project and Measure R



Crenshaw/LAX Transit Project Overview

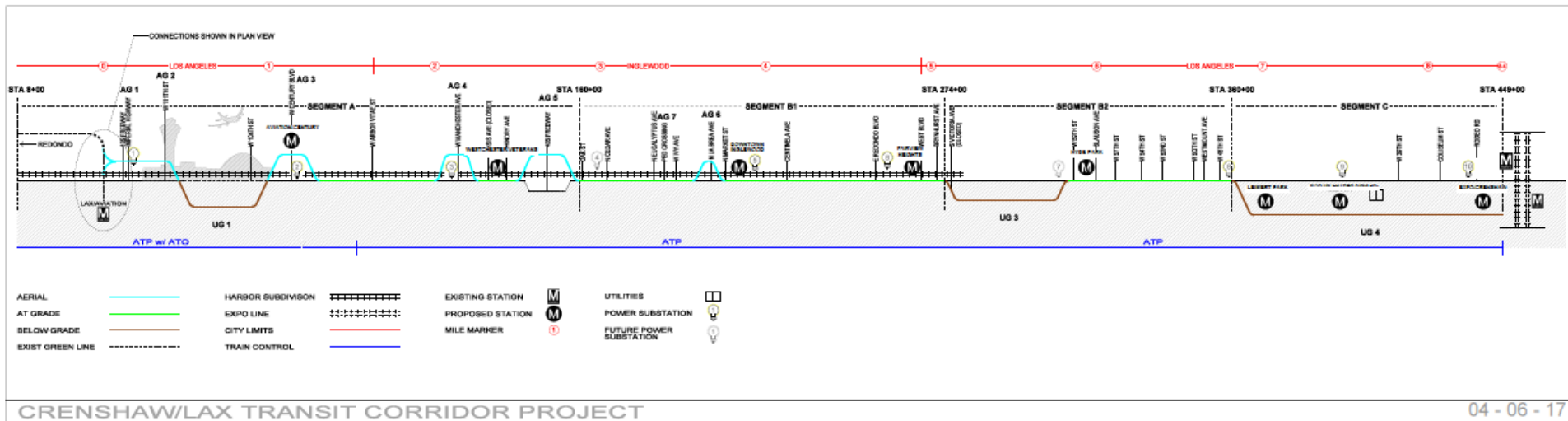


Crenshaw/LAX Transit Project Accommodations for Future Projects



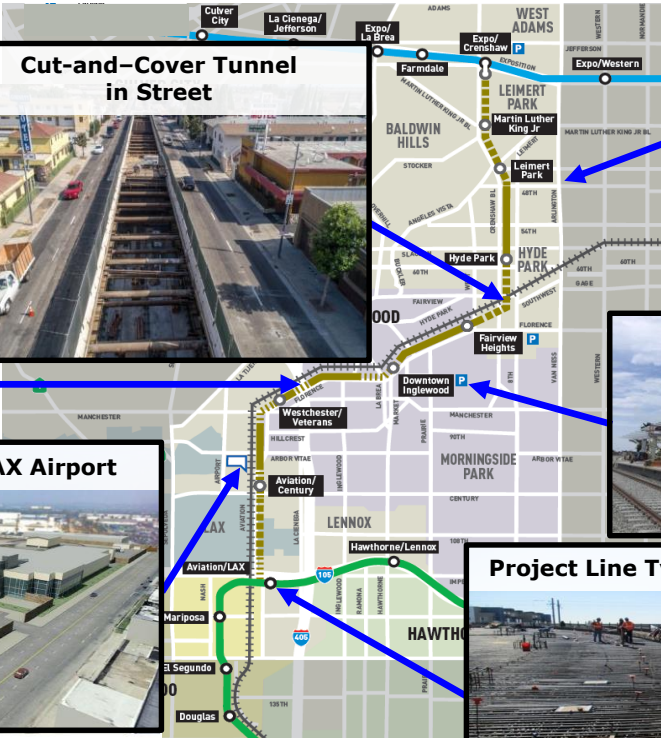
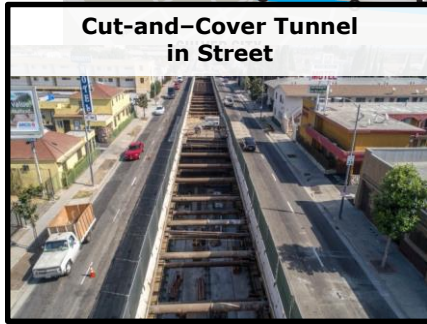
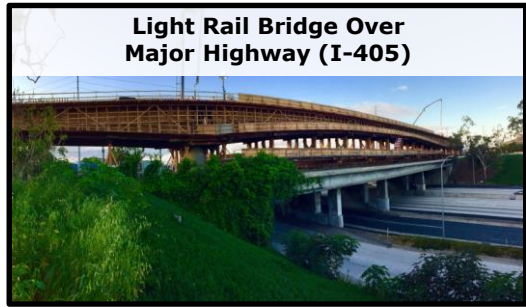
Crenshaw/LAX Transit Project Overview

Vertical Profile



- 6 bridges
- 6 underground structures

Crenshaw/LAX Transit Project Overview



Crenshaw/LAX Transit Project Milestones During Construction

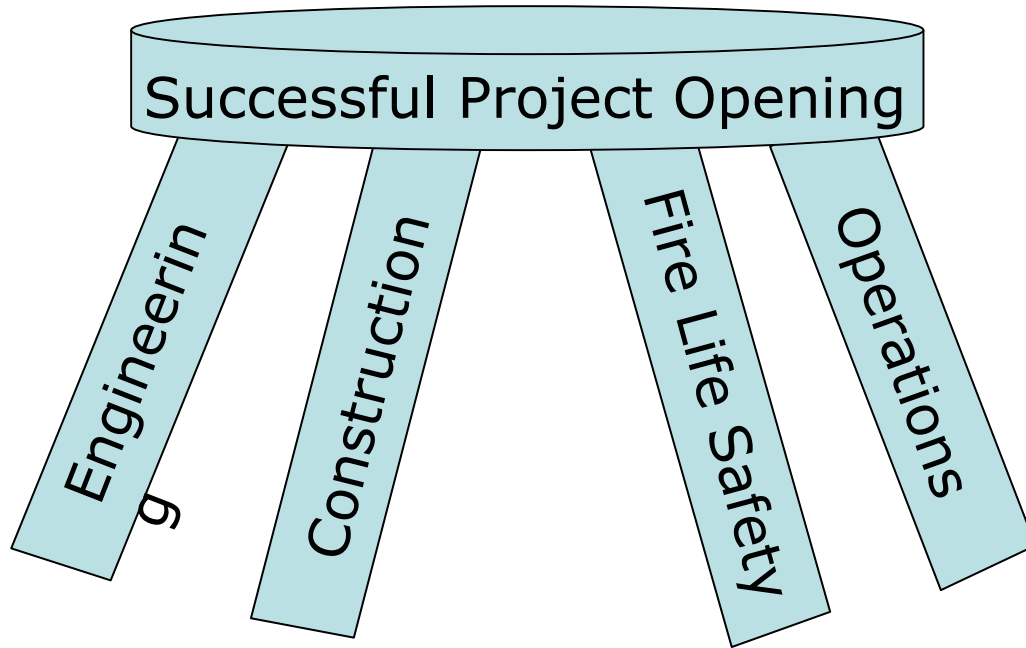
- Main Line DB Contract Notice to Proceed – September 2013
- Maintenance Facility DB Contract Notice to Proceed – June 2015
- Significant changes to accommodate a future Metro station that connects to a future Automated People Mover – May 2015
- “Halfway” Completion – May 2016
- CEO Directive – October 2016

Crenshaw/LAX Transit Project CEO Directive in October 2016

- Goal to open the Line in October 2019 for Revenue Service
 - Established a single clear objective for the project (transit agency, other supporting agencies, and contractor).
 - Aligned the agency departments to prioritize the same goal.



One Goal – Many Stakeholders



Crenshaw/LAX Transit Project Outcomes

- Revised approach by the project team in the field to work more collaboratively with agency departments at headquarters.
- Operations setup an internal framework to streamline communications and resolve issues, which included adding dedicated Liaisons assigned to the project.

Crenshaw/LAX Transit Project Outcomes (Continued)

- Improved communications and involvement of staff across departments has fostered an environment for raising ideas early on potential risks and how to improve implementation. This has helped identify ways to reduce schedule risk.
- Identified ways to reduce replicating work across departments, such as a single master schedule that includes work by departments and contracts outside the project.

Crenshaw/LAX Transit Project Outcomes (Continued)

- Success Story: Green Line Tie-In
 - Complex 2+ month partial closure of an existing rail line, that temporarily closed 5 stations.
 - Work included tie-in of tracks, OCS, and train control of the new rail line to the existing line.
 - Operations and FLS was brought in early for work planning and addressing issues, and was also key in support during construction.
 - Tie-in closure was completed nearly one week ahead of schedule.



Key Presentation Take-Aways

- Project recovery includes not only work in the field, but also how the stakeholders works together.
- Align the project and agency department staff to prioritize the same objective for delivery of the project.
- Effective implementation included changes to collaboration approach, framework for communication and issues resolution, and resource allocation.