Project Recovery Due to Guiding Goal
Set by Transit Agency CEO

Kimberly Ong, PE
LACMTA, Deputy Executive Officer
Los Angeles, CA
Crenshaw/LAX Project and Measure R
Crenshaw/LAX Transit Project Overview

- 8.5 miles Light Rail
- 8 Stations
- $2,058.0 Million (Board approved LOP)
- Neighborhoods: Crenshaw, Inglewood, Westchester
Crenshaw/LAX Transit Project
Accommodations for Future Projects

- Future Metro and LA International Airport Intermodal Station at 96th Street
- Metro Division 16 Southwestern Yard
- Crenshaw/LAX Line
- Future Metro Station at 96th St
- Future LA International Airport Automated People Mover Line
- Existing Metro Green Line
- Municipal Bus Lines: Culver City, Big Blue Bus, Torrance, Transit, Gardena, and 109 Beach Cities
- Metro Bus Lines
- Automated People Mover
- Metro Crenshaw/LAX Transit Corridor (LRT)
- Metro Green Line
6 bridges
6 underground structures
Crenshaw/LAX Transit Project Overview

- Light Rail Bridge Over Major Highway (I-405)
- Maintenance Facility Near LAX Airport
- Cut-and-Cover Tunnel in Street
- Three Underground Stations and Two Bored Tunnels
- Project Line Tying Into Existing Rail Line
- Downtown Inglewood At Grade Station
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
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

Successful Project Opening

Engineering
Construction
Fire Life Safety
Operations
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.