

SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY

**POMPANO BEACH GREEN STATION
DEMONSTRATION PROJECT**



PROJECT MANAGEMENT PLAN

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**South Florida Regional Transportation Authority
800 NW 33rd Street, Suite 100
Pompano Beach, Florida 33064**

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1.0 Introduction

The South Florida Regional Transportation Authority (SFRTA) is responsible for the design, construction, operation and maintenance of commuter rail service along a 71.70-mile corridor in South Florida. The corridor extends northward from the Miami Airport Station in Miami-Dade County through Broward County to the northern terminus at the Mangonia Park Station in Palm Beach County. CSX Transportation (CSXT) freight and Amtrak inter-city passenger trains also operate in this corridor. CSXT currently provides track and signal maintenance and dispatches the rail corridor out of its central office in Jacksonville, Florida. Since its inception in 1989, SFRTA has contracted for commuter train operations and maintenance.

The Pompano Beach Green Station Demonstration is an innovative demonstration project that will showcase Tri-Rail's first green, LEED certified, sustainable station, which will generate more than 100% of the station's energy demand through solar panels. Currently, standard Tri-Rail stations have no energy efficient features, which results in high maintenance and operation cost. SFRTA recognizes the need to make green, energy efficient upgrades to stations rather than continuing to follow the standard construction methods and materials. The existing station will be in operation during the entire construction of the project.

This PMP is established for the Pompano Beach Green Station Demonstration Project (Project). This PMP was prepared in accordance with the Federal Transit Administration (FTA) *Code of Federal Regulations (CFR 49), Chapter VI, Part 633.25*. The PMP is recognized as a "living document," one that must evolve as progress is made by SFRTA on its Program and on the Project in particular. Updates to the PMP will be reviewed and approved in the same manner as the original version.

2.0 Background and Overview

SFRTA contracts for the operation of the commuter rail service and the maintenance of the rolling stock. Currently, maintenance is performed in the state-owned rail yard in Hialeah near the southern end of the corridor. Light maintenance and cleaning is performed at a Northern Layover Facility in Palm Beach County. Trains run on weekdays between 4:00 am and 11:35 pm. SFRTA runs 25 northbound and 25 southbound trains during each weekday, eight northbound and eight southbound trains on weekends and holidays.

3.0 Organization and Staffing

This section describes the SFRTA organizational structure, key management and staff positions, internal and external interfaces as they relate to capital projects and personnel policies. The overall responsibility of SFRTA is to successfully, and safely complete the Project and to institute a planned revenue operation "on schedule within budget and with quality".

3.1 Specific SFRTA Responsibilities

The SFRTA organization consists of a Board of Directors, an Executive Office, a Deputy Executive Director, and nine Departments: Executive, Finance and IT, Procurement, Engineering and Construction, Marketing, Operations, Planning and Capital Development, Human Resources, and Legal. The Executive Department has the overall responsibility for oversight of all

Departments and conclusion of the Agency's visions and missions. All Department Heads report to the Executive Director and his Deputy.

- The Finance and IT Department is responsible for providing administrative support for other departments. Areas of support include accounting, revenue, finance, risk management, business planning, information technology, management of budgets and grants accounting.
- The Procurement Department is responsible for contract administration assistance and procurement of materials, equipment, fabricated products, construction, and services in accordance with approved requisitions, and specifications.
- The Engineering and Construction Department is responsible for executing all capital projects. Its duties include project management and control; monitoring safety compliance; environmental compliance; value engineering; and quality assurance/quality control.
- The Marketing Department is responsible for the development of media related marketing and customer information in order to encourage increased ridership.
- The Operations Department is responsible for ensuring the safe, on-time and courteous delivery of commuter rail service.
- The Planning and Capital Development Department is responsible for Federal, State, and local transportation funding. It is also responsible for meeting the short and long-range planning goals of SFRTA, and for all real estate acquisitions necessary to support SFRTA operations.
- The Human Resources Department reports directly to the Executive Director and is responsible for recruitment and employment of personnel and the implementation and management of SFRTA Employee Benefits Program. The Department is also responsible for the daily administration of personnel policies and procedures, as well as SFRTA training and employee development programs.
- The General Counsel, retained by the Board, provides legal representation for SFRTA. In any legal action taken by or against SFRTA, the General Counsel appears and participates in the case and on behalf of the Board, officer, or employee. The General Counsel may also hire in-house attorneys or retain special outside legal counsel to assist with legal matters. Legal staff reports to and serves at the direction of the Board.

4.0 Reporting Relationships

FDOT owns the South Florida Rail Corridor (SFRC) on which the SFRTA operates. SFRTA and FDOT have entered into a Joint Participation Agreement (JPA) for the construction of the Project. FDOT will provide project support in management, funding, and inspection of the Project. This arrangement requires SFRTA to work very closely with FDOT in all phases of the project. Also, as an agency of the State of Florida, SFRTA is required to follow the State laws, in addition to FTA guidelines, for procurement and contracting procedures. The JPA acknowledges that SFRTA will have management oversight responsibilities for the Project.

5.0 Project Budget and Management Organization

The total project cost is estimated at \$12,836,028.86. SFRTA is financially committed to implement this project, and is currently working with a consultant to bring the project up to 100% design. Permitting and procurement of the project are also underway. These three tasks are reflected on our cost sharing as being 100% funded. This project will be advanced to 100% design, and then advertised for construction.

SFRTA has a team of seven General Engineering Consultants (GECs). The GEC who is the Design Consultant preparing the 100% design documents, was selected based on experience related to similar projects. In addition, another GEC firm will be retained for Construction, Engineering and Inspections (CE&I Consultant) during the construction phase of the project.

The Design Consultant's responsibilities for this project include finalizing 100% plans and specification for project advertisement and construction; developing scope of work and qualification criteria; securing required permits; preparing the required environmental documentation; preparing Special Terms and Conditions; participating in the pre-bid conferences; participating in the bid evaluations; preparing addenda to bid documents; and participating in negotiations with Contractors.

The CE&I's responsibilities for this project include providing quality assurance and quality control oversight; providing construction management and oversight; providing value engineering; reviewing and logging shop drawings and change orders; monitoring and controlling schedule, budget, and construction adherence to Project requirements; and witnessing testing of the Project work.

The Contractor's responsibilities for this project include preparing a Project Work Plan that adheres to the approved schedule and budget; providing quality assurance and quality control; constructing fixed facilities/systems per design plans; supervising and inspecting construction; maintaining record documents; preparing as-built drawings in electronic format and hard copy; providing for job safety, providing integrated functional testing and commissioning; complying with SFRTA's operations and safety plan requirements to assure minimum construction-related disruption of service for all corridor users; and providing O&M procedures and manuals for all fixed facilities/systems.

6.0 Internal Interfaces

In the course of the Project, every Department will be involved in implementing various SFRTA policies and procedures. The Executive Department interfaces directly with the SFRTA Board of Directors and its Construction Oversight Committee on construction issues such as evaluation and resolution of Change Orders. The Planning and Capital Development Department was responsible for the oversight of bringing the project to 30% completion, and securing the JPA with FDOT District IV.

The Engineering and Construction Department is the lead Department for the design, construction and start-up phases of the Project. At Project closeout, the Engineering and

Construction Department will turn over the completed and certified Project to the Operations Department, which will assume primary responsibility for operating and maintaining the station and parking lots. The Engineering and Construction Department will interface closely with Operations during the design and construction of the Project for quality assurance, efficiency, and maintenance reasons. The Procurement Department will procure the construction and services to support the Project upon receipt of approved purchase requisitions from other departments. The Marketing Department will be involved at all stages, providing information to both the public and public agencies during the design and construction phases.

7.0 External Interfaces

The SFRTA Project Manager will oversee and maintain communication links between SFRTA, the Design Consultant, the CE&I and the Contractor, will monitor compliance, and oversee the cost and project schedule. The SFRTA Project Manager is also responsible for maintaining communication links with FDOT District IV, FTA, the City of Pompano Beach, and all other public partners related to the Project.

8.0 Construction Schedule

The project design phase is expected to be complete by February 2012, followed by advertisement of the Project and contract award by April 2012. The construction phase is expected to last 12 months, allowing the project to be open to the public by June 2012. Following is a more detailed schedule for this Project:

1. Final Design - 4/21/2011 to 2/14/2012. Plan review submittals at 75%, 90% and Final Design. Includes submittal and processing of Site Plan approval with the City of Pompano Beach, and internal SFRTA reviews.
2. Permitting - 8/8/2011 to 12/8/2011. Submittal to all agencies having jurisdiction for water, storm, and sanitary sewer permits. Includes 2 submittals to each agency.
3. Preparation of Procurement Package - 1/12/2012 to 4/30/2012. Includes preparation of bid package; internal review prior to advertisement; advertisement of project for a minimum of 30 days; pre-bid conference; bid opening, bid package review; and SFRTA Board approval
4. Construction Phase - 5/1/2012 to 5/3/2013. Construction phase expected to last no more than 12 months. Flagging activities are expected to last no more than 26 weeks.
5. Project Management - 4/21/2011 to 5/3/2013. On-going through the project design, construction and performance.
6. Construction, Engineering & Inspections - 5/1/2012 to 5/3/2013. CE&I to prepare daily reports and photographs related to construction activities through the duration of the construction phase.
7. Pompano Beach Green Station Open to the Public - 5/20/2013. SFRTA personnel to be trained and become familiar with the project's User's Manual of Operations and Maintenance.

8. Monitoring of project performance and operation - 5/20/2013 to Useful life of project.
Begin monitoring energy consumption, energy generation, and warranty period.
Prepare quarterly reports as per FTA's requirements.

A detailed Baseline Schedule will be developed for the construction phase of the Project by the Contractor, and will be reviewed and approved by SFRTA and the CE&I consultant. It presents the scope, logic, and duration proposed to accomplish the Project, and includes the Project's "critical path". The Baseline Schedule will be used as the "target schedule" which is used to monitor the physical progress of the work, to verify the Contractors' progress payments, and to provide a basis for change notice and claims support.

9.0 Document Control

SFRTA has a Document Control office, which has a number of responsibilities. All documents generated for the Project are kept in electronic format. A hard copy of all documents is also maintained for the life of the Project in the Engineering and Construction Department. Our Document Control procedures require that the Project Manager and team maintain reports, draft correspondence, assemble quantities for progress payments, maintain drawing and contract records, prepare field change notices and change orders, receive and track correspondence, submittals, request for information, and ensure that field personnel have current drawings and specifications.

10.0 Design / Construction Changes

During the detailed design and construction phases, the Project Manager will document all changes for possible future negotiations. Only changes directed or caused by SFRTA will be the basis for possible extra compensation. SFRTA will keep all team members informed of these potential changes as to schedule and budget implications. Noted disagreements between the independent cost proposals of both parties regarding either time or dollars, will be resolved by direct negotiations. The negotiating team will include SFRTA and CE&I Staff, as required depending on the subject and size of the change.

The CE&I consultant develops the Memorandum of Negotiations to summarize the negotiation session which describes the change, details the necessity for the change order and lists the cost, schedule impacts and drawings/specifications to be revised. If a time extension is negotiated, the time agreed upon will be shown on the Contract modification.

If an agreement cannot be negotiated, SFRTA may issue a Contract Change Directive and track the change on a Time and Materials (Force Account) basis. The SFRTA Construction Oversight Committee (COC), which was created by the Board and consist of two Board members, must approve all change orders over \$100,000.00.

11.0 Quality Management

Quality Management is one of the most important aspects of any Project Management Program. Quality Management is composed of two basic components: Quality Assurance (QA) and Quality Control (QC). SFRTA has an on-call GEC who provides QA/QC professional services.

The QA/QC Consultant will ensure the project is being executed per SFRTA's and FTA's minimum quality requirements.

The SFRTA Quality Assurance System and Quality Control program is established and documented in the Quality Assurance Handbook (QAH). The QAH is intended to meet the requirements of *ISO 9001* guidelines and the FTA *Quality Assurance and Quality Control Guidelines*, FTA-MA-06-0189-92-1. The QAH incorporates the eighteen elements of a QA/QC system, which are stated therein. For each of these elements, the QAH includes statements of purpose, responsibilities, policy, and implementation.

Comprehensive QA Audits are conducted to verify evidence that applicable elements of the QAH are suitable and are effectively implemented in accordance with specified requirements. SFRTA shall schedule the audits to be performed and results are documented and reviewed by management personnel having responsibility in the area being audited. If needed, follow-up audits are conducted to assure that effective correction is taken. The persons performing the audits must be trained to perform QA audits.

12.0 Materials and Testing

Material and equipment vendors will submit the procedures for and reports of factory tests to the CE&I for approval. The CE&I will plan and complete factory inspections for designated equipment, components, using qualified inspection personnel. These inspections will be reported to and reviewed by SFRTA. The CE&I will use testing laboratories throughout the Project. The testing laboratories will submit all test results to the CE&I for review and records. The Contractor will be required to give ample notice to the CE&I of upcoming events requiring testing, such as concrete pours, soil compaction tests, etc. The testing requirements, batch sizes, and other criteria are specified in the technical specifications.

13.0 Contract Completion

The Contractor will prepare and/or provide construction *as-built* drawings, test results, safety certificates, contractor-procured equipment manuals, contractor-prepared operating and maintenance manuals, and construction records for SFRTA review, as required in the contract documents. This shall include all documents in electronic format.