Fiscal Year 2021
Program Management
Annual Program Evaluation
Presentation Overview

- Purpose and Process
- Capital Program Status
- Capital Program Costs and Schedules
- Adjustments for FY21
- Summary
- Next Steps
Purpose

- Annual evaluation of Metro’s capital program
- Reporting to the Board any project budget and schedule changes, and reasons for the changes
- A project management tool bringing greater consistency, transparency, and discipline
- Facilitates financial planning
- Reduces the number of requests to the Board for budget adjustments
Process

- A detailed review of project costs and schedules
- Update project capital cost estimates to current conditions, including price trends and changes
- Focus on budget to complete current project phase/milestone
- Include APE results in the FY21 Budget review and adoption by the Board
Project Management

One side of the triangle cannot be changed without affecting the other sides:

Scope

Schedule

Budget

Triple Constraints
**FY20 Scope**

- APE focuses only on those capital projects, managed by Program Management, with a total project cost greater than $5M:
  - Major Transit Construction Projects – 9 projects
  - Other Transit Capital Projects – 20 projects
  - Regional Rail Projects – 5 projects
  - Highway Program – 25 projects

- There are 59 projects and approximately $20.1 billion of approved project budgets included in the FY21 APE review which is an increase of 9.9% from $18.1 billion in FY20.

- Project budgets in the APE focus on authorized funding amounts.

- Project funding amounts remain within the annual budget limit approved by the Board.
FY21 Current Program: $20.1B

- Major Transit Construction: $13,882.6M (69.2%)
- Highway Program: $4,147.3M (20.7%)
- Other Capital Projects: $1,861.0M (9.3%)
- Regional Rail Program: $164.6M (0.8%)
Program Highlights

- In addition to the projects in APE, Program Management manages/oversees 40+ projects less than $5M.
- Including projects within the APE, there are over 100 projects being managed by Program Management.
- Overall Program dollars increased 9.4% from $18.3 billion in FY20 to $20.2 billion in FY21.
- Over 80% of projects included in the APE are within budget and on schedule.
- Metro’s capital program will continue to grow with continued implementation of Measure M.
Metro Program Management Master Schedule

*Non-financially constrained plan.
Program Challenges

- Deliver multiple large and complex projects on-time within budget
- Collaborate with stakeholders to meet community expectations
- Commitment of efficient third party review/approval by various external jurisdictions
- Encourage competitive and qualified pool of contractors, small businesses, and workforce on Metro projects
- Manage cost risks impacted by shortage of skilled workers, good Contractors, and utility resources in a growing construction market
- Maintain sufficient resources and staffing needed to manage and support project delivery
- Address Contractor claims in a fair and equitable manner consistent with contractual requirements
- Achieve continuous improvement in project delivery through innovation and application of best practices and lessons learned
Unique Challenges of Mega Projects

- Mega project durations are longer than in the past and contractors have experienced issues not considered at bid time.
- It is more difficult to assess risks adequately for long-term projects.
- Third party and regulatory requirements may change during the life of the project.
- Staff turnover is more likely to occur on long term projects.
- There are a limited number of contractors that have the capacity to bid mega projects.
- Once a contractor(s) secures a mega project, they are less likely to have bonding capacity to bid on other mega projects.
- As many bids on mega projects are from international firms, there are potential issues regarding knowledge of local requirements.
Mega Project Budget and Schedule
Three Stage Approach

Metro is proposing a three-stage approach for Mega Project budgets estimated to be over $500M and have a duration of 5+ years:

1. Determine an initial Budget (LOP) and Schedule at Contract award.
2. Assess Budget and Schedule at 50% completion of the Project including performance risk assessment.
3. Assess Budget and Schedule at 95% completion of the Project.

Example:

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<thead>
<tr>
<th>Contract Award</th>
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<tr>
<td>$100M</td>
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<td>$105M</td>
<td>$107M</td>
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<td>$106M</td>
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FY21 APE
COVID-19 Impacts

Challenges

- Economy is in a recession with the potential to fall into a depression.
- Disruptions, delays, and productivity decrease because of canceled deliveries, lack of inspection approvals, and absent workers.
- Financial struggles for small business contractors.
- Cutbacks in public agency capital budgets.

Opportunities

- Federal funding from stimulus packages.
- Substantial price reductions on fuel and other commodities.
- Dramatic increase in the labor pool available for construction projects due to a high number of unemployment claims.
- Accelerate certain project activities during this period of light traffic.
- A positive bidding environment is expected for funded projects.
Strategic Initiatives

Continue to implement strategic initiatives to bring improved planning, consistency, transparency, and discipline to project delivery:

- Conduct Annual Program Evaluation of Metro’s capital program
- Establish reliable Life-of-Project budgets
- Continue use of robust management and support services consulting teams to augment technical expertise and resources
- Enhance Construction Claims Management Program
- Improved Best Practices/Lessons Learned Program
- Conduct readiness reviews before projects are released
- Utilize project delivery method selection process
- Strengthen risk assessment program
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<tr>
<th>Type</th>
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<td>Major Transit Construction</td>
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<td>Misc. Capital</td>
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<td>Rail Facilities</td>
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<td>Wayside Systems</td>
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<td>Total Transit Capital Program</td>
<td>$15,743.6</td>
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Metro Transit Capital Program Summary

Project Completion in FY20:
- Southwestern Maintenance Yard
- Division 22 Paint and Body Shop
- Bus Rapid Transit Freeway Station Sound Enclosure
- Metro Silver Line Improvements
- Bus Facility Maintenance Improvement Phase II
- Mainline New Blue Projects

Project Completion Planned in FY21:
- Crenshaw/LAX Project
- New Blue Projects (Yard Signaling)
- Blue Line Rehabilitation/Willowbrook Station
- Fuel Storage Tank Program (FY17-FY19)
- Metro Blue Line Pedestrian Safety Enhancements at Grade Crossing
Metro Transit Capital Program Summary

Projects Transitioned from Planning to Program Management in FY20:
- Rail Operations Center and Bus Operations Center (ROC/BOC)

Planned Transition to Program Management in FY21:
- East San Fernando Valley Transit Corridor Project
- West Santa Ana Branch Transit Project
- North Hollywood to Pasadena Bus Rapid Transit Project
- North San Fernando Valley BRT Project
Crenshaw/LAX Transit Project
Crenshaw/LAX Transit Project

Project Budget: $2,058.0 M  Project Completion: Spring 2021
Projected Budget: $2,148.0M  Project Complete: 95%

Accomplishments:
- Contractor enhanced and strengthened project management team.
- Contractor initiated start of systems integration testing at south end of Project.
- Blocked or damaged conduits and systems pathways in tunnels rework is completed; focus now on remaining required repairs in underground stations.

Challenges/Risks:
- Contractor rework and delayed start of testing impacting contractor’s progress to be less than planned.
- Remaining complex electric and systems tests must be successfully completed.
- Pending claims from the contractor.
Regional Connector Transit Project

Gold continues along current Expo Line route to Santa Monica.

Blue continues along current route to Long Beach.

Blue continues along current Gold Line route to Azusa.

Gold continues along current route to East LA.
Regional Connector Transit Project

Project Budget: $1,755.8 M  Project Completion: 2022  Project Complete: 64%

Accomplishments:
- Successfully completed invert and exterior wall concrete pours of the SEM Cavern on-schedule.
- Completed Flower St. cut-and-cover excavation; concrete operations from 4th St. to 7th/Metro now underway.
- Finalized designs for foundation construction interfaces of the Historic Broadway Station to the planned building tower to be constructed over the station entrance.
- Completed excavation of 1st Street cut-and-cover to the extent accessible before initiating the Gold Line Bus Bridge; concrete operations are now underway.
- Initiated placement of precast floating slabs designed to attenuate noise and vibration from south end of Grand Ave Arts/Bunker Hill Station to just west of Historic Broadway Station.
- Through January 2020, over 4.5M work hours performed with 20 recordable injuries and zero lost work days.

Challenges/Risks:
- Maintain pace with scheduled concrete operations at three stations and two cut-and-cover areas.
- Secure and retain sufficient technical and craft labor resources to safely, and efficiently prosecute the work.
- Effectively identify and manage risks to protect schedule and cost performance.
- Effective management of systems cut-overs integrating four operating lines at three locations; extensive analyses of specific individual requirements are underway to identify challenges of design and as-built systems in-place.
- Board approved service plan by June 2020.
Westside Purple Line Extension Project

Section 1: Wilshire/Western to Wilshire/La Cienega
- 3.92 miles
- 3 stations

Section 2: Wilshire/La Cienega to Century City/Constellation
- 2.59 miles
- 2 stations

Section 3: Century City/Constellation to Westwood/VA Hospital
- 2.56 miles
- 2 stations

Existing Metro Rail Lines & Stations
- Purple Line Extension & Station (under construction)
- Crenshaw/LAX Transit Project (under construction)

Subject to Change 20-2098 © 2020 LACMTA
Westside Purple Line Extension Section 1

Project Budget: $2,778.9 M
Forecast Completion: 2023
Project Complete: 58%

Accomplishments:
- Will complete the Reach 2 tunnel drive from Wilshire/La Brea Station to Wilshire/Fairfax Station and will begin the Reach 3 tunnel drive from Wilshire/Fairfax Station to Wilshire/La Cienega Station this fiscal year.
- Commenced Reach 1 tunnel cross-passage construction.
- Commenced concourse and roof concrete operations at Wilshire/La Brea Station.
- Completed invert slab and level 1 wall concrete placement at Wilshire/Fairfax Station in support of TBM arrival.
- Commenced excavation of Wilshire/Fairfax Station entrance structure.
- Completed excavation and invert slab, and began level 1 walls at Wilshire/La Cienega Station in support of TBM arrival.
- The rail welding site at Division 20 Site was delivered to the C1045 contractor. Contractor began delivery of running rail to the site.

Challenges/Risks:
- Differing site conditions – dewatering, gas, etc.
- Third party requirements impacting the project budget.
- Contractor claims.
## Westside Purple Line Extension Section 2

**Project Budget:** $2,440.9 M  
**Forecast Completion:** 2025  
**Project Complete:** 28%

### Accomplishments:
- Completed third party advanced utility relocations at the Century City Constellation Station.
- Started assembly of Tunnel Boring Machines (TBMs) in Century City in support of beginning tunneling operations this fiscal year.
- Obtained Board of Public Works approval for an additional seven-month full street closure of Constellation Blvd. (in the vicinity of the TBM Launch Box).
- Obtained Right of Entry from Beverly Hills Unified School District (BHUSD) to support investigation into magnetic anomalies discovered under BHUSD property.
- Completed investigation of the three magnetic anomalies encountered on BHUSD property.
- Completed pile installation on the north side of Wilshire/Rodeo Station.
- Obtained approval from the City of Beverly Hills City Council for a temporary full street closure of Wilshire Blvd. (between Beverly and Crescent) for the duration of the stay at home orders due to the COVID-19 Pandemic.

### Challenges/Risks:
- Differing site conditions.
- Third party issues.
Westside Purple Line Extension Section 3

Accomplishments:
- Full Funding Grant Agreement was executed for the Project.
- SCE duct bank installation is proceeding under the C1151 Tunnel Contract.
- Continue 3rd parties (joint trench) utility relocations.
- C1151 Tunnel Contractor received VA Hospital site and has begun preparation work at the Tail Track Exit Shaft site.
- Contract Notice to Proceed was issued for Contract C1152 Stations, Trackwork, Systems, and Testing. Final design is underway.
- Geotechnical investigations and survey activities have been completed at the two station sites and the Caltrans Yard.
- Closeout of C1153 Advanced Utility Relocations Contract to complete this fiscal year.

Challenges/Risks:
- Recover the time delay to the Project schedule due to moving the Tail Track Exit Shaft from the Army Reserve site to VA Hospital site, and late property access to the VA Hospital site for the C1151 Tunnel Contract.
Gold Line Foothill Extension Phase 2B

Project Budget: $1,532.9 M  Forecast Completion: 2026 (2028 to MCL)  Project Complete: 6%

Accomplishments:
- Pole line elimination and advanced utility relocations contracts completed in 2018-2019 period.
- CPUC has approved 94% (42 of 49) grade crossings to date.
- Construction Authority Project Management Staff moved into field office.
- Radio equipment installed at Johnstone Peak to support the extension.

Challenges/Risks:
- Due to unfavorable economic conditions affecting bid prices, the alignment contract was restructured to terminate in Pomona with a two-year option to extend to Montclair.
- Securing $450 million for remaining initial proposed alignment to Claremont.
Orange Line Bus Rapid Transit Improvements

Existing Transportation Network
- Metro Orange Line
- Metro Red Line
- Metro Rapid Line
- Metrolink Line
- No Operational Changes

MOL BRT Improvements
- Grade Separation
- Quadrant Gate System
- Closure
- Pedestrian Crossing*

Note: Improvements required at these locations are not expected to have impacts on the LOS of the City’s Transportation Network (not included in model)

*Pedestrian Crossing

FY21 APE
Orange Line Bus Rapid Transit Improvements

Current Authorized Project Budget: $22.0 M
Forecast Completion: 2024  Project Complete: 5%

Accomplishments:
- Completed Basis of Design, 30% Design and Value Engineering of Grade Separation, and 100% design of DWP underground relocation for Sepulveda GS. Completed 30% design of Gates.
- Completed Traffic Analysis and Pilot Gate design (to be modified for new location), Project Management Plan, and Sepulveda Grade Separation Value Engineering.
- DWP started construction of underground utility work at Sepulveda Blvd.

Challenges/Risks:
- Gate activation/platooning for bus transit does not exist in US; new technology to be developed; future PUC regs requires approval for gates with bus operations. Traffic impacts/mitigation due to gates.
- ROW acquisitions and major utility relocations.
- Integration with Sepulveda and ESFV Transit Corridor projects.
- Maintaining existing bus operation during construction.
- Sepulveda Transit Corridor project may affect OL Grade Separation at Sepulveda.
- City Agency review and approval time may delay project schedule.
Airport Metro Connector
Airport Metro Connector

Current Authorized Project Budget: $180.7 M
Forecast Completion: 2024  Project Complete: 23%

Accomplishments:
- Engineering completed 100% design and Early Works Package design.
- Preliminary Site work completed.
- Los Angeles World Airport (LAWA) Interface and coordination continues.
- Ardent and Honeywell Monitoring decommissioned for the duration of the construction.
- Complete Phase II Environmental Site Assessment.
- So. Cal. Gas completed Utility relocation design and potholing for Gas Lines transmission.
- Awarded professional services contract for construction support services.
- Previous tenant (Hertz) has ceased operations and has completely moved off site. Real Estate is in the process of finalizing the acquisition of Hertz property and is anticipating finalized sale and ownership by end of FY20.

Challenges/Risks:
- Real Estate Real/ eminent domain costs for acquisition and relocation, advance utility relocation, schedule integration with LAWA’s Automated People Mover project.
- Constructing project under full Metro operations of the Crenshaw and Green Lines.
- Potential schedule impacts related to the coordination of the Crenshaw Line opening and LAWA LAMP interface and contractors.
Division 20 Portal Widening Turnback
Division 20 Portal Widening Turnback

Current Authorized Project Budget : $801.7M
Forecast Completion: 2023 Project Complete: 5%

Accomplishments:
- Real Estate Acquisitions & C1180 Early Demolition: Major demolition of the ADCO, Viertel and Pickle Works Sites complete.
- Procurement of TPSS Station and Emergency Power Generator: Contract awarded; in the Submittal Process/Shop Drawings.
- Installation of Ductbanks and Demolition of Building 61A: Advancing several lines, and completed demolition of Building 61A.
- Portal Widening and Turnback: Contract awarded, Notice to Proceed April 2020
- Board Approved LOP.

Challenges/Risks:
- Coordination with Active Rail Yard - Rail Operations must remain active.
- Multiple Cutovers throughout Project.
- Adjacent Projects Coordination (ESOC, Link US, RCC, PLE Rail Welding Yard, Center Street).
- Choke Point at Portal - Operations, Maintenance, other Projects need access to Main Line at Portal.
- Unknown Conditions (Differing Site Conditions - DSCs - includes unknowns and utilities).
- DWP – Power Response Time.
- Procurement of Long Lead Items: Very Large power substation, 60+ turnouts, Continuous Welded Rail, Signal Materials, and Bridge Materials.
Patsaouras Plaza Busway Station

Project Budget: $50.9 M  
Project Completion: 2020  
Project Complete: 85%

Accomplishments:
- Completed the PBPS pedestrian bridge, overcrossing and elevator enclosure
- Initiated work on stainless steel panels, including public art component
- Working with FTA to resolve expansion of the Area of Potential Effect and complete Caltrans storm drain connection

Challenges/Risks:
- Numerous Third party delays.
- Additional monitoring due to the requirements set forth in the Programmatic Plan.
- Additional costs for CMSS and DEOD labor compliance consultants due to extending the schedule
- Finding additional items of archeological or paleontological concern
Metro Blue Line Signal Rehabilitation Project

Project Budget: $119.0 M
Project Completion: 2021
Project Complete: 90%

Accomplishments:
- MBL Resignalling contract (Mass Electric) – issued NTP FY18.
- A Line (formerly Metro Blue Line) trains began running November 1, 2019.
- Remaining work:
  - Work at Rail Yard remains
  - Negotiating outstanding requests for changes and Change Orders; contract closeout by FY21.

Challenges/Risks:
- Acceleration costs and schedule delays associated with Rail Yard work.
- Negotiation of outstanding requests for change.
Willowbrook/Rosa Parks Station Project

Project Budget: $128.3 M
Project Completion: 2020
Project Complete: 75%

Accomplishments:

▪ Completed relocation of utilities and improvements to the Non-Revenue rail crossing.
▪ Construction of the Customer Service building and Bike Hub is complete.
▪ Renovation of A Line platform and mezzanine to C line 80% complete.

Challenges/Risks:

▪ Incurred cost increases due to real estate and contractor cost escalation.
▪ Installation of new grade crossing by Union Pacific.
▪ Further cost escalation and labor impacts due to COVID crisis.
Metro Center Street Project

Project Budget: $206.0M  Project Completion: Phase 1 in 2023

Accomplishments:
- Completed evaluation of the DB proposals.
- Board award of DB contract and LOP increase is anticipated in April 2020
- Completed Early Demolition in February 2020
- Issued the RFP for Construction Support Services in November 2019, and completed proposals review and negotiations.
- Staff will go to the Board in May 2020 to award the CSS contract.

Challenges/Risks:
- Competitive market caused cost proposals to be higher than estimated which resulted in increase the LOP from 112.7M to 206M
- Need to expend State funds of $38 million by March 2021
- Currently on hold due to COVID-19 financial impacts
Rail & Bus Operations Center (ROC/BOC)

Project Budget: $ 24.0M  Project Completion: 2021 (PE Design)

Accomplishments:
- Board approved LOP for PE Design in February 2020
- Task Order will be issued to SECO Trans to initiate PE Design in April 2020.

Challenges/Risks:
- Funding for Final design and construction is not yet identified.
- Currently on hold due to COVID 19 financial impacts.
Highway Program
# Highway Program Status Summary (Measure R-Funded)

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<thead>
<tr>
<th>#</th>
<th>Lead</th>
<th>Project</th>
<th>Current Phase</th>
<th>Estimated Cost through Current Phase ($mil)</th>
<th>Scheduled Completion</th>
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<td>1</td>
<td>Caltrans</td>
<td>I-5 North – North of Buena Vista to South of Magnolia Blvd</td>
<td>Construction</td>
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<td>I-5 South - San Antonio, Imperial Hwy and Orr Day</td>
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<td>I-405 Auxiliary Lanes – I-105 to Artesia Blvd</td>
<td>PAED</td>
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PAED – Project Approval and Environmental Document
PS&E – Plans, Specifications and Estimates
## Highway Program Status Summary (Measure R-Funded)

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<td>Metro</td>
<td>I-605 Corridor Hot Spots – I-605/I-5 Interchange Improvements</td>
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PAED – Project Approval and Environmental Document  
PS&E – Plans, Specifications and Estimates  
ROW – Right of Way
## Highway Program Status Summary (Measure R-Funded)

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<td><strong>Subtotal Measure R Highway Projects:</strong></td>
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<td></td>
<td>Subtotal Non-Measure R &amp;M Funded Highway Projects:</td>
<td></td>
<td></td>
<td>$274.3</td>
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</table>

PS&E – Plans, Specifications and Estimates
ROW – Right of Way
# Highway Program Status Summary
(Projects Moving to Construction by Metro)

<table>
<thead>
<tr>
<th>#</th>
<th>Lead</th>
<th>Project</th>
<th>Next Phase</th>
<th>Estimated Cost ($mill)</th>
<th>Scheduled Completion</th>
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</thead>
<tbody>
<tr>
<td>24</td>
<td>Metro</td>
<td>I-5 North HOV Project SR 14 to Parker Road</td>
<td>Construction</td>
<td>$679.40</td>
<td>2025</td>
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<tr>
<td>25</td>
<td>Metro</td>
<td>I-605 from SR-91 to South Street Improvements</td>
<td>Construction</td>
<td>$23.10</td>
<td>2021</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Subtotal Highway Construction:</td>
<td>$702.50</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>TOTAL HIGHWAY PROGRAM:</td>
<td>$4,147.30</td>
<td></td>
</tr>
</tbody>
</table>
I-5 Construction Projects (By Caltrans)
I-5 North: SR-118 to SR-134

| Project Budget | Current $880.9M | Forecast $912.8M | ANTICIPATED OPEN TO TRAFFIC: Summer 2021 |

ANTICIPATED OPEN TO TRAFFIC:
- SR-170 to SR-118
- Buena Vista Street to SR-170
- SR-134 to Magnolia Boulevard

Empire Avenue Interchange 76% Complete
I-5 South: Orange County Line to I-605

<table>
<thead>
<tr>
<th>Project Budget</th>
<th>Current</th>
<th>Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1.888B</td>
<td>$1.888B</td>
<td></td>
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</tbody>
</table>

ANTICIPATED
OPEN TO TRAFFIC: Fall 2021
I-5 North Capacity Enhancements-Construction (SR14 to Parker Road)

PHASE: Moving to Construction
Approved Budget: $679.4M

Accomplishments:
- Secured $47M in INFRA - Federal Funding
  $247M in TCEP - SB1 State Funding
- Released RFP for Construction Support Services in January 2020
- Anticipating to enter Construction phase in February 2021.

Challenges/Risks:
- Modification of Metro IFB Contract to incorporate Caltrans requirements.
- Coordination and community engagement.
I-605 Freeway “Hot Spots”

PHASE: Various
Approved Budget: $132.2M
Estimated Cost to Complete Current Project Phases: $132.2 M

Accomplishments:

- Pursuing early action projects parallel to the development of the I-605 corridor environmental document.
- Initiated PAED and PS&E for multiple Early Action Interchange projects now in progress, with estimated completions through 2022.
- Continuing strong collaborative work with local agencies and communities in developing new projects to relieve congestion in the corridor.

Challenges/Risks:

- Continue to break down corridor mega projects into smaller, fundable projects with independent utility and cumulative benefits.
I-710 (South) Corridor Improvement Projects

PHASE: PAED

Approved Budget: $141.0M

Estimated Cost to Complete Phase: $91.0M

Subsequent phases include specific freeway and interchange improvements, arterial and local crossing projects


Next Steps:

- Environmental phase is expected to be completed by Summer 2020 contingent upon EPA and Caltrans approvals of the document.
- Pursuing early action arterial projects during the development of the corridor environmental documents.
- Project funding $50M clean truck initiative.

Challenges/Risks:

- Funding to pursue design and construction of all potential early action projects.
SR-710 (North) Mobility Improvement Projects

PHASE: Various
Approved Budget: $1,026.5 M
Estimated Cost to Complete Projects: $1,026.5M

Accomplishments:
- Over 80 projects are planned for the Cities of Alhambra, Monterey Park, Pasadena, Rosemead, San Gabriel, San Marino, South Pasadena, and City and County of Los Angeles
- The Mobility Improvement Projects Include:
  - Local street/corridor improvements
  - Freeway/local interchange and ramp improvements
  - Local street intersection improvements
  - Intelligent transportation system improvements
  - Most projects planned to be completed in the next 10 years delivering regional and local benefits

Next Steps:
- Next Step - Coordinate and execute funding agreements for projects already approved by the board
- Facilitate project delivery for local jurisdictions with limited resources
Regional Rail Program (LA County)

1. LINK Union Station
2. Doran Street and Broadway/Brazil Grade Separation Project
3. Brighton to Roxford Double Track Project
4. Rosecrans/Marquardt Grade Separation Project
5. Lone Hill to CP White Double Track Project

Los Angeles County: 

MAP NOT TO SCALE
## Regional Rail Program Summary

<table>
<thead>
<tr>
<th>#</th>
<th>Project</th>
<th>Current Phase</th>
<th>Estimated Costs through Current Phase ($mil)</th>
<th>Current Phase Completion</th>
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<tbody>
<tr>
<td>1</td>
<td>LINK Union Station Project</td>
<td>Environmental &amp; PE</td>
<td>$99.8</td>
<td>2019</td>
</tr>
<tr>
<td>2</td>
<td>Doran Street and Broadway/Brazil Grade Separation</td>
<td>Environmental/PE</td>
<td>$11.6</td>
<td>2020</td>
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<tr>
<td>3</td>
<td>Brighton to Roxford Double Track Project</td>
<td>Environmental/ Final Design</td>
<td>$16.7</td>
<td>2020</td>
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<tr>
<td>4</td>
<td>Rosecrans/Marquardt Grade Separation Project</td>
<td>Environmental; Plan, Specification &amp; Estimate Final Design, Real Estate Acq.</td>
<td>$26.5</td>
<td>2021</td>
</tr>
<tr>
<td>5</td>
<td>Lone Hill to White Double Track Project</td>
<td>Environmental &amp; Final Design</td>
<td>$10.0</td>
<td>2020</td>
</tr>
<tr>
<td></td>
<td><strong>Total Regional Rail Program</strong></td>
<td></td>
<td><strong>$164.6</strong></td>
<td></td>
</tr>
</tbody>
</table>
Link Union Station (LINK US)

Estimated Cost to Complete Environmental/PE: $99.8 M
Current Phase Completion Date: 2021

Accomplishments:

▪ Phase A of the project is funded with a total of $950.4 million. Received concurrence from funding partners on the project scope for Phase A with 9 run-through tracks structure.
▪ CEQA EIR was completed in July 2019 and 35% PE Design for Phase A was completed in December 2019.
▪ CMGC Project Delivery Method was approved by the Board in December 2019 for Link US Phase A.
▪ CHSRA Board approved $423.335 million for the project

Challenges/Risks:

▪ In July 2019, CHSRA received approval for NEPA assignment on HSR improvements in California. Therefore, the Link US EIS Environmental has restarted with CHSRA as the lead agency and is anticipated to be completed in Spring 2021.
▪ The funding partners modified the scope of work to include partial relocation of the BNSF tracks on the West Bank. Staff is processing a CEQA Amendment for the partial relocation of the BNSF storage tracks.
Doran Street and Broadway/Brazil Grade Separation Project

Est. Cost to Complete Environ./Design: $11.6 M
Current Phase Completion Date: 2020

Accomplishments:
- CPUC approval to modify the one-way interim at-grade improvements at Doran Street crossing to two-way configuration at quiet zone ready improvements on 1/10/19.
- Received CTC staff recommendation on 12/28/2018, under ATP cycle 4, for $16.3M for the $22M needed for design/construction of both structures.
- Completed construction of Broadway/Brazil Traffic Signal Improvements.
- Metro Board Approval in October 2019 to add active transportation access elements into the Project.
- In October 2019, Metro Board approved programming $3M of Measure R 3% funds for design costs, amending the 2020 budget for ATP elements.
- 100% Draft Submittal for the At-Grade Improvements at Doran Street.

Challenges/Risks:
- Pending contract modification.
- Obtaining construction funding for the interim improvements at Doran Street and improvements for the grade separation.
- Seeking Board approval for an additional $500K in third party costs to account for the scope of work modifications.
Brighton to Roxford Double Track Project

Estimated Cost to Complete Environmental/Final Design: $16.7 M
Current Phase Completion Date: 2020

Accomplishment:
- The 65% design plans and specs was completed on December 4, 2019.

Challenges/Risks:
- CEQA Environmental anticipated to be completed in Spring 2020.
- 90% Final Design anticipated to be completed in Winter 2020.
- Third Party City agencies approval of grade crossing improvements.
Rosecrans/Marquardt Grade Separation Project

Current Estimate for Total Project: $26.5 M
Current Phase Completion Date: 2021

Accomplishments:
- Metro is in possession of all eight full take real estate acquisitions.
- 90% Final Design was completed in February 2020.
- Early demolition work began in November 2019 and anticipated to be completed in June 2020.

Challenges/Risks:
- June 2020 is the deadline for all real estate work, Right-of-Way (ROW) certifications.
- SCE utility relocation work needs to begin in Spring 2020.
- The project must be ready for advertisement/issued for bid and award for construction by December 2020 to comply with other funding source regulations.
Lone Hill to White Double Track

Estimated Cost to Complete Environmental/Final Design: $10.0 M
Current Phase Completion Date: 2020

Accomplishment:
- Categorical Exclusion environmental documents filed in Fall 2019.
- Preliminary Engineering is complete.

Challenges/Risks:
- Metro Board can decide not to approve staff recommendation for final design award.
FY21 Summary

New Projects with Planned Adoption of Life-of-Project Budget:

▪ Orange Line Bus Rapid Transit Improvement Project
▪ East San Fernando Valley Transit Corridor Project
▪ West Santa Ana Branch Project
▪ Airport Metro Connector Project
▪ Metro Eastside Access Improvement Project
▪ Rail to Rail Corridor Active Transportation Connector Project

Existing Projects with Potential Adjustments to LOP Budget (separate Board action required):

▪ Crenshaw/LAX Transit Project
▪ Doran Street and Broadway/Brazil Safety and Access Projects
▪ Westside Purple Line Extension Section 1
Next Steps

- Project Managers to manage project scope, budget, and schedule for quality, on-time and within budget delivery
- To present project-specific Life-of-Project budgets for Board review and adoption
- Maintain resources and staffing needed to manage and support project delivery
- Seek additional revenue sources needed to fulfill funding commitment required to build and deliver projects.
# Appendix: Project Listing by Type

<table>
<thead>
<tr>
<th>TRANSIT CAPITAL PROJECTS W/ TOTAL PROJECT COSTS &gt; $5 M</th>
<th>TYPE</th>
<th>BUDGET ($ MIL.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Crenshaw/LAX Transit Project</td>
<td>Major Construction</td>
<td>$2,058.0</td>
</tr>
<tr>
<td>2 Regional Connector Transit Project</td>
<td>Major Construction</td>
<td>$1,755.8</td>
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<tr>
<td>3 Westside Purple Line Extension Section 1 Project</td>
<td>Major Construction</td>
<td>$2,778.9</td>
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<tr>
<td>4 Westside Purple Line Extension Section 2 Project</td>
<td>Major Construction</td>
<td>$2,440.9</td>
</tr>
<tr>
<td>5 Westside Purple Line Extension Section 3 Project</td>
<td>Major Construction</td>
<td>$3,223.6</td>
</tr>
<tr>
<td>6 Gold Line Foothill Extension Phase 2B Project</td>
<td>Major Construction</td>
<td>$1,532.9</td>
</tr>
<tr>
<td>7 Orange Line Bus Rapid Transit Improvements</td>
<td>Major Construction</td>
<td>$220.0 (a)</td>
</tr>
<tr>
<td>8 West Santa Ana Branch</td>
<td>Major Construction</td>
<td>$490.0 (a)</td>
</tr>
<tr>
<td>9 East San Fernando Valley</td>
<td>Major Construction</td>
<td>$21.5 (a)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$13,882.6</strong></td>
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<tr>
<td>10 Airport Metro Connector Project</td>
<td>Misc. Capital Projects</td>
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<tr>
<td>11 Division 20 Portal Widening Turnback Facility</td>
<td>Misc. Capital Projects</td>
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<tr>
<td>12 Rail to Rail Corridor Active Transportation Connector Project</td>
<td>Misc. Capital Projects</td>
<td>$12.9 (a)</td>
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<tr>
<td>13 Metro Eastside Access Improvements Project</td>
<td>Misc. Capital Projects</td>
<td>$22.6 (a)</td>
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<tr>
<td>14 Sounwall 10</td>
<td>Misc. Capital Projects</td>
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<td><strong>Misc. Capital Projects Total</strong></td>
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<tr>
<td>15 Metro Gold Line I-210 Barrier Replacement Phase I</td>
<td>Security/Safety</td>
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<tr>
<td>16 Metro Center Street Project (Emergency Security Operations Center)</td>
<td>Security/Safety</td>
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<tr>
<td>17 Rail Operations Center/Bus Operations Center</td>
<td>Security/Safety</td>
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<tr>
<td><strong>Security/Safety Total</strong></td>
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<td><strong>$252.5</strong></td>
</tr>
<tr>
<td>18 Systemwide Elevator Installations (Vertical Systems)</td>
<td>Rail Facilities Improvements</td>
<td>$8.0</td>
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<tr>
<td>19 Light Rail Transit Freeway Stations Sound Enclosures</td>
<td>Rail Facilities Improvements</td>
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<tr>
<td>20 Metro Red Line Civic Center Station Escalator/Elevator Modernization</td>
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<td>21 Willowbrook/Rosa Parks Station Improvement</td>
<td>Rail Facilities Improvements</td>
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<td>22 Metro Blue Line Pedestrian Safety Enhancement at Grade Crossings</td>
<td>Wayside Systems</td>
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<tr>
<td>23 Metro Blue Line Track and System Refurbishment</td>
<td>Wayside Systems</td>
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<tr>
<td>24 Metro Blue Line Signal System Rehabilitation</td>
<td>Wayside Systems</td>
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<td><strong>Wayside Systems Total</strong></td>
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<td><strong>$252.7</strong></td>
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<tr>
<td>25 Fuel Storage Tank Program (FY17 - FY19)</td>
<td>Bus Facilities Improvements</td>
<td>$13.2</td>
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<tr>
<td>26 Fuel Storage Tank Program (FY20 - FY22)</td>
<td>Bus Facilities Improvements</td>
<td>$23.4</td>
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<tr>
<td>27 Division 1 Improvements</td>
<td>Bus Facilities Improvements</td>
<td>$20.9</td>
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<tr>
<td>28 Bus Facility Maintenance Improvements &amp; Enhancements Phase III</td>
<td>Bus Facilities Improvements</td>
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<tr>
<td>29 Patsaouras Plaza Bus Station Construction</td>
<td>Bus Facilities Improvements</td>
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<tr>
<td><strong>Bus Facilities Improv. Total</strong></td>
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<td><strong>$130.0</strong></td>
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<tr>
<td><strong>TRANSIT CAPITAL TOTAL</strong></td>
<td></td>
<td><strong>$15,743.6</strong></td>
</tr>
</tbody>
</table>

(a) Based on projected budget through FY21, prior to Board adoption of life-of-project budget.
## Appendix: Project Listing by Type

<table>
<thead>
<tr>
<th>HIGHWAY</th>
<th>TYPE</th>
<th>CURRENT EST. (M.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I-5 South – Valley View Interchange</td>
<td>Measure R Highway Capital Project</td>
<td>$631.1</td>
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<tr>
<td>I-5 South – San Antonio, Imperial Hwy and Orr Day</td>
<td>Measure R Highway Capital Project</td>
<td>$323.3</td>
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<tr>
<td>I-5 South – Florence Ave. Interchange</td>
<td>Measure R Highway Capital Project</td>
<td>$211.7</td>
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<tr>
<td>I-5 North – North of Buena Vista to South of Magnolia Blvd</td>
<td>Measure R Highway Capital Project</td>
<td>$397.0</td>
</tr>
<tr>
<td>I-5 North – Magnolia Blvd to SR 134</td>
<td>Measure R Highway Capital Project</td>
<td>$168.2</td>
</tr>
<tr>
<td>I-605 Corridor Hot Spots – I-605/I-5 Interchange Improvement</td>
<td>Measure R Highway Capital Project</td>
<td>$28.7</td>
</tr>
<tr>
<td>I-605 Corridor Hot Spots – I-605/SR 60 Interchange Improvement</td>
<td>Measure R Highway Capital Project</td>
<td>$41.2</td>
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<tr>
<td>I-605 – Beverly Interchange Improvement Project</td>
<td>Measure R Highway Capital Project</td>
<td>$3.7</td>
</tr>
<tr>
<td>I-605/Valley Boulevard Interchange Improvements</td>
<td>Measure R Highway Capital Project</td>
<td>$2.2</td>
</tr>
<tr>
<td>SR-60/7th Avenue Interchange Improvements</td>
<td>Measure R Highway Capital Project</td>
<td>$2.3</td>
</tr>
<tr>
<td>EB SR-91 Atlantic Ave. to Cherry Ave. Auxiliary Lane Improvements</td>
<td>Measure R Highway Capital Project</td>
<td>$7.4</td>
</tr>
<tr>
<td>I-405 Crenshaw Blvd On and Off Ramp Improvements</td>
<td>Measure R Highway Capital Project</td>
<td>$24.4</td>
</tr>
<tr>
<td>I-405 Auxiliary Lanes - Artesia Blvd to I-105</td>
<td>Measure R Highway Capital Project</td>
<td>$4.1</td>
</tr>
<tr>
<td>I-710 (South) Corridor Improvement Projects</td>
<td>Measure R Highway Capital Project</td>
<td>$141.0</td>
</tr>
<tr>
<td>I-710 (South) Early Action Projects - Soundwall Projects (3 locations)</td>
<td>Measure R Highway Capital Project</td>
<td>$10.1</td>
</tr>
<tr>
<td>SR-91 Acacia Court to Central Ave.</td>
<td>Measure R Highway Capital Project</td>
<td>$5.0</td>
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<tr>
<td>SR-91 (WB) Shoemaker to Alondra Improvements</td>
<td>Measure R Highway Capital Project</td>
<td>$41.7</td>
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<tr>
<td>SR-710 (North) Mobility Improvement Projects</td>
<td>Measure R Highway Capital Project</td>
<td>$1,026.5</td>
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<tr>
<td>Soundwall Package 10</td>
<td>Measure R Highway Capital Project</td>
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<tr>
<td>Soundwall Package 11</td>
<td>Measure R Highway Capital Project</td>
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<tr>
<td><strong>Measure R Highway Total</strong></td>
<td><strong>Measure R Highway Total</strong></td>
<td><strong>$3,170.5</strong></td>
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<tr>
<td>21 SR 57/SR 60 Interchange Improvements</td>
<td>Other Highway Projects</td>
<td>$58.4</td>
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<tr>
<td>22 SR 71: Interstate 10 to Mission Blvd</td>
<td>Other Highway Projects</td>
<td>$40.4</td>
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<tr>
<td>23 SR 71: Mission Blvd to SR-60 (South)</td>
<td>Other Highway Projects</td>
<td>$175.5</td>
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<td><strong>Other Highway Total</strong></td>
<td><strong>Other Highway Total</strong></td>
<td><strong>$274.3</strong></td>
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<tr>
<td>24 I-5 North HOV Project SR 14 to Parker Road</td>
<td>Highway Construction</td>
<td>$679.4</td>
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<tr>
<td>25 I-605 from SR-91 to South Street Improvements</td>
<td>Highway Construction</td>
<td>$23.1</td>
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<tr>
<td><strong>Highway Construction Total</strong></td>
<td><strong>Highway Construction Total</strong></td>
<td><strong>$702.5</strong></td>
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<tr>
<td><strong>HIGHWAY PROGRAM TOTAL</strong></td>
<td><strong>HIGHWAY PROGRAM TOTAL</strong></td>
<td><strong>$4,147.3</strong></td>
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</tbody>
</table>
## Appendix: Project Listing by Type

<table>
<thead>
<tr>
<th>REGIONAL RAIL</th>
<th>TYPE</th>
<th>CURRENT EST. ($M.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 LINK Union Station Project (Phases A and B)</td>
<td>Regional Rail</td>
<td>$99.8</td>
</tr>
<tr>
<td>2 Doran Street and Broadway/Brazil Safety and Access Project</td>
<td>Regional Rail</td>
<td>$11.6</td>
</tr>
<tr>
<td>3 Brighton to Roxford Double Track Project</td>
<td>Regional Rail</td>
<td>$16.7</td>
</tr>
<tr>
<td>4 Rosecrans/Marquardt Grade Separation Project</td>
<td>Regional Rail</td>
<td>$26.5</td>
</tr>
<tr>
<td>5 Lone Hill to White Double Track Project</td>
<td>Regional Rail</td>
<td>$10.0</td>
</tr>
<tr>
<td><strong>REGIONAL RAIL TOTAL</strong></td>
<td></td>
<td><strong>$164.6</strong></td>
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<tr>
<td><strong>TOTAL PROGRAM</strong></td>
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<td><strong>$20,055.5</strong></td>
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