Board Meeting: October 2015
Issue Date: 9/20/2015

Finance and Audit Committee Performance Metrics

Construction Package 2-3
Contract No. HSR 13-57

Safety
- Authority Safety Incident Rate
- Contractor Safety Incident Rate

Cost
- Design & Construction Support Cost
- Contingency

Schedule
- Schedule Performance Index (SPI)

Quality
- Construction Non-Conformance Report (NCR) Rate

Economic Benefits
- Disadvantaged/Small/Disabled Veteran/Micro Business Enterprises
- All National Targeted Workers
- Disadvantaged Workers

PERFORMANCE METRICS

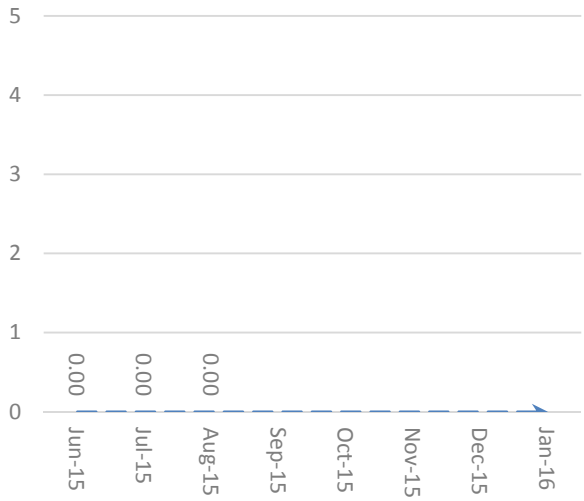
The following performance metrics for Construction Package 2-3, a design-build project, are intended to give the Authority's Board of Directors and other key stakeholders a high level overview of the performance of this project.
Safety is a top priority and listed first, followed by key metrics for cost, schedule, and quality, as all are fundamental metrics for the management of the project. In addition and in support of the business aspects of the project, three key metrics are included for economic benefits. The Authority's management team, both on the project site and at the headquarters in Sacramento, will also review other aspects of the project's performance. The Authority will track and monitor the trends of these performance metrics to proactively manage the project.

Performance Metrics

SAFETY

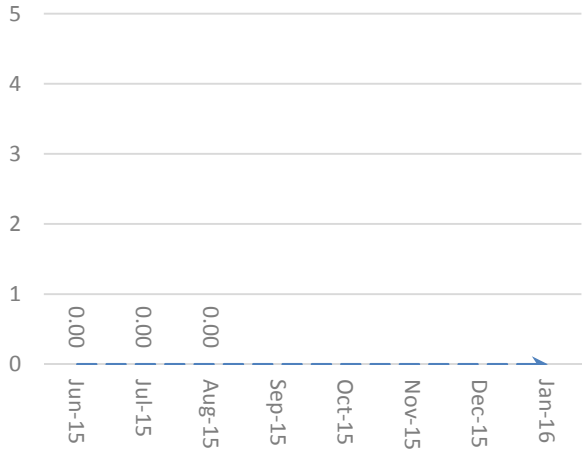
Authority Safety Incident Rate

[Number of injuries and illnesses] ÷ [Employee hours worked] * [200,000]



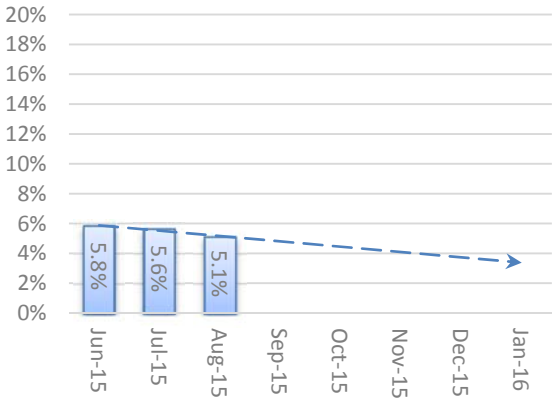
Contractor Safety Incident Rate

[Number of injuries and illnesses] ÷ [Employee hours worked] * [200,000]



COST

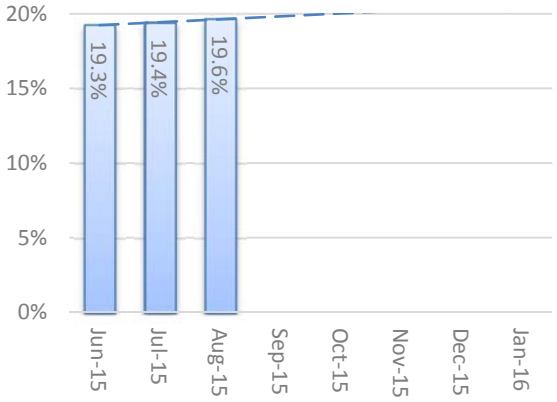
Design & Construction Support Cost
[Design & Construction Support Cost] ÷ [DB Invoiced to Date Amount]



1. Design & Construction Support Costs (PCM Invoiced to date) = $3,399,558.52;
   DB Invoiced to date = $66,462,877.62
2. Currently at 5.1%, performance target is < 6%.

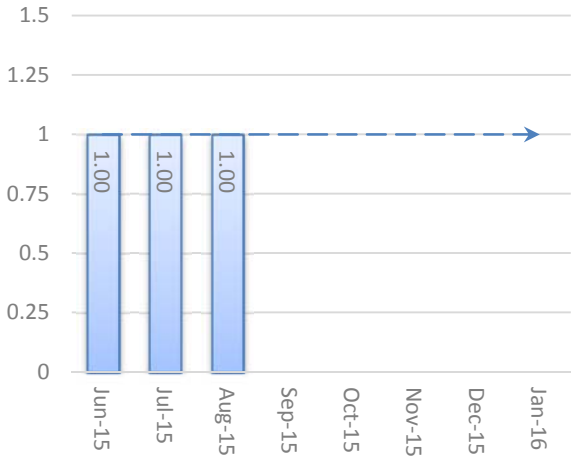
COST (Continued)

Contingency
[Remaining Contingency Value] ÷ [Remaining Contract Value]



SCHEDULE

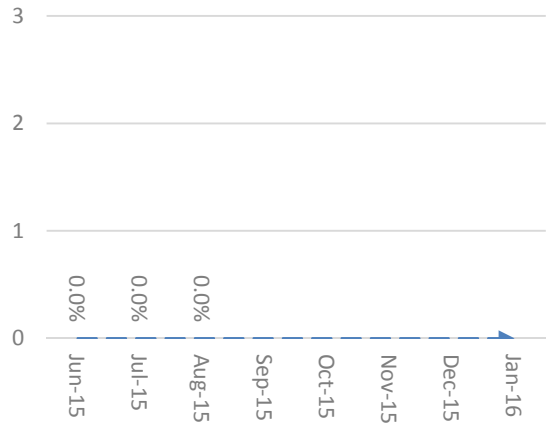
Schedule Performance Index (SPI)
[Earned Value] ÷ [Planned Value]



1. Earned Value = $66,461,877.62; Planned Value = $66,462,877.62
2. Currently at 1, performance target is >1.

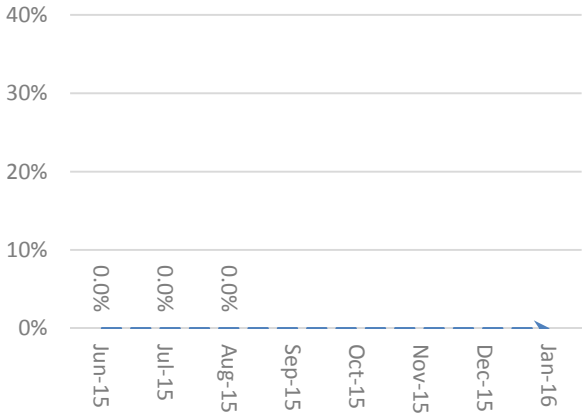
QUALITY

Construction Non-Conformance Report (NCR) Rate
[Non-Conformance Reports] ÷ [Construction Dollars Earned] * [5,000,000]



ECONOMIC BENEFITS

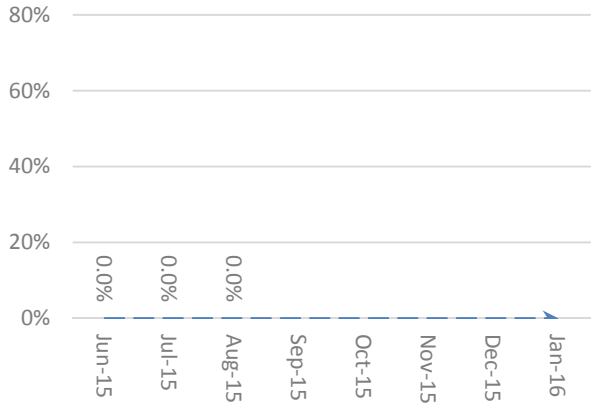
Disadvantaged/Small/Disabled Veteran/Micro Business Enterprises
[Total Value of DBE/SBE/DVBE/MB Contracts Signed to Date with the DB Contractor] ÷ [DB Contract Value]



ECONOMIC BENEFITS (Continued)

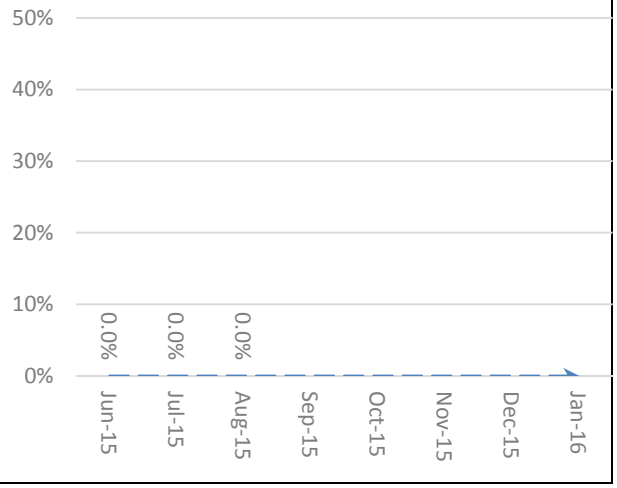
All National Targeted Workers

[National Targeted Worker Craft Hours to Date[1]] ÷ [Total Craft Hours to Date[1]]



Disadvantaged Workers

[Disadvantaged Worker Craft Hours to Date[1]] ÷ [National Targeted Worker Hours[1]]



[1]Estimated value

Performance Metrics – Explanatory Details

Category	Description
General	Data Period
Description	The Performance Metrics represent the period of 06/12/15 (Limited Notice to Proceed) to 9/15/2015.
Safety	Authority Safety Incident Rate: [Number of injuries and illnesses x 200,000] ÷ [Employee hours worked] *
Description	• The goal is to contain the incidence rate at ≤ 3.2. • Benchmark: The average incidence rate per the 2012 U.S. Bureau of Labor Statistics, U.S. Department of Labor for heavy and civil engineering construction is 3.2. • Authority (CP 2-3 Authority and Consultant on-site staff) has zero incidents of recordable injury or illness to date. • The Consultant staff has 22,900 hours worked to date. The incidence rate represents the number of nonfatal occupational injuries and illnesses per 100 full-time workers and is calculated as: (N x 200,000)÷EH, where N = number of injuries and illnesses EH = total hours worked by all employees during the calendar year 200,000 = base for 100 equivalent full-time workers (working 40 hours per week, 50 weeks per year).
Safety	Contractor Safety Incident Rate: [Number of injuries and illnesses x 200,000] ÷ [Employee hours worked] *
Description	• The goal is to contain the incidence rate at ≤ 3.2. • Benchmark: The average incidence rate per the 2012 U.S. Bureau of Labor Statistics, U.S. Department of Labor for heavy and civil engineering construction is 3.2. • Design-Build Contractor (DB) has zero (0) incidents of recordable injury or illness to date. • Design-Build Contractor (DB) has zero hours worked to date. • The incidence rate represents the number of nonfatal occupational injuries and illnesses per 100 full-time workers and is calculated as: (N x 200,000)÷EH, where N = number of injuries and illnesses EH = total hours worked by all employees during the calendar year 200,000 = base for 100 equivalent full-time workers (working 40 hours per week, 50 weeks per year).
Cost	Design & Construction Support Cost: [Design & Construction Support Cost] ÷ [DB Invoiced to Date Amount]
Description	• The goal is to keep the support cost at ≤ 6%. • Benchmark: Transit Cooperative Research Program (TCRP) Report 138 is an industry resource for understanding soft costs and was sponsored by the FTA. Construction Administration & Management should be in the range of 5% to 6% of construction costs. • The Design & Construction Support Cost encompasses the Project & Construction Management Team (PCM) invoiced to date amount = $3,399,558.52. • The DB Invoiced to Date Amount = $66,461,877.62.

Cost	Contingency: [Remaining Contingency Value] ÷ [Remaining Contract Value]
Description	• The goal is contain the contingency in the range of 10-20%. • Benchmark: As per guidelines by Federal Transit Authority cost for contingency should be in the range of 10% to 20% of construction cost during the 15% - 30% Preliminary Design Report. • *(Note: The contingency percentage will be adjusted per FTA guidelines as design and construction move forward.)* • The Remaining Contingency = [Current Allocated Contingency Amount] – [Executed Change Orders Affecting Contingency] = $260,930,000. • The Remaining Contract Value = [Revised DB Contract Amount] – [Authority Approved Invoices to Date] = $1,328,376,012.38.
Schedule	Schedule Performance Index (SPI): Earned Value (EV) ÷ Planned Value (PV)
Description	• The goal is to achieve SPI ≥ 1, which is same as ≥ 100% when expressed in percent. • Benchmark: As per guidelines by PMI (Project Management Institute, World Wide) the SPI should be ≥ 1 or 100%. • At a value of 100% the Project is forecasted to complete on-time. • EV = Percent Complete x BAC (Budget at Completion) • PV= Planned Value • Planned Value in dollars to be spent to data date will be derived from the approved baseline schedule once approved in approximately December 2015 (Submittal due 95 workdays after July 25, 2015 NTP).
Quality	Non-Conformance Report (NCR) Rate: [Construction Non-Conformance Reports] ÷ [Construction Dollars Earned] * [5,000,000]
Description	• The goal is to maintain a NCR rate of ≤ 1.0. This represents 1 construction non-conformance report per $5M of construction work performed. • The baseline schedule is not required to be submitted until late October 2015 (95 workdays after the July 25, 2015 NTP). As such, it is premature to estimate the allocation of costs to construction activities. Upon approval of the cost loaded baseline schedule, an estimate of the expected number of NCRs over the duration of construction will be made. • This metric is a measure of the quantity of non-conforming work issues identified on the project, based on the KPI Standard organization's Heavy and Civil Engineering Construction definition. • The target rate identified is preliminary and is derived from the professional judgment of multiple quality managers and construction professionals. This metric will be measured and trended for refinement throughout the life of the CP2-3 project and across multiple High Speed Rail construction packages to develop a performance standard for the High Speed Rail. • $0 has been billed for construction work through the reporting period. • Zero Construction NCRs have been recorded through the reporting period.

Economic Benefits	Disadvantaged/Small/Disabled Veteran/Micro Business Enterprises: [Total Value of DBE/SBE/DVBE/MB Contracts Signed to Date with the DB] ÷ [DB Contract Value]
Description	• The current goal is achieve ≥30% • Benchmark: As the project design is refined, the DB executes DBE/SBE/DVBE/MB subcontracts for specific portions of work. To date, the DB has not provided a schedule of when all of the DBE/SBE/DVBE/MB subcontracts will be signed. The Project and Construction Management Team set goals of 30% over the course of the project. • DB is in the process of executing subcontracts with DBE/SBE/DVBE/MB firms. This metric will be measured in future pay applications.
Economic Benefits	All National Targeted Workers: [National Targeted Worker Craft Hours to Date] ÷ [Total Craft Hours to Date]
Description	• The goal is ≥ 30% as identified in the contract. • Benchmark: The Community Benefits Agreement requires a minimum of 30% of all hours of Project Work shall be performed by National Targeted Workers. The data is officially reported quarterly and estimated monthly by the DB. • DB has zero National Targeted Worker craft hours to date. • DB has zero craft hours to date.
Economic Benefits	Disadvantaged Workers: [Disadvantaged Worker Craft Hours to Date] ÷ [National Targeted Worker Hours to Date]
Description	• The goal is ≥ 10% as identified in the contract. • Benchmark: The Community Benefits Agreement requires a minimum of 10% of all National Targeted Worker hours shall be performed by Disadvantaged Workers. The data is officially reported quarterly and estimated monthly by the DB. • DB has zero Disadvantaged Worker craft hours to date. • DB has zero National Targeted Worker hours to date.