



**DIVISION OF LOCAL ASSISTANCE**  
**Office of Policy Development and Quality Assurance**

**A&E Consultant Selection and Procurement**  
**PERFORMANCE MEASURES #17-01**

**FINAL REPORT**

- |                        |   |                           |
|------------------------|---|---------------------------|
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# TABLE OF CONTENTS

I. Executive Summary	1
II. Process Review	2
A. Background	2
B. Process Review Goals and Methodology	2
C. Process Review Analysis	2
D. Process Review Team	7
E. Process Review Findings	7
F. Observations	8
G. Recommendations	12

## CHARTS

Chart 1: Overall Average Compliance of Performance Measures	1
Chart 2: Performance Measures	4
Chart 3: Project Compliance	7

## TABLE

Table 1: Process Review Analysis	5
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## ATTACHMENTS

Attachment A: Process Review Sample Size and Methodology	14
Attachment B: List of Projects/Local Agencies in the Process Review	15



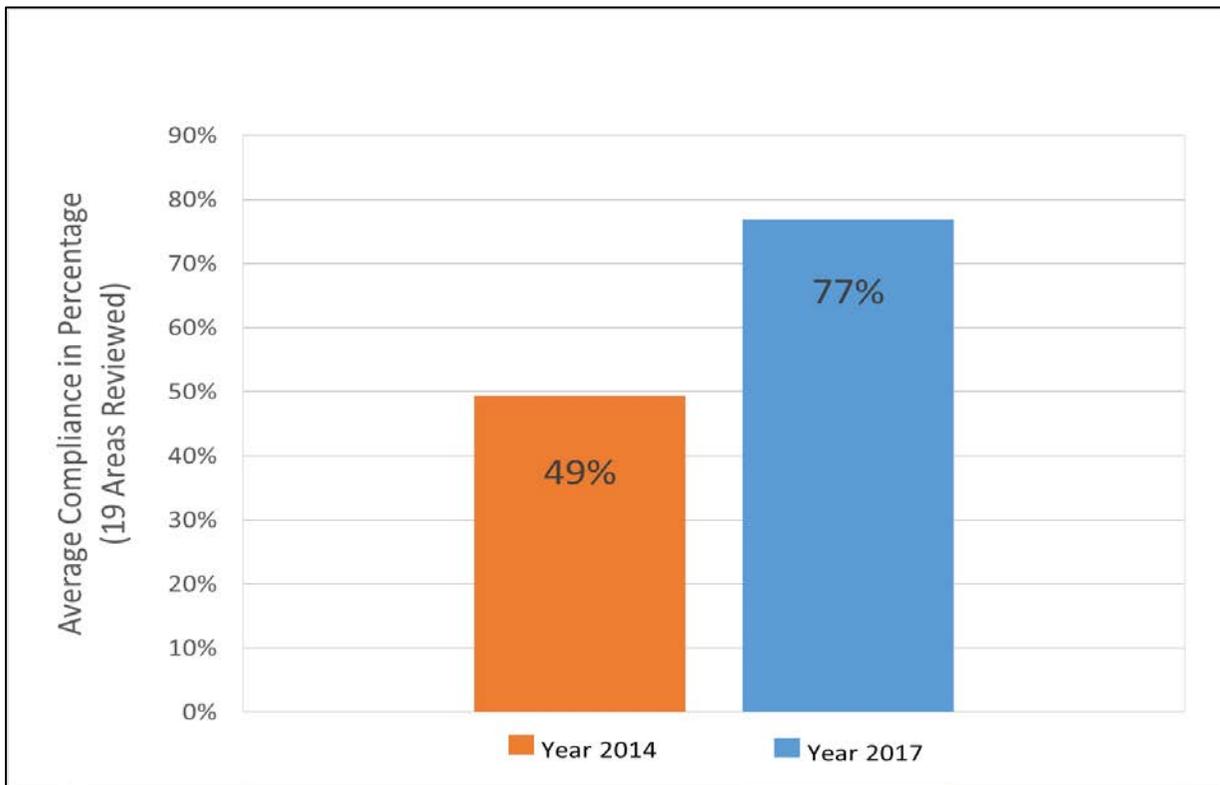
## I. Executive Summary

In 2014, the California Department of Transportation (Caltrans) – Division of Local Assistance (DLA) conducted a process review of local agency federal-aid funded projects that utilized Architectural & Engineering (A&E) consultant contracts. The report, “A&E Consultant Selection and Procurement”, dated July 2, 2014, identified deficiencies in the procurement of A&E consultant contracts procured by local agencies. In response, an A&E Oversight Branch was created in order to provide enhanced guidance, oversight, and outreach. The A&E Oversight Branch developed guidance tools, conducted training, and provided support to the District Local Assistance Engineers (DLAE) and staff, and to the local agencies throughout the state in Federal Fiscal Year (FFY) 2015-2016 in an effort to address deficiencies and improve compliance.

In order to assess the effectiveness of the enhanced efforts over the last three years, DLA recently completed a process review. Most of the same categories in the 2014 report were used as a baseline and evaluated in this 2017 report, “A&E Consultant Selection and Procurement Performance Measures”. This process review evaluated 36 projects which were randomly selected for review.

The overall compliance found for the 19 areas measured in 2017 is 77% as shown in Chart 1 below. Although significant improvement in overall compliance was identified, the A&E Oversight Branch is developing a comprehensive plan and has several recommendations for achieving a goal of 95% compliance.

**Chart 1: Overall Average Compliance of Performance Measures**



## II. Process Review

### A. Background

Caltrans DLA completed a process review in 2014 establishing a baseline of compliance and areas for improvements. Refer to DLA Process Review #14-01, “A&E Consultant Selection and Procurement” final report dated July 2014.

In FFY 2015-16, various measures were taken by the A&E Oversight Branch to improve compliance. Some of these measures were: District and local agency training, Local Assistance Procedure Manual (LAPM) Chapter 10 enhancements, website improvements, and additional guidance tools to assist local agencies with their consultant contract procurements.

The same documentation related to the A&E procurement process, as in the 2014 process review, was collected from the selected agencies and analyzed for compliance. The review team randomly selected 36 local agency projects for this Performance Measures Report. For information regarding sample size, selection analysis, and methodology, refer to Attachment A.

Results from this 2017 review were compared with results from the 2014 process review, which are tabulated in Table 1 of this report.

### B. Process Review Goals and Methodology

The primary goal of this process review was to measure the effectiveness of the A&E Oversight Program, which was improved to provide guidance, oversight, and outreach to the local agencies in order to reduce deficiencies in complying with federal and state regulations when conducting consultant selection and procurement. The goal of the A&E Oversight Program for 2018 is to reach 85% compliance for the 19 areas reviewed with an ultimate goal of 95% compliance.

The majority of the contracts reviewed were executed between October 1, 2015 and September 30, 2016. A report was generated from the LP2000 database to produce a list of projects that had been executed within this timeframe. Projects were then chosen based on the number of projects authorized per District with a split of nearly an even number of projects between the northern and southern geographic areas of the State. Most Districts had at least one project reviewed.

A sufficient number of projects were selected within this one-year period (FFY 2015-2016) to provide a representative sample of executed local agency consultant contracts.

### C. Process Review Analysis

Documents were evaluated from the 2017 process review and compared to the 2014 review. Refer to Chart 2: Performance Measures and Table 1: Process Review Analysis below for more information.

For the 36 randomly selected projects (See Attachment B for a list of projects), documentation to support the advertising, selection, and approval of the local agency consultant contracts was sought to determine compliance with the 23 CFR 172 and other requirements. The federal-aid transportation



project files for each of the selected consultant contracts were requested from the local agencies, along with the following documents specifically requested to be submitted for review:

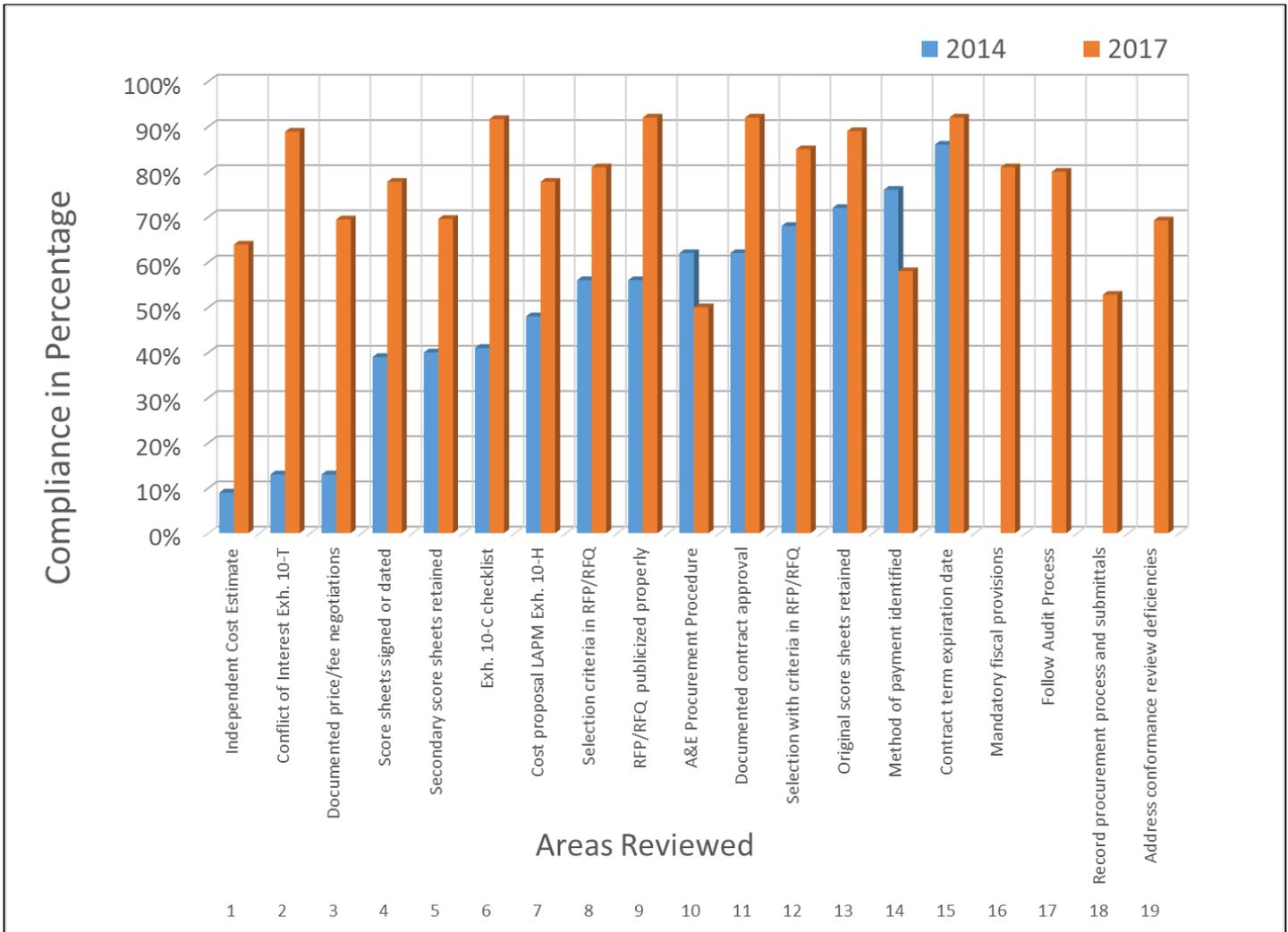
- Independent Cost Estimate
- Conflict of Interest Statements (Exhibit 10-T) signed by all panel members
- Documentation for cost negotiations
- All score sheets used for evaluations
- All secondary score sheets used for evaluations
- Completed Consultant Contract Reviewer Checklist (Exhibit 10-C)
- Cost proposal
- Copy of RFQ/RFP documents
- Documentation of advertisement
- Records of date/time stamped submittals, addendums, responsiveness checklist
- Copy of council/commission action to award contract
- Copy of executed contract
- Copy of conformance letter if applicable
- Copy of agency procurement process

Desk reviews were performed on 36 projects using the documentation listed above. The 2017 review mirrored the same questions from the 2014 review in order to perform a quantitative analysis and to measure the effectiveness of previous enhanced guidance, oversight, and outreach efforts.

Table 1 shows the list of areas/items for which it was determined that a quantitative evaluation would be appropriate within the scope of this review. Shown to the right of each item is the compliance percentage, which was calculated by dividing the number of projects in compliance for a specific area reviewed by the total number of the projects reviewed for the specific area. The 2014 report measured 15 areas, and four more areas were added for investigation for a total of 19 areas that are considered important.



Chart 2: Performance Measures





**Table 1: PROCESS REVIEW ANALYSIS**

NO.	AREA EVALUATED	LEVEL OF COMPLIANCE		
		2014	2017	CHANGE
1	Local Agency has independent cost estimate prior to review of proposals – 23 CFR 172.7(a)(1)(v)(B)	9%	64%	+55%
2	Consultant Selection Panel Members complete mandatory Conflict of Interest statements – 23 CFR 172.7(b)(4) and LAPM Exhibit 10-T	13%	89%	+76%
3	Price/fee negotiations are documented – 23 CFR 172.7(a)(1)(v)(E)	13%	69%	+56%
4	Score sheets are signed and dated	39%	78%	+39%
5	Secondary score sheets are retained – 23 CFR 172.7(a)(1)(iv)(F)	40%	70%	+30%
6	LAPM Consultant Contract Reviewer Checklist (Exhibit 10-C) is used – LAPM Chapter 10	41%	92%	+51%
7	Contract cost proposal meets LAPM standard (Exhibit 10-H). (e.g. labor cost is broken down into direct, indirect and profit components) – LAPM Chapter 10 and 23 CFR 172.11	48%	78%	+30%
8	Selection criteria and weights are properly defined in RFP/RFQ – 23 CFR 172.7(a)(1)(ii)(C)	56%	81%	+25%
9	RFP/RFQ is solicited by public announcement/advertisement – 23 CFR 172.7(a)(1)(i)	56%	92%	+36%
10	Local Agency has written Policy and Procedures for procuring A&E contracts – 23 CFR 172.5(a)(1)	62%	50%	-12%
11	Local Agency documents contract approval/authorization action – LAPM Chapter 10	62%	92%	+30%
12	Selection is made using criteria stated in RFP/RFQ – 23 CFR 172.7(a)(1)(iv)(D)	68%	85%	+17%



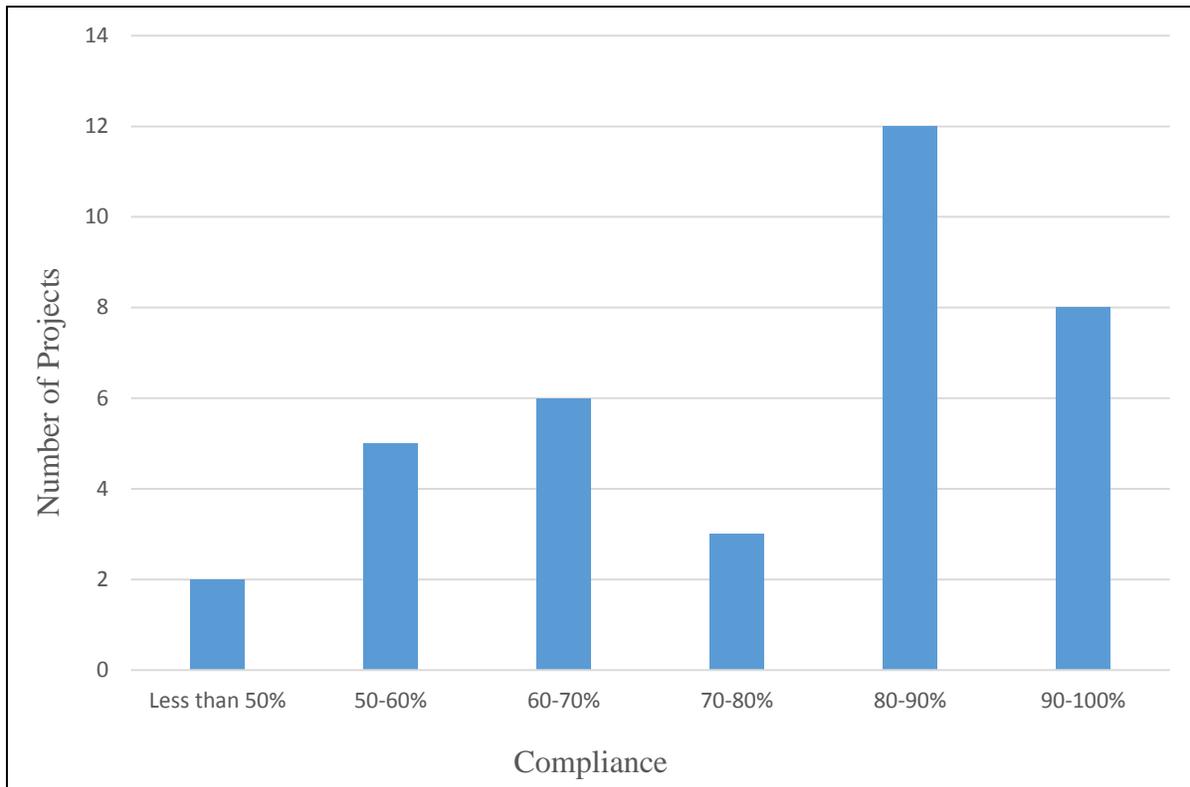
**Table 1: PROCESS REVIEW ANALYSIS**

NO.	AREA EVALUATED	LEVEL OF COMPLIANCE		
		2014	2017	CHANGE
13	Original score sheets are retained – 23 CFR 172.7(a)(1)(iv)(F)	72%	89%	+17%
14	Method of payment is clearly identified in RFP/RFQ – 23 CFR 172.7(a)(1)(ii)((D)	76%	58%	-18%
15	Contract term has expiration date – LAPM Chapter 10, Exhibit 10-R	86%	92%	+6%
16	Contract has mandatory provisions specified in LAPM Chapter 10, Exhibit 10-R	Data was not collected	81%	N/A
17	Local Agency follows the Audit Process	Data was not collected	80%	N/A
18	Local Agency records procurement process and submittals – 23 CFR 172.5 and 2 CFR 200.318(i)	Data was not collected	53%	N/A
19	Local Agency addresses conformance review deficiencies, if applicable	Data was not collected	69%	N/A

Besides analyzing the 19 individual areas for compliance (see Chart 2), the overall compliance for each project was also analyzed. The results showed 58% (21 out of 36) of the projects reviewed exceeded the average 77% compliance. Chart 3 shows the project compliance with 12 projects exceeding the interim 85% goal.

The A&E Oversight Branch will develop a comprehensive plan for 2017 to accomplish a minimum 85% compliance for each individual 19 areas. The plan will also be expanded to address deficiencies in other areas of importance and consider the overall compliance per project, per agency, and per District. This information will help refine the training and outreach to focus on critical areas needing improvements.

**Chart 3: Project Compliance**



#### **D. Process Review Team**

The review team consisted of four engineers from the A&E Oversight Branch, under the Office of Policy Development and Quality Assurance.

##### **A&E Oversight Branch**

Felicia Haslem, A&E Oversight Program Manager  
Mohammad Maljai, A&E Oversight Engineer  
Sukhdeep Nagra, A&E Oversight Engineer  
The' Pham, A&E Oversight Support Engineer

#### **E. Process Review Findings**

A comparison between the above findings and the 2014 review performed by Caltrans DLA, in which identical issues were reviewed, indicates that the results in most cases significantly improved.

In addition to the areas listed above, for which the findings are quantitative, other issues were assessed in this review. These other areas were not evaluated quantitatively for reasons such as: the nature of the issue made it difficult to quantify, or the issue did not apply to a significant number of procurements to provide for useful quantification. These other areas are listed below in Section F and while quantitative findings were not made, some pertinent related observations are included.

## **Findings Summary**

There were significant improvements overall in local agency compliance with federal and state regulations especially in complying with having performed an independent cost estimate, keeping signed copies of LAPM Exhibit 10-T, and documenting price fee negotiations. The review also identified improvement opportunities in some of the local agency procedures, which are addressed in the recommendations.

## **F. Observations**

### **Process Review Observations**

The quantitative findings show positive results. A brief discussion on the notes and observations pertaining to the issues causing the agency documents to be out of compliance with quantitative findings in Table 1 are highlighted below.

- (1) Independent Cost Estimate prior to receipt of proposals (64%)
  - Federal regulations, including 23 CFR 172.9, require an independent cost estimate to be used as a basis for negotiations and to ensure services are attained at a fair and reasonable price. This estimate is to be prepared prior to receipt or review of the most highly qualified consultant's cost proposal and should include an appropriate breakdown of the work or labor hours, types or classifications of labor required, other direct costs, and consultant's fixed fee for the defined scope of work.
  - The majority of the packages reviewed did include documentation of a cost estimate having been done. However, several do not meet the CFR/LAPM requirements. Some agencies sent in their construction estimate, programming sheet, or the estimate prepared by the consultant, which clearly identifies the need for more training in this area.
  - In some cases, local agencies compare cost proposals to those from previous contracts.
  - Based on this review, this is an area with the greatest amount of improvement. The 2014 review found 9% compliance with this review noting a 55% increase in compliance.
- (2) Documentation of Conflict of Interest Statements provided (89%)
  - Although most agencies had documented Exhibit 10-T, some exhibits were not thoroughly filled in or signed by the contract administrator.
  - Some agencies had their own version of the Conflict of Interest form.
- (3) Price/fee negotiations documented (69%)
  - Most negotiation documentation were documented as correspondences through email.
  - Lack of experience in labor cost negotiations may be one of the reasons for lack of a viable negotiation.
- (4) Score sheets were signed or dated (78%)
  - Many agencies had spreadsheets but not original score sheets.
  - Many sheets were signed but not dated.
  - Several agencies had a panel number on the score sheets without a separate name key to identify/tie back to the actual name, such as Panel # 1 or Panel # 2. Although confidentiality can be a useful tool, a name key as a paper trail to be able to validate documents is necessary.

- (5) Secondary score sheets retained (70%)
  - If an optional interview evaluation was performed, the original score sheets and final ranking documentation are to be retained, same as in (4) above.
  - Some score sheets were unsigned and undated, and some were spreadsheets.
- (6) Consultant Contract Reviewer Checklist (LAPM Exhibit 10-C) was used (92%)
  - A primary intent of the LAPM Exhibit 10-C is to provide a checklist that a local agency can use to help insure applicable requirements have been met prior to contract execution.
  - Some packages included Exhibit 10-Cs in which the Exhibit 10-C was either completed sometime after the related contract was executed, or boxes were checked even though it could not be shown that the items those boxes pertained to had actually been satisfied.
- (7) Contract cost proposal meets the LAPM standard (Exhibit 10-H) (78%)
  - Several of the packages reviewed did not include documentation including a breakdown of the items indicated in 23 CFR 172.7.
- (8) Selection criteria and weights properly identified (81%)
  - Some specific/common areas of non-compliance were:
    - Criteria listed in RFP/RFQ, but no weights assigned to the individual criteria.
    - One agency did not have any evaluation criteria list in the solicitation document.
- (9) RFQ publicized in newspaper or technical publication of widespread circulation (92%)
  - Several agencies posted to their local agency’s website only.
  - A couple of agencies used a mailing list only.
  - Many agencies advertised in their local papers and on their agency’s website only.
  - Many appear to be using services such as Bidsync.com, or A&E CIN (A&E Consultants Information Network), which appear to be quite useful.
- (10) Local Agency recorded procurement process and submittals (50%)
  - Many local agencies did not time/date stamp submittals but do have log sheets and signatures/times of proposers.
- (11) The local agency provided documentation of contract approval/authorization (92%)
  - The contract is approved/authorized either by the Board of Supervisors, City Council resolution, or commission approval.
  - A few local agencies did not provide a record of contract approval/authorization.
  - One record shows that the approval/authorization was not signed.
- (12) Selection was, or appears to have been, made using criteria in RFP/RFQ (85%)
  - A few local agencies did not provide documentation that selection criteria were retained.
  - One record shows criteria were not listed.



- (13) Original score sheets were retained (89%)
  - A couple of local agencies relied on summary of scores and final tabulated results as the only source of documentation, which is inadequate.
  - One record shows score sheets were unsigned.
- (14) Method of payment was clearly identified in RFP/RFQ (58%)
  - Most deficiencies were due to method of payment which was identified in the final agreement but not in the RFP/RFQ.
  - A couple of local agencies had different methods of payment in RFP/RFQ and final agreement.
- (15) Contract Term (if any) included an expiration date (92%)
  - A few contracts did not appear to include an expiration date.
  - One record indicates that the term is in effect until work has been complete.
- (16) Contract includes the mandatory provisions specified in LAPM Exhibit 10-R (81%)
  - LAPM Exhibit 10-R provides A&E Sample Contract Language that includes mandatory contract provisions and suggested language to cover those provisions. Local agencies can modify specific language based on recommendations from their own attorneys to fit project or local agency needs.
  - Although most of the mandatory provisions specified in LAPM Exhibit 10-R are included in the contract, some of the mandatory provisions are not verbatim.
- (17) Local agency follows the audit process (80%)
  - Local agencies must submit LAPM Exhibit 10-K to Caltrans A&I to initiate A&E Consultant Audit Review Process for contracts of \$150,000 or more.
  - Some local agencies did not appear to submit LAPM Exhibit 10-K to Caltrans A&I.
- (18) Local agency has a documented A&E procurement procedure (53%)
  - Most local agencies have their own procedures but the procedures varied widely in content and comprehensiveness. Most procedures were inadequate, needed more details, did not include A&E procurements, or severely lacked content to satisfy the Brooks Act.
- (19) Local agency addressed conformance review deficiencies, if applicable (69%)
  - Conformance review did not apply to the majority of the projects reviewed because they were under \$1 million.
  - Four local agencies either did not provide documentation or did not address the conformance review.

In the observations above, in some instances where the agency was considered not in compliance, it may be that there was compliance during the process, but that the local agency did not retain or was unable to locate the respective records for Caltrans review or the documents were not completed to Caltrans level of acceptance. Regardless, retention of records is a federal regulation (23 CFR 172.7) and included in the language in Article V of a local agency's Master Agreement for federal aid projects (document retention required for three years from the date of final payment).

### **Outreach Observations**

The process to select and procure consultants for A&E services requires a time consuming effort, with a multitude of state and federal requirements to be met over the course of the process. Based on outreach with the Districts, local agencies, solicitation document reviews, and process reviews the team noted the following observations:

- Local agencies with limited resources are seriously challenged to meet all federal requirements related to the Brooks Act during the consultant contract procurement process.
- Local agencies lack expertise such as cost estimating or negotiating consultant labor costs.
- Local agencies do not retain institutional knowledge because of staff turn-over.
- Local agencies conduct procurement activities every few years, and therefore, lack consistency throughout the process resulting in inadequate compliance with applicable requirements.
- Local agencies are aware of available guidance (LAPM, FHWA, A&E website); but need additional assistance in using these tools effectively and consistently.
- Local agencies are not aware of the requirements specific to on-call contracts and prequalified lists.
- Additional training, customized according to District and local agency needs is necessary.

### **Other/General Observations**

Regarding Caltrans Guidance, LAPM Chapter 10 includes sufficient guidance that should allow local agency personnel who are familiar with the chapter, and who are able to take the necessary time to follow the chapter closely through the process, to be able to comply with the applicable requirements. That said, there are updates that could help to improve the manual. Additional content to be incorporated into Chapter 10 specific to on-call contracts and the unique aspects associated with selecting and procuring (and likely administering) on-call consultants is appropriate. Clear guidance to local agencies on how to assign task orders when multiple firms are involved for instance, would be helpful.

Training to local agencies and to the Districts would likely be helpful in this area and is included in the recommendations that follow. However, the results of this review suggest that training alone may not be adequate to ensure that non-compliances are acceptably minimized. For instance, even when the Consultant Contract Reviewers Checklist (LAPM Exhibit 10-C) is used, and the appropriate boxes have been checked to indicate compliance with various requirements, at least several review packages showed that the checkbox was checked without compliance (e.g. the Exhibit 10-C includes a box for an independent cost estimate having been completed and in some instances, even when the box was checked, the corresponding package provided often did not include such an estimate).

Additional oversight and assistance provided to local agencies may be necessary to significantly increase compliance.

### **List of Issues in Consultant Selection Process Review Not Evaluated Quantitatively**

The A&E Oversight Engineers continue to consultant with District and local agency personnel to determine issues that are current or speculated. Although not evaluated quantitatively due to the complexity of the issue and time constraints, the following topics are considered for future consideration:



- Are consultant employees serving in a local agency management role participating in the consultant selection process?
- Was arbitrary action taken or changes made to RFQ/RFP requirements between the solicitation period and award?
- Did local agency have a defined procedure for assigning “task orders” for an on-call contracts?
- Did local agency review SOQs/SOPs to ensure completeness and responsiveness?
- Did Caltrans/DLAE participate in consultant selection process?
- Did local agency seek input from Caltrans/DLAE during consultant selection process?
- Does A&E contract scope allow for design and construction inspection on the same project?

## G. Recommendations

The A&E Oversight Branch is developing a comprehensive plan to address the issues that have been identified. Strategies include working with FHWA to resolve the issues pertaining to consultant engineers serving in an agency management role and partnering with A&I to adequately address deficiencies found during their reviews.

The process review team has several recommendations for moving forward to increase compliance of local agencies with federal regulations to A&E consultant contracts which include:

***Provide Feedback:*** Provide a debriefing to each local agency that was reviewed during the process review, to include findings related to each specific project and procurement.

***Training:*** Provide a strategic training program for local agencies and Caltrans (DLAE) and staff to ensure availability and accessibility. This includes the A&E Consultant Procurement Training throughout the State, expansion of the existing Federal Aid Series training to include an in-depth consultant contract procurement module and webinars. Provide customized on-demand trainings and workshops for Districts and local agencies identified through A&E process reviews and Construction Oversight Engineer recommendations. Assess the needs of each District and local agency.

***Local Assistance Procedure Manual:*** Continue to make improvements to the LAPM. This includes making Chapter 10 more user friendly by utilizing visual exhibits such as flow charts and fillable pdf forms, providing a more comprehensive checklist (Exhibit 10-C) and mandatory contract boilerplate (Exhibit 10-R2), eliminating duplicative forms and templates, and updating guidance and procedures for advertising, on-call contracts and pre-qualified consultant lists. Determine the best way to address DBE requirements for on-call contracts and get FHWA concurrence.

***Website Guidance:*** Continue to add tools and guidance material to the Local Assistance A&E Consultant Contract Procurement web page. Provide samples and handouts of documentation relating to the steps that need to be taken for common A&E procurements. Note-worthy tools developed by DLA are the RFQ/RFP templates, Selected Shorts Video Series, and Consultant Contract Compass. The videos are 90 seconds or less and focus on a specific topic. The Consultant Contract Compass guides the users through the procurement process.

***Mandatory Procedures:*** If a local agency chooses to develop and utilize its own procedures rather than adoption of the Local Assistance Consultant Procurement Manual and associated forms, allow them to do so subject to Caltrans review and approval of their procedures. Chapter 10 must be followed



regardless in accordance with the Master Agreement. Require all agencies hiring a consultant in a management role to submit requests prior to advertising to OPDQA, for FHWA approval.

***A&E Oversight Engineers:*** A&E Oversight Engineers will continue to provide active assistance and oversight to the Districts and local agencies during the A&E procurement process and perform process reviews throughout the year to monitor progress and effectiveness of training, guidance, and tools.



## Process Review Sample Size and Methodology

### The Universe of Consultant Contracts for Projects

The most accurate data available for identifying consultant contracts is the DBE tab in LP2000. However, this implies that the District engineers are entering in DBE data for their projects. Roughly 107 consultant contracts were executed in FFY15/16 according to the data in LP2000. Of these, 48 were contracts greater than \$150,000. The goal was to review at least 35 contracts. LP2000 had 60 executed contracts entered, which were less than \$150,000 in FFY15/16. Although this data provided a proper numerical sample, there were a couple of Districts that did not enter data into LP2000 so other methods were used. Also, other databases were checked for reliability and consistency. The conclusion is that Caltrans needs a consistent and reliable data source for future reviews.

A&I's spreadsheet for FY15/16 was also used and it showed 107 Exhibit 10-Ks were logged for FY15/16. Although both A&I and LP2000 databases showed the same number of contracts for FY15/16, the actual contracts did not match up. The search was expanded to include A&I Exhibit 10-Ks for FY16/17. Only 17 contracts matched up with the LP2000 data. This is due in part to A&I uses the State fiscal year, and also Exhibit 10-Ks are not necessarily reviewed in the year executed, but in the year seeking reimbursement (unless the contracts are over \$ 1mil.).

The construction and preliminary engineering E-76's for FFY15/16 were compared to the LP2000 data. There were 511 construction authorizations (includes CE and modifications) over \$150,000 and 142 PE authorizations over \$150,000 in FFY15/16. There was an overlap of 11 projects with the LP2000 data.

The agencies that attended training in FFY15/16 and agencies that were reviewed in 2014 were also considered.

Consultant contracts less than \$150,000 were not reviewed.

Projects were chosen by:

- All criteria aligned – attended training/Exhibit 10-Ks/LP2000/2014 review
- Nothing aligned – did not attend training/not previously reviewed/no documented Exhibit 10-K
- Randomly-picked projects from E-76's for Districts that had no or limited DBE data entered



## LIST OF PROJECTS/LOCAL AGENCIES IN THE PROCESS REVIEW

CALTRANS DISTRICT	PROJECT ID	LOCAL AGENCY	PROJECT DESCRIPTION
01	BRLO-5914(094)	Lake County	Bridge Replacement
01	BRLO-5910(091)	Mendocino County	Bridge Replacement
02	BRLO-5068(032)	City of Redding	Bridge Replacement
02	HSIPL-5905(100)	Trinity County	Improve Pavement Delineation and/or Markings
03	BRLO-5925(090)	El Dorado County	Replace Existing 1-Lane Truss Bridge with a New 2-Lane Bridge
03	BPMP-5918(086)	Sutter County	Bridge Preventative Maintenance Repairs
03	BRCMLO-5015(011)	City of Placerville	Bridge Replacement and Street Reconstruction (CMAQ) from the Hwy 50 Undercrossing to Main Street
03	HSIPL-5482(028)	City of Rancho Cordova	Signal Synchronization and Install New TMC in City Hall
03	CML-5089(025)	City of Lincoln	Sidewalk
04	BRLO-5935(052)	San Mateo County	New Bridge
04	STPL-6084(186)	Metropolitan Transportation Commission	Regional Planning-FDA Implementation
04	HPLUL-6273(060)	Alameda County	Preliminary Engineering
04	CML-5196(039)	City of Daly City	Pedestrian and Bike Facility Improvements
04	BRLO-5934(177)	San Francisco County	Bridge Rehabilitation
04	BRLS-5928(125)	Contra Costa County	Bridge Replacement
05	RSTPL-5416(011)	City of Marina	Imjin Parkway Widening Project
06	CML-5950(408)	Kern County	Pond Shoulder Paving Project
06	BPMP-5197(024)	City of Sanger	Bridge Preventative Maintenance Program
06	BHLS-5122(036)	City of Porterville	Jaye Street Bridge Widening Project
06	BRLSZ-5109(166)	City of Bakersfield	Preparation of Seismic Assessment and PS&E: Manor Street Bridge
07	BHLS-5006(195)	City of Los Angeles	Laurel Canyon Blvd. over Tujunga Wash Creek - Br No 53C-1233



CALTRANS DISTRICT	PROJECT ID	LOCAL AGENCY	PROJECT DESCRIPTION
07	HSIPL-5200(047)	City of Burbank	ITS project (Buena Vista, Glenoaks, Riverside, Magnolia, Luma & Lamer) - Upgrade/Interconnect Signals, Install Crosswalks
07	ATPL-5378(038)	City of Palmdale	ATP - Ped and Bikepath (class II) improvements.
08	BRLS-5954(127)	San Bernardino County	Bridge replacement - 54C-0318 National Trails Hwy @ Adenna Ditch Blvd
08	ATPL-5956(247)	Riverside County	Sidewalk, AC walkway, Curb & Gutter, ADA Compliance. West Side of Grapefruit Blvd (State Route 111)
08	CML-6164(021)	Coachella Valley Association	ITS Project. Signal Synchronization Various Locations Throughout Coachella Valley
10	BRLO-5929(240)	San Joaquin County	Pezzi Road Bridge over Calaveras River Replacement Project
10	STPL-5154	City of Lodi	Grade Separation Harney Lane at UPRR Overhead Project
10	STPL-6088(057)	San Joaquin Council of Governments	PA&ED Services for State Route 99/120 Interchange Connector Project
10	HRRRL-5926(040)	Amador County	New York Ranch Road/Ridge Road Intersection Improvement Project
10	HPLULN-5242(028)	City of Manteca	Road Related -Construct Full Access Interchange @ SR-120 / McKinley Ave with the Necessary Auxiliary
11	BRLO-5957(NBIL)	San Diego County	Low Water Crossing Country Club Drive over Escondido Creek National Bridge Inventory Line, OR 13th Street Bridge (515), OR Quarry Road Bridge (520)
11	STPL-5958(092)	Imperial County	Bridge 58C-0014 Forrester Rd over Westside Main Canal
11	BRLO-5004(009)	City of San Diego	Bridge Rehab. # 57C-0418 Georgia St. Overcrossing University Ave.
12	BRLO-5151(026)	City of Newport Beach	Bridge Replacement 55C-0015 Park Ave. on Balboa Island
12	STPLN-6071(118)	Orange County Transportation Authority	Roadway widening NB State Route 57 from Orangewood in Orange to Katela in Anaheim