FHWA Office of Operations:
Peer Exchange Workshop

Accelerating Delivery Through Innovative Contracting/Scheduling/Staging
Precept One

West Los Angeles:

Neighborhoods Choking on Traffic
Precept One

- In 2010, approximately 100 million vehicles traveled (north and south) on the I-405 through the Sepulveda Pass.
- At the Wilshire Bl/Veteran Av intersection (west of the I-405) approximately 120,000 vehicles pass through the intersection on an average work day.
- National assets near Mulholland Bridge: Getty art museum, Skirball Center, LAX, UCLA.
Precept One

View North at Route 405 / Route 10 Interchange
Scale of the I-405 project increases delays

- 26 bridges (replacement and widening)
- 68 retaining walls - 927,000 SF/53,000 LF
- 27 sound walls - 27,000 LF
- Cast-in-place concrete – 110,000 CY
- Excavation - 900,000 CY
- Backfill/Embankment – 600,000 CY
- Bridge piling - 86,000 LF
Scale of the Mulholland Bridge demolition affected residents

- Crews started placing traffic control devices one month prior to demolition of Mulholland Bridge.
- Friday night traffic control setup required 10 crews, 28 trucks, and 5 hours.
- 2,500 cones used to close the freeway.
- 9 million pounds of concrete removed from bridge
- 1,000 cubic yards of soil placed under the bridge to protect the roadway from falling debris.
Precept One

Demolition of north side of Mulholland Bridge finished 17 hours early
Precept One
Precept One
Precept One
Precept One

Neighborhoods surrounding the Sepulveda Pass are affluent, politically-connected, suspicious of any change to their lifestyles

A variety of agencies and political bodies exert influence on the project: Metro, Caltrans, Los Angeles Board of Supervisors, Los Angeles City Councilmembers, California legislators, Bureau of Street Services, Department of Transportation, FHWA, GSA, homeowner groups, neighborhood councils, VA
Stakeholders include 26 utility owners

- MWD
- Telephone companies
- SCE
- DWP
- Chevron, Exxon, Shell
Precept One

Logical alternative to I-405, Sepulveda Bl, stuffed with utilities

Illustration of utility sizes, their spatial relationship to one another and their depth below Sepulveda Bl.
Utilities through Mulholland Bridge delayed Carmageddon I

- Southern California Gas Company (8-inch high-pressure line)
- DWP (16-inch water line)
- SCG
- Power
Precept Two

It Takes More Than Engineers
Precept Two

An extended team:

• Caltrans Operations and Caltrans Traffic
• Construction Relations, Media Relations
• Elected officials
• Local agencies (Getty, LAX, Skirball, UCLA)
• Chevron, Exxon, Shell
• Local traffic officials
• Statewide traffic officials
• Police
• Fire
• Utility relocations and risk
Precept Three

Invite Everyone to the Table
Precept Three

- Height, long span of Mulholland Bridge and absence of center support column required 53-hour full I-405 closure in the Sepulveda Pass

- Amount of population affected, number of agencies and government jurisdictions involved, number of hospitals and national assets nearby required a broad partnership

- Consequently, 53-hour I-405 closure coordinated through a Unified Command (LAPD, LAFD, CHP, LADOT, Metro, and Caltrans)
Caltrans commitment particularly important

• 64 fixed changeable message signs in LA, Ventura counties

• 40 fixed changeable message signs along routes 5, 99, 101, and 580, from Oregon border to San Diego

• No lane closures on all other freeways that weekend
Precept Three

• Provide fire/emergency medical service/rescue/law enforcement/traffic control service within and around the impact area

• Manage risk

• Maintain service and response times

• Develop four geographic branches and one jurisdictional branch (CHP)
Precept Three

- In surrounding communities, LAFD committed more than 150 firefighters and paramedics.
- LAPD committed 250 staff members during the day and 207 staff members at night.
- CHP dedicated 80 officers to the closure effort.

- LADOT committed 140 traffic control officers at peak, 380 traffic control officers overall.
- LADOT deployed 37 changeable message signs, each displaying traffic conditions and detour information.
Precept Three

Kiewit Infrastructure West Co. Planning

• Extensive demolition plan by Penhall Corporation approved by Caltrans (bridge owner)
• Hour-by-hour schedule broken into 15-minute increments
• Additional resources available; contingency plans waiting
• Kiewit furnished 46 portable message signs arrayed throughout Los Angeles County.
Precept Four

Empower Your Community Outreach Team
Precept Four

Closure Weekend Outreach

- Local, regional and statewide campaign
- Media campaign
- Digital message signs
- Public announcements
- Online notices
- Applications available for download
- Social media presence
Precept Four

- 4.6 million – impressions from print ads
- $1 million equivalent ad value – over 300 networks reporting
- Over 450 radio ads
- 500,000 views on Metro.net/405
- Weekly email blast to over 6,000 regional stakeholder organizations
- Check inserts: Metro, City of LA, County of LA – over 150,000 employees
**Vehicle Miles Traveled (VMT)**

- During weekend in Los Angeles County, VMT dropped 12 percent.

- VMT in neighboring counties remained unchanged.

- Northbound I-405 at Culver Bl, traffic on Saturday, July 16 dropped 64 percent from previous Saturday.

- Southbound I-405 at Burbank Bl, traffic on July 16 dropped 56 percent from previous week.

No consultants were hired to conduct the Mulholland Bridge demolition outreach program for the I-405 project.
Precept Four

VMT Results for Saturday, July 16, 2011

<table>
<thead>
<tr>
<th>Location</th>
<th>Change (%)</th>
<th>Change (Vehicles)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northbound I-405 at Culver Bl</td>
<td>64</td>
<td>81,562</td>
</tr>
<tr>
<td>Southbound I-405 at Burbank Bl</td>
<td>56</td>
<td>48,396</td>
</tr>
<tr>
<td>US 101 near I-405 (northbound)</td>
<td>40</td>
<td>64,670</td>
</tr>
<tr>
<td>US 101 near I-405 (southbound)</td>
<td>40</td>
<td>68,000</td>
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<tr>
<td>I-10 near I-405 (eastbound)</td>
<td>25</td>
<td>29,527</td>
</tr>
<tr>
<td>I-10 near I-405 (westbound)</td>
<td>25</td>
<td>34,770</td>
</tr>
</tbody>
</table>
Precept Four

50  Equivalent advertising dollars in millions Metro received from media coverage of I-405 closure and Mulholland Bridge demolition

571,445  Number of times the I-405 website was viewed two weeks before I-405 closure

200  Number of websites that added Countdown to Closure clock to their sites; Countdown to Closure clock viewed more than three million times

25  Presentations to community stakeholders and key institutions immediately adjacent to Mulholland Bridge
Precept Five

Carmageddon II Will Be a Harder Sale
Precept Five

- Success of first effort might create air of complacency
- Demolition of north side of bridge a larger task (approximately 60 percent of the bridge)
Precept Five

- Expectation of early I-405 opening unlikely
- Elected officials want local events in nearby neighborhoods during Carmageddon II
Precept Five

Mulholland Bridge south side reconstruction continues
Precept Five
Precept Five
Precept Five

Completed Mulholland Bridge
Precept Five

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