

Capital Programs Quarterly Progress Report



Joint Powers Board
December 2, 2021

Revised Capital Program

- Re-tooling Project Delivery
- Revised Capital Program Quarterly Report: FY-22 Q1

Re-Tooling Project Delivery

- Goal
 - Stabilize rail organization to ensure appropriate resources are in place to **deliver the service vision**
 - Rebuild and strengthen team to create the technical capacity and capability to design, build and manage work with **excellence**

Re-Tooling Project Delivery

- Implementation
 - People
 - Tools and Reporting – manage what you measure
 - Organizational Development – strengthen the team
 - Delivery Tools

Re-Tooling Project Delivery

- People
 - **Leverage the diversity of our work portfolio** to grow the knowledge, skills and ability of the team
 - Create explicit **career pipelines**, training, and mentoring programs
 - Seek to fill technical critical roles with **in-house staff** – i.e., if something breaks or stops working our teams have the technical capacity and capability to restore service
 - **Memorialize institutional knowledge** and **develop staff** with the technical capacity and capability to provide **resiliency** from **single point of failure** conditions

Re-Tooling Project Delivery

- Tools and Reporting – manage what you measure
 - **Enhanced monthly reporting** tools to track scope, schedule, budget and risk
 - **Added** information and metrics
 - Overall program **status**
 - Greater detail on **funding, risk**
 - Added Key Performance Indicators for Schedule (**SPI**) and Cost (**CPI**)
 - Added draw down and remaining amounts for **contingency**
 - Added **master schedule and alignment map** showing all capital projects

Re-Tooling Project Delivery

- Tools and Reporting – manage what you measure
 - **Enhanced monthly reporting** tools to track scope, schedule, budget and risk
 - **Modified** and created more rigorous definitions for “traffic lights”
 - **Expanded** report to include planning projects
 - **Reorganized** report by phase (planning, design, construction) and type
 - Monthly **Executive Director Review** meeting
 - Discuss mitigation plans for all projects with variances from baseline (not all “traffic lights” green)

Re-Tooling Project Delivery

- Tools and Reporting – manage what you measure
 - **Fiscal Governance**
 - **Management Committee** – management oversight of overall project scope, schedule, and budget
 - **Contract Change Committee** – management oversight for individual contract changes
 - **Project Initiation process** – expenditure of talent and budget aligns with Business Plan
 - **Work plan process** – management review of project approach and risks
 - **Phase/Gate Process** – management review at critical milestones
 - Enhanced **cash flow** and **contingency management**

Re-Tooling Project Delivery

- Organizational Development – strengthen the team
 - Refresh **manuals and procedures** with lessons learned and industry best practices
 - Reinforce culture of **continuous improvement** and **innovation**
 - Create **Training Tuesday** series to teach internal process and procedures
 - Create **First Friday** training series for cross-divisional, industry best practices, and emerging trends
 - **Audit for compliance** (project managers, construction managers, designers, and contractors)

Re-Tooling Project Delivery

- Delivery Tools
 - **Expand pallet** of available construction delivery methods
 - Include additional methods that
 - Facilitate effective **management of project risks**
 - Increase **cost and schedule certainty**
 - Training team
 - CM/GC – **in process**
 - Progressive design build – future

Re-Tooling Project Delivery

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Revised Capital Program

- Re-tooling Project Delivery
- **Revised Capital Program Quarterly Report: FY-22 Q1**

Revised Capital Program Quarterly Report: FY-22 Q1

- Revised Capital Program Quarterly Report: FY-22 Q1
 - Driven off the enhanced monthly reporting tools described earlier
 - Includes “traffic light” summary to show trends for critical key performance indicators of safety, schedule, budget and funding
 - Includes brief description of status

Revised Capital Program Quarterly Report: FY-22 Q1

- Revised Capital Program Quarterly Report: FY-22 Q1
 - Includes description and selected tables for
 - Scope
 - Safety
 - Schedule/progress
 - Budget
 - Funding
 - Risk – issues
 - Project photos

Next Steps

- Provide regular quarterly capital program updates
 - Program level or project specific as requested
- Questions

FOR MORE INFORMATION

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