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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- 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

- 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