

# Capital Programs Quarterly Progress Report



Joint Powers Board

# 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

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

# 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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