

Annual Program Evaluation Follow-Up – Early Intervention Team Program Advancement

Sharon Gookin, Deputy Chief Executive Officer



Annual Program Evaluation Follow-Up

(Staff to report back
in 90 days upon
creation of Early
Intervention Team)

June 2022 Board Items:

- **SANDOVAL AMENDMENT:** *Direct the CEO to develop an Early Intervention Project Team comprised of Metro's finest and the best staff from planning, program management, operations, government relations, OMB, and vendor/contract management to create a list of a comprehensive checklist criteria on successful project delivery addressing such as (1) funding strategy (either it is local or federal project), (2) project delivery method and why the project is being recommended for such delivery method for all Measure M Expenditure Plan Projects.*
- **DUPONT-WALKER AMENDMENT:** *As part of the next report on the cost management action plan, direct the CEO to include metrics to help evaluate the success and progress of cost control efforts; and In the monthly Countywide Planning Major Project Status Report, direct the CEO to include a cost estimate range and design level for all projects.*

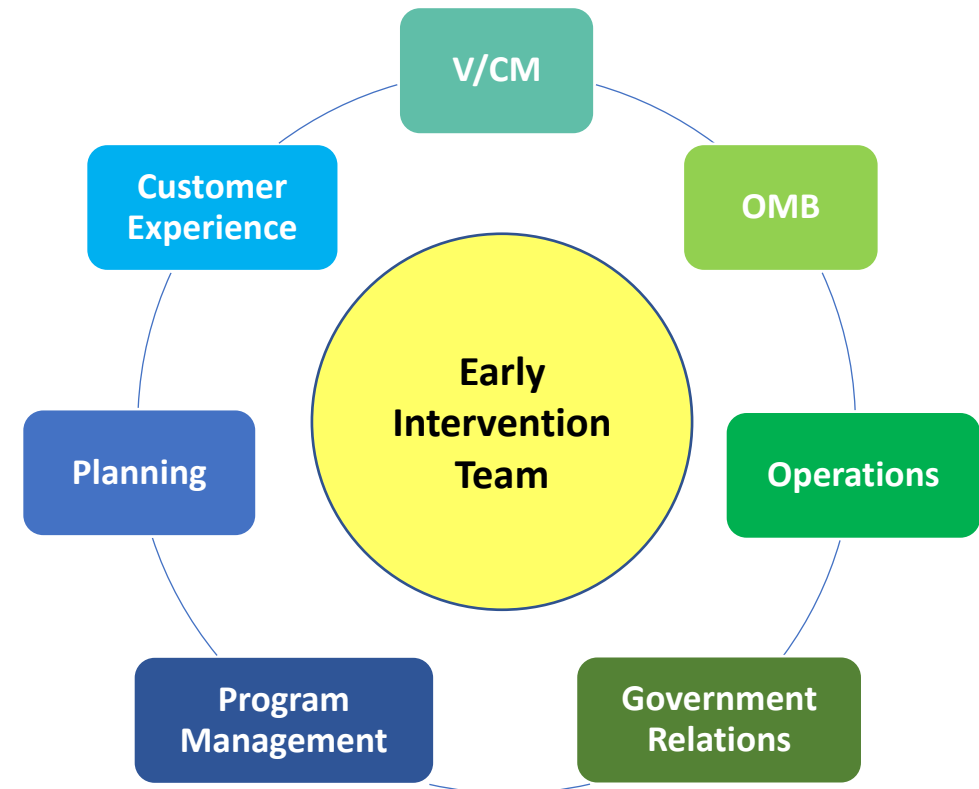
April 2022 Related Board Item:

- **DUPONT-WALKER REQUEST:** *Establish specific measures to ensure project scope growth is being managed and controlled during all phases of project delivery, not just Program Management.*

Formation & Establishment of Early Intervention Team

- DCEO was assigned to lead the Early Intervention Team (EIT) effort
- Overview of EIT benefits:
 - Enhances teamwork across agency
 - Encourages cross-department collaboration to address full lifecycle needs
 - Facilitates integration of existing department initiatives in an agency-wide manner
 - Establishes vehicle for direct engagement on project-focused reviews
- Kicked off EIT effort in July 2022

Participants were selected by Chiefs and SLT members and include representatives from the following departments:



Early Intervention Team - Objectives and Actions

Team Objectives

- Improve successful delivery of the capital program
- Consider and complement related existing agency efforts
- Facilitate an update of project forecasts, with consideration of full lifecycle costs, to support assessing and addressing the agency's ability to deliver the planned capital projects

Actions, both underway and planned

- Assessment of the primary cost drivers, including decisions related to funding strategy and delivery model
- Updates of project cost estimates for major projects in all phases of delivery
- Conduct project-focused reviews to quickly align EIT actions with immediate project needs
- Propose processes and procedures that support cost control efforts, and which build upon previous department specific approaches
- Identify required resource needs to implement proposed processes and procedures
- Support establishment of metrics to enable visibility of the effectiveness of initiatives

Project Influence Curve relationship to EIT Initial Effort

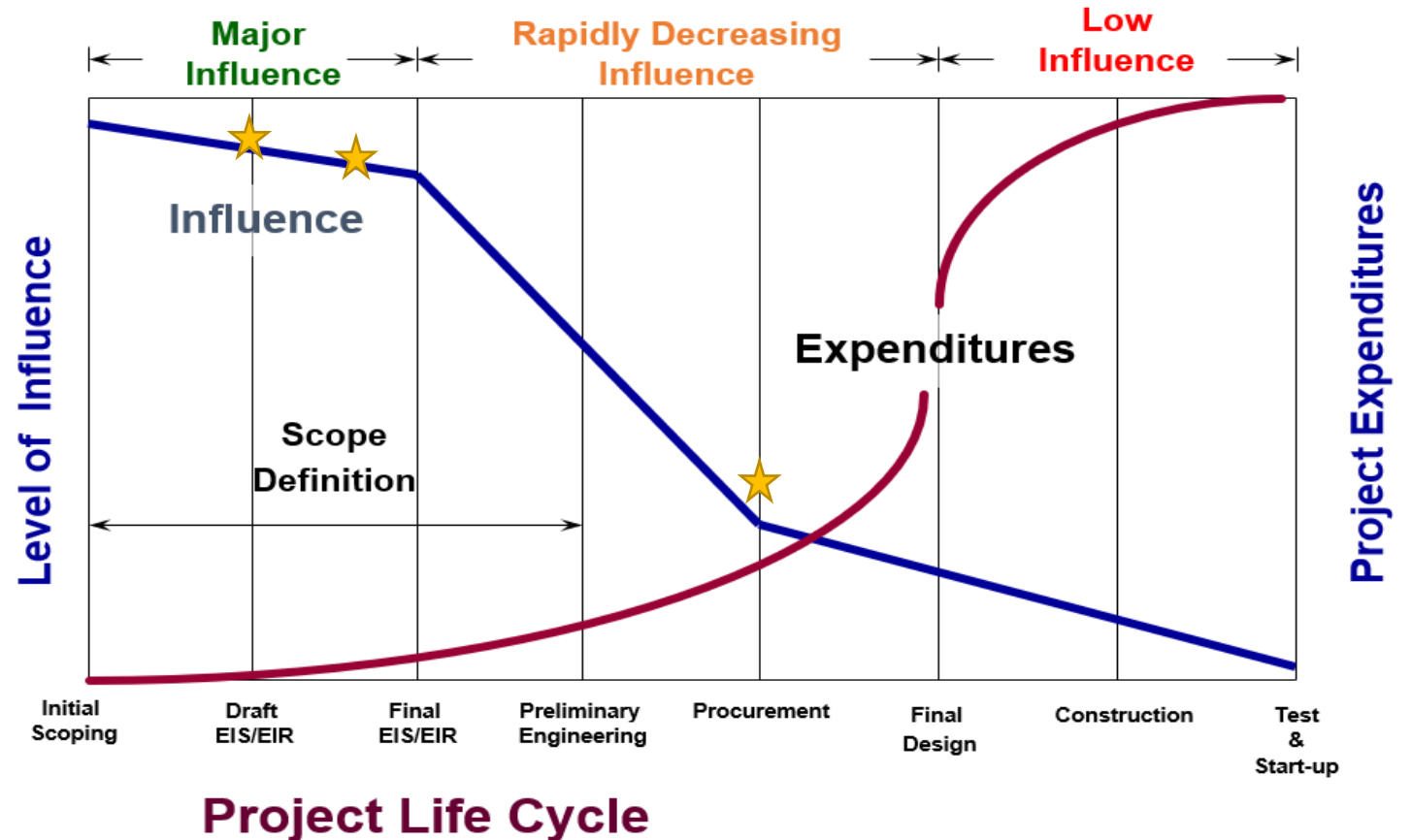
Major Phases within the Project Lifecycle:

- Planning
- Engineering
- Construction
- Operations

EIT subcommittees were formed for each major phase to identify key cost drivers and cost mitigation opportunities aligned with that phase of project delivery.

EIT is also advancing project-focused reviews for the following projects:

- *East San Fernando Valley (ESFV)*
- *Eastside Phase 2*
- *West Santa Ana Branch (WSAB)*



★ Reflects current stage of projects selected for EIT reviews

Current Status and Next Steps

Work to Date

- ✓ Subgroups performed an initial assessment of cost drivers and corresponding mitigation actions for key project lifecycle phases (Planning, Engineering, Construction, Operations)
- ✓ Leveraging EIT meetings to facilitate cross-department discussion and collaboration related to these initial assessments
- ✓ Program Controls has updated Pillar project cost estimates to current market conditions
- ✓ The EIT held an initial project-focused review with East San Fernando Valley (ESFV) team members

Next Steps

- Continue to compile subgroup efforts in line with objectives to advance agency processes and procedures that support cost control efforts
- Follow-up related to the ESFV project review
- Perform additional project-focused reviews for other select projects in different lifecycle phases (West Santa Ana Branch, Eastside Phase 2)
- Continue full update of Measure M capital project cost estimates
- Report back to Board in February 2023 on overall EIT effort

Questions?