

## Outcomes

## Markers of success

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<b>EIT0:</b> <b>Initial Briefing</b>	<p>Establish a cross-functional executive leadership team from across the project lifecycle to define and agree to intended project benefits from project inception</p> <p>Develop a high-level assessment of potential project solutions to deliver on intended project benefits, informed by a broad set of LA Metro stakeholders</p> <p>Set and agree to project KPIs and identify points in the project lifecycle where the EIT can support the project team</p>	<p>Defined cross functional team that defines and aligns on intended project benefits</p> <p>Clearly defined and properly constrained corridor with clear end points, and operational performance goals (i.e., passengers per hour at peak load)</p> <p>General characteristics of potential solutions, including mode types, potential system interfaces, and feasible configurations</p> <p>Clear set of KPIs to gauge project success over the course of the project's lifecycle</p>
<b>EIT1:</b> <b>Pre-Draft Environmental</b>	<p>Confirm a compelling, feasible set of project alternatives to consider, given NEPA/CEQA requirements, project magnitude, potential delivery methods, and the integration with existing infrastructure and communities</p> <p>Test project alternatives against intended project benefits by ensuring alternatives meet project needs and objectives, have no non-value-added cost elements, and scope is well-defined and controllable (measurable and assignable)</p> <p>Ensure robust stakeholder engagement (particularly with relevant external third parties, Construction, and Operations) to pressure test project alternative outcomes and likely impact on project benefits</p>	<p>Objective set of measures to gauge intended project benefits, inform project alternative development, and guide project selection</p> <ul style="list-style-type: none"><li>• High-level, quantified project impacts and benefits by relevant demography, geography, or asset type</li><li>• Rough order of magnitude (ROM) cost and schedule developed for each alternative</li><li>• Potential delivery methods for each alternative to consider</li><li>• High-level construction feasibility assessment</li><li>• Approximate evaluation of project impact of current operations / asset base</li></ul> <p>Execution of any needed memorandums of understanding (MOUs) with relevant parties</p>
<b>EIT2:</b> <b>Pre-Final Environmental</b>	<p>Refine project scope, schedule, and cost for LPA: As a project advances through the phases, EIT continues to confirm there is adequate advancement and specificity of project scope, schedule, and costs, as well as documentation of potential project risks</p> <p>Iterate and syndicate list of project risks and mitigation strategies: ensure all key project risks have been identified and concrete and feasible mitigation strategies are being considered across each</p> <p>Identify actions to advance project delivery to minimize cost and ensure on-time delivery</p> <p>Inform initial project delivery recommendation: leverage existing agency and peer learnings to support development of first set of potential delivery methods to consider</p>	<p>Refined preliminary cost estimate and staffing plan for LPA, based on deeper understanding of project scope</p> <p>Plan for tracking KPI progression against initial estimates and established performance objectives</p> <p>Thorough list of project acceleration activities to unlock long term schedule and cost savings</p> <p>Draft list of benefits and challenges identified for each delivery model recommended</p>

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**EIT3:****Pre-Transition  
to engineering**

Monitor project risks and mitigation strategies: confirm risks identified in earlier phases are being tracked and adjusted on an as-needed basis, given project progress

Ensure smooth project handoff to Engineering team through best practice knowledge transfer across teams

Inform viability of project delivery methods being considered, given additional information

Clearly understood scope communicated to project management team, as part of a draft project management plan

Refined cost estimates to support forward-looking cost controls through the engineering phase

Refined list of pros and cons identified for all potential project delivery methods

**EIT4:****Pre-Final  
Delivery  
Method  
Selection**

Support the creation of a well-informed final delivery method recommendation, given preliminary engineering impact assessment, work packaging and phasing strategy, schedule and cost estimates, and constructability reviews across each delivery method being considered

Drive continued stakeholder engagement with internal and external stakeholders to ensure clear project scope and agreement prior to selection of the delivery method

Detailed analysis of all potential delivery methods to guide final selection

Robust scope/risk matrix and mitigation actions being actively tracked

Clear set of internal and external stakeholders engaged

**EIT5: Pre-  
RFP/IFB**

Confirm scope with the original project definition team; ensure engineering innovations and preliminary engineering presented in RFQ/RFP aligns with the original project definition and what is supported from prior environmental and funding project reviews

Assess project readiness for a successful procurement phase by confirming adequate management and controls are in place and identifying opportunities for improvement

Confidence that the proposed procurement strategy has appropriately allocated the project scope, schedule, and cost risk between Metro and Contractors

Complete engineering package to enable execution of chosen delivery method

Target baseline schedule and cost estimate for comparison with proposal/bid submissions.

Update of the Project Management Plan and required resourcing to enable project procurement and construction

Clear RFQ/RFP strategy, with specific assessment criteria and defined response management plan

**EIT6: Pre-NTP**

Satisfactory project design to enable successful construction phase: Assess the further design development completed after award is suitable to negotiate GMP and advance project into construction phase

Confidence in construction readiness / contractor handover: Scope, schedule, cost, and potential risks identified and confidently controlled by the project team.

Define clear roles and responsibilities across critical stakeholders to guide decision-making rights, improve collaboration, and strengthen construction performance management and risk mitigation processes to enable project delivery success

Defined roles, responsibilities, decision-rights, and collaboration methods across key stakeholders;

Baseline schedule and GMP for delivery are within LOP, including acceptable level of contingency for risks.

Focused and actionable mitigation plan to manage potential risks

Defined, robust contractor and claims management procedures