Early Intervention Team Program Update

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Context on LA Metro's Early Intervention Team (EIT)

Reminder of the EIT's purpose:

Improve on-time, on-budget capital program delivery by encouraging collaboration across departments and introducing cost control strategies across the full project life cycle for LA Metro's capital program

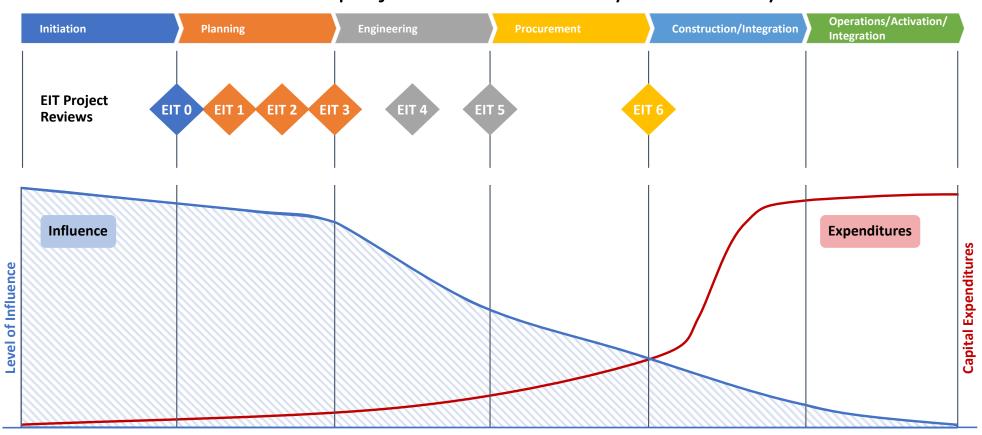
Recall: Overview of October Board update

- EIT launched as a cross-functional team in July 2022 and has met at least twice a month to improve overall capital program and specific project performance
- EIT was focused on developing a comprehensive set of targeted cost control questions and creating the EIT Project Review Process to share executive crossfunctional feedback to improve project outcomes
- Since the October Board update, the EIT has conducted four EIT Project Reviews

Objectives for today

- Share the overall project cycle and how the EIT Project Review Process improves the likelihood of project success
- Discuss the types of critical actions being taken to improve project outcomes, given the integration of EIT feedback, using specific examples from completed EIT Project Reviews
- Outline the EIT's impact to date and proposed next steps

The EIT focuses LA Metro's Capital Program resources where they can have the most influence on project outcomes: early in the life cycle



EIT Project Reviews are focused on ensuring intended project benefits, on time and on-budget (1/2)

Initiation Planning Example EIT Project Review EIT Project East Side Transit Corridor EIT 0 EIT 1 EIT 2 EIT 3 **Reviews EIT Initial Briefing Pre-Draft Pre-Final Pre-Transition to Environmental Engineering Environmental** Establish cross-Confirm a compelling, Refine project scope, Ensure smooth project Intended functional executive feasible set of schedule and cost handoff to Engineering outcomes leadership team to project alternatives to estimates for LPA1 team through best practice define and agree on consider, given knowledge transfer across Iterate and syndicate list of intended project NEPA/CEQA requirements teams potential project risks and benefits from project project magnitude, mitigation strategies Inform viability of project inception potential delivery delivery methods being methods, and the Identify actions to Develop high-level considered, given integration with advance project delivery to assessment of additional information existing infrastructure and minimize cost and ensure potential project communities on-time delivery Monitor project risks and solutions to deliver mitigation strategies on intended Ensure robust stakeholder project benefits and engagement to pressure seek input from test project alternative a broad set of LA outcomes and likely

1. Locally Preferred Alternative

Metro stakeholders

impact on project benefits

EIT Project Reviews are focused on ensuring intended project benefits, on time and on-budget (2/2)

collaboration, and strengthen

management and risk mitigation

construction performance

process

Engineering Procurement EIT Project EIT 4 EIT 6 **Reviews** Pre NTP (for GMP) **Pre-Final Delivery** Pre-RFP/IFB **Method Selection** Release Support the creation of a Confirm scope with the original Satisfactory project design to Intended enable successful construction well-informed final delivery project definition team; ensure outcomes method recommendation, engineering innovations and phase given preliminary engineering preliminary engineering presented Scope, schedule, cost, and impact assessment, schedule in RFQ/RFP² aligns with the potential risks identified and and cost estimate, original project definition and confidently controlled by the what is supported from prior and constructability review project team across each delivery method environmental and funding project being considered reviews Define clear roles and responsibilities across critical Drive continued stakeholder Assess project readiness for stakeholders to guide decisionsuccessful procurement phase by engagement with internal making rights, improve and external stakeholders to identifying opportunities for

improvement



method

ensure clear project scope

and agreement prior to

selection of the delivery

Impact to date and next steps

Impact to date and anticipated outcomes

- Project risks, roadblocks, and alternatives have been reviewed and actions taken across four priority LA Metro capital projects, including:
 - o **East San Fernando Valley (ESFV) Transit Corridor**: Advancement of a new value engineering process that is tailored to the Progressive Design Build delivery method
 - East Side Transit Corridor Phase 2 (ESP2): Increased understanding on the complexity of the
 construction, operations, and engineering associated with the project being an extension of an existing
 system (e.g., phasing of work, customer experience component, and extension of the fiber network)
 - I-105 Express Lanes: Early engagement of LA Metro Operations team decision makers to problem solve key project scope elements (e.g., WSAB crossing) and identify innovative design solutions to deliver a successful project outcome and mitigate integration risk with the existing system.
- Senior leader members of the EIT have been able to foster cross-departmental relationships and a more holistic understand of the project life cycle

Next Steps

- Consolidate and share back EIT feedback to targeted questions for three completed Project Reviews
- Continue conducting EIT Project Reviews for 5 new projects that are planned by the end of FY23, including:
 - North Hollywood to Pasadena BRT in February
 - C-line Extension to Torrance in March
 - LA River Bike path in April
 - Sepulveda Transit Corridor in May
 - West Santa Ana Branch in June
- Identify and implement both project and program level KPIs to transition from qualitative to quantitative measures to drive progress
- Integrate and update EIT processes with existing procedures to create a cohesive set of LA Metro standards