

# TRIUNITY



## SOUND TRANSIT: ST3 COST ASSESSMENT TASK 3 DRAFT REPORT

August 26, 2021

# TIMELINE OF REPORTS

## Task 1: Review and Assessment of Past Cost Estimates and Trends

- » Draft Report – March 2021
- » Final Report – April 2021

## Task 2: Estimating Methodology Review and Recommendations

- » Draft Report – May 2021
- » Final Report – June 2021

## Task 3: Management Methodology Review and Recommendations

- » Draft Report – August 2021
- » Final Report – September 2021

## Task 3 Draft: Review and Recommendations for Management Methodology and Risk Management

- » Approach
- » Key Observations
- » Key Recommendations
- » Next Steps

## Management Methodology – information gathering

- » Interviews with ST staff
- » Document Review
  - » Project Management Organization for ST3
  - » Agency Organization Charts
  - » Agency Policies and Procedures
    - » Program Control Policies & Procedures (PCPP)
    - » System Expansion Implementation Plan (SEIP)
    - » Delivery Method Selection Process Guidelines
  - » WSBLE Project Management Plan
  - » WSBLE Project Risk Register
  - » ST3 Qualitative Risk Assessment Report



## Categories for Observations

- » **Organization**
- » Policies and Procedures
- » Planning process alignment with scope, schedule and budget
- » Risk Management
- » PSO definition
- » Reporting issues early
- » **ROW Resources**

# KEY RECOMMENDATIONS

## Categories for Recommendations

- » Projects
- » Portfolio Services Office (PSO)
- » ST3 Program



# KEY RECOMMENDATIONS

## » Projects

- » Early selecting of preferred alternative is advantageous.
- » **Keep scope, schedule and budget at the forefront of planning.**
- » Expedite agreements with stakeholders & utilities.
- » Incorporate value engineering at the planning stage.
- » **Incorporate risk analysis early and track as a risk matrix.**
- » Acquire right of way and complete utility relocation as early as possible.



# KEY RECOMMENDATIONS (CONTINUED)

## » Portfolio Services Office (PSO)

» Definition and goals of the PSO.

» Clarify PSO and the matrix structure:

- » Reporting Structure.
- » Lead annual program evaluation and dashboard reporting.
- » Support project teams:
  - » Project controls.
  - » Risk management.
  - » Value engineering.

» Policies and Procedures:

- » Review & streamline Project Control Policies and Procedures (PCPP).
- » Review and restructure change management or CCB.





# KEY RECOMMENDATIONS (CONTINUED)

## » ST3 Program

### » Program Organization Structure:

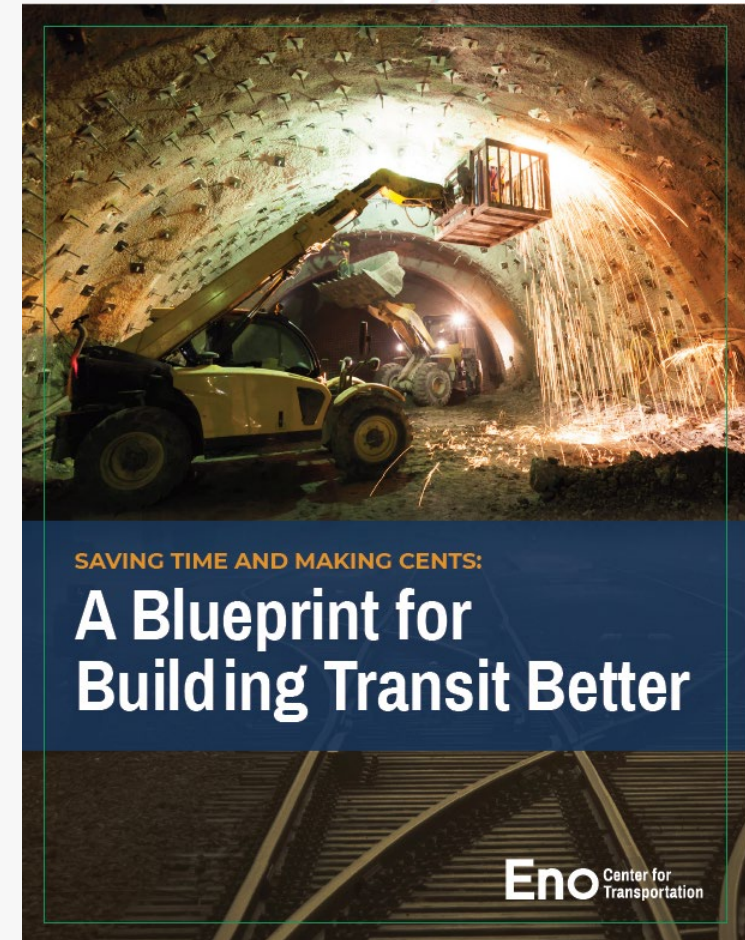
- » Size of organization and reporting relationships.
  - » ST3 Deputy.
  - » Project Director triangles.
  - » Consultant strategy.
- » Engage with contracting community.
  - » Formal lessons learned.
  - » **Framework for annual program evaluation & dashboard reporting.**

## » Transit and Rail construction is a major issue confronting our industry:

- LA Metro Experience
- ENO Center for Transportation Report

## » Recommendations to support ST3 delivery:

- Incorporating value engineering
- ST3 Program Structure
- Engage with contracting community



## Finalize Task 3 Report

- » Address Board Comments
- » Adding Appendices:
  - » Appendix A – List of Recommendations
  - » Appendix B – Organizational Charts for WSBLE and PSO
  - » Appendix C – John Reilly’s White Paper Mega project management in delivery plus WSDOT Cost Estimate Validation Process (CEVP)