

Project Management Oversight and Controls Framework

March 2022

Why we are here

- Status update on implementing recommendations for improving project oversight framework and performance reporting
- Update on material impacts reporting related to realignment resolution R2021-5
- Next steps

No Board action requested for this presentation.

Post-realignment

Program implementation

Board oversight



Financial capacity



Performance reporting



PM oversight framework



Key themes from Triunity recommendations included:

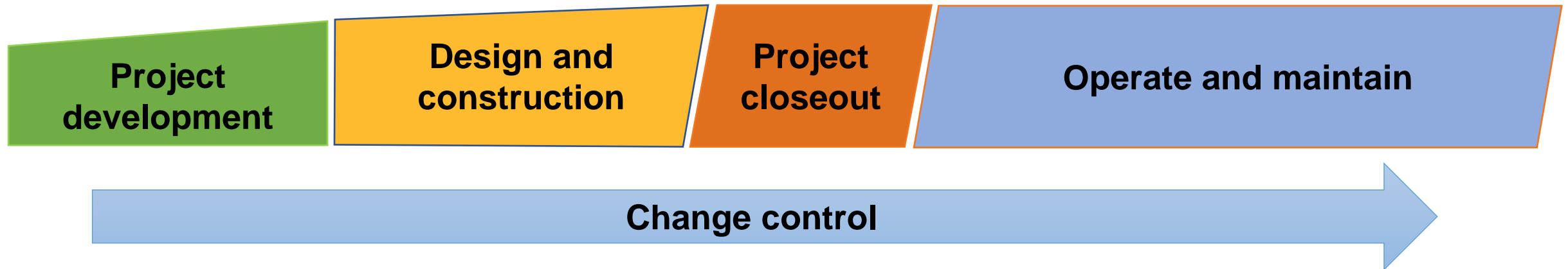
- Update project management policies, procedures, guidelines
- Refine reporting and internal governance

PM oversight framework



Existing structure:

- Robust and mature policies and procedures
- Capital program control board with delegation of authority
- Project management oversight program
- Operational infrastructure change management



PM oversight framework



Focus for improvements

- Clarify roles and responsibilities & authorities
- Proactively identify concerns and mitigations
- Improve daylighting of issues to leadership and the Board

Efforts underway

- Staff research, survey, interviews and workshops
- Establishing priorities and guiding principles
- Unifying project oversight framework

Program performance dashboard



- Launching online in Q2, featuring cost and schedule metrics
- Reviewed monthly as part of staff's capital program control functions
 - Evaluate trends and proactively identify concerns/issues
 - Establish a process for mitigation and elevation

Projects in construction

Project	Percentage of Construction Complete	Current Schedule Service Date	Estimate at Completion Variance to Baseline Budget	Current Cost Contingency Balance	Overall Construction Contingency Index	Schedule Contingency Balance
Project A	75.3%	Q3 2024				
Project B	55.2%	Q1 2025				
Project C	43.7%	Q4 2024				

Material impacts reporting



R2021-05

“...notify the Board in a timely manner of any information that may materially impact the cost or schedule of projects...”

"Material impacts" measurement

- Monitoring indicators for variance and negative trend trajectories (*green to yellow*)
- Unexpected variances in key cost and schedule dashboard metrics will trigger prompt Board notifications of potential material impact (*red*)

Commitments

- Clear and transparent reporting to the Board when issues become apparent
- Initial notification will not be delayed

Next steps

Launch program reporting dashboard – June 2022

- Commence trend monitoring and materials impact reporting
- Additional metrics are being evaluated for future dashboard inclusion
- Material Impacts continuous improvement

Implement Triunity recommendations – Ongoing

- Consolidating management of oversight framework – Q3 2022
- Clarifying authorities of existing programs – Q4 2022

Thank you.



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