

# TRIUNITY



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

September 23, 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 – Sept 2021**

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# FOCUS OF THIS REPORT

## Task 3: Management Methodology Review and Recommendations

- » Background & Approach
- » Observations
- » Recommendations



## SINCE WE WERE LAST HERE

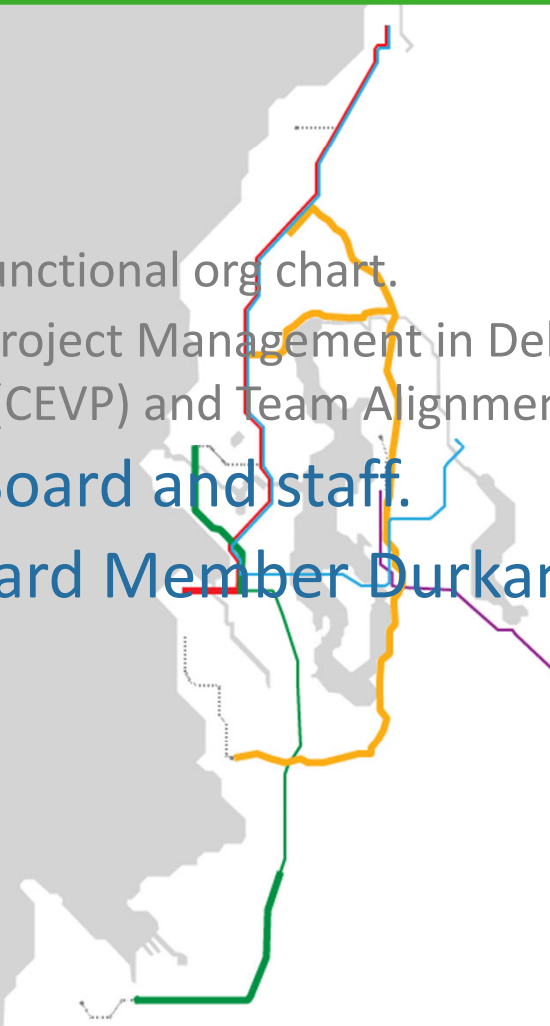
### » Provided Appendices:

- » Appendix A – List of Recommendations.
- » Appendix B – Portfolio Services Office (PSO) Functional org chart.
- » Appendix C – John Reilly’s White Paper Megaproject Management in Delivery plus WSDOT Cost Estimate Validation Process (CEVP) and Team Alignment outline.

### » Incorporation of comments from ST Board and staff.

### » Follow-up Q&A with the offices of Board Member Durkan and Board Member Balducci.

### » Meeting with City of Seattle.



# APPENDIX A – TABLE OF RECOMMENDATIONS

## List of Recommendations

- Section from the Report
- Summary recommendation
- Priority
- Action Underway
- Responsible Party

APPENDIX A – LIST of RECOMMENDATIONS

No.	Section	Recommendation	Priority	Action Underway	Responsible Party (TBD by ST)
1	4.1 Policies and Procedures	Update, streamline, or eliminate all Program Control Policies and Procedures (PCPP) for optimization and to reflect the new organizational structure.	High	Underway	
2	4.1 Policies and Procedures	Update or streamline the Design Criteria Manual and Standard Specifications where feasible to incorporate the latest operational requirements.	Medium	Underway	
3	4.1 Policies and Procedures	Seek input from outside sister agencies, consultants and contractors on new policies and procedures.	Medium		
4	4.2 Program and Project Controls	Develop dashboard reporting for all ST3 system expansion projects to communicate scope, schedule, budget, and risk with ST leadership and Board. Examples from LA Metro can be found at: <a href="https://mtadash.mimprojectservices.com/">https://mtadash.mimprojectservices.com/</a> .	High	Underway	
5	4.2 Program and Project Controls	For each ST3 system expansion project, perform independent review of latest cost estimates, risk identification and probabilistic modeling (described in Appendix C). Consistently apply to projects in early planning (less than 15% design).	High	Underway	
6	4.2 Program and Project Controls & 4.10 Daylighting and Reporting	All program reporting to ST leadership and the Board on scope, schedule, budget and risk should be reported through PSO Project Controls metrics and reporting materials (dashboard reporting) with leading indicators for project performance, to be reviewed regularly with agency executive leadership and the Board.	High	Underway via R2021-05	
		Utilize a single Project Director for the lifecycle of a project with a			

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## Portfolio Services Office

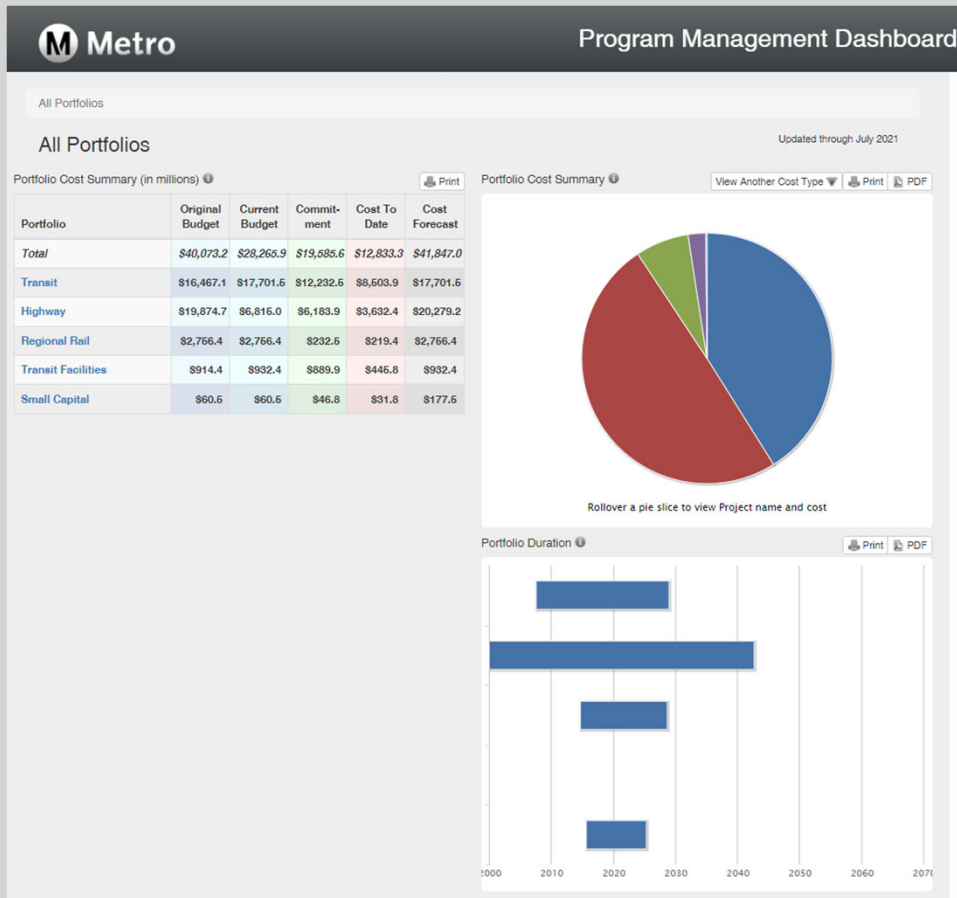
- Developing since Fall 2020
- Deep dive in October 2021

APPENDIX A – LIST of RECOMMENDATIONS


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1	4.1 Policies and Procedures	Update, streamline, or eliminate all Program Control Policies and Procedures (PCPP) for optimization and to reflect the new organizational structure.	High	Underway	
<p style="text-align: center;"><b>All program reporting to ST leadership and the Board on scope, schedule, budget and risk should be reported through PSO Project Controls metrics and reporting materials (dashboard reporting) with leading indicators for project performance, to be reviewed regularly with agency executive leadership and the Board.</b></p>			Medium	Underway	
			Medium		
			High	Underway	
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# PSO – RECOMMEND BUILDING A DASHBOARD



# PSO – RECOMMEND BUILDING A DASHBOARD


Program Management Dashboard

All Portfolios / Transit Updated through July 2021

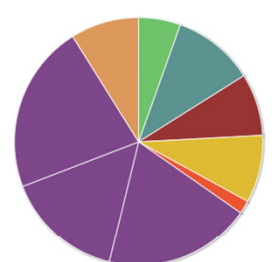
### Transit

Portfolio Cost Summary (in millions) Print

Project	Original Budget	Current Budget	Commitment	Cost To Date	Cost Forecast
<b>Total</b>	<b>\$16,467.1</b>	<b>\$17,701.5</b>	<b>\$12,232.5</b>	<b>\$8,503.9</b>	<b>\$17,701.5</b>
Airport Metro Connector	\$898.6	\$898.6	\$136.7	\$110.6	\$898.6
Crenshaw/LAX Transit Corridor	\$1,749.0	\$2,148.0	\$2,124.6	\$2,040.6	\$2,148.0
Gold Line Foothill Extension Phase 2B	\$1,445.4	\$1,563.3	\$1,180.3	\$496.1	\$1,563.3
Purple Line Extension Section 1	\$3,149.3	\$3,604.3	\$2,776.6	\$2,127.9	\$3,604.3
Purple Line Extension Section 2	\$2,629.7	\$2,629.7	\$2,054.6	\$1,286.8	\$2,629.7
Purple Line Extension Section 3	\$3,611.0	\$3,611.0	\$2,163.1	\$862.4	\$3,611.0
Regional Connector Transit Corridor	\$1,467.1	\$1,829.5	\$1,707.1	\$1,489.2	\$1,829.5
East San Fernando Valley Transit Corridor*	\$1,331.0	\$1,331.0	\$66.9	\$66.2	\$1,331.0
Metro G Line BRT Improvements*	\$286.0	\$286.0	\$32.6	\$24.2	\$286.0

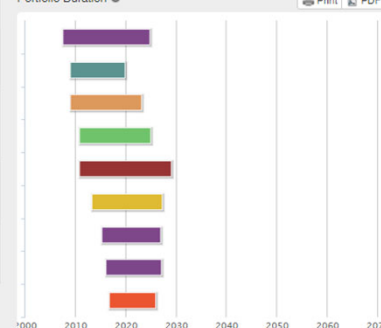
\* MTA Board has not yet approved total project budget and schedule

Portfolio Cost Summary View Another Cost Type Print PDF



Rollover a pie slice to view Project name and cost

Portfolio Duration Print PDF







# PSO – RECOMMEND BUILDING A DASHBOARD

M
Metro
Program Management Dashboard

[All Portfolios](#) / [Transit](#) / [Airport Metro Connector](#)

## Airport Metro Connector

Scope   Status   Cost   Schedule

**Project Description**

Metro is planning a new multi-modal transportation center along the Crenshaw/LAX Line under construction that will connect the growing Metro regional bus and rail system to Los Angeles International Airport (LAX). Once complete, the Airport Metro Connector (AMC) 96th Street transit station will provide the connection to the future Automated People Mover (APM) to be built and operated by Los Angeles World Airports (LAWA). Project components include:

- One at-grade LRT platform to be served by the Crenshaw/LAX Line and an extension of the Metro Green Line
- Bus plaza and terminal facility for Metro and municipal bus operators
- Bicycle hub with secured parking for up to 150 bicycles
- Pedestrian plaza
- Passenger vehicle pick-up and drop-off area
- Metro transit center/terminal building ("Metro Hub") that connects passengers between the various modes of transportation

[More project info on metro.net](#)

**Map**

Airport Metro Connector

**Airport Metro Connect**

Legend:

- Orange line: Crenshaw/LAX Transit Platform
- Green line: Metro Green Line to be extended
- Blue circle: Station (to be constructed)
- Red circle: Station (to be constructed)
- Black circle: Airport Metro Connector of Transit

Map labels include: Los Angeles World Airports (LAWA), Los Angeles International Airport (LAX), and various streets like 96th Street and I-10.



# PSO – RECOMMEND BUILDING A DASHBOARD

## M Metro

### Program Management Dashboard

All Portfolios / Transit / Airport Metro Connector

#### Airport Metro Connector

Scope | **Status** | Cost | Schedule


**Current Status**

The design of the station reached 100% completion status in July 2020.

A construction contract was executed in April 2021 for the early work package for site demolition, grading and rail systems turnback scope. Notice to Proceed was issued in May 2021 and construction started in June 2021. The demolition of the buildings and site concrete / Asphalt was completed in July 2021. Potholing and removal of underground utilities is ongoing. The deferred train control design of the north CLAX turnback is ongoing.

The main station construction contract is currently in bid award stage. This bid package was advertised in July 2020, bid opening was in March 2021 and the Notice of Intent to Award was issued in August 2021. The 3-year contract is expected to be executed in late August 2021.

**Images**





# PSO – RECOMMEND BUILDING A DASHBOARD

M
Metro
Program Management Dashboard

All Portfolios / Transit / Airport Metro Connector ▾

■ Airport Metro Connector

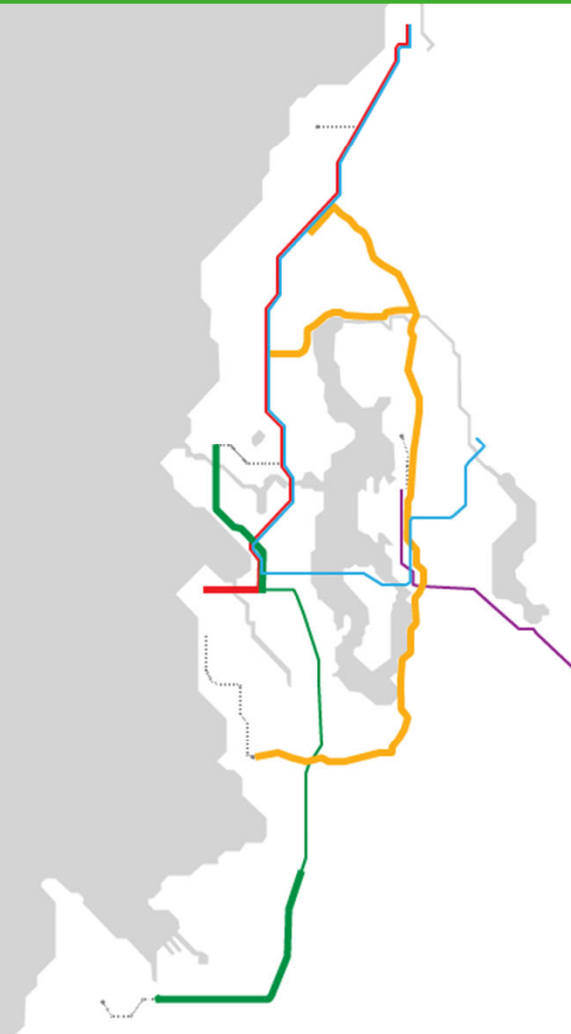
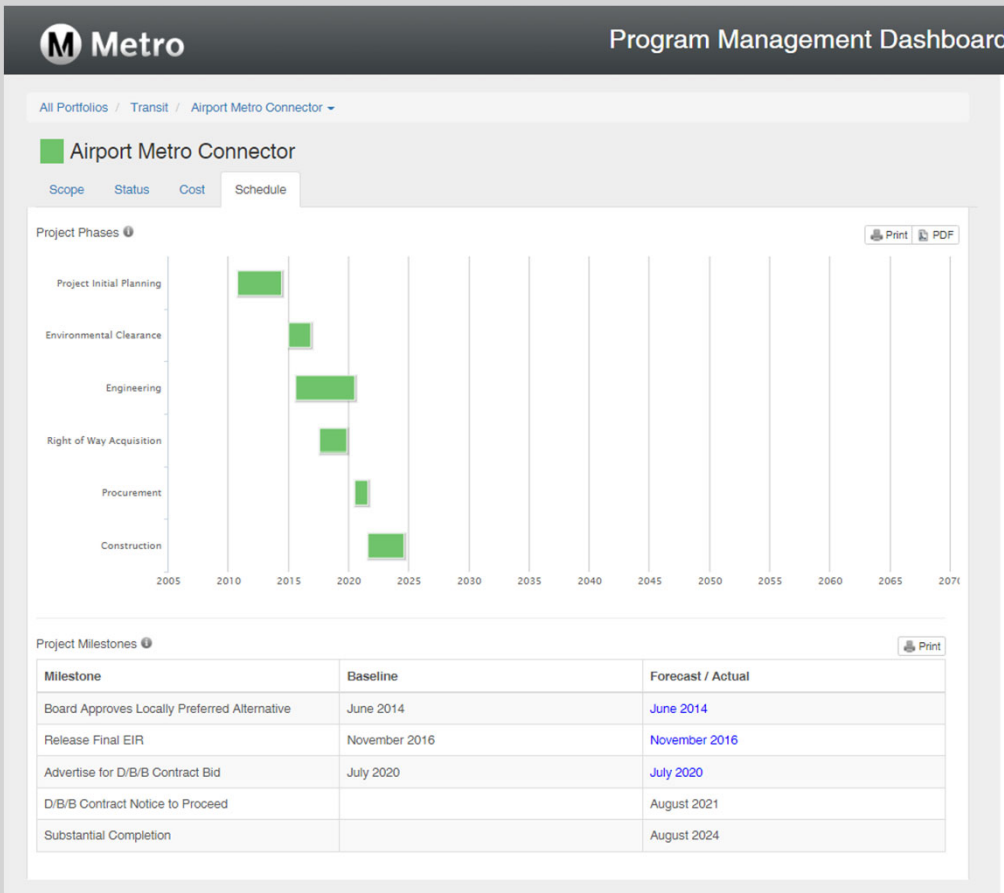
Scope   Status   **Cost**   Schedule

Project Cost Summary (in millions) ⓘ Print

Phase	Original Budget	Current Budget	Commitment	Cost To Date	Cost Forecast
<i>Total</i>	\$898.6	\$898.6	\$136.7	\$110.5	\$898.6
Vehicles	\$12.0	\$12.0	\$0.0	\$0.0	\$12.0
Construction	\$561.2	\$561.2	\$28.9	\$8.0	\$561.2
Right-of-Way	\$81.3	\$81.3	\$67.1	\$66.2	\$81.3
Professional Services	\$148.1	\$148.1	\$40.7	\$36.4	\$148.1
Project Contingency	\$96.0	\$96.0	\$0.0	\$0.0	\$96.0



# PSO – RECOMMEND BUILDING A DASHBOARD



# NEXT STEPS

## » ST Board

- » Review final report and reach out as needed to Triunity with questions.

## » ST staff

- » Provide responsible parties to all recommendations and track.
- » Support implementation of Resolution R2021-05.

## » Triunity team

- » Task 4 – Independent assessment of NE 130<sup>th</sup> Infill Station.
- » Task 5 – Independent assessment of cost savings concepts for WSBLE.
- » Task 6 – Independent assessment of agency implementation of Task 1 through 3 recommendations.



# CONCLUDING REMARKS ON THE ASSESSMENTS

## » Summary remarks on Tasks 1 through 3

- » Realignment completion
- » Validated cost estimates
- » Changes to management methodology in-process





## NEXT STEPS

# QUESTIONS?



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Ott - Sakai  
CS  
& Associates, LLC

COMMONSTREET  
CONSULTING

CAPO  
PROJECTS  
GROUP

ARCADIS