

Updates on Project Delivery Challenges & Next Steps

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Project Delivery Updates

- Since March 14th presentation, Project Delivery made improvements to approach and accountability.
- Over the last four plus months we initiated changes to comprehensively improve the execution of our delivery program.
- This was triggered by portfolio-wide risks identified in design quality, scope creep, contract management practices, risk management/mitigation tools.
- Strategic Review Panel (SR) feedback and plan provide additional and more distinct direction for ongoing improvements

Improvement Actions - Status

Internal

- ✓ *Pause on project specific STIP amendments.*
- ✓ *Project-specific reviews.*
- ✓ *New expectations and direction to regions and program managers.*
- ✓ *Monthly portfolio review meetings for regions and programs.*
- ✓ *Align 24-27 STIP with anticipated cash flow and revisit delivery strategy to address known cost exposure.*
- ✓ *Establish risk-conscious approach to cost estimating and programming 27-30 STIP.*
- Establish portfolio tracking tools.
- Develop strategy to expand use of design-build and CMGC contracting methods.

External

- ✓ *Work with FHWA on a review of Bridge Program – design quality, delivery program, mega projects.*
- ✓ *Prepare for external audit of project delivery and construction management program.*
- ✓ *Engagement with CIAC for feedback.*
- Contracting owner's representative resources to support megaproject delivery.

Next Steps

- Deliver SR work plan components specifically associated with Delivery & Operations including:
 - Rolling capital program for project development
 - Quarterly Project Review template & implementation
 - Construction Oversight & Review Committee implementation
 - Standard tools & systems for improved portfolio management through construction completion
- Partner with other divisions and business lines in the development and implementation approach of the above work plans.
- Continue to center and amplify agency priorities through the Strategic Action Plan and other adopted plans.
- Develop implementation plan to adopt recommendations from FHWA Bridge Review.