

Technical Advisory Group Recommendations Implementation Update

*Board of Directors
07/25/24*



Why we are here

- Provide monthly status update on agency staff implementation of Technical Advisory Group (TAG) recommendations.
- Review the next phase of TAG implementation, including updated TAG Action Plan Table and reporting.
- Review TAG Capital Program workshop.
- No decision or action by the Board requested today.

TAG Recommendation Implementation

What we've accomplished together

Important TAG Accomplishments to-date in 2024

- Implementation of Board's delegated authority to the CEO and Agency.
- Implementation of staff recommendations to the Board and development of a Board Programmatic Work Plan.
- Board passage of an updated Scope Control and Betterments Policy.
- Hiring and onboarding of DCEO Mestas and creation of the Capital Delivery Department.
- Relational work with regional and national FTA leadership.
- Retirement of the two agency Change Control Boards.
- 30-day timely processing of agency invoices.

TAG Recommendation Implementation

Moving to the next phase of implementation

Key Initiatives to provide durable change

- Implementation of a Project Management Information System (PMIS).
- Reforming Project Change management.
- Procurement and contracting reform.
- Organizational restructuring for efficiency and collaboration.
- Clear delegation of authority at the project level.

Investments to become the industry's Owner of Choice

- Increase in internal efficiencies to become a dependable partner.
- Integrate project development and delivery and leverage project lifecycle expertise from project start to end.
- Build equity into processes and remove barriers to support and promote DBEs, as well as workforce development in underrepresented communities.
- Training of staff and new tools, best practices, and technology.

Updated TAG Action Plan

Building blocks

TAG Implementation Action Plan | Agency Reform Initiatives

Project Management Information System (PMIS)	Project Change Management
TAG Recommendations 1, 3, 4, and 6	TAG Recommendations 1 and 3
<p>Initiative Description</p> <p>The agency must adopt a Project Management Information System (PMIS) to ensure we move the largest transit expansion in the country forward cohesively and comprehensively. The procurement process is underway to secure a reliable and durable system which will bring our project management practices up to industry standards.</p> <p>Once adopted, all project data from every phase – inception to project close out, and everything in between – will be input into the PMIS by everyone who contributes to the project. Additionally, an agency PMIS will provide similar functionalities for all departments, not just capital projects.</p> <p>Key components to integrating an agency PMIS will include:</p> <ul style="list-style-type: none"> • Procurement of a PMIS system <ul style="list-style-type: none"> ◦ Prioritize inputting all ST3 projects currently in early stages, then migrate ST2 data. • Standardize reporting and dashboards. • At the project level, develop new processes on cost and schedule analysis, as well as quality and risk. • Enhance utilization of B2Gnow to increase DBE participation. • Establish project closeout team and manage closeout work via PMIS. 	<p>Initiative Description</p> <p>Several efforts are needed, and underway, to ensure project changes are streamlined throughout the agency.</p> <p>These include:</p> <ul style="list-style-type: none"> • Restructuring agency change control governance. <ul style="list-style-type: none"> ◦ The Agency has retired the Capital and Operations Change Control Boards. From July 1, 2024, onwar enterprise-wide issues will be discussed at a montl Executive Review Cabinet (ERC) meeting, a subse CEO Cabinet structure. • Streamlining processes, standards, and guidelines. • Defining clear lines of authority, delegations, and deci makers within the Agency. <ul style="list-style-type: none"> ◦ This will include updating job descriptions with clea of authority, adjusting relevant processes, and implementing an ongoing staff training program. • Continue conversation with Board about additional Bc delegations to streamline decisions.
<p>Outcomes</p> <ul style="list-style-type: none"> • Streamlined, reliable, real-time reporting for all audiences – internal project management, Sound Transit Board, FTA and the public. • Smooth onboarding and transition with selected partners. 	<p>Outcomes</p> <ul style="list-style-type: none"> • Decision-making and problem solving will be optimize correct level of project management.

Updated TAG Action Plan Table

- Key Initiatives address multiple TAG recommendations supported by work across the Agency.
- Each initiative is deeply interconnected.
- Table will be updated as scope is added or changed, milestones and timelines are identified, or new initiatives are put forward.

Key Agency Initiatives

PMIS / Project Change Management

Project Management Information System (PMIS)

- Managing capital projects through a Project Management Information System.
- Consistent reporting and accessible dashboards will be transparent and available to all agency stakeholders, internal and external.
- Will serve as single source of project information, from concept to completion.

Project Change Management

- Staff roles clearly defined with roles and responsibilities.
- Sunsetting of existing, cumbersome Change Control Boards is complete.
- Recommendations on staff delegation of authority and decision making is underway.

Key Agency Initiatives

Procurement & Contracting / Organizational Restructure

Procurement & Contracting

- Procurement, contracting, and project delivery methods will be updated and expanded to reflect state of the art industry practices, including progressive Design Build and establishing “bench” contracts.
- Modernization of relevant IT systems, and strategic incorporation of equity and inclusion in contracting processes.
- This is a critical body of work to become an industry Owner of Choice.

Organizational Restructure

- Mobilizing One ST (MOST) is underway – full agency reorganization.
- Departments are being reorganized to match the CEO’s Leadership Cabinet structure - seven departments with clear lines of responsibility and accountability.
- Goal: Streamlining processes across departments while promoting an employee-centric culture of support and commitment.

Additional Initiatives

Betterments and Scope Control / FTA Relationship

Betterments and Scope Control

- Move forward with clarity and accountability, empowered by Board action.
- Development of new processes, procedures and training to implement Board policy – focused on collaboration with partner jurisdictions.
- Generate Betterments dashboard for transparency and accountability.
- Consolidate and elevate permitting team in Capital Delivery for consistent management of jurisdictional permitting processes.

FTA Relationship

- Mapping of non-project delivery relationship with FTA is underway.
- Joint training with FTA and Sound Transit project staff has begun and will continue on a rolling basis.
- Joint project offices are being planned to house FTA staff alongside Sound Transit employees and project contractors.

Key Updates

TAG Capital Program Workshop – June 24 & 25

World Class Teams

- DCEO assessment of the Capital Delivery program after 42 days aligned with TAG findings and further clarified the scope of the issues.
- Improvements are being accelerated through additional focus on implementing TAG recommendations as a part of the Capital Delivery change process (people, processes, technology, and performance).

Program Readiness

- Initiatives are more energized by the Transition Team's expertise.
- Guidance provided on balancing near term wins with scaling the program to deliver ST3 projects.
- Collaboration on developing external and industry partnerships to create the support network for a program of this scale.

Key Updates

TAG Capital Program Workshop – June 24 & 25

Owner of choice action plan

- Increased outreach and engagement with industry with procurement forecast, listen to concerns, prioritize issues, share and align initiatives, and attract industry partners and businesses.
- Workshops on large programs to get expertise and constructability input early.
- Joint ST and industry working groups with action plan and schedule in place (e.g., payments, change order approval, risk allocation).
- Implementing and improving collaborative delivery methods.
- Training, streamlining processes and procurement, and clarity of authority and decision making.

Business and workforce impact strategy

- Strategy to maximize community investment through the capital delivery program underway (workforce, business inclusion, youth engagement).
- Signing of the Equity and Infrastructure Pledge.



Reporting Lookahead

Deep Dives and Key Updates

Monthly Deep Dive

- Agency will provide an in-depth briefing on one of the key initiatives.

Key updates

- Timely outcomes and highlights stemming from action within the key initiatives.
- Changes to scope, timelines or milestones, or updated outcomes of any key initiatives.
- Additions of new efforts or changes to the updated TAG Action Plan table.

Thank you.



 [soundtransit.org](https://www.soundtransit.org)

