

***Implementation Update on
Technical Advisory Group (TAG)
Recommendations***

*System Expansion Committee
10/12/23*



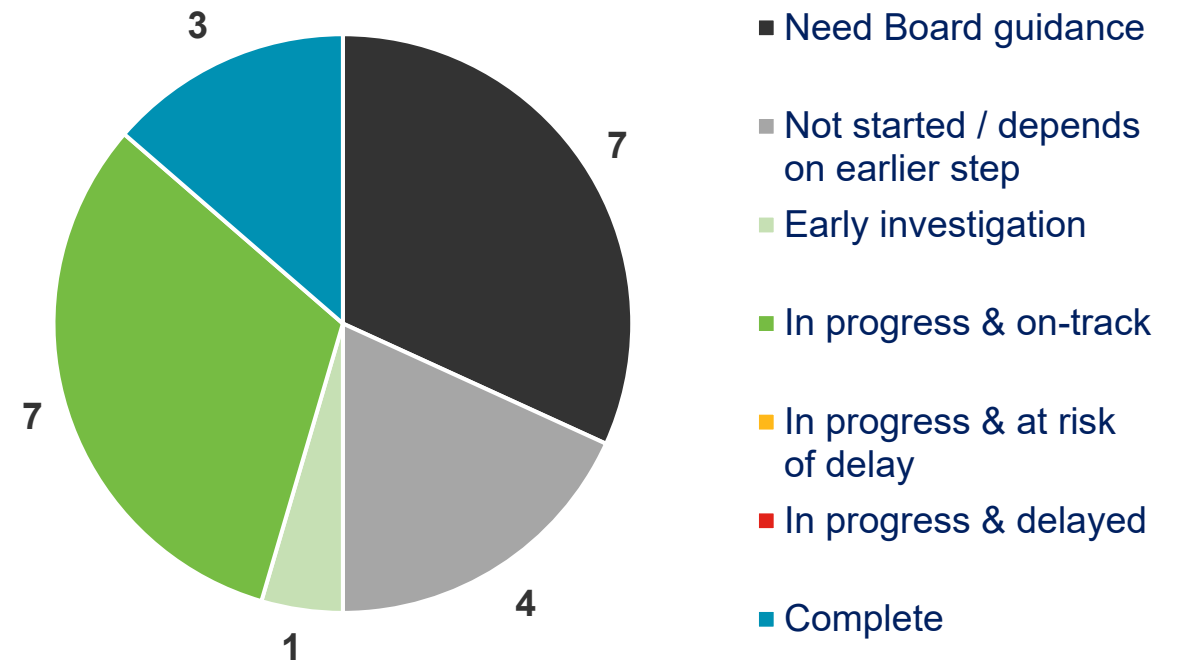
Why we're here

- Provide monthly status update on agency staff implementation of Technical Advisory Group (TAG) recommendations
- Provide update on recent and upcoming collaboration with TAG and Board Independent Consultant
- Focus on highlights of what has changed since last month
- No decision or action by the Board requested today

Summary of TAG Recommendations

- 6 main TAG recommendations with detailed appendix
- Board Motion 2023-36 added context and direction to several recommendations
- Now tracking the separate actions and the agency's progress to implement
- Also tracking recent collaboration with directly with TAG & Independent Consultant
- 22 total actions, progress as of 09/29/2023 →

Progress as of 09/29/2023
(22 total actions, across 6 main recommendations)



Recommendation 1: Rebuild trust and clarify the roles and responsibilities of the ST Board and staff

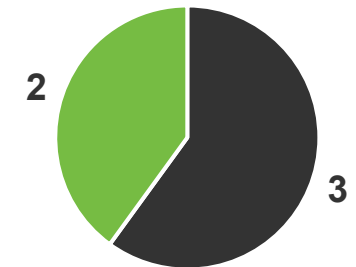
Recent progress:

- ✓ Items 1.02-1.03: Executive Committee advanced Resolution 2023-30 to the Board, to update the Procurement, Agreements, and Delegated Authority Policy and supersede Resolution 2018-40, per recommendation of Finance & Audit Committee
- ✓ Items 1.02-1.03: Consulted with TAG and Independent Consultant on R2023-30

Upcoming work and collaboration:

- Item 1.01/1.03: Arranging next steps to discuss further guidance with TAG and Independent Consultant on implementation

Progress of Recommendation #1 as of 09/29/2023
(5 actions in Rec #1)



- Need Board guidance
- Not started / depends on earlier step
- Early investigation
- In progress & on-track
- In progress & at risk of delay
- In progress & delayed
- Complete

Recommendation 2: Introduce an experienced megaproject capital program executive team

Recent progress:

- ✓ Item 2.02: Issued Notice to Proceed to recruitment firm
- ✓ Item 2.02: Recruitment firm has kicked off with collaboration among CEO, Board Chair, Vice Chairs, and SEC Chair Balducci

Upcoming work and collaboration:

- ✓ Item 2.02: Discussing draft job description and draft org chart with TAG, Independent Consultant, and Board Leadership
- Item 2.03: In partnership with Board Leadership, define level of decision-making authority to be delegated to capital program executive leadership

Progress of Recommendation #2 as of 09/29/2023
(3 actions in Rec #2)



Recommendation 3: Implement procedures that push decision-making down to lowest level practical and foster an environment that encourages decision-making in general

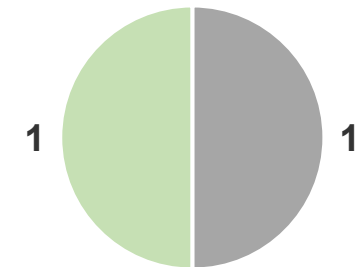
Recent progress:

- ✓ Item 3.01: Kicked off multi-department Capital Focused Process Improvement Effort to identify efficiencies and streamline internal control processes

Upcoming work and collaboration:

- Item 3.01-3.02: Developing work plan to address highest-priority improvements first
- Item 3.01-3.02: Consulting with TAG and Independent Consultant on approach as outlined in the work plan

Progress of Recommendation #3 as of 09/29/2023
(2 actions in Rec #3)



- Need Board guidance
- Not started / depends on earlier step
- Early investigation
- In progress & on-track
- In progress & at risk of delay
- In progress & delayed
- Complete

Recommendation 4: Align key procedures with industry best practices, eliminating unnecessary steps and associated delays

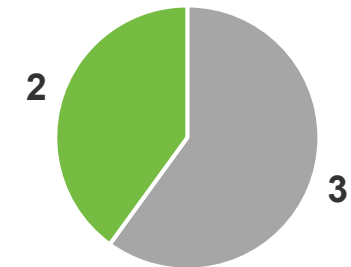
Recent progress:

- ✓ Items 4.01/4.03: Kicked off multi-department Capital Focused Process Improvement Effort to identify efficiencies and streamline internal control processes
- ✓ Items 4.01/4.03: Continued outreach to inform industry best practices

Upcoming work and collaboration:

- Items 4.01/4.02/4.03: Developing work plan to address highest-priority improvements first
- Items 4.01/4.02/4.03: Consulting with TAG and Independent Consultant on approach as outlined in the work plan

Progress of Recommendation #4 as of 09/29/2023
(5 actions in Rec #4)



- Need Board guidance
- Not started / depends on earlier step
- Early investigation
- In progress & on-track
- In progress & at risk of delay
- In progress & delayed
- Complete

Recommendation 5: Strengthen and enforce an agency betterment policy

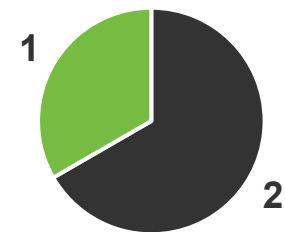
Recent progress:

- ✓ Item 5.01: Updates to Standard Drawings and Specifications are 60% complete
- ✓ Item 5.02: Evaluating 4 existing agency policies related to betterments

Upcoming work and collaboration:

- Item 5.01: Preparing to share updates to Standard Drawings and Specifications with industry, prior to finalization in Q1 2024
- Item 5.01: Update and enhance station design standards by Q1 2025. Consultant contract awarded in August. Internal staff kick-off being scheduled for October
- Item 5.02/5.03: Arranging next steps to discuss further guidance with TAG and Independent Consultant on implementation

Progress of Recommendation #5 as of 09/29/2023
(3 actions in Rec #5)



- Need Board guidance
- Not started / depends on earlier step
- Early investigation
- In progress & on-track
- In progress & at risk of delay
- In progress & delayed
- Complete

Recommendation 6: Engage the FTA as a delivery partner equally invested in delivering transit to the region

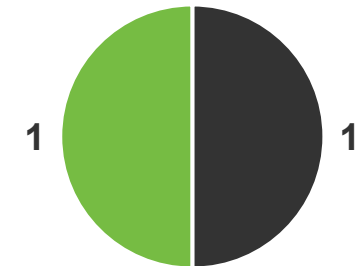
Recent progress:

- ✓ Item 6.01: CEO has partnered with our congressional delegation to request support for added staff in Region Ten, to support Sound Transit needs

Upcoming work:

- Item 6.02: Arranging next steps to discuss further guidance with TAG and Independent Consultant on implementation

Progress of Recommendation #6 as of 09/29/2023
(2 actions in Rec #6)



- Need Board guidance
- Not started / depends on earlier step
- Early investigation
- In progress & on-track
- In progress & at risk of delay
- In progress & delayed
- Complete

Oversight: Continue oversight and tracking of TAG recommendations and other continuous improvement efforts

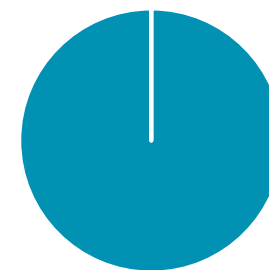
Recent progress:

- ✓ Item 7.02: Contract modification complete for independent consultant Dave Peters, per Motion 2023-36
- ✓ Item 7.01: Contract modification complete for all TAG members, per Motion 2023-36

Upcoming work:

- Items 7.01-7.02: Support independent consultant and TAG members in review of ST implementation of recommendations

Progress of Oversight as of
09/29/2023
(2 actions)



2

- Need Board guidance
- Not started / depends on earlier step
- Early investigation
- In progress & on-track
- In progress & at risk of delay
- In progress & delayed
- Complete

Arranging next steps to discuss further guidance with TAG and Board Independent Consultant on implementation

1: Rebuild trust and clarify the roles and responsibilities of the ST Board and staff

- 1.01 Explicitly identify why trust has broken between Board and staff and how it can be rebuilt
- 1.03 Limit the type of actions that require Board input and approval

2: Introduce an experienced megaproject capital program executive team

- 2.03 Vest the executive team with authority to make decisions

5: Strengthen and enforce an agency betterment policy

- 5.02 Establish protocols to address requests by Authorities Having Jurisdiction, including cost allocation and schedule constraints
- 5.03 Take full advantage of agency's designation as an Essential Public Authority

6: Engage the Federal Transit Administration (FTA) as a delivery partner equally invested in delivering transit to the region

- 6.02 Engage Congressional delegation to press FTA to prioritize and deploy sufficient resources for the ST program

Next steps

- Continue implementation of recommendations and Board direction
- Continue collaboration with TAG and Board Independent Consultant to seek guidance and feedback
- Support TAG and Board Independent Consultant as they prepare quarterly updates to the Board in November
- Incorporate continued feedback from Executive Committee and System Expansion Committee

Thank you.



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