



Staff Response to Technical Advisory Group Recommendations

*Sound Transit Board Meeting
April 27, 2023*



Why we're here

- Discuss staff responses to March 2 report from the Technical Advisory Group (TAG), including potential action items
- Overall response and follow-up to each of the major recommendations
- Identify potential next steps

No action today

Response summary

- We appreciate TAG's input.
- We are undertaking a multi-year effort to improve practices.
- We are committed to a culture of quality and safety.
- Three groups of actions to describe today:
 - Those already underway.
 - Those staff can begin to implement now.
 - Those that require further Board discussion and engagement.



***Responses to
recommendations***

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

Already underway:

- Incorporating suggestions made by Board's independent consultant, Dave Peters.
- Introduced Project Performance Tracker, with additional metrics coming by Q4 2023.
- Introduced Annual program review process, with second annual report coming next month.

To implement now:

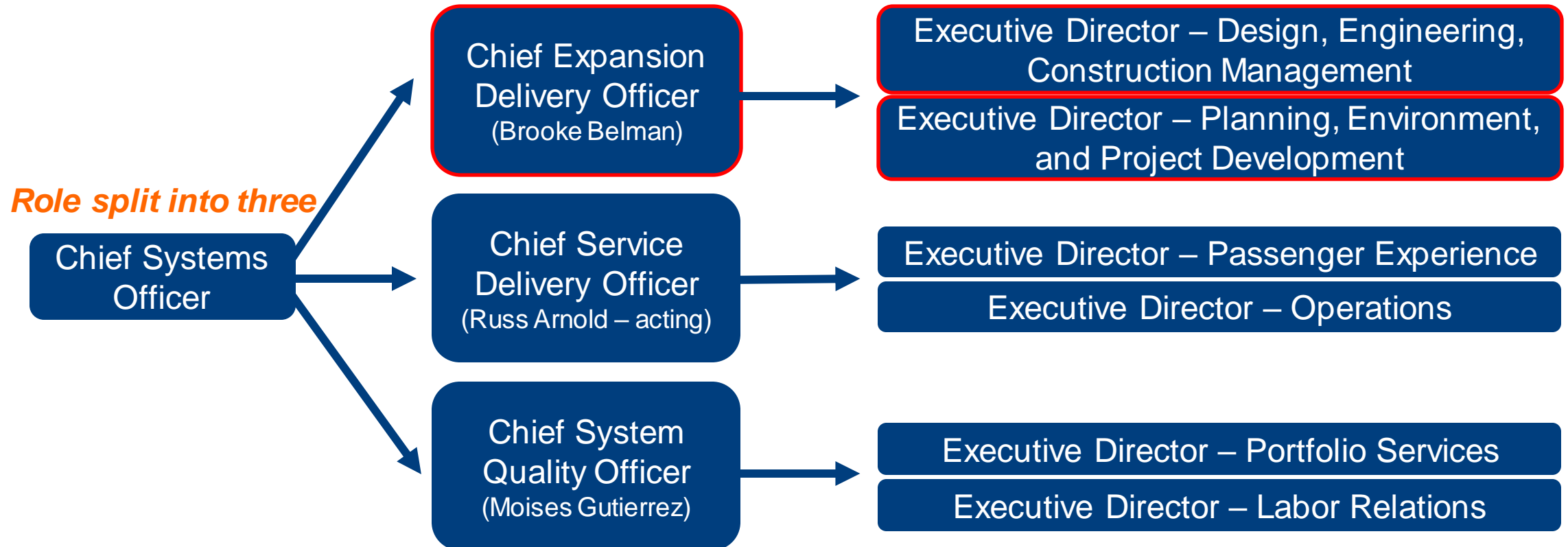
- Staff will provide more direct and succinct recommendations to the Board on future actions requiring Board decisions.
- Senior executives will be assigned responsibility for specific Board meetings and committees and will be responsible for managing Board member requests.

Recommendation 1: Rebuild trust and clarify the roles and responsibilities of the ST Board and staff (Cont.)

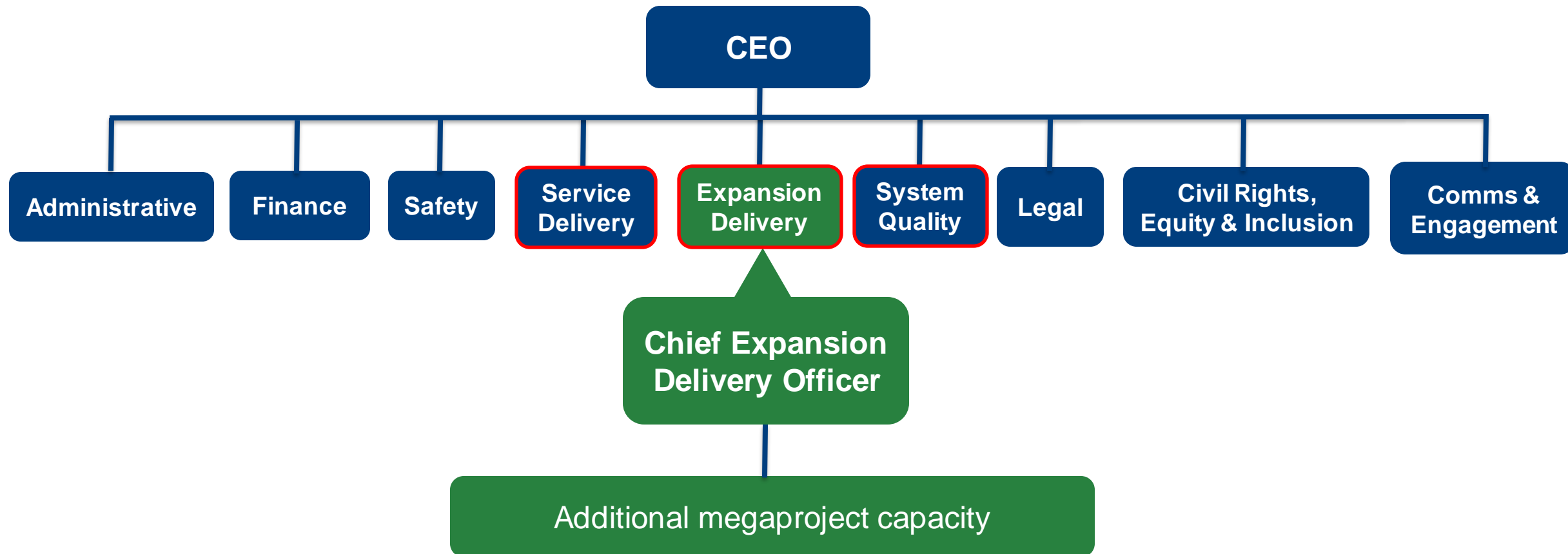
For further Board discussion:

- Additional input from Board on how to build and retain trust.
- Continuing the involvement of the Board's independent consultants (Dave Peters and/or TAG) related to TAG memo.
- Reviewing internal Board procedures, proceedings, and other spaces to enhance collaboration across subareas, as well as discussing programmatic issues.
- Reviewing and updating current delegation of authority levels between the Board and CEO.
- Streamlining the nature and number of actions that currently come to the Board for approval, including real property acquisition items.

Recommendation 2: Introduce an experienced megaproject capital program executive (continued)



Recommendation 2: Introduce an experienced megaproject capital program executive team



Recommendation 2: Introduce an experienced megaproject capital program executive team (Cont.)

To implement now:

- Review capital program to identify gaps and opportunities in staffing and structure with specific focus on where new capacity will complement existing expertise.
- Developing program-wide approach for complex megaprojects starting with WSBLE; advertise new megaprojects executive position reporting directly to Chief Expansion Delivery Officer by Q3 2023.
- Investigating new ways to leverage consultant experience regarding project delivery.

For further Board discussion:

- Potential budget amendment for costs associated with new megaproject staffing position(s).

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

Already underway:

- Empower projects to make decisions within approved scope, schedule, and budget, but promptly elevate when items such as quality/safety are compromised.

To implement now:

- Push decision-making to the *appropriate* level.
- Provide clarity about when decisions should be elevated.
- PSO actively working to restructure internal business process to support effective decision making by Q1 2024.

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

For further Board discussion:

- Review and update current delegation of authority level(s) between the Board and CEO by Q1 2024.

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

Already underway:

- ST wants to be an “owner of choice,” and we cannot deliver the capital program without industry partners.
- Existing workplans with ACEC and AGC to improve invoice process, change order management, project closeout, and standardize inputs.

To implement now:

- Single Point of Accountability to complete industry workplan recs by Q4 2023.
- Create forum for CEO to meet directly with industry.

For further Board discussion:

- Thorough review of current procedures and commitment to lean contracting and procurement practices.

Recommendation 5: Strengthen and enforce an agency betterment policy

Already underway:

- Complex process with over 50+ jurisdictions to seek approvals, including betterments.

To implement now:

- Update System Expansion Implementation Plan by Q1 2024.
 - Reflect TAG recommendations and focus on clarifying issues, when to escalate permitting concerns, and when to include Board.

For further Board discussion:

- What constitutes a betterment under existing policies and how to enforce them
- Whether to seek permitting authority from the state legislature.

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

Already underway:

- Continue positive partnering efforts with FTA Region 10 Administrator, while seeking to improve review times.

To implement now:

- Exploring opportunities for single points of contact and “relationship owners” between ST and FTA.

For further Board discussion:

- Continue to provide updates regarding progress on review times.

Next steps for staff

- Commitment to improve trust, transparency, and accountability.
- Continue work as outlined.
- Provide quarterly updates to Board on progress.

Potential next steps for Board discussion

- Discussing the continuing involvement of the Board's independent consultants.
- Developing policies and practices to manage Board requests for information from staff.
- Reviewing and updating current delegation of authority levels between Board and CEO.
- Streamlining the nature and number of actions that currently come to the Board for approval, including real property acquisition items.
- Reviewing internal Board procedures, proceedings, and other spaces to enhance collaboration across subareas, as well as discussing programmatic issues.
- Reviewing the agency's betterment policies and/or permitting authority.
- Approving additional budget for megaproject personnel (beyond actions staff already taking).

Thank you.



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