

**Improving the Speed of Project Delivery: Recommendations from Technical Advisory Group (TAG)  
Implementation Dashboard**

MONTHLY SUMMARY
<p>On 9/25, kicked off next phase of collaboration among TAG, CEO, and Board Independent Consultant Dave Peters. Once developed and coordinated through Board Leadership, staff will provide TAG with the job description for the Capital Program Executive to be used in the Recruitment process, per Recommendation 2.</p> <p>Notable changes to high-priority Recommendations 1 &amp; 2 since last month:                      - Recommendation 1: The Board is scheduled to consider adoption of an updated Board Policy on Procurement, Agreements, and Delegated Authority at its October Executive Committee meeting, which would then forward to full Board for consideration of adoption. This policy update includes increasing several delegation levels to the CEO to free up needed capacity on the Board for policy debate and decision-making.                      - Recommendation 2: Recruitment firm has kicked off with discussion with CEO, Chair, Vice Chairs and SEC Chair Balducci to gather feedback to develop the role profile over the next weeks which will inform the job description and hiring criteria for the three megaproject positions already created. This process will be conducted in close partnership with the Board.</p>

Status Legend
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

Original Recommendation from TAG	Action ID	Recommended Action from TAG	From Board Motion M2023-36 (if relevant)	Planned Start	Planned Complete	Status	Coordination with TAG & Independent Consultant	Highlights as of September 29, 2023
<b>1: Rebuild trust and clarify the roles and responsibilities of the ST Board and staff.</b>	1.01	From List in Report: Explicitly identify why trust has broken between Board and staff and how it can be rebuilt.		2023-Q2	2024-Q1	Need Board guidance		Began internal conversations to plan for a Board of Directors retreat in the February timeframe.
	1.02	From List in Report: Review and revise Board bylaws and procedures to focus on policy and major programmatic decisions.  From Narrative Detail in Report: The TAG recommends that the Board focus on ST3 programmatic, freeing up needed capacity for policy debate and decision-making.		2023-Q4	2024-Q1	Need Board guidance		The Board is scheduled to consider adoption of an updated Board Policy on Procurement, Agreements, and Delegated Authority at its October Executive Committee meeting, which would then forward to full Board to consider for adoption. This policy update includes increasing several delegation levels to the CEO to free up needed capacity on the Board for policy debate and decision-making.
	1.03	From List in Report: Limit the type of actions that require Board input and approval.  From Narrative Detail in Report: The Board should set overall project budgets (including contingency), and leave project direction and spending decisions to staff, within Board-approved project and budget definitions.  From Narrative Detail in Report: Once a project budget is authorized, ST's Real Property team should be authorized to acquire the properties it needs in the sequence that makes sense rather than seek approvals section by section with the exception of condemnations The TAG recommends that staff have the authority to acquire any parcel needed and only bring forward condemnations.	Update the Board Procurement, Agreements and Delegated Authority Policy, Resolution No. R2018-40, including: - Reviewing and updating current delegation of authority level(s) between the Board and CEO (Q3 2023). - Streamlining the nature and number of actions that currently come to the Board for approval (Q3 2023).	2023-Q2	2023-Q4	Need Board guidance	Received comments 9/18 from Dave Peters and 9/28 from TAG on FAC recommendation. Follow-up discussion with Dave Peters on 9/21.	The Board is scheduled to consider adoption of an updated Board Policy on Procurement, Agreements, and Delegated Authority at its October Executive Committee meeting, which would then forward to full Board for consideration of adoption. This policy update includes increasing several delegation levels to the CEO to free up needed capacity on the Board for policy debate and decision-making.  Separately, the Real Property recommendation requires further discussion and clarification with TAG and the Board.
	1.04	From List in Report: Include staff recommendations on all actions going to the Board.		2023-Q2	Ongoing	In progress & on-track		Project Directors of pre-baselined projects have been instructed to anticipate and plan for a staff recommendation for project-related Board actions going forward.

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	1.05	<p>From List in Report: Identify cost and schedule impacts of alternatives coming to the Board for decision, as well as the monthly cost of a delayed decision. Amend project schedules and budgets accordingly.</p> <p>From Narrative Detail in Report: The TAG strongly recommends that if the Board decides to extend a comment period or delay a decision for further study, the costs of such a delay be quantified and acknowledged by the Board with an amendment to the project budget.</p>		2023-Q3	Ongoing	In progress & on-track		<p>For pre-baselined projects, PEPD, PSO and Finance staff are developing a proposed process for validating new cost estimates and communicating them to the Board and public on an established and predictable timeline. Once that process is established, staff will establish a process for schedule updates.</p> <p>Staff is preparing process updates for TAG and Dave Peters to review.</p>
<b>2: Introduce an experienced megaproject capital program executive team.</b>	2.01	<p>From List in Report: Create three executive positions: Executive Director of Capital Programs, ST 2 Deputy Director, and ST3 Deputy Director.</p>	Sustain these positions in future budgets.	2023-07	Ongoing	Complete		<p>Created and budgeted for three senior executive capital program positions. Within the 2023 Budget, the CEO held three unassigned, open, and budgeted executive level positions for the recruitment of capital program leadership. These positions will be maintained in the 2024 Budget recommendation coming for approval in November/December 2023 and can be filled at any time at the CEO's discretion.</p>
	2.02	<p>From List in Report: Recruit executives from outside the agency with successful mega transportation program experience for the roles.</p> <p>From Narrative Detail in Report: ST needs to create and hire an Executive Director of Capital Program who reports directly to the CEO and is solely responsible for the capital program, with other corporate responsibilities kept to a minimum.</p> <p>From Narrative Detail in Report: The TAG also recommends creating and hiring new ST2 and ST3 deputy directors who report to the Executive Director of Capital Programs. These two deputies will manage project directors who will lead projects from start to finish, supported by ST staff from Planning, Environment, and Project Development (PEPD), Design, Engineering, and Construction Management (DECM), Operations, and other relevant departments.</p>	<p>In partnership with Board leadership, hire an experienced megaproject capital program executive and two deputy executives, select an executive search firm, establish hiring/selection criteria, and review recruitment marketing materials.</p> <p>Provide regular updates to the Executive Committee on the progress of developing the position and hiring.</p>	2023-07	2024-Q2	In progress & on-track	<p>Once developed and coordinated through Board Leadership, staff will provide TAG with the job description for the Capital Program Executive to be used in the Recruitment process.</p> <p>The TAG and the Board's Independent Consultant both reiterate the critical need for filling the DCEO position, including development of a job description, their level of authority, and an organization structure for ST3 project delivery.</p> <p>As the TAG shared in their presentation to the Board's Executive Committee in early March, the first two recommendations are critical to ensuring the success of the final four. Successfully filling the DCEO position with a strong new leader will require all of the above components.</p>	<p>Contract for recruitment firm has been executed.</p> <p>Recruitment firm has kicked off with discussion with CEO, Board Chair and Vice Chairs, and SEC Chair Balducci to gather feedback to develop the role profile over the next weeks which will inform the job description and hiring criteria for the three megaproject positions already created. This process will be conducted in close partnership with the Board.</p>

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	2.03	<p>From List in Report: Vest the executive team with authority to make decisions.</p> <p>From Narrative Detail in Report: It is the TAG's recommendation that these new positions would be empowered and expected to give a clear yes or no to changes during the planning stages and subsequently empower other staff to lead consultants effectively during the design stage.</p>		Ongoing	Ongoing	Need Board guidance		Staff is arranging next steps with TAG staffers for seeking further guidance from TAG and Dave Peters.
<b>3: Implement procedures that push decision-making down to the lowest level practical and foster an environment that encourages decision-making in general.</b>	3.01	<p>From List in Report: Modify procedures to authorize project decisions at lowest level possible.</p> <p>From Narrative Detail in Report: Project decisions should be made by staff, with a hierarchy of decision-making authority that promotes and supports decisions to be made at lower levels, as appropriate. At present, private sector construction contractors reported that their resident engineers in the field have decision-making authority of up to five million dollars, while their agency counterparts only have decision-making authority up to \$50,000. As a result, the contractor's resident engineer can make decisions quickly to match the needs and pace of the project while the agency's resident engineer is required to run any changes over \$50,000 up the chain, which inevitably takes time.</p>		2023-Q3	Ongoing	In progress & on-track		Executive leadership team is sponsoring a Capital Focused Process Improvement Effort. A guidance team is being established to recommend an improved future state for capital programs project delivery. This group will also provide oversight for needed process improvements to ensure alignment and coordination of process improvement efforts, agency-wide. The charter is currently being developed with the executive sponsors DCEO Brooke Belman and Chief System Quality Officer Moises Gutierrez. The guidance team will kick off its work in the coming weeks.
	3.02	<p>From List in Report: Conduct training and coaching program to promote staff-level decisions.</p> <p>From Narrative Detail in Report: The TAG recommends ST develop a robust "lessons learned" process that assesses all decisions - good and bad - and uses that experience to promote better outcomes in the future.</p>		2023-Q4	Ongoing	Not started / depends on earlier step		Training and coaching will be informed by completion of 3.01.

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<b>4: Align key procedures with industry best practices, eliminating unnecessary steps and associated delays.</b>	4.01	<p>From List in Report: Establish timeline goals for key procedures, such as invoice processing (30 days), change order processing (60 days) and contract close-out (120 days) based on industry best practices.</p> <p>From Narrative Detail in Report: The TAG recommends that the CEO champion a disciplined baseline evaluation of current processes, such as invoice processing, change order management, and project close out, and assess against industry best practices.</p> <p>From Narrative Detail in Report: Benchmarking against other agencies that are considered owners of choice is recommended.</p> <p>From Narrative Detail in Report: ST should make more effective use of standardized unit costs to facilitate more efficient change order processing.</p>		2023-Q3	2024-Q4*	In progress & on-track		<p>Executive leadership team is sponsoring a Capital Focused Process Improvement Effort. Chartering for this effort is underway and working sessions are scheduled for early October.</p> <p>Industry outreach efforts are ongoing on multiple paths:                      - Project Controls Industry Outreach (qualifying/quantifying "industry best practices") was kicked off in May and an external survey launched at the start of September. Four agencies have confirmed participation formally; two confirmed informally.                      - AACE Owner's Forum is scheduled for 9/26, and will extend industry outreach efforts to any attendees.                      - For separate work streams currently in progress with ACEC, agency staff will also identify and carry over any recommendations identified as relevant to this work.</p>
	4.02	From List in Report: Revise procedures to meet the goals by eliminating unnecessary steps and parties.		2024-Q1	2024-Q4*	Not started / depends on earlier step		Will be informed by completion of 4.01.
	4.03	From List in Report: Clarify how procedures are measured (e.g. when does a change order start), and ensure consistency across the program.		2023-Q3	2024-Q4*	In progress & on-track		Executive leadership team is sponsoring a Capital Focused Process Improvement Effort. Chartering for this effort is underway and working sessions are scheduled for early October.
	4.04	From List in Report: Train staff on the new procedures.		2024-Q1	2024-Q1	Not started / depends on earlier step		Will be informed by completion of 4.01-4.03.
	4.05	From List in Report: Monitor performance, recognize successes and assess failures for improvement.		2024-Q1	2024-Q4*	Not started / depends on earlier step		Will be informed by completion of 4.01-4.04.

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<b>5: Strengthen and enforce an agency betterment policy.</b>	5.01	From List in Report: Establish ST design standards (e.g. stations and parking structures)	Review, reform, and strengthen the agency's betterment policies and/or permitting authority (Q1 2024)	Underway	2025-Q1	In progress & on-track		<p>Develop and issue the Station Experience Design Guidelines: 100% complete in Q2 2022 and the issued Requirements Manual in Q3 2023.</p> <p>Updates to Standard Drawings and Specifications: 60% complete. Staff are incorporating comments and preparing 90% submittal for October 2023. Staff are preparing to share updates with industry as part of the 90% review and prior to finalization in Q1 2024. These updates support the upcoming OMFS design build contract procurement.</p> <p>Station Standards: Consultant contract AE 0017-23 awarded on August 16, 2023. Internal staff kick-off being scheduled for October (date TBD).</p>
	5.02	<p>From List in Report: Establish protocols to address requests by Authorities Having Jurisdiction, including cost allocation and schedule constraints.</p> <p>From Narrative Detail in Report: The TAG recommends that ST establish or strengthen and adhere to the betterments policy that limits ST expenditures to the cost of essential transit improvements in accordance with ST3 based on design standards established by the agency, along with any mitigation measures required as a result of formal environmental review.</p>	Review, reform, and strengthen the agency's betterment policies and/or permitting authority (Q1 2024)	2023-Q4	2024-Q1	Need Board guidance		Identified four agency policies that address various aspects of betterments. Staff are actively evaluating each to recommend next steps to update, modify, and/or streamline them, which may include producing a standalone betterments policy if deemed appropriate. Also referencing other betterment policies in the industry, such as LA Metro's.
	5.03	From List in Report: Take full advantage of agency's designation as an Essential Public Authority.			Ongoing	Ongoing	Need Board guidance	

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<b>6: Engage the Federal Transit Administration (FTA) as a delivery partner equally invested in delivering transit to the region.</b>	6.01	From List in Report: Engage with FTA to set reasonable timelines and alternatives to be studied.  From Narrative Detail in Report: The TAG recommends that ST support efforts to gain additional resources for the FTA as required to meet NEPA review timelines. The TAG recommends the following approaches: --Work with FTA to identify firm agreed-upon review times and establish an accountability protocol so that if FTA cannot meet that guideline, they must provide options for regaining time or use of alternative pathways including utilizing Section 139j, which is already utilized by ST, or other resources in more aggressive ways. --Continue partnering efforts currently underway, acknowledging that if FTA is not adequately resourced, ST cannot meet their commitments to the region. --Work jointly with FTA, supporting recent efforts to streamline reviews and to fully resource the agency in a way that recognizes the scope of work in coming years. --Engage Congressional delegation to support better funding and resourcing for Region 10.		Ongoing	Ongoing	In progress & on-track		CEO Timm has partnered with our congressional delegation to request support for added staff in Region Ten, to support Sound Transit needs.  We've seen positive improvement in FTA's staffing at the regional level, which, along with recent partnering sessions, contributed to an expedited review of the Operations and Maintenance Facility DEIS published on 9/22.  On 9/29, Board Members Walker and Roscoe joined CEO Timm to meet with FTA Administrator Nuria Fernandez and FTA Region X Administrator Susan Fletcher for a tour of T-Link and Tacoma OMF and discussion of Sound Transit capital program.
	6.02	From List in Report: Engage Congressional delegation to press FTA to prioritize and deploy sufficient resources for the ST program.	Work with interested Board Members, members of the Congressional Delegation, and other Federal Partners regarding opportunities to maximize FTA partnership and capacity.	Ongoing	Ongoing	Need Board guidance		Seeking Board guidance on how the Board may wish to be involved in this area going forward.
<b>Oversight: Continue oversight and tracking of TAG recommendations and other continuous improvement efforts</b>	7.01	Retain at least five members of the TAG to review implementation progress, provide continued monitoring, and report back to the Board in partnership with the independent consultant Dave Peters through December 31, 2024.		2023-Q3	2024-Q4	Complete	TAG proposed final work plan, and received Board Chair approval in September 2023. All contracts have been executed. Participated in Kick-Off meeting on 9/25/2023.	All contracts have been executed as of September 2023 for TAG members and TAG support staff.  Staff have begun working directly with the TAG staffers to facilitate and support the TAG as they re-launch their efforts.
	7.02	Extend the scope of work for independent consultant Dave Peters to include quarterly reports to the Executive Committee of the Board in partnership with TAG scope above through December 31, 2024. Also extend the scope of work for independent consultant Dave Peters to include ad hoc high-level "second opinion" engineering approaches to alignment and station construction as requested through December 31, 2024.		2023-Q3	2024-Q4	Complete	Dave Peters proposed final work plan, and received Board approval in September 2023. Contract executed.	Contract extension completed in August 2023.

\*working to refine timeline