



SOUND TRANSIT TECHNICAL ADVISORY GROUP

Implementation Phase: Q1 2024 Report



Key takeaways

- New and improved implementation action plan
- Good collaboration between TAG and staff
- More work to do, but on the right track
- Prioritize projects over process

TAG recommendations

1. Rebuild trust and clarify the roles and responsibilities of the ST Board and staff
2. Introduce an experienced megaproject capital program executive team
3. Implement procedures that push decision-making down to the lowest level practical and foster an environment that encourages decision-making in general
4. Align key procedures with industry best practices, eliminating unnecessary steps and associated delays
5. Strengthen and enforce an agency betterment policy
6. Engage the FTA as a delivery partner equally invested in delivering transit to the region

Recommendation 1 - Trust

Progress updates:

- Raised CEO delegated authority
- Board retreat
- Staff recommendations to the Board
- Quantify delay impacts

TAG feedback:

- *Trust* should be underlying focus
- Continue to assess what actions are brought to the Board
- Need for a regional perspective

Lead: Grace Crunican

Support: Ken Johnsen, Jim Linthicum

Recommendation 2 - Capital delivery staff

Progress updates:

- DCEO candidate selection moving forward

TAG feedback:

- Need to move on ST2 and ST3 Deputy Director positions

Lead: Roger Natsuhara

Support: Connie Crawford, Ken Johnsen

Recommendation 3 - Decision-making

Progress updates:

- Identifying barriers to faster decision-making
- Reviewing the Change Control Board (CCB)

TAG feedback:

- Continue to seek industry expertise and feedback
- Limit CCB role
- Prioritize projects over process
- Faster decision making while still documenting
- Staff training and recognition

Lead: Ken Johnsen

Support: Connie Crawford, Roger Natsuhara

Recommendation 4 - Owner of Choice

Progress updates:

- Improved invoice processing timelines
- Data management and baselining

TAG feedback:

- Focus on payments, change orders, and project closeout
- Pursue early wins
- Prioritize projects over process
- Pay attention to outliers
- Continue to seek industry feedback

Lead: Connie Crawford

Support: Grace Crunican, Roger Natsuhara

Recommendation 5 - Betterments

Progress updates:

- Updating and consolidating existing policies
- Engaging Board members in strategic discussions

TAG feedback:

- Address betterments at all phases of project delivery
- Quickly escalate unresolved issues
- Explore use of essential public facility designation and additional legislative authority

Lead: Jim Linthicum

Support: Ken Johnsen

Recommendation 6 - FTA

Progress updates:

- CEO/DCEO/FTA relationship building
- Inventory of FTA/staff touchpoints

TAG feedback:

- Continue building relationships with FTA
- Explore pilot projects

Lead: Jim Linthicum

Support: Grace Crunican

Next steps

Ongoing collaboration with staff

- Monthly check-in with ST and TAG leadership
- Ad-hoc implementation progress check-ins

Upcoming reports

- Reporting to the Executive and/or System Expansion committees will continue at least quarterly through 2024



QUESTIONS?