

Recommendation 1 – Rebuild trust and clarify the roles and responsibilities of the ST Board and Staff.						Progress Notes (as of 03/01/2024)
Implementation Goal	CEO Direction	By end of March/Q1 2024	By end of Q2 2024	By end of Q3 2024	By end of Q4 2024	
<p>Review and revise Board bylaws and procedures to focus on policy and major programmatic decisions.</p> <hr/> <p>Limit the type of actions that require Board input and approval</p>	<p><b>Continue to delegate decisions to lowest level reasonable, from the Board to the CEO, and from the CEO to Agency staff.</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Engage with Board to finalize a programmatic workplan that focuses on system-wide issues and decisions.</li> <li><input type="checkbox"/> Clarify rules of engagement for making real property acquisition decisions without Board approval.</li> <li><input type="checkbox"/> Complete additional analysis of agency’s procurement, agreements and spend control policy for potential new revisions, to include additional delegations from the CEO to staff.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Finalize potential updates to Board bylaws and procedures to focus on policy and major programmatic decisions, if/as appropriate.</li> <li><input type="checkbox"/> Update or sunset additional internal procedures to streamline internal approvals and controls.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Propose possible, additional updates to Board policy to further reduce Board time spent on transactional items.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Refine work products based on Board feedback.</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>In February 2024, CEO restored internal policy on procurement, agreements and spend control, delegating CEO authority to appropriate levels.</b></li> <li>✓ <b>Identification and assessment of programmatic work, across Board committee workplans, has been completed.</b></li> <li>✓ <i>Board adopted R2023-30 in Fall 2023, raising CEO delegation authority to \$10 million for competitive, and \$5 million for sole source, procurements.</i></li> </ul>
<p>Include Staff recommendations on all actions going to the Board</p> <hr/> <p>Identify cost and schedule impacts of alternatives coming to the Board</p>	<p><b>When presenting project-specific and programmatic issues, Staff will provide a recommendation for Board consideration which will disclose additional options.</b></p> <p><b>Recommendations – and additional options – will include pros and cons, as well as the financial impact of action and inaction. Board communications will be consistent visually and in detail.</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Prepare and distribute a draft staff report template that includes a clear staff recommendation section for feedback; create corresponding template slide. <i>[carried forward from February]</i></li> <li><input type="checkbox"/> Finalize staff report and slide template to better forecast long-term implications of project-specific decisions. The staff report will incorporate a clear section that discloses cost and schedule impacts.</li> <li><input type="checkbox"/> Finalize cost of delay and alternatives calculations guidance.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Begin using the staff report and slide templates consistently for every project action going to the Board.</li> <li><input type="checkbox"/> Begin applying cost and schedule impacts to all alternatives coming to the Board.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Refine staff report and slide template with feedback from Q2 and Q3.</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Project Controls staff developed method to identify cost and schedule impacts to alternatives and delays.</b></li> </ul>

Recommendation 2 – Introduce an experienced megaproject capital program executive team.						
Implementation Goal	CEO Direction	By end of March/Q1 2024	By end of Q2 2024	By end of Q3 2024	By end of Q4 2024	Progress Notes (as of 03/01/2024)
Recruit Deputy CEO – Mega Capital Projects	<b>The recruitment will continue in earnest, in close partnership with the Board</b>	<input type="checkbox"/> Make an offer to top candidate and finalize contract negotiation	<input type="checkbox"/> DCEO will be fully onboarded.			✓ <b>Selection and interview process continues.</b>
Recruit two Deputy Executive Directors (ST2 + ST3)	<b>Begin this process before the DCEO arrives, if/as appropriate. The DCEO – Mega Capital Projects will make final selections, in close partnership with the CEO and Board.</b>	<input type="checkbox"/> Define titles, job descriptions, and structure for both deputy positions. <input type="checkbox"/> Post both positions and formally initiate recruitment.	<input type="checkbox"/> Host final candidate interviews.	<input type="checkbox"/> Deputies will be fully onboarded.		✓ <b>Preliminary candidate sourcing completed.</b>
Vest the Executive team with authority to make decisions.  <i>This includes reviewing the organizational structure to improve empowerment, accountability, and efficiencies</i>	<b>The CEO, DCEO – Mega Capital Projects, and Chief Human Resources Officer will review and identify key elements of the staffing plan that need refinements based on Board and TAG feedback.</b>	<input type="checkbox"/> Develop first draft of organizational structure refinement plan and framework to improve empowerment, accountability, and efficiencies.	<input type="checkbox"/> Finalize, implement, and communicate final framework.		<input type="checkbox"/> Refine with feedback from Q2 and Q3.	✓ <b>CEO completed internal review of Agency organizational structure documentation &amp; practices.</b>

Recommendations 3 and 4 – Internal Improvements, including accelerating decision-making and applying industry best practices to reduce process delays.						Progress Notes (as of 03/01/2024)
Implementation Goal	CEO Direction	By end of March/Q1 2024	By end of Q2 2024	By end of Q3 2024	By end of Q4 2024	
Empower Resident Engineers and field personnel for timely decision-making on construction sites	<p><b>The Resident Engineer – and field project team – will be empowered to make decisions related to field work, commensurate with industry standards and appropriate State of Washington and Sound Transit standards.</b></p> <p><b>Decisions involving Authorities Having Jurisdiction, as well as significant project changes, will be decided by Sound Transit, as appropriate. Agency personnel will proactively leverage consultant input in doing so.</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Set expectation with project teams, including clarity on roles between contracted personnel and agency employees. <i>[carried forward from February]</i></li> <li><input type="checkbox"/> Update delegated signature authorities (Resident Engineers/Construction Manager).</li> <li><input type="checkbox"/> Establish qualification criteria for consultant Resident Engineers.</li> <li><input type="checkbox"/> Establish decision-making expectations for Resident Engineers/Construction Managers.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Complete training to implement updated procedures (staff and contracted personnel).</li> </ul>			
Improve internal controls/governance to empower project staff and meaningfully incorporate appropriate checks-and-balances	<p><b>We will empower staff to make efficient, yet thoughtful, decisions that facilitate continued project delivery progress.</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Implement additional changes to the internal Capital Program Change Control Board (CCB), as follows:                             <ul style="list-style-type: none"> <li>- Re-focus internal CCB to portfolio and programmatic level, proactive oversight. <i>[carried forward from February]</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Finalize additional changes to the internal Capital Program Change Control Board (CCB).</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Integrate Service Delivery projects into internal governance structure to further streamline internal process.</li> </ul>		<ul style="list-style-type: none"> <li>✓ <b>Effective March 6, CCB scope has been narrowed by:</b> <ul style="list-style-type: none"> <li>• <b>Exempting change orders within contingency.</b></li> <li>• <b>Ending facilitated pre-briefs.</b></li> <li>• <b>Management of CCB attendance.</b></li> <li>• <b>Other miscellaneous changes to further empower project teams</b></li> </ul> </li> </ul>

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Implementation Goal	CEO Direction	By end of March/Q1 2024	By end of Q2 2024	By end of Q3 2024	By end of Q4 2024	
Improve timely processing of invoices to no more than 30 days	<p><b>We value our partnership with the consulting and contractor community.</b></p> <p><b>We will incorporate the specific TAG recommendations within the first quarter of 2024.</b></p> <p><b>We will implement other private sector feedback by end of 2024 (i.e., provided anonymously, through the American Council of Engineering Companies, and through the Associated General Contractors of America).</b></p>	<input type="checkbox"/> Implement and track progress. <input type="checkbox"/> Refine and begin updated 30-day (at least) monthly payables reporting.	<input type="checkbox"/> Refine with feedback and collected data. <input type="checkbox"/> Begin internal training on invoice processing. <input type="checkbox"/> Complete and confirm a proactive agency approach to support the timely processing of sub-contract payments (by prime contractors).	<input type="checkbox"/> Finalize updated contract language to support electronic payment, expedited payment discounts, and DBE/SBE payment terms.	<input type="checkbox"/> Perform data retrospective on performance improvements. <input type="checkbox"/> Implement improved invoice processing for Goods & Services contracts.	<ul style="list-style-type: none"> <li>✓ <b>Internal expectations of 30-day processing have been established.</b></li> <li>✓ <b>Tracking modifications were validated and tested, and a system has been developed to communicate progress.</b></li> <li>✓ <i>Completed historical performance analysis.</i></li> <li>✓ <i>Deployed Unifier modifications and integration to Accounts Payable data.</i></li> <li>✓ <i>Accounts payable team completed an evaluation of partial pay challenges.</i></li> </ul>
Improve timely processing of change orders to no more than 60 days		<input type="checkbox"/> Confirm internal expectations of 60-day change order processing for construction and architecture and engineering contracts <i>[carried forward from February]</i> <input type="checkbox"/> Update project tracking (Unifier) system to directly prompt this input and ensure feasibility.	<input type="checkbox"/> Validate 60-day timeframe and confirm specific expectations for processing times internally.	<input type="checkbox"/> Refine with feedback from Q2 and Q3.	<ul style="list-style-type: none"> <li>✓ <b>Modifications for tracking are being added into Unifier to daylight existing challenges and inform solutions.</b></li> </ul>	
Improve timely contract closeout to no more than 120 days		<input type="checkbox"/> Confirm internal expectations of 120-day processing time to close out construction and architecture & engineering contracts. <i>[carried forward from February]</i>	<input type="checkbox"/> Implement tasks necessary for implementation.	<input type="checkbox"/> Incorporate expectation of 120-day processing time to close out service delivery contracts. <input type="checkbox"/> Finalize improved framework for activation.	<input type="checkbox"/> Complete implementation.	

DRAFT TAG Implementation Action Plan – Monthly Update | March 1, 2024

Recommendation 5 – Strengthen and enforce an agency betterment policy.						
Implementation Goal	CEO Direction	By end of March/Q1 2024	By end of Q2 2024	By end of Q3 2024	By end of Q4 2024	Progress Notes (as of 03/01/2024)
Review, reform, and strengthen the agency’s betterment policies	<b>We will coalesce various policies into one consistent, core Agency policy that provides improved clarity to Board and staff.</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop updated Scope Control Policy to consolidate multiple existing betterments policies from across the agency. <i>[carried forward from February]</i></li> <li><input type="checkbox"/> Propose updated Scope Control Policy to Board.</li> <li><input type="checkbox"/> Subject to Board concurrence, work with Board to secure Board adoption of Scope Control Policy (if Board does not request additional policy refinement upon initial review).</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Subject to Board concurrence, work with the Board to secure Board adoption of Scope Control Policy updates (If Board requests additional policy refinement upon initial review. Otherwise, possible by Q1, as noted).</li> </ul>			<ul style="list-style-type: none"> <li>✓ <b>Board Leadership has been briefed on path forward to address betterments.</b></li> </ul>
Establish ST Design Standards	<b>We will continue to maintain a robust suite of technical standards. These governing documents will be informed by passenger experience, operational needs, and broad consultant and peer agency input. Project Teams will incorporate the criteria, and follow adopted processes to secure deviations when appropriate.</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Expected issuance date for Standard specifications and drawings to support OMF-S.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Expected issuance date for Standard specifications and drawings to support OMF-S.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Full Station Standards consultant work completed and incorporated into active procurements.</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Consultant has completed majority of interviews and site visits (in support of the effort to strengthen station design standards) and transmitted their technical report.</b></li> <li>✓ <i>Staff have completed standard specifications and drawings</i></li> </ul>
Recommendation 6 – Engage the FTA as a delivery partner equally invested in delivering transit to the region.						
Implementation Goal	CEO Direction	By end of March/Q1 2024	By end of Q2 2024	By end of Q3 2024	By end of Q4 2024	Progress Notes (as of 03/01/2024)
Improve FTA-ST relationship and maximize FTA resources for ST priorities	<b>Prioritize and nurture relationship between FTA Region X leadership and ST CEO and CEO’s Executive Team.</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Finalize FEIS schedules for OMF South, WSLE and BLE. <i>[carried forward from February]</i></li> <li><input type="checkbox"/> Fully implement a clear relationship map between Sound Transit and the FTA to ensure clarity in points of accountability as well as the proactive disposition of mutual concerns.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Obtain FTA review of WSLE Final EIS (target publication in May) and Biological Assessment (for Endangered Species Act consultation).</li> </ul>			<ul style="list-style-type: none"> <li>✓ <b>FTA/ST Relationship map review completed to inform additional efforts to streamline collaboration in 2024.</b></li> <li>✓ <i>Refined the FTA/ST Quarterly meetings to include more up to date information on Projects during report outs.</i></li> <li>✓ <i>Completed formal partnering work between staff and FTA leadership.</i></li> <li>✓ <i>Established monthly 1:1 between regional FTA leadership and CEO.</i></li> </ul>