

Project Management Information System (PMIS)	Project Change Management	Procurement & Contracting	Organizational Restructure
TAG Recommendations 1, 3, 4, and 6	TAG Recommendations 1 and 3	TAG Recommendations 3 and 4	TAG Recommendation 2
<p>Initiative Description</p> <p>The agency must adopt a Project Management Information System (PMIS) to ensure we move the largest transit expansion in the country forward cohesively and comprehensively. The procurement process is underway to secure a reliable and durable system which will bring our project management practices up to industry standards.</p> <p>Once adopted, all project data from every phase – inception to project close out, and everything in between – will be input into the PMIS by everyone who contributes to the project. Additionally, an agency PMIS will provide similar functionalities for all departments, not just capital projects.</p> <p>Key components to integrating an agency PMIS will include:</p> <ul style="list-style-type: none"> Procurement of a PMIS system <ul style="list-style-type: none"> Prioritize inputting all ST3 projects currently in early stages, then migrate ST2 data. Standardize reporting and dashboards. At the project level, develop new processes on cost and schedule analysis, as well as quality and risk. Enhance utilization of B2Gnow to increase DBE participation. Establish project closeout team and manage closeout work via PMIS. 	<p>Initiative Description</p> <p>Several efforts are needed, and underway, to ensure project changes are streamlined throughout the agency.</p> <p>These include:</p> <ul style="list-style-type: none"> Restructuring agency change control governance. <ul style="list-style-type: none"> The Agency has retired the Capital and Operations Change Control Boards. From July 1, 2024, onward, enterprise-wide issues will be discussed at a monthly Executive Review Cabinet (ERC) meeting, a subset of the CEO Cabinet structure. Streamlining processes, standards, and guidelines. Defining clear lines of authority, delegations, and decision makers within the Agency. <ul style="list-style-type: none"> This will include updating job descriptions with clear levels of authority, adjusting relevant processes, and implementing an ongoing staff training program. Continue conversation with Board about additional Board delegations to streamline decisions. 	<p>Initiative Description</p> <p>New procurement processes are being developed to allow Sound Transit to deliver projects creatively, collaboratively, and faster.</p> <p>This work includes:</p> <ul style="list-style-type: none"> Implementing Design Build approach to project delivery. Establishing Multiple Award Task Order Contracts (MATOC) or “bench” contracts. Updating Task Order process and issuance of Task Order Notices to Proceed across multiple agency divisions. Evaluating and updating existing internal processes. <ul style="list-style-type: none"> Gather lessons learned from ST2 regarding procurement and contracting and integrate lessons and best practices into ST3 procurements and contracting as applicable across all delivery methods. Continuous improvement initiatives across the agency continue such as timely invoice processing, change order management and contract close out. Outside consultant has been procured to assess existing procurement practices against industry best practices. Implementing a new contracting management software solution. Improving collaboration with industry on improvements and our approach. <ul style="list-style-type: none"> Increase communication on ST3 procurement forecast so industry can respond and plan to compete. Developing a targeted approach to equity and inclusion in procurements and contracting, as well as workforce, to fully leverage agency’s significant spending to enhance our regional impact. 	<p>Initiative Description</p> <p>The next phase of Sound Transit’s organizational restructure is moving forward under the project named Mobilizing One ST (MOST) – a multi-phased project focused on improving Sound Transit’s organizational structure and streamlining business processes. This comprehensive work will be a structure that can and will endure in the years ahead.</p> <p>Over the course of 2024, this project will:</p> <ul style="list-style-type: none"> Redefine organizational health, putting culture, leadership, values-based behavior, and accountability at the core of the agency. Develop key performance indicators to measure organizational health. Design an agency organizational structure that clearly delineates functional ownership and responsibilities across departments. Generate new workflow processes for increase efficiency. Implement agency equity tools to create or update job descriptions. Conduct Knowledge, Skills and Ability gap analyses, and leadership assessments. Develop Cultural, Behavioral and Functional learning and development plans to support employee growth and success. Publish a five-year talent plan to minimize vacancy risk and build the next generation of transit leaders.
<p>Outcomes</p> <ul style="list-style-type: none"> Streamlined, reliable, real-time reporting for all audiences – internal project management, Sound Transit Board, FTA and the public. Smooth onboarding and transition with selected partners. Accountability to key performance indicators, and early insight into risks and challenges. Efficient and comprehensive project closeout. 	<p>Outcomes</p> <ul style="list-style-type: none"> Decision-making and problem solving will be optimized at the correct level of project management. 	<p>Outcomes</p> <ul style="list-style-type: none"> Efficient delivery of ST3 projects. Increased competition for Sound Transit contracts. Collaborative and creative relationships with industry and trade partners. 	<p>Outcomes</p> <ul style="list-style-type: none"> Agency operates as OneST where operational mindset is focused on the improving the equitable experience and opportunities of our riders and served communities. Streamlined processes and empowered decision making is completed at the right level through clear delegations of authority to meet voter commitments. Mature agency structure with a balanced capital and service delivery organization to produce exceptional passenger experience. Empowered human-centric culture committed to a thriving, healthy and purposeful work environment to be a world class transit agency.
<p>Timeline/Key Milestones</p> <ul style="list-style-type: none"> PMIS procurement will be complete by Q4 2024. 	<p>Timeline/Key Milestones</p> <ul style="list-style-type: none"> Begin Executive Review Committee (ERC) review of major project changes in Q3 2024. 	<p>Timeline/Key Milestones</p> <ul style="list-style-type: none"> Procurement practices assessment complete by Q3 2024. Initial Design Build training complete by Q4 2024. Implementation of Design Build procurement process begins in Q4 2024. 	<p>Timeline/Key Milestones</p> <ul style="list-style-type: none"> New team formation, assessments and onboarding begins in Q3 2024. Five-year talent plan, and baseline measures against which key performance indicators will be measured, will be finalized in Q4 2024. Full agency reorganization will be complete in Q4 2024.

	Betterments and Scope Control	FTA Partnership	
	TAG Recommendation 5	TAG Recommendation 6	
	<p>Initiative Description</p> <p>The Board successfully passed an updated Scope Control and Betterments policy in June 2024. The agency is moving forward to implement the new policy, as well as improve how we manage permitting processes with our projects.</p> <p>Additional work on this front will include:</p> <ul style="list-style-type: none"> • Develop internal operating procedure to implement updated Scope Control and Betterments Policy. • Generate a Betterments Dashboard to track agency work against key performance indicators. • Finalize station design standards and ensure all projects follow such standards going forward, as appropriate. • Clarify base scope and track additional scope, the cause, and associated decisions for the life of the project. • Generate MOUs and similar agreements defining: <ul style="list-style-type: none"> ○ Parameters of Sound Transit and Authority Having Jurisdiction (AHJ) partner collaborative working relationship. ○ Project scope and applicable version of AHJ partner’s code for the life of the project. <p>Additionally, the agency will enhance its permitting management by:</p> <ul style="list-style-type: none"> • Consolidating a Permitting team in the Capital Development Department’s Center of Excellence. • Develop new Standard Operating Procedures, track all work in PMIS, and establish consistent training. • Shifting permitting risk to construction partners when applicable. 	<p>Initiative Description</p> <p>Significant progress has been made to enhance the Sound Transit and FTA relationship over the course of 2023 and 2024, but there is more work to do. The Agency is moving forward on two paths to ensure the FTA remains a delivery partner invested in the success of Sound Transit.</p> <p>From an Agency-wide, programmatic level we are remapping the relational touch points to address requirements around safety, quality and other expectations.</p> <p>At the project level, we will look for formal partnering opportunities and incorporate FTA feedback as we undertake the other key TAG initiatives to ensure potential reporting, staffing, and project delivery processes fully align with, and exceed, their expectations and requirements.</p> <ul style="list-style-type: none"> • We are holding monthly meetings with the FTA and the FTAs consultants. • Improved reporting and schedules are being developed to share with the FTA. • Joint training with FTA staff has been held with more training, team building, and partnering sessions planned. • Sound Transit will establish joint project offices where FTA staff will have office space for ongoing project collaboration. 	
	<p>Outcomes</p> <ul style="list-style-type: none"> • Decreased points of conflict between Agency and AHJ partners. • Streamlined project delivery decisions at the project level. • Clear, concise, and collaborative path to resolve potential conflicts above the project level. 	<p>Outcomes</p> <ul style="list-style-type: none"> • Strengthened partnership and collaboration with the FTA at the regional and national levels. • Improved clarity on points of contact for project-level and agency-wide relationships between FTA and ST personnel, at all levels. • Cohesive, streamlined reporting that remains compliant with FTA expectations. 	
	<p>Timeline/Key Milestones</p> <ul style="list-style-type: none"> • Final Station Design Standards will be complete by Q4 2024. 	<p>Timeline/Key Milestones</p> <ul style="list-style-type: none"> • Updated FTA-ST Relationship Remapping by 3Q2024. 	