

TAG Implementation Action Plan – Monthly Update | June 1, 2024

Recommendation 1 – Rebuild trust and clarify the roles and responsibilities of the ST Board and Staff.					Progress Notes (as of 06/01/2024)
Implementation Goal	CEO Direction	By end of June/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>	<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>	<p><input type="checkbox"/> Clarify rules of engagement for making real property acquisition decisions without Board approval. <i>[carried forward]</i></p>	<p><input type="checkbox"/> Finalize potential updates to Board bylaws and procedures to focus on policy and major programmatic decisions, if/as appropriate.</p> <p><input type="checkbox"/> Update or sunset additional internal policies or procedures to streamline internal approvals and controls.</p>	<p><input type="checkbox"/> Propose possible, additional updates to Board policy to further reduce Board time spent on transactional items.</p> <p><input type="checkbox"/> Refine work products based on Board feedback.</p>	<p>✓ <b>Board Programmatic Workplan finalized and distributed to Board.</b></p> <p>✓ <b>List of options for updated Board bylaws, procedures and policies developed for additional consideration.</b></p> <p>✓ <i>Additional analysis completed of agency's procurement, agreements and spend control policy for potential new revisions.</i></p>
<p>Limit the type of actions that require Board input and approval</p>					
<p>Include Staff recommendations on all actions going 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>			<p><input type="checkbox"/> Refine staff report and slide template with feedback from Q2 and Q3.</p>	<p>✓ <b>Updated staff report template, including recommendations and cost and schedule impact analysis, now fully implemented for projects coming to the Board for action.</b></p> <p>✓ <i>Finalized staff report and slide template to better forecast long-term implications of project-specific decisions. The staff reports/presentations will incorporate clear section(s) that disclose cost and schedule impacts.</i></p>
<p>Identify cost and schedule impacts of alternatives coming to the Board</p>					

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Recommendation 2 – Introduce an experienced megaproject capital program executive team.					Progress Notes (as of 06/01/2024)
Implementation Goal	CEO Direction	By end of June/Q2 2024	By end of Q3 2024	By end of Q4 2024	
Recruit Deputy CEO – Mega Capital Projects	<b>The recruitment will continue in earnest, in close partnership with the Board</b>				<ul style="list-style-type: none"> <li>✓ <b>DCEO Mestas is fully onboarded.</b></li> <li>✓ <i>DCEO Mestas joins the Agency on April 29. Onboarding process is already in progress.</i></li> </ul>
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>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Host final candidate interviews.</li> <li><input type="checkbox"/> Deputies will be fully onboarded.</li> </ul>		<ul style="list-style-type: none"> <li>✓ <b>Define titles, job descriptions, and structure for both deputy positions.</b></li> <li>✓ <b>Post both positions and formally initiate recruitment.</b></li> <li>✓ <i>Preliminary candidate sourcing began in Q1.</i></li> </ul>
<p>Vest the Executive team with authority to make decisions.</p> <p><i>This includes reviewing the organizational structure to improve empowerment, accountability, and efficiencies</i></p>	<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>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Communicate organizational restructure framework Agency-wide.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Begin restructure implementation.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Implement and refine restructuring.</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Organizational restructure framework has been rolled out to Agency leadership.</b></li> <li>✓ <i>CEO's direct reports' structure has been developed and is beginning to be rolled out internally.</i></li> <li>✓ <i>CEO completed internal review of Agency organizational structure documentation &amp; practices.</i></li> </ul>

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Recommendations 3 and 4 – Internal Improvements, including accelerating decision-making and applying industry best practices to reduce process delays.					Progress Notes (as of 06/01/2024)
Implementation Goal	CEO Direction	By end of June/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"/> Establish qualification criteria for consultant Resident Engineers. <i>[carried forward]</i></li> <li><input type="checkbox"/> Complete training to implement updated procedures (staff and contracted personnel).</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Finalize Q2 actions and sunset body of work</li> </ul>		<ul style="list-style-type: none"> <li>✓ <b>Confirmed delegated signature authority to contracted Resident Engineers/Construction Managers unfeasible, and shifted approach to find alternative efficiencies.</b></li> <li>✓ <i>Established decision-making expectations for Resident Engineers/ Construction Managers.</i></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>✓ <b>Internal Change Control reforms are completed.</b></li> <li>✓ <i>Additional changes to the internal Capital Program Change Control Board (CCB), as follows:</i> <ul style="list-style-type: none"> <li>○ <i>Re-focus internal CCB to portfolio and programmatic level, proactive oversight.</i></li> </ul> </li> <li>✓ <i>CCB scope has been narrowed by: Exempting change orders within contingency, ending facilitated pre-briefs, and management of CCB attendance.</i></li> </ul>

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Implementation Goal	CEO Direction	By end of June/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"/> Finalize updated contract language to support electronic payment, expedited payment discounts, and DBE/SBE payment terms.		<ul style="list-style-type: none"> <li>✓ <b>Average invoicing time remains under 30-day industry standard.</b></li> <li>✓ <i>Began ongoing tracking progress.</i></li> <li>✓ <i>Refined updated 30-day (or shorter) monthly payables reporting.</i></li> </ul>
Improve timely processing of change orders to no more than 60 days					<ul style="list-style-type: none"> <li>✓ <b>Project tracking (Unifier) system has been updated to directly prompt this input.</b></li> <li>✓ <b>60-day timeframe has been validated and specific expectations confirmed for processing times internally.</b></li> <li>✓ <i>Confirmed internal expectations of 60-day change order processing for construction contracts.</i></li> </ul>
Improve timely contract closeout to no more than 120 days		<input type="checkbox"/> Implement new design elements necessary for reaching 120-day standard.			<ul style="list-style-type: none"> <li>✓ <b>Developed guidelines for process improvements to achieve 120-day standard.</b></li> <li>✓ <i>Confirmed internal expectations of 120-day processing time to close out construction and architecture &amp; engineering contracts.</i></li> <li>✓ <i>Designed process flows necessary for reaching 120-day standard.</i></li> </ul>

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Recommendation 5 – Strengthen and enforce an agency betterment policy.					
Implementation Goal	CEO Direction	By end of June/Q2 2024	By end of Q3 2024	By end of Q4 2024	Progress Notes (as of 06/01/2024)
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>	<input type="checkbox"/> Secure Board adoption of updated Betterments and Scope Control Policy.	<input type="checkbox"/> Develop internal agency procedures and tracking for implementation of updated Board policy.		<ul style="list-style-type: none"> <li>✓ <i>Final draft of updated Scope Control and Betterments Policy has been distributed to the Board and TAG for possible adoption.</i></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>			<input type="checkbox"/> Full Station Standards consultant work completed and incorporated into active procurements.	<ul style="list-style-type: none"> <li>✓ <i>Standard Specifications and drawings to support OMF-S were issued at the end of March.</i></li> <li>✓ <i>Consultant submitted for ST review strategies for station standards and jurisdiction engagement and kicked off development of standards.</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 June/Q2 2024	By end of Q3 2024	By end of Q4 2024	Progress Notes (as of 06/01/2024)
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>	<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. <i>[carried forward]</i>	<input type="checkbox"/> Obtain FTA review of WSLE Final EIS (target publication in May) and Biological Assessment (for Endangered Species Act consultation).		<ul style="list-style-type: none"> <li>✓ <i>Conversations with FTA’s Regional Office in April continue to incorporate their input/feedback prior to achieving a final framework.</i></li> <li>✓ <i>Finalized FEIS schedule for OMF-S.</i></li> </ul>