

Technical Advisory Group Recommendations Implementation Update

*Community Oversight Panel
4/10/24*



TAG Implementation - Progress

Where we've been

- Final TAG report issued February 2023
- Board Motion directing action in March 2023
- December 2023 Quarterly TAG and Independent Consultant Report

Where we're going

Memo

TAG Implementation Reset Plan December 20, 2024

Objective: Re-establish collaboration with the Board, and accelerate action, on TAG implementation work

Earlier this month, the Executive Committee heard directly from the Board's Technical Advisory

Summary of TAG recommendations

CEO Sparrman: We are unequivocally committed to creatively, effectively, and urgently implementing the TAG recommendations.

Recommendation 1:

- Rebuild trust and clarify Board and staff roles and responsibilities.

Recommendation 2:

- Introduce an experienced megaproject capital program executive team.

Recommendations 3 & 4:

- Internal improvements, including accelerating decision-making and applying industry best practices to reduce unnecessary process.

Recommendation 5:

- Strengthen and enforce an agency betterments policy.

Recommendation 6:

- Engage the FTA as a delivery partner equally invested in delivering regional transit.

Recommendation 1 – Rebuild trust and clarify the roles and responsibilities of the ST Board and Staff			
Implementation Goal	CEO Direction	By end of February 2024	By end of Q1 '24
Review and revise Board bylaws and procedures to focus on policy and major programmatic decisions.	Continue to delegate decisions to lowest level reasonable, from the Board to the CEO, and from the CEO to Agency staff.	<ul style="list-style-type: none"> Identify all programmatic presentations, across all Board committee workplans, to assemble a Board-wide workplan that focuses on programmatic issues/decisions. 	<ul style="list-style-type: none"> Engage with Board to finalize a program workplan that focuses on system-wide issues and decisions. Clarify rules of engagement for real property acquisition decisions without approval. Update internal governing documentation for delegation of authority (i.e., streamline internal delegation of authority controls and procedures to help ensure staff empowerment).
Limit the type of actions that require Board input and approval			
Include Staff recommendations on all actions going to the Board	When presenting project-specific and programmatic issues, Staff will provide a recommendation for Board consideration which will disclose additional options.	<ul style="list-style-type: none"> Prepare and distribute a draft staff report template that includes a clear staff recommendation section for feedback; create corresponding template slide. Project Controls staff, in close partnership with Finance, will identify a consistent method to identify cost and schedule impacts to alternatives. 	<ul style="list-style-type: none"> Finalize staff report template to forecast long-term implications of project specific decisions; staff report will incorporate a clear section that discloses cost and schedule impacts. Finalize cost of development calculations guide.
Identify cost and schedule impacts of alternatives coming to the Board	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.		

Updated reporting framework

Monthly TAG Implementation Action Plan Update

- Simple, focused, and timely.
- Dedicated to outcomes.
- Developed to focus on strategic priorities within each recommendation.
- Provides a monthly and quarterly action plan for each recommendation and associated action.

Recommendation 1

Rebuild trust and clarify the roles and responsibilities of the ST Board & Staff

Key Progress Updates

- CEO Sparman eliminated a previous internal policy requiring CEO signature authority on a high volume of contracts, empowering appropriate levels of staff to move forward with contract execution.
- Successful Board Retreat, focused on regional support and collaboration.

Upcoming Deliverables

- Engage the Board to finalize a workplan focusing on systemwide issues and decisions.
- Propose potential new revisions to internal governing documentation for delegation of authority (i.e., new internal delegation of authority controls and procedures to ensure staff empowerment).
- Finalize a new staff report template and cost of delay and alternatives guidance.

Recommendation 2

Introduce an experienced megaproject capital program executive team.

Key Progress Updates

- A robust, national search and interview process was conducted for the new DCEO – Mega Capital Projects position. This included a collaborative interview process with Board members and TAG members.
- On March 27, CEO Sparrman announced hiring Terri Mestas for the new DCEO position, who will be starting at the agency on April 29.

Upcoming Deliverables

- Post ST2 & ST3 positions and formally begin recruiting.

Recommendations 3 & 4

Internal improvements

Key Progress Updates

- Agency reshaped approach to invoice management and is currently meeting and exceeding the goal of less than 30-days for invoice processing.
- An initial suite of changes to the internal Capital Program Change Control Board (CCB), including scope re-focus and narrowing, has been completed.

Upcoming Deliverables

- Implement delegated signature authorities for Resident Engineers and field project teams, as appropriate.
- Final reforms to the CCB will be completed by the end of Q2 2024.
- Implement tracking process to hold agency staff accountable to the goal of less than 60-day processing of Change orders for construction contracts.

Recommendation 5

Strengthen and enforce an agency betterment policy.

Key Progress Updates

- First draft of updated Scope Control and Betterments Policy is complete and under review.
- Standard Specifications and drawings to support OMF-S have been issued.
- Station Design Standard interviews, site visits and staff work to inform technical report have been completed.

Upcoming Deliverables

- Board engagement on path forward for an updated agency betterments policy through work on the agency's existing Scope Control Policy.
- Complete the technical report on Sound Transit station design standards.

Recommendation 6

Engage the FTA as a delivery partner equally invested in delivering regional transit.

Key Progress Updates

- Through 2023, the agency implemented a series of changes to move Sound Transit and the FTA to communicate more effectively, including implementing a monthly meeting between the CEO and FTA regional leadership, and refining the scope and information sharing for the quarterly interagency meeting.
- CEO Sparrman is prioritizing relationship building with regional and national FTA leadership. This includes meeting with Acting FTA Administrator Veronica Vanterpool during her visit in support of CT's Orange Line service kickoff at the end of March, continuation of the monthly CEO regional FTA Administrator, and a current trip to Washington, DC prioritizing FTA connections.
- FEIS schedule has been finalized for OMF-S.

Upcoming Deliverables

- CEO and agency leadership will update a clear relationship map between the agency and FTA to promote streamlined and consistent communications between the agencies.

Additional Notes and Updates

- CEO held a priority-setting kickoff meeting with Agency leadership and responsible staff February.
- Agency restructure process has begun with the creation of the CEO Cabinet and TAG principles are embedded in the process to complete a full agency restructure by the summer.

Thank you.



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