



SOUND TRANSIT TECHNICAL ADVISORY GROUP (TAG)

Improving the Speed of Project Delivery



Today's presentation

- Meet the TAG
- Recap of previous work
- Recommendations
- Key takeaways
- Next steps
- Q&A

TAG Members



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SOUNDTRANSIT

ST3 COST ESTIMATE & GENERAL ASSESSMENT SERVICES

TASK 1: Draft Report of Significant Findings and Recommendations

(RTA/RP 0229-20)

REVISED APPENDIX A

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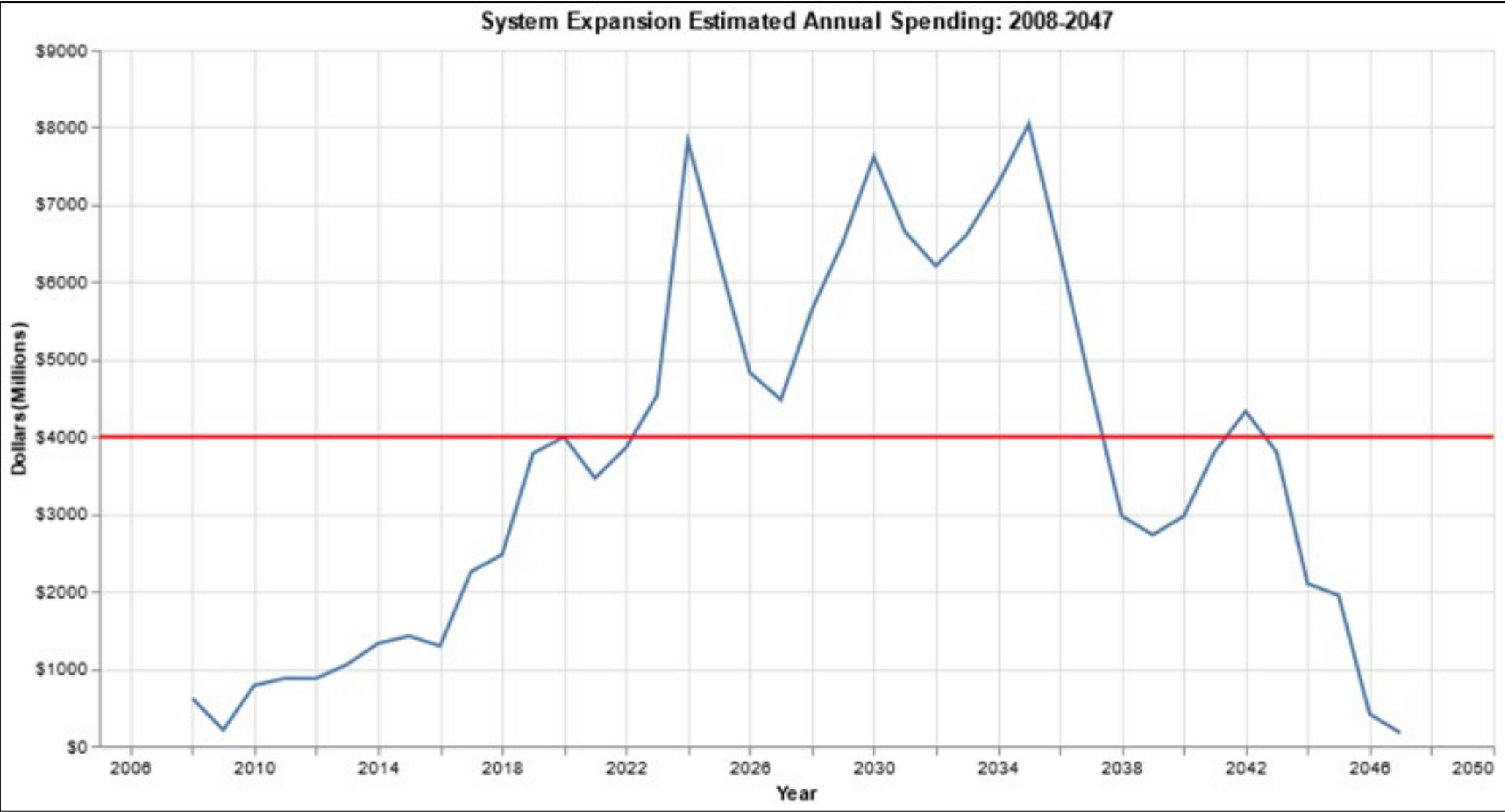
TRIUNITY



Recap of previous work

- Reviewed relevant documents, including:
 - *System Expansion Implementation Plan*
 - *Triunity recommendations*
 - *Eno Center for Transportation's 2021 report "Saving Time and Making Cents: A Blueprint for Building Transit Better"*
 - *Associated General Contractors of WA recommendations*
- Highlighted key recommendations around:
 - Organizational structure and governance
 - Early action
 - Reporting

Preparing for what's coming



Overview of recommendations

- Six recommendations identified for priority action
- Some recommendations to be led by the Board, others by staff
- Recommendations should be implemented without delay
- Implementation and outcomes should be monitored, with successes recognized and intervention imposed where needed

Recommendation 1

- **Challenge:** Trust is broken between Board and staff, leading to delayed decision-making.
- **Recommendation:** Rebuild trust and clarify the roles and responsibilities of the Board and staff.
- **Implementation:**
 - Review and revise Board bylaws and procedures to focus on policy and major programmatic decisions
 - Limit the type of actions that require Board input and approval.
 - Include staff recommendations on all actions going to Board.

Implementation of Recommendation 2 is necessary for the success of this recommendation.

Recommendation 2

- **Challenge:** Sound Transit 2 projects are behind schedule, and Sound Transit 3 has already experienced delays across multiple projects.
- **Recommendation:** Introduce an experienced megaproject capital program executive team to augment existing staff.
- **Implementation:**
 - Create 3 new executive positions – Executive Director of Capital Programs, ST2 Deputy Director, and ST3 Deputy Director
 - Recruit executives from outside the agency with successful megaprograms transportation experience for the new roles
 - Vest the executive team with the authority to make decisions

Implementation of this recommendation is necessary for the successful implementation of all TAG recommendations.

Recommendation 3

- **Challenge:** Project level decision making is inefficient, commonly taking several months to resolve questions resulting in project delays and increasing fees.
- **Recommendation:** Implement procedures that push decision-making down to the lowest level practical and foster an environment that encourages decision-making in general.
- **Implementation:**
 - Modify procedures to authorize project decisions at lowest level possible
 - Conduct training and coaching program to promote staff-level decisions

Recommendation 4

- **Challenge:** Contractors charge Sound Transit a premium to cover the financial risks of unforeseen delays, slow decision making, and administrative burden.
- **Recommendation:** Align key procedures with industry best practices, eliminating unnecessary steps and associated delays.
- **Implementation:**
 - Establish timeline goals for key procedures, such as invoice and change order processing and contract close-out based on industry best practices
 - Revise procedures to meet the goals by eliminating unnecessary steps and parties
 - Clarify how procedures are measured and ensure consistency across the program

Recommendation 5

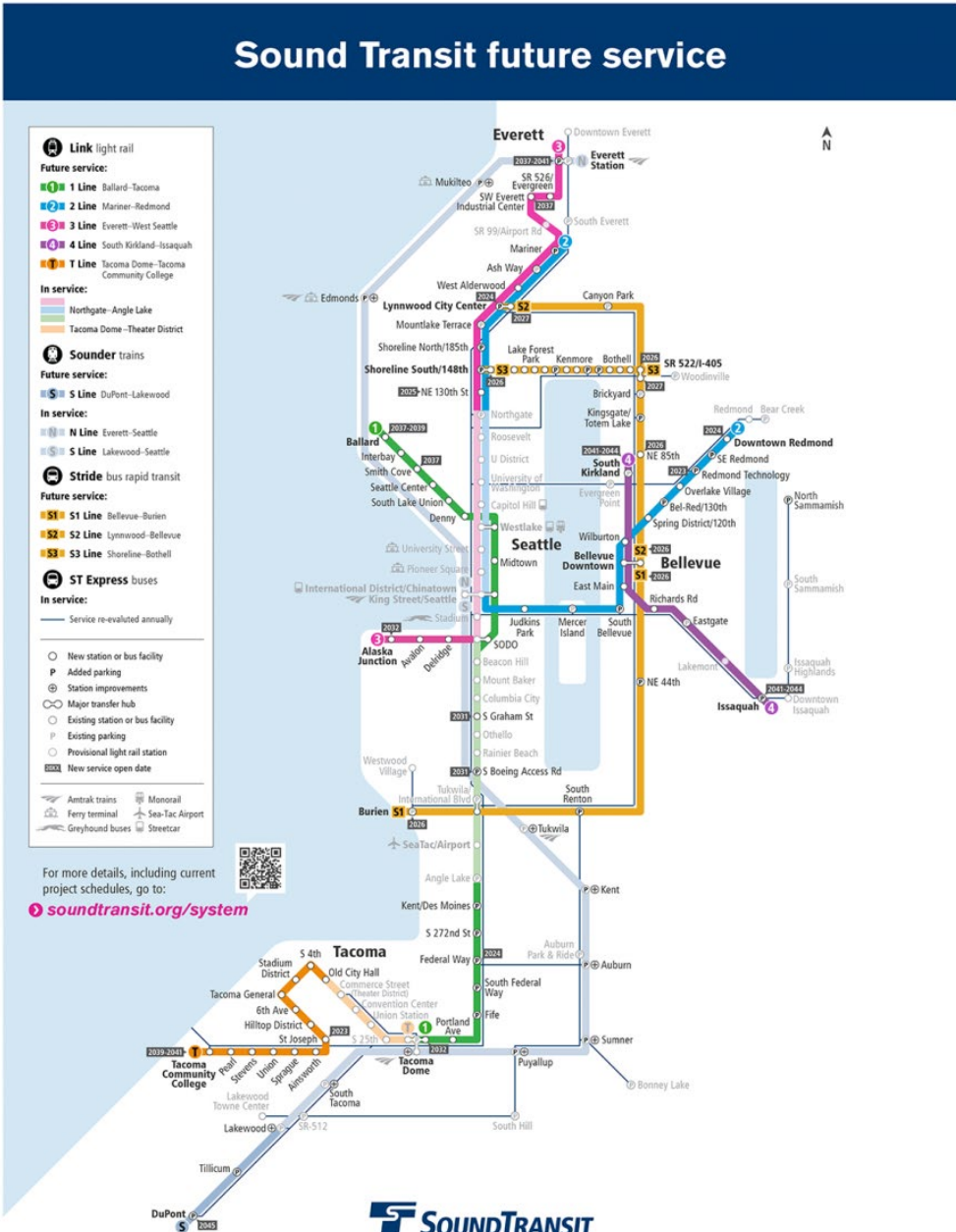
- **Challenge:** Agency is facing increasing costs and schedule delays associated with betterments.
- **Recommendation:** Strengthen and enforce an agency betterment policy.
- **Implementation:**
 - Establish ST design standards (e.g., stations and parking structures)
 - Establish protocols to address requests by Authorities Having Jurisdiction, including cost allocation and schedule constraints
 - Take full advantage of agency's designation as an Essential Public Authority

Recommendation 6

- **Challenge:** FTA permitting review times have grown, causing schedule delays and cost increases.
- **Recommendation:** Engage the FTA as a delivery partner equally invested in delivering transit to the region.
- **Implementation:**
 - Engage with FTA to set reasonable timelines and alternatives to be studied
 - Engage Congressional delegation to press FTA to prioritize and deploy sufficient resources for the ST program

Key takeaways

- Capital program growth has outpaced the agency's ability to deliver
- Performance will continue to suffer unless immediate and sustained action is taken
- Success will not be possible without organizational and cultural change at all levels



Recommended next steps

- Assign responsibilities and establish schedules
- Immediately initiate executive search for new Capital Program Director and ST2/ST3 Deputy Directors
- Report on progress monthly at SEC meetings

Questions?