

***Implementation Update on  
Technical Advisory Group (TAG)  
Recommendations***

*System Expansion Committee  
11/09/23*



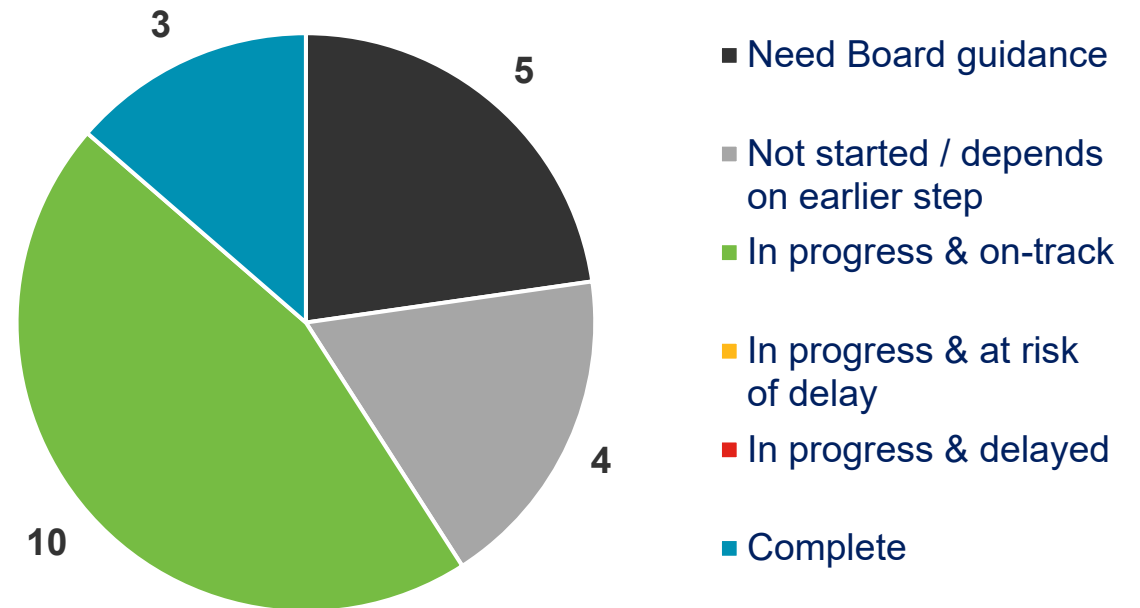
# *Why we're here*

- Provide monthly status update on agency staff implementation of Technical Advisory Group (TAG) recommendations
- Provide update on recent and upcoming collaboration with TAG and Board Independent Consultant
- Focus on highlights of what has changed since last month
- No decision or action by the Board requested today

# Summary of TAG Recommendations

- 6 main TAG recommendations with detailed appendix
- Board Motion 2023-36 added context and direction to several recommendations
- Now tracking the separate actions and the agency's progress to implement
- Also tracking recent collaboration with directly with TAG & Independent Consultant
- 22 total actions, progress as of 10/27/2023 →

**Progress as of 10/27/2023**  
(22 total actions, across 6 main recommendations)



# ***Recommendation 1: Rebuild trust and clarify the roles and responsibilities of the ST Board and staff***

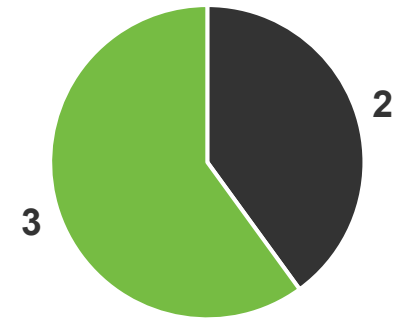
## Recent progress:

- ✓ Actions 1.02-1.03: Board adopted Resolution R2023-30, which updates the Procurement, Agreements, and Delegated Authority Policy and supersedes Resolution 2018-40
- ✓ Actions 1.02-1.03: Consulted with TAG and Independent Consultant on R2023-30
- ✓ Actions 1.01-1.05: ST staff met directly with TAG members to discuss implementation approach and work plan

## Upcoming work and collaboration:

- Action 1.03: Clarify Board's expectations for Real Property recommendation

**Progress of Recommendation #1 as of 10/27/2023**  
(5 actions in Rec #1)



- Need Board guidance
- Not started / depends on earlier step
- In progress & on-track
- In progress & at risk of delay
- In progress & delayed
- Complete

## ***Recommendation 2: Introduce an experienced megaproject capital program executive team***

### Recent progress:

- ✓ Action 2.02: Finalized job description, recruitment materials, and recruitment process for megaproject delivery executive
- ✓ Action 2.02: Search active as of October 20th for Chief Officer over Major System Expansion Program and Mega Capital Project Delivery
- ✓ Actions 2.01-2.03: ST staff met directly with TAG members to discuss implementation approach and work plan

### Upcoming work and collaboration:

- Action 2.02: Continue to support recruitment firm with search
- Action 2.03: In partnership with Board Leadership, define level of decision-making authority to be delegated to capital program executive leadership

**Progress of Recommendation #2 as of 10/27/2023**  
(3 actions in Rec #2)



## ***Recommendation 3: Implement procedures that push decision-making down to lowest level practical and foster an environment that encourages decision-making in general***

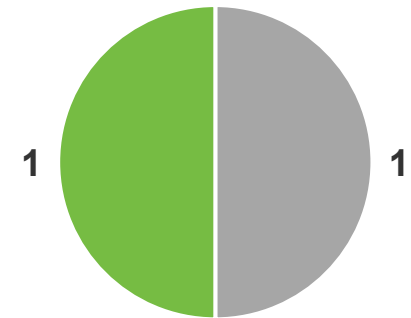
### Recent progress:

- ✓ Action 3.01: Kicked off multi-department Capital Focused Process Improvement Effort to identify efficiencies and streamline internal control processes
- ✓ Action 3.01: Regular working sessions active since early Oct
- ✓ Actions 3.01-3.02: ST staff met directly with TAG members to discuss implementation approach and work plan

### Upcoming work and collaboration:

- Action 3.01-3.02: Continue active working sessions

**Progress of Recommendation #3 as of 10/27/2023**  
(2 actions in Rec #3)



- Need Board guidance
- Not started / depends on earlier step
- In progress & on-track
- In progress & at risk of delay
- In progress & delayed
- Complete

## ***Recommendation 4: Align key procedures with industry best practices, eliminating unnecessary steps and associated delays***

### **Recent progress:**

- ✓ Actions 4.01/4.03: Kicked off multi-department Capital Focused Process Improvement Effort to identify efficiencies and streamline internal control processes
- ✓ Actions 4.01/4.03: Continued outreach to inform industry best practices
- ✓ Actions 4.01/4.03: Regular working sessions active since early Oct
- ✓ Actions 4.01/4.02/4.03: ST staff met directly with TAG members to discuss implementation approach and work plan

### **Upcoming work and collaboration:**

- Actions 4.01/4.02/4.03: Continue active working sessions

**Progress of Recommendation #4 as of 10/27/2023**  
(5 actions in Rec #4)



# Recommendation 5: Strengthen and enforce an agency betterment policy

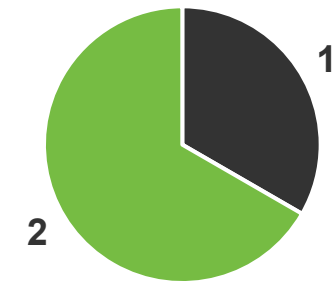
## Recent progress:

- ✓ Action 5.01: Updates to Standard Drawings and Specifications are 90% complete. Shared with industry through ACEC and AGC for their feedback
- ✓ Action 5.02: Drafted issue paper to assess gaps in existing policies and propose improvements to betterments policy
- ✓ Action 5.02: ST staff met directly with TAG members to discuss implementation approach and work plan

## Upcoming work and collaboration:

- Action 5.02: Review issue paper with TAG, for their feedback
- Action 5.01: Consult with TAG and Independent Consultant on approach as outlined in the work plan

Progress of Recommendation #5 as of 10/27/2023  
(3 actions in Rec #5)



- Need Board guidance
- Not started / depends on earlier step
- In progress & on-track
- In progress & at risk of delay
- In progress & delayed
- Complete



## ***Recommendation 6: Engage the FTA as a delivery partner equally invested in delivering transit to the region***

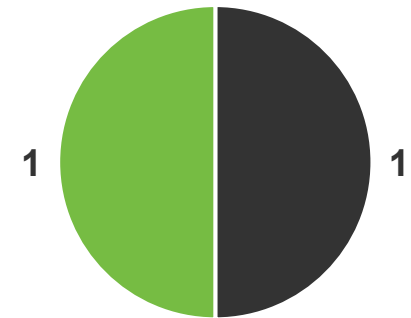
### Recent progress:

- ✓ Action 6.01: FTA Region 10 is evaluating ST's proposed schedule of NEPA milestones through 2027, focusing on overlapping milestones in 2024
- ✓ Actions 6.01-6.02: ST staff met directly with TAG members to discuss implementation approach and work plan

### Upcoming work:

- Action 6.02: Clarify Board's expectations for their involvement in the agency's ongoing engagement with Congressional delegation

**Progress of Recommendation #6 as of 10/27/2023**  
(2 actions in Rec #6)



- Need Board guidance
- Not started / depends on earlier step
- In progress & on-track
- In progress & at risk of delay
- In progress & delayed
- Complete

## ***Continuing to discuss further guidance with TAG, Board, and Board Independent Consultant on implementation***

### **1: Rebuild trust and clarify the roles and responsibilities of the ST Board and staff**

- 1.01 Explicitly identify why trust has broken between Board and staff and how it can be rebuilt
- 1.03 Limit the type of actions that require Board input and approval

### **2: Introduce an experienced megaproject capital program executive team**

- 2.03 Vest the executive team with authority to make decisions

### **5: Strengthen and enforce an agency betterment policy**

- 5.02 Establish protocols to address requests by Authorities Having Jurisdiction, including cost allocation and schedule constraints
- 5.03 Take full advantage of agency's designation as an Essential Public Authority

### **6: Engage the Federal Transit Administration (FTA) as a delivery partner equally invested in delivering transit to the region**

- 6.02 Engage Congressional delegation to press FTA to prioritize and deploy sufficient resources for the ST program

# *Next steps*

- Continue implementation of recommendations and Board direction
- Continue collaboration with TAG and Board Independent Consultant to seek guidance and feedback
- Support TAG and Board Independent Consultant as they prepare quarterly updates to the Board in December
- Incorporate continued feedback from Executive Committee and System Expansion Committee

*Thank you.*



 [soundtransit.org](https://www.soundtransit.org)

