

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

*System Expansion Committee
09/14/2023*



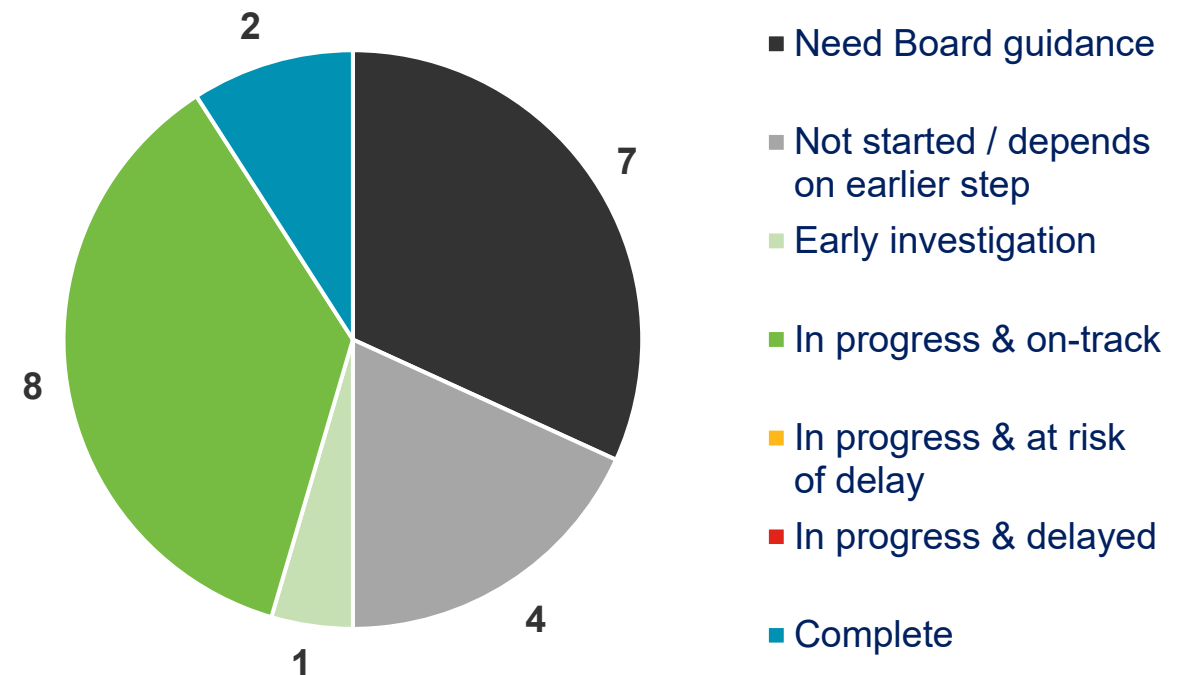
Why we're here

- Provide update on status of ST implementation of Technical Advisory Group (TAG) recommendations
- Bring awareness to Board level policy items in need of further development

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
- Several still need Board guidance before action
- 22 total actions, progress as of 09/05/2023 →

Progress as of 09/05/2023
(22 total actions, across 6 main recommendations)



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

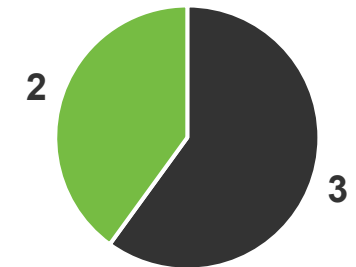
Recent progress:

- ✓ Items 1.04-5: Adding staff recommendations to Board Actions and including impacts of delayed decision-making

Upcoming work/guidance needed:

- Item 1.01: Start early planning for February 2024 board retreat
- Item 1.02: Advancing 2018-40 regarding levels of Delegation of Authority to the Finance & Audit Committee on September 8
- Item 1.03: Request further Board discussion for advancing the real property recommendation and levels of authority for those real property decisions

Progress of Recommendation #1 as of 09/05/2023
(5 actions in Rec #1)



- Need Board guidance
- Not started / depends on earlier step
- Early investigation
- 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:

- ✓ Item 2.01: Created and budgeted for three senior executive capital program positions
- ✓ Item 2.02: Recommended recruitment firm for September award

Upcoming work/guidance needed:

- Item 2.02: In partnership with Board Leadership, initiate recruitment next steps
- Item 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 09/05/2023
(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

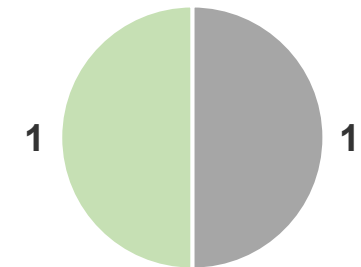
Recent progress:

- ✓ Item 3.01: Started conversations with ACEC and AGC on decision choke-point areas to support process improvements
- ✓ Item 3.02: Initiated guidance for earlier and more frequent communication flow on decisions (Aware, Alert, Assist, Alarm)

Upcoming work/guidance needed:

- Item 3.01: Initiating cohesive capital program improvement process to identify efficiencies and streamline internal control processes
- Item 3.02: Develop training program once Item 3.01 is defined

Progress of Recommendation #3 as of 09/05/2023
(2 actions in Rec #3)



- Need Board guidance
- Not started / depends on earlier step
- Early investigation
- 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

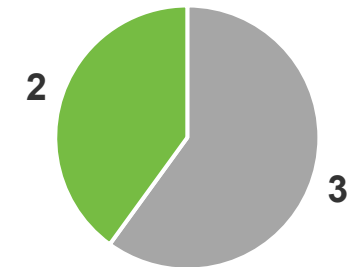
Recent progress:

- ✓ Items 4.01/4.03: Established workplans in close partnership with ACEC to explore best practices based on industry feedback

Upcoming work/guidance needed:

- Items 4.01/4.02/4.03: Launching an internal agencywide initiative to streamline and improve procurement, agreements, contracting and invoicing/payments
- Items 4.04/4.05: Develop and monitor training program once processes/procedures are updated

Progress of Recommendation #4 as of 09/05/2023
(5 actions in Rec #4)



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

Recommendation 5: Strengthen and enforce an agency betterment policy

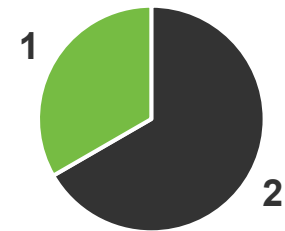
Recent progress:

- ✓ Item 5.01: Developed and issued the Station Experience Design Guidelines in Q2 2022; issued Requirements Manual in Q3 2023

Upcoming work/guidance needed:

- Item 5.01: Update standard specifications/drawings by Q2 2024
- Item 5.01: Update and enhance station design standards (contract pending for Sept 2023) by Q1 2025
- Item 5.02: Consider level of decision-making authority for addressing requests from AHJs and develop timeframes for staff escalation of requests/conflicts up to CEO/board
- Item 5.03: General counsel advises that ST already uses the Essential Public Facility statute to the fullest extent available

Progress of Recommendation #5 as of 09/05/2023
(3 actions in Rec #5)



- Need Board guidance
- Not started / depends on earlier step
- Early investigation
- 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

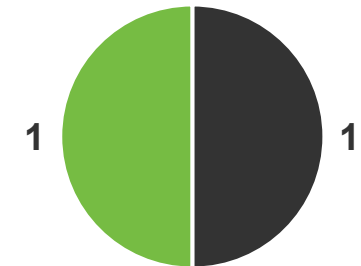
Recent progress:

- ✓ Item 6.01: CEO is meeting monthly with FTA acting administrator to strengthen relationships at executive and staff levels; ST staff meet regularly with FTA/PMOC
- ✓ Item 6.02: Discussion advanced by CEO to congressional delegation to request support for added staff in Region X to support ST3 needs, resulting in more staffing at Region X which we expect to support/accelerate review cycles

Upcoming work/guidance needed:

- Item 6.02: Discuss further guidance on how the board would like to engage and support this work

Progress of Recommendation #6 as of 09/05/2023
(2 actions in Rec #6)



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

Oversight: Continue oversight and tracking of TAG recommendations and other continuous improvement efforts

Recent progress:

- ✓ Item 7.02: Contract modification complete for independent consultant Dave Peters, per Motion 2023-36

Upcoming work:

- Item 7.01: Contract modifications nearing completion for TAG members and TAG staffer, per Motion 2023-36; expected to be complete in September
- Items 7.01-2: Support independent consultant and TAG contracts and review of ST implementation of recommendations

Progress of Oversight as of
09/05/2023
(2 actions)



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

Board Level Policy Discussions

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
- 1.02 Review and revise Board bylaws and procedures to focus on policy and major programmatic decisions
- 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
- Schedule TAG's and independent consultant's review
- Develop pathways/forums for Board level policy discussions
- Incorporate feedback from Executive Committee and SEC

Thank you.



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