

**Improving the Speed of Project Delivery: Recommendations from Technical Advisory Group (TAG)
Implementation Dashboard**

MONTHLY SUMMARY
November 2023: Staff have continued to work directly with the TAG and Independent Consultant on planning and implementation. Direct conversations are in progress between ST leads and TAG leads, for each of the 6 recommendations.

Notable changes to high-priority Recommendations 1 & 2 since last month:
 - Recommendation 1: Board adopted R2023-30 on 10/26, which updates the Procurement, Agreements, and Delegated Authority Policy and supersedes Resolution 2018-40, per the recommendation of Finance & Audit Committee and Executive Committee.
 - Recommendation 2: Job description, recruitment materials, and recruitment process have been developed, revised, and finalized for international distribution, in direct partnership with recruitment firm, Board Members, TAG members, and Independent Consultant. Launched search on 10/20 for a Chief Officer over Major System Expansion Program and Mega Capital Project Delivery

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

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| 1: Rebuild trust and clarify the roles and responsibilities of the ST Board and staff. | 1.01 | From List in Report: Explicitly identify why trust has broken between Board and staff and how it can be rebuilt. | | 2023-Q2 | 2024-Q1 | Need Board guidance | Scheduling kickoff discussion between ST leads and TAG leads for early November. | Continued internal conversations to plan for a Board of Directors retreat (targeting February 2024). Engaging with Board Chair's staff on retreat format and content, timing, and logistics. |
| | 1.02 | From List in Report: Review and revise Board bylaws and procedures to focus on policy and major programmatic decisions. From Narrative Detail in Report: The TAG recommends that the Board focus on ST3 programmatically, freeing up needed capacity for policy debate and decision-making. | | 2023-Q4 | 2024-Q1 | In progress & on track | Received comments 9/18 from Independent Consultant and 9/28 from TAG on FAC recommendation. Follow-up discussion with Independent Consultant on 9/21. | Board adopted R2023-30 on 10/26, which updates the Procurement, Agreements, and Delegated Authority Policy and supersedes Resolution 2018-40, per the recommendation of Finance & Audit Committee and Executive Committee. |
| | 1.03 | From List in Report: Limit the type of actions that require Board input and approval. From Narrative Detail in Report: The Board should set overall project budgets (including contingency), and leave project direction and spending decisions to staff, within Board-approved project and budget definitions. From Narrative Detail in Report: Once a project budget is authorized, ST's Real Property team should be authorized to acquire the properties it needs in the sequence that makes sense rather than seek approvals section by section with the exception of condemnations. The TAG recommends that staff have the authority to acquire any parcel needed and only bring forward condemnations. | Update the Board Procurement, Agreements and Delegated Authority Policy, Resolution No. R2018-40, including: - Reviewing and updating current delegation of authority level(s) between the Board and CEO (Q3 2023). - Streamlining the nature and number of actions that currently come to the Board for approval (Q3 2023). | 2023-Q2 | 2023-Q4 | Need Board guidance | Received comments 9/18 from Independent Consultant and 9/28 from TAG on FAC recommendation. Follow-up discussion with Independent Consultant on 9/21. | Board adopted R2023-30 on 10/26, which updates the Procurement, Agreements, and Delegated Authority Policy and supersedes Resolution 2018-40, per the recommendation of Finance & Audit Committee and Executive Committee. Separately, the Real Property recommendation requires further discussion and clarification with TAG and the Board. |
| | 1.04 | From List in Report: Include staff recommendations on all actions going to the Board. | | 2023-Q2 | Ongoing | In progress & on-track | Scheduling kickoff discussion between ST leads and TAG leads for early November. | Ongoing coordination between PEPD, DECM, and other relevant divisions to implement this recommendation. |

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| | 1.05 | <p>From List in Report: Identify cost and schedule impacts of alternatives coming to the Board for decision, as well as the monthly cost of a delayed decision. Amend project schedules and budgets accordingly.</p> <p>From Narrative Detail in Report: The TAG strongly recommends that if the Board decides to extend a comment period or delay a decision for further study, the costs of such a delay be quantified and acknowledged by the Board with an amendment to the project budget.</p> | | 2023-Q3 | Ongoing | In progress & on-track | Scheduling kickoff discussion between ST leads and TAG leads for early November. | Ongoing coordination between PEPD, DECM, and other relevant divisions to implement this recommendation. |
| 2: Introduce an experienced megaproject capital program executive team. | 2.01 | <p>From List in Report: Create three executive positions: Executive Director of Capital Programs, ST 2 Deputy Director, and ST3 Deputy Director.</p> | Sustain these positions in future budgets. | 2023-07 | Ongoing | Complete | | Created and budgeted for three senior executive capital program positions. Within the 2023 Budget, the CEO held three unassigned, open, and budgeted executive level positions for the recruitment of capital program leadership. These positions will be maintained in the 2024 Budget recommendation coming for approval in November/December 2023 and can be filled at any time at the CEO's discretion. |
| | 2.02 | <p>From List in Report: Recruit executives from outside the agency with successful mega transportation program experience for the roles.</p> <p>From Narrative Detail in Report: ST needs to create and hire an Executive Director of Capital Program who reports directly to the CEO and is solely responsible for the capital program, with other corporate responsibilities kept to a minimum.</p> <p>From Narrative Detail in Report: The TAG also recommends creating and hiring new ST2 and ST3 deputy directors who report to the Executive Director of Capital Programs. These two deputies will manage project directors who will lead projects from start to finish, supported by ST staff from Planning, Environment, and Project Development (PEPD), Design, Engineering, and Construction Management (DECM), Operations, and other relevant departments.</p> | <p>In partnership with Board leadership, hire an experienced megaproject capital program executive and two deputy executives, select an executive search firm, establish hiring/selection criteria, and review recruitment marketing materials.</p> <p>Provide regular updates to the Executive Committee on the progress of developing the position and hiring.</p> | 2023-07 | 2024-Q2 | In progress & on-track | <p>Shared draft work plan with TAG on 10/6, and discussed between ST lead and TAG leads on 10/19. Shared draft work plan with Independent Consultant on 10/26.</p> <p>TAG discussed job description, recruitment materials, and recruitment process with recruiter on 10/6. Received feedback from TAG on 10/11 and from Independent Consultant on 10/12. Finalized materials on 10/17, and launched search on 10/20.</p> | <p>Job description, recruitment materials, and recruitment process have been developed, revised, and finalized for international distribution, in direct partnership with recruitment firm, Board Members, TAG members, and Independent Consultant.</p> <p>Launched search on 10/20 for a Chief Officer over Major System Expansion Program and Mega Capital Project Delivery.</p> |

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| | 2.03 | <p>From List in Report: Vest the executive team with authority to make decisions.</p> <p>From Narrative Detail in Report: It is the TAG's recommendation that these new positions would be empowered and expected to give a clear yes or no to changes during the planning stages and subsequently empower other staff to lead consultants effectively during the design stage.</p> | | Ongoing | Ongoing | Need Board guidance | | |
| 3: Implement procedures that push decision-making down to the lowest level practical and foster an environment that encourages decision-making in general. | 3.01 | <p>From List in Report: Modify procedures to authorize project decisions at lowest level possible.</p> <p>From Narrative Detail in Report: Project decisions should be made by staff, with a hierarchy of decision-making authority that promotes and supports decisions to be made at lower levels, as appropriate. At present, private sector construction contractors reported that their resident engineers in the field have decision-making authority of up to five million dollars, while their agency counterparts only have decision-making authority up to \$50,000. As a result, the contractor's resident engineer can make decisions quickly to match the needs and pace of the project while the agency's resident engineer is required to run any changes over \$50,000 up the chain, which inevitably takes time.</p> | | 2023-Q3 | Ongoing | In progress & on-track | Shared draft work plan with TAG on 10/18, to be discussed between ST leads and TAG leads on 11/1. Shared draft work plan with Independent Consultant on 10/26. | <p>Kicked off multi-department Capital Focused Process Improvement Effort to identify efficiencies and streamline internal control processes, with executive sponsorship by DCEO Brooke Belman and Chief System Quality Officer Moises Gutierrez.</p> <p>Working sessions have been active since 10/11.</p> |
| | 3.02 | <p>From List in Report: Conduct training and coaching program to promote staff-level decisions.</p> <p>From Narrative Detail in Report: The TAG recommends ST develop a robust "lessons learned" process that assesses all decisions - good and bad - and uses that experience to promote better outcomes in the future.</p> | | 2023-Q4 | Ongoing | Not started / depends on earlier step | | Training and coaching will be informed by completion of 3.01. |

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| 4: Align key procedures with industry best practices, eliminating unnecessary steps and associated delays. | 4.01 | <p>From List in Report: Establish timeline goals for key procedures, such as invoice processing (30 days), change order processing (60 days) and contract close-out (120 days) based on industry best practices.</p> <p>From Narrative Detail in Report: The TAG recommends that the CEO champion a disciplined baseline evaluation of current processes, such as invoice processing, change order management, and project close out, and assess against industry best practices.</p> <p>From Narrative Detail in Report: Benchmarking against other agencies that are considered owners of choice is recommended.</p> <p>From Narrative Detail in Report: ST should make more effective use of standardized unit costs to facilitate more efficient change order processing.</p> | | 2023-Q3 | 2024-Q4 | In progress & on-track | Shared draft work plan with TAG on 10/17, to be discussed between ST leads and TAG leads on 10/27. Shared draft work plan with Independent Consultant on 10/26. | <p>Kicked off multi-department Capital Focused Process Improvement Effort to identify efficiencies and streamline internal control processes, with executive sponsorship by DCEO Brooke Belman and Chief System Quality Officer Moises Gutierrez.</p> <p>Weekly working sessions are active.</p> |
| | 4.02 | From List in Report: Revise procedures to meet the goals by eliminating unnecessary steps and parties. | | 2024-Q1 | 2024-Q4 | Not started / depends on earlier step | | Will be informed by completion of 4.01. |
| | 4.03 | From List in Report: Clarify how procedures are measured (e.g. when does a change order start), and ensure consistency across the program. | | 2023-Q3 | 2024-Q4 | In progress & on-track | Shared draft work plan with TAG on 10/17, to be discussed between ST leads and TAG leads on 10/27. Shared draft work plan with Independent Consultant on 10/26. | <p>Kicked off multi-department Capital Focused Process Improvement Effort to identify efficiencies and streamline internal control processes, with executive sponsorship by DCEO Brooke Belman and Chief System Quality Officer Moises Gutierrez.</p> <p>Weekly working sessions are active.</p> |
| | 4.04 | From List in Report: Train staff on the new procedures. | | 2024-Q1 | 2024-Q1 | Not started / depends on earlier step | | Will be informed by completion of 4.01-4.03. |
| | 4.05 | From List in Report: Monitor performance, recognize successes and assess failures for improvement. | | 2024-Q1 | 2024-Q4 | Not started / depends on earlier step | | Will be informed by completion of 4.01-4.04. |

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| 5: Strengthen and enforce an agency betterment policy. | 5.01 | From List in Report: Establish ST design standards (e.g. stations and parking structures) | Review, reform, and strengthen the agency's betterment policies and/or permitting authority (Q1 2024) | Underway | 2025-Q1 | In progress & on-track | Shared draft work plans with TAG on 10/18, to be discussed between ST leads and TAG leads in early November. Shared draft work plans with Independent Consultant on 10/26. | Part 2 Updates to Standard Drawings and Specifications – 90% specification submittal shared for 3 week stakeholder review on October 3, 2023. Staff shared 90% specifications with industry through ACEC and AGC for their feedback. 90% drawings have been sent out for stakeholder review. These updates support the upcoming OMFS design build contract procurement. Part 3 Station Standards – Consultant contract AE 0017-23 Notice to Proceed (NTP) issued September 25, 2023. Consultant engaged in inventory, evaluation and external engagement strategy. |
| | 5.02 | From List in Report: Establish protocols to address requests by Authorities Having Jurisdiction, including cost allocation and schedule constraints. From Narrative Detail in Report: The TAG recommends that ST establish or strengthen and adhere to the betterments policy that limits ST expenditures to the cost of essential transit improvements in accordance with ST3 based on design standards established by the agency, along with any mitigation measures required as a result of formal environmental review. | Review, reform, and strengthen the agency's betterment policies and/or permitting authority (Q1 2024) | 2023-Q4 | 2024-Q1 | In progress & on-track | Shared draft work plan with TAG on 10/18, to be discussed between ST leads and TAG leads on 10/30. Shared draft work plan with Independent Consultant on 10/26. | A staff working group has begun analysis of the current state of betterments at Sound Transit, gaps in existing policies and practice, a review of LA Metro's policy and practice, and potential opportunities for improvement including modification of the existing scope control policy and improvements in internal practices around scope control. |
| | 5.03 | From List in Report: Take full advantage of agency's designation as an Essential Public Authority. | | Ongoing | Ongoing | Need Board guidance | | |

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| 6: Engage the Federal Transit Administration (FTA) as a delivery partner equally invested in delivering transit to the region. | 6.01 | <p>From List in Report: Engage with FTA to set reasonable timelines and alternatives to be studied.</p> <p>From Narrative Detail in Report: The TAG recommends that ST support efforts to gain additional resources for the FTA as required to meet NEPA review timelines. The TAG recommends the following approaches: --Work with FTA to identify firm agreed-upon review times and establish an accountability protocol so that if FTA cannot meet that guideline, they must provide options for regaining time or use of alternative pathways including utilizing Section 139j, which is already utilized by ST, or other resources in more aggressive ways. --Continue partnering efforts currently underway, acknowledging that if FTA is not adequately resourced, ST cannot meet their commitments to the region. --Work jointly with FTA, supporting recent efforts to streamline reviews and to fully resource the agency in a way that recognizes the scope of work in coming years. --Engage Congressional delegation to support better funding and resourcing for Region 10.</p> | | Ongoing | Ongoing | In progress & on-track | Shared draft work plan with TAG on 10/17, and discussed between ST leads and TAG leads on 10/25. Shared draft work plan with Independent Consultant on 10/26. | FTA Region 10 is evaluating ST's proposed schedule of NEPA milestones through 2027, focusing on overlapping milestones in 2024. A sense of renewed partnership has been achieved, and we are working together through emerging issues. |
| | 6.02 | From List in Report: Engage Congressional delegation to press FTA to prioritize and deploy sufficient resources for the ST program. | Work with interested Board Members, members of the Congressional Delegation, and other Federal Partners regarding opportunities to maximize FTA partnership and capacity. | Ongoing | Ongoing | Need Board guidance | Shared draft work plan with TAG on 10/17, and discussed between ST leads and TAG leads on 10/25. Shared draft work plan with Independent Consultant on 10/26. | Seeking Board guidance on how the Board may wish to be involved in this area going forward. |
| Oversight: Continue oversight and tracking of TAG recommendations and other continuous improvement efforts | 7.01 | Retain at least five members of the TAG to review implementation progress, provide continued monitoring, and report back to the Board in partnership with the independent consultant Dave Peters through December 31, 2024. | | 2023-Q3 | 2024-Q4 | Complete | | Staff have continued to work directly with the TAG and Independent Consultant. |
| | 7.02 | Extend the scope of work for independent consultant Dave Peters to include quarterly reports to the Executive Committee of the Board in partnership with TAG scope above through December 31, 2024. Also extend the scope of work for independent consultant Dave Peters to include ad hoc high-level "second opinion" engineering approaches to | | 2023-Q3 | 2024-Q4 | Complete | | Staff have continued to work directly with Independent Consultant and the TAG. |