

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

MONTHLY SUMMARY
<p>December 2023</p> <p>- Recommendation 1: Staff recommendations were proactively included as staff brought forward Resolution R2023-35 to the Board. Cost of delay was proactively included as staff brought forward Motion M2023-102 to the Board. Staff are continuing to refine and solidify these ongoing practices to support the Board in making timely and informed decisions with trusted and proactive information provided by ST staff.</p> <p>- Recommendation 2: K&A (recruitment firm) are engaging in active sourcing and report good candidate interest in the Chief Officer over Major System Expansion Program and Mega Capital Project Delivery opportunity. The first day 30 check in meeting is scheduled for December 1. TAG members have been invited for candidate feedback sessions.</p>

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

Original Recommendation from TAG	Action ID	Recommended Action from TAG	From Board Motion M2023-36 (if relevant)	Planned Start	Planned Complete	Status	Agency coordination with TAG & Independent Consultant	Highlights as of December 1, 2023
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	Discussed work plan, guidance, and clarifications directly between ST leads and TAG leads on 10/31. Planning follow-up meeting for Q1 2024, as appropriate, to seek feedback as specific milestones are delivered per the work plan.	Ongoing coordination for Board retreat in 2024.
	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	Discussed work plan, guidance, and clarifications directly between ST leads and TAG leads on 10/31. Planning follow-up meeting for Q1 2024, as appropriate, to seek feedback as specific milestones are delivered per the work plan.	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. Policy implementation is in progress.
	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	In progress & on track	Discussed work plan, guidance, and clarifications directly between ST leads and TAG leads on 10/31. Planning follow-up meeting for Q1 2024, as appropriate, to seek feedback as specific milestones are delivered per the work plan.	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. Policy implementation is in progress. Separately, we are beginning to look at the real property part of this recommendation and may re-engage with the TAG for further clarity as appropriate.

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	1.04	From List in Report: Include staff recommendations on all actions going to the Board.		2023-Q2	Ongoing	In progress & on-track	Discussed work plan, guidance, and clarifications directly between ST leads and TAG leads on 10/31. Planning follow-up meeting for Q1 2024, as appropriate, to seek feedback as specific milestones are delivered per the work plan.	In November, the full Board's action to approve Resolution R2023-35 was an important strategic decision underpinned by transparent and categoric recommendations from staff. This resolution gives the CEO and staff the authority to enter into negotiations with Siemens to accelerate the delivery of ten (10) Series 3 LRVs into the existing Series 2 LRV contract.
	1.05	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. 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.		2023-Q3	Ongoing		In progress & on-track	Discussed work plan, guidance, and clarifications directly between ST leads and TAG leads on 10/31. Planning follow-up meeting for Q1 2024, as appropriate, to seek feedback as specific milestones are delivered per the work plan.
2: Introduce an experienced megaproject capital program executive team.	2.01	From List in Report: Create three executive positions: Executive Director of Capital Programs, ST 2 Deputy Director, and ST3 Deputy Director.	Sustain these positions in future budgets.	2023-07	Ongoing	Complete		

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	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>Discussed work plan, guidance, and clarifications directly between ST leads and TAG leads on 10/19.</p> <p>Planning follow-up meeting for Q1 2024, as appropriate, to seek feedback as specific milestones are delivered per the work plan.</p>	<p>K&A (recruitment firm) are actively sourcing candidates and report good interest in the Chief Officer over Major System Expansion Program and Mega Capital Project Delivery position. The first day 30 check in meeting is scheduled for December 1. TAG members have been invited for candidate feedback sessions.</p> <p>Work plan has been updated to reflect TAG discussion and recruitment timelines now that the search has commenced.</p>
	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	Not started / depends on earlier step		<p>This would be defined as the new executive is hired and onboarded. We will work on this as the new positions are hired.</p>
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	<p>Discussed work plan, guidance, and clarifications directly between ST leads and TAG leads on 11/1. The TAG recommended a short list of priorities to focus on.</p> <p>Planning follow-up meeting for Q1 2024, as appropriate, to seek feedback as specific milestones are delivered per the work plan.</p>	<p>Regular working sessions are active, with direct involvement and support by agency executive leaders.</p> <p>Developing detailed work plans and charters, with priority focus on feasible quick wins for the following areas advised by TAG:</p> <ol style="list-style-type: none"> 1. Timely payment of invoices 2. Change control – Reforming CCB and internal governance 3. Project contract close-out 4. Construction Change Management Efficiency, which includes two priority areas: <ol style="list-style-type: none"> 4a. Empowering Resident Engineers 4b. Timely issuance of change orders

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	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		<i>Will be informed by completion of 3.01.</i>
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	<p>Discussed work plan, guidance, and clarifications directly between ST leads and TAG leads on 10/27. The TAG recommended a short list of priorities to focus on.</p> <p>Planning follow-up meeting for Q1 2024, as appropriate, to seek feedback as specific milestones are delivered per the work plan.</p>	<p>Weekly working sessions are active. Invoicing: initiative charter and workplan have been drafted. Outreach efforts to other agencies continue. (13 agencies have participated thus far). The Initiative is focusing first on reinforcing existing reporting so that AP reports on Cycle Time reflect all capital program invoices.</p> <p>Construction Change Management: initiative charter and preliminary workplan have been drafted. Initiative sponsors are engaging with relevant stakeholders to validate scope and identify tactical group participants.</p> <p>Contract Closeout: initiative charter and preliminary workplan development underway.</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		<i>Will be informed by completion of 4.01.</i>
	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	<p>Discussed work plan, guidance, and clarifications directly between ST leads and TAG leads on 10/27. The TAG recommended a short list of priorities to focus on.</p> <p>Planning follow-up meeting for Q1 2024, as appropriate, to seek feedback as specific milestones are delivered per the work plan.</p>	<p>Weekly working sessions are active. Invoicing: initiative charter and workplan have been drafted. Outreach efforts to other agencies continue. (13 agencies have participated thus far). The Initiative is focusing first on reinforcing existing reporting so that AP reports on Cycle Time reflect all capital program invoices.</p> <p>Construction Change Management: initiative charter and preliminary workplan have been drafted. Initiative sponsors are engaging with relevant stakeholders to validate scope and identify tactical group participants.</p> <p>Contract Closeout: initiative charter and preliminary workplan development underway.</p>
	4.04	From List in Report: Train staff on the new procedures.		2024-Q1	2024-Q4	Not started / depends on earlier step		<i>Will be informed by completion of 4.01-4.03.</i>

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	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.
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	Discussed work plan, guidance, and clarifications directly between ST leads and TAG leads on 11/15. Planning follow-up meeting for Q1 2024, as appropriate, to seek feedback as specific milestones are delivered per the work plan.	Standard Drawings and Specifications: Staff finalizing 100% specifications and drawings in December. The specifications and drawings will go through a review by engineering leadership after the 100% submittals are ready in December and be issued on February 2024. These updates support the upcoming OMFS design build contract procurement. Station Standards: Consultant is performing site visits, interviewing project staff, performing inventory of past and future stations to evaluate where station standardization shall be integrated. The project kick off meeting with stakeholders was conducted in November.
	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	Discussed work plan, guidance, and clarifications directly between ST leads and TAG leads on 10/30. Shared draft issue paper in October with the TAG for input. Planning follow-up meeting for Q1 2024, as appropriate, to seek feedback as specific milestones are delivered per the work plan.
	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	<p>Discussed work plan, guidance, and clarifications directly between ST leads and TAG leads on 10/25.</p> <p>Planning follow-up meeting for Q1 2024, as appropriate, to seek feedback as specific milestones are delivered per the work plan.</p>	<p>ST and FTA environmental staff continue to evaluate proposed schedule of NEPA milestones through 2027, with emphasis on overlapping milestones in 2024. We have agreement on EVLE/OMF North schedule; TDLE and WSLE schedules are near agreement; and OMF South and BLE schedules are in discussion.</p>
	6.02	<p>From List in Report: Engage Congressional delegation to press FTA to prioritize and deploy sufficient resources for the ST program.</p>	<p>Work with interested Board Members, members of the Congressional Delegation, and other Federal Partners regarding opportunities to maximize FTA partnership and capacity.</p>	Ongoing	Ongoing	Need Board guidance		<p>Seeking Board guidance on how the Board may wish to be involved in this area going forward.</p>
Oversight: Continue oversight and tracking of TAG recommendations and other continuous improvement efforts	7.01	<p>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.</p>		2023-Q3	2024-Q4	Complete		<p>Staff have continued to work directly with the TAG and Independent Consultant.</p>
	7.02	<p>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 alignment and station construction as requested through December 31, 2024.</p>		2023-Q3	2024-Q4	Complete		<p>Staff have continued to work directly with Independent Consultant and the TAG.</p>