



# **SOUND TRANSIT TECHNICAL ADVISORY GROUP**

Q2 2024 Report



# Key takeaways

- Adjust implementation and tracking as needed with new leadership and organizational structure
- Reinforce Board dedication to regionalism
- Develop metrics to measure program performance and impact of actions taken
- Continue to build in-person relationships within and between staff, board, consultants and contractors
- Prioritize projects over process

# **TAG recommendations**

1. Rebuild trust and clarify the roles and responsibilities of the ST Board and staff.
2. Introduce an experienced megaproject capital program executive team.
3. Implement procedures that push decision-making down to the lowest level practical and foster an environment that encourages decision-making in general.
4. Align key procedures with industry best practices, eliminating unnecessary steps and associated delays.
5. Strengthen and enforce an agency betterment policy.
6. Engage the FTA as a delivery partner equally invested in delivering transit to the region.

# Recommendation 1 - Trust

## Progress updates:

- Developed programmatic Board workplan across all committees
- New staff report template to detail staff recommendation, cost and schedule impact analysis
- Proposed additional strategies to reduce number of items going to the Board, e.g., expanding use of consent agenda

## TAG feedback:

- Hold each other accountable in keeping the work of the Board at a programmatic level with a forward-looking, regional lens
- Support and reward staff for bringing forward tough recommendations
- Continue building relationships in-person with fellow Board members & staff

**Lead:** Grace Crunican

**Support:** Ken Johnsen, Jim Linthicum

# Recommendation 2 - Capital delivery staff

## Progress updates:

- Onboarded new DCEO of Megaproject Delivery, Terri Mestas
- ST2 and ST3 Deputy Director role job descriptions in development

## TAG feedback:

- Provide flexibility in how the ST2 and ST3 Deputy Director roles are implemented to fit a restructured agency
- Continue to move with a sense of urgency

**Lead:** Roger Natsuhara

**Support:** Connie Crawford, Ken Johnsen

# Recommendation 3 - Decision-making

## Progress updates:

- Clarified roles and responsibilities of Construction Manager (CM) and Resident Engineer (RE)
- Initial Change Control Board (CCB) changes implemented, second phase of potential changes in progress

## TAG feedback:

- In lieu of current CCB structure, use a cabinet-level approach to change management for potential system-wide impacts
- Develop training for CM and RE staff
- Prioritize projects over process

**Lead:** Ken Johnsen

**Support:** Connie Crawford, Roger Natsuhara

# Recommendation 4 - Owner of Choice

## Progress updates:

- Work reported last quarter continues

## TAG feedback:

- Immediately bring program control information systems up to industry standards
- Measure and report on improved timelines
- Develop training program and recognize successes
- Reframe approach to procurement and program policy and rethink the agency's attitude towards risk
- Prioritize building relationships with industry partners
- Use alternative, more collaborative delivery methods, e.g., less reliance on design-build, more reliance on GC/CM (General Contractor/Construction Manager), progressive design-build

**Lead:** Connie Crawford

**Support:** Grace Crunican, Roger Natsuhara

# Recommendation 5 - Betterments

## Progress updates:

- Board to consider an updated Scope Control and Betterments Policy

## TAG feedback:

- Informal dispute resolution process is essential; time is money
- Support staff in policy implementation

**Lead:** Jim Linthicum

**Support:** Ken Johnsen



# Recommendation 6 - FTA

## Progress updates:

- Ongoing coordination between CEO and FTA about partnering and investing in project delivery

## TAG feedback:

- Bring creative approaches to FTA to accelerate project timelines e.g., pilot projects
- Continue engaging with the federal delegation

**Lead:** Jim Linthicum

**Support:** Grace Crunican

# Next steps

## Ongoing collaboration with staff

- Monthly check-in with CEO
- Monthly check-in with DCEO of Megaproject Delivery
- Ad-hoc implementation progress check-ins

## Upcoming reports

- Reporting to the Executive and/or System Expansion committees will continue at least quarterly through 2024



# QUESTIONS?