

System Expansion Project Scope and Betterments Policy

Executive Committee

05/02/2024



Why we are here

- Seek **do pass recommendation on Resolution No. R2024-11** to adopt a system expansion project scope and betterments policy.
- Review policy content and how it addresses the Technical Advisory Group recommendation to strengthen and enforce an agency betterments policy.
- Share next steps for policy adoption.

TAG recommendation #5

Strengthen and enforce an agency betterments policy

From the TAG's report: *“The TAG recommends creating a comprehensive betterment policy that outlines what the agency is responsible for providing as part of a capital project, including required mitigation measures, and how to address betterments requested by partner jurisdictions. The policy should also address how to proceed when partner jurisdictions fail to work in good faith or break previously agreed-to agreements. This policy will provide staff and partner agencies with clarity on how ST will scope projects in the future.”*

Maximize regional transit – policy goals

Sound Transit will:

- Implement state/regional land use and transportation policies/plans with voter-approved projects and service as part of an integrated, regional, high-capacity transit system.
- Maximize regional transit benefits as efficiently and affordably as possible.
- Partner with jurisdictions and other parties to develop and deliver projects that maximize transit benefits and control project costs.

Consistent and equitable application

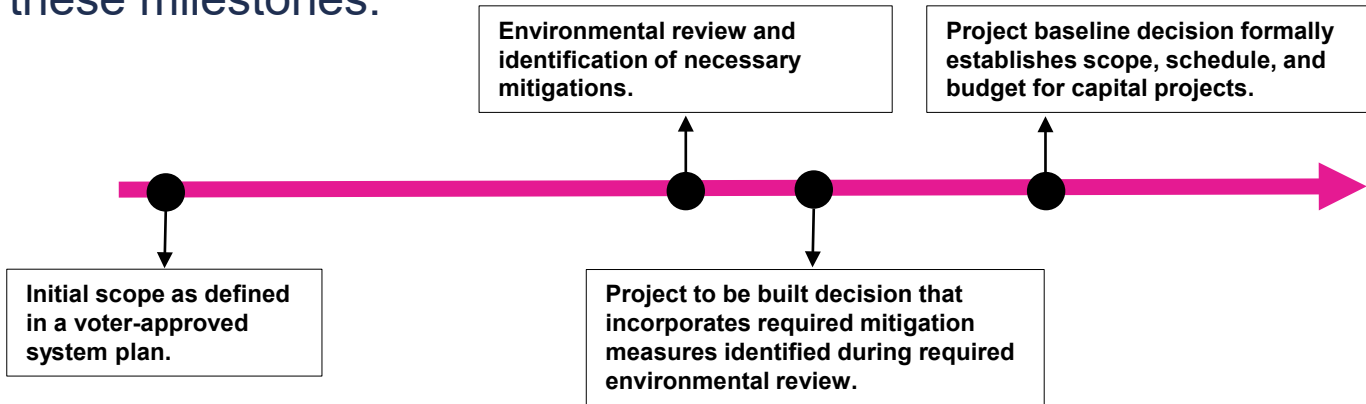
Defining the project scope

- Develop in accordance with voter-approved plans.
- Employ standards and guidelines to define project scope consistently and equitably across the system so that projects meet operational and maintenance needs and support passenger success.
- Document consistently using Sound Transit's procedures and standards for project development and delivery and are reflected in the annual Transit Improvement Plan.

Clear definitions throughout the project life cycle

Project scope during project development

- Defined formally at various milestones to provide a basis for staff to assess features and elements necessary to deliver scope.
- Scope will be defined with increasing specificity to eliminate uncertainty at these milestones.



Early collaboration for durable decision making

Interacting with local regulations

- Sound Transit needs regulatory approval from authorities having jurisdiction (AHJs) to deliver the baseline scope approved by the Board.
- Sound Transit will work collaboratively with AHJs to advance projects consistent with their associated schedules and budgets, including by regularly informing AHJs of scope assumptions and opportunities for coordination.
- Sound Transit may employ various strategies to proactively reach early and durable decisions and to resolve disputes.
- Project teams must engage AHJs to determine if a process to develop streamlined permit review is appropriate.

Betterments

Addressing elements beyond scope and mitigation

- A project betterment is an element beyond the initial or baseline scope required to plan, build, and operate the regional transit system.
- Sound Transit requires a requesting party to pay for a project betterment.
- Sound Transit will make every effort to incorporate a project betterment but may decline to do so if it jeopardizes delivery of the baseline scope.
- When a requesting party attempts to impose scope beyond the baseline scope through permit conditions or other mechanisms, project staff must initiate a dispute resolution process.

Dispute resolution

Timely actions to resolve conflicts with partners

- The CEO is authorized to determine what disputes require Board involvement.
- The CEO must create internal process guidance and requirements regarding dispute resolution to ensure disputes are promptly and clearly resolved so projects can stay on schedule.



Next steps

Schedule for completing a policy update

- Final action to adopt the system expansion project scope and betterments policy at the May 23, 2024 Board meeting.

Next steps

Action plan summary following policy adoption

- Perform a pilot betterment root cause analysis on a cohort of ongoing and past projects and gather lessons learned.
- Incorporate lessons learned into a betterment standard operating procedure and conduct project team training.
- Create a dashboard to capture accurate betterment project data going forward and provide transparency.
- Set key performance indicators to monitor project team performance to include timely resolution of issues.

Thank you.



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