

Recommendation 1 – Rebuild trust and clarify the roles and responsibilities of the ST Board and Staff.							
Implementation Goal	CEO Direction	By end of February 2024	By end of Q1 '24	By end of Q2 '24	By end of Q3 '24	By end of Q4 '24	Progress Notes (as of 02/01/2024)
<p>Review and revise Board bylaws and procedures to focus on policy and major programmatic decisions.</p> <hr/> <p>Limit the type of actions that require Board input and approval</p>	<p><b>Continue to delegate decisions to lowest level reasonable, from the Board to the CEO, and from the CEO to Agency staff.</b></p>	<ul style="list-style-type: none"> <li>Identify all programmatic presentations, across all Board committee workplans, to assemble a Board-wide workplan that focuses on programmatic issues/decisions.</li> </ul>	<ul style="list-style-type: none"> <li>Engage with Board to finalize a programmatic workplan that focuses on system-wide issues and decisions.</li> <li>Clarify rules of engagement for making real property acquisition decisions without Board approval.</li> <li>Update internal governing documentation for delegation of authority (i.e., streamline internal delegation of authority controls and procedures to help ensure staff empowerment).</li> </ul>	<ul style="list-style-type: none"> <li>Finalize updates to Board bylaws and procedures to focus on policy and major programmatic decisions, if/as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Propose possible, additional updates to internal Procurement, Agreements and Delegated Authority policy.</li> </ul>	<ul style="list-style-type: none"> <li>Refine work products based on Board feedback.</li> </ul>	<ul style="list-style-type: none"> <li>Board adopted R2023-30 in Fall 2023.</li> <li>On January 26, CEO authorized restoring contract authority down from the CEO and to CFO.</li> </ul>
<p>Include Staff recommendations on all actions going to the Board</p> <hr/> <p>Identify cost and schedule impacts of alternatives coming to the Board</p>	<p><b>When presenting project-specific and programmatic issues, Staff will provide a recommendation for Board consideration which will disclose additional options.</b></p> <p><b>Recommendations – and additional options – will include pros and cons, as well as the financial impact of action and inaction. Board communications will be consistent visually and in detail.</b></p>	<ul style="list-style-type: none"> <li>Prepare and distribute a draft staff report template that includes a clear staff recommendation section for feedback; create corresponding template slide.</li> <li>Project Controls staff, in close partnership with Finance, will identify a consistent method to identify cost and schedule impacts to alternatives.</li> </ul>	<ul style="list-style-type: none"> <li>Finalize staff report and slide template to better forecast long-term implications of project-specific decisions. The staff report will incorporate a clear section that discloses cost and schedule impacts.</li> <li>Finalize cost of delay calculations guidance.</li> </ul>	<ul style="list-style-type: none"> <li>Begin using the staff report and slide templates consistently for every project action going to the Board.</li> <li>Begin applying cost and schedule impacts to all alternatives coming to the Board.</li> </ul>		<ul style="list-style-type: none"> <li>Refine staff report and slide template with feedback from Q2 and Q3.</li> </ul>	

Recommendation 2 – Introduce an experienced megaproject capital program executive team.							
Implementation Goal	CEO Direction	By end of February 2024	By end of Q1 '24	By end of Q2 '24	By end of Q3 '24	By end of Q4 '24	Progress Notes (as of 02/01/2024)
Recruit Deputy CEO – Mega Capital Projects	<b>The recruitment will continue in earnest, in close partnership with the Board</b>	<input type="checkbox"/> Host final candidate Agency visits.	<input type="checkbox"/> Make an offer to top candidate and finalize contract negotiation.	<input type="checkbox"/> DCEO will be fully onboarded.			✓ Initial round of phone screens completed by CEO and Board leadership.
Recruit two Deputy Executive Directors (ST2 + ST3)	<b>Begin this process before the DCEO arrives, if/as appropriate. The DCEO – Mega Capital Projects will make final selections, in close partnership with the CEO and Board.</b>	<input type="checkbox"/> Initiate and complete preliminary sourcing, as appropriate, and in close partnership with the Board.	<input type="checkbox"/> Define titles, job descriptions, and structure for both deputy positions. <input type="checkbox"/> Post both positions and formally initiate recruitment.	<input type="checkbox"/> Host final candidate interviews.	<input type="checkbox"/> Deputies will be fully onboarded.		
Vest the Executive team with authority to make decisions.  <i>This includes reviewing the organizational structure to improve empowerment, accountability, and efficiencies</i>	<b>The CEO, DCEO – Mega Capital Projects, and Chief Human Resources Officer will review and identify key elements of the staffing plan that need refinements based on Board and TAG feedback.</b>	<input type="checkbox"/> CEO will complete review of Design for Growth and other prior agency organizational structure documentation.	<input type="checkbox"/> Develop first draft of organizational refinement plan to improve empowerment, accountability, and efficiencies.	<input type="checkbox"/> Finalize, implement, and communicate final framework.		<input type="checkbox"/> Refine with feedback from Q2 and Q3.	

Recommendations 3 and 4 – Internal Improvements, including accelerating decision-making and applying industry best practices to reduce process delays.							
Implementation Goal	CEO Direction	By end of February 2024	By end of Q1 '24	By end of Q2 '24	By end of Q3 '24	By end of Q4 '24	Progress Notes (as of 02/01/2024)
Empower Resident Engineers and field personnel for timely decision-making on construction sites	<p><b>The Resident Engineer – and field project team – will be empowered to make decisions related to field work, commensurate with industry standards and appropriate State of Washington and Sound Transit standards.</b></p> <p><b>Decisions involving Authorities Having Jurisdiction, as well as significant project changes, will be decided by Sound Transit, as appropriate. Agency personnel will proactively leverage consultant input in doing so.</b></p>	<input type="checkbox"/> Set expectation with project teams, including clarity on roles between contracted personnel and agency employees.	<input type="checkbox"/> Update delegated signature authorities (Resident Engineers/Construction Manager). <input type="checkbox"/> Establish qualification criteria for consultant Resident Engineers. <input type="checkbox"/> Establish decision-making expectations for Resident Engineers/Construction Managers.	<input type="checkbox"/> Complete training to implement updated procedures (staff and contracted personnel).			
Improve internal controls/governance to empower project staff and meaningfully incorporate appropriate checks-and-balances	<p><b>We will empower staff to make efficient, yet thoughtful, decisions that facilitate continued project delivery progress.</b></p>	<input type="checkbox"/> Implement initial changes to the internal Capital Program Change Control Board (CCB), as follows: - Narrow the focus of the internal CCB to further empower project teams, and exempt change orders within approved contingency from CCB review.  - Re-focus internal CCB on portfolio and programmatic level, proactive oversight.		<input type="checkbox"/> Finalize changes to the internal Capital Program Change Control Board (CCB).	<input type="checkbox"/> Integrate Service Delivery projects into internal governance structure to further streamline internal process.		

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Improve timely processing of invoices to no more than 30 days	<p><b>We value our partnership with the consulting and contractor community.</b></p> <p><b>We will incorporate the specific TAG recommendations within the first quarter of 2024.</b></p> <p><b>We will implement other private sector feedback by end of 2024 (i.e., provided anonymously, through the American Council of Engineering Companies, and through the Associated General Contractors of America).</b></p>	<input type="checkbox"/> Confirm internal expectations of 30-day processing for contractor and architecture/engineering contracts. <input type="checkbox"/> Validate and test tracking modifications. <input type="checkbox"/> Establish system to communicate progress.	<input type="checkbox"/> Implement and track progress. <input type="checkbox"/> Refine and begin updated 30-day (at least) monthly payables reporting.	<input type="checkbox"/> Refine with feedback and collected data. <input type="checkbox"/> Begin internal training on invoice processing. <input type="checkbox"/> Complete and confirm a proactive agency approach to support the timely processing of sub-contract payments (by prime contractors).		<input type="checkbox"/> Perform data retrospective on performance improvements. <input type="checkbox"/> Implement improved invoice processing for Goods & Services contracts.	<input checked="" type="checkbox"/> Completed historical performance analysis. <input checked="" type="checkbox"/> Deployed Unifier modifications and integration to Accounts Payable data. <input checked="" type="checkbox"/> Evaluated partial pay challenges with Accounts Payable team.
Improve timely processing of change orders to no more than 60 days		<input type="checkbox"/> Confirm internal expectations of 60-day change order processing for contractor and architecture and engineering contracts. <input type="checkbox"/> Identify modifications necessary for tracking system.	<input type="checkbox"/> Update project tracking (Unifier) system to directly prompt for this input, ensure feasibility.	<input type="checkbox"/> Validate 60-day timeframe and confirm specific expectations for processing times internally.		<input type="checkbox"/> Refine with feedback from Q2 and Q3.	
Improve timely contract closeout to no more than 120 days		<input type="checkbox"/> Confirm internal expectations of 120-day processing time to close out contractor and architecture and engineering contracts.	<input type="checkbox"/> Confirm 120-day processing time.	<input type="checkbox"/> Implement tasks necessary for implementation.	<input type="checkbox"/> Incorporate expectation of 120-day processing time to close out service delivery contracts. <input type="checkbox"/> Finalize improved framework for activation.	<input type="checkbox"/> Complete implementation.	

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Recommendation 5 – Strengthen and enforce an agency betterment policy.							
Implementation Goal	CEO Direction	By end of February 2024	By end of Q1 '24	By end of Q2 '24	By end of Q3 '24	By end of Q4 '24	Progress Notes (as of 02/01/2024)
Review, reform, and strengthen the agency's betterment policies	<b>We will coalesce various policies into one consistent, core Agency policy that provides improved clarity to Board and staff.</b>	<input type="checkbox"/> Brief Board leadership on next steps regarding the TAG recommendation on betterments. <input type="checkbox"/> Develop updated Scope Control Policy.	<input type="checkbox"/> Propose updated Scope Control Policy to Board. <input type="checkbox"/> Subject to Board concurrence, work with Board to secure Board adoption of Scope Control Policy (if Board does not request additional policy refinement upon initial review).	<input type="checkbox"/> Subject to Board concurrence, work with the Board to secure Board adoption of Scope Control Policy updates (If Board requests additional policy refinement upon initial review. Otherwise, possible by Q1, as noted).			<input checked="" type="checkbox"/> On January 26, briefed TAG members on analysis and proposed next steps for implementation.
Establish ST Design Standards	<b>We will continue to maintain a robust suite of technical standards. These governing documents will be informed by passenger experience and operational needs, as well as broad consultant and peer agency input. Project Teams will incorporate the criteria, and follow adopted processes to secure deviations when appropriate.</b>	<input type="checkbox"/> Consultant will finalize technical report to strengthen station design standards.	<input type="checkbox"/> Expected issuance date for Standard specifications and drawings to support OMF-S.			<input type="checkbox"/> Full Station Standards consultant work completed and incorporated into active procurements.	<input checked="" type="checkbox"/> Staff have completed standard specifications and drawings. <input checked="" type="checkbox"/> Consultant has completed majority of interviews and site visits (in support of the effort to strengthen station design standards).
Recommendation 6 – Engage the FTA as a delivery partner equally invested in delivering transit to the region.							
Implementation Goal	CEO Direction	By end of February 2024	By end of Q1 '24	By end of Q2 '24	By end of Q3 '24	By end of Q4 '24	Progress Notes (as of 02/01/2024)
Improve FTA-ST relationship and maximize FTA resources for ST priorities	<b>Prioritize and nurture relationship between FTA Region X leadership and ST CEO and CEO's Executive Team.</b>	<input type="checkbox"/> Develop a clear relationship map between Sound Transit and the FTA to ensure clarity in points of accountability as well as the proactive disposition of mutual concerns. <input type="checkbox"/> Finalize FEIS schedules for OMF South, WSLE and BLE.	<input type="checkbox"/> Fully implement a clear relationship map between Sound Transit and the FTA to ensure clarity in points of accountability as well as the proactive disposition of mutual concerns.	<input type="checkbox"/> Obtain FTA review of WSLE Final EIS (target publication in early May) and Biological Assessment (for Endangered Species Act consultation).			<input checked="" type="checkbox"/> Refined the FTA/ST Quarterly meetings to include more up to date information on Projects during report outs. <input checked="" type="checkbox"/> Completed formal partnering work between staff and FTA leadership. <input checked="" type="checkbox"/> Established monthly 1:1 between regional FTA leadership and CEO.