Today’s Discussion

• Puget Sound’s Population Growth
• Sound Transit’s Role
• Getting the Job Done
• Management & Leadership
“Good judgment comes from experience, and a lot of that comes from bad judgment.”

Will Rogers
Puget Sound’s Population Growth
Puget Sound’s Population Growth

**Population growth**
In 2016, the region grew by an average of 1,300 new residents every week. Another 800,000 people are expected to call central Puget Sound home by 2040.

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>2.9 million</td>
</tr>
<tr>
<td>2040</td>
<td>3.7 million</td>
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**Traffic delays**
The average commuter in the Seattle area traveling during peak hours experienced 63 hours of traffic delay in 2014.

Sources: Puget Sound Regional Council and 2015 Urban Mobility Scorecard
Sound Transit’s Role

3 Counties
- King
- Pierce
- Snohomish

51 Cities

More than 3 Million Residents

40% of State’s Population
Transit Options – Land Use

- Provide service to markets with high ridership demand
- Provide service to create inter-modal connections (ex. Sea-Tac, UW, major transit centers)
- Provide service to reduce some congestion on the major freeway connections [I-5, I-405 (N-S) I-90 (E-W)]

Transit Options – Topography

- Technology allows flexibility to adapt to landforms and existing infrastructure
- Includes underground, elevated, and street running at-grade
Sound Transit’s Role
Sound Transit’s Role

Source: Sound Transit ridership reports, service implementation plan and financial plan.
Getting the Job Done

Project Risk Management Process Flow

- Risk management planning
- Risk identification
- Risk assessment
- Risk analysis
- Risk mitigation
- Risk monitoring and control
• Market Risk
• Subsurface Risks
• 3rd Party Risks
• Contractor Interfaces
• Civil/System Integration
• Safety Certification/Commissioning
Regional Link light rail expansion

By 2041:

116+ miles
80+ stations
16 cities connected
More capacity

40%
More passengers served
A New Line of Business

- Opens in 2024
- Two Corridors (I-405 and SR 522/ NE 145th)

**BRT Systems Elements of Success**

- Transit speed, reliability and access improvements
- BRT stations (signage, shelter, amenities)
- Parking facilities
- New BRT bus fleet
- Bus operations and maintenance facility
- Branding
- Rider information system
I-405 BRT Project

37-mile corridor: Lynnwood to Burien

- Proposed refined project:
  - 11 BRT stations across 8 cities
  - 3 new/expanded parking facilities
  - 1 transit center
  - Connections to Link light rail in Lynnwood, Bellevue and Tukwila
  - Estimated 25,800 riders daily by 2040

- Start of service in 2024
SR 522 / NE 145th BRT Project Overview

- 8,000-9,000 daily riders
- 8 miles, 6 cities
- Transit speed and reliability improvements:
  - Business Access and Transit (BAT) lanes along SR 522
  - Intersection improvements/queue jumps
- 12 Stations:
  - 10 new station locations
  - Station at 145th LRT Station
  - Shared station at NE 195th with I-405 BRT
- 3 new parking facilities/access improvements
Funding

$54 billion in mass transit projects over next 25 years

Of which $27.7 billion in new taxes

Typical adult pays $169 per year, or about $14 per month

- New taxes: $27.7B (52%)
- Federal grants: $4.7B (9%)
- Bonds: $11B (20%)
- Existing taxes: $8.6B (16%)
- Fares/other: $1.8B (3%)
# System Expansion Schedule

| SOUTH CORRIDOR PROJECTS                                      | '17 | '18 | '19 | '20 | '21 | '22 | '23 | '24 | '25 | '26 | '27 | '28 | '29 | '30 | '31 | '32 | '33 | '34 | '35 | '36 | '37 | '38 | '39 | '40 | '41 | '42 |
|-------------------------------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| **Sounder 3rd Track**                                      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |
| **Point Defiance Bypass**                                   |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |
| **Tacoma Trestle**                                          |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |
| **Tacoma Link Expansion**                                   |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |
| **Puyallup & Summer Sta Access**                            |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |
| **Kent & Auburn Sta Access**                                |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |
| **Sounder Maintenance Base**                                |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Federal Way Link Extension                                  |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Federal Way to Tacoma Link Extension                        |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |
| OMF (South)                                                 |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Tacoma Link to TCC                                          |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |
| South Sounder Capital Program (early/latest)                |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |

*South Sounder Program includes ST2 Access at Tacoma, S. Tacoma & Lakewood, East Pierce to Summer Bon Capital, and ST3 Improvement Program.

Lakewood to Dupont
Management & Leadership

Key Strategies

- Intensify external collaboration
- Organize for internal collaboration
- Streamline project delivery
- Leverage lessons learned
Intensify External Collaboration

- Achieve early concurrence through new leadership, stakeholder, and interagency groups.
- Expand Boardmember engagement with jurisdictions.
- Establish partnership agreements with defined project milestones.
- Develop schedule and permitting dashboard to increase transparency and monitor progress.
Organize for Internal Collaboration

- Create and reward a culture of collaboration.
- Project work teams include all disciplines, improving teamwork, continuity between project phases.
- Eliminate culture of work silos and project phase hand-offs.
- Project, corridor and executive leadership teams co-locate to enhance close coordination.
Management & Leadership

Streamline Project Delivery

- Identify preferred routes and station locations earlier, emphasizing ST3 representative alignments.
- Streamline number of alternatives studied.
- Include multi-modal access and transit-oriented development in site evaluation.
- Focus on customer experience from the earliest phase of project development.
Organizing for Internal Collaboration

Plan → Build → Operate

Corridor/Project Teams

PEPD

DECM

OPS

DECM

OPS

PEPD

Communications  Security  SMBLC  Government Relations  Real Estate  Procurement & Contracts

Environmental  Planning  Sustainability  Operations  Outreach  Finance & IT  Bus Integration

TOD  Architects
Organizing for Internal Collaboration

Plan Build Operate

Corridor/Project Teams

Communications Environmental Security Planning SMBLC Government Relations Outreach Real Estate Procurement & Contracts

TOD Sustainability Operations Architects Finance & IT Bus Integration

OPS PEPD DECM
Future Light Rail Extensions

- 2021
  - Northgate Link Extension
- 2022
  - Hilltop Tacoma Dome Link Extension
- 2023
  - East Link Extension
- 2024
  - Federal Way Link Extension
  - Lynnwood Link Extension
  - Downtown Redmond Link Extension
- 2030
  - West Seattle Link Extension
- 2035
  - Ballard Link Extension
- 2036
  - Everett Link Extension
- 2039
  - Tacoma Community College Tacoma Link Extension
- 2041
  - South Kirkland-Issaquah Link Extension
Northgate Link Extension Overview

- 4.3 miles – tunnel, elevated, & surface
- 3 stations (2 subway, 1 elevated)
- Baselined: October 2015
- Budget: $1.89 Billion (YOE)
- Revenue Service: Sept. 2021
- Status: - Within Budget - On Schedule

Top of Rail height and the tunnel cross-section remained the same, thanks to the intricate floating slab design

- On Schedule
Tacoma Link Extension Overview

Scope, Cost & Schedule

- 2.4 miles - surface
- 6 stations
- **Budget**: $217 Million (YOE) (Baseline 2017)
- **Schedule**: Revenue Service May 2022
- **Delivery Method**: Design-Bid-Build
East Link Extension Overview

Scope, Cost & Schedule

- 14 miles: surface, elevated, tunnel
- 10 stations
- Budget: $3.67 B (YOE)
- Revenue Service: June 2023
- Status: Within Budget, On Schedule

Judkins Park
Mercer Island
South Bellevue
East Main
Bellevue Downtown
Wilburton
120th
130th
Overlake Village
Redmond Technology Center

East Link Extension Overview
Final Design

- E130 – Seattle to South Bellevue (I-90)
- E320 South Bellevue
- E330 Downtown Bellevue Tunnel
- E335 Downtown Bellevue to Spring District
- E340 Bel-Red
- E360 SR520 to Redmond
- E750 Systems

We are here

- Pre Revenue
- Float
- Revenue Service

Timeline:
- 2012-15
- 2016
- 2017
- 2018
- 2019
- 2020
- 2021
- 2022
- 2023
- 2024
Lynnwood Link Extension Overview

Scope, Cost & Schedule

- 8.5 miles – surface & elevated
- 4 stations
- **Budget**: $2.77 B (2018 Baseline)
- **Schedule**: mid-2024
- **Status**: Construction, Heavy Civil GC/CM
**Federal Way Link Extension**

- **Scope:** 7.6 mile light rail extension from Angle Lake Station in SeaTac, continuing south to Kent/Des Moines to the Federal Way Transit Center in Federal Way. The route will generally follow I-5 through the corridor.

- **Stations:** Three elevated stations

- **Delivery Method:** Design-Build

- **Project Budget:** $2.45 B
Six Phases of a Project

1. Enthusiasm
2. Disillusionment
3. Panic
4. Search for the guilty
5. Punishment of the innocent
6. Praise and honor for the non-participants
Thank you.

SoundTransit

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