



# Northwest Construction Consumer Council

Annual Meeting – November 6, 2019

 **SOUNDTRANSIT**

# 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

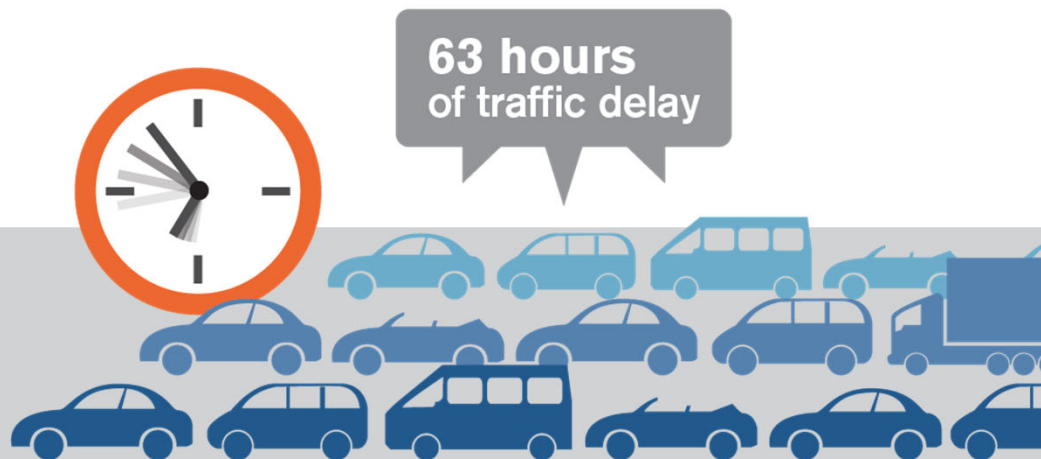
## Population growth

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.



## Traffic delays

The average commuter in the Seattle area traveling during peak hours experienced **63 hours of traffic delay in 2014**.



# Sound Transit's Role



## 3 Counties

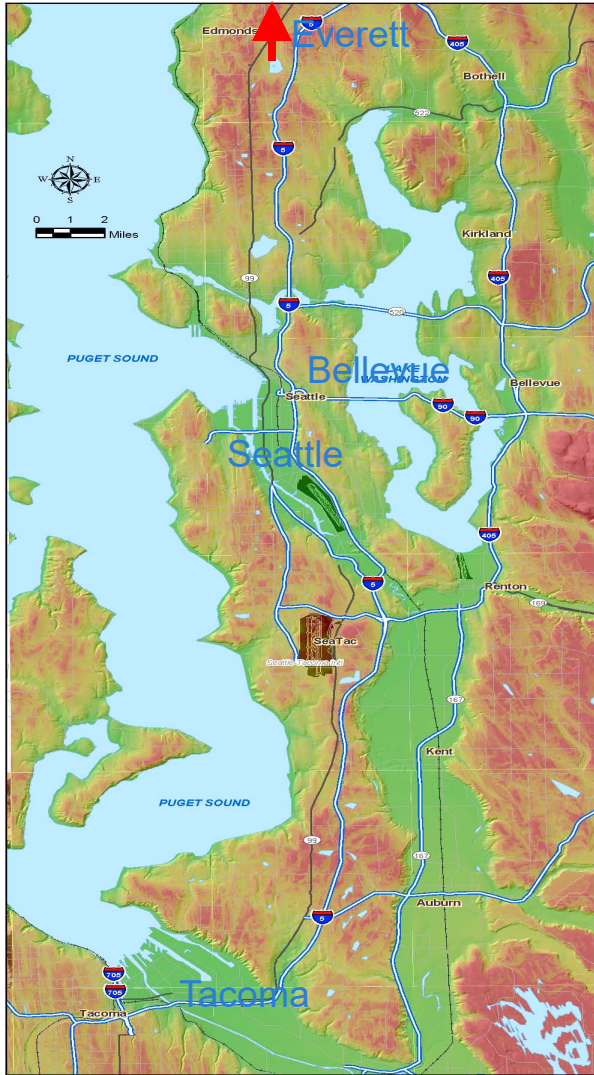
- King
- Pierce
- Snohomish

## 51 Cities

More than 3 Million  
Residents

40% of State's Population





# Sound Transit's Role



## 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



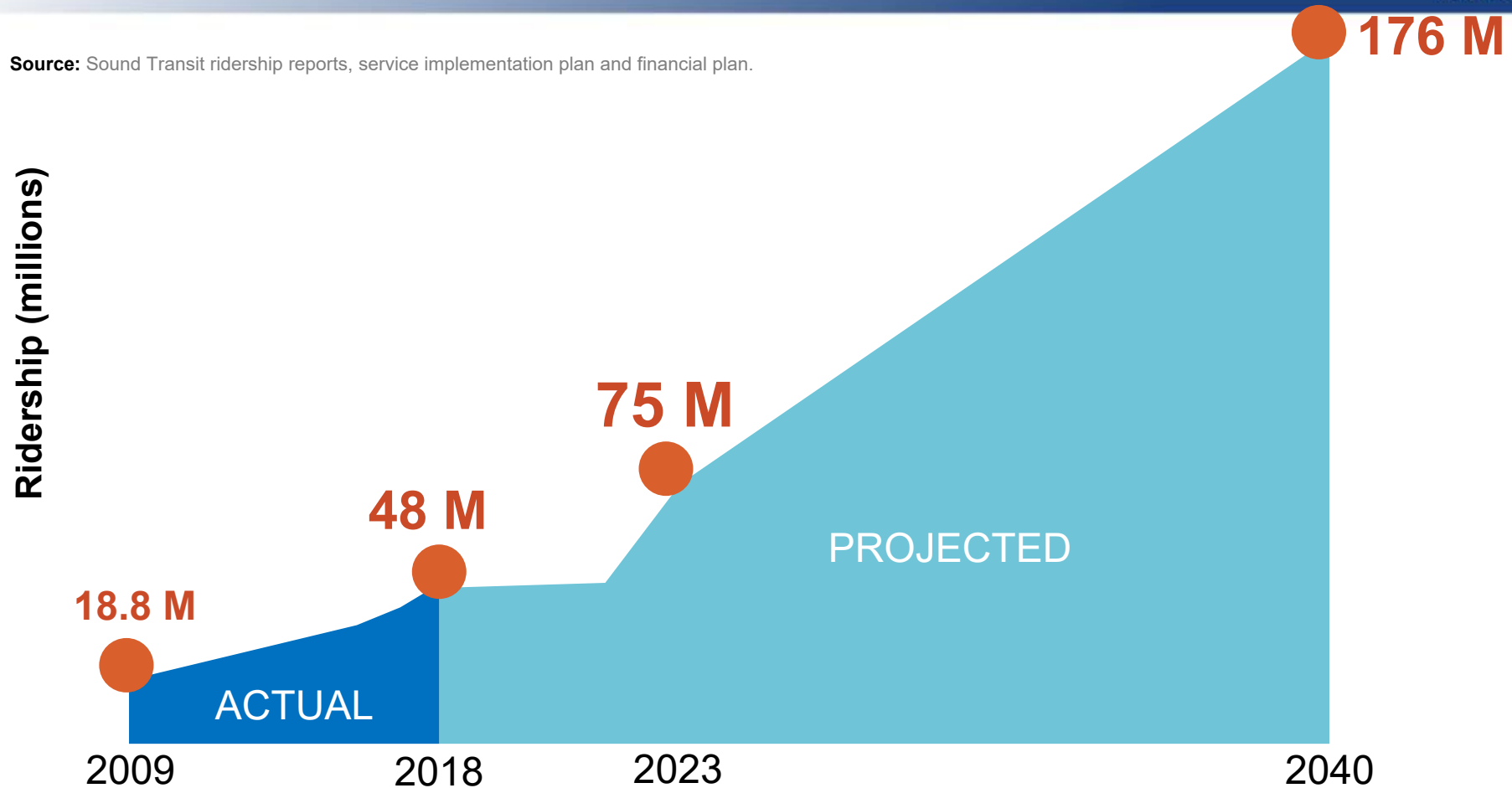
# Sound Transit's Role



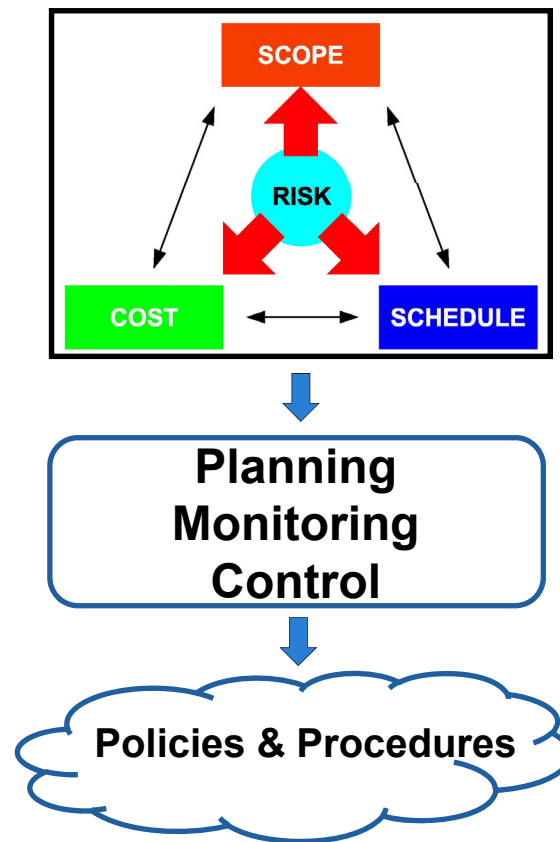
# Sound Transit's Role



Source: Sound Transit ridership reports, service implementation plan and financial plan.



# Getting the Job Done

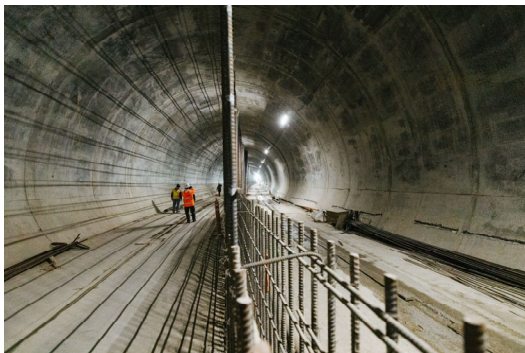
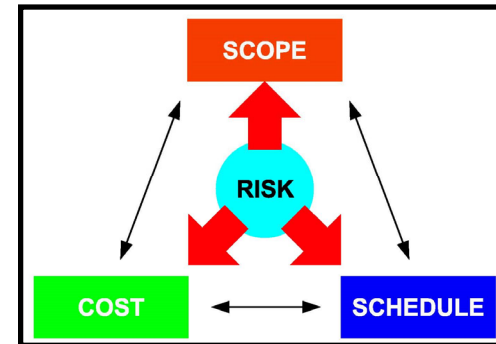




# Getting the Job Done

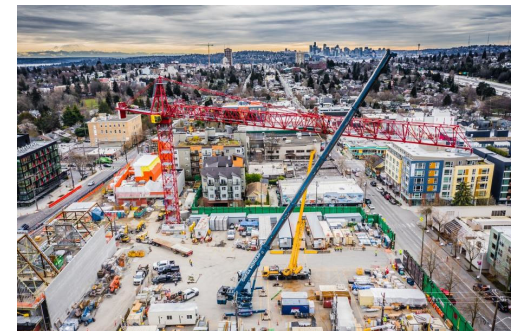
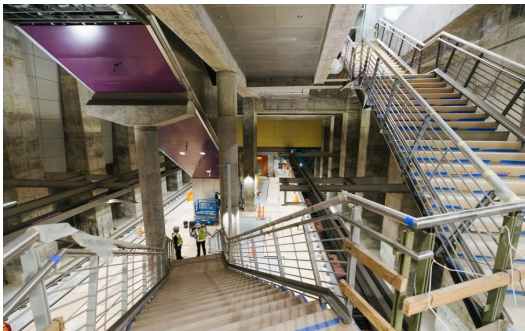
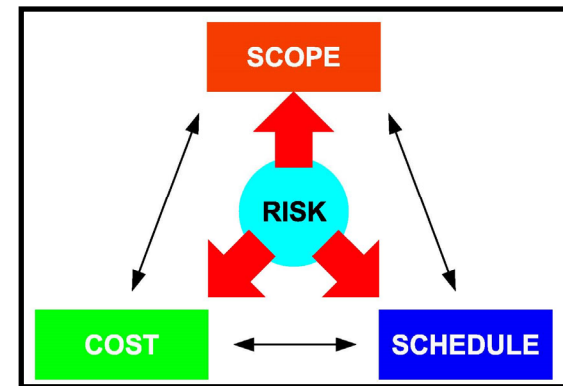
## Project Risk Management Process Flow

- Risk management planning
- Risk identification
- Risk assessment
- Risk analysis
- Risk mitigation
- Risk monitoring and control



# Getting the Job Done

- **Market Risk**
- **Subsurface Risks**
- **3<sup>rd</sup> Party Risks**
- **Contractor Interfaces**
- **Civil/System Integration**
- **Safety Certification/Commissioning**



# Regional Link light rail expansion



**By 2041:**

**116+**  
miles

**80+**  
stations

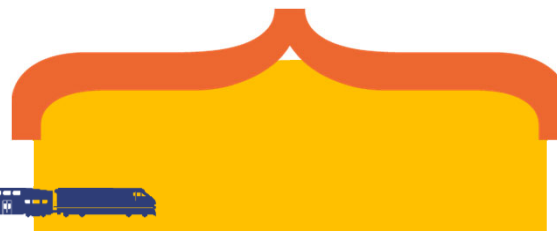
**16**  
cities connected



# Looking Ahead - Sounder South

**More capacity**

**40%**  
More passengers  
served

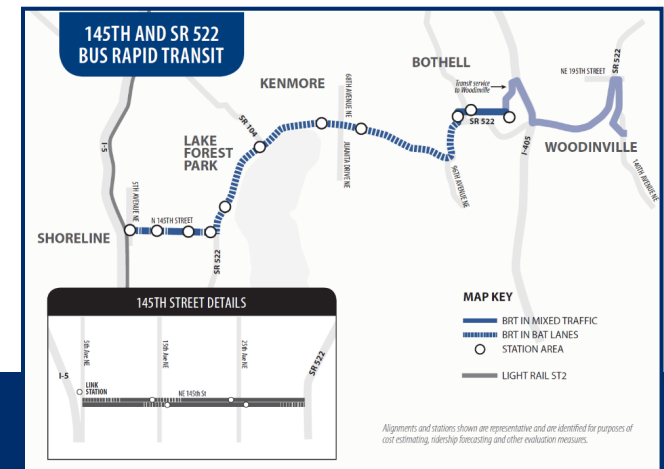
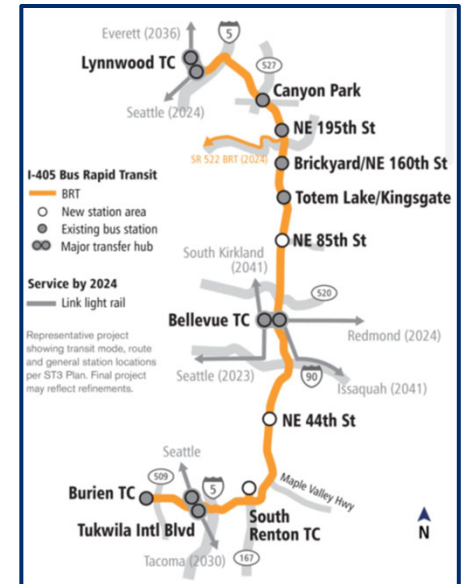


# A New Line of Business

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

## BRT Systems Elements of Success

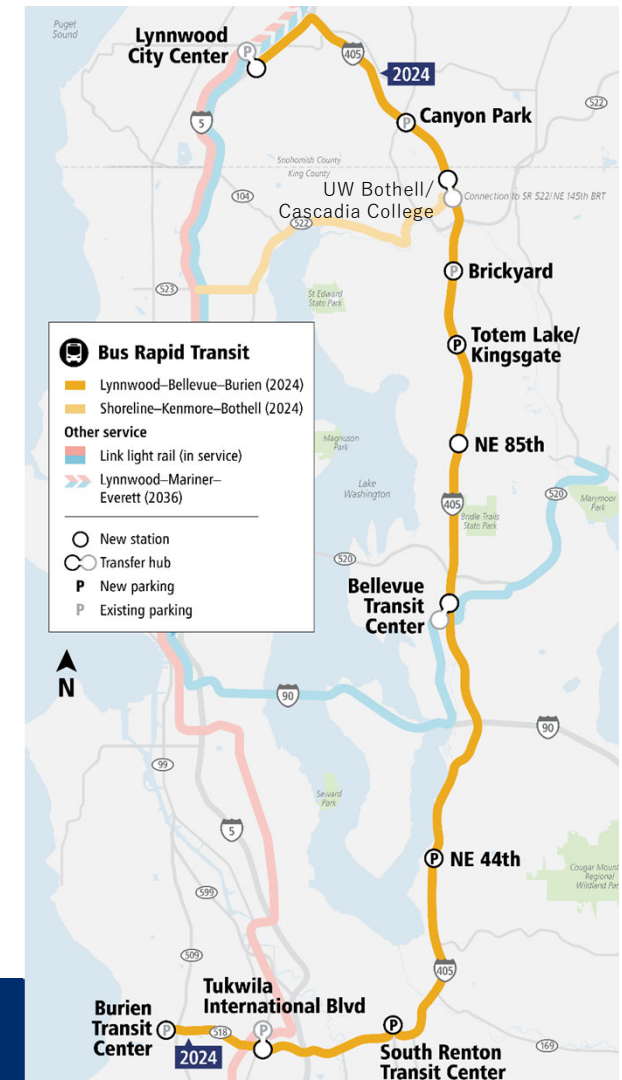
- Transit speed, reliability and access improvements
- BRT stations (signage, shelter, amenities)
- Parking facilities
- New BRT bus fleet
- Bus operations and maintenance facility
- Branding
- Rider information system



# I-405 BRT Project

## 37-mile corridor: Lynnwood to Burien

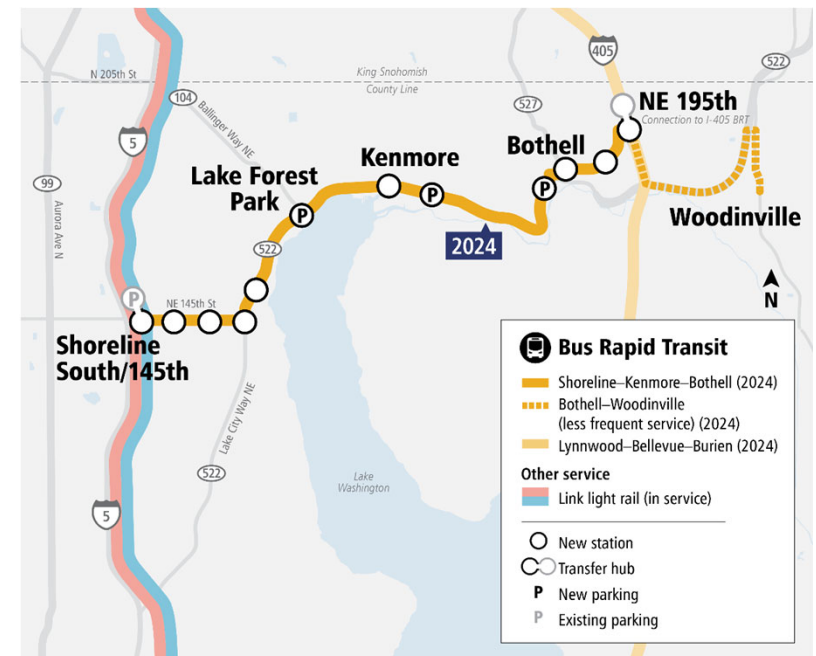
- **Proposed refined project:**
  - 11 BRT stations across 8 cities
  - 3 new/expanded parking facilities
  - 1 transit center
  - Connections to Link light rail in Lynnwood, Bellevue and Tukwila
  - Estimated 25,800 riders daily by 2040
- **Start of service in 2024**





# SR 522 / NE 145<sup>th</sup> 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 145<sup>th</sup> LRT Station
  - Shared station at NE 195<sup>th</sup> with I-405 BRT
- 3 new parking facilities/access improvements



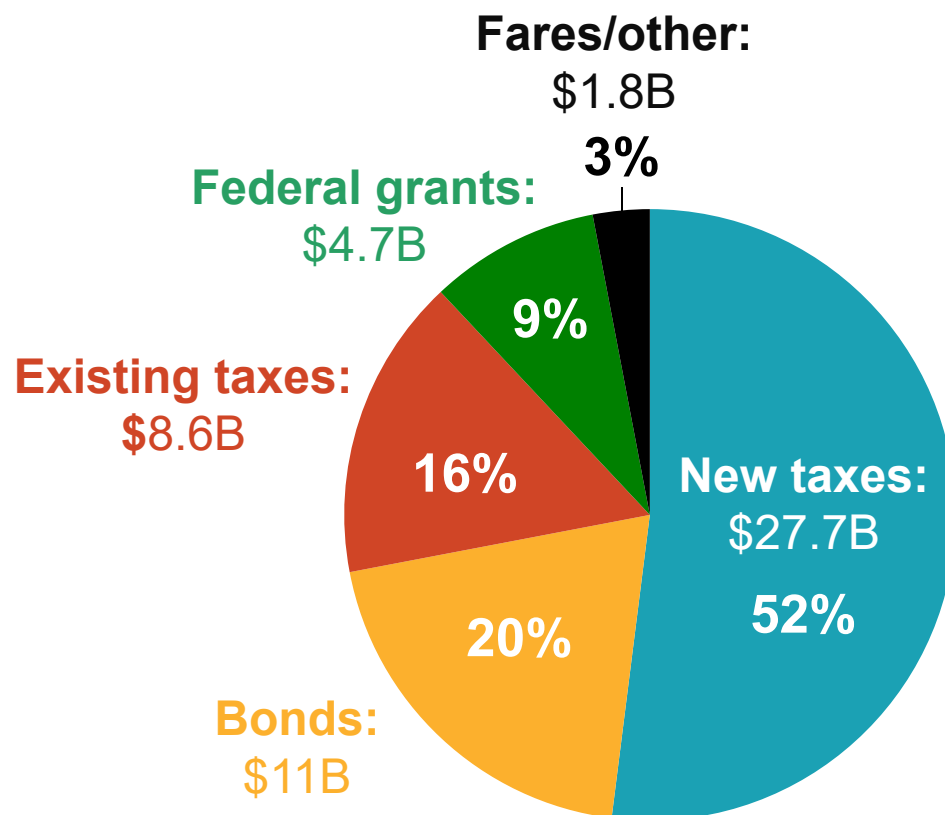
# Funding

## \$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







# Management & Leadership

## Key Strategies

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



# Management & Leadership

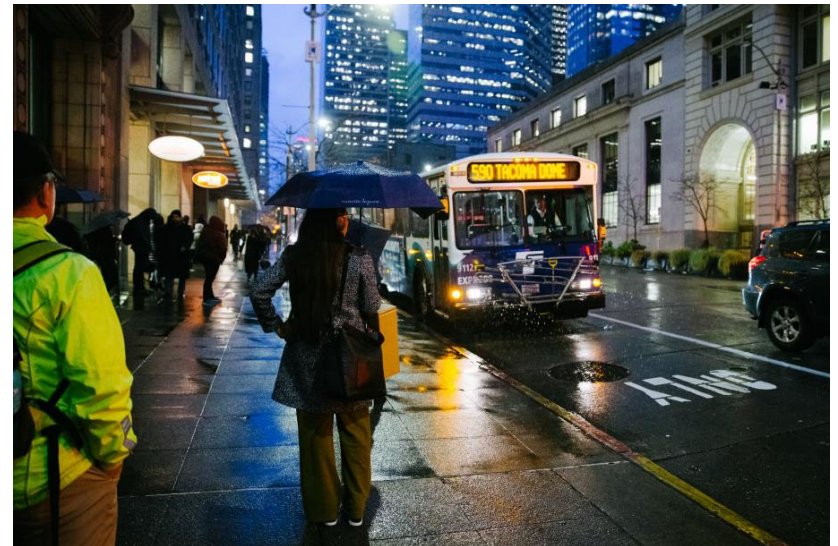
## Intensify External Collaboration

- 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.



## 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

DECM

OPS

OPS

PEPD

Communications

Security

SMBLC

Government Relations

Real Estate

Procurement  
& Contracts

Environmental

Planning

Operations

Outreach

Bus Integration

TOD

Sustainability

Architects

Finance & IT

# Organizing for Internal Collaboration

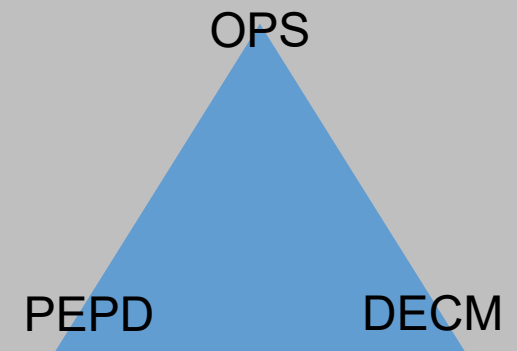
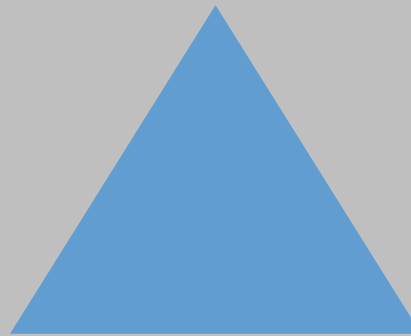


Plan

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Operate

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Communications  
Environmental  
TOD

Security  
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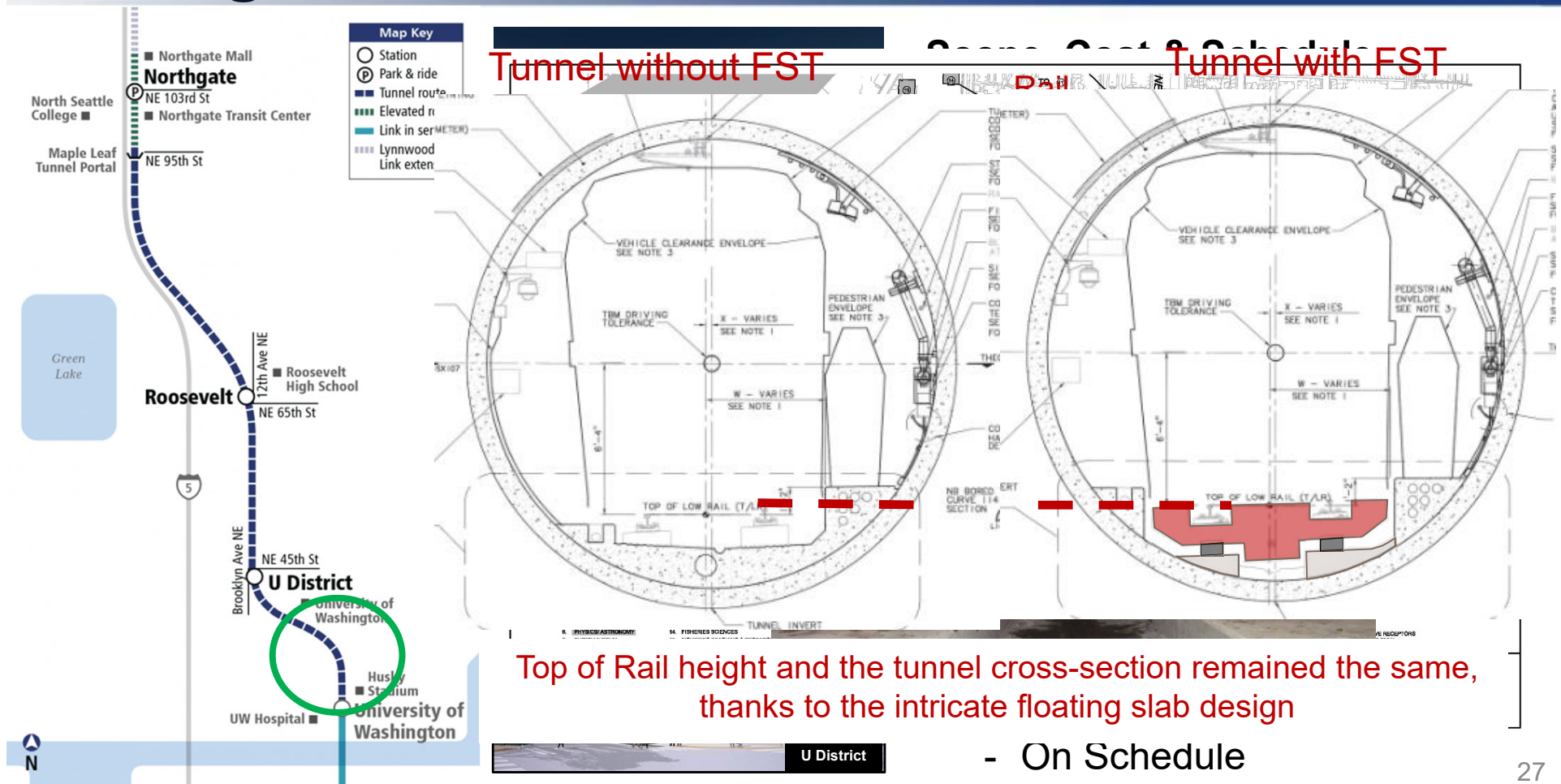
Procurement  
& Contracts



## 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



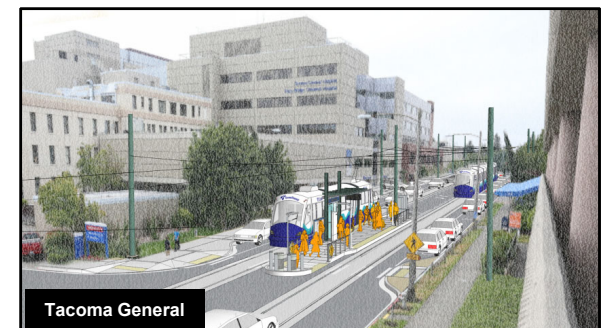


# Tacoma Link Extension Overview



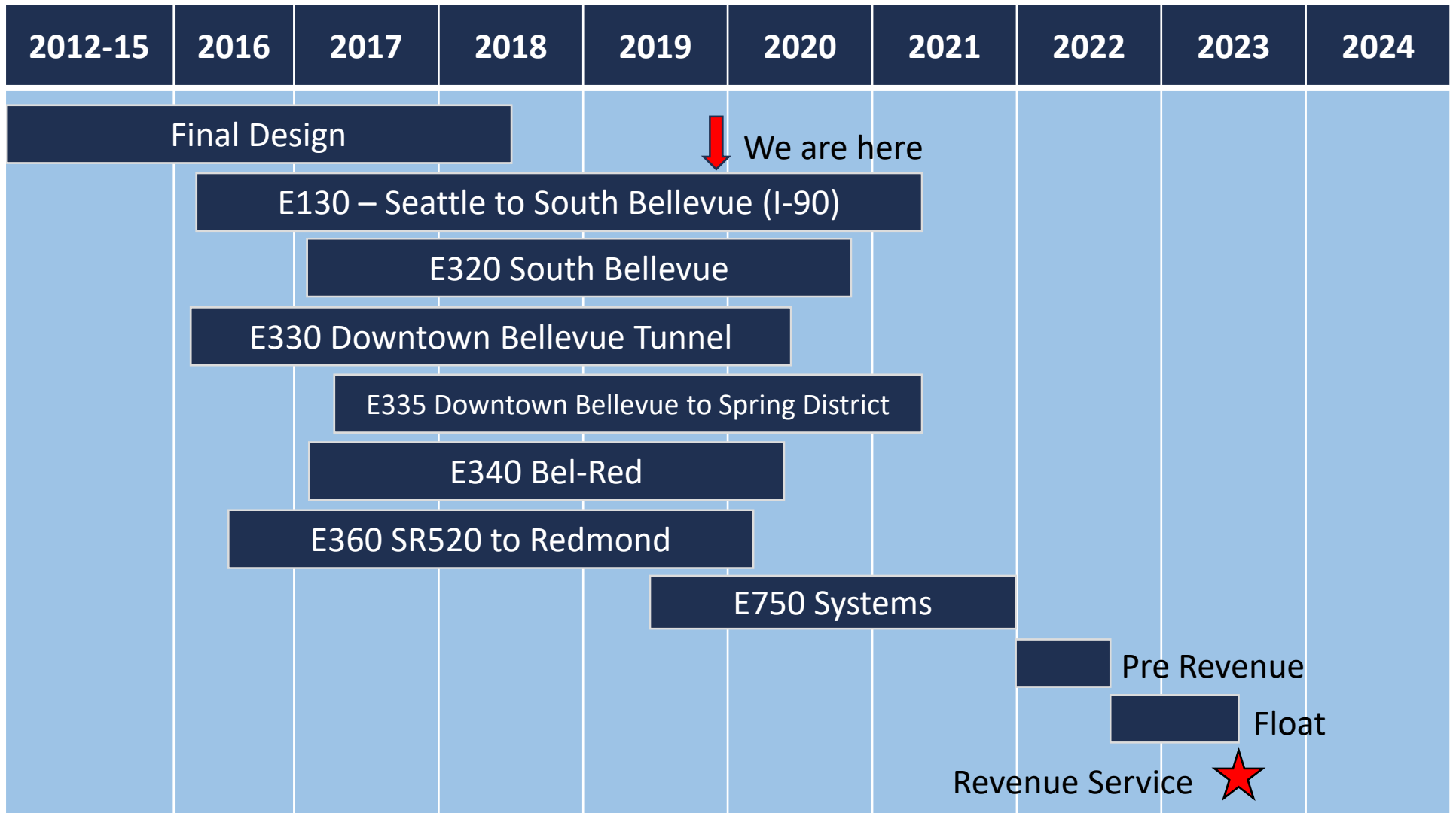
## Scope, Cost & Schedule

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



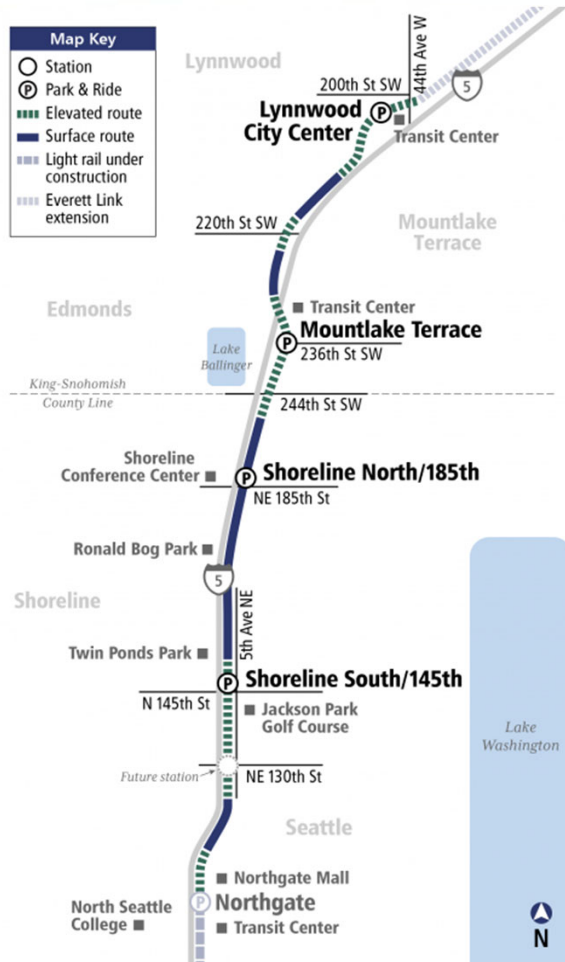
# East Link Extension Overview





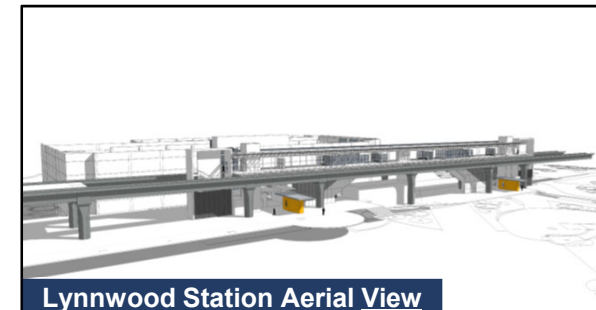


# Lynnwood Link Extension Overview



## Scope, Cost & Schedule

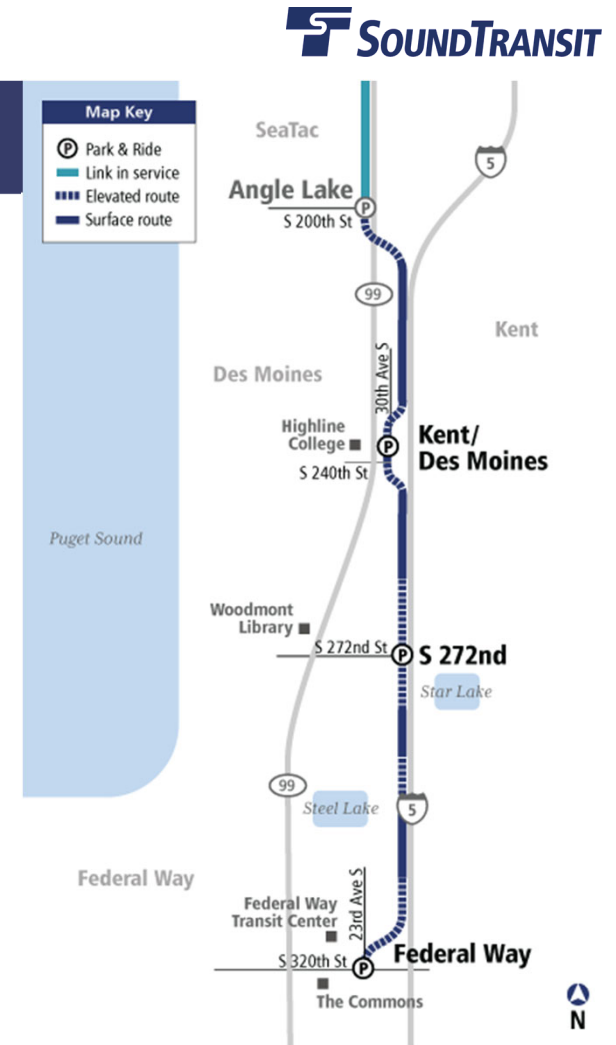
- 8.5 miles – surface & elevated
- 4 stations
- **Budget:** \$2.77 B (2018 Baseline)
- **Schedule:** mid-2024
- **Status:** Construction, Heavy Civil GC/CM





# 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*



 **SOUNDTRANSIT**  
RIDE THE WAVE

*Thank you.*



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