



 **SOUNDTRANSIT**

System Expansion Implementation Plan

Board Meeting, April 2017

2016: A record-breaking year

- Opened 3 new light rail stations.
- Completed tunneling for 3 more.
- Broke ground on our longest extension to date.
- Building rail improvements for more Sounder trains.
- Advanced planning of major projects to break ground in next years.
- Ridership surge of 28%, 84% on light rail.

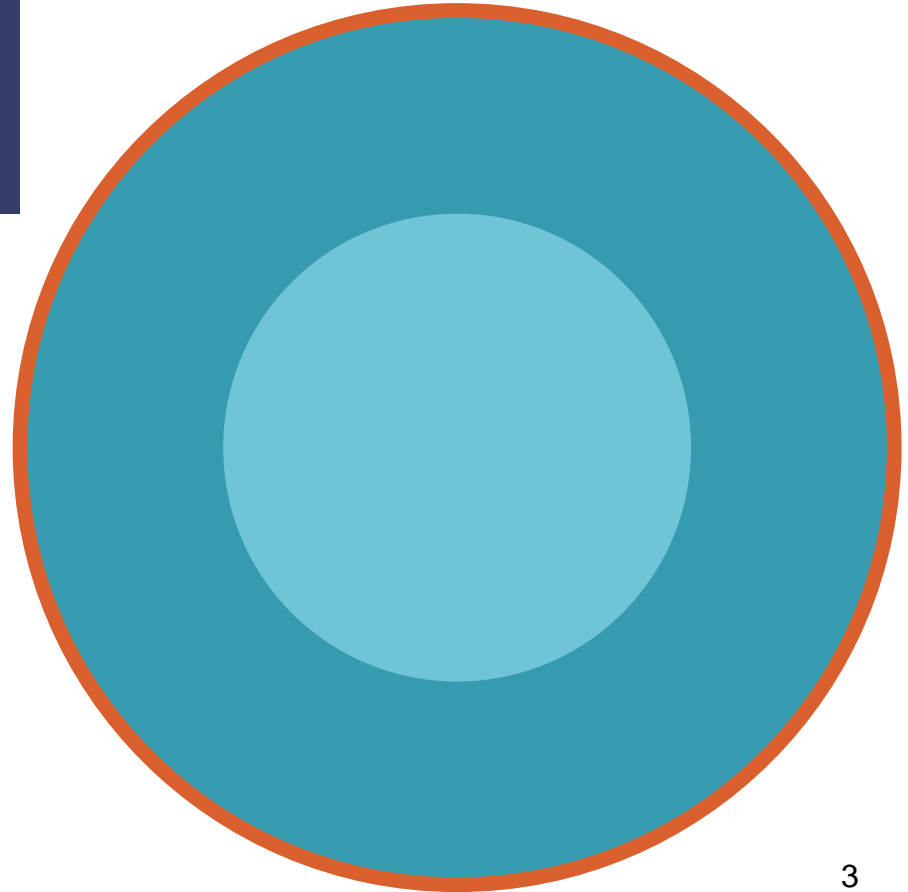


**ST3: As big as Sound
Move and ST2 combined**

ST3

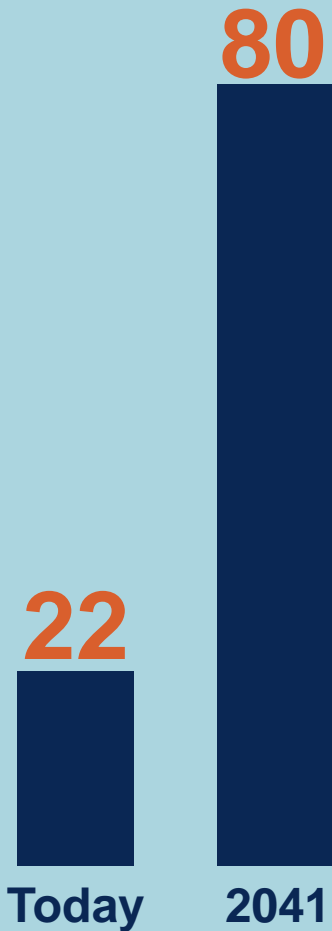
ST2

Sound Move



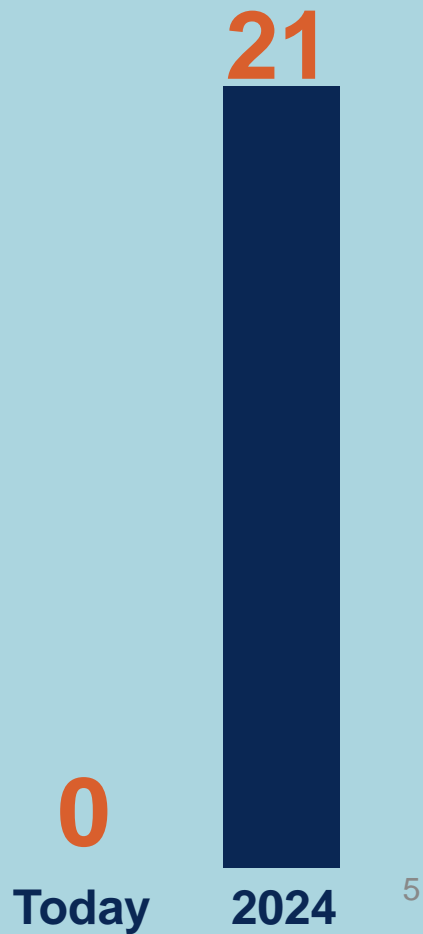
Light rail

More stations



Bus Rapid Transit

More stations

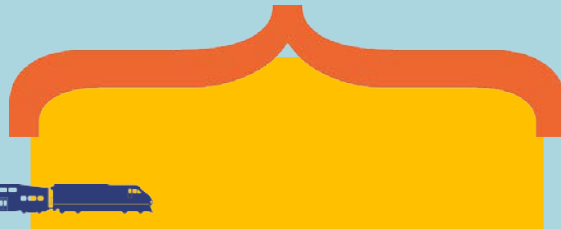


Sounder South

More capacity

40% More passengers served

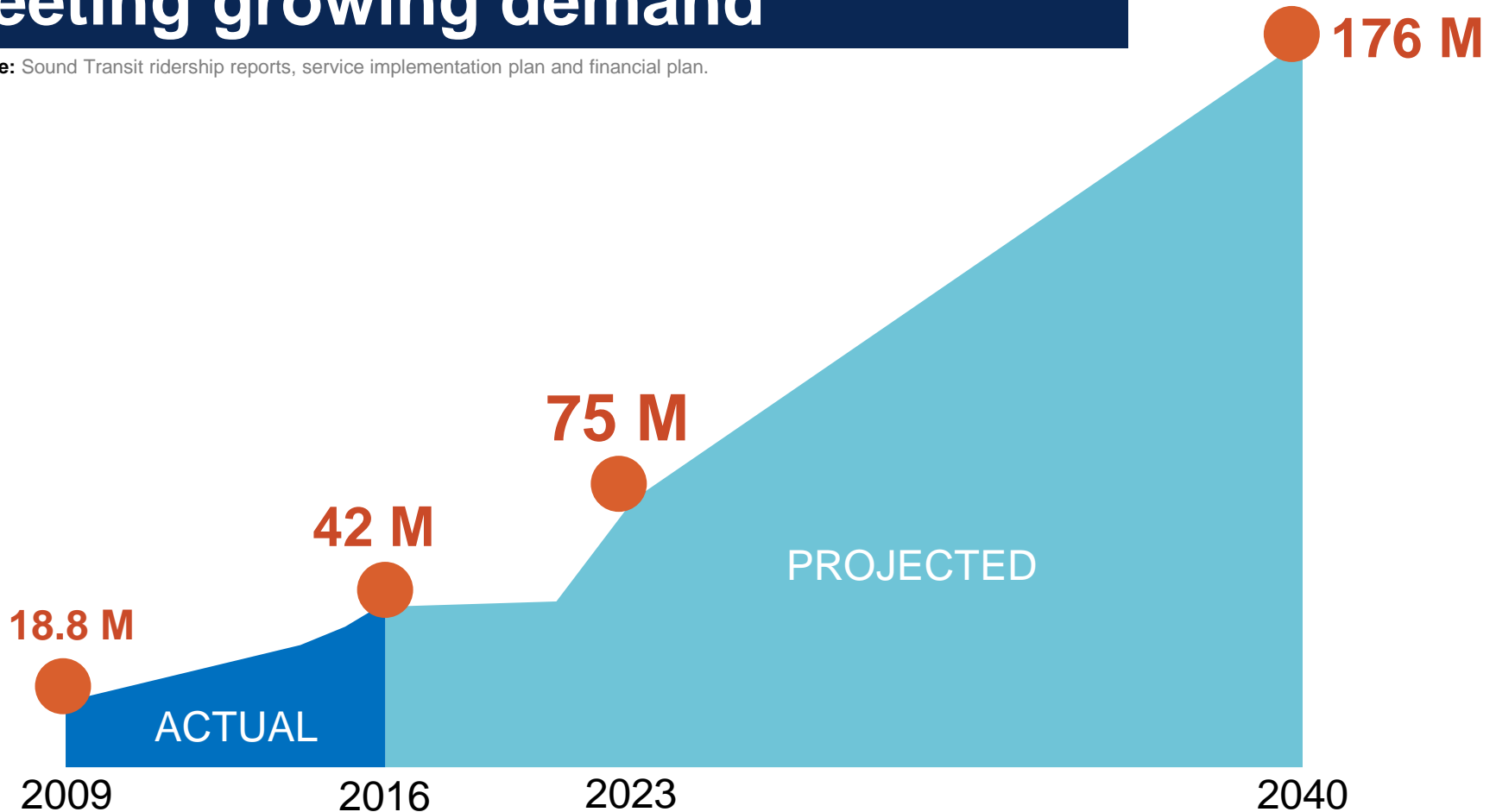
170 ~~cars~~ ~~trains~~



Meeting growing demand

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

Ridership (millions)



Expedited project timelines

- Final plan's acceleration responded to public demand

Everett via Paine Field **5 years sooner**

Start of service: **2036**

2041



Expedited project timelines

- Final plan's improvements responded to public demand

Downtown Redmond 4 years sooner

Start of service: **2024**

2028



Expedited project timelines

- Final plan's improvements responded to public demand

Tacoma **3 years sooner**

Start of service: **2030**

2033



Expedited project timelines

- Final plan's improvements responded to public demand

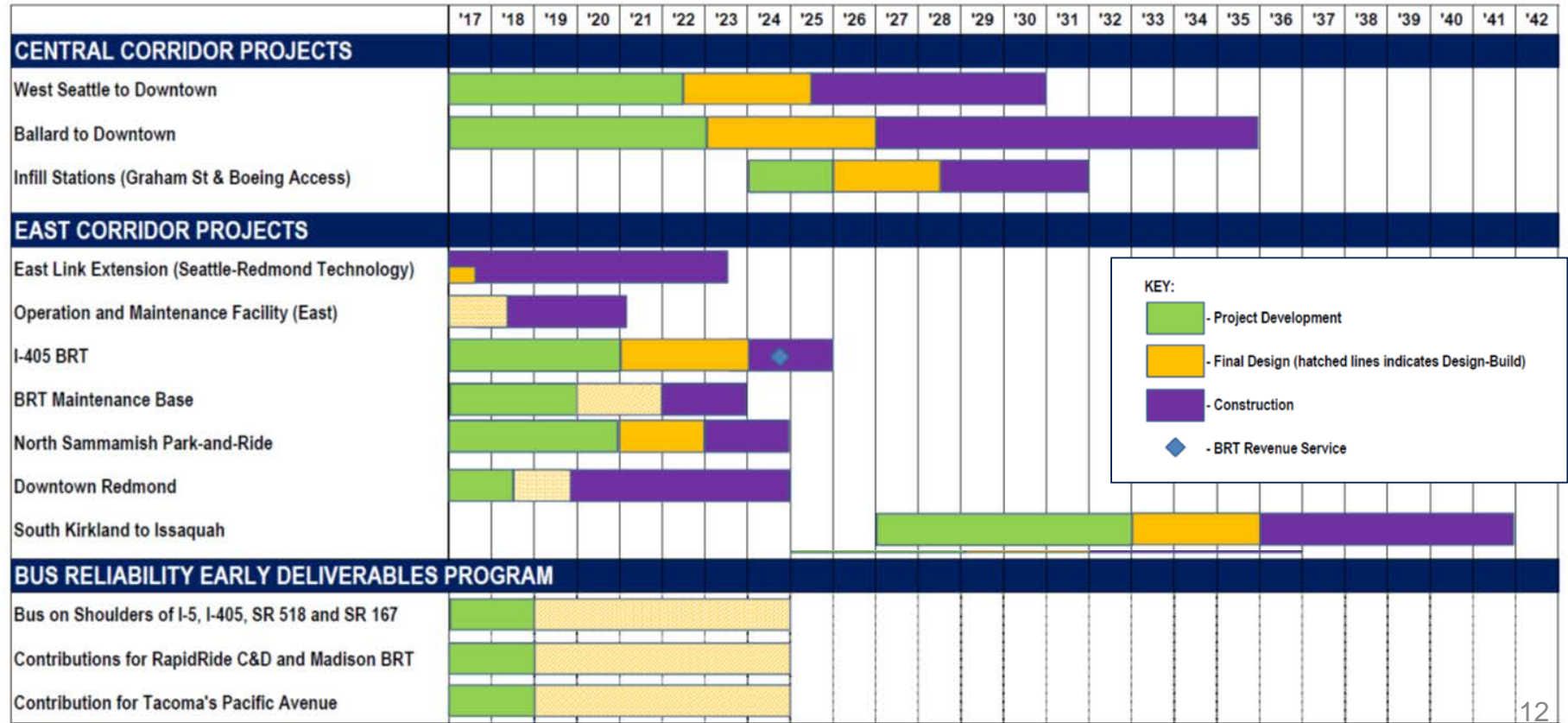
Ballard 3 years sooner

Start of service: **2035**

2038



Expanding in every corridor simultaneously



KEY:

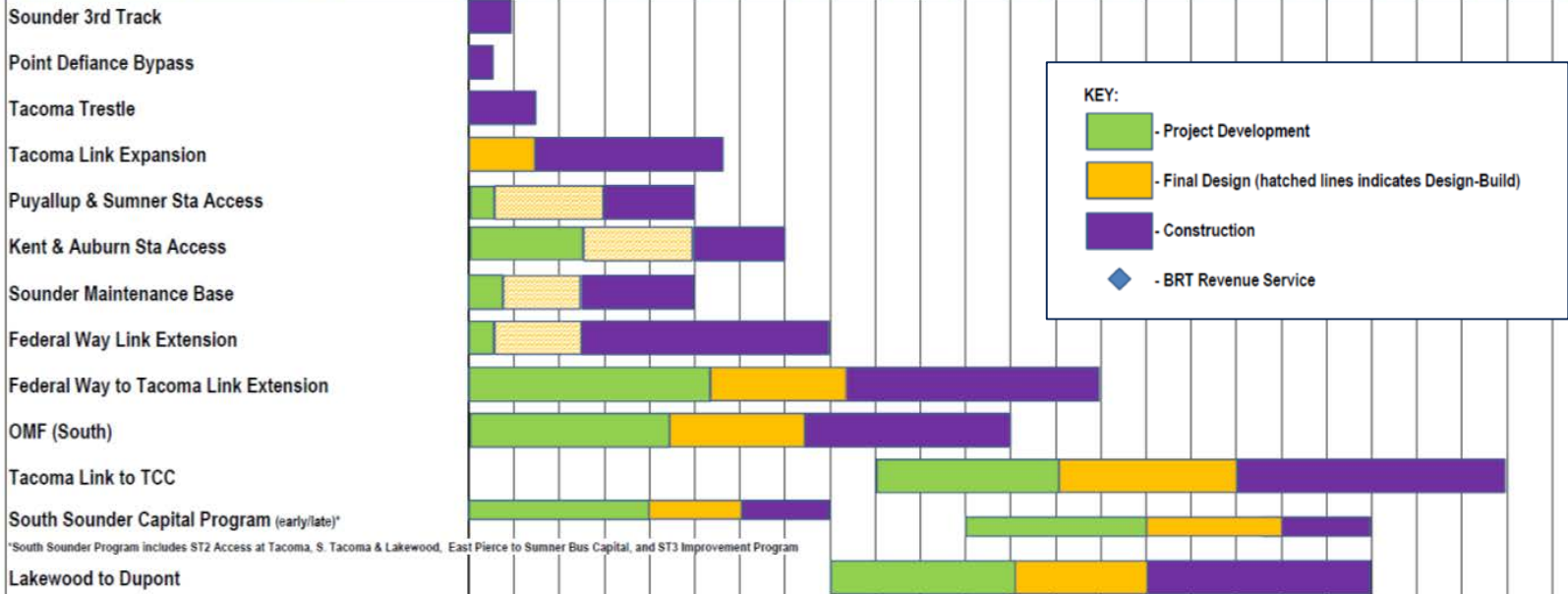
- [Green Box] - Project Development
- [Yellow Box] - Final Design (hatched lines indicates Design-Build)
- [Purple Box] - Construction
- [Blue Diamond] - BRT Revenue Service

NORTH CORRIDOR PROJECTS

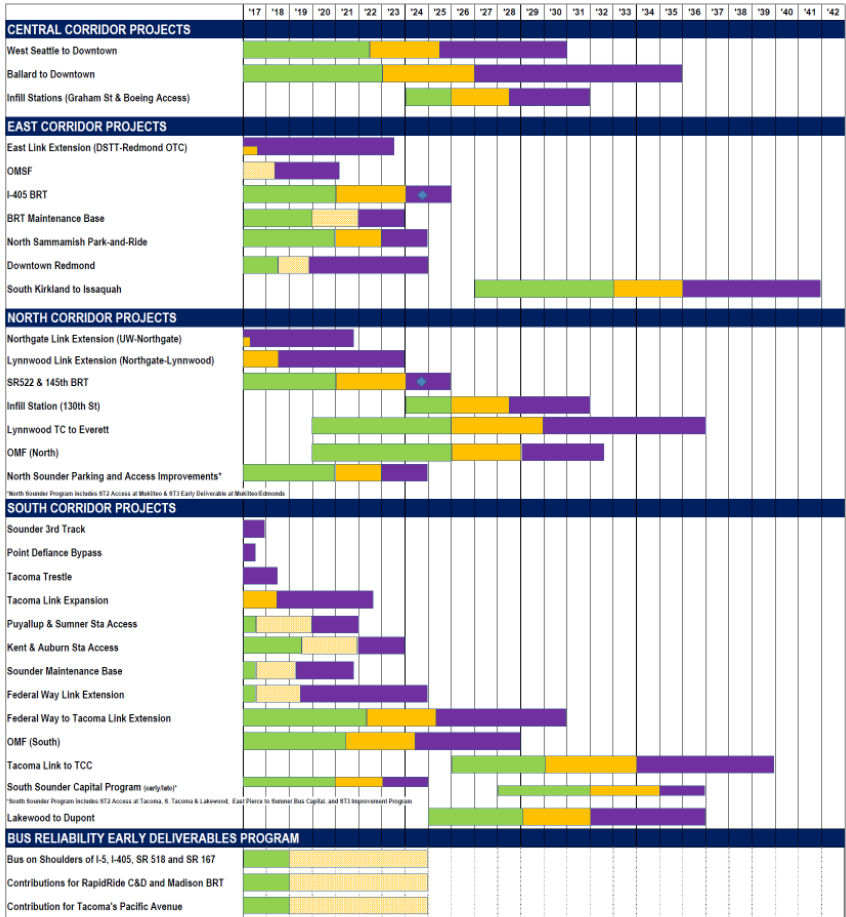


*North Sounder Program includes ST2 Access at Mukilteo & ST3 Early Deliverable at Mukilteo/Edmonds

SOUTH CORRIDOR PROJECTS



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



Bold and ambitious program
requires bold and ambitious plan

Key strategies

- Intensify external collaboration
- Organize for internal collaboration
- Streamline project delivery



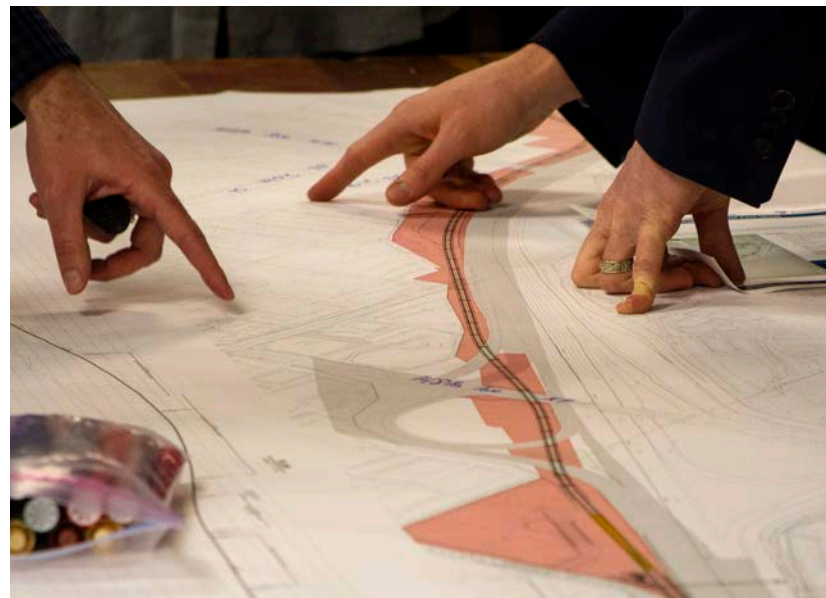
Intensify external collaboration

- 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.



Developing the plan

- 2016 internal project delivery workshops
- September 2016 consultation with transit agency peers at APTA annual meeting
- Inter-departmental team drafted plan from December 2016 to February 2017



Developing the plan

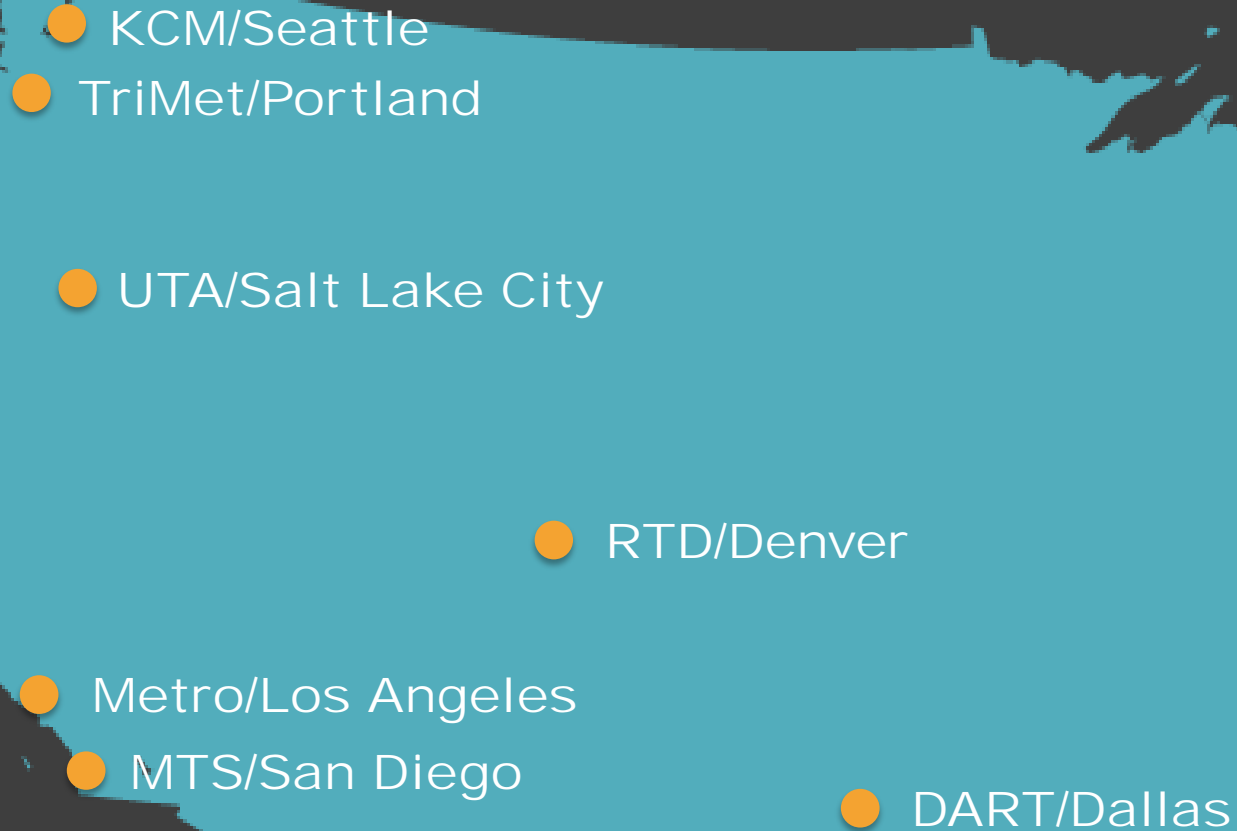


- Internal and external peer review in March & April
 - Transit agency peers
 - FTA, FHWA, and WSDOT
 - ACEC, AGC, and Building Trades Council
 - Local transit agencies
 - Citizen Oversight Panel
 - ST staff

Input from staff review

- Provide collaboration tools across projects and corridors
- Create efficient and consistent processes across projects and corridors
- Enhance internal communications to improve coordination
- Achieve complete buy-in by managers and staff

Peer review cities

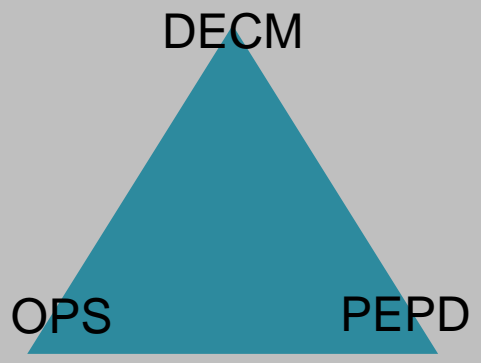
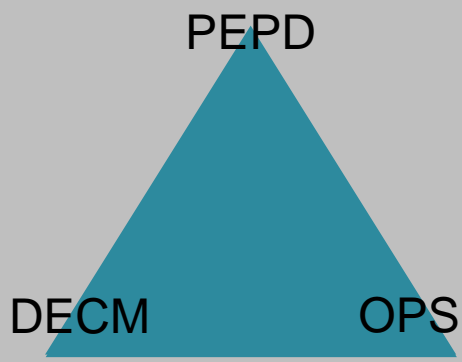
- 
- KCM/Seattle
 - TriMet/Portland
 - UTA/Salt Lake City
 - RTD/Denver
 - Metro/Los Angeles
 - MTS/San Diego
 - DART/Dallas

Putting the plan in place: first action steps

Organizing for internal collaboration



Corridor/Project Teams

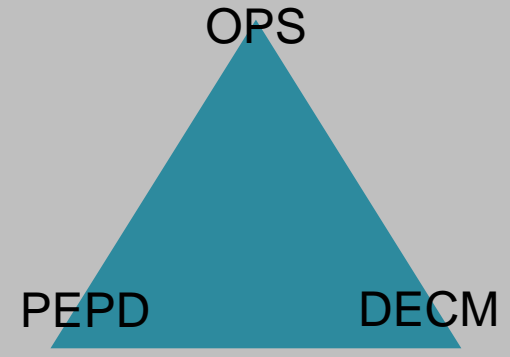
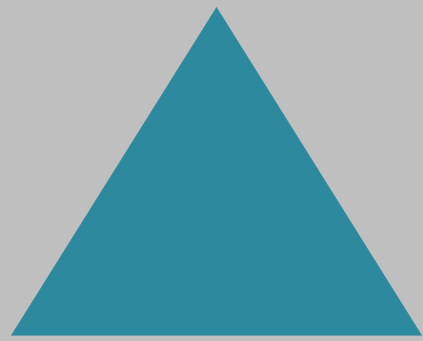


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- Communications
 - Environmental
 - TOD
 - Security
 - Planning
 - Sustainability
 - SMBLC
 - Government Relations
 - Operations
 - Architects
 - Outreach
 - Finance & IT
 - Real Estate
 - Bus Integration
 - Procurement & Contracts

Organizing for internal collaboration



Corridor/Project Teams



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Seamless transition to final design and construction

- ✓ **Select project delivery method early**
- ✓ **Accelerate the preparation for Real Property Acquisition**
 - More fully define property requirements during preliminary engineering
- ✓ **Streamline permitting**
 - Execute permitting plan developed during preliminary engineering

Better serve the customer

- ✓ **Focus on system operations and maintenance early and ongoing**
 - Fully integrate operations staff at earliest phases of project
- ✓ **Focus on the rider**
 - Create a new position of Customer Experience Officer
 - Include representatives of the rider perspective on stakeholder groups

New project activity in 2017

North Corridor starting 2017



Sounder

- North Sounder Parking and Access (Edmonds and Mukilteo)



Light Rail

- Everett Link Extension and Operations & Maintenance Facility Partnering Agreement



BRT

- I-405 & SR 518 BRT
- SR 522 & NE 145th Street BRT
- BRT Operations and Maintenance Facility



Bus Related Projects

- Bus on Shoulder Program

East Corridor starting 2017



BRT

- I-405 & SR 518 BRT
- SR 522 & NE 145th Street BRT
- BRT Operations and Maintenance Facility



Light Rail

- Downtown Redmond Link Extension



Bus-Related Projects

- North Sammamish Park-and-Ride

South Corridor starting 2017



Light Rail

- Federal Way Link Extension
- Tacoma Link Extension to Hilltop
- LRT Operations and Maintenance Facility



Sounder

- Sounder South Line Capital Improvements Program



Bus Related Projects

- Bus on Shoulder Program
- Pierce Transit Pacific Ave Agreement

Central Corridor starting 2017



Light Rail

- West Seattle Link Extension
- Ballard Link Extension



Bus Related Projects

- Rapid Ride C & D and Madison BRT agreements

Next steps

- Living document: continue to innovate and refine.
- Regular Board updates and actions.
- Continuing outreach on project delivery.



