

A low-angle, upward-looking shot of a white and teal Sound Transit train. The train is moving along a track, and the perspective creates a sense of height and speed. The windows of the train are visible, reflecting the sky and the surrounding environment. The train's body is white with a prominent teal stripe running along its side. The background shows a clear blue sky with some light clouds.

# **Sound Transit Board of Directors: Five-Year Outlook**

**Executive Committee**  
**November 2, 2017**

 **SOUNDTRANSIT**

# Goals of the Board Process Review



- Optimize the Board's time on the key issues and challenges facing the agency
- Review opportunities for the Board to engage in more meaningful and frequent policy discussion
- Enhance Board engagement in the project development process, consistent with the System Expansion Implementation Plan

# Board Process Review Decisions

- A five-year outlook of the Board's work will help optimize the Board's leadership and inform the Board's decisions on:
  - Board rules and procedures
  - Committee structure
  - Committee leadership
  - Scheduling of the Board's work
  - Appointments to the Board



# Five-Year Outlook: What's on the horizon?



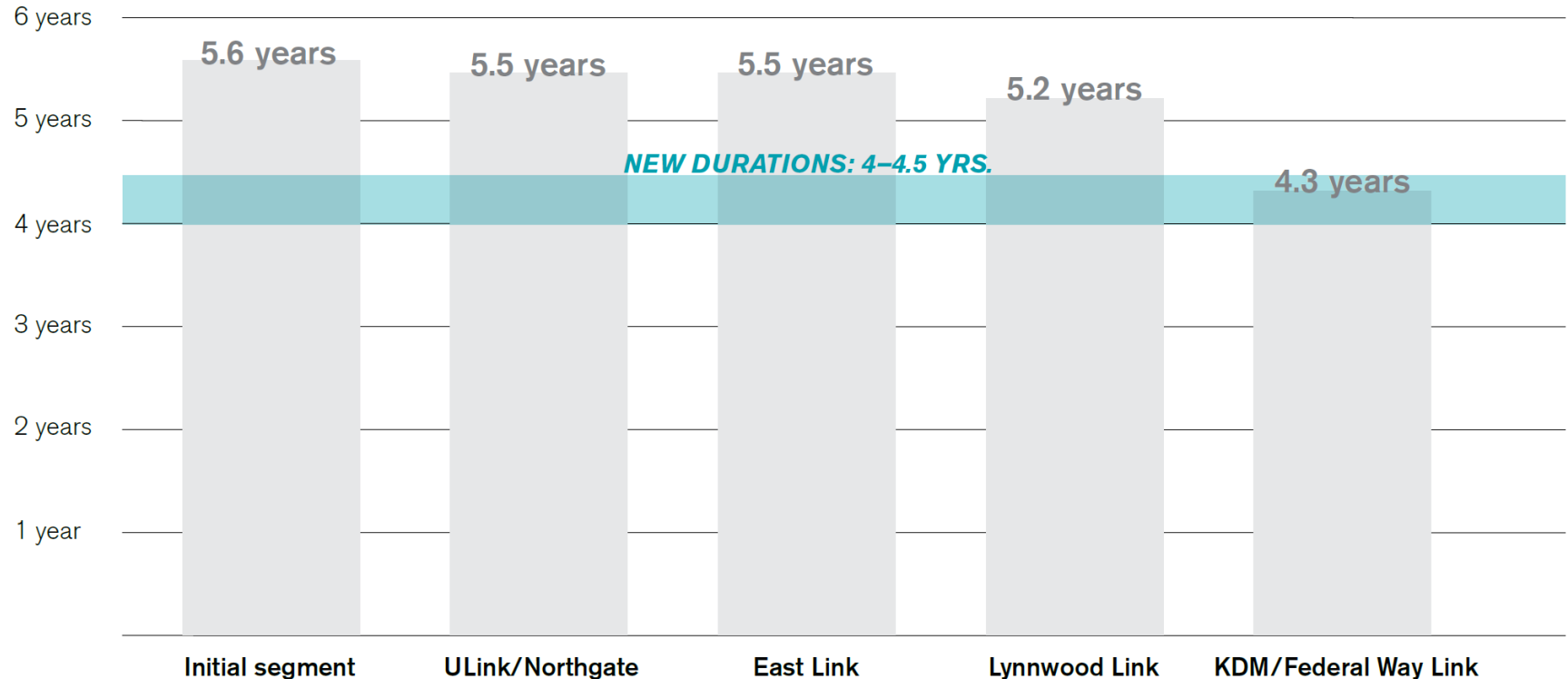
- Leadership on project development: community engagement
- Decisions on delivery approaches:
  - Major capital projects
  - Operations business model
- New policy directions: transit-oriented development, paid parking, innovation, sustainability, access
- Continuing oversight and governance functions

# Leadership on Project Development: Community Engagement

- The System Expansion Implementation Plan seeks to shorten project delivery times.
- Elemental to the agency's success will be:
  - Driving to a preferred alternative earlier while maintaining project scope discipline
  - Executing partnering agreements and concurrence documents that allow the environmental review and permitting process to be streamlined



# Project Development Past Experience and Future Target: Initial Contract Award to ROD



# Leadership on Project Development: Community Engagement

- Board member engagement across subareas and working knowledge of project details regarding preferred alternatives
- Alignment decisions coming to the Board one after the other

2019	2021	2027
I-405 and SR 522 BRT projects – Q1 West Seattle and Ballard Link Extensions – Q1 Tacoma Dome Link Extension – Q2 South Sounder expansion program – Q4	Everett Link Extension – Q3	Tacoma Community College Tacoma Link Extension – Q3



# Capital Decisions on Delivery Approaches

- Determine feasibility and efficacy of public-private partnerships (P3s) for Sound Transit projects
- Will require Board review of costs/benefits on P3s pertaining to:
  - Financing
  - Community acceptance
  - Agency bandwidth
  - Contractor performance and accountability





# Capital Decisions on Delivery Approaches



- Potential P3 projects could include:
  - ST3 bus rapid transit projects
  - Issaquah-Kirkland Link extension
  - ST2 bus base
  - Other projects under evaluation

# Other Decisions on Capital Delivery Approaches

- Considering alternatives to airspace leases with WSDOT
- Mitigating workforce shortages
- Promoting local hiring
- Advancing diversity for the ST and contractor workforces



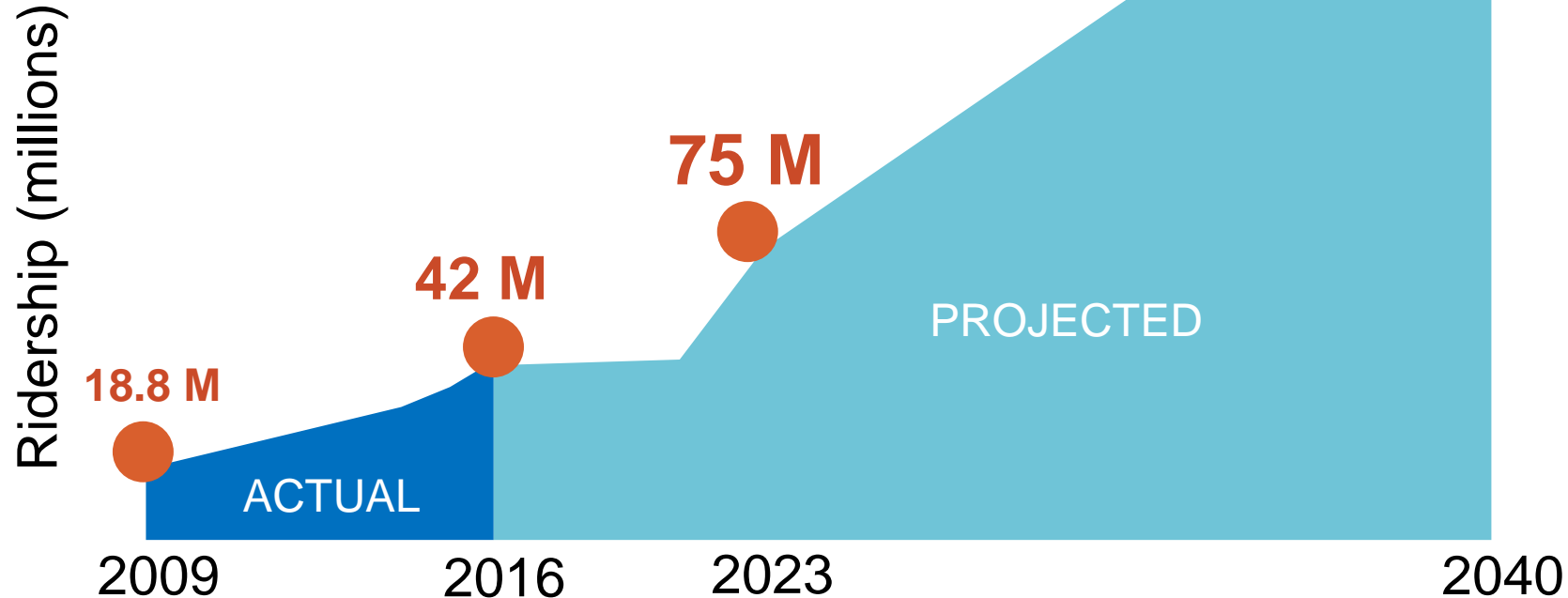
# Decisions on Delivery Approaches: Operations Business Model

- Who operates and maintains Sound Transit's services?
- At what cost?
- What is ST's ability to maintain quality and protect ST's brand?



# ST will require the right operations business model to meet growing demand

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



# Decisions on Delivery Approaches: Operations Business Model

- Ownership and maintenance of the Downtown Seattle Transit Tunnel
  - Transition operations and maintenance to ST?
  - Contract for operations and maintenance with KCM?





# Decisions on Delivery Approaches: Operations Business Model



- Future of light rail operations and maintenance contract
  - Anticipate short-term, multi-year contract extension
  - Consider long-term options



# Decisions on Delivery Approaches: Emerging Technologies



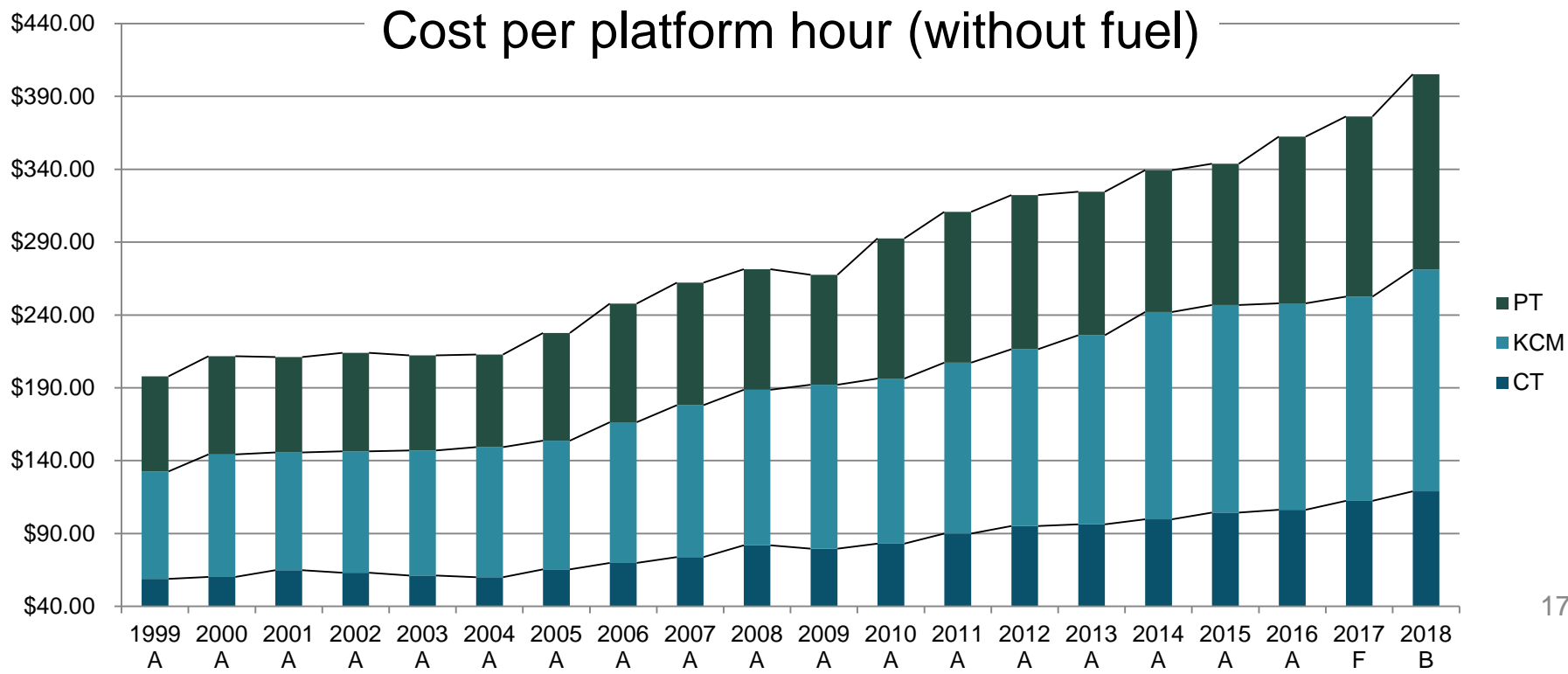
- Semi-automated operations for rail?
  - Feasibility for an independent rail segment
  - Integration with the existing Link system?

# Decisions on Delivery Approaches: Operations Business Model

- Trajectory of ST Express bus service
  - How aggressively will ST reduce bus service hours as light rail is expanded?
  - Bus base and bus contracting expansion decisions – pay for partners' bus base expansions or build ST's own capacity?
  - Future business model for ST Express and BRT – continue contracting with existing partners?



# Decisions on Delivery Approaches: Operations Business Model



# Policy Direction: Transit-Oriented Development

- Board update to TOD Policy by May 2018
- TOD transactions will continue coming to the Board – increasingly outside of the City of Seattle
- Partnering with public housing authorities
- Opportunities to support community TOD within a half mile of stations



# Transit-Oriented Development Pipeline

## 2017 – 2018 Transactions

- ✓ Roosevelt
- ✓ First Hill
- ✓ Capitol Hill Site D
- ✓ Angle Lake Station
- ✓ SeaTac Kiss & Ride
- ✓ Operations Maintenance Facility East
- ✓ Columbia City
- ✓ Redmond Technology Center

## 2018-2019 Pre-development & Potential Offering

- ✓ Mount Baker Station
- ✓ Overlake Village Station
- ✓ U District Station
- ✓ Pine Street Triangle

## >2019 Future Potential Offerings

- ✓ Roosevelt Station – North and South parcels
- ✓ Northgate Station
- ✓ Shoreline/185<sup>th</sup> Station
- ✓ Lynnwood Transit Center
- ✓ Kent-Des Moines Station
- ✓ Kent Sounder Station
- ✓ Federal Way Transit Center
- ✓ Southeast Redmond Station

# Policy Direction: Parking and Access

- Paid parking
  - Single-occupancy vehicle permits
  - When and where? Northgate in 2021?
  - Who sets the rates and how?
  - Integration with ORCA Lift
- System access
  - Establish the program's fund structure
  - Develop process for allocating the fund
  - Use parking revenue
  - Determine the agency's approach to rideshare





# Policy Direction: Sustainability

- Evaluate electric battery technology for potential adoption on ST Express and BRT services
- Expand capacity for double-decker buses?
- Review innovative opportunities for purchasing electricity to enable light rail to run on 100% renewable energy



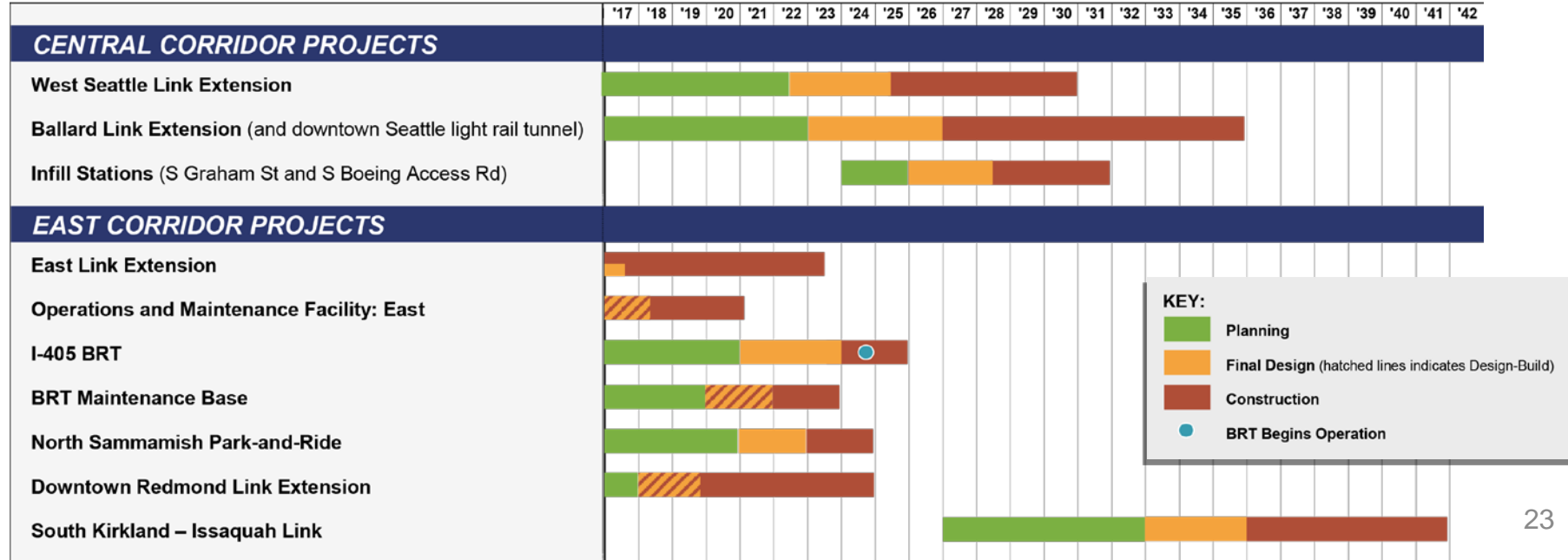
# Policy Direction: Innovation and Customer Experience

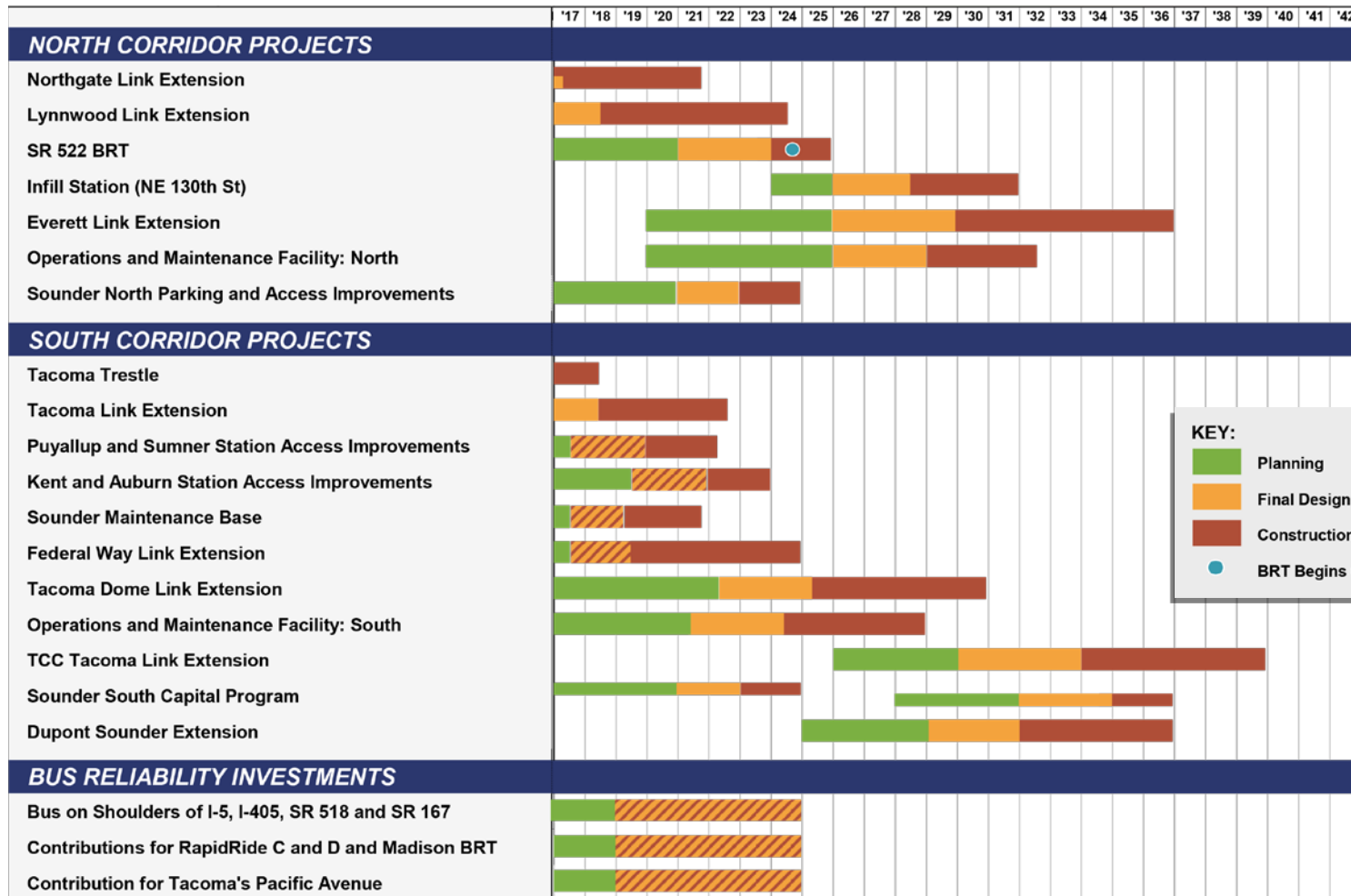
- Fare collection methods – next gen ORCA
- ORCA governance with partner agencies
- Elimination of cash fare payments?
- Bicycle use during peak periods
- Data quality improvements for customer-facing applications and operational reporting
  - Partnering with other agencies on these services
- Sound Transit art (STart) program – percent of ST3 construction costs to spend on public art



# Continuing Oversight and Governance Functions: Contract Actions

- Dramatically increased volume of contract actions as the agency launches major projects in all five subareas




**KEY:**

- Planning
- Final Design (hatched lines indicates Design-Build)
- Construction
- BRT Begins Operation

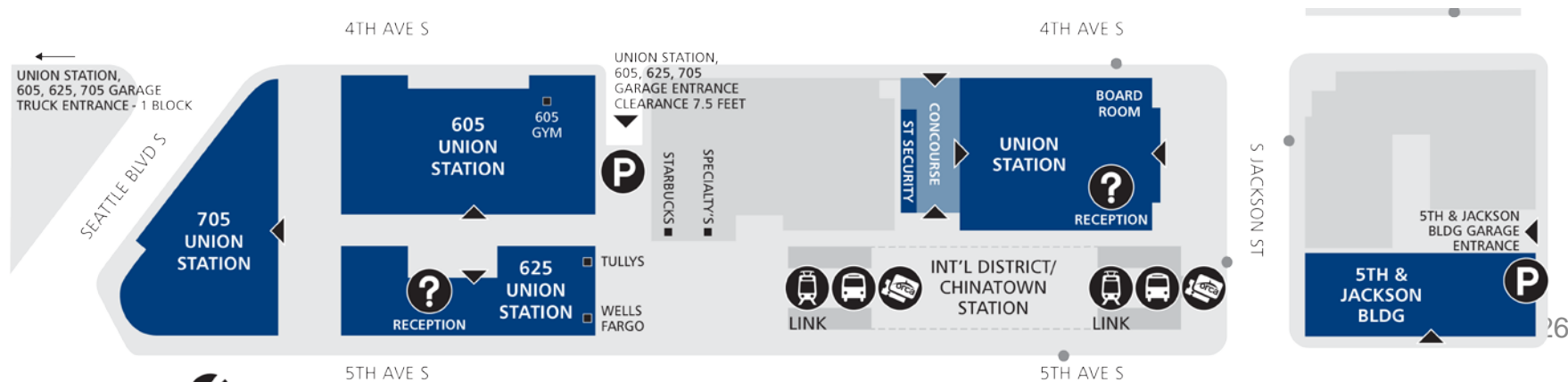
# Continuing Oversight and Governance Functions: Program Management

- Monitor financial plan objectives to ensure the capital plan remains affordable
- Potentially reassess the capital program in the event of major recession or loss of federal funding assistance



# Continuing Oversight and Governance Functions: Headquarters

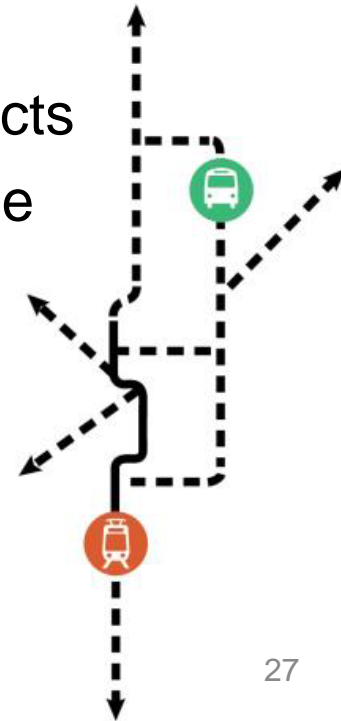
- Board direction on whether the agency should transition to a unified administrative office building
- Targeting the same one-year period (~end of 2023) for lease expirations for ST's administrative office buildings





# Continuing Oversight and Governance Functions

- PSRC Transportation 2040 and Vision 2050
- Transit integration and coordination with partners' projects
  - E.g. Colman Dock, RapidRide, Swift, Pacific Avenue BRT
- Board composition
  - Requirement to reconstitute the Board after the census
  - Changes in Board chairs, Board members and committee appointments



# Continuing Oversight: Considerable Community Disruption during Construction



- Buses leaving the DSTT
- Street and lane closures for multiple projects
- East Link operating change for ten weeks

# Summary of the Next Five Years

- Intensified Board engagement on:
  - Project development in collaboration with jurisdictions for expedited project timelines
  - Consideration of revisiting fundamentals of capital and operating business models
  - Policy debate and decision-making
  - Growing oversight responsibilities as the agency expands



# Next Steps for the Executive Committee

- Continue to gather the Board's feedback and assess recommendations on a series of discrete process improvements
  - Are changes needed to the Board's committee structure, rules and processes to cover the policy direction and milestones on the horizon?

