

A low-angle shot of a white and blue Sound Transit train. The train is moving from left to right, with its windows reflecting the sky. The blue stripe on the side of the train is prominent. The background shows a station platform with a glass roof structure.

Real Property Task Force Presentation

Board of Directors Meeting
July 26, 2018

 **SOUNDTRANSIT**

Overview

- Growth in acquisitions
- Principles and process
- Key Opportunities
- Recommendations
- Status update and timeline

Number of Acquisitions is Growing Rapidly

- Sound Transit is acquiring more property than any other entity—public or private—in the area.
- Based on what we can project, we estimate that ST3 will impact at least 1,300 additional properties.
- Volume aside, the transactions to come are among the most *complex* we have done.



Cross-Agency and External Participation

- DECM – Joe Gray, Jeff Munnoch, Tom Wilson
- PEPD – Kent Hale, Soraya Lowry, Zach Eskenazi
- Legal – Paul Moomaw
- GCR – Trinity Parker
- CEA – Jennifer Dice
- EXEC – Julie Marshall, Rhonda Carter
- External Participants – Jennifer Hines (City of Tacoma), Tom Hingson (City of Everett), Sue Baugh (Former Real Estate Agent)
- Facilitator – Jennifer Haury (The Athena Group)

Task Force Principles

To better serve residential and commercial property owners and tenants who are impacted by system expansion projects, Sound Transit will be **customer-focused** and **collaborative**. In order to do so, we will create a communication process that is:

Trustworthy
Informative
High-quality
Personalized
Inclusive

Key Areas of Opportunity

- With many departments and divisions involved, communications were not **coordinated**.
- Roles, responsibilities, and standards for customer communication were **unclear**.
- Efforts to mitigate anxiety and adapt messages to individual property owners were **inconsistent**.
- Communications were not designed to ensure property owners or occupants were informed in a way they **understood**.

Recommendations

- Enhance internal **coordination**
 - Procure and implement an IT system that will centralize information for staff to reference
 - Ensure that the cross-functional communication plan clarify roles, responsibilities and reporting
 - When possible, make planning decisions sooner so that we can communicate what is actually happening to impacted property sooner.

Recommendations

- Strengthen **consistency**
 - Adopt a “business partner” model and assign one relationship manager for the entirety of a given project
 - Ensure Sound Transit’s customer communication expectations are made clear to consultants
 - Train staff on cultural and equity implications when communicating with diverse populations

Recommendations

- Increase communication **transparency and quality**
 - Incorporate continuous improvement into process by asking property owners and renters for their input
 - Assign a project team to revise current all current written communication templates using “plain language” standards
 - Create a communications template library to customize in the outreach planning process
 - Determine feasibility of an online customer portal that stores all communication in one place

Notification Letter: 2017 Example



September 5, 2017

Certified Mail

Sho:

RE: Notification of Board Action
 County Tax F
 Site Address:
 Sound Transit

Dear

In April 2015, the Lynnwood Link Extension Final Environmental Impact Statement (EIS) was presented to the Sound Transit Board of Directors. It analyzed the Preferred Alternative, along with the other proposed light rail alternatives and the No Build Alternative, and responded to the comments received on the Draft EIS. With issuance of the Final EIS, the Sound Transit Board of Directors made a final decision on the route and station locations on April 23, 2015. On July 10, 2015, the Federal Transit Administration issued its Record of Decision (ROD) for the Lynnwood Link Extension. The alignment will follow the eastern edge of I-5 going north from the Northgate Transit Center, cross over at 236th Street SW near the Mountlake Terrace Transit Center, and then follow the western edge of I-5 until it reaches the Lynnwood Transit Center. The Lynnwood Link Extension is an 8.5-mile light rail extension and will originate at Northgate Mall in north Seattle and end at the Lynnwood Transit Center.

On September 28, 2017, the Sound Transit Board will consider a resolution authorizing Sound Transit to acquire property interests needed for the construction, operation, and maintenance of the Lynnwood Link Extension. Public records indicate that you own the property identified above that will be impacted by the Lynnwood Link Extension.

If the Sound Transit Board approves the resolution, a right of way agent will contact you to discuss the specific rights Sound Transit proposes to acquire. The law guarantees fair market value will be paid when property or a property right must be acquired, and the owner is entitled to have the amount of compensation determined by a court of law if a negotiated purchase cannot be reached. There are also provisions for property owners to be reimbursed for costs such as appraisals and attorney fees.

Sound Transit is required by law to provide you with formal written notice before it takes final action to authorize the acquisition of the property rights needed to construct the project. This action will include the right to condemn the needed property in the event an acceptable agreement cannot be reached. This action will

CHAIR
 Dave Somers
Sanborn County Executive

VICE CHAIRS
 John Marchione
Bellevue Mayor

Marilyn Strickland
Tacoma Mayor

BOARD MEMBERS
 Nancy Backus
Auburn Mayor

Claudia Balducci
King County Councilmember

Fred Burtar
Issaquah Mayor

Dow Constantine
King County Executive

Bruce Dammeier
Pierce County Executive

Dave Earling
Edmonds Mayor

Rob Johnson
Seattle Councilmember

Kent Keel
University Place Mayor Pro Tem

Joe McDermott
King County Council Chair

Roger Miller
Washington State Secretary of Transportation

Mary Moss
Lakewood Councilmember

Ed Murray
Seattle Mayor

Paul Roberts
Everett Councilmember

Dave Uptegrove
King County Councilmember

Peter von Reichbauer
King County Councilmember

CHIEF EXECUTIVE OFFICER
 Peter M. Rogoff

be on the Sound Transit Board agenda for approval on September 28, 2017. This authorization for the purchase of the property identified above will be considered as part of Sound Transit's final action on the Resolution at this public meeting. Once the Resolution is enacted, Sound Transit may acquire property rights for the Lynnwood Link Extension from you through negotiation, or Sound Transit may use its powers of eminent domain to condemn the necessary property if we are unable to reach a voluntary agreement with you.

If you wish to attend the Sound Transit Board meeting, please contact Ruth Fisher Board Room located at 401 S. Jackson St. This is an opportunity to express your views on the Resolution at the Sound Transit Board meeting.

If you have any questions about the upcoming Sound Transit Board meeting, please contact Warren Eckstrom, Acquisition Manager, at (206) 938-5494. General information about the project can be obtained on Sound Transit's website at <http://www.soundtransit.org>.

Sincerely,

Kevin Workman
 Sound Transit
 Director of Real Property

Areas of concern:

- Dense text; some jargon used
- Important information buried
- Did not set clear expectations
- Impersonal

Notification Letter: New Standards



[DATE]

John Jones
111 S. Main Street
Shoreline, WA 98111

County tax parcel number: 11111
Site Address: 111 S. Main Street, Shoreline, WA 98111
Sound Transit ROW No.: 11111

RE: Board action on September 28, 2018

Dear Mr. Jones:

You are receiving this letter because you are the owner of the property located at (address; parcel number).

An upcoming action of the Sound Transit Board of Directors will impact this property.

Board action:

On September 28, 2017, the Sound Transit Board will consider a resolution authorizing Sound Transit staff to acquire the needed properties and easements, or rights to cross or otherwise use property, to construct, operate, and maintain the Lynnwood Link extension. This project, currently being planned, will extend light rail 8.5 miles from Northgate to Lynnwood Transit Center, with two intermediate stations in Shoreline and one in Mountlake Terrace.

For your reference, this letter includes a map of the Board-approved route and stations.

The Board action will occur at a public meeting held at **1:30 p.m.** in the **Ruth Fisher Board Room** located at **401 S. Jackson Street** in **Seattle, WA**. Members of the public are welcome to attend and provide comment directly to Sound Transit board members.

If the resolution is approved, the Board's action at this meeting will be its final action to authorize Sound Transit to acquire property rights needed for Sound Transit's Lynnwood Link light rail extension through negotiation or, if a negotiated agreement cannot be reached, through condemnation.

CHAIR
Dave Somers
Snohomish County Executive

VICE CHAIRS
Ron Lucas
Shelton Mayor
John Marchione
Redmond Mayor

BOARD MEMBERS
Nancy Backus
Bellevue Mayor

David Baker
Kennecott Mayor
Claudia Bakluud
King County Councilmember

Dore Conant
King County Executive

Bruce Dammer
Pierce County Executive

Jenny Durkan
Seattle Mayor

Dave Earing
Edmonds Mayor

Rob Johnson
Seattle Councilmember

Karl Kael
University Place Mayor

Joe McDermott
King County Council Chair

Roger Miller
Washington State Secretary of Transportation

Paul Roberts
Everett Council President

Dave Upthegrove
King County Councilmember

Peter von Reichbauer
King County Councilmember
Victoria Woodards
Tacoma Mayor

CHIEF EXECUTIVE OFFICER
Peter M. Rogoff

Background:

Sound Transit plans, builds and operates high capacity transit in King, Pierce and Snohomish counties. Voters approved the Lynnwood Link extension in 2008. On April 23, 2015, the Sound Transit Board of Directors selected a route and station locations for this extension. An extensive public process informed that decision.

Next steps:

If the Board approves the resolution, it

- Planning and engineering staff Board-approved alignment
- Sound Transit staff will contact impacts to your property
- As needed, Sound Transit will contact your property.

My team commits to you that this project enclosed a brochure explaining our sta

If you have questions, please reach out our system expansion program, visit [y](#)

Sincerely,

Name
Title

Approach:

- Plain language; define terms
- Be brief, lead with most important info
- Set clear expectations
- Balance formality with personal tone
- Enclose a map and/or brochure as appropriate

Next Steps

- Some changes already underway:
 - ✓ Clarifying revisions have already been made to outgoing letters
 - ✓ All impacted property owners are now receiving a phone call before receiving a letter from Sound Transit
 - ✓ In the process of designing a centralized, internal IT solution that will catalogue all customer communication in one place

Timeline

Q3 2018

Complete re-draft of key letters

Incorporate property owners/renters in project communication work plan

Evaluate “single point of contact” recommendation

Q4 2018

Equity training for outreach staff

Design customer feedback system

Complete review of relevant consultant contracts

2019

Complete review of supplementary materials

Implement centralized IT solution

