

***Capital Cost
Savings
Opportunities:
Projects in
Planning***

*May 13, 2021
System Expansion
Committee*



Why are we here?

No decisions today

- Due to COVID-19 recession and increased capital cost estimates, Sound Transit engaged in a multi-pronged approach to address agency's affordability gap
- Now that third-party review of current estimates done, identify capital cost savings opportunities
- 3-tier framework looking at projects in the planning process (non-baselined)

3-Tier Framework

- ***Tier 1: Explore improvements to cost estimating process***
Timeline: Ongoing with completion by 4th quarter 2021
- ***Tier 2: Explore improvements to project management controls***
Timeline: Ongoing with completion by 4th quarter 2021
- ***Tier 3: Identify project capital cost savings***
Timeline: Ongoing; tied to specific project schedules

3-Tier Framework: Tier 1

Explore improvements to cost estimating process

- Explore changes to ST's cost estimating methodology for construction and right-of-way estimates
- Use Triunity's work and lessons learned from regional partner agencies
- Answer why estimates increased from 2019 to 2020
- Provide a range for estimates consistent with level of design
- Identify application to future projects
- Timeline: Ongoing with completion by 4th quarter 2021

3-Tier Framework: Tier 2

Explore improvements to project management controls

- Examine staff level controls and project management
- Explore potential enhancements to transparency, oversight and staffing
- Enhance our processes to daylight sooner potential changes that substantively impact scope, schedule, and/or budget
- Builds on Triunity work scheduled for summer 2021
- Timeline: Ongoing with completion by 4th quarter 2021

3-Tier Framework: Tier 3

Identify project capital cost savings

- Develop actionable options that identify capital cost estimate reductions from the current project estimates
- Projects:
West Seattle and Ballard Link Extension, Tacoma Dome Link Extension, Operation and Maintenance Facility South, Bus Rapid Transit program, and NE 130th infill station
- Provide options within 3 areas:
 - Project design and construction efficiencies
 - Programmatic review of agency requirements
 - Major project definition changes for Board consideration

3-Tier Framework: Tier 3 (con't)

Identify project capital cost savings

- **Project design and construction efficiencies**
 - Examine guideway, bridge structures, and drainage options
- **Programmatic review of agency requirements**
 - Review station design guidance and standards
 - Calibrate system requirements across all projects
- **Major project definition changes for Board consideration**
 - Possible examples: alignment changes, scope consolidation
 - Deferral, surface options, or removal of parking
- Timeline: Ongoing; tied to specific project schedules
- Independent review by Triunity

Overall approach

Important elements to consider

- Engage ST Board regularly throughout the process
- Incorporate ST values, with focus on passengers' needs, safety and equity
- Ensure stakeholder and community input is incorporated as planning advances
- All ideas should be evaluated for cost savings
- Year-long effort; no decisions will be made before July 2021 realignment
- Establish a strategy to support durable and consistent commitments with third parties and authorities with jurisdiction

Upcoming Actions

- Provide a more detailed plan at the May Board meeting
 - Review Triunity's draft Task 2
 - More detailed timing of Board, stakeholder, and public involvement
- Coordination with regional partners
 - Held discussions with King County and Seattle Department of Transportation
 - WSDOT discussion scheduled in June 2021
- Any changes to project definitions are subject to Board authorization and public involvement following thorough discussion of tradeoffs

Thank you.



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