Expediting RapidRide Report

September 30, 2025



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II. Proviso Text

P5 PROVIDED FURTHER THAT:

Of this appropriation, $100,000 shall not be expended or encumbered until the executive transmits an expediting RapidRide report and a motion that should acknowledge receipt of the report ((~~, and a motion acknowledging receipt of a report is passed by the council~~)). The motion should reference the subject matter, the proviso's ordinance, ordinance section, and proviso number in both the title and body of the motion.

The report shall include, but not be limited to, the following:

A. A summary of the expected timeline for planning, development, and implementation of a RapidRide line, including, but not limited to, technical analysis, design, community engagement, coordination with partners, permitting, environmental review, grant applications, property acquisition, and construction, as well as a summary of how that expected timeline compares with the Metro transit department's actual experience with RapidRide lines opened or planned for implementation between 2020 and 2031;

B. A description of the efforts the Metro transit department has taken to respond to the recommendations contained in the July 18, 2023, King County auditor's office audit entitled Metro Transit: Strengthening Data, Communication, and Continuous Improvement Processes Could Help Reduce Project Delays, including how the Metro transit department's responses to the audit recommendations could expedite the development of planned RapidRide lines;

C. A description of any efforts the Metro transit department has taken to change its capital delivery processes based on best practices for capital delivery identified or implemented by peer agencies or based on the Metro transit department's past experiences with partner jurisdictions and agencies that own and operate the right-of-way on which RapidRide lines run; and

D. Any legislation necessary to expedite Metro transit department capital delivery processes, including any legislation necessary to expedite the development of planned RapidRide lines.

The executive should electronically file the report and a motion required by this proviso September 30, 2025, with the clerk of the council, who shall retain an electronic copy and provide an electronic copy to all councilmembers, the council chief of staff, and the lead staff for the transportation, economy, and environment committee or its successor.

Ordinance 19861, Section 115, Metro Transit Department, P5[1]
Ordinance 19956, Section 62, Metro Transit Department, P5[2]

[1] Ordinance 19861 [LINK]
[2] Ordinance 19956 [LINK]

III. Executive Summary

Despite employing a tactical approach that includes ongoing risk assessment and mitigation, RapidRide expansion projects have experienced multiple periods of schedule delay, not dissimilar to other infrastructure projects across the United States. These periods of delay included a global pandemic with impacts on financial forecasts, supply chains, workforce, and numerous other areas. Between 2017 and 2025, shifts in overall RapidRide Program implementation timelines and project level schedules pushed out the delivery of the G Line, H Line, I Line, J Line, K Line, and R Line. The analysis in this report focuses on only these six RapidRide projects unless otherwise specified.

In this *Expediting RapidRide Report*, RapidRide delay is addressed as follows:

A. A summary of the expected timeline for planning, development, and implementation of a RapidRide line and comparison to actual experience;
B. A description of the efforts Metro has taken to respond to the recommendations contained in the July 18, 2023, King County Auditor's Office (KCAO) audit;
C. A description of efforts Metro has taken to change its Capital Delivery processes based on best practices or past experience, and
D. Legislation necessary to expedite Metro's Capital Delivery processes.

RapidRide projects experienced some timeline shifts that were programmatic, affecting all RapidRide lines in development, and some shifts that were project-level and affecting individual lines. Program-level shifts occurred between 2017 and 2019, when the current RapidRide expansion program was being developed following the adoption of Metro Connects in 2016. Metro Connects envisioned an ambitious pace of RapidRide expansion, with 7 new lines slated for completion by 2025. An initial shift of all projects' delivery dates, pushing dates out between six months and two years, occurred in 2018 due to resource constraints and better understanding of consultant contracting timelines. In 2019, another program-level timeline shift occurred to reflect updated project phase durations, jurisdictional partnership coordination requirements, and unmet targets of a key jurisdictional partner's transportation levy projects. This shift delayed all projects, with 50 percent of timelines being pushed out as much as three years beyond the 2018 estimate.

Between 2020 and 2025, six RapidRide expansion projects were active and each project experienced certain delay factors, putting delivery timelines at risk. While some factors were identified early enough to prompt some level of schedule contingency, others were unanticipated, as listed here, and ultimately resulted in schedule delay:

- Pandemic-related revenue shortfall impacts,
- A concrete workers strike,
- Inaccurate as-built plan sets and inaccurate documentation of underground utilities locations,
- Updated station and technology design issues,
- Added coordination requirements for Federal Transit Administration funding,
- Unfilled staffing vacancies within Metro,
- Extended permitting review durations,
- Complex and protracted property acquisition processes, and
- Unanticipated jurisdictional partner projects.

All RapidRide projects were, and in some cases continue to be, impacted by these contributors of schedule delay, with 2025 delivery date estimates now identified at two to eight years beyond the 2019 estimate. These shifts in estimated delivery dates are shown in Table 1. This report does not address overall project delivery dates for RapidRide lines delivered by the City of Seattle Department of Transportation (SDOT), nor any causes of schedule delay that may have been experienced on individual project elements led by SDOT.

Table 1 - RapidRide line delivery by estimate year

RapidRide Line	2017 Expected Delivery Year	2018 Prioritization Delivery Year	2019 Manual Delivery Year	2025 Actual/Updated Delivery Year
G Line	*Delivered by SDOT; Service launched Fall 2024*			
H Line	2020	2020	2021	2023
I Line	2022	2022	2023	2027
J Line	*Delivered by SDOT; Service launch planned in Fall 2027*			
K Line	2023	2023	2025	2030
R Line	2021	2021	2024	2032

With each delay comes a lesson learned and potential strategies for mitigating delays on future RapidRide projects. The *Expediting RapidRide Report* offers mitigation strategies and estimates for time savings, some of which Metro is already employing on current RapidRide work. These strategies include structural, procedural, and cultural improvements as well as legislative proposals and responses to audit recommendations.

On July 18, 2023, Metro Transit received the KCAO report entitled *Metro Transit: Strengthening Data, Communication, and Continuous Improvement Processes Could Help Reduce Project Delays*,[3] which provided recommendations aimed at improving Capital Division project planning and delivery. The report confirmed the need for development of the 2025–2029 Capital Business Improvement Framework (Appendix C), and served as a catalyst for prioritizing implementation of process improvements. Metro's response to the report includes structural, procedural, and working culture improvements aimed at increasing accountability, strengthening project management practices, and aligning staffing and resources with project needs. Some actions in response to the audit are complete, with others underway or scheduled.

On April 1, 2025, KCAO released a report entitled *Follow-up on Metro Transit Capital Project Planning and Delivery*,[4] recognizing the Capital Division's "considerable progress" on improving management practices and understanding staffing capacities toward future work. This progress has advanced 84 percent of the recommendations and is ultimately expected to reduce delays, improve coordination, and accelerate delivery of capital projects, including RapidRide lines. Because improvements are still new or underway, data and concrete examples toward outcomes are limited. Metro's Capital Division is committed to tracking progress and evaluating effectiveness over time.

Additional Capital Division process changes include improved communication with partner agencies in support of issue resolution and escalation pathways, procuring station components (shelters and

[3] Metro Transit: Strengthening Data, Communication, and Continuous Improvement Processes Could Help Reduce Project Delays. (2023) King County Auditor's Office [LINK]

[4] Follow-up on Metro Transit Capital Project Planning and Delivery. (2025) King County Auditor's Office [LINK]

technology pylons) well in advance of installation schedules, and increasing investment in base mapping and verification of underground utilities earlier in the design process to improve delivery efficiencies. When selecting layover locations, property ownership and jurisdiction are also assessed earlier in the design process, leading to more durable project outcomes. Each of these process changes reduces the risk of future project delays, and each change can now be applied to K Line, R Line, and all future RapidRide lines as each one moves through design and implementation project phases.

Metro has identified two potential legislative changes for consideration by the County Council to address causes of schedule delay. For some RapidRide projects, property acquisitions and permitting reviews have contributed to delays of up to 12 months, and some locations are still unresolved. As a result, the *Expediting RapidRide Report* identifies the following two legislative actions that could be taken during the planning phase of each RapidRide project:

- Grant King County Metro, early in a RapidRide project, the authority to use eminent domain to acquire property rights for that planned RapidRide line. Eminent domain would be claimed when necessary and only after negotiations have reached an impasse – an inability for both parties (property owner and King County Metro) to agree to an outcome. Metro would follow all federal, state, and local requirements for property acquisition and would use all reasonable efforts to acquire property rights through negotiated settlement. Such goals would be accomplished by presenting an ordinance to the King County Council for each RapidRide line as projects enter the project delivery phase, after the County Council has approved the alignment ordinance. While many transportation projects proceed in this matter, traditionally County projects with some exceptions (like Brightwater) tend to proceed property by property, only after impasse is already reached in negotiations.

- Encourage partner jurisdictions to enter into County Council-approved intergovernmental agreements that outline both Metro's and its partner jurisdictions' commitments to the project. Such agreements can assist in reducing project costs, aligning priorities, identifying legal requirements early in the project, committing to timelines and processes, and ultimately streamlining project delivery. Concurrently Metro may participate in a statewide workgroup to streamline permitting for transportation projects. The workgroup is a result of Engrossed House Bill 1902 signed by Governor Ferguson in May 2025.[5]

[5] Engrossed Substitute House Bill 1902 (2025) An act relating to convening a workgroup regarding the streamlining of permitting for transportation projects. Washington State Legislature [LINK]

IV. Background

Department Overview: King County Metro is the Puget Sound region's largest public transportation agency. Metro provides bus, paratransit, vanpool, and water taxi services, and operates Seattle Streetcar, Sound Transit Link light rail, and Sound Transit Express bus service. Metro is committed to providing safe, equitable, and sustainable mobility, and prioritizing service where needs are greatest.

Key Historical Conditions: RapidRide is the name of Metro's bus rapid transit service. RapidRide lines offer high frequency service; faster, more reliable trip times using speed and reliability improvements, such as exclusive lanes and/or transit signal priority at intersections; improved stations, with shelters and real-time information signs; all-door boarding, and red/gold branded buses and facilities.

Metro currently operates eight RapidRide lines (A-H), and is working to develop four more lines (I, J, K, and R) for planned openings between 2027 and 2032. For each RapidRide line, the County Council establishes an alignment ordinance prior to construction to identify the pathway and station locations for the new line; and adopts a service change ordinance prior to the line's opening to approve the span and frequency of service, as well as the allocation of service hours to the route.

Key milestones in the development of the RapidRide Program's delivery timeline are as follows:

- In 2017, via **Ordinance 18449**, Metro Connects, a long-range plan that established the vision for an expanded RapidRide network, including 20 expansion lines by 2040 was adopted. [6] This vision for expansion followed the success of the six existing RapidRide lines starting with the RapidRide A Line that launched in 2010. Following the adoption of Metro Connects, the County Council approved Proviso P5 via Motion 14956, titled "Implementation of New RapidRide Lines / Metro Connects RapidRide Expansion," which identified 13 RapidRide Lines to be implemented by 2025.[7] The expansion lines were envisioned to meet new standards, including larger and more substantial stations, more significant travel time savings, and multimodal access improvements to complement the lines. These comprehensive standards required more substantial capital investment and became standard scope for RapidRide line delivery.
- In 2018, via **Ordinance 18835**, the 2019-20 Biennial Budget allocated capital funding for the first 7 of these 13 lines.[8]
- In 2020, Metro reduced planned operating and capital budgets in response to the COVID-19 pandemic and ensuing financial challenges. Part of those reductions included significantly reducing the capital budget for the J Line and eliminating capital and operating budgets for K Line, R Line, and the unnamed seventh line. All preliminary planning and design work for those projects were suspended by mid-2020.
- In November 2020, the 2021-22 Biennial Budget was adopted via **Ordinance 19210** and included Transit Proviso P1. This proviso requested a RapidRide Restart Report due in March 2022, detailing how Metro would move forward with RapidRide expansion and further explaining solutions for paused RapidRide lines.[9] The RapidRide Restart Report was completed in response.

[6] *Metro Connects Long Range Plan* (2017) [LINK] and *Metro Connects Long Range Plan Update* (2021) [LINK]
[7] Motion 14956 [LINK]
[8] Ordinance 18835 [LINK]
[9] Ordinance 19210 [LINK]

- In December 2021, **Ordinance 19367** was adopted, directing Metro to complete the RapidRide Prioritization Plan by 2024.[10] That plan was approved by **Motion 16659** in September 2024.[11]
- In November 2022, the 2023-24 Biennial Budget was adopted via **Ordinance 19546** and included funding to reactivate project work on three named lines (RapidRide J, K, and R) and one unnamed line that had budgets eliminated in 2020.[12]
- In November 2024, the 2025 Budget was adopted via **Ordinance 19861** and included Transit Proviso P5 requesting a report on expediting RapidRide, due on September 30, 2025, detailing what caused delays in the delivery of RapidRide projects and how Metro is acting to proactively minimize delays on future RapidRide lines.

Key Current Conditions: Current RapidRide expansion projects are included in King County Metro's long-range plan, Metro Connects (2017; updated in 2021), and in Metro's 2025 adopted capital budget and capital improvement program. Three key guiding documents influence which projects are proposed to move forward as part of each biennial budget – Metro Connects, King County's five-year Strategic Climate Action Plan (2025), and the RapidRide Prioritization Plan (2024).[13]

Decisions about investment in RapidRide expansion lines are prioritized within Metro Connects. In both the Interim Network and the 2050 network, Metro Connects identifies candidate routes for RapidRide and various evaluation factors, including equity and need, sustainability, safety, projected ridership, and connectivity with other routes and modes. These evaluations result in helping refine opportunities for investment in speed and reliability, access to transit, passenger facilities, and communications and technology improvements. Building upon its 2017 adoption and 2021 update, Metro Connects is scheduled to receive another update in 2028, further guiding Metro on continued RapidRide expansion into the coming years.

Between 2017 and 2025, all active RapidRide expansion projects experienced some degree of schedule shift and delay due to factors both outside and within Metro's control. In addition, Metro's processes for delivering capital projects have evolved in recent years with goals of more effective output, greater department-wide accountability, and more comprehensive documentation. Even with new processes, "reducing project delays" was identified as an area for continued improvement within the 2023 KCAO audit.

Identifying contributors to schedule delay and employing workable mitigation strategies are the responsibility of King County Metro, in coordination with jurisdictional partners, local utilities, contracted consultants and construction firms, and governing bodies where proposed legislation may be necessary. Strategies identified in this Expediting RapidRide Report will be evaluated by Metro for applicability to each expansion line's project phase.

Report Methodology: Metro's System Expansion and Integration work group within the Mobility Division, in coordination with Metro's Capital Division, developed the approach for this proviso response. The team developed an outline of work to meet the requirements and identified key staff within the department to develop the response. This response is guided by existing King County policy,

[10] Ordinance 19367 [LINK]
[11] Motion 16659 [LINK]; *RapidRide Prioritization Plan* (2024) Legislation, including Plan and Appendices links [LINK]
[12] Ordinance 19546 [LINK]
[13] *Strategic Climate Action Plan* (2025) [LINK]

including Metro Connects and the Strategic Plan for Public Transportation, which were both updated in 2021, and incorporates content directly related to the 2023 KCAO report.[14]

To support and inform this response, staff also drew from a broader business transformation effort, initiated in 2023 by Metro's Capital Division to address many of the challenges identified in the 2023 audit report. As part of the transformation effort, a consultant team conducted more than 60 interviews with Metro and King County staff, benchmarked peer transit agencies, and identified best practices for capital project delivery. The findings and recommendations were foundational to developing the 2025-2029 Capital Business Improvement Framework and Capital's effort to respond to the audit report.

Content for the report was compiled using a combination of the following primary sources of information:

- Historical delivery timeline data for each RapidRide expansion line
- Lessons learned inventories and risk registers for each expansion line
- Current legislation related to specific proposals for addressing causes of delay
- Identified COVID-19 pandemic-related impacts to Metro's Capital Improvement Plan (CIP), Budget, and operations
- RapidRide Expansion Program Manual Framework for Planning (2019)
- Existing and anticipated staffing constraints within Metro's Capital Division
- 2025–2029 Capital Business Improvement Framework
- Proposed 2026-2027 King County Budget and 2026-2027 Capital Improvement Program
- Capital business transformation effort recommendations and implementation actions

Community engagement and stakeholder outreach were not required for completion of this report. Strategies for addressing causes of schedule delay and recommendations toward proposed legislation were developed by Capital and Mobility staff and by Metro subject matter experts who have experience delivering RapidRide expansion lines. Relevant insights from the Capital Division's broader business transformation work were incorporated where appropriate to inform recommendations and improvements.

[14] *Strategic Plan for Public Transportation* (2021) [LINK]

V. Report Requirements

A. A Summary of the Expected Timeline for Planning, Development, and Implementation of a RapidRide Line and Comparison to Actual Experience

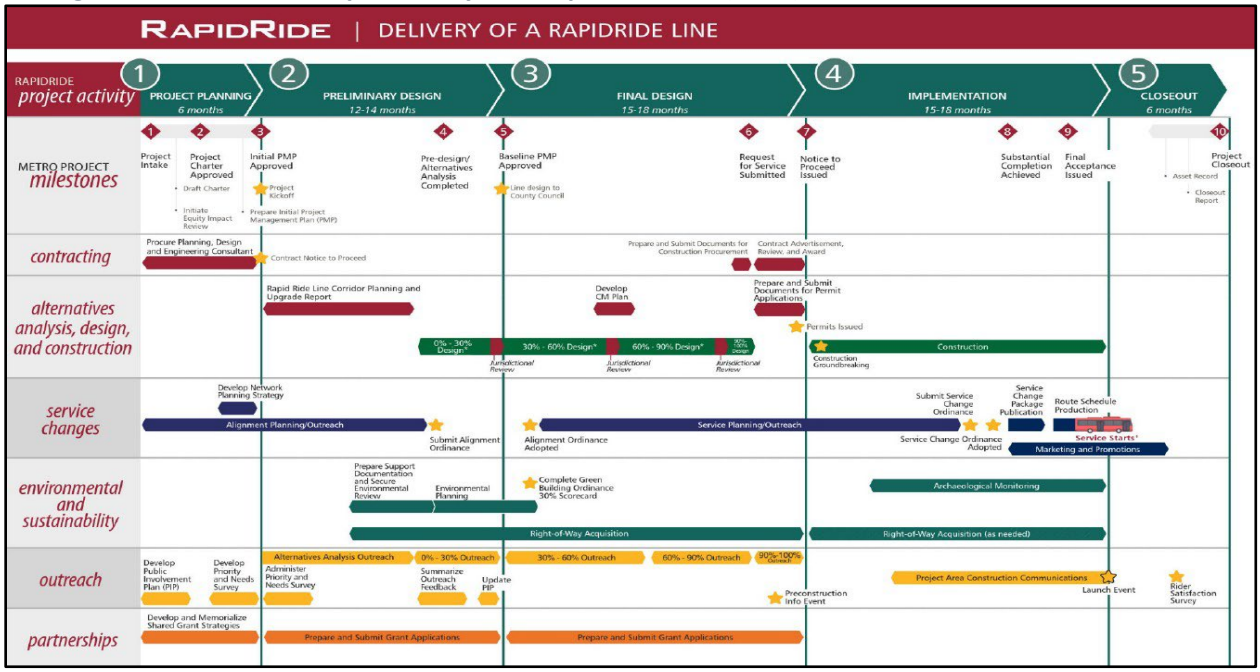
A.1 Brief Summary of Issues to be Addressed

Section A will respond to the Proviso request, as stated, "A summary of the expected timeline for planning, development, and implementation of a RapidRide line, including, but not limited to, technical analysis, design, community engagement, coordination with partners, permitting, environmental review, grant applications, property acquisition, and construction, as well as a summary of how that expected timeline compares with the Metro transit department's actual experience with RapidRide lines opened or planned for implementation between 2020 and 2031." Section A will outline how the delivery timeline for each line has evolved between 2017 and 2025, identifying causes of schedule delays, how Metro responded to these delays, and what actions may be taken by King County, via Metro staff and/or by the County Council, to minimize future delays.

A.2. RapidRide Expansion Program Manual Framework for Planning – Tier 2 Roadmap: Delivery of a RapidRide Line

In 2019, Metro completed its *RapidRide Expansion Program Manual Framework for Planning* document, which contains standards and guidance on how to plan, design, and implement new RapidRide lines. The document can be found in Appendix A. As part of the *RapidRide Expansion Program Manual Framework for Planning*, a project delivery timeline exhibit, entitled "Tier 2 Roadmap: Delivery of a RapidRide Line," was developed as a succinct visual to show the general timeline each RapidRide line would follow toward implementation. See Figure 1.

Figure 1 - Tier 2 Roadmap: Delivery of a RapidRide Line (2019)



This exhibit was finalized in December 2018 and was subsequently customized as a deliverable for each RapidRide expansion project led by Metro (as opposed to a RapidRide project that may be led by a jurisdictional partner, who may use their own version of a delivery timeline). It was created to serve as a living document, updated at key milestones during the life of each RapidRide project.

This exhibit demonstrates the expected schedule for each body of work associated with implementing the line, from inception through service launch and closeout, and including (but not limited to) key milestones, contracting, technical analysis, design, community engagement, coordination with partners, environmental review, grant applications, permitting and property acquisition, and construction. Examples of this exhibit for I Line, K Line, and R Line can be found in Appendix B.

RapidRide expansion projects have experienced multiple periods of schedule delay, not dissimilar to what is being experienced on other infrastructure projects across the United States. Between 2017 and 2025, shifts both in overall RapidRide Program implementation timelines and project level schedules have pushed out delivery of G Line, H Line, I Line, J Line, K Line, and R Line.

The analysis in this report focuses on only these six RapidRide projects unless otherwise specified. Furthermore, analysis focuses only on project elements led by King County Metro. For causes of schedule delay on project elements led by another jurisdiction (such as the City of Seattle for G Line and J Line), full analysis is not provided in this report.

The following sections will provide context for both program-level timeline shifts affecting all lines concurrently and project-level schedule impacts brought about by unique and often unanticipated factors that result in delay.

A.3. Summary of Program-Level RapidRide Delivery Timeline Shifts (2017 to 2025)

Delivery timelines referenced in the following 2017 through 2019 tables are planning-level estimates. As each RapidRide line advances from planning phase to design phase, detailed project schedules and budgets are developed.

By the time each project reaches a baseline milestone at 30 percent design, an understanding of scope, schedule, and budget is established to a degree of accuracy whereby changes to earlier schedule estimates can be better understood. Yet, even with that increased understanding, program-level shifts of delivery dates were still experienced, as outlined in the following tables.

This report does not address overall project delivery dates for RapidRide lines delivered by the City of Seattle Department of Transportation (SDOT) nor any causes of schedule delay that may have been experienced on individual project elements led by SDOT.

Below, Table 2 provides an overview of each RapidRide line's expected delivery year alongside the actual/updated delivery year. The 2017 Expected Delivery Year is based on Metro Connects Long-Range Plan (2017), which noted that implementation years are less certain and will be more firmly established as those lines move further along in the planning process and in conjunction with the Metro Connects Development Program. The 2025 Actual/Updated Delivery Year column reflects Metro's current schedule projection, based on current project status.

Table 2 - RapidRide Program delivery timeline - 2017 expected vs. 2025 actual/updated

RapidRide Line (CBD = Central Business District)	2017 Expected Delivery Year*	2025 Actual/Updated Delivery Year
G Line – Madison Valley/E Madison St/Seattle CBD	*Delivered by SDOT; Service launched Fall 2024*	
H Line – Burien TC/Westwood Village/Seattle CBD	2020	Spring 2023
I Line – Renton/Kent/Auburn	2022	Fall 2027
J Line – Eastlake/U District/Eastlake/Seattle CBD	*Delivered by SDOT; Service launch in Fall 2027*	
K Line – Totem Lake/Bellevue/Eastgate	2023	2030
R Line – Rainier Beach/Mt. Baker/Seattle CBD	2021	2032

*Based on the *Metro Connects* long-range plan (2017)

Following the adoption of Metro Connects, Metro undertook a planning and prioritization process in 2017 and 2018 to define which RapidRide lines would be moved forward and in which order.

This delivery prioritization work yielded a more advanced understanding of regional priorities, consultant contracting timelines, and resource constraints amid relatively new RapidRide Program staff, resulting in a 2018 updated RapidRide Program delivery timeline, as shown in Table 3.

Table 3 - RapidRide Program 2018 Metro prioritization delivery timeline

RapidRide Line	2017 Expected Delivery Year	2018 Prioritization Delivery Year*	2025 Actual/Updated Delivery Year
G Line	*Delivered by SDOT; Service launched Fall 2024*		
H Line	2020	Fall 2020	Spring 2023
I Line	2022	2022	Fall 2027
J Line	*Delivered by SDOT; Service launch in Fall 2027*		
K Line	2023	2023	2030
R Line	2021	Spring 2021	2032

*Based on Metro planning and prioritization work in 2017 and 2018

By completion of the *RapidRide Program Expansion Manual Framework for Planning* (2019), another adjustment in the RapidRide Program's delivery timeline had occurred, based on increased understanding of project phase durations and jurisdictional partnership coordination requirements.

Table 4 shows the manual's timeline, pushing out each line's implementation date by between one year and three years beyond the 2018 estimate. Approximate duration assumptions by project phase were as follows:

- Preliminary Design – 12 to 14 months
- Final Design – 15 to 18 months
- Implementation – 15 to 18 months

In addition to the project phases listed, corridors expected to qualify for Federal Transit Administration (FTA) Small Starts Grant funding require adding one to two years to the delivery timeline (depending on project complexity) to allow for FTA coordination and meeting grant application requirements.

Table 4 - *RapidRide Expansion Program Manual* (2019) delivery timeline

RapidRide Line	2017 Expected Delivery Year	2018 Prioritization Delivery Year	2019 Manual Delivery Year*	2025 Actual/Updated Delivery Year
G Line	*Delivered by SDOT; Service launched Fall 2024*			
H Line	2020	Fall 2020	Fall 2021	Spring 2023
I Line	2022	2022	Fall 2023	Fall 2027
J Line	*Delivered by SDOT; Service launch in Fall 2027*			
K Line	2023	2023	Spring 2025	2030
R Line	2021	Spring 2021	Fall 2024	2032

*Based on *RapidRide Program Expansion Manual* (2019)

A.4. 2022 RapidRide Restart Proviso County Council Budget Action and Related Delay

On March 30, 2022, Metro transmitted to the King County Council the RapidRide Restart Proviso Report to provide information for consideration as a specific effort to re-start project work on both RapidRide K Line and RapidRide R Line, both of which had been paused amid the COVID-19 pandemic. On November 14, 2022, the King County Council adopted the 2023-2024 Biennial Budget, including funding to re-start the K Line and R Line and continue project work on G Line, H Line, I Line, and J Line. From the 2020 pause on K Line and R Line project work, to the point in 2023 at which both projects' consultant teams were mobilized to begin work again, each project had subsequently experienced a 3-year to 3.5-year project-specific delay on top of prior programmatic delays.

A.5. Summary of Project-Level RapidRide Delivery Timeline Delays (2017 to 2025)

In addition to RapidRide Program-level delivery timeline shifts, as outlined in the previous section, each RapidRide expansion line experienced a variety of project-specific delivery delays, detailed in the following sub-sections, A.5.1 through A.5.6.

While consistency in approach to how RapidRide lines are planned, designed, and delivered is standard, each RapidRide line has unique factors related to physical geography, jurisdiction (and potential for partnerships), grant competitiveness, and design/technical complexity. As a result, the following sub-sections contain varying levels of detail and causes of schedule delay. Section A.6 distills that line-by-line detail into a cohesive set of opportunities to reduce delays in delivering future RapidRide lines.

Metro budget numbers and delivery dates shown in the following sub-sections reflect information included in the Executive's Proposed 2026-2027 Budget, transmitted to the County Council on September 15, 2025.

A.5.1. G Line – Madison Valley/ East Madison Street / Seattle Central Business District

RapidRide G Line is a partnership project with the City of Seattle. Seattle Department of Transportation (SDOT) led funding, planning, design, and construction of the 2.4-mile RapidRide corridor, and Metro led delivery of branded fleet, procurement of passenger facilities, and coordination of service launch activities. The $133 million project includes $10.6 million in King County contribution and $59.9 million in a Federal Transit Administration Small Starts Grant

(awarded to the City of Seattle), among other local, regional, and federal funding sources. Revenue service launched in September 2024.

Because G Line funding, planning, design, and construction was led by SDOT, information on this line's causes of schedule delay is not included in this Proviso Report.

A.5.2 H Line – Burien Transit Center / Westwood Village/ Seattle Central Business District

RapidRide H Line is a partnership project with the City of Seattle and the City of Burien, jointly delivered along geographic segments toward a $154.1 million total corridor multi-modal investment, which includes $76.9M in RapidRide improvements. King County Metro worked with both jurisdictions to deliver upgrades to speed and reliability, access to transit, passenger facilities, and communications and technology in support of the H Line project. For the Delridge segment (West Seattle Bridge to SW Henderson Street) Seattle Department of Transportation (SDOT) led planning, design, and construction, while Metro led delivery of fleet, procurement of passenger facilities, and coordination of service launch activities. For the remainder of the H Line corridor, Metro led all project phases, working with each partner on project elements unique to each jurisdiction. Revenue service launch was in March 2023.

Because Metro led all phases (planning, design, construction, and service launch) of project extents outside of the Delridge segment, Metro maintained ultimate control of the project schedule, construction contracting, project scope, and decisions around risk, externalities, factors driving schedule delay, and decision-making for those extents outside of the Delridge segment. Known causes of schedule delay on H Line are identified as follows:

- Inaccurate As-Built Plan Sets and Inaccurate Documentation of Underground Utilities Locations – In roadway construction projects, an understanding of existing capital improvements and underground utilities locations in the project corridor is essential to accurate project design and implementation, as outlined on Federal Highway Administration's Subsurface Utility Engineering webpage.[15] However, only after excavation has begun can the contractor and project team fully understand the extent of inaccuracies. Inaccurate as-built plan sets and inaccurate documentation of underground utilities locations that were identified throughout 2021 and 2022 excavation efforts resulted in several months of redesigns and change orders. **Delay – 3 months**
- Concrete Workers Strike – For 140 consecutive days in 2021 and 2022, the Seattle area experienced a significant concrete worker strike involving Teamsters Local 174 and regional concrete companies. The strike impacted major construction projects across the region, including the RapidRide H Line project. The workers, primarily concrete truck drivers, sought better wages and benefits, but ultimately returned to work without a new contract. **Delay – 6 months**
- RapidRide 2.0 Kit of Parts Station Design – In preparation for the upcoming implementation of RapidRide lines, Metro completed updated station designs by 2019, referring to them as the RapidRide 2.0 Kit of Parts (KOP). This new KOP included new designs for shelters, technology pylons, seating, lighting, and signage. Starting with RapidRide H Line, Metro's plan was to implement the KOP on all expansion line stations in the coming years. By May 2021, the H Line project team had identified specific issues with KOP design that would require correction prior to ordering and installing KOP for H Line stations, requiring delays.

[15] Federal Highway Administration Subsurface Utility Engineering webpage [LINK]

The H Line team worked directly with the KOP fabricator to correct shelter gutter slope, wobble stabilization, lighting access, lighting power/angle, cladding joints, and map case dimensions, and to correct pylon key doors, electronics, and electrical box enclosures. Furthermore, the technology pylon portion of the KOP order was delayed until omnibus funding could be attained. These compounded delays resulted in KOP installations to both Metro's project and SDOT's Delridge project being delayed by approximately one year. **Delay – 12 months**

Some of the causes of schedule delay listed above are concurrent, rather than cumulative. Between the 2019 *RapidRide Program Expansion Manual*-identified delivery date and actual revenue service launch in spring 2023, 18 months of schedule delay were experienced on the H Line project.

Opportunities Metro can take in addressing causes of schedule delay can be found in section A.6.

A.5.3 I Line – Renton / Kent / Auburn

RapidRide I Line is a Metro-led project, coordinating with the City of Kent, the City of Renton, the City of Auburn, and Washington State Department of Transportation (WSDOT). King County Metro is leading all phases of the project, from planning and design through construction and revenue service launch. Improvements include upgrades to speed and reliability, access to transit, passenger facilities, and communications and technology in support of the project. Metro is working directly with each of the three cities on project elements falling within each respective jurisdiction. The 17-mile project represents a $174 million investment, which includes a $79.9 million Federal Transit Administration Small Starts Grant awarded to Metro, among other local, regional, and federal funding sources. Revenue service launch is planned for fall 2027.

Because Metro leads all project phases (planning, design, construction, and service launch), Metro controls the project schedule, construction contracting, project scope, and decisions around risk, addressing externalities, and other factors that contribute to schedule delay. Known contributors of schedule delay on I Line to date are identified as follows:

- Project Baseline Estimates – Project schedules and budgets are set (baselined) at 30 percent design. The I Line project was baselined in May 2021, identifying service launch in fall 2025. This is a two-year schedule shift past the 2019 *RapidRide Program Expansion Manual*-identified launch date. Refinement of staffing capacities, establishment of predecessor bus route service, scoping for and contracting of consultant services, and COVID-19 pandemic impacts each contributed in smaller ways toward larger, cumulative delays between 2019's assumptions and 2021's estimates. The most significant of these factors were COVID-19 pandemic impacts, which contributed to and even introduced delay into some of the remaining factors. **Delay – 24 months**
- Environmental Documentation Approvals – Experienced in early 2021, state and federal approvals of environmental documentation were delayed by an extended National Environmental Policy Act (NEPA) review process by the Federal Transit Administration (FTA). **Delay – 6 months**
- Design and Permitting Reviews by Local Jurisdictions – Throughout 2022, the project team experienced major schedule delays during the Final Design phase, pushing out the expected completion of that project phase significantly. While pandemic and remote work realities played a part in creating delays, the biggest contributor of schedule delays was related to coordination with and permitting reviews by the multiple jurisdictions (City of

Renton, City of Kent, City of Auburn, and the Washington State Department of Transportation). It became apparent throughout this process that Metro had underestimated the amount of time some jurisdictions would need to review design packages and the staff and management time it would require to resolve the quantity of comments toward completing design. **Delay – 12 months**

- Property Acquisition – Ongoing challenges with individual property owner negotiations, as well as a special focus on securing condemnation authority through the legislative process, resulted in changes to the property acquisition schedule, including a delay of about 6 months in 2024, followed by another delay of 6 months in the first half of 2025. **Delay – 12 months**
- Federal Transit Administration (FTA) Small Starts Grant Coordination – Coordination with FTA and their Project Management Oversight Contractor (PMOC) to meet Small Starts Grant requirements began in late 2021 and was completed in late 2024, with the project's Small Starts Grant awarded in January 2025. Being Metro's first project through the FTA's Capital Investment Grant program, it was difficult in 2019 for the project team to accurately estimate the staff resources and time it would take to fully meet the grant requirements. Therefore, as a result of the project's 2023 Risk Review, FTA and the PMOC advised Metro to increase its construction duration and directed Metro to add a significant amount of schedule contingency. **Delay – 12 months**

Some of the causes of schedule delay listed above are concurrent, rather than cumulative. Between the 2019 *RapidRide Program Expansion Manual*-identified delivery date and today's revenue service launch estimate for fall 2027, 48 months of schedule delay will have been experienced on the I Line project.

Opportunities Metro can take in addressing causes of schedule delay can be found section A.6.

A.5.4 J Line – Eastlake/ University District / Eastlake / Seattle Central Business District

RapidRide J Line is a partnership project with the City of Seattle. SDOT led funding, planning, design, and construction of the 5.2-mile RapidRide corridor, and Metro is leading delivery of branded fleet, procurement of passenger facilities, provision of trolley infrastructure subject matter experts, and coordination of service launch activities. The $149 million project includes $13.1 million in King County contribution and $64 million in a Federal Transit Administration (FTA) Small Starts Grant (awarded to the City of Seattle), among other local, regional, and federal funding sources. Revenue service launch is planned for fall 2027.

Because J Line funding, planning, design, and construction is led by SDOT, information on causes of construction schedule delay is not included in this Proviso Report. However, the following contributors to schedule delay are identified as within Metro's control as they affect delivery of the overall J Line project:

- Pandemic-Related Revenue Shortfall – Due to decreased revenues during the COVID-19 pandemic, King County Metro removed a committed $20 million contribution from the J Line capital project. This resulted in requiring SDOT to re-scope the project and create a new north terminus at University District, rather than at Roosevelt, as originally planned. This change further required SDOT to amend its Small Starts Grant application, a process that prompted a National Environmental Policy Act (NEPA) re-evaluation by FTA and added two years to the overall project delivery timeline. **Delay – 24 months**

- Insufficient Staff Capacity – Due to a high number of staffing vacancies at King County Metro, existing staffing levels have not always had capacity to respond to design reviews and related project needs on the schedule requested by SDOT. This includes key disciplines, including trolley infrastructure, where subject matter expertise is required and where consultant expertise is often limited. This resulted in multiple and often compounded delays in moving project milestones forward in design and construction phases, ultimately impacting the overall project delivery timeline. **Delay – 6 months**

Opportunities Metro can take in addressing causes of schedule delay can be found section A.6.

A.5.5 K Line – Totem Lake/ Bellevue/ Eastgate

RapidRide K Line is a Metro-led project, coordinating with the City of Bellevue and the City of Kirkland. King County Metro is leading all phases of the project, from planning and design through construction and revenue service launch. Improvements include upgrades to speed and reliability, access to transit, passenger facilities, and communications and technology in support of the project. Metro is working directly with both partners on project elements falling within each respective jurisdiction. The 16-mile project represents an $86.2 million investment, planned for a combination of local, regional, and federal funding sources. On August 22, 2025, Metro submitted a Small Starts Grant Project Evaluation and Rating Application to the Federal Transit Administration. Revenue service launch is currently planned for 2030.

Because Metro leads all project phases (planning, design, construction, and service launch), Metro controls the project schedule, construction contracting, project scope, and decisions around risk, addressing externalities, and other factors contributing to schedule delay. Known causes of schedule delay on K Line to date are identified as follows:

- Pandemic-Related Revenue Shortfall – Due to decreased revenues during the COVID-19 pandemic, the K Line project was paused in 2020, with a significant body of work remaining to complete the project's 10 percent level of design. Following the 2023-2024 biennial budget adoption in November 2022, the project was re-activated, with work commencing again in 2023. By the time consultant teams and Metro staff were re-mobilized, including re-engaging and renegotiating contracts and accounting for changed conditions in the project corridor, three years had passed since the project had been paused. **Delay – 36 months**
- Community Engagement Coordination – The project experienced delays over two different phases of community engagement during 2024 and 2025, while the engagement team awaited ongoing and complex project design elements to be completed and incorporated into engagement materials. The engagement schedule was further adjusted to avoid engagement during the holiday season, prompting additional delays. **Delay – 12 months**
- Federal Transit Administration (FTA) Small Starts Grant Coordination – As Metro's second project through the FTA's Capital Investment Grant program, it was difficult in 2019 for the project team to properly estimate the staff resources and time it would take to fully meet the grant requirements. Therefore, following the lead from the RapidRide I Line experience as part of that project's 2023 Risk Review, Metro increased its construction duration and added a significant amount of schedule contingency. **Delay – 12 months**

The causes of schedule delay listed above are cumulative. Between the 2019 *RapidRide Program Expansion Manual*-identified delivery date and today's revenue service launch estimate for 2030, 60 months of schedule delay will have been experienced on the K Line project.

Opportunities Metro can take in addressing causes of schedule delay can be found section A.6.

A.5.6 R Line – Rainier Beach / Mount Baker / Seattle Central Business District

RapidRide R Line is a Metro-led project, coordinating with the City of Seattle and delivering $91.2 million of RapidRide corridor investments. Metro is working with Seattle Department of Transportation (SDOT) to plan for upgrades to speed and reliability, access to transit, passenger facilities, and communications and technology in support of the R Line project alongside voter-approved Seattle Transportation Levy investments in that same corridor. Revenue service launch is currently planned for 2032.

For a Metro-led capital project, Metro maintains control of the project schedule, construction contracting, project scope, and decisions around risk, externalities, factors driving schedule delay, and decision-making. Known causes of schedule delay on R Line to date are identified as follows:

- Pandemic-Related Revenue Shortfall – Due to decreased revenue amid the COVID-19 pandemic, the R Line project was paused in 2020, with the project's 10 percent level of design having just been completed. Following the 2023-2024 biennial budget adoption in November 2022 the project was re-activated, with work commencing again in 2023. By the time the consultant team and Metro staff were re-mobilized, three-and-a-half years had passed since the project had been paused. **Delay – 42 months**
- Update to 10 Percent Design – The project's 10 percent level of design, which had been completed just prior to the project being placed on pause in 2020, was outdated by the time the project was reactivated. Project elements had to be re-visited considering changed conditions in the project corridor (including improvements made by SDOT in the corridor since the project was paused in 2020), so that plan sets, cost estimates, and all technical reports and appendices could be updated. **Delay – 18 months**
- Jurisdictional Levy Coordination – A significant body of investment in the Rainier Avenue South corridor, introduced by the voter-approved 2024 Seattle Transportation Levy, had not yet been identified when the R Line project was paused in 2020. By 2024, it became evident that R Line projects would need to be fully coordinated with Levy projects in that same corridor. Metro is adjusting the R Line revenue service launch date to 2032 to align with when SDOT plans to complete construction of projects identified in the 2024 Seattle Transportation Levy that support RapidRide R. **Delay – 18 months**
- Insufficient Staff Capacity – Due to a high number of staffing vacancies at King County Metro's Capital Division without significant relief anticipated for the coming biennium, project work cannot be performed on the same timeline that full staffing could provide. Therefore, time must be added to the project schedule to absorb project needs with existing staffing. **Delay – 12 months**

Some of the causes of schedule delay listed above are concurrent, rather than cumulative. Between the 2019 *RapidRide Program Expansion Manual*-identified delivery date of fall 2024 and today's revenue service launch estimate for 2032, 90 months of schedule delay will have been experienced on the R Line project.

Opportunities Metro can take in addressing causes of schedule delay can be found section A.6.

A.6. Summary of Leading Factors that Contribute to Schedule Delays and Mitigation Opportunities

This section will summarize line-by-line information found in Section A.5 into a cohesive set of opportunities King County may take to mitigate schedule delays toward the goal of expediting future RapidRide line delivery. Causes of schedule delay listed in this section may be programmatic and/or line-specific and are within Metro's control to address directly, as having been experienced on a Metro-led RapidRide capital project.

A.6.1 Concrete Workers Strike (2021-2022)

For 140 consecutive days in 2021 and 2022, the Seattle area experienced a significant concrete worker strike involving Teamsters Local 174 and regional concrete companies. The strike impacted major construction projects across the region, including the RapidRide H Line project. The workers, primarily concrete truck drivers, sought better wages and benefits, but ultimately returned to work without a new contract. As a result of the strike, the delivery timeline for H Line was delayed.

- Delay experienced on RapidRide project(s) – 6 months
- RapidRide projects impacted – H Line
- Time savings if delay can be mitigated – This category of delay cannot be mitigated, other than building contingency into the schedule if the category is identified as a potential risk.

A.6.2 Inaccurate As-Built Plan Sets and Inaccurate Documentation of Underground Utilities Locations

An understanding of existing capital improvements and underground utilities locations in the project corridor is essential to accurate project design and implementation. However, only after excavation has begun can the contractor and the project team fully understand the extents of inaccuracies. Incorrect as-built plan sets and inaccurate documentation of underground utilities locations that were identified throughout 2021 and 2022 excavation efforts on the H Line project resulted in several months of redesigns and change orders.

- Delay experienced on RapidRide project(s) – 3 months
- RapidRide projects impacted – H Line
- Time savings if delay can be mitigated – Delay can be mitigated on future projects toward improvement by 3 months and greater. As part of assessing lessons learned from the G Line and H Line design phases, Metro increased its investment in utilities conflict mapping as part of the I Line design phase. This was done in response to the large number of unanticipated utilities discoveries on the G Line and H Line. The increased investment on the I Line allowed for full-depth and full-width potholing of future pole locations on the project. This was done to better assess the feasibility of the proposed pole location. The I Line is set to begin construction in the 2nd half of 2025 and the project team will be monitoring to see if there is the expected decrease in unanticipated utilities discoveries.

A.6.3 RapidRide 2.0 Kit of Parts Station Design

In preparation for the upcoming implementation of RapidRide lines, Metro completed updated station designs by 2019, referring to them as the RapidRide 2.0 Kit of Parts (KOP). This new KOP included new designs for shelters, technology pylons, seating, lighting, and signage. Starting with RapidRide H Line, Metro's plan has been to implement the KOP on all expansion line stations. By May 2021, the H Line project team had identified specific issues with KOP design that would require correction prior to ordering and installing KOP for H Line stations, necessitating delays. The H Line team worked directly with the KOP fabricator to correct shelter gutter slope, wobble stabilization, lighting access, lighting power/angle, cladding joints, and map case dimensions, and to correct pylon key doors, electronics, and electrical box enclosures. Furthermore, the KOP order was delayed until Omnibus funding could be attained. These compounded delays resulted in KOP installations to both Metro's project and SDOT's Delridge project by approximately one year.

- Delay experienced on RapidRide project(s) – 12 months
- RapidRide projects impacted – H Line
- Time savings if delay can be mitigated – Delay has been largely mitigated on future projects, as design issues have been identified as part of the H Line project, and any future design issues are anticipated to be relatively minor and able to be addressed more quickly ahead of installation on future RapidRide lines.

A.6.4 Federal Transit Administration (FTA) Small Starts Grant Coordination

Being Metro's first two projects through the FTA's Capital Investment Grant program, planning for both I Line and K Line did not have sufficient experience to properly estimate the staff resources and time it would take to fully meet the grant requirements. Therefore, as a result of I Line's 2023 Risk Review, FTA and the Project Management Oversight Contractor (PMOC) provided direction to Metro to increase its construction phase duration and schedule contingency on I Line. Metro further applied this understanding to K Line.

- Delay experienced on RapidRide project(s) – 12 months per project
- RapidRide projects impacted – I Line and K Line
- Time savings if delay can be mitigated – Delay has been largely mitigated on future projects, as Metro now has a more informed understanding of FTA and PMOC requirements and how those requirements must be fully demonstrated on a project schedule. However, due to uncertainty around federal processes at present, it is not known if past experiences will be predictive of durations that upcoming grant coordination efforts will take.

A.6.5 Project Baseline Estimates

When project baselines — fixed reference points for a project's scope, schedule, and budget — are established, they serve as benchmarks against which actual project performance is measured throughout its lifecycle, allowing for identification of deviations, assessment of changes, and making informed decisions to keep the project on track. The two-year schedule shift experienced on the I Line project reflects the refinement of staffing capacities, establishment of predecessor bus route service, scoping for and contracting of consultant services, and even COVID-19 pandemic impacts, each contributing in smaller ways toward larger, cumulative delays.

- Delay experienced on RapidRide project(s) – 24 months

- RapidRide projects impacted – I Line
- Time savings if delay can be mitigated – Delay can be mitigated on future projects toward improvement by 1 to 24 months, depending on how effectively each RapidRide project management team can apply previous experience to schedule-building on future lines. Alternatively, if components are fixed or otherwise have durations that cannot be minimized, project teams can use experience on previous lines to better establish durations during pre-planning, so that durations are known earlier in the life of the project without need for an unanticipated delay in the future. In addition, by the time the project reaches its milestone for baselining, an approach for a project delivery method should be determined. This could include alternative approaches that may not have been used for Metro projects in the past yet may have the potential to shorten the delivery timeline. One such consideration is the Progressive Design-Build project delivery method, which has emerged in recent years as an industry best practice for linear projects like RapidRide. Other delivery methods, like General Contractor / Construction Manager (GCCM), may also be considered.

A.6.6 Environmental Documentation Approvals

State and federal approvals of environmental documentation were delayed by an extended National Environmental Policy Act (NEPA) review process by the Federal Transit Administration (FTA) and, in the related case of G Line and J Line, by NEPA re-evaluations due to fleet change and alignment truncation, respectively.

- Delay experienced on RapidRide project(s) – 6 months
- RapidRide projects impacted – G, J, and I Lines (possibly K Line at a future date)
- Time savings if delay can be mitigated – Delay cannot necessarily be mitigated on future projects, but 6 additional months for NEPA review can be built into the project schedule during pre-planning, creating a more realistic baseline and negating the need for unanticipated delays in the future.

A.6.7 Pandemic-Related Revenue Shortfall

Due to the decrease in revenues brought about by the COVID-19 pandemic, several RapidRide projects' budgets were reduced, either through pausing the project or by decreasing project scope. Both scenarios created significant schedule delays. For J Line, removal of budget required a rescoping of the project and a shortening of the route, further requiring a project re-evaluation by the Federal Transit Administration (FTA), including a NEPA Supplemental Environmental Assessment as part of the City of Seattle's Small Starts Grant application, which delayed the project by 24 months. For K Line and R Line, removal of budget prompted a pause of both projects in 2020, reactivating both by 2023, and creating 36-month and 42-month delays, respectively, by the time each project could be re-mobilized to start work again.

- Delay experienced on RapidRide project(s) – 24 to 42 months
- RapidRide projects impacted – J Line, K Line, and R Line
- Time savings if delay can be mitigated – Delay was brought about by the financial effects from a global pandemic and cannot be mitigated for future projects on a broad level. However, Metro can use this experience to establish more iterative, multi-tiered investment strategy processes for future RapidRide lines, which could yield more in-depth alternatives for RapidRide implementation, even within extremely constrained budgetary

realities. Options may be mitigated from 36- and 42-month pauses to 24-month redesigns that may still achieve minimally acceptable RapidRide standards.

A.6.8 Insufficient Staff Capacity

Due to the high number of staffing vacancies and budgeted staffing levels below projected needs, existing staffing within Metro's Capital Division do not have the capacity to perform project work on the same timeline that full and expanded staffing could provide. Metro is resource-constrained and has competing priorities. RapidRide projects are part of that competition. This results in multiple and often compounded delays in moving project milestones forward, ultimately impacting the overall project delivery timelines. Therefore, time must be added to project schedules to absorb project needs with existing staffing.

- Delay experienced on RapidRide project(s) – 6 to 12 months
- RapidRide projects impacted – J Line and R Line
- Time savings if delay can be mitigated – Delay can be mitigated on future projects toward improvement by 6 to 12 months if staffing is increased to fill 50 percent to 100 percent of current vacancies within Metro's Capital Division.

A.6.9 Community Engagement Coordination

Engagement with the public on project elements at each phase is not only a requirement, but it also provides the project team with a more complete picture of community needs that will inform the project and result in the best RapidRide service possible. However, community engagement efforts always depend on predecessor project activities that help define audiences, develop materials, and establish timeframes for soliciting feedback. The K Line project experienced delays over two separate phases of community engagement during 2024 and 2025, while the engagement team awaited ongoing and complex project design elements to be completed and incorporated into engagement materials. The engagement schedule was further compounded by the holiday season, prompting additional delays.

- Delay experienced on RapidRide project(s) – 12 months
- RapidRide projects impacted – K Line
- Time savings if delay can be mitigated – Delay can be mitigated on future projects toward improvement by up to 12 months if (1) communication between members of each lines' project management team were to improve, (2) communication between Metro and jurisdictional partners on respective expectations were to improve, and (3) clearer expectations and deadlines were communicated to consultants who provide content. Schedule delays could be minimized if more coordinated work at the beginning of the project phase is given toward maintaining planned engagement schedules.

A.6.10 Update to 10 Percent Design

The R Line project's 10 percent level of design, which had been completed just prior to the project being placed on pause in 2020, was determined to be obsolete by the time the project was un-paused and reactivated. All project elements had to be re-visited considering current conditions in the project corridor, so that plan sets, cost estimates, and all technical reports and appendices could be updated. 10 percent design may also be called conceptual design or planning-level design. It recommends the pathway for the new RapidRide line, station-pair locations, and concept-level

improvements to speed and reliability, access to transit, passenger facilities, and communications / technology upgrades. This contributor to schedule delay is a direct result of the pandemic-related revenue shortfall contributor to schedule delay (Section V.A.6.7), each with its own duration.

- Delay experienced on RapidRide project(s) – 18 months
- RapidRide projects impacted – R Line
- Time savings if delay can be mitigated – Delay can be mitigated on future projects by 18 months if project is not paused. If a project is paused, it creates a reality whereby activating the project again at a future date may require incorporating changed corridor conditions into the RapidRide project scope.

A.6.11 Jurisdictional Levy Coordination

For RapidRide R Line, a significant body of investment in the Rainier Avenue South corridor, introduced by the voter-approved Seattle Transportation Levy (2024), had not yet been identified when the R Line project was paused in 2020. By 2024, it became evident that R Line project design would need to be aligned with Levy project design in that corridor, resulting in time added to the overall project delivery schedule to allow for additional coordination work during planning and design phases.

- Delay experienced on RapidRide project(s) – 18 months
- RapidRide projects impacted – R Line
- Time savings if delay can be mitigated – Delay can be mitigated on future projects by up to 18 months if the project is not paused. If a project is paused, it creates a reality whereby activating the project again at a future date adds delay in the form of re-doing previously completed design work to incorporate changes to the built and planned environment that advanced during the pause period. If a pause is considered, Metro should pursue jurisdictional deliberations toward informed decision making that evaluate project pauses against existing and future proposed jurisdictional levy requirements.

A.6.12 Property Acquisition

Ongoing challenges with individual property owner negotiations and finalizing design during permitting review, as well as a special focus on securing condemnation authority from the King County Council, result in additional changes to the property acquisition schedule, including, as experienced on RapidRide I Line, a delay of 6 months in 2024 and 6 months in 2025.

- Delay experienced on RapidRide project(s) – 12 months
- RapidRide projects impacted – I Line
- Time savings if delay can be mitigated – Delay can be mitigated by up to 12 months if legislation is passed granting King County Metro, at the start of a RapidRide project, the authority to use eminent domain to acquire property rights for that planned RapidRide line. Eminent domain would be used only when necessary and only after negotiations reached an impasse – an inability for both parties (property owner and King County Metro) to agree to an outcome. **See Section D.2.1 (Property Acquisition) for additional detail on proposed legislation to address this cause of schedule delay.**

A.6.13 Design and Permitting Reviews by Local Jurisdictions

During Final Design phase, a RapidRide project can experience major schedule delays, pushing out the expected completion of that project phase significantly. While pandemic and remote work realities can play a part in creating delays, the larger contributor to schedule delay can be related to coordination with and permitting reviews by the multiple jurisdictions where their level of review and expected timelines can vary wildly. This was the experience on the RapidRide I Line. It became apparent throughout this process that Metro had underestimated the amount of time jurisdictions would need to review design packages and the staff time it would require to resolve the quantity of comments toward completing design.

- Delay experienced on RapidRide project(s) – 12 months
- RapidRide projects impacted – I Line
- Time savings if delay can be mitigated – Delay could be mitigated by up to 12 months if legislation is passed that encourages partner jurisdictions to enter into County Council-approved Intergovernmental Agreements outlining both Metro and its partner jurisdictions' commitments to the project. Such agreements can assist in reducing project costs, aligning priorities, identifying legal requirements early in the project, committing to timelines and processes, and ultimately streamlining the project delivery. **See Section D.2.2 (Streamlining Design and Permitting Reviews by Local Jurisdictions) for additional detail on proposed legislation to address this cause of schedule delay.**

B. Description of the Efforts Metro Transit Has Taken to Respond to the Recommendations Contained in the July 18, 2023, King County Auditor's Office Audit

B.1 Brief Summary of Issues to be Addressed

Section B will respond to the Proviso request, as stated, "A description of the efforts the Metro transit department has taken to respond to the recommendations contained in the July 18, 2023, King County Auditor's Office (KCAO) audit entitled Metro Transit: Strengthening Data, Communication, and Continuous Improvement Processes Could Help Reduce Project Delays, including how the Metro transit department's responses to the audit recommendations could expedite the development of planned RapidRide lines."

B.2 Response to 2023 KCAO Audit

Metro Transit is actively implementing changes to respond to the recommendations contained in the report as outlined by the KCAO follow-up report of 2025.[16] These recommendations have served as a catalyst for a multi-year effort to improve Capital project planning and delivery, guided by the 2025–2029 Capital Business Improvement Framework. Additional information about the 2025-2029 Capital Business Improvement Framework can be found in Appendix C.

Metro's response to the audit recommendations includes structural, procedural, and cultural improvements aimed at increasing accountability, strengthening project management practices, and aligning staffing and resources with project needs. Several of Metro's responses to the audit directly

[16] KCAO Follow-up on Metro Transit Capital Project Planning and Delivery (2025) [LINK]

correspond to actions outlined in Section A of this report, specifically those related to improving project baseline estimates and evaluating alternative contracting methods (A.6.5), as well as assessing and calibrating staff capacity with project delivery needs (A.6.8). Three audit recommendations are complete and the remaining 15 are underway or scheduled.

The KCAO issued the April 1, 2025, Follow-up on Metro Transit Capital Project Planning and Delivery report and stated the "Capital Division has made considerable progress toward improving management practices and better understanding staffing capacity to inform future work plans, enhancing accountability and helping to ensure more accurate estimates for future Capital Improvement Program plans (CIP)." Together, these efforts are expected to reduce delays, improve coordination, and ultimately accelerate delivery of capital projects, including planned RapidRide lines.

Because many of these improvements are newly implemented or still underway, there is limited data or concrete examples of the outcomes currently. However, Metro Transit is committed to tracking progress and evaluating the effectiveness of these efforts over time and will continue to assess their impact. A detailed description of the effort for each recommendation is listed in Table 5

Table 5 - Audit responses and efforts to expedite RapidRide development

Audit recommendation	Efforts Metro has taken in response to Audit recommendations	How efforts could expedite Capital delivery, including development of planned RapidRide lines
Recommendation 1 – Continuous improvement, management accountability (Done)	1. Improvement opportunities are now identified as action items and formally embedded into the agendas of meetings with Capital Division ("Capital") staff and interdepartmental leaders where performance is reviewed, projects are prioritized, and oversight of active projects occurs 2. The 2025-2029 Capital Business Improvement Framework was created as a roadmap to identify and monitor activities to support Capital's five-year improvement plan.	Embedding improvement efforts in leadership meetings ensures sustained focus and accountability, reducing delays and improving responsiveness during RapidRide project development.
Recommendation 2 – Change Management Plan, communication and feedback (Done)	1. In 2023 the Capital Division initiated a comprehensive Business Transformation effort. The implementation phase of this effort that started in 2024 has a charter and communication plan that	Improved two-way communication identifies issues earlier and increases staff alignment, helping Capital Division teams working on RapidRide projects stay coordinated and resolve problems faster.

Audit recommendation	Efforts Metro has taken in response to Audit recommendations	How efforts could expedite Capital delivery, including development of planned RapidRide lines
	prioritizes communication and feedback within Capital. 2. Capital has implemented monthly all-staff meetings, pulse surveys, and question and answer sessions to increase two-way communication between staff and leadership.	
Recommendation 3 – Project documents, maintain key documents (In Progress)	1. The Capital Division has identified the documents required for each milestone in the lifecycle for each type of project. Key documents are outlined in workflow diagrams for each type of project. 2. All documents are saved in the central SharePoint site where key project documents are collected. Missing project documents that were identified during the audit and provided to the KCAO were uploaded to the SharePoint site by September 2024. 3. Capital is completing work to improve project schedule updates and continue efforts to ensure teams have submitted key documents. All Comprehensive Project Management Tools (CPMTs) used to electronically manage project schedules are being updated in 2025.	Clear documentation standards and centralized access reduce rework and speed up internal reviews and approvals for RapidRide projects.
Recommendation 4 – Electronic data systems, accurate and complete (In Progress)	1. In 2024 and 2025 two initiatives were conducted to review project schedules, evaluate resource capacity, and update data in project management software. The initiatives included the Comprehensive Project Review (CPR) and Comprehensive Project	Improving data quality enables better forecasting that produces higher quality cost estimates and delivery timelines for RapidRide project. It also supports faster decision-making which reduces administrative delays on RapidRide line development.

Audit recommendation	Efforts Metro has taken in response to Audit recommendations	How efforts could expedite Capital delivery, including development of planned RapidRide lines
	Management Tool Update (CPMT Refresh). 2. An automated report has been created that compares project costs with estimates created at baseline. 3. Training was conducted with Capital Delivery section project managers to reinforce the requirement to update project schedules monthly. Training will be held with Capital Planning and Portfolio Management section staff after 2026/2027 budget preparations are complete. 4. Capital's Project Management Office is creating a process to ensure that required quarterly performance reports for active projects are submitted in King County's Office of Performance, Strategy and Budget Project Information Center (PIC) system.	
Recommendation 5 – Baseline estimates, ensure timely creation (In Progress)	Improvements to existing baselining processes, including requirements for timely creation, will be developed starting in Q3 2025.	Enhancements to existing baseline processes will improve inter-agency understanding of the project's scope, schedule, and budget, early and ongoing throughout the project delivery cycle. Baselining also reveals project risks and ongoing risk register tracking.
Recommendation 6 – Staff capacity, ongoing testing of assumptions (In Progress)	1. Capital's Comprehensive Project Review initiative assessed staffing needs and capacity for active projects. 2. Capital has implemented a new process that requires the project manager to identify staff resources needed for the	Ongoing testing of capacity assumptions ensures right-sizing of resources, allowing RapidRide lines to be staffed appropriately to meet the schedule.

Audit recommendation	Efforts Metro has taken in response to Audit recommendations	How efforts could expedite Capital delivery, including development of planned RapidRide lines
	lifecycle of the project before work on a project can begin. 3. Assignments of staff effort and availability to tasks within project schedules are being updated in Capital's project scheduling software as part of the CPMT Refresh initiative. 4. Additional work has been identified and scheduled to establish guidelines for the staffing resources needed for each type of project, develop an approach for identifying staffing assignments at project inception, and perform quarterly reviews to verify and adjust project staffing resources.	
Recommendation 7 – Staff capacity, align future Capital Improvement Program (CIP) (In Progress)	1. A Capital deliverability workshop was held on March 10, 2025, to test assumptions about staff capacity used during development of the capital program for the 2026/2027 budget. 2. Work has been identified and scheduled under Capital's Business Improvement Framework to create a Capital Improvement Program (CIP) aligned with staffing capacity and create a Capital Improvement Program (CIP) calendar that schedules projects throughout the 120-month CIP timeline.	Because there are more RapidRide projects currently budgeted than available staff, which causes delays when waiting for staffing resources to start projects, better alignment between capacity and the CIP allows for more realistic RapidRide project delivery, improving sequencing and delivery speed.
Recommendation 8 – Budget and schedule estimates, standard guidance (In Progress)	Improvements to existing project estimating processes, including standard guidance will be developed starting in Q3 2025.	Standardized guidance ensures consistency and quality in RapidRide estimates, improving stakeholder confidence and reducing rework.

Audit recommendation	Efforts Metro has taken in response to Audit recommendations	How efforts could expedite Capital delivery, including development of planned RapidRide lines
Recommendation 9 – Budget and schedule estimates, repository of performance data (Pending)	Improvements to existing project estimating processes, including a repository of performance data, will be developed starting in Q3 2025.	A performance data repository enables data-driven forecasting, helping to identify and avoid cost or schedule risks in RapidRide projects.
Recommendation 10 – Budget and schedule estimates, train staff (Pending)	Improvements to existing project estimating processes, including training will be developed starting in Q3 2025.	Training strengthens staff capability to produce accurate RapidRide estimates, improves risk management, reducing contingency buffers and schedule padding.
Recommendation 11 – Follow up on issues by management (Done)	Capital Monthly Business Review meetings and Capital Delivery Board meetings – which are meetings with Capital staff and interdepartmental leaders where performance is reviewed, projects are prioritized, and oversight of active projects occurs – both have identification, tracking, and reporting of action items built into standard agendas.	Stronger management follow-up ensures timely resolution of project issues, keeping RapidRide lines on track.
Recommendation 12 – Capital's Get Things Built include alternative delivery options (Done)	Key documents required during the lifecycle of a project have been identified for all alternative-delivery projects. Work has been identified and scheduled to develop standard work for alternative delivery methods.	Ongoing evaluation and implementation of alternative delivery methods used as industry best practice, including progressive design-build will produce lessons learned that may be applied to enhance RapidRide implementation timelines.
Recommendation 13 – Resource Management Plan (In Progress)	Capital has started several initiatives to improve resource management, and more improvements are planned in the future. The recommendations from the Comprehensive Project Review initiative have been implemented. Updates to project schedules that include evaluation of staffing capacity are continuing through the Comprehensive Project Management Tool (CPMT) Reset initiative. Work has been identified and scheduled to:	Effective planning and portfolio resource management leads to responsive resource allocation decision-making contributing to improved RapidRide delivery outcomes.

Audit recommendation	Efforts Metro has taken in response to Audit recommendations	How efforts could expedite Capital delivery, including development of planned RapidRide lines
	1. Develop guidelines for how all units work on a project as a team from project intake to project closeout 2. Outline planning level resource review to be completed prior to the start of a project with a charter to define resource roles, time requirements, and core team members. 3. Establish guidelines for staffing resources required for each type of project. 4. Develop approach for identifying staffing assignments at project inception. 5. Perform quarterly reviews to verify and adjust project staffing 6. Optimize how engineering supports availability, based on learnings from external partnerships and recruitment/retention over time. 7. Optimize consultant resources for project management. 8. Create project escalation/decision-making structure.	
Recommendation 14 – Escalation and decision-making, roles and responsibilities (In Progress)	Work has been identified and scheduled under Capital's Business Improvement Framework to refine, document, and train on roles for all team members in the life cycle of a project, including guidelines for escalation and decision-making and creating a project escalation/decision-making structure.	Clear escalation roles, within project team and management structures, reduce ambiguity and decision lag, accelerating issue resolution during RapidRide development.
Recommendation 15 – Escalation and decision-making, update guidance (In Progress)	Work has been identified and scheduled under Capital's Business Improvement Framework to refine, document, and train on roles for all team members in the life cycle of a project, including	Updated guidance documents ensure faster response times and empower teams to act, reducing delays on RapidRide projects.

Audit recommendation	Efforts Metro has taken in response to Audit recommendations	How efforts could expedite Capital delivery, including development of planned RapidRide lines
	detailed capital project specific guidelines for escalation and decision-making and creating a project escalation/decision-making structure.	
Recommendation 16 – Project sponsors, clarify role and process to assign (Progress/Open)	Work has been identified and scheduled under Capital's Business Improvement Framework to refine, document, and train on roles for all team members in the life cycle of a project, including the role of the sponsor.	Clarifying sponsor roles ensures accountability, issue resolution, and support, helping RapidRide projects navigate complex decisions more efficiently.
Recommendation 17 – Lessons learned, create repository (Done)	A lessons learned repository has been created.	A lessons learned repository enables RapidRide teams to capture past insights so that recurring issues can be mitigated through institutionalized knowledge, facilitating continuous improvement, risk reduction, and enhanced delivery performance.
Recommendation 18 – Lesson learned, create practice to review (In Progress)	Work has been identified and scheduled under Capital's Business Improvement Framework to develop, document, and implement a standard practice for project teams to review lessons learned as part of planning future projects.	A formal review process institutionalizes learning, avoiding recurring issues and accelerating delivery leading to continuous improvement in RapidRide project execution.
Recommendation 19 – Lesson learned, management review (In Progress)	A process for management review of lessons learned was implemented in May 2025. Lessons learned are being analyzed and reported to the Capital Strategic Leadership Team on a quarterly basis. Reports will include a summary of the analysis and suggested actions.	Management review of lessons learned reinforces organizational learning, helping future RapidRide lines avoid delays experienced in prior projects and mitigate other project risks.

C. A Description of the Efforts Metro Transit Has Taken to Change Its Capital Delivery Process Based on Best Practice or Past Experience

C.1 Brief Summary of Issues to be Addressed

Section C responds to the Proviso request, as stated, “A description of any efforts the Metro transit department has taken to change its capital delivery processes based on best practices for capital delivery identified or implemented by peer agencies or based on the Metro transit department's past experiences with partner jurisdictions and agencies that own and operate the right-of-way on which RapidRide lines run.”

C.2 Metro Efforts to Change Capital Delivery Processes

Table 5 in the previous section provides an overview of Capital Delivery actions taken or underway that respond directly to audit recommendations, in support of enhanced capital delivery processes. The actions described in this section reflect additional efforts developed specifically to address process challenges and delivery needs unique to RapidRide projects. The Capital Division embraces continuous improvement and employs a ‘Plan-Do-Check-Adjust' approach to the delivery of Metro capital projects and programs. Delivering partnership projects across multiple jurisdictions, including RapidRide lines, requires strong inter-governmental working relationships and agreements.

Based on experience from current RapidRide lines and on best practices, Metro Capital Delivery has made the following process changes:

- As informed by lessons learned from the recently opened RapidRide G Line and the current construction phase of RapidRide J Line, Capital Delivery is improving its communication with partner agencies in support of issue resolution, more efficient issue escalation pathways, more timely inter-agency decision-making, and minimizing risk of future project delays. Ongoing improvements in these areas continue to be pursued with partner agencies.
- For both the RapidRide I and J Lines, Metro ordered the Kit of Parts (shelters and technology pylons) in one large batch, well in advance of installation schedule, resulting in minimizing the risk of future critical path delays.
- As informed by recent RapidRide I Line experience, Capital Delivery has increased investment in utilities conflict base mapping and potholing prior to 60 percent design. This includes full-width and depth potholing for future pole locations when feasible. This approach significantly reduces the risk of an unanticipated utilities conflict being found in the field, resulting in minimizing the risk of future project delays.
- For RapidRide K Line, Metro weighed property site control as a major criterion when selecting a location for the line’s north terminus, resulting in minimizing risk of future project delays.

Each process change listed above reduces the risk of future project delays, and each change can be applied to all future RapidRide projects as they move through design and implementation. Capital Delivery will continue to monitor RapidRide line schedule risk, evaluate how to implement process change to minimize risk, and determine how to apply each opportunity to all future RapidRide lines.

D. Legislation Necessary to Expedite Metro Transit Department Capital Delivery Processes

D.1 Brief Summary of Issues to be Addressed

Section D will respond to the Proviso request, as stated, "Any legislation necessary to expedite Metro transit department capital delivery processes, including any legislation necessary to expedite the development of planned RapidRide lines."

D.2 Proposed Legislation to Expedite Capital Delivery Processes

King County Metro suggests two (2) pieces of legislation toward expediting the capital delivery process of future RapidRide Lines.

D.2.1 Property Acquisition

This proposed legislation, via King County Ordinance, would grant King County Metro, at the start of the project, the authority to acquire property rights for that planned RapidRide line "under the threat of condemnation." That means that Metro would still follow all federal, state, and local requirements for property acquisition and would use all reasonable efforts to acquire property rights through negotiated settlement. However, the proposed ordinance would allow, but not require, Metro to use eminent domain, if necessary, after negotiations reached an impasse – an inability for both parties to agree to an outcome – without having to take each individual property to the County Council for review. The major difference would be in timing – granting the project the authority to use condemnation, if necessary, early in the project.

Metro, along with the Department of Natural Resources and Parks Wastewater Treatment Division (WTD), has unique condemnation powers relative to other agencies or departments in King County. Metro and WTD inherited the rights and responsibilities of the former Metropolitan Municipality of Seattle when that entity was absorbed into King County in the 1990s. RCW 35.58.320 grants metropolitan municipal corporations the power to acquire necessary property rights by purchase and condemnation, and RCW chapters 8.08 and 8.12 authorize counties and cities, respectively, to condemn property for public use. As such, the County Council could allow both WTD and Metro to exercise project-specific condemnation authority.

New RapidRide expansion projects, especially those implementing RapidRide 2.0 passenger facilities, represent significant capital investments both at a corridor-level and at each station location, including larger station footprints. These projects are prime candidates for federal funding via Federal Transit Administration (FTA) Small Starts Grant funds. While the FTA does not explicitly require Small Starts recipients to acquire property via eminent domain, grant recipients are expected to deliver on the promised ridership, amenity, and speed and reliability gains proposed in the grant application, which can be difficult if the project team is unable to secure the property rights needed to build all planned improvements. Small Starts grants also require Metro to guarantee operational certainty and continuing control of transit benefits that the FTA has invested in for a period of time after project implementation – for I Line, operational certainty for five years and continuing control over the property and improvements for their useful life. Small Starts projects are required to provide both shelters as well as route and schedule information at all stations, which increases the station footprint size over "legacy" RapidRide projects where some stations were constructed as flag stops. In addition, Small Starts projects must provide faster

passenger travel times through congested intersections by using queue jump lanes and/or signal priority. These types of improvements often impact multiple properties and can also be difficult to implement if the project is unable to acquire the necessary underlying property rights. When the FTA evaluates grant applications, project funding is dependent on the project's rating performance, which is evaluated based on the projected mobility improvements, environmental benefits, congestion relief, economic development effects, land use, cost-effectiveness, and local financial commitment, so these types of improvements – the larger stations, the continuous corridor improvements like queue jump lanes – are necessary components of RapidRide projects not only to provide those benefits to the riding public but also to positively affect the project's rating performance for grant consideration purposes.

For many reasons – design changes due to jurisdictional review or input or the requests of property owners, ownership interests changing, and many other factors – property negotiations can take several years to secure property rights necessary for the construction, operation, and maintenance of a planned RapidRide Line. For example, presently the I Line project, which is gearing up for the start of construction, has open property negotiations that have been in process from anywhere between seven months to three years. If, after exhausting all avenues of negotiation an impasse is reached, Metro could request authority to exercise eminent domain to acquire the property rights for a specific property via the legislative process. Eminent domain is a common approach in major transit corridor projects like RapidRide, routinely utilized by agencies or government entities when seeking to acquire interests in multiple parcels for linear projects. Maintaining schedule certainty for a large, complex capital project like RapidRide is certainly one benefit of gaining project-specific condemnation authority by adopting an ordinance in advance at a project level.

Note that King County WTD's Real Property Acquisition and Relocation Procedures and Guidelines[17] state that property acquired by DNRP, "whether acquired cooperatively or through eminent domain litigation, will be acquired 'under the threat of condemnation.' " Many other transportation agencies like WSDOT and Sound Transit follow a similar approach, which also benefits the project by exempting acquisitions from paying real estate excise tax (REET) on any properties acquired by a governmental agency "under the threat of condemnation." The property acquisition steps used by agencies with this authority mirror the steps used by Metro, with only the timing of the County Council determination differing. All property owners are entitled to just compensation, construction mitigation, property restoration, and relocation (if eligible and necessary) either way; and the need to reach a negotiated settlement with property owners wherever reasonably possible remains. Without legislation like the proposed ordinance, however, each property or group of properties must be proposed and reviewed via initiating an ordinance through the legislative process at the time the negotiations have already reached an impasse, which can lead to some project delay. If the County Council is interested in taking this approach to RapidRide projects, Metro should propose and implement as part of its real property acquisition policy an additional step that would allow property owners a final hearing, either with Metro leadership or some other authoritative body, to ensure they have an opportunity for redress once negotiations have been declared at an impasse but before a condemnation action is taken. Although the RCW requirement for property owners to receive a "notice of final action" is already satisfied through the ordinance process, implementing an additional means of formal notification to and ability to hear from property owners once impasse is declared would provide an additional check on the process and ensure that property owners have every opportunity to speak on their own behalf before an action is taken.

[17] Wastewater Treatment Division's Real Property Acquisition and Relocation Procedures and Guidelines [LINK]

Metro submits this proposed legislation for King County Council consideration.

D.2.2 Streamlining Design and Permitting Reviews by Local Jurisdictions

Metro recommends that when investing in RapidRide, Metro and its partner jurisdictions should enter into Intergovernmental Agreements (IGAs) that define project priorities, set mutual goals and commitments for both parties, help identify early in the project any significant risks, and can extend beyond fiscal year budgets. Such agreements would ideally be finalized prior to the start of the design phase, soon after the Locally Preferred Alternative (LPA) is adopted by the County Council, and the County Council would approve the agreement and the commitments made therein. Public transportation projects of all kinds face significant timeline challenges from the permitting process, both environmental and otherwise. This issue is so common that the Washington State Legislature proposed ESHB 1902 in 2025, directing the Washington State Department of Transportation (WSDOT) to convene a working group, made up of several state agencies as well as external partners, to develop recommendations to streamline the permitting of transportation projects. That partnership approach is the most practical solution to addressing permitting review timelines.

While it is possible that RapidRide improvements could fall under the ESHB 1902 working group's scope of work and could benefit from recommendations for streamlining permitting processes, Metro proposes to enter IGAs to reduce project costs and duration, align priorities and legal requirements with partner jurisdictions, and commit to timelines, processes, and interests in permitting and other project-supportive activities. IGAs could yield the following benefits:

- **Reduce Project Costs**. Project cost is directly tied to risk and schedule. An agreement that helps identify and mitigate risks in a RapidRide project, as well as commits to processes and timelines, will help reduce project costs and accelerate delivery, as detailed below.
- **Align Priorities.** Metro already does significant work with partner jurisdictions in the planning phase of RapidRide projects to ensure priorities are aligned. The results are easy to identify – letters of support from the cities of Kent, Auburn, and Renton for the I Line Small Starts grant application and appearances before the King County Council by the Mayors of Kirkland and Bellevue in support of the recently-adopted K Line alignment ordinance are both examples of the result of this cooperation. Incorporating those priorities into an intergovernmental agreement could help keep focus on project priorities throughout project development, design, and construction.
- **Identify Legal Requirements**. Every jurisdiction has its own transportation plans, its own priorities based on its constituents' needs and preferences, and therefore its own permitting standards. Understanding the types of permitting required for the different types of project improvements early in the project helps the project team both identify the underlying design requirements as well as the deliverables that will be needed to support the permitting review by the jurisdiction. Will the project be permitted as a private development would, or as a public works project would be permitted? Understanding partners' priorities around transportation and streetscape helps Metro propose more appropriate alternatives when RapidRide design standards or transit best practices conflict with those requirements. In addition to permitting, RapidRide projects often require entering into a variety of agreements; understanding the legal requirements around those agreements – for example, do they need to be approved by the jurisdiction's city council,

and if so, what does that process look like? Memorializing that understanding early in the project provides more schedule certainty and budget estimates.

- **Commit to Timelines and Processes**. Identifying permit review processes and timelines early in the project will also help with schedule and budget certainty. When Metro can provide certainty around its permit submittal timelines, jurisdictions are more able to plan and staff appropriately for those reviews and commit to review timelines in their turn. Committing to the number and type of required permits, as discussed above, helps the project maintain the schedule and budget as well. Metro and the jurisdictions should work together to identify other processes or requirements that could help accelerate project delivery. For example, for property that will be used for roadway improvements, could Metro acquire the property "on behalf of" or in the name of the jurisdiction, to save having to dedicate properties before or after construction? If dedications will be needed, what title-based requirements do the jurisdiction impose, and what are the timelines and processes related to dedications? At what point in the project will substantial design changes no longer be accepted? Are there mechanisms available to expedite certain permit reviews and do any of the project's permits qualify for expedited review processes?
- **Other Project-Supportive Activities**. Jurisdictions have other tools they could use, if they choose, to support more efficient delivery of RapidRide projects. For example, a jurisdiction could offer to exercise its franchise authority for the project, which would remove the need for Metro to perform utilities relocations (and design) and shift that burden to the utilities instead. In addition, identifying the project decision-making structure, how to escalate in case of conflicts, and how the project will handle betterments (vs. design requirements) can provide certainty for both the Metro project team and the jurisdictional partners.

While each project is different and flexibility must be ingrained in the process to allow jurisdictions to express individual priorities and processes reflecting the needs and preferences of their constituents, Metro has developed an outline for a template Intergovernmental Agreement to use as a starting point for discussions with Metro's partner jurisdictions. Although this idea is new to the RapidRide program, there were plenty of large transit project-related examples for Metro to model its own approach after, for example, the agreement between the City of Portland, Oregon and Tri-Met for the construction of the Portland-Milwaukie Light Rail extension project; or closer to home, the agreement between the City of Bellevue and Sound Transit for the construction of the East Link light rail project. Entering into such an agreement early in the design process should add enormous benefit to the project through cost and schedule certainty but also benefit permitting authorities by providing more certainty around Metro's incoming design submittals and the associated timing, allowing them to plan staff workload and commit to review timelines that actually work for their processes. The commitment from Metro to meet design submittal timelines and any other obligations incurred in such an agreement is a bit daunting in light of the subject of this report; however, taking such an approach – asking Metro's partners to commit alongside its commitments – may be the most effective way to expedite RapidRide projects.

Metro requests that the King County Council consider entering into such Intergovernmental Agreements for RapidRide projects and, when presented with the occasion, to assist Metro in expediting review and acceptance of the agreements as possible.

VI. Conclusion/Next Steps

This *Expediting RapidRide Report* outlines steps Metro is taking to address schedule delay and to improve processes. Metro concludes this report with next steps toward implementing RapidRide projects faster.

Metro will move forward with RapidRide lines currently under development, using the strategies identified in this report for mitigating schedule delay and applying industry best practices. The RapidRide Program will work with Metro's Project Controls Office to perform schedule analyses on each RapidRide expansion line to determine how schedule delays impact the critical project activities. The RapidRide Program will work with Capital Delivery toward completing all process milestones according to prescribed timeline targets, including routine maintenance of Capital-required Comprehensive Project Management Tool (CPMT) inputs. Lastly, RapidRide Program will communicate regularly with jurisdictional partners and project stakeholders on any risks to project schedule.

As Metro's Capital Division continues to advance its business transformation, several next steps are identified in response to the audit and incorporated into the Business Improvement Framework (BIF). These include finalizing the BIF implementation plan, clarifying roles and responsibilities, and monitoring improvement activities to ensure meaningful progress over time. The Capital Division also plans to prioritize resource planning and improved project cost and schedule estimating. These efforts will directly support more consistent, accountable, and transparent delivery practices for capital projects. The BIF, grounded in King County's True North values, centers on equity, safety, and stewardship in how Metro delivers projects, provides the structure and momentum to evolve systems, improve delivery outcomes, and ensure accountability.

VII. Appendices

Appendix A – RapidRide Expansion Program Manual Framework for Planning (2019)

Appendix B – Delivery of a RapidRide Line Exhibits for RapidRide I Line, K Line, and R Line

Appendix C – Business Improvement Framework (2025-2029)

RapidRide Expansion Program Framework for Planning

Prepared for

King County METRO

Prepared by

Parametrix

and

S&A COMMUNICATIONS

and

Acutanza STS

December 2018

CITATION

Parametrix. 2018. Framework for Planning.
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ACRONYMS AND ABBREVIATIONS

APD	alternative project delivery
ATC	alternative technical concepts
BAT	business access and transit
BRT	bus rapid transit
CBD	Central Business District
CM	Construction Manager
CPARB	Capital Projects Advisory Review Board
CPAU	Corridor Planning and Upgrade
CPMWG	Capital Project Management Working Group
DB	design-build
DBB	design-bid-build
designer	designer of record
FTA	Federal Transit Administration
FTE	full-time equivalent
GC/CM	General Contractor/Construction Manager
GMP	Guaranteed Maximum Price
HCT	high-capacity transit
IT	Information Technology
MACC	maximum allowable construction cost
Metro	King County Metro
NAR	New Asset Record
NEPA	National Environmental Policy Act
ORCA	One Regional Card for All
pDB	progressive design-build
PIO	Public Information Officer
PIP	Public Involvement Plan
PM	Project Manager
PM/CM	Project Manager/Construction Manager
PMP	Project Management Plan
PRC	Project Review Committee appointed by CPARB
QA/QC	quality assurance/quality control
QV	quality verification

ACRONYMS AND ABBREVIATIONS (CONTINUED)

RCW	Revised Code of Washington
RFI	Request for Information
RFP	request for proposals
RFQ	request for qualifications
RREP	RapidRide Expansion Program
RTIS	real-time information sign
SAFTP	standalone fare transaction processor
SDOT	Seattle Department of Transportation
SEPA	State Environmental Policy Act
Sound Transit	Central Puget Sound Regional Transit Authority
ST2	Sound Transit 2
ST3	Sound Transit 3
TCRP	Transit Cooperative Research Program
tDB	traditional design-build
TRB	Transportation Research Board
TSP	transit signal priority
WBS	work breakdown structure

1. INTRODUCTION AND PURPOSE

The RapidRide Expansion Program (RREP) Framework for Planning is a guidance document for King County Metro (Metro) staff that summarizes the planning process to be used in the development of future RapidRide lines. It is meant to be used as a resource manual for project staff to illustrate Metro's approach to building out the RapidRide network as envisioned in METRO CONNECTS. Given the breadth of the planned network growth, it is anticipated that using a standard planning process will streamline delivery of RapidRide lines by creating familiarity with a process and furthering the ability to pass on institutional knowledge gained from one line that will be applicable to the next. This document provides an overview of the past processes used to deliver RapidRide projects and sets the foundation for completing work associated with future RapidRide lines.

While useful to a variety of Metro staff, the primary audience for the RapidRide Expansion Program Framework for Planning are those who will be focused on the day-to-day tasks related to delivery of a RapidRide project, particularly future line leads. The information contained in this framework document is intended to inform and educate Metro staff regarding the project delivery process. It also includes resources and document examples that can be used by project staff to develop successful outreach processes associated with public involvement and government relations.

The RapidRide Expansion Program Framework for Planning details six primary components of the RREP planning process:

- Program Delivery Schedule: Describes the process employed to prioritize delivery of the RapidRide corridors identified in METRO CONNECTS and includes a potential schedule for development of the next six RapidRide corridors.
- Resource Plan: Provides an assessment of the anticipated staff resource needs associated with delivery of a RapidRide line as well as the planning tool used to estimate these needs.
- Delivery Process Roadmaps: Provide visual descriptions of the sequencing of project delivery phases for a variety of audiences.
- Alternative Project Delivery: Describes the options available to Metro to deliver future RapidRide lines beyond the traditional design-bid-build (DBB) process and contains a decision-making tool for identifying the appropriate process for a given project.
- Public Involvement: Describes Metro's public outreach strategies for each phase of RapidRide project development.
- Government Relations: Provides a framework to guide Metro's intergovernmental communications with King County Councilmembers as well as elected officials and technical staff from partner jurisdictions.

2. PAST RAPIDRIDE PLANNING EFFORTS

RapidRide is Metro's bus rapid transit (BRT) service. Planning for RapidRide began with the passage of the Transit Now initiative by King County voters in November 2006. Transit Now identified five BRT lines for implementation throughout the county to travel on the following corridors[1]:

- Federal Way-Tukwila via Pacific Highway South (A Line)
- Bellevue-Redmond via Crossroads and Overlake (B Line)
- West Seattle/Downtown Seattle via West Seattle Bridge (C Line)
- Ballard/Seattle Center/south downtown stadium area via 15th Avenue NW and W Mercer Street (D Line)
- Shoreline/Downtown Seattle via Aurora Avenue N (E Line)

The Transit Now initiative identified the following BRT features as part of the network of routes:

- High-frequency operation (defined as 10 minutes or less)
- Faster, more reliable trip times through speed and reliability improvements
- Improved shelter waiting areas with real-time information at major stops
- Low-emission hybrid diesel-electric buses
- Branded buses and facilities with a unique look and feel

In addition to the funding provided by the Transit Now initiative, several RapidRide lines were developed with funds from state and federal grants.

One of the first steps in planning and implementation of the RapidRide system was development of a Kit of Parts of passenger facilities. The Kit of Parts included uniquely branded and designed shelters, tech pylons with real-time arrival signs and One Regional Card for All (ORCA) card readers for off-board fare payment, RapidRide signage, blade markers, benches, litter receptacles, and bicycle hoops. All stops along a line were identified for investments based upon their daily ridership. Upgraded stops were developed with elements from the Kit of Parts. Stations had the highest number of daily boardings and the greatest investment, with large shelters, tech pylons, audible arrival information, and a backlit route map.

In addition to the passenger facilities included in the Kit of Parts, Metro installed speed and reliability improvements, such as transit signal priority (TSP). In many instances, RapidRide lines traveled along corridors that had business access and transit (BAT) lanes or other speed and reliability improvements installed by the cities through which they traveled. Cities were consulted to identify additional improvements that could be developed to facilitate successful implementation of RapidRide service. Metro planned, designed, and built capital improvements to support service using the traditional DBB method.

The RapidRide lines included in the Transit Now initiative were implemented in the following order:

- A Line: October 2010
- B Line: October 2011
- C and D Lines: September 2012
- E Line: February 2014

[1] Line letters were not identified as part of the Transit Now initiative; they were assigned to a line upon its development.

The next line initiated was the F Line, running between the Burien Transit Center and The Landing in north Renton, which began service in June 2014. This was the first line implemented that was not included as part of the Transit Now initiative. Implementation of each RapidRide line was accompanied by network service changes. In many instances, these restructures were designed to shift riders to the RapidRide lines.

Since implementation, Metro has continued to modify and improve the first six RapidRide lines. The C and D lines, originally interlined, were disconnected and their routing through downtown Seattle and termini revised in March 2016. Cities have continued to install speed and reliability improvements, including bus-only lanes and queue jumps.

3. IMPLEMENTATION OF THE RAPIDRIDE EXPANSION PROGRAM

METRO CONNECTS, Metro's long-range vision for its future growth, includes a plan for expansion of the RapidRide network. It identifies 20 new lines for implementation by 2040, with RapidRide service envisioned throughout King County. METRO CONNECTS describes the need for additional speed and reliability improvements that will contribute to the successful implementation of the future lines and the importance of partnerships with cities and other transit and transportation agencies in their development.

The RapidRide network envisioned in METRO CONNECTS is a fundamental part of the larger regional high-capacity transit (HCT) network. The RapidRide Network will serve independent utility connecting activity centers throughout the region via HCT bus rapid transit. Additionally, it will connect with the Central Puget Sound Regional Transit Authority's (Sound Transit's) Link light rail, Sounder commuter rail, and BRT service to a broader transit market via service integration. METRO CONNECTS identifies an interim 2025 timeline for implementation of a portion of the future RapidRide network, but it does not identify a specific timeline for each line associated with the expanded network. Figure 3-1 displays the planned future RapidRide network.

Since adoption of METRO CONNECTS, Metro has been planning for expansion of the RapidRide network. Metro has established the RREP to manage all aspects of delivery for future lines. The RREP:

- Serves as the umbrella under which all capital planning, design, and construction work will be undertaken
- Includes community outreach and government relations staff to ensure Metro performs the proper levels of outreach with the public and partner agencies through all phases of work
- Prepares communications tools, including project delivery roadmaps, to help describe how the future lines will be delivered
- Forecasts resource needs to ensure Metro has sufficient staff to advance a project through the entire development process
- Develops prioritization and sequencing for delivery of RapidRide lines
- Interfaces with service planning efforts associated with the beginning of service on each line

In addition to METRO CONNECTS, the transit and transportation planning efforts by cities with future RapidRide lines will also be incorporated into the RREP. Of particular note is the City of Seattle, whose Transit Master Plan identifies seven future RapidRide corridors as well as the capital improvements required to support service. Preliminary and final design work for several of these lines (G Line, H Line, Corridor 1071 [Rainier], and Corridor 1013 [Roosevelt]) has already begun. The Seattle Department of Transportation (SDOT) is serving as the lead agency for development of the G Line, as well as the lead for preliminary design work on Corridors 1071 and 1013. Work on the H Line is being divided between Metro and SDOT, with SDOT leading the preliminary and final design work for the portion of the line located in the City of Seattle and Metro leading similar work located in the City of Burien. For additional work on RapidRide corridors located in the City of Seattle, roles such as lead agency, planning and design partner, and reviewing agency will be identified on a project-by-project basis in accordance with the programmatic memorandum of understanding between SDOT and Metro. Total cost for each new Metro-led line ranges from approximately $80 million to $150 million (2018$). Delivery of these lines is anticipated to be funded by Metro, cities, other transportation agencies, and grants.

Sound Transit's ongoing efforts associated with expansion of their HCT services are another factor influencing the RREP. Several existing and future RapidRide lines are expected to connect with Sound Transit service and the facilities at these locations need to accommodate the needs of passengers, including safe, efficient transfer environments, as well as operational requirements such as active bays, layover, and comfort stations. Metro

and Sound Transit will continue to coordinate planning and design efforts as the regional HCT network continues to grow.

The work planned as part of the RREP represents a higher degree of roadway capital investment than has been historically undertaken by Metro as part of RapidRide corridor development. As part of the planning process for each line, Metro may explore options associated with alternative project delivery in order to better deliver projects with scope and timelines. Discussions regarding employment of an alternate method will be coordinated with partner cities and agencies.

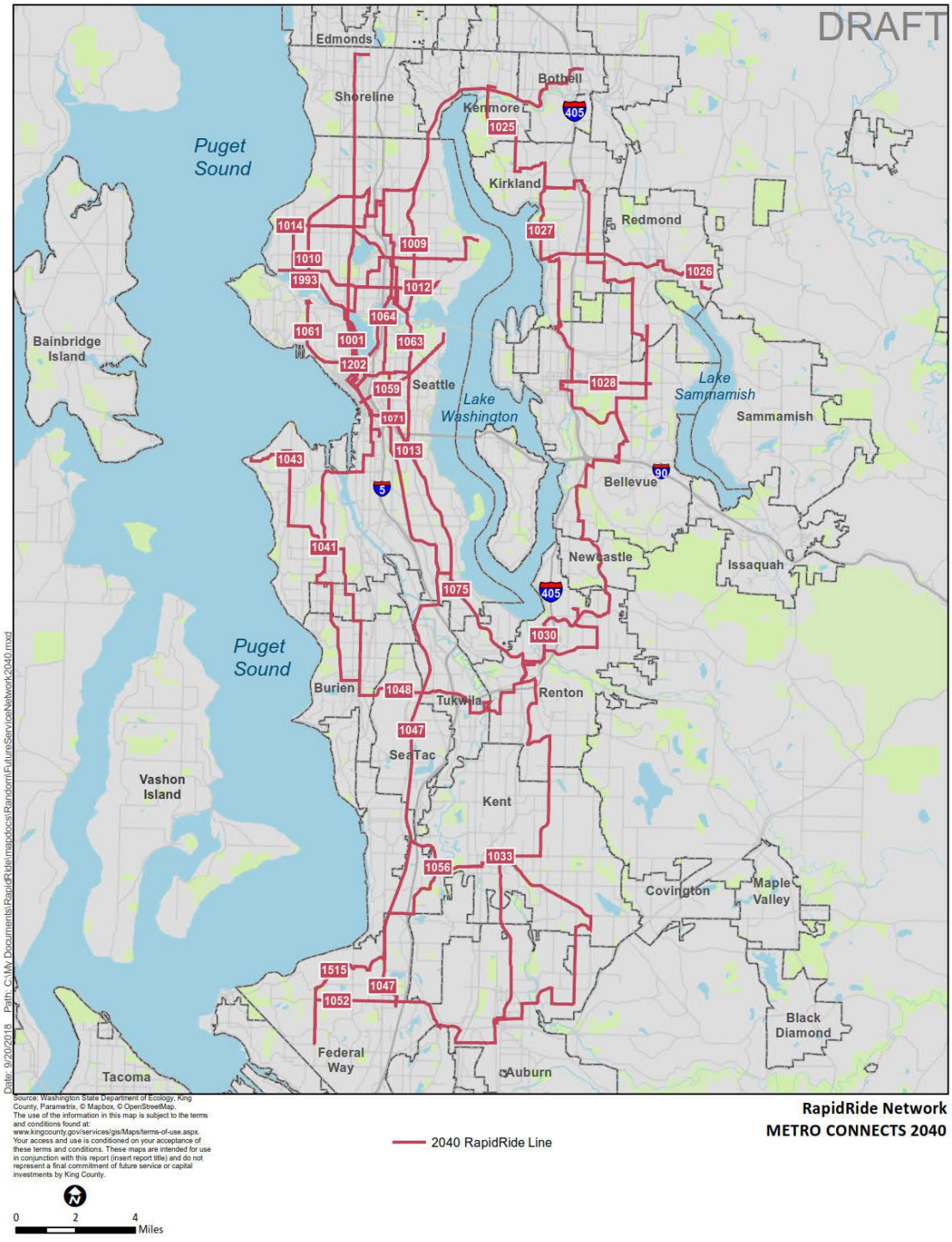


Figure 3-1. METRO CONNECTS 2040 RapidRide Network

4. PROGRAM DELIVERY SCHEDULE

4.1 Introduction and purpose

METRO CONNECTS identifies expansion of the RapidRide system, describing a network of 26 corridors by 2040. METRO CONNECTS considered the following factors in identifying corridors for RapidRide expansion:

- The interconnection of the King County high capacity transit network
- Performance of underlying routes
- Geographic distribution
- Equity and social justice
- Designated speed and reliability corridors
- Integration with ST2 and ST3 projects, the Move Seattle Initiative, and Metro's Long Range Planning efforts

More generally, each RapidRide corridor was measured for ridership, social equity, and geographic value. METRO CONNECTS identifies implementation of the lines in accordance with the envisioned 2025 and 2040 networks.

In order to guide implementation of the RREP, Metro reviewed the 22 proposed new corridors in 2018 to determine a potential delivery schedule for future RapidRide identified in METRO CONNECTS. The evaluation included quantitative and qualitative review of each RapidRide corridor, the results of which were used to assign each corridor into one of three phases for implementation. The process was not used to identify the priorities for modifications or upgrades to existing RapidRide lines.

4.2 Review approach

The RapidRide corridors were reviewed quantitatively and qualitatively based on a variety of factors and using an approach reflective of Metro's Service Guidelines.[2] Geographic value was considered in this evaluation, with the intent of providing investment throughout the county to build a regional high capacity transit network.

4.2.1 Quantitative Evaluation

The RapidRide corridors were evaluated quantitatively resulting in an initial ranking. The evaluation factors were chosen based on agency priorities that Metro has identified and that are based in the Service Guidelines, including growing transit ridership and focusing on equity and social justice. The factors used to quantify those priorities are summarized in Table 4-1.

[2] For this evaluation, the alignments for Corridors 1013, 1033, 1063, and 1071 have been modified to reflect planned changes identified since the adoption of METRO CONNECTS.

Table 4-1. RREP Delivery Program Prioritization Factors – Quantitative Evaluation

Factor	*Description*	*Calculation*
Percent Poverty	Percentage of census tracts along the length of the corridor that are designated as low-income tracts.	If the proportion of a tract's population living below 200% of the poverty level exceeds the proportion of the county's population living below 200% of the poverty level, the tract is designated a low-income tract.
Percent Minority	Percentage of tracts along the length of the corridor that are defined as minority tracts.	If the proportion of a tract's population that is other than "Non-Hispanic, White Alone" exceeds the proportion of the county's population that is other than "Non-Hispanic, White Alone", the tract is designated a minority tract.
Future Daily Boardings	The anticipated number of future daily riders based on existing or forecast boardings.	Three calculation methodologies were employed based upon current project development status: 1. For the G Line and Corridor 1013 (Roosevelt) projects, used official ridership projections as submitted in each corridor's Federal Transit Administration (FTA) Small Starts application. 2. For corridors that reflect existing routes in their entirety and will primarily replicate these routes, used the latest System Evaluation Report numbers for current ridership. Applied a growth factor of high (50%), high-medium (40%), medium (30%), medium-low (20%), or low (10%) to existing ridership at applicable stops for each corridor based upon the degree of change for service; population and job growth; and connectivity with high-capacity transit anticipated for each route 3. For remaining corridor alignments, employed a two-phase analysis: a. Applied a growth factor of high (50%), high-medium (40%), medium (30%), medium-low (20%), or low (10%) to existing ridership at applicable stops of composite routes for each corridor based upon the degree of change for service; population and job growth; and connectivity with high-capacity transit anticipated for each route. b. For corridor segments that are not reflected in existing routes, assumed ¼ mile stop spacing and used an average of stop ridership value based on the closest existing service that would be folded into RapidRide service.

Scores for the three factors were assigned to each RapidRide corridor based on performance relative to the other corridors. These scores were then weighted at 50% Equity and Social Justice (combined Percent Poverty and Percent Minority) and 50% Future Daily Boardings to determine an overall initial ranking for each corridor. Table 4-2 displays the results of the initial quantitative evaluation for each corridor. As identified in the associated key, darker colors represent a higher score in a given category and lighter colors represent a lower score.

4.2.2 Qualitative Review

The RapidRide corridors were also evaluated qualitatively according to additional factors: Existing partnership commitment, Importance to the regional high capacity transit network, and an overview of the complexity of implementing the corridor.

These factors were not quantified and were instead used as qualitative evaluation criteria.

Existing partnership commitment was assessed based upon features such as whether a project is currently in progress, financial commitments, existing Federal Transit Administration or other grant applications, or expressed agency commitments to participate in development of a corridor. A RapidRide corridor was classified as important to the high capacity transit network if it provided unique coverage on corridors that warrant high capacity transit service or if the

corridor would provide the additional frequency in service needed to support connections and transfers to Link stations. Corridor complexity was reviewed based on length of corridor, number of jurisdictions impacted and likelihood of Federal Transit Administration funding. Corridor complexity did not ultimately provide meaningful differentiation between corridors and was not used as a final evaluation factor.

Table 4-2. Quantitative Evaluation Results

Line / Corridor	Current Routes	To/Via/From (Corridor Name)	Corridor Length (miles)	Primary Service Area (North, East, South)	Percent Poverty (max. 5 points)	Percent Minority (max. 5 points)	Future Daily Boardings (max. 10 points)	Composite Score (max. 20 points)
Corridor 1071	7	Seattle CBD/Mount Baker/Rainier Beach (Rainier)	5	North	26%	49%	13,503***	19
G Line	11, 12	Madison Valley/Seattle CBD (Madison)	2.5	North	20%	34%	12,327*	17
Corridor 1064	36, 49	University District/Capitol Hill/Beacon Hill/Othello	10	North	23%	50%	13,073***	17
H Line	120	Burien Transit Center/Westwood Village/Seattle CBD (Delridge)	13	North	21%	49%	11,180**	16
Corridor 1013	67, 70	Seattle CBD/Eastlake/University District (Roosevelt)	10.5	North	22%	37%	17,190*	16
Corridor 1063	48	University District/Central Area/Mount Baker	10.5	North	22%	52%	7,062***	16
Corridor 1033	169, 180	Renton/Kent/Auburn	16.5	South	17%	53%	7,717***	14
Corridor 40RR	40	Northgate/Ballard/Seattle CBD	13.5	North	14%	29%	15,600**	14
Corridor 1056	164, 166	Highline Community College/Kent/Green River Community College	12	South	23%	52%	4,119***	14
Corridor 1009	372	Bothell/Lake City/University District	15	North	20%	31%	10,400**	14
Corridor 1012	44	Ballard/Wallingford/University District	6	North	21%	25%	11,440**	13
Corridor 1061	8, 11	Uptown/South Lake Union/Capitol Hill/Madison Park	7.5	North	12%	26%	17,999***	13
Corridor 1202	62	Sand Point/Green Lake/Fremont/Seattle CBD	11.5	North	15%	27%	9,859***	13
Corridor 1030	240, 245	Overlake/Newcastle/Renton	17.5	East	13%	49%	6,154***	12
Corridor 1014	45	Loyal Heights/Greenwood/University District	6.5	North	20%	27%	8,405***	12
Corridor 1027	234, 235, 271	Totem Lake/Bellevue/Eastgate	14.5	East	9%	34%	5,034***	11
Corridor 1052	181	Twin Lakes/Federal Way/Green River Community College	14	South	16%	46%	3,150***	11
Corridor 1075	105, 106	Renton Highlands/Renton/Skyway/Rainier Beach	11	South	20%	69%	4,661***	11
Corridor 1043	128, 131	Alki/Alaska Junction/White Center/Burien	11.5	North	15%	39%	4,260***	10
Corridor 1515	183, 901	Kent/Star Lake/Twin Lakes	11.5	South	19%	53%	1,250***	10
Corridor 1025	234, 235	Kenmore/Totem Lake/Overlake	15.5	East	7%	33%	1,972***	6
Corridor 1026	248	East Redmond/Kirkland/Redmond	7.5	East	7%	40%	1,363***	6

Bold font indicates routes for which the alignment differs from METRO CONNECTS
* Ridership reflects official projections as submitted in each corridor's FTA Small Starts application
** Ridership reflects forecasts based upon ridership on existing routes in their entirety
*** Ridership reflects forecasts based upon composite routes

Key

	Lowest Ranking
	Highest Ranking

4.3 Expansion phases

Based on the results of both the quantitative and qualitative evaluation, the corridors were divided into three prioritized phases for expansion of the RapidRide system. The first phase includes 6 corridors, the second phase includes 7 corridors, and the third phase includes the remaining corridors. Corridors in Expansion Phase 1 are those identified for implementation first, with those included in Phases 2 and 3 implemented in later years. While these phases represent priorities for implementation, actual implementation scheduling may vary to account for available funding, constructability, and other factors.

Table 4-3 summarizes the corridors included in Expansion Phase 1, which are prioritized for delivery by 2025. All of these corridors are already underway, have existing partnership commitments, or have been identified as important to the high capacity transit network.

Table 4-3. RapidRide Network Expansion Phase 1

RapidRide Corridor	*Location (RapidRide Name)*	*Defining Factors (relative to other RapidRide Corridors)**	*Year of Service Start*
G Line	Madison Valley/Seattle CBD (Madison)	• *High Percent Poverty* • Strong Existing Partnership Commitment • Importance to HCT Network	2021
H Line	Burien Transit Center/Westwood Village/Seattle CBD (Delridge)	• *High Percent Poverty* • *High Percent Minority* • *High Future Daily Boardings* • Strong Existing Partnership Commitment • Importance to HCT Network	2021
Corridor 1033	Renton/Kent/Auburn	• *Higher Percent Minority* • *Higher Future Daily Boardings (relative to other South Service Area RapidRide corridors)* • Existing Partnership Commitment • Importance to HCT Network	2023
Corridor 1013	Seattle CBD/Eastlake/University District (Roosevelt)	• *Higher Percent Poverty* • *Higher Future Daily Boardings* • Existing Partnership Commitment • Importance to HCT Network	2024
Corridor 1071	Seattle CBD/Mount Baker/Rainier Beach (Rainier)	• *Higher Percent Poverty* • *High Percent Minority* • *Higher Future Daily Boardings* • Existing Partnership Commitment • Importance to HCT Network	2024
Corridor 1027	Totem Lake/Bellevue/Eastgate	• *Higher Future Daily Boardings (relative to other East Service Area RapidRide corridors)* • Existing Partnership commitment • Importance to HCT Network	2025

* *Italicized font* represents quantitative factors; non-italicized font represents qualitative factors

Table 4-4 summarizes the corridors included in Expansion Phase 2. Delivery of these corridors is expected after 2025, however, a timeline for their delivery has not been developed. Most of these corridors have been identified as important to the HCT network.

Table 4-4. RapidRide Network Expansion Phase 2

RapidRide Corridor	*Location*	*Defining Factors (relative to other RapidRide Corridors)**
Corridor 40RR	Northgate/Ballard/Seattle CBD	• *Higher Future Daily Boardings* • Existing Partnership commitment
Corridor 1009	Bothell/Lake City/University District	• *High Percent Poverty* • *High Future Daily Boardings* • Importance to HCT Network
Corridor 1012	Ballard/Wallingford/University District	• *High Percent Poverty* • *High Future Daily Boardings* • Existing Partnership commitment • Importance to HCT Network
Corridor 1030	Overlake/Newcastle/Renton	• *High Percent Minority* • *Higher Future Daily Boardings (relative to other East Service Area RapidRide corridors)*
Corridor 1052	Twin Lakes/Federal Way/Green River Community College	• *High Percent Minority* • Importance to HCT Network
Corridor 1056	Highline Community College/Kent/Green River Community College	• *Higher Percent Poverty* • *Higher Percent Minority* • Importance to HCT Network
Corridor 1063	University District/Central Area/Mount Baker	• *Higher Percent Poverty* • *Higher Percent Minority* • Existing Partnership commitment • Importance to HCT Network

* *Italicized font* represents quantitative factors; non-italicized font represents qualitative factors

Table 4-5 summarizes the corridors included in Expansion Phase 3. Delivery of these corridors is expected after those identified in Phase 2. Similar to Phase 2, a timeline for their delivery has not been developed.

Table 4-5. RapidRide Network Expansion Phase 3

RapidRide Corridor	*Location*
Corridor 1014	Loyal Heights/Greenwood/University District
Corridor 1025	Kenmore/Totem Lake/Overlake*
Corridor 1026	East Redmond/Kirkland/Redmond
Corridor 1043	Alki/Alaska Junction/White Center/Burien*
Corridor 1061	Uptown/South Lake Union/Capitol Hill/Madison Park
Corridor 1064	University District/Capitol Hill/Beacon Hill/Othello
Corridor 1075	Renton Highlands/Renton/Skyway/Rainier Beach
Corridor 1202	Sand Point/Green Lake/Fremont/Seattle CBD
Corridor 1515	Kent/Star Lake/Twin Lakes

* Corridor is dependent on ST3 link investments and subsequent revision to existing RapidRide lines.

4.4 RapidRide Network Expansion Phase 1 Delivery Schedule

Figure 4-1 displays the estimated delivery schedule for Phase 1 of the RapidRide network expansion. It includes the project phases with the following approximate durations:

- Preliminary Design: 12 to 14 months
- Final Design: 15 to 18 months
- Implementation: 15 to 18 months

In addition to the project phases listed, several of the corridors are expected to qualify for Small Starts funding from the FTA. This process is anticipated to last 1 to 2 years for each corridor and this has been included in the timeline for the corridors to which it is applicable. This delivery schedule is conceptual and is subject to change as planning and design for each corridor progresses.

4.5 Conclusion

It is expected that the delivery program will be revisited throughout implementation of the RREP as conditions and priorities for the RapidRide service network evolve. Changes to the data associated with the quantitative and qualitative factors for corridors, along with updated Metro priorities could result in a reordering of corridors for delivery. While Metro has no set timeline, potential milestones for reevaluation of the delivery program could include development of the biennial budget, updates to the King County Capital Improvement Program, or updates to METRO CONNECTS.

RAPIDRIDE | RAPIDRIDE EXPANSION - PHASE 1

RapidRide Corridor	Location (RapidRide Name)	Target Opening Timeframe
G Line	Madison Valley/Seattle (Madison)	Spring 2022
H Line	Burien/Westwood Village/Seattle (Delridge)	Fall 2021
I Line	Renton/Kent/Auburn	Fall 2023
Corridor 1013	Seattle/Eastlake/University District (Roosevelt)	Spring 2024
Corridor 1071	Seattle/Mount Baker/Rainier Beach (Rainier)	Fall 2024
Corridor 1027	Totem Lake/Bellevue/Eastgate	Spring 2025

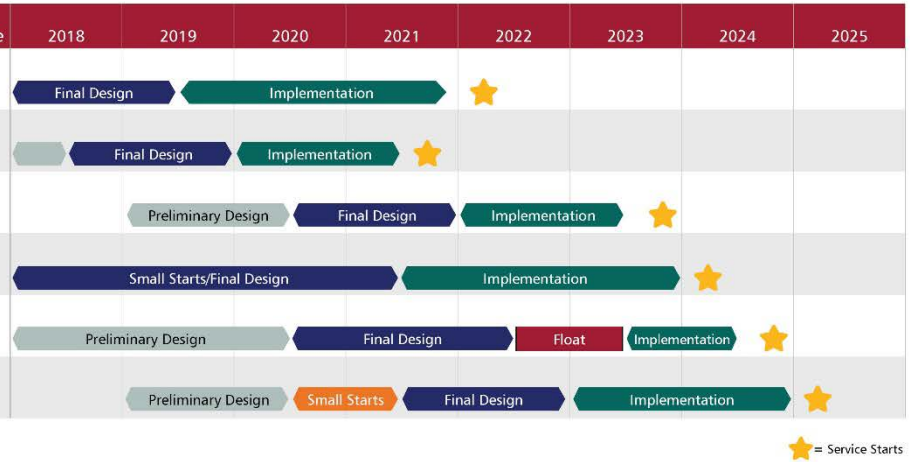


Figure 4-1. RapidRide Network Expansion Phase 1 Delivery Schedule

5. RESOURCE PLAN

5.1 Introduction

The RREP Resource Plan was developed to assist with forecasting future Metro resource needs associated with implementation of the program. Using a customized planning tool that incorporates a representative project work breakdown structure (WBS), anticipated task durations, and estimated resources needed for each task, the Resource Plan provides an overview of the forecasted Metro staff resources needed to deliver a RapidRide line. The resource planning tool was developed to allow for flexibility in estimating needs as projects become more defined and can be employed to forecast needs at the employee classification, individual RapidRide corridor, and program level.

The primary driver for comprehensive resources is the need to guide Metro's overall staffing requirements. This tool will be used by the RapidRide Program management team to forecast and communicate the program's medium- and long-range needs. Where more granular or short-term staffing estimates are available, they should be used in lieu of this analysis.

5.1.1 Limitations of the Resource Plan

While the Resource Plan provides an overview of anticipated future staffing needs for delivery of the RREP, it is based only upon Metro's current practices and procedures. It does not assume any changes to existing agreements with established labor unions. Additionally, this work does not address supplemental issues associated with implementation of future RapidRide corridors, such as the possible need for additional bus base or maintenance facility capacity, and the resources required to address them. Finally, it does not account for staff classifications that provide minimal or as-needed assistance to the project.

5.2 Resource Needs

5.2.1 Resource Planning Tool

The RREP resource planning tool was developed to perform an analysis of resources needed for implementing future RapidRide corridors. The resource planning tool identifies approximately 350 tasks needed for the delivery of a RapidRide corridor including planning, design, public outreach, service planning, construction, materials procurement, and vehicle procurement. These tasks represent the approximate summation of Metro-resourced work required to complete a corridor project. It was used to forecast Metro future full-time equivalent (FTE) employee needs to implement all phases and elements of a RapidRide corridor delivery. The tool can be used to forecast resources by Metro employee classification, individual RapidRide corridor, and programmatically for all corridors included in the RREP.

While delivery of each corridor project is expected to be a unique process, the following assumptions were incorporated into development of the resource planning tool. Changes to these assumptions could result in associated shifts in the resource needs forecast. For example, a change to Metro's current shelter fabrication process, which requires a high number of staff hours, could result in a significant impact to the resource needs forecast for this effort. The resource needs will be developed for each corridor in the early stages of project development, at which time the assumptions can be tailored to address unique needs for a given line.

1. The representative WBS was developed using Metro's existing stop and station typology.
2. The representative WBS was developed using Metro's current practices for fabrication, assembly, and installation of passenger facilities, including the existing shelter and Kit of Parts for resource estimating needs (e.g., shelter fabrication requires X number of painter hours).

3. The representative project schedule does not account for the time and resources required to acquire funding through the federal Small Starts program. Pursuit of these funds is likely to add time to a project. The schedule for an individual corridor project will need to incorporate this time if it is applicable.
4. The resource needs forecast was developed with the expectation that outside consultants would perform a significant amount of the work associated with delivery of a RapidRide line. As shown in Figure 5-1, consultant and independent contractor efforts are anticipated to equate to approximately 80 percent of the combined total Metro staff and consultant hours required for delivery of a RapidRide line, including:
    - The majority of the design and engineering work for tasks identified in the Preliminary Design and Final Design Phases.
    - Almost all construction work during the Implementation Phase (see Assumption #6).
5. The resource needs forecast was developed with the expectation that Metro would provide project management, oversight, and review of all efforts.
6. The resource needs forecast was developed with the expectation that Metro would install all bus zone amenities.
7. All efforts incorporated into the resource needs forecast are based upon existing Metro processes and procedures.
8. The representative schedule assumes project delivery employing a traditional DBB method.
9. The resource needs forecasts are based on Metro's existing employment classifications and do not include the addition of new classifications.



Figure 5-1. Estimated RapidRide Effort

5.2.1.1 Resource Planning Tool Format

The RREP resource planning tool comprises two software programs: Microsoft Project and Microsoft Excel. Microsoft Project was used to develop a WBS and associated timelines for the various tasks. Microsoft Excel was used to forecast resource needs for each task, which were subsequently entered into the WBS to calculate resource needs over the task duration. The tool is a combination of the resource-loaded WBS and Excel workbook to aggregate the information.

5.2.1.2 Representative Work Breakdown Structure

The first step in developing this tool was the development of a representative WBS for a RapidRide corridor that will be implemented as part of the RREP. The project schedule template developed by the Capital Project Management Work Group (CPMWG) served as the basis for developing a representative RapidRide corridor WBS. The representative WBS includes distinct project phases and milestones consistent with the CPMWG project schedule template. It incorporates many of the tasks included in the CPMWG project schedule template, as well as tasks included in the G Line and H Line project WBSs. Metro staff identified supplemental tasks outside of the typical capital project development process, such as public outreach and fleet procurement, for incorporation into the representative WBS.

The project phases and milestones from the CPMWG project schedule template are fixed elements that must be applied to all capital projects. The representative WBS includes other significant milestones associated with development of RapidRide corridors, such as the beginning of revenue service.

5.2.1.3 Representative Schedule

Using the tasks identified in the representative WBSs, a representative schedule for a Metro-led corridor project was developed. The duration for each task was estimated and the tasks were placed into sequence. It is anticipated that many tasks will be undertaken simultaneously among various workgroups. Durations were estimated in weeks, except for short duration tasks, which were estimated at 2 days. Milestones represent a significant point within a project phase, such as initiation or completion of a body of work. They were not assigned a duration or resource forecast. Additionally, activities or products associated with milestones do not require approval by the King County Council or other governing bodies. The representative WBS and schedule are shown in the Tier 1 Roadmap described in Chapter 6 and found in Appendix A.

The representative schedule associated with the representative WBS identifies set durations for each phase. However, it is important to recognize that the duration of a given phase may be longer or shorter during project development, subject to any number of influencing factors. This could include development of a RapidRide line employing an alternate project delivery method, as described in Chapter 4. Other factors, such as pursuit of federal funds through the Small Starts program or protracted negotiations with jurisdictional partners, could have significant impacts on the project delivery schedule.

5.2.1.4 Resource Needs Forecast

Thirty-four employee classifications with the potential for involvement in the delivery of a RapidRide corridor were identified to create a representative staffing plan. While these do not necessarily include all staff that may be involved with project development, the positions and the estimated hours forecast for each position represent the majority of total work assumed for delivery of corridor improvements. Using this plan, the forecast resource need, reported as FTE employees, was developed over the course of an individual task. For almost all tasks, the resource need was forecast to be the same for each corridor led by Metro. While it is understood that the level of effort is likely to vary depending upon factors such as corridor length and complexity of capital improvements, the forecasting attempted to capture the average resource need associated with a task, knowing that some corridors would require greater effort and others less. The representative WBS identifies variable resource needs that can be calculated for fabrication and installation of bus shelters, other passenger amenities, and tech pylons. These needs will be based upon the estimated future number of bus zones and the applicable passenger facilities along a corridor.

Resource needs for each task were estimated by individual employee classification throughout the task duration. Metro supervisors were consulted to assist with the development of estimates based on current or historic practices. It is important to note that the forecast does not include resource needs associated with

administrative support, supervision, or management during the delivery process or those associated with operations and maintenance once revenue service on a line has begun.

The sum of these estimates represents the forecast need for delivery of each RapidRide corridor, which can be further compiled to identify the total forecast resource needs for implementation of multiple corridors.

The employee classifications included in the resource needs forecast and their role associated with delivery of a RapidRide corridor are included in Table 5-1[3].

Table 5-1. Employee Classifications Included in RREP Resource Plan

Employee Classification*	RapidRide Role
Service Development	
Project Manager Line Lead	Act as the project manager for the development of the line and provide oversight of technical analysis, deployment of project resources, and coordination with the Program Director
Transit Planner – Nonmotorized Lead	Coordinate the identification and development of nonmotorized access to transit improvements
Transit Planner – Service Planning Lead	Coordinate Metro efforts related to service restructures associated with implementation of a new RapidRide line
Traffic Engineering Lead	Lead review of traffic data and analysis; approve roadway revisions designed to improve transit operations
Traffic Engineering Support Staff	Support review of traffic data and analysis; assist in development of roadway revisions designed to improve transit operations; lead the development and deployment of TSP improvements for the project
Transportation Planner – Transit Route Facilities	Coordinate the development of passenger facilities at bus zones
General Manager's Office	
Transit Planner – Community Relations	Coordinate all public outreach efforts; work with the Government Relations and Line Leads along with local agency partner Public Information Officers (PIOs)
Transit Planner – Government Relations	Work with the Line Lead to anticipate and address government relations issues
Design and Construction	
Transit Capital Project Manager	Act as the project manager for activities involving the capital division; oversee all capital project staff assigned to the project
Transit Capital Project Manager Support Staff	Assist transit capital project manager with project management tasks
Civil Engineer Lead	Lead review of civil design and approve civil plans and specifications; typically serve as Project Engineer for the project and coordinate all Metro engineering responses
Civil Engineer Support Staff	Support review of civil design and assist with preparation of civil plans and specifications
Construction Manager	Manage and provide project oversight for day-to-day construction activities
Construction Inspector	Perform construction inspections at the direction of the Construction Manager
Electrical Engineer Lead	Lead review of electrical design and approve electrical plans; support development of electrical specifications
Electrical Engineer Support Staff	Assist with review of electrical design and electrical plans
Environmental Planning Lead	Develop an environmental strategy and coordinate environmental documentation of the line with local agencies and regulatory reviewers
Permitting Specialist	Create a permitting strategy for each line and coordinate development and submittal of permit applications from local agencies
Real Estate Specialist	Create a right-of-way strategy for each line; secure right-of-way use and development rights

[3] The following employee classifications noted in Table 5-1 would be involved only in projects with trolley bus infrastructure: Structural and Architectural Engineer, Structural and Architectural Drafter, Transit Chief – Power Distribution, Utility Line Worker, and Line Material Worker.

Table 5-1. Employee Classifications Included in RREP Resource Plan (continued)

Employee Classification*	RapidRide Role
Project Controls Engineer – Procurement	Support contract procurement, amendments to contracts, and contract administration; support monthly invoicing
Project Controls Engineer – Project Controls	Support management and maintenance of scope, schedule, and budget for the project
Structural and Architectural Engineer	Lead review of plans and design associated with modifications to or installation of new trolley bus infrastructure
Structural and Architectural Drafter	Develop plans associated with modifications to or installation of new trolley bus infrastructure
Power and Facilities	
Project Manager – Power and Facilities	Oversee shelter preparation, painting, fabrication, assembly, and installation
Electrician	Wire shelter frames and mount and wire solar panel; prepare on-site electrical hook-ups
Painter	Blast, prime, and paint shelters
Radio Technician	Order, receive, and store real-time information sign (RTIS), standalone fare transaction processor (SAFTP), and associated parts; deliver RTIS to vendor for installation; install, configure, and test SAFTP at bus zones
Refurb Crew	Prepare and assemble shelters prior to painting; fabricate, assemble, and install shelters; remove existing shelters and prepare site
Sign Specialist	Install signs at bus zones
Transit Chief – Power Distribution	Oversees installation, maintenance, and modifications to the overhead catenary system
Utility Line Worker	Install, maintain, and modify the overhead catenary system
Line Material Worker	Install, maintain, and modify the overhead catenary system
Systems Development and Operations	
Information Technology (IT) Project Manager	Act as project manager for project elements involving communication and technology for the project; primary contact to King County IT Department
Functional Analyst IT Support Staff	Support the installation, commissioning, and testing of communications equipment for the project

*The employee classifications are meant to align with King County's defined classifications, with some minor modifications to reflect the context of the RREP. These classification titles may differ from the project roles identified elsewhere in this document.

5.3 Project Phases and Milestones

The project phases and milestones included in the representative WBS, as defined by the CPMWG project schedule template, follow a typical capital project development process. The phase names may differ from those previously employed during past projects.

In addition to the CPMWG milestones, RapidRide projects will have milestones specific to them that would not apply to many other types of capital developments. The RapidRide specific milestones are points in the process that represent decision points or tasks that must be completed in order to advance the project and allow future tasks to proceed. Table 5-2 shows the sequencing of the CPMWG milestones and RapidRide specific milestones or key tasks. Because the RapidRide specific milestones and key tasks exist outside the CPMWG project schedule template, the timing of their occurrence is somewhat flexible in relation to the CPMWG milestones. This table is meant to serve as a "checklist" for Line Leads during project delivery. Once complete, it will provide a summary of key dates associated with development of a specific line. A more detailed list of project milestones and tasks can be found in the Tier 1 Roadmap described in Chapter 6 and provided in Appendix A.

Table 5-2. CPMWG Milestones and RapidRide Specific Milestones/Key Tasks

Phase	Activity Number	Activity	Start Date	End Date
Project Planning	1.	**Milestone 1 - Project Intake**		
	2.	**Milestone 2 - Project Charter**		
	3.	**Procure Planning, Design, and Engineering Consultant/Contract**		
	3a.	Contract Advertisement, Review, and Award		
	3b.	Contract Negotiation		
	3c.	Notice to Proceed Issued		
	4.	**Milestone 3 - Initial Project Management Plan**		
	5.	**Initial Service Network Planning Strategy**		
	5a.	Equity Impact Review		
	5b.	Alignment Planning		
	6.	**Initial Public Involvement Plan (PIP)**		
	6a.	Develop Priority and Needs Survey		
	7.	**Initial Government Relations Plan**		
	7a.	Funding & Grant Strategies		
Preliminary Design	8.	**Project Kickoff**		
	9.	**Corridor Planning and Upgrade Report (CPAU) (up to 10%)**		
	9a.	Speed and Reliability Upgrade Report		
	9b.	Passenger Facilities Upgrade Report		
	9c.	Communications & Technology Upgrade Report		
	9d.	Access to Transit Upgrade Report		
	9e.	Service Planning Technical Memo		
	10.	**Outreach & Engagement**		
	10a.	Administer Priority and Needs Survey		
	10b.	Alternatives Analysis Outreach		
	10c.	Locally Preferred Alternative		
	10d.	Line Alignment to Council		
	11.	**Milestone 4 - Pre-design/Alternatives Analysis Completed**		
	12.	**0%-30% Design**		
	12a.	0%-30% Outreach		
	12b.	Metro 30% Internal Review		
	12c.	Jurisdictional 30% Review		
	13.	**Prepare and Submit Grant Applications**		
	14.	**Environmental Review**		
		Submit and Secure all State Environmental Policy Act (SEPA)/National Environmental Policy Act (NEPA) Review		
	15.	**Update PIP**		
	16.	**Milestone 5 - Baseline PMP**		
Final Design	17.	**30%-60% Design**		
	17a.	Complete Green Building Ordinance 30% Scorecard		
	17b.	30%-60% Outreach		

Table 5-2. CPMWG Milestones and RapidRide Specific Milestones/Key Tasks (continued)

Phase	Activity Number	Activity	Start Date	End Date
	17c.	Metro 60% Internal Review		
	17d.	Jurisdictional 60% Review		
	17e.	Right-of-Way Acquisition		
	18.	**Alignment Ordinance Adopted**		
	19.	**Service Planning/Outreach**		
	20.	**Construction Management Plan**		
	21.	**60%-90% Design**		
	21a.	60%-90% Outreach		
	21b.	Metro 90% Internal Review		
	21c.	Jurisdictional 90% Permit Comments		
	22.	**90%-100% design**		
	22a.	Secure Construction Permits		
	23.	**Milestone 6 - Request for Service Submitted**		
	24.	**Construction Procurement**		
	24a.	Contract Advertisement, Review, and Award		
	24b.	Preconstruction Info Event		
Implementation	25.	**Milestone 7 - Notice to Proceed Issued**		
	26.	**Construction**		
	26a.	Groundbreaking		
	26b.	Archaeological Monitoring		
	26c.	Project Area Construction Communications		
	27.	**Service Change Ordinance**		
	27a.	Service Change Ordinance Adopted		
	27b.	Service Change Package Publication		
	27c.	Route Schedule Projection		
	27c.	Marketing and Promotions		
	28.	**Milestone 8 - Substantial Completion Achieved**		
	29.	**Milestone 9 - Final Acceptance Issued**		
	30.	**Launch Event**		
	31.	**Start Revenue Service**		
Closeout	32.	**Milestone 10 - Project Closeout**		
	32a.	Asset Record		
	32b.	Closeout Report		
	33.	**Rider Satisfaction Survey**		

Red bold text denotes CPMWG milestones
Black bold text denotes RapidRide specific milestones or key tasks
Note: RapidRide specific milestones exist outside the CPMWG project schedule template and the timing of their occurrence is somewhat flexible in relation to the CPMWG milestones

The project phases and CPMWG and RapidRide specific milestones within them are described below.

Phase 1: Project Planning

The Project Planning phase is the first phase in delivery of a RapidRide line. It involves setting up the project and is mostly an internally focused effort. The representative WBS identifies this phase will last approximately six months. The development of jurisdictional partnerships is likely to begin prior to many other tasks in the Project Planning phase. The primary tasks for Metro and the RapidRide team during the Project Planning phase are:

- Assignment of project staff
- Development of a project charter
- Procurement of a design and engineering consultant
- Development of jurisdictional project partnerships (this may be a continuation of past efforts)
- Preparation of a high-level project scope, schedule, and budget
- Develop a PIP
- Develop a public engagement summary for the Project Planning phase

Phase 1 CPMWG milestones include:

- Milestone 1 – Project Intake
- Milestone 2 – Project Charter Approved
- Milestone 3 – Initial PMP Approved

RapidRide-specific milestones or key tasks in Phase 1 include:

- Procurement of a design and engineering consultant
- Development of a service network planning strategy
- Development of a PIP
- Development of a government relations plan

Phase 2: Preliminary Design

The Preliminary Design phase incorporates what is traditionally referred to as an Alternatives Analysis for the corridor. This is typically the most active phase for public engagement efforts. Metro will work with jurisdictions and the public to explore and evaluate route alignment and capital investment options, plan modifications to the service network, and prepare environmental documentation. These efforts culminate with the development of a CPAU Report and project design through 30 percent. The Preliminary Design phase is estimated to last 12 to 14 months. The primary tasks for Metro and the RapidRide team during the Preliminary Design phase are:

- Development of the CPAU Report
- Environmental evaluation and preparation of supporting documentation
- Initiation of right-of-way acquisition (if needed)
- Development of design packages up to 30 percent

- Identification and implementation (if necessary) of major service network changes needed to establish alignment
- Develop a public engagement summary for the Preliminary Design phase

Phase 2 CPMWG milestones include:

- Milestone 4 – Pre-design/Alternatives Analysis Completed
- Milestone 5 – Baseline PMP Approved

Phase 2 RapidRide-specific milestones or key tasks include:

- Project kickoff
- Develop CPAU report
- Public outreach and engagement
- 0%-30% design
- Prepare and submit grant applications
- Environmental review
- Update PIP

Phase 3: Final Design

During the Final Design phase, estimated to last 15 to 18 months, Metro will focus on development of construction drawings for the various design packages. The construction drawings will be based upon the preferred alignment and will subsequently be used for the construction of the capital improvements along a corridor. This work will result in the development of a complete set of construction documents and contract specifications. It is during this phase that Metro will finalize all property rights needed for construction of the project. The applicable development permits will be obtained from jurisdictions. This phase will be completed with the advertisement for a construction contractor and approval of a final construction contract. The primary tasks for Metro and the RapidRide team during the Final Design phase are:

- Develop 60 percent, 90 percent, and final design packages with contract specifications
- Secure development permits from jurisdictions
- Secure property rights, including acquisition of right-of-way
- Coordinate design review with project partners
- Develop a construction schedule
- Advertise for construction and award the construction contract
- Establish fleet design and procure fleet
- Identify capital needs for service integration with internal stakeholders
- Develop a public engagement summary for the Final Design phase

Phase 3 includes CPMWG Milestone 6 – Request for Service Submitted.

Phase 3 RapidRide specific milestones or key tasks include:

- 30%-60% design
- Alignment ordinance adopted
- Service planning/outreach
- Develop the construction management plan
- 60%-90% design
- 90%-100% design
- Procure construction contractor

Phase 4: Implementation

During the Implementation phase, Metro will construct the capital improvements required to support the project, including roadway and access to transit improvements and passenger facilities. The service planning process will be completed and drivers will begin training along the new route(s). Metro will equip the fleet during this phase. Implementation concludes with the commencement of the new RapidRide service. The Implementation phase is estimated to last 15 to 18 months. The primary tasks for Metro and the RapidRide team during the Implementation phase are:

- Mobilize contractor to perform civil construction
- Procure, fabricate, assemble, and install Metro-furnished items, such as passenger facilities
- Receive and equip the bus fleet
- Finalize the service network
- Train operators and fare enforcement officers
- Marketing and promotion for new RapidRide line
- Notification to riders announcing new or changed service
- Launch service
- Develop a public engagement summary for the Implementation phase

Phase 4 CPMWG milestones include:

- Milestone 7 – Notice to Proceed Issued
- Milestone 8 – Substantial Completion Achieved
- Milestone 9 – Final Acceptance Issued

Phase 4 RapidRide specific milestones or key tasks include:

- Construct corridor improvements
- Service change ordinance to Council and adopted
- Host launch event
- Begin revenue service

Phase 5: Closeout

The Closeout phase begins after all construction has been completed and the new RapidRide line is in service. During this phase, all project contracts and documents are closed and final documentation of the project is completed. In addition, Metro may survey riders to understand their response to the new service. The primary tasks for Metro and the RapidRide team during the Closeout phase are:

- Close out all open contracts
- Update lessons learned
- Update Master Facility Drawings
- Complete a final New Asset Record (NAR)
- Prepare the Project Closeout Report
- Development of a before and after study
- Development and administration of a rider survey

Phase 5 includes CPMWG Milestone 10 – Project Closeout.

Phase 5 RapidRide specific milestones or key tasks include:

- Prepare and administer rider satisfaction survey

Phase 6: Right-of-Way Acquisition

The CPMWG project schedule template includes a sixth phase: Acquisition. Right-of-way acquisition is generally undertaken in parallel with other project phases; however, due to the nature of the work, it is identified as a separate phase by the CPMWG. Acquisition of right-of-way is anticipated to vary significantly across RapidRide projects. For the purposes of this document, right-of-way acquisition efforts are described as they are anticipated to occur during other project phases, with the exception of the Tier 1 and SDOT Roadmaps described in Chapter 6 and included in Appendices A and B, respectively.

There are no CPMWG or RapidRide-specific milestones or key tasks in Phase 6.

5.3.2 RapidRide Corridors Developed by the City of Seattle

Several of the RapidRide corridors included in METRO CONNECTS are located entirely within the City of Seattle, and SDOT may serve as the lead for these projects. The project tasks and resource needs associated with development of RapidRide corridors is anticipated to differ significantly between when Metro serves as the project lead and when SDOT serves as the project lead. These include:

- Metro will team with SDOT to define their efforts, major deliverables, and associated schedule.
- Metro would not be responsible for procurement and contract administration.
- Metro will serve primarily in the role of reviewer for capital investments during Preliminary Design and Final Design.
  - Metro may choose to run a concurrent project to SDOT's efforts. This process could include planning, designing, or constructing assets that it deems more effective to self-deliver. This could include elements such as layover facilities, comfort stations, trolley infrastructure or other specific Metro-related equipment/infrastructure.
- Metro will continue to lead the service restructure process and will fabricate, assemble, and install all Metro-furnished items at bus zones, and will procure and equip the fleet.

The representative WBS for SDOT-led projects would have fewer tasks and would require fewer Metro resources than those led by Metro. It is expected that SDOT-led projects will require a unique staffing plan for each of them depending on the individual project requirements. For each project, the RapidRide team will work to understand staffing needs.

5.3.3 Resource Needs for RapidRide Project Delivery

Figure 5-2 displays the estimated cumulative FTE resource needs for the included Metro employee classifications based upon the representative WBS, representative schedule, and resource needs forecast to deliver a RapidRide corridor. Resource needs are displayed by phase on a per-month basis. As shown in the figure, the resource needs are between one and two FTEs for most of the Project Planning phase (the first 6 months of a project). Resource needs increase during the Preliminary Design phase (months 6 through 23), ranging between five and six FTEs in most months. The highest demand during this phase is just over 7 FTEs in month 10. Four to six FTEs will be needed during most of the Final Design phase. Near the end of the Final Design phase (approximately month 39), resource needs are expected to increase significantly to more than 18 through the remainder of the Final Design phase. A need for approximately 21 FTEs is forecast for the first 3 months of the Implementation phase (months 42 through 60), which will then decrease to around 15 FTEs through month 54. Resource needs decrease significantly for the remainder of the Implementation phase and approximately two FTEs will be needed during project closeout (the final 6 months of a project).

Figures C-1 through C-29 found in Appendix C identify the FTE resource needs for each employee classification for a representative project by phase. The resource needs do not include work anticipated to be performed by consultants but do account for Metro staff efforts to procure, develop, execute, and manage consultant contracts.

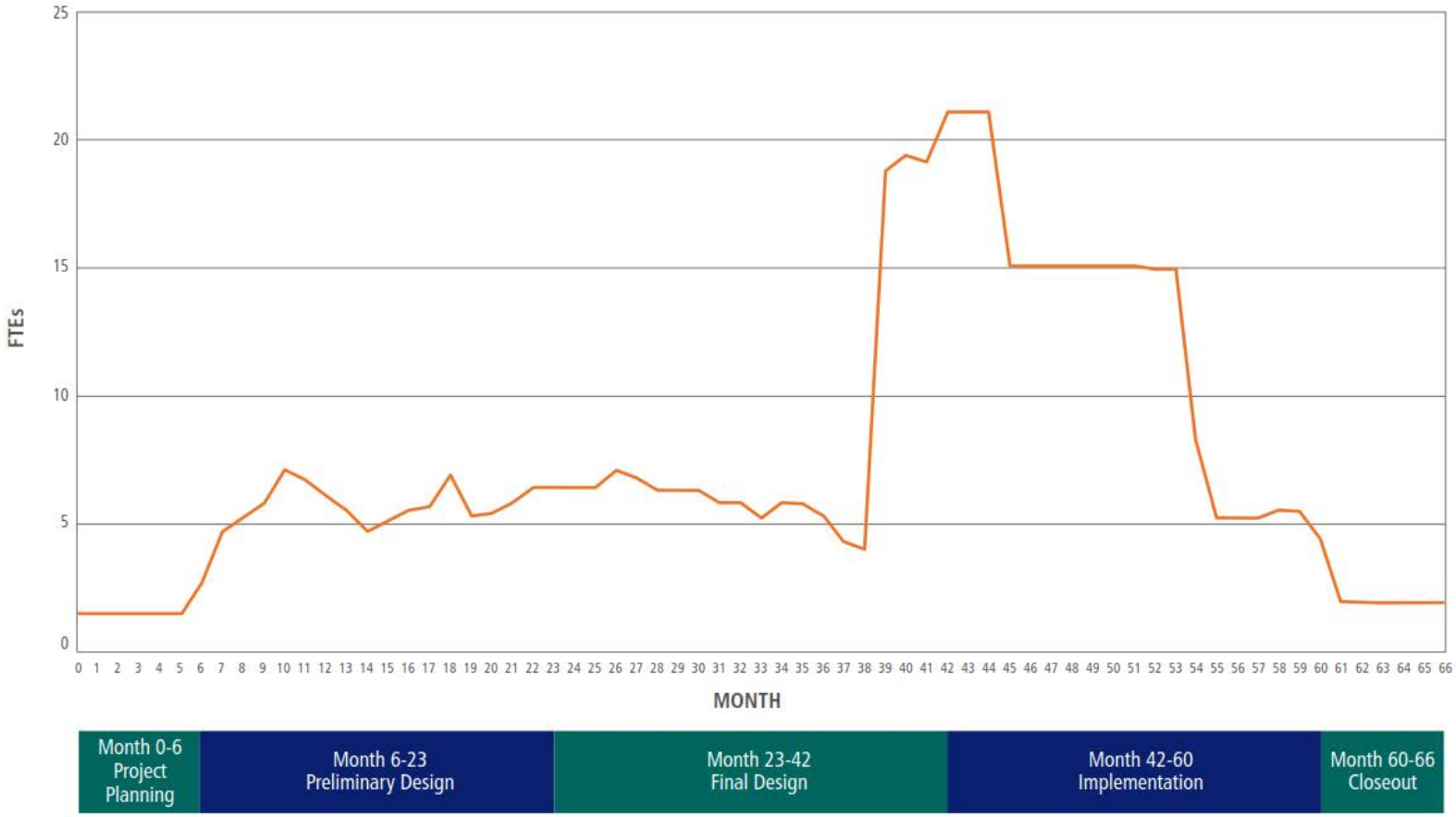


Figure 5-2. Estimated Cumulative FTE Resource Needs for Development of a RapidRide Line

5.4 Additional Analysis Opportunities and Issues for Follow-Up

This resource plan provides an overview of the resource needs associated with delivery of a RapidRide project based on a set of identified tasks and assumptions. This plan provides a limited set of outputs from the resource planning tool and it is anticipated that Metro will be able to employ it in future RapidRide planning efforts, including the following:

- The resource planning tool can be used to generate data and reports beyond those included in this chapter. There is an opportunity to track resource costs if those are loaded into the WBS resource plan for help in budget planning. Additionally, multiple resources in a department can be overlaid to develop labor plans that identify gaps and overcommitted staff levels. Through the development of corridor-specific resource plans and the assemblage of these plans to reflect cumulative program needs, Metro can develop budget forecasts to help identify deficiencies in staffing levels.
- As Metro continues to define the RREP and develops advanced certainty associated with delivery of individual RapidRide lines or the entire program, the tool can be updated to reflect this information and better assess resource needs.
- Upon completion of new RapidRide projects, Metro can use that experience to "look back" and modify the tool to better reflect the experience associated with delivery.
- Metro can develop a variety of implementation scenarios for the RREP and estimate of FTE needs associated with these scenarios. This information could be programmed into future funding requests, such as applications for grants or a King County ballot measure.
- The resource planning tool can be modified to develop an estimate of resource needs associated with SDOT-led corridors. Tasks identified in the representative WBS can be deleted or added to reflect those that Metro will undertake and the anticipated resource needs calculated accordingly.

The resource needs forecast focuses solely on an estimate of FTEs needed for delivery of future RapidRide lines. Metro will need to compare existing staffing needs to forecast needs to determine any anticipated deficiencies. Additionally, the resource needs forecast does not evaluate Metro's existing staff levels or the institutional experience associated with RapidRide project delivery. As Metro continues to plan for and implement the RREP, additional or new skill sets may be required to ensure successful delivery. This could be important should Metro employ new processes or procedures, such as alternative project delivery or innovative partnerships with jurisdictions or agencies.

6. DELIVERY PROCESS ROADMAPS

Development of a RapidRide line will require coordination with large numbers of people, including Metro staff, partner cities and agencies, and the general public. The participants within each group will have varied roles and levels of technical knowledge associated with development of a RapidRide corridor, so the materials employed to communicate with them should be commensurate with those roles.

One of the key communication elements employed during project delivery is a timeline, or "roadmap". A roadmap is a graphic representation of the process required to deliver a RapidRide line that identifies project phases along with their associated durations and accompanying tasks. A roadmap is used to communicate how a project will progress and the level of detail associated with a roadmap can be adjusted to suit the audience.

Four roadmaps showing a representative project schedule for a RapidRide line have been developed for the RREP. The first three roadmaps, each described as a tier, provide different levels of detail associated with the delivery process for use when discussing projects with different audiences. The fourth roadmap describes the process to deliver a RapidRide line for the corridors for which SDOT will serve as the lead agency.

The roadmaps include:

- Tier 1: This roadmap provides the highest level of technical detail and is derived from the representative WBS described in Chapter 5. The intended users of this roadmap are Metro staff, such as Line Leads, who will employ the planning process during development of a specific corridor. The CPMWG milestones and RapidRide specific milestones and key tasks described in Chapter 5 are highlighted (Appendix A).
- Tier 2: This roadmap describes the RapidRide line delivery process with a moderate level of detail. The anticipated audiences are jurisdictional staff, transit agencies, or other corridor-specific project partners (Figure 6-1).
- Tier 3: This roadmap describes the implementation process with the lowest level of detail, suitable for presentation to non-technical audiences such as city councils or the general public (Figure 6-2).
- SDOT: This roadmap provides a detailed description of the process associated with delivery of RapidRide lines for which SDOT serves as the lead agency. It includes a level of detail similar to the Tier 1 roadmap and the intended users are the same as those for Tier 1 roadmaps. The CPMWG milestones and RapidRide specific milestones and key tasks described in Chapter 5 are highlighted (Appendix B).

Additional details regarding communications processes and materials associated with public involvement and government relations can be found in Appendices D and E, respectively.

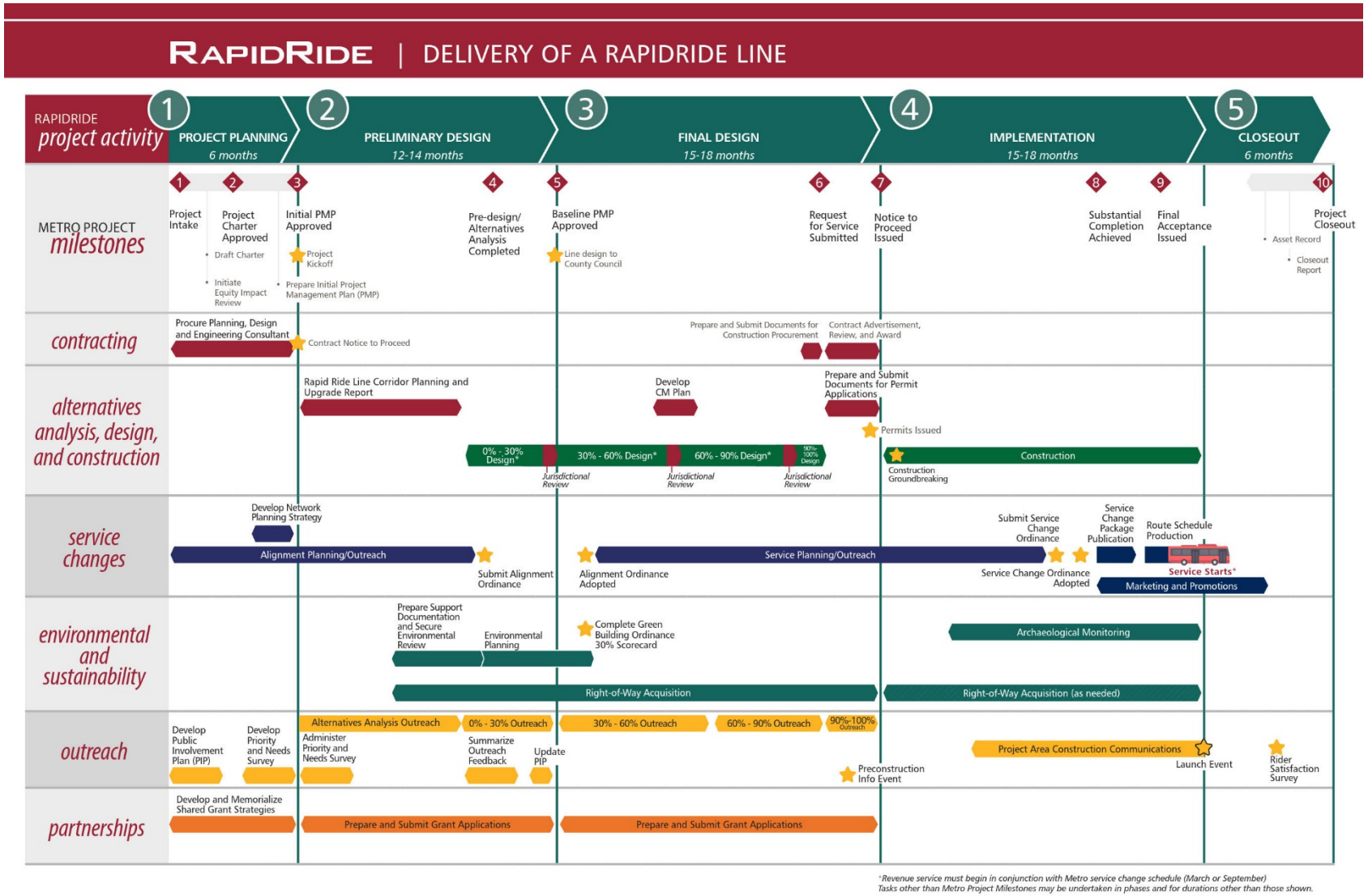


Figure 6-1. RapidRide Tier 2 Roadmap

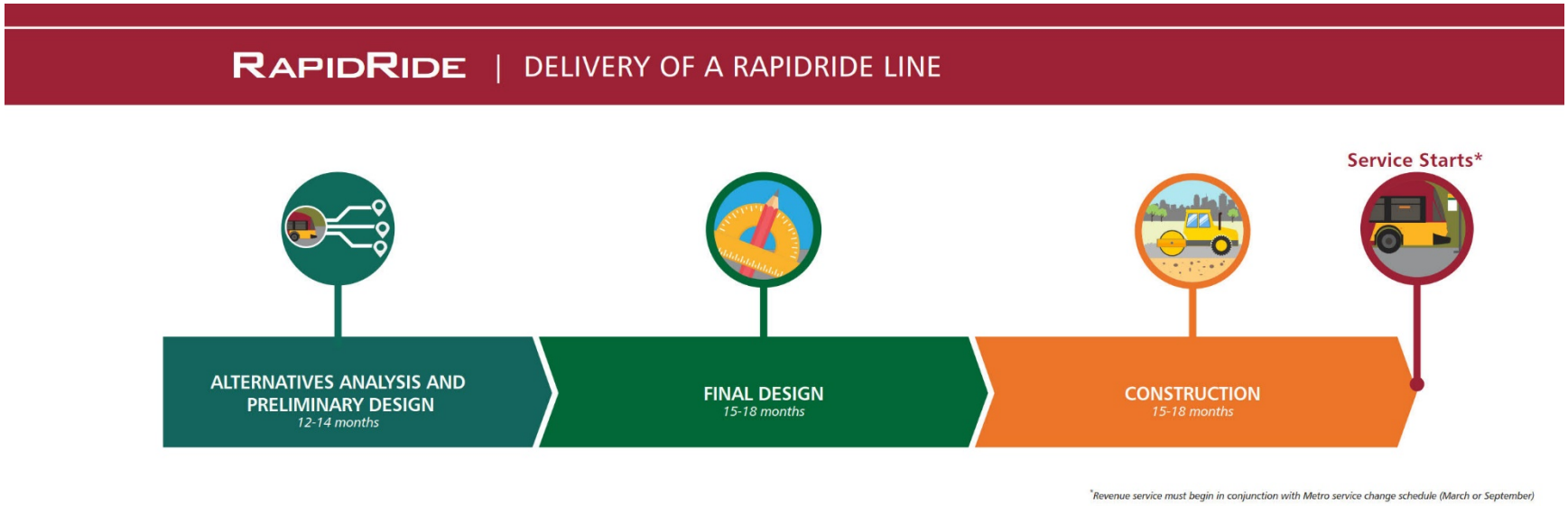


Figure 6-2. RapidRide Tier 3 Roadmap

7. ALTERNATIVE PROJECT DELIVERY

7.1 Introduction

As part of the RREP, Metro is exploring options to deliver future RapidRide lines more quickly or at a reduced cost. These options are known as alternative project delivery (APD) methods. This chapter provides an overview of APD and its application to RapidRide projects. Metro has used the traditional design-bid-build delivery method for RapidRide and is exploring the possibilities of APD as part of RREP.

APD began its use due to owners' desires for more options than traditional DBB. Owners were looking for ways to include builder expertise and innovation during project planning and design to better manage risk, reduce time and costs where they could, and add flexibility. New delivery methods were developed and implemented to accomplish these new goals from owners[4]. For example, when General Contractor/Construction Manager (GC/CM) was developed, there was a desire to reduce risk and add flexibility while at the same time having a reduction in overall project time. Implementation of APD methods are governed by the State of Washington Revised Code of Washington (RCW) 39.10. Figure 7-1 below presents these ideas on a scale.

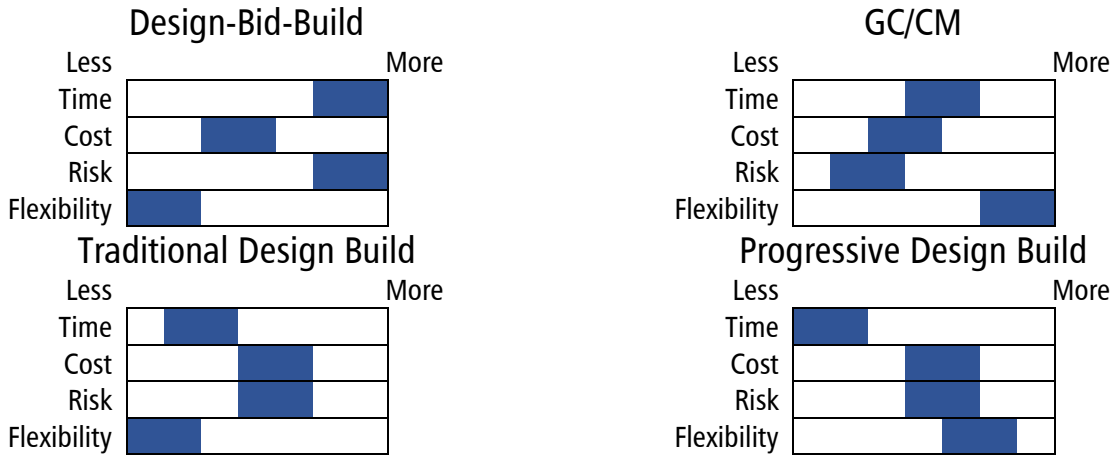


Figure 7-1. Delivery Method Comparison Summary

RapidRide projects are viable candidates for application of APD methods. The projects meet the RCW requirements for application of both GC/CM and design-build (DB). Both delivery methods have the benefit of receiving contractor constructability and value engineering input during the design phase. Generally, DB will help deliver the project faster than the DBB method traditionally employed by Metro or GC/CM, while GC/CM will handle projects with a significant amount of potential change more efficiently. Additionally, since GC/CM contracts can be selected relatively quickly, GC/CM delivery is often chosen where there is a need for early work such as site preparation, utility relocation, or procurement of long lead materials.

To succeed with APD, Metro needs to be prepared to do things differently than the traditional DBB delivery method. The processes and speed of decisions needed to be successful with APD are different than DBB. Further, the owner will need to apply to the Capital Projects Advisory Review Board (CPARB) for approval to use APD methods. An experienced management approach and resources will need to be demonstrated by the owner as a part of approval criteria. Therefore, to support implementation of APD methods, owners (such as Metro) will often hire a consultant to act as a Project Manager/Construction Manager (PM/CM) for the life of the

[4] Owner refers to the sponsor of a project and can include public agencies such as Metro.

project. Metro will also need to plan for early procurement of the GC/CM or DB consultant team in order to have them onboard at the start of the design phase (CPMWG Milestone 5).

Contained within this chapter are summaries of the potential applicability of APD methods including GC/CM and DB—both traditional design-build (tDB) and progressive design-build (pDB). Each summary includes a brief overview of the method and describes the associated advantages and disadvantages. Delivery methods new to Metro include information about how they are implemented. A two-tier project screening process is also included within this chapter that analyzes known project elements with the goal of selecting a delivery method for the screened RapidRide line. This screening process was adapted for RapidRide from the process originally developed by the Transportation Research Board (TRB).

7.2 Alternative Project Delivery Methods

There are several project delivery methods that could be utilized for future RapidRide projects. The four main methods include DBB, GC/CM, tDB, and pDB. Visual summaries of each of these methods can be found in Figure 7-2.

Each of the project delivery methods discussed has its own sequence of procurement, design, and construction. Figure 7-3 provides a generalized summary of the relative schedule activities for DBB, GC/CM, tDB, and pDB. Apart from DBB, an explanation of the activities in this figure for each delivery method is provided in the following sections under its respective "Implementation" subsection.

7.2.1 Design-Bid-Build

DBB is a traditional lump sum project delivery method. In DBB, the owner describes the complete project scope, and engages a designer of record (designer), typically hiring an architecture firm or engineering firm (A/E), to design the project based on the scope. The owner can then advertise for construction bids and award the project to the bidder submitting the lowest responsive bid. Industry-wide, this method is currently one of the most-used methods for projects under a budget of $5 million. It is frequently used for projects of larger size and it is the most commonly used method by Metro for projects of any size.

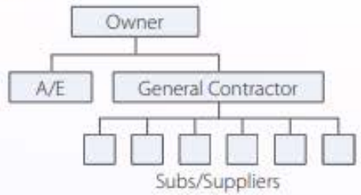
The DBB process is linear and sequential in schedule, which generally results in the longest overall project delivery duration. The architect or engineer (designer) is selected based only on qualifications (and not fee), can be contracted to work on the design before construction funding is available, and is instrumental in determining the project scope, design, and budget as well as preparing studies and materials needed to determine funding needs. The designer (A/E) also generally provides services during construction. The design drawings are completed to 100 percent, building permits are obtained, and then the bidding process begins. The construction contractor (contractor) selection is based on the lowest bid and the primary contractor qualification is to be able to post a construction performance bond for the value of the work.

This method is the most competitive in receiving a construction cost; however, it does not benefit from contractor input during design, which means the owners are financially responsible for errors and omissions of the architect's or engineer's design. A general summary of advantages and disadvantages are provided in Table 7-1.

Public Agency Alternative Project Delivery Options

DESIGN-BID-BUILD

Structure



Schedule

Public Low Bid Selection Process → Build

- Assumes design is complete, correct and coordinated
- Required to select lowest responsive bid
- Adversarial
- Not flexible
- Not transparent

** Owner holds two contracts and warrants design to the GC*

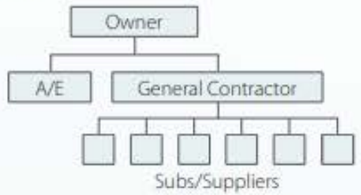
Pros/Cons - Owner/Agency



- Not suited for complex projects with sensitivity to change and schedule
- Linear process = longer schedule

GC/CM

Structure



Schedule

Quals Based Selection → Negotiate GMP at 90% Design → Build

- RFP
- Interview
- RFFP
- Contract prior to start of design development
- Not before 90%
- Can be at 100%
- Collaborative
- Flexible
- Partnership
- Transparent

** Owner holds two contracts and warrants design to the GC*

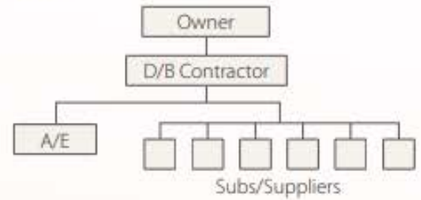
Pros/Cons - Owner/Agency



- Not suited for smaller projects
- Cost unknown until 90% design

TRADITIONAL DESIGN-BUILD

Structure



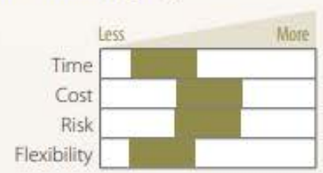
Schedule

Quals, Design and Pricing Based Selection → Final Design and Build

- Up to 30% design
- Honorariums to firms not selected
- Heavy owner involvement up front
- Low owner involvement

** Owner holds one contract and GC warrants the design*

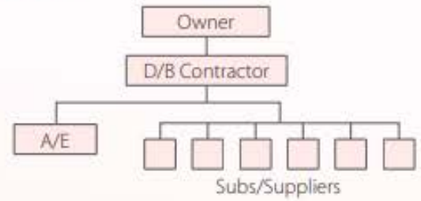
Pros/Cons - Owner/Agency



- Typically suited for longer/larger projects
- Honorarium paid to proposers not selected

PROGRESSIVE DESIGN-BUILD

Structure



Schedule

Primary Quals Based Selection with a Small pricing Component → Phase I: Design Services → Phase II: Final Design and Build

- Qualifications
- Interview
- Proposal
- Pricing factor
- Usually up to DD level but can be more
- Collaborative
- Transparent
- Heavy owner involvement
- Lower owner involvement

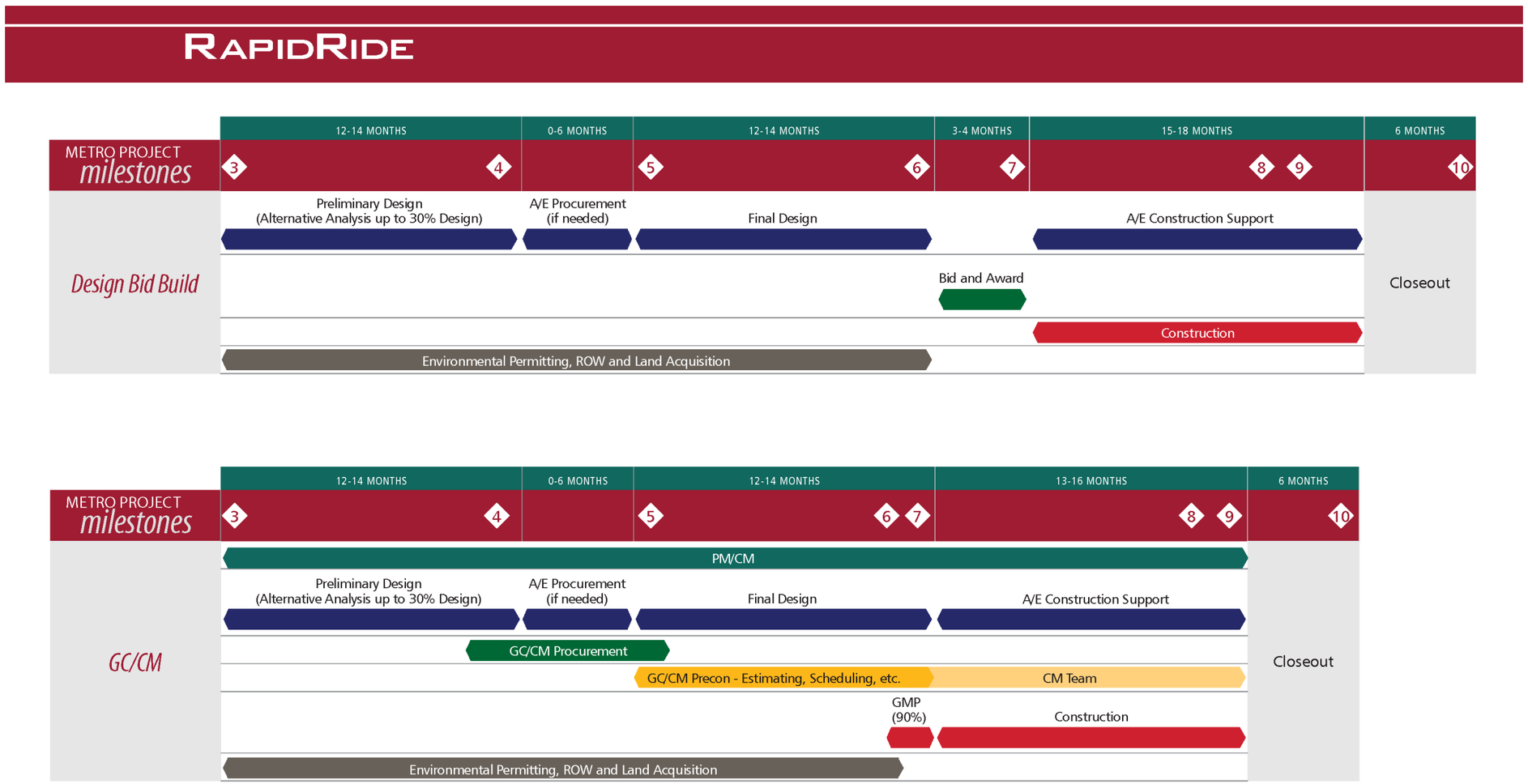
** Owner holds one contract and GC warrants the design*

Pros/Cons - Owner/Agency



- Scope and budget determined through collaborator process between owner and team

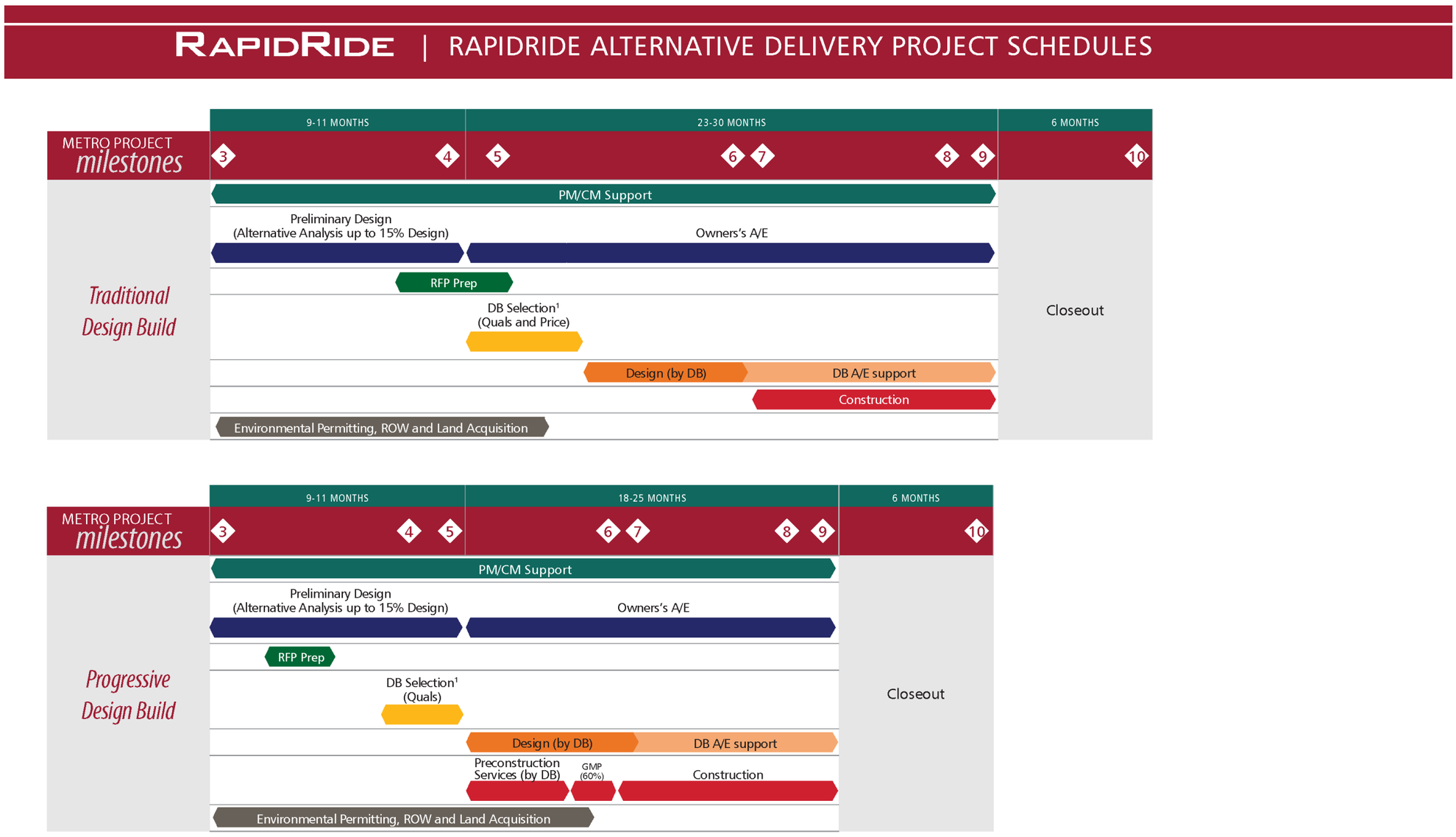
Figure 7-2. Public Agency Alternative Project Delivery Options



Notes: 1: Under RCW 39.10, selection must include "price factors," but full cost is not required. Under Traditional Design Build, full price is required at contract award.
2: Durations for Design Bid Build are consistent with the RapidRide baseline schedule. All other durations are relative and not intended to represent actual durations.

Milestones: 1: Project Intake, 2: Project Charter Approved, 3: Initial PMP Approved, 4: Pre-design/Alternatives Analysis Completed, 5: Baseline PMP Approved, 6: Request for Service Submitted, 7: Notice to Proceed Issued, 8: Substantial Completion Achieved, 9: Final Acceptance Issued, 10: Project Closeout
Milestones 1 and 2 are not shown but occur with all methods before any of the shown portions of the schedules begin

Figure 7-3. RapidRide Conceptual Alternative Project Delivery Schedules



Notes: 1: Under RCW 39.10, selection must include "price factors," but full cost is not required. Under Traditional Design Build, full price is required at contract award.
2: Durations for Design Bid Build are consistent with the RapidRide baseline schedule. All other durations are relative and not intended to represent actual durations.

Milestones: 1: Project Intake, 2: Project Charter Approved, 3: Initial PMP Approved, 4: Pre-design/Alternatives Analysis Completed, 5: Baseline PMP Approved, 6: Request for Service Submitted, 7: Notice to Proceed Issued, 8: Substantial Completion Achieved, 9: Final Acceptance Issued, 10: Project Closeout
Milestones 1 and 2 are not shown but occur with all methods before any of the shown portions of the schedules begin

Figure 7-3. RapidRide Conceptual Alternative Project Delivery Schedules (cont.)

Table 7-1. Design Bid Build Advantages and Disadvantages

Advantages	Disadvantages
Tight cost controls, low risk post-execution	No contractor input into design; owner bears risk of issues with design
Facilitates competitive bidding	Often slower; requires linear design-bid-build timeline
Suited for wide range of project sizes	Changes can be costly
Ideal with complete design	Requires complete design to bid
	No assurance project bids will be received or be within budget
	Redesign and rebidding sometimes required

This method has been the predominant method employed by Metro to deliver its projects. As a result, Metro has deep experience in this delivery method and its process and procedures are well aligned to deliver a design-bid-build project.

7.2.2 General Contractor/Construction Manager

Another delivery approach is the GC/CM method as authorized by RCW 39.10.340. The GC/CM method allows the selection of the contractor early in the design process, thereby integrating the contractor into the team with the architect/engineer and owner. GC/CM has both traditional and heavy civil options. Traditional GC/CM is mostly employed with vertical construction whereas heavy civil GC/CM is mostly "infrastructure" (i.e., horizontal) construction and provides greater flexibility in contracting. Heavy Civil is the most relevant to RapidRide line construction.

Under Washington state law certain criteria must be met to use GC/CM. RCW 39.10.340 outlines this criterion:

> *Subject to the process in RCW 39.10.270 or 39.10.280, public bodies may utilize the general contractor/construction manager procedure for public works projects where* ***at least one*** *of the following is met:*
>
> *(1) Implementation of the project involves complex scheduling, phasing, or coordination;*
> *(2) The project involves construction at an occupied facility which must continue to operate during construction;*
> *(3) The involvement of the general contractor/construction manager during the design stage is critical to the success of the project;*
> *(4) The project encompasses a complex or technical work environment;*
> *(5) The project requires specialized work on a building that has historic significance; or*
> *(6) The project is, and the public body elects to procure the project as, a heavy civil construction project.*

The complexity of the RapidRide projects would meet the requirements of the RCW for application of Heavy Civil GC/CM project delivery.

The GC/CM method is typically used for major projects (over $5 million). The architect or engineer is selected based on the same qualification-based process as the DBB delivery method. The contractor is picked generally after the architect/engineer but not later than 30 percent design.

Contractor selection is a two-step process: a shortlist of firms is developed based on qualifications for the project and then these firms provide a competitive bid for their fee and cost to manage the work (general conditions). Each stage is scored, with award based on highest points rather than lowest cost. By having a qualification-based selection rather than awarding to the lowest bid, the owner can choose who they want to work with based on the capability of the contractor and interactions in the interview. This allows the owner to better understand the contractor's approach and capabilities prior to selection.

After selection, the contractor will work with the owner and design team to provide cost estimation and constructability input. Once the project is ready for construction, subcontract packages for constructing the work are openly and competitively bid by the contractor, though some subcontractors can be prequalified. For projects designated as Heavy Civil, up to half of the work can be negotiated and be performed by the GC/CM if it is work they normally self-perform.

While this method allows for more project integration between team members, the owner still contracts separately with the designer and contractor (see Figure 7-2). The contracting relationships are the same as with DBB. This provides the owner with the same control over the design process as in a DBB project; thus, the owner is ultimately responsible for errors and omissions in design drawings. The designer and GC/CM can be selected before construction funding is in place to aid with project definition. Construction and bidding can begin early (before design documents are complete), thus reducing project delivery time. Additional advantages and disadvantages are provided in Table 7-2.

Table 7-2. General Construction/Construction Management Advantages and Disadvantages

Advantages	Disadvantages
Flexible to owner changes as project can be 'bought out' in stages – preferred for occupied sites and historic structures	Extra Construction Management (CM) layer of cost
Facilitates negotiated construction risk transfer	Not generally appropriate for smaller projects (e.g. <$5M)
Maximum allowable construction cost (MACC)	Requires increased oversight over billings and procurement management
Qualifications-based contractor selection	Smaller pool of contractors
GC/CM can provide input during design	RCW limitations and compliance oversight required
Design Review by GC/CM can lead to fewer Requests for Information (RFIs) and change orders	Maximum price cannot be set until 90% design

7.2.2.1 General Construction/Construction Management Implementation

The GC/CM method is the most similar to the DBB delivery method in terms of design phase and owner contractual relationships with the designer and contractor. Because the owner directly contracts with the designer, the owner's control of the design phase is the same as DBB. The designer, during both the Preliminary Design phase and Final Design phase, is procured in the same way as DBB. As shown in Figure 7-3, however, the contractor is generally procured near the end of the Preliminary Design phase or the beginning of the Final Design phase (as noted under RCW 39.10.360). During the Final Design phase, the contractor is under a preconstruction contract to provide constructability, cost estimates, construction schedules, and other support. When the project reaches at least the 90 percent design milestone, the owner and contractor negotiate a Guaranteed Maximum Price (GMP) or MACC to construct the project. The contractor then manages the construction and oversees competitive bidding for the work. For heavy civil GC/CM, the contractor may perform up to 50 percent of work negotiated with the owner.

For an owner that is accustomed to DBB delivery for projects, the following items should be considered for implementation of this APD method:

- Application of GC/CM in Washington state requires approval by the Project Review Committee (PRC) of the CPARB, unless the agency is certified by CPARB for APD. King County does not have this certification, so this will need to be planned and included in the schedule. Generally, it adds 2 to 3 months to the schedule, but other activities such as design and RFP preparation can be done while the

application process is underway. If Metro applies for and receives certification, a project review and approval process, internal to Metro, will still need to be followed, but the duration is generally much less than approval by the PRC.

- Procurement of the GC/CM may overlap with procurement of a final design consultant (if different than pre-design consultant). Depending upon the size of the agency, other agency procurements, and available staff, procuring both a GC/CM contractor and a designer at the same time can strain the owner's procurement and project management resources.
- Procurement of an owner's representative PM/CM to support delivery of the project is often done by owners, and is typically encouraged by the PRC and industry if the owner does not have experienced staff available. General duties include support in procurement of design and GC/CM firms, oversight of contracts and project controls, and oversight of construction.
- Management of the GC/CM contractor during preconstruction (design) will be more intensive for the owner (or its representative) than for a traditional DBB project. It is an additional contract to manage and oversee. Additionally, the agency will generally want to vet and render decisions on GC/CM recommendations prior to implementation. Agency staff (or its representative) with construction knowledge is instrumental in this regard.
- Development of contract packaging within a project is a feature of GC/CM that can help accelerate the delivery of a project and manage risk. The project can be phased by dividing it into multiple contract packages to allow construction to begin before the entire project design has been completed. For example, a GC/CM might propose to issue an "Early Works" package that includes clearing and grading, utility relocation, and site access to reduce construction risk and schedule.
- Negotiating the GMP (or MACC) will require time and expertise from the owner's team in construction cost estimating. Understanding the GC/CM contractor's estimate and reconciling with the owner's estimate is a skill needed to ensure a fair contract for both the owner and contractor is achieved. If the agency does not have this capability, it is often performed by either the owner's designer or their PM/CM consultant (if procured).
- Creating a common cost estimating format is essential for reconciling and negotiating the GMP in a GC/CM contract. Without a common format for the owner's and GC/CM's estimates to compare and reconcile, determining differences is extremely difficult.
- Development of a subcontracting packages for competitive public bid or other procurement by the GC/CM will require oversight from the owner. Subcontracting packages need to be structured to be efficient and ensure attractiveness to the market, in addition to providing enhanced opportunities for economically and socially disadvantaged communities to participate in the project.
- Oversight of construction by the owner is considered by some to be redundant as the GC/CM is the construction manager for the project. However, owner CM staff or its representative (PM/CM) provide point of contact with the rest of the team and verify construction schedules, cost tracking, quality control, administration of contracts, and coordination with stakeholders in much the same manner as traditional DBB construction.

7.2.3 Design-Build

In the DB method, the owner selects and contracts with a team consisting of a contractor and a designer to deliver the project. DB can be 'traditional' (a competitive or best design/best value selection, usually with a lump sum price up front) or 'progressive,' a qualification-based selection with cost to be negotiated after design

has progressed to a sufficient level. The method is allowed by RCW 39.10 for projects over $10 million and with special authority for projects from $2 to $10 million. The owner will select the design-builder from prequalified teams that have submitted designs based on project requirements. DB firms, generally construction contractors, retain their own architects, engineers, and other consultants to form the DB Team.

As with GC/CM, to use DB certain requirements must be met. RCW 39.10.300 states the following project eligibility requirements:

> *(1) Subject to the requirements in RCW 39.10.250, 39.10.270, or 39.10.280, public bodies may utilize the design-build procedure for public works projects in which the total project cost is over ten million dollars and where:*
>
> *(a) The construction activities are highly specialized and a design-build approach is critical in developing the construction methodology; or*
>
> *(b) The projects selected provide opportunity for greater innovation or efficiencies between the designer and the builder; or*
>
> *(c) Significant savings in project delivery time would be realized.*

Some categories of projects are exempt from these requirements. These include parking garages, modular buildings, pre-engineered buildings, and engineered systems (RCW 39.10.300). Based on the project descriptions, RapidRide projects meet the requirement for application of the DB delivery method. The following section provides further description of the traditional and progressive approaches to DB delivery of projects.

7.2.3.1 Traditional Design-Build

When using tDB, selection criteria can be based on a few factors: design, price, schedule, and team. Criteria can be added or removed from this list. The tDB team selected by the owner is typically responsible for most permits and for producing all construction drawings, details, and specifications. Owners provide project requirements in a combination of prescriptive and performance specifications including program sizes and relationships, technical requirements, design goals, budget amount, and project location. This documentation is usually prepared by the owner with aid from consultants and provides the contractual requirements for the tDB. These project requirements provide the framework and requirements for the tDB team to complete the design and construction; owner-directed deviations from these documents will result in a change order.

The tDB team selection process allows the owner to choose from various proposals that show a design solution with a guaranteed cost based on each team's unique and creative approach. Owners have only one contact with a tDB team member who is responsible for all design and construction issues as well as final costs (Figure 7-2). Project cost and time savings are realized by the fully integrated team because detailed bid drawings are not required and construction can begin earlier in the process. Additional advantages and disadvantages are shown in Table 7-3.

Table 7-3. Traditional Design-Build Advantages and Disadvantages

Advantages	Disadvantages
Can deliver a project quicker than conventional DBB	Less design control and involvement by owner and stakeholders Owner provides requirements at bidding; contractor determines approach and method to implement
Single point of accountability for design and construction	Owner must be highly responsive in decision making
Reduced construction change orders as the designer is a part of the construction team	Owner does not receive benefit of checks and balances when it contracts separately with a designer and contractor
Cost efficiencies can be achieved because contractor and designer are working together	Can be problematic if a requirement for multiple agency design approvals exists or right-of-way acquisition is delayed
Owner can select from competing design and construction solutions	May be inappropriate if owner desires unusual/iconic design requiring substantial owner involvement and control of design

Traditional Design-Build Implementation

The structure of contractual relationships between the owner and design team is a main difference between DBB and tDB project delivery. In tDB the owner contracts directly with a business entity that includes both designer and contractor (tDB team). Typically, a contractor will be the lead entity with which the owner has a contract. The contractor will have a separate agreement with the designer. This results in the owner having only one responsible party for both design and construction. However, this relationship results in the owner having less direct control over the design.

Procurement of the tDB team generally happens after alternative analysis and when the design has reached 10 to 15 percent, as shown in Figure 7-3. It is important to note that if the design is taken further, the owner assumes greater responsibility for the design and associated risks. The procurement documents are often developed by the pre-design team, but may also be supported by an owner's PM/CM team. These procurement documents provide the tDB team with project requirements they are contractually obligated to provide. Additionally, the procurement documents provide commitments by the owner such as environmental permits, right-of-way possession and use, and other owner-furnished obligations. Delays in providing commitments can lead to change orders to the contract.

Once selected, the tDB team completes the design, acquires necessary permits, and constructs the project as a single entity. A benefit of this is that issues with the design are the responsibility of the tDB team, and not the owner (as in DBB delivery). However, because the designer is contracted by the tDB team and not the owner, owner-requested changes to the design typically result in change orders. Additionally, the owner is still responsible for issues such as differing site conditions that are beyond the control of the design-builder.

For an owner that is used to primarily DBB delivery for projects, the following items should be considered for implementation of this APD method:

- Application of tDB in Washington state requires approval by the PRC, unless the agency is certified by CPARB for APD. This will need to be planned and included in the schedule. Generally, it adds 2 to 3 months to the schedule, but other activities such as design and RFP preparation can be done while the application process is underway. If Metro applies for and receives certification, a project review and approval process, internal to Metro, will still need to be followed, but the duration is generally much less than approval by PRC.
- Procurement of an owner's representative PM/CM to support delivery of the project is often employed by owners. General duties include support in procurement of tDB teams (including development of bridging documents), and oversight of contracts, design, and construction.

- Procurement of the tDB team includes creation of documents that communicate the project requirements. The commitments and requirements of the project requirements will continue until the project is complete (i.e., constructed and closed out). Therefore, development of quality documents should be performed by staff or consultants with experience in tDB delivery method and development of these documents. These documents are typically written by a PM/CM team or the pre-design consultant.
- Selection of a tDB team is an involved process by statute (RCW 39.10.330) and best practice involves a first-step request for qualifications (RFQ) and follow-on request for proposals (RFP) for the three most qualified DB teams (see CPARB Draft DB Best Practices Guidelines identified in the references section). During the RFP the tDB teams generally can propose "alternative technical concepts" (ATCs) that may not meet all the project requirements, but could provide the owner with a lower cost and/or better design. Project schedules and staff availability should be coordinated to provide informed and timely responses.
- Proposal development by tDB teams is significantly more expensive than for DBB or GC/CM. The proposer is assessing both design of and the cost to construct the project based on a 10 to 15 percent preliminary design. As a result, owners provide remuneration or honoraria for finalist tDB teams that are not selected to deliver the project. This honorarium is not sufficient to cover the full cost of the proposal, but it can be significant and depends upon the project complexity, design detail in the RFP, and total construction cost. The honoraria typically are similar to the fee paid for a comparable design effort.
- Decision-making by the owner in tDB delivery needs to be timely and decisive. Much of the speed of execution of a tDB project relies on prompt owner decisions. Slow decision-making or changes in decisions can slow the project and result in change orders.
- Environmental permits often have long lead times and include requirements that the project must follow. As a result, these permits are typically owner-furnished for tDB projects. Building permits are typically left to the tDB team to acquire.
- Acquisition of right-of-way can generally only be performed by the owner agency. It is therefore incumbent upon the owner to provide the necessary property rights to the tDB team. The owner will either have acquired the necessary rights prior to issuing the RFP or will provide a timeline in the RFP for acquisition after tDB team selection. Any changes to these commitments may result in a change order by the tDB team.
- Oversight of the design, to ensure it meets the project requirements set out in the RFP, is often performed by a technical consultant on behalf of the owner. This consultant can be the pre-design consultant, the PM/CM consultant, or another specialized consultant.
- During construction the tDB team generally provides all quality assurance/quality control (QA/QC) on the project (e.g., construction inspection, material testing). The owner agency then performs quality verification (QV) to verify the owner-approved quality plan is implemented effectively. This is typically a much-reduced role for an owner; it can be hard for the owner and its staff to release the inspection and material testing responsibilities to the tDB team.

7.2.3.2 Progressive Design-Build

With progressive DB, instead of having the DB team present a complete design to the owner, the pDB team is selected based primarily on qualifications, and goes through a progressive approach to design until the requirements, budget, and proposed solution are acceptable to all parties. The pDB team will (typically)

complete 30 percent, 60 percent, and 90 percent design, engaging the owner in design and value engineering reviews. The design is progressed until a GMP can be negotiated. With this approach, design can continue while construction begins. If a GMP cannot be agreed upon, the owner may compensate the DB team for design efforts and return to the traditional DBB approach and bid the completed design on the open market. Key advantages and disadvantages can be found in Table 7-4.

Table 7-4. Progressive Design-Build Advantages and Disadvantages

Advantages	Disadvantages
Procurement can be expedited and simplified	Construction cost is unknown at initial contract signing and is subject to negotiation
Flexibility during design and the ability to complete sections of the work based on funding	May require owner training to best facilitate the design and negotiation process
GMP can be rejected and the DB process changed	May require stipends for multiple unsuccessful proposers to generate interest in bidding
Increased chance of designing to budget	Owner does not receive multiple competitive design proposals to choose from
Allows early stakeholder participation	

Progressive DB has the same requirements as traditional DB under Washington law. Selections do not need to consider complete prices but can instead consider "price factors" such as proposed fee.

Progressive Design-Build Implementation

Implementation of the progressive form of DB is very similar to that of tDB. The two main differences are that for pDB the design is usually less developed at procurement of the pDB team and the price is negotiated after the pDB team has further developed the design. These differences are represented in Figure 7-3.

Implementation considerations are similar to traditional. Some differences are:

- The proposals are qualifications-based, without a GMP at the time of the pDB team selection. No honoraria are generally provided for pDB.
- The project operates similar to a GC/CM during the design phase and prior to determination of GMP. Once the GMP is negotiated, pDB operates more like a tDB.
- The GMP is negotiated, not bid. Negotiating the GMP will require time and expertise from the owner's team in construction cost estimating. Understanding the GC/CM contractor's estimate and reconciling with the owner's estimate is a skill needed to ensure a fair contract for both the owner and contractor is achieved. If the agency does not have this capability, it is often performed by either the owner's designer or their PM/CM consultant (if procured).
- The pDB team develops the design from an early stage of design development.
- The project operates like a GC/CM during the design phase and prior to determination of GMP with respect to developing smaller construction packages (e.g., utility relocation).

Progressive DB is akin to combining GC/CM and traditional DB in that the contractor is present to provide input during the design phase and the designer is a part of the DB team with the associated contractual relationship.

7.3 Evaluation Process

This section provides a process for selecting an appropriate delivery method for a RapidRide line and includes an example evaluation. The process consists of two evaluation steps, or "tiers". Tier 1 is an analytical screening approach while Tier 2 utilizes a weighted decision matrix based on project and agency specific selection criteria. This process is a framework that may be adjusted to meet the needs of Metro on a project-by-project basis. It is intended to be performed by a team of agency staff, with support of consultants (as needed), to objectively review, assess, and select a delivery method and contract packaging plan. This is often accomplished in stages, often in a multi-day workshop; the length of the workshop is a function of the size and complexity of the project.

The methodology closely follows the recommendations of the TRB's Transit Cooperative Research Program (TCRP) Report 131, A Guidebook for the Evaluation of Project Delivery Methods (2009). More information and definition of process can be found in this resource.

7.3.1 Tier 1 – Screening

Tier 1 is intended to sufficiently define the project and its criteria for project success so that delivery methods can be screened for applicability to the project. This process includes creating a project definition, rating project delivery methods based on defined criteria, and assessing the results.

The project definition is intended to clearly and concisely describe the project scope, schedule, budget, risks, and goals. RapidRide projects generally become sufficiently defined near the end of Alternative Analysis and selection of a Preferred Alternative in order to perform project delivery evaluation and selection. The process of documenting the project definition is intended to confirm and formalize these aspects of the project and ensure all staff assessing the project delivery methods have the same understanding of the project. Spending time detailing and confirming project risks and goals is a key aspect of this process. A template for documenting the project definition has been provided in Appendix F.

Once the project definition has been completed, the next step is to rate each delivery method against predetermined criteria. A list of twenty-four potential criteria has been developed by the TRB (2009) for transit agencies to use in evaluation of project delivery methods. This list is not fixed and can be tailored to the needs of Metro and/or a RapidRide project. A template for rating delivery methods for projects is provided in Appendix F. To aid in the rating, the TRB has provided general advantages and disadvantages of the delivery methods for each of their 24 criteria. These are provided in Appendix G, for reference and use in evaluations by RapidRide project teams.

After the project has been rated, the results should be reviewed and documented. Tier 1 evaluation may not result in an obvious choice for delivery method, but it should eliminate methods that are not applicable or not well suited to meet project goals. If no obvious choice results from Tier 1 screening the weighted decision matrix approach from Tier 2 should be utilized.

7.3.2 Tier 2 – Weighted Decision Matrix

The Tier 1 assessment treats each of the evaluation criteria as equally important. However, for most projects there are several key criteria or goals that drive the definition of success on a project. A project may have a tight schedule deadline that must be met, for example, or a project may not be affordable without federal grants. These criteria would have a higher importance than other criteria because of their criticality to success of the project. To emphasize their importance in the success of the project, the Tier 2 evaluation applies a weighted decision matrix to the top project goals and criteria to aid in selection of a project delivery method.

The first step is to define approximately four to seven critical criteria for project success. Determination of these criteria can be done through project team brainstorming exercises, executive direction, or any number of other approaches. The approach proposed herein uses the goals defined in the project definition and the criteria list from Tier 1 as a starting point to define the critical selection criteria. Open discussion of these goals and criteria between workshop participants can help combine and narrow the list so that it that accurately represents project-critical goals and issues. If workshop participants struggle to agree on the critical selection criteria, voting or scoring of the criteria list can be used to narrow the list to an appropriate number. The results should be reviewed with an understanding that they are subjective; common sense and reality checks by the group should be used during the process to ensure the resulting list is appropriate for the agency and project.

Once the project-critical criteria are determined, the criteria should be assigned a weighting factor to reflect their relative importance to success of the project. The total of all weighting factors should be 100. Any factor that has less than approximately 10 points should be considered for removal from the list and points redistributed to the remaining critical selection criteria.

Once the critical selection criteria are weighted, each delivery method that passed Tier 1 evaluation should be scored based on its suitability to achieving the desired outcome. Table 7-5 can be used as a guide to score each delivery method.

Table 7-5. Scoring Scale for Critical Selection Criteria in Weighted Decision Matrix of Tier 2 Evaluation

Score	Definition
10	Delivery method is most likely to achieve desired outcome.
8	Delivery method is likely to achieve desired outcome; there is small risk that the desired outcome will not be realized.
6	Delivery method may result in desired outcome; there is moderate risk that the desired outcome will not be realized.
4	Delivery method might result in desired outcome; there is strong risk that the desired outcome will not be realized.
2	Delivery method unlikely to result in desired outcome; it is very likely the desired outcome will not be realized.

Source: After Touran et al. 2009

Consensus should be reached for scores by the decision team. Intermediate values (i.e., 1, 3, 5, 7, 9) may be used to indicate values between those in the table. It will also be important that those scoring the methods have a strong understanding of the delivery method or there is support from those that do. It is important to note that when scoring a delivery method, the score is not based upon how other delivery methods perform. In other words, scoring a delivery method should be done independent of the other methods. Appendix F includes a template for tallying the scores.

Once the scoring is complete, the weight value for each selection criteria is multiplied by the score and the values summed for each delivery method. The higher the score, the better suited the delivery method is likely to be for the project. However, because the scores and weighting factors are subjective, they should be reviewed and assessed for reasonableness. Further discussion may result in changes to scores or weighting factors. Ultimately, the selection decision is up to the owner and the owner should be comfortable with the final decision of delivery method. The results should be documented with summary of discussions and reasoning behind determination of critical selection factors, weighting factors, and scores.

If a Tier 2 assessment does not provide sufficient clarity for a project, a more detailed, risk-based assessment can be performed. The process (Tier 3) is more involved than Tier 2 and uses similar modeling as risk-based cost and schedule analyses. Tier 3 is not discussed herein; however, this procedure is outlined in the TRB (2009) report.

7.3.3 Timing of Evaluation

Each APD method has an ideal time window for selection. Application of an evaluation process and selection of an APD method should be performed to select the delivery method before its time window has passed. In all circumstances, the project should be sufficiently defined prior to selecting a delivery method so that project goals, criteria, and risks can be assessed.

For GC/CM project delivery, RCW 39.10 states that selection of a GC/CM should generally be no later than completion of schematic design in most situations. Completion of schematic design is generally interpreted to mean 30 percent design completion (CPMGW Milestone 3, Pre-design/Alternative Analysis Complete). Some agencies have procured a GC/CM in later phases of design. However, the ability to integrate significant contractor constructability and value engineering ideas becomes problematic since the design is well-established by the time the input is received from the GC/CM, and therefore most agencies endeavor to begin selection as early as possible in design.

There is no RCW requirement to when a DB contract, traditional or progressive, can be procured. Generally, since DB projects are typically procured with a design completion of 10 to 15 percent, the selection of this delivery method should be made prior to completion of the design to this level. This allows for procurement of the DB team to be initiated near the time this level of design is completed. Additionally, if a project delivery method is not selected sufficiently early, the design may be taken beyond what is needed for procurement, resulting in unnecessary design effort beyond 10 to 15 percent. Also, since conflict of interest requirements will typically prohibit design team members from participating on a DB proposer team, best practice is to decide as early as possible if DB will be the likely delivery method.

RapidRide projects generally become sufficiently defined near the end of Alternative Analysis and selection of a Preferred Alternative in order to perform project delivery evaluation and selection. Prior to the identification of the Preferred Alternative, project challenges, risks, and opportunities are generally not sufficiently known to support APD evaluation. The project cost and schedule can also be better refined with a defined alignment. By making the delivery method selection at this point in the project it affords Metro with the most flexibility in selection of a delivery method.

While it is recommended that a project delivery method be selected around the time of completion of Alternative Analysis and identification of the Preferred Alternative, Metro may find it useful to perform an initial analysis earlier in the life of the project. An initial assessment can provide an early indication of the likely delivery method(s) that can successfully deliver the project. This can inform consultant scopes of work for procurement, changes to staffing plans, adjustments to budget allocations, or any number of other items. Even if the initial assessment results in a clear selection of a delivery method, it is recommended that a reassessment of that decision be made at or near the end of Alternative Analysis and identification of the Preferred Alternative to confirm changes in the project have not resulted in changes to the most appropriate delivery method.

7.3.4 Initial Feasibility Evaluation of RapidRide Expansion

Thirteen RapidRide projects were rated using Tier 1 screening. A Tier 2 evaluation for one of these projects, Corridor 1033, was also performed to provide an example of its application to a RapidRide project. The project descriptions, Tier 1, and Tier 2 results of this effort are provided in Appendix H[5].

[5] Project descriptions, analysis, and results included in these analyses are based on the information included in the METRO CONNECTS Capital Report and include discrepancies from other planning work prepared as part of the RapidRide 2 project. Selection of alternative alignments and/or corridor projects may impact the assumptions included in these analyses.

Generally, the results of the Tier 1 screening indicate that the same delivery methods are applicable for all 13 projects. This is because the Alternative Analysis and Preferred Alternatives have not yet been selected. As such, there was little to differentiate the project goals, risks, and challenges that might result in project-specific recommendations. As presented, the results tend to be more representative of programmatic options for delivery of RapidRide projects. At this point in the project, the Tier 1 screening indicates DBB, GC/CM, tDB, or pDB could be applied to these projects. These screenings are meant to be representative and should not be considered specific recommendations for the corridors.

The Tier 2 assessment on Corridor 1033 was performed with limited input from Metro on the appropriate decision criteria and associated weighting. These criteria were not fully vetted with Metro stakeholders. As such, the evaluation provided is an example of how a Tier 2 evaluation is scored and not a specific recommendation for Corridor 1033.

Though not included herein, formal documentation of a completed project delivery evaluation might also include a summary of the workshop participants, process, discussions, and ratings for Tier 1 and Tier 2 evaluations, as well as a final recommendation or decision on delivery methods.

8. PUBLIC INVOLVEMENT

A fundamental element of RapidRide corridor development will be effective public outreach and engagement. RapidRide lines are often transformative for communities and can improve access to other determinants of equity. Public input into the decision-making process associated with development of a new line alignment, the associated capital investments that will support the planned service, and the location of new passenger facilities is critical to ensuring that the new RapidRide line reflects transit needs in the communities it serves and contributes to meeting transportation demands associated with growth in the region. Community involvement should influence project outcomes and help Metro build an integrated network of mobility options for all users that is accessible, easy to use, and connects people and communities. Public involvement will be highly integrated with government relations (described in Chapter 9) to ensure consistent messaging with jurisdictional partners and the communities they serve.

The Public Involvement Framework for the RapidRide Expansion Program was developed to serve as a guidance document for use by RapidRide line leads (referred to as project managers), community relations team leads, public information officers, or other members of a Metro project team that are conducting public involvement, including a description of the types of stakeholders to engage. It identifies the goals for public involvement and details guiding principles and strategies for achieving these goals. The framework describes an outreach approach that is meant to reach out to a wide range of stakeholders and conduct actions and activities that inform, consult, and involve the public to engage and receive comments directly from the people who will benefit from and be affected by the new RapidRide line. It focuses on the five phases of project delivery outlined in Chapter 5 and details how and when RapidRide project teams should:

- Inform, involve, and collaborate with the public.
- Consider community input before making key decisions.
- Report back about what was heard and how public input was considered and incorporated.
- Transition or hand off outreach and engagement work to other Metro and consultant teams managing related bodies of work (e.g., marketing and communications, network service restructures, government relations).

This chapter provides a summary of the Public Involvement Framework for the RapidRide Expansion Program. The complete document can be found in Appendix D.

8.1 Outreach and Engagement Approach

Public involvement has two facets: 1) informing the community through outreach and 2) consulting, collaborating, and involving the community through engagement and the gathering of input. It is anticipated that outreach and engagement with low-income communities, limited-English proficiency communities, and communities of color will be a significant focus beyond the effort undertaken to implement existing RapidRide lines. The outreach and engagement approach associated with public involvement focuses on the public involvement expectations and key tactics to be utilized in each phase of the RapidRide project delivery process, how they are connected, and how they should be carried forward to other phases. Public involvement activities will be highest during the preliminary design phase, as this will be the time for decision making associated with alignment, investment in speed and reliability improvements, and identification of station design. Line leads will need to work closely with the community relations team lead to ensure the appropriate type and level of outreach and engagement is implemented, sufficient time is allowed for the creation of materials and/or scheduling of events, and outreach and engagement occurs with the appropriate parties. Primary activities for public involvement at each project phase are as follows.

Project Planning

- Assemble a communications team that will integrate with the larger RapidRide project team and assign a community relations lead.
- Connect with partner communications leads to collaborate on planning and role definition.
- Identify and initiate contact with community-based organizations that may serve as partners in public outreach efforts. Develop a strategy and set expectations for coordinated efforts.
- Develop the Community Needs and Priorities survey for the RapidRide line.
- Develop and assemble a Speakers Bureau.
- Create a PIP.

Preliminary Design

- Build overall awareness of the RREP.
- Establish public understanding of the project elements, need, benefit, and timeline of the new RapidRide line and the corridor it will serve.
- Explain the value of the public's participation, and identify when, where, and how the public can influence decisions and outcomes, as well as which decisions they have input into.
- Listen, learn, and understand community needs and priorities along the corridor and identify issues needing mitigation or that cannot be addressed within the project.
- Gather public input on options to inform Metro's selection of a final route alignment.
- Seek public input on access to transit opportunities, locations of bus zones, right-of-way impacts, and speed and reliability concepts.
- Share how the design matured and what influenced the preferred alignment.
- Create a right-of-way and real property acquisitions engagement plan, if needed.
- Support the formal environmental review process where appropriate.
- Provide early information of anticipated construction methods, sequence, and potential impacts.
- Form and support a Sounding Board(s), if not completed during Project Planning, and other advisory groups.
- Execute the Priority and Needs Survey.

Final Design

- Prepare a Final Design Outreach Report.
- Draft a Preconstruction Communications Plan.
- Draft a Construction Communications Plan.

Implementation

- Provide information to the public about how to stay informed about the construction schedule and potential impacts.

Closeout

- Inform the community about project completion and any changes to existing service, and gather input on user experiences.

The outreach and engagement activities undertaken during each project phase will require the employment of various tools and tactics tailored to provide the desired level of information to the community as well as receive

useful feedback to guide the process for development of each line. At the end of each project phase, the community relations team lead will measure the effectiveness of outreach and engagement efforts, both to achieve Metro's vision and improve agency outreach and engagement practices. These evaluations will help to ensure that public involvement efforts are modified and responsive to community needs as the project continues.

8.2 Key Messages and Stakeholders

Delivery of a new RapidRide line is part of Metro's RREP, which has been developed in order to help implement the vision outlined in METRO CONNECTS. Metro's mission will support implementation of that vision. Messaging associated with public involvement will need to address each of these elements in order to describe the reason for development of each new line and the process that led to its development. Key messages associated with programmatic elements, such as Metro's mission, the METRO CONNECTS vision, service integration, and the RREP are likely to be similar for each RapidRide line, with modifications developed as these programs evolve. For each project, line-specific key messages will be needed to illuminate factors such as:

- Why the project is needed
- Benefits and values
- Corridor profile/existing conditions
- Routes being replaced/modified (if applicable)
- Line-specific elements/improvements
- Project schedule

Some line-specific key messages may change during project development to reflect new information, project phases, or decisions made.

The identification of stakeholders is also required to ensure outreach and engagement efforts are reaching the right audiences. Some stakeholders, such as the King County Executive and Council, fellow transit providers, and the Puget Sound Regional Council, are interested in Metro's programmatic activities including the implementation of the RREP and continued efforts toward achieving the METRO CONNECTS vision. These stakeholders would be included in the project development process for all future lines. Other stakeholders may be interested solely in line-specific activities. As a result, the line-specific stakeholders will change for each new project. Line-specific stakeholder and audience types include:

- Project partners, including cities and jurisdictions as well funding agencies
- Other government departments, agencies, or consortium groups, including transit providers, public housing providers, and educational institutions
- Issue, interest, and population-specific interest groups, such as neighborhood and district council groups, community-based organizations, social service providers, and service providers to equity and social justice populations
- Directly and indirectly affected project area community
- Ethnic and mainstream media

9. GOVERNMENT RELATIONS

In order to achieve the vision of fast, frequent, and reliable service identified in METRO CONNECTS, Metro will need a greater investment in speed and reliability improvements. Early, close, and continued coordination with agency partners, elected officials, and jurisdictions will be key in the successful development of future RapidRide lines. Government relations efforts will be needed to support collaborative planning, development, and communication with local agency partners, elected officials, and within King County's elected leadership structure.

The goals of government relations are to:

1. Effectively advance and guide crucial legislation through county and city legislative bodies.
2. Develop and secure support from partner agencies to plan and implement RapidRide lines.
3. Secure funding from project partners and grant funding sources.
4. Secure required development permits from local jurisdictions in a timely manner.

The RapidRide Expansion Program Government Relations Framework provides guidance to line leads overseeing RapidRide projects and their teams in developing and implementing corridor-specific government relations strategies. It describes the role of government relations in the development of RapidRide corridors and provides strategies grouped around three target focus areas:

- Internal Government Relations
- External Government Relations at the Elected Level
- External Government Relations at the Technical Level

The framework document defines government relations roles and responsibilities for the expansion of RapidRide throughout King County and provides a roadmap identifying key government relations activities associated with project development tasks.

This chapter provides a summary of the RapidRide Expansion Program Government Relations Framework. The complete document can be found in Appendix E.

9.1 Government Relations Team

The multi-faceted nature of government relations will necessitate the development of a team to create and implement a corridor-specific strategy for working with project partners. The team should be developed in the project planning phase and be maintained throughout the life of the project. For each corridor, key roles could include:

- Line Lead—The Line Lead acts as the project manager for the line and provides oversight of technical analysis, deployment of project resources, and coordination with the Program Director.
- Government Relations Lead—A RapidRide expansion Government Relations Lead will work with individual corridor line leads to support all corridors and focus on anticipating and addressing government relations issues.
- Community Relations Team Lead—Each line will have an assigned Community Relations Team Lead who will oversee and document all public outreach and communications tasks. This person will coordinate with the Government Relations and Line Leads along with local agency partner PIOs.
- King County Grant Strategist—A King County Grant Strategist is available to support each corridor and should be called upon early in the process to identify how competitive the corridor would be for grant funding from local, state, and federal sources. This Grant Strategist would take the lead in developing

the strategy and working with granting agencies and line leads. This strategy would identify whether Metro or another agency should be the lead agency, and would identify key milestones for meeting grant requirements.

- Environmental Lead—Each line will include an assigned Environmental Lead who will develop an environmental strategy and coordinate environmental documentation of the line with local agencies and regulatory reviewers.
- Real Estate Lead—Each line will have an assigned Real Estate Lead to create a permitting and right-of-way strategy. This person will coordinate the many permits and right-of-way needs with local agencies along each line.

9.2 Internal Government Relations

The goal of the internal government relations strategies is to work within the King County decision making process to gain necessary legislative approvals for each RapidRide line. These strategies involve the King County Executive, the King County Council, and the King County Council Mobility Committee. Key milestones for internal government relations will be the approval of legislation for the line alignment and stations and approval of the service change. Council authorization will be needed to enter into interlocal agreements with local jurisdictions and transportation agency partners for partnerships and coordination during implementation of RapidRide corridors. Interlocal agreements with individual agency partners may support agreements on a variety of topics including route alignment, cost sharing for investments, and facilitation of permitting, construction, or right-of-way use.

9.3 External Government Relations at the Elected Level

The goals of external government relations at the elected level are to gain support for development of a line and agreement for actions needed to support RapidRide in local communities. These actions could include the approval of project funding or development permits needed for construction of capital investments. This focus area involves the city councils, tribal councils, and elected members of agency boards, such as Sound Transit. Each local agency, city, or tribe along a corridor will be involved in RapidRide development at various levels.

9.4 External Government Relations at the Technical Level

This focus area involves the technical staff at local agencies, cities, tribes, and other transportation providers, such as Sound Transit. Technical staff from partner agencies will be heavily involved in project development for RapidRide lines. The Line Lead and other Metro staff will work collaboratively with technical staff on the day-to-day efforts for the project including:

- Development of grant strategies and preparation and submittal of grant applications
- Development of project objectives
- Development of the preferred alignment
- Review of plans at the 30 percent, 60 percent, and 90 percent stages
- Environmental review
- Review and approval of permit applications
- Coordination of communications with elected leaders and decision-makers representing their respective agencies

10. REFERENCES

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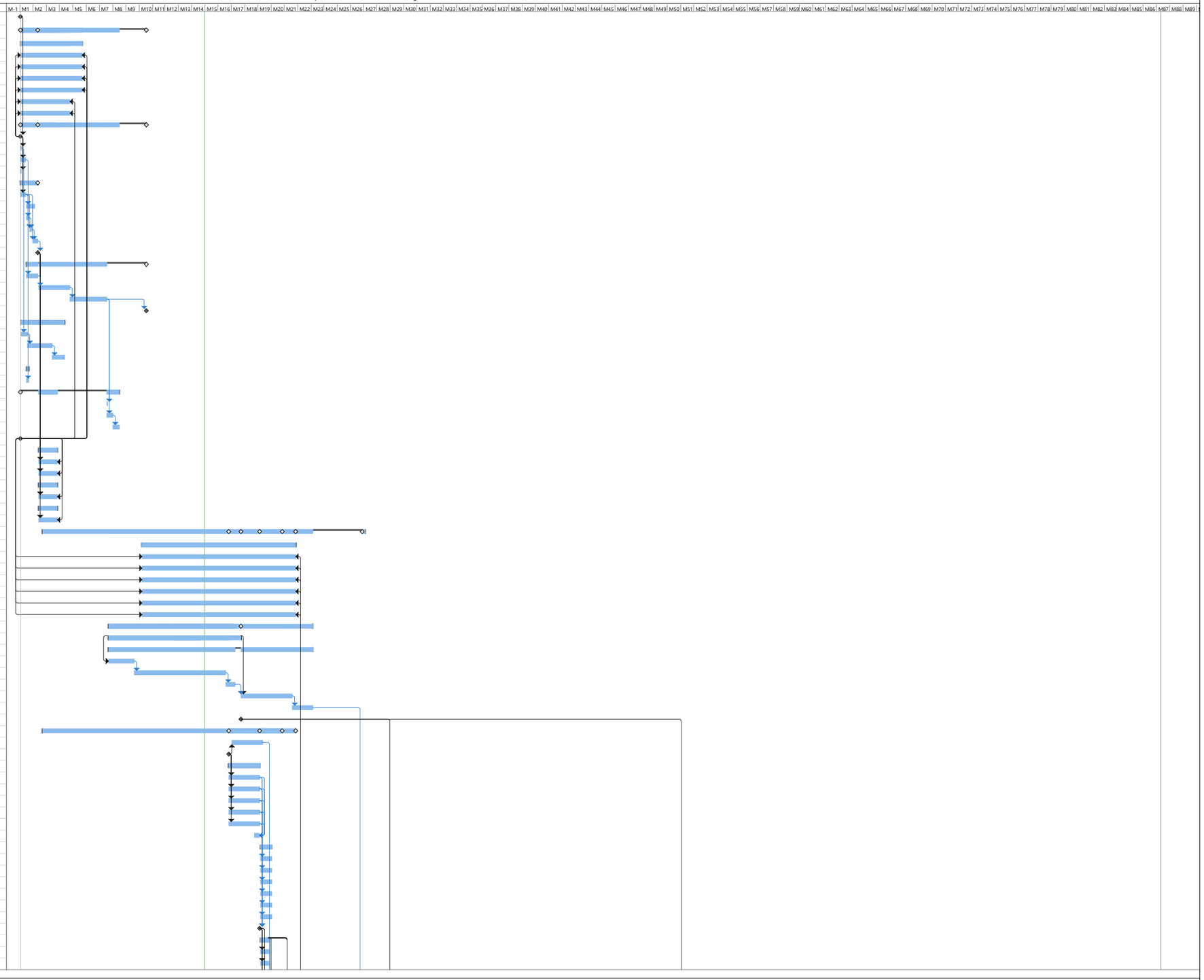
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Appendix A
Tier 1 Roadmap

RapidRide Corridor Resource Planning Schedule

ID	WBS	Predecessors	Task Name	Duration
1	1		Metro-Led RapidRide Corridors	0 wks
2	**2**		**Phase 1 - Project Planning**	**40 wks**
3	**2.1**		**1.00 Project Management Oversight**	**20 wks**
4	2.1.1	11SS,37FF	RREP Project Management	20 wks
5	2.1.2	11SS,37FF	Line Lead Management	20 wks
6	2.1.3	11SS,37FF	Procurement & Contract Administration	20 wks
7	2.1.4	11SS,37FF	Project Controls Management	20 wks
8	2.1.5	11SS,37FF	Design & Construction Supervision	16 wks
9	2.1.6	11SS,37FF	Design & Construction TCPM	16 wks
10	**2.2**		**1.01 RapidRide Line Initiation**	**40 wks**
11	2.2.1	1	**Milestone 1 - Project Intake**	0 days
12	2.2.2	11	Assign Project Management Staff	2 days
13	2.2.3	11	Choose Project Delivery model	2 wks
14	2.2.4	11	Financial Set up- Project Numbers and Tasks	2 days
15	**2.2.5**		**Charter**	**6 wks**
16	2.2.5.1	11	Draft Charter	2 wks
17	2.2.5.2	16	Initial Resource Procurement	3 wks
18	2.2.5.3	16	Complete Responsibility Assignment Matrix (RAM) in MS Project	1 wk
19	2.2.5.4	18,16	Supervisor/Manager approval for assigned staff	1 wk
20	2.2.5.5	16,19	Circulate Charter for Signatures	2 wks
21	2.2.5.6	20	**Milestone 2 - Project Charter Approved**	0 wks
22	**2.2.6**		**Procure Planning, design and engineering consultant/contract**	**38 wks**
23	2.2.6.1	13	Contract Advertisement, Review and Award	4 wks
24	2.2.6.2	23	Contract Negotiations	10 wks
25	2.2.6.3	24	Notice to Proceed Issued	12 wks
26	2.2.6.4	25	**Contract NTP**	12 wks
27	**2.2.7**		**Develop Jurisdictional Project Partnerships**	**14 wks**
28	2.2.7.1	12	Initial Jurisdictional Meetings	2 wks
29	2.2.7.2	28	Formalize Partnerships	8 wks
30	2.2.7.3	29	Initiate External Partner Review Meetings	4 wks
31	**2.2.8**		**Pre Project Planning**	**1 wk**
32	2.2.8.1	16	Modify Generic RR WBS for Specific Line	1 wk
33	**2.2.9**		**Project Kick-off Activities**	**32 wks**
34	2.2.9.1	25	Project Kick-off Meeting	2 days
35	2.2.9.2	25	Draft Initial PMP using PM Manual template	2 wks
36	2.2.9.3	35	Review and Approval of Initial PMP	2 wks
37	2.2.9.4		**Milestone 3 - Initial PMP Approved**	0 days
38	**2.2.9.17**		**Initial Service Network Planning Strategy**	**6 wks**
39	2.2.9.17.1	21,37FF-4 wks	Equity Impact Review	6 wks
40	2.2.9.17.2	21,37FF-4 wks	Alignment Planning	6 wks
41	**2.2.9.14**		**Initial Public Involvement Plan**	**6 wks**
42	2.2.9.14.1	21,37FF-4 wks	Develop Priority and Needs Survey	6 wks
43	**2.2.9.12**		**Initial Government Relations Plan**	**6 wks**
44	2.2.9.12.1	21,37FF-4 wks	Funding & Grant Strategies	6 wks
45	**3**		**Phase 2 - Preliminary Design**	**102 wks**
46	**3.1**		**2.00 Project Management Oversight**	**49 wks**
47	3.1.1	37SS,173FF	RREP Project Management	49 wks
48	3.1.2	37SS,173FF	Line Lead Management	49 wks
49	3.1.3	37SS,173FF	Procurement & Contract Administration	49 wks
50	3.1.4	37SS,173FF	Project Controls Management	49 wks
51	3.1.5	37SS,173FF	Design & Construction Supervision	49 wks
52	3.1.6	37SS,173FF	Design & Construction TCPM	49 wks
53	**3.2**		**2.01 Pre Design Report / Conceptual Design**	**64 wks**
54	**3.2.1**		**Corridor Planning and Upgrade Report (CPAU) (up to 10%)**	**42 wks**
108	**3.2.2**		**Outreach and Engagement**	**64 wks**
109	3.2.2.1	54SS	Administer Priority and Needs Survey	8 wks
110	3.2.2.2	109	Alternatives Analysis Outreach	29 wks
111	3.2.2.3	110	Locally Preferred Alternative	3 wks
112	3.2.2.6	111,54	Jurisdictional Approval/Action	16 wks
113	3.2.2.4	112	Draft Line Alignment to Council + Submit	6 wks
114	3.2.3	59	**Milestone 4 - Pre-design/Alternatives Analysis Completed**	0 days
115	**3.3**		**2.02 0%- 30% Design**	**80 wks**
116	3.3.10	117FS+1 wk	0%-30% Outreach	10 wks
117	3.3.1	59FS-4 wks	**Authorize Consultant Design Phase**	0 days
118	**3.3.2**		**Design Packages up to DRAFT 30%**	**10 wks**
119	3.3.2.1	117	Passenger Facilities Design Packages (Include Additional Survey)	10 wks
120	3.3.2.2	117	Access to Transit Design Packages (Include Additional Survey)	10 wks
121	3.3.2.3	117	Roadway & Signal Design Packages (Include Additional Survey)	10 wks
122	3.3.2.4	117	Comm and Tech Design Package (Include Additional Survey)	10 wks
123	3.3.2.5	117	Layover Design Package (Include Additional Survey)	10 wks
124	3.3.2.6	119FF,120FF,121F	30% Design Cost Estimate	2 wks
125	**3.3.3**		**Review Packages up to DRAFT 30%**	**4 wks**
126	3.3.3.1	119	Passenger Facilities Design Packages	4 wks
127	3.3.3.2	120	Access to Transit Design Packages	4 wks
128	3.3.3.3	121	Roadway & Signal Design Packages	4 wks
129	3.3.3.4	122	Comm and Tech Design Package	4 wks
130	3.3.3.5	123	Layover Design Package	4 wks
131	3.3.3.6	124	30% Design Cost Estimate	4 wks
132	3.3.4	119,120,121,122,1	**Complete Metro 30% Internal Review**	0 wks
133	**3.3.5**		**Consultant Revises Draft 30% to Final 30%**	**3 wks**
134	3.3.5.1	132	Passenger Facilities Design Packages (Include Additional Survey)	3 wks
135	3.3.5.2	132	Access to Transit Design Packages (Include Additional Survey)	3 wks

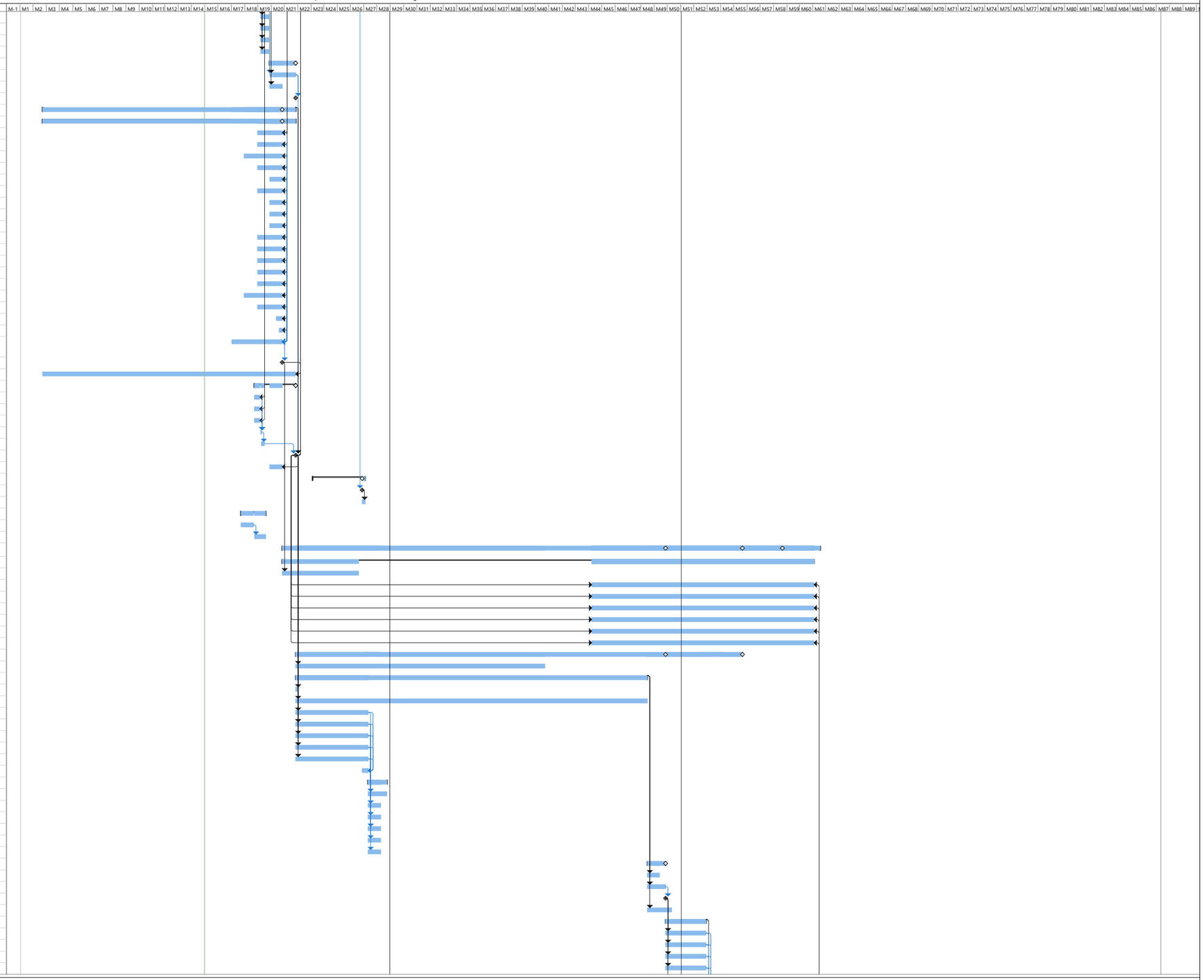


Project: WBS%20RR%2
Date: Fri 5/31/19

Task, Split, Milestone, Summary, Project Summary, Inactive Task, Inactive Milestone, Inactive Summary, Manual Task, Duration-only, Manual Summary Rollup, Manual Summary, Start-only, Finish-only, External Tasks, External Milestone, Deadline, Critical, Critical Split, Baseline, Baseline Milestone, Baseline Summary, Progress, Manual Progress

RapidRide Corridor Resource Planning Schedule

ID	WBS	Predecessors	Task Name	Duration
136	3.3.5.3	132	Roadway & Signal Design Packages (Include Additional Survey)	3 wks
137	3.3.5.4	132	Comm and Tech Design Package (Include Additional Survey)	3 wks
138	3.3.5.5	132	Layover Design Package (Include Additional Survey)	3 wks
139	3.3.5.6	132	30% Design Cost Estimate	3 wks
140	**3.3.6**		**Jurisdictional Review (30%)**	**8 wks**
141	3.3.6.1	133,116	Submit 30% Design Package to Jurisdictions for Review	8 wks
142	3.3.6.2	133	Submit all WSDOT BOD, Design Exception, MEF, Channelization Plans	4 wks
143	3.3.6.3	141	**Receive Jurisdictional 30% Comments**	0 wks
144	**3.3.7**		**Environmental Review**	**80 wks**
145	**3.3.7.1**		**Environmental Support Documentation**	**80 wks**
146	3.3.7.1.1	133FF+4 wks	Prepare and Submit Noise and Vibration Discipline Report	8 wks
147	3.3.7.1.2	133FF+4 wks	Prepare and Submit Air Quality Discipline Report	8 wks
148	3.3.7.1.3	133FF+4 wks	Prepare and Submit Hazardous Materials Discipline Report	12 wks
149	3.3.7.1.4	133FF+4 wks	Prepare and Submit Historic, Cultural & Archaeological Resources Discipline Report	8 wks
150	3.3.7.1.5	133FF+4 wks	Prepare and Submit Neighborhoods & Populations, Environmental Justice Technical Memorandur	4 wks
151	3.3.7.1.6	133FF+4 wks	Prepare and Submit Visual Quality Technical Memorandum	8 wks
152	3.3.7.1.7	133FF+4 wks	Prepare and Submit Land Use and Economics Technical Memorandum	4 wks
153	3.3.7.1.8	133FF+4 wks	Prepare and Submit Public Services and Utilities Technical Memorandum	4 wks
154	3.3.7.1.9	133FF+4 wks	Prepare and Submit Geology, Soils, and Topography Technical Memorandum	4 wks
155	3.3.7.1.10	133FF+4 wks	Prepare and Submit Construction Technical Memorandum	8 wks
156	3.3.7.1.11	133FF+4 wks	Prepare and Submit Energy Technical Memorandum	8 wks
157	3.3.7.1.12	133FF+4 wks	Prepare and Submit Acquisitions, Displacements, and Relocations Technical Memorandum	8 wks
158	3.3.7.1.13	133FF+4 wks	Prepare and Submit Ecosystems/Vegetation & Wildlife Technical Memorandum	8 wks
159	3.3.7.1.14	133FF+4 wks	Prepare and Submit Cumulative and Secondary Impacts Technical Memorandum	8 wks
160	3.3.7.1.15	133FF+4 wks	4 (f) analysis, if needed	12 wks
161	3.3.7.1.16	133FF+4 wks	Prepare and Submit Area of Potential Effect Letter	8 wks
162	3.3.7.1.17	133FF+4 wks	Submit CR to the FTA and request for concurrence (DAHP), and draft letters to Tribes and DAHP	2 wks
163	3.3.7.1.18	133FF+4 wks	Prepare and Submit ESA No Effect Letter	1 wk
164	3.3.7.1.19	146FF,147FF,148F	NEPA Prepare and Submit Documented Categorical Exclusion. Prepare SEPA checklist, documentation, publication and distribution of DNS.	16 wks
165	3.3.7.1.20	164	**Submit all SEPA/NEPA Documentation**	0 wks
166	3.3.7.1.24	165FF+4 wks	Prepare and Submit Grant Applications	80 wks
167	**3.4**		**2.03 Baseline Activities**	**13 wks**
168	3.4.1	132FF	Update Scope, Schedule and Budget for Baseline	2 wks
169	3.4.2	132FF	Update Risk Register	2 wks
170	3.4.3	132FF	Update Project Management Plan (PMP)	2 wks
171	3.4.4	168,169,170	Submit Baseline PMP for Approval	2 days
172	3.4.5	171	Review and Approval Baseline Project Management Plan	1 wk
173	3.4.6	172,141,144	**Milestone 5 - Baseline PMP Approved**	0 days
174	3.4.8	173FF-4 wks	Update PIP	4 wks
175	**3.5**		**2.04 Service Planning/Outreach**	**17 wks**
176	3.5.1	113	**Alignment Ordinance Adopted**	16 wks
177	3.5.2	176	Line Alignment Approval by Council	1 wk
178	**3.6**		**2.05 Plan, Procure and Equip Fleet**	**8 wks**
179	3.6.1	59	Develop Fleet Plan	4 wks
180	3.6.2	179	Establish Fleet Procurement Contract	4 wks
181	**4**		**Phase 3 - Final Design**	**170 wks**
182	**4.2**		**3.00 Project Management Oversight**	**168 wks**
183	4.2.8	165	Follow up for NEPA and SEPA to conclude processes/obtain approvals	24 wks
184	4.2.1	173SS,277FF	RREP Project Management	70 wks
185	4.2.2	173SS,277FF	Line Lead Management	70 wks
186	4.2.3	173SS,277FF	Procurement & Contract Administration	70 wks
187	4.2.4	173SS,277FF	Project Controls Management	70 wks
188	4.2.5	173SS,277FF	Design & Construction Supervision	70 wks
189	4.2.6	173SS,277FF	Design & Construction TCPM	70 wks
190	**4.3**		**3.01 Design 30% to 90%**	**142 wks**
191	4.3.2	173	Initiate Public Engagement Plan - Design Phase	79 wks
192	**4.3.3**		**30% to 60% Design**	**111 wks**
193	4.3.3.13	173	Complete Green Building Ordinance 30% Scorecard	2 days
194	4.3.3.10	173	30%-60% Outreach	111 wks
195	4.3.3.1	173	Passenger Facilities Design Packages	23 wks
196	4.3.3.2	173	Access to Transit Design Packages	23 wks
197	4.3.3.3	173	Roadway & Signal Design Packages	23 wks
198	4.3.3.4	173	Comm and Tech Design Package	23 wks
199	4.3.3.5	173	Layover Design Package	23 wks
200	4.3.3.6	195FF,196FF,197F	Update Cost Estimate	2 wks
201	**4.3.4**		**Review Packages 30% to 60%**	**6 wks**
202	4.3.4.1	195	Passenger Facilities Packages	6 wks
203	4.3.4.2	196	Access to Transit Packages	4 wks
204	4.3.4.3	197	Roadway & Signal Packages	4 wks
205	4.3.4.4	198	Comm and Tech Package	4 wks
206	4.3.4.5	199	Layover Review Package	4 wks
207	4.3.4.6	200	Updated Cost Estimate	4 wks
208	**4.3.5**		**Jurisdictional Review (60%)**	**6 wks**
209	4.3.5.1	192	Submit 60% Design Package to Jurisdictions for Review	4 wks
210	4.3.5.2	192	Receive WSDOT Preliminary Comments	6 wks
211	4.3.5.3	210	**Receive Jurisdictional 60% Comments**	0 wks
212	4.3.6	192	Construction Management Plan	8 wks
213	**4.3.7**		**60%-90% Design**	**13 wks**
214	4.3.7.1	211	Passenger Facilities Design Packages	13 wks
215	4.3.7.2	211	Access to Transit Design Packages	13 wks
216	4.3.7.3	211	Roadway & Signal Design Packages	13 wks
217	4.3.7.4	211	Comm and Tech Design Package	13 wks

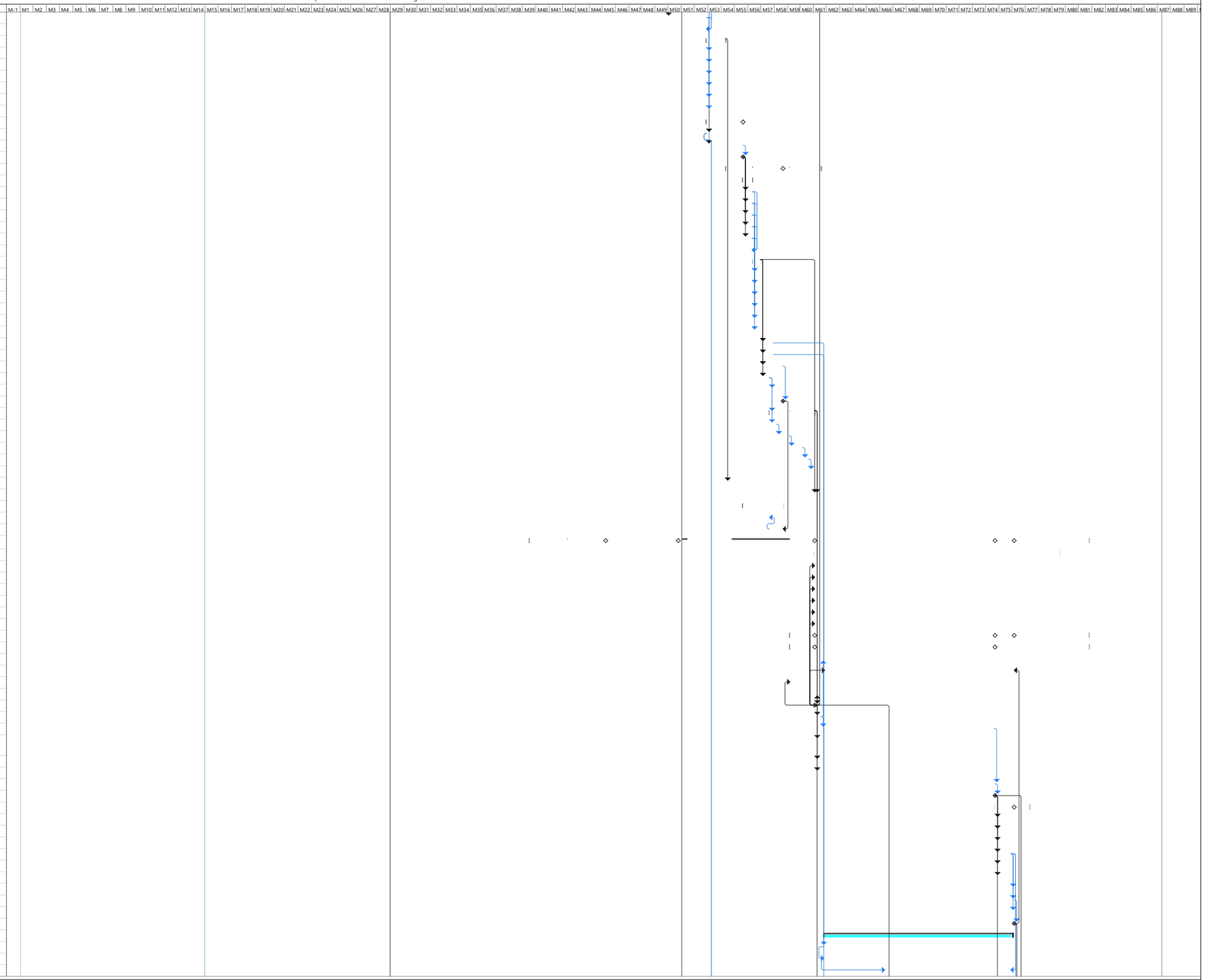


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RapidRide Corridor Resource Planning Schedule

ID	WBS	Predecessors	Task Name	Duration
218	4.3.7.5	211	Layover Design Package	13 wks
219	4.3.7.6	214FF,215FF,216F	Update Cost Estimate	2 wks
220	**4.3.8**		**Review Packages 60% to 90%**	**6 wks**
221	4.3.8.1	214	Passenger Facilities Packages	6 wks
222	4.3.8.2	215	Access to Transit Packages	6 wks
223	4.3.8.3	216	Roadway & Signal Packages	6 wks
224	4.3.8.4	217	Comm and Tech Package	6 wks
225	4.3.8.5	218	Layover Package	6 wks
226	4.3.8.6	219	Updated Cost Estimate	6 wks
227	**4.3.9**		**Jurisdictional Review (90%)**	**12 wks**
228	4.3.9.1	213	Submit 90% Permit Package to Jurisdictions	12 wks
229	4.3.9.2	213	Receive WSDOT Final Comments	12 wks
230	4.3.9.3	229	**Receive Jurisdictional 90% Permit Comments**	0 wks
231	**4.4**		**3.02 Design Final 90% to 100%**	**30 wks**
232	**4.4.1**		**90%-100% Design**	**3 wks**
233	4.4.1.1	230	Passenger Facilities Design Packages	3 wks
234	4.4.1.2	230	Access to Transit Design Packages	3 wks
235	4.4.1.3	230	Roadway & Signal Design Packages	3 wks
236	4.4.1.4	230	Comm and Tech Design Package	3 wks
237	4.4.1.5	230	Layover Design Package	3 wks
238	4.4.1.6	233FF,234FF,235F	Engineers Estimate	2 wks
239	**4.4.2**		**Review Packages Final 90% to 100%**	**2 wks**
240	4.4.2.1	233	Passenger Facilities Packages	2 wks
241	4.4.2.2	234	Access to Transit Packages	2 wks
242	4.4.2.3	235	Roadway & Signal Packages	2 wks
243	4.4.2.4	236	Comm and Tech Package	2 wks
244	4.4.2.5	237	Layover Package	2 wks
245	4.4.2.6	238	Updated Cost Estimate	2 wks
246	4.4.3	239	Order Shelter Frames + Amenities	4 wks
247	4.4.4	239	Order and Fabricate Pylon Frames	4 wks
248	4.4.5	239	Prepare and Submit Documents for Construction Procurement	7 wks
249	4.4.6	239	Prepare and Submit Documents for Permit Applications	3 wks
250	4.4.7	249	Submit 100% Plan Set to Receive Permits	4 wks
251	4.4.8	248	**Milestone 6 - Request For Service Submitted**	0 days
252	**4.4.9**	**249**	**Construction Procurement**	**14 wks**
253	4.4.9.1	249	Contract Advertisement, Review and Award	2 wks
254	4.4.9.2	253	Preconstruction Info Event	4 wks
255	4.4.9.3	254	Evaluation	4 wks
256	4.4.9.4	255	Negotiation	2 wks
257	4.4.9.5	256	Execution	2 wks
258	4.4.10	220	Inform CM Group and Stakeholders of Construction Schedule	8 wks
259	4.4.11	252,239	Update Scope, Schedule & Budget for 100% Design	2 wks
260	**4.5**		**3.03 Procure Fleet**	**12 wks**
261	4.5.1	262SF	Establish Fleet Design	8 wks
262	4.5.2	251FF	Obtain Slot in Bus Production Schedule	4 wks
263	**5**		**Phase 4 - Implementation**	**177 wks**
264	**5.1**		**4.00 Project Management Oversight**	**78 wks**
265	5.1.1	277SS,347FF	RREP Project Management	78 wks
266	5.1.2	277SS,347FF	Line Lead Management	78 wks
267	5.1.3	277SS,347FF	Procurement & Contract Administration	78 wks
268	5.1.4	277SS,347FF	Project Controls Management	78 wks
269	5.1.5	277SS,347FF	Design & Construction Supervision	78 wks
270	5.1.6	277SS,347FF	Design & Construction TCPM	78 wks
271	**5.2**		**4.01 Construction Efforts**	**95 wks**
272	**5.2.2**		**Construction**	**95 wks**
273	5.2.2.12	278	Groundbreaking	1 day
274	5.2.2.11	295FF,277SS	Archaeological Monitoring	60 wks
275	5.2.2.10	277SS-8 wks	Project Area Construction PRE-CONSTRUCTION Communications	8 wks
276	5.2.2.1	277	Initiate Public Engagement Plan - Construction Phase	87 wks
277	5.2.2.2	252	**Milestone 7 - Notice To Proceed Issued**	0 days
278	5.2.2.3	277	Construction Mobilization	2 wks
279	5.2.2.4	278	Construct up to 90%	55 wks
280	5.2.2.5	277	TRF Support during construction manage bus zone closures, relocations, openings, communications	55 wks
281	5.2.2.6	277	Engineering services during construction - to 90%	55 wks
282	5.2.2.7	252	Review of Construction Work	55 wks
283	5.2.2.8	279	Issue Letter of Substantial Completion	2 days
284	5.2.2.9	283	**Milestone 8 - Substantial Completion Achieved**	0 days
285	**5.2.3**		**Construction Final 10%**	**11 wks**
286	5.2.3.1	284	Complete Initial New Asset Record (NAR)	6 wks
287	5.2.3.2	284	Inform Stakeholders of new Asset	3 wks
288	5.2.3.3	284	Identify Punch List Items	1 wk
289	5.2.3.4	284	Construct Final 10%	5 wks
290	5.2.3.6	284	Engineering services during construction - to 90%	5 wks
291	5.2.3.11	284	Review Construction Work	5 wks
292	5.2.3.7	289	Prepare and Issue Final Payments on Contracts	1 wk
293	5.2.3.8	289	Issue Letter of Final Acceptance	1 wk
294	5.2.3.9	289	Develop As-Builts	6 wks
295	5.2.3.10	293	**Milestone 9 - Final Acceptance Issued**	0 days
296	**5.2.4**		**Install Metro Passenger Facilities**	**60 wks**
297	5.2.4.1	246FS+16 wks	Receive Shelters	21 wks
298	5.2.4.2	297SS	Assemble Shelters (Includes Power Running Wire) + Amenities	20 wks
299	5.2.4.3	298SS+4 wks,289F	Install Shelters + Amenities	40 wks

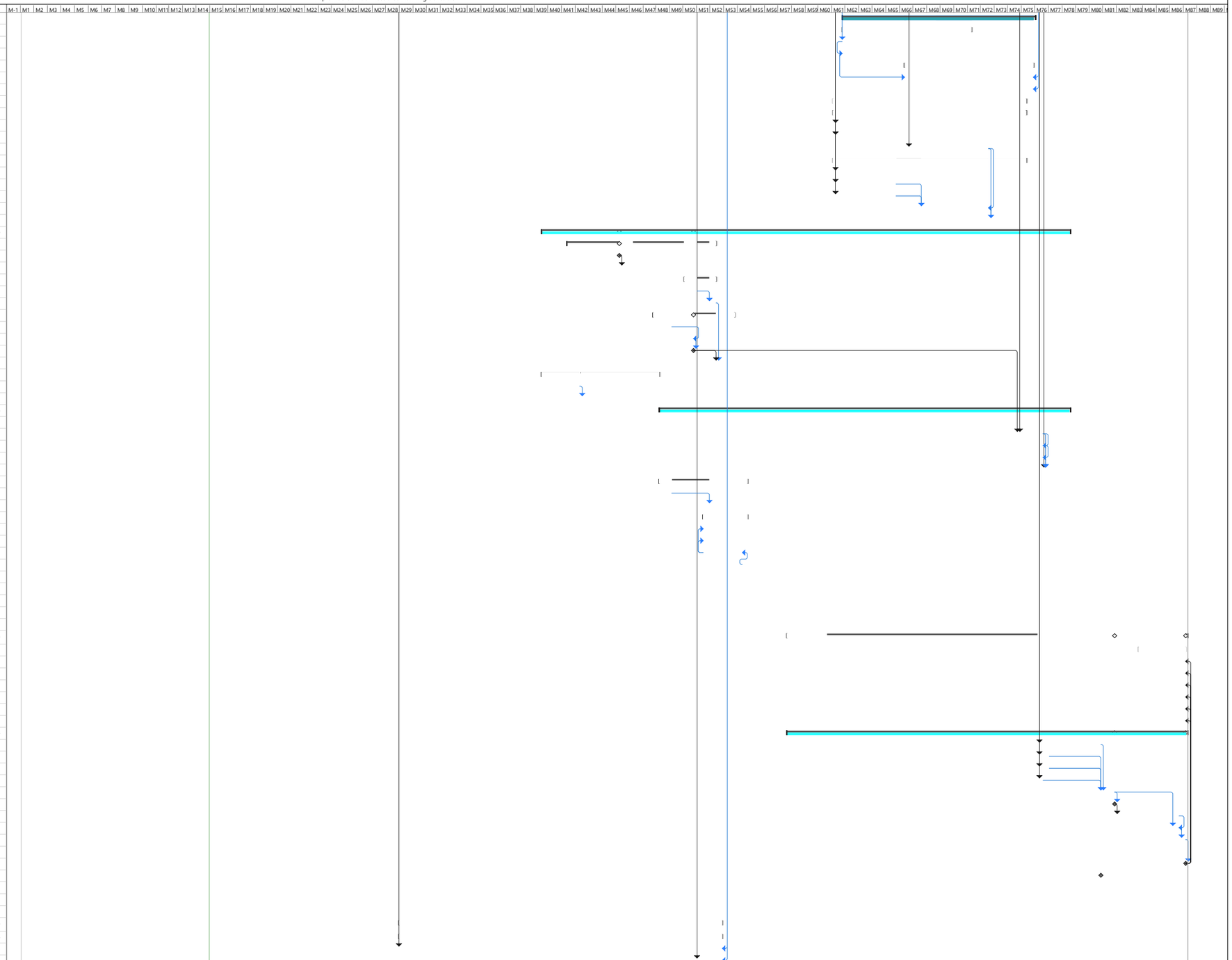


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Task | Split | Milestone | Summary | Project Summary | Inactive Task | Inactive Milestone | Inactive Summary | Manual Task | Duration-only | Manual Summary Rollup | Manual Summary | Start-only | Finish-only | External Tasks | External Milestone | Deadline | Critical | Critical Split | Baseline | Baseline Milestone | Baseline Summary | Progress | Manual Progress

RapidRide Corridor Resource Planning Schedule

ID	WBS	Predecessors	Task Name	Duration
300	**5.2.5**		**Install Tech Pylons, SAFTP and RTIS Equipment**	**60 wks**
301	**5.2.5.1**		**Tech Pylon/SAFTP/RTIS Commission, Installation and Activation**	**40 wks**
302	5.2.5.1.1	247FS+16 wks	Receive Pylon and RTIS Equipment	20 wks
303	5.2.5.1.2	302SS	Assemble tech pylon, RTIS, and SAFTP into single unit	40 wks
304	**5.2.5.2**		**Install assembled tech pylon**	**40 wks**
305	5.2.5.2.1	303SS+4 wks,289F	Install Tech Pylon, SAFTP, RTIS (P+F work)	40 wks
306	5.2.5.2.2	289FF	Test and Commission Tech Pylon, SAFTP, RTIS (SDO + KCIT work)	30 wks
307	**5.2.6**		**Install Communication Infrastructure and TSP**	**60 wks**
308	**5.2.6.1**		**ITS Network Infrastructure**	**60 wks**
309	5.2.6.1.1	277	KCM SDO Assets - deployment, testing and commisioning	60 wks
310	5.2.6.1.2	277	Install/Activate Backhaul Equipment	24 wks
311	5.2.6.1.3	277FS+24 wks	Configure/Install ITS Cabinet Equipment	24 wks
312	**5.2.6.2**		**TSP Activation**	**60 wks**
313	5.2.6.2.1	277	TSP configuration, deployment, testing and commissioning	60 wks
314	5.2.6.2.2	277	Create TSP Logic	20 wks
315	5.2.6.2.3	277	Create TPRG Configurations	20 wks
316	5.2.6.2.4	314,315,311FF	Install TSP Logic/TPRG Settings	20 wks
317	5.2.6.2.5	316,311	TSP Testing	12 wks
318	**5.3**		**4.02 Other Implementation Efforts**	**164 wks**
319	**5.3.1**		**Service Change Ordinance**	**46 wks**
320	5.3.1.1	347FF-40 wks	**Service Change Ordinance Adopted**	16 wks
321	5.3.1.2	320	Service Change Package Publication	4 wks
322	**5.3.1.3**		**Route Schedule Projection**	**10 wks**
323	5.3.1.3.3	347FF-16 wks	Marketing and Promotions	4 wks
324	5.3.1.3.4	323FS+4 wks	Pick (Hastus Load 3)	2 wks
325	**5.3.3**		**Receive and Equip Fleet**	**26 wks**
326	5.3.3.1	347FF-24 wks	Bus Delivery	6 wks
327	5.3.3.2	326FF+7 wks	Install OBS to Buses and Commission Fleet	10 wks
328	5.3.3.3	327	Deliver Buses to Training	0 wks
329	5.3.3.4	328,324	Route data delivered to all OBS equipped vehicles	6 wks
330	**5.3.4**		**Fare Enforcement**	**36 wks**
331	5.3.4.1	347FF-52 wks	Develop Fare Inspection Plan and Level of Penetration for Fare Enforcement	12 wks
332	5.3.4.2	331	Purchase Equipment for new FEOs	24 wks
333	**5.3.5**		**Operator Training**	**128 wks**
334	5.3.5.1	347FF-24 wks	Operations Training Plan	4 wks
335	5.3.5.2	328,284	Driver Training	8 wks
336	5.3.5.3	335FF	First Line Training	6 wks
337	5.3.5.4	336FF	TCC Training	4 wks
338	5.3.5.5	335,336,337,284	Pre-revenue Testing	8 wks
339	**5.3.6**		**Accessible Services Training**	**28 wks**
340	5.3.6.1	347FF-24 wks	Rider Travel Training Planning	4 wks
341	5.3.6.2	340,347FF	Rider Travel Training	12 wks
342	**5.3.7**		**Marketing / Promotions**	**14 wks**
343	5.3.7.1	345SS	Rider Information (includes fare payment customer information)	6 wks
344	5.3.7.2	345SS	Customer Information Production	6 wks
345	5.3.7.3	346SF	Develop Launch Event Plan	12 wks
346	5.3.7.4	347SF	Launch Event (Party)	2 wks
347	5.4		**Start Revenue Service**	0 wks
348	**5.5**		**Construction Contingency**	**0 wks**
349	5.5.1	284	Risk Item 1	0 days
350	5.5.2	284	Risk Item 2	0 days
351	5.5.3	284	Risk Item 3	0 days
352	**6**		**Phase 5 - Closeout**	**124 wks**
353	**6.1**		**5.00 Project Management Oversight**	**15 wks**
354	6.1.1	347SS,371FF	RREP Project Management	15 wks
355	6.1.2	347SS,371FF	Line Lead Management	15 wks
356	6.1.3	347SS,371FF	Procurement & Contract Administration	15 wks
357	6.1.4	347SS,371FF	Project Controls Management	15 wks
358	6.1.5	347SS,371FF	Design & Construction Supervision	15 wks
359	6.1.6	347SS,371FF	Design & Construction TCPM	15 wks
360	**6.2**		**5.01 Closeout Activities**	**124 wks**
361	6.2.1	295	Close Out all Open Contracts	20 wks
362	6.2.2	295	Update Lessons Learned	4 wks
363	6.2.3	295	Prepare Final GBO Score Card	4 wks
364	6.2.4	295	Project As-builts	2 wks
365	6.2.5	361,362,363,364	Update Final Scope, Schedule and Budget	4 wks
366	6.2.6	365	Request Oracle Project Closure	0 days
367	6.2.7	366	Complete Final New Asset Record (NAR)	20 wks
368	6.2.8	365,367FF	Prepare Project Closeout Report	2 wks
369	6.2.9	368	Approval of Closeout Report	2 wks
370	6.2.15	347FS+12 wks	Rider Satisfaction Survey	12 wks
371	6.2.10	369	**Milestone 10 - Project Closeout**	0 days
372	**6.2.11**		**Project Contingency**	**0 wks**
373	6.2.11.1	361	Risk Item 7	0 days
374	6.2.11.2	361	Risk Item 8	0 days
375	6.2.11.3	361	Risk Item 9	0 days
376	**7**		**Phase 6- Acquisition**	**100 wks**
377	**7.1**		**6.01 Acquisition**	**100 wks**
378	7.1.1	114,228SF	Project-Specific Acquisition Activities	100 wks
379	7.1.2	114,228SF	Inventory/Photogaph impacted parcels prior to construction	8 wks



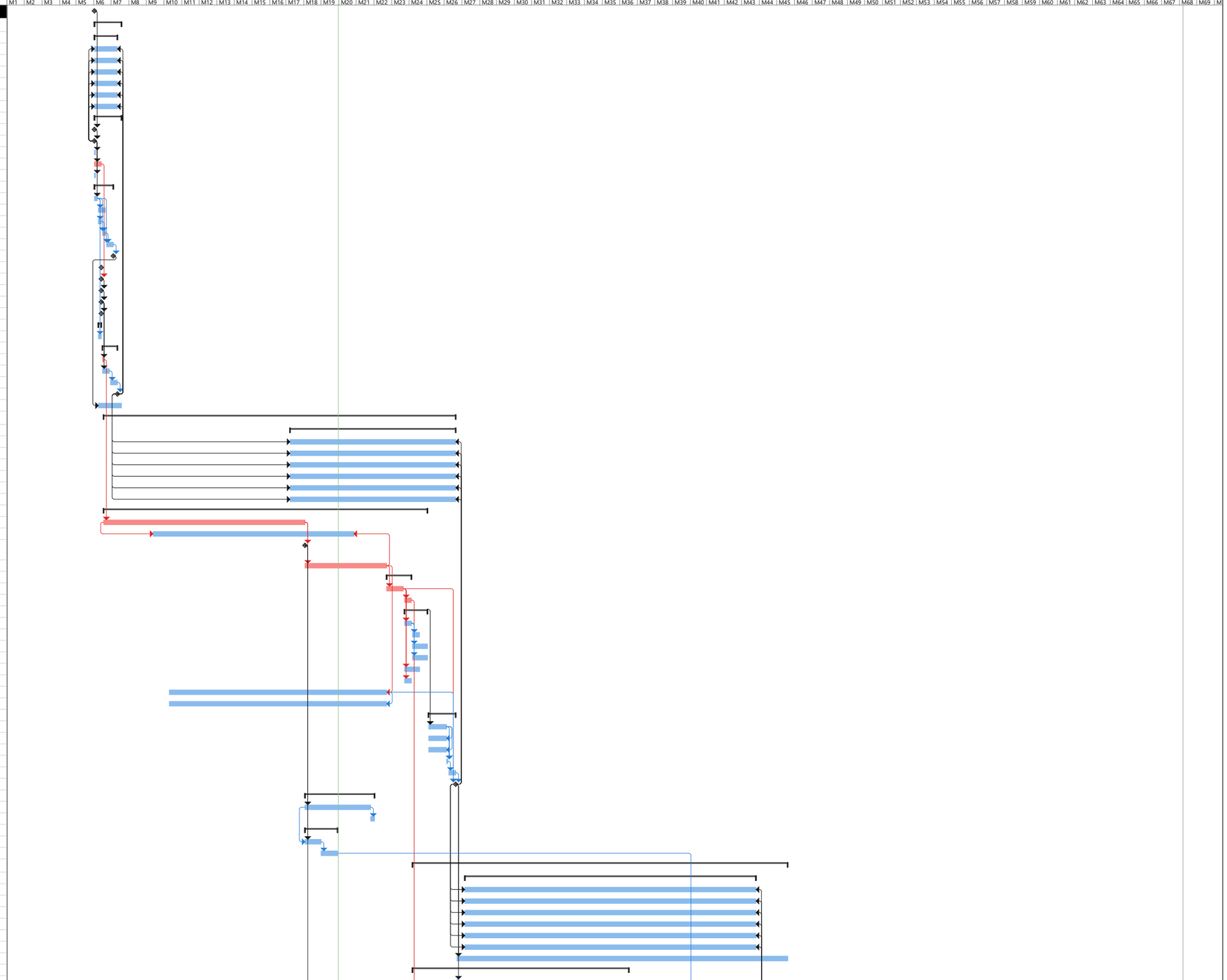
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Appendix B
SDOT Roadmap

RapidRide Corridor Resource Planning Schedule

ID	Predecessors	WBS	Task Name	Duration
1		1	**SDOT Corridors**	0 wks
2		2	**Phase 1 - Project Planning**	7 wks
3		2.1	1.00 Project Management Oversight	6 wks
4	12SS,34FF	2.1.1	RREP Project Management	6 wks
5	12SS,34FF	2.1.2	Line Lead Management	6 wks
6	12SS,34FF	2.1.3	Procurement & Contract Administration	6 wks
7	12SS,34FF	2.1.4	Project Controls Management	6 wks
8	12SS,34FF	2.1.5	Design & Construction Supervision	6 wks
9	12SS,34FF	2.1.6	Design & Construction TCPM	6 wks
10		2.2	1.01 RapidRide Line Initiation	7 wks
11	1	2.2.1	SDOT Project Start (Consultant Selected, NTP)	0 wks
12	11	2.2.2	**Milestone 1 - Project Intake**	0 days
13	12	2.2.3	Assign Project Management Staff	2 days
14	12	2.2.4	Choose Project Delivery model	2 wks
15	12	2.2.5	Financial Set up- Project Numbers and Tasks	2 days
16		2.2.6	**Charter**	5 wks
17	12	2.2.6.1	Draft Charter	1 wk
18	17	2.2.6.2	Initial Resource Procurement	2 wks
19	17	2.2.6.3	Complete Responsibility Assignment Matrix (RAM) in MS Project	1 wk
20	19,17	2.2.6.4	Supervisor/Manager approval for assigned staff	1 wk
21	17,20	2.2.6.5	Circulate Charter for Signatures	2 wks
22	21	2.2.7	**Milestone 2 - Project Charter Approved**	0 wks
23		2.2.8	**Procure Planning, design and engineering consultant (If needed)**	0 wks
24	14	2.2.8.1	Write contract scope	0 wks
25	24	2.2.8.2	Select Consultant	0 wks
26	25	2.2.8.3	Contract Negotiations	0 wks
27	26	2.2.8.4	**Contract NTP**	0 wks
28		2.2.9	**Pre Project Planning**	1 wk
29	17	2.2.9.1	Modify Generic RR WBS for Specific Line	1 wk
30		2.2.10	**Project Kick-off Activities**	4 wks
31	26	2.2.10.1	Project Kick-off Meeting	2 days
32	26	2.2.10.2	Draft Initial PMP using PM Manual template	2 wks
33	32	2.2.10.3	Review and Approval of Initial PMP	2 wks
34	33	2.2.11	**Milestone 3 - Initial PMP Approved**	0 days
35	22FS-4 wks	2.2.12	Initial Service Network Planning Strategy	6 wks
36		3	**Phase 2 - Preliminary Design**	84.4 wks
37		3.1	2.00 Project Management Oversight	40 wks
38	34SS,67FF	3.1.1	RREP Project Management	40 wks
39	34SS,67FF	3.1.2	Line Lead Management	40 wks
40	34SS,67FF	3.1.3	Procurement & Contract Administration	40 wks
41	34SS,67FF	3.1.4	Project Controls Management	40 wks
42	34SS,67FF	3.1.5	Design & Construction Supervision	40 wks
43	34SS,67FF	3.1.6	Design & Construction TCPM	40 wks
44		3.2	2.01 Pre Design Report / Conceptual Design	78 wks
45	31	3.2.1	SDOT Corridor Study (pre-design) - See NOTES	48 wks
46	48FF-8 wks,45SS	3.2.2	**Public involvement**	48 wks
47	45	3.2.3	**Milestone 4 - Pre-design/Alternatives Analysis Completed (SDOT Completed ---> SDOT LPA)**	0 days
48	45	3.2.4	SDOT 0% - 30% Design	20 wks
49		3.2.5	**Metro Review (30%)**	6 wks
50	48	3.2.5.1	Circulate 30% design for Metro Review	4 wks
51	50	3.2.5.2	Summarize and finalize Metro Comments	2 wks
52		3.2.6	**Metro RR Delivery Plan**	6 wks
53	50	3.2.6.1	Develop Project Metro Asset List	2 wks
54	53	3.2.6.2	Develop Metro Asset Delivery Schedule	2 wks
55	53	3.2.6.3	Develop Baseline Metro Asset Delivery Plan	4 wks
56	53	3.2.6.4	Develop Asset Delivery Cost Estimate	4 wks
57	50	3.2.6.5	Develop Service Delivery Plan (Fleet, Ordinance, Training)	4 wks
58	50	3.2.6.6	Develop Communciation/Marketing Strategy	2 wks
59	48FF	3.2.7	SDOT Environmental Clearances (DCE Assumed)	52 wks
60	59FF	3.2.8	Metro Environmental Clearance Support	52 wks
61		3.3	2.03 Baseline Metro Owned Activities (Post 30% SDOT Design)	6.4 wks
62	52	3.3.1	Baseline Metro RR Delivery Plan	4 wks
63	62FF	3.3.2	Update Risk Register	4 wks
64	62FF	3.3.3	Update Project Management Plan (PMP)	4 wks
65	62,63,64	3.3.4	Submit Baseline PMP for Approval	2 days
66	65	3.3.5	Review and Approval Baseline Project Management Plan	2 wks
67	66,50,59	3.4	**Milestone 5 - Baseline PMP Approved**	0 days
68		3.5	2.99.01 Service Planning	17 wks
69	47	3.5.1	**Line Alignment & Stations to Council**	16 wks
70	69	3.5.2	Line Alignment Approval by Council	1 wk
71		3.6	2.99.02 Plan, Procure and Equip Fleet	8 wks
72	47,69SS	3.6.1	Develop Fleet Plan	4 wks
73	72	3.6.2	Establish Fleet Procurement Contract	4 wks
74		4	**Phase 3 - Final Design**	89.4 wks
75		4.1	3.00 Project Management Oversight	70 wks
76	67SS,114FF	4.1.1	RREP Project Management	70 wks
77	67SS,114FF	4.1.2	Line Lead Management	70 wks
78	67SS,114FF	4.1.3	Procurement & Contract Administration	70 wks
79	67SS,114FF	4.1.4	Project Controls Management	70 wks
80	67SS,114FF	4.1.5	Design & Construction Supervision	70 wks
81	67SS,114FF	4.1.6	Design & Construction TCPM	70 wks
82	67	4.2	Initiate Public Engagement Plan - Design Phase	79 wks
83		4.3	3.01 Design 30% to 90%	52 wks
84	67	4.3.1	Complete Green Building Ordinance 30% Scorecard	2 days

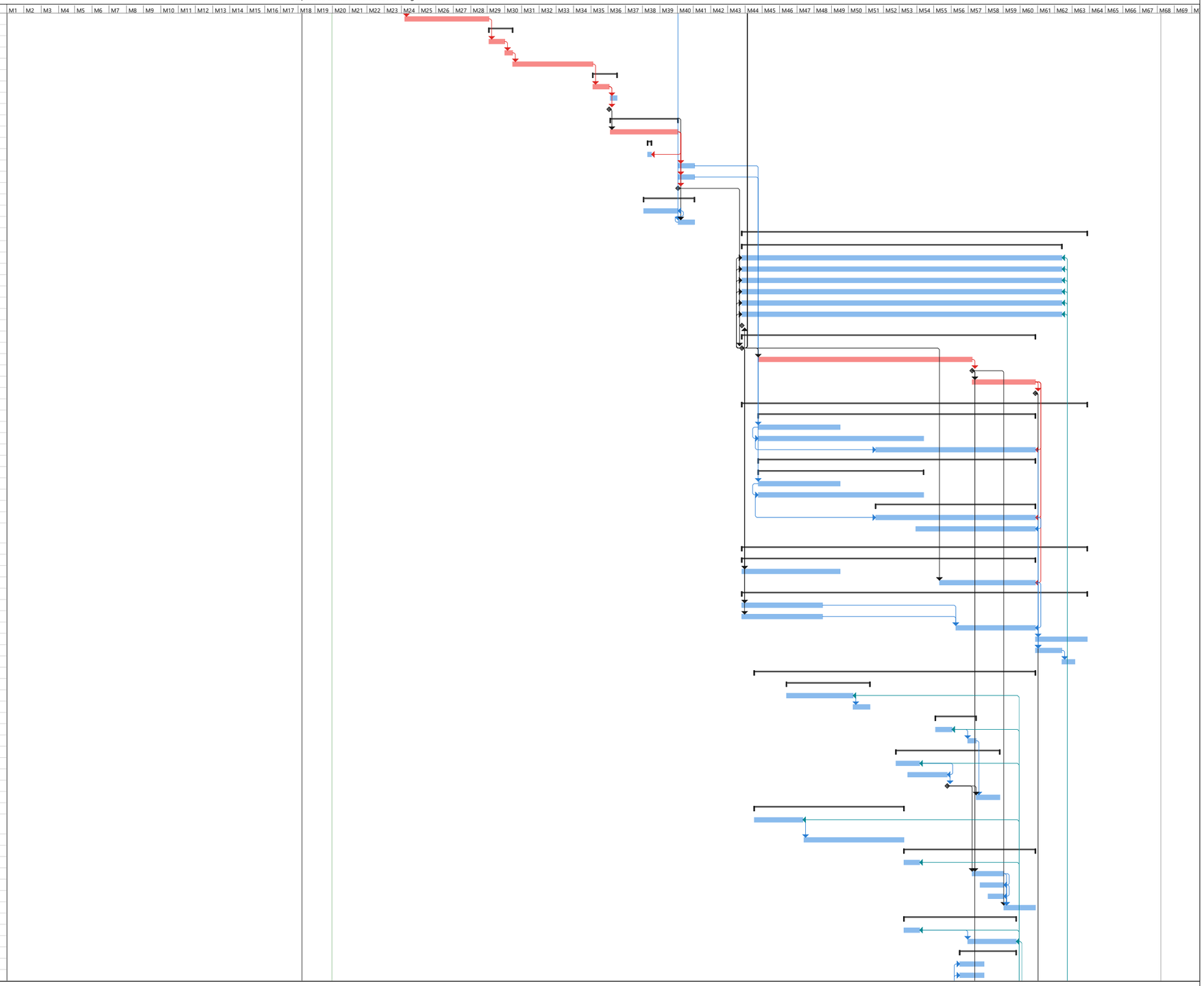


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RapidRide Corridor Resource Planning Schedule

ID	Predecessors	WBS	Task Name	Duration
85	51	4.3.2	SDOT 30% - 60% Design	20 wks
86		**4.3.3**	**Metro Review (60%)**	**6 wks**
87	85	4.3.3.1	Circulate 60% design for Metro Review	4 wks
88	87	4.3.3.2	Summarize and finalize Metro Comments	2 wks
89	88	4.3.4	SDOT 60% - 90% Design	20 wks
90		**4.3.5**	**Metro Review (90%)**	**6 wks**
91	89	4.3.5.1	Circulate 90% design for Metro Review	4 wks
92	91	4.3.5.2	Summarize and finalize Metro Comments	2 wks
93	91	4.4	**Metro Final Review Comments**	0 wks
94		**4.5**	**3.02 Design Final 90% to 100%**	**16 wks**
95	93	4.5.1	SDOT 90% - 100% Design	16 wks
96		**4.5.2**	**Metro Review (100% Back Check)**	**1 wk**
97	95FF-6 wks	4.5.2.1	100% Page Turn Review	1 wk
98	95	4.6	Order Shelter Frames + Amenities	4 wks
99	95	4.7	Order and Fabricate Pylon Frames	4 wks
100	95	4.8	**Milestone 6 (Stand-in) - SDOT Construction Procurement**	0 days
101		**4.9**	**3.99 Procure Fleet**	**12 wks**
102	103SF	4.9.1	Establish Fleet Design	8 wks
103	73,94	4.9.2	Obtain Slot in Bus Production Schedule	4 wks
104		**5**	**Phase 4 - Implementation**	**84 wks**
105		**5.1**	**4.00 Project Management Oversight**	**78 wks**
106	171FF,114SS	5.1.1	RREP Project Management	78 wks
107	171FF,114SS	5.1.2	Line Lead Management	78 wks
108	171FF,114SS	5.1.3	Procurement & Contract Administration	78 wks
109	171FF,114SS	5.1.4	Project Controls Management	78 wks
110	171FF,114SS	5.1.5	Design & Construction Supervision	78 wks
111	171FF,114SS	5.1.6	Design & Construction TCPM	78 wks
112	114	5.2	Initiate Public Engagement Plan - Construction Phase	0 days
113		**5.3**	**4.01 SDOT Led Construction Efforts**	**72 wks**
114	100FS+16 wks	5.3.1	**Milestone 7 - Notice To Proceed Issued**	0 days
115	114FS+4 wks	5.3.2	SDOT Construction up to 90%	52 wks
116	115	5.3.3	**Milestone 8 - Substantial Completion Achieved**	0 days
117	116	5.3.4	Construction Final 10%	16 wks
118	117	5.3.5	**Milestone 9 - Final Acceptance Issued**	0 days
119		**5.4**	**4.02 Metro Led Implementation (Metro Assets)**	**84 wks**
120		**5.4.1**	**Install Metro Passenger Facilities**	**68 wks**
121	98FS+16 wks	5.4.1.1	Receive Shelters	20 wks
122	121SS	5.4.1.2	Assemble Shelters (Includes Power Running Wire) + Amenities	40 wks
123	122SS+4 wks,117FF	5.4.1.3	Install Shelters + Amenities	40 wks
124		**5.4.2**	**Install Tech Pylons, SAFTP and RTIS Equipment**	**68 wks**
125		**5.4.2.1**	**Tech Pylon/SAFTP/RTIS Commission, Installation and Activation**	**40 wks**
126	99FS+16 wks	5.4.2.1.1	Receive Pylon and RTIS Equipment	20 wks
127	126SS	5.4.2.1.2	Assemble tech pylon, RTIS, and SAFTP into single unit	40 wks
128		**5.4.2.2**	**Install assembled tech pylon**	**40 wks**
129	127SS+4 wks,117FF	5.4.2.2.1	Install Tech Pylon, SAFTP, RTIS (P+F work)	40 wks
130	129FF	5.4.2.2.2	Test and Commission Tech Pylon, SAFTP, RTIS (SDO + KCIT work)	30 wks
131		**5.4.3**	**Install Communication Infrastructure and TSP**	**84 wks**
132		**5.4.3.1**	**ITS Network Infrastructure**	**72 wks**
133	114	5.4.3.1.1	Install/Activate Backhaul Equipment	24 wks
134	114FS+24 wks,117FF	5.4.3.1.2	Configure/Install ITS Cabinet Equipment	24 wks
135		**5.4.3.2**	**TSP Activation**	**84 wks**
136	114	5.4.3.2.1	Create TSP Logic	20 wks
137	114	5.4.3.2.2	Create TPRG Configurations	20 wks
138	136,137,134FF	5.4.3.2.3	Install TSP Logic/TPRG Settings	20 wks
139	138	5.4.3.2.4	TSP Testing	12 wks
140	123,130,134	5.4.4	Complete Initial New Asset Record (NAR)	6 wks
141	140	5.4.5	Inform Stakeholders of new Asset	3 wks
142		**5.5**	**4.99 Other Implementation Efforts**	**69 wks**
143		**5.5.1**	**Service Planning**	**20 wks**
144	171FF-40 wks	5.5.1.1	**Service Change Ordinance to Council**	16 wks
145	144	5.5.1.2	Service Change Package Publication	4 wks
146		**5.5.2**	**Route Schedule Production**	**10 wks**
147	171FF-16 wks	5.5.2.1	Scheduling	4 wks
148	147FS+4 wks	5.5.2.2	Pick (Hastus Load 3)	2 wks
149		**5.5.3**	**Receive and Equip Fleet**	**26 wks**
150	171FF-24 wks	5.5.3.1	Bus Delivery	6 wks
151	150FF+7 wks	5.5.3.2	Install OBS to Buses and Commission Fleet	10 wks
152	151	5.5.3.3	Deliver Buses to Training	0 wks
153	152,148	5.5.3.4	Route data delivered to all OBS equipped vehicles	6 wks
154		**5.5.4**	**Fare Enforcement**	**36 wks**
155	171FF-52 wks	5.5.4.1	Develop Fare Inspection Plan and Level of Penetration for Fare Enforcement	12 wks
156	155	5.5.4.2	Purchase Equipment for new FEOs	24 wks
157		**5.5.5**	**Operator Training**	**33 wks**
158	171FF-24 wks	5.5.5.1	Operations Training Plan	4 wks
159	152,116	5.5.5.2	Driver Training	8 wks
160	159FF	5.5.5.3	First Line Training	6 wks
161	160FF	5.5.5.4	TCC Training	4 wks
162	159,160,161,116	5.5.5.5	Pre-revenue Testing	8 wks
163		**5.5.6**	**Accessible Services Training**	**28 wks**
164	171FF-24 wks	5.5.6.1	Rider Travel Training Planning	4 wks
165	164,171FF	5.5.6.2	Rider Travel Training	12 wks
166		**5.5.7**	**Marketing / Promotions**	**14 wks**
167	169SS	5.5.7.1	Rider Information (includes fare payment customer information)	6 wks
168	169SS	5.5.7.2	Customer Information Production	6 wks

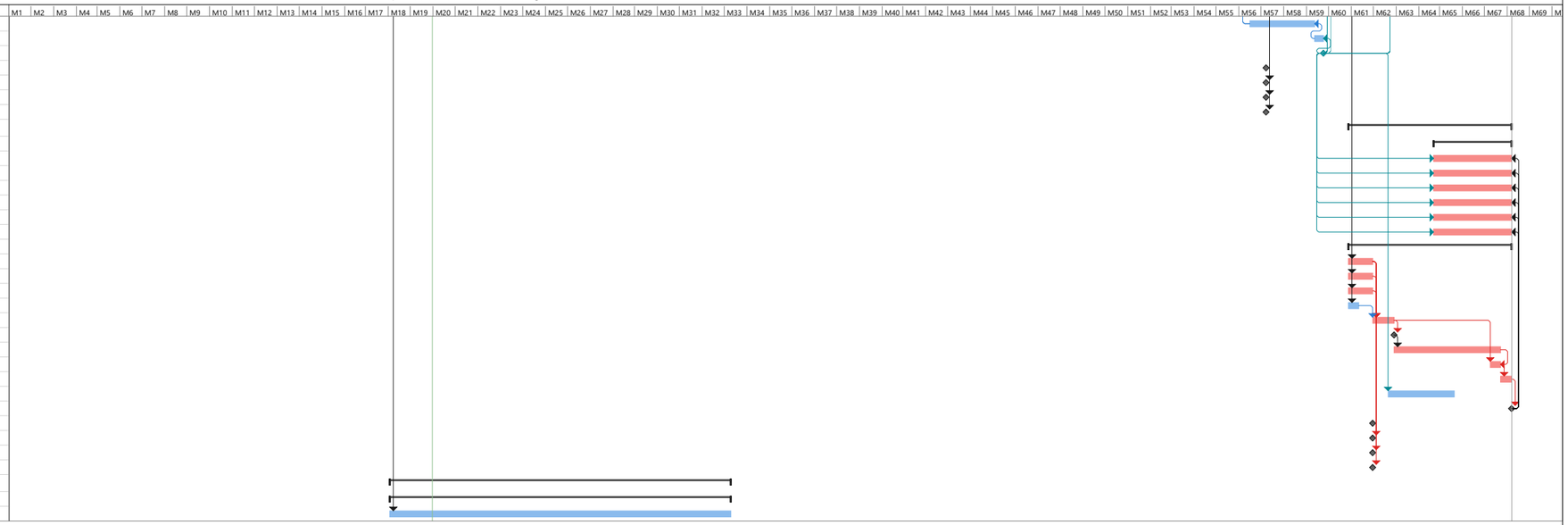


Project: WBS%20RR%2
Date: Fri 5/31/19

Task, Split, Milestone, Summary, Project Summary, Inactive Task, Inactive Milestone, Inactive Summary, Manual Task, Duration-only, Manual Summary Rollup, Manual Summary, Start-only, Finish-only, External Tasks, External Milestone, Deadline, Critical, Critical Split, Progress, Manual Progress

RapidRide Corridor Resource Planning Schedule

ID	Predecessors	WBS	Task Name	Duration
169	170SF	5.5.7.3	Develop Launch Event Plan	12 wks
170	171SF	5.5.7.4	Launch Event (Party)	2 wks
171		5.6	**Start Revenue Service**	0 wks
172		**5.7**	**Construction Contingency**	**0 wks**
173	116	5.7.1	Risk Item 1	0 days
174	116	5.7.2	Risk Item 2	0 days
175	116	5.7.3	Risk Item 3	0 days
176		**6**	**Phase 5 - Closeout**	**30 wks**
177		**6.1**	**5.00 Project Management Oversight**	**15 wks**
178	171SS,195FF	6.1.1	RREP Project Management	15 wks
179	171SS,195FF	6.1.2	Line Lead Management	15 wks
180	171SS,195FF	6.1.3	Procurement & Contract Administration	15 wks
181	171SS,195FF	6.1.4	Project Controls Management	15 wks
182	171SS,195FF	6.1.5	Design & Construction Supervision	15 wks
183	171SS,195FF	6.1.6	Design & Construction TCPM	15 wks
184		**6.2**	**5.01 Closeout Activities**	**30 wks**
185	118	6.2.1	Close Out all Open Contracts	4 wks
186	118	6.2.2	Update Lessons Learned	4 wks
187	118	6.2.3	Prepare Final GBO Score Card	4 wks
188	118	6.2.4	Project As-builts	2 wks
189	185,186,187,188	6.2.5	Update Final Scope, Schedule and Budget	4 wks
190	189	6.2.6	Request Oracle Project Closure	0 days
191	190	6.2.7	Complete Final New Asset Record (NAR)	20 wks
192	189,191FF	6.2.8	Prepare Project Closeout Report	2 wks
193	192	6.2.9	Approval of Closeout Report	2 wks
194	171FS+12 wks	6.2.12	Ridership Satisfaction Survey	12 wks
195	193	6.2.10	**Milestone 10 - Project Closeout**	0 days
196		**6.2.11**	**Project Contingency**	**0 wks**
197	185	6.2.11.1	Risk Item 7	0 days
198	185	6.2.11.2	Risk Item 8	0 days
199	185	6.2.11.3	Risk Item 9	0 days
200		**7**	**Phase 6- Acquisition**	**64 wks**
201		**7.1**	**6.01 Acquisition**	**64 wks**
202	47	7.1.1	Project-Specific Acquisition Activities	64 wks



Project: WBS%20RR%2
Date: Fri 5/31/19

Task · Milestone · Project Summary · Inactive Milestone · Manual Task · Manual Summary Rollup · Start-only · External Tasks · Deadline · Critical Split · Manual Progress
Split · Summary · Inactive Task · Inactive Summary · Duration-only · Manual Summary · Finish-only · External Milestone · Critical · Progress

Appendix C
FTE Resource Needs

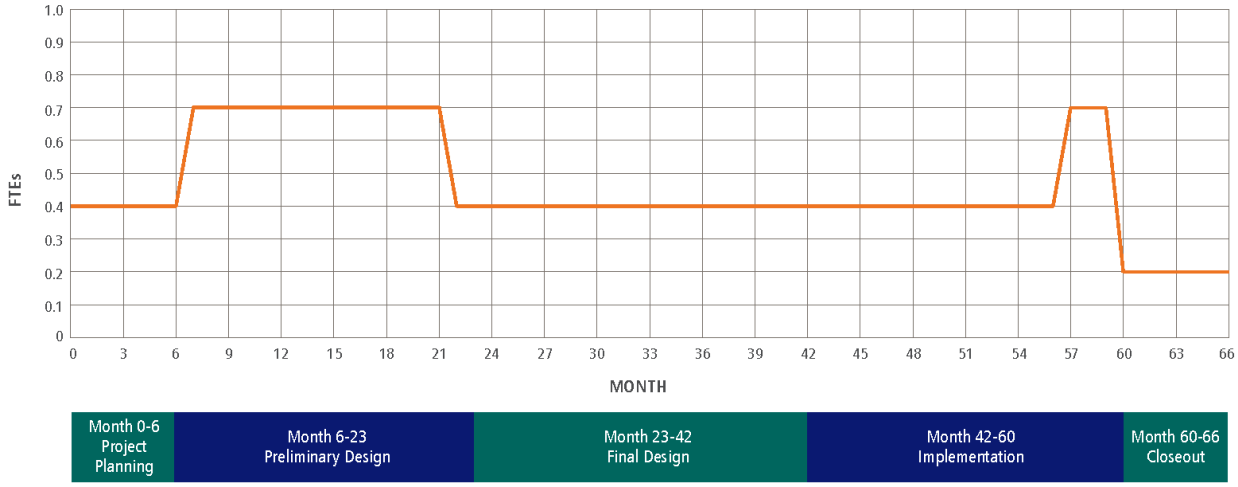


Figure C-1. FTE Resource Needs for Project Manager Line Lead Employee Classification by RapidRide Project Phase

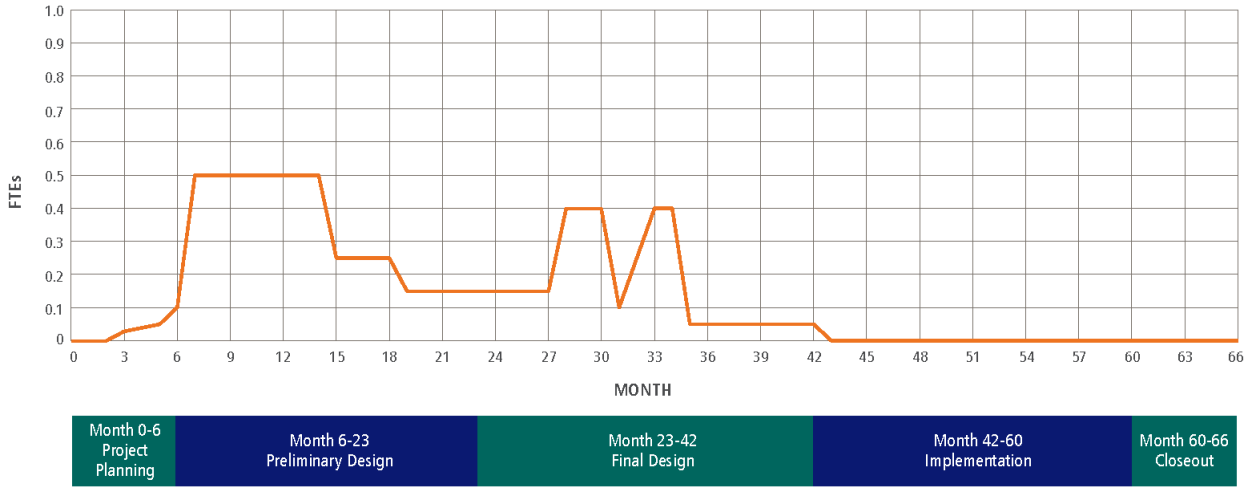


Figure C-2. FTE Resource Needs for Transit Planner Non-Motorized Lead Employee Classification by RapidRide Project Phase

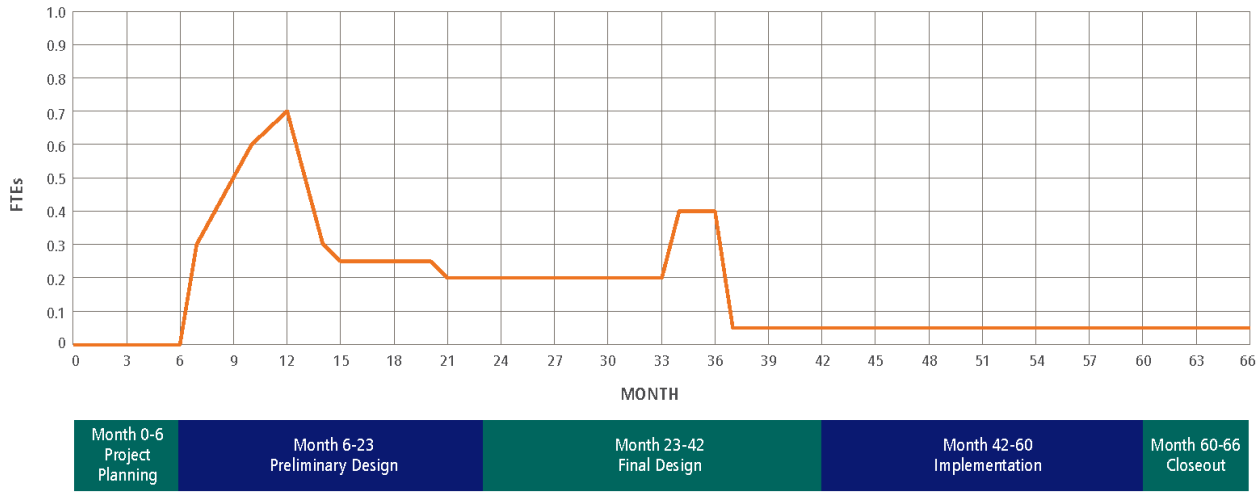


Figure C-3. FTE Resource Needs for Transit Planner Service Planning Lead Employee Classification by RapidRide Project Phase

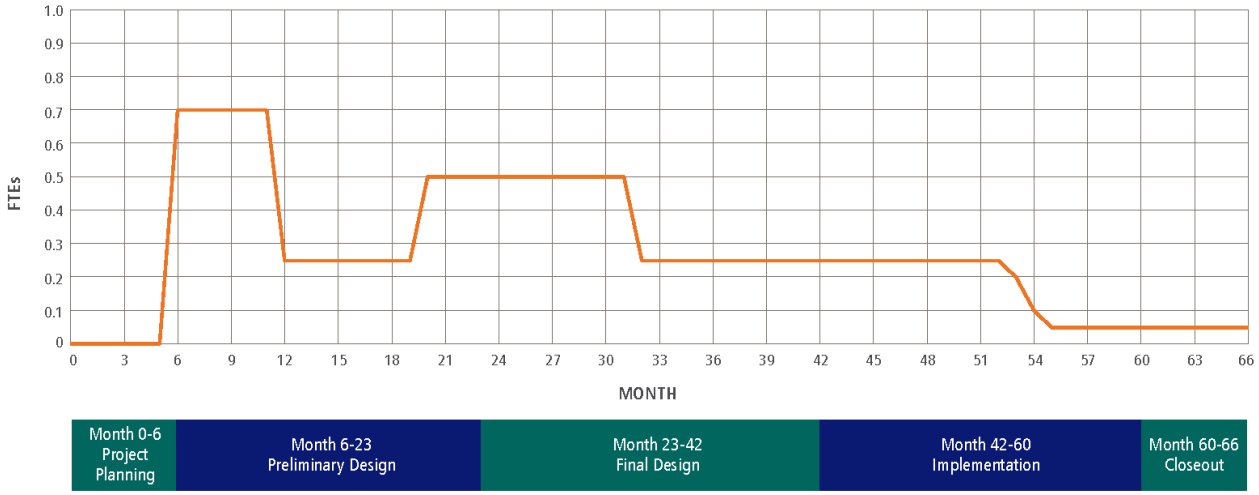


Figure C-4. FTE Resource Needs for Traffic Engineering Lead Employee Classification by RapidRide Project Phase

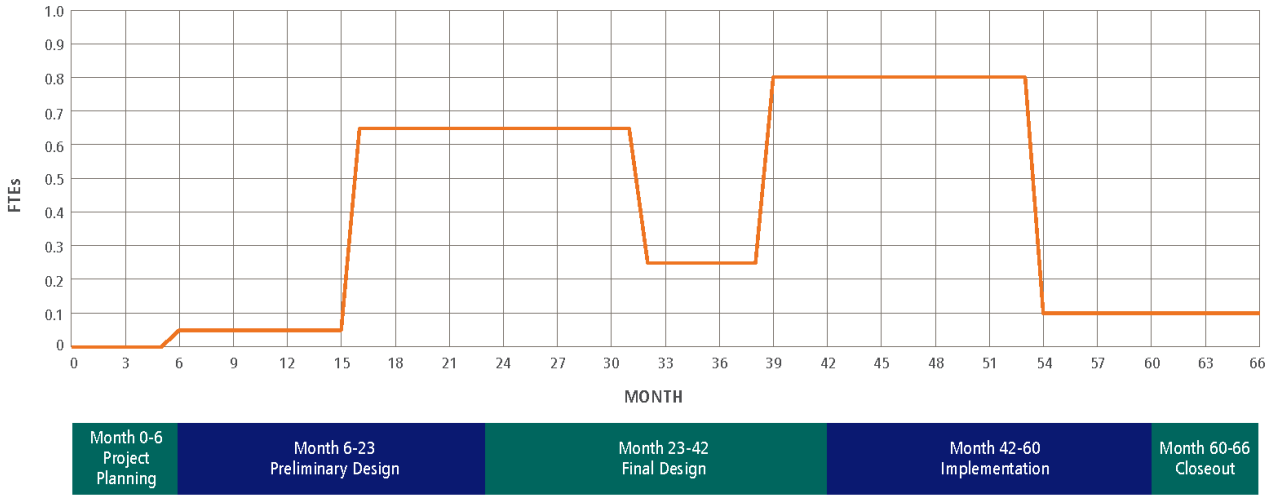


Figure C-5. FTE Resource Needs for Traffic Engineering Support Staff Employee Classification by RapidRide Project Phase

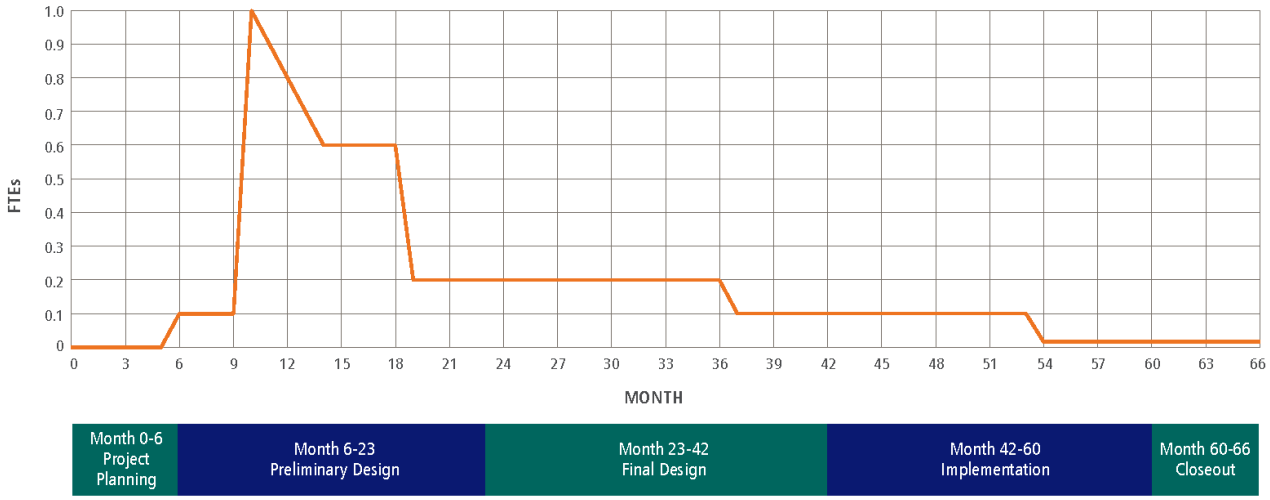


Figure C-6. FTE Resource Needs for Transportation Planner Transit Route Facilities Employee Classification by RapidRide Project Phase

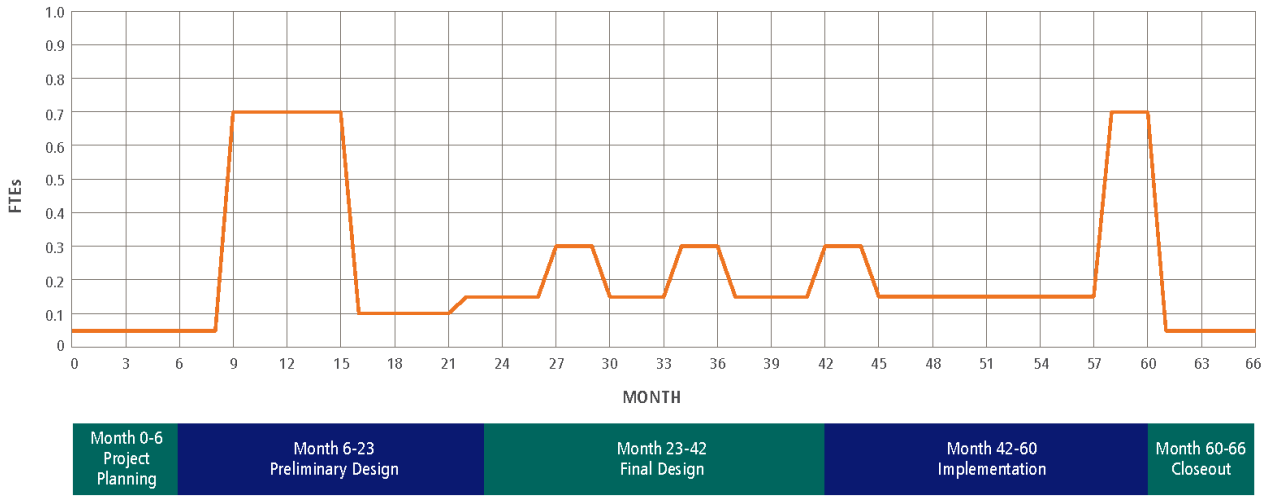


Figure C-7. FTE Resource Needs for Transit Planner Community Relations Employee Classification by RapidRide Project Phase

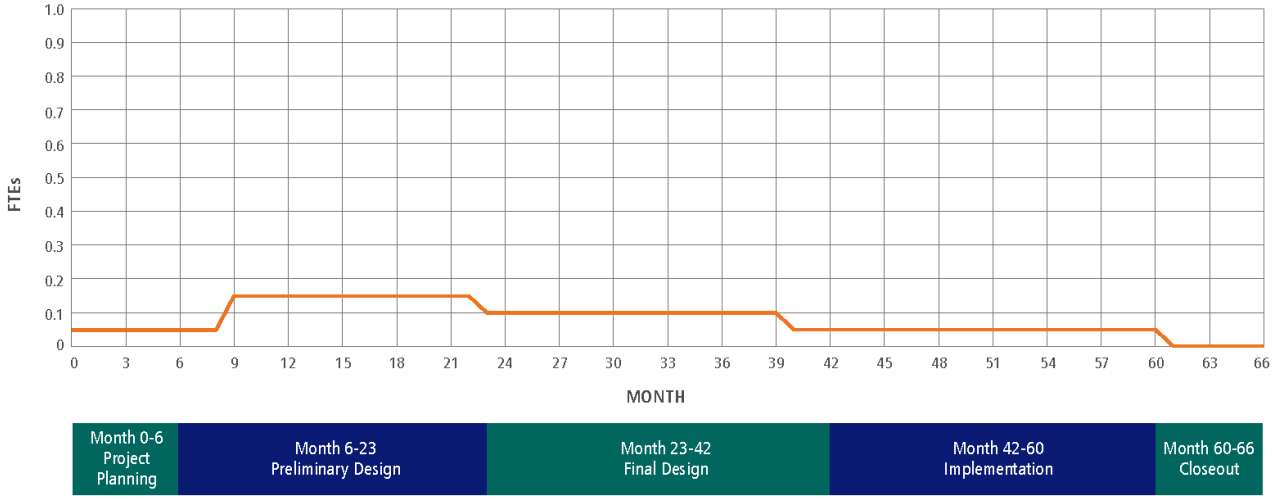


Figure C-8. FTE Resource Needs for Transit Planner Government Relations Employee Classification by RapidRide Project Phase

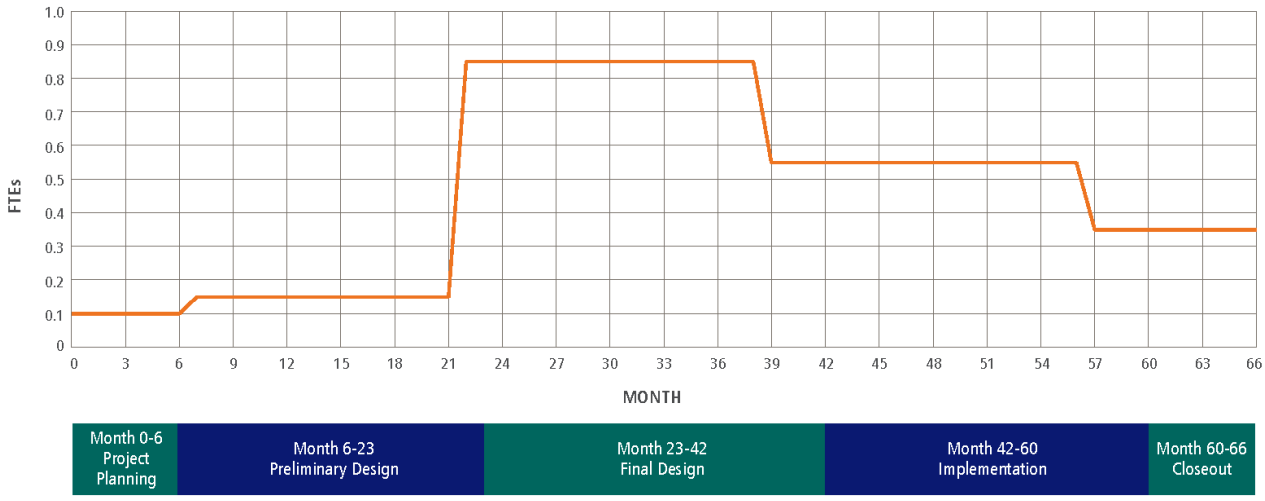


Figure C-9. FTE Resource Needs for Transit Capital Project Manager Employee Classification by RapidRide Project Phase

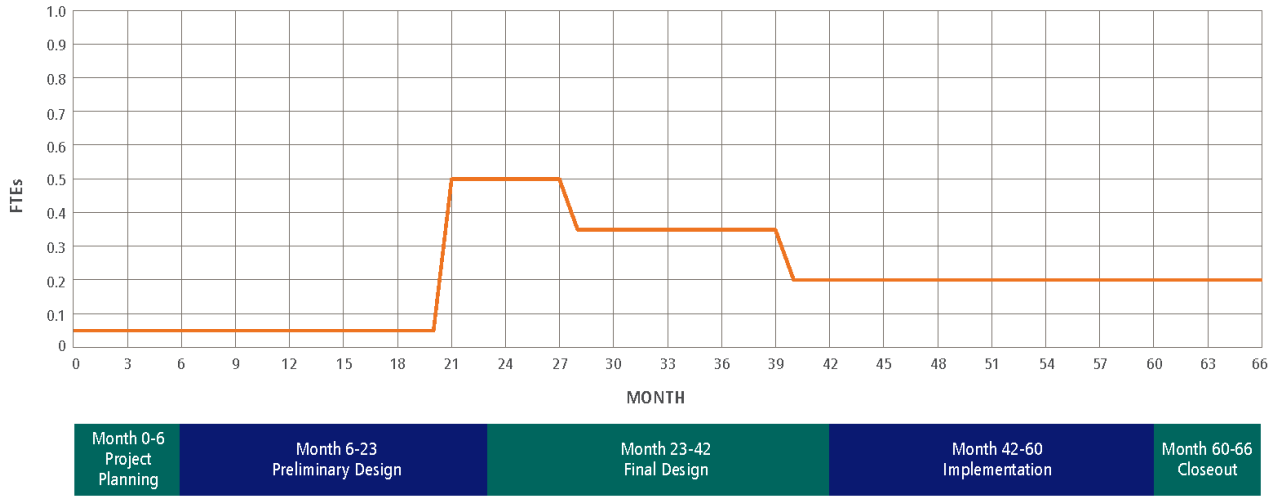


Figure C-10. FTE Resource Needs for Transit Capital Project Manager Support Staff Employee Classification by RapidRide Project Phase

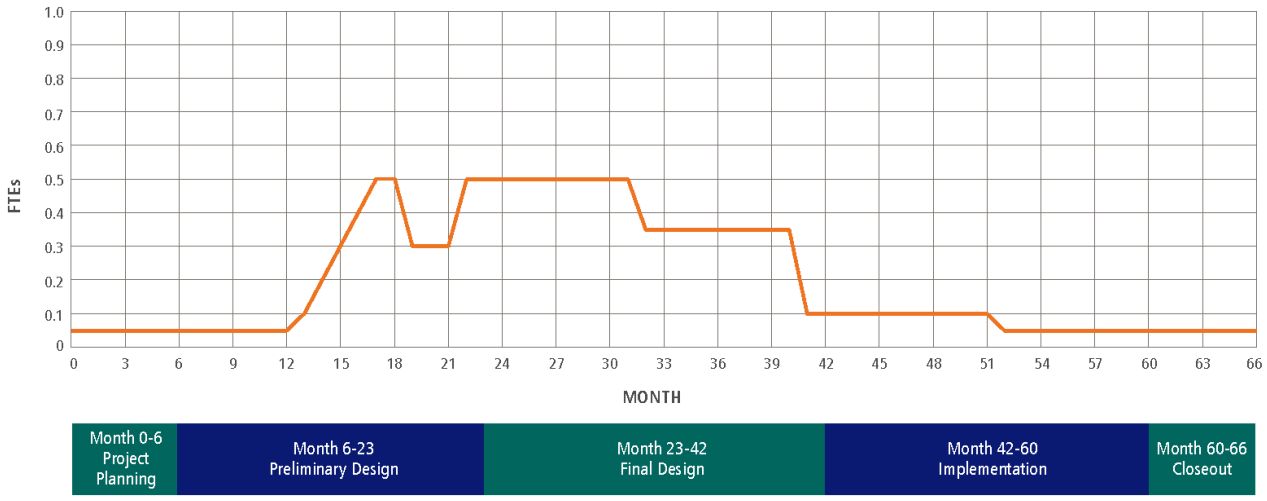


Figure C-11. FTE Resource Needs for Civil Engineer Employee Classification by RapidRide Project Phase

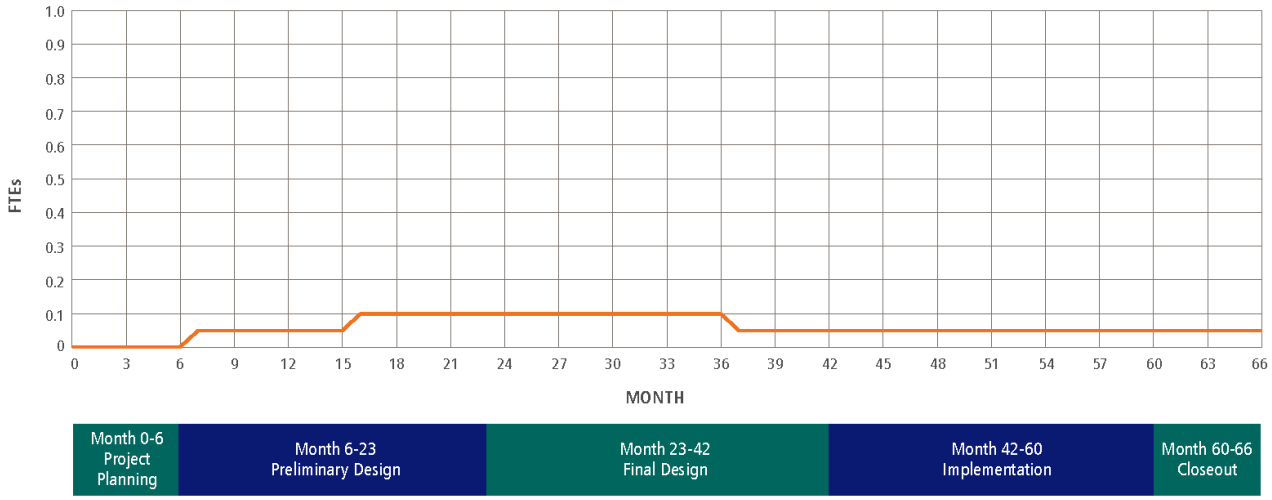


Figure C-12. FTE Resource Needs for Civil Engineer Support Staff Employee Classification by RapidRide Project Phase

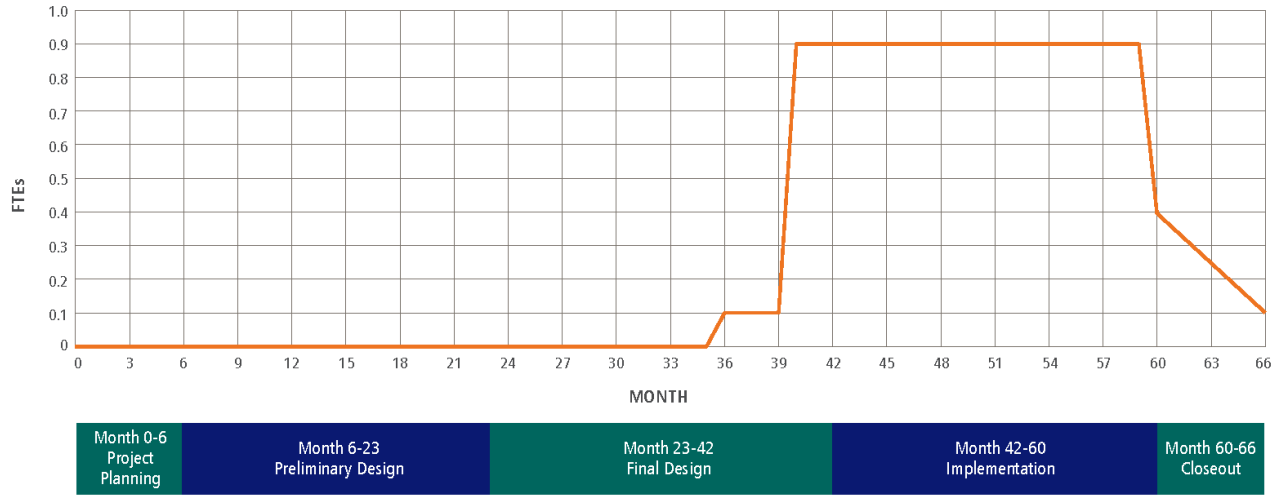


Figure C-13. FTE Resource Needs for Construction Manager Employee Classification by RapidRide Project Phase

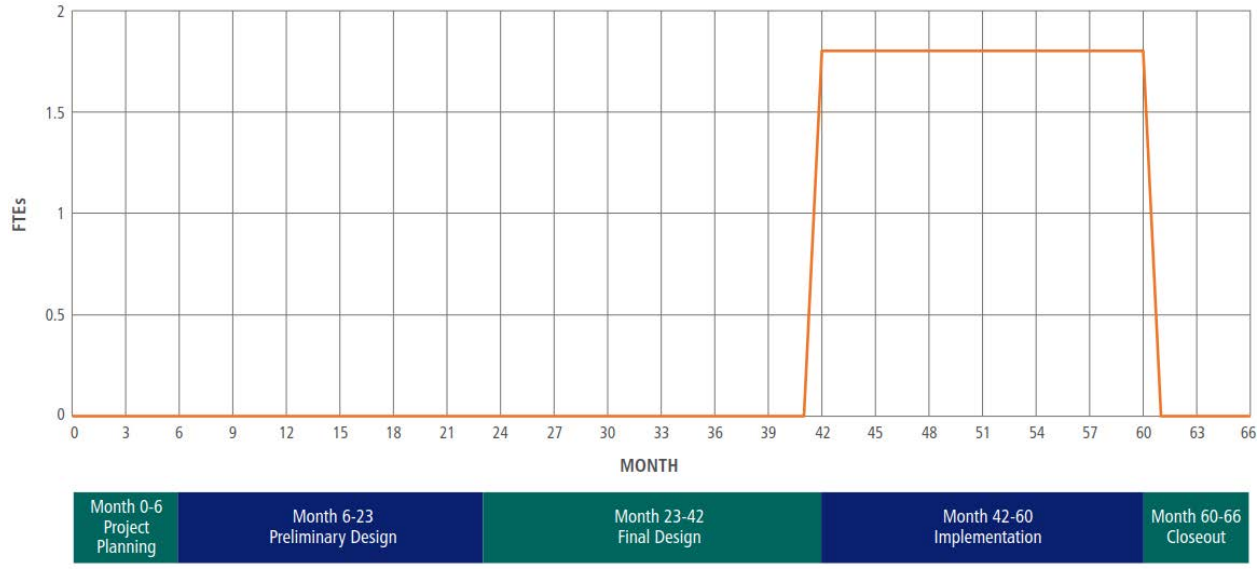


Figure C-14. FTE Resource Needs for Construction Inspector Employee Classification by RapidRide Project Phase

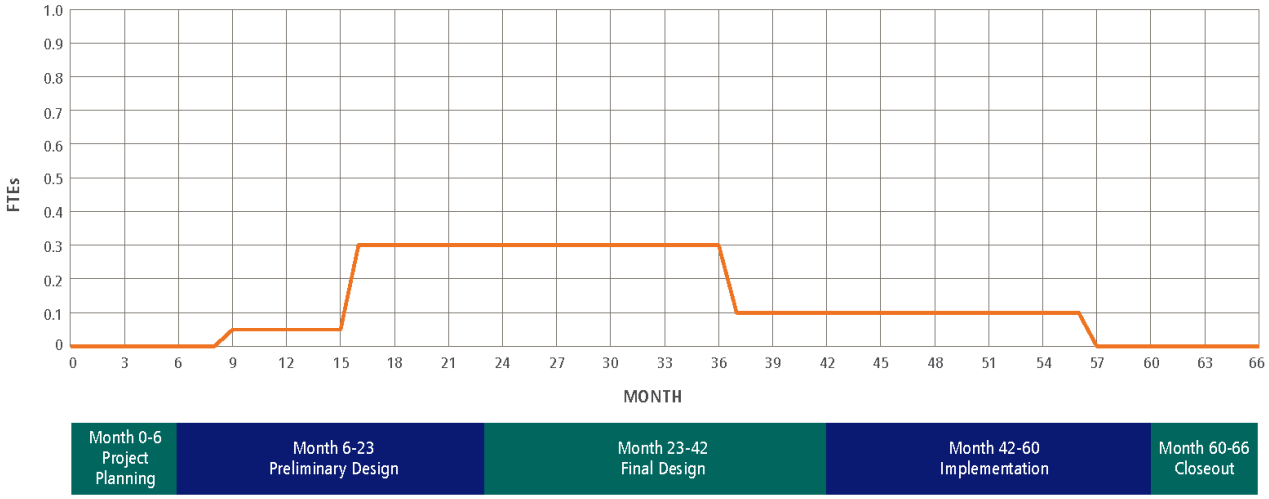


Figure C-15. FTE Resource Needs for Electrical Engineer Lead Employee Classification by RapidRide Project Phase

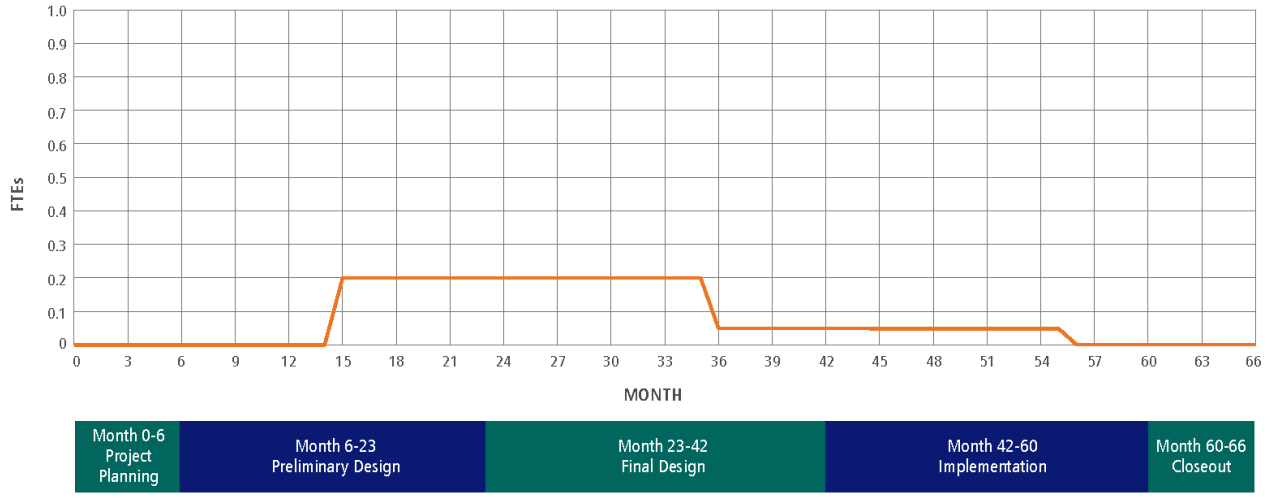


Figure C-16. FTE Resource Needs for Electrical Engineer Support Staff Employee Classification by RapidRide Project Phase

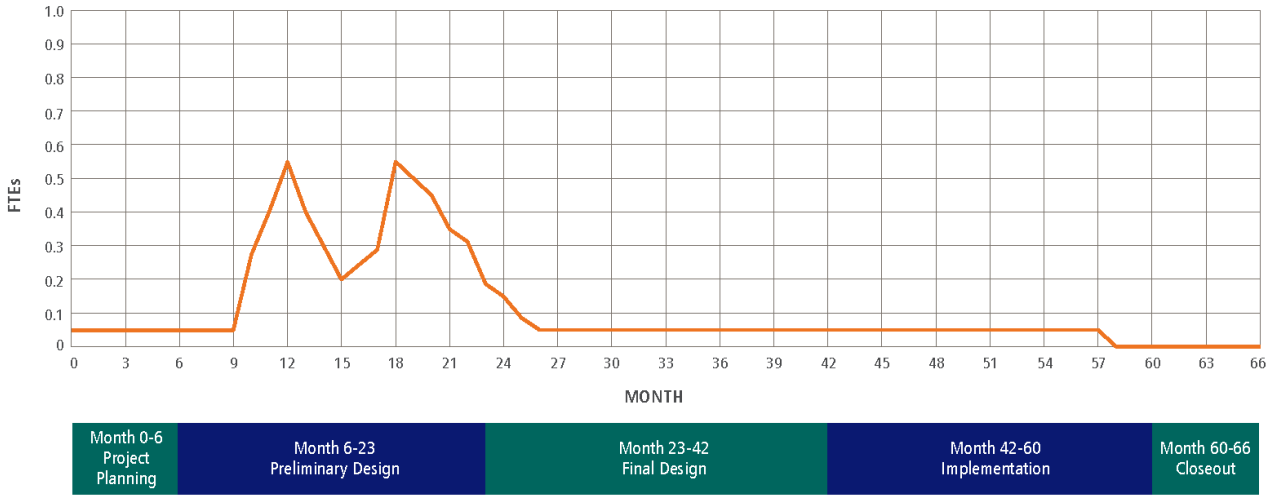


Figure C-17. FTE Resource Needs for Environmental Planning Lead Employee Classification by RapidRide Project Phase

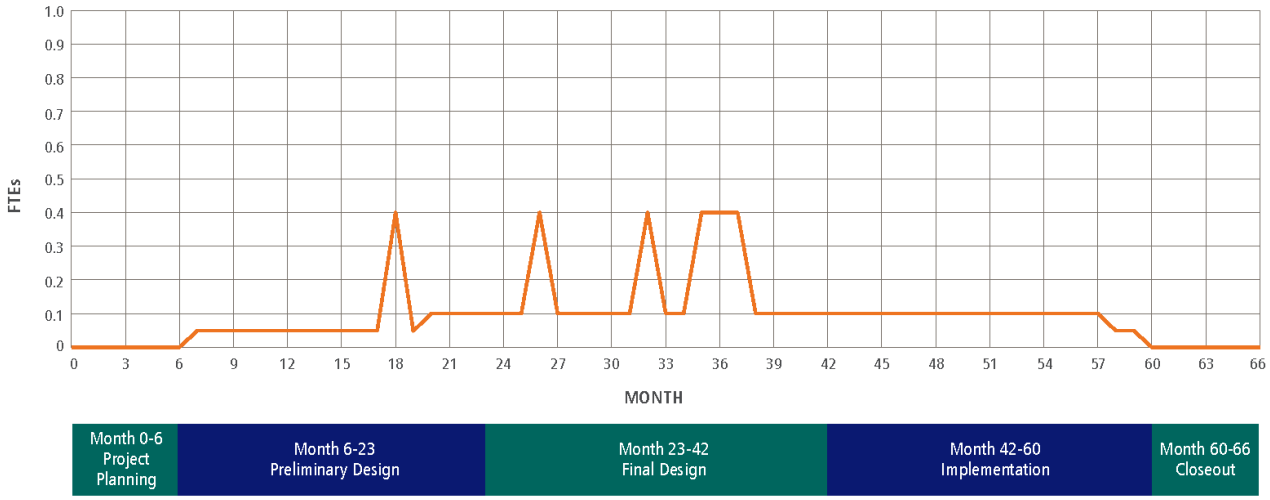


Figure C-18. FTE Resource Needs for Permitting Specialist Employee Classification by RapidRide Project Phase

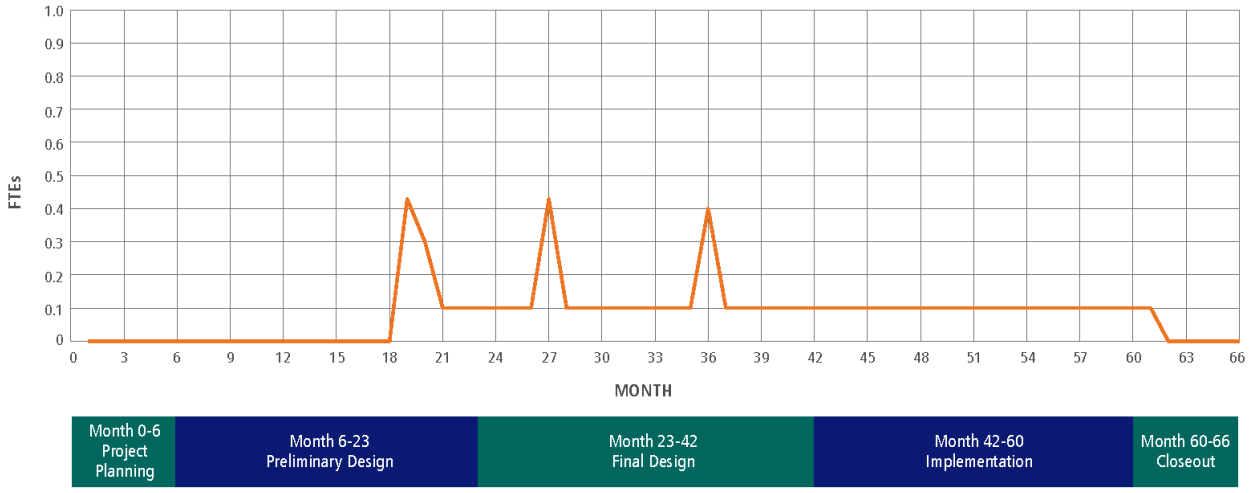


Figure C-19. FTE Resource Needs for Real Estate Specialist Employee Classification by RapidRide Project Phase

*Acquisition of right-of-way is anticipated to vary significantly across RapidRide projects and resource needs associated with the Real Estate Specialist employee classification will fluctuate accordingly.

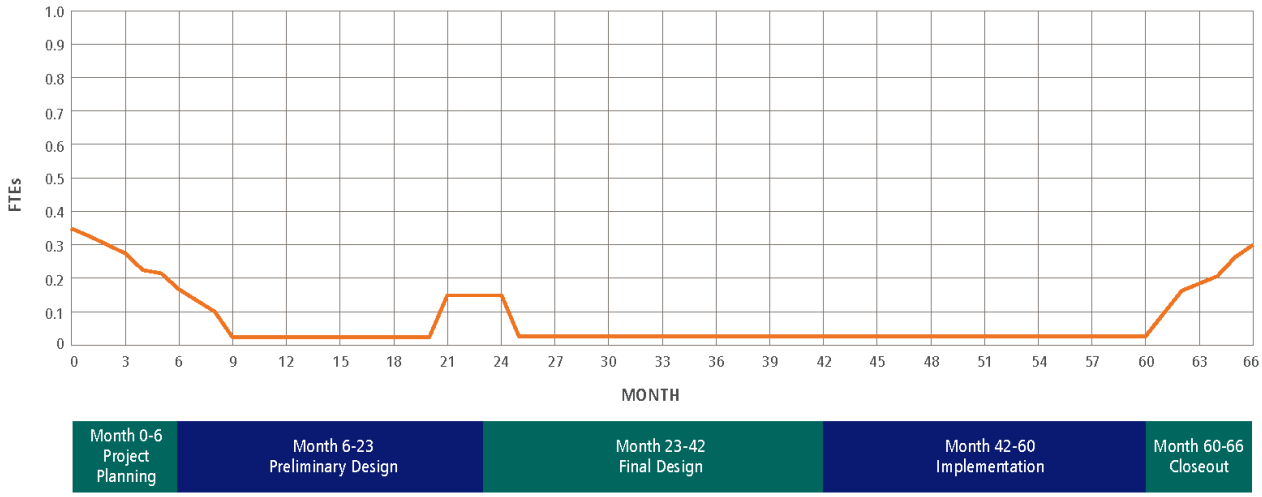


Figure C-20. FTE Resource Needs for Project Controls Engineer-Procurement Employee Classification by RapidRide Project Phase

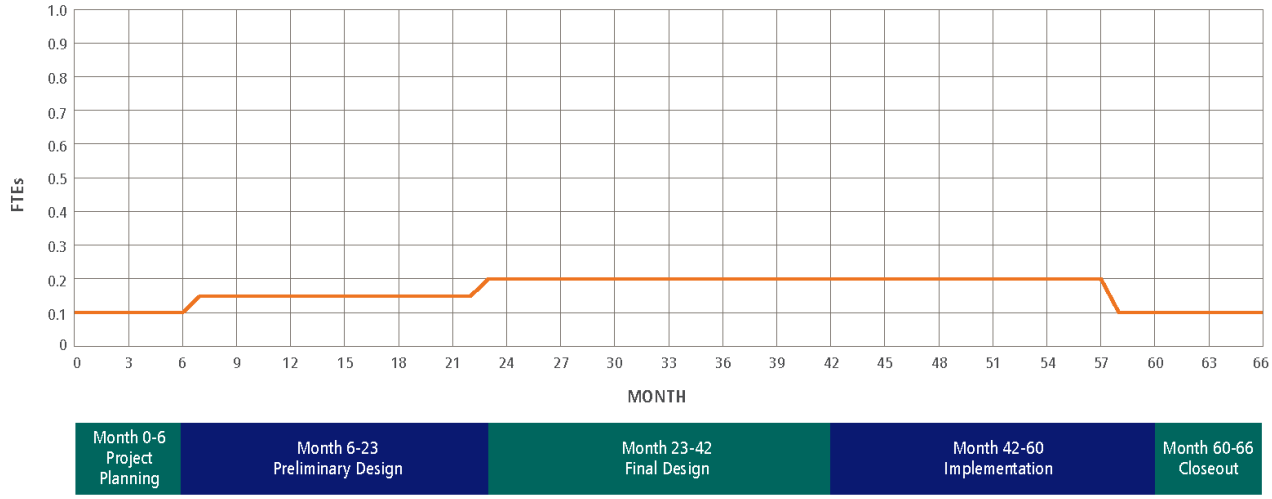


Figure C-21. FTE Resource Needs for Project Controls Engineer-Project Controls Employee Classification by RapidRide Project Phase

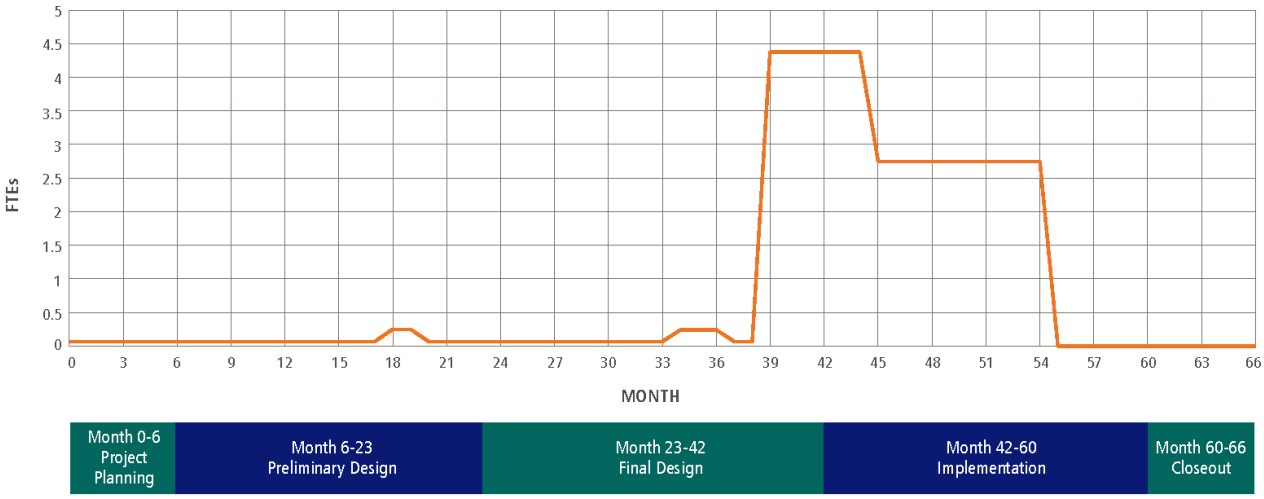


Figure C-22. FTE Resource Needs for Project Manager Power and Facilities Employee Classification by RapidRide Project Phase



Figure C-23. FTE Resource Needs for Electrician Employee Classification by RapidRide Project Phase

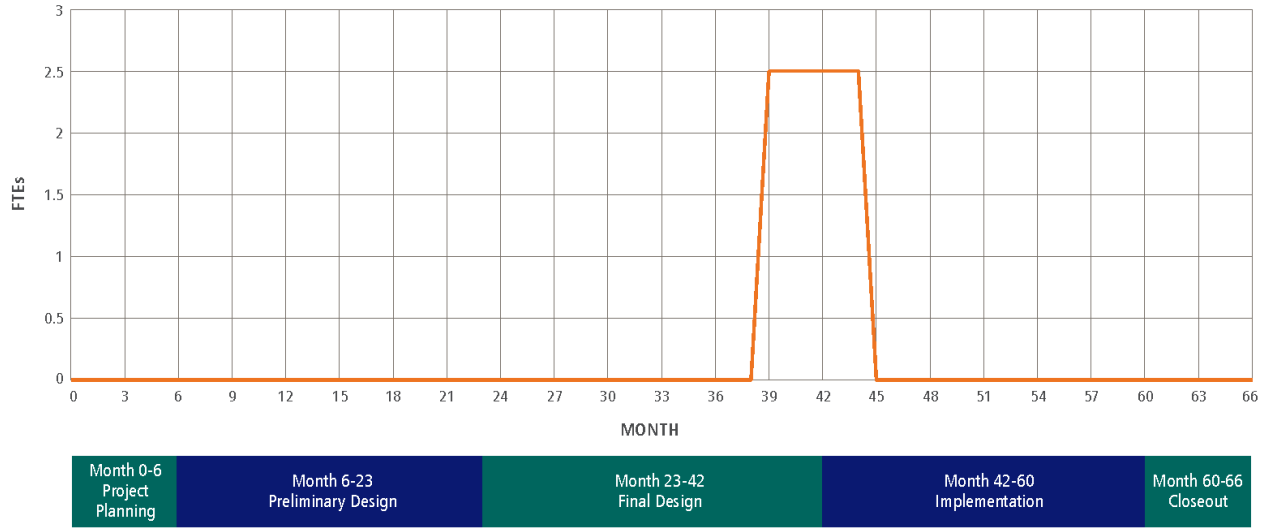


Figure C-24. FTE Resource Needs for Painter Employee Classification by RapidRide Project Phase

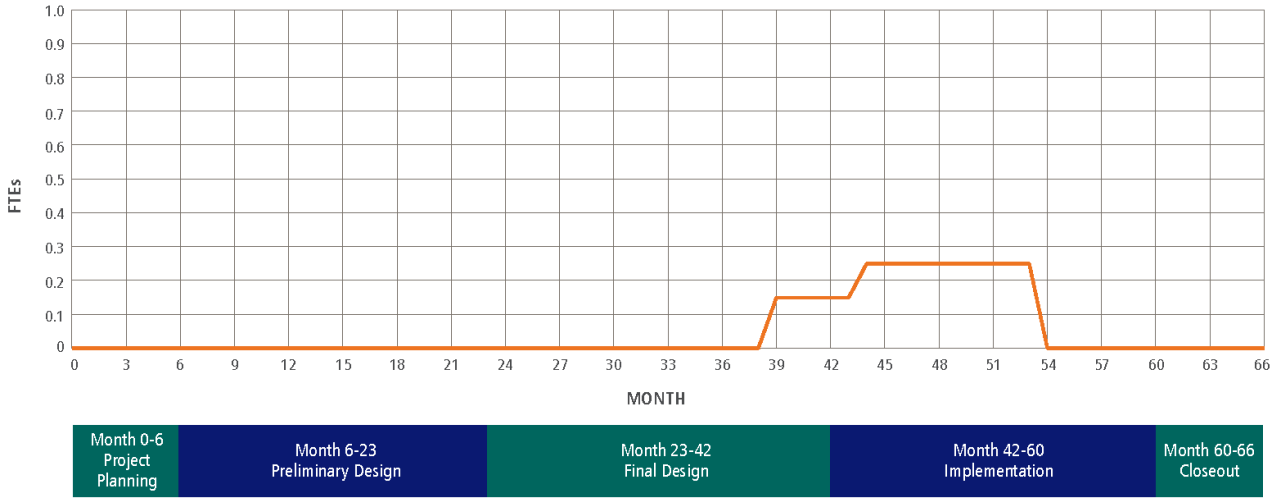


Figure C-25. FTE Resource Needs for Radio Technician Employee Classification by RapidRide Project Phase

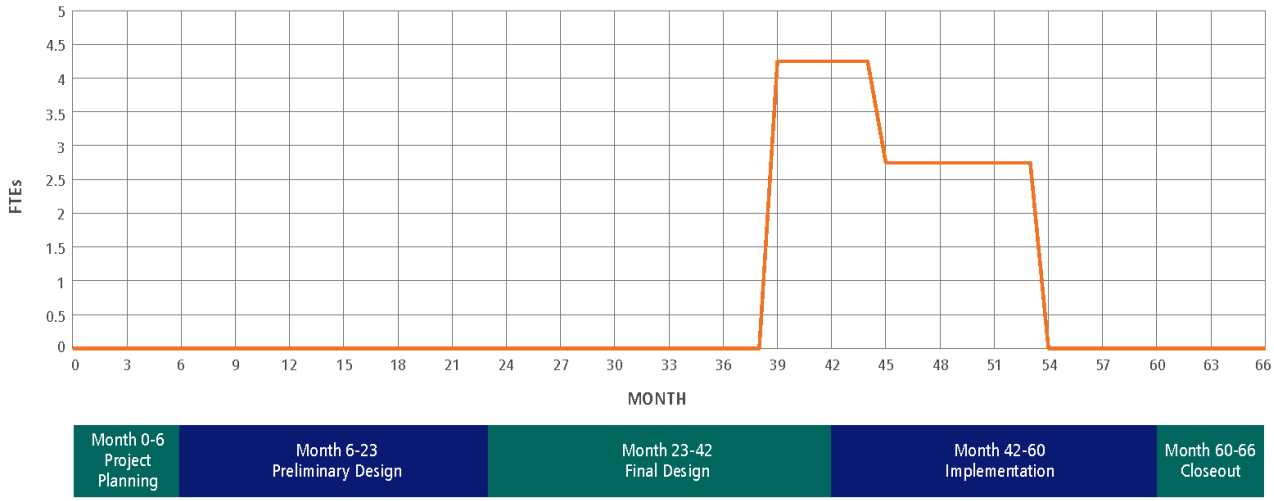


Figure C-26. FTE Resource Needs for Refurb Crew Employee Classification by RapidRide Project Phase

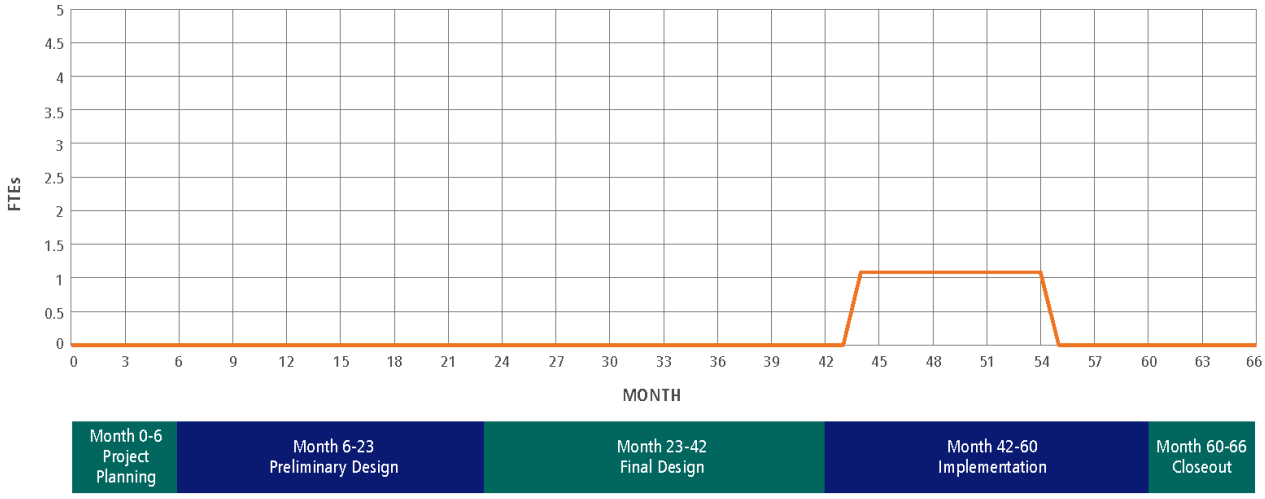


Figure C-27. FTE Resource Needs for Sign Specialist Employee Classification by RapidRide Project Phase

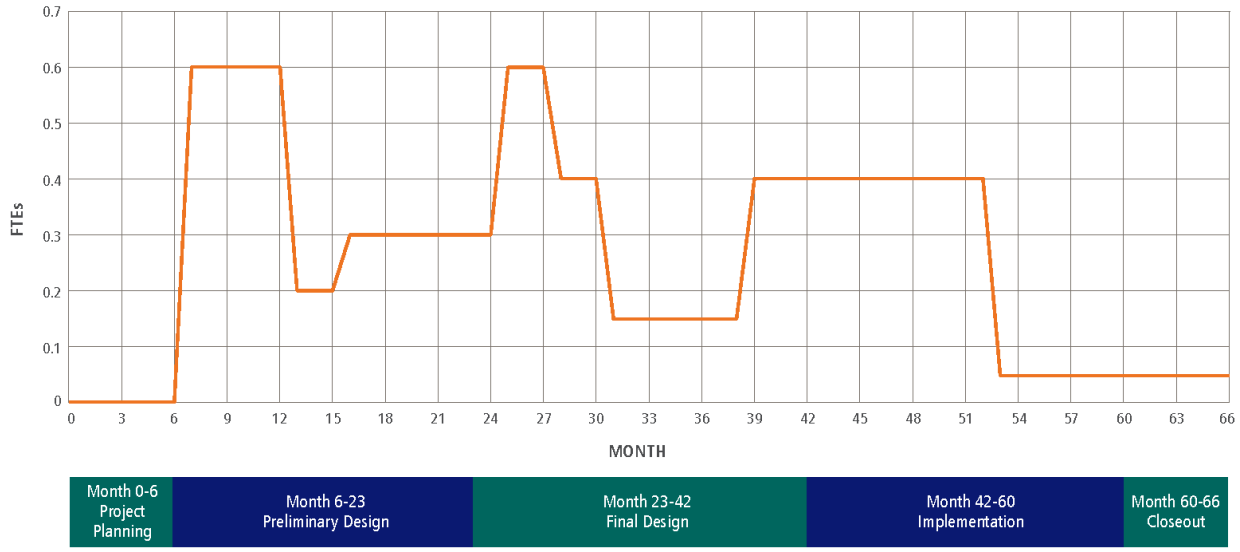


Figure C-28. FTE Resource Needs for IT Project Manager Employee Classification by RapidRide Project Phase

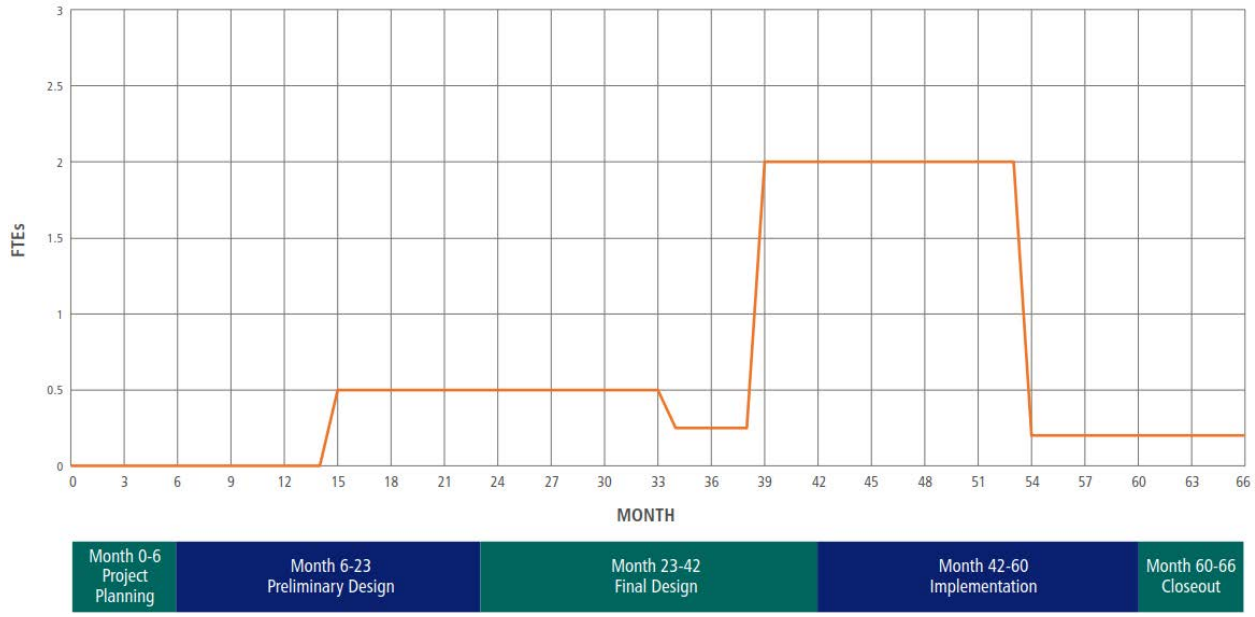


Figure C-29. FTE Resource Needs for Functional Analyst IT Support Staff Employee Classification by RapidRide Project Phase

Appendix D
Public Involvement Framework for the RapidRide Expansion Program

Public Involvement Framework for RapidRide Expansion Program

Updated December 2018

Prepared for

King County METRO

Prepared by

Parametrix

and

S&A COMMUNICATIONS

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EXECUTIVE SUMMARY

This document provides a framework for how to conduct public involvement efforts related to the expansion of the RapidRide Program throughout King County, as described in the King County Metro Transit (Metro) long-range plan, METRO CONNECTS. It is intended to support project managers and community relations team leads as they develop a plan for public involvement in the implementation of the RapidRide Expansion Program (RREP).

This framework outlines the role of public involvement during RapidRide project development and offers guidance and suggestions for establishing effective outreach and engagement tools. The approach to public involvement contained in this framework identifies tasks, tools, and tactics specific to public involvement needs during the various project phases. A comprehensive list of resources is provided in Chapter 7.

1. REPORT PURPOSE AND THE ROLE OF PUBLIC INVOLVEMENT

The Metro RapidRide Expansion Program (RREP) Public Involvement Framework is intended for use by RapidRide project managers, community relations team leads, public information officers, or other members of a Metro project team that are conducting public involvement. It focuses on the five phases of project delivery outlined in Section 1.1 and how and when project teams should:

- Inform, involve, and collaborate with the public.
- Consider community input before making key decisions.
- Report back about what was heard and how public input was considered and incorporated.
- Transition or hand off outreach and engagement work to other Metro and consultant teams managing related bodies of work (i.e., marketing and communications, network service restructures, government relations).

It also provides guidance on the types of stakeholders to engage. Additional resources and references that provide more in-depth material and background on various aspects of the RREP and King County's communications and public engagement practices are referenced in this document.

This framework does not address all aspects of public involvement associated with delivery of a RapidRide line. For information regarding coordination with local agencies and other public transportation providers, refer to the RapidRide Expansion Program Government Relations Framework. Additionally, the service restructure process that accompanies implementation of RapidRide service will employ a planning and public involvement effort separate from those described in this framework.

This is a living document intended to guide Metro staff and contractors through the public involvement process. This framework (and all public involvement work) is considered dynamic and agile, and it must be responsive to project conditions as they emerge and shift; as such, this document may be updated as needed to reflect needs and identify new or more appropriate ways of meeting community and project priorities, conditions, or technical and financial realities.

Metro is committed to being efficient, effective, and responsible. This document is guided, in part, by the King County Equity and Social Justice policy and illustrates a methodology that aims to build strong and sustainable relationships and partnerships.

Please check with the community relations team lead to ensure that you have the latest version of the RapidRide Expansion Program Public Involvement Framework and associated content before messaging this document to other City departments or the public.

1.1 Public Involvement Overview

For the purposes of this document, public involvement describes the overall process of including the community in the project. The outreach process and associated activities are used to inform, educate, and build a general awareness and understanding of the project. The engagement process and associated activities are used to gather input and share decision making.

Metro is planning for the expansion of its RapidRide network. By 2025, Metro plans to add 13 new RapidRide lines to the 6 lines in service today. By 2040, 7 additional lines will round out the RapidRide system and, as part of the regional network, help bring fast, frequent, and easy-to-use transit service to 70 percent of King County residents. Where new RapidRide lines go into service, Metro plans to develop an integrated network of mobility options that connect more people to more places in a cost-effective way.

Each new RapidRide line represents a dramatic investment in the corridor it will serve. RapidRide represents Metro's premium transit service, and transportation corridors benefit from investments that provide safe, comfortable, and easy access to transit. RapidRide service relies on speed and reliability, roadway, and bus priority improvements that keep buses on time, moving more, and stopping less. RapidRide allows riders to travel farther, faster, and connect more conveniently to the regional transit system and important destinations where many people live, work, learn, or access health and human services.

New lines can be transformative for communities and can improve access to other determinants of equity. For many, King County is a great place to live, learn, work, and play; but, it is important to remember that there are deep and persistent inequities, especially regarding race and place. The role of public involvement in the RREP is critical to ensuring each new RapidRide line will reflect local needs and priorities, including those of historically marginalized communities, while meeting transportation demands resulting from growth in the region. Community involvement should influence project outcomes and help Metro build an integrated network of mobility options for all that is accessible, easy to use, and connects people and communities.

The RREP Public Involvement Framework is a guidance document that summarizes the communications and public involvement process to be used in the development of future RapidRide lines. This document covers the following phases of line-specific development:

- Project Planning
- Preliminary Design
- Final Design
- Implementation
- Closeout

1.2 Public Involvement Goals and Strategies

The goals and strategies listed below are guided by Metro's outreach and engagement policies, including previous RapidRide program and H-Line public involvement documents and materials. A list of those resources and where to find them is provided in Section 7.1 Existing Resources.

RREP public involvement goals and guiding principles are outlined below.

Goal #1: Conduct all work within the outreach and engagement guiding principles (below) and Have a Say approach (discussed in Section 2.1).

- Ensure that public input matters and is integral to the decision-making process. Public input regarding development of the RapidRide lines will improve decision making and the creation of lines that best reflect the needs of local communities and bus riders (current and future). Seek to understand stakeholders' values and concerns and ensure all stakeholders Have a Say and are afforded equitable consideration.
- Ensure outreach and engagement occurs early and regularly throughout all phases of the project with a commitment to providing accurate and timely information, and to listening to community concerns. Provide advance notice of planning activities, decision milestones, and tradeoffs to project stakeholders and raise awareness of the RapidRide line early in the process.
- Ensure outreach and engagement are equitable, transparent, and inclusive. Guided by King County's Equity and Social Justice Initiative, the engagement approach should result in customized, equitable, informative, transparent, and responsive engagement. Multiple and inclusive outreach and

engagement methods will be used to reach varying stakeholder groups and historically under-represented populations. Plain language and the use of graphics will be used to convey technical information.

- Build partnerships and leverage existing relationships. Where possible, work closely with community-based organizations, social service providers, local jurisdictions, and public transportation agencies to engage local communities and riders (refer to the Government Relations Framework for guidance regarding coordination with local jurisdictions and public transportation agencies). Seek to cultivate positive, long-term relationships in the surrounding neighborhoods, and with key community groups, stakeholders, and public agencies. Public involvement should position the project as a collaborative and inter-jurisdictional effort focused on listening to and equitably addressing the priorities of the community.
- Communicate the vision of METRO CONNECTS and one easy-to-use integrated system. Incorporate messaging that describes the larger effort to bring more and better transit service to King County over the next 25 years in line-specific public involvement materials and activities. Highlight work with partner transit agencies to strengthen connections and create one integrated system.
- Work toward no surprises and manage stakeholder expectations. Metro works to balance the needs of everyone along a corridor. Public input will be considered along with technical and financial feasibility, equity and social justice goals, and agency partnerships.

Goal #2: Support the creation of RapidRide lines that best reflect the priorities of current and future riders, meet the needs of local communities, and implement the METRO CONNECTS vision of one integrated system.

- Demonstrate through activities and outcomes that community input is important, valued, and has been used to shape direction of this project when and where possible.

Goal #3: Build community awareness and understanding of the purpose, need, and value of a RapidRide line by making connections linking the benefits to transit users, local communities, the region, and the environment. Explain any tradeoffs and look for opportunities to mitigate any potentially undesired impacts.

- Ensure project-area stakeholders and project partners understand the scope of the project and opportunities to participate, provide input, and influence project outcomes.
- Provide background on issues, temporary and permanent impacts, tradeoffs, and benefits to provide context and create transparency.

Goal #4: Establish and maintain strong and effective working relationships with local communities, stakeholders, and jurisdictions to build confidence in the public process, create community "buy-in" for key project decisions, and enhance the credibility of Metro.

- Provide opportunities for all community members represented in the project area to engage before decisions are made so that outcomes reflect a balance and range of diverse needs and interests.
- Follow up with communities to show how their input has been considered and incorporated.

Goal #5: Conduct a robust, transparent, equitable, culturally-appropriate, and inclusive community relations and public involvement effort throughout all RapidRide line development phases that allows for transparent communications between Metro and the communities it serves.

- Ensure all RapidRide stakeholders, particularly historically underserved and limited English proficient (LEP) populations, are afforded equitable consideration.
- Explain technical information simply and concisely so that it is understandable to diverse groups and LEP populations.

- Provide information that is accessible to LEP and disabled audiences, using transcreation[1], interpretation, and translation, and trusted advocate liaisons as appropriate.
- Demonstrate process equity to create outcomes that achieve distributional equity and cross-generational equity.
- Strive to involve a reasonable representation of the demographics of the corridor in a way that is measurable and meaningful.

Goal #6: Support overall project delivery within identified scope, schedule, goals, and objectives while holding the project team accountable to community outreach and engagement best practices and commitments.

- Design, permit, and construct RapidRide corridor project and related improvements in partnership with identified project partners.
- Inform planners and decision makers at key points in the planning process so that the public ultimately shapes project outcomes.
- Serve as an internal advocate for the public.
- Facilitate identification and completion of capital infrastructure and transit priority improvements (such as bus lanes, traffic signal priority, parking adjustments, roadway/right-of-way improvements, and access to transit investments).
- Identify emerging needs, issues, and risks, and facilitate timely resolution.
- Utilize outreach and engagement to support related project tasks (i.e., government relations, funding, environmental analysis and clearances, and network restructuring).

1.3 Public Involvement Strategies

Public involvement strategies to achieve the goals listed above include:

- Use public outreach to communicate Metro's mission and vision (who we are and what we do) through more targeted and personal public engagement. Communicate consistently how the RREP supports the development of one integrated, fast, reliable, and easy-to-use transit system.
- Develop multiple communication channels that allow the public to stay informed and to be heard. Include a range of approaches along King County's Community Engagement Continuum (see the Community Engagement Guide).
- Ensure that communication, outreach, and engagement efforts reach all residents, particularly communities that have been historically under-represented. Integrate King County's Equity and Social Justice Initiative and the Equity Impact Review (EIR) process into all aspects of public involvement planning, implementation, and reporting. Appropriately utilize partnerships to engage, involve, and hear from harder-to-reach populations. Where logical, consider contracting with community organization partners and trusted advocates.

[1] Transcreation is the process of adapting a message from one language to another, while maintaining its intent, style, tone, and context. Many English words do not directly translate into other languages and therefore a direct translation will confuse and alienate non-English speakers (King County Metro Guide to Creating Inclusive Campaigns, page 8).

- Promote meaningful community participation in decisions that affect line-specific communities. Provide easy-to-access and equitable opportunities for all stakeholders to offer feedback on project design elements, as appropriate. Manage expectations; be clear and transparent about where these opportunities exist, and where they do not. Identify the purpose of an activity or phase of outreach and engagement with the community; is it to inform, consult, or collaborate? Maintain project transparency and accountability between the project team, external stakeholders, and the community. Regularly report back to external stakeholders and the community on how input was considered and incorporated.
- Maintain effective lines of communication between the project team, internal stakeholders, external stakeholders, and the larger community to efficiently meet and address needs. Communicate early with stakeholders and ensure "no surprises." Seek to understand community and stakeholder values and concerns and incorporate into project team planning and development early in the project.
- Track and regularly report back to the project team on public engagement activities and feedback so that the voices of those served are heard in all steps of planning and decision making. Keep the King County Executive and Council, local jurisdictions, and other decision makers informed about the project, public involvement process, and how input has been considered and factored into project decisions.
- Use outreach and engagement to support informed decision making within King County and with project partner agencies. Engagement work should demonstrate alignment with interagency agreements and needs, and position decision makers—through briefings, public engagement reports, and other methods—to confidently make informed decisions, which have long-term impacts to King County services, agency partners, taxpayer resources, or the public.

2. OUTREACH AND ENGAGEMENT APPROACH

2.1 Overview

A robust, transparent, and inclusive public involvement effort is critical to the successful development of a RapidRide line. The public involvement effort must reach out to a wide range of stakeholders and conduct actions and activities that inform, consult, and involve the public to engage and receive comments directly from the people who will benefit from and be affected by the new RapidRide line.

The approach described with this framework is focused on RREP outreach and engagement with the community. The approach also references affiliated, but separate, bodies of work that relate to RapidRide and potentially influence or depend on RapidRide communications and public involvement. The Government Relations Framework provides additional information on engagement with agency partners. A separate planning and public involvement effort will accompany the service restructure process in an area following the selection of the RapidRide alignment.

Each phase described in the following sections and the information gathered during those phases will inform subsequent phases of the project. The RREP Public Involvement Framework Roadmap illustrates the key outreach milestones throughout the five project phases (Project Planning, Preliminary Design, Final Design, Implementation, and Closeout) in Figure 1. Section 3 includes Minimum Public Outreach and Engagement Tools and Tactics (Table 1) that illustrates and provides guidance on the minimum outreach and engagement activities to be conducted during each phase of RapidRide development.

Public involvement will follow Metro's Have A Say (see Attachment D-1) process, which states that:

Our outreach and engagement is:

- Customized. How many phases, what we ask, and how we ask it are tailored to the size and scope of the change and who will be affected by it.
- Equitable. We strive to inform and hear from all communities that will be affected.
- Informative. Information is clear, understandable, and accessible.
- Transparent. We describe our input, planning, and decision-making process.
- Responsive. At each step, we show how public feedback has informed our decisions.

Section 2.3 outlines the public involvement expectations and key tactics to be utilized in each phase of the RapidRide project delivery process, how they are connected, and how they should be carried forward to other phases. Project phases and approximate durations include:

- Project Planning (6 months)
- Preliminary Design (12-14 months)
- Final Design (15-18 months)
- Implementation (15-18 months)
- Closeout (6 months)

The project manager will work closely with the community relations team lead to ensure the appropriate type and level of outreach and engagement is implemented, sufficient time is allowed for the creation of materials and/or scheduling of events, and outreach and engagement occurs with the appropriate parties. The community relations team lead will lead a communications team comprising representatives from Strategic Communications, Media Relations, Community Relations and Public Involvement, and Marketing and Service Information to plan, develop, and implement all aspects of a line-specific public involvement plan.

The project phases and associated outreach and engagement efforts are described in the following sections.

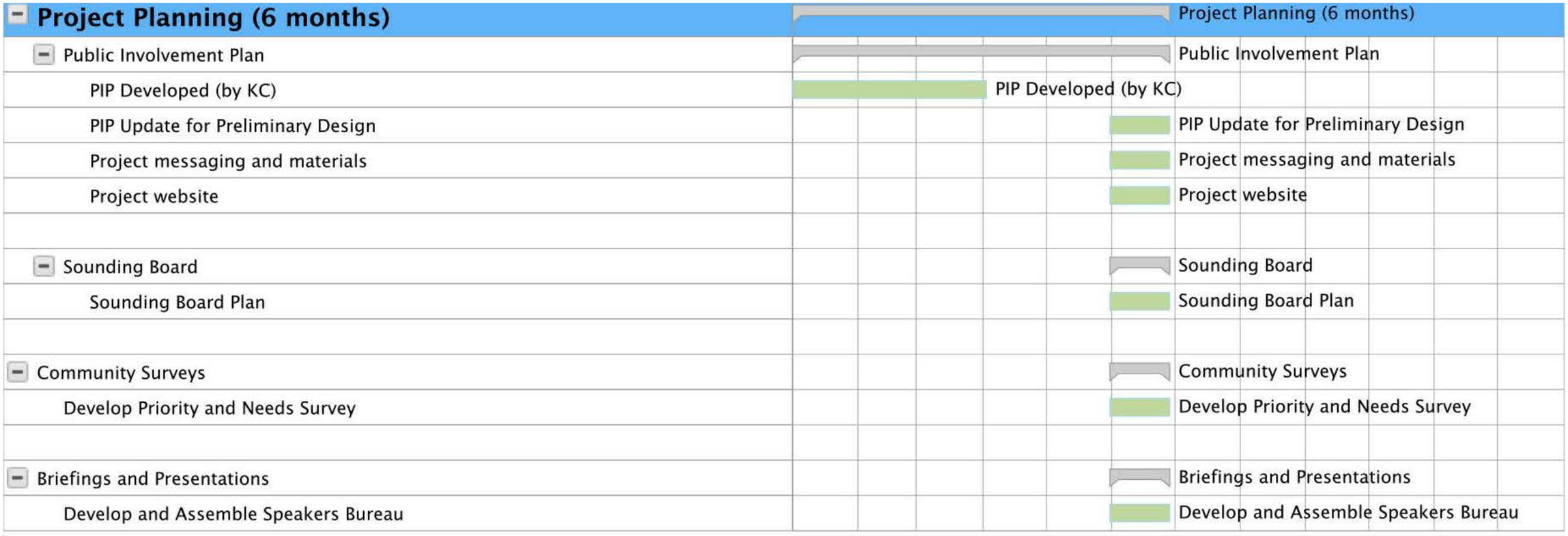


Figure 1. RREP Public Involvement Framework Roadmap

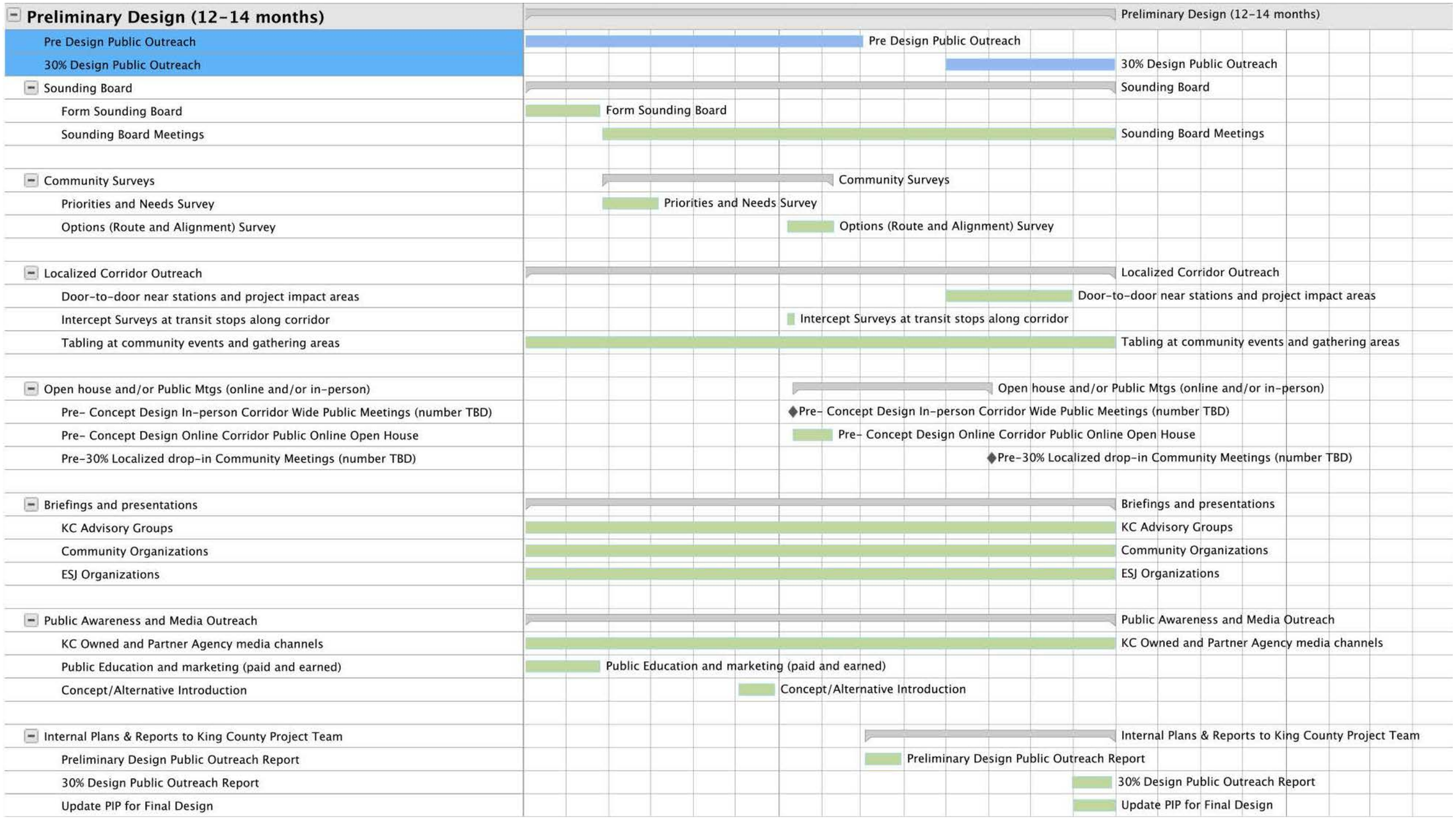


Figure 1. RREP Public Involvement Framework Roadmap (continued)

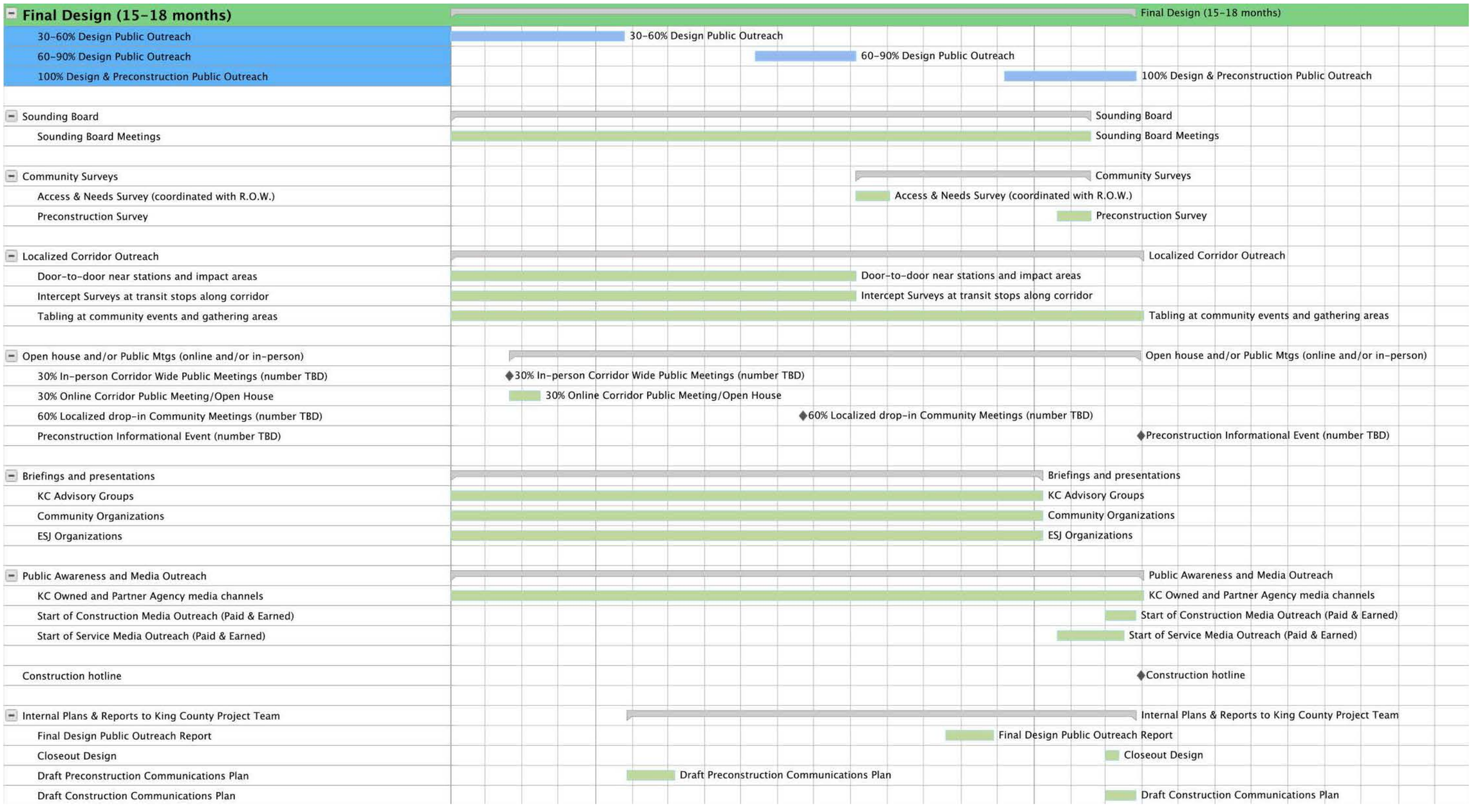


Figure 1. RREP Public Involvement Framework Roadmap (continued)

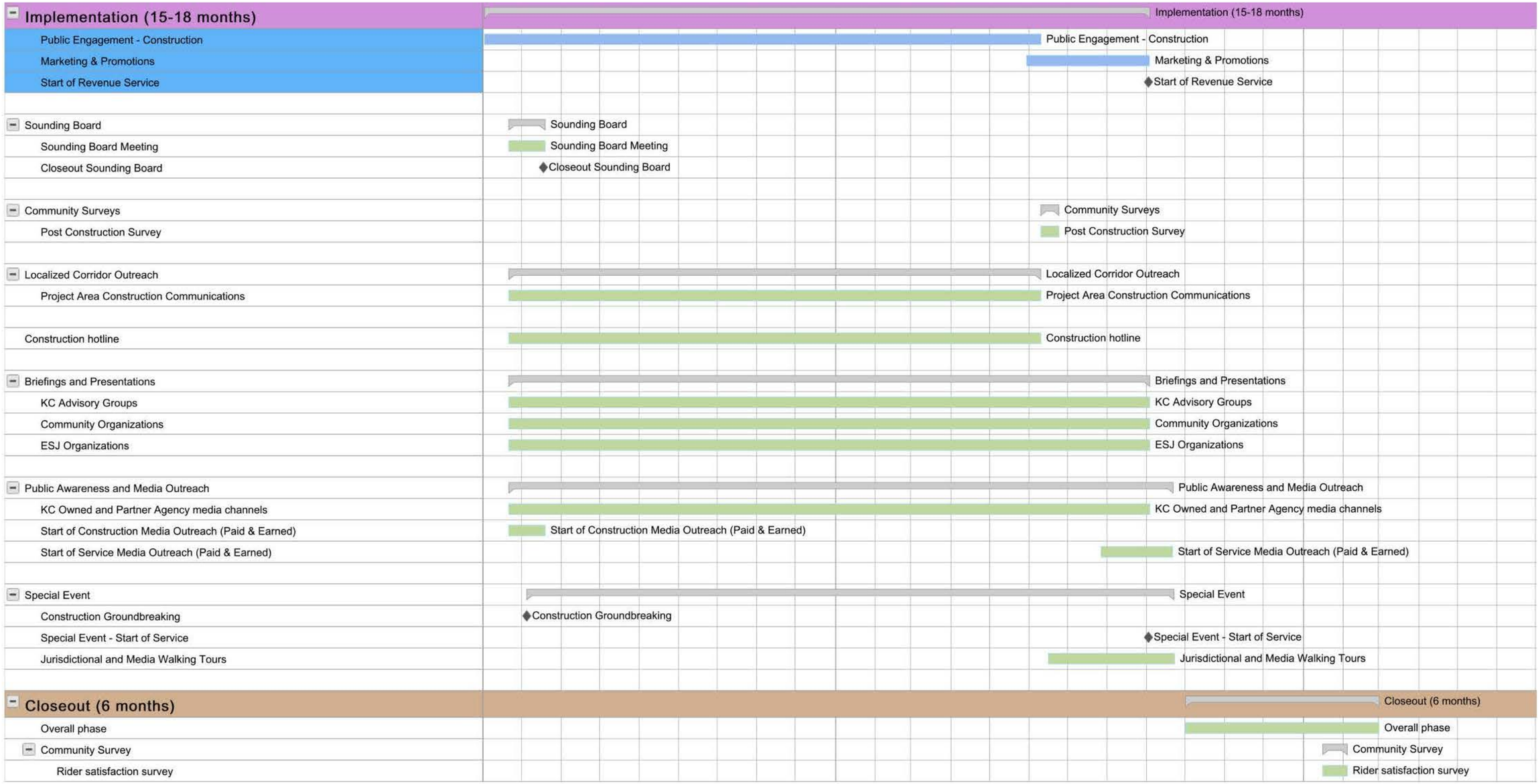


Figure 1. RREP Public Involvement Framework Roadmap (continued)

2.2 Project Planning

The Project Planning phase is the first phase in delivery of a RapidRide line. It involves setting up the project and is primarily an internal effort. The primary tasks for Metro and the RapidRide team during the Project Planning phase are to:

- Assign project staff
- Develop a project charter
- Procure a design and engineering consultant
- Develop jurisdictional project partnerships (this may be a continuation of past efforts)
- Prepare a high-level project scope, schedule, and budget
- Develop a Public Involvement Plan (PIP)
- Develop a public engagement summary for the Project Planning phase

Public involvement during the Project Planning phase is limited. Rather, it should be focused on building positive working relationships and clear lines of communication within the internal project team. During this initial phase of planning for the project, outreach and engagement efforts will focus on:

- Assigning a community relations team lead to oversee and coordinate the work of the communications team, related consultants, and all phases of work and outreach tasks, including hand off to marketing and customer information teams at implementation.
- Assembling a communications team (internal and/or external) and integrating with the overall project team. The community relations team lead should participate in any technical advisory teams that are formed, especially at points in the process when teams will be considering community feedback and options for responding to such feedback.
- Connecting with partner communications leads to collaborate on communications planning and role definition.
- Identify and initiate contact with community-based organizations that may serve as partners in public outreach efforts. Develop a strategy and set expectations for coordinated efforts.
- Developing the Community Needs and Priorities survey tailored to the RapidRide line under development.
- Developing and assembling a Speakers Bureau (see Table 3, Section 7.2).
- Creating a Public Involvement Plan (PIP) that is reflective of the range of alignment alternatives identified through the RREP and approved by the Project Manager. The PIP needs to:
  - Restate public involvement goals and determine how to measure the effectiveness of the public involvement against project goals and community needs and priorities.
  - Identify clearly the type of engagement (inform, consult, collaborate) and how the public will be informed/involved during all phases to influence outcomes.
  - Perform a demographics analysis to identify communities of color, low-income populations, and limited-English speaking populations that may be affected by the project.
  - Identify localized Equity and Social Justice (ESJ) goals and tools aimed at undoing historical inequities, advancing equity goals and outcomes, and allocating commensurate outreach and engagement resources to the project.
  - Identify risks, issues, concerns, and barriers (both project- and outreach-related).

- Prepare a stakeholders list (see Section 5, Stakeholders and Audiences, for guidance on the types of stakeholders to identify and contact).
- Provide a list of outreach and engagement tools and tactics (see Table 1, Minimum Public Outreach and Engagement Tools and Tactics, in Section 3).
- Present a materials production schedule.
- Provide project-approved messaging and materials, and public-facing communications channels such as project website and email notifications. See Sections 4 and 7.1.5 for guidance on key messages and existing documents.

During this phase, the communications team might begin recruiting and convening a project Sounding Board, if needed, and should be prepared to support engagement with local jurisdictions and any ongoing government relations efforts.

Reasons to convene a Sounding Board might include:

- Existing route alignments and/or bus zone locations are likely to change because of the new RapidRide line.
- There is potential for controversy on a project.
- Significant project scope or elements remain unclear between Metro and partner jurisdiction.

Additional guidance on establishing Sounding Boards is provided in legislation forming the King County Transit Advisory Commission and Sounding Boards. The RapidRide Expansion Program Government Relations Framework provides additional information on engagement with agency partners.

2.3 Preliminary Design

The Preliminary Design phase incorporates what is traditionally referred to as an Alternatives Analysis for the corridor. This is typically the most active phase for public engagement efforts. Metro will work with jurisdictions and the public to explore and evaluate route alignment and capital investment options, plan modifications to the service network, and prepare environmental documentation. These efforts culminate with the development of a Corridor Planning and Upgrade (CPAU) Report and project design through 30 percent. The primary tasks for Metro and the RapidRide team during the Preliminary Design phase are:

- Development of the CPAU Report
- Environmental evaluation and preparation of supporting documentation
- Initiation of right-of-way acquisition (if needed)
- Development of design packages up to 30 percent
- Identification and implementation (if necessary) of major service network changes needed to establish alignment
- Develop a public engagement summary for the Preliminary Design phase

During the Preliminary Design phase, outreach and engagement efforts will focus on:

- Building overall awareness of the RREP.
- Establishing public understanding of the project elements, need, benefit, and timeline of the new RapidRide line and the corridor it will serve.
- Explaining the value of the public's participation, and identifying when, where, and how the public can influence decisions and outcomes, as well as which decisions they have input in.
- Listening, learning, and understanding community needs and priorities along the corridor, and identifying issues needing mitigation or that cannot be addressed within the project due to undesired

potential outcomes. Committing to refer items that cannot be addressed with this project to the people or partners who might be able to take action.

- Gathering public input on options to inform Metro's selection of a final route alignment.
- Seeking public input on access to transit opportunities, locations of bus zones, right-of-way impacts, and speed and reliability concepts.
- Sharing how design matured and what influenced the preferred alignment.
- Creating a right-of-way and real property acquisitions engagement plan, if needed. This would outline strategies for engagement with parcel owners and tenants who are potentially affected.
- Supporting the formal environmental review process where appropriate.
- Providing early information of anticipated construction methods, sequence, and potential impacts.
- Formation of a Sounding Board(s), if not completed during Project Planning, and other advisory groups and providing support for their processes.
- Execution of the Priority and Needs Survey.

Outreach and engagement during the planning phase should be focused on building positive working relationships with the community and fostering trust in the process and buy in for King County decisions.

Perform outreach and provide information on (Inform):

- Project scope and vision
- Program and project goals, objectives, and key messages
- Project features, elements, and service expectations
- Project benefits and tradeoffs
- Alignment options
- Preferred alignment at the end of CPAU process
- Transit priority opportunities
- Preliminary designs (station and route options through 30 percent)
  - Corridor betterments are fully detailed
- Overview of final design and construction planning processes

Engage and gather input on (Consult, Collaborate, and Involve):

- Project options and concepts for route alignment
- Community needs and priorities, rider behavior interests, and concerns
- Important origins, destinations, landmarks, and resources
- Concepts to inform King County's selection of a preferred alternative
- Capital elements including station locations, passenger facilities, access to transit opportunities, right-of-way improvements, speed and reliability concepts, and right-of-way acquisition
- Construction concerns (impacts, phasing, etc.)

Key Tools and Tactics to Inform (see Table 1, Minimum Public Outreach and Engagement Tools and Tactics, in Section 3):

- Mailings
- Project website
- Media events, briefings, and paid media (to be planned as appropriate)

- Earned media (press releases and alerts)
- Social media
- Email and/or text notifications
- In-person contacts on buses, at high-ridership locations, and with project area stakeholders
- Information at community gathering locations (community centers, libraries, schools, etc.), high-ridership stops, and on buses in affected areas
- Coordinated outreach efforts with local jurisdiction and transit partners

Key Tools and Tactics to Consult and Gather Input (see Table 1, Minimum Public Outreach and Engagement Tools and Tactics, in Section 3):

- Priorities and Needs Survey (online, in person, and/or paper)
- Other surveys (route and alignment)
- Public meetings and open houses (online and/or in person)
- Sounding Boards
- Presentations and briefings
- Tabling and participation in community-sponsored events such as fairs and public events
- In-person contacts (door-to-door near stations and project impact areas)
- Intercept surveys at transit stops along the corridor
- Project emails and telephone lines
- Stakeholder interviews and roundtables
- Public hearings (to be planned as appropriate)
- Contract with community-based organizations

Completion of the Alternatives Analysis and the CPAU Report is a significant project milestone and opportunity to present how King County has considered and incorporated community input and developed the project preferred alternative. When presenting the project preferred alternative, outreach and engagement will focus on informing the public. During this phase, the team will:

- Summarize the previous phases of engagement and project development.
- Review how community input and priorities influenced concept development and preferred alternative selection.
- Provide a more detailed overview of the final design and construction processes and timelines.
- Prepare a Preliminary Design Public Outreach Report, a 30 Percent Design Public Outreach Report, and Update the PIP for Final Design.
- Explain any other relevant next steps.

2.4 Final Design

During the Final Design phase, Metro will focus on developing construction drawings for the various design packages. The construction drawings will be based upon the preferred alignment and will be used for the construction of the capital improvements along the corridor. This work will result in the development of a complete set of construction documents and contract specifications. It is during this phase that Metro will finalize all property rights needed for construction of the project. The applicable development permits will be obtained from jurisdictions. This phase will be completed with the advertisement for a construction contractor and approval of a final construction contract. Through a separate but closely related effort that will coincide

with the Final Design phase, Metro will conduct outreach related to associated service network restructuring. The primary tasks for Metro and the RapidRide team during the Final Design phase are to:

- Develop 60 percent, 90 percent, and final design packages with contract specifications
- Secure development permits from jurisdictions
- Secure property rights, including acquisition of right-of-way
- Coordinate design review with project partners
- Develop a construction schedule
- Advertise for construction and award the construction contract
- Establish fleet design and procure fleet
- Identify capital needs for service integration with internal stakeholders
- Develop a public engagement summary for the Final Design phase

During this phase, tasks specific to the community relations team lead are to:

- Prepare a Final Design Outreach Report
- Draft a Preconstruction Communications Plan
- Draft a Construction Communications Plan

During the Final Design phase, outreach and engagement efforts will focus on:

- Outreach to affected parcel owners and tenants to discuss design revisions.
- Right-of-way and property rights acquisition; this effort will be strongly coordinated with Metro's right-of-way acquisition team.
- Providing updated information of anticipated construction methods, sequence, and potential impacts.

Outreach and engagement during the Final Design phase should be focused on working with affected parcel owners and tenants to refine the design drawings and update the construction plan. Metro will host briefings addressing anticipated construction methods, construction sequencing, and potential impacts.

Perform outreach and provide information on (Inform):

- Parcel-specific design impacts
- Corridor construction planning
- Right-of-way needs

Engage and gather input on (Consult, Collaborate, and Involve):

- Design details affecting individual parcels
- Right-of-way acquisition
- Finalize construction commitments to the community

Key Tools and Tactics to Inform (see Table 1, Minimum Public Outreach and Engagement Tools and Tactics, in Section 3):

- Mailings
- Project website
- Media events, briefings, and paid media (to be planned as appropriate)
- Earned media (press releases and alerts)
- Social media

- Email and/or text notifications
- In-person contacts on buses, at high-ridership locations, and with project area stakeholders
- Information at community gathering locations (community centers, libraries, schools, etc.), high-ridership stops, and on buses in affected areas
- Local jurisdiction and transit partners coordinated outreach efforts

Key Tools and Tactics to Consult and Gather Input (see Table 1, Minimum Public Outreach and Engagement Tools and Tactics, in Section 3):

- Surveys on business mitigation (online, in person, and/or paper)
- Sounding Boards
- Presentation and briefings
- Public meetings and open houses (online and/or in person)
- In-person contacts (door-to-door near stations and project impact areas)
- Project emails and telephone lines
- Stakeholder interviews and roundtables
- Public hearings (to be planned as appropriate)
- Contract with community-based organizations

2.5 Implementation

During the Implementation phase, Metro will construct the capital improvements required to support the project, including roadway and access to transit improvements, and passenger facilities. In this phase, the service planning process will be complete, and drivers will begin training along the new routes. Metro will equip the fleet during this phase. Implementation concludes with the commencement of the new RapidRide service. The primary tasks for Metro and the RapidRide team during the Implementation phase are to:

- Mobilize contractor to perform civil construction
- Procure, fabricate, assemble, and install Metro-furnished items, such as passenger facilities Receive and equip the bus fleet
- Finalize the service network
- Train operators and fare enforcement officers
- Marketing and promotions for new RapidRide line
- Notifications to riders announcing new or changed service
- Launch service
- Develop a public engagement summary for the Implementation phase

During the construction and Implementation phase, outreach and engagement efforts will be focused on providing information to the public about how to stay informed about the construction schedule and potential impacts.

Perform outreach and provide information on (Inform):

- Construction schedule
- Construction impacts
- Groundbreaking announcements and/or ceremonies
- Program and project goals, objectives, and key messages

- Project features, elements, and service expectations
- Project benefits and tradeoffs
- Start of service

Engage and gather input on (Consult, Collaborate, and Involve):

- Construction outreach

Key Tools and Tactics to Inform (see Table 1, Minimum Public Outreach and Engagement Tools and Tactics, in Section 3):

- Mailings
- Project website
- Media events, briefings, and paid media (to be planned as appropriate)
- Earned media (press releases and alerts)
- Social media
- Email and/or text notifications
- In-person contacts on buses, at high-ridership locations, and with project area stakeholders
- Information at community gathering locations (community centers, libraries, schools, etc.), high-ridership stops, and on buses in affected areas
- Coordinated outreach efforts with local jurisdiction and transit partners

Key Tools and Tactics to Consult and Gather Input (see Table 1, Minimum Public Outreach and Engagement Tools and Tactics, in Section 3):

- Surveys (post-construction)
- Surveys (intercept at transit stops along the corridor)
- Tabling and participation in community-sponsored events such as fairs and public events
- Sounding Boards
- Presentation and briefings
- Project emails and telephone lines
- Contract with community-based organizations

2.6 Closeout

The Closeout phase begins after all construction has been completed and the new RapidRide line is in service. All project contracts have been closed, documents finalized and submitted, and final documentation of the project is complete. During this phase, Metro may survey riders to obtain their response to the new service. The primary tasks for Metro and the RapidRide team during the Closeout phase are:

- Closeout all open contracts
- Update lessons learned
- Update Master Facility Drawings
- Complete a final New Asset Record
- Prepare the Project Closeout Report
- Development of a before and after study
- Development and administration of a rider survey

During the Closeout phase, outreach and engagement efforts will focus on informing about project completion, any changes to existing service, and gathering input on user experiences. During this phase, outreach activities will transfer to Marketing and Service Information.

Perform outreach and provide information on (Inform):

- Project completion
- Transit opportunities
- Service change and transit integration
- Next steps

Engage and gather input on (Consult, Collaborate, and Involve):

- Rider experiences

Key Tools and Tactics to Inform (see Table 1, Minimum Public Outreach and Engagement Tools and Tactics, in Section 3):

- Mailings
- Project website
- Media events, briefings, and paid media (to be planned as appropriate)
- Earned media
- Social media
- Information at community gathering locations (community centers, libraries, schools, etc.), high-ridership stops, and on buses in affected areas
- Email and/or text notifications

Key Tools and Tactics to Consult and Gather Input (see Table 1, Minimum Public Outreach and Engagement Tools and Tactics, in Section 3):

- Surveys on customer satisfaction (online, in person, and/or paper)

3. PUBLIC OUTREACH AND ENGAGEMENT TOOLS AND TACTICS

Table 1 provides guidance on the minimum outreach and engagement activities to be conducted during each phase of RapidRide development as well as the tools and tactics that can be employed to undertake those activities.

Table 1. Minimum Public Outreach and Engagement Tools and Tactics

	PROJECT PLANNING	PRELIMINARY DESIGN	FINAL DESIGN	IMPLEMENTATION	CLOSEOUT
How we reach out to inform					
Earned media—press releases and alerts		✓	✓	✓	✓
Media events and briefings		TBD	TBD	TBD	TBD
Paid media—ads (online, radio, tv and print)		TBD	TBD	TBD	TBD
Project website and detailed information online	✓	✓	✓	✓	✓
Information at community gathering locations (community centers, libraries, schools, etc.), high-ridership stops and on buses in affected areas		✓	✓	✓	
Mailings to residents, businesses, and other stakeholders		✓	✓	✓	
In-person contacts by teams of staff members on buses and at high-ridership locations		✓			
Email and/or text notifications to transit alert subscribers and other listserv		✓	✓	✓	✓
Social media		✓	✓	✓	✓
In-person contact with project area stakeholders		✓	✓	✓	
Coordinated outreach efforts with local jurisdiction and transit partners	✓	✓	✓	✓	
How we reach out to consult and gather input					
Sounding boards	✓	✓	✓	✓	
Public meetings and open houses (online and/or in-person)		✓	✓		
Public hearings		TBD	TBD		
Surveys (online, in-person and/or paper)		✓	✓	✓	
In-person contacts		✓	✓		
Presentations and briefings		✓		✓	
Tabling and participation in community sponsored events like fairs and events		✓			
Project emails and phone lines (RapidRide or Metro-specific)		✓	✓	✓	
Stakeholder interviews and roundtables		✓	✓		
Contract with community-based organizations		✓	✓	✓	

Key: ✓ = Planned activities

4. KEY MESSAGES

This section includes a list of key message topics that should be further developed for use in the RREP line-specific outreach and engagement materials. Table 2, Key RapidRide Messages, in Section 7.1.5 includes messages, topics, and sources as of April 2018. Messages will need to be updated over time to align with the new Metro Department key messages.

Early in the Project Planning phase, the project manager will work in partnership with a community relations team lead to coordinate the efforts of Metro's communications team (Strategic Communications, Media Relations, Community Relations and Public Involvement, and Creative Services) in confirming and developing Metro, RREP, and line-specific messaging.

4.1 Key Message Topics

- King County Metro Key Messages
  - Why Metro matters
  - King County Metro's Mission
- METRO CONNECTS Vision
- Service Integration Key Messages
- RapidRide Expansion Program Key Messages
  - About RapidRide/Program Overview
  - Existing RapidRide Lines
  - RapidRide Benefits and Value
  - Understanding RapidRide Tradeoffs
  - RapidRide Elements
  - RapidRide Funding and Working with Local Jurisdictions
- Line-specific Key Messages: The list below provides a framework for developing line-specific key messages. A more comprehensive list of key message topics is provided in Table 2, Key RapidRide Messages, in Section 7.1.5.
  - Why this corridor? Why now? (why the project is needed)
  - Benefits and values
  - Corridor profile/existing conditions
  - Routes being replaced/modified (if applicable)
  - Line-specific elements/improvements
  - Long-term corridor changes and improvements adversely affecting commuter traffic, parking, affordability, and area business revenue
  - Partnerships
  - Capital Improvements Guidance
  - Schedule (line-specific timeline, including activities associated with the separate but closely related service network restructuring process; would attach specific dates/years, and note with "We are here" where we are in the process)
  - Construction impacts that might include noise, dust, parking and traffic restrictions, bus zone relocation, business revenue, emergency vehicle access, and pedestrian and bicyclist detours.

5. STAKEHOLDERS AND AUDIENCES

During outreach and engagement for specific RapidRide lines, targeted communications to surrounding communities will be crucial. Key agencies without specific jurisdictional affiliation should be engaged throughout the entire public involvement process. Examples of such stakeholders are listed below in Section 5.1. Additionally, RapidRide line-specific neighborhood stakeholders will be targeted. Section 5.2 outlines examples of neighborhood stakeholders. Neighborhood-specific lists will be developed for each line. The list of stakeholders associated with each line should be reflective of the corridor alignment alternatives that will be explored during the Preliminary Design phase. Outreach and engagement with government entities, jurisdictional partners, and other public transportation agencies will be implemented in conjunction with the government relations efforts.

5.1 Overall Program Stakeholders

- King County Executive
- King County Council
- Sound Transit
- Community Transit
- Pierce Transit
- Port of Seattle
- Washington State Department of Transportation (WSDOT)
- Puget Sound Regional Council
- Transportation Choices Coalition

5.2 Line-specific Stakeholder and Audience Types

- Project Partners
  - Jurisdictional Partners
  - City Agencies
  - King County Councilmembers of affected districts
  - King County Community Service Areas for Unincorporated Areas
  - Funding Partners
- Other Government Departments, Agencies, or Consortium Groups
  - Transit, Community Transit, Port of Seattle, WSDOT, etc.
  - Public Housing Providers (i.e., Seattle Housing Authority and King County Housing Authority)
  - Area Schools, Educational Service Providers, and Early Learning Centers
  - Emergency Service Providers
  - Utility Service Providers
  - Public Libraries (City and County Libraries)

- Issue, Interest, and Population-Specific Interest Groups
  - Neighborhood and District Council Groups
  - Community-based Organizations, Advocacy and Interest Groups
  - Social Service Providers
  - Service Providers to Equity and Social Justice Populations (i.e., immigrant, refugee, senior, low-income, youth, homeless, veterans, people with disabilities, and vulnerable populations)
- Directly and Indirectly Affected Project Area Community
  - Neighborhood Groups
  - Current and Future Transit Riders
  - Project Area Neighbors (targeting those within the project area and being accessible to those within and adjacent, as appropriate)
  - Equity and Social Justice Populations (including limited-English proficiency, historically underserved, and those marginalized by racial, cultural, education, or social group)
  - Project Area Businesses/Employers
  - Major Destinations of Opportunity in the Affected Project Area (schools, medical clinics, employment centers, etc.)
  - Business Improvement Areas and Other Special Taxing Districts
  - Project Area Developers
- Ethnic and Mainstream Media

6. MEASURING EFFECTIVENESS AND REPORTING RESULTS

The community relations team lead will measure the effectiveness of outreach and engagement efforts, both to achieve Metro's vision and improve agency outreach and engagement practices. These evaluations should take place at the end of each project phase to ensure that public involvement efforts are modified and responsive to community needs. The community relations team lead should refer to Chapter 3 of the King County Metro Strategic Plan for Public Transportation 2011-2021 for guidance on measuring effectiveness in meaningful and measurable ways. Performance measures for the strategy of public engagement and transparency might include public participation rates, customer satisfaction regarding Metro's communications and reporting, social media indicators, and conformity with King County's policy on communications accessibility and translation to other languages.

7. KEY RESOURCES

This section provides a list of key resources to support the project team in the development of the public involvement process. It is important to note when using these resources that data, messages, or other content may require updates prior to use in the outreach and engagement.

7.1 Existing Resources

7.1.1 King County Metro General Resources

The following list includes existing King County Metro resources:

- Why Metro Matters webpage
- METRO CONNECTS webpage and Long-Range Plan (and related documents such as public engagement reports, technical reports, etc., linked from the Long-Range Plan webpage)
- King County Strategic Planning Guidebook
- King County Metro Strategic Plan for Public Transportation
- King County Equity and Social Justice Plan
- Metro Service Guidelines
- King County Strategic Climate Action Plan
- Legislation forming the King County Transit Advisory Commission and Sounding Boards (King County Code 2.124)

7.1.2 RapidRide Expansion Program Resources

The following are existing RapidRide Program resources. This list will be updated throughout implementation of the RREP.

- RREP webpage
- RapidRide Design Guidelines and Standards Manual
- Boilerplate PowerPoint Deck Slides (design and contents for a standard (minimum) slide deck that should be used for briefings during each project phase) (see Attachment D-1)
- Kit of parts

7.1.3 RapidRide H Line Materials

The following is a list of outreach materials developed for the H Line that could be used as a reference or template for outreach materials for future lines.

- Public Involvement Plan (see Attachment D-1)
- Fact sheet (see Attachment D-1)
- Open house materials (see Attachment D-1)
- Priority needs survey
- Program folio (see Attachment D-1)

- Boilerplate postcard/direct mail templates for various phases of engagement and project updates (see Attachment D-1)

7.1.4 Equity and Social Justice Resources

The following is a list of ESJ Resources to be used when developing communications and public involvement materials.

- King County Equity & Social Justice webpage
- Community Engagement Guide, May 2011
- Plain Language Style Guide
- Translation Executive Order
- Equity Impact Review (EIR) tool
- Community Engagement Worksheet
- Translation and interpretation – Resources for employee's webpage
- King County Metro Guide to Creating Inclusive Campaigns

7.1.5 Key Messages

Table 2 below includes Metro, METRO CONNECTS, Service Integration, and RREP key messages and sources as of April 2018. These messages will need to be updated over time to align with new Metro Department key messages. Unless stated otherwise, key message content in this table is a direct excerpt from the source noted.

Table 2. Key RapidRide Messages

KEY MESSAGE TOPIC AND SOURCE	EXISTING KEY MESSAGE CONTENT
King County Metro Key Messages	
Why Metro Matters Note: This content should be revisited/revised upon completion of Metro's transition from a division to a department and new agency key messaging is finalized.	**Transit is good for our economy, our environment, and our people.** Demand for transit is at an all-time high, but the Central Puget Sound region is growing faster than anywhere in the United States. Recent studies project 30% more people by 2040. As we continue to grow, public transportation and mobility solutions will play an increasingly important role in reducing congestion, protecting our environment, and getting more people where they need to go. • Transit moves people better. • Even more people are coming to King County. • Options to get more people, more places, more often. • Choosing Metro maximizes the roads we have. • Metro is an important choice for many people. • Metro connects people to jobs opportunities. • Metro protects the environment. • Metro provides transit for all of us.

Table 2. Key RapidRide Messages (continued)

KEY MESSAGE TOPIC AND SOURCE	EXISTING KEY MESSAGE CONTENT
King County Metro's Mission King County Metro Strategic Plan for Public Transportation Note: This content should be revisited/revised upon completion of Metro's transition from a division to a department and when new agency key messaging is finalized.	Provide the best possible transportation services and improve regional mobility and quality of life in King County.
METRO CONNECTS Vision	
METRO CONNECTS Long-Range Plan Executive Summary	METRO CONNECTS is a vision for bringing more and better transit service to King County over the next 25 years. Frequent, reliable and fast service – all day, every day. Connections to the places people want to go. One integrated system that's easy to use. Customer-friendly vehicles, drivers, stops, information and assistance. Safe and secure operations and facilities for our passengers, employees and communities. METRO CONNECTS vision: • More service • More choices • One system **The service network:** METRO CONNECTS envisions a network that increases Metro service by 70% (2.5 million service hours) by 2040. Almost 73% of King County residents will have access to frequent "show-up-and-go" service by 2040. **Service quality investments:** METRO CONNECTS would make an unprecedented level of capital investments to improve the quality of transit service. These investments would help buses move faster, improve real-time customer information, make passenger facilities better and more accessible, and improve parking. RapidRide will help us get there: • More RapidRide lines – 13 more by 2025 and another 7 by 2040 • Buses come more often and trips are faster • Services major destinations and places with unmet demand • Connects to other transportation options for an efficient network

Table 2. Key RapidRide Messages (continued)

KEY MESSAGE TOPIC AND SOURCE	EXISTING KEY MESSAGE CONTENT
Service Integration Key Messages	
RapidRide Service Integration Plan Note: This content has been amended from the original source.	Service integration is a key element of achieving more service, more choices, and one easy to use system (as called for in METRO CONNECTS). As the regional transportation network grows, all services offered by transportation and mobility agencies in the region should work in harmony and be structured in a manner that is responsible to taxpayer resources, creates an efficient regional network, and meets Metro service guidelines. This public outreach and engagement framework for the RREP serves as representative guidance for each expansion corridor project, but also serves as input to the process for determining network changes associated with each RapidRide corridor. In that respect, the RREP is organized into 2 sections: 1) RapidRide Alignments: the process and criteria for finalizing the alignment for each new RapidRide line, moving through final design and construction, and launch of revenue service 2) Associated Network Changes: a separate but dependent and complimentary body of work that considers and informs Metro's approach to revising the surrounding network to complement new RapidRide lines. The approach to integrating RapidRide with other service will vary from line to line and will be informed by the factors listed in the RapidRide Service Integration Plan.
RapidRide Program Key Messages	
About RapidRide/Program Overview **Existing RapidRide Lines** RapidRide webpage RapidRide Expansion webpage	Metro's RREP puts the METRO CONNECTS plan for a major expansion of frequent service into action. RapidRide buses come so often, you don't need a timetable. Just show up to your closest RapidRide stop and a bus will arrive shortly to take you on your way. You don't need to rely on a schedule or worry about catching a particular trip. The METRO CONNECTS RapidRide network gives priority to corridors that meet these criteria: • Have high ridership and unmet demand. Serve major regional destinations. • Have transit pathways that are conducive to increasing travel speeds and transit priority treatments. • Partners are willing to help with roadway improvements, permitting, or regulatory changes.

Table 2. Key RapidRide Messages (continued)

KEY MESSAGE TOPIC AND SOURCE	EXISTING KEY MESSAGE CONTENT
RapidRide Benefits and Value From H-Line PIP (see Attachment D-1)	This next generation of RapidRide service will continue to upgrade, expand, and improve on intelligent features that add speed and reliability to achieve more-robust Bus Rapid Transit (BRT) system. RapidRide uses transit priority improvements to keep buses moving more and stopping less. The buses have features popular on other Metro buses – air conditioning, destination signs, security cameras and bike racks – plus free Wi-Fi, all-door boarding, and easy wheelchair restraint systems that let riders secure themselves without help. Increasing the use of transit-only lanes and making additional improvements to reduce delays caused by major bottlenecks, traffic signals, boarding, and other sources are key priorities. The enhanced RapidRide would also feature new passenger amenities such as information about how crowded the next bus is. Metro's Transit Control Center actively manages buses to keep them from bunching up and adds a bus if needed to reduce overcrowding.
Understanding RapidRide Tradeoffs King County Metro 2015 Rider/Non-Rider Survey King County Metro Annual Spot Improvements Report King County Metro E Line Report	Public transit is an important part of meeting the diverse needs and priorities of a rapidly growing region that is experience more density each day. • Meeting current transit needs based on demand, and future transit needs identified in cities' growth plans, requires access to public transportation that is fast and on-time. • In many places, it's not possible to add capacity to roadways to accommodate traffic demand. • Bus rapid transit maximizes the use of existing infrastructure—moving more people in less space than personal vehicles. • It helps manage growth and enables walkable communities with thriving public spaces. • Fewer than half of our riders are happy with standard bus service travel speeds and on-time performance • Half of people say the time it takes to travel by bus prevents them from riding transit • Street improvements to improve speed and reliability are our top-rated transit improvements Increasing access to fast, reliable, and frequent public transit requires working together and making some tradeoffs such as wider stop spacing that requires walking farther, new roadway design that emphasizes a more balanced use of transit and cars than prior configurations, changes to the routes path may move service from an existing service area so that the future RapidRide alignments path provides a better connect to regional the transportation network.

Table 2. Key RapidRide Messages (continued)

KEY MESSAGE TOPIC AND SOURCE	EXISTING KEY MESSAGE CONTENT

RapidRide Elements
 	
H-Line PIP (see Attachment D-1)
H-Line Open House Boards (see Attachment D-1)
	Fast, frequent, convenient and easy to use and is reliable, safe, and smart
	• Service starts early and runs late, 7 days a week
	• Buses come so often, you don't need a schedule
	  ➢ Buses come at least every 10 minutes during busiest hours
	• Faster boarding
	  ➢ Off-board ORCA payment at stations allows boarding at any door
	  ➢ Buses with three doors let riders on and off quickly
	• Bus stops called stations have enhanced features
	  ➢ Large canopies for weather protection
	  ➢ Seating and bike amenities
	  ➢ Real-time arrival signs
	• Innovative buses (inside and out)
	  ➢ Air-conditioned buses with free Wi-Fi and interior LED lighting
	  ➢ Designed for better accessibility and easier boarding
	  ▪ Riders with mobility aids can secure themselves more easily
	  ▪ Wider aisles allow for riders to move more easily to and from exits
	• Better safety and security
	  ➢ Shelters are well lit and all buses have security cameras
	  ➢ Fare enforcement officers monitor buses and stops
	• Buses that move more, stop less
	  ➢ Trips are faster
	  ▪ Some bus stops get consolidated. Standard Metro service places stops about every one-fourth mile, but RapidRide uses wider stop spacing, about every one-half mile, to speed up the ride'
	  ➢ Bus priority treatments include street and traffic improvements such as bus-only lanes, bus bulbs, queue jumps and transit Signal Priority that synchronizes traffic lights with buses
	• RapidRide is part of one easy to use system
	  ➢ Serves major destinations and places with unmet demand
	  ➢ Connects to other transportation options for an efficient network
	• Role of Public Participation in Creating New RapidRide Lines
	  ➢ We collaborate with communities and project partners for each RapidRide line to make sure the new service works well. We study the corridor and ask the public about their needs and priorities in relation to the new lines path (alignment), stop spacing and placement, access to transit and safety priority improvements, and to ensure that the needs of historically or often underserved populations are identified and influence decisions.
	• Access-to-transit improvements make it easier to get to/from and wait for the bus
	  ➢ As new lines go in, we work with our partners to make it easier and/or safer to get to the bus.
	  ➢ Improvements might include street crossings, curb ramps, lighting, wayfinding, walking/biking paths and accessibility.

Table 2. Key RapidRide Messages (continued)

KEY MESSAGE TOPIC AND SOURCE	EXISTING KEY MESSAGE CONTENT
RapidRide Funding and Working with Local Jurisdictions H-Line PIP (see Attachment D-1)	Metro's RREP relies on working closely with partner agencies and work in more than 15 different jurisdictions to make the most of these investments. As we begin planning new RapidRide lines, Metro will work with cities and the public to determine where the lines would go, stop and station locations, and connecting service. Public input would be a critical part of planning as projects move closer to final design. Metro's Service Guidelines provide direction for planning and outreach around major service changes.
Line-specific Key Message Topics	

H-Line PIP (see Attachment D-1)	**Line-specific key message topics:**
	• Why this corridor? Why now? (why the project is needed)
	• Benefits and Values
	• Corridor profile/existing conditions
	  ➢ Length of corridor
	  ➢ Alignment placement
	  ➢ Key destinations
	  ➢ Demographics
	• If replacing existing route:
	  ➢ Number of stops and other service data
	  ➢ Stop placement and consolidation
	  ▪ Stop spacing and walkability
	  ➢ Ridership data
	  ➢ Connections
	• Line-specific elements/improvements:
	  ➢ New line vs. converting existing route
	  ➢ RapidRide features
	  ➢ Access to transit
	  ▪ The quality and ease of the connection, including the infrastructure, amenities and technology that the rider uses to connect to transit service
	  ▪ Multimodal connections to transit service, such as walking, biking and driving
	  ▪ The environment where the access point is located, including land use and the street and sidewalk network
	  ▪ The type of service the rider wants to connect to
	• Long-term corridor changes and improvements adversely impacting commuter traffic, parking, affordability, and area business revenue.
	  ▪ Acknowledgement of whether Metro anticipates transportation network and service changes because of the project. During the preliminary design phase, clearly articulate the scope and timeline of a subsequent process to determine associated network changes. Though service integration is not the focus, public engagement should provide mechanisms to collect any feedback that would be relevant to the subsequent effort.

Table 2. Key RapidRide Messages (continued)

KEY MESSAGE TOPIC AND SOURCE	EXISTING KEY MESSAGE CONTENT

	• Partnerships
	• Capital Improvements Guidance
	  ➢ Context-sensitive design alternatives under consideration
	  ▪ Passenger amenities
	  ▪ Speed and reliability
	  ▪ Communications and technology
	• Schedule (line-specific timeline—would attach specific dates/years, and note with "We are here" where we are in the process)
	  ➢ 2016-2017: Identify corridors for upgrade to RapidRide service (in METRO CONNECTS, Metro's long-range plan)
	  ➢ YEAR/S: Partner with local jurisdictions to create the XX Line
	  ➢ YEARS/S: Phase 1: Exploring Options, Needs and Priorities
	  ▪ Evaluate existing conditions
	  ▪ Environmental analysis
	  ▪ Research XX Line options and their potential impacts
	  ▪ Public input on community needs and priorities
	  ▪ Public input on routing and stops
	  ▪ Identify opportunities to improve transit speed, reliability, and service
	  ▪ Choose routing and stops
	  ➢ YEARS/S: Phase 2: Advancing Preferred Concepts
	  ▪ Advance design work
	• Construction impacts which might include noise, dust, parking and traffic restrictions, transit stop relocation, business revenue, emergency vehicle access, pedestrian and bicycle detours

7.2 Resources to Develop

Table 3 includes a list of documents, templates, and procedures that need to be developed to support RapidRide line-specific public engagement efforts.

Table 3. RapidRide Resources to Develop

Resource/document	Purpose
Standard Design Criteria/Style Guide for Creation of Maps	Used to guide the look and feel of maps (network down to neighborhood within a RapidRide corridor) created for RREP outreach efforts.
Icon and Pictogram Library	To provide standardized images and appropriate descriptions for use in all common materials.
Project Infographics	To provide standardized graphics showing program expansion performance expectations, line goals in Seattle, performance of lines once they launch, etc.
Boilerplate Engagement Report – "What You Said"	To provide standardized format for reporting back to the community post-engagement phase about what we heard and next steps.

Table 3. RapidRide Resources to Develop (continued)

Resource/document	Purpose
FTP Photo Library Site	FTP site to share print-quality, and approved images for use in collateral materials. Note: We agreed for Rainier to blend our preference for full color photos with Seattle Department of Transportation preference for grayscale images by making the backgrounds grayscale but keeping all parts of the RapidRide buses in full color so the vehicles pop forward.
Project partners common pre-approved brand/logo bars	To provide a protocol for how to use partner logos for use in communications materials.
URL Naming Protocol	Standard naming protocol assigning friendly URLs www.kingcounty.gov/metro/rapidridehline www.kingcounty.gov/metro/hlinefeedback www.seattle.gov/transportation/rapidrideexpansion
Survey and Online Open House Questions by Project Phase	To provide standardized questions to use for the following surveys: preliminary community needs and project opportunities, project alternatives and concepts, final design and construction planning, and online open house feedback questions.
Brand attributes and characteristics of "best of" message for RREP	To provide a consistent message about RapidRide attributes and characteristics.
Key Messages and Terms with Definitions	To provide consistent information and similar language (such as access to transit, getting to the bus, multimodal improvements and creating transit connections) used by partner agencies.
Cross-promotion and information dissemination for partner agency and Metro "owned" channels	Provide a standardized process and methods for cross-promotion and information dissemination with partner agencies and Metro "owned" channels (i.e., rider alerts, bus stop signs, social media channels, blogs, listserv's, etc.).
Data and Outreach Input Sharing with Project Partners	Develop protocol to provide documentation of engagement, input, survey results, etc. to be collected from partners and shared with partners if asked.
Standard information flow protocol	Provide consistency in messaging including project title, serving XX destinations, RapidRide Expansion, expansion in Seattle, RapidRide Network performance by the numbers, goals for RapidRide in this corridor by the numbers, etc.
Demographic analysis protocol	Provide consistency and step-by-step guidance/protocol for conducting a demographic analysis to identify ESJ/Race and Social Justice (RSJ) and LEP material translation groups (and what minimum materials should be translated during engagement).
Speakers Bureau & Partner Outreach Toolkit	To provide a standardized process and consistent materials for agency staff when presenting at regularly scheduled meetings of community organizations. The speaker's toolkit will include guidance on: • Desirable community speaking opportunities and how to solicit speaking commitments. • How to engage organizations that are not interested or able to feature a speaker (e.g., mail them a packet of materials including a poster, fact sheet and brochures). • How to position agency leadership at speakers' bureau events when possible. • How to compensate community participants assisting with outreach and engagement efforts.

Table 3. RapidRide Resources to Develop (continued)

Resource/document	Purpose
	The speaker's toolkit will also include: • A list of potential key organizations, including community centers, senior centers, cultural organizations, chambers of commerce, neighborhood groups, and faith-based organizations to determine interest in being briefed or having a presentation. • A list of materials, including an informational sheet about outreach and engagement efforts, speaking points, PowerPoint presentation template, display boards with key information for groups unable to feature a PowerPoint display, customizable posters, fact sheets, flyers, brochures and other takeaway materials, articles for newsletters, websites, and blogs.
Construction communications best practices	Provide guidance on best practices for construction communications, including neighbor commitments and business construction toolkits. Consider developing best practices similar to other agencies such as Sound Transit Business Construction Toolkit and Sound Transit Business Construction Workbook.

Attachment D-1

RapidRide Materials

– Metro's Have a Say Process

– RapidRide Slide Deck

– RapidRide H Line Public Involvement Plan –

RapidRide H Line Fact Sheet

– RapidRide H Line Open House Materials

– RapidRide Project Folio

– RapidRide H Line Direct Mailer

Metro's Have a Say Process

King County METRO

PUBLIC ENGAGEMENT

OVERVIEW

have a say

OUR ENGAGEMENT IS...

- **Customized.** How many phases, what we ask, and how we ask it are tailored to the size and scope of the change and who will be affected by it.
- **Equitable.** We strive to inform and hear from all communities that will be affected.
- **Informative.** Information is clear, understandable, and accessible.
- **Transparent.** We describe our input, planning, and decision making process.
- **Responsive.** At each step, we show how public feedback has informed our decisions.

OUTREACH EXAMPLE (service restructure)

PHASE 1

COMMUNITY CONVERSATIONS

- Learn from the public what's working, what isn't, and how transit could be improved
- Exploration of trade-offs (i.e., frequency vs. distance to bus stop)
- Recruit a community Sounding Board to review public feedback, advise Metro, and make recommendations to Council

SOUNDING BOARD MEETS TO...

- Help staff reflect on feedback received
- Help digest public feedback
- Brainstorm solutions
- Preview Phase 2 concepts and engagement

PHASE 2

CONCEPTS FOR CHANGE

- Reflect back what we heard during Phase 1
- Ask for feedback on different concepts that respond to concerns heard in Phase 1

SOUNDING BOARD MEETS TO...

- Help staff reflect on feedback received
- Provide guidance about final proposal

PHASE 3

PROPOSAL FOR CHANGE

- Share a proposal that reflects feedback from Phases 1 and 2
- Collect feedback on the proposal
- Ask specifically for any changes that would improve the proposal or mitigate negative effects

SOUNDING BOARD MEETS TO...

- Suggest ways to address feedback with proposal changes
- Preview Metro's proposal
- Make a recommendation for change

King County METRO

PUBLIC ENGAGEMENT

OVERVIEW, continued

have a say

HOW WE REACH OUT (every phase)

- Media, social media, ethnic/diverse media
- Posters at high-ridership stops and on buses in affected areas
- Rider alert brochures on buses in affected areas
- In-person contacts by teams of staff members on buses and at high-ridership locations
- Email and/or text notifications to transit alert subscribers
- Calls and emails to stakeholders
- Mailings to community centers, libraries, schools, etc.—and sometimes to residents and businesses—as appropriate
- Detailed information available online and in print about the planning process, timeline, how to participate, and what's being considered
- Translated information and avenues for comment provided as appropriate

HOW WE GATHER INPUT

- Surveys (online and paper)
- Public meetings
- Stakeholder interviews and roundtables
- Presentations to stakeholder groups
- Outreach events targeted to underrepresented populations

OUTREACH DOCUMENTATION (submitted with ordinance)

- Public Engagement Report summarizing each phase of outreach, what we heard, how we responded
- Sounding Board consensus statement/report

RapidRide Slide Deck

RAPIDRIDE

The RapidRide service network is expanding

RapidRide is Metro's premium and geographically minded arterial BRT transit product right-sized for its communities.



RapidRide expansion is part of the Metro CONNECTS promise of more fast and frequent service.

RapidRide serves corridors with high ridership and unmet demand, and improves connections to important destinations and the regional transportation network.



King County METRO

Seattle Department of Transportation

RAPIDRIDE

Metro CONNECTS* vision



- More RapidRide lines—19 new lines by 2040.
  - Almost 73% of King County residents will have access to frequent “show-up-and-go” service by 2040.
- Buses come more often and trips are faster.
- Serves major destinations and places with unmet demand.
- Connects to other transportation options for an efficient network.
- Each new RapidRide line makes a major investment in the corridors served.
  - service, fleet, and capital improvements.



** Metro’s long-range plan, adopted January 2017*

King County METRO

Seattle Department of Transportation

RAPIDRIDE

Partnerships and collaboration

Metro works partners agencies and communities to ensure new RapidRide lines work well

The City of Seattle—Seattle Department of Transportation (SDOT) and Metro are working together on 7 lines in Seattle.

- These joint projects benefit from Levy to Move Seattle funding and Vision Zero improvements.
- This major investment will improve safety for all travelers, create streets that are well designed to provide a comfortable mobility option for all modes of transportation.
- They also ensure reliable, convenient, high-quality transit options to Seattle's growing population.

- Metro will also partner with 14+ other cities and jurisdictions to expand RapidRide



King County METRO

Seattle Department of Transportation

RAPIDRIDE

Success by the numbers



Compared to routes they replaced

- The A-F lines combined carry about 65% more riders
- 67,000 passenger trips each weekday
- Travel as much as 20% Faster
- Offer more reliable service and have high customer satisfaction ratings
- Save between 1-5 minutes per trip on most lines



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RAPIDRIDE

RapidRide Network

- 6 lines (A-F) today, 26 lines by 2040
- A total of 13 new RapidRide lines (G-S) will be added by 2025.
  - + 7 additional lines (T-Z) by 2040 will complete the alphabet.



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RapidRide 2025 Expansion Projects

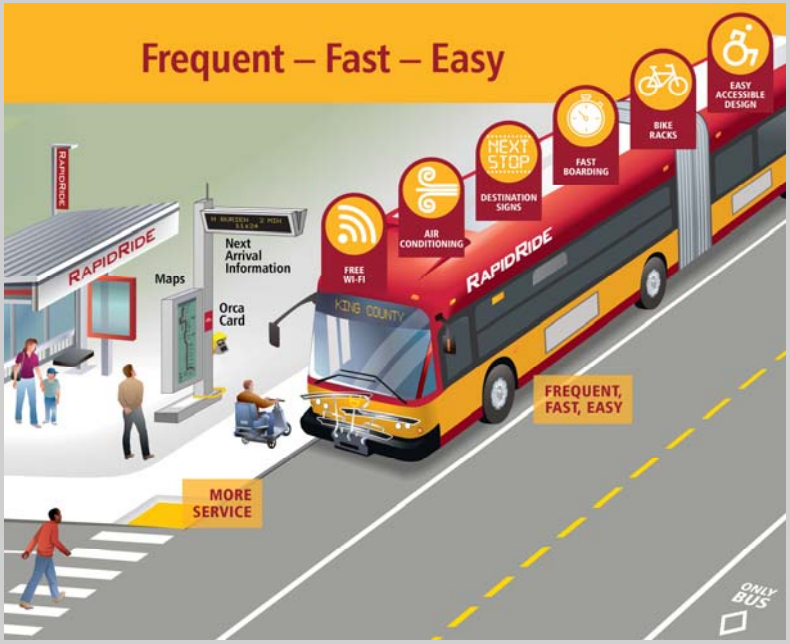
Comparable Routes	To/Via/From	Target start of service	Metro Connects ID	With SDOT
11, 12	**Madison Valley/ E Madison St/ Seattle CBD**	2019	G Line	★
120	**Burien TC/ Westwood Village /Seattle CBD**	2020	H Line	★
7	**Rainier Beach/Columbia City/Mount Baker/ International District/ Downtown Seattle CBD**	2021	1071/ 1064	★
67, 70	**Seattle CBD/ Eastlake/ U District**	2021	1013	★
240, 245	**Overlake/ Newcastle/ Renton**	2021	1030	
44	**Ballard/ Wallingford/ U District**	2022	1012	★
169, 180	**Renton/ Kent/ Auburn**	2022	1033	
40	**Northgate/ Ballard/ Seattle CBD**	2023	40RR	★
234, 235, 271	**Totem Lake/ Bellevue/ Eastgate**	2023	1027	
164, 166	**Highline CC/ Kent/ Green River CC**	2024	1056	
48	**U District/ Central Area/ Mt Baker**	2024	1063	★
372	**UW/ Lake City/ Bothell**	2024	1009	
181	**Twin Lakes/ Federal Way/ Green River CC**	2024	1052	

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RAPIDRIDE

Elements of a RapidRide project



- Service: Off-peak, reverse and span of service improvements, service change ordinances, scheduling
- Fleet Procurement and Commissioning
- Capital Program: Passenger Amenities, speed & reliability, communications & technology, access to transit/getting to the bus and multimodal safety and connection improvements
- Marketing and Communications: Marketing and promotion, rider information, traveler training

RAPIDRIDE

More service that's fast, frequent, and easy to use



- Buses start early and run late, 7 days a week.
- Weekday rush hours service comes every 10 minutes or faster
- More frequent service the rest of the day and weekends.
- Some bus stops get consolidated to speed up your ride.
- Investments in access and safety improvements are made along each new RapidRide corridor.

Improvements make it easier for all modes of travel, including people getting to the bus.

- These might include street crossings, curb ramps, lighting, and walking/biking paths.

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RAPIDRIDE

More service that's fast, frequent, and easy to use



- Off-board ORCA payment at stations allows boarding at all three doors.
- Buses are designed to let riders get on and off quickly
- Real-time arrival signs at stations.
- Shelters are well lit and all buses have security cameras.
- Fare enforcement officers monitor buses and stops.
- Free Wi-Fi and interior LED lighting on buses.

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RAPIDRIDE

More service that's fast, frequent, and easy to use



RapidRide uses transit priority improvements to keep buses moving more and stopping less. The buses have features popular on other Metro buses—air conditioning, destination signs, security cameras and bike racks—plus free Wi-Fi, all-door boarding, and easy wheelchair restraint systems that let riders secure themselves without help.

- Buses are actively managed to keep them coming when you expect them
- RapidRide moves more and stops less so you get to your destination quickly
  - Buses get a boost from bus-only lanes, queue jumps, and bus bulbs
- Transit Signal Priority synchronizes traffic lights with buses to keep them moving

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RAPIDRIDE

Community participation

have a say

We also partner with each affected community

Goals: Inform, engage, gather community feedback on project scope, vision, options, design concepts, priorities, tradeoffs, and concerns toward development of recommendations for preferred improvement concepts.

- We invite all community members to have a say and use feedback to make the right decisions.
- We study the corridor and ask the public about their needs and priorities.
- Community input helps us decide things like:
  - The new route's path and stops
  - Getting to the bus improvement priorities
  - Roadway, safety, or other infrastructure improvements
  - Ways to improve mobility for all types of travelers
  - How to minimize any undesired impacts



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RAPIDRIDE

Community participation



Community input helps us decide things like:

- The new route's path and stops
- Getting to the bus improvement priorities
- Roadway, safety, or access to transit and other infrastructure improvements
- Ways to improve mobility for all types of travelers
- How to minimize any undesired impacts
- Important destinations and community places



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RAPIDRIDE

Community participation

have a say

Key activities

- Project mailings across the corridor, rider alert notifications, and signs at bus stops
- Community needs and priorities survey
- Public-wide open house events, in the community intercepts, informal tabling sessions
- Briefings to community groups and direct engagement to social and community service organizations
- Outreach to ESJ/RSJ populations in language with translated materials
- Distribution of print and online project materials
- Media relations, ethnic media advertising, and social media promotion



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RAPIDRIDE

Active projects—what's happening now?

G Line: Madison Valley/ E Madison St/ Seattle CBD

- Alternatives and concepts being further developed

H Line: Burien TC/ Westwood Village /Seattle CBD

- Phase 1 engagement underway (community needs and priorities + project options and opportunities)
- Burien Speed & Reliability alternatives being further developed
- Preferred alignment and stops identified and further detailed for additional public review

RapidRide Rainier Line: Rainier Beach/Columbia City/Mount Baker/ International District/ Downtown Seattle CBD

- Phase 1 engagement begins mid-March 2018 (Vision Zero and multimodal improvements, community needs and priorities + project options and opportunities)

RapidRide Roosevelt: Seattle CBD/ Eastlake/ U District

- Phase 1 engagement planning underway (Vision Zero and multimodal improvements, community needs and priorities + project options and opportunities)



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RAPIDRIDE

H Line overview – Existing Metro Route 120 corridor

We're working to transform Route 120—one of our 10 busiest routes—we're working to upgrade to RapidRide and keep what's great about the route 120.

Burien, White Center, Westwood Village, North Delridge, downtown Seattle

- About 13 miles long with 80 bus stops
- More than 9,200 rides each weekday
- 5,600 rides on Saturdays and 3,900 rides on Sundays

Why upgrade Route 120 to RapidRide?

- Increase travel speeds
- Better buses and stations
- Increase weekday bus trips from 165 to about 230
- High ridership and unmet demand
- Important connections to major regional



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Project scope

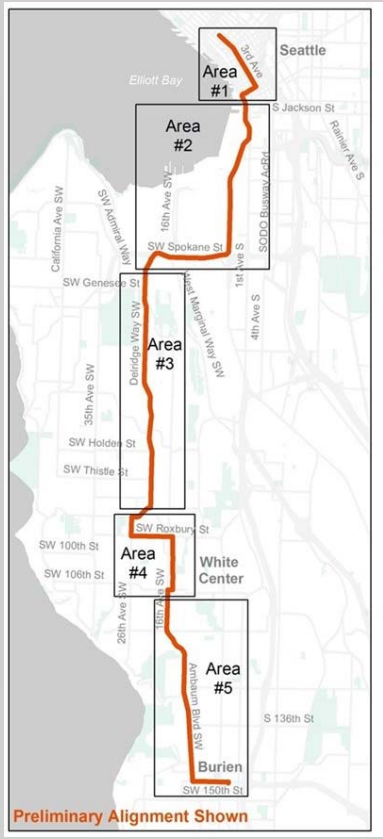
- **Phase 1:** Planning, Alternatives Analysis, and Predesign
- **Phase 2:** Final Design and Bidding Services
- **Phase 3:** Services During Construction

Speed & Reliability	Passenger Facilities	Communications and Technology	Access to Transit/Multimodal Connections/Vision Zero	Service Planning	Environmental, Geotechnical, Right-of-Way	Community Outreach
Identify locations where transit preferential treatments can be implemented to improve transit speed, reliability and/or ridership.	Develop recommendations and conceptual designs for bus stop upgrades.	Assess the status of communications systems in the corridor and recommend corridor-wide communications and advanced technology upgrades.	Inventory and summarize existing walk and bicycle access to the proposed RapidRide H Line bus service and identify improvements.	Service planning for the H Line corridor, including layover, route alternatives, and span/frequency of service.	Research and documentation of environmental and ROW conditions.	Inform, engage, gather community feedback on project scope, vision, options, design concepts, priorities, tradeoffs, and concerns toward development of recommendations for preferred improvement concepts.

RAPIDRIDE

Key planning areas

- **Downtown Seattle**
  - Interface with 3rd Ave
  - Layover at northern terminus
- **Alaskan Way & West Seattle Bridge**
- **Delridge**
  - Coordination with SDOT
  - Finalize stop placement
  - Coordination with ST Link station
- **Westwood Village & White Center**
  - Improvement to Westwood Village hub area
  - White Center hub improvements
  - White Center pathway enhancements
  - Non motorized access improvements
- **Burien**
  - Stop consolidation
  - Improve connection to Downtown Seattle for Burien residents (speed and reliability)
  - Non-motorized access improvements



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RAPIDRIDE

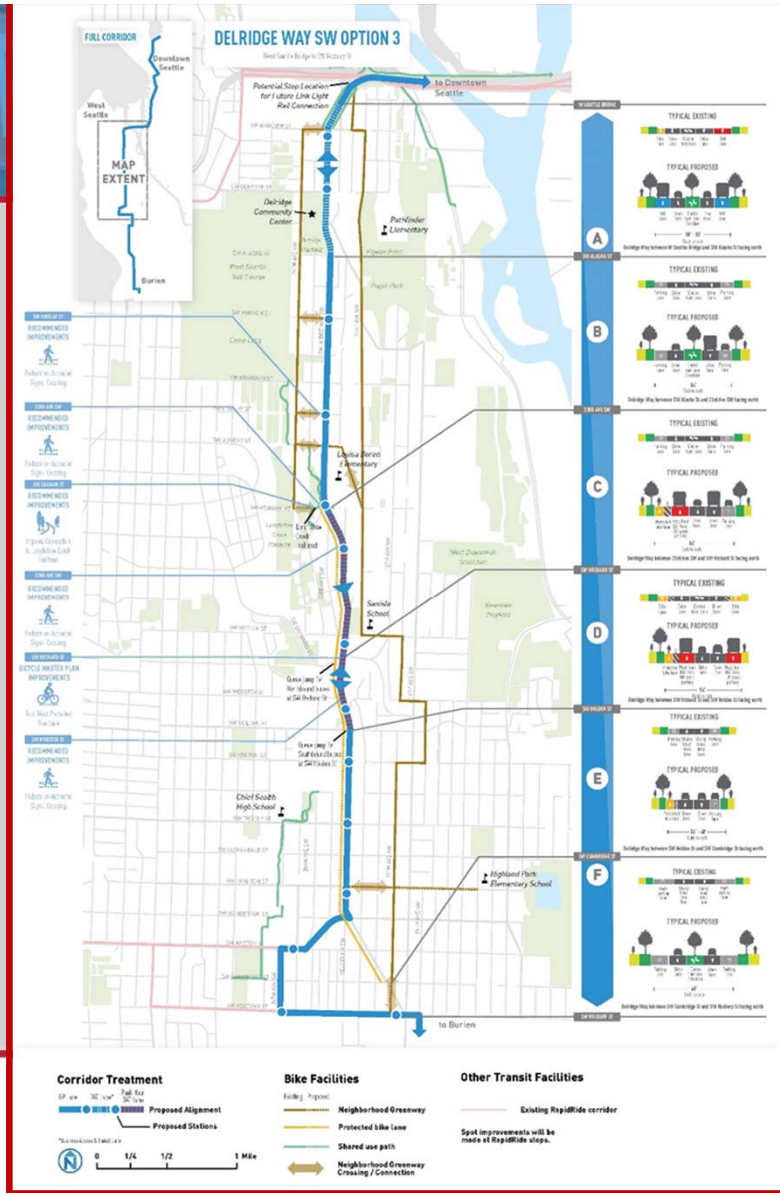
SDOT Delridge Multimodal Corridor

Key Improvements

- 1.4 miles all-day / 1.2 miles peak bus-only lanes
- Up to 0.9 miles of widened sidewalk
  - Ranges from 8 – 12 feet
  - 4 improved pedestrian crossings
- Up to 7 new greenway connections
- Up to 2.1 miles of protected bike lane

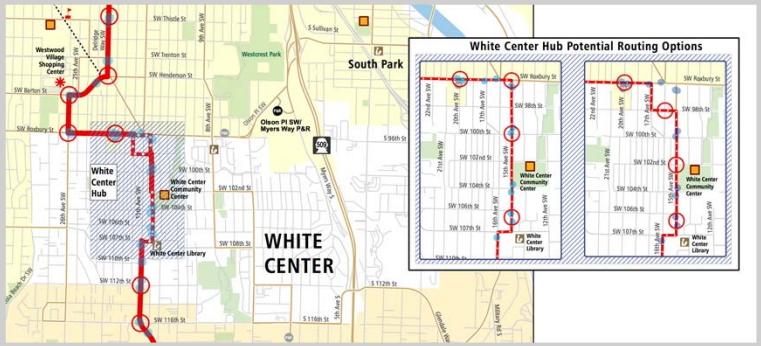
Outcomes

- Bus travel time (9% to 16% faster)
- Traffic travel time (1% - 8% faster)

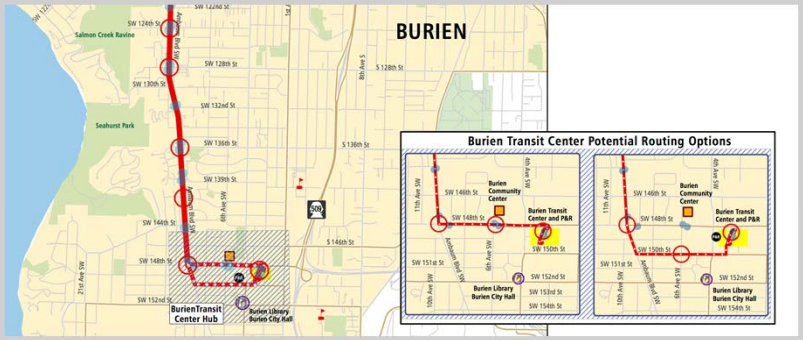


RAPIDRIDE

Proposed alignment and stops



White Center Alternatives



Burien Alternatives



RAPIDRIDE

have a say

H Line public engagement overview

Over 1000 people participated in recent outreach activities and provided feedback.

- **Metro and SDOT** are reviewing community input on needs, priorities, route path, future station locations, and improvements we should make along the route.
- **January 2-4, 2018:** over 28,000 postcards were mailed to homes and businesses along Route 120 informing people about the project, upcoming meetings, and opportunities to have a say.
- In community engagement and project information materials provided in **English, Spanish, Somali, Vietnamese, and Khmer/Cambodian.**



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RAPIDRIDE

have a say

H Line public engagement overview

In early January, Metro and the White Center Community Development Association spent a week canvassing along Route 120 to invite people to have a say.

We promoted

- 3 public meetings
- Ways to participate online
- Offered a paper survey and return by mail envelope
- Over 2,800 info cards and posters inviting participation in English, Spanish, Somali, Vietnamese, and Khmer/Cambodian were distributed directly to riders, and to community businesses and service organizations.



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RAPIDRIDE

have a say

H Line public engagement overview

Recent public meetings

•Public Meeting in Burien: Wednesday, January 10, 5-8 p.m.
- Burien Community Center, Shorewood Room
- 14700 6th Ave SW, Burien

•Public Meeting in White Center: Thursday, January 11, 5-8 p.m
- Mount View Elementary School
- 10811 12th Ave SW, Seattle

•Seattle segment project update drop-in: Wednesday, January 17, 5-6:30 p.m.
- Youngstown Cultural Arts Center
- 4408 Delridge Way SW, Seattle



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have a say

H Line public engagement overview

- Between January 5 - 16, 2018
  - The RapidRide H Line online open house provided opportunity to comment on the route options, proposed stop locations, and desired improvements along the route to make getting to the bus easier and more comfortable.

- Between November 15, 2017 - January 16th, 2018
  - The needs and priorities survey asked for detailed input from community members, Route 120 riders, and interested stakeholders on what Metro should know as we plan to upgrade the route to the RapidRide H Line.



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RAPIDRIDE

have a say

What's next for the H Line

March and April

- Refine and finalize the Burien Speed & Reliability concepts
  - Work with Burien staff and City Council
  - Conduct additional engagement in the adjacent project area

Ongoing

- Finalize the list of access to transit priority projects and begin detailing concepts
- Continue environmental review, permitting, and project right of way analysis
- Finalize route alignment and H Line station locations



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RAPIDRIDE

How to stay involved

have a say

Visit
www.kingcounty.gov/metro/hlineinfo

Take our survey / online open house
www.kingcounty.gov/metro/hlinefeedback

Contact
haveasay@kingcounty.gov | 206-263-9768
To request reasonable accommodations or documents in an alternative format, call 206-263-9770 (Relay: 711)

Learn more / sign up for project updates

- www.kingcounty.gov/metro/rapidride



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RapidRide H Line
Public Involvement Plan

RAPIDRIDE King County METRO



RapidRide H Line
Public Involvement Plan (PIP)



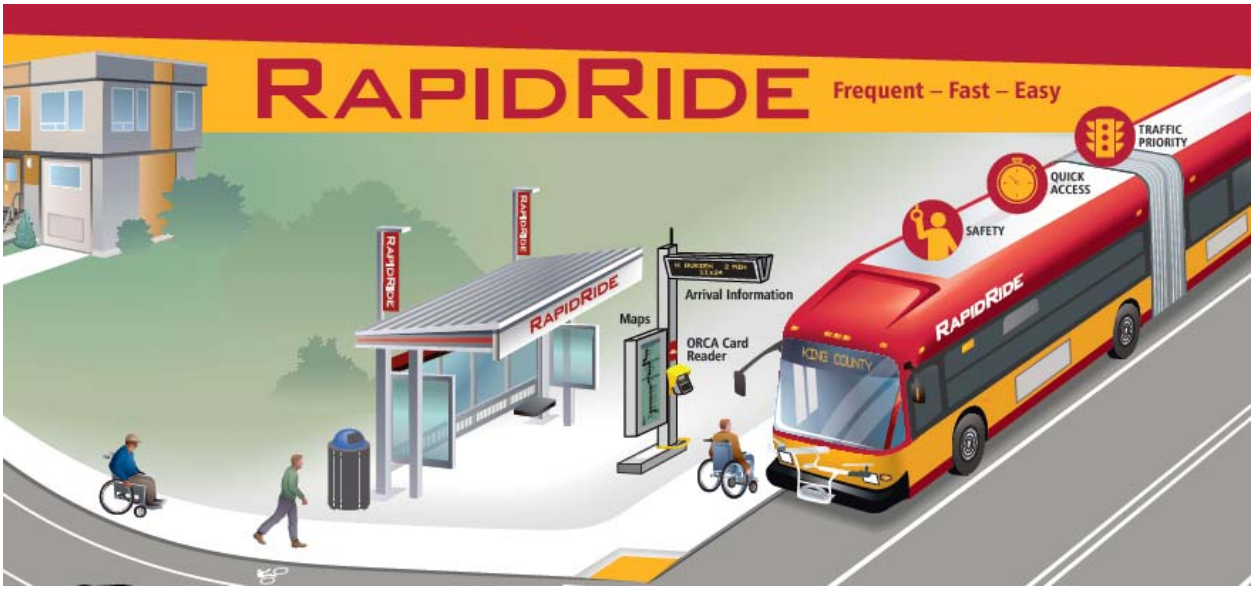
RAPIDRIDE: Always There.

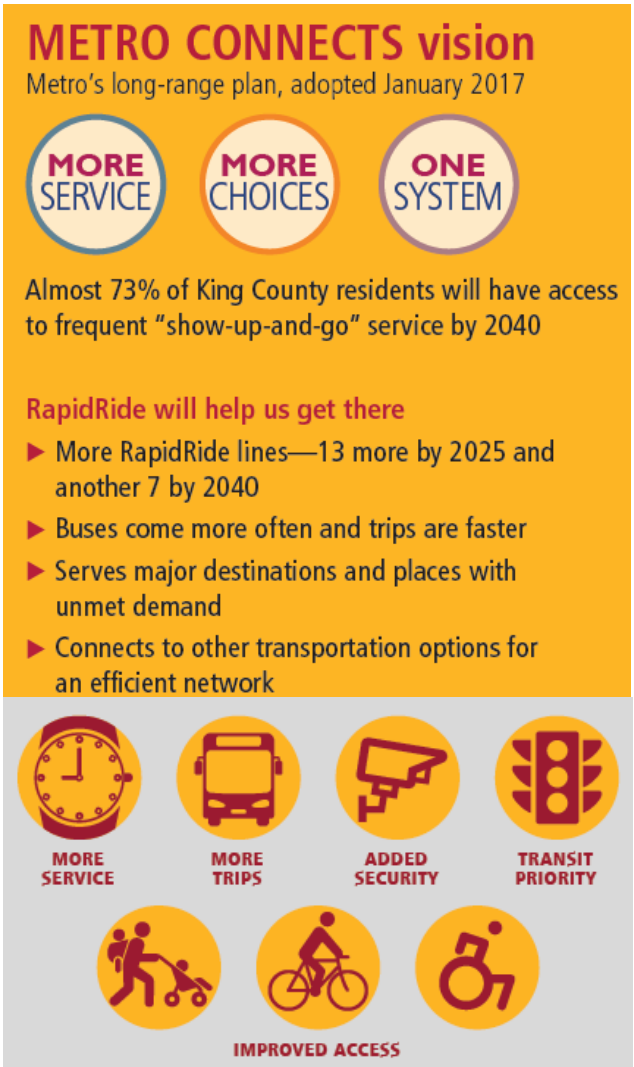
RapidRide buses come so often you don't need a timetable. Just show up to your closest RapidRide stop and a bus will arrive shortly to take you on your way. You don't need to rely on a schedule or worry about catching a particular trip.

H Line: Fast and frequent fixed-route bus service connecting Downtown Seattle, North Delridge, Westwood Village, White

METRO PROJECT TEAM	
Project Manager/Line Lead	Jerry Roberson (Consultant PM: Chris Wellander)
Project Controls	Mark Greengard
Engineering Lead	Chris Hemmer
Service Planner	Maggie McGehee (Consultant Lead: David Shelton)
Public Involvement Lead	Jenna Franklin (Consultant Lead: Josh Stepherson)
Government Relations	Chris Arkills, Stephanie Pure, Kim Becklund
Project Organization Chart	See Appendix

ABOUT RAPIDRIDE - PROGRAM OVERVIEW





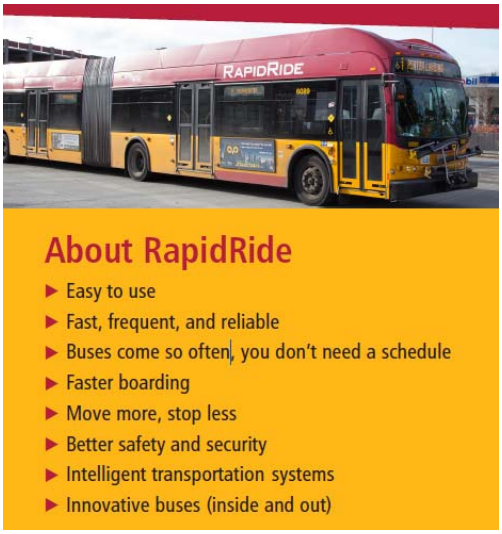
Metro is working to transform the transit system so that riders can rely on buses coming so often they won't need a schedule soon to get where they want to go on time. Metro's RapidRide Expansion Program puts the METRO CONNECTS plan for a major expansion of frequent service into action.

The METRO CONNECTS RapidRide network gives priority to corridors that meet these criteria:

- Have high ridership and unmet demand.
- Serve major regional destinations.
- Have transit pathways that are conducive to increasing travel speeds and transit priority treatments.

- Partners are willing to help with roadway improvements, permitting, or regulatory changes.

Compared to the bus routes they replaced, the RapidRide A to F lines combined carry about 65% more riders which equates to 67,000 passenger trips per weekday. Travel on RapidRide is as much as 20% faster and most lines save between 1 and 5 minutes per trip.



By 2025, RapidRide will grow to 19 lines that will create better connections and provide service that is faster, more comfortable, and even easier to use. Where a new RapidRide line goes into service Metro may look for opportunities to consolidate, restructure, or otherwise reorganize existing service to ensure an efficient transportation system that works towards the Metro CONNECTS 2025 service network. This RapidRide investment will help bring frequent transit service to 7O percent of King County residents by 2040.



The expansion of RapidRide service will continue the top-quality service experienced today. RapidRide buses arrive every 5 to 15 minutes fro early morning until late in the evening. Stations and the busiest stops have broad shelters, real-time bus arrival signs, and ORCA readers that let card holders pay on the sidewalk and get on at any of the buses' three doors. Riders benefit from well-spaced stops, roadway improvements, on-board WiFi, and "intelligent transportation systems" that help the buses keep moving quickly.

To expand, RapidRide service will:

- Add 13 new lines to the existing 6 in service today
- Include enhancements to the C Line and D Line
- Provide on-going stewardship of existing RapidRide Lines (A-F)
- Partner with and complete work in more than 15 different jurisdictions
- Deliver 7 of the 13 expansion projects with Move Seattle funding (Seattle RR Expansion)
- SDOT and Metro will partner on 8 lines, including the H Line and conduct design related outreach in Seattle.

- 6 lines completely within Seattle
- 2 Lines cross into other jurisdictions (H Line and 372)





RapidRide uses transit priority improvements to keep buses moving more and stopping less. The buses have features popular on other Metro buses—air conditioning, destination signs, security cameras and bike racks—plus free Wi-Fi, all-door boarding, and easy wheelchair restraint systems that let riders secure themselves without help.

RapidRide features

CONVENIENT AND EASY TO USE

- Service starts early and runs late, 7 days a week
- Buses come at least every 10 minutes during busiest hours
- Off-board ORCA payment at stations allows boarding at any door
- Air-conditioned buses with three doors let riders on and off quickly
- Riders with mobility aids can secure

RapidRide features

SAFE AND SMART

- Real-time arrival signs at stations
- Free Wi-Fi and interior LED lighting on buses
- Transit Signal Priority synchronizes traffic lights with buses
- Shelters are well lit and all buses have security cameras
- Fare enforcement officers monitor buses and stops

This next generation of RapidRide service will continue to upgrade, expand, and improve on intelligent features that add speed and reliability to achieve more-robust Bus Rapid Transit (BRT) system.

Increasing the use of transit-only lanes, and making additional improvements to reduce delays caused by major bottlenecks, traffic signals, boarding, and other sources is key priority. The enhanced RapidRide would also feature new passenger amenities such as information about how crowded the next bus is. Metro's Transit Control Center would actively manage buses to keep them from bunching up, and could add a bus if needed to reduce overcrowding.

Metro's RapidRide Expansion Program relies on working closely with partner agencies to make the most of these investments. As we begin planning new RapidRide lines, Metro would work with cities and the public to determine where the lines would go, stop and station locations, and connecting service. For example, Metro has worked with the City of Seattle on corridor studies for BRT. In projects like this, both agencies can study and evaluate routing, integration with other services, multimodal connections, and other features. Public input would be a critical part of planning as projects move closer to final design. Metro's Service Guidelines provide direction for planning and outreach around major service changes.

Though for community engagement planning and coordination purposes the RapidRide H Line is segmented into project areas, a RapidRide project and the transit

corridor its located within must be considered in its entirety and not by neighborhood or jurisdictional segments.

H Line PROJECT ELEMENTS and CORRIDOR PROFILE

Context

The RapidRide H Line alignment will run along the current Route 120 corridor, connecting the Downtown Seattle, Delridge through Westwood Village, White Center, and Burien.



The route will provide a frequent transit connection between the Burien Transit Center, the Westwood Shopping Center (with connections to the RapidRide C-Line, currently running between downtown Seattle and Westwood Village via the Alaska Junction and Fauntleroy area), and South Lake Union (via the Third Ave Transit Spine).

Elements of the H Line Project

- Service
  - Alignment, stop spacing and locations, network connections, growing ridership
  - Off-peak, reverse, and span of service improvements
  - Service change ordinances
  - Schedule
  - Marketing and Promotion
    - Service marketing and promotion
    - Rider information
    - Traveler training (Transit Instruction Program)
- H Line Capital Improvements
  - Passenger Amenities
  - Corridor Access to Transit Improvements
  - Speed and Reliability
  - Communications and Technology
  - H Line will be the first RapidRide expansion project to use next wireless and new TSP technology.
- Construction Means, Methods, Schedule, and Impacts
- Priorities and Tradeoffs
- Fleet Procurement and Commissioning



Capital Improvements Guidance:

- Burien-Delridge RapidRide Conceptual Planning Study (February 2009)
- Route 120 –West Seattle Bridge to Burien Conceptual Improvements Report (October 2011)



Profile:

- About 13 miles long
- 80 bus stops

Current 120 Ridership (Sept. 2017)

- Weekday Total = 9,200 trips
  - AM Peak = 24%
  - Midday = 33%
  - PM Peak = 29%
  - Evening/Night = 14%
- Saturday/Sunday Total = 5,600 / 3,900 trips

Peak Load:

- Max Load 91 on the 7:13am inbound trip
- 90 on the 4:47pm trip (March 2017 service change data)

Route 120 Productivity Data (2016 System Evaluation Report)			
	Peak	Off-Peak	Night
Passenger-Trips / Platform Hour	41.7	44.6	32.5
Passenger-Miles/ Platform Mile	18.3	20.1	15.3

PROJECT BUDGET

Program: • Metro Contribution • Total Funds: • Funding Sources:	Project: • Metro Contribution • Total Funds: • Funding Sources:
Partners: • City of Seattle SDOT CONTRIBUTION • Total Funds: $38 to 47 million (planning level budget) • Funding Sources: $10 million from the Levy to Move Seattle	Other: • Metro Contribution • Total Funds: • Funding Sources:

Assessing Current Rider and Project Area Community: The project scope will include conducting a demographic overview and a "Community Needs and Priorities Survey" to learn more about the percentage of transit dependent riders, most frequent destinations, and the needs of marginalized populations and community groups including but not limited to: English language learners, low income, immigrant and refugee, pedestrians, cyclists, freight, drivers, seniors and disabled persons, business owners, commuters, current and future transit riders (Route 120)

ACCESS TO TRANSIT

Getting to the H Line

Most riders walk or bike to and from Route 120. We want to make it easier to get to and from or use the H Line by improving:

- Safety
- Walkability
- Accessibility
- Bike paths, etc.

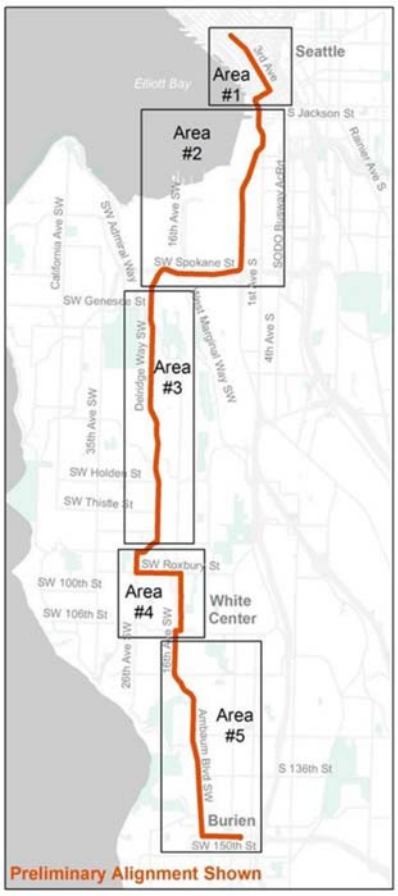
Market Potential and Why Upgrade Route 120?

- Increase travel speeds
- Better buses and stations
- Increase weekday bus trips from 165 to about 230
- High ridership and unmet demand
- Important connections to major regional destinations
- Opportunities to make access to transit improvements that remove mobility barriers



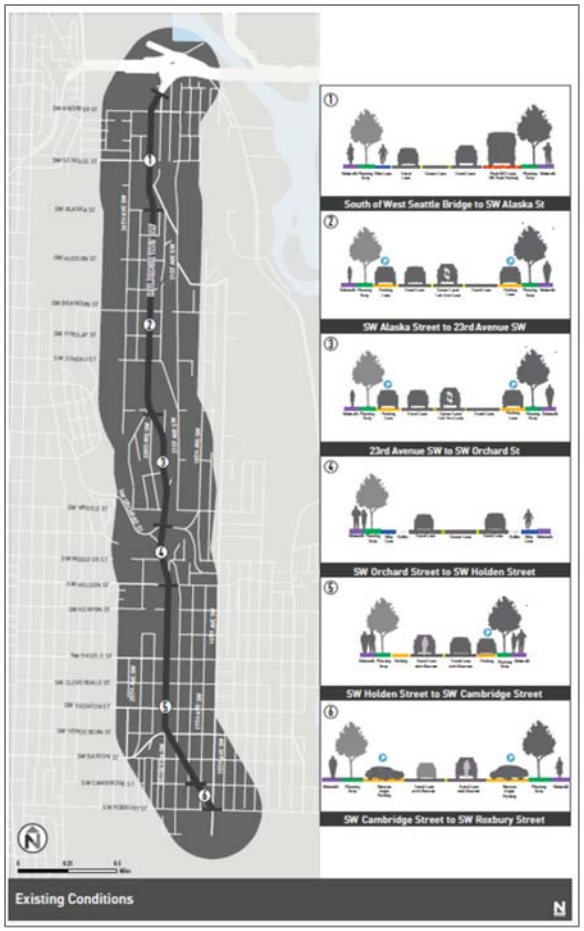


PROJECT AREA MAPs & LOCATIONS





Delridge and Westwood Village (SDOT partnership project area)



LOCATIONS

Delridge Way SW is located on the eastern slope of West Seattle. It is a major arterial that connects all modes of transportation between White Center and points north to West Seattle, SODO, the working waterfront via the West Seattle Bridge, as well as downtown Seattle.

People walking, driving, biking, taking transit, and delivering goods along Delridge Way SW encounter a variety of right-of-way conditions and land use environments, including variations in sidewalk and overall right-of-way width from segment to segment. The neighborhoods that surround the Delridge Way SW corridor constitute a little more than 3% of Seattle's total population. Compared to the city as a whole, the Delridge Way SW corridor population has more ethnic diversity, a higher percentage of households below 200% of the poverty line, more young people (more people under 18 and fewer people over 64), greater access to automobiles, and a higher obesity rate.

The Delridge Corridor is also broken up into segments based on existing conditions and constraints of the right-of-way. These segments include:

- South of the West Seattle Bridge to SW Alaska St
- SW Alaska St to 23rd Ave SW
- 23rd Ave SW to SW Orchard St
- SW Orchard St to SW Holden St
- SW Holden St to SW Cambridge St
- SW Cambridge St to SW Roxbury St

Consider Adding: White Center non-motorized safety improvements map, add walkshed map, others TBD

H LINE CORRIDOR PROJECT AREA ELEMENTS BY PROJECT ZONES		
Zone	Key Elements	Work by Others
Area 1: Downtown Seattle	• Interface with 3rdAve • Bus layover needs	
Area 2: Alaskan Way & West Seattle Bridge	No stops, bus travels on viaduct and bridge	
Area 3: Delridge	• Coordination with SDOT • Finalize stop placement • Coordination with ST Link Station	SDOT Delridge Multimodal Corridor *Key Improvements* • 1.4 miles all-day / 1.2 miles peak • bus-only lanes • Up to 0.9 miles of widened sidewalk o Ranges from 8 –12 feet • 4 improved pedestrian crossings • Up to 7 new greenway connections • Up to 2.1 miles of protected bike lane Outcomes • Bus travel time (9% to 16% faster) • Traffic travel time (1% -8% faster)
Area 4A: Westwood Village • Split zone due to multiple jurisdictions and project elements	• Split zone due to multiple jurisdictions and project elements • Improvement to the Westwood Village hub area • Non-motorized access improvements	TBD/Potential Paving: SW Roxbury east-west protected bike lane per Seattle Bicycle Master Plan 26th Ave SW between Barton and Roxbury

Area4B: White Center • Split zone due to multiple jurisdictions and project elements • Unincorporated area of King County	• White Center hub improvements • White Center pathway enhancements • Non-motorized access improvements • Grant funded improvements between White Center and Greenbridge housing development	All work per King County Transportation Needs Report Project NM5017 non-motorized road facility in White Center, SW 102nd St from 8th Ave SW to 17th Ave SW – provide NM facility Project NM5018 non-motorized road facility in White Center, SW 104th St from 15th Ave SW to 17th Ave SW – provide NM facility Project NM-9922: SW 112th St from 16th Ave SW to 26th Ave SW – Construct shoulder (possible sidewalk)
Zone 5: Burien	• Stop consolidation • Improve connection to Downtown Seattle for Burien residents (speed and reliability) • Non-motorized access improvements	Work per Burien Transportation Master Plan: SW 136th Street Reconstruction: reconstruct road to include storm drainage, bike lanes, parking, curb, gutter and sidewalks Ambaum Blvd. SW Corridor Pedestrian Safety Study: safety, capacity, and non-motorized issues. Includes evaluation of all mid-block crosswalks for removal or enhancement, and implementation of recommended solutions 6th Ave SW & SW 148th Street new signal: add new signal for interconnect and projected let turn – overhead to underground utility conversion. MDR. Downtown Core Crosswalks: evaluates for removal or enhancement all mid-block crossing

		locations not included in other TIP projects and implementation of recommended solutions South and SW 146th Street ADA and bike lanes: repair existing sidewalks to ADA standards for ramps, stripe bicycle lanes or sharrows SW 150th Street sidewalk gap fill and ADA: fill in gaps and ensure ADA standards SW 144th St and SW 146th St reconstruction: reconstruct road to include storm drainage, bike lanes, curb, gutter, and sidewalks SW 116th St sidewalk gap infill: fill in gaps and ensure ADA standards Shorewood Dr. SW road reconstruction: reconstruct to include storm drain improvements, pedestrian access, or other infrastructure that can be built within the existing pavement footprint located in the ROW. Bicycle movement through area shall consider uphill bike land only or accommodated by shared bicycle/vehicle usage, and signage.

RESTRUCTURING AND INTEGRATING SERVICES IN THE H LINE CORRIDOR

This project does not trigger service restricting or integration; however, each RapidRide project shall be assessed early in the planning phase for this possibility and planned for accordingly.

USE OF A SOUNDING BOARD/STAKEHOLDER WORKING GROUP

Working groups may be required for any Metro project requiring service restructuring, or where the route alignment options or potential station locations differ from existing conditions. RapidRide H line does not require a Sounding Board because alignment and stop options do not trigger this requirement/

PARTNER AGENCY PRIORITIES

White Center, Unincorporated King County Project Priorities: Access to transit, preserving determinants of equity and connections, service (frequency, schedule, span, speed and reliability).

City of Burien Project Priorities: Speed and reliability improvements, transit priority treatments.

SDOT Project Priorities

In 2012, SDOT adopted its Transit Master Plan (TMP), establishing transit capital improvement priorities for high capacity transit and priority bus corridors. Delridge Way SW was identified as a priority bus corridor. The TMP proposed a variety of improvements including transit signal priority at nearly all signalized intersections, bus bulbs throughout the corridor, and a business access and transit (BAT) lane on the north portion of the corridor (which has since been implemented). SDOT amended the TMP in 2015, elevating Delridge Way SW to a future RapidRide corridor with full RapidRide branding and 24 high-amenity stations. One of the challenges to developing new higher capacity transit connecting the neighborhoods lining Delridge Way SW to downtown Seattle is moderate levels of traffic congestion at key intersections. Spot transit priority improvements are needed to increase the person-carrying capacity of the corridor and to encourage more people to take transit.

OVERVIEW OF STAKEHOLDERS AND AUDIENCES

- Project Partners
  - Jurisdictional Partners
    - City Agencies
    - King County Council
    - King County CSA's for unincorporated areas
    - Funding Partners
  - Other Departments, Agencies, or Consortium Groups
    - Sound Transit, Community Transit, Port of Seattle, WSDOT, etc.
    - Public Housing Providers (i.e., Seattle Housing Authority and King County Housing Authority)
    - Area schools, educational service providers, and early learning centers
    - Emergency service providers
    - Utility service providers
    - Public Libraries (City and County libraries)
  - Issue, Interest, and Population Specific Interest Groups
    - Neighborhood and District Council Groups
    - Community Based Organizations, Advocacy and Interest Groups
    - Social Service Providers
    - Service Providers to Equity and Social Justice Populations (i.e., immigrant, refugee, senior, low-income, youth, homeless, veterans, disability, vulnerable
  - Directly and Indirectly Impacted Project Area Community
    - Neighborhood Groups
    - Current and Future Transit Riders
    - Project Area Neighbors

        - Equity and Social Justice populations including limited English proficiency: historically underserved, limited English proficiency; and those marginalized by racial, cultural, education, or social group
        - Project Area Businesses
        - Project Area Developers
    - Ethnic and Mainstream Media

PROJECT STAKEHOLDER STAKEHOLDERS APPENDIX (included at end of document)

- Stakeholder Database – ENGAGEMNT TRACKING
    - Outline process to track via CRM with consultant

H Line OUTREACH

Project Webpage | URL:
www.kingcounty.gov/metro/hlineinfo & www.kingcounty.gov/metro/hlinefeedback
URL LIVE? Yes

Government Relations Approach and Purpose

The delivery of the H Line RapidRide expansion project will require cross-functional teaming between technical disciplines, community groups, an array of stakeholders and jurisdictional partner agencies, who many have complementary and competing interests. The Government relations work will lay foundation for successful project delivery, increase opportunities for meaningful public engagement, and maximize the benefit and potential of RapidRide along the transit corridor.

Government relations and public involvement are interdependent activities. Each informs the other by leveraging information that facilitates better decision making within each task and discipline, and both ensure the project considers and balances the priorities and needs of the community.

Public Involvement Approach and Purpose

The H Line RapidRide expansion project is a major investment in a diverse and growing community. To be successful, the project will require cross-functional teaming between technical disciplines, various public agencies, community groups, and an array of stakeholders with complementary and competing interests.

The RapidRide projects, including the H Line, rely on Legislative Ordinance for adoption (by King County Council) of the preferred alignment; and, subsequently where appropriate a second engagement process and ordinance will be required to address restructuring of the transit network in the RapidRide project corridor. The H Line replaces the current Route 120 and has minimal opportunities for deviation from the existing alignment. A maximum of three H Line deviations that will be presented in White Center and a maximum of two will be presented for further consideration in Downtown Burien. The alignment through Seattle will remain the same as it is today to preserve transit connections at Westwood Village and maintain transit service

along the Delridge portion of the corridor. RapidRide public involvement will include conversations with the community about Access to Transit improvement options and priorities, ways in which the surrounding transit network may be impacted in the future, and seek to learn about priorities where network connections or transit integration may occur.

Metro will begin conducting RapidRide H Line public outreach activities beginning October 2017. The engagement work will invite the community to Have-a-Say, educate and inform about the RapidRide H Line project and share concept options for transit and access to transit related improvements along the H-Line corridor.

The engagement approach should will result in customized, equitable, informative, transparent, and responsive engagement. Public involvement should position the project as a collaborative and interjurisdictional effort focused on listening to, and equitably addressing, the priority needs of the community throughout the H Line corridor. The project's purpose, corridor demography, and the history of project area neighborhoods call for an equitable distribution of County resources and time, and fair opportunity for all to influence outcomes.

The public involvement approach will clearly communicate why the project is needed, and build awareness about the broad benefits, tradeoffs, and potential of an investment like RapidRide. Engagement and interaction with stakeholders and the public will seek to cultivate positive, long-term relationships in the surrounding neighborhoods. Community members do not expect every idea provided will influence the project, but do expect public process to demonstrate active listening, and response to input in a timely and straightforward way; as such, public involvement activities should clearly communicate why community input is not used and be delivered with clarity and transparency.

Public involvement will focus on the community Have-a-Say process that includes the following:

Phase 1 -- Exploring Options, Needs and Priorities: inform the community about the project scope and vision, share project options and concepts for route, stops, and access to transit, learn about community needs and priorities, document concerns, begin conversation about any related service restructuring or transit integration expected, explore potential tradeoffs, ask about concerns (design, safety, construction, etc.) and perceived negative outcomes, develop recommendations for preferred concepts.

Phase 2 -- Advancing Preferred Concepts: Reflect on outcomes of phase 1 engagement, present the preferred concepts, explain how design matured and what influenced the preferred concept, seek feedback on ways to refine and optimize, review speed and reliability investments, provide an overview of the construction process and learn more about concerns, identify change opportunities that would improve the proposal or mitigate negative impacts prior to finalizing the concept.

Phase 3 -- Final Presentation: Summarize the previous phases of engagement and project development, review how community input and priorities influenced project outcomes and the

adopted final design, provide a more detailed overview of the construction process and timeline, and explain any other relevant next steps.

Outreach Goals

The goals for RapidRide H Line Public involvement are as follows:

- Build and maintain community support for H Line, spurs confidence in public process, and furthers the credibility of RapidRide Expansion Program.
- Conduct a community-based inclusive and accessible public engagement process
- Identifies the purpose of an activity: inform, consult, collaborate, shared decision making
- Demonstrate distributional equity, process equity, and cross-generational equity
- Provides opportunities to engage before decisions are made in locations that are accessible
- Demonstrate though activities and outcomes that community input is important, valued, and has been used to shape direction of this project when/where possible.
- Provide follow up to communities on previously conducted outreach to show how input has been considered and incorporated
- Ensure all RapidRide stakeholders, particularly historically underserved and LEP populations have reasonable demographic representation, receive equitable levels of engagement, and are afforded equitable consideration
- Provide technical information in a simple and brief manner, understandable to diverse groups and limited English proficient (LEP) populations
- Provide interpretation and translation for LEP audiences as appropriate
- Provide background on the issues being discussed to provide context and create transparency
- Provide description of temporary and permanent impacts, tradeoffs, benefits
- Project area stakeholders, and project partners understand the scope and nature of the project, and understand opportunities to participate, provide input, and influence project outcomes.
- Project options and impacts are clearly stated related to key project components, such as:
    - Access to Transit, i.e.,
        - The quality and ease of the connection, including the infrastructure, amenities and technology that the rider uses to connect to transit service
        - Multimodal connections to transit service, such as walking, biking and driving
        - The environment where the access point is located, including land use and the street and sidewalk network
        - The type of service the rider wants to connect to
    - Alignment placement, stop placement and consolidation
    - Transportation network and service changes anticipated because of the project
    - Capital investments and context sensitive design alternatives under consideration, i.e., passenger amenities,

- Passenger Amenities
- Speed and reliability
- Communications and Technology

KEY MESSAGES

- RapidRide is:
  - Expanding
  - Recognized as Metro's premium transit product
  - An arterial BRT product right-sized for its communities
  - A collection of highly productive routes
  - Innovative and improvement oriented
  - Geographically minded
- The H Line will bring the benefits of RapidRide to the current Route 120 corridor, connecting the Downtown Seattle, Delridge through Westwood Village, White Center, and Burien communities.
- Community input is important and valued, and has been used to shape direction of this project when/where possible.
- In 2020, Metro Route 120 becomes the RapidRide H Line
- Converting Route 120 into the RapidRide H Line will keep people moving by:
  - Keeping buses frequent and on-time
  - Adding more buses at night and on weekends
  - Upgrading RapidRide bus stops with lighting, real-time arrival info, and more
  - Improving sidewalks and paths for people walking and people riding bikes
- We're working to balance the needs of everyone who uses the corridor
- RapidRide H Line improvements will include better rider amenities, more frequent service, improved reliability, and shorter travel times.
- Metro is working with partner jurisdictions to help make the RapidRide H Line process as easy as possible by keeping what's familiar about Route 120 while improving access to transit.
- Metro partner agencies to identify the needed roadway and corridor improvements to support a reliable RapidRide service.
- Recent stop consolidation for Route 120 will minimize the need for further route consolidation along the route.
- SDOT also plans to improve access to transit along Delridge Way SW and are including bicycle and pedestrian improvements as part of the project. These improvements may include, upgraded crosswalks and intersections, new crosswalks, better connection to nearby greenways, and the potential to add a protected bike lane on Delridge Way SW.

Anticipated Concerns or Issues, Risks and Barriers

Concerns or Issues

- Construction impacts: Noise, dust, parking restrictions, traffic impacts, business revenue, emergency vehicle access, pedestrian and bicycle detours

- Quality of life impacts: Businesses and residential street closures, disproportionate impact to immigrant and refugee communities and communities of color through lack of access to outreach efforts, input, and communication channels
- Roadway impacts: Existing bus routes and permanent loss of parking
- Long term corridor changes and improvements, adversely impacting commuter traffic, parking, affordability, and area business revenue.
- Not enough roadway paving improvements
- Loss of parking and other transit priority
- Community confusion and worry about network restructuring
- Maintaining access to determinants of equity while addressing speed and reliability desires
- Concern about stop spacing and walkability
- Concerns about bike and pedestrian safety

EQUITY AND SOCIAL JUSTICE (ESJ) INCLUSIVE OUTREACH AND ENGAGEMENT CONSIDERATIONS

Risks and Barriers

- Corridor diversity and demography
- Translation/access to timely information

GUIDING QUESTIONS

1. What are the goals of the project?
    - Implement a more efficient and effective mass transit system that can match the growing needs of the region with a focus on improving reliability, service, and speed.
    - Work with community to ensure all voices are being heard and utilized in the process, helping us build an equitable system more community members would want to use.

2. What racial or social inequities currently exist in the project area?

    Burien

    TBD

    White Center

    TBD

    Seattle
    - The 3.8-mile corridor houses some of Seattle's more diverse neighborhoods, including North Delridge, South Delridge, Pigeon Point, Puget Ridge, High Point, Sunrise Heights, Westwood, and Highland Park. Residents living along the Delridge Way SW corridor are more diverse (44% people of color), earn less income, and are less healthy than the City as a whole. The corridor is also considered a food desert, meaning people living in the area lack convenient access to affordable, healthy food. Limited access to frequent transit service compounds this problem. For these reasons, the Delridge Way SW Corridor project serves a critical need to ensure people have a variety of well-connected, affordable, and reliable transportation choices—options that have the potential to reduce health and wealth disparities.

3. How do the project goals address or consider the existing racial or social inequities? How will the project increase or decrease racial or social equity?
    - Neighborhood-specific and direct user outreach strategies to gather feedback in a more inclusive manner (not just those who can attend meetings or have access to technology), and giving equitable weight to all feedback.

4. How will you address the project's impacts (including unintended consequences) on racial or social equity?
    - Building direct and open lines of communication with transit users and direct service organizations whose constituents rely on public transportation so underrepresented communities have adequate time to provide real input.
    - Provide multiple methods and vehicles for project input and feedback that consider various levels of accessibility and availability.
    - Provide multi-language options for disseminating information and soliciting feedback.

5. How will you evaluate the project's impacts on racial and social inequities? How will you be accountable to reducing negative impacts and promoting racial and social equality?
    - We will be able to see the level of engagement with underrepresented communities in our outreach on this project:
        - Do our outreach lists represent the full diversity of the community economically, geographically, linguistically, ethnically, etc.?
        - Is there an increase in levels of awareness amongst underrepresented communities?
        - Are those communities feeling well informed and comfortable with pending changes/improvements?

DEMOGRAPHIC INFORMATION and LANGUAGE NEEDS

Projects are required to provide materials and information in non-English languages if five (or more) percent of the population in that project area speaks a given language. For any project, materials in other languages are available upon request. This best practice is evolving - the current expectation is to consider some form of translation for any language spoken by more the 5% of the population when the population speaks English "less than very well."

** King County LEP Language Guide*

The language tiers reflect Limited-English Proficient populations in King County and are guidelines for document translation. Five different sources were used to identify the 20 most common language needs in King County. These languages are ranked into three tiers.

First Tier: "Public Communication Materials" shall be translated into target language as soon as feasible within available resources.
Second Tier: Translation of Public Communication Materials is recommended, depending on target audience.
Third Tier: Translation of Public Communication Materials is encouraged, depending on target audience.
www.kingcounty.gov/~/media/operations/policies/documents/inf142aeo_appxc.ashx

A person with limited English proficiency (LEP) cannot speak, read, write or understand the English language at a level that permits effective interaction

The final decision on the translations threshold will be determined by the Project Manager and Public Information Officer/Outreach Team with an explanation of this decision (example below)

- <5% OF THE POPULATION: PROVIDE STANDARD TRANSLATION BLOCK ONLY (STANDARD SENTENCE IN SPANISH, VIETNAMESE, AND TAGALOG)
- 5-15% of the population: translate a one-paragraph summary of the key project impacts, schedule, what to expect, and contact information; include the standard translation block as well
- >15% of the population: translate the entire document or material, focusing on the project factsheet, construction notices, major project updates, and key meeting materials; provide standard translation block for any of the four languages without a complete translation
- >20% of the population: translate the entire document or material for all new or updated materials; provide standard translation block for any of the four languages without a complete translation

Most common languages spoken (other than English) along the corridor:

- Spanish
- Vietnamese
- African Languages (**Somali**, Amharic, Tigrinya, Oromo)
- Pacific Languages (Tagalog, Laotian, Samoan, **Cambodian**)

MATRIX

Site	**Census Tract(s)**	**Identified Translation Needs**	**Other Characteristics Showing Significant Representation**	**Source**
Seattle Segment, Delridge through Westwood Village, including High Point, Highland Park, Puget Point, Puget Ridge, Westwood/Roxhill	114.01 114.02	Spanish Khmer/Cambodian Somali Vietnamese	☒Senior ☒ Youth ☐ Disabled ☒ Low Income ☒ Educational Attainment	2011-2015 American Community Survey OESD School Data HUD Data Community Organization Data (WCCDA)
White Center NE Greenbridge	265		☐Senior ☒ Youth ☐ Disabled ☒ Low Income ☒ Educational Attainment	
White Center NW N. Shorewood	266		☐Senior ☒ Youth ☐ Disabled ☐ Low Income ☒ Educational Attainment	
White Center SW Shorewood	267		☐Senior ☐ Youth ☒ Disabled	

			☐ Low Income ☒ Educational Attainment	
White Center SE/White Center Heights	268.01		☐Senior ☒ Youth ☒ Disabled ☒ Low Income ☒ Educational Attainment	
Evansville Ambaum Corridor East Burien SW 128th St to SW 146th St	275		☒Senior ☐ Youth ☒ Disabled ☒ Low Income ☒ Educational Attainment	
Seahurst Park Ambaum Corridor East Burien SW 128th St to SW 146th St	276		☐Senior ☒ Youth ☐ Disabled ☒ Low Income ☒ Educational Attainment	
Downtown and Lake Burien	279		☒Senior ☐ Youth ☒ Disabled ☐ Low Income ☒ Educational Attainment	

Tailoring outreach to south King County community: Based on analysis of the project area, there are several challenges and opportunities that will help guide our approach to communicating with the community:

	Challenges	Approach
1.	• Large project area with a diverse range of stakeholders that receive and give information in different ways	• Engage stakeholders early. Use multiple methods to convey information and collect information • Go to where they are. Utilize surveys to collect information • Utilize media and community partners to help build awareness of the project and how people can get involved
2.	• Residents speak a language other than English at home	• Translate fact sheet into Spanish, Somali, Cambodian, Tagalog, and Vietnamese • Offer interpreters upon request for public meetings

3.	• Foreign-born residents may be skeptical of government, unfamiliar with King County and its role, and/or not know how to get involved or give feedback	• Outreach to trusted community advocates to assist in building relationships and conveying information. Examples include Plymouth Housing Group (Colwell building) and Religious organizations such as the Greek Orthodox Church • Identify and recognize cultural differences • "Go to where they are" (conduct door-to-door outreach, offer community presentations, and host community drop-ins)
4.	• There are several existing public works projects in King County with numerous owners and project teams • Community members have limited time	• Clearly brand and identify this project with a distinct King County look and feel • Coordinate our communications effort, messaging, and activities with other projects • Be sensitive of people's time. Engage the stakeholders with timely, accurate/latest information • Tag-team with other agencies and organizations to convey information
5.	• A high percentage of residents are not property owners, possibly making it difficult to communicate the information to property owners	• Conduct research to collect property owner information. Conduct a mailing to project area that includes property owners
6.	• Some residents have limited formal education	• Develop and utilize easy to understand project material • Utilize informational graphics
7.	• A number of people are caring for children and it may make it difficult for residents to attend events	• Create or participate in family-friendly events and communicate explicitly in project materials that children are welcome • Provide childcare during events • Utilize online engagement tools to make it easy for them to get involved
8.	• Limited income	• Ensure that outreach activities are conducted during different times of day to address variable work schedules and childcare needs, and create multiple opportunities for engagement. Host public events along transit lines

Organizations of Interest for ESJ Outreach:

Based on the analysis, we will conduct targeted outreach to the following organizations

Organization Name	**Contact Name**	**Email Address**
Alliance of People with disAbilities	Shaun Bickley	shaun@disabilitypride.org
Cambodian Cultural Alliance of Washington		ccawashington@gmail.com
City of Burien (Programs for 50+)	Kristy Dunn	Kristy.dunn@burinparks.net
Disability Rights Washington	David Lord	info@dr-wa.org
Discover Burien		assistant@discoverburien.org
Filipino Community Center of Seattle		info@filcommsea.org
Highline Public School District	Tiffany Baisch	tiffany.baisch@highlineschools.org
King County Advisory Council on Aging and Disablity Services	Linda Wells	Linda.Wells2@kingcounty.gov
South King County Mobility Coalition	Mobility Coordinator	mobility@hopelink.org
North Delridge Development Association	David Bestock	david@dnda.org
Delridge District Council	Mat McBride	mat.mcbride@gmail.com

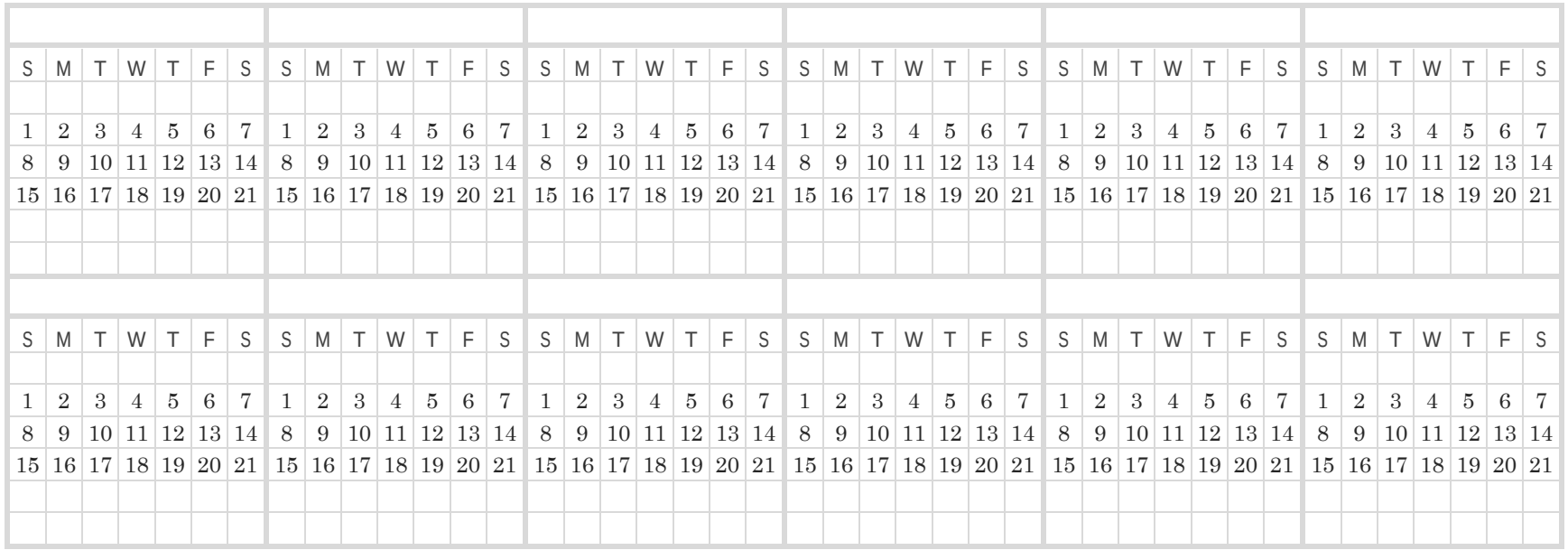
North Delridge Neighborhood Council	Michael Taylor Judd	mickymse.geo@yahoo.com
North Highline Unicorporated Area Council	Liz Giba	lgiba@northhighlineuac.org
Northwest Center		https://www.nwcenter.org/contact.html
Para Los Ninos	Lupita Torrez	lupita@plnwa.org
Pigeon Point Community Council		Pigeonpointcouncil@comcast.net
Puget Sound Sage (Southcore)	Myani	myani@pugetsoundsage.org
Refugee Federation Service Center	Hava	hava@rfsc.org
Rotary Club of Burien/White Center	Leroy Johnson	Seatexas@comcast.net
Salvation Army of White Center	Anthony Barnes	anthony.barnes@usw.salvationarmy.org
Seattle Southside Chamber of Commerce	Andrea Ray	Andrea@seattlesouthsidechamber.com
Somali Community Service Coalition	Ahmed Jama	info@somalicsc.org
Somali Youth and Family Services	Hamdi	hamdi@syouthclub.org
Sound Generations	Susan Doerr	info@soundgenerations.org
South King County Cultural Coalition		https://sococulture.org/contact/
Southwest Youth and Family Services	Steve Daschle	sdaschle@swyfs.org
The Lighthouse for the Blind, Inc.	Melanie Wimmenauer	mwimmenauer@seattlelh.org
Vietnamese Friendship Association	James Hong	info@vfaseattle.org
Village of Hope Community Center		villageofhope.seattle@yahoo.com
El Centro de la Raza	Veronica	Vgallardo@elcentrodelaraza.org

SCHEDULE OVERVIEW

PROJECT	RAPID RIDE H LINE PUBLIC INVOLVEMENT
CR PLANNER	JENNA FRANKLIN

RR H Line: Fast and frequent fixed-route bus service connecting Downtown Seattle, Delridge, Westwood Village, White Center, and Burien.

PROJECT PHASE	STARTING	ENDING
ENGAGMENT PLANNING	9/1/2017	Ongoing
PHASE 1 ENGAGEMENT: H LINE PROJECT OPTIONS & COMMUNITY PRIORITIES	10/5/2017	1/22/2018
PHASE 2 ENGAGEMENT: PREFERRED ALTERNATIVE DEVELOPMENT	5/21/2018	4/4/2019
PHASE 3 ENGAGEMENT: FINAL DESIGN PRESENTATION	5/10/2019	5/6/2020
PHASE 4 ENGAGEMENT: CONSTRUCTION PLANNING & MANAGEMENT	6/19/2019	4/22/2020
PHASE 5 ENGAGEMENT: PRE-OPERATIONS & LAUNCH OF REVENUE SERVICE	6/19/2020	9/9/2020



PRELIMINARY OUTREACH SCHEDULE, MAJOR MILESTONES, and ACTIVITIES LOG	
OCT 1 – 5, 2017	Preliminary stop locations identified
OCT 9, 2017	Target date for contract and NTP with Stepherson & Associates
OCT 10, 2017	Target date for H Line draft web page
Oct 10 – 2, 2017	Materials audit and ESJ assessment: Old RR engagement and marketing materials, SDOT work and report out documents on completed work (identify general and ESJ engagement requirement gaps), all jurisdictional partner's guidance on engagement for reference and consideration.
Oct 16 – 25, 2017	Needs Assessment: Preopen house Priorities and Preferences survey development for Access to Transit, stop location and spacing, network connections
Oct 25 – Nov 2, 2017	Priorities and Preferences survey reviewed, loaded online and tested before launch
Nov 1, 2017	Finalize stakeholders lists by project sub area
Nov 9, 2017	Proposed outreach and engagement package outlined for Project Manager/Core Team review: toolkits for briefing, topics for presentations and open house, interactive activities
Nov 10, 2017	Project team provides raw materials to outreach team to begin prepping for Phase 1 open house, briefings, and other engagement
Nov 2 - 13, 2017	Needs Assessment: Priorities and Preferences survey opens and promoted (online and paper versions).
Nov 13 – 21, 2017	Engagement collateral material editing, graphics production window Work coordination between Communications/Outreach and Project Team Project team updates and adjusts documents/ graphics/ presentation materials as needed
Nov 20 – Jan 4, 2017	ESJ Briefings scheduled and delivered
Nov 23, 2017	Review and Revision: Phase 1 engagement materials
Nov 23 – Dec 1, 2017	Limited English Proficiency translations period (duration risk)
Nov 23 – Dec 1, 2017	Open House development and production window

Nov 27, 2017	Phase 1 Public Meeting/in person open house digital channel promotion begins
Nov 28, 2017	Access to Transit options list finalized and stop locations preliminarily identified (Via early Priorities and Preferences survey)
Dec 7, 2017	Open House Day, Metro + Agency Partners Stations to include: stop spacing, project overview, alignment alternatives and deviation options, urban design and Access to Transit options, (anything missing?)
Dec 4, 2017	Online Open House loaded and tested
Dec 4, 2017	Public Involvement Plan for Phase 2 draft review
Dec 7, 2017 – Jan 3, 2018	Online Open House is live and taking comments
Jan 1 – Jan 15, 2018	Optional stakeholder feedback forums held for any unresolved or emerging issues (up to 4 focus group style community conversations held as needed)
Jan 3 – 17, 2018	2 Week post open house 1 comment review, reporting, issue resolution period completed
Jan?, 2018	Alignment ordinance transmitted to County Council
Jan 22, 2018	Phase 1 Public Involvement concludes
Jan 30, 2018	Phase 2 Public Involvement Plan (PIP) finalized
Feb 7, 2018	Project team develops preferred alternative recommendation and locally preferred alternative (LPA) selected
??	Alignment decision from County Council expected
May 21, 2018	Phase 2 work begins
May 10, 2019	Phase 3 work beings
2019-2020	Construction

SDOT LED OUTREACH ACTIVITIES

When	What	Why
Feb. 2017	Launch RapidRide H Line website and outreach materials	Re-engage community with project and progress
Jan. – Feb. 2017	Develop narrated video to highlight corridor existing conditions and tradeoffs/constraints of proposed to line options	Use as part of the online open house and help visualize tradeoffs, constraints, and potential benefits of the two options
March 2017	Host online open house to share current RapidRide H Line progress to date and solicit feedback on two current line options	Use community feedback to refine the two options into a preferred option for Seattle City and King County Council approval
March 2017	Meet with neighborhood groups and organizations to share two current line options and direct them to online open house	Reach new and underrepresented communities through direct outreach, and build outreach database for future communications
March 2017	Utilize POELs to build awareness for RapidRide H Line and direct new audiences to online open house	Reach new and underrepresented communities through direct outreach, and build outreach database for future communications
March 2017	Project Manager to offer media interviews to local entities	Draw additional community members to provide feedback for online open house and promote benefits of RapidRide
March 2017	Conduct in-person outreach at Route 120 bus stops and work with Metro on rider engagement through transit alerts to direct new audiences to online open house	Draw additional community members, including transit riders, to provide feedback for online open house and promote benefits of RapidRide

March 2017	Conduct in-person outreach at key intersections to reach people who bike and direct them to the online open house	Draw additional community members, including people who bike, to provide feedback for online open house and promote benefits of RapidRide
March 2017	Conduct in-person outreach at key business districts along the corridor	Draw additional community members, including people who frequent businesses, to provide feedback for online open house and promote benefits of RapidRide
SDOT Ongoing activities	Website updates, email updates, social media content	Support outreach efforts; keep communities informed and engaged; encourage communication; generate excitement for project
January 2018	Delridge Neighborhood Project Update Meeting and Collaboration Session Public Art Walk Transit Advisory Board Briefing	Provide project update and work session to talk about hybrid option 3 for the Delridge multimodal corridor work, proposed H line stop locations, and to explore public art opportunities.

DESCRIPTION OF OUTREACH METHODS

TBD for Methods: A matrix that lists the audiences and the key methods used to reach them
Website/ online presence – build a webpage
Collateral Materials

Facilitated Focus Group Community Conversations: Community based groups, agencies, business, and organizations offer an opportunity to convene and provide focused feedback with a specific charge for a one-time collaborative session or charrette.

Conduct Intercepts, Interviews, Street-side Polling: This is a good way to obtain information from business owners and individuals in the project area. It's relative informality and spontaneity can help to uncover issues and ideas which can then be fed into more formal large-scale consultations. Go where the people are take a sandwich board with clear simple writing in key languages and interpreters or POELS and poll people, ask questions and offer information

Consider additional ESJ intercepts or focus groups if needed: Groups of 6-12 people carefully selected to be representative of a designated part of the population. Focus groups are qualitative processes which are good for deepening the understanding of how people think and feel about issues. The advantage of this method is members can be carefully recruited to fi t specific roles. Focus groups can obtain opinions from people who would not respond to other methods because they are not comfortable with writing or because of other constraints.

Online Surveys and Open Houses: Using Peak Democracy

Host Formal and Informal/Drop-in Community Meetings and Information Sessions: Large agency hosted public meetings may be overwhelming to RSJ Audiences, but should still be publicized to RSJ IOPE communities when held. Less formal and more targeted drop in sessions , roundtable conversations, and feedback forums often feel more appropriate and comfortable for targeted groups.

Prioritize locations and options that are politically neutral, free to constituents, transit accessible, works with many schedules or doesn't require time away from work

Using diverse communication techniques such as social media, pictures, video, painting and other types of art can help people who absorb information visually become more involved with the process. Be sure to include options that engage those without digital/internet access.

Planning for Real: Is an interactive method which is used to sort out what needs to be done to improve your neighborhood. It involves a large 3D model or large scale map of the community. The model is used at open meetings to suit the needs of the community. Participants place suggestions for the community on cards or flags which are then placed at appropriate points on the model. Benefits of this method are: it's visual impact, its informality, participants can contribute anonymously and all ages can contribute.

Participation in community festivals and events: Participating in large community festivals is an effective strategy for reaching the most people in a short amount of time. Sponsorships in these festivals will help to leverage exposure and visibility at the event.
I.e., West Seattle Farmers Market

Neighborhood/Project Zone Outreach
Targeting specific neighborhoods will ensure that people with lower incomes, immigrant populations and senior citizens are reached. Partnering with trusted sources and community leaders will help to disseminate and distribute information so that people have a higher comprehension of the program.
I.e., bus stop intercepts, canvassing to local agencies and businesses in the project area

Face-to-Face briefings with community leaders
one-on-one briefings with community leaders to spread the message

- What service does your organization provide?
- Who are your constituents?
- How do you communicate with your clients? *(Probe for things such as websites, list serves, newsletters and blogs. Ask if we can have an article run about the service changes in an upcoming edition, posting, website, etc.)*
- Does your organization have any special events coming up where we might be able to participate?
- Would you be willing to have a speaker talk to your constituents at an upcoming class *(ESL, parenting class, monthly association meeting, etc)*?
- Would you be willing to talk to your constituents about the project?
- Who else would you recommend we contact to identify other partner organizations?

Speakers' Bureau

- As a complement to the neighborhood-based outreach outlined, a speakers' bureau will enable staff to make presentations about the project by request
- Identify desirable community speaking opportunities and solicit speaking commitments (i.e. chambers, rotaries, senior centers, neighborhood and business groups). Key organizations will be asked if they are willing to put the H Line Project on the agenda as a main topic at their meetings.

Speaker's Toolkit
Templates will be able to be customized by specific neighborhoods or audiences and can be translated as needed.
The speaker's toolkit could include:

- Power Point presentation template •
- Speaking points•
- Customizable fact sheets, flyers, brochures and other takeaway materials
- Supply box with extension cord, pens, question pads, etc.

Retail and neighborhood center outreach
Collaborating with retailers and neighborhood organizations is an effective strategy to reach specific communities directly in the places where residents live and frequent for information. Partnerships with local groups and businesses not only provides more outlets for outreach, but also helps to build long-term relationships.
I.e., *In-store displays, community ballot boxes for voting on options*

Place informational display in specific neighborhood locations
To further extend visibility in the community research and place simple displays with key information in the locations such as:

- Senior Centers
- Libraries
- Community centers
- Social service locations

Media Relations
Diverse Media Mix: Use a variety of media to increase message exposure to all target audience groups. This includes using mainstream vehicles in conjunction with minority targeted media.
Rationale: Not everyone uses every media; it's important to have a media mix that increases the chances of all audiences getting informed about the project. A well-rounded campaign with diverse types of media increases likelihood of the target audience seeing and/or hearing the message.
The campaign will focus on the following mediums, ranked in order of priority:

Earned, Owned, Paid, Social Media. –community and ethnic publications, ethnic media buys, Facebook Ads, local websites, blogs, community influencers, Metro social media channels
Radio. – primarily for reach into LEP audiences, ESJ focused outlets and public radio
Transit. – Corridor only rack cards, bus stop signs, coach posters

Media Relations Objectives
Educate and inform project area public, directly and indirectly impacted or interested
Use a change and opportunity is coming tone.

ETHNIC MEDIA PLAN: TBD

TACTICS EVALUATION
Public Involvement activities will be evaluated in a variety of ways and can be measured with the following:

- Public engagement tools and tactics reflect an effort to target a fair representation of the groups comprising the corridors stakeholders by demography, and address determinants of equity/inequity.

- Information and feedback is properly leveraged to facilitate informed decision making, maintain commitments made to the public and project partners, and help maintain the projects critical path.
- Track number of one-on-one briefings and presentations.
- Track number of packets and handouts that have been distributed.
- Track number of visitors to booth at festivals and fairs.
- Visibility and number of stakeholders reached through store/neighborhood center based promotion
- Attendance levels at feedback and open houses groups.
- Reach and frequency media mix, tracking to Metro project website, and number of media hits, reach and frequency, value of placements.
    - Project stakeholders visit and share Metro owned content, subscribe more over time to alerts and information, and receive feedback after all major phases of engagement about what Metro heard, next steps, and any decisions made
- Community driven and social media, and mainstream and ethnic earned media, represent the project in a positive light which conveys value, builds awareness, and garners robust public participation.
- Speakers bureaus completed, attendance levels at events, number of outreach activities.

OUTREACH ANALYSIS, DOCUMENTATION AND REPORTING

- Stakeholder Database and Engagement Tracking
- Post Activity Documentation
- Methodology for Analyzing Public Comments
- Documentation of and items collected from PIP Outreach
- Community Engagement Report

GUIDING DOCUMENTS AND REFERENCE MATERIALS

H Line Corridor –Capital Improvements

- Burien-Delridge RapidRide Conceptual Planning Study (February 2009)
- Route 120 –West Seattle Bridge to Burien Conceptual Improvements Report (October 2011)
-

Other

- City of Seattle Outreach Documents

RapidRide Program –Guiding Documents

- Metro RapidRide Expansion Program Charter (not yet approved by RapidRide Steering Committee)
- RapidRide Proviso Report – Move Seattle RapidRide Expansion (not yet approved by Council)
- RapidRide Proviso Report – METRO CONNECTS RapidRide Expansion (not yet approved by Council)
- Seattle RapidRide Expansion Report
- Transit Speed & Reliability's Guidelines and Strategies (March 2017)
- Service Design Vision and Goals (December 2006)
- RapidRide Service Design and Integration Guidelines (April 2007)
- RapidRide Passenger Facilities Capital Plan (November 2008)
- RapidRide Design Standards Manual (November 2008)

RELEVANT ACRONYMS AND ABBREVIATIONS

- OCS
- TSP
- PIP: Public Involvement Plan
- SDOT: Seattle Department of Transportation
- CSA: Community Service Area
- Business access and transit (BAT) lane: An outside lane reserved for buses and right-turning vehicles only.
- Bus rapid transit (BRT): Bus service that operates more like rail, with frequent service most of the day; articulated buses; stops at half-mile intervals; operation in improved roadways, bus lanes or segregated right of way; shelters with real-time arrival signs and sidewalk fare readers.

- Community Access Transportation (CAT): Transportation service for people with disabilities, provided by nonprofit agencies with support from Metro.
- Intelligent Transportation Systems (ITS): Applications that provide innovative transportation services such as traffic management and “smart networks “that enable users to make well-informed travel decisions.
- Peak-only express service: Bus service that does not operate in midday or on weekends, and runs mainly in one direction between residential areas and job centers.
- Transit-oriented development (TOD): Mixed-use residential and commercial area designed to maximize access to and use of public transportation
- Transportation demand management (TDM): Use of strategies to reduce travel demand—especially for single-occupant vehicles.

PROJECT STAKEHOLDERS APPENDIX

Project Stakeholders by Area		
Project Area/Zone	**Audience Description**	**Details**
Downtown Seattle	Adjacent property owners and tenants, including businesses and residents	
Industrial District West and West Seattle Bridge		
Delridge		**West Seattle Bridge to SW Alaska St:** Skylark Café & Club, H&R Block, Building Envelope Technology & Research, Cap Food Services, Metropolitan Market, West Seattle Corporate Center, FACES of Seattle, Uptown Espresso & Gameporium, West Seattle Health Club, Rental Housing Association of Washington **SW Alaska St to 23rd Ave SW:** South West Plumbing, Pearls Tea & Coffee, Seattle Evergreen Transportation, Elite Brazilian Jiu-jitsu of Seattle westseattlebjj.com, The Daily Dose, 76 Gas Station, Delridge Convenience Store, Delridge Auto Repair, Shell, Cottage Grove Mart, Super-24 Food Store, Martin's Way, Pho Aroma, Montlake Mousse, Camp Crockett Dog Day Camp, Albertson Used Tires, Longfellow Creek Apartments, **23rd Ave SW to SW Orchard St:** Salam Shuttle Transportation, Willow Court, Lam Bow Apartments, Uncle Hal's Tug Tavern, Tug Inn, Public Storage, Texaco, Shell, el Rey Del Taco **SW Orchard St to SW Holden St:** Arco, Sherwin-Williams Paint Store, Penske Truck Rental, The Home Depot, Seattle Police Precinct on Delridge **SW Holden St to SW Cambridge St:** Westwood Village, West Ridge Apartments, Angalina Sandoval Hair & Makeup, Salvatore Court Apartments, Gas & Smoke Depot, Planet Vapes, 7-Eleven, STS Construction Services, Boss Drive-In, Professionally Designed Sewing, Pacific Cost Marble & Granite, Z Rimz & Tires, Ty's Auto Repair & Services
White Center to SW 116th		**White Center (SW Roxbury St to SW 116th St):** Carrie Avila Mooney – CM McDermott

		DubSea Coffee, Greenbridge Café, Rent-A Center, Proletariat Pizza, Southgate Roller Rink, Noble Barton, Taqueria La Fondita#2,, 3.14 Bakery, Boxing Gym West Seattle, Angkor Market, Zanzibar, Full Tilt Ice Cream, Locker Room Tavern, Bank of America, Salvadorean Bakery, O'Reily Auto Parts, Jackson Hewitt, Money Mart, Sav-on Insurance, Accurate Heathing & Electrical, Beer & Wine Source, Decoracions Ely, Johns Hair & Nails Beauty Salon, Rat City Tattoo, Lumber Yard Bar, Huong Xua, Reyes Tax Services, Seattle Silk Screening Company, Center Sign Shot, Beer Star, Drunky Two Shoes BBQ White Center, Nu-Tone Cleaners, New Southwest Auto Repair, Sorensen Marine, Seattle Bronze, Chinese Takehout, Boost Mobile Store, Tiny's Garden Spa, The Smoke Shop, Café Tao Ngo, P&T2 Café, Diamond Plaza, C&T Asian Market, Chase Bank, Starbucks, Crawfish House, White Center Laundromat, T & T Hair Salon, PT Beauty Salon, North Mart Furniture, Taradise Café, Bok A Bok Fried Chicken, Pacific Muay Thai, H&R Block, 15th Ave SW Roasted Corn Stand, White Center Plaza, Pho-White Center, Daves Jewelry and Loan, Rat City Records, Cat Tuong, Smoke Town, Aarons Bicycle Repair, VN Market Trading, The Company Store, Los Potrillows 4, House of the Pretty Woman, Access to Money, White Center Mini Mart, Bartell Drugs White Center, White Center Car Care, Rosticeria Y Cocina El Paisano, Carniceria El Paisano, Taqueria El Mezon #1, U.S. Bank, Uncle Ikes White Center, Pho 99 Vietnamese Noodle House, Cascade Heights Veterinary Center, Hung Long Asian Market, White Center Square, Angels Fashion, Pinwheels Playspace, Bella Hair & Spa, Saigon Corner, Quiere Deshacerse De Su Vehiculor, Dollar Tree, White Center Chiropractic, Stay Doddie Daycare and Boarding, Macys White Center Blacksmith, Poor Boys Audo Repair, Unified Brewing, Food Equipment Design, Queens Deli, New Golden Village Market, Somalia Habib Discount Store, Moreno Latino, International Fashions, Zippys Giant Burgers, MT Auto Services, Westside Baby, Norwest Graphics, CUI Doors and Millwork, La Mexicana Tortilla, Chemos Mexican, Vern Fonk, White Center Pizza and Spaghetti House, Kiets Audo Body Serivce, Paris Sunlor Salon, Super Clean Laundromat, Brenner Dental Care, Castillos Supermarkets

North Burien 116th – SW 128th		**North Burien (SW 116th to SW 128th St):** Carrie Avila Mooney – CM McDermott
South Ambaum Corridor 116th – SW 128th		**Ambaum Corridor (SW 128th St to SW 148th St):** Carrie Avila Mooney – CM McDermott
Downtown Burien		**Burien Town Center (SW 148th St to Burien Transit Center):** Carrie Avila Mooney – CM McDermott City of Burien Burien Public Library Merrill Gardens Assisted Living
Project Stakeholders by Interest or Affiliation		
District Councils		Delridge Neighborhoods District Council More TBD
Community groups and neighborhood organizations		Camp Long Advisory Council, High Point Neighborhood Association, Highland Park Action Committee, North Delridge Neighborhood Council, Puget Ridge Neighborhood Council, Sunrise Heights Neighborhood Association, White Center Community Development Association, WWRAH Westwood/Roxhill/Arbor Heights Community Council, Morgan Junction Community Association, Delridge P-Patch Delridge Community Center, 4501 Delridge Way SW, Seattle, WA 98106, 4501 Delridge Way SW, Seattle, WA 98106, Highland Park Improvement Club, 1116 SW Holden St, Seattle, WA 98106, (206) 762-9825, hpic1919.org Ambaum and Burien TBD
Cultural Organizations		Youngstown Cultural Arts Center, 4408 Delridge Way SW, Seattle, WA 98106, (206) 923-0917, youngstownarts.org Vietnamese Cultural Center Arts Corps, 4408 Delridge Way SW # 110, Seattle, WA 98106, (206) 722-5440, artscorps.org Cambodian Cultural Museum and Killing Fields Museum

		Village of Hope Community Center, 9421 18th Ave SW, Seattle, WA 98106, (206) 937-2701, thevillageofhopeseattle.org, The Village of Hope Community Meetings Every Wednesday at 6 pm 9421 18th Avenue SW (Second Floor)- (The Village of Hope is rooted in an African/African American experience, and we are committed to a powerful and unified community. We welcome and embrace all people who are in the struggle to end racism and usher in justice) Ambaum and Burien TBD
Religious organizations		The Hallows West Seattle, 3420 SW Cloverdale St, Seattle, WA 98126, hallowschurch.org Our Lady of Guadalupe Church, 7000 35th Ave SW, Seattle, WA 98126, (206) 935-0358, olgseattle.org High Point Masjid, West Seattle, 6558 35th Ave SW, Seattle, WA 98126, (206) 257-5961 Trueliving Church, 2900 SW Myrtle St, Seattle, WA 98126, (206) 935-4944, truelivingministry.org Paradise of Praise COGIC, 1316 SW Holden St, Seattle, WA 98106, (206) 764-1053, paradiseofpraise.org Full Gospel Pentecostal Church, 5071 Delridge Way SW, Seattle, WA 98106, (206) 935-1511 Holy Family Roman Catholic Church La Estacion de la Familia, The Body of Chirst Church and Discipleship Tawhid Islamic Center, 9439 Delridge Way SW, Seattle, WA 98106 Southwest Seattle Islamic Center (Masjid Al-Tawhid), 1022 SW Henderson St. Seattle, WA 98106 Westwood Christian Community, 9252 16th Ave SW, Seattle, WA 98106, (206) 763-0585, wcaseattle.org Highland Park Baptist Church, 1505 SW Barton St, Seattle, WA 98106, (206) 767-5080, highland-park-baptist-church-seattle.com

		Highland Park United Methodist Church, 9001 9th Ave SW, Seattle, WA 98106, (206) 763-0710 Grace & Truth Stewardship, 1700 SW Henderson St, Seattle, WA 98106, El Centro Biblico de Seattle, Seattle Bible Center Ambaum and Burien TBD
Chambers of commerce and local business organizations		Delridge Neighborhoods Development Association High Point Resources Coalition White Center Chamber of Commerce Technology Access Foundation King County Housing Authority Greenbridge Housing and Seola Gardens - KCHA Tukwila Central https://www.kcha.org/development/greenbridge/ King County Library (Greenbridge and White Center branches) The Seattle Public Library Southwest Branch, 9010 35th Ave SW, Seattle, WA 98126, (206) 684-7455, spl.org High Point Public Library, 3411 SW Raymond St, Seattle, WA 98126, (206) 684-7454, spl.org Delridge Library, 5423 Delridge Way SW, Seattle, WA 98106, (206) 733-9125, spl.org Rotary Club of Burien/White Center, WA — Service Above Self bwcrotary.org Westwood Village Merchants Association Margaret Way, 9153 Westwood Town Ctr, Seattle, WA 98126 Madison Marquette, Westwood Village 2600 SW Barton Street, Operations Manager Tim Schrader, 600 Pine Street, Suite 228, Seattle, WA 98101, Office: 206-322-1610, , http://www.westwoodvillagecenter.com/

City of Seattle Departments		SDOT, Public Utilities, City Light, Department of Parks and Recreation, Fire Department, Police Department, Department of Neighborhoods, Department of Planning and Development Seattle Fire Station 37, 7700 35th Ave SW, Seattle, WA 98126, seattle.gov Southwest Precinct - Seattle Police Department, 2300 SW Webster St, Seattle, WA 98106, (206) 733-9800, seattle.gov Seattle Fire Station 11, 1514 SW Holden St, Seattle, WA 98106, seattle.gov Seattle Fire Station 36, 3600 23rd Ave SW, Seattle, WA 98106, seattle.gov Ambaum and Burien TBD
City of Burien Departments		
White Center King County Departments		Steve Cox Memorial Park,
Other Agencies		WSDOT, King County Metro Transit, Sound Transit, Community Transit, Port of Seattle United States Postal Service Westwood Village Post Office, 2721 SW Trenton St, Seattle, WA 98126, (800) 275-8777, tools.usps.com Washington State Department of Licensing West Seattle, 8830 25th Ave SW, Seattle, WA 98106, (206) 764-4144, dol.wa.gov Ambaum and Burien TBD
Other transportation/utility		Puget Sound Energy Ambaum and Burien TBD
Universities and institutions of higher learning		South Seattle College Highline College Ambaum and Burien TBD
Public facilities		Delridge Community Center**,** Delridge Library Ambaum and Burien TBD

Schools and childcare facilities		Pathfinder Elementary Chief Sealth High Roxhill Elementary, Summit Public Schools - Atlas School (9601 35th Ave SW, Seattle, WA 98126, (253) 987-1535, summitps.org) Community School West Seattle (9450 22nd Ave SW, Seattle, WA 98106, (206) 763-2081, 9450 22nd Ave SW, Seattle, WA 98106) Roxhill Elementary School, 9430 30th Ave SW, Seattle, WA 98126, (206) 252-9570, seattleschools.org White Center Heights Elementary, Holy Family Bilingual Catholic School, Sanislo Elementary School, 1812 SW Myrtle St, Seattle, WA 98106, (206) 252-8380, sanisloes.seattleschools.org Our Lady of Guadalupe School, 3401 SW Myrtle St, Seattle, WA 98126, (206) 935-0651, guadalupe-school.org West Seattle Elementary School, 6760 34th Ave SW, Seattle, WA 98126, (206) 252-9450, seattleschools.org Louisa Boren STEM K-8 School, 5950 Delridge Way SW, Seattle, WA 98106, (206) 252-8450, k5stem.seattleschools.org Spanish Immersion Educational Center, 2410 SW Juneau St, Seattle, WA 98106, (206) 466-1121 World Kids – Delridge, 5616 Delridge Way SW, Seattle, WA 98106, (206) 395-8209, worldkidsschool.com Southwest Early Learning (SWEL) Preschool, 5405 Delridge Way SW, Seattle, WA 98106, (206) 913-2980, southwestearlylearning.org Ambaum and Burien TBD

Hospitals and Medical Service Providers		West Seattle Community Hospital, Northeast Kidney Centers DaVita Westwood Dialysis, 2615 SW Trenton St, Seattle, WA 98126, (206) 935-5423, www.dialysiscenters.org/wa/seattle/davita-westwood-dialysis-center High Point Med & Dental Clinic, 6020 35th Ave SW, Seattle, WA 98126, (206) 461-6950 Greenbridge WIC Office White Center King County Public Health Clinic MORE TBD
Social service organizations and facilities (including those serving seniors, low income, and people with disabilities)		Community Care, Disabled American Veterans, Department of Social and Health Services, Southwest Youth and Family Services, DSHS White Center + Community Services Office, Capitol Hill Housing - Unity Village at White Center Fauntleroy YMCA, 9140 California Ave SW, Seattle, WA 98136, (206) 937-1000, westseattleymca.org Fauntleroy Children's Center, 9131 California Ave SW, Seattle, WA 98136, (206) 932-9590 fauntleroychildrenscenter.org, The Salvation Army Seattle White Center Corps & Community Center, 9050 16th Ave SW, Seattle, WA 98106, (206) 767-3150, swc.salvationarmynw.org Rental Housing Association of Washington, 2414 SW Andover St d207, Seattle, WA 98106, (206) 283-0816, rhawa.org Disabled American Veterans, 4857 Delridge Way SW, Seattle, WA 98106, (206) 933-8604 West Seattle Helpline, 6516 35th Ave SW #204, Seattle, WA 98126, (206) 932-4357, wshelpline.org Housing Services, 6516 35th Ave SW #200, Seattle, WA 98126, (206) 902-4275, wellspringfs.org

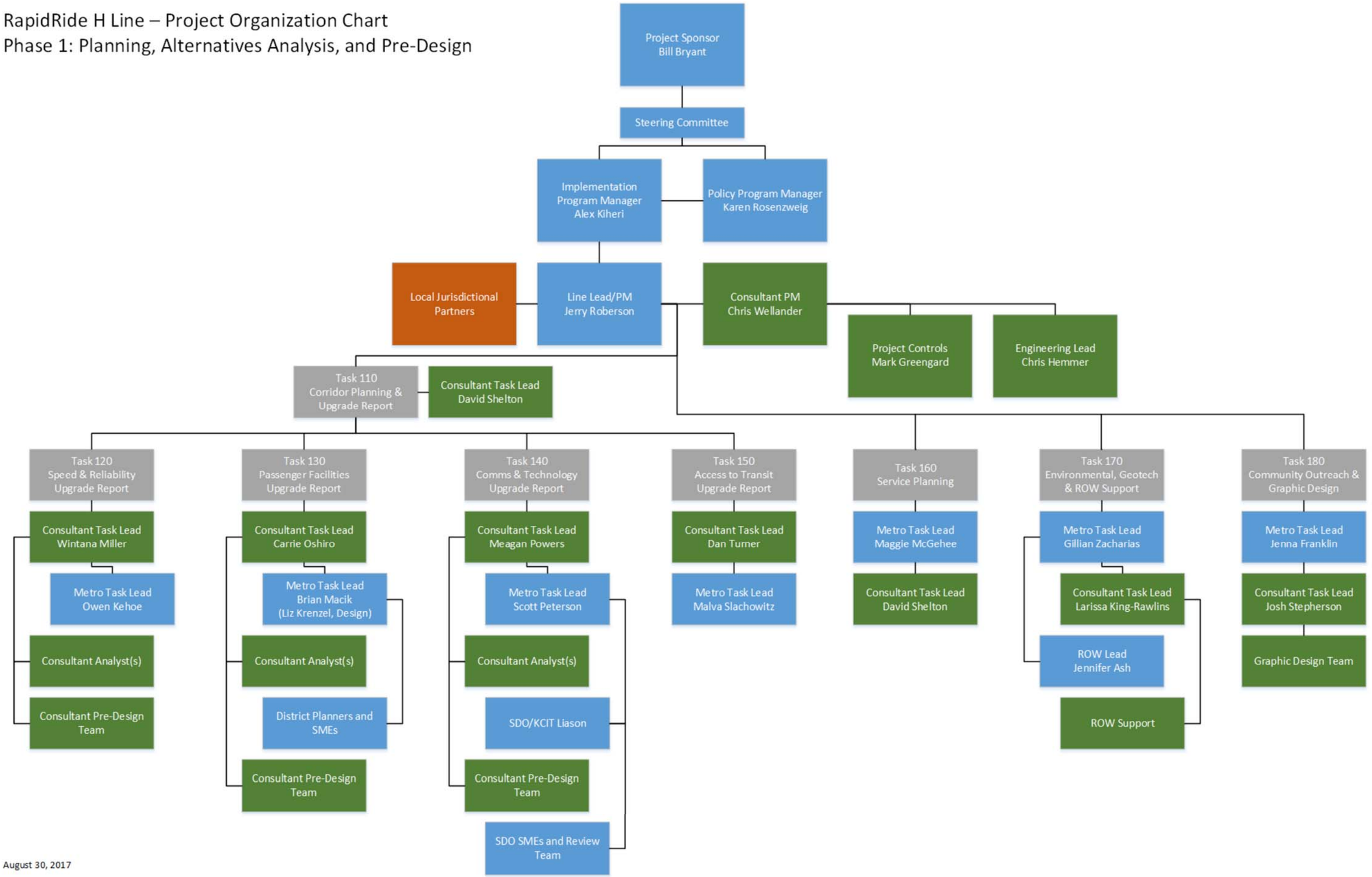
		West Seattle Food Bank, 3419 SW Morgan St, Seattle, WA 98126, (206) 932-9023, westseattlefoodbank.org Safe Futures Youth Center, 6337 35th Ave SW, Seattle, WA 98126, (206) 938-9606, sfyc.net An Ounce of Prevention, 6055 35th Ave SW #301, Seattle, WA 98126, (206) 790-0743, acprclass.com Neighborhood House, 6400 Sylvan Way SW, Seattle, WA 98126, (206) 588-4310, nhwa.org Vietnamese Cultural Center, 2234 SW Orchard St, Seattle, WA 98106, (206) 779-6875, todinhvietnam.com Refugee & Immigrant Family Center Bilingual Preschool, 6535 Delridge Way SW, Seattle, WA 98106, (206) 767-6896, refugeeandimmigrantfamilycenter.org Community Care Social Services, 5420 Delridge Way SW a, Seattle, WA 98106, (206) 937-4217, seattlecommunitycare.com Community Services Office, 4045 Delridge Way SW # 300, Seattle, WA 98106, (206) 933-3300 Indian Child Welfare Office, 4045 Delridge Way SW, Seattle, WA 98106, (206) 923-4904, dshs.wa.gov Bridge Park Assisted Living, 3204 SW Morgan St, Seattle, WA 98126, (206) 489-3568, holidaytouch.com Florence of Seattle/Formerly Fleming Home, 8424 16th Ave SW, Seattle, WA 98106, (206) 767-3137, florenceofseattle.com Ambaum and Burien TBD
Bicycle and pedestrian advocacy groups		Cascade Bicycle Club, WA State Bicycle Alliance, Feet First, West Seattle Transportation Coalition Ambaum and Burien TBD
City of Seattle Advisory Boards		Transit, Bicycle, Pedestrian, Freight, Community Involvement Commission, Transportation Advisory Board

King County Advisory Boards		Transportation Advisory Commission TBD
City of Burien Advisory Boards		TBD
Major developers/property owners		TBD
Major employers		West Seattle Health Club, 2629 SW Andover St, Seattle, WA 98126, (206) 556-3280, westseattlehc.com West Seattle Corporate Center, 4025 Delridge Way SW, Seattle, WA 98016, (425) 260-4260, westseattlecc.com Bartell Drugs Corporate Office, 4025 Delridge Way SW, Seattle, WA 98106, (206) 763-2626, bartelldrugs.com Starbucks (Westwood Village, White Center, Burien) McLendon Hardware, Metropolitan Market Retail Support Center, 4025 Delridge Way SW #100, Seattle, WA 98106, (206) 923-0740, metropolitan-market.com Home Depot on Delridge South West Plumbing, 2401 SW Alaska St, Seattle, WA 98106, (206) 932-1777, southwestplumbing.biz Westwood Village Retailers Goodwill Industries Ambaum and Burien TBD
Media Outlets		West Seattle Blog, Seattle Transit Blog, Seattle Times, NW Vietnamese News, Runta News, La Raza del Noroste, El Mundo, Seattle Lesbian White Center **Now blog whitecenter**now.com/categories/**businesses**: MORE TBD

To be categorized:

Seattle Evergreen Transportation - Airport Transportation, 4838 Belridge Way, Seattle, WA 98106, (206) 730-0200, airporttowncars.us
Youngstown Flats, 4040 26th Ave SW, Seattle, WA 98106, (855) 815-3807, youngstownflats.com
Skylark Cafe & Club, 3803 Delridge Way SW, Seattle, WA 98106, (206) 935-2111, skylarkcafe.com
Cayce Real Estate Services, 2414 SW Andover St, Suite D-101, Seattle, WA 98106, (206) 932-1090, cayceres.com
Ounces Taproom & Beer Garden, 3809 Delridge Way SW, Seattle, WA 98106, (206) 937-1065, ounceswestseattle.com
Waterfront Federal Credit Union, 2414 SW Andover St # E100, Seattle, WA 98106, (206) 622-8415, waterfrontfcu.com
SpeedPro Imaging, 2414 SW Andover St, E120, Seattle, WA 98106, (206) 316-2880, speedpro.com
H&R Block, 3864 Delridge Way SW, Seattle, WA 98106, (206) 923-1040, hrblock.com
Feet First, Bike groups, etc

RapidRide H Line – Project Organization Chart
Phase 1: Planning, Alternatives Analysis, and Pre-Design



August 30, 2017

This is a living document intended to guide Metro staff through the public involvement process. The contents of this Public Involvement Plan cover sheet are intended to provide an overview of the public involvement/ outreach plan, but in some cases does not demonstrate the full extent of work. In such cases, the appendices should be referenced for a full project description.

METRO is committed to being efficient, effective, and responsible. This document is guided by King County DOT outreach and public engagement policies and best practices, and illustrates a methodology that aims to build strong and sustainable relationships and partnerships.

Please check with the *community relations planner or project manager* to ensure that you have the latest version of the Public Involvement Plan before messaging this document to other agencies, project staff, or the general public.

RapidRide H Line
Fact Sheet

RAPIDRIDE H



Route 120 is being upgraded

We're working to transform Route 120 into the new RapidRide H Line. When it begins service in 2020, the H Line will come more often and be more reliable (on-time) than Route 120. It will give riders frequent connections to several West Seattle neighborhoods, downtown Seattle along Third Avenue, many other buses, and light rail.

Today, Route 120 is one of our 10 busiest routes

- About 13 miles long
- 80 stops (northbound and southbound combined)
- High ridership:
  - 9,200 rides each weekday
  - 5,600 rides on Saturdays
  - 3,900 rides on Sundays
- Connects to major regional destinations

Investing in improvements to make getting to the bus easier

We're asking community members to tell us about improvements we can make to help riders get to the bus more easily and safely.

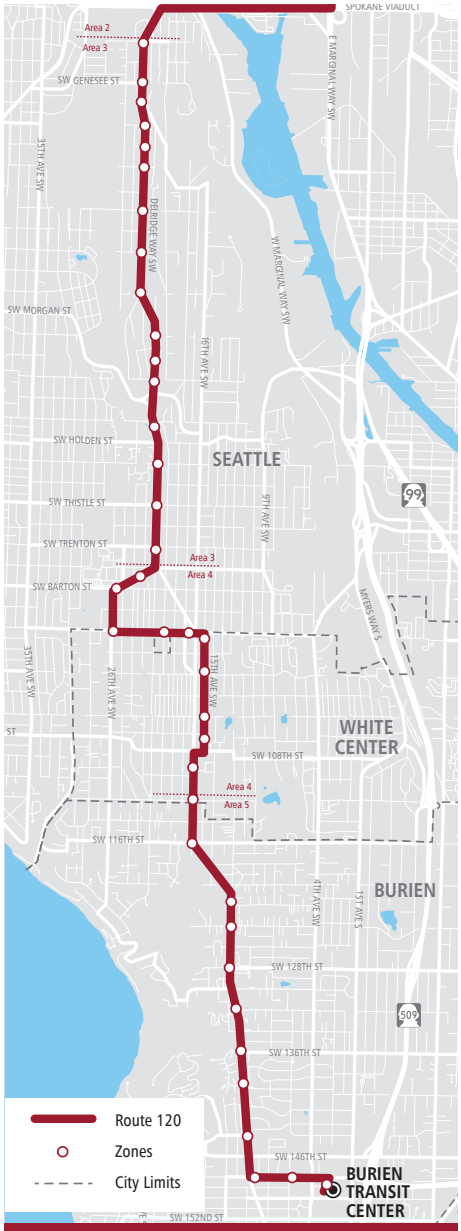
Here are some examples of access-to-transit improvements:

Bike lanes



Improved crosswalks and curb ramps





Existing Route 120 will become the future RapidRide H line.

King County METRO

UPGRADING ROUTE 120 TO THE NEW RAPIDRIDE H LINE

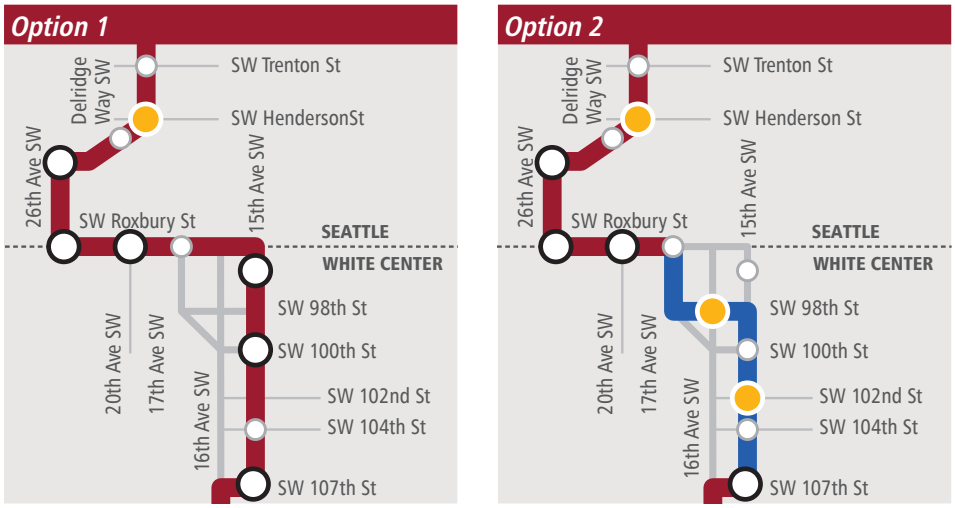
What's already been done?

Over the past several years, the City of Seattle gathered information about existing conditions on Delridge Way SW and considered potential street improvements along the Delridge corridor. They also gathered community input to shape their early design plans.

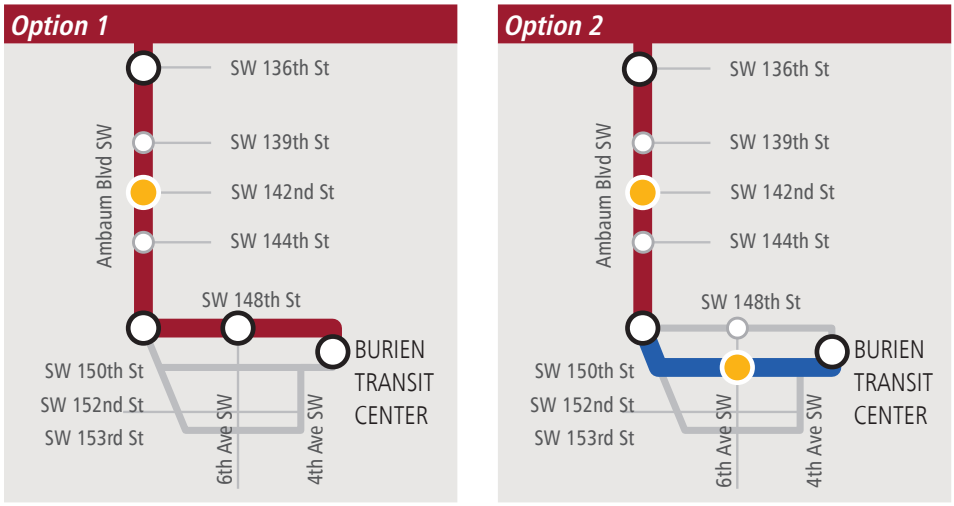
What's happening now?

In 2017 and 2018, Metro and the City of Seattle are reaching out to Burien, White Center, and Delridge to help us understand their needs and priorities for the new H Line service. We're also gathering data about the corridor and working with our partner agencies on project design and opportunities for transit priority projects that would help the H Line move faster.

White Center Hub Routing Options



Burien Transit Center Routing Options



Existing Stop | Proposed Stop | Proposed Stop Removal | Proposed Alternative Route

Early 2018 H LINE TIMELINE

- Public input on community needs and priorities
- Public input on future routing and stop options
- Find opportunities to improve transit speed, reliability, and service
- Identify improvements along the route so getting to the bus is easier and more comfortable
- Choose routing and new RapidRide station locations

have a say

We're asking affected communities about potential routing alternatives, stop placement, design concepts, and improvements along the future H Line corridor.

Come to an open house:

- **BURIEN:** Wednesday, January 10, 5–8 p.m.
  Burien Community Center
  Shorewood Room
  14700 6th Avenue SW, Burien
- **WHITE CENTER:** Thursday, January 11, 5–8 p.m.
  Mount View Elementary School
  Multipurpose Room
  10811 12th Avenue SW, Seattle

Learn more

Visit our website and sign up for email updates:
www.kingcounty.gov/metro/hlineinfo

Take our survey

www.kingcounty.gov/metro/hlinefeedback

King County METRO

RapidRide H Line
Open House Materials



Welcome

- Learn about RapidRide service
- Learn about the H line (replacing Route 120)
- Talk to city and county staff
- Tell us your thoughts

Who's here?

King County METRO

Seattle Department of Transportation

BURIEN

Pida un paquete informativo en español

Hãy yêu cầu nhận được tập thông tin bằng tiếng Việt

Baakadka macluumaadka ee ku qoran af Soomaali

សូរកកញ្ចប់ព័ត៌មានជាភាសា ខ្មែរ



About RapidRide

- Easy to use
- Fast, frequent, and reliable
- Buses come so often, you don't need a schedule
- Faster boarding
- Move more, stop less
- Better safety and security
- Intelligent transportation systems
- Innovative buses (inside and out)

EXISTING RAPIDRIDE LINES (A–F)

NEW RAPIDRIDE LINES (G–Z)



67,000
rides every weekday



20% faster
peak-hour travel

A B C D E F
G H I J K L
M N O P Q R
S T U V W X
Y Z

13
New lines by 2025

26
Total lines by 2040



METRO CONNECTS vision

Metro's long-range plan, adopted January 2017

MORE SERVICE

MORE CHOICES

ONE SYSTEM

Almost 73% of King County residents will have access to frequent "show-up-and-go" service by 2040

RapidRide will help us get there

- More RapidRide lines—13 more by 2025 and another 7 by 2040
- Buses come more often and trips are faster
- Serves major destinations and places with unmet demand
- Connects to other transportation options for an efficient network

RapidRide

Frequent – Fast – Easy



RapidRide FEATURES

RapidRide uses transit priority improvements to keep buses moving more and stopping less. The buses have features popular on other Metro buses—air conditioning, destination signs, security cameras and bike racks—plus free Wi-Fi, all-door boarding, and easy wheelchair restraint systems that let riders secure themselves without help.

MORE SERVICE · MORE TRIPS · ADDED SECURITY · TRANSIT PRIORITY · IMPROVED ACCESS

RapidRide features

CONVENIENT AND EASY TO USE

- Service starts early and runs late, 7 days a week
- Buses come at least every 10 minutes during busiest hours
- Off-board ORCA payment at stations allows boarding at any door
- Air-conditioned buses with three doors let riders on and off quickly
- Riders with mobility aids can secure themselves easily



RapidRide features

SAFE AND SMART

- Real-time arrival signs at stations
- Free Wi-Fi and interior LED lighting on buses
- Transit Signal Priority synchronizes traffic lights with buses
- Shelters are well lit and all buses have security cameras
- Fare enforcement officers monitor buses and stops

H Line timeline

2016 2017

Identify corridors for upgrade to RapidRide service (in METRO CONNECTS, Metro's long range plan)

2017

Partner with local jurisdictions to create the H Line

2017 2018

WE ARE HERE

- Evaluate existing conditions
- Environmental analysis
- Research H Line options and their potential impacts
- Public input on community needs and priorities
- Public input on routing and stops
- Identify opportunities to improve transit speed, reliability, and service
- Choose routing and stops

2018 2019

- Advance design work
- Public input on preferred concepts and final design
- Construction planning

2019 2020

- Finalize project partner agreements
- Construction

2020

H Line begins service



Move more, stop less

- Some bus stops get consolidated to speed up your ride.
- Street and traffic improvements include bus-only lanes, transit signal priority, queue jumps, and bus bulbs
- Access-to-transit improvements make it easier to get to/from the bus

DID YOU KNOW

ABOUT 1/3 MILE

H Line stops are closer together than typical RapidRide service. Stops are proposed about every one-third mile, a little farther apart than current Route 120 service.

Partnerships

- 15+ cities and other jurisdictions will help us expand RapidRide
- Our H Line partners are Burien, King County, and Seattle
- We also partner with each affected community

Existing route 120

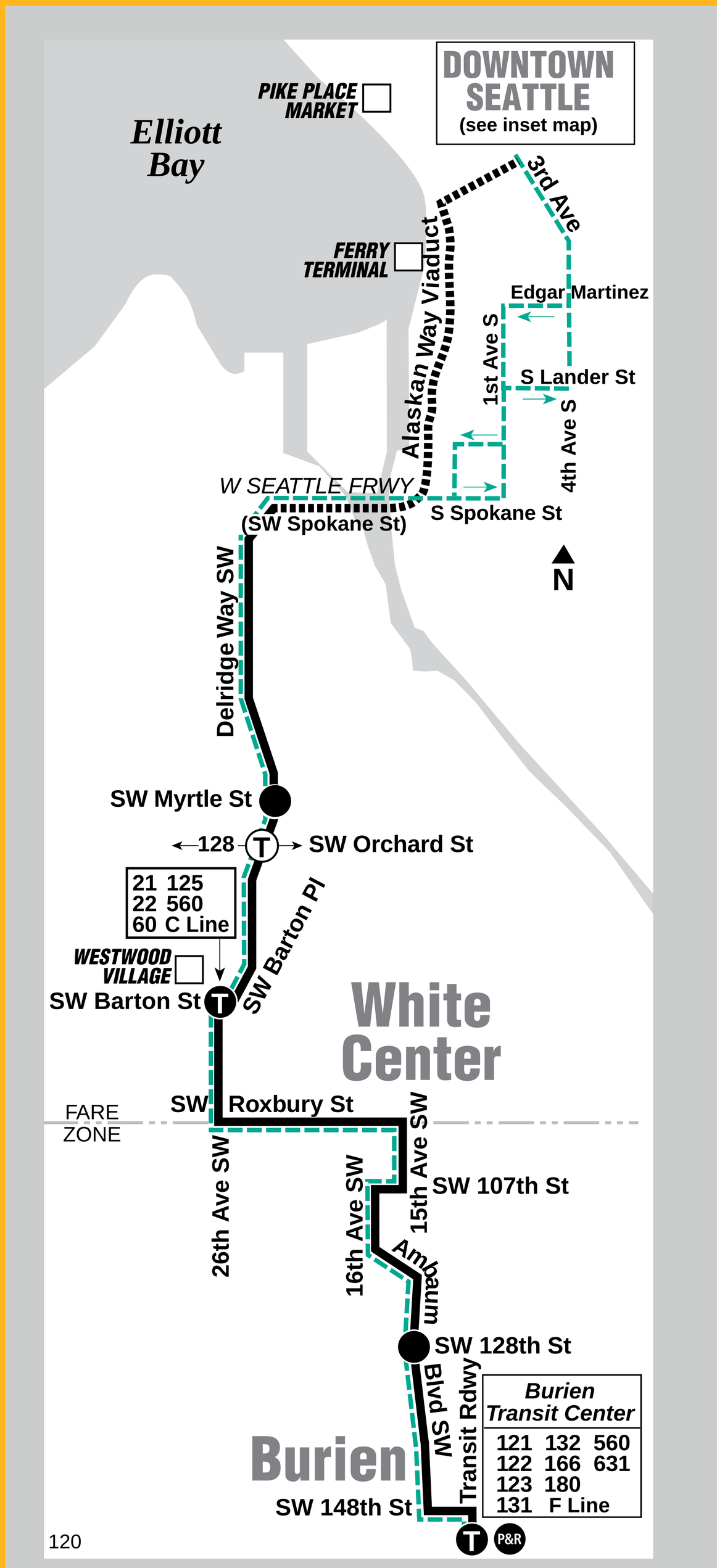
FUTURE H LINE CORRIDOR

Burien, White Center, Westwood Village, North Delridge, downtown Seattle

- About 13 miles long
- 80 bus stops
- More than 9,200 rides each weekday
- 5,600 rides on Saturdays
- 3,900 rides on Sundays

Why upgrade Route 120?

- Increase travel speeds
- Better buses and stations
- Increase weekday bus trips from 165 to about 230
- High ridership and unmet demand
- Important connections to major regional destinations



have a say

Show us what matters

What's important to you in your neighborhood?

USE THE MAP TO SHOW US…

- Landmarks
- Natural and recreation areas
- Any informal gathering or activity places or cultural centers
- Other destinations and important places you need to get to

ROUTE AND STOP OPTIONS

- How would each route alternative in White Center and/or Burien affect your business, home, destination, or neighborhood?
- What do you like about the proposed route alternatives?
- Will your bus stop be moved?
- What do you like about the proposed stop locations?
- What don't you like about them?



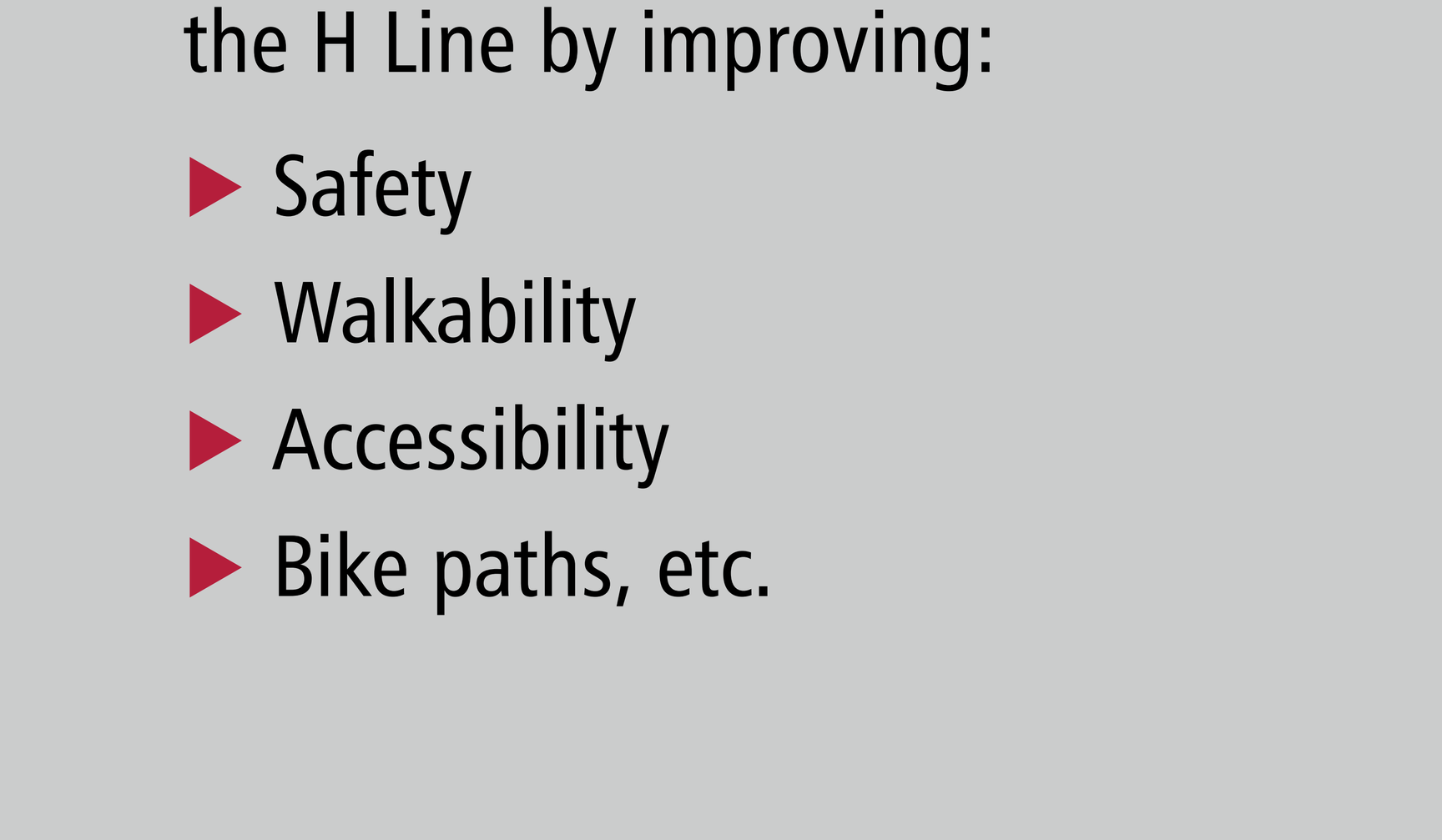


ACCESS TO TRANSIT

Getting to the H Line

Most riders walk or bike to and from Route 120. We want to make it easier to get to and from or use the H Line by improving:

- Safety
- Walkability
- Accessibility
- Bike paths, etc.









have a **say**

ACCESS TO TRANSIT

What do you think?

- What improvements would you like along Route 120?
- What would make it easier for you to use the H Line?
- Are there things that make getting to this route hard for children, youths, seniors, or people with disabilities?
- Which bus stop would you use most?
- What would make it easier for you to use that stop or get to or from it?



have a say

How to participate

- Talk to staff to learn more and share any concerns
- Tell us how we could improve access to transit
- Take our survey now or online at www.kingcounty.gov/metro/hlinesurvey
- Visit our online open house and subscribe to email updates at www.kingcounty.gov/metro/hlineinfo

Contact us

- community.relations@kingcounty.gov
- 206-477-6679

RapidRide Project Folio

have a say

As we create each new RapidRide line, Metro will consider community input before making big decisions, report back about what we heard and how we incorporated public input, and keep communities informed with briefings, public meetings, and project updates.

Our partnerships

Metro is working with cities and the public to make decisions about routing, where to put stops and stations, and how to connect service to new lines and other transit options. Today, we're working with the City of Seattle on corridor studies for several new RapidRide lines.

Learn more/sign up for project updates

www.kingcounty.gov/metro/rapidride

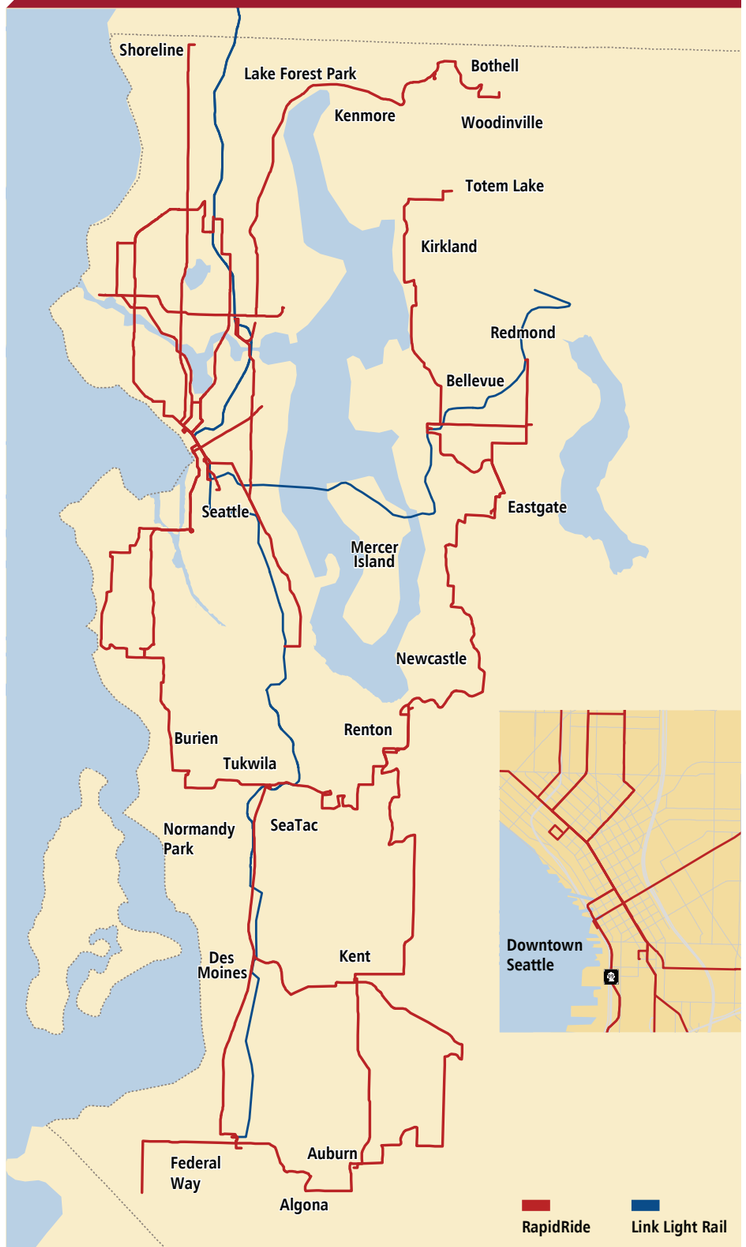
Contact us

community.relations@kingcounty.gov
206-477-6679

Alternative formats and translations available: 206-477-6679

King County METRO

Metro RapidRide Preliminary 2025 Network



Learn more/sign up for project updates
www.kingcounty.gov/metro/rapidride



King County METRO RAPIDRIDE

January 2018

RapidRide expansion

RapidRide buses come so often, you don't need a schedule. Just show up and go!

Metro is expanding RapidRide from 6 routes today to 26 routes by 2040, bringing fast, frequent, easy-to-use service to many more people.

We'll work with communities along each route so each new RapidRide line will reflect local needs and priorities and meet transportation demands.

Where do RapidRide lines go?

- Areas with high ridership and unmet demand
- Corridors that connect to major regional destinations
- Places where roadway improvements could increase travel speeds
- Places where cities and other partners are willing to help with roadway improvements, permitting, etc.

ACCESS TO TRANSIT

Getting to the bus

As new lines go in, we work with our partners to make it easier and/or safer to get to the bus. Improvements might include street crossings, curb ramps, lighting, and walking/biking paths.

TODAY

A B C D E F **6 lines**

67,000 rides every weekday

20% faster peak-hour travel

TO COME

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

13 new lines by 2025

7 more new lines by 2040

RapidRide

Frequent – Fast – Easy

STOPS AND STATIONS

We choose where to put stops with community needs in mind. Larger stops, called stations, have features like lit shelters with seating, real-time arrival signs, system maps, and ORCA readers that allow offboard payment and faster boarding through all three doors.

COMMUNITY INVOLVEMENT

We collaborate with communities and project partners for each RapidRide line to make sure the new service works well. We study the corridor and ask the public about their needs and priorities.

GETTING TO THE BUS

RapidRide projects include improvements that make it easier and safer to use and get to the bus. Communities help by showing us where to add or improve things like street crossings, curb ramps, lighting or other safety features, and walking/biking paths.

have a say

Community input helps us make the right decisions—including the new route's path and stops, plus roadway or other infrastructure improvements.

MORE SERVICE

RapidRide is faster and more reliable and runs 7 days a week. During weekday rush hours, buses come every 10 minutes or faster, and buses are actively managed by Metro's Control Center to keep them coming when you expect them. Buses come every 15 minutes or faster during the rest of the day and on weekends, and at scheduled times late at night and in the early morning.

FREQUENT, FAST, EASY

RapidRide buses get you to your destination quickly. They move more and stop less, get a boost from bus-only lanes and smart signals that keep traffic lights green or give buses a head start, and are fully equipped for easy boarding and exiting.

RapidRide FEATURES



RapidRide uses transit priority improvements to keep buses moving more and stopping less. The buses have features popular on other Metro buses—air conditioning, destination signs, security cameras and bike racks—plus free Wi-Fi, all-door boarding, and easy wheelchair restraint systems that let riders secure themselves without help.

- MORE SERVICE
- MORE TRIPS
- ADDED SECURITY
- TRANSIT PRIORITY
- IMPROVED ACCESS

RapidRide H Line
Direct Mailer

YOUR FEEDBACK MATTERS

RapidRide H Line is coming to Delridge to help improve riding transit, walking, and biking!



We've developed a NEW option

In March, you provided feedback on two options for upgrading Metro Route 120 into the RapidRide H Line and improving Delridge Way SW! We used your feedback to develop a NEW option.

Find out more and tell us what you think:

Visit **bit.ly/RapidRideH**

Meet us **Corridor wide drop-in**
hosted by King County Metro Transit with SDOT

- **January 11 – 5 to 8 PM**
  Mount View Elementary, 10811 12th Ave SW, White Center

Meet us **Seattle segment drop-in**
hosted by SDOT with Metro Transit

- **January 17 – 5 to 6:30 PM**
  Youngstown Cultural Arts Center, 4408 Delridge Way SW
- Also, meet the artists hired to create project art and share your stories about the area with them

Both locations are wheelchair accessible

Seattle Department of Transportation

The Levy to MOVE SEATTLE

King County METRO

Seattle
Department of
Transportation

Seattle Department of Transportation
P.O. Box 34996
Seattle, WA 98124-4996

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RAPIDRIDE H LINE IS COMING TO DELRIDGE!

Now is the time for you to give input on a NEW option for improving Delridge Way SW and meet the artists hired to create project art.

King County Metro seeking your input

Take their survey, which builds on input the community shared in Seattle during outreach last spring at:
kingcounty.gov/metro/hlineinfo

Stay connected
RapidRide@Seattle.gov | Sign up for email updates
seattle.gov/transportation/RapidRideExpansion.htm

Ayúdenos a mejorar el servicio de autobuses. Para obtener información llame al 206.684.5189

لصتا تامولعمللو لضفأ تاصابلا ةمدخ لعجل انتدعاسم بجري206.684.5189 :فتاهلاب

Giúp chúng tôi làm xe buýt phục vụ tốt hơn. Gọi 206.684.5189 để biết thông tin.

Nagu caawi sidii aannu adeegga baska u hagaajin laheyn. Wac 206.684.5189 warar dheeri ah

Appendix E
RapidRide Expansion Program Government Relations Framework

RAPIDRIDE 2

King County METRO Parametrix

RapidRide Expansion Program Government Relations Framework

Prepared for

King County METRO

Prepared by

Parametrix

and

Acutanza STS

September 2018

CITATION

Parametrix. September 2018.
Government Relations Framework.

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E-2 Government Agency Database

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E-4 Samples and Examples of Related Documents That May Be Used in the Development of RapidRide Lines

- Government Relations Plans
- State Environmental Policy Act Checklists
- National Environmental Policy Act Documented Categorical Exclusions (Using Federal Funds)
- Interlocal Agreements/Memoranda of Understanding/Memoranda of Agreements with Agency Partners

ACRONYMS AND ABBREVIATIONS

AASHTO	American Association of State Highway Transportation Officials
BRT	bus rapid transit
BUILD	Better Utilizing Investments to Leverage Development
CE	Categorical Exclusion
CIP	Capital Improvement Program
CMAQ	Congestion Management Air Quality
CPAU	Corridor Planning and Upgrade
DCE	Documented Categorical Exclusion
DNS	Determination of Non-Significance
EA	Environmental Assessment
EIS	Environmental Impact Statement
ETP	Eastside Transportation Partnership
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
KCC	King County Code
Metro	King County Metro
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MUTCD	Manual on Uniform Traffic Control Devices
NACTO	National Association of City Transportation Officials
NEPA	National Environmental Policy Act
PIO	Public Information Officer
PROWAG	Public Rights-of-Way Accessibility Guidelines
PSB	Performance, Strategy, and Budget
PSRC	Puget Sound Regional Council
RREP	RapidRide Expansion Program
SAM	Special Attention Meeting
SCA	Sound Cities Association
SCATBd	South County Area Transportation Board
SEPA	State Environmental Policy Act
SR	State Route

ACRONYMS AND ABBREVIATIONS (CONTINUED)

ST2	Sound Transit 2
ST3	Sound Transit 3
STIP	Statewide Transportation Improvement Plan
STP	Surface Transportation Program
TAC	Technical Advisory Committee
TCRP	Transit Capacity and Quality of Service Manual
TIB	Transportation Improvement Board
WSDOT	Washington State Department of Transportation

EXECUTIVE SUMMARY

METRO CONNECTS, King County Metro's (Metro) long-range transit plan, identified expanding the RapidRide network throughout King County. RapidRide is Metro's premier bus service and, in order to achieve the vision of fast, frequent, and reliable service identified in METRO CONNECTS, Metro will need a greater investment in speed and reliability improvements. Metro should closely coordinate with agency partners, elected officials, and jurisdictions as part of the RapidRide Expansion Program (RREP). The goals of government relations are to:

1. Effectively advance and guide crucial legislation through county and city legislative bodies.
2. Develop and secure support from partner agencies to plan and implement RapidRide lines.
3. Secure funding from project partners and grant funding sources.
4. Secure required development permits from local jurisdictions in a timely manner.

The RapidRide Expansion Program Government Relations Framework provides guidance to line leads overseeing RapidRide projects and their teams in developing and implementing corridor-specific government relations strategies. Government relations efforts are needed to support collaborative planning, development, and communication with local agency partners, elected officials, and within King County's elected leadership structure. A government relations strategy is also essential to advancing required legislation through the King County Council and the elected leadership of jurisdictional partners. This framework document defines government relations roles and responsibilities for the expansion of RapidRide throughout King County.

This document provides guidance to RapidRide line leads, working closely with the government relations and outreach staff, as they work with other agencies on corridors that traverse multiple jurisdictions. This document describes the role of government relations in the development of RapidRide corridors and provides strategies grouped around three target focus areas:

- Internal Government Relations
- External Government Relations at the Elected Level
- External Government Relations at the Technical Level

In addition to strategies associated with the development of the capital improvements to support a RapidRide corridor, this framework identifies complementary strategies associated with the restructure process of underlying and connecting local service that may accompany implementation of a new line. Historically, Metro has implemented capital improvement processes separately but in parallel with the development of local transit networks. Metro may choose to integrate these processes in the future, and the strategies included in this framework support this potential change.

The appendices in this document include sample checklists for project-related documents; other tracking resources; example documents relative to intergovernmental coordination; and a database with details on elected officials, legislative review processes, and permitting processes practiced by partner agencies for the future RapidRide lines identified for implementation in METRO CONNECTS.

The following checklist identifies the key process steps for RapidRide Government Relations.

GOVERNMENT RELATIONS CHECKLIST FOR SUCCESS

1. Road Map:

- List all Executive, external elected, and external technical staff (county and jurisdictional), as well as granting agencies, that require communication about key RapidRide programmatic updates.
- Pull together a team of people with relationships and experience to ensure communication with the right people in the right ways.
- Research officials to understand who they are and what is important to them. Know which stakeholders they listen to.
- Establish a strategy for communication and coordination with granting agencies including FTA.
- Work with appropriate staff to develop a strategy for state and federal official communication, as well as agency partner communication.

2. Timeline:

- Once you have a list of the right individuals to communicate with, develop a timeline to communicate programmatic elements (the timeline can happen first if needed).

3. Coordinate:

- Ensure effective internal coordination with appropriate staff prior to external communications. This may include staff that have relationships with those individuals, communications and messaging professionals, technical leads, and leadership.
- Schedule appropriate internal meetings to monitor progress and share information.

4. Connect:

- During meetings with elected and technical staff, provide a positive message. Be honest and forthcoming without leaning towards negativity. Connect at an individual level, and truly listen to what is important to them.
- As this can be politically tricky, ensure that Metro representatives are at once knowledgeable about the program, skilled at active listening, skilled at navigating both political and personal sensitivities, and that they practice discernment.

5. Monitor:

- Track what is important to legislators to inform a partnership strategy going forward.
- Check back in with staff at appropriate times. Ensure they are kept up to date on issues.
- Monitor local/regional processes and legislative activity, including, but not limited to: Council processes, legislative activity, grant timelines, and CIP processes.

6. Communicate:

- Ensure clear and prompt communication when updates occur. Celebrate wins at forums, committee meetings, and other meeting points.

7. Partner:

- Develop a partnership with local jurisdictions and county officials as needed, listen to what is important for safety, equity, and mobility in their community. Can Metro support with transit investments? Other forms of partnerships?
- Develop a programmatic Memorandum of Agreement/Understanding or Charter with jurisdictions with multiple projects, or multiple jurisdictions with one project, or multiple jurisdictions with multiple projects. Work with the Prosecuting Attorney's Office to ensure proper legal language is included in the agreement so that Council process is not required, if possible. If Council process is required, ensure adequate time for passage.

8. Review:

- If there is a line in the community, develop a corridor working group (there may already be one in the works) and invite them. Jointly review progress at Technical Advisory Committee. Vet progress with respective elected officials.

9. Learn:

- Team should review lessons learned at each phase of program development.

10. Apply:

- Apply lessons learned to each new phase and future lines.

1. ROLE OF GOVERNMENT RELATIONS

1.1 Purpose of the Government Relations Framework

The RapidRide Expansion Program Government Relations Framework aims to provide consistent guidance and strategies to RapidRide line leads, government relations staff, and communications and outreach staff and their teams as they work with external agencies and elected officials, and within the King County authorization process to deliver a RapidRide line. These strategies focus on securing jurisdictional support, gaining legislative approvals, concurrence and agreements for project alignments, service structure, securing project funding, and obtaining jurisdictional approvals for design and permitting.

1.2 Goals of Government Relations for the RapidRide Expansion Project

The goals of government relations for the RREP are to:

1. Effectively advance and guide crucial legislation through county and city legislative bodies.
2. Develop and secure support from partner agencies to plan and implement RapidRide lines.
3. Secure funding from project partners and grant funding sources.
4. Secure required development permits, right-of-way, and other authorizations from local jurisdictions in a timely manner.

Metro should develop goals unique to each corridor. These goals should be developed early in the process with partner agencies, combining objectives of local agencies, other transportation providers, and Metro. These objectives should resonate with the corridor users and be consistent with messaging being used by the outreach team.

1.3 Partnership Strategies

Metro should develop and employ corridor-specific strategies to achieve the government relations goals. Strategies that apply to different focus areas—internally within King County, externally for use with elected officials, and externally for use with grantor agencies and technical team members—are listed in Tables 2-1, 2-2, and 2-3. These tables note strategies within these focus areas for different project milestones as they apply to various organizations. These milestones are aligned to Metro's established capital project delivery phases (planning, preliminary design, final design, implementation, and closeout). The Representative Work Breakdown Structure for a RapidRide line developed for the RapidRide Expansion Program Framework for Planning defines these phases and the associated tasks for each phase. Figure 1-1 displays the tasks and their sequencing for which government relations efforts will be required.

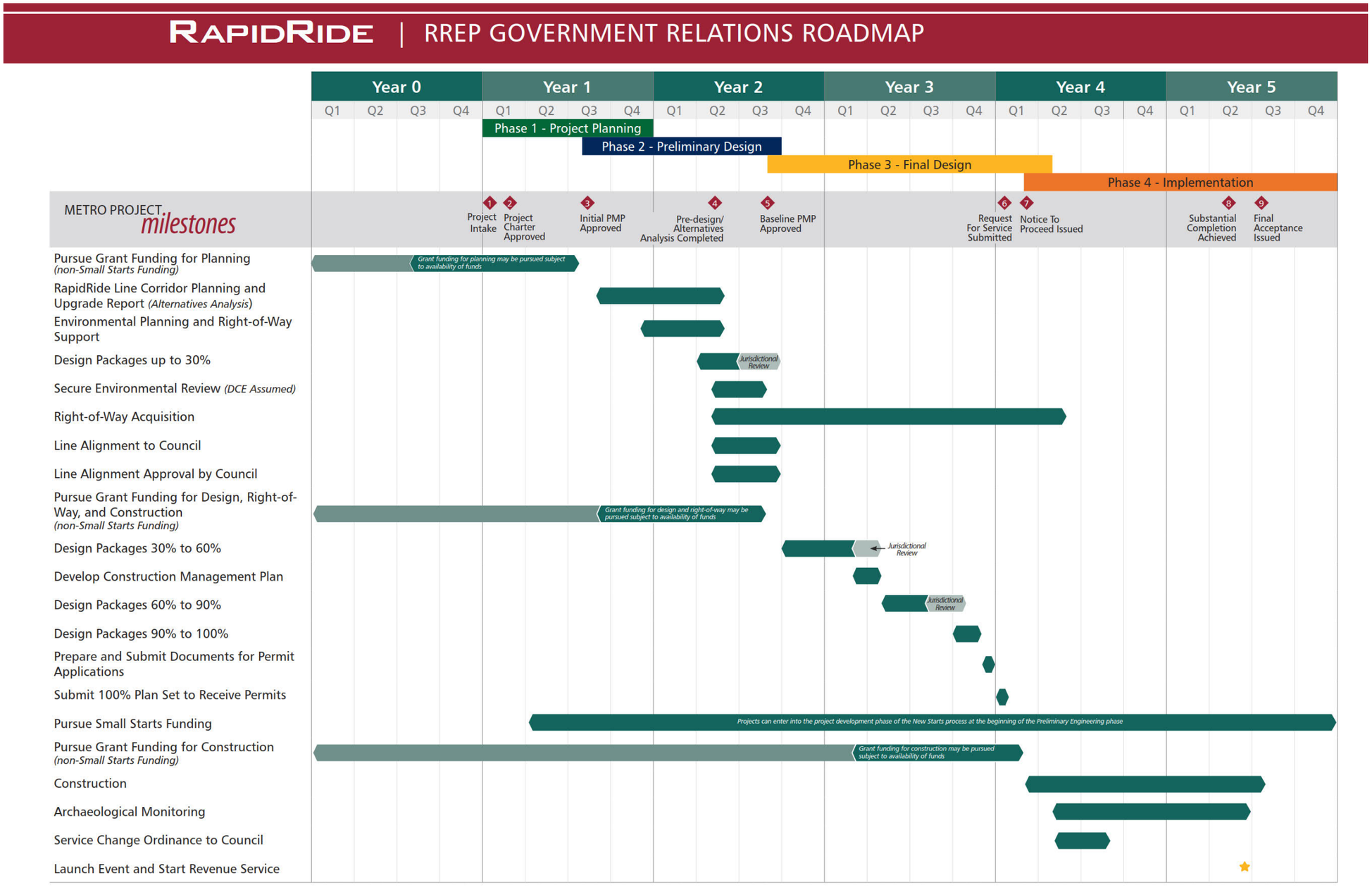


Figure 1-1. RREP Government Relations Roadmap

1.4 Roles and Responsibilities within the RapidRide Expansion Project

Early in the planning processes of each corridor, Metro will need to create a government relations strategy that defines roles and responsibilities of the team and individual team members.

For each corridor, key roles could include:

- Line Lead—The Line Lead acts as the project manager for the line and provides oversight of technical analysis, deployment of project resources, and coordination with the Program Director.
- Government Relations Lead—A RapidRide expansion Government Relations Lead will work with individual corridor line leads to support all corridors and focus on anticipating and addressing government relations issues.
- Community Relations Team Lead—Each line will have an assigned Community Relations Team Lead who will oversee and document all public outreach and communications tasks. This person will coordinate with the Government Relations and Line Leads along with local agency partner Public Information Officers (PIOs).
- King County Grant Strategist—A King County Grant Strategist is available to support each corridor and should be called upon early in the process to identify how competitive the corridor would be for grant funding from local, state, and federal sources. This Grant Strategist would take the lead in developing the strategy and working with granting agencies and line leads. This strategy would identify whether Metro or another agency should be the lead agency, and would identify key milestones for meeting grant requirements.
- Environmental Lead—Each line will include an assigned Environmental Lead who will develop an environmental strategy and coordinate environmental documentation of the line with local agencies and regulatory reviewers.
- Real Estate Lead—Each line will have an assigned Real Estate Lead to create a permitting and right-of-way strategy. This person will coordinate the many permits and right-of-way needs with local agencies along each line.

These roles are noted under key staff in Tables 2-1 through 2-3, defining where their participation and support is needed. The tables are an initial outline of government relations and are subject to change. Attachment E-1 includes descriptions and the responsibilities of the additional individuals, groups, agencies, and organizations associated with delivery of a RapidRide project.

2. GOVERNMENT RELATIONS FOCUS AREAS

This framework describes strategies for government relations in three tables as they are applied in three focus areas: Internal Government Relations, External Government Relations at the Elected Level, and External Government Relations at the Technical Level.

2.1 Internal Government Relations

The goal of the internal government relations strategies is to work within the King County decision process to gain necessary approvals on legislation for each RapidRide line. This focus area, shown in Table 2-1 involves the King County Executive, the King County Council, and the King County Council Mobility Committee. Roles and responsibilities are further described in Table E-1-2.

Table 2-1. Internal Government Relations Strategies

Milestone	Intent/ Objective	Organization	Phase	Strategies	Key Staff
Ongoing	Manage Executive and Council expectations. Keep Executive and Councilmembers informed as process is underway/in advance of work. Minimize surprises to Executive and Councilmembers as work progresses. Identify and communicate critical restructure implications early.	• King County Executive • King County Council • Mobility Committee	• All	• Line leads should coordinate with RapidRide Government Relations, Community Relations, Environmental, and Real Estate Leads and the Grant Strategist to create a strategy and implementation plan for all government relations activities associated with a line. • Consult with the Executive Cabinet via a Special Attention Meeting (SAM) to secure Executive direction on items that require special attention or for which an additional "heads-up" is needed for significant issues. • Provide periodic updates to the King County Executive's office via a SAM (cadence should be developed with consultation from RapidRide program manager and Metro's General Manager's office). • Request a SAM with the King County Executive for items that are time sensitive and/or potentially controversial. (Note: Project managers cannot request a SAM with the King County Executive directly. This process requires departmental approval and must be approved by the General Manager's office prior to transmittal. Metro should review items through the Executive Cabinet SAM prior to a SAM with the King County Executive.) • If necessary, meet with council staff from affected districts to address "hot" issues. • Establish regular meetings between the Government Relations Lead and Line Lead to keep the Government Relations Lead informed of project activities and "hot" issues as they arise. • Identify and communicate critical restructure implications as soon as possible early in the planning process to set the stage for an informed service change process and support a coordinated response to constituents among internal and external staff and elected officials.	Government Relations Lead Line Lead
Approve legislation for RapidRide alignment and stations	Meet mandatory requirements for alignment per ordinance. Confirm work associated with CPAU/30% design. Meet requirements to obtain funding approval from FTA*.	• King County Council • Mobility Committee • King County Executive	• Preliminary Design	• Coordinate timing of selection and approval of preferred alignment with development of Small Starts grant proposal submission requirement and timeline (and on all possible grants). • Develop a strategy for informing council staff from affected districts of project progress—seek input and buy-in early in the process on topics that may include preliminary alignment concepts, evaluation criteria, access to transit, etc. Use one-on-one meetings with council staff when they would be more effective. • Inform Councilmembers of relevant issues, conflicts, and resolution during development of the Corridor Performance and Upgrade (CPAU) report through meetings with council staff or one-on-one meetings (with council staff and/or Councilmembers). • As needed, provide strategic updates to council staff through meetings (Interbranch or other group or one-on-one meetings) and regular emails/communication with council staff. • Engage councilmembers/council staff from affected districts strategically, and only as needed in one-on-one meetings and invite council central staff as a courtesy. • Alert analyst from Performance, Strategy, and Budget (PSB) before transmittal to the King County Executive's office to anticipate any PSB issues/questions; a formal transmittal process may not provide enough time for staff to address PSB-identified issues. • Consult with the Executive Cabinet via a SAM to secure Executive direction on items that require special attention or for which an additional "heads-up" is needed for significant issues. • Provide periodic updates to the King County Executive's office via a SAM (cadence should be developed with consultation from RapidRide program manager and Metro's General Manager's office). • Request a SAM with the King County Executive for items that are time-sensitive and/or potentially controversial. (Note: Project managers cannot request a SAM with the King County Executive directly. This process requires departmental approval and must be approved by the General Manager's office prior to transmittal. Metro should review items through the Executive Cabinet SAM prior to a SAM with the King County Executive.) • Coordinate with the King County Executive's office to prepare materials associated with formal legislative transmittals with sufficient time for required reviews.	Government Relations Lead Line Lead

Table 2-1. Internal Government Relations Strategies (continued)

Milestone	Intent/ Objective	Organization	Phase	Strategies	Key Staff
Approve service change	Meet mandatory requirements per ordinance (assuming thresholds are met). Finalize the service network around the new RapidRide line.	• King County Council • Mobility Committee • King County Executive	• Preliminary Design • Final Design • Implementation	• Inform council staff from affected districts of activities during restructure process—seek input and buy-in early in the process on route revisions and elimination of routes. Use one-on-one meetings with council staff when they would be more effective. • Ensure Councilmembers are aware of issues, conflicts, and resolution during the restructure process through meetings with council staff or one-on-one meetings (with council staff and/or Councilmembers). • Provide updates to council staff through meetings (Interbranch, other group or one-on-one meetings) and regular emails/communication with council staff. • Engage councilmembers/council staff in affected districts in one-on-one meetings as needed. Invite council central staff to those meetings as a courtesy. • Alert analyst from PSB before transmittal to King County Executive's office to anticipate any PSB issues/questions; a formal transmittal process may not provide enough time for staff to address PSB-identified issues. • Consult with the Executive Cabinet via a SAM to secure Executive direction on items that require special attention or for which an additional "heads-up" is needed for significant issues. • Provide periodic updates to the King County Executive's office via a SAM (cadence should be developed with consultation from RapidRide program manager and Metro's General Manager's office). • Request a SAM with the King County Executive for items that are time-sensitive and/or potentially controversial. (Note: Project managers cannot request a SAM with the King County Executive directly. This process requires departmental approval and must be approved by the General Manager's office prior to transmittal. Metro should review items through the Executive Cabinet SAM prior to a SAM with the King County Executive.) • Coordinate with the King County Executive's office to prepare materials associated with formal legislative transmittals, including sufficient time for required reviews. • Work with community relations staff to coordinate interactions with third-party stakeholders as part of the service change process.	Government Relations Lead Line Lead
Service launch	Acknowledge and celebrate new RapidRide service	• King County Executive • King County Council	• Implementation	• Connect Executive staff and council staff with outreach/communications team to plan for event (development of presentations/speeches, and invitee lists, etc.) • Hold one-on-one meetings with councilmembers from affected districts to plan for event (as needed). • Report back to King County elected leaders and staff on performance of RapidRide line throughout first year after implementation.	Community Relations Team Lead

*Funding approval from FTA requires additional steps including, but not limited to, National Environmental Policy Act (NEPA) documentation and an assessment of grant readiness.

For each RapidRide line, the King County Council will approve the alignment, station locations, and, in many cases, service changes. In accordance with King County Code (KCC), Metro's General Manager has the authority to administratively approve service changes that fall below identified thresholds. According to KCC 28.94.020, changes to regular routes shall be subject to approval by the King County Council when meeting these thresholds:

a. Any single change or cumulative changes in a service schedule that affect the established weekly service hours for a route by twenty-five percent or more.

b. Any change in route location that does move the location of any route stop by more than one-half mile.

c. Any changes in route numbers.

Service changes that require Council approval occur twice a year—in the spring and the fall for implementation the following fall and spring, respectively.

While the Executive has broad authority to enter into agreements on behalf of the county, for many aspects of RapidRide project delivery the King County Council must act to authorize the Executive to enter into agreements on behalf of Metro. The Council also can, as needed, enter into interlocal agreements with local jurisdictions and transportation agency partners for partnerships and coordination during implementation of RapidRide corridors. Interlocal agreements with individual agency partners may support agreements on a variety of topics including route alignment, cost sharing for investments, and facilitation of permitting, construction, or right-of-way use.

A representative timeline for approval of King County Council legislation is shown in Figure 2-1.

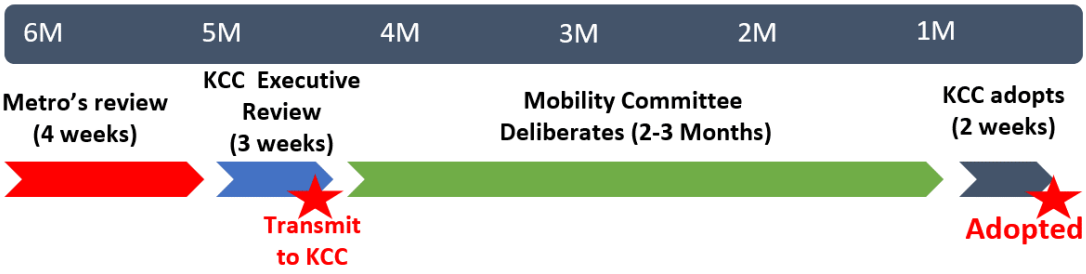


Figure 2-1. Six-Month King County Review and Approval Process

2.2 External Government Relations

Metro will need to coordinate with outside agencies, including cities, tribes, funding/grant agencies and transportation providers, in the development of RapidRide lines. Coordination with these agencies will focus on the goals identified in 1.2.

As described in the King County Metro Transit Speed and Reliability Guidelines and Strategies, engaging early with local agencies will help identify opportunities for mutual benefit and partnership (see Figure 2-2).

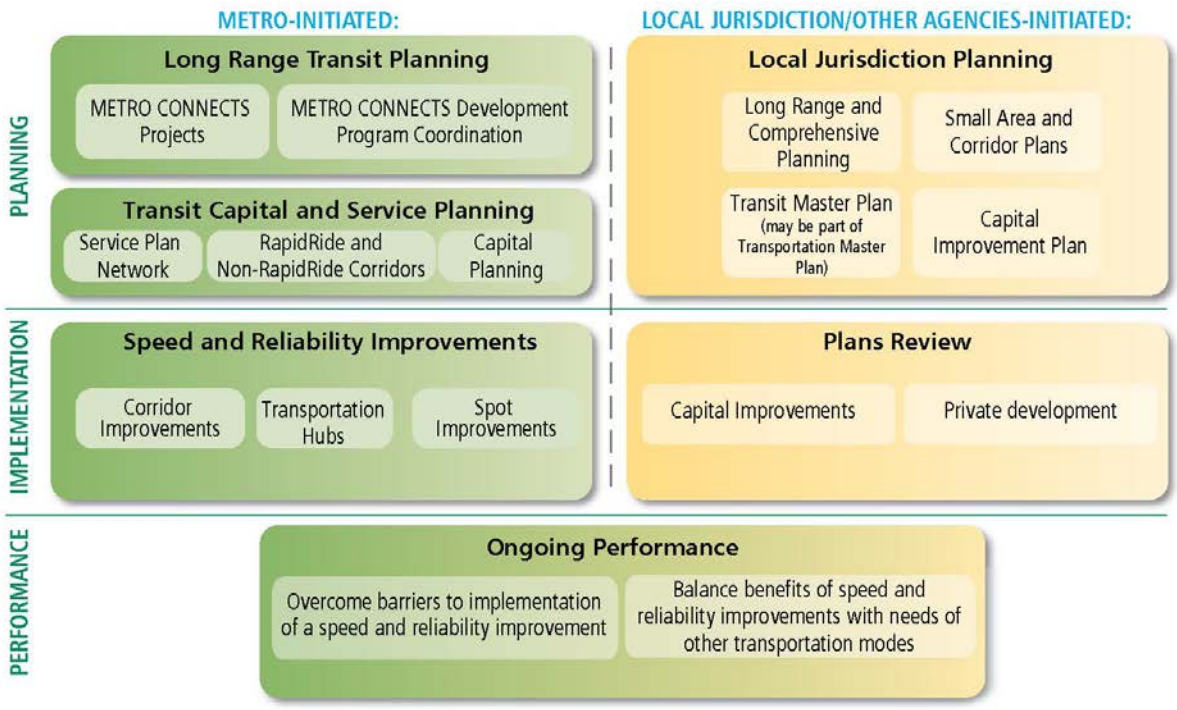


Figure 2-2. Partnership Opportunities
(Source: King County Metro Transit Speed and Reliability Guidelines and Strategies**)**

Attachment E-2 includes a profile of each agency along the corridors. This database shows the structure of the government and elected officials; lead technical staff; planning, permitting, and design resources; and the Council's decision process for each agency.

2.3 External Government Relations at the Elected Level

The goals of external government relations at the elected level are to gain support for development of a line and agreement for actions needed to support RapidRide in local communities. These actions could include the approval of project funding or development permits needed for construction of capital investments. This focus area, shown in Table 2-2, involves the city councils, tribal councils, and elected members of agency boards, such as Sound Transit. Each local agency, city, or tribe along a corridor will be involved in RapidRide development at various levels. For most tasks, government relations staff would lead coordination and outreach to elected officials. Roles and responsibilities of organizations and agencies are further described in Table E-1-2.

Table 2-2. External Government Relations—Elected Level Strategies

Milestone	Intent/ Objective	Organization	Phase	Deliverable / Agreement Mechanism	Strategies	Key Staff
Ongoing	Manage expectations of elected officials. Keep elected officials informed as process is underway/in advance of work. Minimize surprises to elected officials as work progresses.	• Affected cities and tribes • Transportation providers (Sound Transit, the Washington State Department of Transportation [WSDOT], Community Transit, Pierce Transit)	• All		• Identify staff contact(s) for council/elected officials at each city or agency with whom to coordinate all government relations activities • Develop strategies for informing elected officials from affected cities and districts (including appropriate King County Councilmembers)—with one-on-one meetings and briefings as needed for strategic project updates and updates on "hot" issues as they arise. If King County Council offices cannot attend, update council staff so offices are aware of ongoing conversations with jurisdictions in their districts. • Develop strategies and briefings coordinated by the Government Relations Lead and Line Lead comprising council/elected officials and technical staff at each city or agency—meet regularly and as needed to address "hot" issues as they arise. • Engage the elected officials associated with transportation providers as needed, except when Metro service overlaps with theirs (e.g., Sound Transit integration). When service overlaps, engage them directly via strategies above. • Develop a Memorandum of Understanding (MOU)/Memorandum of Agreement (MOA)/Partnering Agreement with each city or agency. The purpose of this document is to identify support for the project and a commitment to work in good faith, as well as provide direction to technical staff. This document will serve to address city-specific issues or concerns associated with corridor development. It will identify commitments from Metro and the partner city or agency as well as detail the project elements for which partner input and approval will be sought. The document should include an attachment that details the procedures and timelines each agency will adhere to through project development, such as meeting schedules or document review periods. • Promote development of a charter through the technical advisory group that outlines a commitment to work in good faith. This document will serve to address shared objectives and any corridor-specific issues or concerns. It will identify requirements for all participants, as well as issues such as meeting schedules or communications protocols.	Government Relations Lead Line Lead
Securing funding	Coordinate effectively with federal, state delegation, and city councils.	• State representatives and senators • U.S. Congressional representatives and senators • Affected cities and tribes	• All	Letter(s) of Support.	• Communicate with elected officials during development of transportation funding packages (regional, state and/or federal). • Develop marketing materials to present to federal and state delegations (either in one-on-one meetings or by bringing technical staff into the corridor-specific work groups if integration is part of the corridor—e.g., East Link). • Coordinate with elected officials and staff for council/elected officials from affected cities and districts to provide them with sufficient materials and knowledge to lobby state and federal representatives for funding. • Meet with delegates' staff to provide updates on project details. • Coordinate with Government Relations Lead and keep informed of processes and progress.	Line Lead King County Grant Strategist
Develop shared project objectives with project partners (part of CPAU process)	Set the base for planning and design work along the RapidRide line—helps to gain city support for the CPAU process and environmental review.	• Affected cities and tribes • Transportation providers (Sound Transit, WSDOT, Community Transit, Pierce Transit)	• Project Planning • Preliminary Design	MOUs/MOAs/Partnering Agreements with Cities and Agencies. Charter with elected officials.	• Present at city council and council committee/commission meetings to solicit feedback regarding desired project objectives and possible financial scenarios (coordinate with technical staff to present information in city-specific context). • Hold one-on-one city council/city manager meetings as needed to discuss specific issues. • Solicit input from corridor-specific, elected officials to identify issues of primary importance, shared interests, and areas of potential conflict. Use briefings with council study sessions or one-on-one meetings with council staff when this would be more effective.	Government Relations Lead Line Lead
Approval of the alignment	Keep elected officials informed of the alignment. Gain desired outcome that cities support the alignment. Set the base for planning and design work along the RapidRide line—helps to gain city support/consensus for the CPAU process and environmental review.	• Affected cities and tribes • Transportation providers (Sound Transit, WSDOT, Community Transit, Pierce Transit)	• Preliminary Design	Council Resolution Letter of support—could be provided by cities, and or agencies.	• Inform council-elected officials of project progress—seek input and buy-in early in the process on topics such as preliminary alignment concepts, evaluation criteria, access to transit, etc. Use one-on-one meetings when they would be more effective. • Ensure elected officials are aware of issues, conflicts, and resolution during CPAU process through one-on-one meetings. • Meet regularly with staff group to provide project updates and solicit feedback. • Present project updates to city council and council committee/commission meetings—coordinate with technical staff to present information in city-specific context. • Hold one-on-one city council/city manager meetings as needed to discuss specific issues.	Government Relations Lead Line Lead
Right-of-way acquisition support	Ask city or agency to consider exercising their eminent domain authority for right-of-way acquisition should King County negotiations fail.	• Affected cities and tribes • Transportation providers (Sound Transit, WSDOT, Community Transit, Pierce Transit)	• Preliminary Design • Final Design	MOUs/MOAs/Partnering Agreements with cities and agencies.	• Ask city/agency to consider exercising eminent domain authority and memorializing it in MOU/MOA/Partnering Agreement. • Coordinate with Government Relations Lead and keep informed of timeline and progress.	Government Relations Lead Line Lead Real Estate Lead

Table 2-2. External Government Relations—Elected Level Strategies (continued)

Milestone	Intent/ Objective	Organization	Phase	Deliverable / Agreement Mechanism	Strategies	Key Staff
Approve service change	Keep elected officials informed of major service changes. Gain desired outcome that cities and other transportation providers support service change.	• Affected cities and tribes • Transportation providers (Sound Transit, WSDOT, Community Transit, Pierce Transit)	• Preliminary Design • Final Design	Letter of Support.	• Meet as needed with council-elected officials to provide project updates and solicit feedback. Use one-on-one meetings when they would be more effective. • Present project updates to city council and council committee/commission meetings—coordinate with technical staff to present information in city-specific context. • Hold one-on-one city council/city manager meetings as needed to discuss specific issues.	Government Relations Lead Line Lead
Service launch	Acknowledge and celebrate new RapidRide service.	• Affected cities and tribes • Boards and staff from granting organizations • Transportation providers (Sound Transit, WSDOT, Community Transit, Pierce Transit) • State representatives/senators • U.S. Congressional representatives and senators	• Implementation		• Connect city council/PIO/city council staff to county outreach team for presentations/speeches and development of invitee lists. • Send information via outreach newsletter and Technical Advisory Committee (TAC) newsletter. • Inform stakeholders/partners/interest groups. • Report back to elected officials of partner jurisdictions on performance of RapidRide line throughout first year after implementation.	Community Relations Team Lead

2.4 External Government Relations at the Technical Level

The goal of the external government relations strategies at the technical level is to work collaboratively with technical staff to facilitate discussions around technical issues (including design, permitting, operations, funding, and land use) and coordinate on communication to elected leaders and decision-makers representing partner jurisdictions. This focus area, shown in Table 2-3, involves the technical staff at local agencies, cities, tribes, and other transportation providers (such as Sound Transit). Roles and responsibilities of organizations and agencies are further described in Table E-1-2.

Table 2-3. External Government Relations—Technical Level Strategies

Milestone	Intent/ Objective	Organization	Phase	Deliverable / Agreement Mechanism	Strategies	Key Staff
Ongoing	Keep technical staff at partner agencies informed of project schedule so they know what is coming, and can allocate resources.	• Staff from affected cities and tribes • Staff from transportation providers (Sound Transit, WSDOT, Community Transit, Pierce Transit)	• All		• Develop a technical group led by the Line Lead and composed of technical staff at each city or agency—meet regularly and as needed to work through corridor-wide technical issues, address "hot" issues as they arise and coordinate with elected officials and staff as needed. • Line Lead should provide regular updates on this group's work to the Government Relations Lead, to prepare for any issues that may arise. • Prepare an attachment to the MOU/MOA/Partnering Agreement for each city or agency that details the procedures and timelines each agency will adhere to through project development, such as meeting schedules or document review periods.	Line Lead
Develop grant strategies with project partners	Coordinate early in the development of grant applications with agency partners to increase chances of successful awards.	• Staff from grant agencies/administrators such as the Federal Transit Administration (FTA), Puget Sound Regional Council (PSRC), Transportation Improvement Board (TIB), WSDOT • Staff from affected cities and tribes, including technical staff and grant writing staff • Staff from partner transportation providers (Sound Transit, WSDOT, Community Transit, Pierce Transit)	• Project Planning	Attachment to MOUs/MOAs/ Partnering Agreements with cities and agencies.	• Ensure that identified capital improvements are included in Metro's and partners' Capital Improvement Program (CIP) and necessary local match is identified. • Meet with staff from grantor agencies, cities, and agencies to develop grant strategies as needed—topics could include timelines for submittal, identifying lead agency, identifying resources from each party (grant matches), ensuring consistency with local and regional plans (near- and long-term), and identifying other potential partners. • Participate in the development of transportation funding packages (state or federal).	Line Lead King County Grant Strategist
Develop shared project objectives with project partners (part of CPAU process)	Set the base for planning and design work along the RapidRide line to gain city support/consensus for the CPAU process and environmental review.	• Staff from affected cities and tribes • Staff from transportation providers (Sound Transit, WSDOT, Community Transit, Pierce Transit)	• Project Planning	Attachment to MOUs/MOAs/ Partnering Agreements with cities and agencies.	• Solicit input from technical advisory group and/or individual city/agency staff to identify issues of primary importance, shared interests, and areas of potential conflict. • Review city/agency plans (land use, transportation, CIP) for consistency with project. • Present at city council and council committee/commission meetings to solicit feedback regarding desired project objectives (coordinate with technical and government relations staff to present information in city-specific context).	Line Lead
Approve service change	Keep technical staff informed of major service changes. Gain desired outcome that cities and other transportation providers support service change.	• Staff from affected cities and tribes • Staff from transportation providers (Sound Transit, WSDOT, Community Transit, Pierce Transit)	• Preliminary Design • Final Design	Recommendation from technical staff to their respective elected officials and/or the technical group to elected officials.	• Meet regularly with technical advisory group to provide project updates and solicit feedback. • Present project updates to city council and council committee/commission meetings—coordinate with technical staff to present information in city-specific context.	Line Lead
Prepare and submit grant applications	Define a grant lead who will coordinate all activities associated with development of grant applications. Solicit grant materials from all partners (data, letters of support, etc.) to lead agency in a timely manner. Complete and submit grant applications in a timely manner.	• Staff from affected cities and tribes • Staff from transportation providers (Sound Transit, WSDOT, Community Transit, Pierce Transit) • Grantor agencies	• Preliminary Design • Final Design	Completed grant applications. Applicable grant application materials.	• Ensure lead agency is aware of deadlines, submittal requirements, and needed materials. Also ensure the lead agency communicates with grant partners to receive materials in a timely manner. • Provide sufficient time for grant partners to review applications for accuracy and consistency. • Ensure all grant partners are familiar with application intent and message and materials needed to complete the application(s).	Line Lead King County Grant Strategist
Develop preferred alignment	Keep city staff informed of the alignment. Support technical staff with information and data in working with their elected officials. Work towards desired outcome of city's support for the alignment. Set the base for planning and design work along the RapidRide line. This helps to gain city support/consensus for the CPAU process and environmental review.	• Staff from affected cities and tribes • Staff from transportation providers (Sound Transit, WSDOT, Community Transit, Pierce Transit)	• Preliminary Design	Recommendation from technical staff to their respective elected officials and/or the technical group to elected officials.	• Inform technical advisory group and/or individual city/agency staff of project progress—seek input and concurrence early in the process on topics such as preliminary alignment concepts, evaluation criteria, access to transit, etc. • Review city/agency plans (land use, transportation, CIP) for consistency with project. • Ensure staff are aware of issues, conflicts, and resolution during CPAU process through technical advisory group or one-on-one meetings. • Present project updates to city council and council committee/commission meetings (coordinate with technical and government relations staff to present information in city-specific context).	Line Lead Environmental Lead

Table 2-3. External Government Relations—Technical Level Strategies (continued)

Milestone	Intent/ Objective	Organization	Phase	Deliverable / Agreement Mechanism	Strategies	Key Staff
Jurisdictional review of 30/60/90% design	Keep cities informed of the design progression and address issues and conflicts early. This is intended to streamline the permit submittal and review process. Provide cities with sufficient information to extract right-of-way dedications or improvements from development or prevent private improvements that could interfere with line development. Coordinate and promote consistency with other local agency capital projects and reduce/minimize conflicts with transportation improvements, utility work, etc.	• Staff from affected cities and tribes • Staff from transportation providers (Sound Transit, WSDOT, Community Transit, Pierce Transit)	• Preliminary Design • Final Design	Attachment to MOUs/MOAs/ Partnering Agreements with cities and agencies.	• Establish a process with cities to provide early review of design plans, as some cities are reluctant to perform reviews until late in the design process or with formal permit submittals; ensure they are aware of the importance of review during each phase of design. • Engage cities in early review of design plans by providing plans at the end of each design phase and allowing sufficient time for review. • Notify cities of the project schedule so they know when to expect plans and can set aside review time. • Inquire about required permits for improvements and, if needed and possible, develop unique permitting processes to streamline reviews. • Discuss city requirements for right-of-way dedications and/or development of capital improvements for private development and identify anticipated developments along the project corridor which may be required to install improvements. • Incorporate planned city/agency improvements into project design drawings and project specifications or prepare designs that will not interfere with future city/agency improvements.	Line Lead Real Estate Lead Environmental Lead
Environmental review	Secure environmental clearances in a timely manner to allow for completion of design, acquisitions, and construction of improvements.	• Staff from FTA • Staff from affected cities and tribes • Staff from transportation providers (Sound Transit, WSDOT, Community Transit, Pierce Transit)	• Preliminary Design	Attachment to MOUs/MOAs/ Partnering Agreements with cities and agencies.	• Discuss environmental review process with technical advisory group during development of CPAU to identify lead agency, level of review and analysis, and review requirements for non-lead agency participants.	Line Lead Environmental Lead
Right-of-way acquisition support	Provide cities with sufficient information to extract dedications or improvements from development/prevent private improvements that could interfere with line development. Ensure consistency with other capital projects and reduce/minimize conflicts with transportation improvements, utility work, etc.	• Staff from affected cities and tribes • Staff from transportation providers (Sound Transit, WSDOT, Community Transit, Pierce Transit)	• Preliminary Design • Final Design	Attachment to MOUs/MOAs/ Partnering Agreements with cities and agencies.	• Discuss city requirements for right-of-way dedications and/or development of capital improvements for private development and identify anticipated developments along the project corridor that may be required to install improvements. • Identify city capital projects along the corridor and incorporate planned city/agency improvements into project design drawings and project specifications or prepare designs that will not interfere with future city/agency improvements.	Line Lead Real Estate Lead
Review applications and approve permits	Secure required permits in a timely manner to allow for construction of improvements.	• Staff from affected cities and tribes • Staff from transportation providers (Sound Transit, WSDOT, Community Transit, Pierce Transit)	• Final Design	Attachment to MOUs/MOAs/ Partnering Agreements with cities and agencies.	• Notify cities of the project schedule. • Implement project-specific permitting processes, if developed, in order to streamline review. • Meet with plans and permit reviewers as needed to resolve conflicts and/or respond to questions in a timely manner. • Meet with jurisdiction and/or agency technical staff as needed to support development of capital improvements by planned service launch.	Line Lead Real Estate Lead
Service launch	Acknowledge and celebrate new RapidRide service.	• Staff from agencies that awarded grants • Staff from FTA • Staff from affected cities and tribes • Staff from partner transportation providers (Sound Transit, WSDOT, Community Transit, Pierce Transit)	• Implementation		• Connect with city/agency staff to coordinate logistics (location, event needs, etc.). • Report back to jurisdictional staff on performance of RapidRide line throughout first year after implementation.	Community Relations Team Lead

3. ADDITIONAL RESOURCES

3.1 Additional Guidelines

In addition to the focus group strategies described in Tables 2-1, 2-2, and 2-3, the following guidelines should be followed when engaging in internal and external government relations.

- **Be strategic about when to engage partners in groups or individually**—Metro should use opportunities such as council meetings or technical advisory groups to develop a shared vision for the goals of the partnership among all participating jurisdictions. However, when discussing the details of a partnership with an agency, it may be more productive to engage in one-on-one conversations with technical staff and elected officials.
- **Maintain clear and consistent communication**—Metro should communicate regularly with partners (both staff and elected officials). Developing a plan for a systematic approach to communication will help ensure project success. Community relations team members can help clarify and codify objectives as part of project messaging.
- **Nurture champions and advocates among partners and elected leaders**—Metro should encourage and support participation by local agency-elected officials. As elected officials see objectives being met with mutual benefits, they may offer support for the project, including advocating for grants or other funding.
- **Create ownership opportunities and/or opportunities for early involvement for elected officials**—Metro should promote and foster ownership by agency jurisdictional partners. This can help create champions and advocates among elected leaders. Ownership can be demonstrated in a variety of ways, such as supporting King County Councilmembers at neighborhood meetings to present the corridor.
- **Anticipate schedule pressures**—Partnership negotiations, including interlocal agreements, can be complicated and often take longer than anticipated. Metro should anticipate these tasks, as it can take 6 to 9 months for legislation to be developed, reviewed, referred, delivered upon, and adopted by King County. Local agencies may also have their own review and adoption processes that can impact schedule.
- **Define a process for resolving disputes—** Metro should establish processes for resolving disputes to minimize the impact on budget and schedule. If needed, a dispute resolution process should be designed to elevate the discussion to those with greater authority and between parties of parity.
- **Identify and address constraints**—Within each corridor there may be constraints that affect development of a RapidRide line. Line leads and their teams should identify them early and develop strategies to address them and streamline delivery. Metro should also work with staff at partner agencies to develop a strategy for communicating these constraints to the elected leaders of all affected agencies.
- **Identify potential opportunities**—As with constraints, line leads and their teams should identify opportunities that can improve successful delivery of RapidRide lines. These opportunities can include capital improvements or local development that could incorporate and enhance transit speed and reliability improvements. Metro should work with staff at partner agencies to develop a strategy for communicating these opportunities to the elected leaders of all effected agencies. Involving elected officials in opportunities early could also help develop them as project champions.

3.2 Appendices and Resources

Attachment E-1 provides two tables for reference. Table E-1-1 provides a summary of relevant policy and informational documents. Table E-1-2 summarizes each level of governance and their role and responsibility in developing RapidRide and provides definitions of each group discussed in the tables.

Attachment E-2 provides a database of agencies as a reference resource for RapidRide teams. It provides a summary of current elected officials from the agencies along RapidRide corridors, including the State Legislature, Federal Congressional Delegation, King County Council, and other transportation providers. Attachment E-2 includes a list of staff resources at those agencies and permitting resources, as well as a summary of the agency decision-making process. The attachment information is subject to revisions as staff and elected officials change.

Attachment E-3 provides sample checklists, grant opportunities and SEPA/NEPA strategy as a resource to RapidRide teams.

Attachment E-4 provides other samples of RapidRide-related products, such as interlocal agreements and grant applications, as a resource for the RapidRide team. These materials are examples of past documents used as part of project development. Updated examples may be developed as RapidRide lines are developed.

Attachment E-1
Reference Document, Resource Lists, Definitions, and Responsibilities

Table E-1-1. Relevant Policy and Informational Documents

Document Title	Source/Author	Relevance
Metro and King County		
METRO CONNECTS	Metro	Long-Range Public Transportation Plan. Includes policies, emerging trends and future transit plans including RapidRide.
King County Metro Speed and Reliability Guidelines and Strategy	Metro	"Toolbox" identifying capital investments to improve transit performance and guide to partnering.
Metro Service Guidelines	Metro	Service development and performance evaluation guidelines.
Metro Strategic Plan for Public Transportation	Metro	Includes objectives, goals, and policies for Metro including the service the agency provides and the operations as an organization.
Equity and Social Justice Strategic Plan	King County	Includes King County's vision and strategies for addressing historic inequities.
State Agencies		
Environmental Procedures	WSDOT	Environmental procedures for projects impacting state systems.
Statewide System Plans	WSDOT	System plans describing goals and policies for transportation systems as well as investment strategies and system designations. WSDOT has develop system plans for Freight Rail, Ferries, Transit/Public Transportation, Human Services, Bicycles and Walkways and an overarching Transportation Plan.
Statewide Transportation Improvement Plan (STIP)	WSDOT	Document that includes all federally-funded projects in the state required by the Federal Transportation Authorization Act.
Connecting Washington	State Legislature	Funded improvements.
Cities and Tribes		
Comprehensive Plans	Local Agency	Guidance on land use and transportation policies and priorities for services, density, and investments.
Zoning Codes	Local Agency	Regulation on land uses.
Capital/Transportation Improvement Plan	Local Agency	An adopted short- or long-range investment strategy of planned and programmed infrastructure investments.
Transit Plans	Local Agency	City-specific vision for transit service and infrastructure.
City Design Standards	Local Agency	City-specific standards that apply to infrastructure within each local jurisdiction. These may reference other universal standards.
State Environmental Policy Act (SEPA)	Local Agency	Local jurisdictions may serve as SEPA lead agencies and as such oversee environmental review and documentation.
Other		
Permitting Guidance or Manuals	Local Agency	Local jurisdictions or state agencies manage the public right-of-Way, including oversight of construction and utilities and use of the right-of-way through permitting processes.
Other Transit Providers		
Service Guidelines	Transit Agency	Transit agencies provide service guidelines and performance evaluation guidelines.
Route and Service Information	Transit Agencies	Route maps and schedules.
Long Range Public Transportation Plans	Transit Agencies	Most transit providers in Puget Sound have developed long-range plans that include policies and system plans. Sound Transit, Community Transit, Pierce Transit, Everett Transit, and Washington State Ferries have completed or are completing long-range plans.

Other resources that may guide development of RapidRide lines include the most recent versions of reference documents from federal and Washington state agencies such as:

- Environmental Manual (WSDOT)
- Local Agency Guidelines Manual (WSDOT)
- American Association of State Highway Transportation Officials (AASHTO) - A Policy on Geometric Design of Streets and Highways
- National Association of City Transportation Officials (NACTO) – Urban Street Design Guide
- Manual on Uniform Traffic Control Devices (MUTCD)
- Public Rights-of-Way Accessibility Guidelines (PROWAG)
- ADA Standards for Accessible Design
- Transit Capacity and Quality of Service Manual (TCRP)
- Highway Capacity Manual
- FTA Final Interim Policy Guidance Capital Investment Grant Program
- Federal Highway Administration (FHWA) Traffic Analysis Toolbox
- Highway Safety Manual

Table E-1-2. Description of Governance Organizations

Resource	RapidRide Responsibility	Description
King County Executive	Submit legislation related to the RREP to the Executive for transmittal to the King County Council.	The King County Executive is the highest elected official representing the government of King County.
SAM	Ensure Executive and/or Executive staff has opportunity to understand key issues facing the RREP.	Regular opportunity to receive direction from the Executive and/or Executive Cabinet. Metro has a monthly SAM set with the Executive Cabinet for this purpose.
King County Council	Approve and adopt alignment and station locations, service change legislation, and interlocal agreements. Oversee some service change decisions and provide budget authority.	Nine Councilmembers representing nine council districts of King County.
Mobility Committee	Review and comment on alignment and station locations, service change legislation, and interlocal agreements.	Subcommittee of the King County Council overseeing transit, roads, and passenger ferries.
Regional Transit Committee	Twice-yearly briefings related to the strategic plan, service guidelines, and METRO CONNECTS.	Committee of elected officials appointed by Sound Cities Association and Seattle City Council and chaired by a King County Council Member. Policy oversight of Metro Strategic Plan, Metro Service Guidelines, and METRO CONNECTS.
Transportation Forums	Education and outreach of corridor concepts and project progress to elected members.	Transportation Forums (SeaShore Transportation Forum, South County Area Transportation Board [SCATBd] and Eastside Transportation Partnership [ETP]) of elected officials providing a discussion forum of transportation topics. Also prioritize and recommend projects to PSRC for regional funding.
City/Tribal Council	Approve interlocal agreements and support alignments.	Elected representatives that have authority over interlocal agreements including partnering, permitting, and project coordination.
City Technical Staff	Provide technical support and review of alignment and capital investments, review permit applications, develop and support funding strategies, and evaluate service change concepts.	City staff that support coordination of technical reviews, environmental process, and permit reviews within local incorporated cities.
Legislators	Support funding requests.	For federal funds such as discretionary programs, U.S. congressional delegation should be briefed and provide support letters as needed. Similarly, for local and state funding, state legislators should be briefed and sent support letters.
Regional Transportation Providers and Partners	Briefings to review alignments and service concepts.	Transportation providers including WSDOT, Sound Transit, Community Transit, Pierce Transit, City of Seattle, and others for coordination of projects and service.
Regulatory Review and Resource Agencies	Grant environmental clearance and define mitigation.	As part of SEPA or NEPA review, regulatory agencies help review environmental impacts and recommend mitigation.
Funding Agencies	Provide grant funding to support implementation.	FTA, TIB, WSDOT, or PSRC grants and other federal discretionary programs including monitoring and reporting of progress.

Definitions and responsibilities of individuals, groups, agencies, and organizations listed in Tables 2-1, 2-2, and 2-3 are provided below.

King County Executive - As part of the Executive branch of government, Metro reports to the King County Executive (Executive). The Executive is the highest elected official representing the government of King County.

The Executive will sponsor and transmit legislation to the King County Council regarding the new RapidRide alignment, station locations, and service changes. Metro staff coordinates with the Executive's office to prepare materials associated with formal legislative transmittals in accordance with King County's established protocols and timelines.

The Executive will also provide direction on items that require special attention or are potentially controversial, as well as issues that would benefit from an additional "heads-up." In most instances, these consultations will occur via the Executive Cabinet via a SAM.

For each corridor, Metro's Government Relations Lead will work with Executive staff to develop a strategy for engaging and communicating with the Executive's team early and often. Contact information for key staff to the Executive is provided in Attachment E-2.

King County Council and Mobility Committee – The Metropolitan King County Council (King County Council or Council), the legislative body of King County, consists of nine members elected by geographic district for 4-year terms. The Council adopts laws, sets policy, and holds final approval over the County budget. The County Council functions through standing committees and regional committees, which scrutinize proposed legislation for consideration by the full Council. The Council's Mobility Committee reviews transportation-related topics. Traditionally, the King County Council reorganizes itself every year between January and March; thus, Council committee names, chairs, and membership are subject to change annually.

Regional Transit Committee – The Regional Transit Committee reviews and makes recommendations to the King County Council on countywide policies and plans for public transportation services operated by the County. The committee's responsibilities include the Strategic Plan for Public Transportation, which sets objectives, goals, and strategies for King County Metro, the King County Metro Service Guidelines, and METRO CONNECTS long-range plan. The Committee is chaired by a King County councilmember and includes members appointed by Sound Cities Association, a jurisdictional collaboration of the 38 cities in King County excluding Seattle, and appointees by the Seattle City Council. This group meets monthly and may receive regular briefings on the RREP.

City Councils – As the legislative body for cities, city councils establish land use and transportation priorities that can influence development of a RapidRide line. These councils are also responsible for the adoption of budgets, which may include funding for development of capital improvements along a project corridor or approval of matching funds to support a grant application. Should a special permit allowance be required for implementation of a project, city council approval may be needed.

The strategies in Table 2-2 describe the various ways Metro will interact with city councils. The cities along the RapidRide corridors range from small to large and each has unique protocols for decision-making. Communication with elected officials can be an equally varied process, depending upon the size of council staff (if they exist) and the nature of their work. For example, in some cities, city council members act in a full-time employment capacity whereas in others, councilmembers are part-time. For these reasons, the strategies for council interactions must be tailored to meet the availability of representatives from each city, as well as the availability of those representatives collectively.

Metro will brief most, if not all, city councils as a RapidRide project progresses. Metro will seek support from city councils as an alignment is adopted, capital investments identified, and during the service restructure process. Statements of support, concern, or opposition from cities will be forwarded to the King County Council to inform their decision-making process. Depending on the type of investments assumed along a RapidRide line, there may be a need to develop interlocal agreements to support a variety of topics, including route alignment, cost-sharing for investments, and facilitation of permitting, construction, and right-of-way use. Depending on individual jurisdictional requirements, city councils may also need to pass legislation related to specific partnership components. For example, a city council may need to approve a grant application. Similarly, letters of support may be needed to support grant applications.

Key strategies for government relations with city councils are noted in Table 2-2.

Tribal Councils – As elected members of sovereign nations, tribal councils have similar responsibilities in overseeing plans and priorities and adopting budgets, including for the development of capital projects within their jurisdiction. Where tribes are identified as key stakeholders along RapidRide lines, strategies similar to those applied to city councils will be applied.

Sound Cities Association, and Transportation Forums – In addition to their own city council, local agency councilmembers may represent their cities on regional committees that have a specific focus on transportation issues, including the King County Transportation Forums such as the South County Area Transportation Board, and through Sound Cities Association (SCA). These committees serve as a forum for interjurisdictional communication, with elected officials acting as a conduit between their larger councils and the committee. Metro will provide periodic updates of RapidRide projects to these committees.

Elected Members of Regional and Transit Agency Boards – Regional agencies that provide transportation services such as Sound Transit, Puget Sound Regional Council, Pierce Transit, and Community Transit have elected officials serving on their government boards. They can direct the work of staff and oversee adoption of plans, policies, and budgets related to the agency. The strategies for interacting with these boards are described in Table 2-2.

Metro should brief agencies on RapidRide project progress when an agency is a key stakeholder. Metro should seek support from an agency board as an alignment is adopted and capital investments are identified, and during the service integration and restructure process. Statements of support, concern, or opposition from agency boards should be forwarded to the King County Council to inform their decision-making process. Depending on the type of investments, Metro may need to develop interlocal agreements to support a variety of topics, including route alignment and cost-sharing for investments, or get letters of support for grant applications. Metro should primarily communicate with agency boards via their regular meetings.

Local Agency Technical Staff – Metro needs to effectively coordinate with jurisdictional staff to deliver a RapidRide line. Technical staff are responsible for the day-to-day implementation of legislative direction through development and administration of land use and transportation regulations, and plans such as comprehensive plans, zoning requirements, and CIPs. These staff know about the in-depth aspects of the jurisdictional transportation network and can provide comprehensive information to the Line Lead regarding future capital investments along or in the vicinity of a project corridor, which may influence Metro's alternatives analysis process. Technical staff are responsible for budget administration and the development of jurisdictional grant strategies. They can recommend projects for inclusion in their CIPs and work directly with Metro staff to prepare applications for improvements along a project corridor. They can also help Metro coordinate and communicate with jurisdictional elected officials. Strategies for interaction with local agency technical staff are described in Table 2-3. Metro should develop corridor-specific strategies associated with technical work to reflect how Metro will work with affected cities, tribes, and agencies.

Technical staff will play a key role in the review of permit applications, development plans, and environmental documentation. Setting expectations around the implementation schedule and priority level of RapidRide lines with technical staff will help keep project delivery on schedule. Metro should engage jurisdictional staff early in the design process to ensure they are familiar with the project and have input into the development of project drawings. This involvement can help to streamline the permit review process because Metro will need to seek jurisdictional approval for improvements to the public right-of-way. Permits required by local agencies can be identified early in the process, allowing Metro to submit complete and accurate applications in advance of construction. Metro should actively engage local agencies to define required permits and the process for receiving permit approvals to keep a project on schedule. Note that some permits may require time-consuming approvals that can delay projects.

Other Transportation Providers and Partners – Some corridors will likely require the use of state facilities, such as highways, or may intersect with other transportation facilities, such as light rail stations. Interaction with other transportation providers' technical staff are described in Table 2-3. The Line Lead will work individually with other transportation providers with an interest in the corridor and invite those agencies to the corridor-specific technical group. Metro should consult all relevant transportation providers when delivering a line, including but not limited to Sound Transit, Community Transit, Pierce Transit, King County Water Taxi, and smaller, localized transportation providers such as the Muckleshoot Indian Tribe, which operates fixed-route shuttle service connecting tribal neighborhoods and services to regional transit in Auburn.

Outside of the incorporated cities, the King County Roads Services Division maintains and operates roadways in unincorporated King County. This group oversees planning and permitting within the right-of-way, similar to local cities. Similarly, WSDOT oversees, maintains, and manages interstate highways and state routes.

In addition to maintaining the region's interstate highway system and state routes, WSDOT operates the Washington State Ferries and Amtrak. To the degree that a RapidRide line would intersect or traverse a state-owned facility, the pertinent agencies should coordinate with each other. Metro should consult with these agencies on data, information, and other potential changes, such as expansion of light rail as part of Sound Transit 2 (ST2) and Sound Transit 3 (ST3), new regional bus rapid transit (BRT) planned by Sound Transit along State Route (SR) 522 and I-405, and the expansion of Community Transit's SWIFT BRT lines.

Grant Funders – Interactions with grant agency technical staff are described in Table 2-3, and with elected officials overseeing grant funds in Table 2-2. Metro should seek federal, state, and local grant funding for RapidRide corridors. The King County grant strategist assigned to a line will develop a grant strategy and then coordinate with grant-funding agencies. Metro's funding and grant strategy for the RREP identifies opportunities for leveraging grants and other funding sources to enhance the RapidRide investments. The FTA, FHWA, PSRC, WSDOT, and the Washington State TIB administer grants that could be used to support development of RapidRide lines. Meeting with the funding agencies to explain the benefit and value of these investments can help align the projects with funding sources. Additional information on funding strategies can be found in the "RapidRide Expansion Program Funding Strategies" document.

Environmental Compliance – The implementation of the RREP will require review of the project's potential impact on the built and natural environment. The Environmental Lead will assist in determining what type of documentation and approval will be needed, if any, and from which agencies. Environmental review may look at individual lines or a combination of multiple corridors in assessing impacts and developing any mitigation. The Line Lead may rely on technical environmental experts to help facilitate discussion with individual jurisdictions and/or within the technical group. The areas of the environment that almost certainly would be evaluated include: cultural resources, traffic/transportation operations, and water quality. Other areas commonly analyzed are noise, air quality, and hazardous materials/soil contamination. If the project is federally funded, environmental compliance would typically be determined by the FTA under NEPA. Without the nexus of federal funding or federal permits, Metro would be the lead agency for environmental review under SEPA. Other regulatory agencies may be involved, depending on the type and level of environmental documentation.

Attachment E-2

Government Agency Database

Questions for agencies as they review.

The database provided in Attachment E-2 serves as a resource to Government Relations and Line Leads to gain a basic understanding of government agencies that will be impacted by the planned expansion of Metro's RapidRide network. It contains a listing of elected officials; city staff; and planning, land use and development, design, permitting, and environmental review resources for the initial set of agencies anticipated to be impacted. As initial government relations are established with a jurisdiction through which a RapidRide project will be developed, a first step should be to confirm the information contained within the database. Confirmation of this information can help the Government Relations and Line Leads understand the city approval processes that may be required for project delivery, key staff with whom they should coordinate, and available planning and permitting resources that should be consulted. It is not expected that this database will be exhaustive at the beginning of the project and it may need to be periodically updated as a project proceeds.

When reviewing this database with jurisdictional staff, Government Relations and Line Leads should ask the following questions:

1. Is everything spelled correctly? Do we have the best contact information? Who is the best person to start with as an agency liaison, for example, to brief your council? Do you have a PIO or government relations staff member to work with?

2. How are decisions made in your jurisdiction? Which subcommittees would be needed to review RapidRide alignments and speed and reliability investments? Is this the correct sequencing of meetings? Is this the right amount of time to get on an agenda?

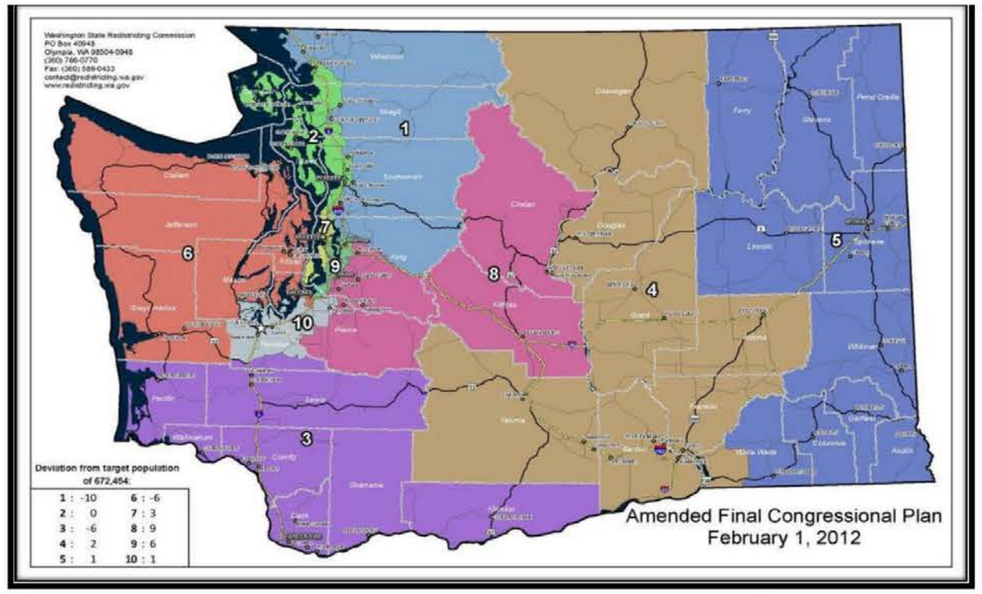
3. In addition to yourself, who are the key technical staff to be involved in the planning, design, and construction of RapidRide? What are their responsibilities?

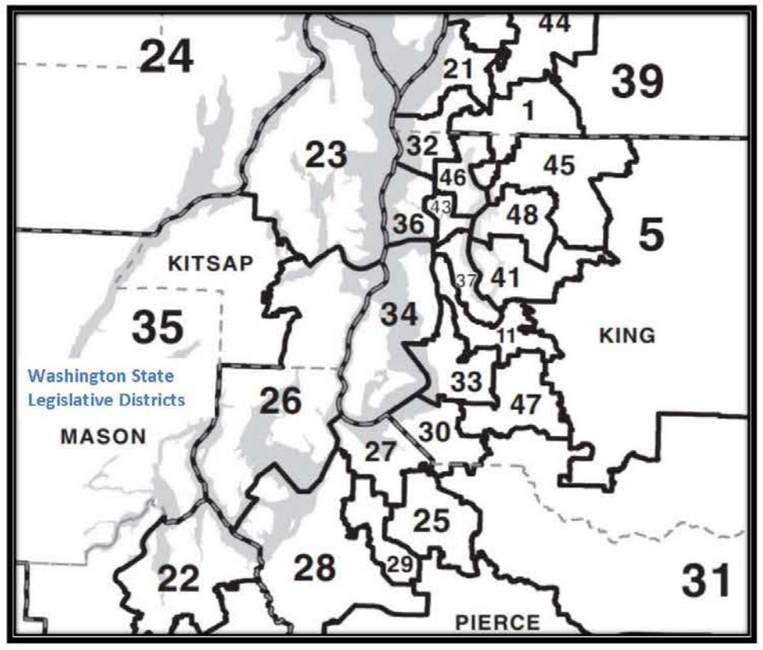
4. What are the best sources of data and information in the planning and design of RapidRide? What other projects and developments are happening or are anticipated in your jurisdiction that could impact or facilitate RapidRide? Where are the City Design Standards? What permits are required? How do we engage in a SEPA review?

5. Who is the appropriate contact we can reach out to regarding your city's permitting process and how can we best learn about your permit processes?

State and Federal Delegation

Name	Role	District	Term ends
Patty Murray	US Senator		2022
Maria Cantwell	US Senator		2018
Suzan DelBene	US Congress	Congressional District 1	2018
Pramila Jayapal	US Congress	Congressional District 7	2018
David Reichert	US Congress	Congressional District 8	2018
Adam Smith	US Congress	Congressional District 9	2018
Jay Inslee	Governor		2020
Guy Palumbo	State Senator	Legislative District 1	2020
Derek Stanford	State Representative	Legislative District 1	2018
Shelley Kloba	State Representative	Legislative District 1	2018
Mark Mullet	State Senator	Legislative District 5	2020
Jay Rodne	State Representative	Legislative District 5	2018
Paul Graves	State Representative	Legislative District 5	2018
Bob Hasegawa	State Senator	Legislative District 11	2020
Zack Hudgins	State Representative	Legislative District 11	2018
Steve Berquist	State Representative	Legislative District 11	2018
Mark Miloscia	State Senator	Legislative District 30	2018
Mike Pellicciotti	State Representative	Legislative District 30	2018
Kristine Reeves	State Representative	Legislative District 30	2018
Phil Fortunato	State Senator	Legislative District 31	2018
Drew Stokesbary	State Representative	Legislative District 31	2018
Morgan Irwin	State Representative	Legislative District 31	2018
Marilyn Chase	State Senator	Legislative District 32	2018
Cindy Ryu	State Representative	Legislative District 32	2018
Ruth Kagi	State Representative	Legislative District 32	2018
Karen Keiser	State Senator	Legislative District 33	2018
Tina Orwall	State Representative	Legislative District 33	2018
Mia Gergerson	State Representative	Legislative District 33	2018
Sharon Nelson	State Senator	Legislative District 34	2018
Eileen Cody	State Representative	Legislative District 34	2018
Joe Fitzgibbon	State Representative	Legislative District 34	2018
Reuven Carlyle	State Senator	Legislative District 36	2018
Noel Frame	State Representative	Legislative District 36	2018
Gael Tarleton	State Representative	Legislative District 36	2018
Rebecca Saldana	State Senator	Legislative District 37	2018
Sharon Tomiko Santos	State Representative	Legislative District 37	2018
Eric Pettigrew	State Representative	Legislative District 37	2018
Lisa Wellman	State Senator	Legislative District 41	2020
Tana Senn	State Representative	Legislative District 41	2018
Judy Clibborn	State Representative	Legislative District 41	2018
Jamie Pedersen	State Senator	Legislative District 43	2018
Nicole Macri	State Representative	Legislative District 43	2018
Frank Chopp	State Representative	Legislative District 43	2018
Manka Dhingra	State Senator	Legislative District 45	2018
Roger Goodman	State Representative	Legislative District 45	2018
Larry Springer	State Representative	Legislative District 45	2018
David Frockt	State Senator	Legislative District 46	2018
Gerry Pollet	State Representative	Legislative District 46	2018
Javier VaLegislative Districtez	State Representative	Legislative District 46	2018
Joe Fain	State Senator	Legislative District 47	2018
Mark Hargrove	State Representative	Legislative District 47	2018
Pat Sullivan	State Representative	Legislative District 47	2018
Patricia Kuderer	State Senator	Legislative District 48	2018
Vandana Slatter	State Representative	Legislative District 48	2018
Joan McBride	State Representative	Legislative District 48	2018





King County Council

Name	Committees and Boards	District	Term ends	Email	Legislative Assistant	Email2	Phone	CM Direct
Rod Dembowski	(Chair of RTC)	1	2021	rod.dembowski@kingcounty.gov	Elizabeth Evans	elizabeth.evans@kingcounty.gov	206-477-0911	206-477-1001
Larry Gossett		2	2019	larry.gossett@kingcounty.gov	Kamilah Brown	kamilah.brown@kingcounty.gov	206-477-1002	206-477-1002
Kathy Lambert	Mobility, Vice Chair	3	2021	kathy.lambert@kingcounty.gov	April Sanders	april.sanders@kingcounty.gov	206-477-0932	206-477-1003
Jeanne Kohl-Welles	Mobility	4	2019	jeanne.kohl-welles@kingcounty.gov	Jon Fowler	Jonathan.Fowler@kingcounty.gov	206-263-0137	206-477-1004
Dave Upthegrove	(Serves on ST Board)	5	2021	dave.upthegrove@kingcounty.gov	Karan Gill	karan.gill@kingcounty.gov	206-477-0952	206-296-1005
Claudia Balducci	Mobility, Chair (Serves on ST Board and RTC)	6	2019	claudia.balducci@kingcounty.gov	Ariel Taylor	Ariel.Taylor@kingcounty.gov	206-477-3778	206-477-1006
Pete von Reichbauer	(Serves on ST Board)	7	2021	pete.vonreichbauer@kingcounty.gov	Sara Smith	Sara.Smith@kingcounty.gov	206-477-2196	206-477-1007
Joe McDermott	Mobility, (Serves on ST Board and RTC)	8	2019	joe.mcdermott@kingcounty.gov	Melissa Bailey	melissa.bailey@kingcounty.gov	206-263-0114	206-477-1008
Reagan Dunn	Mobility, (Serves on RTC)	9	2021	reagan.dunn@kingcounty.gov	Tom Goff	Tom.Goff@kingcounty.gov	206-477-0991	206-477-1009

Mobility Committee 1st and 3rd Wednesdays @1:30 PM (Fifth Wednesday if there is one)
Legislative Analysts: Mary Bourguignon Mary.Bourguignon@kingcounty.gov
Committee Assistant: Sharon Daily Sharon.Daly@kingcounty.gov

Regional Transit Committee (RTC) 3rd Wednesdays at 3PM

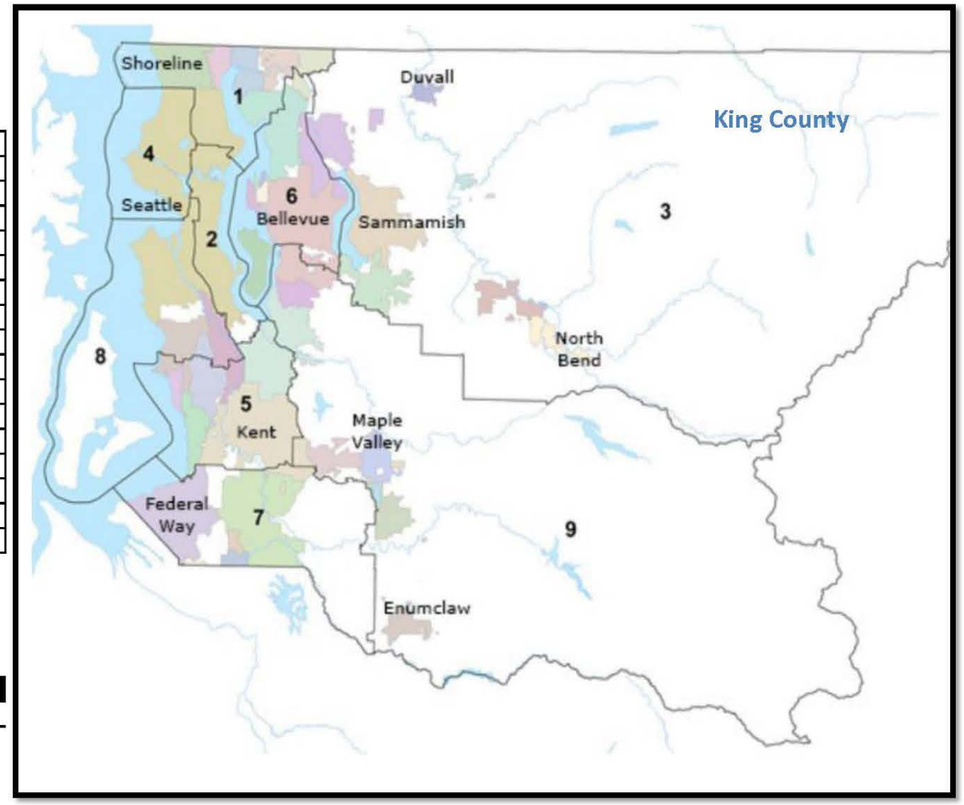
Meeting Date	Third Wednesday of the month
Leadership	Chair, Rod Dembowski, Vice Chair, Auburn Council Member Claude Decorsi
Council Membership	Reagan Dunn, Claudia Balducci and Alternate, Joe McDermott
Sound Cities Association (SCA) Appointees	Kirkland City Councilmember Dave Asher
	Mercer Island Councilmember Bruce Bassett
	Pacific Mayor Leanne Guier
	Tukwila City Councilmember Kathy Hougardy
	Redmond City Councilmember Hank Margeson
	Duvall Mayor Amy Ockerlander
	Lake Forest Park City Councilmember John Wright
	Alternate: Bellevue Mayor John Chelminiak
	Alternate: Kent Council Member Dennis Higgins
	Alternate: Renton City Councilmember Randy Corman
	Alternate: Issaquah City Councilmember Bill Ramos
Seattle Representatives	Councilmember Lisa Herbold
	Councilmember Mike O'Brien
	Alternate: Councilmember Debora Juarez

RTC Staff
Legislative Analyst Paul Carlson paul.carlson@kingcounty.gov
Committee Assistant Erica Newman Erica.Newman@kingcounty.gov

County Executive	Committees	Term ends	Email
Dow Constantine	(Serves on ST Board)	2021	kcexec@kingcounty.gov

Executives Staff

Name/TItle	E-mail	Phone
Shannon Braddock, Chief of Staff	Shannon.Braddock@Kingcounty.gov	206-477-0982
Dylan Ordoñez	dylan.ordonez@kingcounty.gov	206-263-9616
Casey Sixkiller	csixkiller@kingcounty.gov	206-263-5700



City of Auburn

GOVERNANCE

Type of Governance

Strong Mayor (Elected and Administrative) and 7 Council Members
At Large Council representatives (not Districts)
Auburn is located in two counties (King and Pierce), the 7th King County Council District, three legislative districts (30th, 31st and 47th) and the 8th Congressional District.
Auburn City Council Meets 1st and 3rd Monday 7 PM
(following Tuesday if Monday Holiday)

Mayor	Roles	Term Ends	Email	Phone
Nancy Backus	(Serves on ST Board)	2021	nbackus@auburnwa.gov	253-931-3041
City Council		**Term Ends**	**Email**	**Phone**
Largo Wales	Position 1	2019	lwales@auburnwa.gov	253-261-5421
Claude DaCorsi	Position 2 (Serves on RTC as Vice Chair)	2021	cdacorsi@auburnwa.gov	253-329-4084
Bill Peloza	Position 3	2019	bpeloza@auburnwa.gov	253-261-3235
Yolada Trout-Manuel	Position 4	2021	ytrout@auburnwa.gov	253-329-4029
John Holman	Position 5	2019	jholman@auburnwa.gov	253-261-5384
Larry Brown	Position 6	2021	lbrown@auburnwa.gov	253-258-1898
Bob Baggett	Position 7	2019	rbaggett@auburnwa.gov	253-457-2358

Boards and Commissions

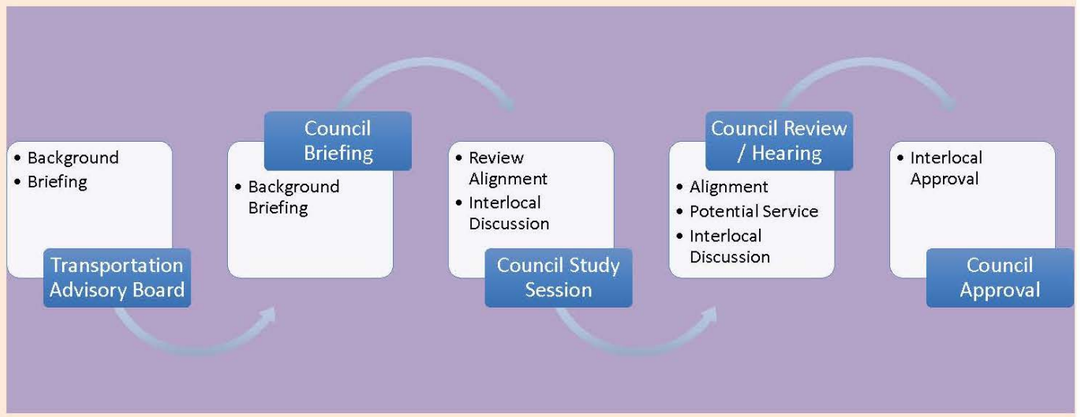
Planning	Tuesday after first Council Meeting each month in Council Chambers study session 6:30 to 7:00 PM prior to the regular meeting at 7	7 Members
Transportation Advisory	Second Tuesday of every third month	15 Members

Council Decision Process

Briefing to TAB. Council Briefing 2-4 Months in Advance, Council Study Session, Council Meeting/Hearing Council Vote. Start with Dana Hinman. Agenda time takes 2 weeks to one month in advance and provide materials 1 week in advance.

METRO CONNECTS 2025

RapidRide Corridors 1033 Renton to Auburn; 1052 Federal Way to Lea Hill



DEPARTMENTS AND STAFF

Name	Title	Role Responsibility	Email	Phone
Dana Hinman	Director of Administration	Administration	dhinman@auburnwa.gov	253-931-4009
Ingrid Gaub	City Engineer / Interim Public Works Director	Public Works & Engineering	igaub@auburnwa.gov	253-804-3113
Jacob Sweeting	Assistant City Engineer	Engineering	jsweeting@auburnwa.gov	253-804-3118
Kaylin Brady	Public Information Office	Coordination and Outreach	kbrady@auburnwa.gov	253-804-5029
Joe Welsh	Sr. Transportation Planning	Transportation Planner	jwelsh@auburnwa.gov	253-804-5050
Scott Nutter	Signals and Traffic Engineering	Traffic Signals	snutter@auburnwa.gov	253-804-5068
James Webb	Transportation Planning	Travel Demand	jwebb@auburnwa.gov	253-804-5040
Jeff Dixon	Planning Services Manager	SEPA review	Jdixon@auburnwa.gov	253-804-5033
Jeff Tate	Assistant Director of Community Development	Development Approvals	jtate@auburnwa.gov	253-804-5036
Staff Directory	http://www.auburnwa.gov/contact.htm			

PLANS & RELEVANT DOCUMENTS	Link
Comprehensive Plan	http://www.auburnwa.gov/doing_business/community_development.htm
Transportation Documents /Plans	http://www.auburnwa.gov/services/transportation.htm
Economic Development Plan	http://www.auburnwa.gov/doing_business/economic_development/10_year_ec_dev_strategy/resources.htm
Design Standards	http://www.auburnwa.gov/AssetFactory.aspx?did=3505
Transportation Improvement Plan	http://www.auburnwa.gov/Assets/PW/AuburnWA/Docs/2017-2022+Transportation+Improvement+Program.pdf

PERMITTING	Link Info
Permit Page	http://www.auburnwa.gov/doing_business/permits_licenses.htm
Permit Center	https://permitcenter.auburnwa.gov/
Forms List	http://www.auburnwa.gov/services/resource_library/forms.htm
Specific Permits	Form is provided. Meet with staff in advance
Right of way vacation	Submit PS & E & performance bond for 125 % of cost
Construction	For temporary use of the ROW (for construction)
Right of way use	Auburn Municipal Code CH 16.06
State Environmental Policy Act (See Also Permit Center)	https://www.auburnwa.gov/AssetFactory.aspx?did=422

City of Bellevue

GOVERNANCE	
Type of Governance	Council elected Mayor At Large Council representatives (not Districts) Bellevue is located the 6th and 9th King County Council Districts, two legislative districts (41st and 48th) and the 9th Congressional District Bellevue City Council Meets Mondays with Regular Study Sessions every two weeks.

Mayor	Roles	Term Ends	Email	Phone
John Chelminiak	Position 3, (Serves on RTC)	2019	jchelminiak@bellevuewa.gov	425-452-7810
City Council		**Term Ends**	**Email**	**Phone**
John Stokes	Position 1	2019	jstokes@bellevuewa.gov	425-452-7810
Conrad Lee	Position 2	2021	clee@bellevuewa.gov	425-452-7810
Jared Nieuwenhuis	Position 4	2021	jnieuwenhuis@bellevuewa.gov	425-452-7810
Janice Zahn	Position 5	2019	jzahn@bellevuewa.gov	425-452-7810
Lynne Robinson	Position 6, Deputy Mayor	2019	lrobinson@bellevuewa.gov	425-452-7810
Jennifer Robertson	Position 7	2019	j.robertson@bellevuewa.gov	425-452-7810

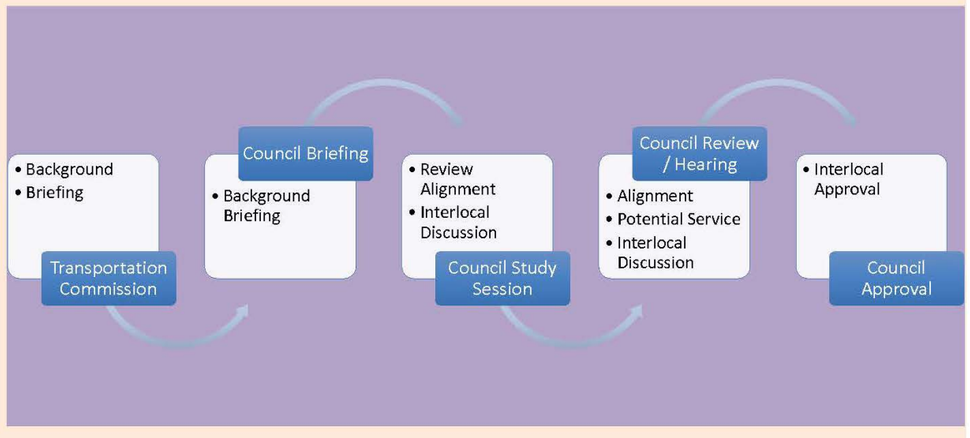
Boards and Commissions

Planning Transportation Commission	Meetings Second and Fourth Wednesday at 6:30	7 Members
East Bellevue Community Council	Second Thursday of the month, 6:30 PM	7 Members
	Elected Representatives, meeting first Tuesday of the Month	5 Members

Council Decision Process

Any actions within East Bellevue require Council District Briefing. Briefing to Transportation Commission. Council Briefing 2-4 Months in Advance, Council Study Session, Council Meeting/Hearing Council Vote. To get on the agenda takes 2 weeks to one month in advance and provide materials 1 week in advance.

METRO CONNECTS 2025 RapidRide Corridors 1030 Redmond to Renton; 1027 Kirkland to Bellevue



DEPARTMENTS AND STAFF				
Name	**Title**	**Role Responsibility**	**Email**	**Phone**
Brad Miyake	City Manager	Oversee operations	citymanager@bellevuewa.gov	425-452-7228
Dave Berg	Transportation Director	Administrator	dberg@bellevuewa.gov	425-452-6468
Tresa Berg	Public Information Office	Coordination and Outreach	tberg@bellevuewa.gov	425-452-4638
Franz Loewenherz	Sr Transportation Planner	Transportation Planner	floewenherz@bellevuewa.gov	425-452-4077
Emil King	City Planning and Community Development	Strategic Planning Manager	Eking@bellevuewa.gov	425-452-7223
Staff Directory	http://apps.bellevuewa.gov/ed/			

PLANS & RELEVANT DOCUMENTS	Links
Comprehensive Plan	https://planning.bellevuewa.gov/planning/comprehensive-plan
Economic Development	https://planning.bellevuewa.gov/planning/adopted-plans-and-policies/economic-development-strategy/
Design Standards	https://transportation.bellevuewa.gov/permits-and-standards/transportation-design-manual/
Traffic Standards	https://transportation.bellevuewa.gov/permits-and-standards/transportation-codes/
Transportation Facilities Plan	https://transportation.bellevuewa.gov/planning/infrastructure-and-subareas/transportation-facilities-plan/
Transit Master Plan	https://transportation.bellevuewa.gov/cms/one.aspx?portalId=5588421&pageId=5679889
Ped Bike Plan	https://transportation.bellevuewa.gov/cms/one.aspx?portalId=5588421&pageId=5681846
Downtown Transportation Plan	https://transportation.bellevuewa.gov/cms/one.aspx?portalId=5588421&pageId=5681239

PERMITTING	Links
Permit Page	https://development.bellevuewa.gov/permits-and-inspections/permit-news/
Forms List	https://development.bellevuewa.gov/permits-and-inspections/permits-and-forms/forms-and-publications/
Specific Permits	
Construction	https://development.bellevuewa.gov/permits-and-inspections/permits-and-forms/clearing-and-grading-permits/
Right of way Use	https://development.bellevuewa.gov/permits-and-inspections/permits-and-forms/right-of-way-permits/
State Environmental Policy Act (See Also Permit Center)	https://development.bellevuewa.gov/zoning-and-land-use/environment-and-critical-areas/environmental-overview/

City of Bothell

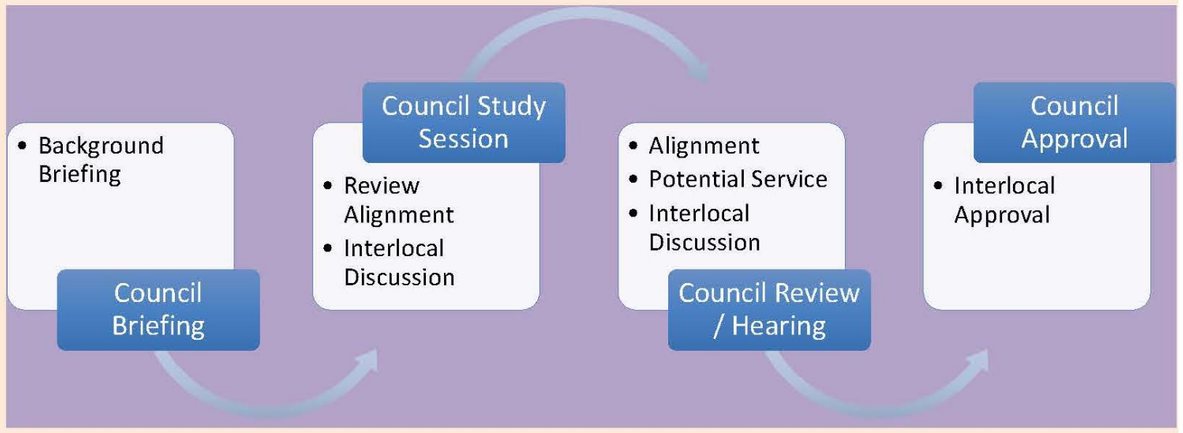
GOVERNANCE	
Type of Governance	Council Elected Mayor At Large Council representatives (not Districts) Bothell is located in two counties (King and Snohomish), and is in King County Council Districts 1 and 6, three legislative districts (1st, 45th) and the 1st Congressional District Council meets first three Tuesdays at 6PM

Mayor		Term Ends	Email	Phone
Andy Rheaume	Mayor, Position 2	2019	andy.rheaume@bothellwa.gov	206-999-8835
City Council		**Term Ends**	**Email**	**Phone**
Jeanne Zornes	Position 1	2021	Jeanne.Zornes@bothellwa.gov	425-806-6461
Rosemary McAuliffe	Position 3	2021	Rosemary.McAuliffe@bothellwa.gov	206-601-2253
James McNeal	Position 4	2019	james.mcneal@bothellwa.gov	425-466-2599
Liam Olsen	Position 5	2021	Liam.Olsen@bothellwa.gov	425-299-7081
Davina Duerr	Deputy Mayor, Position 6	2019	davina.duerr@bothellwa.gov	425-219-7945
Tom Agnew	Position 7	2021	tom.agnew@bothellwa.gov	425-444-9494

Planning	Up to three Wednesdays per month at 6PM	7 Members

Council Decision Process

Council Decision Process	Council Briefing 2-3 months in advance, Council Study Session, Council Hearing and Review then Council Action Agenda takes 2 weeks to one month in advance and provide materials 1 week in advance.
METRO CONNECTS 2025 RapidRide Corridors	1009 Bothell to University of Washington



DEPARTMENTS AND STAFF				
Name	**Title**	**Role Responsibilit**	**Email**	**Phone**
Jennifer Phillips	City Manager	Administration	Jennifer.phillips@bothellwa.gov	425-806-6140
Torie Brazitis	Assistant City Manager	Infrastructure	torie.brazitis@bothellwa.gov	425-806-6140
Erin Leonhart	Public Works Director	Infrastructure	erin.leonhart@bothellwa.gov	425-806-6810
Barbara Ramey	Public Information Officer	Outreach	barbara.ramey@bothellwa.gov	425-806-6144
Michael Katterman	Community Development Director	Development	michael.kattermann@bothellwa.gov	425-806-6403
Sherman Goong	Sr Transportation Planner	Traffic Planning	sherman.goong@bothellwa.gov	425-806-6774

PLANS & RELEVANT DOCUMENTS	Links
Comprehensive Plan	http://www.bothellwa.gov/DocumentCenter/View/441
Design & Construction Standards	http://www.bothellwa.gov/353/Bothell-Standards
Downtown Revitalization	http://www.bothellwa.gov/319/Downtown-Revitalization-Plan
Capital Improvement Projects	http://www.bothellwa.gov/675/Capital-Improvement-Projects

PERMITTING	Links
Permit Center	http://www.bothellwa.gov/337/Permit-Center
Forms List	http://www.bothellwa.gov/393/Applications-Forms

City of Des Moines

GOVERNANCE

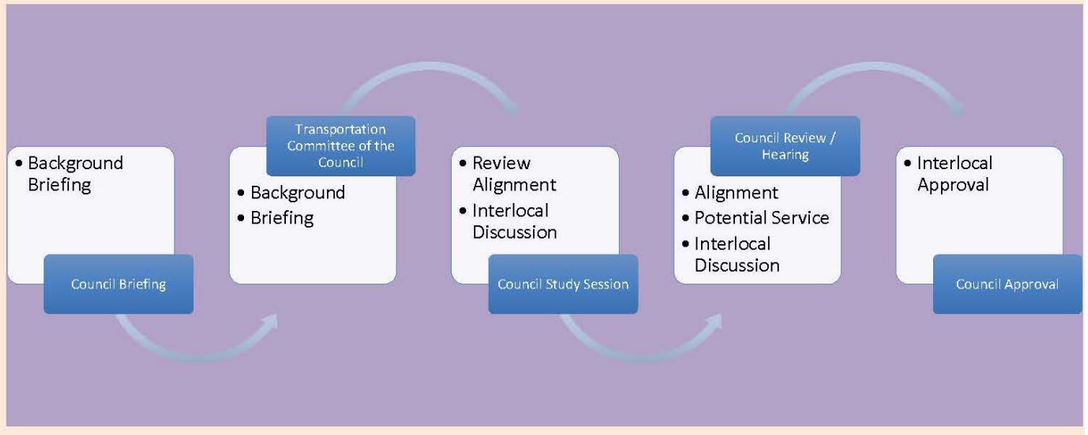
Type of Governance Council and Council Elected Mayor
At Large Council representatives (not Districts)
DesMoines is located in King County Council District 5, two legislative districts (30th and 33rd) and the 9th Congressional District
Council meets weekly on Thursday at 7OM

Mayor		Term Ends	Email	Phone
Matt Pina	Mayor, Position 1	2022	mpina@desmoineswa.gov	206-824-8216
City Council		**Term Ends**	**Email**	**Phone**
M. Luisa Bangs	Position 2	2019	lbangs@desmoineswa.gov	206-878-1760
Vic Pennington	Position 3	2022	vpennington@desmoineswa.gov	206-913-3162
Jeremy Nutting	Position 4	2019	jnutting@desmoineswa.gov	206-947-0609
Traci Buxton	Position 5, Transportation Committee	2022	tbuxton@desmoineswa.gov	206-251-2719
Robert Back	Position 6, Transportation Committee	2019	rback@desmoineswa.gov	206-821-8401
Matt Mahoney	Position 7, Transportation Committee	2022	mmahoney@desmoineswa.gov	425-941-0090

Boards and Commissions NA

Council Decision Process
Council Briefing 2-4 Months in Advance, Council Transportation Subcommittee. Council Study Session, Council Meeting/Hearing Council Vote. Agenda items take up to 2 weeks to one month in advance and provide materials 1 week in advance.

METRO CONNECTS
2025 RapidRide Corridors A Line Tukwila to Federal Way ; 1056 DesMoines to Auburn



DEPARTMENTS AND STAFF				
Name	**Title**	**Role Responsibility**	**Email**	**Phone**
Michael Matthias	Director of Administration	Administrator	mmatthias@desmoineswa.gov	206-870-6554
Denise Lathrop	Planning Director	Development	dlathrop@desmoineswa.gov	206-870-6563
Brandon Carver	Public Works Director	Director	bcarver@desmoineswa.gov	206-870-6543
Andrew Merges	Transportation Manager	Manager	amerges@desmoineswa.gov	206-870-6568
Tommy Owen	Transportation Planning	Associate	towen@desmoineswa.gov	206-870-6570
Bonnie Wilkins	Communication Director	Outreach	bwilkins@desmoineswa.gov	206-870-6519

PLANS & RELEVANT DOCUMENTS	Links
Comprehensive Plan	https://www.desmoineswa.gov/412/Comprehensive-Plan
Economic Development	https://www.desmoineswa.gov/132/Economic-Development
Transportation Plan 2009	https://www.desmoineswa.gov/documentcenter/view/342
Transportation Improvement Plan	https://www.desmoineswa.gov/DocumentCenter/View/2055

PERMITTING	Links
Permit Center	https://www.desmoineswa.gov/216/Permit-Center
Specific Permits	
Right of way Construction	https://www.desmoineswa.gov/documentcenter/view/87

City of Federal Way

GOVERNANCE

Type of Governance
Strong Mayor (Elected and Administrative) and 7 Council Members
At Large Council representatives (not Districts)
Federal Way is located in King County Council District 7; legislative district 30 and the 9th Congressional District

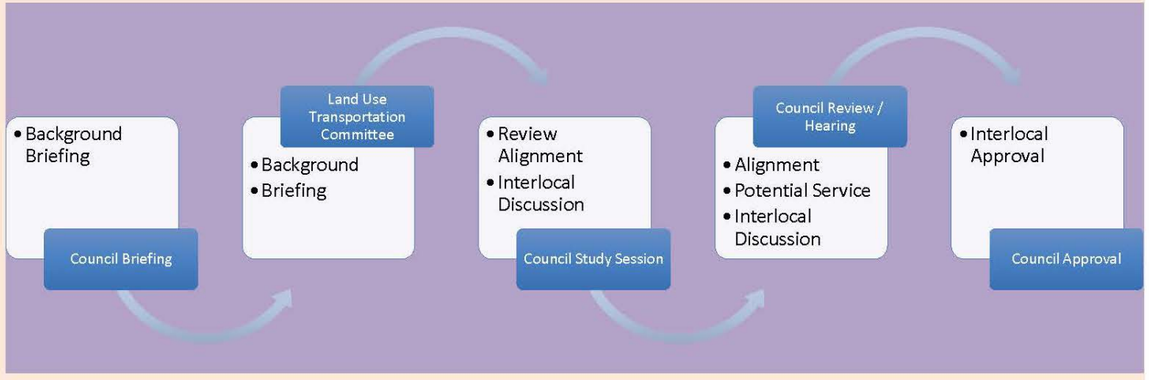
Mayor		Term Ends	Email	Phone
Jim Ferrell		2021	Jim.Ferrell@cityoffederalway.com	253 835-2402
City Council		**Term Ends**	**Email**	**Phone**
Susan Honda	Deputy Mayor	2019	susan.honda@cityoffederalway.com	253.835.2401
Lydia Asssefa-Dawson		2019	Lydia.Assefa-Dawson@cityoffederalway.com	253.835.2401
Jesse E. Johnson	Land Use Transportation Committee	2021	Jesse.Johnson@cityoffederalway.com	253.835.2401
Hoang V. Tran	Land Use Transportation Committee	2021	Hoang.Tran@cityoffederalway.com	253.835.2401
Mark Koppang	Land Use Transportation Committee, Chair	2019	Mark.Koppang@cityoffederalway.com	253.835.2401
Martin Moore		2021	Martin.Moore@cityoffederalway.com	253.835.2401
Dini Duclos		2019	dini.duclos@cityoffederalway.com	253.835.2401

Boards and Commissions

Planning	First and Third Wednesdays at 6:30	9 Members
Transportation Advisory	Land Use and Transportation Committee First Monday each month	3 Council Members

Council Decision Process
Council Briefing 2-4 Months in Advance, Briefing to Land Use Transportation Committee of Council Study Session, Council Meeting/Hearing

METRO CONNECTS 2025
RapidRide Corridors 1052 Federal Way to Lea Hill; A line Tukwila to Federal Way



DEPARTMENTS AND STAFF				
Name	**Title**	**Role Responsibility**	**Email**	**Phone**
Robert "Doc" Hansen	Planning Manager	Manager	robert.hansen@cityoffederalway.com	253 835-2643
Marwan Salloum	Public Works Director	Director	marwan.salloum@cityoffederalway.com	253-835-2700
Brian Davis	Community Development Director	Director	brian.davis@cityoffederalway.com	253-835-2601
Rick Perez	Traffic Engineering Manager	Manager	rick.perez@cityoffederalway.com	253.835.2740

PLANS & RELEVANT DOCUMENTS	Links
Comprehensive Plan	http://www.cityoffederalway.com/node/118
Transportation Documents /Plans	http://www.cityoffederalway.com/page/programs-traffic-division
Capital Projects	http://www.cityoffederalway.com/streetsystems/capitalprojects
Development Standards	http://docs.cityoffederalway.com/WEBLINK/Browse.aspx?startid=438619&dbid=0
City Center Redevelopment	http://www.cityoffederalway.com/content/city-center-redevelopment
Bicycle Pedestrian Master Plan	http://www.cityoffederalway.com/sites/default/files/Documents/Department/PW/Tr

PERMITTING	Links
Permit Page	http://www.cityoffederalway.com/page/permit-center
Specific Permits	
Building Permits	http://www.cityoffederalway.com/node/1351
Right of way Use	N/A
State Environmental Policy Act (See Also Permit Center)	http://www.cityoffederalway.com/sites/default/files/Documents/Department/CD/Planning/Land%20Use%20Apps%20and%20Info%20Handouts/050%20Environmental%
Sign Permits	http://www.cityoffederalway.com/node/1352

City of Kirkland

GOVERNANCE

Type of Governance 7 Council Members elect Mayor and Deputy Mayor
At Large Council representatives (not Districts)
Kirkland is located in the 1st and 3rd King County Council District, three legislative districts (1st, 45th and 48th) and the 1st

Mayor	Roles	Term Ends	Email	Phone
Amy Walen	Mayor and Position 5	2021	awalen@kirklandwa.gov	425-587-3532
City Council		**Term Ends**	**Email**	**Phone**
Jay Arnold	Deputy Mayor, Position 1	2021	jarnold@kirklandwa.gov	425-587-3535
Tom Neir	Position 2	2019	tneir@kirklandwa.gov	425-587-3535
Penny Sweet	Position 3	2021	psweet@kirklandwa.gov	425-587-3531
Toby Nixon	Position 4	2019	tnixon@kirklandwa.gov	425-587-3534
Dave Asher	Position 6 (Serves on RTC)	2019	dasher@kirklandwa.gov	425-587-3536
Jon Pascal	Position 7	2021	jpascal@kirklandwa.gov	425-587-3530

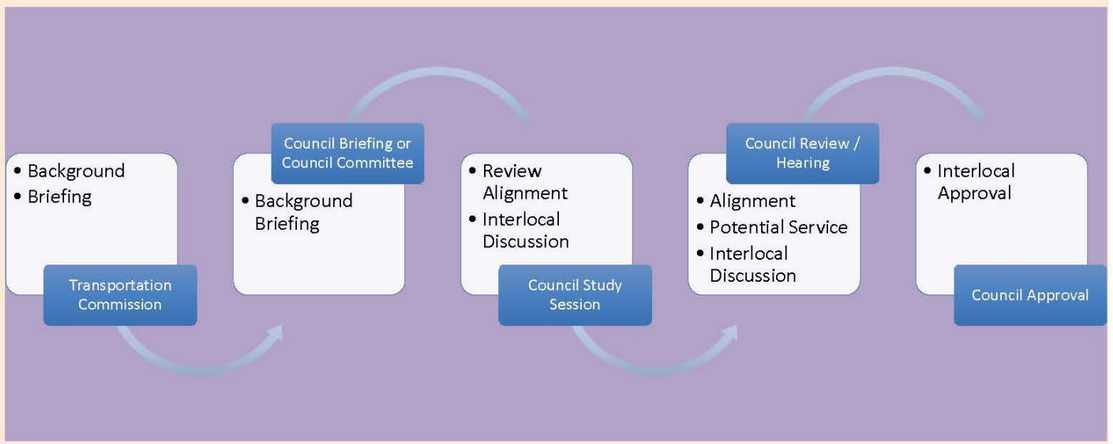
Boards and Commissions

Planning Transportation Commission	Meetings 2nd and 4th Thursday at 7:30	7 Members
Houghton Community Council	Meetings 4th Wednesday at 6 PM	8 Members
	Elected Body with authority over land use	7 Members

Council Decision Process

Briefing to Transportation Commission. Council Ad Hoc or PED Committee and Council Briefing 2-4 Months in Advance, Council Study Session, Council Meeting/Hearing Council Vote. Agenda time takes 2 weeks to one month in advance and provide materials 1 week in advance.

METRO CONNECTS 2025 RapidRide Corridors 1027 Kirkland to Bellevue



DEPARTMENTS AND STAFF Name	Title	Role Responsibility	Email	Phone
Kurt Triplet	City Manager	Administrator	KTriplett@kirklandwa.gov	(425) 587-3020
Eric Shields	Planning Director	Manager	eshields@kirklandwa.gov	(425) 587-3226
Kathy Brown	Public Works Director	Manager	kbronw@kirklandwa.gov	(425) 587-3802
Kari Page	Public Information Office	Outreach	kpage@kirklandwa.gov	(425) 587-3875
Stephen Padua	Sr Transportation Planner	Transportation Planner	spadua@kirklandwa.gov	(425) 587-3871
Joel Pfundt	Transportation Manager	Manager	lmckay@kirklandwa.gov	(425)587-3865
Lorrie McKay	Government Relations	Relations	jpfundt@kirklandwa.gov	(425) 587-3009
June Carlson	Strategic Advisor	Regional Projects	jcarlson@kirklandwa.gov	TBD

PLANS & RELEVANT DOCUMENTS	Links
Comprehensive Plan	http://www.codepublishing.com/WA/Kirkland/?html/KirklandCPNT.ht
Transportation Master Plan 2015	http://www.kirklandwa.gov/depart/Public_Works/Transportation_an
Design Standards	http://www.kirklandwa.gov/depart/Public_Works/DevelopmentServic
Active Transportation Plan	http://www.kirklandwa.gov/depart/Public_Works/Transportation_an
Transit Master Plan	In Development
Neighborhood Plans	http://www.kirklandwa.gov/depart/planning/Code_Updates/Neighbo
Pedestrian Oriented Business Districts	http://www.kirklandwa.gov/Assets/Planning/Planning+PDFs/Design+Guidelines.pdf

PERMITTING	Links
Permit Page	http://www.kirklandwa.gov/depart/BuildingServices/PermitApplications.htm
Specific Permits	
ROW Vacation	TBD
Construction	TBD
Right of way Use	http://www.kirklandwa.gov/Assets/Public+Works/Public+Works+PDFs
State Environmental Policy Act Procedures	http://www.kirklandwa.gov/Assets/Planning/Planning+PDFs/draft+SE
Sign Permit	http://www.kirklandwa.gov/Assets/Fire+and+Building/Building+PDFs/

City of Kenmore

GOVERNANCE	
Type of Governance	Council elected mayor At Large Council representatives (not Districts) Kenmore is located in King County Council District 1, legislative district 46 and the 1st Congressional District Council meets 2nd, 3rd and 4th Monday at 7 PM

Mayor		Term Ends	Email	Phone
David Baker	Position 5, Mayor (Serves on ST Board)	2019	dbaker@kenmorewa.gov	N/A
City Council		**Term Ends**	**Email**	**Phone**
Brent Smith	Position 1	2019	bsmith@kenmorewa.gov	N/A
Joe Marshall	Position 2	2021	jmarshall@kenmorewa.gov	N/A
Milton Curtis	Position 3	2019	mcurtis@kenmorewa.gov	N/A
Nigel Herbig	Position 4, Deputy Mayor	2021	nherbig@kenmorewa.gov	N/A
Debra Srebnik	Position 6	2021	dsrebnik@kenmorewa.gov	N/A
Stacey Denuski	Position 7	2019	sdenuski@kenmorewa.gov	N/A

Boards and Commissions

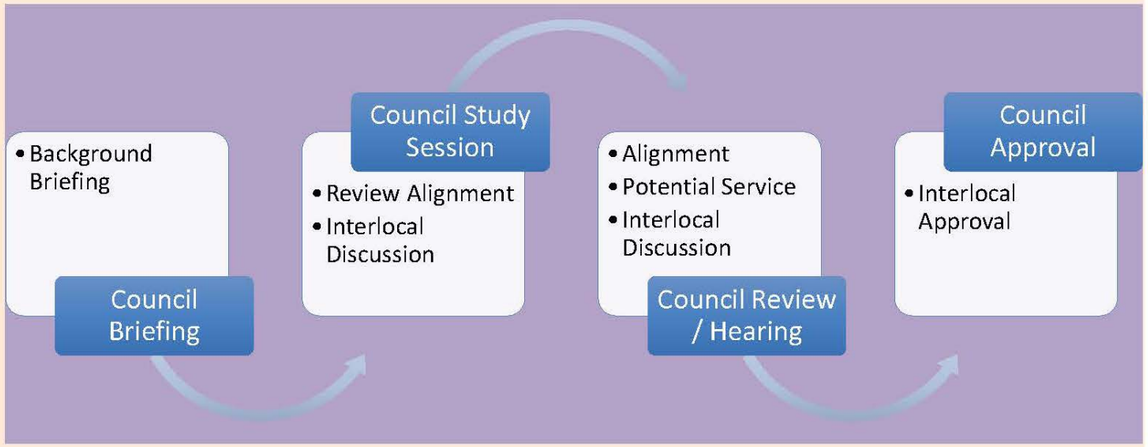
Planning	First and Third Tuesdays at 7PM	7 Members

Council Decision Process

Council Briefing 2-4 Months in Advance, Council Study Session, Council Meeting/Hearing Council Vote. Agenda time takes 2 weeks to one month in advance and provide materials 1 week in advance.

METRO CONNECTS

2025 RapidRide Corridors 1009 Bothell to University of Washington



DEPARTMENTS AND STAFF				
			Main Number	425-398-8900
Name	**Title**	**Role Responsibility**	**Email**	**Phone**
Rob Karlinsey	City Manager	Administration	rkarlinsey@kenmorewa.gov	X 6170
Bryan Hampson	Development Services Director	Permitting	bhampson@kenmorewa.gov	X 6165
Debbie Bent	Community Development Director	Planning	dbent@kenmorewa.gov	X 6180
John Vicente	Public Works Director (Interim)	Infrastructure	jvicente@kenmorewa.gov	X 6154
Melody Yanik	Communications	Outreach	communications@kenmorewa.g	X6229

PLANS & RELEVANT DOCUMENTS	Links
Comprehensive Plan	http://www.kenmorewa.gov/comprehensiveplan
Transportation Information	http://www.kenmorewa.gov/transportation
Downtown Plan	http://www.kenmorewa.gov/content/downtown-plan-document
Design Standards	http://www.kenmorewa.gov/content/complete-streets
Capital Improvement Plan	https://kenmore.civicweb.net/document/80140

PERMITTING	Links
Permit Page	http://www.kenmorewa.gov/permits
Forms List	http://www.kenmorewa.gov/formslibrary
Specific Permits	
Right of way Use	http://www.kenmorewa.gov/permits#Right-of-Way%20Permits
State Environmental Policy Act (See Also Permit Center)	https://ecology.wa.gov/Regulations-Permits/SEPA/Environmental-review/SEPA-document-templates

City of Kent

GOVERNANCE	
Type of Governance	Mayor, Council and Council President At Large Council representatives (not Districts) Kent is located in King County Council Districts 5 and 9, two legislative districts (33rd and 47th) and the 9th and 8th Congressional District Kent City Council Meets 1st and 3rd Tuesday (Generally 7PM) bu

Mayor	Roles	Term Ends	Email	Phone
Dana Ralph		2021	Mayor@KentWA.gov	253-856-5700
City Council		**Term Ends**	**Email**	**Phone**
Bill Boyce	Council President	2019	wboyce@KentWA.gov	253-856-5712
Brenda Fincher	Public Works Committee	2021	bfincher@KentWA.gov	253-856-5712
Dennis Higgins	Public Works Committee (Chair)	2019	dhiggins@KentWA.gov	253-856-5712
Satwinder Kur		2021	skaur@KentWA.gov	253-856-5712
Les Thomas		2019	lthomas@KentWA.gov	253-856-5712
Toni Troutner	Public Works Committee	2021	ttroutner@KentWA.gov	253-856-5712

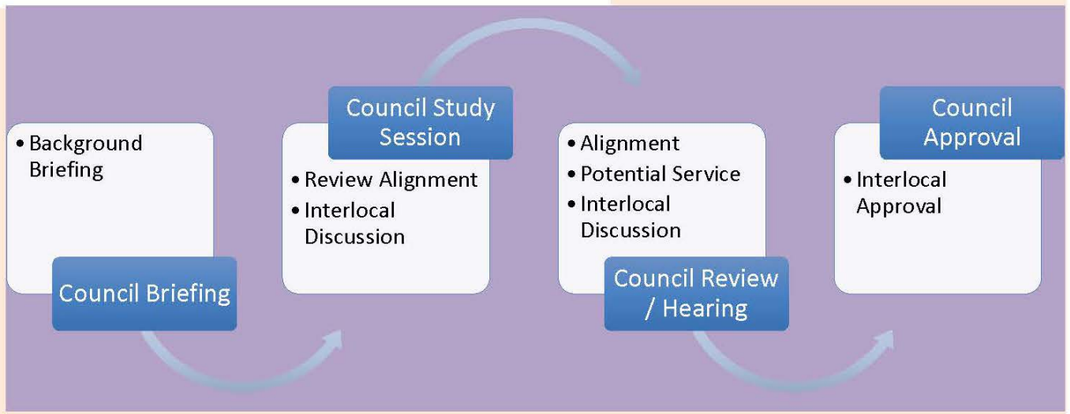
Boards and Commissions

Land Use & Planning	Second and Fourth Mondays 7 PM Second Monday are Workshops	7
Bicycle Advisory Board	Last Monday of the month (5:45-7:30)	11

Council Decision Process

Council Study Session, Council Meeting/Hearing Council Vote. Agenda time takes 2 weeks to one month in advance and provide materials 1 week in advance.

METRO CONNECTS
2025 RapidRide Corridors 1056 Des Moines to Auburn; 1033 Renton to Auburn



DEPARTMENTS AND STAFF				
Name	**Title**	**Role Responsibility**	**Email**	**Phone**
Derek Matheson	Chief Administrative Office	Appointed	dmatheson@KentWA.gov	253-856-5700
Tim LaPorte	Public Works Director	Administrator	TLaPorte@KentWA.gov	253-856-5500
Kurt Hanson	ECD Director	Administrator	Khanson@KentWA.gov	253-856-5454
Uriel Varela jr.	Public Information Office	Outreach	Uverala@KentWA.gov	253-856-5700

PLANS & RELEVANT DOCUMENTS	Link
Comprehensive Plan (2015)	https://www.kentwa.gov/home/showdocument?id=6405
Design and Const Standards	https://www.kentwa.gov/government/public-works/construction-standards-
Transportation Documents /Plans	Same as Comp Plan (2015)
Midway Design Guidelines 2011	https://www.kentwa.gov/home/showdocument?id=9442
Design Standards Downtown 2014	https://www.kentwa.gov/home/showdocument?id=4856
Transit Master Plan (2007)	http://www.kentwa.gov/home/showdocument?id=1175

PERMITTING	Link
Permit Page	https://www.kentwa.gov/doing-business/permit-center
Forms List	https://www.kentwa.gov/doing-business/economic-development/building-services/development-engineering-applications-forms-and-developer-assistance-brochures-dabs
Specific Permits	Right of way Vacation, Construction, Right of way Use
State Environmental Policy Act (See Also Permit Center)	https://www.kentwa.gov/Home/ShowDocument?id=4130

City of Lake Forest Park

GOVERNANCE

Type of Governance Council Elected Mayor
At Large
Lake Forest Park is located in the 1st King County Council District. legislative district 46 and the 7th Congressional District
Council meets 2nd and 4th Thursday

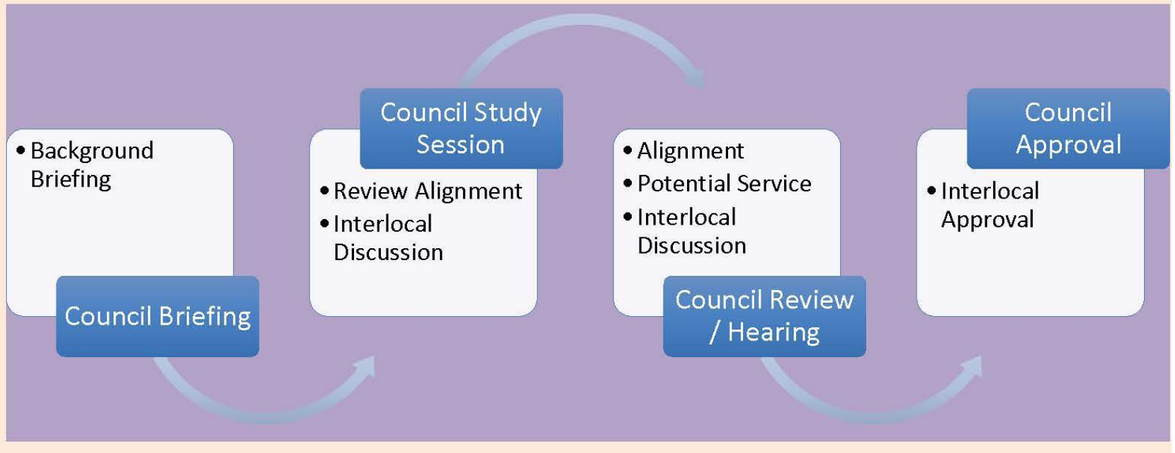
Mayor		Term Ends	Email	Phone
Jeff Johnson	Mayor	2019	jjohnson@ci.lake-forest-park.wa.us	NA
City Council		**Term Ends**	**Email**	**Phone**
Semra Riddle	Position 1	2021	sriddle@ci.lake-forest-park.wa.us	NA
Catherine Stanford	Deputy Mayor, Position 2	2019	cstanford@cityoflfp.com	NA
John Wright	Position 3 (Serves on RTC)	2021	jwright@cityoflfp.com	NA
Philippa Kassover	Position 4	2019	pkassover@ci.lake-forest-park.wa.us	NA
Mark Philips	Position 5	2021	mphillips@cityoflfp.com	NA
Tom French	Position 6	2019	%20tfrench@ci.lake-forest-park.wa.us	NA
E. John Resha, III	Position 7	2021	jresha@ci.lake-forest-park.wa.us	NA

Boards and Commissions

Planning	2nd Tuesday of the month at 7:00PM	7 Members

Council Decision Process
Council Briefing 2-4 Months in Advance, Council Study Session, Council Meeting/Hearing Council Vote. Agenda requires 2 weeks to one month in advance of meetings and provide materials 1 week in advance.

METRO CONNECTS
2025 RapidRide Corridors 1009 Bothell to University of Washington



DEPARTMENTS AND STAFF				
Name	**Title**	**Role Responsibili**	**Email**	**Phone**
Phillip Hill	Director of Administration	Administrator	phill@cityoflfp.com	206-368-5440
Frank Zenk	Public Works Operations Director	Infrastructure	fzenk@ci.lake-forest-park.wa.us	TBD
Steve Bennett	Planning Director	Planning	sbennett@ci.lake-forest-park.wa.us	206-957-2812
Lauren Hoerr	Assistant Planner	Assistant Planner	lhoerr@ci.lake-forest-park.wa.us	206-957-2837

PLANS & RELEVANT DOCUMENTS	Links
Comprehensive Plan	https://www.cityoflfp.com/160/Lake-Forest-Park-Comprehensive-Plan
Capital Improvement Plan	https://www.cityoflfp.com/documentcenter/view/4051
Town Center Vision	https://www.cityoflfp.com/calendar.aspx?eid=1583

PERMITTING	Links
Permit Center	https://www.cityoflfp.com/165/Permit-Center
Forms List	https://www.cityoflfp.com/220/Applications-Forms

Muckleshoot Tribe

GOVERNANCE

Type of Governance Elected Tribal Council and Council Chair, and Vice Chair
At Large Council representatives (not Districts)
The Muckleshoot Indian Tribe is a sovereign nation partially within the City of Auburn and within King and Pierce County, and the

Council Chair		Term Ends	Email	Phone
Virginia Cross	Chair	TBD	TBD	TBD
Council		**Term Ends**	**Email**	**Phone**
Anita Mitchell	Vice Chair	TBD	TBD	TBD
Jeremy James	Secretary	TBD	TBD	TBD
Jaison Elkins	Treasurer	TBD	TBD	TBD
John Daniels, Jr		TBD	TBD	TBD
Louie Unagro		TBD	TBD	TBD
Jessica Garcia-Jones		TBD	TBD	TBD
Mike Jerry, Sr.		TBD	TBD	TBD

Boards and Commissions
ECCD Economic and Community Development — Every other Thursday

Decision Process Review by ECCD before meeting with Council

DEPARTMENTS AND STAFF

Name	Title	Role Responsibility	Email	Phone
Krongthip Sangkapreecha	Planning Director	Planning	TBD	TBD
Ken Lewis	Economic Development Director (Acting)	Development	TBD	TBD
Eddy Chu	Public Works Director	Infrastructure	TBD	TBD
Madrienne Salgado	Communications and Staff Liaison	Council Strategic Advisor	Madrienne.Salgado@muckleshoot.nsn.us	

PLANS & RELEVANT DOCUMENTS	Links
Vicinity Map	http://www.muckleshoot.nsn.us/media/15267/muckleshoot_area_vicin
Campus	http://www.muckleshoot.nsn.us/media/15270/muckleshoot_campus_

PERMITTING	Links
NA	

City of Newcastle

GOVERNANCE	
Type of Governance	Council Manager Government, Elected Mayor and Deputy Mayor
	Newcastle is located in the 9th King County Council District, the 41st Legislative District and the 9th Congressional District
	Newcastle Council meets the first and third Tuesdays at 7 PM

Mayor	Roles	Term Ends	Email	Phone
Allen Dauterman	Mayor	TBD	allend@newcastlewa.gov	NA
City Council		**Term Ends**	**Email**	**Phone**
Linda Newing	Deputy Mayor	TBD	lindan@newcastlewa.gov	NA
Carol Simpson	Position 2	TBD	carols@newcastlewa.gov	NA
Gordon Bisset	Position 4	TBD	gordonb@newcastlewa.gov	NA
Dave Mitchell	Position 5	TBD	davem@newcastlewa.gov	NA
Tamra Kammin	Position 6	TBD	tamrak@newcastlewa.gov	NA
Tom Magers	Position 7	TBD	tomm@newcastlewa.gov	NA

Boards and Commissions

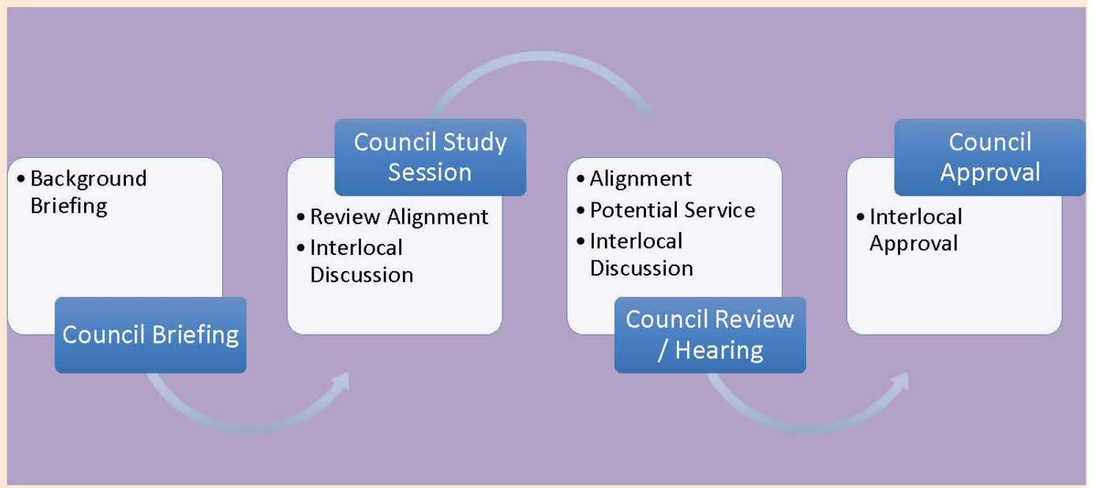
Planning	Meetings the fourth Wednesday at 7	7 Members

Council Decision Process

Council Study Session, Council Meeting/Hearing Council Vote. Agenda time takes 2 weeks to one month in advance and provide materials 1 week in advance.

METRO CONNECTS

2025 RapidRide Corridors 1030 Redmond to Renton



DEPARTMENTS AND STAFF				
Name	**Title**	**Role Responsibility**	**Email**	**Phone**
Rob Wyman	City Manager	Administrator	robw@newcastlewa.gov	425-649-4444
Steve Osguthorpe	Community Development Director	Director	steveo@newcastlewa.gov	425-649-4444
Jeff Brauns	Public Works Director	Director	jeffb@newcastlewa.gov	425-649-4143X124

PLANS & RELEVANT DOCUMENTS	Links
Comprehensive Plan	https://newcastle.civicweb.net/filepro/documents/4260?preview=19604
Downtown Strategic Plan	http://newcastlewa.gov/cms/one.aspx?portalId=4026119&pageId=8046156
Design Standards Downtown	http://www.newcastlewa.gov/workspaces/one.aspx?objectid=11763899&cont

PERMITTING	Links
Permit Page	http://www.newcastlewa.gov/cms/one.aspx?pageId=6343029
Forms List	http://www.newcastlewa.gov/departments/community_development/applicati

City of Redmond

GOVERNANCE

Type of Governance Strong Mayor (Elected and Administrative) and 7 Council Members

At Large Council representatives (not Districts)
Redmond is located in two King County Council Districts (6 and 3), two legislative districts (45th and 48th) and the 1st Congressional District

Committee of the Whole and Planning and Public Works Subcom

Mayor	Roles	Term Ends	Email	Phone
John Marchione	(Serves on ST Board)	2019	mayor@redmond.gov	425-556-2101
City Council		**Term Ends**	**Email**	**Phone**
Hank Myers	Position 1	2019	hmyers@redmond.gov	425-830-4265
Steve Fields	Position 2	2021	sfields@redmond.gov	425-556-2143
Dayle (Hank) Margeson	Position 3 (Serves on RTC)	2019	hmargeson@redmond.gov	425-556-2116
Tanika Padhye	Position 4	2021	tpadhye@redmond.gov	425-556-2902
Angela Birney	Position 5, President City Council	2019	abirney@redmond.gov	425-556-2133
Jeralee Anderson	Position 6	2021	janderson@redmond.gov	425-556-2114
David Carson	Position 7, Vice President City Council	2019	dcarson@redmond.gov	425-556-2143

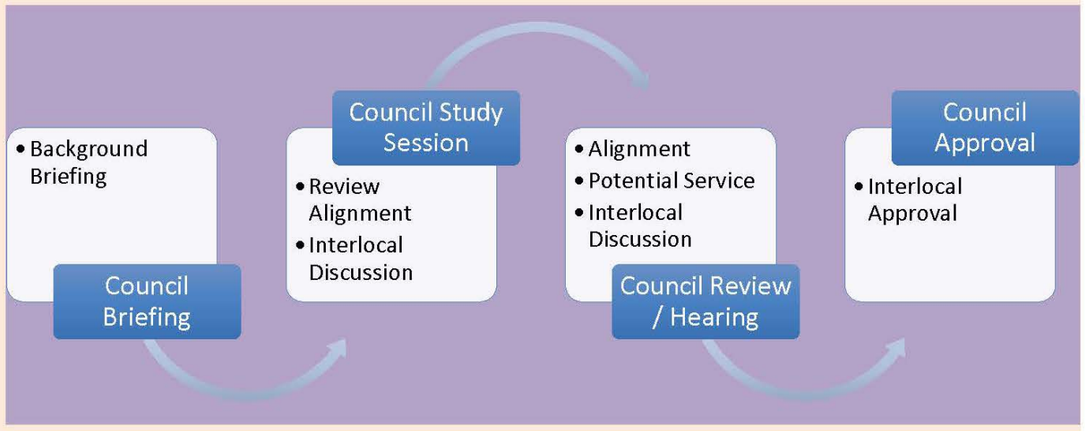
Boards and Commissions

Planning	Meets Second, Third and Fourth Wednesday at 7	6 Members

Council Decision Process

Council Briefing 2-4 Months in Advance, Council Study Session, Council Meeting/Hearing Council Vote. Agenda requires 2 weeks to one month in advance and provide materials 1 week in advance.

METRO CONNECTS 2025 RapidRide Corridors 1030 Redmond to Renton; B Line Redmond to Bellevue



DEPARTMENTS AND STAFF

Name	Title	Role Responsibility	Email	Phone
Steven Fischer	Planning Manager	Manager	SFISCHER@redmond.gov	425-556-2432
Don Cairns	Engineering Manager	Director	DCAIRNS@redmond.gov	425--556-2834
Jeff Churchill	Sr. Transportation Planner	Strategic Advisor	JCHURCHILL@redmond.gov	425-556-2492
Staff Directory	http://www.redmond.gov/government/staffdirectory			

PLANS & RELEVANT DOCUMENTS	Link
Comprehensive Plan	http://www.redmond.gov/cms/One.aspx?portalId=169&pageId=11767
Transportation Master Plan	http://www.redmond.gov/cms/one.aspx?portalId=169&pageId=26778
Transportation Document Library	http://www.redmond.gov/cms/One.aspx?portalId=169&pageId=110397
Design Standards	http://www.redmond.gov/cms/One.aspx?portalId=169&pageId=187025

PERMITTING	Link
Permit Page	http://www.redmond.gov/cms/One.aspx?portalId=169&pageId=135790
Specific Permits	
Construction	http://www.redmond.gov/cms/One.aspx?portalId=169&pageId=136730
Right of way Use	http://www.redmond.gov/cms/One.aspx?portalId=169&pageId=136768
State Environmental Policy Act (See Also Permit Center)	http://www.redmond.gov/cms/One.aspx?portalId=169&pageId=136869

City of Renton

GOVERNANCE	
Type of Governance	Strong Mayor (Elected and Administrative) and 7 Council Members
	Renton is located in 9th and 5th King County Council Districts, in two legislative districts (11th and 33rd) and the 9th Congressional District The Renton Council meets the first four Mondays of the month at 7 PM

Mayor	Roles	Term Ends	Email	Phone
Denis Law	Mayor	TBD	dlaw@rentonwa.gov	425-430-6500
City Council		**Term Ends**	**Email**	**Phone**
Randy Corman	Transportation Committee	TBD	rcorman@rentonwa.gov	425-430-6501
Ryan McIrvin		TBD	rmcirvin@rentonwa.gov	425-430-6501
Armondo Pavone		TBD	apavone@rentonwa.gov	425-430-6501
Ruth Perez	Transportation Committee	TBD	rperez@rentonwa.gov	425-430-6501
Don Persson	Transportation Committee	TBD	dpersson@rentonwa.gov	425-430-6501
Ed Prince	Council President	TBD	eprince@rentonwa.gov	425-430-6501
Carol Ann Witschi		TBD	witschi@rentonwa.gov	425-430-6501

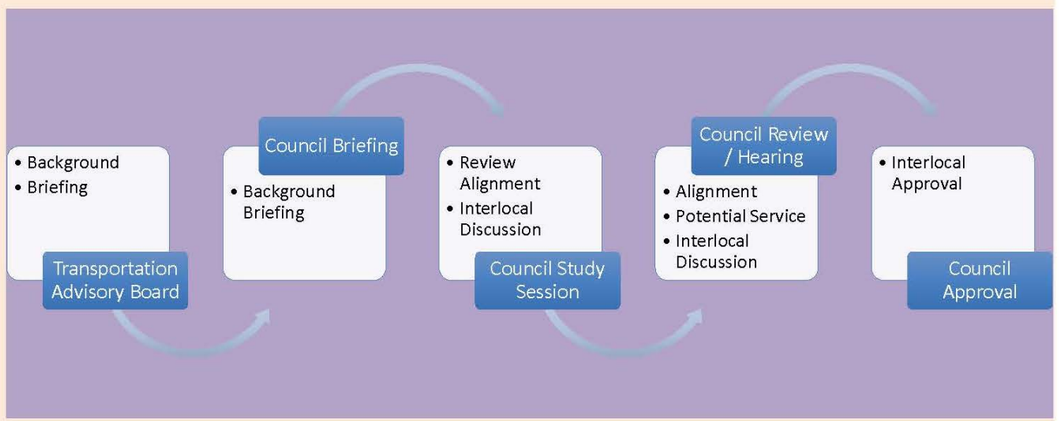
Boards and Commissions

Planning Commission	Meet 1st and 3rd Wednesdays at 6PM	9 Members
Transportation Subcommittee of the Council	1st and 3rd Mondays at 4:30	3 Council Members

Council Decision Process

There are 6 council subcommittees including Transportation. Items are referred to these sub-committees of the Council. Items would be referred to the Council of the Whole for approval after recommendation from the Committee (Transportation) Agenda time takes 2 weeks to one month in advance and provide materials 1 week in advance.

METRO CONNECTS 2025 RapidRide Corridors 1030 Redmond to Renton; 1033 Renton to Auburn; F Line Burien to Renton



DEPARTMENTS AND STAFF				
Name	**Title**	**Role Responsibility**	**Email**	**Phone**
John Collum	Community Development	Plan review	Jcollum@Rentonwa.gov	TBD
Vangie Garcia	Sr. Transportation Planner	Transportation Planning and Coordination	VGarcia@Rentonwa.gov	(425) 430-7319
Jim Seitz	Traffic and Transportation Planner	Traffic and Transportation Projects	Jseitz@Rentonwa.gov	(425) 430-7321
Chip Vincent	Community Economic Development	Development Review	Cvincent@Rentonwa.ov	425-430-6575

PLANS & RELEVANT DOCUMENTS	Links
Comprehensive Plan 2015	https://edocs.rentonwa.gov/Documents/0/edoc/955864/Comprehensiv
Transportation Documents /Plans	TBD
Trails and Bicycle Plans	https://www.rentonwa.gov/cms/one.aspx?portalId=7922741&pageId=8
Design Standards	http://edocs.rentonwa.gov/Documents/Browse.aspx?startid=586066&c
Vision Plan for Downtown	https://www.rentonwa.gov/cms/one.aspx?portalId=7922741&pageId=9
Civic Core Plan 2018	http://rentonciviccore.com/

PERMITTING	Links
Permit Page	https://www.rentonwa.gov/cms/one.aspx?pageId=9669435
Specific Permits	
Construction	https://www.rentonwa.gov/cms/One.aspx?portalId=7922741&pageId=9
Right of way Use	https://www.rentonwa.gov/cms/One.aspx?portalId=7922741&pageId=9
State Environmental Policy Act (See Also Permit Center)	https://www.rentonwa.gov/cms/one.aspx?portalId=7922741&pageId=9

City of Seattle

GOVERNANCE

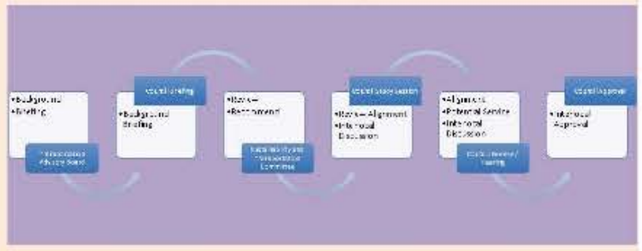
Type of Governance Strong Mayor Elected and Administrative and 9 Council Members

Representative and at-Large Council representatives (not Districts)
Seattle is located in King County Council Districts 1, 2, 4 and 8 (Ring and Parcel), legislative districts (30, 34, 36, 37, 43, 46) and the 4th and 7th Congressional District

Mayor		Term Ends	Email	Phone
Jenny Durkan	(Serve on 2nd Board)	2021	Jenny.durkan@seattle.gov	206 684 4000
City Council		**Term Ends**	**Email**	**Phone**
Lisa Herbold	District 1, (Serves on RTC)	TBD	Lisa.Herbold@seattle.gov	206 684 8804
Bruce Harrell	District 2, Council President, Sustainability and Transportation	TBD	Bruce.Harrell@seattle.gov	206-684-4000
Rasheda Sawyer	District 3, S. Sustainability and Transportation	TBD	Rasheda.Sawyer@seattle.gov	206-684-4000
Rob Johnson	District 4, S. Sustainability and Transportation	TBD	Rob.Johnson@seattle.gov	206-684-4000
Debora Juarez	District 5	TBD	Debora.Juarez@seattle.gov	206-684-4000
Mike O'Brien	District 6, Chair of Sustainability and Transportation (Serves on RTC)	TBD	Mike.OBrien@seattle.gov	206 684 4000
Sally Bagshaw	District 7	TBD	Sally.Bagshaw@seattle.gov	206-684-4000
Teresa Mosqueda	At Large	TBD	Teresa.Mosqueda@seattle.gov	206 684 4000

Boards and Commissions

Planning	Meets one Council 4th Thursday, 2pm-5 PM	16 Members
Transit Advisory Board	Appointed by Council and Mayor Fourth Wednesday @ 8PM	9 Members
Council Subcommittee	Sustainability and Transportation	4 Members
Council Decision Process	Review with Related Boards, Council Committee on Sustainability and Transportation, Council Briefing, 3-4 Months in Advance, Council Study Session, Council Meeting/Hearing Council Vote. Agenda timetable 7 weeks in advance information advance materials 1 week in advance	
METRO CONNECTS 2025 RapidRide Corridors	C Line West Seattle, D Line Ballard, E Line Shoreline 122/N Line, 1068 23rd Rainier, 1071 South Lake Union to Rainier, 1069 University of Washington to Bothell, 1012 Market 45th, 1069 (c) Madison, 1013 Roosevelt/Greenwood, 40 Northgate/Lake	



DEPARTMENTS AND STAFF

Name	Title	Role/Responsibility	Email	Phone
Goran Sparman	Director of Transportation	Acting Director	Goran.Sparman@SeattleGov	206 684 5000
Andrew Glass-Hastie	Transit Director	Transit Programs	Andrew.Glass-Hastie@Seattle.Gov	206 684 4384
Nelson Pungetson	Director SDOT	Development Approvals	nelson.pungetson@seattle.gov	206-684-0464
Ben Smith	Transit Planner	Transit Projects	ben.smith@seattle.gov	206-684-4203
Dawn Schellenberg	SR Community Engagement	Outreach	dawn.schellenberg@seattle.gov	206-684-5189
Mariana Hobson	Public Information Office	Community Relations	Mariana.Hobson@Seattle.Gov	206 684 8540
Candice Lorenzana	Traffic Division	Rapid Ride	Candice.Lorenzana@seattle.gov	206-684-0537

Staff Directory https://www.seattle.gov/directory/

PLANS & RELEVANT DOCUMENTS	Links
Corridor Expansion	http://www.seattle.gov/transportation/projects-and-programs/programs/transit-program/transit-info
Comprehensive Plan	http://www.seattle.gov/dpd/planning_development/comprehensiveplan/projectsactivelyunderway/comprehensiveplan/default.htm
MoveSeattle (Capital Improvements)	http://www.seattle.gov/transportation/document-library/otherdocs/move-seattle
Streets Illustrated	http://streetsillustrated.seattle.gov/
Pedestrian Master Plan	http://www.seattle.gov/transportation/document-library/modal-plans/pedestrian-master-plan
Bicycle Master Plan	http://www.seattle.gov/transportation/document-library/modal-plans/bicycle-master-plan
Transit Master Plan	http://www.seattle.gov/transportation/document-library/modal-plans/transit-master-plan
Freight Master Plan	http://www.seattle.gov/transportation/document-library/modal-plans/freight-master-plan

PERMITTING	Links
Permit Page	http://www.seattle.gov/dpd/permits/default.htm
Specific Permits	
Right of way Use	http://streetsillustrated.seattle.gov/
Public Space Permits	http://www.seattle.gov/transportation/permits-and-services/permits/public-space-management-permits
Site-specific Policy Act (See Also Permit Center)	http://www.seattle.gov/dpd/permits/permittypes/sepa_process/default.htm





Seattle.gov
Mayor Jenny A. Durkan

Project Timeline

RapidRide Line	Status	Opening Year
RapidRide G Line *Downtown Seattle to First Hill to Aurora Village*	Design	2021
RapidRide H Line *Downtown Seattle to Delridge to Burien*	Planning	2021
Rainier RapidRide Line *Downtown Seattle to Mt Baker to Rainier Beach*	Pre-concept	2021
Roosevelt RapidRide Line *Downtown Seattle to Eastlake to Roosevelt*	Planning	2021
Market RapidRide Line *Ballard to Wallingford to U District*	Pre-concept	2021
Fremont RapidRide Line *Downtown Seattle to Aurora/Ballard to Northgate*	Not active yet	2024
23rd RapidRide Line *Mt Baker to Central Area to U District*	Not active yet	2024

City of Shoreline

GOVERNANCE	
Type of Governance	Council elected mayor At Large Council representatives (not Districts)
	Shoreline is located in in King County Council District 1, legislative districts 32 and the 7th Congressional District
	The Council meets on Monday at 7:00PM

Mayor		Term Ends	Email	Phone
Will Hall	Mayor, Position 3	2021	whall@shorelinewa.gov	(206) 373-1630
City Council		**Term Ends**	**Email**	**Phone**
Keith McGlashan	Position 1	2021	kmcglashan@shorelinewa.gov	(206) 330-3948
Keith Scully	Position 2	2019	kscully@shorelinewa.gov	(206) 735-9030
Doris McConnell	Position 4	2019	dmcconnell@shorelinewa.gov	206-731-9323
Susan Chang	Position 5	2021	schang@shorelinewa.gov	(206) 373-1639
Jesse Salomon	Deputy Mayor, Position 6	2019	jsalomon@shorelinewa.gov	(206) 396-5807
Chris Roberts	Position 7	2021	croberts@shorelinewa.gov	(206) 391-2733

Boards and Commissions

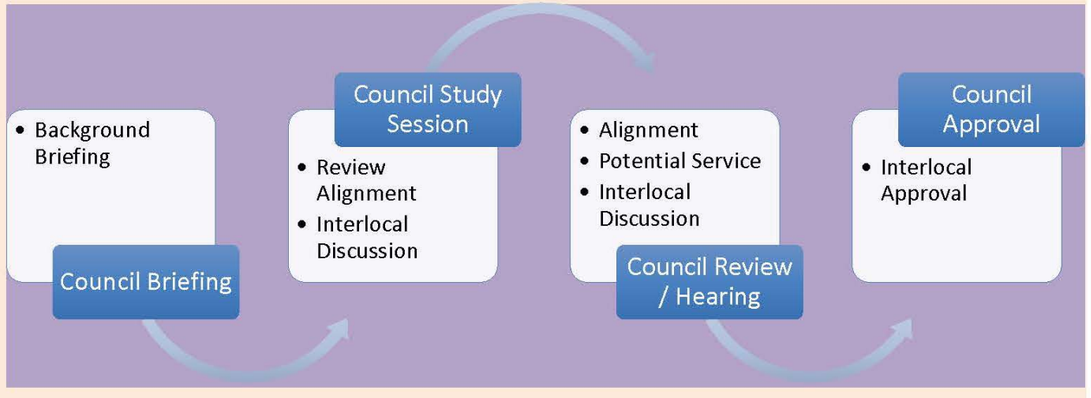
Planning	Third Thursdays	7 Members

Council Decision Process

Council Briefing 2-4 Months in Advance, Council Study Session, Council Meeting/Hearing Council Vote. Agenda time takes 2 weeks to one

METRO CONNECTS

2025 RapidRide Corridors E Line Shoreline to Seattle



DEPARTMENTS AND STAFF				
Name	**Title**	**Role Responsibility**	**Email**	**Phone**
Debbie Tarry	City Manager	Administrator	dtarry@shorelinewa.gov	(206) 801-2213
Randy Witt	Public Works Director	Infrastructure	rwitt@shorelinewa.gov	(206) 801-2401
Nytasha Sowers	Transportation Services Manager	Transportation	nsowers@shorelinewa.gov	(206) 801-2481
Kendra Dedinsky	City Traffic Engineer	Traffic Ops.	kdedinsky@shorelinewa.gov	(206) 801-2431
Rachael Markle	City Planning and Community Development Director	Development	rmarkle@shorelinewa.gov	(206) 801-2531
Miranda Redinger	Senior Planner	Planning PM	mredinger@shorelinewa.gov	(206) 801-2513

PLANS & RELEVANT DOCUMENTS	Links
Comprehensive Plan	http://www.shorelinewa.gov/government/departments/planning-community-
Transportation Plans 2011	http://www.shorelinewa.gov/government/departments/public-
Economic Development Plan	http://www.shorelinewa.gov/home/showdocument?id=10807
Engineering Standards Including Traffic	http://www.shorelinewa.gov/government/departments/public-
Transportation Improvement Plan	http://www.shorelinewa.gov/government/departments/public-

PERMITTING	Links
Permit Page	http://www.shorelinewa.gov/government/departments/planning-community-
Specific Permits	
Right of way Use	http://www.shorelinewa.gov/government/departments/public-works/right-
State Environmental Policy Act (See Also Permit Center)	http://www.shorelinewa.gov/home/showdocument?id=2452

Community Transit

GOVERNANCE	
Type of Governance	Community Transit is governed by a Board of Commissioners consisting of elected officials from local agencies

DEPARTMENTS AND STAFF				
Name	**Title**	**Role Responsibility**	**Email**	**Phone**
Emmett Heath	CEO	Executive	Emmett.Heath@commtrans.org	425-348-7102
Joy Munkers	Director of Planning and Development	Planning	joy.munkers@commtrans.org	425-348-7133
June DuVoll	SWIFT	Management	june.devoll@commtrans.org	425-348-2337
Roland Behee	Long Range Planning	Planning Manager	Roland.behee@commtrans.org	425-348-2368
Kate Tourtellot	Planning	Long Range Plan	Kate.Tourtellot@commtrans.org	425-348-2314
Sarah Hayden	Sr Planner	Service Planner	Sara.Hayden@commtrans.org	425-348-7184

PLANS & RELEVANT DOCUMENTS	Links
SWIFT	https://www.communitytransit.org/swiftnews
Transit Development Plan	https://www.communitytransit.org/tdp
Long Range Plan	https://www.communitytransit.org/projects/long-range-plan
Service Maps and Resources	https://www.communitytransit.org/busservice/system-maps

Pierce Transit

GOVERNANCE	
Type of Governance	Pierce Transit is governed by a Board of Commissioners consisting of elected officials from local agencies

DEPARTMENTS AND STAFF				
Name	**Title**	**Role Responsibility**	**Email**	**Phone**
Sue Dreier	CEO Pierce Transit	Executive	TBD	TBD
Max Henkle	Senior Planner	Planning	TBD	TBD
Darin Stavish	Transit Planner	Regional Coordination	TBD	TBD

PLANS & RELEVANT DOCUMENTS	Links
Documents Page including: Transit Development Plan, Long Range Transit Plan and Service Maps	https://www.piercetransit.org/documents/

Sound Transit

GOVERNANCE

Type of Governance

Sound Transit is governed by an 18-member Board made up of local elected officials and the Secretary of Transportation. The Board establishes policies and gives direction and oversight. The Board includes three members from Snohomish County, 10 from King County, four from Pierce County and the State Transportation Department secretary.

Board Chair	
Dave Sommers	Snohomish County Exec
Board	
Ron Lucas	Vice Chair, Mayor of Steilacoom
John Marchione	Vice Chair, Mayor of Redmond
Nancy Backus	Mayor of Auburn
David Baker	Mayor or Kenmore
Claudia Balducci	King County Councilmember
Dow Constantine	King County Exec
Bruce Dammier	Pierce County Exec
Jenny Durkan	Mayor of Seattle
Dave Earling	Mayor of Edmonds
Rob Johnson	Seattle City Councilmember
Kent Keel	Mayor University Place
Joe McDermott	King County Councilmember
Roger Millar	Washington State Secretary of Transportation
Paul Roberts	Everett Mayor ProTem and Councilmember
Dave Upthegrove	King County Councilmember
Peter von Reichbauer	King County Councilmember
Victoria Woodard's	Mayor of Tacoma

The Full Board Meets Monthly the fourth Thursday

Executive of the Board meets the second Thursday

Boards Committees

Planning
Transportation
Advisory

Board Decision Process

Depending on the type of action subcommittees of the board would review and refer to the full board.
Subcommittees include Capital Committee (for cost sharing) and Operations and Administration

DEPARTMENTS AND STAFF

			Main	206-398-5000
Name	**Title**	**Role Responsibilit**	**Email**	**Phone**
Peter Rogoff	CEO	Executive	Peter.Rogoff@Soundtransit.org	TBD
Wesley King	Service Planning/Regional Coordination	Planner	Wesley.King@Soundtransit.org	206-903-7840
Bernard van deKam	Project Director	Eastside Corridor Development Director\	bernard.vandekamp@Soundtransit.org	206-684-3136
Kamuron Gurol	Project Director	North Corridor Development Director	Kamuron.Gurol@Soundtransit.org	TBD
Cathal Ridge	Project Director	Central Corridor Director	Cathal.Ridgef@Soundtransit.org	TBD
Brooke Belman	Director	Equitable TOD	Brooke.Belman@Soundtransit.org	TBD
Trinity Parker	Government and Community Relations	Government Relations	Trinity.Parker@Soundtransit.org	TBD
Paul Cornish	Project Director	BRT	Paul.Cornish@soundtransit.org	206-398-5342
Paige Cureton	Project Manager	SR 522	Paige.Cureton@soundtransit.org	206-903-7032
Cynthia Padilla	Project Manager	I-405	Cynthia.Padilla@soundtransit.org	TBD
Kym Williams	Permits Supervisor	Permits	Kym.Williams@soundtransit.org	206-398-5156

PLANS & RELEVANT DOCUMENTS	Links
Sound Transit 3	http://soundtransit3.org/map#map
Sound Transit 2	https://www.soundtransit.org/st2
Transportation Development Plans	https://www.soundtransit.org/About-Sound-Transit/News-and-
Equitable TOD	https://www.soundtransit.org/Projects-and-Plans/In-Your-
Service Implementation Plan	https://www.soundtransit.org/Projects-and-Plans/service-planning/service-

Washington State Department of Transportation

GOVERNANCE	
Type of Governance	WSDOT is led by the Secretary of Transportation appointed by the Governor WSDOT provides grant programs and support for transit WSDOT has authority for maintenance and development of Interstate Highways and state facilities including ferries and WSDOT has programs for bus on shoulders WSDOT owns and operates the State Ferry system

DEPARTMENTS AND STAFF				
Name	**Title**	**Role Responsibility**	**Email**	**Phone**
Brian Lagerberg	Public Transportation	Director	LAGERBB@wsdot.wa.gov	360-705-7878
Dylan Counts	Bus on Shoulders	ST Coordination	COUNTSD@wsdot.wa.gov	206-464-1232
Stan Suchan	Grant Programs and Mobility Programs	Administrator	SUCHANS@wsdot.wa.gov	206-464-1192
Annie Johnson	Transit Coordination and Bus on Shoulders	ST Coordination	JOHNSAN@wsdot.wa.gov	206-716-1165
Amy Scarton	WSF Director	Administrator	Scartoa@WSDOT.WA.gov	206-515-3401
Robin Mayhew	Multimodal planning	Planning and coordination	MayhewR@wsdot.wa.gov	206-464-1264
Staff Directory	https://www.wsdot.wa.gov/contact/employee/directory/			

PLANS & RELEVANT DOCUMENTS	Links
Public Transportation	http://www.wsdot.wa.gov/Transit/default.htm
Public Transportation Long Range Plan	http://www.wsdot.wa.gov/Transit/TransportationPlan
Grant Programs	http://www.wsdot.wa.gov/Transit/Grants/grants.htm
Bus on Shoulders	http://www.wsdot.wa.gov/congestion/bus-shoulder-lanes

PERMITTING	Links
Env. Resources	http://www.wsdot.wa.gov/environment/technical

Attachment E-3

Sample Checklists

Grant Opportunities

SEPA/NEPA Strategy Checklist

SAMPLE Grant Opportunities Checklist

Funding/Grant	Source	Typical Projects	Typical Submittal Timeline
Better Utilizing Investments to Leverage Development (BUILD)	United States Department of Transportation Federal Grant Competition	Large roadway, bridge, railway and other investments that have substantial matching dollars.	Varies – Annual
Surface Transportation Program (STP)	PSRC/Federal	Highway and transit safety	Spring – Even-numbered years
Congestion Management Air Quality (CMAQ)	PSRC/Federal	Improvements focused on improving air quality including vehicle retrofits and alternative modes/modal connections	Spring – Even-numbered years
Rural Town Centers and Corridors	PSRC/Federal	Improvements in rural towns	Spring – Odd-numbered years
Federal Transit Agency 5307	PSRC/Federal	Purchase of vehicles	Spring – Even-numbered years
TIB Grant	State TIB	Projects for urban arterials, urban preservation, and sidewalk and small city projects	Submit end of August – Annual
Regional Mobility Grants	State	Improve transit mobility and reduce congestion	Varies – Even-numbered years
Puget Sound Transit Coordination Grant	State	Financial assistance for coordinated projects in Puget Sound	February 2019
Consolidate Grant	State	Special needs, seniors with disabilities, rural transit and capital funding facilities	Varies – Even number years

SAMPLE SEPA/NEPA Strategy Checklist

RapidRide projects are anticipated to have positive environmental impacts by increasing access to more reliable, quality transit service and thereby reducing reliance on single-occupant automobiles. These projects are anticipated to result in a small physical footprint; however, environmental impacts will need to be addressed. If there is a federal nexus these RapidRide projects would require clearance under NEPA. A federal nexus would include federal funding or impacts, mitigations, or controversy that are beyond the scale of RapidRide.

If federal funding is anticipated, the NEPA process is anticipated to be a Documented Categorical Exclusion (DCE); however, the NEPA process is noted below:

The NEPA process:

- Categorical Exclusion (CE) – Under NEPA, a project that has been predetermined (by a federal agency with jurisdiction) not likely to have significant adverse impacts and therefore not subject to NEPA regulations.
- Environmental Assessment (EA) – Under NEPA, a public document that analyzes the environmental impacts of a proposed action and provides sufficient evidence to determine the level of significance of the impacts and the possible need for an Environmental Impact Statement (EIS).
- EIS – The EIS is prepared for NEPA or SEPA when the lead agency determines that a proposal is likely to have significant environmental impacts.

The process for a CE includes coordination with a lead agency that is a federal agency, in this case the FTA. Steps include:

Phase	CE Steps
Planning Phase	1. Confer with a lead agency (FTA)
	2. Identify project in lead agency's CE List
	3. Identify and prepare technical memos as necessary for documented CE
Preliminary Design	4. Complete standard CE forms
	5. Lead agency reviews documents
	6. Revise as necessary
Final Design	7. Lead agency concurs
Implementation	8. If the project requires monitoring of potential impacts, those would be prescribed at this time

Under state law, an environmental process is required for any actions under SEPA through a checklist. Typically, the local agency where the action occurs acts as the SEPA reviewer.

The environmental checklist is a standard form found on agency websites and used by all agencies in Washington state to obtain information about a proposed action. The checklist was developed as a generic form to ensure that it was applicable to every kind of action and has been adapted by local agencies. While the project is defined along a corridor, the best strategy may be to submit SEPA checklists to each local agency or have each of the local agencies determine a lead local agency, with reviews facilitated by that single agency. Traditionally, the lead agency Is the agency responsible for complying with SEPA. Co-lead agencies are permissible.

The process for a SEPA checklist includes coordination and finding by a local agency. Steps include:

Phase	Checklist Steps
Planning	1. Determine the lead agency
	2. Determine whether a standard or expanded checklist is appropriate
Preliminary Design	3. Identify and prepare supporting technical memos as necessary
	4. Complete the agency SEPA checklist (usually found on the agency website)
	5. Lead agency reviews checklist
	6. Revise checklist based on agency comments
	7. Option for the lead agency to solicit input from other agencies and the public
	8. Lead agency determines necessary mitigation
	9. Lead agency makes a threshold determination
	10. Issue Determination of Non-Significance (DNS)
	11. Distribute documents and invite public comment
	12. Respond to comments
	13. Issue Notice of Action
Implementation	14. Monitor

Attachment E-4

Samples and Examples of Related Documents That May Be Used in the Development of RapidRide Lines

- State Environmental Policy Act Checklist
- Sample Categorical Exclusion
- National Environmental Policy Act Documented Categorical Exclusion (for Projects Using Federal Funds)
- Interlocal Agreements/Memoranda of Understanding/ Memoranda of Agreement with Agency Partners

State Environmental Policy Act Checklist

SEPA ENVIRONMENTAL CHECKLIST

Purpose of checklist:

Governmental agencies use this checklist to help determine whether the environmental impacts of your proposal are significant. This information is also helpful to determine if available avoidance, minimization or compensatory mitigation measures will address the probable significant impacts or if an environmental impact statement will be prepared to further analyze the proposal.

***Instructions for applicants*:** [help]

This environmental checklist asks you to describe some basic information about your proposal. Please answer each question accurately and carefully, to the best of your knowledge. You may need to consult with an agency specialist or private consultant for some questions. You may use "not applicable" or "does not apply" only when you can explain why it does not apply and not when the answer is unknown. You may also attach or incorporate by reference additional studies reports. Complete and accurate answers to these questions often avoid delays with the SEPA process as well as later in the decision-making process.

The checklist questions apply to all parts of your proposal, even if you plan to do them over a period of time or on different parcels of land. Attach any additional information that will help describe your proposal or its environmental effects. The agency to which you submit this checklist may ask you to explain your answers or provide additional information reasonably related to determining if there may be significant adverse impact.

Instructions for Lead Agencies:

Additional information may be necessary to evaluate the existing environment, all interrelated aspects of the proposal and an analysis of adverse impacts. The checklist is considered the first but not necessarily the only source of information needed to make an adequate threshold determination. Once a threshold determination is made, the lead agency is responsible for the completeness and accuracy of the checklist and other supporting documents.

Use of checklist for nonproject proposals: [help]

For nonproject proposals (such as ordinances, regulations, plans and programs), complete the applicable parts of sections A and B plus the SUPPLEMENTAL SHEET FOR NONPROJECT ACTIONS (part D). Please completely answer all questions that apply and note that the words "project," "applicant," and "property or site" should be read as "proposal," "proponent," and "affected geographic area," respectively. The lead agency may exclude (for non-projects) questions in Part B - Environmental Elements –that do not contribute meaningfully to the analysis of the proposal.

A. BACKGROUND [help]

1. Name of proposed project, if applicable: [help]

2. Name of applicant: [help]

3. Address and phone number of applicant and contact person: [help]

4. Date checklist prepared: [help]

5. Agency requesting checklist: [help]

6. Proposed timing or schedule (including phasing, if applicable): [help]

7. Do you have any plans for future additions, expansion, or further activity related to or connected with this proposal? If yes, explain. [help]

8. List any environmental information you know about that has been prepared, or will be prepared, directly related to this proposal. [help]

9. Do you know whether applications are pending for governmental approvals of other proposals directly affecting the property covered by your proposal? If yes, explain. [help]

10. List any government approvals or permits that will be needed for your proposal, if known. [help]

11. Give brief, complete description of your proposal, including the proposed uses and the size of the project and site. There are several questions later in this checklist that ask you to describe certain aspects of your proposal. You do not need to repeat those answers on this page. (Lead agencies may modify this form to include additional specific information on project description.) [help]

12. Location of the proposal. Give sufficient information for a person to understand the precise location of your proposed project, including a street address, if any, and section, township, and range, if known. If a proposal would occur over a range of area, provide the range or boundaries of the site(s). Provide a legal description, site plan, vicinity map, and topographic map, if reasonably available. While you should submit any plans required by the agency, you are not required to duplicate maps or detailed plans submitted with any permit applications related to this checklist. [help]

B. ENVIRONMENTAL ELEMENTS [help]

1. Earth

a. General description of the site [help]
(circle one): Flat, rolling, hilly, steep slopes, mountainous,
other _____

b. What is the steepest slope on the site (approximate percent slope)? [help]

c. What general types of soils are found on the site (for example, clay, sand, gravel, peat, muck)? If you know the classification of agricultural soils, specify them and note any agricultural land of long-term commercial significance and whether the proposal results in removing any of these soils. [help]

d. Are there surface indications or history of unstable soils in the immediate vicinity? If so, describe. [help]

e. Describe the purpose, type, total area, and approximate quantities and total affected area of any filling, excavation, and grading proposed. Indicate source of fill. [help]

f. Could erosion occur as a result of clearing, construction, or use? If so, generally describe. [help]

g. About what percent of the site will be covered with impervious surfaces after project construction (for example, asphalt or buildings)? [help]

h. Proposed measures to reduce or control erosion, or other impacts to the earth, if any: [help]

2. Air

a. What types of emissions to the air would result from the proposal during construction, operation, and maintenance when the project is completed? If any, generally describe and give approximate quantities if known. [help]

b. Are there any off-site sources of emissions or odor that may affect your proposal? If so, generally describe. [help]

c. Proposed measures to reduce or control emissions or other impacts to air, if any: [help]

3. **Water**

a. Surface Water: [help]

1) Is there any surface water body on or in the immediate vicinity of the site (including year-round and seasonal streams, saltwater, lakes, ponds, wetlands)? If yes, describe type and provide names. If appropriate, state what stream or river it flows into. [help]

2) Will the project require any work over, in, or adjacent to (within 200 feet) the described waters? If yes, please describe and attach available plans. [help]

3) Estimate the amount of fill and dredge material that would be placed in or removed from surface water or wetlands and indicate the area of the site that would be affected. Indicate the source of fill material. [help]

4) Will the proposal require surface water withdrawals or diversions? Give general description, purpose, and approximate quantities if known. [help]

5) Does the proposal lie within a 100-year floodplain? If so, note location on the site plan. [help]

6) Does the proposal involve any discharges of waste materials to surface waters? If so, describe the type of waste and anticipated volume of discharge. [help]

b. Ground Water:

1) Will groundwater be withdrawn from a well for drinking water or other purposes? If so, give a general description of the well, proposed uses and approximate quantities withdrawn from the well. Will water be discharged to groundwater? Give general description, purpose, and approximate quantities if known. [help]

2) Describe waste material that will be discharged into the ground from septic tanks or other sources, if any (for example: Domestic sewage; industrial, containing the following chemicals. . . ; agricultural; etc.). Describe the general size of the system, the number of such systems, the number of houses to be served (if applicable), or the number of animals or humans the system(s) are expected to serve. [help]

c. Water runoff (including stormwater):

1) Describe the source of runoff (including storm water) and method of collection and disposal, if any (include quantities, if known). Where will this water flow? Will this water flow into other waters? If so, describe. [help]

2) Could waste materials enter ground or surface waters? If so, generally describe. [help]

3) Does the proposal alter or otherwise affect drainage patterns in the vicinity of the site? If so, describe.

d. Proposed measures to reduce or control surface, ground, and runoff water, and drainage pattern impacts, if any:

4. **Plants** [help]

a. Check the types of vegetation found on the site: [help]

____deciduous tree: alder, maple, aspen, other
____evergreen tree: fir, cedar, pine, other
____shrubs
____grass
____pasture
____crop or grain
____ Orchards, vineyards or other permanent crops.
____ wet soil plants: cattail, buttercup, bullrush, skunk cabbage, other
____water plants: water lily, eelgrass, milfoil, other
____other types of vegetation

b. What kind and amount of vegetation will be removed or altered? [help]

c. List threatened and endangered species known to be on or near the site. [help]

d. Proposed landscaping, use of native plants, or other measures to preserve or enhance vegetation on the site, if any: [help]

e. List all noxious weeds and invasive species known to be on or near the site.

5. **Animals**

a. List any birds and other animals which have been observed on or near the site or are known to be on or near the site. Examples include: [help]

birds: hawk, heron, eagle, songbirds, other:
mammals: deer, bear, elk, beaver, other:
fish: bass, salmon, trout, herring, shellfish, other _____

b. List any threatened and endangered species known to be on or near the site. [help]

c. Is the site part of a migration route? If so, explain. [help]

d. Proposed measures to preserve or enhance wildlife, if any: [help]

e. List any invasive animal species known to be on or near the site.

6. **Energy and natural resources**

a. What kinds of energy (electric, natural gas, oil, wood stove, solar) will be used to meet the completed project's energy needs? Describe whether it will be used for heating, manufacturing, etc. [help]

b. Would your project affect the potential use of solar energy by adjacent properties? If so, generally describe. [help]

c. What kinds of energy conservation features are included in the plans of this proposal? List other proposed measures to reduce or control energy impacts, if any: [help]

7. **Environmental health**

a. Are there any environmental health hazards, including exposure to toxic chemicals, risk of fire and explosion, spill, or hazardous waste, that could occur as a result of this proposal? If so, describe. [help]

1) Describe any known or possible contamination at the site from present or past uses.

2) Describe existing hazardous chemicals/conditions that might affect project development and design. This includes underground hazardous liquid and gas transmission pipelines located within the project area and in the vicinity.

3) Describe any toxic or hazardous chemicals that might be stored, used, or produced during the project's development or construction, or at any time during the operating life of the project.

4) Describe special emergency services that might be required.

5) Proposed measures to reduce or control environmental health hazards, if any:

b. **Noise**

1) What types of noise exist in the area which may affect your project (for example: traffic, equipment, operation, other)? [help]

2) What types and levels of noise would be created by or associated with the project on a short-term or a long-term basis (for example: traffic, construction, operation, other)? Indicate what hours noise would come from the site. [help]

3) Proposed measures to reduce or control noise impacts, if any: [help]

8. **Land and shoreline use**

a. What is the current use of the site and adjacent properties? Will the proposal affect current land uses on nearby or adjacent properties? If so, describe. [help]

b. Has the project site been used as working farmlands or working forest lands? If so, describe. How much agricultural or forest land of long-term commercial significance will be converted to other uses as a result of the proposal, if any? If resource lands have not been designated, how many acres in farmland or forest land tax status will be converted to nonfarm or nonforest use? [help]

1) Will the proposal affect or be affected by surrounding working farm or forest land normal business operations, such as oversize equipment access, the application of pesticides, tilling, and harvesting? If so, how:

c. Describe any structures on the site. [help]

d. Will any structures be demolished? If so, what? [help]

e. What is the current zoning classification of the site? [help]

f. What is the current comprehensive plan designation of the site? [help]

g. If applicable, what is the current shoreline master program designation of the site? [help]

h. Has any part of the site been classified as a critical area by the city or county? If so, specify. [help]

i. Approximately how many people would reside or work in the completed project? [help]

j. Approximately how many people would the completed project displace? [help]

k. Proposed measures to avoid or reduce displacement impacts, if any: [help]

L. Proposed measures to ensure the proposal is compatible with existing and projected land uses and plans, if any: [help]

m. Proposed measures to ensure the proposal is compatible with nearby agricultural and forest lands of long-term commercial significance, if any:

9. **Housing**

a. Approximately how many units would be provided, if any? Indicate whether high, middle, or low-income housing. [help]

b. Approximately how many units, if any, would be eliminated? Indicate whether high, middle, or low-income housing. [help]

c. Proposed measures to reduce or control housing impacts, if any: [help]

10. **Aesthetics**

a. What is the tallest height of any proposed structure(s), not including antennas; what is the principal exterior building material(s) proposed? [help]

b. What views in the immediate vicinity would be altered or obstructed? [help]

c. Proposed measures to reduce or control aesthetic impacts, if any: [help]

11. **Light and glare**

a. What type of light or glare will the proposal produce? What time of day would it mainly occur? [help]

b. Could light or glare from the finished project be a safety hazard or interfere with views? [help]

c. What existing off-site sources of light or glare may affect your proposal? [help]

d. Proposed measures to reduce or control light and glare impacts, if any: [help]

12. **Recreation**

a. What designated and informal recreational opportunities are in the immediate vicinity? [help]

b. Would the proposed project displace any existing recreational uses? If so, describe. [help]

c. Proposed measures to reduce or control impacts on recreation, including recreation opportunities to be provided by the project or applicant, if any: [help]

13. **Historic and cultural preservation**

a. Are there any buildings, structures, or sites, located on or near the site that are over 45 years old listed in or eligible for listing in national, state, or local preservation registers located on or near the site? If so, specifically describe. [help]

b. Are there any landmarks, features, or other evidence of Indian or historic use or occupation? This may include human burials or old cemeteries. Are there any material evidence, artifacts, or areas of cultural importance on or near the site? Please list any professional studies conducted at the site to identify such resources. [help]

c. Describe the methods used to assess the potential impacts to cultural and historic resources on or near the project site. Examples include consultation with tribes and the department of archeology and historic preservation, archaeological surveys, historic maps, GIS data, etc. [help]

d. Proposed measures to avoid, minimize, or compensate for loss, changes to, and disturbance to resources. Please include plans for the above and any permits that may be required.

14. **Transportation**

a. Identify public streets and highways serving the site or affected geographic area and describe proposed access to the existing street system. Show on site plans, if any. [help]

b. Is the site or affected geographic area currently served by public transit? If so, generally describe. If not, what is the approximate distance to the nearest transit stop? [help]

c. How many additional parking spaces would the completed project or non-project proposal have? How many would the project or proposal eliminate? [help]

d. Will the proposal require any new or improvements to existing roads, streets, pedestrian, bicycle or state transportation facilities, not including driveways? If so, generally describe (indicate whether public or private). [help]

e. Will the project or proposal use (or occur in the immediate vicinity of) water, rail, or air transportation? If so, generally describe. [help]

f. How many vehicular trips per day would be generated by the completed project or proposal? If known, indicate when peak volumes would occur and what percentage of the volume would be trucks (such as commercial and nonpassenger vehicles). What data or transportation models were used to make these estimates? [help]

g. Will the proposal interfere with, affect or be affected by the movement of agricultural and forest products on roads or streets in the area? If so, generally describe.

h. Proposed measures to reduce or control transportation impacts, if any: [help]

15. **Public services**

a. Would the project result in an increased need for public services (for example: fire protection, police protection, public transit, health care, schools, other)? If so, generally describe. [help]

b. Proposed measures to reduce or control direct impacts on public services, if any. [help]

16. **Utilities**

a. Circle utilities currently available at the site: [help]
electricity, natural gas, water, refuse service, telephone, sanitary sewer, septic system, other _____

b. Describe the utilities that are proposed for the project, the utility providing the service, and the general construction activities on the site or in the immediate vicinity which might be needed. [help]

C. SIGNATURE [HELP]

The above answers are true and complete to the best of my knowledge. I understand that the lead agency is relying on them to make its decision.

Signature: _____

Name of signee _____

Position and Agency/Organization _____

Date Submitted: _____

D. **SUPPLEMENTAL SHEET FOR NONPROJECT ACTIONS** [help]

(**IT IS NOT NECESSARY** to use this sheet for project actions)

Because these questions are very general, it may be helpful to read them in conjunction with the list of the elements of the environment.

When answering these questions, be aware of the extent the proposal, or the types of activities likely to result from the proposal, would affect the item at a greater intensity or at a faster rate than if the proposal were not implemented. Respond briefly and in general terms.

1. How would the proposal be likely to increase discharge to water; emissions to air; production, storage, or release of toxic or hazardous substances; or production of noise?

Proposed measures to avoid or reduce such increases are:

2. How would the proposal be likely to affect plants, animals, fish, or marine life?

Proposed measures to protect or conserve plants, animals, fish, or marine life are:

3. How would the proposal be likely to deplete energy or natural resources?

Proposed measures to protect or conserve energy and natural resources are:

4. How would the proposal be likely to use or affect environmentally sensitive areas or areas designated (or eligible or under study) for governmental protection; such as parks, wilderness, wild and scenic rivers, threatened or endangered species habitat, historic or cultural sites, wetlands, floodplains, or prime farmlands?

Proposed measures to protect such resources or to avoid or reduce impacts are:

5. How would the proposal be likely to affect land and shoreline use, including whether it would allow or encourage land or shoreline uses incompatible with existing plans?

Proposed measures to avoid or reduce shoreline and land use impacts are:

6. How would the proposal be likely to increase demands on transportation or public services and utilities?

Proposed measures to reduce or respond to such demand(s) are:

7. Identify, if possible, whether the proposal may conflict with local, state, or federal laws or requirements for the protection of the environment.

Sample Categorical Exclusion

King County
Department of Transportation
Metro Transit Division
Design and Construction Section
201 S. Jackson Street
KSC-TR-0435
Seattle, WA 98104-3856

April 29, 2013

TO: File
FM: Gillian Zacharias

RE: SEPA Categorical Exemption for the RapidRide E Line Project

Environmental Planning staff have reviewed the above-referenced project to determine the appropriate environmental review process under SEPA.

Based on the project description provided by King County Metro staff, we determine that the proposed project is:

(X) Categorically exempt under SEPA
(X) Categorically exempt from all air quality conformity requirements and that no further environmental review is required.

Project Description
RapidRide E Line is a Bus Rapid Transit (BRT) route that will operate on Aurora Avenue N (SR 99) between Denny Way in Seattle and the Aurora Village Transit Center in Shoreline. This 11 mile RapidRide line will replace Metro's 358 Express, one of the most heavily used transit routes in the region, and will link Seattle's downtown area with the Aurora Village Transit Center and Community Transit's Swift BRT service. The project includes roadway improvements, improved frequencies of bus service, enhanced coaches, stop and station amenities for passengers, and pedestrian improvements to facilitate access to the E Line. The combinations of these improvements with increased frequencies of service are expected to reduce travel time, improve convenience of using transit, and increase ridership.

The E Line will be designed and constructed primarily by King County Metro Transit. Roadway enhancements to improve speed and reliability include approximately peak period / peak direction Business and Transit (BAT), or transit-only lanes, approximately 15 intersections with transit signal priority (TSP), queue jumps, and other Intelligent Transportation System (ITS) investments. These investments are anticipated to make transit 11-12% faster than existing conditions as well as more reliable and convenient.

The E Line will have fewer bus zones than currently exist along the alignment. All of the stops and stations on the corridor will be at existing bus stop locations with the exception of new stations on Aurora Avenue N at Harrison Street and at N 65th Street. Stops along the corridor will be spaced approximately four-tenths of a mile apart on average. There will be

approximately 33 RapidRide stations consisting of larger, distinctive shelters, improved lighting, bicycle amenities, and real-time rider information, 15 enhanced stops, (scaled-down versions of the stations), and 5 standard stops (please see attached Proposed Bus Zone Classification). The project will include new and expanded sidewalks, curb ramps and other similar pedestrian improvements.

Excavation associated with the project will occur at most of the bus zones. Excavation depths will vary depending on the type of work. For installation of the majority of concrete foundations for new passenger amenities including bus shelters, signage, technology pylons, light standards, other street furniture and sidewalks, the maximum depth of excavation is estimated to be two feet. Excavation between two and seven feet may be needed to place drainage pipes or connect to existing drainage facilities. Traffic signal modification in some locations will include changes to the signal equipment and controller cabinets. In cases where controller cabinets need to be replaced, new cabinet foundations and new conduits will require excavation of two to four feet deep. Trenching of no more than two feet in depth will be required for electrical conduits from some of the bus zones to power sources. Intelligent Transportation Systems (ITS) conduit will be installed by boring under the roadways at a depth of two to three feet in order to avoid any existing utilities. Low retaining walls (two to four feet high) will also be constructed at some locations.

SEPA Exemption

The project is categorically exempt as per WAC 197-11-800 (2), paragraphs:

(a) "The construction or designation of bus stops, loading zones, shelters, access facilities and pull-out lanes for taxicabs, transit and school vehicles,"

(c) "The construction or installation of minor road and street improvements such as pavement marking… transportation corridor landscaping… and pedestrian walks and paths…"

(d) Grading, excavating, filling, septic tank installations, and landscaping necessary for any building or facility exempted by subsections (1) and (2) of this section, as well as fencing and the construction of small structures and minor facilities accessory thereto.

This finding is consistent with the environmental regulations of the Seattle Municipal Code (SMC) 25.05.800 B3 - Other Minor New Construction:

> *"The construction or installation of minor road and street improvements such as …installation of catch basins and culverts, and reconstruction of existing roadbed (existing curb-to-curb in urban locations), including adding or widening of shoulders, addition of bicycle lanes, paths and facilities, and pedestrian walks and paths, but not including additional automobile lanes.*

Air Quality Conformity Exemption

The project is categorically exempt from all conformity requirements being consistent with the scale and impact of WAC 173-420-110 (2)(c): "Construction or renovation of power, signal, and communication systems," (2)(g): "Construction of small passenger shelters and information/ticketing kiosks," (3)(c): "Pedestrian facilities," and (4)(b): "Planting and landscaping." Although the project is determined exempt from SEPA requirements, the NEPA DCE notes that the project is in the latest conforming TIP. Project-level air quality conformity analysis, which modeled three intersections, concluded that the project does not cause an exceedance or the worsening of an existing exceedance and conforms to state and federal conformity requirements.

National Environmental Policy Act Documented Categorical Exclusion (for Projects Using Federal funds) Example 1

FTA Region 10
CATEGORICAL EXCLUSION and
DOCUMENTED CATEGORICAL EXCLUSION WORKSHEET

Note: The purpose of this worksheet is to assist sponsoring agencies (grantees) in gathering and organizing materials for environmental analysis required under the National Environmental Policy Act (NEPA), particularly for projects that may qualify as a Categorical Exclusion (CE) or Documented Categorical Exclusion (DCE). The use and submission of this particular worksheet is NOT required. The worksheet is provided merely as a helpful tool for assembling information needed by FTA to determine the likelihood and magnitude of potential project impacts. **NOTE: Fields are expandable, so feel free to use more than a line or two if needed.**

Submission of the worksheet does not satisfy NEPA requirements. FTA must concur in writing in the sponsoring agency's NEPA recommendation. Project activities may not begin until this process is complete. Contact the FTA Region 10 office at (206) 220-7954 if you have any questions or require assistance. If this is the first time you have filled out this form, FTA encourages you to review http://www.fta.dot.gov/documents/FTA_CE_Presentation.pdf. Feel free to contact Region 10 for additional assistance. **Please see the end of this document for submittal procedures.** For links to other agencies or for further topical guidance, please go to Region 10's Environmental Processes and Procedures site.

I. Project Description

Sponsoring Agency	Date Submitted	FTA Grant Number(s) (if known)
King County Metro Transit & Seattle Department of Transportation	December 12, 2017	WA 90X583

Project Title
Bus Bulb Improvements on E Thomas Street

Project Description (brief, 1-2 sentences)
This project will add bus bulbs at two locations on E Thomas Street at 16th and 19th Avenues. SDOT and Metro are jointly funding this project. SDOT will be constructing the project with a 50% funding contribution from Metro.

Purpose and Need for Project (brief, 1-2 sentences, include as an attachment if adopted statement is lengthy)
These stops are used by Route 8 and Route 43. This corridor has frequent, high ridership service that has been identified in Metro's Service Guidelines Report as an investment priority because of reliability problems. Route 8 is one of Metro's least reliable routes, especially in the evening peak commute time with an evening peak on-time performance rate of 55% and an all-day on-time performance rate of 70%, below the minimum target of 80%.

During Metro's ongoing coordination with SDOT, Metro identified the two bus stops at 16th and 19th Avenues as an opportunity to combine the construction of bus bulbs with SDOT's project for pedestrian crossing improvements at multiple locations on E Thomas Street. The bus bulbs project more into the right-of-way, allowing the coaches to remain more in the traffic flows to remove the need to merge back into the travel lane and saving time on this congested route. Draft plans are attached (please note that locations that are not part of this project have been covered over).

Project Location (include City and Street address)
E Thomas Street at 16th and 19th Avenues

Project Contact (include phone number, mailing address and email address)
Gillian Zacharias, 206-477-7915, gillian.zacharias@kingcounty.gov
King County Metro, 201 S. Jackson Street, 4th floor, Seattle, 98104

If your project involves construction, include the following as appropriate:

- Project vicinity map
- Project site plan showing access points and project boundaries
- Other useful maps as appropriate (topo, for instance, depending on circumstances, and/or Google Earth aerial, NEPA Assist, etc.)
- A few photographs of the site if useful to illustrate important features
- Details pertaining to the depth of soil excavation
- Note if the soil has been previously disturbed by prior construction or other activity
- List parks or recreation areas within the project vicinity
- Any previous consultations that might be relevant? (HUD, SHPO, or DOTs)

II. NEPA Class of Action

Answer the following questions to determine the project's potential class of action. If the answer to any of the questions in Section A is "YES", contact the FTA Region 10 office to determine whether the project requires preparation of a NEPA environmental assessment (EA) or environmental impact statement (EIS).

A. Will the project significantly impact the natural, social and/or economic environment?

☐ YES (contact FTA Regional office)

☒ NO (continue)

A.1 Is the significance of the project's social, economic or environmental impacts unknown?

☐ YES (contact FTA Regional office)

☒ NO (continue)

A.2 Is the project likely to require detailed evaluation of more than a few potential impacts?

☐ YES (contact FTA Regional office)

☒ NO (continue)

A.3 Is the project likely to generate intense public discussion, concern or controversy, even though it may be limited to a relatively small subset of the community?

☐ YES (contact FTA Regional office)

☒ NO (continue)

B. Does the project appear on the following list of Categorical Exclusions (CEs)?

The types of activities listed below describe actions which, when the corresponding conditions are met, are under usual circumstances categorically excluded from further NEPA analysis under 23 CFR 771.118(c). Unusual circumstances may include, but are not limited to, the presence of wetlands, historic buildings and structures, parklands, or floodplains in the project area, or the potential for the project to impact other resources. (Descriptions of each type of activity, and corresponding conditions, are available here; this worksheet simply lists the name of each exclusion.)

☒ YES (If checked AND there are no special circumstances, check the applicable box and proceed to Section III.)

☐ NO (continue to Section II. C)

23 CFR 771.118(c)(1-16)

☐ (1) Utility and Similar Appurtenance Action

☐ (2) Pedestrian or Bicycle Action

- ☐ (3) Environmental Mitigation or Stewardship Activity
- ☐ (4) Planning and Administrative Activity
- ☒ (5) Activities Promoting Transportation Safety, Security, Accessibility and Communication
- ☐ (6) Acquisition, Transfer of Real Property Interest
- ☐ (7) Acquisition, Rehab, Maintenance of Vehicles or Equipment
- ☐ (8) Maintenance, Rehab, Reconstruction of Facilities
- ☐ (9) Assembly or Construction of Facilities
- ☐ (10) Joint Development of Facilities
- ☐ (11) Emergency Recovery Actions
  (Several conditions attach to this type of CE. We recommend you consult with FTA if you think this CE may apply to your action.)
- ☐ (12) Projects Entirely within the Existing Operational Right-of-Way.
- ☐ (13) Federally Funded Projects
  (Must be less than $5 million in federal funding, or having a total estimated cost of not more than $30,000,000 and Federal funds comprising less than 15 percent of the total estimated project cost.)
- ☐ (14) Bridge Removal and Related Activities.
- ☐ (15) Preventative Maintenance to Certain Culverts and Channels
- ☐ (16) Geotechnical and Similar Investigations

C. Does the project appear on the following list of potential documented Categorical Exclusions?

Projects that are categorical exclusions under 23 CFR 771.118(d) require additional documentation demonstrating that the specific conditions or criteria for the CEs are satisfied and that significant effects will not result.

- ☐ YES (Check correct box below and continue to Part III)
- ☐ NO (Contact FTA Regional Office)

23 CFR 771.118(d)(1-8)

- ☐ (1) Modernization of a highway by resurfacing, restoring, rehabilitating, or reconstructing shoulders or auxiliary lanes.
- ☐ (2) Bridge replacement or the construction of grade separation to replace existing at-grade railroad crossings.
- ☐ (3) Acquisition of land for hardship or protective purposes. (NOTE: Hardship and protective buying will be permitted only for one or a limited number of parcels, and only where it will not limit the evaluation of alternatives (including alignments) for planned construction projects.
- ☐ (4) Acquisition of right-of-way. (NOTE: No project development on the acquired right-of-way may proceed until the NEPA process for such project development, including the

consideration of alternatives, where appropriate, has been completed.)

☐ (5) Construction of bicycle facilities within existing transportation right-of-way.

☐ (6) Facility modernization through construction or replacement of existing components.

☐ (7) Minor realignment for rail safety purposes

☐ (8) Facility modernization/expansion outside existing ROW

☐ "Other" actions which meet the criteria for a CE in the CEQ regulations (40 CFR 1508.4) and will not result in significant environmental effects. Actions must not: induce significant impacts to planned growth or land use; require the relocation of significant numbers of people; have a significant impact on any natural, cultural, recreational, historic or other resource; cause significant air, noise, or water quality impacts; have significant impacts on travel patterns; or otherwise have significant environmental impacts (either individually or cumulatively).

III. Information Required for Documented Categorical Exclusions

If you checked "Yes" to any of the options in Part II.C, complete Section III.A and each relevant subject area of Sections B-AA. Depending on the project, some of the subject areas may not be applicable. In such cases, no discussion is needed. You may use documents prepared for other purposes (e.g., public meetings) if they are helpful.

The list below is not all-inclusive. If your proposed project has the potential to cause impacts to resources which are not listed below, please provide supplemental information about those potential impacts.

A. Detailed Project Description

Describe the project and explain how it satisfies the purpose and need identified in Part I.

B. Location and Zoning

Attach a map identifying the project's location and surrounding land uses. Note any critical resource areas (historic, cultural or environmental) or sensitive noise or vibration receptors (schools, hospitals, churches, residences, etc). Briefly describe the project area's zoning and indicate whether the proposed project is consistent with it. Briefly describe the community (geographic, demographic, economic and population characteristics) in the project vicinity.

C. Traffic

Describe potential traffic and parking impacts, including whether the existing roadways have adequate capacity to handle increased bus or other vehicular traffic. Include a map or diagram if the project will modify existing roadway configurations. Describe connectivity to other transportation facilities and modes, and coordination with relevant agencies.

D. Aesthetics

Will the project have an adverse effect on a scenic vista?

☐ No

☐ Yes, describe

Will the project substantially degrade the existing visual character or quality of the site and its surroundings?

☐ No

☐ Yes, describe

Will the project create a new source of substantial light or glare which would adversely affect day or nighttime views in the area?

☐ No

☐ Yes, describe

E. Air Quality

Does the project have the potential to impact air quality?

☐ No

☐ Yes, describe

Is the project located in an EPA-designated non-attainment or maintenance area?

☐ No

☐ Yes, indicate the criteria pollutant and contact FTA to determine if a hot spot analysis is necessary.

- ☐ Carbon Monoxide (CO)
- ☐ Ozone (O_3)
- ☐ Particulate Matter (PM_{10} or $PM_{2.5}$)

If the non-attainment area is also in a metropolitan area, was the project included in the MPO's Transportation Improvement Program (TIP) air quality conformity analysis?

☐ No

☐ Yes Date of USDOT conformity finding:

F. Coastal Zone

Is the proposed project located in a designated coastal zone management area?

☐ No

☐ Yes, describe coordination with the State regarding consistency with the coastal zone management plan and attach the State finding, if available.

G. Environmental Justice

Determine the presence of minority and low-income populations (business owners, land owners, and residents) within about a a quarter-mile of the project area. Indicate whether the project will have disproportionately high and adverse impacts on minority or low-income populations. Describe any potential adverse effects. Describe outreach efforts targeted specifically at minority or low-income populations. Guidance is here.

H. Floodplains

Is the proposed project located within the Federal Emergency Management Agency (FEMA) 100-year floodplain?

☐ No

☐ Yes, describe potential impacts, indicate if the project will impact the base flood elevation, and include or link to the FEMA Flood Insurance Rate Map (FIRM) with the project location identified.

I. Hazardous Materials

Is there any known or potential contamination at the project site? This may include, but is not limited to, lead/asbestos in existing facilities or building materials; above or below ground storage tanks; or a history of industrial uses of the site.

☐ No, describe steps taken to determine whether hazardous materials are present on the site.

☐ Yes, note mitigation and clean-up measures that will be taken to remove hazardous materials from the project site. If the project includes property acquisition, identify if a Phase I Environmental Site Assessment for the land to be acquired has been completed and the results.

J. Navigable Waterways

Does the proposed project cross or have the potential to impact a navigable waterway?

☐ No

☐ Yes, describe potential impacts and any coordination with the US Coast Guard.

K. Noise and vibration

Does the project have the potential to increase noise or vibration?

☐ NO

☐ YES, describe impact and provide map identifying sensitive receptors such as schools, hospitals, parks and residences. If the project will result in a change in noise and vibration sources, you must use FTA's "Transit Noise and Vibration Impact Assessment" methodology to determine impact.

L. Prime and Unique Farmlands

Does the proposal involve the use of any prime or unique farmlands?

☐ No

☐ Yes, describe potential impacts and any coordination with the Soil Conservation Service of the U.S. Department of Agriculture.

M. Historic & Cultural Resources

Impacts to cultural, historic, or recreational properties may trigger Section 106 or tribal consultations or a Section 4(f) evaluation, requiring consideration of avoidance alternatives.

Does the project involve any ground disturbing activities?

☐ No

☐ Yes, provide the approximate maximum ground disturbance depth. Also provide information on previous disturbances or where ground disturbance will occur.

Are there any historic resources in the vicinity of the project?

☐ No

☐ Yes, Attach photos of structures more than 45 years old that are within or adjacent to the project site and describe any direct or indirect impacts the project may cause.

N. Biological

Are there any species located within the project vicinity that are listed as threatened or endangered under the Endangered Species Act? Determine this by obtaining lists of threatened and endangered species and critical habitat from the US Fish and Wildlife Service and the National Marine Fisheries Service.

Describe any critical habitat, essential fish habitat or other ecologically sensitive areas within or near the project area.

O. Recreational

Is the project located in or adjacent to a park or recreation area?

☐ No

☐ Yes, provide information on potential impacts to the park or recreation area. Please also indicate if the park involved Land and Water Conservation Act funds (Section 6(f))

P. Seismic and Soils

Are there any unusual seismic or soil conditions in the project vicinity? If so, indicate on project map and describe the seismic standards to which the project will be designed.

- ☐ No
- ☐ Yes, describe

Q. Water Quality

Does the project have the potential to impact water quality, including during construction.

- ☐ No
- ☐ Yes, describe potential impacts and best management practices which will be in place.

Will there be an increase in new impervious surface or restored pervious surface?

- ☐ No
- ☐ Yes, describe potential impacts and proposed treatment for stormwater runoff.

Is the project located in the vicinity of an EPA-designated sole source aquifer (SSA)?

- ☐ No
- ☐ Yes, provide the name of the aquifer which the project is located in and describe any potential impacts to the aquifer. Also include the approximate amount of new impervious surface created by the project. (May require completion of SSA worksheet.)

R. Wetlands

Does the proposal temporarily or permanently impact wetlands or require alterations to streams or waterways?

- ☐ No
- ☐ Yes, describe potential impacts

S. Construction Impacts

Describe the construction plan and identify impacts due to construction noise, utility disruption, debris and spoil disposal, and staging areas. Address air and water quality impacts, safety and security issues, and disruptions to traffic and access to property.

T. Cumulative and Indirect Impacts

Are cumulative and indirect impacts likely?

☐ No

☐ Yes, describe the reasonably foreseeable:

a) Cumulative impacts, which result from the incremental impact of the action when added to other past, present, and reasonably foreseeable future actions regardless of what agency (Federal or non-Federal) or person undertakes them. Cumulative impacts can result from individually minor but collectively significant actions taking place over a period of time.

b) Indirect impacts, which are caused by the action but are later in time or farther removed in distance, yet are still reasonably foreseeable. Indirect impacts may include growth-inducing effects and other effects related to induced changes in the pattern of land use, population density or growth rate, and related effects on air, water and other natural systems, including ecosystems.

U. Property Acquisition

If property is to be acquired for the project, indicate whether acquisition will result in relocation of businesses or individuals.

Note: For acquisitions over $500,000, FTA concurrence in the property's valuation is also required.

V. Energy

If the project includes the construction or reconstruction of a building, identify potential opportunities to conserve energy which could be employed. This includes building materials and techniques used for construction; special innovative conservation features; fuel use for heating, cooling and operations; and alternative renewable energy sources.

W. Public Involvement

Describe public outreach efforts undertaken on behalf of the project. Indicate opportunities for public meetings (e.g. board meetings, open houses, special hearings). Indicate any significant concerns expressed by agencies or the public regarding the project.

X. Mitigation Measures

Describe all measures to be taken to mitigate project impacts.

Y. Other Federal Actions

Provide a list of other federal NEPA actions related to the proposed project or in the vicinity.

Z. State and Local Policies and Ordinances

Is the project in compliance with all applicable state and local policies and ordinances?

- ☐ No, describe noncompliance:
- ☐ Yes

AA. Related Federal and State/Local Actions

- ☐ Corps of Engineers Permit (Section 10, Section 404)
- ☐ Coast Guard Permit
- ☐ Coastal Zone Management Certification
- ☐ Critical Area Ordinance Permit
- ☐ ESA and EFH Consultation
- ☐ Floodplain Development Permit
- ☐ Forest Practice Act Permit
- ☐ Hydraulic Project Approval
- ☒ Local Building or Site Development Permits
- ☐ Local Clearing and Grubbing Permit
- ☐ National Historic Preservation Act-Section 106 consultation
- ☐ National Pollutant Discharge Elimination System General Construction Permit
- ☐ Shoreline Permit
- ☐ Solid Waste Discharge Permit
- ☐ Sole Source Aquifer Consultation
- ☐ Section 4(f) (Historic or Recreational Properties; Wildlife Refuges)
- ☐ Section 6(f) (Recreational Properties)
- ☐ Section 106 (Historic Properties)
- ☐ Stormwater Site Plan (SSP)
- ☒ Temporary Erosion and Sediment Control Plan (TESC)
- ☐ Water Rights Permit
- ☐ Water Quality Certification—Section 401
- ☐ Tribal Consultation or Permits (if any, describe below)
- ☒ Other

Others (describe as applicable):
Street use permit. All local permits above will be obtained by SDOT or its contractor.

Submitted By (name, title):	**Date: December 12, 2017**
Gillian Zacharias	

Please submit two paper copies of this form, attachments, and a transmittal letter recommending a NEPA finding to the address below, **or** submit an electronic version to fta.tro10mail@dot.gov. Contact FTA at the number below if you are unsure of these procedures. Modifications are typically

necessary.

Federal Transit Administration, Region 10
915 2nd Avenue, Suite 3142
Seattle, WA 98174-1002

phone: (206) 220-7954
fax: (206) 220-7959
fta.tro10mail@dot.gov

For links to further topical guidance, please visit Region 10's Grantee Resources: Environment webpage.

National Environmental Policy Act Documented Categorical Exclusion (for Projects Using Federal funds) Example 2

FTA Region 10
CATEGORICAL EXCLUSION and
DOCUMENTED CATEGORICAL EXCLUSION WORKSHEET

Note: The purpose of this worksheet is to assist sponsoring agencies (grantees) in gathering and organizing materials for environmental analysis required under the National Environmental Policy Act (NEPA), particularly for projects that may qualify as a Categorical Exclusion (CE) or Documented Categorical Exclusion (DCE). The use and submission of this particular worksheet is NOT required. The worksheet is provided merely as a helpful tool for assembling information needed by FTA to determine the likelihood and magnitude of potential project impacts. **NOTE: Fields are expandable, so feel free to use more than a line or two if needed.**

Submission of the worksheet does not satisfy NEPA requirements. FTA must concur in writing in the sponsoring agency's NEPA recommendation. Project activities may not begin until this process is complete. Contact the FTA Region 10 office at (206) 220-7954 if you have any questions or require assistance. If this is the first time you have filled out this form, FTA encourages you to review http://www.fta.dot.gov/documents/FTA_CE_Presentation.pdf. Feel free to contact Region 10 for additional assistance. **Please see the end of this document for submittal procedures.** For links to other agencies or for further topical guidance, please go to Region 10's Environmental Processes and Procedures site.

I. Project Description

Sponsoring Agency	Date Submitted	FTA Grant Number(s) (if known)
King County Metro Transit & Seattle Department of Transportation		116326

Project Title
Route 8 Corridor Crossing Improvements

Project Description (brief, 1-2 sentences)
This project will add curb ramps and bus bulbs at two locations on E Thomas Street at 16th and 19th Avenues. SDOT and Metro are jointly funding this project. SDOT will be constructing the project with a 50% funding contribution from Metro.

Purpose and Need for Project (brief, 1-2 sentences, include as an attachment if adopted statement is lengthy)
This corridor has frequent, high ridership service that has been identified in Metro's Service Guidelines Report as an investment priority. The two bus stops at 16th and 19th Avenues had been identified by SDOT for pedestrian improvements because they do not have ADA facilities to current standards and Metro elected to combine the construction of bus bulbs with SDOT's pedestrian improvements at those locations to improve corridor speeds.

Project Location (include City and Street address)
E Thomas Street at 16th and 19th Avenues

Project Contact (include phone number, mailing address and email address)
Gillian Zacharias, 206-477-7915, gillian.zacharias@kingcounty.gov
King County Metro, 201 S. Jackson Street, 4th floor, Seattle, 98104

If your project involves construction, include the following as appropriate:

- Project vicinity map
- Project site plan showing access points and project boundaries
- Other useful maps as appropriate (topo, for instance, depending on circumstances, and/or Google Earth aerial, NEPA Assist, etc.)
- A few photographs of the site if useful to illustrate important features
- Details pertaining to the depth of soil excavation
- Note if the soil has been previously disturbed by prior construction or other activity
- List parks or recreation areas within the project vicinity
- Any previous consultations that might be relevant? (HUD, SHPO, or DOTs)

II. NEPA Class of Action

Answer the following questions to determine the project's potential class of action. If the answer to any of the questions in Section A is "YES", contact the FTA Region 10 office to determine whether the project requires preparation of a NEPA environmental assessment (EA) or environmental impact statement (EIS).

A. Will the project significantly impact the natural, social and/or economic environment?

☐ YES (contact FTA Regional office)

☒ NO (continue)

A.1 Is the significance of the project's social, economic or environmental impacts unknown?

☐ YES (contact FTA Regional office)

☒ NO (continue)

A.2 Is the project likely to require detailed evaluation of more than a few potential impacts?

☐ YES (contact FTA Regional office)

☒ NO (continue)

A.3 Is the project likely to generate intense public discussion, concern or controversy, even though it may be limited to a relatively small subset of the community?

☐ YES (contact FTA Regional office)

☒ NO (continue)

B. Does the project appear on the following list of Categorical Exclusions (CEs)?

The types of activities listed below describe actions which, when the corresponding conditions are met, are under usual circumstances categorically excluded from further NEPA analysis under 23 CFR 771.118(c). Unusual circumstances may include, but are not limited to, the presence of wetlands, historic buildings and structures, parklands, or floodplains in the project area, or the potential for the project to impact other resources. (Descriptions of each type of activity, and corresponding conditions, are available here; this worksheet simply lists the name of each exclusion.)

☒ YES (If checked AND there are no special circumstances, check the applicable box and proceed to Section III.)

☐ NO (continue to Section II. C)

23 CFR 771.118(c)(1-16)

☐ (1) Utility and Similar Appurtenance Action

☐ (2) Pedestrian or Bicycle Action

- ☐ (3) Environmental Mitigation or Stewardship Activity
- ☐ (4) Planning and Administrative Activity
- ☒ (5) Activities Promoting Transportation Safety, Security, Accessibility and Communication
- ☐ (6) Acquisition, Transfer of Real Property Interest
- ☐ (7) Acquisition, Rehab, Maintenance of Vehicles or Equipment
- ☐ (8) Maintenance, Rehab, Reconstruction of Facilities
- ☐ (9) Assembly or Construction of Facilities
- ☐ (10) Joint Development of Facilities
- ☐ (11) Emergency Recovery Actions
  (Several conditions attach to this type of CE. We recommend you consult with FTA if you think this CE may apply to your action.)
- ☐ (12) Projects Entirely within the Existing Operational Right-of-Way.
- ☐ (13) Federally Funded Projects
  (Must be less than $5 million in federal funding, or having a total estimated cost of not more than $30,000,000 and Federal funds comprising less than 15 percent of the total estimated project cost.)
- ☐ (14) Bridge Removal and Related Activities.
- ☐ (15) Preventative Maintenance to Certain Culverts and Channels
- ☐ (16) Geotechnical and Similar Investigations

C. Does the project appear on the following list of potential documented Categorical Exclusions?

Projects that are categorical exclusions under 23 CFR 771.118(d) require additional documentation demonstrating that the specific conditions or criteria for the CEs are satisfied and that significant effects will not result.

- ☐ YES (Check correct box below and continue to Part III)
- ☐ NO (Contact FTA Regional Office)

23 CFR 771.118(d)(1-8)

- ☐ (1) Modernization of a highway by resurfacing, restoring, rehabilitating, or reconstructing shoulders or auxiliary lanes.
- ☐ (2) Bridge replacement or the construction of grade separation to replace existing at-grade railroad crossings.
- ☐ (3) Acquisition of land for hardship or protective purposes. (NOTE: Hardship and protective buying will be permitted only for one or a limited number of parcels, and only where it will not limit the evaluation of alternatives (including alignments) for planned construction projects.
- ☐ (4) Acquisition of right-of-way. (NOTE: No project development on the acquired right-of-way may proceed until the NEPA process for such project development, including the

consideration of alternatives, where appropriate, has been completed.)

☐ (5) Construction of bicycle facilities within existing transportation right-of-way.

☐ (6) Facility modernization through construction or replacement of existing components.

☐ (7) Minor realignment for rail safety purposes

☐ (8) Facility modernization/expansion outside existing ROW

☐ "Other" actions which meet the criteria for a CE in the CEQ regulations (40 CFR 1508.4) and will not result in significant environmental effects. Actions must not: induce significant impacts to planned growth or land use; require the relocation of significant numbers of people; have a significant impact on any natural, cultural, recreational, historic or other resource; cause significant air, noise, or water quality impacts; have significant impacts on travel patterns; or otherwise have significant environmental impacts (either individually or cumulatively).

III. Information Required for Documented Categorical Exclusions

If you checked "Yes" to any of the options in Part II.C, complete Section III.A and each relevant subject area of Sections B-AA. Depending on the project, some of the subject areas may not be applicable. In such cases, no discussion is needed. You may use documents prepared for other purposes (e.g., public meetings) if they are helpful.

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D. Aesthetics

Will the project have an adverse effect on a scenic vista?

☐ No

☐ Yes, describe

Will the project substantially degrade the existing visual character or quality of the site and its surroundings?

☐ No

☐ Yes, describe

Will the project create a new source of substantial light or glare which would adversely affect day or nighttime views in the area?

☐ No

☐ Yes, describe

E. Air Quality

Does the project have the potential to impact air quality?

☐ No

☐ Yes, describe

Is the project located in an EPA-designated non-attainment or maintenance area?

☐ No

☐ Yes, indicate the criteria pollutant and contact FTA to determine if a hot spot analysis is necessary.

- ☐ Carbon Monoxide (CO)
- ☐ Ozone (O_3)
- ☐ Particulate Matter (PM_{10} or $PM_{2.5}$)

If the non-attainment area is also in a metropolitan area, was the project included in the MPO's Transportation Improvement Program (TIP) air quality conformity analysis?

☐ No

☐ Yes Date of USDOT conformity finding:

F. Coastal Zone

Is the proposed project located in a designated coastal zone management area?

☐ No

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☐ No

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☐ No, describe steps taken to determine whether hazardous materials are present on the site.

☐ Yes, note mitigation and clean-up measures that will be taken to remove hazardous materials from the project site. If the project includes property acquisition, identify if a Phase I Environmental Site Assessment for the land to be acquired has been completed and the results.

J. Navigable Waterways

Does the proposed project cross or have the potential to impact a navigable waterway?

☐ No

☐ Yes, describe potential impacts and any coordination with the US Coast Guard.

K. Noise and vibration

Does the project have the potential to increase noise or vibration?

☐ NO

☐ YES, describe impact and provide map identifying sensitive receptors such as schools, hospitals, parks and residences. If the project will result in a change in noise and vibration sources, you must use FTA's "Transit Noise and Vibration Impact Assessment" methodology to determine impact.

L. Prime and Unique Farmlands

Does the proposal involve the use of any prime or unique farmlands?

☐ No

☐ Yes, describe potential impacts and any coordination with the Soil Conservation Service of the U.S. Department of Agriculture.

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Impacts to cultural, historic, or recreational properties may trigger Section 106 or tribal consultations or a Section 4(f) evaluation, requiring consideration of avoidance alternatives.

Does the project involve any ground disturbing activities?

☐ No

☐ Yes, provide the approximate maximum ground disturbance depth. Also provide information on previous disturbances or where ground disturbance will occur.

Are there any historic resources in the vicinity of the project?

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☐ Yes, provide information on potential impacts to the park or recreation area. Please also indicate if the park involved Land and Water Conservation Act funds (Section 6(f))

P. Seismic and Soils

Are there any unusual seismic or soil conditions in the project vicinity? If so, indicate on project map and describe the seismic standards to which the project will be designed.

- ☐ No
- ☐ Yes, describe

Q. Water Quality

Does the project have the potential to impact water quality, including during construction.

- ☐ No
- ☐ Yes, describe potential impacts and best management practices which will be in place.

Will there be an increase in new impervious surface or restored pervious surface?

- ☐ No
- ☐ Yes, describe potential impacts and proposed treatment for stormwater runoff.

Is the project located in the vicinity of an EPA-designated sole source aquifer (SSA)?

- ☐ No
- ☐ Yes, provide the name of the aquifer which the project is located in and describe any potential impacts to the aquifer. Also include the approximate amount of new impervious surface created by the project. (May require completion of SSA worksheet.)

R. Wetlands

Does the proposal temporarily or permanently impact wetlands or require alterations to streams or waterways?

- ☐ No
- ☐ Yes, describe potential impacts

S. Construction Impacts

Describe the construction plan and identify impacts due to construction noise, utility disruption, debris and spoil disposal, and staging areas. Address air and water quality impacts, safety and security issues, and disruptions to traffic and access to property.

T. Cumulative and Indirect Impacts

Are cumulative and indirect impacts likely?

☐ No

☐ Yes, describe the reasonably foreseeable:

a) Cumulative impacts, which result from the incremental impact of the action when added to other past, present, and reasonably foreseeable future actions regardless of what agency (Federal or non-Federal) or person undertakes them. Cumulative impacts can result from individually minor but collectively significant actions taking place over a period of time.

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If property is to be acquired for the project, indicate whether acquisition will result in relocation of businesses or individuals.

Note: For acquisitions over $500,000, FTA concurrence in the property's valuation is also required.

V. Energy

If the project includes the construction or reconstruction of a building, identify potential opportunities to conserve energy which could be employed. This includes building materials and techniques used for construction; special innovative conservation features; fuel use for heating, cooling and operations; and alternative renewable energy sources.

W. Public Involvement

Describe public outreach efforts undertaken on behalf of the project. Indicate opportunities for public meetings (e.g. board meetings, open houses, special hearings). Indicate any significant concerns expressed by agencies or the public regarding the project.

X. Mitigation Measures

Describe all measures to be taken to mitigate project impacts.

Y. Other Federal Actions

Provide a list of other federal NEPA actions related to the proposed project or in the vicinity.

Z. State and Local Policies and Ordinances

Is the project in compliance with all applicable state and local policies and ordinances?

- ☐ No, describe noncompliance:
- ☐ Yes

AA. Related Federal and State/Local Actions

- ☐ Corps of Engineers Permit (Section 10, Section 404)
- ☐ Coast Guard Permit
- ☐ Coastal Zone Management Certification
- ☐ Critical Area Ordinance Permit
- ☐ ESA and EFH Consultation
- ☐ Floodplain Development Permit
- ☐ Forest Practice Act Permit
- ☐ Hydraulic Project Approval
- ☒ Local Building or Site Development Permits
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- ☐ National Pollutant Discharge Elimination System General Construction Permit
- ☐ Shoreline Permit
- ☐ Solid Waste Discharge Permit
- ☐ Sole Source Aquifer Consultation
- ☐ Section 4(f) (Historic or Recreational Properties; Wildlife Refuges)
- ☐ Section 6(f) (Recreational Properties)
- ☐ Section 106 (Historic Properties)
- ☐ Stormwater Site Plan (SSP)
- ☒ Temporary Erosion and Sediment Control Plan (TESC)
- ☐ Water Rights Permit
- ☐ Water Quality Certification—Section 401
- ☐ Tribal Consultation or Permits (if any, describe below)
- ☒ Other

Others (describe as applicable):
Street use permit. All local permits above will be obtained by SDOT or its contractor.

Submitted By (name, title):	**Date: December 8, 2017**
Gillian Zacharias	

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necessary.

Federal Transit Administration, Region 10
915 2nd Avenue, Suite 3142
Seattle, WA 98174-1002

phone: (206) 220-7954
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For links to further topical guidance, please visit Region 10's Grantee Resources: Environment webpage.

Interlocal Agreements/Memoranda of Understanding/Memoranda of Agreement with Agency Partners

Memorandum of Understanding
between
King County Metro and Seattle Department of Transportation
for
Development and Implementation of Seattle RapidRide Expansion Program

This Memorandum of Understanding ("MOU") is between King County Metro Transit ("County", "Metro" or "KCM") and the Seattle Department of Transportation ("City" or "SDOT"), sometimes referred to individually as "Party" and collectively as the "Parties", and memorializes the Parties' understandings relating to the Parties' anticipated activities and respective responsibilities associated with the future development, planning and implementation of the Seattle RapidRide Expansion Program ("Program").

This MOU supersedes the current *Memorandum of Agreement Regarding the Program Management Plan for the Seattle RapidRide Expansion Program* dated December 12, 2016. Future project-specific agreements are anticipated between the Parties to address the implementation, operation and maintenance of Program elements as they relate to specific RapidRide lines.

Background

Building on the success of the RapidRide lines currently operating in the City of Seattle, this MOU defines key partnership components for the development and implementation of the Seattle RapidRide Expansion Program. This MOU outlines projected agency roles and financial commitments for the Program. Both Parties approached development of this MOU with a shared understanding of the following history and intent about the RapidRide program:

- The County established the RapidRide Bus Rapid Transit (BRT) brand as part of the Transit Now ballot measure passed by the voters in 2006; and
- In 2012, the City adopted the Seattle Transit Master Plan, which identified five priority high-capacity transit corridors, based on projected growth; and
- In 2015, voters approved the Levy to Move Seattle, which included partial funding for seven transit and multimodal corridors in the City of Seattle; and
- The City updated the Seattle Transit Master Plan in 2016 to reflect the Move Seattle 10-year strategic vision; and
- In January 2017, the County adopted Metro Connects, a strategic long-range transportation plan for the county-wide transit system in 2040; and
- The City and County expect to deliver seven new RapidRide lines in Seattle by 2024, a portion of 13 total new lines expected to be developed within the County by 2025.

With this expected growth of the RapidRide system, in Spring 2017 the City and County undertook a negotiated process to develop this comprehensive partnership MOU to outline the expected Program elements, agency roles and financial commitments for the Seattle RapidRide Expansion Program, recognizing that each agency has an important role to play in the successful development and implementation of the Program. It is the Parties' intent that this MOU be the conceptual foundation for all future individual line agreements, allowing for the Parties to facilitate and expedite the development of such agreements.

Program Goals and Purpose of MOU

The purpose of this MOU is to outline the anticipated financial and partnership roles and responsibilities of KCM and SDOT for the development and implementation of future RapidRide lines in Seattle.

As part of this facilitation, the Parties developed a set of principles to guide the process of developing the partnership, the agreements, and the implementation of Seattle RapidRide Expansion Program lines. The Parties agree that their general goals for successful Program implementation include:

- Advancement of the objectives of both the City of Seattle Transit Master Plan and the County's Metro Connects long range plan;
- Continuing recognition that the RapidRide system is an enhanced service that riders find reliable, comfortable, and easy to use;
- Ensuring that the Program is consistent with the three pillars of the RapidRide program: "Frequent, Simple to Use, and the Best of Metro";
- Having seven RapidRide lines operational in Seattle by 2024, a portion of 13 total RapidRide lines operational throughout the County by 2025;
- Ensuring that the Program development and implementation process is reflective of a collaborative relationship between the Parties;
- The future Seattle lines improve the transit and mobility network for riders and meet the Parties' respective agency goals for performance and allocation of resources;
- Both agencies meet commitments to voters, constituents, elected officials, and the larger community by being consistent with the Levy to Move Seattle and Metro Connects;
- The Seattle RapidRide Expansion Program represents a shared investment leading to a better experience for customers and users;
- Align grant strategies to optimize return for Program; and
- Commit to joint agency messaging such that the public recognizes that the Program is a joint effort and an efficient model for Program delivery.

The Parties' general goals for the Program also include the following financial objectives:

- Defining financial contributions in line with resources and functions that are part of the core missions and existing business lines of each agency;
- Balancing all costs, recognizing trade-offs and returns for capital and service;
- Being flexible with resources within the Program to deliver the most value to the community; and
- Seeking creative ways to share investments to meet Program goals and seek value for each partner when making project scope and delivery decisions.

The Parties also agree that the Seattle RapidRide Expansion Program should meet the following specific goals:

- Provide minimum 10-15% faster bus travel times over pre-RapidRide travel times in each new RapidRide corridor;
- Provide RapidRide weekday frequency levels of 10 minutes or less during peak travel times and 15 minutes or less during non-peak travel times (i.e., midday, evenings, and weekends), with frequency added as needed to meet demand, based on King County Metro Service Guidelines;

- Target increased transit ridership on each new RapidRide corridor of 50% within five years, over the pre-RapidRide ridership baseline, by encouraging more use by existing riders and attracting new riders;
- Improve reliability in each new RapidRide corridor to exceed system-wide headway adherence goal of 85%; and
- Exceed 50 riders per hour (a ridership level similar to the existing Seattle-based RapidRide lines – C, D and E Lines – during the peak period) in each new RapidRide corridor and;

Structure of MOU

To clarify roles and responsibilities, the various Program development components are separated into five task-based categories as reflected in Exhibits A through E which are attached hereto and incorporated herein by this reference. These categories are:

Exhibit A – Planning and Design
Exhibit B – Implementation and Project Line Launch
Exhibit C – Infrastructure and Equipment
Exhibit D – Fleet
Exhibit E – Program Management

For each programmatic component, the MOU provides specific direction for SDOT and KCM with regard to project tasks including: Lead, Support, Final Approval, Implementation, Fund, Construction/Delivery, Ownership, and Operations and Maintenance. Exhibits A through E represent a list of core RapidRide program components and the baseline approach the Parties agree to take in development and implementation of future Seattle RapidRide lines. Where further negotiation is required on a line-by-line basis, a preliminary determination of whether responsibility for a particular task is shared (both parties contribute) or varies (one or both Parties contribute) is suggested.

Implementation of MOU

The Parties agree that all future Seattle RapidRide Expansion Program line-specific agreements will, to the extent possible, be developed in adherence to the terms outlined in Exhibits A through E. This will be accomplished through two distinct organizational groups:

1. **Seattle RapidRide Expansion Program Management Team ("PMT")**. The PMT will develop individual line agreements that are in alignment with the principles and parameters articulated in this MOU. The PMT will use the guidelines and direction reflected in Exhibits A through E as the outline and foundation for subsequent line-specific agreements, and will negotiate in good faith where the exhibits indicate responsibilities are "Shared" or "Varies". The PMT will negotiate the terms of the individual line agreements and will elevate specific issues to the Seattle RapidRide Expansion Program Steering Committee (PSC) when additional direction is required. For purposes of City and County records, the PMT will create meeting notes for each meeting of the PMT.

   The PMT will also actively monitor for changes in future conditions that materially impact the planning, design, implementation, procurement and management of the Seattle RapidRide Expansion Program. Such changes could include technology improvements, innovative policy approaches, changed federal investments, etc. Upon analysis, the PMT will make written

recommendation to the PSC on how best to amend the Exhibits to reflect the changed environment.

In addition to development of individual line agreements and the active monitoring of changed circumstances impacting the Seattle RapidRide Expansion Program, the PMT will ensure Program development is implemented in accordance with the principles reflected in this MOU by:

- Actively overseeing all components in the implementation of the Program, including management of the project scope and timeline;
- Coordinating closely on joint agency messaging with attention to creation of consistent external messaging such that the public recognizes this is a joint effort and an efficient model for program delivery;
- Coordinating executive management, elected officials and legislative strategy and messaging for both Parties;
- Monitoring and incorporating any associated policy changes that impact the Program (i.e., next generation transit signal priority (TSP), funding of service, fleet agreement, etc.); and
- Aligning and coordinating the Parties' respective grant strategies to optimize return for the RapidRide program in King County.

The PMT will be comprised of the following agency representatives:

- KCM RapidRide Program Supervisor
- KCM Program Manager for Planning and Implementation
- SDOT Seattle RapidRide Expansion Program Manager
- SDOT Transit & Mobility Division Manager, Service & Strategy

2. **Seattle RapidRide Expansion Program Steering Committee ("PSC")**. The PSC has the authority to review and accept, reject or modify PMT decisions, resolve outstanding issues, and provide overall guidance and direction to the PMT. The PSC may be convened at the request of the PMT or on its own initiative. When reviewing potential amendments to the Exhibits to reflect changed circumstance, the PSC will authorize those amendments in writing.

The PSC will be comprised of the following agency representatives:

- KCM Managing Director Service Development
- SDOT Director, Transit and Mobility Division

By: _____ Date: 12/4/17

Andrew Glass-Hastings
Director, Transit & Mobility Division
Seattle Department of Transportation

By: _____ Date: 1/4/18

Bill Bryant
Managing Director Service Development

King County Metro Transit

Acceptance of this Memorandum of Understanding is signified by signing and dating as provided below.

By: _____ Date: 12/5/17

Scott Kubly
Director
Seattle Department of Transportation

By: _____ Date: 4 JAN 2018

Rob Gannon
General Manager
King County Metro Transit

EXHIBIT LIST

EXHIBIT A	PLANNING AND DESIGN
EXHIBIT B	IMPLEMENTATION AND PROJECT LINE LAUNCH
EXHIBIT C	INFRASTRUCTURE AND EQUIPMENT
EXHIBIT D	FLEET
EXHIBIT E	PROGRAM MANAGEMENT

EXHIBIT TABLE DEFINITIONS

VARIES:	One or both Parties will participate; the determination of which Party or the level of shared responsibility will be determined by individual line-agreement.
SHARED:	Both Parties will participate; the level of shared responsibility will be determined by individual line-agreement.
NCB:	Normal course of business. No special funding mechanism applies.
N/A:	Not applicable.

EXHIBIT A PLANNING AND DESIGN

DEFINITIONS

Implementation Timeline: The agreed upon revenue service start date for each line.

Performance Measurement & Monitoring: Includes data collection and reporting on the RapidRide lines such as passenger counts, on-time performance, travel time and customer satisfaction surveys.

Service Restructures: Changes to alignments of existing Metro routes.

Service Levels: The base service level is equal to the headway shown in the table below, or the existing headway in the corridor at the service change prior to RapidRide implementation, whichever headway is lower. The base service level will be evaluated separately for each direction of travel.

	Period	Headway (Minutes between trips)		Period	Headway (Minutes between trips)
Weekdays	0500-0600	30	**Saturdays + Sundays**	0500-0600	30
	0601-0900	10		0601-1900	15
	0901-1500	15		1901-2200	15
	1501-1900	10		2201-0100	30
	1901-2200	15		0101-0500	TBD by line
	2201-0100	30			
	0101-0500	TBD by line			

Route Alignment: Options for routing of the RapidRide lines.

Alignment and Stop Pattern Approval: King County Council formal adoption of the alignment ordinance that establishes the RapidRide route and the preliminary RapidRide stops.

Service Change Approval: King County Council formal adoption of changes to existing Metro service as well as new Metro service (including RapidRide).

City Council Approval: Seattle City Council formal adoption of a locally preferred alternative (LPA) or similar document defining SDOT's preferred project alignment and capital elements of the project.

Route Alignment Outreach: The public process for soliciting input on the routing options for the RapidRide line.

Service Network Outreach: The public process for soliciting input on changes and the associated impacts to all transit service near a RapidRide line.

Fleet Planning: A planning-level estimate of the number of buses needed to operate a particular RapidRide line, including spare buses.

Planning (Pre-Design): Activities associated with developing the initial concept for the Seattle RapidRide Expansion Program or RapidRide alignment, stop patterns, and capital elements and advancing that design to approximately 30% completion.

Final Design: Final plans, permits, specifications and estimates created to support the construction of the line in its final form.

PROJECT TASK	LEAD	SUPPORT	FINAL APPROVAL	IMPLEMENT	FUND
Implementation Time-line	SHARED	SHARED	SHARED	SHARED	NCB
Performance Measurement & Monitoring	KCM	SDOT	N/A	N/A	NCB
Proposed Service Restructures[1]	KCM	SDOT	SHARED	KCM	NCB
Proposed Service Levels[2]	KCM	SDOT	SHARED	KCM	VARIES
Proposed Route Alignment[3]	KCM	SDOT	SHARED	N/A	N/A
Alignment & Stop Pattern Approval (Council)	KCM	SDOT	KC Council	N/A	NCB
Service Change Approval (Council)	KCM	SDOT	KC Council	KCM	NCB
City Council Approval[4]	SDOT	KCM	City Council	SDOT	N/A
Route Alignment Outreach	SHARED	SHARED	KCM[5]	SHARED	NCB
Service Network Outreach	KCM	SDOT	KCM[6]	KCM	NCB
Fleet Planning	KCM	SDOT	KCM[7]	N/A	NCB
Planning (Pre-Design)	VARIES	VARIES	SHARED	N/A	NCB

[1] The Parties are committed to agreement prior to King County Council legislative action.
[2] The Parties are committed to agreement prior to King County Council legislative action.
[3] The Parties are committed to agreement prior to King County Council legislative action.
[4] Seattle City Council formal adoption of a LPA or similar document defining the project alignment and capital elements of the project.
[5] The Parties' expectation is that a route alignment outreach plan will be jointly developed, with coordinated messages to the public.
[6] The Parties' expectation is that that a service network outreach plan will be developed in consultation with SDOT, with coordinated messages to the public.
[7] Note that this is a planning exercise.

Final Design	VARIES	VARIES	SHARED	N/A	NCB

EXHIBIT B IMPLEMENTATION & PROJECT LINE LAUNCH

DEFINITIONS

Service Launch: Non-construction activities necessary to prepare for and put a new RapidRide line into operation, such as operator training and testing of equipment (i.e., TSP, coaches, communications network, etc.).

Rider information: Standard rider material such as timetables, schedule information at stops, and online information.

Service Launch Marketing: On-going marketing of the RapidRide line. Promotional activities and/or materials specific to one or more RapidRide lines. May include promotion of other routes in the RapidRide service area.

Design Outreach: Public process for soliciting input on corridor capital projects at varying levels of completion/detail. Can include open houses, community meetings, stakeholder outreach etc.

On-Going Service & Facility Refinement: Service or additional capital refinements that improve the performance of existing RapidRide lines. Can include routing changes on segments of the corridor, passenger facilities upgrades such as larger shelters or changes to the classification of existing RapidRide stops, refinements to the transit signal priority system or other transit priority measures.

PROJECT TASK	LEAD	SUPPORT	FINAL APPROVAL	IMPLEMENT	FUND
Service Launch	KCM	SDOT	KCM	KCM	NCB
Rider Information	KCM	N/A	KCM	KCM	NCB
Service Launch Marketing	SHARED	SHARED	SHARED	SHARED	NCB
Design Outreach	VARIES	VARIES	N/A	SHARED	NCB
On-Going Service & Facility Refinement	VARIES	VARIES	SHARED	VARIES	VARIES

EXHIBIT C INFRASTRUCTURE & EQUIPMENT

DEFINITIONS

Roadway Re-channelization: Restriping of roadway and/or construction in roadway that does not provide any change in transit speed, reliability, or safety (e.g., for bike lanes only or left turn lanes).

Station Stop Platform: Foundations, sidewalk reconstruction, power pedestal, and platform construction. Establishing power supply connections to the stations.

Station Furnishings (standard): All RapidRide kit of parts elements and any other standard Metro transit stop elements or equipment, such as guard rails, signage, shelters, benches, tech pylon, litter receptacles, signage, bike racks and lighting within shelters.

Station Furnishings (non-standard): Elements outside of the RapidRide kit of parts, such as wheel guides, platform warning edge, barrier rails, leaning rails and art.

Transit Access Improvements (along the corridor): Pedestrian, bicycle, and non-motorized safety improvements that provide non-motorized access along the corridor (but not within any block with a station/stop) and/or to the corridor on adjacent streets.

Transit Access Improvements (at station): Pedestrian, bicycle, and non-vehicle safety improvements that improve direct access to the station, such as improvements within intersections that connect to the block and along the block with the transit station.

Transit Operation Improvements: Any roadway civil construction or signal improvement that provides a transit operational benefit to improve speed, reliability and/or safety. Includes bus bulbs or islands to create in-lane stops, transit priority lanes and queue jumps.

Signals: Any signal upgrades or modifications to existing signal infrastructure that do not provide a transit speed and reliability benefit. Includes traffic signals and traffic signals management systems.

Network Communications Infrastructure: Signal cabinets, fiber, wireless and other communication infrastructure (including power) necessary to operate equipment such as real-time arrival signs and ORCA readers. In alignment with current practice, SDOT is responsible for signal cabinets and Metro is responsible for transit-related infrastructure elements.

Transit Signal Priority (TSP): Equipment and infrastructure necessary to support operations of KCM's TSP system, both current and next generation.

OCS/TPSS (new): Any new overhead catenary system (OCS), wires, poles, power, and new Traction Power Substation (TPSS) facilities and associated infrastructure (ROW, screening) in areas with no existing OCS or TPSS coverage.

OCS/TPSS (upgrade): Improvements or modifications to existing OCS and TPSS along areas with existing coverage.

Layover (on street): Dedicated on-street parking for transit coaches at the end of a RapidRide line.

Layover (off street): Dedicated off-street parking for transit coaches at the end of a RapidRide line.

Comfort stations, stand alone: Standalone buildings with restroom facilities for operators in proximity to layover.

Lighting, pedestrian: Free-standing light fixtures less than 20' in height that are located within the bus stop platform area and are primarily intended to illuminate the sidewalk and bus stop boarding area.

Pavement treatments: Stamping, markings, or other specialized pavement markings not required by ADA or other regulations.

Ticket Vending Machine: Located on the platform, allows cash paying riders to obtain a fare ticket prior to boarding. May also accept credit cards.

PROJECT TASK	FUND	CONSTRUCTION/ DELIVERY	OWN	OPERATE & MAINTAIN
Roadway/Re-Channelization	SDOT	SDOT	SDOT	SDOT
Station/Stop Platforms (including power)	SHARED	SDOT	SDOT	NCB
Station Furnishings (standard)	KCM	KCM	KCM	KCM
Station Furnishings (non-standard)	VARIES	VARIES	VARIES	VARIES
Transit Access Improvements (along corridor)	SDOT	SDOT	SDOT	SDOT
Transit Access Improvements (at station)	SHARED	SDOT	SDOT	SDOT
Transit Operation Improvements	SHARED	SDOT	SDOT	SDOT
Signals	SDOT	SDOT	SDOT	SDOT
Network Communication Infrastructure	SHARED	SDOT	SHARED	SHARED
Transit Signal Priority (TSP)[8]	VARIES	VARIES	SHARED	SHARED
OCS/TPSS (new)	VARIES	VARIES	KCM	KCM
OCS/TPSS (upgrades)	VARIES	KCM	KCM	KCM
Layover (on-street)	KCM	VARIES	SDOT	NCB
Layover (off-street)[9]	VARIES	VARIES	VARIES	VARIES
Comfort Stations (stand-alone)	VARIES	VARIES	KCM	KCM

[8] SDOT is working on a corridor based approach to TSP that would have SDOT fund, construct/deliver, own, operate and maintain TSP as part of its signal system. This MOU will be updated to reflect new roles of either agency as needed.
[9] If the preferred alignment is contingent on construction of an off-street layover facility, then a partnership may be necessary for the design and construction for that facility.

Lighting – pedestrian	VARIES	SDOT	SDOT[10]	SDOT[11]
Pavement Treatments	SDOT	SDOT	SDOT	SDOT
Ticket Vending Machines[12]	SDOT	SDOT	SDOT	SDOT

EXHIBIT D FLEET

DEFINITIONS

Standard Fleet: RapidRide bus with features similar to those on RapidRide A – F lines. This includes diesel-hybrid, electric trolley bus or future propulsions systems such as battery buses.

Unique Fleet: RapidRide bus which is planned to be used for less than four lines, or has elements that are not part of a long-term bus procurement program, or the fleet requires a higher than typical spare ratio.

Fleet preparation and commissioning: Activities required after buses are delivered from the manufacturer such as cleaning, installing and activating on-board systems, installing interior signage.

Rebranding Metro fleet: Changing the livery of a regular Metro bus to look like a RapidRide bus.

PROJECT TASK	FUND	DELIVER	OWN	OPERATE & MAINTAIN
Standard Fleet	KCM	KCM	KCM	KCM
Unique Fleet	VARIES	KCM	KCM	KCM
Fleet preparation and commissioning	KCM	KCM	KCM	KCM
Rebranding Metro fleet	KCM	KCM	KCM	KCM

[10] Per SDOT and Seattle City Light (SCL) agreement. SDOT will construct, SCL will own and maintain.
[11] Per SDOT and SCL agreement. SDOT will construct, SCL will own and maintain.
[12] Responsibility would change if Metro were to adopt ticket vending machines (TVMs) as part of the RapidRide kit of parts.

EXHIBIT E PROGRAM MANAGEMENT

DEFINITIONS

Each agency is responsible for providing its own staff resources for planning, design, and implementation of the Program. If Metro resources do not support the desired implementation schedule, SDOT and Metro may agree to have SDOT provide additional staff support, consultant support and/or additional financial resources to Metro. Metro and SDOT will jointly develop a funding and delivery strategy.

SDOT – Staff Time: Activities associated with planning and implementing the Seattle RapidRide Expansion Program such as attending meetings, agreement development, implementation team participation, planning, design and construction of capital elements, public outreach, financial tracking and reporting.

KCM – Staff Time: Activities associated with planning and implementing the Seattle RapidRide Expansion Program such as attending meetings, agreement development, implementation team participation, planning, design and construction of capital features, public outreach, financial tracking and reporting.

Funding strategy: Plan for obtaining the necessary funds to implement the Program including agency contributions, grants, and partnerships.

Agreements: Documentation of the agreements between the agencies.

Grant Administration: Activities associated with the required data tracking and reporting for a grant.

Legislative Approval / Council Support: Activities associated with obtaining the appropriate level of legislative action and approval.

PROJECT TASK	FUND	DELIVER
SDOT – RREP Staff Time	SDOT	
KCM – Metro Connects / RapidRide staff time	KCM	
Funding strategy	NCB	SHARED
Agreements	SHARED	SHARED
Grant Administration	NCB	VARIES
Legislative Approval / Council Support	SHARED	SHARED

Appendix F

APD Evaluation Templates

PROJECT DEFINITION FOR ALTERNATIVE DELIVERY EVALUATION

RapidRide Line XX

Project Description

Project Name:	*Location:*
RapidRide Line XX	City of XYZ to City of ABC
Mode of Transportation:	*Estimated Budget:*
Bus, Rapid Transit	$XX Million
Anticipated Delivery Period:	*Anticipated Required Delivery Date:*
X-Y Years	2030
Ridership Forecast:	*Funding Sources:*
No. Expected per week/month/year	Sales tax, City, State, Federal Grants
Project Delivered By:	
Metro? SDOT?	

Project Corridor: Description of the corridor; what streets, highways, interstates will be used?

Corridor Dimensions: Number of lanes, length of corridor, etc.

Major Features of Work: Are there specific features of work for this line that are different than other RapidRide lines?

Major Schedule Milestones:

(1) Intaking project
(2) approving the charter
(3) approving initial PMP
(4) completing initial design and alternatives analysis
(5) approving the baseline PMP
(6) submitting a request for service
(7) issuing a notice to proceed
(8) substantial completion
(9) issuing final acceptance
(10) closing out project

Major Project Stakeholders: Cities, public, partner transit agencies, etc.

Labor Union Status: Expected labor unions taking part in this RapidRide line

Major Challenges: Challenges that have been faced in the past (do not include solutions), and expected challenges with this specific RapidRide line; include things such as traffic, noise, getting permits, ROW, adjacent projects, etc.

Main Identified Sources of Risk: What risks can be associated with this line? Are there certain parties involved where risk becomes important?

Sustainable Design and Construction Requirements: What sustainable design features are noteworthy or features that are desired/required?

Project Goals

- Deliver budget within contingency allowance (5 percent under to 100 percent of contingency allowance)
- Deliver schedule within schedule contingency allowance
- Update project risk registry and mitigation plan regularly (per PMP)
- Develop and implement proactive outreach and public involvement plans
- Partner with agencies at appropriate level (agency peers meet regular meetings, quarterly)
- Implement inclusive community engagement plan
- Encourage private investment and development along corridors
- Secure environmental clearances prior to initiating 60 percent design
- Comply with all FTA, State, and Local regulations
- Further agency best practices towards project delivery
- Added experience and flexibility in delivery methods

Project Map



Tier 1 Scoring Template

	DBB	GC/CM	DB
Project Level Issues Rating			
1. Project Size			
2. Cost			
3. Schedule			
4. Risk Management			
5. Risk Allocation			
6. LEED Certification			
Agency-Level Issues Rating			
7. Agency Experience			
8. Staff Capability			
9. Staffing Required			
10. Agency Goals and Objectives			
11. Agency Control of Project			
12. Third-Party Agreement			
Public Policy/Regulatory Issues Rating			
13. Competition			
14. DBE Impacts			
15. Labor Unions			
16. Federal/State/Local Laws			
17. FTA/EPA Regulations			
18. Stakeholder/Community Input			
Lifecycle Issues Rating			
19. Lifecycle Costs			
20. Maintainability			
21. Sustainable Design Goals			
22. Sustainable Construction Goals			
Other Issues Rating			
23. Construction Claims			
24. Adversarial Relationships			
25. ROW Acquisition			
26. Environmental Permitting			
27. ESJ Impacts			
28. Insert New Issue			
29. Insert New Issue			
30. Insert New Issue			

Key	
Most Appropriate Method	
Appropriate Method	
Least Appropriate Method	
Delivery method is incompatible for this issue	

Tier 1 Definitions

Project Size: reflects the dollar value and physical dimensions of the transit corridor.
Cost: ability to handle budget restrictions, early and precise cost estimation, and consistent control of project costs
Schedule: the ability to shorten the schedule and the opportunity to control and prevent time growth
Risk Management: cope with project uncertainties that are inherent to each delivery method.
Risk Allocation: ability to assign project risks to the parties in the best position to manage them
LEED Certification: Each project delivery method has some inherent abilities to include these features in accordance with the owner's needs
Agency Experience: level of experience of an owner's staff can affect the success of an alternative delivery method application
Staff Capability: owner's requirement to furnish a highly capable staff to complete the duties it must undertake in each delivery method
Staffing Required: The total number of required owner's employees for each delivery method is one measure of the extent of owner involvement. Another important measure for the owners is the variation in the number of staff required throughout the project development process.
Agency Goals and Objectives: extent to which these goals align with the inherent attributes of each project delivery method has a significant bearing on delivery method selection.
Agency Goals of Project: owner's ability to control the details of design and construction varies with each project delivery method. (Note that cost control and time control are described in other issues).
Third-Party Agreement: extent to which designers or constructors can facilitate third-party agreements is the basis for the advantages and disadvantages of each delivery method.
Competition: Each delivery method may affect the level of competition. This concerns the evaluation of facilitating effects of each method on competition. Alternative project delivery methods allow agencies to package projects in sizes that effectively enhance or reduce competition.
DBE Impacts: extent to which the delivery methods can be used to promote participation of disadvantaged businesses forms the advantages and disadvantages of this issue.
Labor Unions: The choice of delivery method may have an impact on labor usage and hence labor union issues
Laws: Use of some delivery methods may not be allowed for transit agencies due to state or local laws. Some of the state's mandate that the transit agencies go through several steps before being allowed to use an alternative delivery method. The level of difficulty of using a delivery method from a legal standpoint constitutes the advantages and disadvantages of this issue.
Regulations: The extent to which the various delivery methods can facilitate FTA requirements and EPA regulations, given the unique project characteristics, constitutes the advantages and disadvantages of this issue.
Stakeholder Input: This issue addresses the opportunity for stakeholder involvement afforded by the delivery methods.
Lifecycle Costs: Delivery methods can influence costs in the operation and maintenance phase. This issue focuses on the opportunities or barriers that each delivery method provides with regard to lifecycle costs.
Maintainability: This issue describes these advantages and disadvantages as they relate to the owner's ability to specify quality and ease of maintenance.
Design Goals: The effect of delivery method in facilitating the process of implementing sustainability issues in the design is the focus of this issue.
Construction Goals: The effect of delivery method in facilitating the process of sustainable construction is the focus of this issue.
Construction Claims: The effect of each delivery method in exposing the agency to potential conflicts and claims is addressed under this issue.
Adversarial Relationships: The extent to which a delivery method can prevent adversarial relationships on the project team varies depending upon the nature of the project and the owner's experience with the delivery methods.

Tier 2 Scoring Guide

Selection Factor	Project Delivery Method								
		DBB		GC/CM		DB		PDB	
	Factor Weight	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
									0
									0
									0
									0
									0
									0
Total Score	0		0		0		0		

Step 1: Define Selection factors by taking most important factors from Tier 1 selection (about four to seven factors).
Step 2: Weight the selection factors in order from highest to lowest with regard to influence on project success. Using a total of 100 points, weight the factors according to their influence on project success. The total score at the bottom of the "Factor Weight" column should be 100.
Step 3: Score each project delivery method based on its ability to handle the selection factor. (See definitions for scoring 1 thru 10)

Appendix G

TRB Tier 1 APD Advantages and Disadvantages

This appendix is a supplement to the Tier 1 Scoring Template. The categories on the template are taken from the 2009 Transportation Research Board's alternative project delivery report: Transit Cooperative Research Program Report 131 (TCRP 131). The following information is taken from this report and reproduced here for reference and convenience.

Information provided here outlines advantages and disadvantages for most of the issues on the Tier 1 scoring template. The appendix provides further clarification for each of the Tier 1 categories to help during the scoring process.

Project Level Issues

1) Project Size

Project size reflects the dollar value and physical dimensions of the transit corridor.

DESIGN-BID-BUILD	
Advantages	Disadvantages
❒ DBB has been shown to work on projects of all sizes.	❒ As projects grow in size, the amount of owner staffing required to oversee DBB can become very large.

CONSTRUCTION MANAGEMENT AT RISK	
Advantages	Disadvantages
❒ CMR has been shown to work on projects of all sizes.	❒ If not managed well, the use of multiple bid packages to facilitate CMR can be difficult.

DESIGN-BUILD	
Advantages	Disadvantages
❒ DB has been shown to work on projects of all sizes. ❒ Some owners have noted that DB can facilitate better management of large projects due to the single source of responsibility.	❒ As projects grow in size, there can be large peaks in owner staffing requirements with DB (e.g., during RFP development, during design review, etc.).

DESIGN-BUILD-OPERATE-MAINTAIN	
Advantages	Disadvantages
❒ DBOM is appropriate for large projects. ❒ Similar to DB, DBOM can facilitate better management of large projects due to the single source of responsibility.	❒ DBOM is not appropriate for smaller projects due to the overhead costs (e.g., for maintenance, etc.) ❒ Similar to DB, DBOM can necessitate large peaks in owner staffing requirements.

2) Cost

This issue represents several aspects of project cost such as ability to handle budget restrictions, early and precise cost estimation, and consistent control of project costs.

DESIGN-BID-BUILD	
Advantages	Disadvantages
❒ Costs are known at bid time, before construction begins. ❒ Project can benefit from low-bid procurement. ❒ Project can benefit from unit price bidding because quantities are defined prior to procurement.	❒ Construction costs are not fixed (or locked in) until design is 100% complete. ❒ Constructability advice and contractor innovations are not available to save cost until post bid. ❒ The DBB process is prone to change orders and cost growth after award.

CONSTRUCTION MANAGEMENT AT RISK	
Advantages	Disadvantages
❒ CMR can be used in conjunction with a GMP pricing structure, which can be useful in negotiating and controlling costs. ❒ If open book pricing can be used, all costs will be known by the owner. ❒ Costs will be known earlier when compared to DBB. ❒ Early constructor involvement or construction advice can lead to cost savings through value engineering and constructability reviews.	❒ If multiple bid packages are used, the overall project cost could grow if later bid packages cost more than estimated. ❒ If a GMP pricing structure is used, owners may have some difficulty in negotiation.

DESIGN-BUILD	
Advantages	Disadvantages
❒ If a lump sum pricing structure is used, costs will be fixed early in the project development process. ❒ DB has been shown to have lower average cost growth than DBB or CMR.	❒ If a lump sum pricing structure is used, constructors must develop prices before plans are 100% complete and therefore must assume some risk in pricing.

DESIGN-BUILD-OPERATE-MAINTAIN	
Advantages	Disadvantages
❒ Owner is provided with fixed cost for design, construction, and maintenance very early in the process.	❒ Due to the large amount of risk being taken by the DBOM provider, costs may be higher if the providers are not given opportunities to find efficiencies. ❒ DBOM pricing may be hard to negotiate due to the complexity and time frame of maintenance contracts.

3) Schedule

This factor shows two aspects of project schedule and includes both the ability to shorten the schedule and the opportunity to control and prevent time growth.

DESIGN-BID-BUILD	
Advantages	Disadvantages
❒ None.	❒ Likely to yield longest delivery schedule. ❒ Likely to yield the highest schedule growth. ❒ There is a lack of opportunity to compress schedule due to the linear nature of DBB.

CONSTRUCTION MANAGEMENT AT RISK	
Advantages	Disadvantages
❒ Facilitates fast-tracking or the ability to bid multiple design packages. ❒ Studies have shown that CMR is faster on average than DBB, but slower than DB.	❒ Risk that overlapping design and construction packages may create delays if not properly coordinated. ❒ Fast-tracking schedule will require owner effort in design and construction reviews.

DESIGN-BUILD	
Advantages	Disadvantages
❒ Provides a single point of responsibility (DB contractor) for schedule control. ❒ Provides early schedule certainty. ❒ Historically, provides the least schedule growth. ❒ Provides opportunities for flexibility in schedule compression. ❒ Studies have shown that DB is faster on average than DBB or CMR.	❒ Owner will sacrifice the checks and balances of having a 100%-complete design prior to start of construction. ❒ Rapid schedule will require owner effort in design and construction reviews.

DESIGN-BUILD-OPERATE-MAINTAIN	
Advantages	Disadvantages
❒ Provides a single point of responsibility (DB contractor) for schedule control. ❒ Provides early scheduled certainty. ❒ Historically, provides the least schedule growth. ❒ Provides opportunities for flexibility in schedule compression. ❒ Will facilitate start-up process due to a single point of responsibility for design, construction, and operation. ❒ Historically faster than DBB or CMR.	❒ Owner will sacrifice the advantage of having complete design prior to start of construction. ❒ Rapid schedule will require owner effort in design and construction reviews.

4) Risk Management

The issue details methods to cope with project uncertainties that are inherent to each delivery method. For more detailed guidance, please see Tier 3 for a risk-based approach to selecting project delivery methods.

DESIGN-BID-BUILD	
Advantages	Disadvantages
❒ Provides historically well-defined and well-understood risk management processes. ❒ Prescriptive designs and specifications allow for greater detail in risk allocation.	❒ Constructor cannot participate in risk management during design. ❒ Constructor's ability to manage risk is constrained by low-bid procurement.

CONSTRUCTION MANAGEMENT AT RISK	
Advantages	Disadvantages
❒ Construction manager understands and participates in risk management process during design.	❒ Risk management process can be more complex due to separate design, construction, and construction management contracts.

DESIGN-BUILD	
Advantages	Disadvantages
❒ Single point of responsibility for risk management in design and construction.	❒ Owner may lose some ability to participate in the risk management process.

DESIGN-BUILD-OPERATE-MAINTAIN	
Advantages	Disadvantages
❒ Single point of responsibility for risk allocation in design, construction, operation, and maintenance.	❒ Owner may lose some ability to participate in the risk management process for design, construction, operation, and maintenance.

5) Risk Allocation

Each project delivery method has inherent risk-allocation characteristics. The overarching goal should be to select the project delivery method with the best ability to assign project risks to the parties in the best position to manage them.

DESIGN-BID-BUILD	
Advantages	Disadvantages
❒ A clear risk allocation has been established due to history of use and statutory case law.	❒ Constructor cannot participate in risk-allocation discussions during design. ❒ Conflicts can exist in risk allocation between separate design and construction contracts.

CONSTRUCTION MANAGEMENT AT RISK	
Advantages	Disadvantages
❒ Construction Manager understands and participates in risk allocation during design. ❒ Prescriptive designs and specifications allow for greater detail in risk allocation.	❒ Conflicts can exist in risk allocation between separate design, construction, and construction management contracts.

DESIGN-BUILD	
Advantages	Disadvantages
❒ Provides a single party for risk allocation in both design and construction. ❒ Design-builder owns risk for design errors and omissions.	❒ Risks must be allocated through conceptual design and performance specifications.

DESIGN-BUILD-OPERATE-MAINTAIN	
Advantages	Disadvantages
❒ Provides a single-party risk allocation in design, construction, and maintenance. ❒ Constructor owns risk for design errors and omissions in construction, operations, and maintenance.	❒ Risks must be allocated through conceptual design and performance specifications for design, construction, operation, and maintenance.

6) LEED Certification

Each project delivery method has some inherent abilities to include these features in accordance with the owner's needs.

DESIGN-BID-BUILD	
Advantages	Disadvantages
❒ LEED certification can be established in more detail during design period.	❒ Provides the least opportunity for constructor to participate in LEED process during design. ❒ Separate design packages can create difficulty in coordinating LEED elements in construction.

CONSTRUCTION MANAGEMENT AT RISK	
Advantages	Disadvantages
❒ Construction manager can offer its construction expertise during design decisions that involve LEED issues.	❒ Separate design packages can create difficulty in coordinating LEED elements in construction.

DESIGN-BUILD	
Advantages	Disadvantages
❒ Owner can use some LEED certification elements to select constructor. ❒ Single point of responsibility is provided for ❒ LEED certification in design and construction.	❒ Owner may not be involved in all LEED decisions.

DESIGN-BUILD-OPERATE-MAINTAIN	
Advantages	Disadvantages
❒ Owner can use some LEED certification elements to select constructor. ❒ In addition to having a single point of responsibility provided for LEED certification in design and construction, many LEED principles are in alignment with the constructor's motivation to minimize operating costs.	❒ Owner may not be involved in all LEED decisions.

Agency Level Issues

7) Agency Experience

The level of experience of an owner's staff can affect the success of an alternative delivery method application.

DESIGN-BID-BUILD	
Advantages	Disadvantages
❒ Since this is the traditional method of project delivery, owners will likely have the most experience with this method.	❒ None.

CONSTRUCTION MANAGEMENT AT RISK	
Advantages	Disadvantages
❒ CMR is similar to DBB in many key aspects where agencies have experience (e.g., separation of design and construction).	❒ Agencies may not have experience with GMP pricing or the negotiation that can be involved. ❒ Agencies may not have experience in the use of multiple bid packages to facilitate fast-track construction.

DESIGN-BUILD	
Advantages	Disadvantages
❒ Agencies can take advantage of the sole point of responsibility for design and construction to leverage their experience.	❒ Agencies may not have experience authoring DB RFPs and conducting procurements. ❒ Agencies may not have experience administering DB contracts, particularly in the area of design review and administration. ❒ DB necessitates experienced staff to manage design and construction under one contract.

DESIGN-BUILD-OPERATE-MAINTAIN	
Advantages	Disadvantages
❒ Similar to DB, agencies can take advantage of the sole point of contact for design, construction, and maintenance to leverage their experience.	❒ Agencies may not have experience authoring DBOM RFPs and conducting procurements. ❒ Agencies may not have experience administering DBOM contracts, particularly in the area of design review and administration. ❒ DBOM necessitates the most experienced staff to manage design, construction, and maintenance under one contract.

8) Staffing Required

The total number of required owner's employees for each delivery method is one measure of the extent of owner involvement. Another important measure for the owners is the variation in the number of staff required throughout the project development process.

DESIGN-BID-BUILD	
Advantages	Disadvantages
❒ The separation of design and construction phases provides less variation in owner staffing levels.	❒ DBB typically requires a larger owner staff than the other delivery methods. ❒ DBB typically requires a higher level of owner involvement.

CONSTRUCTION MANAGEMENT AT RISK	
Advantages	Disadvantages
❒ The CMR alternative can use the least number of owner staff if the CMR is allowed to take on the traditional owner tasks.	❒ The owner will need to have a number of staff with the ability to oversee and negotiate with the CMR during the process.

DESIGN-BUILD	
Advantages	Disadvantages
❒ DB can greatly reduce the number of required owner staff. ❒ Design and construction reviews can be done in shorter periods of time.	❒ DB creates peaks in owner staffing needs, particularly during procurement and design review periods. ❒ While fewer owner staff is needed, more experienced staff is required.

DESIGN-BUILD-OPERATE-MAINTAIN	
Advantages	Disadvantages
❒ Similar to DB, DBOM can greatly reduce the number of required owner staff. ❒ Design and construction reviews can be done in shorter periods of time.	❒ DBOM can create larger peaks in owner staffing needs during procurement and design review due to the inclusion of maintenance and finance issues involved in the process. ❒ While fewer owner staff is needed, more experienced staff is required.

9) Staff Capability

This issue regards the owner's requirement to furnish a highly capable staff to complete the duties it must undertake in each delivery method.

DESIGN-BID-BUILD	
Advantages	Disadvantages
❒ DBB is traditionally aligned with owner staff capabilities.	❒ As projects grow in size, more experienced staff is required. ❒ Owners typically have different staff to oversee design and construction processes.

CONSTRUCTION MANAGEMENT AT RISK	
Advantages	Disadvantages
❒ The CMR can augment an owner's capabilities with his own staff.	❒ Owners must have experienced staff to oversee the CMR. ❒ Owners may lack some capabilities in negotiating prices, developing designs, and managing the constructor's inputs during the design phase.

DESIGN-BUILD	
Advantages	Disadvantages
❒ The owners will be able to rely on one source of responsibility for both design and construction.	❒ Similar to CMR, DB is an alternative delivery method and it is advisable to have a staff with DB oversight experience. ❒ Owners will need capabilities to develop procurement documents and performance criteria. ❒ Owners will need to have capabilities of reviewing design under a DB contract.

DESIGN-BUILD-OPERATE-MAINTAIN	
Advantages	Disadvantages
❒ The owners will be able to rely on one source of responsibility for design, construction, operations, and maintenance.	❒ Similar to DB, DBOM is an alternative delivery method and it is advisable to have staff members with DBOM oversight experience. ❒ Owners will need capabilities to develop procurement documents and performance criteria. ❒ Owners will need capabilities to analyze complex financial proposals. ❒ Owners will need to have capabilities of reviewing design under a DB contract.

10) Agency Goals and Objectives

Agency goals define project success. The extent to which these goals align with the inherent attributes of each project delivery method has a significant bearing on delivery method selection.

DESIGN-BID-BUILD	
Advantages	Disadvantages
❒ The DBB process allows for goals to be defined through the design process.	❒ Separate design and construction contracts can make goals more difficult to align and manage. ❒ If not developed correctly, detailed designs and prescriptive specifications can conflict with agency goals.
CONSTRUCTION MANAGEMENT AT RISK	
Advantages	Disadvantages
❒ Agency can involve the CMR in refinement of goals while working together to refine the scope and the GMP. ❒ Qualifications-based construction manager selection can align the team with the project goals.	❒ The agency must have the goals substantially developed when the construction manager contract is awarded. ❒ The negotiation of a GMP may inhibit the alignment of project goals between the agency and the construction manager.

DESIGN-BUILD	
Advantages	Disadvantages
❒ Best-value design-builder selection can align the team with the project goals. ❒ Properly written procurement performance criteria can help design-builders innovate to achieve project goals.	❒ To ensure success, agencies must completely understand goals prior to awarding the DB contract.

DESIGN-BUILD-OPERATE-MAINTAIN	
Advantages	Disadvantages
❒ In addition to the DB advantages, DBOM allows owners to include lifecycle and maintenance goals in the contract.	❒ Similar to DB, agencies must completely understand goals prior to awarding the DBOM contract.

11) Agency Control of Project

The owner's ability to control the details of design and construction varies with each project delivery method. (Note that cost control and time control are described in other issues).

DESIGN-BID-BUILD	
Advantages	Disadvantages
❒ The use of prescriptive specifications and complete designs at the time of award provides agencies with the most control over the project. ❒ Separate design and construction contracts provide clear checks and balances.	❒ With additional control come added activities and responsibility for agency staff. ❒ The DBB method can be prone to change ❒ orders if any design conflicts or constructability issues are found.

CONSTRUCTION MANAGEMENT AT RISK	
Advantages	Disadvantages
❒ The CMR method benefits from early constructor involvement, but still has the benefit of separate design and construction contracts.	❒ Agency control of CMR delivery requires more effort due to the use of multiple design packages and the need for a GMP pricing structure.

DESIGN-BUILD	
Advantages	Disadvantages
❒ The transfer of design liability lessens the need for agency control over design.	❒ Award at a conceptual design level means that the agency will lose control over the details of the final design.

DESIGN-BUILD-OPERATE-MAINTAIN	
Advantages	Disadvantages
❒ The transfer of design liability lessens the need for agency control over design and maintenance decisions.	❒ Award at a conceptual design level means that the agency will lose control over the details of the final design. ❒ Since the DBOM will be responsible for maintaining the project, the agency could lose control over the detail of some maintenance decisions.

12) Third-Party Agreement

Each delivery method can facilitate agreements with third parties, such as political entities, utilities, railroads, etc. in a different manner. The extent to which designers or constructors can facilitate third-party agreements is the basis for the advantages and disadvantages of each delivery method.

DESIGN-BID-BUILD	
Advantages	Disadvantages
❒ The use of complete plans and prescriptive specifications facilitates third-party agreements.	❒ Expediting third-party agreements in the DBB process can be cumbersome if it is required.

CONSTRUCTION MANAGEMENT AT RISK	
Advantages	Disadvantages
❒ Construction managers can help facilitate third-party agreements.	❒ Construction managers typically do not guarantee costs that stem from problems with third-party agreements.

DESIGN-BUILD	
Advantages	Disadvantages
❒ Design-builders can use innovative methods to assist in obtaining third-party agreements.	❒ Some third-party agencies can have codes that negate the use of DB thereby excluding the DB method from consideration (see Step 3 Review Go/No-Go Decision Points). ❒ Design-builders typically do not guarantee costs that stem from problems with third-party agreements.

DESIGN-BUILD-OPERATE-MAINTAIN	
Advantages	Disadvantages
❒ Design-builders can use innovative methods to assist in obtaining third-party agreements.	❒ Some third-party agencies can have codes that negate the use of DBOM thereby excluding the DBOM method from consideration (see Step 3 Review Go/No-Go Decision Points). ❒ Design-builders typically do not guarantee costs that stem from problems with third-party agreements.

Public Policy/Regulatory Issues

13) Competition

Each delivery method may affect the level of competition. This concerns the evaluation of facilitating effects of each method on competition. Alternative project delivery methods allow agencies to package projects in sizes that effectively enhance or reduce competition.

DESIGN-BID-BUILD	
Advantages	Disadvantages
❒ Owner benefits from large pool of potential bidders and high level of competition.	❒ There are issues that follow low-bid procurement such as a higher probability of request for change orders, disputes, and claims.

CONSTRUCTION MANAGEMENT AT RISK	
Advantages	Disadvantages
❒ Qualifications-based selection factors can be applied to select only the most highly qualified construction managers.	❒ Presence of a constructor early in the project may give the owner less competitive leverage when pricing construction.

DESIGN-BUILD	
Advantages	Disadvantages
❒ Qualifications-based selection factors can be applied to select only the most highly qualified design-builders.	❒ Proposal package size and bid preparation costs can decrease the number of qualified bidders. ❒ Opposition from public-sector employees, unions, or other interested parties can exclude the DB method from consideration (see Step 3 Review Go/No-Go Decision Points).

DESIGN-BUILD-OPERATE-MAINTAIN	
Advantages	Disadvantages
❒ Qualifications-based selection factors can be applied to select only the most highly qualified design-builders.	❒ Proposal package size and bid preparation costs can decrease the number of qualified bidders. ❒ Lengthy contract duration and extra competencies required for O&M part of the contract decrease the number of bidders. ❒ Opposition from public-sector employees, unions, or other interested parties can exclude the DBOM method from consideration (see Step 3 Review Go/No-Go Decision Points).

14) Disadvantaged Business Enterprise (DBE) Impacts

The extent to which the delivery methods can be used to promote participation of disadvantaged businesses forms the advantages and disadvantages of this issue.

DESIGN-BID-BUILD	
Advantages	Disadvantages
❒ Agencies can include DBE requirements in both design and construction requirements. ❒ DBE involvement is known at time of award for design and construction.	❒ Low-bidding environment may harm future viability of DBE companies.

CONSTRUCTION MANAGEMENT AT RISK	
Advantages	Disadvantages
❒ Agencies can include DBE requirements in both design and construction requirements. ❒ DBE involvement is known at time of award for design and construction.	❒ Due to the phased nature of CMR contracts, the final DBE involvement may not be known until the project is ultimately completed.

DESIGN-BUILD	
Advantages	Disadvantages
❒ Agencies can include DBE requirements in the RFP for design and construction requirements.	❒ Owners can set DBE requirements, but because all subcontractors are not known at the time of award, there is a risk that design-builders may not achieve the DBE goals they specify in their proposals.

DESIGN-BUILD-OPERATE-MAINTAIN	
Advantages	Disadvantages
❒ Agencies can include DBE requirements in the RFP for design, construction, and maintenance requirements.	❒ Owners can set DBE requirements, but because all subcontractors are not known at the time of award, there is a risk that design-builders may not achieve the DBE goals they specify in their proposals.

15) Labor Unions

The choice of delivery method may have an impact on labor usage and hence labor union issues. These issues can be both internal to the transit agency as well as external with its contractors.

DESIGN-BID-BUILD	
Advantages	Disadvantages
❒ The DBB process is well established, so there is generally no fundamental opposition from unions.	❒ None.

CONSTRUCTION MANAGEMENT AT RISK	
Advantages	Disadvantages
❒ Similar to DBB, there is generally no fundamental opposition from unions.	❒ Construction managers do not generally guarantee prices if there are issues with labor unions.

DESIGN-BUILD	
Advantages	Disadvantages
❒ None.	❒ Opposition from public design unions can exclude the DB method from consideration (see Step 3 Review Go/No-Go Decision Points). ❒ Design-builders do not generally guarantee prices if there are issues with labor unions.

DESIGN-BUILD-OPERATE-MAINTAIN	
Advantages	Disadvantages
❒ None	❒ Opposition from public design unions can exclude the DBOM method from consideration (see Step 3 Review Go/No-Go Decision Points). ❒ Opposition from public maintenance unions can exclude the DB method from consideration (see Step 3 Review Go/No-Go Decision Points). ❒ Design-builders do not generally guarantee prices if there are issues with labor unions.

16) Federal/State/Local Laws

Use of some delivery methods may not be allowed for transit agencies due to state or local laws. Some of the states mandate that the transit agencies go through several steps before being allowed to use an alternative delivery method. The level of difficulty of using a delivery method from a legal standpoint constitutes the advantages and disadvantages of this issue.

DESIGN-BID-BUILD	
Advantages	Disadvantages
❒ All states are authorized to use DBB.	❒ None.

CONSTRUCTION MANAGEMENT AT RISK	
Advantages	Disadvantages
❒ Some states allow more flexible procurement regulations with CMR, which can be advantageous in appropriate situations to expedite project development.	❒ Some state agencies are not authorized to use CMR or need to get extra approvals (see Step 3 Review Go/No-Go Decision Points).

DESIGN-BUILD	
Advantages	Disadvantages
❒ Some states allow more flexible procurement regulations with DB, which can be advantageous in appropriate situations to expedite project development.	❒ Some state agencies are not authorized to use DB or need to get extra approvals (see Step 3 Review Go/No-Go Decision Points).

DESIGN-BUILD-OPERATE-MAINTAIN	
Advantages	Disadvantages
❒ Some states allow more flexible procurement regulations with DBOM, which can be advantageous in appropriate situations to expedite project development.	❒ State laws and regulations for DBOM are similar to DB (see Step 3 Review Go/No-Go Decision Points).

17) FTA/EPA Regulations

The extent to which the various delivery methods can facilitate FTA requirements and EPA regulations, given the unique project characteristics, constitutes the advantages and disadvantages of this issue.

DESIGN-BID-BUILD	
Advantages	Disadvantages
❒ Familiarity of agencies with this method facilitates permit and funding processes.	❒ The final cost and schedule are established long after the Full Funding Grant Authorization (FFGA), which can be problematic if FFGA cost and schedule estimates are not met.

CONSTRUCTION MANAGEMENT AT RISK	
Advantages	Disadvantages
❒ Construction managers can help facilitate the environmental process.	❒ The use of a GMP with separate design and construction packages can result in a final cost and schedule confirmation long after the FFGA.

DESIGN-BUILD	
Advantages	Disadvantages
❒ FTA has gained some experience and has modified its procedures to use DB. ❒ Cost and schedule are fixed near the FFGA.	❒ The design required to acquire environmental permits before hiring a design-builder may cause delays and negate some of the advantages of the DB method.

DESIGN-BUILD-OPERATE-MAINTAIN	
Advantages	Disadvantages
❒ FTA has gained some experience and has modified its procedures. ❒ Cost and schedule are fixed near the FFGA.	❒ The design required to acquire environmental permits before hiring a design-builder may cause delays and negate some of the advantages of the DB method.

18) Stakeholder/Community Input

This issue addresses the opportunity for stakeholder involvement afforded by the delivery methods.

DESIGN-BID-BUILD	
Advantages	Disadvantages
❒ Separate design and construction phases give an opportunity to get stakeholders' inputs before the commencement of construction.	❒ The opportunity for stakeholder changes in design can cause delays in the project and add to the costs in the form of change orders.

CONSTRUCTION MANAGEMENT AT RISK	
Advantages	Disadvantages
❒ The construction experience of the construction manager can help facilitate stakeholder input.	❒ Stakeholder input can make GMP negotiation troublesome if not managed correctly.

DESIGN-BUILD	
Advantages	Disadvantages
❒ The owner can require the DB contractor to include a public information and outreach program to facilitate communities' inputs. ❒ Design-builders can be innovative in helping gain community involvement.	❒ Any change because of community inputs after the issuance of RFP can be costly.

DESIGN-BUILD-OPERATE-MAINTAIN	
Advantages	Disadvantages
❒ The owner can require the DB contractor to include a public information and outreach program to facilitate communities' inputs. ❒ Design-builders can be innovative in helping gain community involvement.	❒ Any change because of community inputs after the issuance of RFP can be costly.

Lifecycle Issues

19) Lifecycle Costs

Delivery methods can influence costs in the operation and maintenance phase. This issue focuses on the opportunities or barriers that each delivery method provides with regard to lifecycle costs.

DESIGN-BID-BUILD	
Advantages	Disadvantages
❒ The agency can control lifecycle costs through completed design and performance specifications.	❒ The DBB system allows for little constructor input into lifecycle costs.

CONSTRUCTION MANAGEMENT AT RISK	
Advantages	Disadvantages
❒ CMR has all the benefits of DBB, plus the agency can leverage construction manager's input into lifecycle costs.	❒ If lifecycle performance criteria are not well understood during the development of the GMP, lifecycle issues may be difficult to incorporate into the final product.

DESIGN-BUILD	
Advantages	Disadvantages
❒ The agency can use performance criteria to set lifecycle performance standards and rely on design-builder innovation to achieve these standards.	❒ If lifecycle performance criteria are not well understood at the procurement stage, they will not be incorporated into the DB contract.

DESIGN-BUILD-OPERATE-MAINTAIN	
Advantages	Disadvantages
❒ The design-builder is responsible for maintenance in the DBOM contract and will be highly motivated to provide optimal lifecycle designs. ❒ The agency can use performance criteria to set lifecycle performance standards and rely on design-builder innovation to achieve these standards.	❒ The agency will not have complete control over all lifecycle issues that are not included as performance criteria in the contract.

20) Maintainability

There can be advantages and disadvantages to each delivery method with regard to how maintainability is achieved. This issue describes these advantages and disadvantages as they relate to the owner's ability to specify quality and ease of maintenance.

DESIGN-BID-BUILD	
Advantages	Disadvantages
❒ The opportunity to view completed plans before award allows agencies to review maintenance issues in designs.	❒ There is little opportunity for constructors to have input into maintenance issues.

CONSTRUCTION MANAGEMENT AT RISK	
Advantages	Disadvantages
❒ CMR has all benefits of DBB, plus the agency can leverage construction manager's input into maintenance issues.	❒ If maintainability issues are not well understood during the development of the GMP, they may be difficult to incorporate into the final product.

DESIGN-BUILD	
Advantages	Disadvantages
❒ The agency can emphasize maintainability issues through performance criteria and best value award factors.	❒ If maintainability issues are not well understood at the procurement stage, they will not be incorporated into the DB contract.

DESIGN-BUILD-OPERATE-MAINTAIN	
Advantages	Disadvantages
❒ The design-builder is responsible for maintenance in the DBOM contract and will be highly motivated to provide optimal lifecycle designs. ❒ The agency can emphasize maintainability issues through performance criteria and best value award factors.	❒ The agency will not have complete control over all maintainability issues that are not included as performance criteria in the contract.

21) Sustainable Design Goals

Sustainable design is becoming ever more important in achieving overall sustainability goals for projects. The effect of delivery method in facilitating the process of implementing sustainability issues in the design is the focus of this issue.

DESIGN-BID-BUILD	
Advantages	Disadvantages
❒ Agencies can work with designers to incorporate sustainable designs into complete designs.	❒ The process provides little opportunity for constructability reviews to ensure that sustainable designs can be constructed efficiently and are not cost prohibitive.

CONSTRUCTION MANAGEMENT AT RISK	
Advantages	Disadvantages
❒ CMR has all the benefits of DBB, plus the agency can leverage construction manager's input into sustainable design issues.	❒ The use of separate bid packages can create barriers in the integration of sustainable solutions if not approached correctly.

DESIGN-BUILD	
Advantages	Disadvantages
❒ The agency can emphasize sustainable design issues through performance criteria and best value award factors. ❒ Integration of the design and construction team can enhance constructability of designs.	❒ If sustainable design issues are not well understood at the procurement stage, they will not be incorporated into the DB contract.

DESIGN-BUILD-OPERATE-MAINTAIN	
Advantages	Disadvantages
❒ The agency can emphasize sustainable design issues through performance criteria and best value award factors. ❒ Integration of the design and construction team can enhance constructability of designs. ❒ DBOM contractors can realize economic returns for sustainable designs since they have an inherent bias toward minimizing operations and maintenance lifecycle costs.	❒ If sustainable design issues are not well understood at the procurement stage, they will not be incorporated into the DB contract.

22) Sustainable Construction Goals

Sustainable construction is an important vehicle for achieving overall sustainability goals as well. The effect of delivery method in facilitating the process of sustainable construction is the focus of this issue.

DESIGN-BID-BUILD	
Advantages	Disadvantages
❒ Prescriptive specifications can be used to define sustainable construction practices prior to design.	❒ There is little opportunity or incentive for the constructor to do more than what is specified in terms of sustainable construction practices. ❒ Agencies can assume liability when prescribing construction methods.

CONSTRUCTION MANAGEMENT AT RISK	
Advantages	Disadvantages
❒ The agency can leverage construction manager's input into sustainable construction issues.	❒ The use of separate bid packages can create barriers in the integration of sustainable solutions if not approached correctly.

DESIGN-BUILD	
Advantages	Disadvantages
❒ The agency can emphasize sustainable construction issues through performance criteria and best-value award factors. ❒ Integration of the design and construction team can enhance the use of sustainable construction practices.	❒ If sustainable construction issues are not well understood at the procurement stage, they will not be incorporated into the DB contract.

DESIGN-BUILD-OPERATE-MAINTAIN	
Advantages	Disadvantages
❒ DBOM contractors can realize economic returns for sustainable designs since they have an inherent bias toward minimizing operations and maintenance lifecycle costs.	❒ If sustainable construction issues are not well understood at the procurement stage, they will not be incorporated into the DBOM contract.

Other Issues

23) Construction Claims

The effect of each delivery method in exposing the agency to potential conflicts and claims is addressed under this issue.

DESIGN-BID-BUILD	
Advantages	Disadvantages
❒ DBB has well-understood legal precedent for construction claims.	❒ DBB historically has the highest occurrence of claims and disputes, which often occur in the areas of authority, responsibility, and quality. ❒ The low-bid environment can provide incentives for a constructor to file claims—particularly if any ambiguity in plans exists.

CONSTRUCTION MANAGEMENT AT RISK	
Advantages	Disadvantages
❒ Having the constructor on the team early during design can lessen the likelihood for disputes and claims regarding designs.	❒ Since design and construction contracts are separate, the potential for disputes and claims regarding design still exists. ❒ If multiple bid packages are not managed correctly, the coordination of these bid packages can result in claims.

DESIGN-BUILD	
Advantages	Disadvantages
❒ The single source for design and construction eliminates claims for design errors or omissions from the agency's perspective.	❒ There is potential for claims with regard to scope definition if the form of the DB contract is not well understood.

DESIGN-BUILD-OPERATE-MAINTAIN	
Advantages	Disadvantages
❒ DBOM has similar advantages to DB and additionally eliminates claims regarding operating performance due to the integration of the operator.	❒ There is potential for claims with regard to scope definition if the form of the DBOM contract is not well understood.

24) Adversarial Relationship

The extent to which a delivery method can prevent adversarial relationships on the project team varies depending upon the nature of the project and the owner's experience with the delivery methods.

DESIGN-BID-BUILD	
Advantages	Disadvantages
❒ Roles and responsibilities in a DBB contract are very well understood in the industry.	❒ DBB can create an adversarial relationship between the parties, primarily between the owner and the construction contractor.

CONSTRUCTION MANAGEMENT AT RISK	
Advantages	Disadvantages
❒ Inclusion of the construction manager in the design process can align team members and lessen adversarial relationships.	❒ Negotiation of GMP can create an adversarial situation if the process is not well understood.

DESIGN-BUILD	
Advantages	Disadvantages
❒ Inclusion of the designer and constructor on the same team can lessen adversarial relationships.	❒ Due to the loss of control over the details of design, DB requires a high level of trust between the owner and design-builder. Without this trust, design-build can become adversarial.

DESIGN-BUILD-OPERATE-MAINTAIN	
Advantages	Disadvantages
❒ Inclusion of the designer, constructor, and maintenance contractor on the same team can lessen adversarial relationships.	❒ Similar to DB, DBOM delivery requires a high level of trust to succeed.

Attachment H

Initial APD Feasibility Evaluation of RapidRide Expansion

- METRO CONNECTS RapidRide Network Expansion Through 2025
- METRO CONNECTS RapidRide Network Expansion 2025 - 2040
- Tier 2 Example Selection Criteria Definition, Weighting, and Scoring

METRO CONNECTS
RapidRide Network Expansion Through 2025

PROJECT DEFINITION FOR ALTERNATIVE DELIVERY EVALUATION

RapidRide Line 1033

Project Description

Project Name:	*Location:*
RapidRide Line 1033	**City of Auburn to City of Renton**
Mode of Transportation:	*Estimated Budget (2016$):*
Bus, Rapid Transit	Project cost: $154M Metro share: $69M
Anticipated Delivery Period:	*Anticipated Delivery Date:*
4-5 Years	2023-2024
Ridership Forecast:	*Funding Sources:*
No. Expected per week/month/year	Sales tax, City, State, Federal Grants
Project Delivered By:	
Metro	

Project Corridor: Corridor extends from the Auburn Transit Center to the Renton Transit center. The corridor passes through Auburn, Kent and Renton.

Corridor Dimensions: The overall length is 16.5 miles with new BAT lanes, otherwise existing lanes will be used.

Major Features of Work: Approximately 41% of the corridor will require new BAT lanes (huge cost and large portion of the project); 36 RapidRide stations; 22 Enhanced Stops; 8 standard stops; 10-12 intersection investments; and 61-75% of currently signalized intersections will need new TSP

Major Schedule Milestones:

(1) Intaking project,
(2) approving the charter,
(3) approving initial PMP,
(4) completing initial design and alternatives analysis,
(5) approving the baseline PMP,
(6) submitting a request for service,
(7) issuing a notice to proceed,
(8) substantial completion,
(9) issuing final acceptance,
(10) closing out project

Major Project Stakeholders: Cities of Auburn, Kent, and Renton

Labor Union Status: Expected labor unions taking part in this RapidRide line

Major Challenges: There are a few related projects near this RapidRide line: I-405/SR 167 interchange improvements (2019), the Auburn station parking expansion (2023), the Kent station parking expansions (2023), Sounder improvements (2023), and I-405 BRT (2024)

Main Identified Sources of Risk:

Risk	Mitigation	Opportunity
Inter-jurisdictional Coordination Is Not Timely	Hold early discussions and execute agreements in advance of need.	Collaboration results in mutual benefits to both agencies.
Acquisition Delay and Cost	Provide incentive payments to owners.	
Additional Requirements (scope creep)	Utilize proactive change management; Provide early improvement/project scope definition.	Unanticipated high value improvements are realized.
Construction Market Risk	Ensure attractive contract packaging with potential for multi-year work (contractor backlog)	Market downturn results in delivering added improvements.
ESJ Market Capacity	Enact proactive outreach; require consultants and contractors to provide good faith outreach.	Implementation develops added capacity in the market for future projects.
Institutional Knowledge of APD	Provide education and training opportunities for staff; utilize outside expertise; add experience with APD to new hire criteria for appropriate positions.	Agency and staff experience results in more efficient delivery of projects.

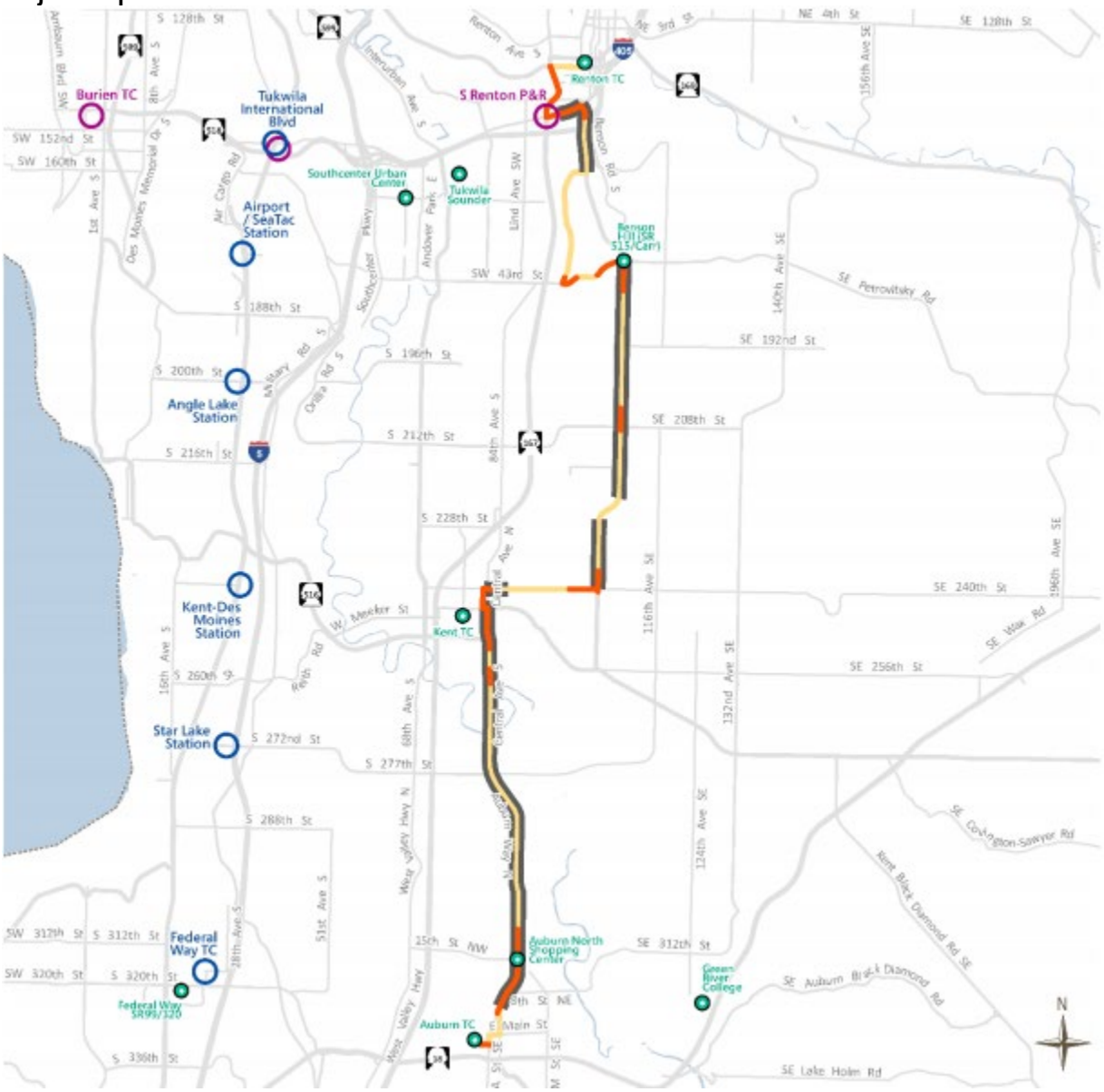
- Right-of-way acquisition delays
- Third-party coordination (e.g., City, Sound Transit); scope, schedule, and cost uncertainty
- Insufficient funding to complete project
- Cost increase to construct due to hot construction market
- Cost increases of right-of-way due to rapidly increasing land costs
- Political pressure to accelerate delivery of project
- Traffic congestion leads to route or design changes (majority of alignment, see Project Map).

Sustainable Design and Construction Requirements: The project must meet the requirements of the Green Building and sustainable development ordinance.

Project Goals

- Deliver budget within contingency allowance (5% under to 100% of contingency allowance)
- Deliver schedule within schedule contingency allowance
- Update project risk registry and mitigation plan regularly (per PMP)
- Develop and implement proactive outreach and public involvement plans
- Partner with agencies at appropriate level (agency peers meet regular meetings, quarterly)
- Implement inclusive community engagement plan
- Encourage private investment and development along corridors
- Secure environmental clearances prior to initiating 60% design
- Comply with all FTA, State, and Local regulations
- Further agency best practices towards project delivery
- Added experience and flexibility in delivery methods

Project Map


Burien TC
Tukwila International Blvd
S Renton P&R
Renton TC
Southcenter Urban Center
Tukwila Sounder
Airport / SeaTac Station
Angle Lake Station
Kent-Des Moines Station
Kent TC
Star Lake Station
Federal Way TC
Auburn North Shopping Center
Auburn TC
Green River College
2025 New RapidRide Route
Existing Slow Speed Zones (Bus travel speed is slower than 40% of speed limit)
Future Congestion Growth (V/C ratio is above 0.85 for 2025 conditions)
Link Station
BRT Station
Other Transit Center

RapidRide Line 1033	DBB	GC/CM	DB
Project Level Issues Rating			
1. Project Size			
2. Cost			
3. Schedule			
4. Risk Management			
5. Risk Allocation			
6. LEED Certification			
Agency-Level Issues Rating			
7. Agency Experience			
8. Staff Capability			
9. Staffing Required			
10. Agency Goals and Objectives			
11. Agency Control of Project			
12. Third-Party Agreement			
Public Policy/Regulatory Issues Rating			
13. Competition			
14. DBE Impacts			
15. Labor Unions			
16. Federal/State/Local Laws			
17. FTA/EPA Regulations			
18. Stakeholder/Community Input			
Lifecycle Issues Rating			
19. Lifecycle Costs			
20. Maintainability			
21. Sustainable Design Goals			
22. Sustainable Construction Goals			
Other Issues Rating			
23. Construction Claims			
24. Adversarial Relationships			
25. ROW Acquisition			
26. Environmental Permitting			
27. ESJ Impacts			

PROJECT DEFINITION FOR ALTERNATIVE DELIVERY EVALUATION

RapidRide Line 1013

Project Description

Project Name:	*Location:*
RapidRide Line 1013	City of Seattle
Mode of Transportation:	*Estimated Budget (2016$):*
Bus, Rapid Transit	Project cost: $66M Metro share: $30M
Anticipated Delivery Period:	*Anticipated Delivery Date:*
4-5 Years	2025-2026
Ridership Forecast:	*Funding Sources:*
Unknown at this time	Sales tax, City, State, Federal Grants
Project Delivered By:	
SDOT	

Project Corridor: Corridor extends from the Northgate Transit Center in Seattle to downtown Seattle; corridor to follow Roosevelt Way/Eastlake AVE (Seattle TMP Corridor 7)

Corridor Dimensions: Overall length to be 8.3 miles

Major Features of Work: Approximately 50% of the route will need new BAT lanes; 16 RapidRide stations, 10 enhanced stops and 2 standard stops; 1-2 intersections will need major investments; 80-100% of currently signalized intersections will need new TSP

Major Schedule Milestones:

(1) Intaking project,
(2) approving the charter,
(3) approving initial PMP,
(4) completing initial design and alternatives analysis,
(5) approving the baseline PMP,
(6) submitting a request for service,
(7) issuing a notice to proceed,
(8) substantial completion,
(9) issuing final acceptance,
(10) closing out project

Major Project Stakeholders: City of Seattle and Sound Transit

Labor Union Status: Unknown at this time

Major Challenges: Some projects that occur along this corridor are the Northgate Transit Center improvements (by Sound Transit), Roosevelt light rail station, and U District light rail station

Main Identified Sources of Risk:

Risk	Mitigation	Opportunity
Inter-jurisdictional Coordination Is Not Timely	Hold early discussions and execute agreements in advance of need.	Collaboration results in mutual benefits to both agencies.
Acquisition Delay and Cost	Provide incentive payments to owners.	
Additional Requirements (scope creep)	Utilize proactive change management; Provide early improvement/project scope definition.	Unanticipated high value improvements are realized.
Construction Market Risk	Ensure attractive contract packaging with potential for multi-year work (contractor backlog)	Market downturn results in delivering added improvements.
ESJ Market Capacity	Enact proactive outreach; require consultants and contractors to provide good faith outreach.	Implementation develops added capacity in the market for future projects.
Institutional Knowledge of APD	Provide education and training opportunities for staff; utilize outside expertise; add experience with APD to new hire criteria for appropriate positions.	Agency and staff experience results in more efficient delivery of projects.

- Right-of-way acquisition delays
- Third-party coordination (e.g., City, Sound Transit); scope, schedule, and cost uncertainty
- Insufficient funding to complete project
- Cost increase to construct due to hot construction market
- Cost increases of right-of-way due to rapidly increasing land costs
- Political pressure to accelerate delivery of project
- Traffic congestion leads to route or design changes

Sustainable Design and Construction Requirements: The project must meet the requirements of the Green Building and sustainable development ordinance.

Project Goals

- Deliver budget within contingency allowance (5% under to 100% of contingency allowance)
- Deliver schedule within schedule contingency allowance
- Update project risk registry and mitigation plan regularly (per PMP)
- Develop and implement proactive outreach and public involvement plans
- Partner with agencies at appropriate level (agency peers meet regular meetings, quarterly)
- Implement inclusive community engagement plan
- Encourage private investment and development along corridors
- Secure environmental clearances prior to initiating 60% design
- Comply with all FTA, State, and Local regulations
- Further agency best practices towards project delivery
- Added experience and flexibility in delivery methods

Project Map


Northgate Station
Roosevelt Station
U District Station
UW Station
Capitol Hill Station
Westlake Station
University Street Station
15th & Mariott
15th & Dravus
15th & Gilman
Fremont Ave/N 46th St
Fremont Ave/N 34th St
Nickerson/3rd W
Elliott/Prospect
Seattle Center
Republican/Aurora
Denny & West Ave
23rd and Cherry
Sand Point/40th Ave NE
N 105th St
NW 85th St
N 85th St
NW 80th St
N 80th St
NE 80th St
NE 75th St
NW 65th St
NE 65th St
N 50th St
NW 46th St
N 45th St
NE 45th St
NW 45th St
N 40th St
N 39th St
N 34th St
NE 95th St
Boston St
E Boston St
E John St
E Pine St
E Union St
E Cherry St
E Madison St
Holman Rd NW
3rd Ave NW
Greenwood Ave N
Wallingford Ave N
5th Ave NE
Roosevelt Way NE
15th Ave NE
Sand Point Way NE
15th Ave NW
Phinney Ave N
8th Ave NW
Fairview Ave N
Stone Way N
Leary Way NW
Nickerson St
N Pacific St
NE Pacific St
Harvard Ave E
Fairlake Ave E
3rd Ave W
15th Ave W
Dexter Ave N
Aurora Ave N
Elliott Ave W
Broad St
Boyer Ave E
Lakeview Blvd E
10th Ave E
15th Ave E
23rd Ave E
24th Ave E
Broadway
Seneca St
Madison St
Pike St
Union St
Cherry St
23rd Ave
Fremont Canal
Lake Union
Lake Washington
N
2025 New RapidRide Route
Existing Slow Speed Zones (Bus travel speed is slower than 40% of speed limit)
Future Congestion Growth (V/C ratio is above 0.85 for 2025 conditions)
Link Station
BRT Station
Other Transit Center

RapidRide Line 1013	DBB	GC/CM	DB
Project Level Issues Rating			
1. Project Size			
2. Cost			
3. Schedule			
4. Risk Management			
5. Risk Allocation			
6. LEED Certification			
Agency-Level Issues Rating			
7. Agency Experience			
8. Staff Capability			
9. Staffing Required			
10. Agency Goals and Objectives			
11. Agency Control of Project			
12. Third-Party Agreement			
Public Policy/Regulatory Issues Rating			
13. Competition			
14. DBE Impacts			
15. Labor Unions			
16. Federal/State/Local Laws			
17. FTA/EPA Regulations			
18. Stakeholder/Community Input			
Lifecycle Issues Rating			
19. Lifecycle Costs			
20. Maintainability			
21. Sustainable Design Goals			
22. Sustainable Construction Goals			
Other Issues Rating			
23. Construction Claims			
24. Adversarial Relationships			
25. ROW Acquisition			
26. Environmental Permitting			
27. ESJ Impacts			

PROJECT DEFINITION FOR ALTERNATIVE DELIVERY EVALUATION

RapidRide Line 1071

Project Description

Project Name:	*Location:*
RapidRide Line 1071	**City of Seattle**
Mode of Transportation:	*Estimated Budget (2016$):*
Bus, Rapid Transit	Project cost: $34M Metro share: $15M
Anticipated Delivery Period:	*Anticipated Delivery Date:*
4-5 Years	2024-2025
Ridership Forecast:	*Funding Sources:*
No. Expected per week/month/year	Sales tax, City, State, Federal Grants
Project Delivered By:	
SDOT	

Project Corridor: Corridor extends from the Mount Baker light rail station in Seattle to the Seattle Center Transit Center following Rainier Avenue

Corridor Dimensions: Total length of corridor is 5.3 miles

Major Features of Work: Approximately 74% of route length will need new BAT lanes; 8 RapidRide stations, 6 enhanced stops, 2 standard stops; 0-2 intersections will need major investments; 40-48% of currently signalized intersections will need new TSP

Major Schedule Milestones:

(1) Intaking project,
(2) approving the charter,
(3) approving initial PMP,
(4) completing initial design and alternatives analysis,
(5) approving the baseline PMP,
(6) submitting a request for service,
(7) issuing a notice to proceed,
(8) substantial completion,
(9) issuing final acceptance,
(10) closing out project

Major Project Stakeholders: City of Seattle and Sound Transit

Labor Union Status: Unknown at this time

Major Challenges: Various city improvements along this corridor are planned: Madison Street; Judkins Park light rail station is planned as well

Main Identified Sources of Risk:

Risk	Mitigation	Opportunity
Inter-jurisdictional Coordination Is Not Timely	Hold early discussions and execute agreements in advance of need.	Collaboration results in mutual benefits to both agencies.
Acquisition Delay and Cost	Provide incentive payments to owners.	
Additional Requirements (scope creep)	Utilize proactive change management; Provide early improvement/project scope definition.	Unanticipated high value improvements are realized.
Construction Market Risk	Ensure attractive contract packaging with potential for multi-year work (contractor backlog)	Market downturn results in delivering added improvements.
ESJ Market Capacity	Enact proactive outreach; require consultants and contractors to provide good faith outreach.	Implementation develops added capacity in the market for future projects.
Institutional Knowledge of APD	Provide education and training opportunities for staff; utilize outside expertise; add experience with APD to new hire criteria for appropriate positions.	Agency and staff experience results in more efficient delivery of projects.

- Right-of-way acquisition delays
- Third-party coordination (e.g., City, Sound Transit); scope, schedule, and cost uncertainty
- Insufficient funding to complete project
- Cost increase to construct due to hot construction market
- Cost increases of right-of-way due to rapidly increasing land costs
- Political pressure to accelerate delivery of project
- City of Seattle (SDOT) is unable to deliver this project
- Traffic congestion leads to route or design changes (Rainier Ave S, see Project Map).

Sustainable Design and Construction Requirements: The project must meet the requirements of the Green Building and sustainable development ordinance.

Project Goals

- Deliver budget within contingency allowance (5% under to 100% of contingency allowance)
- Deliver schedule within schedule contingency allowance
- Update project risk registry and mitigation plan regularly (per PMP)
- Develop and implement proactive outreach and public involvement plans
- Partner with agencies at appropriate level (agency peers meet regular meetings, quarterly)
- Implement inclusive community engagement plan
- Encourage private investment and development along corridors
- Secure environmental clearances prior to initiating 60% design
- Comply with all FTA, State, and Local regulations
- Further agency best practices towards project delivery
- Added experience and flexibility in delivery methods

Project Map



- 2025 New RapidRide Route
- Existing Slow Speed Zones (Bus travel speed is slower than 40% of speed limit)
- Future Congestion Growth (V/C ratio is above 0.85 for 2025 conditions)
- Link Station
- BRT Station
- Other Transit Center

RapidRide Line 1071	DBB	GC/CM	DB
Project Level Issues Rating			
1. Project Size			
2. Cost			
3. Schedule			
4. Risk Management			
5. Risk Allocation			
6. LEED Certification			
Agency-Level Issues Rating			
7. Agency Experience			
8. Staff Capability			
9. Staffing Required			
10. Agency Goals and Objectives			
11. Agency Control of Project			
12. Third-Party Agreement			
Public Policy/Regulatory Issues Rating			
13. Competition			
14. DBE Impacts			
15. Labor Unions			
16. Federal/State/Local Laws			
17. FTA/EPA Regulations			
18. Stakeholder/Community Input			
Lifecycle Issues Rating			
19. Lifecycle Costs			
20. Maintainability			
21. Sustainable Design Goals			
22. Sustainable Construction Goals			
Other Issues Rating			
23. Construction Claims			
24. Adversarial Relationships			
25. ROW Acquisition			
26. Environmental Permitting			
27. ESJ Impacts			

PROJECT DEFINITION FOR ALTERNATIVE DELIVERY EVALUATION

RapidRide Line 1027

Project Description

Project Name:	*Location:*
RapidRide Line 1027	City of Kirkland to City of Bellevue
Mode of Transportation:	*Estimated Budget (2016$):*
Bus, Rapid Transit	*Project cost: $125M* *Metro share: $56*
Anticipated Delivery Period:	*Anticipated Delivery Date:*
4-5 Years	2026-2027
Ridership Forecast:	*Funding Sources:*
Unavailable at this time	Sales tax, City, State, Federal Grants
Project Delivered By:	
Metro	

Project Corridor: The corridor extends from Totem Lake in Kirkland to the Eastgate Park-and-Ride in Bellevue. Much of the corridor follows the Bellevue Connector (project yet to be complete), and follows alongside (not directly on) SR 520 and I-405.

Corridor Dimensions: No new lanes for RapidRide; a total of 14.2 miles

Major Features of Work: None for the RapidRide but the Bellevue connector is to be constructed along this corridor, so coordination with this project will be essential. 15% of corridor length will need new BAT lanes; 28 RapidRide stations, 18 enhanced stops, 6 standard stops; 6-8 intersections need major investments; 73-89% of currently signalized intersections need new TSP

Major Schedule Milestones:

(1) Intaking project,
(2) approving the charter,
(3) approving initial PMP,
(4) completing initial design and alternatives analysis,
(5) approving the baseline PMP,
(6) submitting a request for service,
(7) issuing a notice to proceed,
(8) substantial completion,
(9) issuing final acceptance,
(10) closing out project

Major Project Stakeholders: Cities of Bellevue and Kirkland; Sound Transit and WSDOT

Labor Union Status: Unknown at this time

Major Challenges: The Bellevue Connector (yet to be built) is constructed along this corridor, coordinating with the City of Bellevue will be essential to project success; the Wilburton Light Rail Station project is scheduled to be along this corridor as well

Main Identified Sources of Risk:

Risk	Mitigation	Opportunity
Inter-jurisdictional Coordination Is Not Timely	Hold early discussions and execute agreements in advance of need.	Collaboration results in mutual benefits to both agencies.
Acquisition Delay and Cost	Provide incentive payments to owners.	
Additional Requirements (scope creep)	Utilize proactive change management; Provide early improvement/project scope definition.	Unanticipated high value improvements are realized.
Construction Market Risk	Ensure attractive contract packaging with potential for multi-year work (contractor backlog)	Market downturn results in delivering added improvements.
ESJ Market Capacity	Enact proactive outreach; require consultants and contractors to provide good faith outreach.	Implementation develops added capacity in the market for future projects.
Institutional Knowledge of APD	Provide education and training opportunities for staff; utilize outside expertise; add experience with APD to new hire criteria for appropriate positions.	Agency and staff experience results in more efficient delivery of projects.

- Right-of-way acquisition delays
- Third-party coordination (e.g., City, Sound Transit); scope, schedule, and cost uncertainty
- Insufficient funding to complete project
- Cost increase to construct due to hot construction market
- Cost increases of right-of-way due to rapidly increasing land costs
- Political pressure to accelerate delivery of project
- Traffic congestion leads to route or design changes (Lake Washington Blvd, Market St., NE 124th St).

Sustainable Design and Construction Requirements: The project must meet the requirements of the Green Building and sustainable development ordinance.

Project Goals

- Deliver budget within contingency allowance (5% under to 100% of contingency allowance)
- Deliver schedule within schedule contingency allowance
- Update project risk registry and mitigation plan regularly (per PMP)
- Develop and implement proactive outreach and public involvement plans
- Partner with agencies at appropriate level (agency peers meet regular meetings, quarterly)
- Implement inclusive community engagement plan
- Encourage private investment and development along corridors
- Secure environmental clearances prior to initiating 60% design
- Comply with all FTA, State, and Local regulations
- Further agency best practices towards project delivery
- Added experience and flexibility in delivery methods

Project Map


Totem Lake
NE 85th St
Kirkland TC
Downtown Redmond Station
SE Redmond Station
Overlake TC
Overlake Village Station
130th Station
120th Station
Bellevue TC
Wilburton Station
East Main Station
Mercer Island Station
South Bellevue Station
Eastgate
Sand Point/60th Ave NE
2025 New RapidRide Route
Existing Slow Speed Zones (Bus travel speed is slower than 40% of speed limit)
Future Congestion Growth (V/C ratio is above 0.85 for 2025 conditions)
Link Station
BRT Station
Other Transit Center

RapidRide Line 1027	DBB	GC/CM	DB
Project Level Issues Rating			
1. Project Size			
2. Cost			
3. Schedule			
4. Risk Management			
5. Risk Allocation			
6. LEED Certification			
Agency-Level Issues Rating			
7. Agency Experience			
8. Staff Capability			
9. Staffing Required			
10. Agency Goals and Objectives			
11. Agency Control of Project			
12. Third-Party Agreement			
Public Policy/Regulatory Issues Rating			
13. Competition			
14. DBE Impacts			
15. Labor Unions			
16. Federal/State/Local Laws			
17. FTA/EPA Regulations			
18. Stakeholder/Community Input			
Lifecycle Issues Rating			
19. Lifecycle Costs			
20. Maintainability			
21. Sustainable Design Goals			
22. Sustainable Construction Goals			
Other Issues Rating			
23. Construction Claims			
24. Adversarial Relationships			
25. ROW Acquisition			
26. Environmental Permitting			
27. ESJ Impacts			

METRO CONNECTS

RapidRide Network Expansion 2025-2040

PROJECT DEFINITION FOR ALTERNATIVE DELIVERY EVALUATION

RapidRide Line 40

Project Description

Project Name:	*Location:*
RapidRide Line 40	City of Seattle
Mode of Transportation:	*Estimated Budget ($2016):*
Bus, Rapid Transit	Project cost: $120M Metro Share: $54M
Anticipated Delivery Period:	*Anticipated Delivery Date:*
4-5 Years	2027-2028
Ridership Forecast:	*Funding Sources:*
Unknown at this time	Sales tax, City, State, Federal Grants
Project Delivered By:	
SDOT	

Project Corridor: Corridor extends from the Northgate Transit Center in Seattle to downtown Seattle and will follow Westlake Avenue (Seattle TMP Corridor 6).

Corridor Dimensions: Corridor to extend 13.2 miles

Major Features of Work: Approximately 41% of route will need new BAT lanes; 28 RapidRide stations, 18 enhanced stops, and 6 standard stops; 2-4 intersections will need major investments; 44-55% of currently signalized intersections will need new TSP

Major Schedule Milestones:

(1) Intaking project,
(2) approving the charter,
(3) approving initial PMP,
(4) completing initial design and alternatives analysis,
(5) approving the baseline PMP,
(6) submitting a request for service,
(7) issuing a notice to proceed,
(8) substantial completion,
(9) issuing final acceptance,
(10) closing out project

Major Project Stakeholders: City of Seattle and Sound Transit

Labor Union Status: Unknown at this time

Major Challenges: Some projects along this corridor include the Northgate Transit Center improvements (done by Sound Transit), Sound Transit's downtown Ballard light rail station, Fremont AVE/N 34th ST improvements, and Sound Transit's Denny/Westlake light rail station

Main Identified Sources of Risk:

Risk	Mitigation	Opportunity
Inter-jurisdictional Coordination Is Not Timely	Hold early discussions and execute agreements in advance of need.	Collaboration results in mutual benefits to both agencies.
Acquisition Delay and Cost	Provide incentive payments to owners.	
Additional Requirements (scope creep)	Utilize proactive change management; Provide early improvement/project scope definition.	Unanticipated high value improvements are realized.
Construction Market Risk	Ensure attractive contract packaging with potential for multi-year work (contractor backlog)	Market downturn results in delivering added improvements.
ESJ Market Capacity	Enact proactive outreach; require consultants and contractors to provide good faith outreach.	Implementation develops added capacity in the market for future projects.
Institutional Knowledge of APD	Provide education and training opportunities for staff; utilize outside expertise; add experience with APD to new hire criteria for appropriate positions.	Agency and staff experience results in more efficient delivery of projects.

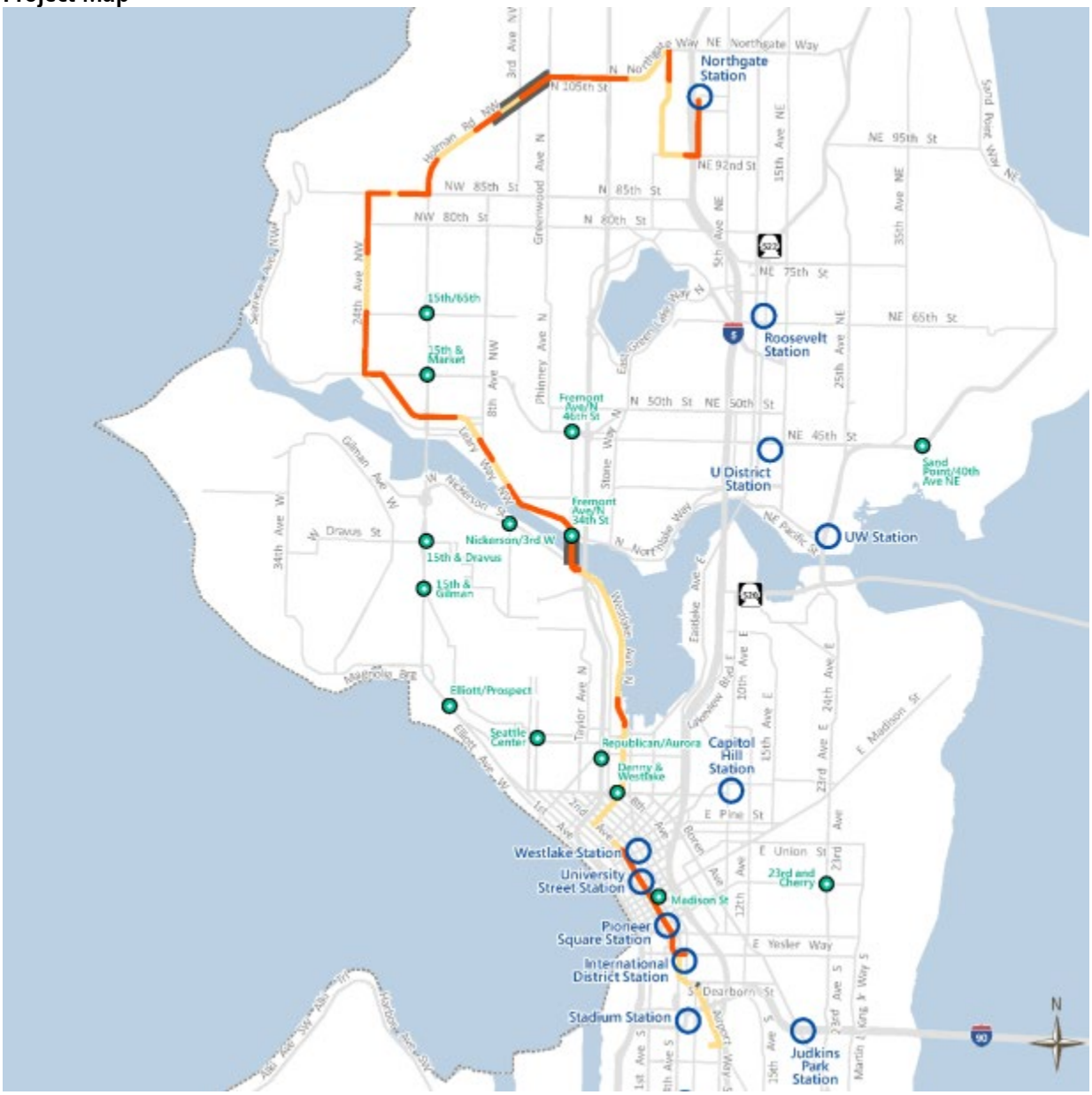
- Right-of-way acquisition delays
- Third-party coordination (e.g., City, Sound Transit); scope, schedule, and cost uncertainty
- Insufficient funding to complete project
- Cost increase to construct due to hot construction market
- Cost increases of right-of-way due to rapidly increasing land costs
- Political pressure to accelerate delivery of project
- City of Seattle (SDOT) is unable to deliver this project
- Traffic congestion leads to route or design changes (Freemont Bridge, Holman Way NW).

Sustainable Design and Construction Requirements: The project must meet the requirements of the Green Building and sustainable development ordinance.

Project Goals

- Deliver budget within contingency allowance (5% under to 100% of contingency allowance)
- Deliver schedule within schedule contingency allowance
- Update project risk registry and mitigation plan regularly (per PMP)
- Develop and implement proactive outreach and public involvement plans
- Partner with agencies at appropriate level (agency peers meet regular meetings, quarterly)
- Implement inclusive community engagement plan
- Encourage private investment and development along corridors
- Secure environmental clearances prior to initiating 60% design
- Comply with all FTA, State, and Local regulations
- Further agency best practices towards project delivery
- Added experience and flexibility in delivery methods

Project Map


Northgate Station
Roosevelt Station
U District Station
UW Station
Capitol Hill Station
Westlake Station
University Street Station
Pioneer Square Station
International District Station
Stadium Station
Judkins Park Station
15th/65th
15th & Market
Fremont Ave/N 46th St
Fremont Ave/N 34th St
Nickerson/3rd W
15th & Dravus
15th & Gilman
Elliott/Prospect
Seattle Center
Republican/Aurora
Denny & Westlake
Madison St
23rd and Cherry
Sand Point/40th Ave NE
N
2025 New RapidRide Route
Existing Slow Speed Zones (Bus travel speed is slower than 40% of speed limit)
Future Congestion Growth (V/C ratio is above 0.85 for 2025 conditions)
Link Station
BRT Station
Other Transit Center

RapidRide Line 40	DBB	GC/CM	DB
Project Level Issues Rating			
1. Project Size			
2. Cost			
3. Schedule			
4. Risk Management			
5. Risk Allocation			
6. LEED Certification			
Agency-Level Issues Rating			
7. Agency Experience			
8. Staff Capability			
9. Staffing Required			
10. Agency Goals and Objectives			
11. Agency Control of Project			
12. Third-Party Agreement			
Public Policy/Regulatory Issues Rating			
13. Competition			
14. DBE Impacts			
15. Labor Unions			
16. Federal/State/Local Laws			
17. FTA/EPA Regulations			
18. Stakeholder/Community Input			
Lifecycle Issues Rating			
19. Lifecycle Costs			
20. Maintainability			
21. Sustainable Design Goals			
22. Sustainable Construction Goals			
Other Issues Rating			
23. Construction Claims			
24. Adversarial Relationships			
25. ROW Acquisition			
26. Environmental Permitting			
27. ESJ Impacts			

PROJECT DEFINITION FOR ALTERNATIVE DELIVERY EVALUATION

RapidRide Line 1009

Project Description

Project Name:	*Location:*
RapidRide Line 1009	City of Bothell to City of Seattle
Mode of Transportation:	*Estimated Budget (2016$):*
Bus, Rapid Transit	Project Cost: $135M Metro Share: $60M
Anticipated Delivery Period:	*Anticipated Delivery Date:*
4-5 Years	2029-2030
Ridership Forecast:	*Funding Sources:*
Unknown at this time	Sales tax, City, State, Federal Grants
Project Delivered By:	
Metro	

Project Corridor: The corridor extends from Woodinville to the U District light rail station in Seattle. It passes through Woodinville, Bothell, Kenmore, Lake Forest Park, Shoreline and Seattle. It will follow SR 522.

Corridor Dimensions: Overall length is 14.1 miles

Major Features of Work: New BAT lanes (approximately 20% of the corridor length); 32 RapidRide stations, 20 enhanced stops, 6 standard stops; 7-9 intersections will need major investments; 63-76% of currently signalized intersections will need new TSP

Major Schedule Milestones:

(1) Intaking project,
(2) approving the charter,
(3) approving initial PMP,
(4) completing initial design and alternatives analysis,
(5) approving the baseline PMP,
(6) submitting a request for service,
(7) issuing a notice to proceed,
(8) substantial completion,
(9) issuing final acceptance,
(10) closing out project

Major Project Stakeholders: Cities of Woodinville, Bothell, Kenmore, Lake Forest Park, Shoreline and Seattle; Agencies: Sound Transit (performing existing/new work along the corridor, specifically the U District rail station) and WSDOT

Labor Union Status: Unknown at this time

Major Challenges: SR 522 BRT transit stations are to be constructed in conjunction with SR 522 BRT improvements; NE 125th ST/Lake City Way transit center and U District Light Rail station projects are also going to be constructed during the timing of this corridor

Main Identified Sources of Risk:

Risk	Mitigation	Opportunity
Inter-jurisdictional Coordination Is Not Timely	Hold early discussions and execute agreements in advance of need.	Collaboration results in mutual benefits to both agencies.
Acquisition Delay and Cost	Provide incentive payments to owners.	
Additional Requirements (scope creep)	Utilize proactive change management; Provide early improvement/project scope definition.	Unanticipated high value improvements are realized.
Construction Market Risk	Ensure attractive contract packaging with potential for multi-year work (contractor backlog)	Market downturn results in delivering added improvements.
ESJ Market Capacity	Enact proactive outreach; require consultants and contractors to provide good faith outreach.	Implementation develops added capacity in the market for future projects.
Institutional Knowledge of APD	Provide education and training opportunities for staff; utilize outside expertise; add experience with APD to new hire criteria for appropriate positions.	Agency and staff experience results in more efficient delivery of projects.

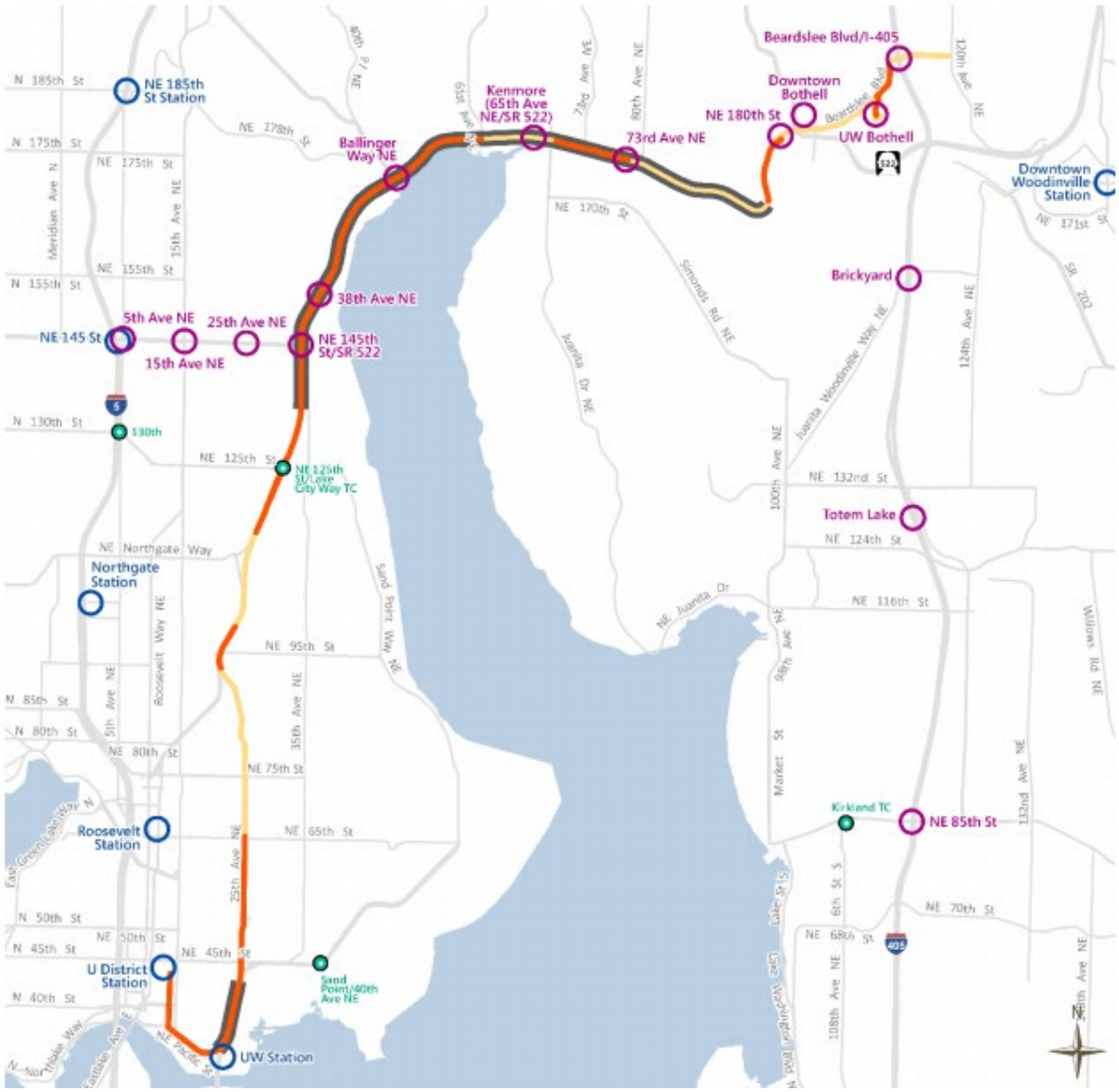
- Right-of-way acquisition delays
- Third-party coordination (e.g., City, Sound Transit); scope, schedule, and cost uncertainty
- Insufficient funding to complete project
- Cost increase to construct due to hot construction market
- Cost increases of right-of-way due to rapidly increasing land costs
- Political pressure to accelerate delivery of project
- Traffic congestion leads to route or design changes

Sustainable Design and Construction Requirements: The project must meet the requirements of the Green Building and sustainable development ordinance.

Project Goals

- Deliver budget within contingency allowance (5% under to 100% of contingency allowance)
- Deliver schedule within schedule contingency allowance
- Update project risk registry and mitigation plan regularly (per PMP)
- Develop and implement proactive outreach and public involvement plans
- Partner with agencies at appropriate level (agency peers meet regular meetings, quarterly)
- Implement inclusive community engagement plan
- Encourage private investment and development along corridors
- Secure environmental clearances prior to initiating 60% design
- Comply with all FTA, State, and Local regulations
- Further agency best practices towards project delivery
- Added experience and flexibility in delivery methods

Project Map


Beardslee Blvd/I-405
Downtown Bothell
NE 180th St
UW Bothell
73rd Ave NE
Kenmore (65th Ave NE/SR 522)
Ballinger Way NE
NE 185th St Station
Downtown Woodinville Station
Brickyard
38th Ave NE
5th Ave NE
25th Ave NE
NE 145 St
15th Ave NE
NE 145th St/SR 522
130th
NE 125th St/Lake City Way TC
Totem Lake
Northgate Station
Kirkland TC
NE 85th St
Roosevelt Station
U District Station
Sand Point/40th Ave NE
UW Station
2025 New RapidRide Route
Existing Slow Speed Zones (Bus travel speed is slower than 40% of speed limit)
Future Congestion Growth (V/C ratio is above 0.85 for 2025 conditions)
Link Station
BRT Station
Other Transit Center

RapidRide Line 1009	DBB	GC/CM	DB
Project Level Issues Rating			
1. Project Size			
2. Cost			
3. Schedule			
4. Risk Management			
5. Risk Allocation			
6. LEED Certification			
Agency-Level Issues Rating			
7. Agency Experience			
8. Staff Capability			
9. Staffing Required			
10. Agency Goals and Objectives			
11. Agency Control of Project			
12. Third-Party Agreement			
Public Policy/Regulatory Issues Rating			
13. Competition			
14. DBE Impacts			
15. Labor Unions			
16. Federal/State/Local Laws			
17. FTA/EPA Regulations			
18. Stakeholder/Community Input			
Lifecycle Issues Rating			
19. Lifecycle Costs			
20. Maintainability			
21. Sustainable Design Goals			
22. Sustainable Construction Goals			
Other Issues Rating			
23. Construction Claims			
24. Adversarial Relationships			
25. ROW Acquisition			
26. Environmental Permitting			
27. ESJ Impacts			

PROJECT DEFINITION FOR ALTERNATIVE DELIVERY EVALUATION

RapidRide Line 1012

Project Description

Project Name:	*Location:*
RapidRide Line 1012	City of Seattle
Mode of Transportation:	*Estimated Budget (2016$):*
Bus, Rapid Transit	Project cost: $54M Metro share: $24M
Anticipated Delivery Period:	*Anticipated Delivery Date:*
4-5 Years	2027-2028
Ridership Forecast:	*Funding Sources:*
Unknown at this time	Sales tax, City, State, Federal Grants
Project Delivered By:	
SDOT	

Project Corridor: Corridor extends from the Ballard neighborhood to the Laurelhurst neighborhood via Market Street/45th Street (Seattle TMP Corridor 5)

Corridor Dimensions: Overall length to be 6.3 miles

Major Features of Work: Approximately 72% of route length will need new BAT lanes; 12 RapidRide stations, 8 enhanced stops, and 2 standard stops; 2-4 intersections will need major investments; 76-93% of currently signalized intersections will need new TSP

Major Schedule Milestones:

(1) Intaking project,
(2) approving the charter,
(3) approving initial PMP,
(4) completing initial design and alternatives analysis,
(5) approving the baseline PMP,
(6) submitting a request for service,
(7) issuing a notice to proceed,
(8) substantial completion,
(9) issuing final acceptance,
(10) closing out project

Major Project Stakeholders: City of Seattle (SDOT); Agencies are WSDOT and Sound Transit

Labor Union Status: Unknown at this time

Major Challenges: Projects occurring along this corridor are the downtown Ballard light rail station, Fremont AVE/ N 46th ST improvements, U-District light rail station and Sand Point/40th AVE NE improvements

Main Identified Sources of Risk:

Risk	Mitigation	Opportunity
Inter-jurisdictional Coordination Is Not Timely	Hold early discussions and execute agreements in advance of need.	Collaboration results in mutual benefits to both agencies.
Acquisition Delay and Cost	Provide incentive payments to owners.	
Additional Requirements (scope creep)	Utilize proactive change management; Provide early improvement/project scope definition.	Unanticipated high value improvements are realized.
Construction Market Risk	Ensure attractive contract packaging with potential for multi-year work (contractor backlog)	Market downturn results in delivering added improvements.
ESJ Market Capacity	Enact proactive outreach; require consultants and contractors to provide good faith outreach.	Implementation develops added capacity in the market for future projects.
Institutional Knowledge of APD	Provide education and training opportunities for staff; utilize outside expertise; add experience with APD to new hire criteria for appropriate positions.	Agency and staff experience results in more efficient delivery of projects.

- Right-of-way acquisition delays
- Third-party coordination (e.g., City, Sound Transit); scope, schedule, and cost uncertainty
- Insufficient funding to complete project
- Cost increase to construct due to hot construction market
- Cost increases of right-of-way due to rapidly increasing land costs
- Political pressure to accelerate delivery of project
- City of Seattle (SDOT) is unable to deliver this project
- Traffic congestion leads to route or design changes (U-District, Stone Way).

Sustainable Design and Construction Requirements: What sustainable design features are noteworthy or features that are desired/required?

Project Goals

- Deliver budget within contingency allowance (5% under to 100% of contingency allowance)
- Deliver schedule within schedule contingency allowance
- Update project risk registry and mitigation plan regularly (per PMP)
- Develop and implement proactive outreach and public involvement plans
- Partner with agencies at appropriate level (agency peers meet regular meetings, quarterly)
- Implement inclusive community engagement plan
- Encourage private investment and development along corridors
- Secure environmental clearances prior to initiating 60% design
- Comply with all FTA, State, and Local regulations
- Further agency best practices towards project delivery
- Added experience and flexibility in delivery methods

Project Map



- 2025 New RapidRide Route
- Existing Slow Speed Zones (Bus travel speed is slower than 40% of speed limit)
- Future Congestion Growth (V/C ratio is above 0.85 for 2025 conditions)
- Link Station
- BRT Station
- Other Transit Center

RapidRide Line 1012	DBB	GC/CM	DB
Project Level Issues Rating			
1. Project Size			
2. Cost			
3. Schedule			
4. Risk Management			
5. Risk Allocation			
6. LEED Certification			
Agency-Level Issues Rating			
7. Agency Experience			
8. Staff Capability			
9. Staffing Required			
10. Agency Goals and Objectives			
11. Agency Control of Project			
12. Third-Party Agreement			
Public Policy/Regulatory Issues Rating			
13. Competition			
14. DBE Impacts			
15. Labor Unions			
16. Federal/State/Local Laws			
17. FTA/EPA Regulations			
18. Stakeholder/Community Input			
Lifecycle Issues Rating			
19. Lifecycle Costs			
20. Maintainability			
21. Sustainable Design Goals			
22. Sustainable Construction Goals			
Other Issues Rating			
23. Construction Claims			
24. Adversarial Relationships			
25. ROW Acquisition			
26. Environmental Permitting			
27. ESJ Impacts			

PROJECT DEFINITION FOR ALTERNATIVE DELIVERY EVALUATION

RapidRide Line 1030

Project Description

Project Name:	*Location:*
RapidRide Line 1030	City of Renton to City of Bellevue
Mode of Transportation:	*Estimated Budget (2016$):*
Bus, Rapid Transit	Project cost: $127M Metro Share: $57M
Anticipated Delivery Period:	*Anticipated Delivery Date:*
4-5 Years	2025-2026
Ridership Forecast:	*Funding Sources:*
Unknown at this time	Sales tax, City, State, Federal Grants
Project Delivered By:	
Metro	

Project Corridor: Corridor extends from the Renton Transit Center to the Overlake Transit Center in Bellevue. The corridor passes through the cities of Renton, Newcastle and Bellevue

Corridor Dimensions: The corridor stretches 17.7 miles

Major Features of Work: 15% of corridor will need new BAT lanes; 30 RapidRide stations, 20 enhanced stops, 6 standard stops; 14-17 of currently signalized intersections will need investments; 69-86% of currently signalized intersections will need new TSP

Major Schedule Milestones:

(1) Intaking project,
(2) approving the charter,
(3) approving initial PMP,
(4) completing initial design and alternatives analysis,
(5) approving the baseline PMP,
(6) submitting a request for service,
(7) issuing a notice to proceed,
(8) substantial completion,
(9) issuing final acceptance,
(10) closing out project

Major Project Stakeholders: Cities of Renton, Newcastle and Bellevue; Agencies involved are Sound Transit and WSDOT

Labor Union Status: Unknown at this time

Major Challenges: Only one scheduled project along this corridor: N 8th Street/Park Avenue improvements

Main Identified Sources of Risk:

Risk	Mitigation	Opportunity
Inter-jurisdictional Coordination Is Not Timely	Hold early discussions and execute agreements in advance of need.	Collaboration results in mutual benefits to both agencies.
Acquisition Delay and Cost	Provide incentive payments to owners.	
Additional Requirements (scope creep)	Utilize proactive change management; Provide early improvement/project scope definition.	Unanticipated high value improvements are realized.
Construction Market Risk	Ensure attractive contract packaging with potential for multi-year work (contractor backlog)	Market downturn results in delivering added improvements.
ESJ Market Capacity	Enact proactive outreach; require consultants and contractors to provide good faith outreach.	Implementation develops added capacity in the market for future projects.
Institutional Knowledge of APD	Provide education and training opportunities for staff; utilize outside expertise; add experience with APD to new hire criteria for appropriate positions.	Agency and staff experience results in more efficient delivery of projects.

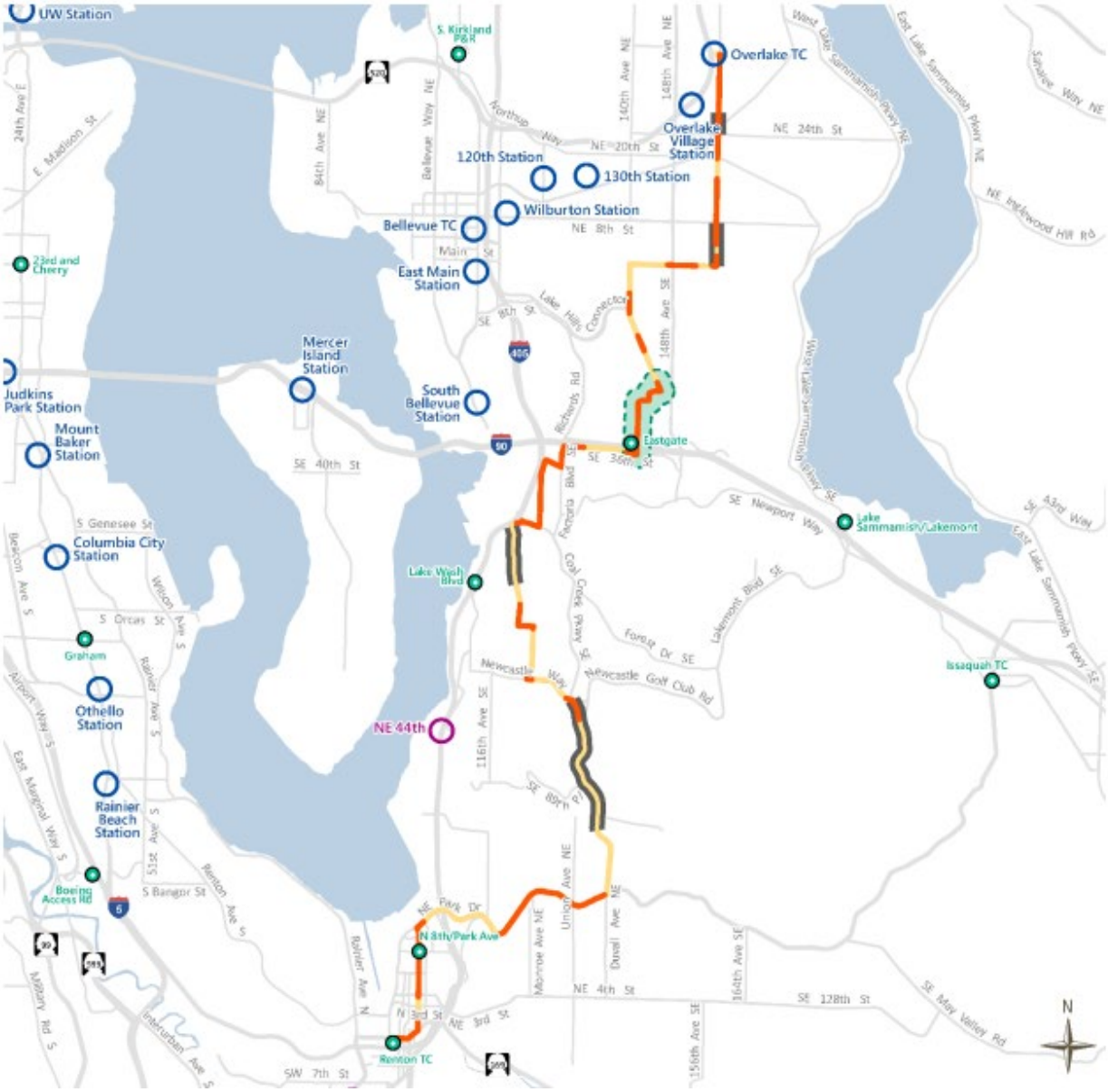
- Right-of-way acquisition delays
- Third-party coordination (e.g., City, Sound Transit); scope, schedule, and cost uncertainty
- Insufficient funding to complete project
- Cost increase to construct due to hot construction market
- Cost increases of right-of-way due to rapidly increasing land costs
- Political pressure to accelerate delivery of project
- Traffic congestion leads to route or design changes (see Project Map).

Sustainable Design and Construction Requirements: The project must meet the requirements of the Green Building and sustainable development ordinance.

Project Goals

- Deliver budget within contingency allowance (5% under to 100% of contingency allowance)
- Deliver schedule within schedule contingency allowance
- Update project risk registry and mitigation plan regularly (per PMP)
- Develop and implement proactive outreach and public involvement plans
- Partner with agencies at appropriate level (agency peers meet regular meetings, quarterly)
- Implement inclusive community engagement plan
- Encourage private investment and development along corridors
- Secure environmental clearances prior to initiating 60% design
- Comply with all FTA, State, and Local regulations
- Further agency best practices towards project delivery
- Added experience and flexibility in delivery methods

Project Map


UW Station
S Kirkland P&R
Overlake TC
Overlake Village Station
120th Station
130th Station
Wilburton Station
Bellevue TC
East Main Station
23rd and Cherry
Mercer Island Station
South Bellevue Station
Judkins Park Station
Mount Baker Station
Eastgate
Lake Sammamish/Lakemont
Columbia City Station
Lake Wash Blvd
Graham
Othello Station
NE 44th
Issaquah TC
Rainier Beach Station
Boeing Access Rd
N 8th/Park Ave
Renton TC
N
2025 New RapidRide Route
Existing Slow Speed Zones (Bus travel speed is slower than 40% of speed limit)
Future Congestion Growth (V/C ratio is above 0.85 for 2025 conditions)
Link Station
BRT Station
Other Transit Center

RapidRide Line 1030	DBB	GC/CM	DB
Project Level Issues Rating			
1. Project Size			
2. Cost			
3. Schedule			
4. Risk Management			
5. Risk Allocation			
6. LEED Certification			
Agency-Level Issues Rating			
7. Agency Experience			
8. Staff Capability			
9. Staffing Required			
10. Agency Goals and Objectives			
11. Agency Control of Project			
12. Third-Party Agreement			
Public Policy/Regulatory Issues Rating			
13. Competition			
14. DBE Impacts			
15. Labor Unions			
16. Federal/State/Local Laws			
17. FTA/EPA Regulations			
18. Stakeholder/Community Input			
Lifecycle Issues Rating			
19. Lifecycle Costs			
20. Maintainability			
21. Sustainable Design Goals			
22. Sustainable Construction Goals			
Other Issues Rating			
23. Construction Claims			
24. Adversarial Relationships			
25. ROW Acquisition			
26. Environmental Permitting			
27. ESJ Impacts			

PROJECT DEFINITION FOR ALTERNATIVE DELIVERY EVALUATION

RapidRide Line 1052

Project Description

Project Name:	*Location:*
RapidRide Line 1052	City of Federal Way to City of Auburn
Mode of Transportation:	*Estimated Budget (2016$):*
Bus, Rapid Transit	Project cost: $134M Metro share: $60M
Anticipated Delivery Period:	*Anticipated Delivery Date:*
4-5 Years	2030
Ridership Forecast:	*Funding Sources:*
No. Expected per week/month/year	Sales tax, City, State, Federal Grants
Project Delivered By:	
Metro	

Project Corridor: Corridor extends from the Twin Lakes Park-and-Ride in Auburn to the Green River Community College in Auburn

Corridor Dimensions: Total length is 13.7 miles.

Major Features of Work: Approximately 19% of corridor length will need new BAT lanes; 32 RapidRide stations; 20 enhanced stops; 6 standard stops; 16-20 intersection investments; 79-98% of current signalized intersections will need new TSP improvements

Major Schedule Milestones:

(1) Intaking project,
(2) approving the charter,
(3) approving initial PMP,
(4) completing initial design and alternatives analysis,
(5) approving the baseline PMP,
(6) submitting a request for service,
(7) issuing a notice to proceed,
(8) substantial completion,
(9) issuing final acceptance,
(10) closing out project

Major Project Stakeholders: Cities of Federal Way, and Auburn; the agencies are WSDOT and Sound Transit

Labor Union Status: Unknown at this time

Major Challenges: The Federal Way SR99/320th Street improvement project is scheduled to occur during this RapidRide line

Main Identified Sources of Risk:

Risk	Mitigation	Opportunity
Inter-jurisdictional Coordination Is Not Timely	Hold early discussions and execute agreements in advance of need.	Collaboration results in mutual benefits to both agencies.
Acquisition Delay and Cost	Provide incentive payments to owners.	
Additional Requirements (scope creep)	Utilize proactive change management; Provide early improvement/project scope definition.	Unanticipated high value improvements are realized.
Construction Market Risk	Ensure attractive contract packaging with potential for multi-year work (contractor backlog)	Market downturn results in delivering added improvements.
ESJ Market Capacity	Enact proactive outreach; require consultants and contractors to provide good faith outreach.	Implementation develops added capacity in the market for future projects.
Institutional Knowledge of APD	Provide education and training opportunities for staff; utilize outside expertise; add experience with APD to new hire criteria for appropriate positions.	Agency and staff experience results in more efficient delivery of projects.

- Right-of-way acquisition delays
- Third-party coordination (e.g., City, Sound Transit); scope, schedule, and cost uncertainty
- Insufficient funding to complete project
- Cost increase to construct due to hot construction market
- Cost increases of right-of-way due to rapidly increasing land costs
- Political pressure to accelerate delivery of project
- Traffic congestion leads to route or design changes (see Project Map).

Sustainable Design and Construction Requirements: The project must meet the requirements of the Green Building and sustainable development ordinance.

Project Goals

- Deliver budget within contingency allowance (5% under to 100% of contingency allowance)
- Deliver schedule within schedule contingency allowance
- Update project risk registry and mitigation plan regularly (per PMP)
- Develop and implement proactive outreach and public involvement plans
- Partner with agencies at appropriate level (agency peers meet regular meetings, quarterly)
- Implement inclusive community engagement plan
- Encourage private investment and development along corridors
- Secure environmental clearances prior to initiating 60% design
- Comply with all FTA, State, and Local regulations
- Further agency best practices towards project delivery
- Added experience and flexibility in delivery methods

Project Map


Star Lake Station
Federal Way TC
Federal Way SR99/320
South Federal Way (I-5 & SR 18)
Auburn North Shopping Center
Auburn TC
Green River College
S 260th St
S 272nd St
S 277th St
S 288th St
S 312th St
SW 312th St
SW 320th St
S 320th St
S 324th St
S 336th St
S 348th St
SW 356th St
S 356th St
SE 256th St
SE 312th St
15th St NW
8th St NE
E Main St
15th St SW
Ellingson Rd
West Valley Hwy N
West Valley Hwy S
Military Rd S
Pacific Hwy S
Pedestrian Canyon Rd
Lea Hill Rd SE
N
2025 New RapidRide Route
Existing Slow Speed Zones (Bus travel speed is slower than 40% of speed limit)
Future Congestion Growth (V/C ratio is above 0.85 for 2025 conditions)
Link Station
BRT Station
Other Transit Center

RapidRide Line 1052	DBB	GC/CM	DB
Project Level Issues Rating			
1. Project Size			
2. Cost			
3. Schedule			
4. Risk Management			
5. Risk Allocation			
6. LEED Certification			
Agency-Level Issues Rating			
7. Agency Experience			
8. Staff Capability			
9. Staffing Required			
10. Agency Goals and Objectives			
11. Agency Control of Project			
12. Third-Party Agreement			
Public Policy/Regulatory Issues Rating			
13. Competition			
14. DBE Impacts			
15. Labor Unions			
16. Federal/State/Local Laws			
17. FTA/EPA Regulations			
18. Stakeholder/Community Input			
Lifecycle Issues Rating			
19. Lifecycle Costs			
20. Maintainability			
21. Sustainable Design Goals			
22. Sustainable Construction Goals			
Other Issues Rating			
23. Construction Claims			
24. Adversarial Relationships			
25. ROW Acquisition			
26. Environmental Permitting			
27. ESJ Impacts			

PROJECT DEFINITION FOR ALTERNATIVE DELIVERY EVALUATION

RapidRide Line 1056

Project Description

Project Name:	*Location:*
RapidRide Line 1056	City of Auburn to City of Des Moines
Mode of Transportation:	*Estimated Budget (2016$):*
Bus, Rapid Transit	Project cost: $114M Metro share: $51M
Anticipated Delivery Period:	*Anticipated Delivery Date:*
4-5 Years	2028-2029
Ridership Forecast:	*Funding Sources:*
Unavailable at this time	Sales tax, City, State, Federal Grants
Project Delivered By:	
Metro	

Project Corridor: Corridor extends from the *future* Kent-Des Moines light rail station to Green River Community College in Auburn passing through the cities of Des Moines, Kent and Auburn.

Corridor Dimensions: Overall length of this corridor is 11.9 miles

Major Features of Work: Approximately 10% of the route length will need new BAT lanes; 26 RapidRide stops, 16 enhanced stops, and 6 standard stops; 11-13 intersections will need major investments; 52-64% of currently signalized intersections will need new TSP

Major Schedule Milestones:

(1) Intaking project,
(2) approving the charter,
(3) approving initial PMP,
(4) completing initial design and alternatives analysis,
(5) approving the baseline PMP,
(6) submitting a request for service,
(7) issuing a notice to proceed,
(8) substantial completion,
(9) issuing final acceptance,
(10) closing out project

Major Project Stakeholders: Cities of Des Moines, Kent, Auburn; Agencies include Sound Transit and WSDOT

Labor Union Status: Unknown at this time

Major Challenges: One major project will be going on during this RapidRide line: SR 509 phase 1 which includes the Kent-Des Moines interchange.

Main Identified Sources of Risk:

Risk	Mitigation	Opportunity
Inter-jurisdictional Coordination Is Not Timely	Hold early discussions and execute agreements in advance of need.	Collaboration results in mutual benefits to both agencies.
Acquisition Delay and Cost	Provide incentive payments to owners.	
Additional Requirements (scope creep)	Utilize proactive change management; Provide early improvement/project scope definition.	Unanticipated high value improvements are realized.
Construction Market Risk	Ensure attractive contract packaging with potential for multi-year work (contractor backlog)	Market downturn results in delivering added improvements.
ESJ Market Capacity	Enact proactive outreach; require consultants and contractors to provide good faith outreach.	Implementation develops added capacity in the market for future projects.
Institutional Knowledge of APD	Provide education and training opportunities for staff; utilize outside expertise; add experience with APD to new hire criteria for appropriate positions.	Agency and staff experience results in more efficient delivery of projects.

- Right-of-way acquisition delays
- Third-party coordination (e.g., City, Sound Transit); scope, schedule, and cost uncertainty
- Insufficient funding to complete project
- Cost increase to construct due to hot construction market
- Cost increases of right-of-way due to rapidly increasing land costs
- Political pressure to accelerate delivery of project
- Traffic congestion leads to route or design changes (SR516, see Project Map).

Sustainable Design and Construction Requirements: The project must meet the requirements of the Green Building and sustainable development ordinance.

Project Goals

- Deliver budget within contingency allowance (5% under to 100% of contingency allowance)
- Deliver schedule within schedule contingency allowance
- Update project risk registry and mitigation plan regularly (per PMP)
- Develop and implement proactive outreach and public involvement plans
- Partner with agencies at appropriate level (agency peers meet regular meetings, quarterly)
- Implement inclusive community engagement plan
- Encourage private investment and development along corridors
- Secure environmental clearances prior to initiating 60% design
- Comply with all FTA, State, and Local regulations
- Further agency best practices towards project delivery
- Added experience and flexibility in delivery methods

Project Map


Kent-Des Moines Station
Star Lake Station
Kent TC
Auburn North Shopping Center
Green River College
S 228th St
E James St
S 240th St
SE 240th St
W James St
W Smith St
W Meeker St
SE 256th St
S 272nd St
S 272nd Way
S 277th St
S 288th St
S 320th St
15th St NW
8th St NE
E Main St
SE 312th St
Military Rd S
4th Ave N
Central Ave N
116th Ave SE
132nd Ave SE
124th Ave SE
68th Ave S
Central Ave S
51st Ave S
28th Ave S
West Valley Hwy N
West Valley Hwy
Auburn Way N
Lea Hill Rd SE
M St NE
N
2025 New RapidRide Route
Existing Slow Speed Zones (Bus travel speed is slower than 40% of speed limit)
Future Congestion Growth (V/C ratio is above 0.85 for 2025 conditions)
Link Station
BRT Station
Other Transit Center

RapidRide Line 1056	DBB	GC/CM	DB
Project Level Issues Rating			
1. Project Size			
2. Cost			
3. Schedule			
4. Risk Management			
5. Risk Allocation			
6. LEED Certification			
Agency-Level Issues Rating			
7. Agency Experience			
8. Staff Capability			
9. Staffing Required			
10. Agency Goals and Objectives			
11. Agency Control of Project			
12. Third-Party Agreement			
Public Policy/Regulatory Issues Rating			
13. Competition			
14. DBE Impacts			
15. Labor Unions			
16. Federal/State/Local Laws			
17. FTA/EPA Regulations			
18. Stakeholder/Community Input			
Lifecycle Issues Rating			
19. Lifecycle Costs			
20. Maintainability			
21. Sustainable Design Goals			
22. Sustainable Construction Goals			
Other Issues Rating			
23. Construction Claims			
24. Adversarial Relationships			
25. ROW Acquisition			
26. Environmental Permitting			
27. ESJ Impacts			

PROJECT DEFINITION FOR ALTERNATIVE DELIVERY EVALUATION

RapidRide Line 1063

Project Description

Project Name:	*Location:*
RapidRide Line 1063	City of Seattle
Mode of Transportation:	*Estimated Budget (2016$):*
Bus, Rapid Transit	Project cost: $107M Metro share: $48M
Anticipated Delivery Period:	*Anticipated Delivery Date:*
4-5 Years	2024-2025
Ridership Forecast:	*Funding Sources:*
Unknown at this time	Sales tax, City, State, Federal Grants
Project Delivered By:	
SDOT	

Project Corridor: Corridor extends from the Rainier Beach light rail station in Seattle to the University of Washington; it will follow 23rd AVE and Rainier AVE (Seattle TMP Corridor 4)

Corridor Dimensions: Corridor to extend 11 miles

Major Features of Work: Approximately 38% of route will need new BAT lanes; 24 RapidRide stations, 14 enhanced stops, 4 standard stops; 1-2 intersections will need major investments; 64-78% of currently signalized intersections will need new TSP

Major Schedule Milestones:

(1) Intaking project,
(2) approving the charter,
(3) approving initial PMP,
(4) completing initial design and alternatives analysis,
(5) approving the baseline PMP,
(6) submitting a request for service,
(7) issuing a notice to proceed,
(8) substantial completion,
(9) issuing final acceptance,
(10) closing out project

Major Project Stakeholders: City of Seattle; Agencies involved are WSDOT and Sound Transit

Labor Union Status: Unknown at this time

Major Challenges: Projects scheduled along this corridor are the U-District light rail station, 23rd and Cherry improvements and the Judkins Park light rail station

Main Identified Sources of Risk:

Risk	Mitigation	Opportunity
Inter-jurisdictional Coordination Is Not Timely	Hold early discussions and execute agreements in advance of need.	Collaboration results in mutual benefits to both agencies.
Acquisition Delay and Cost	Provide incentive payments to owners.	
Additional Requirements (scope creep)	Utilize proactive change management; Provide early improvement/project scope definition.	Unanticipated high value improvements are realized.
Construction Market Risk	Ensure attractive contract packaging with potential for multi-year work (contractor backlog)	Market downturn results in delivering added improvements.
ESJ Market Capacity	Enact proactive outreach; require consultants and contractors to provide good faith outreach.	Implementation develops added capacity in the market for future projects.
Institutional Knowledge of APD	Provide education and training opportunities for staff; utilize outside expertise; add experience with APD to new hire criteria for appropriate positions.	Agency and staff experience results in more efficient delivery of projects.

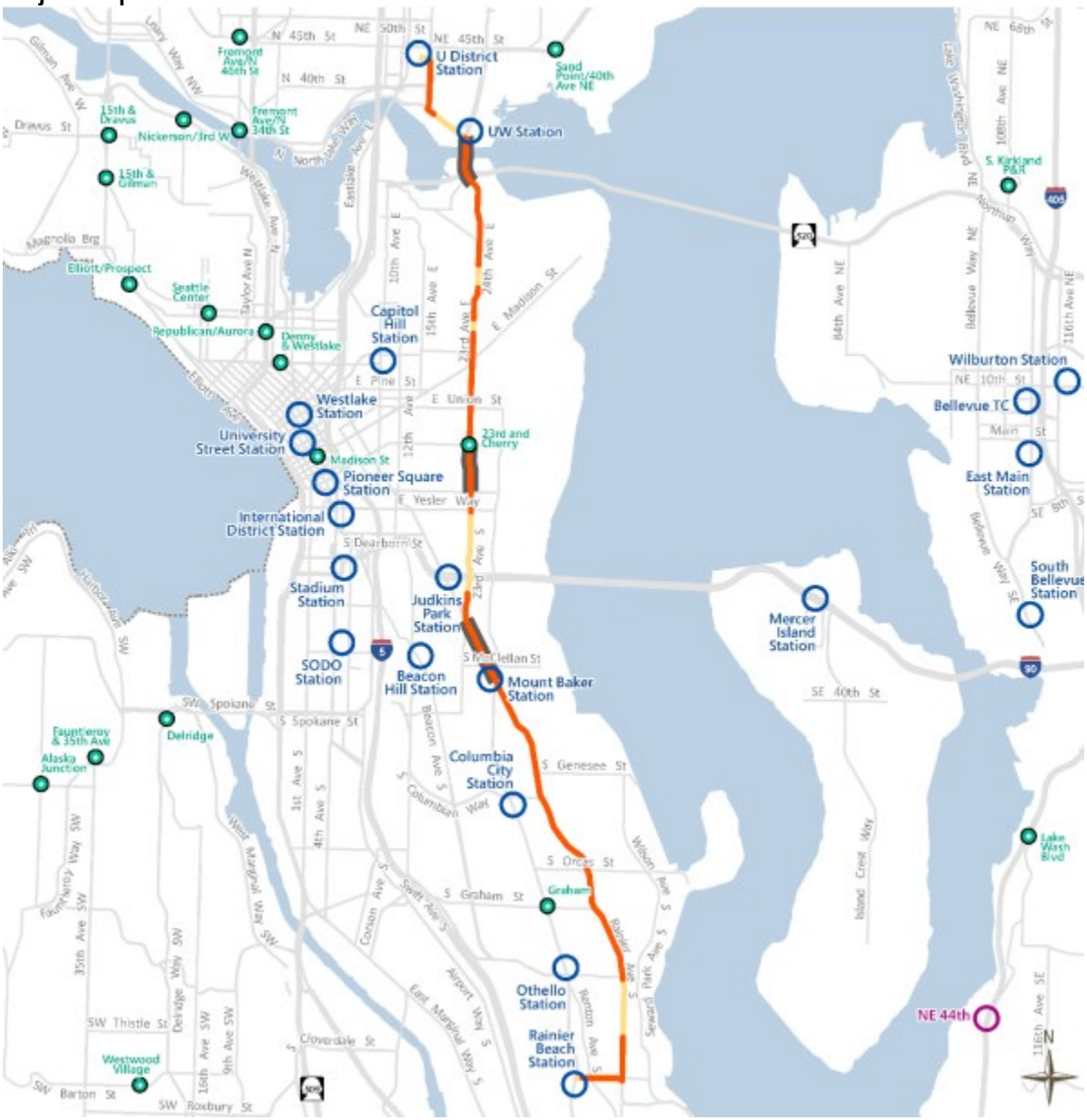
- Right-of-way acquisition delays
- Third-party coordination (e.g., City, Sound Transit); scope, schedule, and cost uncertainty
- Insufficient funding to complete project
- Cost increase to construct due to hot construction market
- Cost increases of right-of-way due to rapidly increasing land costs
- Political pressure to accelerate delivery of project
- City of Seattle (SDOT) is unable to deliver this project
- Traffic congestion leads to route or design changes (Mt Baker Station, 23rd and Cherry, UW Station).

Sustainable Design and Construction Requirements: The project must meet the requirements of the Green Building and sustainable development ordinance.

Project Goals

- Deliver budget within contingency allowance (5% under to 100% of contingency allowance)
- Deliver schedule within schedule contingency allowance
- Update project risk registry and mitigation plan regularly (per PMP)
- Develop and implement proactive outreach and public involvement plans
- Partner with agencies at appropriate level (agency peers meet regular meetings, quarterly)
- Implement inclusive community engagement plan
- Encourage private investment and development along corridors
- Secure environmental clearances prior to initiating 60% design
- Comply with all FTA, State, and Local regulations
- Further agency best practices towards project delivery
- Added experience and flexibility in delivery methods

Project Map


U District Station
UW Station
Sand Point/40th Ave NE
Fremont Ave/N 46th St
Fremont Ave/N 34th St
15th & Dravus
Nickerson/3rd W
15th & Gilman
Elliott/Prospect
Seattle Center
Republican/Aurora
Denny & Westlake
Capitol Hill Station
Westlake Station
University Street Station
Madison St
Pioneer Square Station
International District Station
23rd and Cherry
Stadium Station
Judkins Park Station
SODO Station
Beacon Hill Station
Mount Baker Station
Delridge
Fauntleroy & 35th Ave
Alaska Junction
Columbia City Station
Graham
Othello Station
Rainier Beach Station
Westwood Village
Wilburton Station
Bellevue TC
East Main Station
South Bellevue Station
Mercer Island Station
S Kirkland P&R
Lake Wash Blvd
NE 44th
2025 New RapidRide Route
Existing Slow Speed Zones (Bus travel speed is slower than 40% of speed limit)
Future Congestion Growth (V/C ratio is above 0.85 for 2025 conditions)
Link Station
BRT Station
Other Transit Center

RapidRide Line 1063	DBB	GC/CM	DB
Project Level Issues Rating			
1. Project Size			
2. Cost			
3. Schedule			
4. Risk Management			
5. Risk Allocation			
6. LEED Certification			
Agency-Level Issues Rating			
7. Agency Experience			
8. Staff Capability			
9. Staffing Required			
10. Agency Goals and Objectives			
11. Agency Control of Project			
12. Third-Party Agreement			
Public Policy/Regulatory Issues Rating			
13. Competition			
14. DBE Impacts			
15. Labor Unions			
16. Federal/State/Local Laws			
17. FTA/EPA Regulations			
18. Stakeholder/Community Input			
Lifecycle Issues Rating			
19. Lifecycle Costs			
20. Maintainability			
21. Sustainable Design Goals			
22. Sustainable Construction Goals			
Other Issues Rating			
23. Construction Claims			
24. Adversarial Relationships			
25. ROW Acquisition			
26. Environmental Permitting			
27. ESJ Impacts			

Tier 2 Example Selection Criteria Definition, Weighting, and Scoring

Tier 2 Example Selection Criteria Definition, Weighting, and Scoring

Corridor 1033 was used as an example project to demonstrate the Tier 2 evaluation process.

Corridor 1033 Goals

From project definition:

- Deliver budget within contingency allowance (5% under to 100% of contingency allowance)
- Deliver schedule within schedule contingency allowance
- Update project risk registry and mitigation plan regularly (per PMP)
- Develop and implement proactive outreach and public involvement plans
- Partner with agencies at appropriate level (agency peers meet regular meetings, quarterly)
- Implement inclusive community engagement plan
- Encourage private investment and development along corridors
- Secure environmental clearances prior to initiating 60% design
- Comply with all FTA, State, and Local regulations
- Further agency best practices towards project delivery
- Added experience and flexibility in delivery methods

Metro Tier 1 Top Ranked Issues

These issues from Tier 1 screening were ranked highest at the 7/16/2018 meeting with Metro and Parametrix.

- 17. FTA/EPA Regulations (Noted this will be similar for all APD methods)
- 2. Cost
- 3. Schedule
- 4. Risk Management
- 9. Staffing Required
- 16. Federal/State/Local laws (noted this is likely to be similar for all APD methods)
- 8. Staff Capability (specific to overall skill set, not just APD experience)
- 10. Agency Goals and Objectives
- 18. and 27. Stakeholder, Community and ESJ Process
- 25. Right-of-way

Example Selection Criteria: Synthesis of Project Goals and Issues

Critical criteria for project success are defined based on the main Tier 1 issues and project goals.

1. Comply with FTA an EPA regulations.*
2. Deliver project within budgeted contingency allowances.
3. Deliver project within scheduled contingency allowances.
4. Manage Risk through proactive application of Risk Management Plan (PMP) and updates to risk register.
5. Comply with all Federal, State, and Local laws. *
6. Apply for and receive $85M in grant funding.
7. Deliver with no right-of-way impacts to schedule critical path.
8. Develop and implement successful stakeholder partnerships, public outreach plans, and ESJ programs to meet agency goals.

**Generally, not impacted by delivery method. All methods provide similar ability to meet this objective; therefore, this will not be scored in the Tier 2 weighted decision matrix.*

Example Weighting of Selection Criteria

Assumptions in weighting selection criteria:

- Budget is critical to project success and cannot be delivered without grand funding.
- Stakeholder partnerships, public involvement, and ESJ are major influencers to project success.
- Schedule is important to project success, but not as much as budget, grant funding, or third-party relationships.
- Right-of-way is a challenge for this project and there are concerns of impacts to schedule.

Selection Criteria Weights

Selection Criteria	Weight
Deliver project within budgeted contingency allowances.	25
Deliver project within scheduled contingency allowances	10
Manage Risk through proactive application of Risk Management Plan (PMP) and updates to risk register.	10
Apply for and receive $85M in grant funding.	25
Deliver without right-of-way impacts to schedule critical path and without use of condemnation.	10
Develop and implement successful stakeholder partnerships, public outreach plans, and ESJ programs to meet agency goals.	20
TOTAL	100

Tier 2 Scoring of Delivery Methods

Scores based on Table above:

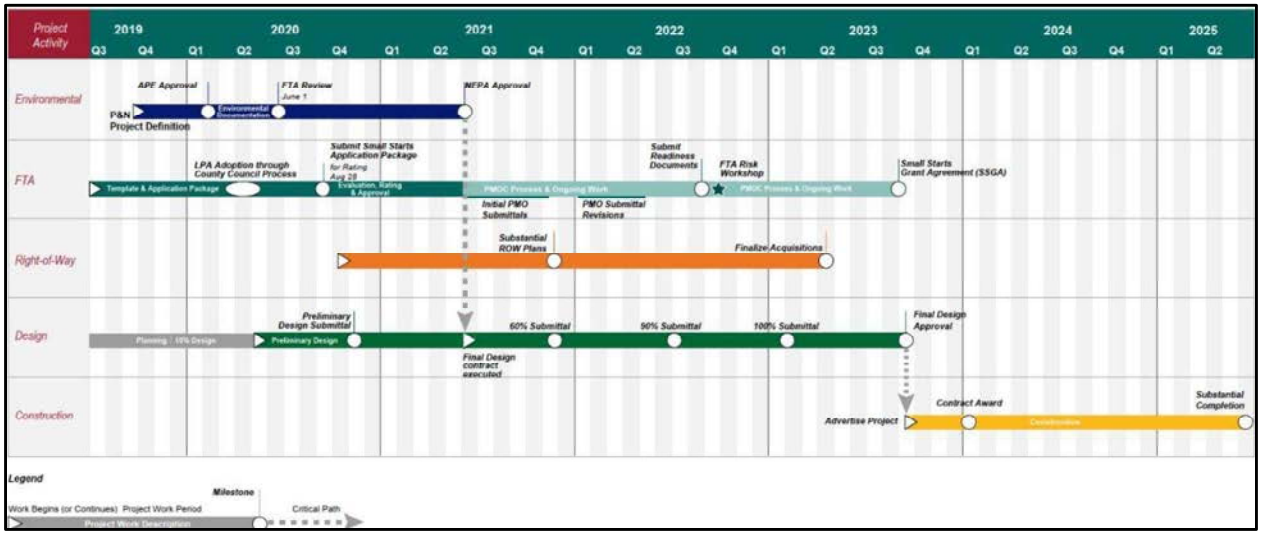
1. Deliver project within budgeted contingency allowances.
    a. **DBB**: **7** [Pricing at end of design adds risk of rapid market escalation.]
    b. **GC/CM**: **8** [Pricing at 90% design adds risk of rapid market escalation.]
    c. **DB** (traditional): **9** [Pricing at 15% design greatly reduces market risk to Metro]
    d. **DB** (progressive)**: 8** [Pricing between 60% and 90%]
2. Deliver project within scheduled contingency allowances.
    a. **DBB**: **7** [Longest project schedule from this delivery method.]
    b. **GC/CM**: **8** [Schedule can be shortened through use of early works construction packages.]
    c. **BD** (traditional): **9** [Shortest schedule of delivery methods.]
    d. **DB** (progressive)**: 9** [Shortest schedule of delivery methods.]
3. Manage Risk through proactive application of Risk Management Plan (PMP) and updates to risk register.
    a. **DBB**: **8** [Metro has a strong history of risk management with this delivery method.]
    b. **GC/CM**: **8** [Risk management is similar to DBB.]
    c. **DB** (traditional): **9** [Many risk can be allocated to the DB Team to manage relieving Metro of cost and schedule responsibility.]
    d. **DB** (progressive)**: 9** [Many risk can be allocated to the DB Team to manage relieving Metro of cost and schedule responsibility.]
4. Apply for and receive $85M in grant funding.
    a. **DBB: 8** [Method works with standard timing and information needed for grant applications.]
    b. **GC/CM: 8** [Method similar to DBB.]
    c. **DB** (traditional): **6** [Method does work for most grant applications but may not be as ideal.]
    d. **DB** (progressive): **7** [Method is between traditional DB and GC/CM for grant applications.]

5. Deliver with no right-of-way impacts to schedule critical path.
    a. **DBB: 7** [Method is typical, but not as flexible as GC/CM for potential ROW delays.]
    b. **GC/CM: 9** [Method best suited to handle delays in ROW acquisitions.]
    c. **DB** (traditional): **5** [ROW commitments established at 15% design.]
    d. **DB** (progressive): **6** [More flexible than traditional, commitments still need to be met to avoid change orders.]
6. Develop and implement successful stakeholder partnerships, public outreach plans, and ESJ programs to meet agency goals.
    a. **DBB: 8** [Provides owner with flexibility to respond to input from stakeholders during design.]
    b. **GC/CM: 9** [Provides owner with flexibility to respond to input from stakeholders and allows GC/CM to work with stakeholders to achieve best outcome.]
    c. **DB** (traditional): **6** [Less flexibility in responding to stakeholder input; change orders may result.]
    d. **DB** (progressive): **7** [A bit more flexible than traditional DB.]

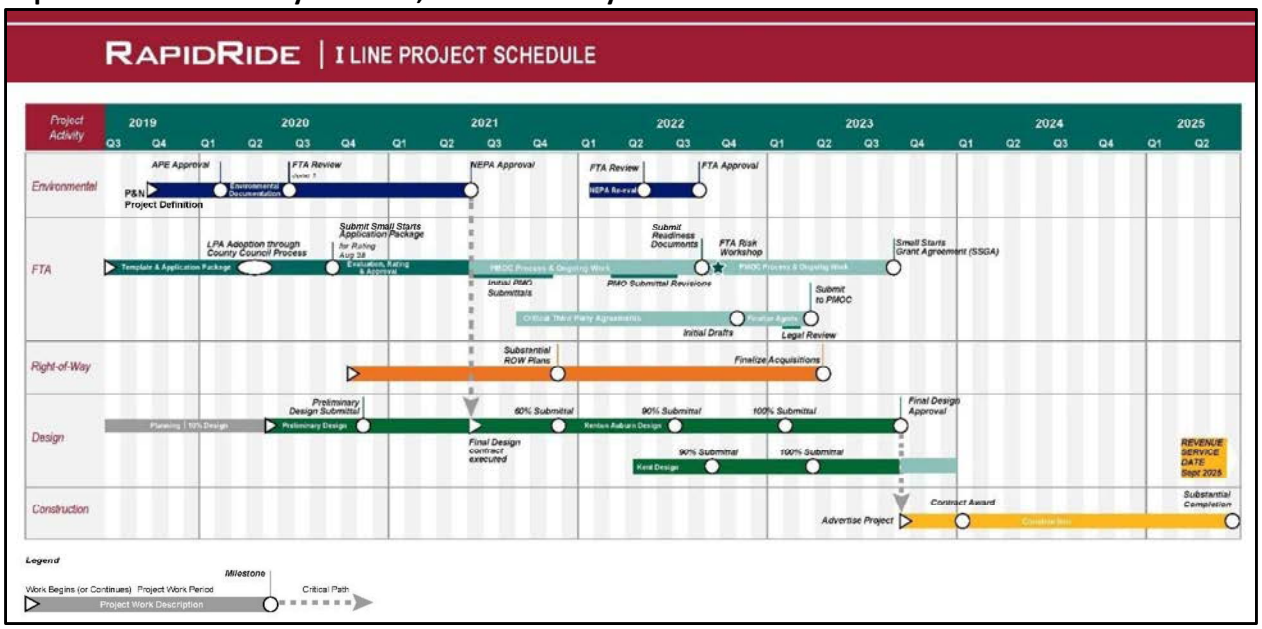
Selection Factor	Project Delivery Method								
		DBB		GC/CM		DB		PDB	
	Factor Weight	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
Budget	25	7	175	8	200	9	225	8	200
Schedule	10	7	70	8	80	9	90	9	90
Risk Management	10	8	80	8	80	9	90	9	90
Grant Funding	25	8	200	8	200	6	150	7	175
ROW	10	7	70	9	90	5	50	6	60
Stakeholders, Public Outreach, ESJ	20	8	160	9	180	6	120	7	140
Total Score	100		755		830		725		755

Appendix B – Delivery of a RapidRide Line Exhibits for RapidRide I Line, K Line, and R Line

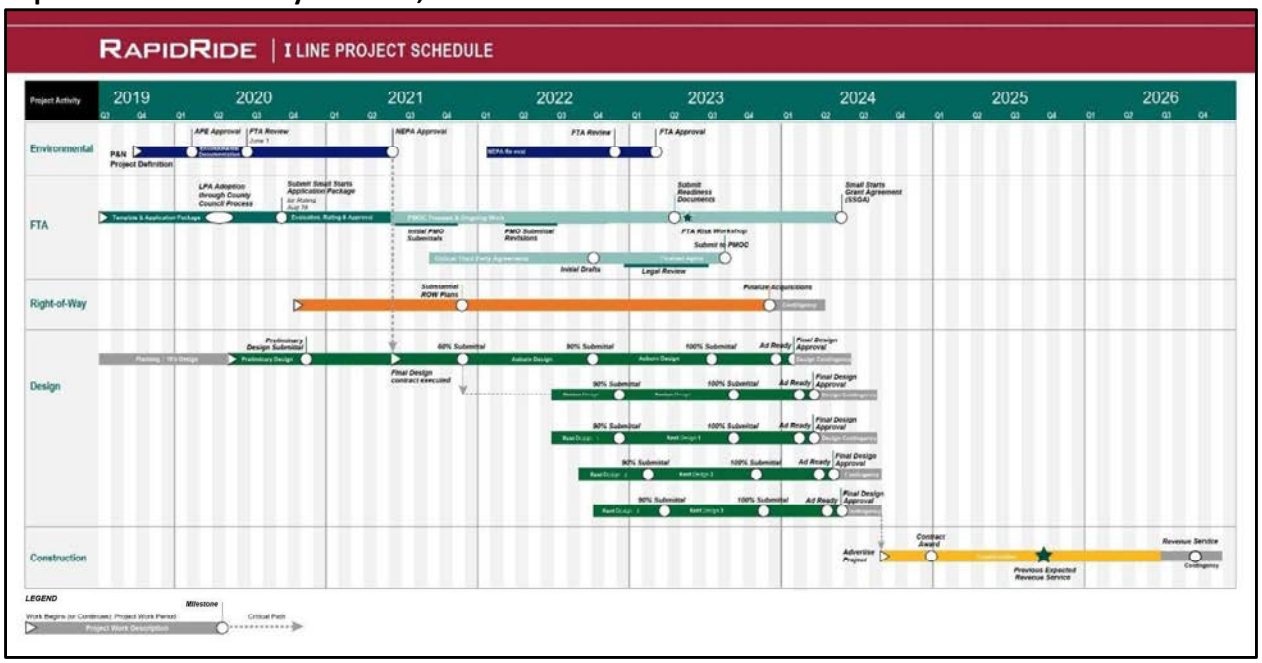
RapidRide I Line Delivery Timeline, dated November 2021



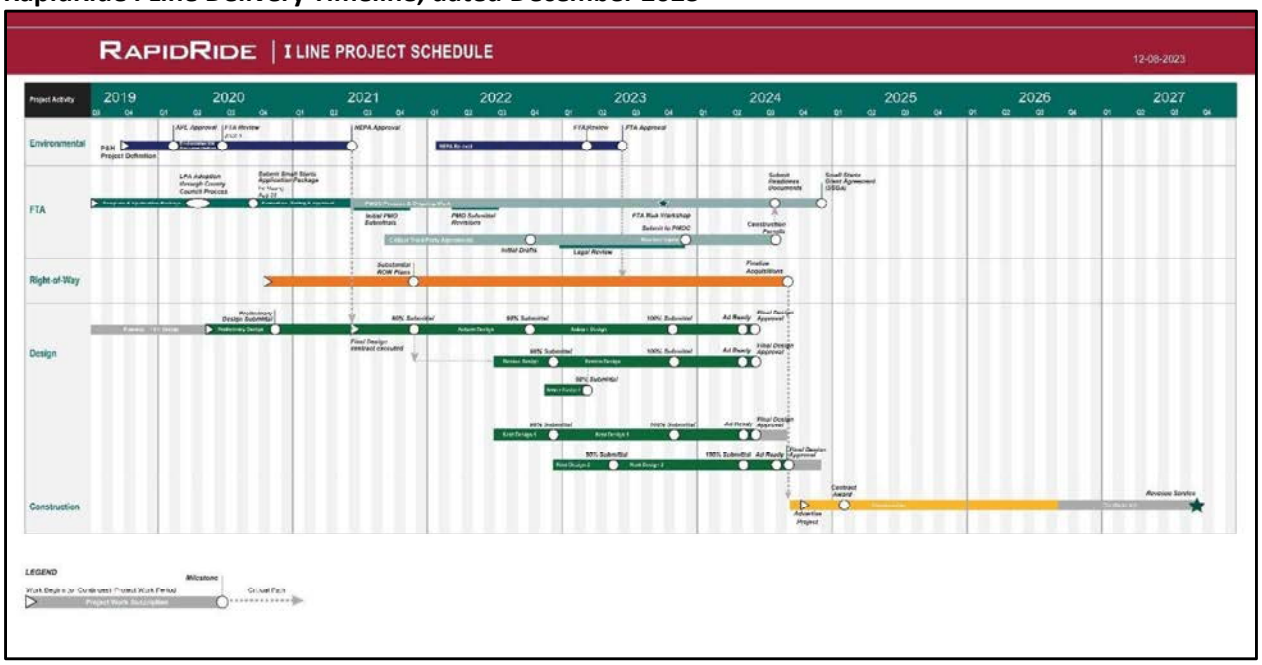
RapidRide I Line Delivery Timeline, dated February 2022



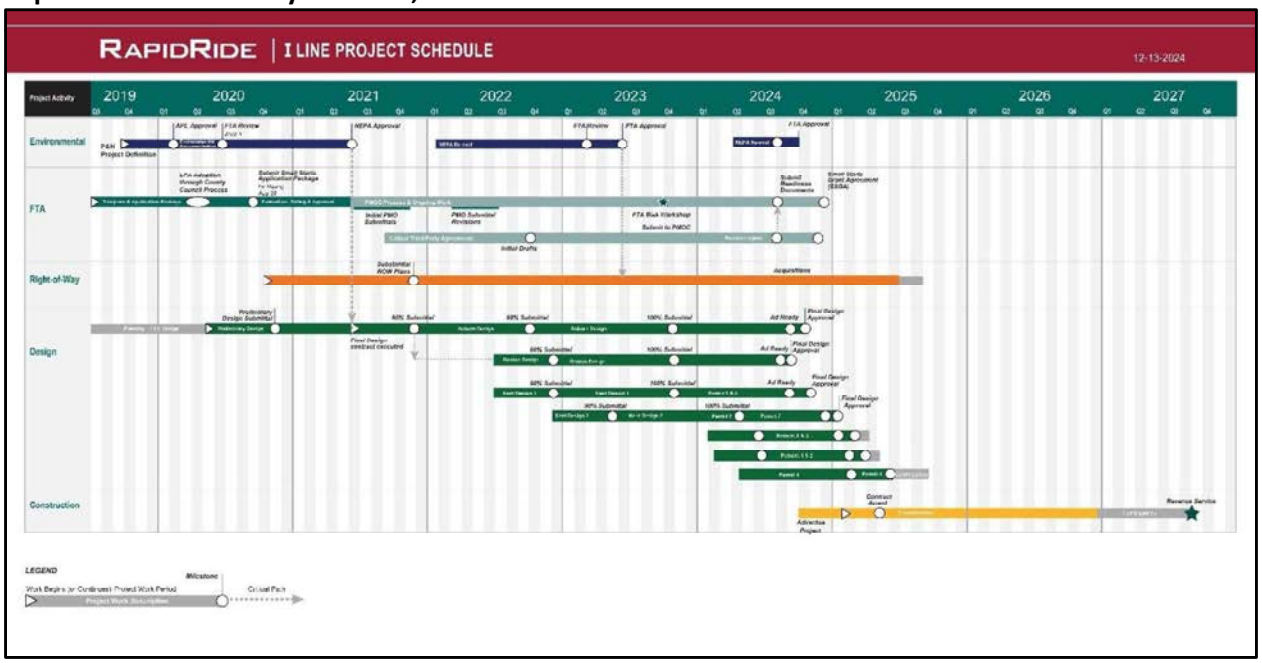
RapidRide I Line Delivery Timeline, dated December 2022



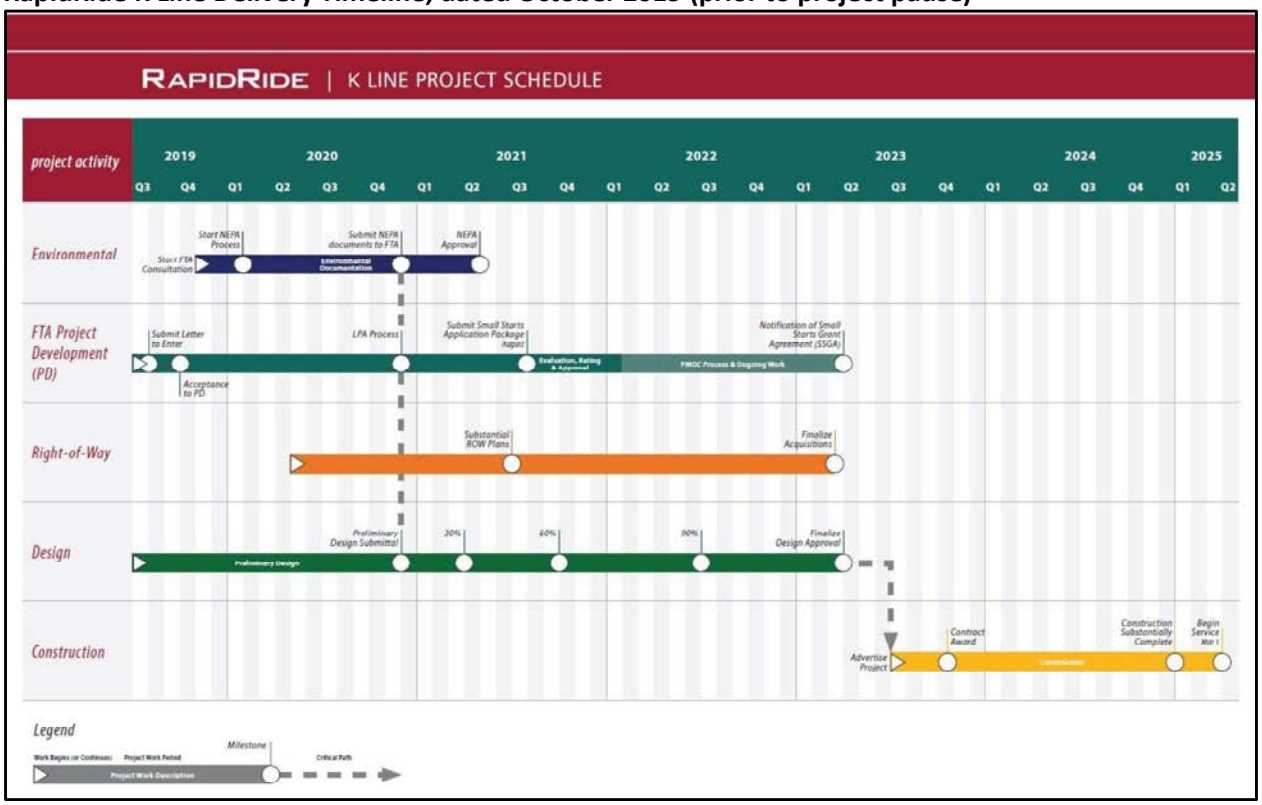
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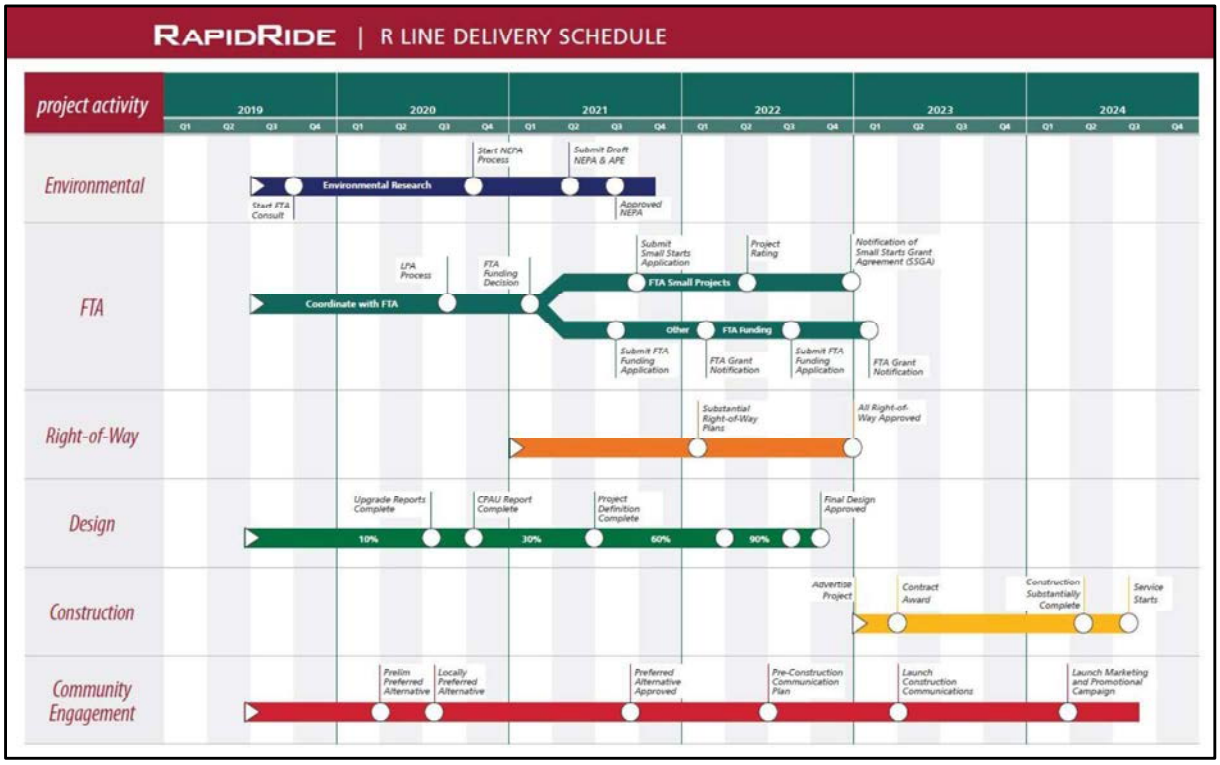
Rapidride I Line Delivery Timeline, dated December 2024



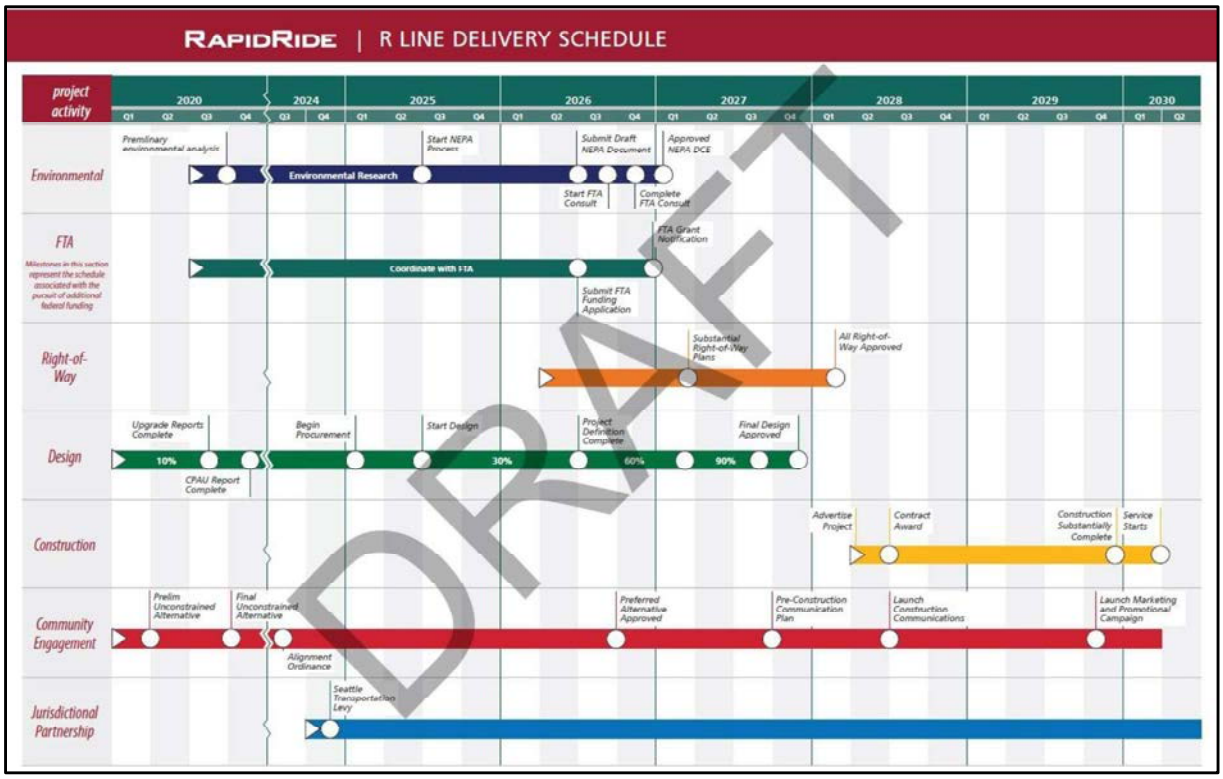
RapidRide K Line Delivery Timeline, dated October 2019 (prior to project pause)



RapidRide R Line Delivery Timeline, dated October 2019 (prior to project pause)



RapidRide R Line Delivery Timeline, dated June 2024



Appendix C – Metro Capital Division Business Improvement Framework

The Capital Division's Business Improvement Framework (BIF) is a five-year roadmap designed to strengthen capital project planning and delivery through a structured set of improvement activities. The BIF responds to internal assessments and external audits, such as the July 2023 King County Auditor's Report, by aligning division-wide efforts around five key themes:

- Portfolio Planning, Budgeting, and Management
- Fixed Asset Performance
- Create Central Services Section
- Review and Simplify Fleet Procurement Processes
- Enhance Culture of Excellence, Connectedness, Equity, and Growth

Under each theme, targeted focus areas guide 48 improvement activities that are either underway or planned. These efforts include establishing clearer project controls, improving early planning and scoping processes, updating policies and procedures, and improving data and reporting systems. The BIF also supports organizational change by advancing leadership development, cross-functional collaboration, and continuous improvement practices. Together, these actions are intended to reduce delays, increase accountability, and accelerate delivery of Metro's capital program, including RapidRide projects.

The graphic below illustrates the BIF's core themes and focus areas that organize and connect these improvement efforts.

2025-2029 Capital Business Improvement Framework

