

# *Approach for West Seattle Link Extension Workplan*

*System Expansion Committee*

*10/10/2024*



# *Agenda*

- *Why we are here*
- *Workplan*
- *Questions/Comments*

# *Why we are here*

Per Motion No. M2024-59:

*Develop a workplan on the programmatic, financial, and project level measures and opportunities the agency will pursue to improve the agency's financial situation and move WSLE through design to inform a financially sound project to be baselined, including timelines and scale of potential benefits for each measure, and whether each measure is WSLE-specific or applies broadly to future projects.*

# Workplan



## Team

- Organize and identify internal team
- Identify program management support services
- Project Management, Design, CMC and Contractor



## Tasks

- Identify and implement opportunities
- Quantify benefits at the project and program level
- Oversee implementation
- Monitor and report progress

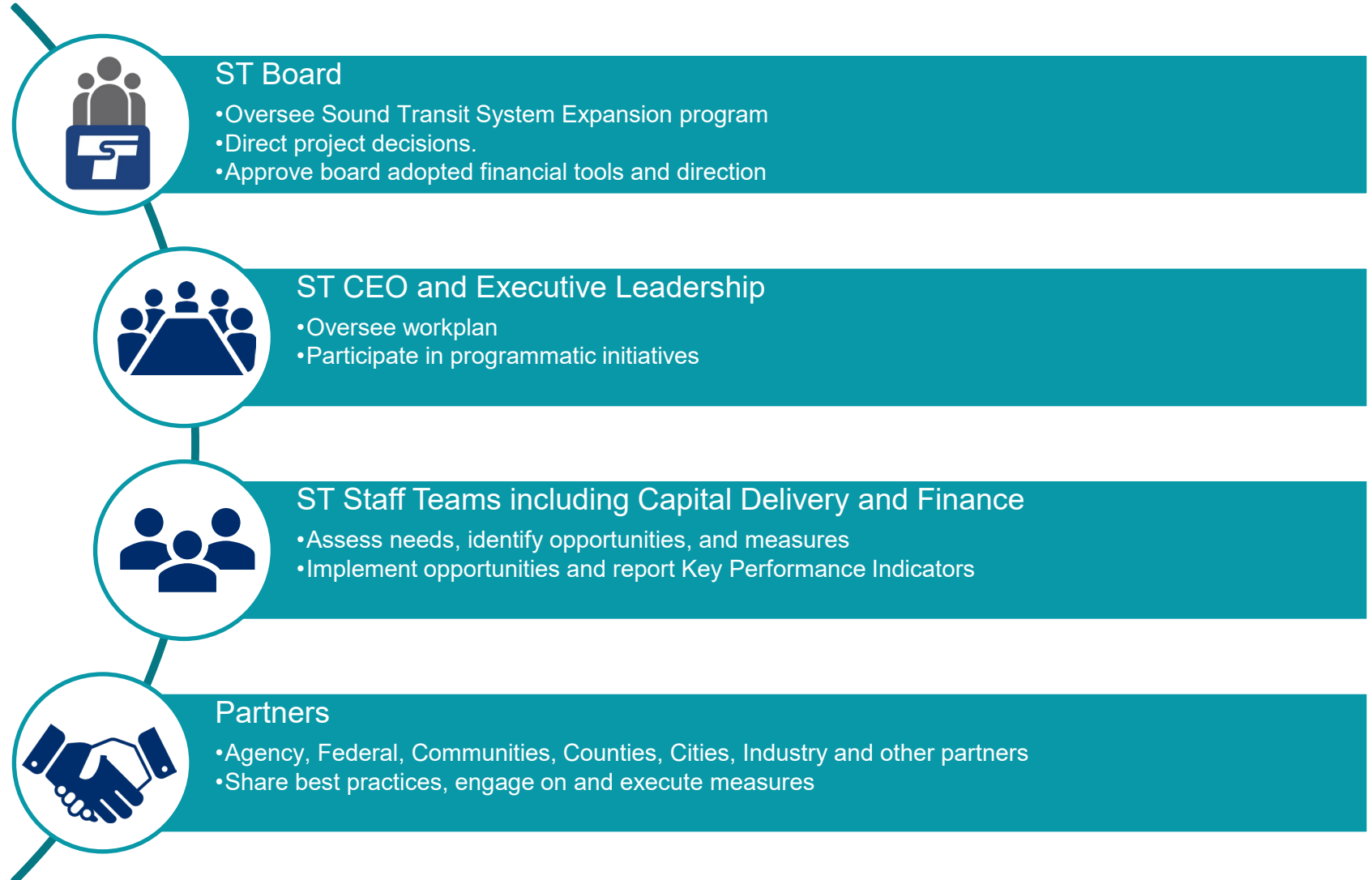


## Timeline

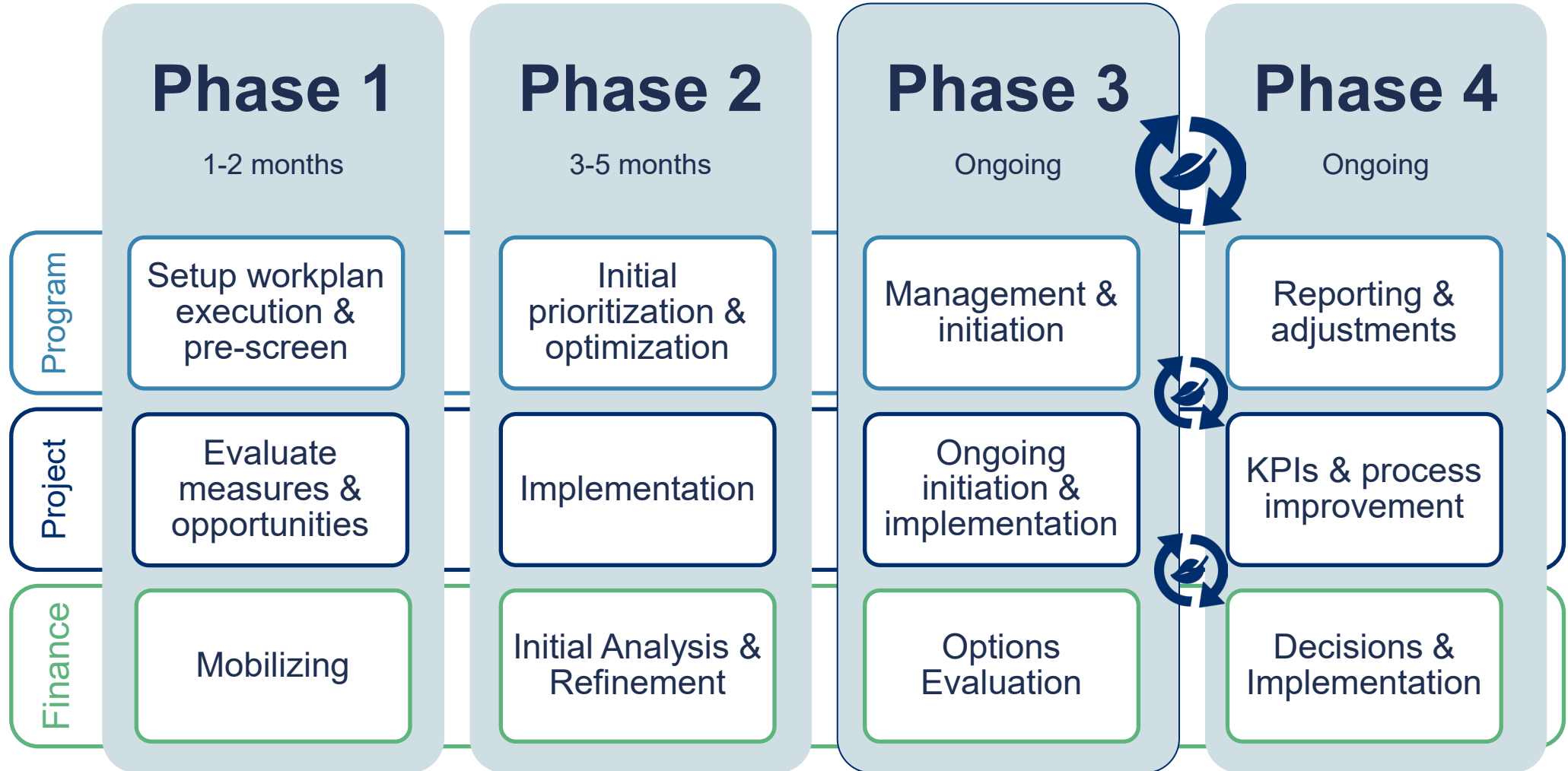
- Multiple points to identify and implement opportunities through iterative design process
- Scheduled points to integrate opportunities

Work Plan: structured framework of tasks, responsibilities, and timeline for a project

# Workplan - Team



# Workplan - Tasks





# Workplan – WSLE Timeline

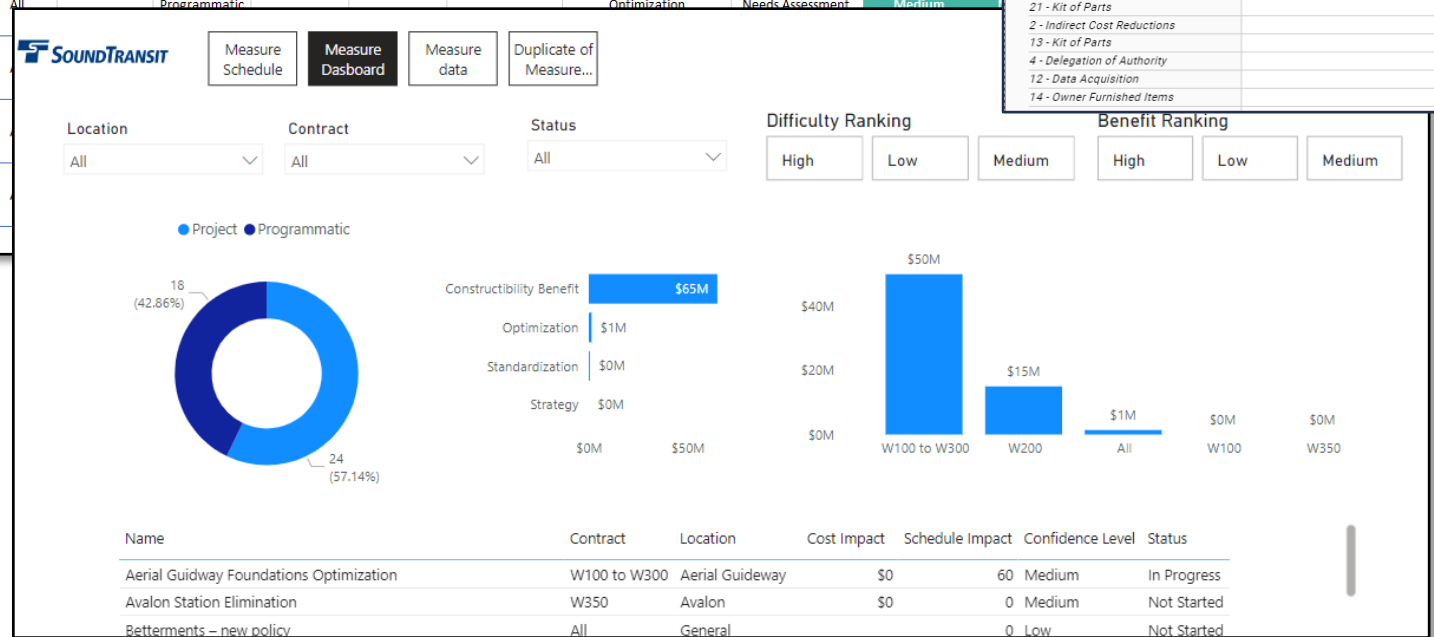


	PLANNING	DESIGN VALIDATION	DESIGN DEVELOPMENT	CONSTRUCTION DOCUMENTS	PROCUREMENT	CONSTRUCTION	START OF SERVICE
Board Activity							
Activities	<ul style="list-style-type: none"> <li>Alternatives Development</li> <li>Environmental Review</li> <li>Plan to budget</li> <li>Cost estimate validation</li> </ul>	<ul style="list-style-type: none"> <li>Award design contract</li> <li>Validate and prioritize Value Engineering and Programmatic Strategies and begin implementation</li> <li>Validate Design Approach</li> <li>Third Party Req. Coordination</li> <li>Contracting and ROW acquisition Strategy</li> <li>Concept of Operations Plan</li> <li>Leverage digital delivery to end of project</li> <li>Align schedule</li> </ul>	<ul style="list-style-type: none"> <li>ROW Acquisition</li> <li>Implementing opportunities (cost, schedule, risk)</li> <li>Explore funding and financial capacity</li> <li>Enter federal funding pipeline</li> <li>Concept of Operations Finalized</li> <li>Complete geotech.</li> <li>Bring contractor on early for Precon services</li> <li>Perform constructability review with contractor</li> <li>Partnering facilitator</li> </ul>	<ul style="list-style-type: none"> <li>Establish project baseline at approx. 80% design</li> <li>Perform early works</li> <li>Early procurement of materials/long lead items</li> <li>Risk allocation defined (owner/contractor)</li> <li>Contractor gathers pricing from the market</li> <li>Design phase VE opportunities concludes</li> <li>Coordination with AHJs (betterments resolution)</li> </ul>	<ul style="list-style-type: none"> <li>Procure construction contracts</li> <li>Procure support task orders (MATOC)</li> <li>Finalize baseline project costs and schedule</li> </ul>	<ul style="list-style-type: none"> <li>Reduce cost through programmatic efficiencies</li> <li>Streamline communication and approval authority/permitting</li> <li>Efficient decisions - exercise delegation of authority at the project level</li> <li>Joint project office</li> <li>Effective risk mgmt. and issue resolution</li> </ul>	<ul style="list-style-type: none"> <li>Substantial Completion</li> <li>Training</li> <li>Asset Transfer and Management</li> <li>Pre-Revenue Service</li> </ul>
Outcomes	<ul style="list-style-type: none"> <li>Project to be Built</li> <li>Record of Decision</li> <li>Advance to Final Design</li> <li>Prelim value engineering and program strategies list</li> </ul>	<ul style="list-style-type: none"> <li>Design team onboard</li> <li>Indirect costs efficiencies realized</li> <li>High opportunities defined</li> <li>Present work plan and potential decisions to board</li> </ul>	<ul style="list-style-type: none"> <li>Contractor on board</li> <li>Savings realized of precon contract</li> <li>Present work plan and potential decisions to board</li> <li>Board approval - EPD funding</li> </ul>	<ul style="list-style-type: none"> <li>Compete design phase</li> <li>Design phase opportunities completed</li> <li>Baseline project</li> <li>Early work and material procurement (long lead items)</li> </ul>	<ul style="list-style-type: none"> <li>Board consider action for construction</li> <li>Numerous efficiencies realized thru procurement</li> </ul>	<ul style="list-style-type: none"> <li>Permitting efficiencies realized</li> <li>Betterments policy fulfilled</li> <li>Effective use of contingencies and allowances (risk)</li> </ul>	<ul style="list-style-type: none"> <li>Construction closeout</li> <li>Certificates of Occupancy</li> <li>Complete lessons learned</li> <li>Project KPIs on performance</li> </ul>

# Workplan – Performance Monitoring

SOUNDTRANSIT Measure Data Register														
Measure ID	Name	Description	Location	Contract	Measure Objective <sup>1</sup>	Measure Type <sup>2</sup>	Owner	Delegated Authority	Overall Measure Bucket	Measure Category	Feasibility Evaluation	Difficulty Ranking <sup>3</sup>	Benefit	Confidence
4	Delegation of Authority	Making decisions at lower levels; advance authority from Board for contract awards - aiming to reduce project implementation times.	General	All	Reduce Schedule, Cost	Programmatic				Standardization	Needs Assessment	Low		
5	Overhead Cost Reduction Strategy	Strategies to reduce overhead costs – e.g. OCIP	General	All	Reduce Cost	Programmatic				Optimization	Needs Assessment	Medium		
6	Collaborative delivery	Premise that collaborative delivery can yield schedule (and potentially cost) benefits by contractors' direct involvement with designers through the design period.	General	All	Reduce Schedule, Risk	Programmatic				Optimization	Needs Assessment	Medium		
7	Contract packaging and delivery strategy	Also referred to as "bundling strategy", the purpose of this measure is to optimize the packaging/delivery strategies.	General	All	Reduce	Programmatic				Optimization	Needs Assessment	Medium		
8	Target value design	A method to control un-intended scope and cost growth.	General											
9	Betterments – new policy	Betterments – new policy	General											
10	Third Party MOUs	Third Party MOUs – early engagement, decision maker clarity	General											

Categorizes measures into actionable items that can be sliced and visualized into the relevant categories, outlining stakeholders, confidence level, and magnitude of schedule and cost impacts.





# Next Steps



- Q1 2025 Workplan progress report
- Q1 2025 WSLE Design Contract Award Consideration
- Q1/Q2 2025 WSLE Phase 1 Strategic ROW Acquisitions

# *Key financial considerations*

- Overall affordability effort will be intense for at least 2-3 years as capital projects evolve/mature
- One-time program “realignment” not desirable or appropriate at this time
- Can’t just do a project specific financial plan without establishing affordability of full program
- Engineering, operational, and finance risks significant through late Link extension baselining
- Prudent to retain some financial capacity for future risks

# *Questions*



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