

**EAST LINK COLLABORATIVE DESIGN PROCESS  
MANAGEMENT PLAN**

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# EAST LINK COLLABORATIVE DESIGN PROCESS

## MANAGEMENT PLAN

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January 12, 2012

Dear Team Members:

We are delighted to welcome you to the East Link Collaborative Design Team. The City of Bellevue and Sound Transit have been working to advance the East Link Project for several years, and we are entering a new phase and a new collaborative working relationship that will serve the growing needs of the region for several generations.

East Link is a critical project for the region, Bellevue and Sound Transit, providing mobility in the Trans-Lake Corridor and connecting the largest employment centers in the region. East Link is the largest ST2 project and will carry 50,000 riders per day by 2030. Over the next 20 years, Bellevue needs to accommodate 17,000 new housing units and 53,000 new jobs. Much of that growth will be Downtown, which is forecast to add over 12,000 new residents and 28,000 new employees.

On November 15, 2011, the City of Bellevue and Sound Transit approved an Umbrella Memorandum of Understanding (MOU) for intergovernmental cooperation for the East Link Project. The MOU establishes the Collaborative Design Process (CDP) we are beginning today. The adopted alignment with proposed modifications on 112<sup>th</sup> described in the MOU offers benefits to both the City and Sound Transit by providing grade separation from Seattle to the Bel-Red Corridor and by providing the means for affording the tunnel alignment through downtown Bellevue. The CDP also enables us to achieve our common interests of significant cost savings while producing a high quality product.

The CDP depends on you for its success. We expect the CDP Team to continue the spirit of collaboration established by the MOU to successfully advance the project on schedule and within the framework contained within the CDP Management Plan.

We give our thanks and support to you, the team members.

Best regards,

A handwritten signature in black ink that reads 'Joni Earl'.

Joni Earl  
CEO, Sound Transit

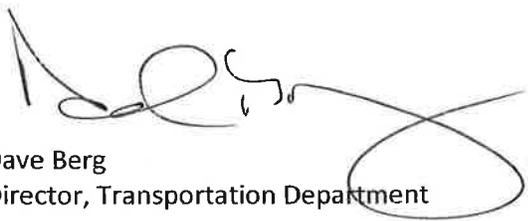
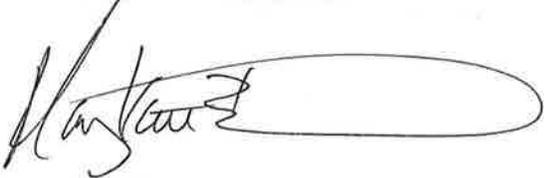
A handwritten signature in black ink that reads 'Steve Sarkozy'.

Steve Sarkozy  
City Manager, City of Bellevue

# Introduction

## Steering Committee Endorsement

We fully endorse the Collaborative Design Process and are each personally committed to invest the time and resources needed to ensure this project reaches a successful conclusion.

City of Bellevue	Sound Transit
 <p>Dave Berg Director, Transportation Department</p>	 <p>Ahmad Fazel Executive Director, Department of Design, Engineering, and Construction Management</p>
 <p>Chris Salomone Director, Planning and Community Development Department</p>	 <p>Jim Edwards Deputy Executive Director, Design and Engineering</p>
 <p>Mike Brennan Department of Development Services Department</p>	 <p>Don Billen Acting East Link Project Director</p>
 <p>Mary Kate Berens Deputy City Attorney</p>	 <p>Stephen Sheehy Sound Transit Staff Legal Counsel</p>

## Background

The City of Bellevue and Sound Transit have committed to working together in a collaborative manner throughout the East Link Project final design process in order to achieve the joint goals of reducing costs and delivering a quality project on schedule and in compliance with the applicable codes and regulations. The City and Sound Transit executed an Umbrella Memorandum of Understanding for Intergovernmental Cooperation between the City of Bellevue and the Central Puget Sound Regional Transit Authority for the East Link Project on November 15, 2011 (“MOU”). The MOU directs the City and Sound Transit to endorse a Collaborative Design Process (CDP) that will guide the cooperative efforts leading up to completion of the 60% design plans and Sound Transit baselining in the 1<sup>st</sup> quarter of 2014. This CDP establishes a decision-making framework following the principles described herein and related to achieving the goals of the MOU. In the event of any conflict between this CDP Management Plan and the MOU, the MOU shall prevail.

## 1. Principles, Goals, and Roles

### Principles for the Collaborative Design Process

The Collaborative Design Process shall:

1. **Provide a process and structure for timely, reliable decision-making:** The CDP process and structure is designed to allow informed decisions, in a timely manner, with certainty around those decisions, at the lowest appropriate level of the organization chart. The City Council, Sound Transit Board, and executive management empower the “Collaboration Team” (the Project Management team) to make decisions in order to advance the project consistent with the project schedule.
2. **Utilize an integrated team structure at all levels of the process to facilitate collaboration:** Integrated teams of Sound Transit and City staff, with consultant expertise as needed, facilitate communication and free flow of information; allow all parties to participate in project design in real time; reinforce common goals and objectives for the project and design process; and reflect the commitment to collaboration in spirit and actions.
3. **Give full and fair consideration to all cost saving, design optimization, and design change ideas:** Staff and consultants shall consider ideas for cost savings and design optimization at all levels of the East Link Project, demonstrated by a willingness to explore all processes, methods, designs, and materials that have potential to advance goals and policy objectives. Staff and consultants shall also consider design changes that advance project goals and are consistent with adopted policy guidance.
4. **Utilize adopted policy and shared project goals to guide decision-making:** The Sound Transit Board and Bellevue City Council each have an adopted body of light rail policy to guide staff decision-making. Additionally, both parties have articulated joint project goals (detailed below) to further facilitate a common basis for decision-making. The decision-making responsibility of both parties is further defined in the Roles and Responsibilities Section.

5. **Utilize timely, best available, and transparent information as the technical basis for decision-making:** Technical information is a critical component to facilitating timely decisions and issue resolution. Information and analysis should be accurate, timely, understandable to decision-makers, and at a level of detail appropriate to the magnitude of the decision.
6. **Support proactive communication:** Parties shall endeavor to share information about the project, processes, related efforts, or any other items of relevance in a timely and forthright manner.
7. **Provide meaningful opportunity for public involvement by residents, neighborhood groups, business leaders and other stakeholders:** Public engagement is critical to successful project advancement. Sound Transit and the City shall jointly develop and implement a program, which supports the project schedule, to inform, involve, and consider the public's input as the project advances.

**Joint Project Goals:** The MOU identifies the joint goals of reducing costs and delivering a quality project on schedule and in compliance with applicable codes and regulations. While finding costs savings is a critical goal of the design process, it is not the only desired outcome. The parties share a common goal of developing a project with the best outcomes at a lower cost. The following non-prioritized list of shared goals will help evaluate trade-offs and guide decision-making in the Collaborative Design Process.

- A. Advance engineering design while exploring and accepting scope reductions, modifications and value engineering options that result in material Project cost savings of at least \$60 million, provided that such reductions and modifications continue to support the goals listed in this section:
  - a. Pursue cost saving measures at all levels of the East Link Project, including contracting structures, construction methods, and standardization of materials;
  - b. Ensure high quality design while reducing cost;
  - c. Coordinate City and Sound Transit projects to optimize cost efficiencies;
  - d. Pursue innovative design solutions that meet the purpose, function, and intent of City code requirements and Sound Transit design criteria while reducing cost, risk, and complexity. Modifications to City Code and/or Sound Transit design criteria may be considered when evaluating innovative design approaches so as not to preclude potential solutions.
  - e. Design a system that can be efficiently and effectively operated and maintained.
- B. Design a project that preserves environmental quality, is sensitive to the surrounding community and integrates quality urban design:
  - a. Minimize adverse impacts on the natural and built environment.
  - b. Provide benefits, including access and high-quality urban spaces, to existing and future residents and businesses;
  - c. Coordinate City projects to optimize community benefit;
  - d. Pursue sustainable innovations and design solutions that minimize operational impacts and support principles of providing a healthy environment, community, and economy into the future;

- e. Prioritize noise and visual mitigation in residential areas;
  - f. Evaluate construction impacts and risk when making design decisions, including employing construction techniques that minimize significant disruptions to businesses, property owners, and transportation networks.
- C. Advance long-term, multi-modal transportation system development:
- a. Improve transit mobility in the East Link corridor with a focus on ridership, quality of transit service, and transit accessibility;
  - b. Meet regional transportation needs, including facilitating regional transit connections from non-motorized and other transportation modes;
  - c. Pursue opportunities to advance local transportation objectives in coordination with the larger Project, particularly those that avoid or reduce future costs for planned projects.
- D. Engage project stakeholders at defined points in the design process to provide input on possible design considerations. Provide useful and transparent information to the public about the Project status, milestones, and opportunities as the project advances.
- E. Develop a project that meets Sound Transit operational and performance requirements and minimizes impacts to City infrastructure and operations.
- F. Meet the objectives of the Project schedule, including major milestones, while allowing adequate time for evaluation and reliable decision-making.
- G. Advance design solutions that minimize risk for all partners.
- H. Support regional and local land use goals and objectives.

### **Roles and responsibilities of parties**

#### Sound Transit

- **Project owner and developer:** Sound Transit is the Regional Transit Authority charged with implementing high capacity transit solutions in the Puget Sound Region. Sound Transit will design, construct, own, and operate the East Link light rail system and be responsible for any and all future liabilities associated with East Link.
- **Project manager:** Sound Transit is the Project Manager responsible for managing the East Link Project to deliver an operating light rail system by 2023. Sound Transit is responsible to develop schedules, scopes of work, administer and manage contracts, and be accountable for the Project budget. The Sound Transit Board is the final authority for all Project decisions.
- **Procurement of services:** Sound Transit will procure consultant services for all aspects of Final Design, 112<sup>th</sup> design environmental analysis, and cost reduction workshops. Sound Transit is responsible to administer and manage all contracts procured by Sound Transit, and direction to the consultant(s) will be by Sound Transit.
- **Provider of services:** Sound Transit is responsible to openly share project data and analysis to advance the project consistent with the MOU and as requested by the City and agreed to by both parties. Sound Transit is responsible to provide adequate staffing from the appropriate level within the organization to fulfill the intent of the MOU and to participate in complementary City initiatives, including but not limited to station area planning.

- **Public engagement:** Sound Transit and the City are jointly responsible for the design and execution of a meaningful public engagement program throughout the Collaborative Design Process. Sound Transit has lead responsibility for public engagement related to the design of the light rail facilities and stations. The City will have an integral role in the outreach effort for light rail facilities and stations, and Sound Transit will work with the City to define the City’s role and to integrate the East Link outreach effort with the station area planning outreach program.

#### City of Bellevue

- **Investment and development partner:** The City is making a significant financial investment in the East Link Project, and as such, has an active role in project design, engineering, and decision-making. Further, the City is a “client” of the East Link Project. It is being built within City parks, roadways, and adjacent to major civic facilities. Bellevue residents, the business community, and visitors will live with and utilize East Link for decades to come. The City is a representative of community values and vision in the design process.
- **Permitting authority:** The City is responsible for administering state and local land use laws, development regulations, and technical codes that will apply to the planning, design, construction and operation of the East Link Project. The City will exercise its regulatory authority in review of permits and approvals related to the Project.
- **Provider of services:** The City is responsible to provide relevant city-owned data and analysis as requested by Sound Transit and agreed to by both parties. The City is responsible to provide adequate staffing from the appropriate level within the organization to fulfill the intent of the MOU. The City may, at its own expense, utilize consultants to assist in participating in the MOU to provide additional technical expertise or labor support.
- **Related independent project owner and developer:** The City is the project owner and developer of numerous projects that directly interact with the East Link project, including but not limited to 120<sup>th</sup> Avenue NE, 124<sup>th</sup> Avenue NE, and 15<sup>th</sup> Street Projects. The City is responsible for all aspects of project construction, ownership, operation, and design for these projects, except as otherwise required in permits or other agreements. The City is responsible to develop schedules, scopes of work, administer and manage contracts, and be accountable for the Project budget. The City Council is the final authority for all project decisions. The City is responsible to coordinate the advancement of these projects with the East Link Project, particularly to share information, identify opportunities to save costs at East Link Project interfaces and raise issues for resolution in a timely manner.
- **Public engagement:** The City and Sound Transit are jointly responsible for the design and execution of a meaningful public engagement program throughout the Collaborative Design Process. The City has lead responsibility for public engagement related to the City’s station area planning program. Sound Transit will have an integral role in the outreach effort for station area planning, and the City will work with Sound Transit to define their role and to integrate the outreach effort with the overall public engagement program.

## 2. Cooperative Procedures/Decision-Making Process

### DECISION-MAKING

Sound Transit and the City recognize that it is imperative to put in place a collaborative structure that can facilitate decision-making in a timely and effective fashion. This management structure, outlined below and summarized graphically in Figure 1, is intended to support coordinated decision-making and provide multiple opportunities and resources to make decisions and to identify and resolve potential barriers. ***The intention of this decision-making process is that decisions will be made at the lowest possible level of the organization chart.*** If they cannot be resolved, they will be elevated to the next level.

***Leadership Group.*** A Leadership Group will be formed and its membership will include three members from the Sound Transit Board of Directors, three members from the Bellevue City Council, and as *ex officio* members, the Sound Transit CEO, and the Bellevue City Manager. The role of the Leadership Group shall be to ensure the CDP goals are met by providing overall guidance, timely decision-making and confirmation of existing policy direction. The Leadership Group will meet on an as-needed basis to determine issues of general policy consistent with the MOU and resolve issues consistent with the MOU that are not resolved at the Steering Committee or Collaboration Team levels. It is understood that the Leadership Group may not make decisions that are required to be made by the legislative bodies of the parties.

***Steering Committee.*** The Steering Committee is comprised of the City Directors of Transportation, Development Services, Planning and Community Development, and the Deputy City Attorney, and the Sound Transit DECM Executive Director, Deputy Executive Director for Design and Engineering, East Link Project Director, and Staff Legal Counsel. The role of the Deputy City Attorney and the Sound Transit Staff Legal Counsel is to provide continuity from earlier stages of the project and the MOU and provide guidance in the creation of future agreements which may evolve out of the CDP. The Steering Committee is to provide high-level oversight of the Collaboration Team and meet monthly, or otherwise as needed, to engage and resolve key decisions necessary to keep the project on track. The Steering Committee has authority to approve any changes to the Collaboration Team membership, as needed to respond to project decision-making needs, and to approve the creation of additional Technical Working Groups, approve team co-leads, and to sunset Technical Working Groups. Additionally, the Steering Committee has primary responsibility for jointly selecting and directing the Independent Facilitator. Decisions by the Steering Committee will be agreed to by both agencies. The Steering Committee will elevate issues, as needed, to the Leadership Group for discussion and resolution. Meetings may be facilitated by the Independent Facilitator, and each member is responsible for attending the meetings or sending a designee.

***Collaboration Team.*** The Collaboration Team has primary responsibility for day-to-day project oversight. The Collaboration Team consists of the City and Sound Transit lead staff and an independent facilitator:

- The City members consist of the Bellevue Assistant Directors for Transportation, Planning and Community Development, and Development Services; and the City's East Link Program Manager. The Sound Transit members consist of the East Link Deputy Project Director-PEPD, Bellevue Corridor Lead, and Bellevue Segment Managers. Collaboration Team members may change to most appropriately provide the expertise needed for decision-making during each phase of final design; the Steering Committee is responsible to approve changes in membership.
- The Collaboration Team meets as frequently as necessary (but at least weekly) to keep the project on track and is responsible for providing direction to the Independent Facilitator. Decisions will be agreed to by both partners, and the Collaboration Team will elevate to the Steering Committee issues that cannot be resolved at this level.

**Independent Facilitator.** The Independent Facilitator, hired and directed by the Steering Committee, has direct responsibility for ensuring timely decision-making. The facilitator may organize and manage meetings, develop consensus documents as needed, act as a go-between among participants (if necessary), and suggest compromise solutions to avoid breakdowns in communications and working relationships. The facilitator may manage logistics, information, and communication for the Leadership Group, Steering Committee, and Collaboration Team. The facilitator may also work with staff from both agencies to coordinate information sharing.

**Technical Working Groups.** Additionally, as shown in Figure 1, the collaborative process will be supported by Technical Working Groups. City and Sound Transit staff will co-chair each technical group. The co-chairs will report to the Collaboration Team on a regular basis. The Steering Committee is responsible to approve the creation of additional Technical Working Groups, approve team co-leads, and to sunset Technical Working Groups, as needed to meet the goal of advancing the East Link Project. Initial working groups will consist of the following:

- Design and Value Engineering: This group will review design progress, identify possible cost savings, resolve Preliminary Engineering (PE) comments, resolve other City comments, advance design development and mitigation associated with the 112<sup>th</sup> design modifications, discuss possible design changes, and participate in the VE process. The primary responsibility of this group is to ensure adequate resources are available to support all aspects of the design development in Bellevue (e.g. transportation, parks, public utilities, land use, etc.) and to reach agreement on 60% design plans in the fall of 2013 that can serve as the basis of cost estimating for project baselining and final land use approvals. Other deliverables will include: cost savings evaluation, including documentation of cost savings ideas and resolution; proposed 112<sup>th</sup> design configuration; integration of the Sound Transit art program (STart); value engineering at points shown in the project schedule; review and comment on the design as it progresses; identification of code amendments that may be necessary to facilitate design decisions for the Code Amendment and Permitting Framework technical working group to consider; and resolution of PE comments, and other comments received.
- MOU Accounting and Cost Estimating: This group will work cooperatively to fulfill the financial accounting tasks outlined in the MOU, including tasks identified in Section 4.0 City Funding

Contributions for C9T Tunnel, and prepare the documentation to demonstrate completion of these tasks. This group is also responsible to work collaboratively to jointly review the final design consultant's cost estimating deliverables, resolve issues, and identify elements and timing for independent review of the cost estimates to improve confidence in the final design consultant's cost estimate.

- Code Amendment and Permitting Framework: This group will work cooperatively to integrate the Code Amendment and Permitting Framework into the CDP as described in Exhibit G of the MOU. This group will also work collaboratively to develop the Permit Processing Plan for the East Link Project as described in Exhibit E, Task 1.5, of the MOU. Deliverables will include: proposed land use code amendments that allow for a consolidated land use permitting process, accommodation of light rail and related facility uses, extended vesting, and a process for administrative modifications for code requirements that are determined to be impracticable or infeasible; amendments to other City codes as needed to resolve identified technical code conflicts; and a Permit Processing Plan. The code amendment deliverables are intended to be completed by December 31, 2012. Components of the Permit Processing Plan are intended to be informed by the proposed code amendments and will be developed as soon as is practicable. If the City Council approves land use code amendments that allow for a negotiated Development Agreement (DA) for the East Link Project, this group will prepare the DA that describes details of the consolidated permit process for consideration by the legislative bodies of Sound Transit and the City of Bellevue including the project scope, vesting process, decision-making authority, and the final Permit Processing Plan.
- Private Utility Coordination: This group will work cooperatively to require private utilities located in the City right-of-way to relocate. Deliverables will include a coordinated plan for third party relocation.
- Public Outreach and Government Relations: This group will develop and implement a plan and schedule for outreach activities to the public and stakeholders, including regular reports and briefings to the City Council and the Sound Transit Board. The group will establish a framework for sharing information between agencies, informing and engaging the public, and compiling feedback for consideration during final design. Deliverables will include: a community outreach plan, a timeline for public input, a protocol for property owner communications, and a timeline for Sound Transit Board and City Council briefings.
- Station Area Planning: This City-initiated group will coordinate the City's station area planning with the ST final design process. The group will exchange schedules of when relevant decisions are expected so that coordination can occur. This group will review concepts and develop recommendations to address issues raised through the SAP process. Deliverables will be determined once the schedules are exchanged since the CDP anticipates support of the East Link schedule.

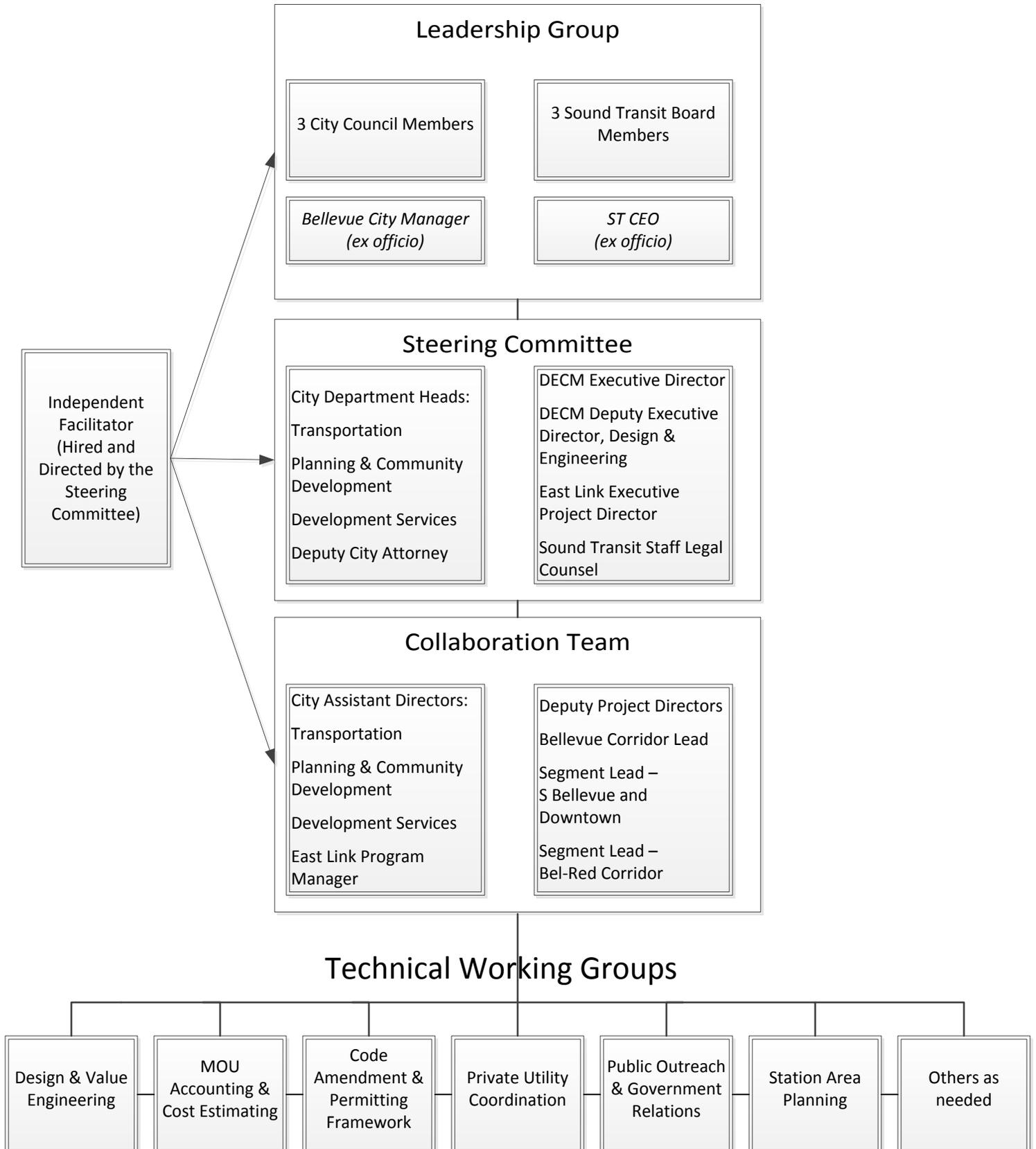
**Decision-Making Process.** Decisions will be made at the lowest appropriate level of the organization chart where both parties can reach agreement on the decision. If agreement cannot be reached at a given level it will be elevated to the next level. It is expected that most decisions will be made by the Collaboration Team and/or Technical Working Groups. If the Collaboration Team cannot reach

agreement, Collaboration Team members will each be responsible for briefing their organization's representatives on the Steering Committee in advance of the next Steering Committee meeting. The issue will then be taken up by the Steering Committee at the next meeting with the goal of making a decision at that meeting. Decisions that are not agreed to by the Steering Committee members will be elevated to the Leadership Group. A Leadership Group meeting will be scheduled within seven days of an impasse at the Steering Committee and held as soon as is practicable. All meetings may be facilitated.

### **3. Organizational Chart and Staffing**

See Figure 1 for the organizational chart. The staff positions on the teams shown are subject to change as agreed to by the Steering Committee. The Technical Working Groups shown are those that are anticipated at the start of the process and may change over time as determined by the Steering Committee and/or Collaboration Team.

Figure 1: Collaborative Design Process Organization Chart



## 4. Project Schedule and Timelines

Figure 2 describes the project schedule.

**Figure 2: Project Schedule**

Task	2012				2013				2014	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
<b>CDP Process</b>										
Approve CDP Management Plan	●									
CDP Kickoff	●									
Endorse Configuration for Production Engineering			●							
Confirmation of MOU									●	
<b>Public Outreach</b>	●	●	●	●	●	●	●	●	●	●
<b>Engineering Design</b>										
PE Comment Resolution	●	●	●							
Cost Savings Workshop & Process	●	●	●							
NTP Phase 1	●									
Prepare Construction Packaging		●								
Update Final Design Schedule		●								
Develop Engineering Concepts	●	●								
VE Workshop			●							
NTP Phase 2			●							
Production Engineering			●	●	●	●	●	●	●	▶
Design Review Submittals (staggered over time)					●	●	●			
Complete 60% Final Design Plans								●		
Update Risk Analysis/2nd VE Workshop								●	●	
Further Scope Reductions (if needed)									●	
Baselining									●	
<b>City Requested Modifications/112th Design</b>										
Structural/Civil Design	●	●								
Visual Impacts	●	●								
Sound Impacts	●	●								
112th Environmental Complete				●						

Figure 2 Continued

	2012				2013				2014	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
<b>Cost Estimating</b>										
ROM Estimates: Cost Savings/PE Comments	●	●								
Update Estimates to include VE/112th			●							
Prepare/Review 60% Design Cost Estimate					●	●	●	●		
<b>Land Use/Permitting</b>										
Review Codes/Standards	●	●	●							
Submittal Standards		●								
Establish Review Schedule and Timing		●								
CoB Adopt Code Amendments				●						
Integrate Permit Processing with Dev Agrmt					●	●	●			
<b>Station Area Planning</b>										
Station Area Planning - Coordination with Project		●	●	●						
Integrate Station Area Planning with Dev Agrmt					●					
<b>Utility Coordination</b>										
Noticing Procedures Coordination Plan	●	●								
Private Utility Relocation Coordination - Design		●	●	●	●	●				

## 5. Process to Develop a Permit Processing Plan

The Code Amendment Permitting Framework technical working group will develop an agreed upon Permit Processing Plan, as described in Exhibit E of the MOU. The permit processing plan may be similar to negotiated permitting agreements the City has developed in the past. Items 1-3 below can be developed by October 2012 to inform final design advancement. Items 4-5 are intended to be informed by code amendments proposed by the Technical Working Group, and will be developed as soon as is practicable, but will be finalized within 120 days after any code amendments for the consolidated permitting process are approved. The plan will at a minimum address the following items:

1. Submittal standards, i.e. defining minimum acceptable content and quality, CAD standards, formatting, and delivery method.
2. Submittal timing to allow adequate time to process and approve permits or reach related decisions.
3. Turn-around times for City permit and plan review and for Sound Transit to provide response to permit/plan revision requests.

4. The establishment of permitting, plan review, inspection and other-Project-related fee estimates for use in the 60% Project baseline budget and cost reconciliation.
5. The parties anticipate action on final land use approvals for the Project in the first quarter of 2014.

## **6. Design Development, Cost Savings, and Value Engineering**

The Design and Value Engineering technical working group is responsible to lead the collaborative efforts for the development of 60% design drawings, including resolution of PE comments and other comments offered by the City on Project design and mitigation, and incorporating results from the City Requested Modifications activities (Section 7), the Cost Savings and Value Engineering activities (Section 8) and other information as appropriate. The other technical working groups may support the Design and Value Engineering technical working group as needed and may lead some of the tasks listed below.

The tasks associated with this work effort include the following.

- Cost Savings Workshop
- Design Standard and Code Review
- Concept Screening
- Concept Engineering
- Construction Packaging
- Value Engineering Workshop
- Technical Working Group participation during production engineering
- 60% Plan Review
- 60% VE study (may break out eastside project into two to three workshops)
- East Link Cost Risk Assessment
- Prepare for Baseline Action at ST Board

The process for advancing design, identifying cost savings, and proceeding through the value engineering process should include, unless otherwise agreed to by the Collaboration Team, the following elements:

- City staff and/or consultants integrated with Sound Transit staff and consultants, including availability of a work space in Sound Transit offices.
- Development of a design evaluation process, based on the joint goals described in Section 1 of the CDP Plan, to facilitate full and fair evaluation of design options and trade-offs.
- Development of a clear timeline for when PE comments and other City comments will be addressed in the design development process (e.g. cost savings workshop, value engineering, Early Work, or design advancement to 60%).
- Agreement on a review schedule providing sufficient time for each party to review materials in advance of providing input on design, technical, and other project issues; agreement on minimum and maximum turnaround times.

- Agreement on the level of information needed at different decision thresholds and/or at different points in the design development process. When additional analysis is needed the Technical Working Group shall identify the most appropriate agency to develop additional analysis based on the technical nature of the issue and timeframe for decision making.

## **7. City Requested Modifications (112<sup>th</sup> Avenue SE)**

The Design and Value Engineering technical working group will evaluate the City requested modifications described in Exhibit E of the MOU. The City-requested modifications on 112<sup>th</sup> Avenue SE are defined as “Option B: Flyover to Trench” in the *112<sup>th</sup> Avenue SE Alternatives Technical Memorandum* (October 2011). This design is the presumed configuration for the beginning of the cost-saving process. The 112<sup>th</sup> modifications will undergo the cost savings evaluation (based on the level of design available as of October 2011) along with the remainder of the alignment selected by the Sound Transit Board. Once the project configuration is selected (anticipated at the conclusion of the value engineering process), preliminary engineering on 112<sup>th</sup> will occur. Both the cost savings evaluation and the PE and final design for 112<sup>th</sup> will consider the following objectives as described in the MOU:

- Design flyover to allow minimum clearance over the right-of-way
- Minimize the elevated portion of the design as practicable and feasible
- Include permanent sound walls along the west side of the elevated portion
- Minimize the visual impact of the elevated portion
- Avoid the use of straddle bents where practical

If any audible warning systems are required for the 112<sup>th</sup> alignment, they will be evaluated by the Collaboration Team, who will present a recommendation to the Steering Committee.

The final design process will include specific outreach to and participation by residents adjacent to and along 112th as determined by the outreach plan developed by the Public Outreach and Government Relations technical working group.

## **8. Station Area Planning**

Beginning in 2012, the City will undertake a station area planning (SAP) process.

The SAP technical working group will meet on a weekly basis or as needed to collaborate on the SAP process. Sound Transit will participate by providing staff for the group and sharing East Link project design info, data and analysis to inform the City’s SAP objectives. City staff will provide relevant data and analysis to inform Sound Transit’s final design. The Technical Working Group will review concepts and develop recommendations to address issues raised through the SAP process.

The SAP process provides the opportunity for the City and Sound Transit to jointly engage the community in a dialogue about station area concerns and opportunities. The City has lead responsibility for public engagement for the SAP process; Sound Transit will have an integral role in the SAP outreach effort, which will be coordinated consistent with the structure described earlier.

## 9. Project Cost Estimate and Budget

The MOU Accounting and Cost Estimating technical working group is responsible to fulfill the financial accounting tasks outlined in the MOU, including tasks identified in Section 4.0 City Funding Contributions for C9T Tunnel, and prepare the documentation to demonstrate completion of these tasks. This group is also responsible to work collaboratively to jointly review the final design consultant's cost estimating deliverables, resolve issues, and identify elements and timing for independent review of cost estimates to improve confidence in the final design consultant's cost estimate. This includes preparing documentation at each appropriate stage of the cost estimate development to have a roadmap of how the cost estimate was advanced from the values in the MOU to the final 60% updated project cost estimate.

Per the MOU Section 4.2 (b), Sound Transit will formally provide the City with the 60% updated project cost estimate, triggering a 45-day period in which either party may opt to terminate the agreement with no further obligation. The cost estimate will be prepared in accordance with Sound Transit's project control and phase gate procedures and based on 60% design drawings following any necessary land use approvals from the City. This formal provision of the 60% design cost estimate will be the culmination of the City's participation in the integrated team structure described previously. The goal of the City's participation in the development of the 60% design cost estimate and the opportunity for formal review and comment is to ensure that the City has a clear understanding of the basis of the cost estimate and confidence in the final 60% updated project cost estimate when it is provided to the City at Project baselining. To achieve this goal, the City will have the opportunity to participate in the development of the baseline cost estimate in, at a minimum, the following ways:

1. On-going, day-to-day participation in the cost estimate development as part of the Design and Value Engineering technical working group. This work will be guided by the principle of an integrated team, including the free flow of information between parties, City participation in the development of the cost estimate in real time, and a commitment to collaboration in spirit and actions.
2. Joint review of cost estimate deliverables as part of the MOU Accounting and Cost Estimating technical working group: The City and Sound Transit will jointly review cost estimate-related deliverables from the design consultants. City and Sound Transit staff will develop comments and collaboratively seek resolution with the consultant.
3. The City may utilize a consultant to assist in review of the cost estimating deliverables, which may include but is not limited to consultant's deliverables, price checks of quantities and materials, and independent review of cost estimates. Resources shall be used for betterment of the project, with the goal of ensuring the City has clear understanding of the basis of the cost estimate and confidence in the final 60% updated project cost estimate when it is provided to the City at Project baselining.

## **10. Reporting Procedures and Protocols**

Sound Transit and City staff will coordinate and, as appropriate, jointly participate in briefings for the Sound Transit Board, City Council, and the community to ensure timely information sharing using the best available information. Each party will have different reporting needs and demands. Staff commits to coordinate briefings using the following guidelines:

1. Information will be reviewed by staff at both agencies prior to briefings or public release. Staff should work together to ensure that the best available information is released and to coordinate the timing of the release.
2. Sensitive information, such as items exempt from public disclosure, will be treated as confidential by staff of both agencies. The producing agency shall determine the appropriate timing for release of sensitive information.
3. Every effort should be made to allow the producing agency to present their information in briefings and at public meetings.
4. A copy of materials presented at non-confidential briefings will be provided to the partner agency in electronic format.

## **11. Private Utility Relocation Coordination**

The City has agreements and franchises with third party utilities that describe processes and notice requirements associated with requests for relocation of such facilities for city projects. Sound Transit and the City will collaboratively develop procedures for ensuring that notices and required plans and specifications are prepared and provided to third party utility providers consistent with all applicable agreements and code provisions. It is anticipated that such procedures will be developed by the end of the second quarter of 2012. To facilitate development of these procedures, the City will provide a summary of applicable notice and other requirements from those franchises or other agreements with third party utility providers potentially impacted by the East Link project.