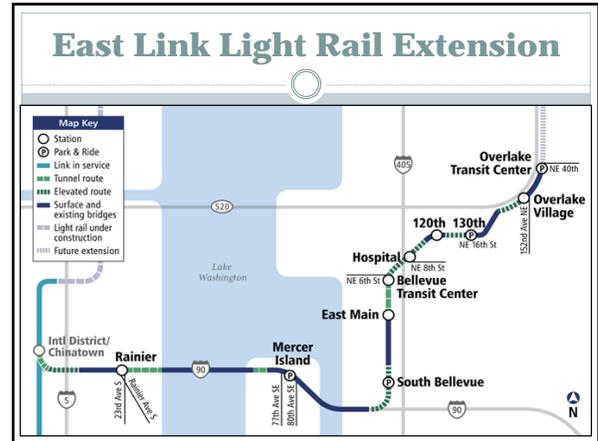
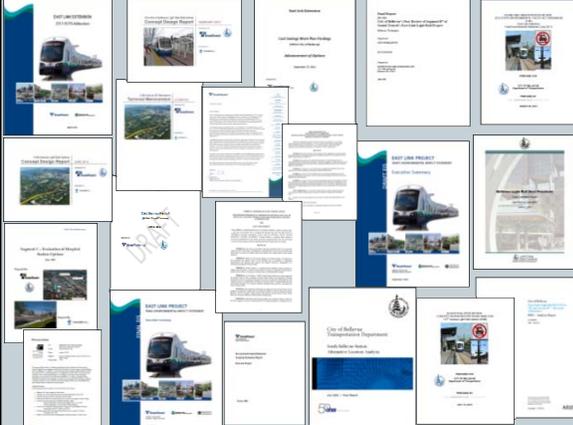


Creating Partnership Out of Controversy



2013 wicked problems
SMART SOLUTIONS
APA WA PLANNING CONFERENCE
OCTOBER 2-3, 2013
Meydenbauer Center
Bellevue, WA

Panelists

- Kate Berens**, City of Bellevue
Deputy City Attorney
- Ron Lewis**, Sound Transit
East Link Executive Project Director
- Dave Berg, P.E.**, City of Bellevue
Transportation Department Director
- John Howell**, Cedar River Group
Founding Partner, CDP Facilitator

A Path Out of the Maze

Kate Berens, City of Bellevue
Deputy City Attorney

Principal Findings

- Connect "somewhere to somewhere"
- Light rail should be developed in a manner that complements, not diminishes, the character and quality of Bellevue
- Anticipate impacts and advocate for exceptional mitigation
- Alignment profile should consider the unique qualities of each part of the community
- Early, on-going public involvement program is essential for success in Bellevue



Fruitvale Station is a redevelopment project on a commercial strip near a Bay Area Rapid Transit station that includes retail, office, and housing elements.

David Evans and Associates, Inc.

2008 Comprehensive Plan Policies (excerpt)

TR-75.1 Develop a light rail system in collaboration with the regional transit provider that advances the City's long-term transportation and land use objectives, minimizes environmental and neighborhood impacts, and balances regional system performance

TR-75.3 Develop and maintain a strong working relationship with the regional transit provider to ensure a collaborative effort to implement light rail in Bellevue

TR-75.6 Support plans by the regional transit provider to connect Bellevue, Seattle and Redmond activity centers, including downtown Bellevue and the developing center of Bel-Red, with service that optimizes convenience for riders. Light rail should connect "somewhere to somewhere."

MOU Direction on CDP

- MOU outlined a collaborative process for City and Sound Transit to work together to advance East Link design from 30% to 60%
- Explore scope reductions, modifications, and value engineering options to find cost savings of at least \$60 million
- Maintain performance and meet Project and City objectives
- Focus of plan on period from 2012 – early 2014

Principles

- Timely, reliable decision-making
- Integrated team structure
- Full and fair consideration of ideas
- Policy and technical analysis as basis for decision-making
- Open communication
- Meaningful opportunities for public involvement

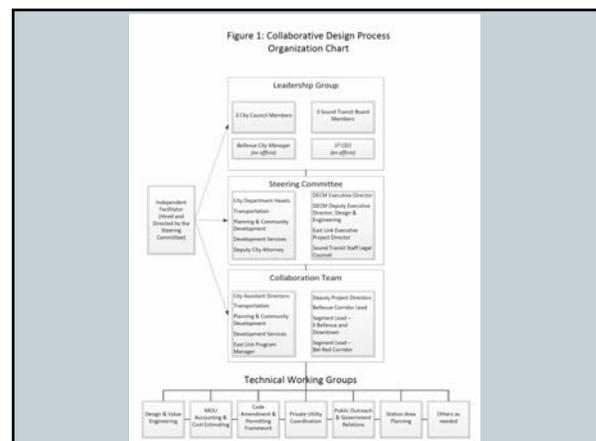
Shared Goals

Based on Council and Sound Transit policy guidance:

- Advance design while exploring and accepting cost reductions
- Design sensitive to environmental quality and surrounding community
- Advance long-term, multi-modal transportation system objectives
- Engage stakeholders to provide input on possible design considerations
- Meet operational and performance objectives
- Meet Project schedule while allowing time for evaluation
- Advance design solutions that minimize risk for all partners
- Support regional and local land use goals and objectives

Decision-Making Structure

- Goals:
 - Allow timely, reliable decision-making to meet East Link Project schedule
 - Decisions to be made at the lowest possible level of the organization chart
 - When issues cannot be resolved, have a clear path for elevation of issues



CDP Challenges

- How to integrate elected official frame of reference into design challenges?
- Bellevue Way alignment options (ex.)
 - Opportunity to save costs
 - Opportunity to pursue a City project coordinated with East Link
 - Challenges of “accelerating” process
 - Community/stakeholder participation

Bellevue Way – Implementation Principles

- Reduce the elevated portion of guideway north of the South Bellevue Park and Ride to a distance similar to the MOU project description
- Develop creative solutions to access to Mercer Slough Park
- Mitigate visual impacts of segment for neighborhood west of Bellevue Way to similar level provided by trench
- Mitigate noise impacts through variety of techniques, including review of potential for decreasing noise through measures that eliminate or contain noise at the source, such as depressing tracks below grade
- If Bellevue decides to implement the Bellevue Way HOV lane through a separate capital project review process that is already underway, include consideration of ways to phase construction of the two projects to maximize benefits and minimize costs of both projects



Bellevue Way Alternatives

Lessons Learned – Leadership Group

- A work in process
- Strategies that Worked (cost savings):
 - Define roles
 - Define process
 - Develop principles
 - Joint recommendations
- Strategies that didn't (cost savings):
 - Tight deadlines
 - Abbreviated public process



Forming a New Partnership

Ron Lewis East Link Executive Project Director
Sound Transit
October 3, 2013



Forming A New Partnership – Objectives

- Plan, Design, Build and operate a high quality light rail system
- Deliver projects and services safely, on time, and on budget in an environmentally sustainable manner
- Build trust and partnerships with the City of Bellevue, Neighborhoods & Communities, and Key Stakeholders
- Develop working relationships which capitalize on relevant knowledge and experience
- Engage the communities throughout project delivery
- Create opportunities for WIN-WIN outcomes

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Forming A New Partnership – Objectives

Forming A New Partnership – Observations & Challenges

- Building & Maintaining trust takes time and attention
- Maintaining project schedule, while providing adequate time for public engagement
- Effectively communicate highly technical information
- Balancing needs & desires with budget & schedule
- Political realities



Forming A New Partnership – Lessons Learned

- Investment in the collaborative process has paid dividends
- High level of collaboration enhanced project / city understanding
- Every relationship / partnership is unique
- Take the time to identify and refine what works for each
- Assume good intent
- Insightful facilitation adds value
- Pick up the phone
- Recognize that no matter where you go, there you are



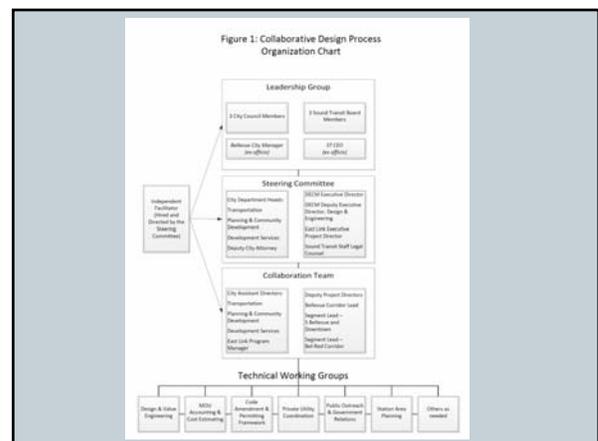
A Blending of Disciplines

**Dave Berg, P.E., City of Bellevue
Transportation Department Director**

Decision-Making Structure

Goals:

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Technical Working Groups

- Technical support for the Collaborative Design Process
- Decisions made at lowest possible level
- City/ST co-chairs
- Staffed by technical experts from both agencies
- Focus on a technical area critical to delivery of the project
- Formal Charters to define Purpose and Function

Technical Working Groups (aka TWGs)

- Design and Value Engineering (DAVE)
- MOU Accounting and Cost Estimating (MACE)
- Code Amendment and Permitting Framework (CAP)
- Private Utility Coordination (PUC)
- Public Outreach and Government Relations (POGR)
- Station Area Planning (SAP)

Collaborative Solutions – DAVE TWG

Steering Committee Recommendation:

"Road over Rail"

- Cost neutral (\$0)
- no further work on rail flyover



Collaborative Solutions – DAVE TWG

120th Avenue NE in Bel-Red.
 Joint cost sharing agreement in development for light rail undercrossing with roadway widening and station integration.



Collaborative Solutions – POGR TWG

- Jointly planned open houses and briefings
- Multiple communication channels used
- Jointly staffed project information tables



Over 150 people attended the June 5th open house and over 200 people the April 26 open house

Lessons Learned - TWGs

- Strategies that Worked
 - Understanding each others perspectives, objectives
 - Focusing on objectives, creative solutions
 - Joint decision making = credibility
 - Pushing decisions down to TWGs
 - Over the shoulder reviews

Lessons Learned - TWGs

- **Areas to Improve**
 - Balanced focus on scope, schedule, budget and quality
 - Over the shoulder reviews
 - Issue resolution process needs more structure than just “elevate”
 - Ensure cross communication between all TWGs

An Outsider’s Perspective

John Howell, Cedar River Group
Founding Partner, CDP Facilitator

Facilitator’s Perspective

Role of the Leadership Group

Membership:

- 3 City Council, 3 ST Board, City Mgr, ST CEO
- Met 11 times in past 19 months



Role of the Leadership Group

Anticipate Roles:

- Ensure project goals are met
- Provide overall guidance to CDP process
- Ensure timely decision making (not decision making body)

Actual Roles:

- Foster communication among Council and Board
- Sounding board for ideas emerging from staff
- Provide principles for developing solutions
- Strategize how/when to move issues forward

Role of the Steering Committee

Membership:

- Senior managers and project staff; Approx. 12 members
- Met twice per month since March 2012



Role of the Steering Committee

Steering Committee Roles:

- Issue identification and resolution – schedule, scope, budget, policy
- Candid, transparent communication; Share information – “No Surprises Rule”
- Prepare recommendations for leadership & governing bodies
- Monitor effectiveness of structure and process
- Worked hard to find unanimous agreement
- Provide best technical and policy advice, without predicting political outcomes

Lessons Learned

- Importance of parties commitment to process
- Willingness to consider alternatives; clarity about limits of flexibility
- Structure that engages technical staff, management, and electeds has worked well
- Tremendous power in Steering Committee unanimous recommendations – credibility
- Sharing information is critical
- Lots of work

Should Others Consider Similar Process?

- Parties must agree to approach – the need for collaboration not confrontation
- Must place value on doing quality technical & policy work to support political decisions
- Neutral facilitator helpful
- Commitment of time and resources necessary to make it work



Creating Partnership Out of Controversy

QUESTIONS??