

2025 ANNUAL CONSTRUCTION CONFERENCE



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This Session's Sponsor:

**STACYWITBECK**

Breakout Session 3.3:

# Retrospective of a MEGA Project – Sound Transit's Lynnwood Link

# ***Lynnwood Link Extension Project Retrospective***

*CMAA PNW Chapter Annual Construction Conference*

*4/18/25*



# ***Introducing Today's Speakers***

- **Randy Harlow** – *Executive Project Director (emeritus), Sound Transit*
- **Josh Pategas** – *Executive Project Director (current), Sound Transit*
- **Christian Williams** – *Project Manager, Stacy & Witbeck-Kiewit-Hoffman (L200)*
- **Thor Konradsson** – *Project Executive, Skanska (L300)*
- **Mike Ethier** – *Project Executive, Mass Electric (L800)*
- **Guil Pereira** – *Resident Engineer, Northwest Transit System Partners (L800)*

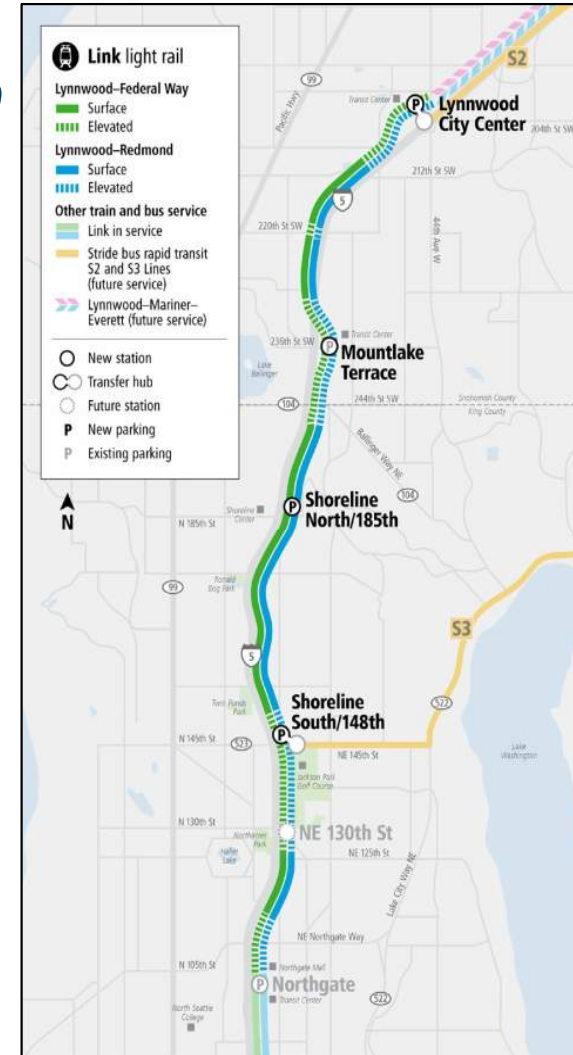
# *Today's Agenda*

- Introductions
- Project Overview
- Delivery Approach
- Overcoming Challenges
- Where It All Led
- What Comes Next
- Q&A



# Lynnwood Link Extension

- Voter-approved in 2008 as part of the ST2 ballot measure
- 8.5-mile exclusive transit guideway extension of the 1-Line Link Light Rail from Northgate to Lynnwood City Center.
- Four stations with transit center connections including three new garages providing 3,570 stalls of park-and-ride capacity
- Planned travel time from Lynnwood to Downtown Seattle: 28 minutes
- Originally projected for 47,000 - 55,000 daily boardings by 2026
- \$2.77 billion baseline budget
- July 17, 2024 baseline opening date





# *Delivery Approach*



## Sound Transit Link light rail

Current service and future extensions



# Major Construction Contract Packages

- L200 Civil – Stacy & Witbeck/Kiewit/Hoffman  
*Northgate Station to NE 200<sup>th</sup> Street*
- L300 Civil – Skanska Constructors L300  
*NE 200<sup>th</sup> Street to Lynnwood Station*
- L800 Systems – Mass Electric  
*Lynnwood Link Systems Construction*
  - Traction Power
  - Communications
  - Train Control

# Key Teammates and Project Partners



## Construction Management Consultants:

- PGH Wong Engineering
- Northwest Transit Systems Partners (MottMac / STV)

## Final Design Consultants:

- Hatch (formerly LTK Engineering)
- HNTB / Jacobs Trusted Design Partners

## Municipal Partners:

- Federal Transit Administration
- USDOT Build America Bureau
- Cities of Seattle, Shoreline, Mountlake Terrace, & Lynnwood
- Washington State Department of Transportation (WSDOT)
- King County Metro and Community Transit
- Seattle City Light and Snohomish Public Utility District
- Dozens of other city, state, and local entities





# Safety Performance

Total Hours Worked	6.2 million labor hours
Recordable Incidents	50 (RIR of 1.60)
Lost Time Incidents	21 (LTIR of 0.16)

- 98 first aid cases
- 94 “near miss” incidents
- ENR and AGC awards for safety performance



## Financial Status

Project baseline budget*	\$2.771 billion
Committed	\$2.683 billion (97%)
Incurred	\$2.651 billion (96%)



- Financials as of January 2025
- Project baselined in May 2018
- Year of expenditure dollars

\* Excludes funding for finance costs, new Series 2 LRVs and OMF East

# Heavy Civil GC/CM Contract Cost Performance

Contract	Negotiated Construction Cost	Original Contract Contingency	Current Commitment <sup>1</sup>	% Change
L200	\$840 M	\$44M (5%)	\$882M	5.0%
L300	\$835 M	\$43M (5%)	\$913M	9.3%
Systems	\$148 M	\$10M (7%)	\$155M	4.7%

1. Through January 2025. Excludes NE 130th Infill station costs or approved betterments reimbursed by others.

## *Small / Disadvantaged Business Participation*

Contract	SBE Goal	Achieved	DBE Goal	Achieved
L200 Civil Const.	12%	17%	4%	9%
L300 Civil Const.	12%	13%	5%	7%
L800 Systems Const.	6%	7%	3%	5%
Civil CM	14%	25%	7%	18%
Systems CM	10%	20%	5%	12%
Civil Design	14%	19%	7%	11%
Systems Design	6%	31%	2%	30%

- All seven major contracts achieved or exceeded goals and commitments

# *Ridership Overview*

- Lynnwood City Center: 95K per month
- Mountlake Terrace: 28K per month
- Shoreline North/185th: 22K per month
- Shoreline South/148th: 26K per month
- Overall Lynnwood Link ridership is averaging:
  - 170K per month





# *Overcoming Challenges*

2010-14	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Planning, PE and Environmental										
	Procurements									
		Final Design and Preconstruction Services								
				Baseline Project						
		Early ROW Acquisitions		Right of Way Acquisition						
					FFGA Execution					
				Early Work		Civil Construction and Structures				
									Lynnwood Parking Garage Open	
								Systems Installation		
										Systems Startup
								Rail Service - July 17, 2024		

# *Early Challenges*

*Affordability*

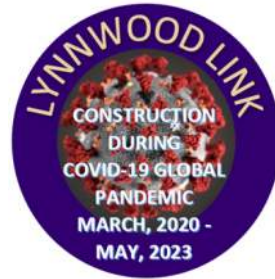
*Negotiations and Contract Award*

*Delayed Right of Way Acquisition*



# Major Construction Challenges

## COVID-19 Pandemic



## Concrete Ready-Mix Delivery Strike





# Activation Challenges

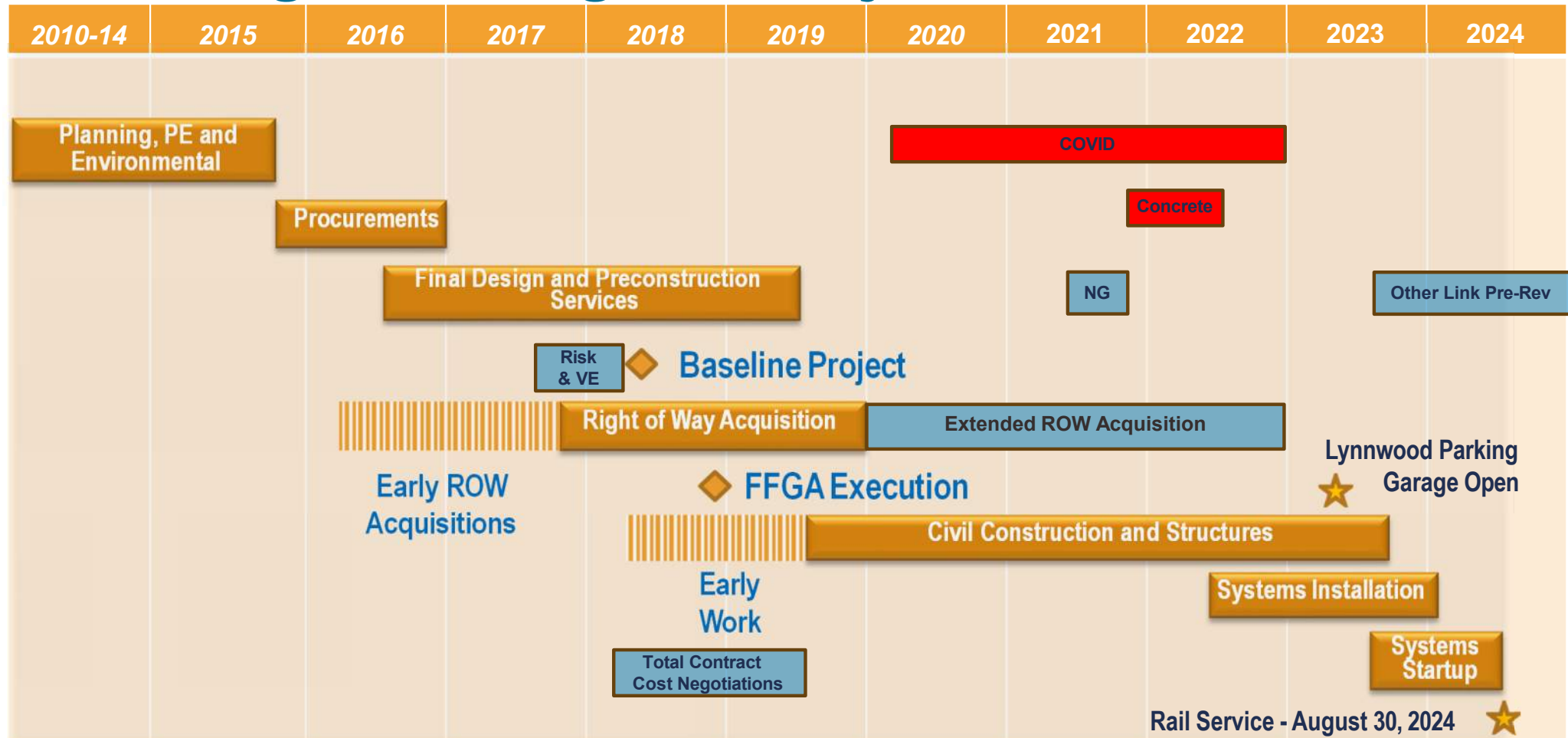
*Concurrent Projects*

*System Resiliency*





# Challenges During Delivery



# Christian Williams

# STACYWITBECK

## Stacy & Witbeck / Kiewit / Hoffman

Project Manager, L200 Contract (Northgate Station to NE 200<sup>th</sup> Street)

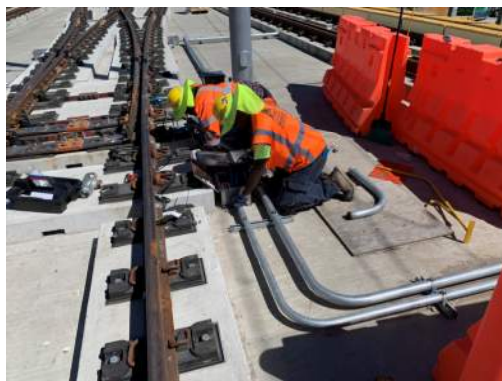




# Mike Ethier

## Mass Electric Construction

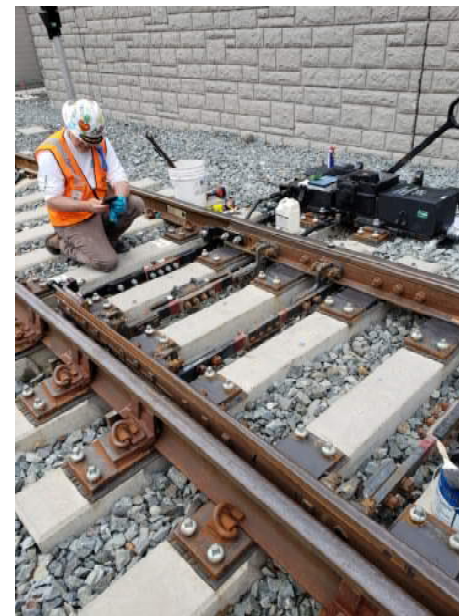
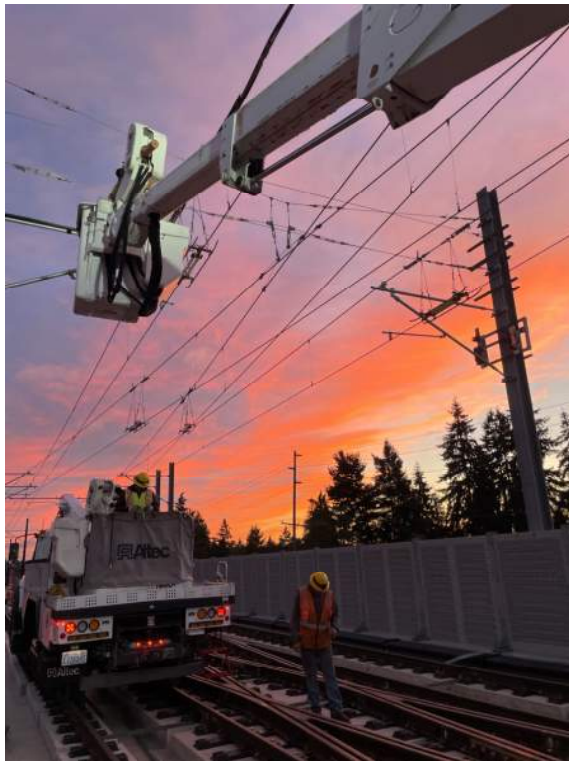
Project Executive, L800 Contract (Lynnwood Link Systems Construction)



# Guil Pereira

**Mott MacDonald / Northwest Transit Systems Partners**

Resident Engineer, L800 Contract (Lynnwood Link Systems Construction)





# Thor Konradsson

## Skanska Constructors L300

SKANSKA

Project Executive, L300 Contract (NE 200<sup>th</sup> Street to Lynnwood Transit Center)





# Overcoming Project Challenges

*General Contractor / Construction Manager (GC/CM) Delivery Model*  
*People and Relationships*  
*Program-first / Solution-centered Mindset*



***Where Did it All Lead?***

# Josh Pategas

## Sound Transit

Executive Project Director, Lynnwood Link Extension





# *Opening Day August 30, 2024*



## Lynnwood Link Awards Received (so far...)

- American Council of Engineering Companies (ACEC) Grand Award – Engineering Excellence
- Association of General Contractors (AGC) National Baldwin Group Build America Awards
  - Best Construction Project of 2024 (L300)
  - 2025 Highway and Transportation \$100M+ Award (L200)
  - 2025 Civil Construction Management Award (L300)
- AGC Northwest Region 2025 Build Washington Awards
  - Project Manager of the Year (Thor Konradsson, Skanska)
  - Highway / Civil Safety Excellence >1M Worker Hours (L300)
  - Excellence in Sustainability (L300)
  - Community Service – Business Diversity Award (L300)
- Engineering News Record (ENR)
  - Northwest Region Excellence in Safety Award
  - Northwest Region Award of Merit – Highway / Bridge Category
- International Partnering Institute (IPI) John L. Martin Partnering Project of the Year (L300)
- Northwest Construction Consumer Council (NWCCC)
  - Best Public Project >\$10M
  - Award for Innovation and Achievement in Sustainability
- Lynnwood Times 2025 Mega Project of the Year
- Lynnwood Chamber of Commerce 2024 Outstanding Innovation Award



**AGC**  
THE CONSTRUCTION  
ASSOCIATION



**ENR**  
Engineering News-Record

**ACEC** ENGINEERING  
EXCELLENCE AWARDS





# *What did we learn?*

## Collection of “Lessons Learned” is Underway

Initial takeaways include themes surrounding

- Early coordination
- Contractor input on design
- Build the Right Team
- Communication



***What's Next?***



## Sound Transit's capital program

### Embarking on the next phase at \$60B+

Central Puget Sound Regional Transit Authority began in 1993, serving Snohomish, King, and Pierce counties in western Washington state.

**More than 1,000 square miles**, the Sound Transit district is larger than the state of Rhode Island and is **home to more than 40% of Washington's population**.

Builds, maintains, and operates (with partners) light rail, commuter rail, express bus, and bus rapid transit modes.

Next phase more than doubles the existing system.

#### Link light rail:

- 62 new miles extending regional service to Everett, Tacoma, Ballard (including new downtown Seattle tunnel), West Seattle, Issaquah, and Kirkland.
- Two new operations and maintenance facilities — North and South.
- Vehicle fleet expansion.

#### Stride bus rapid transit (BRT):

- I-405, SR 518, and SR 522.
- Bus Base North.

#### Sounder trains:

- S Line platform extensions.
- Access and parking improvements.
- Maintenance base.

#### State of Good Repair (SOGR) projects

#### Transit Oriented Development (TOD)

# Unprecedented system growth

*After the Starter 2 Line and Lynnwood Link opened...*

**76% more stations than one year before**

- 18 new stations.
- From 25 to 43 total stations.

**Link extends 60% further than one year before**

- 17 new miles of track.
- From 28 to 45 total miles.





## Light rail system growth over the next 18 months

- **Three more Link extensions** – Downtown Redmond, the Crosslake Connection, and Federal Way
- New 1 Line station in Seattle **at NE 130th**.
- Bringing service to new communities with **8 new Link stations**, growing 19% to 51 stations.
- Link will go another 40% farther, with **18 new miles of track**.
- Serving **three new cities**: Mercer Island, Kent, and Federal Way.
- **Doubling service** between Lynnwood and downtown Seattle.

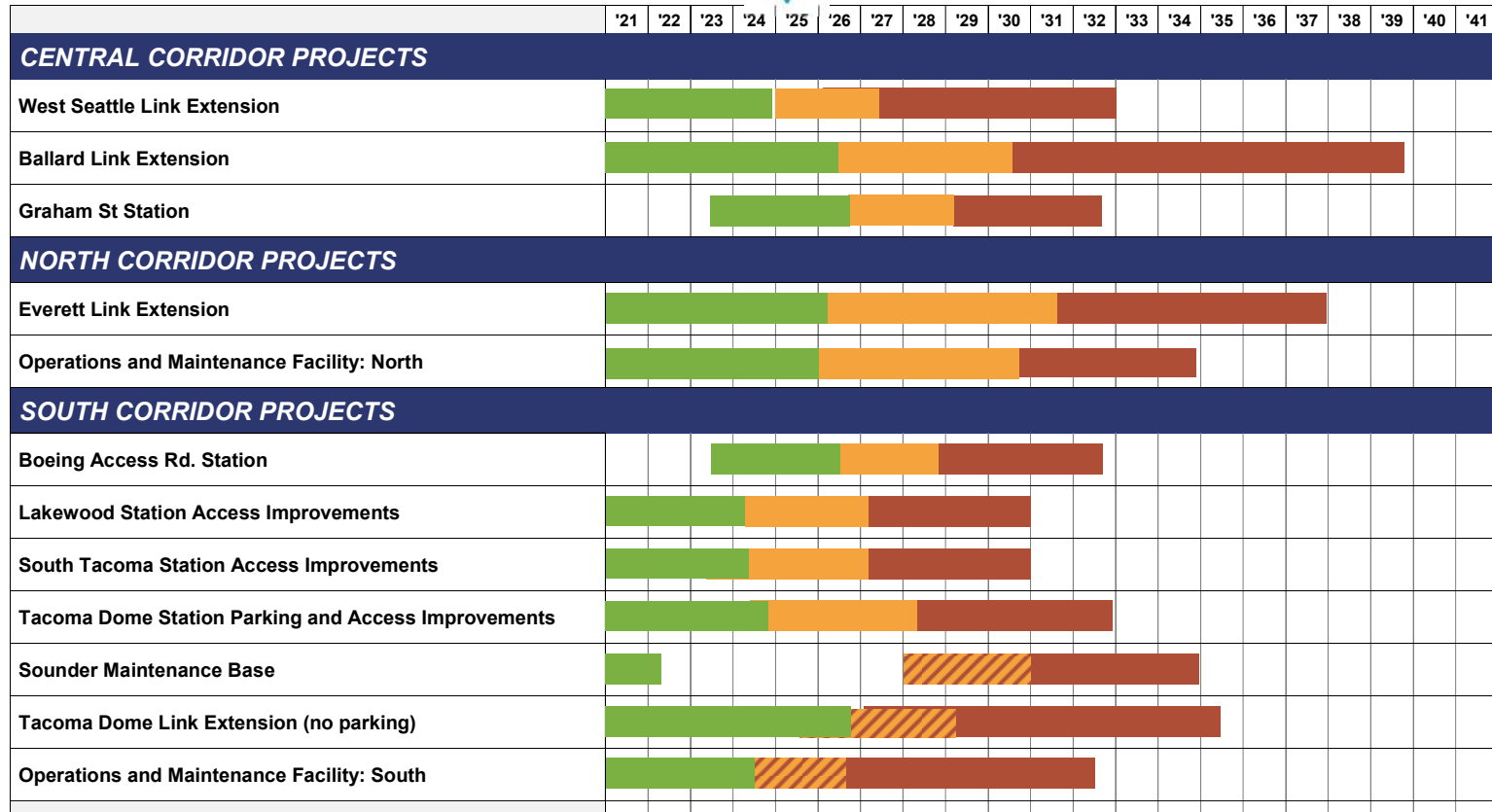




# ST3 Schedule Progress

## KEY:

- **Planning** (incl AA/CE/PE and EIS/EA)
- **Final Design** (hatched indicates possible Design-Build)
- **Construction** (incl Startup/Testing/Pre-Revenue/Float)



# *Questions and Answers*

*Thank you.*



 [\*soundtransit.org\*](https://soundtransit.org)

