



Summary Minutes

Rider Experience and Operations Committee Meeting April 4, 2024

Call to order

The meeting was called to order at 1:00 p.m. by Board member Roscoe and was available for viewing in person and online.

The meeting was recorded and can be found at <https://www.soundtransit.org/get-to-know-us/board-directors/livestream-video>.

The Board rules required a quorum of the committee to appoint a Chair Pro Tem in the absence of the Chair and Vice Chair. Board member Roscoe announced Vice Chair Prince's absence and noted Chair Walker was en route to the Ruth Fisher Board room and that she would be willing to act as Chair Pro Tem until her arrival.

It was moved by Board member Birney, seconded by Chair Walker and carried by consent of all committee members present that Board member Roscoe be appointed Chair Pro Tem for the April 4, 2024 Rider Experience and Operations Committee meeting until Chair Walker arrives.

Roll call of members

Chair	Vice Chair
(P) Kristina Walker, Tacoma Councilmember	(A) Ed Prince, Renton Council President

Board Members	
(P) Angela Birney, Redmond Mayor	(P) Dave Upthegrove, King County Council Chair
(P) Christine Frizzell, Lynnwood Mayor	(A) Peter von Reichbauer, King County Councilmember
(P) Kim Roscoe, Fife Mayor	(P) Girmay Zahilay, King County Council Vice Chair

Josephine Gamboa, Board Relations Specialist, announced that a quorum of the committee was present at roll call.

Report of the Chair

None.

CEO Report

Russ Arnold, Deputy CEO, Chief Service Delivery Officer, provided the CEO Report.

Security Incidents

Deputy CEO Russ Arnold addressed recent high-profile incidents of violence on or around the trains. While riding transit continued to be safe, incidents of violence were troubling and unsettling. Mr. Arnold noted the agency took those issues seriously. Interim CEO Sparrman had pulled his leadership team together to assess the current state of the agency's Safety and Security procedures and directed them to begin proactively working on an updated approach to prevent these types of incidents to the greatest extent possible. Interim CEO Sparrman planned to keep the Board informed on its progress, including

an assessment of the program as it currently stood.

Public comment

Chair Pro Tem Roscoe announced that public comment would be accepted via email to emailtheboard@soundtransit.org, in person, and would also be accepted virtually.

There were no written, in-person, or virtual comments submitted.

Business Items

For Committee final action

March 7, 2024, Rider Experience and Operations Committee meeting minutes

It was moved by Board member Birney, seconded by Board member Roscoe and carried by the unanimous vote of all committee members present that the minutes of the March 7, 2024, Rider Experience and Operations Committee meeting be approved as presented.

For Recommendation to the Board

Motion No. M2024-18: Approving the Lynnwood Link Extension Service and Fare Equity report.

Adrian Mejia, Program Manager for Title VI and Equity, provided the presentation.

It was moved by Board member Birney, seconded by Board member Upthegrove and carried by the unanimous vote of all committee members present that Motion No. M2024-18 be forwarded to the Board with a do-pass recommendation.

Reports to the Committee

Chair Walker arrived at this time.

REO Metrics – Annual Report

Raj Cheriell, Director of Essential Data and Analytics, provided the year-in-review report which would review the metrics across 2023 to review performance and what it meant looking ahead. The 1 Line reached record-setting ridership with 26.9 million boardings in 2023, that was over 8 percent greater than the 24.8 million boardings in 2019. In addition to 2023 being a record-setting year, the 2.7 million boardings in July 2023 was over 14 percent greater than the next closest month, August of 2019. Also in 2019, Link experienced three days in which single-day ridership exceeded 100,000. By comparison, Link exceeded 100,000 boardings on 25 days in 2023. A number of these 25 days were the results of major events occurring in the Seattle area, such as the Taylor Swift concerts and the Major League Baseball All-star game, in which significant additional service was provided. Some of these 25 days were what was considered normal days of operated routine service. There were two key takeaways from this data that may inform future operations. First, the agency had the capacity to effectively move large numbers of people around the region with current service levels on a day-to-day basis. Second, the agency now had experience to draw from to prepare and cater to some of the large upcoming events that would take place in the region over the coming years.

Mr. Cheriell reviewed impacts of major service disruptions on some key service delivery performance metrics. Major disruptions such as planned track and platform maintenance or unplanned repairs, like fixing damage to the downtown transit tunnel, not only reduced the amount of service provided, but also impacted service delivery even with reduced schedules. To limit the impact of these interruptions on the passenger experience, Link schedules were adjusted to reduce the number of trips to an amount the agency could operationally achieve and increased travel times to reflect delays anticipated from construction and single tracking. The service delivery metrics showed that despite efforts to align schedules with what was believed to be operationally feasible, the agency struggled to maintain its

service delivery standards. There was a drop in On-Time Performance in May 2023 during the downtown tunnel repairs. There were similar drops in both the Operated as Scheduled metric and the On-Time Performance metric in September 2023 when the Royal Brougham crossing project and the Othello and Rainier Beach platform repairs projects took place.

For future service disruptions, the agency could improve by better aligning schedules to what was operationally attainable and having data like this available coupled with the experience of how disruptions impacted operations would enable the agency to better meet service delivery targets. There was no strong correlation between service disruptions and ridership which suggested that passengers willingly adjusted their schedules and travel on crowded trains during these events. Mr. Cheriell assured the committee that the team would not take passenger flexibility for granted and committed to meet service delivery targets moving forward.

Aside from stoppages from situations like emergency services or mechanical failures that occurred while trains were in service, there were two big factors that affected the ability to operate the amount of service that was scheduled. Those factors included the availability of operators and availability of vehicles. Mr. Cheriell reviewed a chart that showed Vehicle Availability for the Siemens fleet in 2023, which showed that the agency achieved significant improvement in the reliability of the Siemens fleet from having around 70 percent of the fleet available in the first part of 2023 to about 80 percent in latter part of year. This performance improvement was important because delivering planned service levels following the opening of the Lynnwood Link Extension required maintaining an availability percentage of 70-75 percent. Staff was planning to ensure availability was at least 5-10 percent greater than what was needed. Staff would return to share performance metrics leading up to the Lynnwood Link Extension opening.

Mr. Cheriell reviewed data on the Vertical Transportation program. A chart showed the aggregated availability of all the escalators and elevators at Link stations including those in the downtown tunnel. There was a total of 142 Link Conveyances split between 50 elevators and 92 escalators. The numbers on the chart represented outages across all categories of events such as vandalism, water intrusion, mechanical failure, and station power outages. Major repairs were already underway on a few conveyances at the start of 2023. As the year progressed and these repairs were completed, the agency began seeing availability rise towards target levels yet remained short of target through much of the year. The team regularly analyzed the detailed data that drove the chart and found that categorically "misuse" represented most asset outage events and accounted for 40 percent of the total outages in 2023. Using the detailed data, the team was able to identify the stations and assets on which these events occurred and when, down to the day of week and time of day. The team met regularly with the agency's security team to highlight findings so that field security personnel could potentially intervene before misuse incidents affected availability.

For T-Line Link ridership, Mr. Cheriell noted the data excluded a few months when the new Brookville vehicle fleet was brought into service. There were some equipment issues affecting the amount of ridership data that was able to be collected at that time and the team was currently devising a statistically valid methodology to calculate ridership from the data that was available. There was a jump in ridership from September 2023 to October 2023 occasioned by the opening of the Hilltop Extension. This extension offered Tacoma residents a new mobility option for travelling around the city and based on the 51 percent increase in average weekday boardings, it appeared that many immediately began to take advantage of this option.

For the ST Express partners' performance, a target of operating 99.8 percent of the scheduled trips on ST Express was set and agency partners struggled to achieve that target in 2023. The disproportionate number of trips not operated was directly related to partners' having insufficient personnel, namely bus operators and maintenance staff. Sound Transit had been working with each partner each month to measure the loss of service, determine the reasons for missed trips, and discuss solutions. The team had heard from the partners that they were facing a labor market less inclined to work as transit

operators and mechanics, coupled with accelerated vacancies following the pandemic. This created a unique lack of labor resources throughout the industry and impacted partners at various times throughout the year. The drops in service correlated closely to the times in which the partners told the agency they were most struggling with personnel. For example, the sudden drop in December's 2023 service delivery numbers for King County Metro was an anomaly caused by employee time off requests and unanticipated sick call outs during the month. A two-part approach was taken to address this underperformance. First, the agency was supporting partner agency recruitment efforts in every way possible, and second, the agency had crafted a new service plan to be implemented in April 2024 that would allow partners to operate with fewer resources.

For Sounder ridership, there was steady growth in the number of average weekday boardings throughout the year leading up to the holiday season but was not back to 2019 ridership levels. In December 2023, a milestone was achieved when ridership climbed above 50 percent of pre-pandemic levels on the South Line. To maximize efficiency and productivity, the agency operated the South Line service in 2023 with five car trains consists. If ridership continued to grow as the current trend suggested, it would likely equate to adding an additional car to these consists later in 2024 or early 2025.

For safety data, Mr. Cheriell noted safety data was collected to measure collisions, events, injuries, and fatalities. The rate was calculated per 100,000 vehicle revenue miles. He reviewed a table with the first row including data from the prior year, the second row looking at the 3-year average, and the third row showing the goal or target set for 2023 based on intent to lower the trend shown in the 3-year average by 0.5 percent. The fourth row showed 2023 data and the last row was a graphical representation of the trend.

For Link, there were zero fatalities in 2023. There was an increase in safety events primarily due to a change in the law which required the agency to report all assaults (both verbal and physical) on transit workers. Verbal assaults had not been previously reported and physical assaults were only reported if there was a transportable injury. Additionally, the agency was now tracking evacuations as a safety event, which was not done previously, because of the increase in emergency door pulls, which in turn resulted in passenger evacuations.

For Sounder service, the agency followed the Federal Railroad Administration criteria on recordable data rather than the Federal Transit Administration criteria, so there were no side-by-side comparisons between Sounder and Link. The agency was trending high on safety events such as assaults, specifically 10 physical and 14 non-physical assaults on transit workers. Most of these events occurred at Kent, Everett, and Auburn Stations. Collisions and other injurious events remained low in comparison to recent years.

For ST Express, zero fatalities occurred, but events and injuries were over target. There was 50 percent over target for safety events and 80 percent over target for injuries. To address this, the agency had initiated a Risk Reduction Program under the Bipartisan Infrastructure Law and was including partner safety involvement. It was important to understand the risks the agency's operating partners saw to prescribe solutions based on more complete data.

Sound Transit opened the T-Line extension in October 2023; even with the added track mileage and additional service miles, this was considered a small system, and a single incident significantly increased the rate which made it challenging to normalize and trend the T-Line data. Mr. Cheriell noted there no specific targets for T-Line in 2023. Instead, T-Line would combine with Link for the purpose of measuring performance. There may be a separate target for T-Line in 2024. There were no fatalities associated with T-Line service.

Board member Roscoe thanked the public for continuing to ride during the trying times of tunnel closures and acknowledged staff's ability to translate rider comments and reports into constructive feedback.

Board member Roscoe asked for staff to add a footnote on specific data slides explaining a change in reporting requirements, specifically referencing reportable safety data.

Board member Zahilay noted the increased assaults on Link and asked how the public or Board members could access the agency's comprehensive responses to incidents. He noted staff's efforts on focusing on certain stations and asked whether other reports existed that listed strategies to reduce assault incidents. Branden Porter, Acting Chief Safety Officer, reiterated the spike in assaults was due to the changing of reporting requirements to include non-physical assaults which led to operators reporting more events. The team was working towards putting mitigations in place and committed to providing an outline of mitigations to provide better understanding to the Board. Board member Zahilay requested the outline be as comprehensive as possible and to include the total strategy for response as this topic is of high interest to his constituents.

Chair Walker asked if the safety reporting for non-verbal assaults was applied across all modes. Staff confirmed.

Board member Birney asked whether new reporting styles had been considered with the upcoming extensions and routes. Mr. Cheriell replied ridership was based on total numbers to mirror what was reported federally and staff was looking forward towards normalization. Staff anticipated the same outcome for the 2 Line and Lynnwood Link Extension and thanked Board member Birney for suggesting normalization to track demand patterns.

Board member Birney recognized and shared an above and beyond service interaction between a route 545 driver and another rider.

Board member Frizzell asked what alternatives are available to riders when vertical conveyances become inoperable. Deputy CEO Arnold noted there were varying metrics to capture ADA critical conveyances and those that did not have redundancy in place from an ADA standpoint. When an outage occurred, sensors would be alerted, and a message would be sent listing alternatives. Signage would also be deployed to help navigate passengers.

Board member Frizzell asked about the probability of deploying dial-a-ride transit (DART) vans to help passengers get to their destination. Deputy CEO Arnold noted DART vans could be probable and the agency was in active collaborative conversations to determine support during outages.

Board member Frizzell referenced a slide regarding bus partners and asked for clarification on what allowing operators to operate with fewer resources meant. Deputy CEO Arnold provided an example that a 10-minute headway could pose a challenge with limited drivers and the agency could communicate a 15-minute headway to provide a higher confidence level for partners to deploy. This could be seen as a trade-off to provide a more dependable schedule.

Passenger Impact Portfolio Plan

Pamela Wrenn, Deputy Project Director of Service Delivery, provided the report. The Spring rail grinding project would occur for 12 nights from April 2 to April 17, 2023, causing 20-minute headways to start at 11 p.m. until the start of service the next day – headways would be 5 minutes longer than usual. Rail grinding was preventative rail maintenance to increase long term rail health by maintaining profile to prevent wear. Grinding removed surface defects and may also maintain rail profile for ideal wheel interface, lowering noise and vibration. This would prevent bigger service impacts if not addressed.

The Federal Way Link Extension (FWLE) power tie-in to Angle Lake project was necessary to tie FWLE train power into Angle Lake station prior to Lynnwood Link simulated service. This would take place over 6 weeks and cause single tracking with shuttles between SeaTac and Angle Lake and 3 weekend partial station closures. The team was aiming to begin this project in late April 2024. This project would deliver FWLE on time with fewer impacts to new passengers.

2 Line signal testing in the Downtown Tunnel would begin on June 1 and 2, 2024 and would cause a full closure with bus bridging from SoDo to Capitol Hill. This project would tie in the 2 Line signal system to the Downtown Tunnel and test with live trainsets.

Board member Roscoe suggested ambassadors to occasionally announce opportunities for riders to approach them with questions, as some riders may hesitate.

Chair Walker asked if the 2 Line signal testing in the downtown tunnel was in anticipation of service crossing the bridge Staff confirmed and clarified it would test the systems and not the service.

Deputy CEO Russ Arnold announced the Lynnwood Link Extension opening date of Friday, August 30, 2024.

Board member Frizzell expressed excitement for the opening.

Presentation on Projects in Activation

Kerry Pihlstrom, Acting Executive Director of the Asset Transition Office, Jon Lebo, Executive Project Director of the East Link Extension, and Joe Gildner, Deputy Executive Director of Project Management, provided an overview about upcoming service openings, how final activities after construction was conducted, and introduced the new Asset Transition Office.

The 2 Line was previously referred to as the East Link Starter Line and would be messaged as the 2 Line moving forward as it continued to extend further west and east over the next few years. On Saturday, April 27, 2024, eight stations would open. Those stations were South Bellevue, East Main, Bellevue Downtown, Wilburton, Spring District, BelRed, Overlake Village, and Redmond Technology Stations. Starting April 27, 2024, service would run every 10 minutes between 5:30 am to 9:30 pm, seven days a week until the full 2 Line connects. It will start with two-car train consists, and as the line extends, it would grow to the four-car train consists that was seen on the 1 Line. Ms. Pihlstrom invited the committee and public to join the ribbon cutting at 10 a.m. at the Bellevue Downtown Station Plaza. Festivities would also be hosted from 11 a.m. to 4 p.m. at all eight of the new stations. The first trains would start running at approximately 11 a.m. Ms. Pihlstrom noted there were at-grade crossings in this section of the 2 Line and the team was actively working with the community, including schools, to raise awareness about rail safety. They were also partnering with regional and Eastside organizations like the Pacific Science Center, Bellevue Downtown Association, Eastrail Partners, Meta, Wright Runstad, the BelRed Arts District, Move Redmond, Centro Cultural Mexicano, One Redmond, Microsoft and many more.

As Deputy CEO Russ Arnold announced, the 1 Line Lynnwood Link Extension would open on Friday, August 30, 2024. The teams were actively finishing testing and in Spring 2024, King County would take control to ensure their staff was ready to support safe and reliable service. This opening extended current 1 Line service beyond the Northgate Station northbound to include the Shoreline South/148th, Shoreline North/185th, Mountlake Terrace, and Lynnwood City Center stations. Upon opening day, there would be continued 1 Line service through normal service times with peak service headways between 8 to 10 minutes until the 2 Line fully opened across Lake Washington. The NE 130th Infill station, an additional station along the 1 line, was targeted to open in Q2 2026. Combined with this opening this fall, the team would also implement several additional systemwide changes, including the beginning of flat fare for light rail across the system. The new fare would be \$3.00 per trip for adults. Low-income and senior and disabled fares at reduced rates would still be offered. Youth 18 and under would continue to ride free. In addition, the University Street Station in Downtown Seattle would also be renamed to Symphony Station, and the team would update station codes to make the system more accessible for all passengers, including those who do not read English.

It was noted most of the infrastructure for these new stations had already been built and shared context about the “activation” or “pre-revenue” service, which was the period between construction and passenger service. Pre-revenue service was a portion of the overall activation schedule which took

place before substantial completion of the construction. Pre-revenue service was a critical phase of the project when the team transferred care and custody of the new assets from the project contractor and ensured the agency's readiness to enter passenger service. This was done through a variety of safety and quality checks, conducted training and familiarization for operators and maintainers, and ensuring compliance with internal and external processes and approvals such as receiving the State Safety Oversight approval based on demonstrated conformance with the agency's safety and security management plan.

Some examples of what took place during this period included all Control Center staff, trainers, rail supervisors, and operators required training and qualification on the new rail extension to understand all possible hazards to train operators on the new alignment. Staff also needed to understand key characteristics on the alignment such as crossovers, pocket tracks, high rail access points, break areas, etc. Then staff needed time to qualify on this alignment, ensuring they were certified to run the extension in accordance with safety requirements. After initially trained and qualified on the alignment, staff needed to test different scenarios they may encounter during revenue service and validate previously made assumptions on how those operations would occur. This may lead to updating Standard Operating Procedures. Staff may also conduct an emergency drill or full-scale emergency exercise with the local jurisdictions, such as simulating a mass casualty event and the coordinated response. Staff wanted to simulate regular service enough to validate that the planned headways were accurate for meeting schedule and performance expectations. Through these steps, staff was actively incorporating lessons learned through a continuous improvement mindset.

This work was taken on through collaboration between many including the project team who was responsible for completing the project scope, Operations, Facilities, Safety, Passenger Experience, Information Technology, partners at King County who operate and maintain the assets, and many others. Joining that landscape was the newly formed Asset Transition Office (ATO), which was formed late 2023 to bring more focused attention and resources to the work that must be done through the project lifecycle to prepare for operational readiness. In creating ATO, the agency consolidated teams who were focused on transitioning assets into operations under one group. ATO was part of the System Quality team under Chief Program Management and Oversight Officer Moises Gutierrez. The goal in making this change was for ATO to serve as the single source of truth regarding advancement of activating new assets and holding accountability for managing and deciding the priorities and activities that supported achieving activation timelines across the various projects reaching this phase over the next few years. ATO would be involved in a project from early initiation all the way through project close out. This ensured a more complete picture of the "concept of operations" in early planning, intended for overall improvement based on previous projects. Ms. Pihlstrom noted that as the Board heard about project development, the ATO team may provide more frequent updates during the activation phase.

Board member Birney asked what the relationship was between Sound Transit and the jurisdictions service was extending to. Ms. Pihlstrom replied that collaborative work between jurisdictional partners was ongoing.

Board member Roscoe asked whether the Board authorizing Motion No. M2024-16 at a prior Board meeting for contingency funds for the Lynnwood Link Extension project was to add fund under ATO or if it was related to construction. Mr. Gildner replied those funds were for the construction phase and allowed for any additional amendments within that phase to complement ongoing testing.

Board member Roscoe asked if staff anticipated requesting additional funding for the ATO. Ms. Pihlstrom replied that cost of activation was included in start up costs.

Chair Walker asked for clarification on where communication with the public sat in the wheelhouse within ATO. Ms. Pihlstrom replied that communication with the public would be handled by the agency communication department and explained the ATO brought together various departments across the agency and oversaw the needs across the entire portfolio.

Chair Walker asked for staff to describe what 'owners' scope' meant. Ms. Pihlstrom provided an example of training operators which was self-performed by the agency rather than a contractor performing the duty.

Presentation on ST3 Light Rail and Fleet Planning

Matt Shelden, Deputy Executive Director of Planning and Integration, provided the report. As a reminder, the issue that was identified in 2023 was how to meet future light rail service expectations within the agency's financial constraints. Staff estimated due to pressures described, would need more light rail vehicles (LRVs) than programmed to meet service levels than when ST3 was approved.

Staff recommendation was broken into three parts. First, continue to look for efficiencies to reduce number of LRVs required. Second, tailor the planned peak service to demand at ST3 completion. Third, maintain flexibility as new extensions opened.

Following Board direction, staff would codify planned ST3 service in the annual Service Implementation Plan, approved by the Board each year, the FTA-required Rail Fleet Management Plan would be updated, capital project choices that affect fleet and service would be highlighted, and progress updates would be provided on a minimum annual basis. Mr. Shelden emphasized staff was not asking for specifics at today's meeting. Staff was looking for direction on whether this plan was on the correct path with the recommendation and reflecting the Board's priorities and were aligned.

Chair Walker highlighted on the note to remain flexible.

Board member Roscoe asked whether staff was looking for direction related to crowding and what constraints there were, if any, around prevention of overcrowding. Mr. Shelden voiced the agency attempted to put as much service as possible when overcrowding was expected. Communication efforts were deployed for riders to be educated on how to handle crowding, such as avoiding crowding the door when entering or exiting. He mentioned the Board's adopted standard for crowding that had been previously discussed and that the agency should continue to work on improving crowding.

Board member Roscoe shared support of the staff's recommendation and also highlighted on the note to remain flexible.

Board member Birney concurred with other Board members. She asked about opportunities to change service levels as the Board begins to better understand the services. Mr. Shelden noted the annual opportunity to change service due to crowding and that the Board would have continuous involvement on that effort.

Board member Roscoe asked for staff to provide a calendar of dates the Board should aware of for actions and transparency efforts. Mr. Shelden committed to providing a calendar based on upcoming decisions, such as LRV procurements and how to move forward with Operations and Maintenance Facilities.

Chair Walker asked if this presentation would be presented at the April 2024 Board meeting. Mr. Shelden confirmed he would return and would then proceed with next steps.

Chair Walker shared appreciation towards the staff recommendation and shared support.

Fare Ambassador Quarterly Update

Sean Dennerlein, Deputy Director of Passenger Success, provided the report. He reviewed a chart showing the fare inspection compliance rate covering the last 14 weeks. Over the last 6 months, for those inspected, there was a 16 percent average non-compliant rate. This average included the January 2024 service disruption, which in turn, had a far lower inspection rate compared to other weeks. When factoring that time frame out, the non-compliance rate showed consistency compared to previous reports of 14 percent. The program inspection rate average was about 3 percent which was notably below the 10 percent Board set target. Mr. Dennerlein noted, if the January disruption was not factored,

the percentage would be around 4 percent. There were other positive indications coming from that data including a five-fold increase over this time last year. Over a few weeks in March 2024, the program reached about 5 percent inspection rates. This was important to note as the program had not reached its full staffing capacity and was reaching an average of three-fold increase given the current staffing levels.

Looking further into the non-compliance rates, since the fare policy went live in November 2023, ambassadors were also tracking individuals that did not present an ID. Of the 16 percent combined non-compliance rate, 9 percent did not present an ID and 7 percent did present some form of identification. This was consistent throughout the period of data collection since November 2023.

Mr. Dennerlein reviewed the sample size of inspections, which was around 3 percent and meant 97 percent of passengers riding were not inspected across all modes. This was relevant when observing the non-compliance rates as it showed the non-compliance rates relative to the inspection rates. Finance's data reported approximately 42 percent non-fare boardings in the month of December 2023. The finance data caused a delay in inspection rate data as the ambassador program would wait for information related to ORCA payments. The comparison of these two metrics would be reported in depth at the next fare ambassador quarterly update. Within the 97 percent of non-inspected passengers and the finance's data of 42 percent of non-fare boardings, the fare ambassador's percentage does not include factors such as youth riders who weren't required to carry valid proof of payment per Board policy.

Additional updates included staffing assessments which showed staffing levels to reach 62 ambassadors by May 2024. Current staff was at 38 ambassadors. Platform inspections had ongoing non-revenue testing, phase one would launch on June 1, 2024, and phase two would launch in Fall 2024. The ambassador app phase one would also launch in Fall 2024. Lastly, ambassadors would be present on the first day of the East Link 2-Line opening to assist riders.

Board member Frizzell asked for a reminder on how the consequences of non-payments and how they were enforced. Mr. Dennerlein noted the fare process would go more in depth at the next update. He summarized that passengers would receive 3 warnings and could resolve up to 5. Once they reach 5, the passenger could receive a civil infraction. Warnings would reset after 12 months. Resolution opportunities existed such as paying, reloading ORCA cards, and taking passenger surveys. Staff was looking to expand those resolutions.

Board member Frizzell asked what number of riders had been impacted and how many exceeded 3 warnings. Mr. Dennerlein responded that there were upwards of 100 riders approaching the higher level of warnings and that data would be provided at the next update.

Board member Birney appreciated staff for commenting on the retention rate and acknowledged the challenging work that came with this role. She looked forward to hearing more information as the team grew.

Chair Walker congratulated the team on doubling their staff and asked if that was in anticipation of opening the Lynnwood Link Extension. Mr. Dennerlein replied the staff level of 62 could increase slightly going into 2025. The targeted staff levels would be brought back to the Board to revisit reaching expected target levels. Deputy CEO Arnold noted the Board had authorized a certain amount of staff at the beginning of the program and emphasized that the team was focused on reaching the 10 percent goal that was set and discovering how to avoid overstaffing the program just to reach the Board's objectives.

Executive session – None.

Other business – None.

Next meeting

Thursday, May 2, 2024
1:00 to 3:00 p.m.
Ruth Fisher Boardroom and Virtually via WebEx

Adjourn

The meeting adjourned at 2:35 p.m.

ATTEST:

Kristina Walker
Rider Experience and Operations Committee Chair

Kathryn Flores
Board Administrator

APPROVED on _____, JG.