

## **SOUND TRANSIT OPERATIONS AND ADMINISTRATION COMMITTEE MEETING**

**Summary Minutes**  
**December 5, 2013**

### **CALL TO ORDER**

The meeting was called to order at 1:01 p.m. by Chair Paul Roberts, in the Ruth Fisher Boardroom, 401 South Jackson Street, Seattle, Washington.

### **ROLL CALL**

Chair

(P) Paul Roberts, Everett Councilmember

Vice Chair

(P) John Marchione, Redmond Mayor

Boardmembers

(P) Fred Butler, Issaquah Deputy Council President

(P) Mary Moss, Lakewood Councilmember

(P) Dave Enslow, Sumner Mayor

(P) Marilyn Strickland, Tacoma Mayor

(A) Joe McDermott, King County Councilmember

Katie Flores, Board Coordinator, announced that a quorum of the committee was present at roll call.

### **REPORT OF THE CHAIR**

None.

### **DEPUTY CEO REPORT**

Landslide Mitigation Efforts

Mike Harbour, Deputy CEO, provided an update on landslide mitigation efforts near the Sounder North line. Since early this year, WSDOT and BNSF Railway have been working together to develop short- and long-term solutions for reducing landslides along the north Seattle to Everett rail corridor. The solutions were developed with feedback from Amtrak, Sound Transit and other agencies. Early efforts included sharing geotechnical, hydrological, historical slide, and other data that will help identify the specific causes of landslides. WSDOT also received \$16.1 million in federal funding to identify, design and construct slope stabilization projects for six high-slide sites in this corridor.

Thanks to approval from the Federal Railroad Administration to accelerate the start of this project from 2014 to 2013, this past summer BNSF cleared slopes of trees and other vegetation and constructed a 708-foot long, 10-foot-high concrete catchment wall at a site north of Mukilteo and covered a 200-foot long slope in granite stones about a mile north of Edmonds. Work on remaining locations will start in 2014, and could include constructing new retaining walls and slide detection fencing, improving or adding drainage systems, and controlling erosion.

WSDOT and BNSF also worked with Sound Transit, Amtrak and jurisdictions in the affected area on other short- and long-term strategies to reduce landslide interruptions and impact. These include community outreach and education, implementing a vegetation management program by working with landowners, exploring options for a long-term debris disposal plan, continuing maintenance and monitoring of catchment areas and drainages, and reviewing the feasibility of soil and precipitation monitoring tools.

Local agencies adjacent to the corridor are helping to advance these efforts by providing information about best slope-management practices, permitting processes and local ordinances. These efforts are expected to have a positive impact on reducing landslides, but diverse topography, steep hillsides and historic slide patterns will continue to challenge these efforts. WSDOT, BNSF, Sound Transit, Amtrak and participating jurisdictions will maintain communication to identify and address factors that affect passenger rail service in the north rail corridor whenever possible.

## Parking Permit Program

Mr. Harbour also provided information regarding Sound Transit's Parking Permit program approved by the Board earlier this year. The program will set aside a limited number of HOV and SOV (single-occupancy vehicle) parking spaces at Issaquah Transit Center, Tukwila International Boulevard Station, Sumner Station and Mukilteo Station for permit holders.

The pilot program will be a six-month test of the paid parking permit concept. Applications will be accepted beginning on January 2, 2014 with the permit parking going live and enforcement beginning on February 3, 2014. Permits will cost \$33 per quarter for SOV use and \$5 per quarter for HOV use. Permits will only be available to regular transit users at the four pilot locations, as verified by ORCA transaction records. Permits will be enforced between 6am and 10am on weekdays, with the spaces available for general parking outside of those hours.

Sound Transit will be monitoring the effects of the permit program on how transit riders and non-transit riders use our parking facilities. Staff is planning to provide a report to the Board in late 2014 on the results of the pilot program.

## **REPORTS TO THE COMMITTEE**

### Ridership and Operations Report

Bonnie Todd, Executive Director of Operations reviewed October ridership and the updated modal performance report. There were 2.8 million boardings in October 2013 and average weekday boardings were just under 700,000, but ridership growth slowed over the prior month. Central Link had a 29% increase in ridership on Sundays.

The modal performance report showed that Sounder will not meet the target for percentage of trips operated by the end of the year because of landslide problems earlier in 2013. Tacoma Link and Central Link met all performance targets. Parking utilization continues to be between 80% and 100% at all Sound Transit facilities. There was a pedestrian accident with Central Link on November 25, 2013 that caused a service disruption. The pedestrian was taken to Harborview Medical Center with non-life threatening injuries. Boardmember Butler asked for more information on complaints received related to Central Link.

### Sound Transit Security Presentation

Ken Cummins, Chief Security Officer, gave a presentation on the sufficiency and efficiency of Sound Transit's security and law enforcement programs to respond to the Committees request for more information on Sound Transit's overall public safety program.

The total public safety budget exceeds \$16 million annually. Sound Transit has direct control over costs for its own staffing as well as for the security contract and the law enforcement agreement with the King County Sheriff's Office. These costs are for the public safety both on the rail vehicles and at Sound Transit-owned facilities. Some of the facilities are only served by buses, but most are rail stations or are multi-modal facilities or operations and maintenance bases and layover yards.

Sound Transit has agreements with service partners to provide public safety for ST Express bus facilities, including transit stations and operations and maintenance facilities. The agency also has separate agreements with King County for the Downtown Seattle Transit Tunnel (DSTT) and with Pierce Transit for the Tacoma Dome Garage. Both of these agreements include the security necessary for these large regional facilities.

Mr. Cummins provided information on the cost-per-mode for security costs directly controlled by Sound Transit (not including agreements for security at the DSTT, Tacoma Dome Garage or bus operations). Central Link makes up 62% of the cost, Sounder is 24% of the cost, ST Express is 11% of the cost, and Tacoma Link is 3% of the cost.

The primary driver for security costs is risk. Based on Sound Transit's risk assessment, certain facilities need a constant presence such as layover yards, operations and maintenance bases, and tunnel stations, while other facilities can be patrolled on a periodic basis. Sound Transit's layover yards and operations and maintenance facilities are spread out over a large area. The agency has two Sounder layover yards in Tacoma and Everett, a Central Link base and layover yard in Seattle, and a Tacoma Link Operations and Maintenance facility in Tacoma. Other drivers include the large geographic service area including wide-spread transit centers and rail stations, and multiple rail service corridors, and the decision to ensure a medium to strong level of public safety presence with the opening of Central Link.

Mr. Cummins reviewed the methodology Sound Transit uses to determine public safety risk. The methodology is based on a common risk assessment method developed by the Sandia National Laboratories, and is used by most agencies with critical infrastructure, including transit agencies. The use of the risk methodology is an FTA recommended practice. The process begins with a characterization of the facility including identification of undesired events. Facilities are categorized by their respective criticality to Sound Transit's mission and factors that include main emergency response concerns, geographic layout, any critical or key infrastructure in proximity to the asset, and communication and coordination issues. Undesirable events include disruption of operations, theft of assets, crimes against persons, destruction of property, and negative public image. The process continues with the estimation of the relative consequences of each event specific to the particular facility and an analysis of the likelihood that an undesirable event will occur in a particular location. Security installations at facilities such as fencing, lighting, CCTV system and customer awareness materials are evaluated based on the time it takes an individual to carry out an undesirable event evaluated against the time it takes to detect the event and respond to it.

A matrix representing how security staffing decisions are made was reviewed. The matrix assigns red, yellow or green areas depending on the risk assessment of the likelihood and the consequence of undesired events. Red shaded areas are staffed, yellow shaded areas are subject to further evaluation and cost-benefit analysis, and green shaded areas are generally not staffed. Sound Transit also uses a public safety manpower model provided by the FTA. This model is primarily effective for new agencies to use as a starting point for staffing. The model uses inputs such as ridership, number of facilities, level of effort, and travel time between stations. The model cannot address all of the unique characteristics each agency has, but provides a gauge to determine reasonableness. According to the FTA model, Sound Transit is below the FTA suggested security staffing for security officers and above the suggested law enforcement level. Sound Transit feels comfortable that it has the right number and mix of public safety given the FTA model outputs.

Peer comparisons are also used by Sound Transit to evaluate security levels. Mr. Cummins reviewed a chart comparing Sound Transit's total budget for public safety with other peer agencies as a percentage of that agency's total operating budget. Sound Transit's direct costs, partner agreements, and fare enforcement were total to 4.6% of the Sound Transit operating costs. The peer average is 3.9% of operating costs. Sound Transit costs are 3.2% of operating costs when fare enforcement is removed. In searching for peer agencies, it was difficult to normalize the data and find a common denominator to compare peers with Sound Transit. There were no peers included in the comparison that exactly match Sound Transit in terms of service area or our mix of service modes. In addition, as the light rail system completes construction, there will be economies of scale that other transit agencies have already attained. Ridership on the comparison agencies also exceeds Sound Transit ridership; so the cost per passenger is higher for Sound Transit than the other agencies. In 2011, ST had about 14.5 million bus riders. Five of these systems are between 21 and 38 million, and five are between 52 and 76 million bus riders. Several of the newer rail systems also have higher costs.

A final piece of the sufficiency and efficiency evaluation is looking at how ST staffing levels and costs have changed over time. The Committee reviewed a chart of staffing history since 2009 that showed decreases in staff costs over time that will put Sound Transit costs in line with our peer agencies' cost per rider. Some staffing increases are planned for the opening of University Link, and Sound Transit will monitor the program after University Link opens before making any changes.

Staff will provide an update on the Security Program in the 2<sup>nd</sup> Quarter of every year moving forward. The update will include information on the prior year, the current year forecast, an update on the risk assessment, and a review of peer data and internal metrics before entering the budget development process.

Staff feels the public safety program is sufficient and efficient based on where Sound Transit is in the development of the system and ridership. Under the current program, crime rates are reasonably low and have not increased significantly over the last three years despite increases in ridership. The total cost of Sound Transit's program as a percent of the operating program is reasonably close to the peer average. Staff will also continue to monitor and adjust the Public Safety Program as necessary to maximize efficiencies and maintain customer security and perception of security.

## **2014 BUDGET: PROPOSED BUDGET OVERVIEW AND 2014 OPERATIONS AND ADMINISTRATION BUDGETS**

Chair Roberts noted that the Operations and Administration Committee is scheduled to complete its review of the Service Delivery and Agency Administration portions of the Proposed 2014 Budget and Transit Improvement Plan. Amendments identified by Sound Transit staff will also be considered by the Committee.

Pete Rogness, Director of Budget and Financial Planning gave a brief overview of the budget and budget process, and noted that Committee members' packets include a question and answer document.

Chair Roberts asked that the amendments be reviewed first. The Committee would then consider an action to forward the Service Delivery and Agency Administration portions of the budget to the full Board.

Amendment No. 1: Amend the agency departmental budget by (\$273,000) to reduce the amount budgeted for Medical Insurance Benefits.

Joni Earl, CEO, noted that there is still 1% increase in the cost of medical insurance benefits over the 2013 amount.

**It was moved by Committee Vice Chair Marchione, seconded by Boardmember Strickland, and carried by unanimous vote that Amendment No. 1 to the Proposed 2014 Budget be approved as presented.**

Amendment No. 2: Amend the Proposed 2014 Budget by \$1,250,000 for the TIFIA loan application fee and consulting service to support application development.

**It was moved by Committee Vice Chair Marchione, seconded by Boardmember Strickland, and carried by unanimous vote that Amendment No. 2 to the Proposed 2014 Budget be approved as presented.**

Amendment No. 3: Amend the Proposed 2014 Budget by \$945,000 to increase revenue based on Sound Transit's updated ridership forecast for 2014. The revised ridership totals increase fare revenue by \$171,000 for Link light rail and \$774,000 for ST Express.

**It was moved by Committee Vice Chair Marchione, seconded by Boardmember Strickland, and carried by unanimous vote that Amendment No. 3 to the Proposed 2014 Budget be approved as presented.**

Amendment No. 4: Amend the Proposed 2014 Budget by \$146,846 to reflect anticipated fare revenue for Tacoma Link in 2014. The revenue forecasts reflect the estimate for new fares as a result of the adopted fare structure for Tacoma Link.

**It was moved by Committee Vice Chair Marchione, seconded by Boardmember Strickland, and carried by unanimous vote that Amendment No. 4 to the Proposed 2014 Budget be approved as presented.**

Amendment No. 5: Amend changes to each transit mode's budget to (1) decrease total insurance premium costs for rail modes, (2) increase Tacoma Link costs associated with fare collection, and (3) revise allocated insurance and fare collection costs as a result of these changes. The Central Link budget is reduced by

(\$298,480), the ST Express budget is increased by \$54,179, the Sounder budget is increased by \$116,628 and the Tacoma Link Budget is increased by \$181,460.

**It was moved by Committee Vice Chair Marchione, seconded by Boardmember Strickland, and carried by unanimous vote that Amendment No. 5 to the Proposed 2014 Budget be approved as presented.**

Motion No. M2013-99: Forwarding the Agency Administration and Service Delivery portions of the Proposed 2014 Budget and the Proposed 2014 Transit Improvement Plan, (including any amendments approved by the Committee) to the Board of Directors for consideration.

**It was moved by Boardmember Moss, seconded by Boardmember Strickland, and carried by unanimous vote that Motion No. M2013-99 be forwarded to the Board with a do pass recommendation.**

## **BUSINESS ITEMS**

Items for Committee Final Action

Minutes of the September 5, 2013 Operations and Administration Committee Meeting

**It was moved by Boardmember Moss, seconded by Boardmember Strickland, and carried by unanimous vote that the minutes of the September 5, 2013 Operations and Administration Committee meeting be approved as presented.**

Minutes of the October 3, 2013 Operations and Administration Committee Meeting

**It was moved by Boardmember Moss, seconded by Boardmember Strickland, and carried by unanimous vote that the minutes of the October 3, 2013 Operations and Administration Committee meeting be approved as presented.**

Motion No. M2013-107: Authorizing the chief executive officer to execute a three-year agreement with two one-year options with Community Transit to provide maintenance services for Canyon Park Freeway Station, Eastmont Park and Ride, Lynnwood Transit Center, and South Everett Freeway Station for a total authorized agreement amount not to exceed \$973,000.

Michael Miller, Customer Facilities and Accessible Services Manager, and John Weston, Facilities Maintenance Manager, gave the staff presentation.

Public Comment  
Mark Dublin

**It was moved by Boardmember Moss, seconded by Boardmember Strickland, and carried by unanimous vote that Motion No. M2013-107 be approved as presented.**

Item for Recommendation to the Board

Chair Roberts noted that Motion No. M2013-102 was deferred to today's meeting so that the action could be clarified. He also noted that the motion in Committee members' packets was on green paper and includes a revision to the total contract amount to correct a mathematical error.

Motion No. M2013-102: Authorizing the chief executive officer to execute a contract amendment with Stacy and Witbeck, Inc. to provide track, signal and bridge maintenance services for the Sounder Tacoma to Lakewood segment in the amount of \$1,757,079, for a total authorized contract amount not to exceed \$10,723,079.

Martin Young, Commuter Rail Operations Manager, and Mike Perry, Deputy Executive Director of Transportation and Maintenance, gave the staff presentation and reviewed a memo on the action. He confirmed that all previous work was within the contract scope, and the contract amendment will fund future work through the end of the contract.

It was moved by Boardmember Butler, seconded by Boardmember Strickland, and carried by unanimous vote that Motion No. M2013-102 be forwarded to the Board with a do pass recommendation.

**EXECUTIVE SESSION**

None.

**OTHER BUSINESS**

None.

**NEXT MEETING**

Thursday January 2, 2014  
1:00 to 3:00 p.m.  
Ruth Fisher Boardroom

**ADJOURN**

The meeting was adjourned at 2:09 p.m.

  
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Paul Roberts  
Operations and Administration Committee Chair

ATTEST:

  
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Katie Flores  
Board Coordinator

APPROVED on March 6, 2014, KWF