



## Summary Minutes

### Rider Experience and Operations Committee Meeting September 5, 2019

#### Call to order

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

#### Roll call of members

Chair	Vice Chair
(P) Paul Roberts, Everett Councilmember	(P) Joe McDermott, King County Councilmember

Board Members	
(A) David Baker, Kenmore Mayor	(P) Debora Juarez, Seattle City Councilmember
(A) Dave Earling, Edmonds Mayor	(P) Kim Roscoe, Fife Mayor
(A) Kent Keel, University Place Mayor	(A) Peter von Reichbauer, King County Councilmember

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

#### Report of the Chair

Committee Chair Paul Roberts commented on the Lynnwood Link Extension Groundbreaking and expressed his appreciation to Sound Transit staff and the many others involved for their work on the event.

#### CEO Report

##### Lynnwood Link Extension Groundbreaking

Chief Executive Officer Peter Rogoff presented the report. On September 3, 2019, Sound Transit held a groundbreaking ceremony for the Lynnwood Link Extension. In attendance were U.S. Senator Patty Murray and U.S. Senator Maria Cantwell, along with Governor Jay Inslee, Representative Rick Larsen, Representative Suzan DelBene, and Representative Jake Fey. He also mentioned members of the Sound Transit Board who attended the event, including Boardmembers Somers, Roberts, Constantine, and Balducci.

Speakers talked about the importance of the expanding the existing light rail system and the positive impacts it will have for the region's commuters and environmental health. The project has been supported at the federal, state and local level. It is the recipient of a low interest loan from the U.S. Department of Transportation as well as a \$1.17 billion Full Funding Grant Agreement from the Trump Administration.

##### I-90 Bridge Tour

CEO Rogoff and Sound Transit staff, including DECM Director Ron Lewis, Eastlink Project Director Mike Bell met with a visiting contingent from the FTA, including Acting FTA Director K. Jane Williams and Region 10 Director Linda Gehrke.

Their team toured Eastlink worksites on the I-90 floating bridge, providing Director Williams details on the successful partnership with WSDOT, and on the engineering feats involved in this first-of-its-kind project. These innovations include the post-tensioning work and the sophisticated technology Sound Transit is using

on the track bridge between the fixed and floating portions. In addition they were also able to highlight the fact that the work is extending the useful life of the bridge for all users.

### FTA Workshop

The FTA construction site visit was part of a weeklong FTA Construction Workshop which Sound Transit co-hosted for approximately 130 attendees representing FTA headquarters, FTA regions 1-10, and peers in the industry who receive federal funding for current projects.

The workshop agenda provided great opportunities for Sound Transit staff to network and establish points-of-contact to continue real time lessons learned conversations with peers throughout the country for all the modes we're currently planning, designing, constructing, and commissioning for our expansion programs. Ultimately, the fact that FTA selected Sound Transit to co-host the event was a testament to the agency's record of outstanding construction accomplishments.

### Restroom Policy Update

CEO Rogoff informed the committee that earlier in the day, the Executive Committee received a presentation on the issue of restrooms at Sound Transit facilities. The report was requested by a motion of the Board earlier in the year and will be briefed to the full Board at the September Board Meeting. The Rider Experience and Operations Committee should expect to take action on the plans recommended by the full Board.

### Fare Enforcement & Seattle Public School Collaboration

CEO Rogoff addressed the significant interest in social media and in the news about Link fare enforcement on Seattle's first day of school. He clarified that fare enforcement officers did not issue any tickets to students, that lenience applied whether or not students had the one-day pass that Seattle Public Schools issued for their use yesterday before picking up their ORCA cards at school. Sound Transit will not record any formal warnings to students the rest of the week. Since the agency is not recording formal warnings to students that means that no student interactions with fare enforcement count toward whether they might ever get a ticket in the future. CEO Rogoff also clarified that there was no increase of enforcement activity on the day of the incident to correspond with the first day of school. Sound Transit will collaborate with Seattle Public Schools and other partners to continue refining our processes as we move forward.

CEO Rogoff also noted that the agency is evaluating our fare enforcement processes to consider refinements. In the coming months staff will work with the Board to refine our approaches to ensure they reflect the agency's values while securing the operating revenues we depend on. Boardmember McDermott noted that issues around fare enforcement have a significant impact on low income communities and people of color. He asked that the current work to evaluate fare enforcement processes be expedited as much as possible.

## **Public comment**

Alex Tsimmerman  
Hester Serebrin  
Katie Wilson

## **Business items**

### Items for Committee final action

July 25, 2019, Rider Experience and Operations Committee minutes

**It was moved by Boardmember McDermott, seconded by Boardmember Roscoe, and carried by unanimous vote that the minutes of July 25, 2019, Rider Experience and Operations Committee Meeting be approved as presented.**

Motion No. M2019-99: Authorizes the chief executive officer to execute a five year contract with 10 one-year options to extend with Flairsoft LTD to provide Flairdocs property management and tracking software and related support services in the amount of \$3,172,100, plus applicable taxes.

Jason Weiss, Chief Information Officer, provided the staff report. This action would provide a new contract for cloud based software solution to provide a Real Estate Property Management / Right of Way Tracking solution and support services.

**It was moved by Boardmember McDermott, seconded by Boardmember Roscoe and carried by unanimous vote that Motion No. M2019-99 be approved as presented.**

Motion No. M2019-98: Authorizes the chief executive officer to execute a one year contract with four one-year options to extend with Schindler Elevator Corporation to provide system-wide elevator and escalator maintenance services for a total authorized agreement amount not to exceed \$22,623,609 plus applicable taxes.

John Weston, Acting Deputy Executive Director of Facilities & Systems, Moises Gutierrez, Deputy Executive Director, Design and Engineering, and Bruce Polnicky, Director of Operations Projects & Asset Management began the presentation by providing a progress update on vertical conveyance work.

#### Vertical Conveyances Update

Mr. Gutierrez reminded the committee at the October 2018 Board of Directors Meeting, a plan was communicated to improve the reliability of the escalators in the University of Washington Station. This plan entailed replacing the existing escalators by 2022 and, in the meantime, implementing interim repairs to improve reliability and execute access improvements to enhance passenger flow through the station.

Since October's update, a number of interim escalator repairs recommended by our consultant for the University of Washington Station has been completed. The work concluded in early May of 2019. Mr. Gutierrez is happy to report further improvement in the reliability of the escalators have been noticed. In June 2019, Sound Transit transferred maintenance from King County Metro and its service provider to the original equipment manufacturer. In March 2019, Sound Transit also converted the back stairs at University of Washington Station for daily, full-time use. The improvements included the installation of security cameras, gate holds, and other communication equipment.

A plan to connect the two submezzanines allowing for improved access to escalators when one side shuts down was also communicated to the Board in October 2018. Sound Transit has completed the design and secured permitting. Contracting of the work is now under way and substantial completion of construction work is expected before the end of the year. Sound Transit is mindful that Husky Football season has begun and will coordinate construction activity so it does not inconvenience customers.

Sound Transit has initiated preliminary engineering for the replacement of 11 of the 13 escalators with heavy duty equipment, as well as the replacement of two of the units with permanent stairs. Procurement of a contract to perform that work is scheduled to be complete by mid-2020. In October, the Sound Transit Board allocated \$5 million to get work started on this work. Similar allowances have been included in the proposed 2020 budget and staff is not requesting additional money at this time. Based on highly conceptual work capital costs are estimated to be over \$20M.

Although University of Washington Station presented the most chronic problems, a plan was communicated to address the lack of public stairs near escalators at the only two remaining stations that have some levels dependent on escalator access only. First, at Capitol Hill Station, Sound Transit is in the process of converting and opening back stairs for permanent, public use from the platform to the mezzanine. Safety and security functional improvements are complete; and work is focused on completing the final finishes. The target date to open the back stairs is before the end of the year.

Second, the U District Station, as part of the Northgate Link Extension, was initially designed without alternative stairway access. Staff is pleased to report that in February of this 2019, the design was

completed and issued a change order to the contractor to install public stairs at the one level that doesn't have them already. The U District public stairs will be complete when the Northgate Link Extension enters revenue service in 2021. Design criteria has been updated to mandate future elevated and tunnel stations have stairs near all escalators. The technical requirements were also updated to ensure that going forward only design and procure heavy-duty escalators.

Planned escalator replacements, best described as full escalator modernization, cannot be realized immediately. In the meantime, interim steps have been taken to repair all University of Washington Station escalators and enhance our maintenance program to optimize equipment performance. Though the work resulted in some short term inconvenience to our customers, the agency has now completed a number of planned escalator repairs recommended by the consultant to correct deficiencies and improve equipment reliability. Maintenance was transferred from King County Metro and their service provider to Sound Transit using the original equipment manufacturer for maintenance of the University of Washington Station escalators. This new approach allows Sound Transit oversight of vendor performance, enhanced maintenance service levels, and the assistance of the manufacturer's engineering team who designed the equipment to ensure adjustments, maintenance and repairs are optimized.

The agency is pleased to report that these improvements are producing initial positive results. Escalator availability resulting from unscheduled shutdowns at the station has improved to 99.1% since this service change. Further, the frequency of shutdown incidents has greatly improved with a 42% reduction from the prior 8-month average. While this is great news for customer access to the station, it comes with unsustainable operational costs. The performance levels cannot be sustained indefinitely because the equipment is not robust enough for the application and the life of the equipment has already been reduced. Previously committed plans for escalator modernization should still be undertaken.

Staff also reported on a full condition assessment report on 36 escalators and 22 elevators that are in the Downtown Seattle Transit Tunnel. Sound Transit will be taking ownership of the tunnel from King County Metro in early 2020. By taking over these four stations, Sound Transit is receiving 30-year old legacy equipment with some refurbishment work. The 22 elevators were rated from fair to good but need approximately \$170,000 in short term repairs and \$2.6 million in capital improvements. The condition of the 36 escalators range from fair to poor and require an estimated \$1.6 million in immediate repairs to increase service reliability. 35 of the 36 escalators have exceeded their 25 year useful life. The condition assessment report also provided a recommendation to commence a \$52 million capital replacement program for the 36 escalators over an eight year period. These capital replacement costs are based on highly conceptual estimates and will be validated as staff continues to assess this work.

Committee Chair Roberts voiced his appreciation for the comments received regarding Board member and the public's vertical conveyance concerns.

#### Presentation on Motion No. M2019-98

Mr. Weston presented the staff report. Under this contract, Schindler Elevator Corporation will provide systemic service, preventative and corrective maintenance, and repair for all elevators, escalators, and material lifts throughout the Sound Transit system. The contract includes elevators, escalators and material lifts at Link light rail, Sounder and ST Express facilities operated by Sound Transit. The escalators at the UW Link station are not part of this contract because they are covered under a separate maintenance contract with Schindler. Elevators and escalators in the Downtown Seattle Transit Tunnel (DSTT) will be maintained under this contract when Sound Transit takes over maintenance of the DSTT on January 1st, 2020.

**It was moved by Boardmember McDermott, seconded by Boardmember Roscoe, and carried by unanimous vote that Motion No. M2019-98 be approved as presented.**

#### Items for recommendation to the Board

Motion No. M2019-94: Adopting the Title VI service monitoring results prior to the submittal of Sound Transit's 2019 Title VI Program to Federal Transit Administration.

Leslie Jones, Chief Business & Labor Compliance Officer, Mitzi McMahan, Small Business Program Specialist, Brian de Place, Director Operations Support Services, and Michael Couvrette, Service Planning Manager presented a staff report on Motion Nos. M2019-94 and M2019-95.

Ms. McMahan gave background information on Title VI. The Title VI program is an agency document that the Federal Transit Administration requires updating every three years. The agency uses it as a roadmap for how it will ensure compliance with Title VI of the Civil Rights Act which protects individuals from discrimination on the basis of race, color and national origin. An important component of the Title VI program is the Service Monitoring Report. It is the only part of the program update that requires separate Board action.

The results of the service monitoring findings and suggested mitigation must be adopted by the Board, and the Board action must be included as part of the Title VI program. The Board also needs to approve the submittal of the Title VI program to the FTA.

Ms. McMahan highlighted some of the key program elements, Title VI public notice and complaint process, public participation plan and language assistance plan, a service, fare and facility equity analysis covering major service changes and fare changes, and service monitoring.

Mr. de Place reviewed Service Monitoring at Sound Transit. Sound Transit Service Monitoring Reporting begins the process of identifying minority and low-income population within the Sound Transit service area by using census data. Sound Transit defines a minority and low-income routes as having a service area that exceeds the district average. The service area is calculated by a radial distance from each stop; the distance varies depending on the nature of the facility served. Fourteen Sound Transit routes serve a minority population greater than Sound Transit district average of minority population 38.8%. Seventeen routes serve a low-income population great than Sound Transit district average of low-income population of 17.7%. Eleven routes serve both minority and low-income.

Service Monitoring Report also evaluates performance against Board established standards. The standards are applied to measure the performance on all routes in the system in order to identify adverse impacts resulting from differences in performance. Mr. de Place also explained the difference between disparate impact and disparate burdens.

Mr. Couvrette presented the Service Monitoring findings. The results identified four areas of disparate impact and three areas disparate burdens. ST Express routes serving minority districts greater than the district average did not perform as well on crowding, on-time performance and frequency. Sounder South Line performed lower than the North Line in one area – on-time performance. There were no findings for customer complaints or trips operated.

Boardmember Juarez expressed her gratitude for the explanation of disparate impacts and burdens, she would like to understand why Sound Transit's results are the way they are. Mr. Couvrette replied some of the severity can be due to highway congestion. In response to a question from Boardmember Juarez, CEO Rogoff noted that Title VI staff and service planning staff will work together to support the agency's ongoing service planning process and will review how service is performing from a Title VI perspective. In addition, the Sound Transit Business and Labor Compliance Office is developing and implementing protocols to ensure the tracking of service monitoring. The next service monitoring analysis will be completed the year prior to the Title VI update so changes can be made to mitigate any potential adverse effects.

**It was moved by Boardmember McDermott, seconded by Boardmember Roscoe and carried by unanimous vote that Motion No. M2019-94 be forwarded to the Board with a do-pass recommendation.**

Motion No. M2019-95: Approving the submittal of Sound Transit's 2019 Title VI Program to the Federal Transit Administration.

**It was moved by Boardmember McDermott, seconded by Boardmember Roscoe and carried by unanimous vote that Motion No. M2019-95 be forwarded to the Board with a do-pass recommendation.**

## **Reports to the committee**

### Rider Experience Metrics and Operations Report

Chair Roberts introduced Russ Arnold, Chief Customer Experience Officer, and Bonnie Todd, Executive Director of Operations, to provide the presentation. Ms. Todd shared ridership information with the committee. Year to date system wide ridership is down 0.04% compared to the same time last year. Comparing July 2019 ridership to July 2018 ridership, July average weekday boardings were down 2.5% compared to the prior year, Sounder ridership is 2.6% compared to 2018, which we will continue to monitor. Link continues to grow year over year, but was down .2% in July 2019 compared to July 2018. ST Express ridership has been down this year over 2018 ridership. Though many corridors held steady, including Snohomish County and SR 520 routes, I-90 routes suffered most of the ridership losses. Route 550, long the highest-ridership ST Express route, saw ridership fall by 28%, and Route 554 declined by nearly 13%. Staff is monitoring the decline to determine whether it is a trend consistent with nationwide declines in bus ridership, or if it represents a one-time correction due to moving buses from the tunnel to the surface this past March. Staff will bring the results of the ridership analysis to a future meeting.

Mr. Arnold noted that today's presentation and next month's presentation would focus on the 'dependable' rider expectation metric. The metric can be stated as "I am confident that Sound Transit will get me where I need to go as scheduled; delays won't keep me from any of my commitments." Mr. Arnold highlighted that on average a passenger waited between 0 and 12.5 minutes for a Tacoma Link train to arrive during the peak period. The scheduled wait time is 0-12 minutes, and indication that Tacoma Link is pretty reliable. He reviewed disrupting incidents on Tacoma Link in 2019, a total of 11 service disruptions with the majority less than 25 minutes, and four incidents over 25 minutes. A travel time comparison between Tacoma Link and other methods such as walking, biking or taking a bus showed that passenger wait time factors into the overall trip length, but Tacoma Link is still faster than taking a bus or walking. On Link, the average passenger wait was between 0 and 6.3 minutes during peak period. The scheduled wait time is 0-6 minutes, but a missed headway could extend wait times to 20.4 minutes. Mr. Arnold reviewed the events impacting Link service in the second quarter of 2019, a total of 16 days impacted over the three month period. Five of those impacts were for longer than 2 hours. A travel time comparison showed that the average trip on Link light rail from the International District to Westlake Station, including wait time, was faster than walking, biking or taking a bus, but slower than taking a car. The dependable metric will be revisited in October with a focus on the other transit modes.

### Agency Advertising and Marketing Plan

Tim Healy, Marketing & Creative Services Director, and Kathryn van Sanden, Marketing Supervisor provided the 2019 marketing plan overview and reviewed the agency's marketing goals and business drivers. The presentation provides follow-up information requested by the committee earlier this year. The marketing program includes advertising, event marketing, digital marketing, video production, and visual design for system expansion, rider information and signage.

Mr. Healy reviewed the basis for Sound Transit's advertising program and the average annual advertising budget. Over the past six years, the average annual budget was \$1.3 million, which is equivalent to .37% of the annual transit operations budget. Sales revenues for 2018 were 1.7 million. Agency advertising makes people aware of Sound Transit in order to increase ridership. Sound Transit continues to have a high favorability rating and is perceived as a reliable form of transportation. An online survey conducted in spring showed that 46.8% of people were aware of Sound Transit and 26.7% of people were aware of Link without being prompted.

Mr. Healy reviewed the 2019 advertising campaign which is focused on two primary goals, to retain current riders and attract new riders, and to preserve and enhance Sound Transit's reputation as a provider of public transit. The strategies include an annual advertising plan, advertising around taking transit to sporting events, and awareness of upcoming Connect 2020 work to support the first goal. To support the second goal, Sound Transit is utilizing professional sports partnerships and launching a campaign to highlight Sound Transit's progress on expanding the transit system and the value that provides. Customer groups targeted by Sound Transit's advertising program include current customers, potential customers (customers who are non-commuters, tourists and visitors, and people considering commuting using transit), and people who don't use transit but pay taxes to Sound Transit.

Sound Transit currently uses a mix of video, digital and digital audio, billboards and transit billboards as well as print, digital and radio advertisements in multiple languages. In 2020, goals include attracting and retaining riders after the completion of Connect 2020 work, and continuing to preserve and enhance Sound Transit's reputation. In 2021, Sound Transit will provide focused advertising around the opening of the Northgate, Roosevelt and U-District Stations. Advertising in future years will target the openings planned for Hilltop Tacoma Link, East Link, Federal Way Link Extension, Downtown Redmond Link Extension, Lynnwood Link Extension, and Stride BRT.

#### Presentation on the 2020 Service Implementation Plan

Brian de Place, Director of Operations Support Services and Michael Couvrette, Service Planning Manager outlined the proposed 2020 service change and upcoming public outreach on the proposed changes. The Service Implementation Plan (SIP) is prepared annually in coordination with the agency budget, and provides details on 2020 service and planning for future years.

Mr. de Place noted that major service changes include public participation and require approval by the Sound Transit Board of Directors. Minor changes may be made without Board approval, allowing staff to be responsive in addressing minor service quality issues. Service planning priorities include monitoring service quality, ensuring service equity, improving productivity, building ridership, incorporating customer input and coordinating with partners. Sound Transit has recently coordinated with partners to complete partner projects, and planning for future Link and Stride projects.

Major service changes are proposed in the 2020 SIP for ST Express. Sounder and Link do not have major service changes, but the Link red line will be impacted by Connect 2020 work next year. Major Service Changes include:

- ST Express Routes 540 and 541, new Route 544 – changes as a result of the North Eastside Mobility Project
- ST Express Route 566 – stop discontinuation
- ST Express Route 577/578 – weekend changes

As part of the North Eastside Mobility Project to develop a more integrated transit network in the SR- 520 corridor Sound Transit is proposing to discontinue ST Express Route 540 (Kirkland to U. District) and shift customers to the restructured King County Metro Route 255 (Totem Lake – Kirkland – UW). With the change, current Route 540 customers along 15th Ave NE and Stevens Way, would have to walk up to 0.6 miles or transfer to local services to access Metro Route 255 along Pacific St or UW Station. Sound Transit would also discontinue low-performing Route 541 (Overlake P&R – U. District) based on guidelines in Sound Transit's Service Standards and Performance Measures. Around 115 customers (or 14%) of current Route 541 riders at Overlake P&R would have to transfer to ST Express Route 542 or Metro Route 255 to access the University of Washington. Sound Transit would begin a new Route 544 between Overlake Park & Ride and South Lake Union, via S. Kirkland P&R and SR-520, using saved resources from discontinuing Routes 540 and 541. This would deliver new service to South Lake Union.

Proposed changes to ST Express Route 566 would help to mitigate the effects of East Link construction. The change would eliminate stops at Newport Hills and Kenndale that were added during off-peak hours in the off-peak direction. Total daily ridership for the two stops is just 16 boardings, and the stops delay trips as buses must leave HOV lanes to access right-side exits. Route 560 would continue to serve those stops during all service hours.

The proposed change to ST Express ST Express Route 577/578 would improve service to Auburn by converting Route 577 to operate as Route 578 trips on Saturdays and Sundays. Current Route 578 trips would continue to serve Sumner and Puyallup, but the new Route 578 trips would end in Auburn. The change effectively doubles weekend service between Federal Way and Auburn and makes more efficient use of operator layover time. In addition, all trips would use the current 578 routing in downtown Seattle, and Sound Transit would eliminate the current weekend 577 routing via Pine Street.

Minor service changes were also reviewed. The minor changes will improve reliability, reduce crowding, and serve as mitigation for Title VI service monitoring findings. The changes will improve reliability in downtown Seattle, and on I-5, SR 167 and I-405. Service will be adjusted to reduce crowding seen on SR 520 and SR 522, and eliminate the deviation into Overlake Transit Center on ST Express Route 545 and instead provide more trips.

Outreach efforts for the 2020 SIP include drop-in sessions, online engagement, rider alerts and a public hearing being held on October 3, 2019. In November, staff will provide the results of the public outreach and propose any revisions to the 2020 SIP. The Rider Experience and Operations Committee and Board are scheduled to act on approval of the 2020 SIP in November.

**Executive session** – None

### **Other business**

Chair Roberts commented that due to the rescheduled date of this meeting, the August 1, 2019, Rider Experience and Operations Committee meeting has been cancelled.

### **Next meeting**

Thursday, October 3, 2019  
1:00 to 3:00 p.m.  
Ruth Fisher Boardroom

### **Adjourn**

The meeting adjourned at 2:57 p.m.

  
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Paul Roberts

Rider Experience and Operations Committee Chair

ATTEST:

  
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Kathryn Flores

Board Administrator

APPROVED on October 3, 2019, KF.