



## Summary Minutes

**Board Meeting**  
**August 26, 2021**

### Call to order

The meeting was called to order at 1:34 p.m. by Board Chair Kent Keel in a Virtual Meeting via telephone and video conference.

### Roll call of members

Chair	Vice Chairs
(P) Kent Keel, City of University Place Councilmember	(P) Dow Constantine, King County Executive (P) Paul Roberts, Everett Councilmember

Board members	
(P) Nancy Backus, City of Auburn Mayor	(P) Ed Prince, City of Renton Councilmember
(P) David Baker, City of Kenmore Mayor	(P) Kim Roscoe, City of Fife Mayor
(P) Claudia Balducci, King County Council Chair	(P) Nicola Smith, Lynnwood Mayor
(P) Bruce Dammeier, Pierce County Executive	(P) Dave Somers, Snohomish County Executive
(A) Jenny Durkan, Seattle Mayor	(P) Dave Upthegrove, King County Councilmember
(A) Debora Juarez, Seattle Councilmember	(P) Peter von Reichbauer, King County Councilmember
(P) Joe McDermott, King County Council Vice Chair	(P) Victoria Woodards, City of Tacoma Mayor
(P) Roger Millar, WSDOT Secretary	

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

### Report of the Chair

Public Hearing on the 2022 Service Plan – Chair Keel reported that earlier in August there was a public hearing on the proposed 2022 Service Plan which was presided over by Vice Chair Paul Roberts.

Mr. Roberts reported that two comments were given at the public hearing, the first was from Jesus Rodriguez who agreed with the additional connection at the Tacoma Dome but asked to consider eliminating the existing Lakewood stops due to concerns of extended travel times on Route 592 DuPont to Seattle. The second comment was from Sol Dressa who requested a Service change to support commuters reliant on public transit by increasing services on Route 535, providing all day reliable service hours with Route 566 and the restoration of Route 567.

Chair Keel thanked Mr. Roberts for presiding over the hearing and for bringing the comments back to the Board today.

### CEO Report

CEO Rogoff provided the report.

Federal Update – On August 18th the agency welcomed the Deputy Secretary of USDOT, Polly Trottenberg, to the region. Her arrival came with the exciting news that the Federal Government will be acting to refinance several existing TIFIA loans, saving the agency upwards of \$500 million in interest. Deputy Secretary Trottenberg participated in a media event for the DRLE project in Redmond, where

Boardmembers Keel, Constantine, Roberts and Labor Liaison Riker joined Redmond Mayor Birney in announcing this major achievement.

Sound Transit is the largest TIFIA borrower in the country, in large part due to the financial stewardship this Board and our strong credit ratings. Agency staff are excited that the Biden Administration is partnering with us to leverage the federal and regional tax dollars. In addition to the Deputy Secretary, Congresswoman Suzan DelBene was on hand for the announcement, as was Board member Millar, it was great to have Board representation at the event.

Also last week, Board member Baker joined State Representatives Gerry Pollett and Javier Valdez on a tour of the Northgate Station and the pedestrian bridge crossing I-5 to North Seattle College. City partners at SDOT also joined in the tour. Both Representative Pollett and Valdez applauded the value of the partnership between Sound Transit and SDOT and how impactful this project will be to residents in the area, particularly for students to commute to school and running start programs.

Tracy Butler Announcement – Mr. Rogoff continued that he now had some bittersweet news. The TIFIA announcement is the culmination of many months of hard work by the Finance team, led by Chief Financial Officer, Tracy Butler. Mr. Rogoff was sorry to report to the Board that after 14 years with Sound Transit, Tracy is leaving her position to move to Texas with her family. Fortunately, Tracy has agreed to remain for a period of time to help staff transition. During this interim, Sound Transit will conduct an nationwide executive search for her successor and she will assist with onboarding them once they are chosen.

Tracy joined Sound Transit as treasurer in 2007, and she became our Chief Financial Officer in July 2018. Tracy's accomplishments are many, including successfully negotiating a \$2 billion, first-ever TIFIA master credit agreement issued by USDOT and of course, her recent win in refinancing the existing TIFIA portfolio and adding a sixth loan. Tracy and her team help Sound Transit earning and maintain the highest possible credit ratings.

Perhaps less visible to the Board but critical to the agency is that under her leadership, the Finance team moved beyond compliance and reporting to become a streamlined and transparent team of business partners, supporting data-driven and strategic decision making for staff, agency leadership and the Board. Mr. Rogoff thanked Tracy for her tremendous public service.

Union Station Vaccine Clinic Pop-Up – Mr. Rogoff continued that in other pandemic news, the agency was happy to once again welcome the King County's Public Health community clinic to Union Station this Friday from 8 a.m. to 6 p.m., to deliver second doses of the Moderna vaccine to those who attended the first pop-up clinic at Sound Transit last month. The clinic, which will be open all day to agency staff and the general public, will also serve anyone who wants to receive the first dose of the Moderna vaccine or the one-dose Johnson & Johnson vaccine. And the clinic will accommodate walk-ins.

Special Presentation on Agency Progress During Realignment – Lastly, Mr. Rogoff introduced a report to provide an update on what has taken place while the Board and agency have been working through the pandemic and realignment decisions. The Board and many staff members have been living and breathing Realignment for more than a year, however, the agency was still operating and progressing on many fronts throughout that important and focused time.

Mr. Rogoff stated he would provide a look ahead at some work from the past year, as well as a look forward at what is driving the staff and the Board to continue forward on the regional transit system.

*New Line Names Announced* - The agency has introduced new line names for rail services beginning with the Northgate opening. The new names and associated colors follow global best practices that will allow the system to scale in the coming years. Generally it will not be convention to use names like Link or Tacoma Link to refer to service lines, but instead to begin using the 1 Line and the T Line. Link will

remain as the brand name for our suite of individual light rail lines. Sounder South and Sounder North are becoming the S and N lines, respectively, and East Link will launch as the 2 Line in 2023.

The changes are already evident onboard light rail vehicles and in many stations, and all customer touchpoints should be updated by the time Northgate launches, with the exception of some T-Line assets, which will expand with the Hilltop opening next year.

*Passenger Information Management Systems* - Some agency systems have not been as intuitive or accurate as they could be, especially those that have relied on older technology. In 2022 Sound Transit will begin rolling out a new Passenger Information Management System, or PIMS. It will not only be more nimble, less fragile, and easier to update, but more importantly it will greatly improve passenger experience. As a few quick examples, early next year service will start showing the route shields such as the 1 Line on newer vehicle head signs, and soon after that there will be new digital station signs that display the line name and shield as well, alongside greatly improved real-time arrival information.

This will become very important when East Link launches as the 2 Line, when southbound riders will very clearly need to know which train they're getting on. Other changes will include audio/visual messages that will be easier to read and hear, better scheduled and ad hoc rider alerts and emergency messages, and better notifications of escalator and elevator outages.

*Data Informed Decision Making* – Mr. Rogoff continued that as he and various staff have been periodically updating the board, the agency is now collecting vastly more information about rider preferences, demographics, and system performance. The consistent metrics are: safe, available, dependable, clean, and informed. The Board will be seeing staff using these metrics over and over again in regular reports. The data will drive action plans that seek to improve customer experience and rectify passenger pain points that we identify.

*ORCA Upgrade* - Keeping with the theme of making things better for passengers, starting next year in Q1 or Q2, staff will begin upgrading the ORCA system so that it's more accessible, customer friendly, and in sync with transit industry trends. This will include allowing passengers to manage ORCA through a mobile app and website. Passengers will be able to buy passes and add value in real-time, to reload their cards at more than double the number of retail outlets, to tap-to-pay with mobile devices, and riders will start seeing new ORCA validators and ticket machines early next year.

*Sustainability* - Mr. Rogoff transitioned to agency progress on sustainability. The agency mission to build a regional mass transit system in the Puget Sound is vital to this region's sustainability. Staff will soon be presenting the 2020 Sustainability Progress Report, but in the meantime, a brief updated is warranted.

Passengers taking Sound Transit diverted more than 141,000 tons of greenhouse gas emissions last year. In December last year Sound Transit became the only light rail agency running 100 percent clean electricity, with a mix of hydro and wind power. And this year Sound Transit is working with partner transit agencies to cooperatively plan regional fleet electrification across the Puget Sound.

*Transit Oriented Development* - Agency efforts to advance affordable housing adjacent to transit through our equitable TOD policy are really ramping up throughout the region. The agency continues to distinguish itself with the most forward-leaning affordable housing policy of any transit agency in the U.S. with procurements and outreach underway in South King and East King County in addition to multiple projects under development or construction in Seattle.

To date, Sound Transit has completed more than 2400 units of which more 1650 are affordable. Better still, the TOD planning pipeline now foresees up to 2500 additional housing units getting into the ground in the next five years with more than 1400 of those units being affordable spanning a wider list of cities and counties as the regional transit network expands outward from Seattle.

Not only is the agency building a regional transit system, but that system is fundamental to building transit-oriented communities with affordable housing, retail, jobs, and services. The equitable TOD program drives this effort, including helping the agency play its part by creating opportunities for affordable housing. There were milestones in 2020 and 2021: With 425 units across three sites, the Capitol Hill TOD project opened in phases with 110 affordable opening first in April 2021, construction got underway at both at the Cedar Crossing site at Roosevelt, where there will be 254 affordable units, and at the First Hill TOD site with 360 affordable units, over in Bellevue's Spring District, last September the Board selected a development team led by BRIDGE Housing for the OMF East TOD site with a proposal for over 500 units, 50 percent affordable, including two 100 percent affordable buildings, along with 400,000 square feet of office space. And further, more projects are in play, the agency selected two firms for the Angle Lake TOD site, and they jointly propose 371 housing units, and Community engagement is under way in support of future TOD at Kent-Des Moines, Federal Way Transit Center, Overlake Village, U District, and Mount Baker (East Portal) sites.

Agency staff have also been working on developing innovative partnerships to further the cause of affordable housing. Amazon recently announced they would make \$100 million available to help create and accelerate affordable housing production on Sound Transit property. Amazon's contribution will accelerate the hundreds of units already have in play, while also creating hundreds of new affordable units, for about 1,200 in total.

*Parking Management program* - As ridership recovers and the system expands, the agency will be reintroducing and expanding our parking management system. Several lots are already returning to near-capacity levels, while others are taking longer to rebound. The scope of the program will be expanded to include daily parking fees by the time East Link opens in 2023. A new vendor has been brought on to take on the existing permit program, which offers very low-cost HOV permits and market-rate SOV permits to guarantee spaces for those who purchase them.

*Fare Ambassador Pilot* - Fare checking policies have been an important topic for the Board as the agency and community have strived to embed equity in Sound Transit service. Staff believe the Fare Ambassador pilot, which will focus on low-income fare outreach rather than discipline, will help guide our practices moving forward after we assess community input on how it goes. Eleven new Fare Ambassador staff will be out in the field beginning next Monday, August 30. Staff have set to hire Ambassadors that reflect the diversity of the community served, the new Ambassadors come from multiple racial and ethnic backgrounds, various genders and orientations, and ages from 20 to 60.

Lawmakers in Olympia passed legislation last session allowing the agency to take our program out of the court system. Staff will be bringing regular updates to you about the progress of this pilot program.

*Digital Advertising* - Mr. Rogoff continued that this report item is less visible to the Board, but one that staff will be reporting on more in the future. The program will not only add another revenue source, but will also provide valuable screen real estate for additional use with rider alerts and emergency information.

*2022 Service Plan* - Transit agencies all over the country are entering a phase of winning passengers back to transit after the drop in ridership during the pandemic, in Sound Transit's case, about an 80 percent drop. According to the latest numbers, light rail ridership has climbed to about 35 percent of pre-pandemic levels, about 28,400 daily riders. To continue building back ridership and serving riders in the most efficient, safe, and user-friendly way, staff have begun thinking less about traditional rush hour and more about all-day service. To ensure equity in the planning process, staff are launching public engagement earlier so as to incorporate feedback in more meaningful ways, and are being increasingly flexible to be responsive to demand and add service where it's needed most.

In a very significant shift in service planning focus, staff have put great attention to developing a 2022 Service Plan that adds back service in a manner that meets the needs of BIPOC communities, transit-

dependent riders and essential workers and responds to the shifts in commuting patterns due to the Covid-19 pandemic and the opening of Northgate Link Extension.

For Sounder and Link, the 2022 service plan calls for restoring full service on the Sounder S Line, back to 13 roundtrips; maintaining two roundtrips on the N Line. Maintaining the Northgate schedule on the Link 1 Line, with trains every 8 minutes during peak hours and every 10 minutes at most other times, with 15 minute service early morning and late night. On the T Line, the Hilltop extension will allow us to improve frequency with trains every 10 minutes weekday and Saturday, and every 20 minutes on Sunday.

On ST Express, planning staff are focused on adding service on routes that lagged behind in investment, particularly those serving South King and Pierce County, which maintained higher pandemic ridership; establishing service parity between subareas, with 15-minute frequencies all day so that service levels are equivalent across the board.

Looking a bit further out now to Everett Link and OMF-North, in the spring staff kicked off alternatives development with the interagency partner group, and in the coming weeks will be launching early scoping and public engagement.

*Becoming an anti-racist organization* - Continuing more internally now, Mr. Rogoff referenced that last summer, he issued a commitment for Sound Transit to become an anti-racist organization. Since then, the Office of Civil Rights, Equity & Inclusion developed a proposed strategy and engaged over 560 Sound Transit employees in its development (more than half the agency). Even as the strategy is being converted into an implementation plan, staff have continued building a culture of inclusion through employee-led groups, new employee learning series (STARTS) including implicit bias and inclusion trainings and much more.

The agency's Implicit Bias training – required for all Sound Transit employees – has now been completed by a third of the staff. Separate instructor-led training required for all people leaders has also commenced. A voluntary Anti-Racist Training Workshop will launch in the fourth quarter of this year. Pilots concluded for Sound Transit's own Racial Equity Toolkit (RET) and Equitable Engagement Tool (EET) in the second quarter. The agency has launched a new Sound Transit Anti-Racist (STAR) Employee Resource Group. Mr. Rogoff continued that himself and the Deputy CEO personally meet regularly with each of the Employee Resource Groups to hear concerns and learn how to make Sound Transit an even more welcoming and inclusive agency.

As part of the realignment process, the Civil Rights, Equity, and Inclusion team were able to build out a much stronger definition and provide more informative data for the Board's "Equity" criterion than was used in the ST3 development process. In so doing, they revealed troubling gaps in the availability of data that staff will work at with regional partners and planning agencies to address.

There has been significant progress with BIPOC representation on the Executive Leadership Team which has now increased to 50 percent with the hiring of a new Chief Safety Officer, a new Chief of Operations and new Chief Communications Officer. Also it has been reported how committed and successful Sound Transit been hiring and training a diverse labor force. CREI will be updating the Board later this on the agency Disadvantaged Business Enterprise (DBE) strategy and goal.

*Portfolio Services Office* - This year's launch of the new Portfolio Services Office (PSO) is perhaps the most important of these efforts. Envisioned and designed by DCEO Kimberly Farley, this office provides key disciplines essential for implementing project work across multiple departments. With Moises Gutierrez as Executive Director, PSO will serve as a centralized headquarters for several key functions including, but not limited to: Increasing efficient internal controls; Maximizing project and other cost savings; Overseeing future actions called for under the realignment resolution; Implementing

recommendations by outside experts (including Triunity); and improving transparent reporting to the Board.

Specifically, PSO will take the lead to implement the entirety of the realignment resolution. Working closely with Tracy Butler, Don Billen, Ann McNeil, and other executives, Moises and his team will implement the realignment-related changes. This includes comprehensive reporting to the Board, including in November when we anticipate providing a summary of actions that the agency will take.

*Strategic Business Services* - Relatedly, there has been much focus on Continuous Process Improvement and efficiency including work on agency internal processes such General Engineering Contracting process, Work Order process using on-call contracts to improve timeliness, and development of new processes for the PSO. Staff have worked on process improvement that reaches outside of the agency such as the collaborative effort of improving Interagency Permitting processes with the City of Seattle.

*Staffing update* - Mr. Rogoff highlighted that all this work has been completed with nearly zero staff growth, with only 5 new FTEs over the past 12 months, with the exception of Northgate-related hiring. The agency has limited new hiring by leveraging internal talent, with most needed roles coming from staff taking advantage of new opportunities to grow with the agency.

Employees report the flexibility of worksite has increased their wellbeing physically, emotionally, and mentally. Employee's engagement scores of their managers increase an average of 5 percent points during this time as the need to be intentional in meeting with direct reports has increased. Manager (and staff) emotional intelligence skills have increased as empathy, listening and caring for the whole individual has become an even more important part of leading during these times. Leadership have also built greater flexibility for employees going forward, and over 50 percent of staff have chosen to remain primarily remote. This not only helps retain the highly specialized staff but will also offer the agency cost savings in the future as real estate needs are reevaluated.

*Capital Program Progress Update* - The culmination of this report will be a rundown of the immense capital progress the agency been making. Over the next 2.5 years the agency will nearly triple the length of the light rail system, from 22 miles to 62, and will increase the number of stations from 22 to 50.

Northgate is opening in just 37 days on October 2nd. Staff and the communities are incredibly excited to open three new 1-Line stations to U District, Roosevelt and Northgate. Staff is grateful to our partners at King County Metro and Community Transit for moving their service change to maximize service in time for Northgate Link's opening day.

Down in Tacoma, the six-station T-Line extension to the Stadium District and Hilltop neighborhood is now 75 percent complete and on track to open next year. The extension will more than double the T Line from 1.6 to 4 miles. In June, service was shut down on the line down for 10 days so workers could tie in the new rail yard at the expanded OMF. New light rail vehicles will be arriving soon to accommodate this expansion of service.

East Link is getting tantalizingly close, now just roughly a year and a half away from opening for service. East Link will launch as the 2 Line, serving 19 stations between Northgate and Redmond. It's now 92 percent complete. People on the Eastside will soon see light rail vehicles on the tracks for the first time as crews begin System Integration Testing this fall. Also, in just a few weeks staff are excited to open the South Bellevue Station parking garage for ST Express and Metro Eastside riders. This fulfills a commitment made to the City of Bellevue to make this facility available to riders and the community as early as possible.

On May 20, the agency opened our new Operations and Maintenance Facility: East (OMF East), a key component of upcoming Link extensions to Northgate, Lynnwood, Federal Way and Redmond. The state-of-the-art OMF-East accommodates the service, maintenance, storage and deployment of 96 light

rail vehicles. Up to 260 employees will staff the facility, which includes 14 service bays and storage space for 1,300 essential items including tools, parts and maintenance equipment.

This was an innovative design that was created with the community: There are almost 145,000 square feet of shops and office area. In addition to the commercial space, the 928,000 square foot footprint will accommodate affordable housing that integrates into the Spring District housing, shopping, and business hub. It's not often that industrial uses coexist with retail and housing and offices. It's a beautiful facility surrounded by new development in Bellevue's Spring District, as well as the Eastrail biking and walking corridor.

The 8.5-mile, four station Lynnwood Link Extension connecting King and Snohomish Counties is set to open in 2024. The project is currently 50% complete and is very visible to anyone traveling along the I-5 corridor. Last month, agency staff partnered with the City of Shoreline and the King Conservation District on a first-of-its-kind tree replacement program, as part of the program to plant 20,000 trees along the route, nearly four times as many as were removed for construction.

Federal Way Link, the 7.8-mile, three station extension, south from Angle Lake to the Federal Way Transit Center, is on schedule to open in 2024, and is now at 36 percent complete. This week, crews will finish building a tunnel under South 216th Street in Des Moines.

The third major project we're opening in 2024 is our Downtown Redmond Link Extension, the 3.4 mile, two station expansion from the Redmond Technology Station to the rapidly growing downtown area. Downtown Redmond Link is 33 percent complete, and crews are constructing columns and a new parking garage at the station in southeast Redmond near Marymoor Park. As part of the project, project crews are restoring more than 500 feet of Bear Creek and its flood plain.

As the Board has been informed, as part of system expansion, the agency has ordered 152 Siemens vehicles in total through 2024. To date, 46 vehicles have been delivered to Sound Transit, including the most recent Siemens delivery in May. Twenty four of the new vehicles are currently in service, and they've been getting rave reviews from riders.

Finally, Sound Transit is improving access to Puyallup Station for riders, whether they arrive by walking, bicycling, transit or driving. One key access project is a new 500-space garage which is now 35 percent complete. The 5-story garage structure is now "topped off" with the last concrete deck pour last week. The pedestrian bridge structure above 5th Street SW was safely craned into place in the first days of August.

Mr. Rogoff thanked the Board and the Chair for the time and expressed the hope that this presentation will bring everyone onto the same page in refreshing a positive and exciting frame of mind heading into the fall. The realignment work was difficult, necessary and ultimately successful, but it is evident that other vital work didn't suffer for it.

Chair Keel thanked Mr. Rogoff for the thorough update, remarking that it is helpful to refocus the Board looking forward post realignment.

Boardmember Roberts commented that Tracy Butler has been incredibly helpful throughout her tenure and during the realignment process and thanked her for her service. He also commented on the importance of the work the agency is doing on the front of sustainability and climate change efforts.

Boardmember McDermott thanked Mr. Rogoff for taking the time to provide an overall update to the Board on agency business, Boardmember Baker echoed this sentiment and thanked the CEO.

Boardmember Dammeier thanked Tracy Butler for her work with the agency. He continued to inquire about the TOD program and asked for reassurance that the TOD program will continue to look for creative partnership and investments with outside organizations outside of Seattle, which Mr. Rogoff answered in the affirmative.

## Public Comment

Chair Keel announced that the Board was accepting public comment via email and verbally through the virtual meeting platform.

The following people provided written public comment to the Board:

Joyce Hengesbach

Lindsay Anderson

Rachel Doyle

Natalie Stephens

The following people provided verbal public comment to the Board:

Joyce Hengesbach

Joe Kunzler

## Consent Agenda

Voucher Certification: July 2021

Minutes of the July 22, 2021 Board Meeting

Motion No. M2021-46: Authorizing the chief executive officer to grant two permanent easements to the City of Bellevue to construct, operate, and maintain sewer facilities on Sound Transit owned property as part of the East Link Extension at no cost to the City.

Boardmember Balducci asked to remove the minutes of the August 5, 2021, Special Board Meeting from the consent agenda and to defer them to the next meeting of the Board for consideration.

**It was moved by Boardmember Balducci, seconded by Boardmember Backus and approved by the unanimous vote of 14 Boardmembers present that the Consent Agenda be approved without the minutes of the August 5, 2021, Special Board Meeting.**

Minutes of the August 5, 2021 Special Board Meeting

**It was moved by Boardmember Balducci, seconded by Boardmember Backus and approved by the unanimous vote of 14 Boardmembers present to delay the consideration of the minutes of the August 5, 2021 Special Board Meeting to the September Board meeting.**

## Business items

Bus Rapid Transit Program Briefing

Chair Keel introduced Bernard van de Kamp, Bus Rapid Transit Program Director, to provide a staff presentation on the program prior to the actions regarding project selection. Environmental Review for the Bus Base North and SR522 had been completed in 2020 and 2021, and property acquisitions took place for the Bus Base North and Renton Transit Center ahead of time. The Board completed its realignment work on August 5, 2021, and Mr. van de Kamp noted that all of the actions presented at this meeting and upcoming actions regarding Bus Rapid Transit (BRT) project decisions fit within the realignment framework.

Mr. van de Kamp reviewed the cost estimate comparisons between 2019 and 2020. The table also displayed updated 2021 estimates following recommendations and results of the third party cost estimating consultant, TriUnity's, work. Due to the project's aggressive schedule, cost savings measures were difficult to plan, however value engineering could discover some cost reductions. Mr. van de Kamp



continued that proactive prioritization by service partners will be essential for continued cost reduction efforts and for the timely delivery of the projects.

Potential cost reductions for the I-405 Stride project included elimination of pedestrian bridges at the Tukwila and Brickyard in-line stations. Delays of the parking structures due to realignment decisions will save the project approximately \$125-150 million.

SR 522 Stride project refinements reduced project costs by \$100 million and program realignment decisions reduced costs by an additional \$150-175 million.

The Bus Rapid Transit Maintenance Base, or Bus Base North, is currently sized to house the Stride bus fleet of 60-80 coaches as well as the Snohomish County portion of the ST Express bus fleet. The facility could be reduced in size to only accommodate Stride coaches, however operating partners had expressed concerns of bus base limitations in their own programs in order to maintain their service levels.

Due to delays and limited resources, completion of the Stride program was trending toward 2027, despite an aggressive schedule for the project. In that interest, the Committee would be taking up two actions at the meeting: selecting a project to be built for the Bus Base North and to modify the General Engineering Consultant contract. In the following months, the Board would be selecting projects to be built for the I-405 and SR522 Bus Rapid Transit projects, in addition to supporting project actions.

Resolution No. R2021-06: Selecting the project to be built for the Bus Rapid Transit Maintenance Base project supporting the I-405 and SR 522/145th Bus Rapid Transit projects.

**Resolution No. R2021-06 was moved by Boardmember Roscoe and seconded by Boardmember Baker.**

Boardmember Roscoe noted that the System Expansion Committee reviewed this motion at the August meeting and forwarded it with a do pass recommendation. Bernard van de Kamp, Director of High Capacity Transit Corridor Development, and Paul Cornish, High Capacity Transit Project Director, provided the staff report on the action. The Bus Rapid Transit Maintenance Base, or Bus Base North, is an ST3 voter-approved project and the timely completion of this facility is critical for the completion of future BRT service lines. The selected property site is in the City of Bothell, in the Canyon Park area. Over 30 cities throughout Bothell, Kirkland, and Woodinville were evaluated on various criteria and this site was eventually selected as ideal for the project.

The facility would provide maintenance for buses, parking for employee vehicles, above-ground fuel facilities, a bus wash building, fencing and landscaping, a security booth, lighting, and stormwater management.

Mr. Cornish covered the project cost estimates between 2019 and 2021, and spoke to the independent cost estimate review which was significantly higher than the current project cost estimate.

Boardmember Balducci asked for clarification regarding the affordable schedule and the target schedule and asked staff to address the realignment projections and the current budget projections during each project presentation. Mr. Rogoff stated that this would be worked into presentations in the future and the approach is being worked on now.

Chair Keel and Boardmember Dammeier echoed the sentiments of showing a consistent approach and presentation across projects in both the budget presentations and in addressing scope changes to projects such as those included in this presentation regarding project access.

Chair Keel called for a roll call vote.

**Ayes**

**Nays**

Nancy Backus	Paul Roberts
David Baker	Kim Roscoe
Claudia Balducci	Dave Somers
Dow Constantine	Dave Upthegrove
Bruce Dammeier	Victoria Woodards
Joe McDermott	Kent Keel
Roger Millar	
Ed Prince	

**It was carried by the vote of 14 Boardmembers present that Resolution No. R2021-06 be approved as presented.**

Motion No. M2021-45: Authorizing the chief executive officer to execute a modification to the five-year contract with three one-year options to extend with Jacobs Project Management Co. to expand the initial capacity for on-call general engineering consultant services for the Stride Bus Rapid Transit program, in the amount of \$102,000,000, for a new total authorized contract amount not to exceed \$104,000,000.

**It was moved by Boardmember Balducci and seconded by Boardmember Baker that Motion No. M2021-45 be approved as presented.**

Boardmember Roscoe noted that the System Expansion Committee reviewed this motion at the August meeting and forwarded it with a do pass recommendation. Ms. Roscoe reported that reported that this contract was initially awarded at two million dollars due to the timing of the award being at the beginning of the realignment process, however the total contract amount remains the same as anticipated to complete the work.

Bernard van de Kamp, Director of High Capacity Transit Corridor Development, and Mark Johnson, Project Bus Rapid Transit and Sounder Line Director, were available for further questions following the prior presentation on this action.

Boardmember Dammeier clarified that the full value of the contract was initially successfully competed for, however due to realignment they were only initially awarded some funds. Mr. van de Kamp responded that that is correct.

Chair Keel called for a roll call vote.

**Ayes**

**Nays**

Nancy Backus	Paul Roberts
David Baker	Kim Roscoe
Claudia Balducci	Dave Somers
Dow Constantine	Dave Upthegrove
Bruce Dammeier	Pete von Reichbauer
Joe McDermott	Victoria Woodards
Roger Millar	Kent Keel
Ed Prince	

**It was carried by the unanimous vote of 15 Boardmembers present that Motion No. M2021-45 be approved as presented.**

Motion No. M2021-43: Authorizing the chief executive officer to execute a contract modification with HNTB Corporation to increase the contract contingency for the West Seattle and Ballard Link Extensions in the amount of \$4,206,000 for the identification of capital cost savings opportunities and to provide additional project contingency for a new total authorized contract amount not to exceed \$91,951,971.

Boardmember Roscoe reported that this action was considered at the August System Expansion Committee meeting and was forwarded to the Board with a do pass recommendation. Ms. Roscoe reported that this contract modification would support efforts to identify capital cost savings opportunities and would also increase project contingency on the current contract. This action would have no impacts to the project schedule. The action would commit a further \$4.2 million dollars from uncommitted contract dollars to the preliminary engineering phase.

**Motion No. M2021-43 was moved by Boardmember Roscoe and seconded by Boardmember Baker.**

Chair Keel called for a roll call vote.

**Ayes**

Nancy Backus  
David Baker  
Claudia Balducci  
Dow Constantine  
Bruce Dammeier  
Joe McDermott  
Roger Millar  
Ed Prince

**Nays**

Paul Roberts  
Kim Roscoe  
Dave Somers  
Dave Upthegrove  
Pete von Reichbauer  
Victoria Woodards  
Kent Keel

**It was carried by the unanimous vote of 15 Boardmembers present that Motion No. M2021-43 be approved as presented.**

**Report to the Board**

Independent Cost Estimate Review

Chair Keel introduced Deputy CEO Kimberly Farley to introduce the presenters from TriUnity.

Kimberly Farley introduced Marvin Thomas, CEO, Triunity, as well as Jane Donovan, Project Manager, Triunity. Ms. Donovan began by presenting the timeline of the Triunity reports, explaining that they are currently on Task Three, Management Methodology Review and Recommendations. Ms. Donovan continued that they have been conducting staff interviews to assist with this report, and are continuing to solicit feedback from staff and the Board of Directors.

Ms. Donovan reported the scope of Task Order Three which includes the approach, key observations, key recommendations and next steps. The categories for observation included organization, policies and procedures, planning process alignment with scope, schedule and budget, risk management, and issue reporting. The recommendations are being issued on three categories, projects, Portfolio Services Office and ST3 Program Delivery. Ms. Donovan then walked through several of the specific recommendations within the report.

The Sound Transit Board has made it clear that it wants the ST3 program delivered as close as possible to the timeframe committed to the voters. Given the cost pressures being experienced, this means a heavy, relentless focus on cost management is necessary. The biggest impacts or gains in cost control occur during the planning phase, changes here are more fundamental; later changes more technical, and difficult to achieve when projects are under contract and can impact schedule. Any changes to the

baseline should go through a formal approval process, including a discussion of difference between approval process in planning versus later changes.

Project staff should take advantage of time as early as possible in project development to develop master utility agreements with utility companies. Upon FTA approval, consider early utility relocations and right of way acquisitions, and work to assure adequate staffing available for these functions.

Ms. Donovan introduced Rick Clark, a project consultant with Triunity with significant experience in the public transportation sector, most recently as Program Manager with LA Metro. Mr. Clark continued to discuss risk analysis and management issues, and outlined other recommendations in the report. Good project management is largely the ability to manage risks, to assure a risk register is constantly maintained with defined approaches to mitigate risks. There needs to be a prominent focus throughout all stages of projects on risk analysis and mitigation. Sound Transit's current project triangle model of leadership with a Project Director is working well and is not recommended to change during the planning phase. As projects move into implementation phase, personnel and responsibilities may need to rotate because it is very difficult to find professionals capable of leading different phases of projects. It is recommended that Sound Transit plan and consider these rotations in leadership as early as possible in the project timeline.

Ms. Donovan continued with some recommendation on the ST3 Program, including findings that contractors are increasingly wary of risks on rail transit projects and are either not bidding or adding large amounts of contingency to their bids. Identifying contractor risks and modifying contract terms and conditions and technical requirements (where appropriate), can significantly impact project costs. Other considerations that would benefit from contractor input would be project delivery methods, contract packaging including size of contracts.

Ms. Donovan ended the presentation stating that the Draft report is available but is being actively finalized by the Triunity team. Boardmember Roberts thanked the Triunity staff and commented that he looks forward to the final report and to continuing to work on project delivery.

Chair Keel thanked the team and reminded the Board members that comments on the report and being actively sought by the consultant. Mr. Keel asked for clarification on the recommendation regarding Right of Way resources and staff, and if that was a form of additional staff needed or of better partnership with partner jurisdictions on permitting and property acquisition. Ms. Donovan replied that it is a combination of both factors and one that could be addressed by earlier planning in the project development phase. Mr. Keel asked that the specifics of this recommendation be made explicit within the report.

Boardmember Balducci commented that the report is very thorough and contains many challenging findings that will need to be worked through on a detailed level. She continued that the Board will need to work together to insure that the Board is capitalizing on this information and makes operational changes to address the findings.

Boardmember Constantine asked about the report conclusion that front loading as much scope as possible into the Environmental Impact Statement process as best practice, but the further caution that this can lead to inflated project budget and scope due to contingency and how these things are interrelated. Mr. Constantine clarified that he would like to talk with the team offline to work through that issue in the final report.

Boardmember Dammeier inquired about the focus on the West Seattle Ballard Link Extension and the organizational structure of that team remaining as a combined project instead of splitting into two distinct project teams and asked that this be addressed in the final report.

Boardmember Roscoe asked about the Right of Way resourcing conclusion for increased staffing or partner jurisdiction resources and asked if this was addressing the amount of land and Right of Way

acquisitions, or the complexity of the acquisitions. Ms. Donovan responded that the team was looking at all factors for increased Right of Way costs, and this is largely timing and external factors, and how those increases to cost can be mitigated.

**Executive Session**

None.

**Other business**

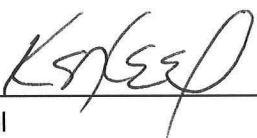
None.

**Next meeting**

The next regular Board meeting would be held on Thursday, September 23, 2021, 1:30 to 4:00 p.m. as a virtual meeting via WebEx.

**Adjourn**

The meeting adjourned at 3:54 p.m.

  
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Kent Keel  
Board Chair

ATTEST:  
  
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Kathryn Flores  
Board Administrator

APPROVED on September 23, 2021, PIA.