



## Summary Minutes

### System Expansion Committee Meeting October 14, 2021

#### Call to order

The meeting was called to order at 1:35 p.m. by Committee Chair Claudia Balducci virtually on WebEx.

#### Roll call of members

Chair	Vice Chair
(P) Claudia Balducci, King County Councilmember	(P) Kim Roscoe, Fife Mayor

Board Members	
( ) Nancy Backus, Auburn Mayor	(A) Kent Keel, University Place Mayor
( ) David Baker, Kenmore Mayor	(P) Nicola Smith, Lynnwood Mayor
(A) Jenny Durkan, Seattle Mayor	(P) Dave Upthegrove, King County Councilmember

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

#### Report of the Chair

##### Welcome to new Boardmember Kristina Walker

Chair Balducci welcomed new Boardmember and Tacoma Councilperson Kristina Walker to the meeting as a non-voting member.

##### Monthly Contract Report and Agency Progress Report

The meeting packet included the monthly contract report and the July agency progress report.

#### CEO Report

Chief Executive Officer Peter Rogoff provided the CEO Report.

##### Federal Update

Sound Transit hosted FTA Administrator Nuria Fernandez at the end of September. CEO Rogoff joined Administrator Nunez along with Boardmembers Durkan and Constantine for an event around the Madison BRT project. Staff also toured Administrator Nunez around the Lynnwood Link Extension including a visit to the Lynnwood Transit Center currently under construction. No progress appeared to be made on the Infrastructure and Build Back Better bills in Congress.

##### Delay to project Draft Environmental Impact Statements

The fall 2021 publication date of the Draft Environmental Impact Statement for the West Seattle and Ballard Link Extension and the spring 2022 publication date for the Tacoma Dome Link Extension Draft Environmental Impact Statement were unlikely to be met due to delays in the FTA review process caused by staffing shortages in the administration. The extent of the delays was unknown at the time

and agency staff would continue to work with the FTA over the coming weeks to determine the full schedule impacts.

## Public comment

Chair Balducci announced that public comment would be accepted via email to [emailtheboard@soundtransit.org](mailto:emailtheboard@soundtransit.org) and would also be accepted verbally.

The following people provided written public comment:

Arnold DeWalt

The following people provided verbal public comment:

Brian Nash  
Peter Barbin  
Brad Thorson

CEO Rogoff advised that a decision on the OMF-South Preferred Alternative was planned for December, which was just barely within the Target and Affordable project schedule.

## Business items

### For Committee Final Action

Minutes: September 9, 2021 System Expansion Committee meetings

**It was moved by Boardmember Smith, seconded by Boardmember Roscoe, and carried by unanimous voice vote that the minutes of the September 9, 2021 meeting be approved as presented.**

Motion No. M2021-62: Authorizing the chief executive officer to execute a contract modification with Kimley-Horn and Associates, Inc. to increase the contract amount for the Everett Link Extension & Operations & Maintenance Facility North project for Phase 1 Alternatives Development in the amount of \$934,000 for work to fulfill the agreement for the Federal Transit Administration's Transit-Oriented Development Pilot Program grant, for a new total authorized contract amount not to exceed \$16,806,847.

Miranda Redinger, Senior Project Director for the Everett Link Extension, provided the staff report. Ms. Redinger outlined the Everett Link Extension delivery timeline. She reviewed the FTA Grant program and the Model Code Partnership. The project was in the Alternatives Development phase, so this action related to the Phase 1 contract with Kemly Horn. The four components of the Model Code Partnership were an inventory of all policies and regulations, a GAP analysis, case studies, and model code development.

Boardmember Smith explained that the collaboration was working well according to her Lynnwood city staff.

Chair Balducci asked if the work that came out of this program would be useful for other projects in the future. Ms. Redinger advised that the work could apply across any number of jurisdictions.

Boardmember Balducci asked if TOD, Passenger Experience, and other agency departments would be involved in this work. Ms. Redinger advised that those departments had representatives in the group.

**Motion No. M2021-62 was moved by Boardmember Smith and seconded by Boardmember Roscoe. Chair Balducci called for a roll call vote.**

**Ayes**

Kim Roscoe  
Nicola Smith  
Dave Upthegrove  
Claudia Balducci

**Nays**

**It was carried by unanimous vote of the four Board members present that Motion No. M2021-62 be approved as presented.**

**For Recommendation to the Board**

Resolution No. R2021-17: Amending the adopted budget for the NE 130th Street Infill Station by increasing the project allocation by \$7,513,000 from \$28,904,000 to \$36,417,000 to provide funding for Motion No. M2021-63 to support schedule-critical activities enabling the full build option for the NE 130th Street Infill Station.

Randy Harlow, Executive Project Director for the Lynnwood Link Extension, provided the staff report. Mr. Harlow reviewed the project timeline, noting that it was affordable within the agency's Long Range Finance Plan. The Board approved initial construction of the station in February of 2020 and directed a progressive design. In August, the Board set the schedule for full delivery of the station in 2025 in its Program Realignment decision.

Mr. Harlow explained that the actions increased the project allocation within the construction phase and modifications in the systems and construction contracts. Next steps included final design documents, final cost negotiations with the civil and systems contractors, project baselining.

Boardmember Balducci asked if the budget increase was a new phase or an increase in the current phase. Mr. Harlow advised that in the original scope this would be the second construction phase, however with the Board's realignment decision, this action was necessary. Boardmember Balducci asked how confident staff was that costs, such as steel, would not increase. Mr. Harlow advised that the staff was bringing this action to the board at that time for that very concern.

**Resolution No. R2021-17 was moved by Boardmember Roscoe and seconded by Boardmember Smith. Chair Balducci called for a roll call vote.**

**Ayes**

Kim Roscoe  
Nicola Smith  
Dave Upthegrove  
Claudia Balducci

**Nays**

**It was carried by unanimous vote of the four Board members present that Resolution No. R2021-17 be forwarded to the Board with a do-pass recommendation.**

Motion No. M2021-63: Authorizing the chief executive officer to increase specific contracts and agreements as necessary to support schedule-critical activities enabling the full build option for the NE 130th Street Infill Station, increasing authorization within the construction phase by \$7,513,000 for a total limited funding authorization amount not to exceed \$27,513,000 contingent upon Board approval of Resolution No. R2021-17.

Randy Harlow, Executive Project Director for the Lynnwood Link Extension, reviewed the budget impact of the action.

**Motion No. M2021-63 was moved by Boardmember Roscoe and seconded by Boardmember Smith. Chair Balducci called for a roll call vote.**

**Ayes**

Kim Roscoe  
Nicola Smith  
Dave Upthegrove  
Claudia Balducci

**Nays**

**It was carried by unanimous vote of the four Board members present that Motion No. M2021-63 be forwarded to the Board with a do-pass recommendation.**

Motion No. M2021-64: (1) Authorizing the chief executive officer to proceed with the project development, design, and environmental work approved in Motion No. M2019-88 and Motion No. M2021-51, and accept present value Land Bank Credits as reimbursement for fish passage betterments at the Brickyard Park and Ride Station and the Tukwila International Boulevard Inline Station, and (2) delegating authority to the System Expansion Committee to approve present-value Land Bank Credits as reimbursement for fish passage betterments required by the Permanent Injunction Related to Culvert Correction.

Bernard van de Kamp, Bus Rapid Transit Executive Director, provided the staff report on the action.

CEO Rogoff advised that the alternative to this action was Sound Transit paying for the full scope of the fish passage. This solution was worked out between WSDOT and Sound Transit’s legal teams.

Chair Balducci asked if the agency expected to use all of its land bank credits. CEO Rogoff explained that at some point in the distant future, Sound Transit would run out of land bank credits and have to pay WSDOT in cash.

**Motion No. M2021-64 was moved by Boardmember Roscoe and seconded by Boardmember Upthegrove. Chair Balducci called for a roll call vote.**

**Ayes**

Kim Roscoe  
Nicola Smith  
Dave Upthegrove  
Claudia Balducci

**Nays**

**It was carried by unanimous vote of the four Board members present that Motion No. M2021-64 be forwarded to the Board with a do-pass recommendation.**

**Reports to the Committee**

Portfolio Services Office Overview

Kimberly Farley, Deputy Chief Executive Officer, and Moises Gutierrez, Executive Director of the Portfolio Services Office, began the presentation. Ms. Farley reviewed the origins of the Portfolio Services Office and the thought behind its structure.

Mr. Gutierrez reviewed the organizational structure of the department within the agency and within the department itself. The Board would see an annual program review and online performance dashboard in the second quarter of 2022. The department had already begun working with project teams to provide realignment-required reports. In the coming months, the office would return to explain how the agency planned on implementing program realignment and more.

Chair Balducci asked what the authority of the department was. Ms. Farley explained that the office would have an auditing function in some aspect, however it also worked in-line with the project teams to ensure they had all the tools they needed to be successful.

Hilltop Tacoma Link Extension

Madeleine Greathouse, Executive Project Director of the Hilltop Tacoma Link Extension, provided the report. Ms. Greathouse gave a project overview, noting that construction was approximately 82 percent complete, and the project as a whole was approximately 67 percent complete. She reviewed the financial snapshot of the project, and risk and contingency management to-date.

In May 2021, a quantitative risk assessment was held. Top risks included rapid utilization of schedule float, and the progress of manufacturing, and consequently the delivery, testing and commissioning of the additional light rail vehicles. As a result, there was a high likelihood of exceeding the project budget and baseline revenue service date.

Secondary mitigations followed the quantitative risk assessment workshop with executive leadership commitments from Sound Transit, the City of Tacoma, the contractors, and the light rail vehicle car builders. The city of Tacoma offered to waive the holiday construction moratorium, with Sound Transit taking the responsibility of community outreach. Walsh Construction carefully planned that work. The light rail vehicle builders committed to altering its manufacturing process, and to prioritize Sound Transit's vehicles over all other clients to limit the delivery delay.

Ms. Greathouse reviewed some photos of ongoing construction work, noting that in some cases what appeared to be utility work was actually

While the light rail vehicles met the FTA's construction requirements within the United States, many component parts were sourced from Europe and Malaysia. These parts were affected a great deal by the global supply chain challenges and the increased cost of raw steel also piled on.

Chair Balducci asked where the project was trending. Ms. Greathouse advised that the project was trending over budget, and schedule was re-baselined to a range, between May 2022 and September 2022. Much of this was due to a snowballing series of delays. The range was chosen because of a number of expected construction contract claims have not yet been received

CEO Rogoff advised that the American Rescue Plan provided \$20 million for existing grants and projects. If the project needed additional funding, that was a source. Ron Lewis, Executive Director of Design, Engineering, and Construction management, assured the committee that before staff returned to ask for additional funds, it would scrub the entire budget for possible reallocations. The project team's return to the committee would be for contract modifications.

### Access and System Expansion

Alex Krieg, Deputy Director of Access and Integration, provided the report. Mr. Krieg explained that the presentation acted as a preview of a larger access and integration program briefing at the November Executive Committee meeting.

The System Access Implementation Plan established implementation actions to carry out board direction related to making it easier for passengers to get to and use the agency's stations and facilities. Throughout development of the plan, staff created tools, resources, and guidance for improving system access. The plan relies on robust collaboration within the agency and with key partners across the region.

Mr. Krieg outlined the board policies directing the system access program, and advised that program goals, specifically to grown ridership, increase connectivity, advance social equity, enhance passenger experience, and improve safety and human health. The goals would ultimately inform decisions the committee would make relating to elements a project must include, what features should be prioritized in station design, and the planning process throughout the project development life cycle to ensure high quality passenger access for all modes.

Mr. Krieg highlighted the importance of partnerships with jurisdictions and transit partners as projects were defined. Given that project development was a long process, having clearly defined roles with partners was critical to collective project success.

Equally important was understanding how riders accessed the stations, and the types of places the stations served. A Station Access Typology was developed to aid in this work. The typology was based upon how most passengers accessed a station and other features surrounding the station, applied to existing and future stations, aided in understanding station-specific needs, and identified key station area features to support improved passenger access.

Mr. Krieg reviewed each type of station. Walk, Bike, and Roll Stations were characterized by predominantly foot, bicycle, or mobility assistance device access. They required station elements which offered safe pedestrian and bicycle connections. Multimodal Stations were characterized by a split between various modes of access. They are often stations where many transit service connect, requiring access elements that support seamless transfers. Auto Stations were characterized by pick-up and drop-off, or parking of personal or shared vehicles. They include access elements such as dedicated curb space and parking, while seeking to prioritize walking and rolling connections, minimizing conflicts between pedestrians and vehicles.

Mr. Krieg shared a design concept, noting that the typologies were primarily for planning purposes. The concept emphasized creating direct, clear connections, and minimizing modal conflicts. He noted that the agency often does not have jurisdiction to enact many of the design concepts, requiring robust partnership cooperation to achieve a successful station context.

Access project development guidelines were a tool to establish expected scope, outputs, and decisions by project phase for primary access modes. Walk, bike, and roll guidelines required adequate bicycle parking, and nonmotorized access allowances. Transit integration and curb space guidelines concern how the agency works with transit partners to ensure good connections and support local transit operations. Parking as a service guidelines outlined how staff operationalized board direction on that front. Mr. Krieg then reviewed the parking as a service direction previously given by the Board.

The ST3 System Plan provided significant resources to implement the Board's access policy through station access allowances. Each project budget included nonmotorized access allowances. Mr. Krieg reviewed an evaluation and prioritization framework developed for administration of the nonmotorized access allowances. The framework provided standard, consistent evaluation across all capital projects based on the program objectives.

Chair Balducci advised that she was hoping to see goals, but suspected that the reason was because the agency did not have jurisdiction over much of the access work, and could not own the goals.

Chair Balducci advised that she was reviewing ST2 projects and found poor bike and pedestrian access integration. She gathered a group of jurisdictional stakeholders to use the station on the border of Bellevue and Redmond as a test-case for partnerships to increase accessibility to the stations. She asked if Mr. Krieg had any thoughts on goals that the agency should set for access. Mr. Krieg explained that Chair Balducci highlighted a frequent tension regarding the responsibilities of a project and the responsibilities of a jurisdiction. He noted that setting standards was another way to look at Chair Balducci's question, and that relied on jurisdictional capacity, standards, and preferences. The System Access Fund could be a resource to support agency standards.

Boardmember Roscoe noted that the bike ramps within the stairwells were different in the three Northgate Link Extension and asked what the reasoning for that was. Mr. Krieg explained that at the time of the station designs, the agency had not created a design standard for those components. This was an opportunity to learn a lesson.

Chair Balducci noted that station typology would be a useful tool but she asked what data drove those decisions. Mr. Krieg explained that identifying stations within the typology was difficult, especially when the land use patterns of a station's surrounding environment can change drastically between station design and when it opens.

**Executive session** - None.

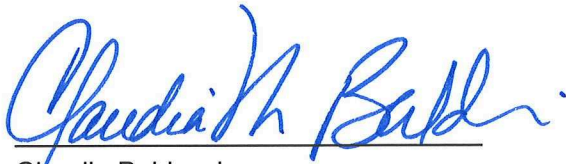
**Other business** - None.

**Next meeting**

Thursday, November 10, 2021  
11:30 a.m. to 2:00 p.m.  
Virtually via WebEx

**Adjourn**

The meeting adjourned at 3:48 p.m.



Claudia Balducci  
System Expansion Committee Chair

ATTEST:



Kathryn Flores  
Board Administrator

APPROVED on 11/10/2021, AM.