



Summary Minutes

Board Meeting
March 28, 2024

Call to order

The meeting was called to order at 1:30 p.m. by Chair Dow Constantine in a Virtual Meeting via telephone and video conference.

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

Roll call of members

Chair	Vice Chairs
(P) Dow Constantine, King County Executive	(P) Kim Roscoe, City of Fife Mayor (P) Dave Somers, Snohomish County Executive

Board members	
(P) Nancy Backus, City of Auburn Mayor	(P) Roger Millar, WSDOT Secretary
(P) Claudia Balducci, King County Councilmember	(P) Ed Prince, City of Renton Council President
(P) Angela Birney, City of Redmond Mayor	(P) Dan Strauss, City of Seattle Councilmember
(P) Bruce Dammeier, Pierce County Executive	(P) Dave Upthegrove, King County Council Chair
(P) Cassie Franklin, City of Everett Mayor	(P) Peter von Reichbauer, King County Councilmember
(P) Christine Frizzell, City of Lynnwood Mayor	(P) Kristina Walker, City of Tacoma Councilmember
(P) Bruce Harrell, City of Seattle Mayor	(P) Girmay Zahilay, King County Council Vice Chair
(P) Jim Kastama, City of Puyallup Mayor	

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

Report of the Chair

Supermajority Items on the Agenda

Chair Constantine noted that today's Agenda includes two actions – Resolutions Nos. R2023-05 and R2023-05 – which will require the support of a supermajority of the Board to approve final adoption.

Monthly Contract Report

The meeting packet included the monthly CEO contract report for February 2024.

Announcing hiring of new Mega Project Deputy CEO Terri Mestas

Chair Constantine shared that after an extensive search, the agency has identified an experienced executive to lead the Capital Program. Ms. Terri Mestas will join Sound Transit on April 29, 2024 as the new Deputy CEO for Megaproject Delivery. She currently serves as Chief Development Officer for Los Angeles World Airports, managing a \$30 billion capital program. Chair Constantine noted that Ms. Mestas was joining the virtual meeting and invited her to say a few words.

Ms. Mestas stated her thanks to the Agency and expressed excitement to join at the end of next month.

CEO Report

Interim CEO Sparrman provided the report.

Welcoming Terri Mestas

Mr. Sparrman stated his own excitement to have Ms. Mestas join the Agency and lead the Capital Program. He added that the hiring of Ms. Mestas is not an endpoint, but another beginning to continue working on structuring the Agency to meet the opportunities ahead.

Executive Leadership Departures

CEO Sparrman reported that Chief Safety Officer David Wright had recently departed the Agency, and Branden Porter would serve in an Acting role. Additionally, Executive Director of Operations Suraj Shetty's last day with Sound Transit is tomorrow. He thanked the two for their service to the Agency and region and wished them the best.

Triennial Review Update

CEO Sparrman shared that the Agency has successfully closed the 8 deficiencies identified in the 2023 Triennial Review from the Federal Transit Administration. He thanked the teams for their action to resolve those discrepancies.

Proposed Change to Budget Review Process

At the March Finance & Audit Committee meeting, staff discussed changes to the fall timeline of the Board's review and approval of the annual budget. To improve efficiency and timeliness, staff recommend having the budget process begin in October and conclude at the November Board meeting with final adoption. The Annual Property Tax Levy action will also be pushed up to be considered by the Board in October.

Public Comment

Chair Constantine 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:

Tanya Hurst, Martin Westerman, Martin Pagel, Maggie Fimia, Marilyn Kennell, Jan Roberts, Margaret, and two unknown commenters

Lisa Farmer

Guiliana Plut

Tiffany Spatafore, Arielle David and Naomi Pagryzinski

Carol Caley

Jennifer Halverson Kuehn for the Tacoma Bicycle and Pedestrian Technical Advisory Group

Kathleen Johnson for Historic South Downtown

Paula Goode

Prem Subedi

The following people provided in-person verbal public comment to the Board:

Gerard R. Harris

Betty Lau

Brian Chow

Merilyn Kennell

Erin Rubin

Matthew Sutherland
Ashley Holland

The following people provided virtual verbal public comment to the Board:

Joe Kunzler

Community Oversight Panel Annual Report

Paul Thompson, Community Oversight Panel Chair, provided his report. He summarized some key accomplishment and areas of concern with the report. He reported that the panel found Sound Transit in substantial compliance in all areas monitored this past year. Accomplishments included ridership recover after the COVID-19 Pandemic, increased safety and security presence, several system expansion Link light rail openings, improvements to transparency related to surfacing issues and challenges, projected financial strength in the 2024 Budget adoption, and movement toward a wholistic asset management program. Areas of concern included leadership vacancies potentially impacting the efficiency of work at the agency, delays in implementation of the Technical Advisory Group recommendations, impacts to projects from faulty construction inspection, the effects of new alignment alternatives on the ability of the Agency to deliver the service quality approved in ST3, and lagging farebox recovery. Chair Constantine thanked Mr. Thompson and the Panel for completing the 2023 Annual Report and their continued volunteer service to the Agency and region.

Vice Chair Roscoe also thanked Mr. Thompson and the other Panel members for their voluntary service to the Agency.

Cassie Franklin echoed the Panel's signal of accomplishment on increasing safety and security presence on the system.

Consent Agenda

Voucher Certification: February 2024

Minutes: Minutes for the February 22, 2024, Board of Directors Meeting

Minutes: Minutes for the February 29, 2024, Board of Directors Retreat

Motion No. M2024-11: Adopting goals and objectives for Goran Sparrman, Sound Transit interim chief executive officer.

Motion No. M2024-14: Authorizing the chief executive officer to execute a sole source contract modification with Siemens Industry, Inc. to (a) procure 10 additional Light Rail Vehicles and additional spare parts in the amount of \$76,000,000 and (b) increase the contract contingency by \$2,000,000, for a combined total of \$78,000,000, for a new total authorized contract amount not to exceed \$763,491,565.

Motion No. M2024-15: Authorizing the chief executive officer to execute funding agreements at the not-to-exceed amounts and with the local jurisdictions identified in Attachment A and Attachment B to come from the budgeted station access allowance funding included as part of the Stride Program.

Motion No. M2024-16: Authorizing the chief executive officer to increase certain Lynnwood Link Extension contract and/or agreement contingencies as necessary using contingency funds available within the Lynnwood Link Extension Baseline budget, for a total authorized cumulative contingency increase not to exceed \$15,000,000.

The consent agenda was moved by Board member Roscoe and seconded by Board member Prince.

Board member Backus asked that Motion No. M2024-11 be removed for individual consideration.

It was carried by the unanimous vote of the 18 Board members present that the Consent Agenda be approved as amended.

Business items

Motion No. M2024-11: Adopting goals and objectives for Goran Sparrman, Sound Transit interim chief executive officer.

Board member Backus recommended that an additional goal be added for interim CEO Sparrman related to improving working relationships with local jurisdictions.

Chair Constantine suggested that the Board approve the current Motion as drafted, and that Sound Transit Board staff work with Board member Backus to draft an amendment for consideration at the April Board meeting. Board member Backus noted that the approach is satisfactory for her.

It was moved by Board member Roscoe, seconded by Board member Birney, and carried by the unanimous vote of the 18 Board members present that Motion No. M2024-11 be approved as presented.

Motion No. M2024-17: Ratifying the actions and decisions taken at the February 22, 2024 Sound Transit Board of Directors meeting due to technical issues with the virtual meeting equipment.

Chair Constantine introduced the motion and noted that while the technical issues seem to be resolved, the Board should consider this ratification measure to ensure clarity of the Board's intent and actions from last month's meeting.

Board member Dammeier reflected that in his time on the Board, last month's meeting is the only instance he remembers of having technical issues and thanked staff for their diligence in rectifying the issues. He expressed his support for the action.

Interim CEO Sparrman added that there are additional improvements underway to shore up the necessary hardware and software that enables the hybrid meetings.

It was moved by Board member Roscoe, seconded by Board member Dammeier, and carried by the unanimous vote of the 17 Board members present that Motion No. M2024-17 be approved as presented.

Resolution No. R2024-02: Adopting a Parking Management Policy and superseding Resolution No. R2018-27 and section 3 of Resolution No. R2013-03 on parking management.

Alex Krieg, Director of Access, Integration, and Station Area Planning, and Kevin Shively, Senior Transportation Planner, gave the staff presentation.

Board member Backus asked if there are plans with local jurisdictions whose roads and parking areas may be the site of "hide-and-ride" drivers avoiding the Sound Transit-administered facilities due to the parking fees. Mr. Shively responded that since the roll-out will be staggered, staff intend to meet with local jurisdictions prior to implementing parking fees at stations. He added that the previous implementation of Single-Occupancy Vehicle permits suggests that minimal issues with "hide-and-ride" drivers should be expected. Board member Backus asked that continuous engagement be included in staff's planning once paid parking is implemented. Mr. Shively confirmed that is expected.

Chair Constantine noted that the Policy as drafted would empower the CEO and staff to make changes so that potential adjustments through the implementation would not have to be individually considered by the Board, but the Board would continue to monitor those happenings. Mr. Krieg added that the shift to empower the CEO and staff to handle the administrative aspects of parking management is in line with reviews of similar policies from other agencies. He also highlighted the requirement to provide an

annual report on the program as a way to keep the Board informed and potentially surface changing patterns.

Vice Chair Roscoe asked about the implementation of the program at the Lakewood and South Tacoma Sounder stations, as they were not highlighted on the map visual during the presentation. Mr. Krieg, noting that staff would cover the specifics of parking utilization at those stations in later actions, responded that those stations would most likely not qualify under the guidelines in the draft policy for inclusion in the program.

Vice Chair Roscoe asked about the ownership of lots at Tacoma Dome. Mr. Krieg responded that those facilities are owned by Pierce Transit, so Sound Transit doesn't have the authority to implement paid parking at those sites.

Board member Balducci asked about the inclusion of several East King County light rail station garages in the program. Mr. Krieg noted that all Link facilities could be eligible under the program, assuming certain utilization rates are reached. With 2 Line service beginning next month, he expressed interest in seeing how the utilization rates evolve at those garages.

Board member Balducci inquired into how riders would be paying the parking fees. Mr. Shively responded that there would be a phone app developed, with Sound Transit branding, to be the primary method for payment. He added that the agency recognizes the need to accommodate a small number of cash-based transactions. Board member Balducci added that at times, riders are rushing to making trips so she could see how integrating payment with the ORCA card could be beneficial. Mr. Krieg responded that there are hopes that as next generation ORCA is rolled-out there are opportunities to integrate payment.

Board member Birney noted that she has expectations that parking utilization along the 2 Line to rise as service is started. She also agreed with Board member Balducci regarding aiming to integrate the ORCA card as a valid payment method for the parking fees.

Chair Constantine reported that the Executive Committee considered this action earlier this month and the unanimously forwarded the Resolution with a do-pass recommendation. He also mentioned the previous experience of "hide-and-ride" drivers and noted that the parking program should help to support transit riders, especially those who don't have sufficient last-mile connections.

Board member Millar noted his support for the Resolution and pushed the Agency to help build those last-mile connections to free up parking lots/structures for conversion into transit-oriented development.

It was moved by Board member Roscoe, seconded by Board member Kastama, and carried by the unanimous vote of the 17 Board members present that Resolution No. R2024-02 be approved as presented.

Resolution No. R2024-03: Adopting the second phase of the 2024 Service Plan, which includes major service changes to ST Express routes serving Snohomish County when the 1 Line extends to Lynnwood in Fall 2024.

Brian de Place, Director of System and Service Planning, gave the staff presentation.

Board member Frizzell thanked staff for their response to Board direction to look into crowding mitigation efforts in the north corridor when the Lynnwood Link Extension enters service. She highlighted the high degree of collaboration between Sound Transit, Community Transit, and King County Metro as key to implementing the creative solutions.

Board member Dammeier echoed the comments from Board member Frizzell and added that he hopes staff will do all necessary to keep the cleanliness standards for trains as high as possible, given the constraints on meeting safety maintenance needs with less downtime per vehicle. Mr. de Place

responded by saying that the intent is to be up front with potential impacts and that the Agency does intend to maintain as high a standard as possible.

Chair Constantine asked whether reaching the late night 10-minute headways was possible in the future. Mr. de Place responded the goal is to restore those 10-minute headways as soon as possible.

Board member Strauss echoed Board member Dammeier’s emphasis on a clean system, especially for first time riders out of Lynnwood.

Board member Walker shared that the Rider Experience and Operations Committee considered the action earlier this month and unanimously forwarded the Resolution with a do-pass recommendation. She also summarized the two comments received at the March 14, 2024 Public Hearing on the Service Plan.

It was moved by Board member Walker, seconded by Board member Prince, and carried by the unanimous vote of the 17 Board members present that Resolution No. R2024-03 be approved as presented.

Resolution No. R2024-04: Selecting the non-motorized and transit improvements to be built to improve access to the Lakewood Station as part of the Lakewood Station Access Improvements Project, amending the ST2 Plan.

Chelsea Levy, Deputy Executive Director of Capital Project Development, and Zac Eskenazi, High-Capacity Transit Development Manager, gave the staff presentation for this and the next action.

Board member Dammeier thanked staff for their collaborative effort with the local jurisdictions and for their recommendations to adjust the ST2 plan to forgo additional parking structure, which he noted were largely unnecessary given new commute patterns.

Resolution No. R2024-04 was moved by Board member Balducci and seconded by Board member Millar.

Board member Balducci thanked staff for their work in developing recommendations for the Board to consider in these Project to be Built decisions, especially in the analysis behind amending the ST2 Plan to forgo parking improvements at the stations. She shared that the System Expansion Committee considered both actions earlier this month and unanimously forwarded the Resolution with do-pass recommendations.

Board member Millar expressed his support for the Resolution and hopes that this is just one of many instances of re-evaluating plans based on updated trends and projections.

Chair Constantine called for a roll call vote on Resolution No. R2024-04.

Ayes

Nancy Backus
Claudia Balducci
Angela Birney
Bruce Dammeier
Christine Frizzell
Bruce Harrell
Jim Kastama
Roger Millar

Nays

Ed Prince
Kim Roscoe
Dave Somers
Dan Strauss
Dave Upthegrove
Peter von Reichbauer
Kristina Walker
Girmay Zahilay
Dow Constantine

It was carried by the unanimous vote of the 17 Board members present that Resolution No. R2024-04 be approved as presented.

Resolution No. R2024-05: Selecting the non-motorized and transit improvements to be built to improve access to the South Tacoma Station as part of the South Tacoma Station Access Improvements Project, amending the ST2 Plan.

Chair Constantine noted information for this action was included in the previous presentation.

Resolution No. R2024-05 was moved by Board member Balducci and seconded by Board member Walker.

Board member Walker expressed her support for the motion and highlighted the collaborative nature of the work between Sound Transit and City of Tacoma staff. She noted that Vice Chair Roscoe and her had taken a bike tour of the of station area to personally understand the benefits of the access improvements.

Vice Chair Roscoe also thanked local leaders and staff for their help in understanding the area around the station.

Chair Constantine called for a roll call vote on Resolution No. R2024-05.

<u>Ayes</u>	<u>Nays</u>
Nancy Backus	Ed Prince
Claudia Balducci	Kim Roscoe
Angela Birney	Dave Somers
Bruce Dammeier	Dan Strauss
Christine Frizzell	Dave Upthegrove
Bruce Harrell	Peter von Reichbauer
Jim Kastama	Kristina Walker
Roger Millar	Girmay Zahilay
	Dow Constantine

It was carried by the unanimous vote of the 17 Board members present that Resolution No. R2024-05 be approved as presented.

Resolution No. R2024-06: Authorizing the chief executive officer to acquire certain real property interests, including acquisition by condemnation to the extent authorized by law, and to reimburse eligible relocation and reestablishment expenses incurred by affected owners and tenants as necessary for the Tacoma Dome Link Extension project.

Board member Balducci introduced the action and stated the System Expansion Committee unanimously forwarded the Resolution with a do-pass recommendation.

Vice Chair Roscoe asked for information on how the Agency would keep and maintain the property before active construction and construction staging would be occurring. Real Property Director Faith Roland noted staff have been engaged with City of Fife staff and are working toward final direction on exact maintenance regiments, which will include mowing to maintain clear lines of sight over the property. She added that the budget for maintenance would be under the projects and move to be administered by different departments throughout the project lifecycle.

CEO Sparrman committed to working with staff to better that local engagement as Sound Transit has no desire to negatively impact local partners.

Board member Roscoe specifically mentioned agreements about allowing local law enforcement to enter the property if needed. Ms. Roland confirmed that is part of the engagement with local jurisdictions.

Board member Dammeier thanked Board member Roscoe for her line of questions, given the many overlapping jurisdictions with various approaches and policies to law enforcement.

It was moved by Board member Balducci, seconded by Board member Roscoe, and carried by the unanimous vote of the 17 Board members present that Resolution No. R2024-06 be approved as presented.

Resolution No. R2024-07: Authorizing the chief executive officer to acquire certain real property interests, contingent on receipt of any necessary federal approvals, including acquisition by condemnation to the extent authorized by law, and to reimburse eligible relocation and reestablishment expenses incurred by affected owners and tenants as necessary for the West Seattle Link Extension project, and as applicable for the Ballard Link Extension project.

Faith Roland, Real Property Director, gave the staff presentation.

Board member Harrell asked what benefits are specifically available to tenants, noting the City of Seattle has heard anxiety from potentially impacted businesses and people. Ms. Roland explained that once the tenant receives a notice of intent to acquire, which follows after the Board's authorization and the FTA's concurrence for early acquisitions, they become eligible for benefits. Ms. Roland also clarified that relocation benefits are for the transfer of personal/business property, and tenants and owners are eligible. Board member Harrell thanked Ms. Roland for the responses and stated that the City of Seattle is ready to help as needed.

Board member Dammeier asked if any of the acquisitions are for residential properties. Ms. Roland clarified that there are 25 tax parcels, owned by 13 property owners, and there are 23 commercial tenants at those properties.

Board member Dammeier expressed concern with potential acquiring property via condemnation before the final alignment is selected by the Board. He asked if staff intend to use condemnation on these properties. Ms. Roland responded that eminent domain is only pursued if negotiations with a property owner reaches an insurmountable impasse. As the Real Property Acquisition process can take an average of 2 years, the authorization by the Board and concurrence by the FTA would allow staff to begin those negotiations with property owners earlier and extend to them the necessary rights and benefits offered by the Real Property acquisition process. She added that she does not expect to reach the need for eminent domain before the Record of Decision is received and that no tenant would be displaced prior to then, as well.

Board member Dammeier reiterated his concern, even though the desire to buy property early seems sound from the financial perspective. He asked if it has been agency practice to use the acquisition by condemnation language in previous early acquisitions, which he couldn't recall its inclusion. Ms. Roland clarified that in the handful of early acquisition requests authorized over the past year, the only different language added as in reference to needing FTA concurrence. Don Billen, Executive Director of Planning, Environmental, and Project Development, added that the Agency is working with the Federal Transit Administration to release the West Seattle Link Extension Final Environmental Impact Statement this spring, with Board action to Select the Project to be Built coming shortly thereafter. He emphasized that action would bring to a close most remaining uncertainty for tenants and owners.

Board member Balducci reported that the System Expansion Committee considered the action earlier this month and unanimously forwarded the Resolution with a do-pass recommendation. She highlighted that the Committee's discussion was focused around similar questions around the use of Early Acquisition and the general acquisition process. She noted that she was relieved to hear in the Committee meeting that displacement could not occur until after the Project to be Built is selected, meaning the process can begin on voluntary acquisitions once staff have the necessary approvals. She recognizes the anxiety felt by potentially impacted tenants and owners and encouraged staff to increase awareness of the benefits and rights granted through the acquisition process.

Board member Dammeier stated that he will oppose today's action and recommended that there be different language included in future Early Acquisition Authorizations to more explicitly limit the use of acquisition by condemnation.

Chair Constantine noted his office has also heard from the local business about their anxieties and noted that he has been encouraged by responses from both staff and excited residents. He added that having a longer runway for the Agency to support owners and tenants is beneficial.

It was moved by Board member Balducci, seconded by Board member Roscoe, and carried by the majority vote of the 17 Board members present that Resolution No. R2024-07 be approved as presented, with Board member Dammeier voting the in negative.

Reports to the Board

Presentation on ST3 Light Rail Service and Ridership Demand

Matt Shelden, Deputy Executive Director of Planning and Integration, provided the report and noted that the Rider Experience and Operations Committee also received this presentation earlier this month. He reviewed main takeaways received from 2023 briefings. From April, pressures on service and fleet could result in less initial service to Lynnwood when it opened. From June, continuation of those pressures through ST3 system expansion, if not addressed, could result in needing more fleet and operations and maintenance facility capacity, or less service. From September and October, fleet constraints through ST2 program completion could result in crowding and discussed potential mitigations, including advancing some LRV procurement. From November, the Board authorized negotiations for 10 additional Series 2 LRVs to augment ST2 fleet until ST3 fleet and Operations and Maintenance Facility (OMF) capacity were available.

For the future, the agency was now forecasting needing approximately 90 more LRVs than the agency could currently have programmed to provide the initial planned rush hour service on all lines by the end of the ST3 program. The key drivers from those assumptions were added running time in the system, an increasing proportion of vehicles out of service for maintenance (spare ratio), and the need to add some contingency in planning for unknowns that may arise in the future.

Key analysis questions included asking what service levels could be operated with available fleet when ST3 was complete, what could passenger loading/crowding conditions look like when looking at the afternoon peak hours, the highest demand period when most service and maximum fleet was needed.

Mr. Shelden reviewed a visual that depicted four levels of crowding as reference. The Board-adopted crowding standard included in the agency's service standards was one standee for every seat, or 148 people per train. Crowding beyond that level made it increasingly difficult for people to get on and off the train and called for mitigation.

Given the changed operating conditions laid out in briefings last year, Mr. Shelden shared an image that showed how close the agency could get to the originally assumed 6-minute headways with the fleet the agency currently planned to have by the end of the ST3 program. This would use all 460 LRVs in the Finance Plan with all ST3 light rail extensions opened, all ST3 LRVs available, and all OMFs in operation. Though the realigned ST3 program was due to be completed by 2044, it was showing 2048 conditions to reflect how it would look after full system operation settled out. For the 1 Line, Ballard to Tacoma Dome, the planned headways were 6-minutes with 4 cars and remain possible as is. For the 2 Line, Mariner to Downtown Redmond, the planned headways were 6 minutes with 4 cars, now it was possible for 8-minutes with 4 cars. For the 3 Line, Everett to West Seattle, the planned headways were 6-minutes with 4 cars, now it was possible for 8-minutes with 4 cars. For the 4 Line, South Kirkland to Issaquah, the planned headways were 6-minutes and the assumptions for number of cars was not specified in ST3, now it was possible for 10-minutes with 3 cars.

Mr. Shelden shared a graph that showed a range of forecast ridership, with a light blue line denoting the lower end and a dark blue line the upper end of the range. He reviewed an example showing what crowding could look like on the 1 Line with 6-minute peak service a couple of years after the ST3 Plan was complete. That level of service was not enough to accommodate all of the forecast demand, especially at the high end of the forecast range.

Mr. Shelden reviewed how the agency planned to address the forecasted crowding, which there was time to work on it as the system was being built out. He noted some mitigations had long lead times, so the agency needed to make sure it was reflecting the Board's desires as the agency began to work on them. There were two primary approaches for the Board to consider that bookend a range of possibilities. There were some efficiencies that could be pursued under either of the bookend mitigation approaches and they fell into four categories: things the agency could do to reduce run times, reduce the fleet spare ratio, accelerate purchase of additional light rail vehicles, or increase the capacity of each car. This was a list of possibilities to give the Board a sense of the range of opportunities and was not exhaustive. Staff proposed to focus on those that appeared most promising. There were a few approaches already being worked on such as completing warranty work, advancing 10 Series 3 LRVs to Series 2, and configuring future LRVs for more capacity.

Approach 1 would be to modify expectations about how much service would be provided on each line when the expansion program was complete. Rather than provide 6-minute peak service everywhere, the agency would tailor service levels to serve forecasted demand more closely. Available fleet would be reallocated to provide service where it was needed most, modifying the level of peak period service provided on each line. The agency would provide more service on the 1 Line but might offer a bit less on the 2 and 3 lines, and significantly less on the 4 Line. 1 Line with 5 minute headways, 2 and 3 Lines with 8 minutes (4 minutes combined north of downtown), and 4 Line with 16 minutes (with 2-car trains). This approach would continue to provide frequent service on all lines, address most forecast crowding and allow to live within means by utilizing only the fleet and OMF investments already included in the agency's financial plan. The tradeoff with this approach for riders was that longer run-times were being accepted and longer headways on most lines. Mr. Shelden shared a graph of what crowding on the 1 Line could look like at the previously mentioned modified service levels. Five-minute peak service on the 1 Line from Ballard to Tacoma Dome would largely address overloads, though the line would still be crowded through downtown and the Rainier Valley.

Approach 2 would require significant new capital investment to close the gap and would help stay on track to provide 6-minute peak service on all lines by the end of the ST3 program. The agency would need to buy upwards of 90 more LRVs at a cost of around \$900 million and expand OMF capacity to accommodate up to 60 of those 90 LRVs for another approximate \$1 billion. More LRVs and expanded OMFs would also require another \$300-\$350 million in operating expenses through the life of the ST3 program. This alternative would require significant new revenues or cost savings elsewhere in the program and was not currently affordable under the agency financial plan. Mr. Shelden noted that the full implementation of Approach 2 is a last resort.

Mr. Shelden noted the two approaches offer very different choices. The staff recommendation was to pursue elements of each by creating a hybrid approach. This would search for efficiencies where able, match future service levels to ridership demand, and maintain flexibility in the capital program to respond as conditions may change in the future. Flexibility could be built in by including options for additional vehicles in future fleet procurements and asking OMF designers to include options in the designs for more storage and maintenance capacity, if needed. Those options would not require additional investment now, but would leave opportunities for later decisions as new information arises.

Staff asked the Board for guidance on which alternatives and strategies to pursue and would return in the following month to receive feedback. The team would be ready to update the agency's long-range service and financial plans and prepare an updated Rail Fleet Management Plan for the FTA with the

Board's guidance. The Board would have an opportunity to review and change assumptions about long-term service levels as they considered the Service Implementation Plan each year.

Chair Constantine agreed with aiming to cut down any inefficiencies possible with the goal of mitigating the need for additional vehicles. He expressed interest in potentially pursuing study of turning vehicles back at different points than currently assumed to better serve portions of the system with forecasted crowding.

Board member Millar noted that even with the State of Good Repair work that the Agency has forecasts, he expects some vehicles to reach the end of their useful life which may present additional opportunities to procure vehicles with configuration to support carrying more riders. Mr. Shelden responded that work on maximizing the space configuration on the ST3 vehicles is already underway, and that similar work for replacement vehicles in the future is certainly possible.

Vice Chair Roscoe asked for a recap of next steps. Mr. Shelden stated that the team intends to return to the Rider Experience and Operations Committee and the full Board next month to hear feedback and facilitate discussion on this topic.

Other business

None.

Next meeting

The next regular Board meeting would be held on April 25, 2024, 1:30 p.m. to 4:00 p.m. in the Ruth Fisher Board Room and as a virtual meeting via WebEx.

Adjourn

The meeting adjourned at 4:01 p.m.



Dow Constantine
Board Chair

ATTEST:



Kathryn Flores
Board Administrator

APPROVED on April 25, 2024, AJM.