



## Summary Minutes

### Executive Committee Meeting June 6, 2024

#### Call to order

The meeting was called to order at 10:30 a.m. by Committee Chair Constantine and was available for viewing in person and online.

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 Chair
(P) Dow Constantine, King County Executive	(P) Dave Somers, Snohomish County Executive

Board Members	
(P) Nancy Backus, Auburn Mayor	(P) Cassie Franklin, Everett Mayor
(P) Claudia Balducci, King County Councilmember	(P) Bruce Harrell, Seattle Mayor
(P) Bruce Dammeier, Pierce County Executive	(P) Kim Roscoe, Fife Mayor
	(P) Julie Meredith, WSDOT Secretary Alternate

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

#### Report of the Chair

None.

#### CEO Report

Goran Sparrman, Interim CEO, provided the CEO report.

##### 2 Line Power Outage and Ridership Update

On May 24, 2024, the 2 Line experienced a power outage that impacted service on the Eastside for approximately 6 hours. The agency’s technical team was conducting a structured retrospective on both what caused the outage and the speed and quality of the agency’s response. Interim CEO Sparrman would report back to the Board once an outcome of the retrospective was complete. He noted an outage of that magnitude was unacceptable for Sound Transit passengers and the public had reasonable expectation to restore service in a timely manner despite an unplanned outage.

Opening weekend for the 2 Line reached 47,000 boardings. The total monthly ridership in May 2024 totaled 121,000 boardings with average weekday ridership at just under 3,900 and a 4,300 average for Saturdays.

Board member Balducci asked what caused the outage. Interim CEO Sparrman explained the outage was under investigation but that there was a computer that controlled the power supply unit, and an electrical current caused a power outage across the three stations. There was redundancy in place, but

it shut down for safety reasons. Sound Transit staff was also investigating why the fail safes did not kick in and acknowledged the lengthy response rate.

## Public comment

Chair Constantine announced that public comment would be accepted via email to [meetingcomments@soundtransit.org](mailto:meetingcomments@soundtransit.org) and would also be accepted in-person and virtually.

There were no written, in-person or virtual public comments received.

## Business items

### Items for Final Committee Action

May 2, 2024, Executive Committee meeting minutes

**It was moved by Board member Roscoe, seconded by Board member Backus and carried by the unanimous vote of all Board members present that the minutes of the May 2, 2024 Executive Committee meeting be approved.**

## Reports to the Committee

### Quarterly report from the Board's Technical Advisory Group

Ken Johnsen began the presentation on behalf of the Technical Advisory Group (TAG) members and noted others were available virtually to answer applicable questions throughout the presentation. He recognized new leadership, such as Interim CEO Sparrman and Deputy CEO Terri Mestas, and noted the TAG expected their high-level recommendations to be tailored according to their vision of the agency. He reiterated the importance of the Board's decisions to come through a lens of regionalism and the commitment to in-person relationships between staff, the Board, and outside consultants and contractors. He also highlighted the necessity of prioritizing projects over processes.

For Recommendation 1 - Trust, Mr. Johnsen highlighted that staff have taken steps to offer staff recommendations at key project points and find avenues to resolve issues at the staff level. Mr. Johnsen stressed the importance of regionalism and looking forward as key to continuing the building of trust.

For Recommendation 2 – Capital Delivery staff, Mr. Johnsen highlighted the key milestone of hiring and onboarding Deputy CEO Mestas. He noted that now that she was in place, it was up to her and Interim CEO Sparrman to build out her team in a way she deemed necessary. He added that the original recommendation was for two deputies for the ST2 and ST3 programs but recognized that may change.

For Recommendation 3 – Decision-making, Mr. Johnsen noted changes to the agency's Change Control Board. The institution had grown as a part of the agency's bureaucracy and was determined to be an unnecessary friction point by the TAG. He also highlighted the development of training for construction managers and resident engineers to create a culture that pushed decision-making down to the lowest possible levels.

For Recommendation 4 – Owner of Choice, Mr. Johnsen first noted that the Washington State Department of Transportation was recently awarded the Owner of Choice award for the Pacific Northwest by Engineering News-Record. He highlighted that work was ongoing in procurement refinements, as organizations tend to lean to more risk-averse procurement methods over time.

For Recommendation 5 – Betterments, Mr. Johnsen stated that his understanding was that the Board would be taking action on an updated policy later this month. He added that the staff had approached the TAG for feedback during the policy development, and the TAG felt that the policy was consistent with its recommendations.

For Recommendation 6 – FTA, Mr. Johnsen acknowledged the work to continue building and improving the relationship with the Federal Transit Administration. He also noted the importance of maintaining the agency's relationships with the congressional delegation.

Mr. Johnsen reviewed next steps including a break-down of ongoing collaboration with staff and upcoming reports to the Executive Committee and System Expansion Committee quarterly through 2024.

Chair Constantine shared excitement on the new opportunity to build the agency towards becoming an Owner of Choice. He voiced interest in having the Board understand the steps towards reaching that goal, starting with understanding various contracting methods and what the difference would be for the agency and how to move towards using preferred methods of contracting.

Mr. Johnsen noted the level of trust with contractors and was the reasoning behind the TAG's recommendation for in person collaboration. Chair Constantine asked whether onboarding of contractors was referencing from Board approval of the bid to signing of the contract. Mr. Johnsen confirmed and noted the importance of having an individual, such as Deputy CEO Mestas, steer the direction in a way to enter contracts quickly.

Vice Chair Somers asked if the TAG had considered the potential value of public/private partnerships through building relationships between government agencies and private industries. Mr. Johnsen acknowledged that was missing in the approach and would explore Vice Chair Somers request.

Board member Roscoe referenced recommendation 2, regarding ST2 and ST3 project managers, and asked what next steps were. Interim CEO Sparrman replied the team was in process and working towards filling those two key positions but also the organizations structure within the Capital Program. He anticipates announcing appointments within the next couple of weeks.

Board member Dammeier expressed excitement for what had been accomplished and what was yet to come, referring to the TAG's recommendations.

#### Status of implementing the Technical Advisory Group recommendations

Moises Gutierrez, Chief System Quality Officer, and Deputy CEO Mestas provided the presentation with a focus on recommendations 1 and 2. Deputy CEO Gutierrez thanked Mr. Johnsen and the TAG members for their quarterly report and for their ongoing partnership.

For Recommendation 1, Deputy CEO Gutierrez highlighted the development and distribution of the Board Programmatic Work Plan by Board Administrator Katie Flores. He noted that Board members were free to provide feedback as they deemed appropriate. He also reported the agency had integrated a new staff reporting template for project decisions moving forward.

For Recommendation 2, Deputy CEO Gutierrez noted the onboarding of Deputy CEO Mestas and the ongoing function review of the entire organization. As the executive leadership structure was in place, the organization hoped to begin functional adjustments by the end of the summer.

Deputy CEO Gutierrez reported that other key TAG initiatives would be complete this month too, such as betterments and scope policy for consideration at the next full Board meeting. Reported by the end of this month, the change control body would be retired and overhauled at the cabinet level in full alignment with the TAG's recommendation.

Deputy CEO Mestas shared that she had spent time looking at how to implement and execute on capital delivery and found a lot of opportunities dovetailed with the TAG's findings and recommendations. She looked forward to working with the team and bringing forth systemic changes for the longevity of the program and agency. To do so, Deputy CEO Mestas and team would look into processes and programs such as the Project Management Information (PMIS) that was a key source of data related to

performance, tracking, actions, responsibility, and more. This would also be a big game changer with industry partners because they would enter real project information that the agency required from them, into PMIS, to create a collaborative process internally and externally. That dovetailed into the streamlining of Standard Operating Procedures and processes and identifying responsibilities for Sound Transit staff and partners to map out a new technology tool to receive real time alerts and create a new level of accountability. In regard to procurement, Deputy CEO Mestas had been working closely with the procurement team to identify how the agency procured even scope of work, making sure the agency was identifying where risk allocations should lay and where responsibilities, in terms of quality, should lay. The agency had a range of consultants and partners working for them so mapping out responsibilities on large complex projects and programs was beneficial. She added partnership with the industry was vital. She spent time contacting all industry partners and organizations and received open and honest feedback. She noted upcoming round table opportunities to create more open sessions of dialogue to hear from partners what Sound Transit could do better and how the agency could widen its toolkit on how it procured. The toolkit would broaden so the agency could have the right delivery method for each project and have tailored and strategic methods for delivery. All of this work was handled closely with Interim CEO Sparrman including the efforts to realign and reorganize the group and become a more integrated department to deliver the work.

#### Presentation on the Joint Development Program

Kristin Hoffman, Manager for Joint Development, provided the presentation. Ms. Hoffman explained the three different types of Transit-Oriented Development (TOD) projects: adjacent, air rights, and integrated. TOD projects that built on top of, or integrated with, transit stations were referred to as joint development. Adjacent TOD was the majority of the agency's portfolio. An example for adjacent TOD was with the Roosevelt Station, air rights with the Capitol Hill Station, and integrated with the U-District Station. TOD potential was evaluated during the planning stages. Phase 1 included station area and TOD propensity analysis, Phase 2 included early joint development/agency TOD screening and feasibility, and Phase 3 included updated joint development/agency TOD concepts.

Factors in creating a joint development opportunity include property size and conditions, station layout and design, development partners, real estate and financial markets, and joint development transactions. Common design challenges and factors to consider for planning for success included speculative zoning and market, transit layout, urban design, real estate, curb space competition, parking/loading/vehicle access for TOD, TOD building cores, structural systems and load of TOD, and upfront investments.

Preparing for joint development included advancing design for the development, considering station design modifications and construction contracting approaches, understanding how the joint development fits in context to larger TOD program outcomes, and seeking industry input. Industry input could arrive through Urban Land Institute partnership, five Technical Assistance Panels, providing insight to inform design, partnering approach, risk management, and regulatory framework, and industry representatives from contractors, non-profit and for-profit developers, market-rate and affordable developers, attorneys, and design professionals. Ms. Hoffman reviewed the timeline for aligning a transit project and joint development over a 15-year span.

Upcoming work with program development included project design advancement, market engagement and peer review, and internal alignment around joint development delivery and contracting approach. Staff would return in the fall with insights from industry.

Board member Roscoe asked if there were situations where affordable housing may be contemplated adjacent to the station and if that kind of project would be prioritized. Thatcher Imboden, Director of Community Development, replied that most projects to date that were built, and more broadly had been adjacent developments that were used for construction staging, had been used for affordable housing.

The TOD team was preparing for future Board engagement once they retrieved more information on the projects and what would get acquired for those projects. The team could better understand what types of TOD would factor into a larger portfolio. He expressed that Ms. Hoffman's presentation focused on joint development and integration and that was compared to the context to what else the agency was purchasing and what other properties would be obtained. The team expected adjacent properties would be more conducive for affordable housing. Chair Constantine added that he had asked about this aspect of the agency's capacity for quite some time, especially as the agency obtained sites in densely developed areas. The agency had to strive to coordinate what would happen on that site above ground level and transit station level. Chair Constantine noted that affordable housing in those areas would need to be integrated into a project that had market rate housing as well. He expressed excitement on what was being built and the ability to do more complex things such as the work on both the West Seattle and Ballard Link Extensions, in that they'd require longer runway and greater coordination and potentially more of an investment to yield the most value from the infrastructure being built.

### **Executive Committee recommendation for Pierce County Community Oversight Panel appointment**

Chair Constantine stated at the May 2024 Board meeting, the Board appointed two people to serve on the Community Oversight Panel for Pierce County. That left one remaining vacancy for Pierce County.

Board member Dammeier announced the Pierce County Board members would nominate Linda Dorris to serve for Pierce County. Ms. Dorris lived in Fife, WA near the proposed alignment for the Tacoma Dome Link Extension and was an active member of the Fife community. She currently served on the Fife School District Equity Committee and had participated in the city's Community Planning meetings.

Board member Roscoe added positive remarks towards Ms. Dorris' engagement with Fife and supported her appointment.

Chair Constantine asked staff to prepare an action for the Board to consider at the June 2024 Board meeting to appoint Ms. Dorris to the panel.

**Executive Session** – None

**Other business** – None

### **Next meeting**

Thursday, July 18, 2024

10:30 a.m. to 12 p.m.

Ruth Fisher Boardroom and Virtually via WebEx

### **Adjourn**

The meeting was adjourned at 11:34 a.m.



Dow Constantine  
Executive Committee Chair

ATTEST:



Kathryn Flores  
Board Administrator

APPROVED on July 18, 2024, JG