



## Summary Minutes

**Board Meeting**  
**April 27, 2023**

### Call to order

The meeting was called to order at 1:32 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) Dave Somers, Snohomish County Executive (P) Kent Keel, City of University Place Councilmember

Board members	
(P) Nancy Backus, City of Auburn Mayor	(P) Joe McDermott, King County Councilmember
(P) David Baker, City of Kenmore Councilmember	(P) Roger Millar, WSDOT Secretary
(P) Claudia Balducci, King County Councilmember	(P) Ed Prince, City of Renton Councilmember
(P) Bruce Dammeier, Pierce County Executive	(P) Kim Roscoe, City of Fife Mayor
(P) Cassie Franklin, City of Everett Mayor	(P) Dave Upthegrove, King County Council Chair
(P) Christine Frizzell, City of Lynnwood Mayor	(A) Peter von Reichbauer, King County Councilmember
(P) Bruce Harrell, City of Seattle Mayor	(P) Kristina Walker, City of Tacoma Deputy Mayor
(P) Debora Juarez, City of Seattle Council President	

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

### Report of the Chair

#### Supermajority items and Potential Action on the Agenda

Chair Constantine reported that five items on today's Agenda require a supermajority vote of the Board to approve final adoption.

Additionally, following the Report to the Board regarding the Staff Response to the Technical Advisory Group Recommendations, there is a business item that may be considered by the Board.

### CEO Report

CEO Timm provided the report.

#### Westlake Station Damage

CEO Julie Timm reported that on Tuesday, a non-Sound Transit contractor, working along the Pine Street sidewalk, went too deep and caused damage to the lid above the Westlake Station. Engineering and Facilities staff responded quickly to isolate the hazard area from the traveling public, inspect the damage to the lid, and interview the contractor and City staff.

She thanked the teams for the quickness in responding to the initial incident.

### Hilltop Tacoma Link Extension Safety Drill

This past Saturday, Sound Transit performed a safety drill for the Hilltop Tacoma Link Extension which involved partners from Pierce Transit, Tacoma Fire and Rescue, WSDOT, Bellevue Fire, and King County Sheriff. Over 50 staff members volunteered to support the exercise in full trauma make-up.

As a key milestone towards final testing and certifications needed to begin pre-revenue service, Sound Transit is thankful to everyone who participated.

### Update on the Federal Way Link Extension

CEO Timm reminded the Board that at the System Expansion Committee earlier this month, Chief System Expansion Officer Brooke Belman and Design, Engineering, and Construction Management Executive Director Ron Lewis noted that staff had completed negotiations with the contractor on the Structure C construction.

She reported that staff are expecting to bring the summary of the negotiations to the Board next month, and shared that, currently, the updated forecasted opening date is in the window of late 2025 to early 2026.

### Federal and State Legislative Update

Ms. Timm shared that the FY2024 Budget proposed by President Biden included \$150 million for the Lynnwood Link Extension. If approved, this would complete the federal commitment made to the project three years early. Additionally, the materials packet included copies of the letters sent by Chair Constantine to thank the congressional delegation on behalf of the Agency and urge their support for another provision that would make an additional \$250 million available for projects that are in the early stages of the FTA's Capital Investment Grants program.

Turning to Olympia, CEO reported that the State Legislature adjourned on Sunday and highlighted key items of importance to Sound Transit, including a bill to permanently authorize the agency to tow vehicles obstructing right-of-way, as well as the legislative fix that will allow Sound Transit to receive Regional Mobility Grant funding. Sound Transit also fared well in the transportation budget, with \$8.6 million in Regional Mobility Grant funds toward the Stride Bus Rapid Transit program.

### System Expansion Progress Report districtwide mailer

CEO Timm asked for those in the Sound Transit district to begin checking their mailboxes for the 2023 System Expansion Progress Report. This is the fifth edition of the mailer, and it will include QR codes for readers to directly access the Sound Transit website for information on system expansion, how to ride, ORCA access, equity and anti-racism commitments, jobs, and more.

### Ann McNeil's Retirement and last Board meeting

CEO Timm reported that, after 24 years of service to the Agency, Chief Government and Community Relations Officer Ann McNeil would be retiring, with her April 28<sup>th</sup> as her last day. Since joining Sound Transit in 1999, Ms. McNeil made critical contributions in building relationships with government at all levels. Most importantly, she built a strong team in Government and Community Relations and Board Administration, so she leaves the Agency in good hands.

CEO Timm thanked Ms. McNeil for modeling the highest level of professionalism and collaboration and wished her the best in retirement.

### CAAC Resolution honoring Donna Smith

CEO Timm reminded the Board that Sound Transit Employee and ADA advocate Donna Smith unexpectedly passed away in December. In her time at Sound Transit, Ms. Smith was a vital source of

knowledge and change around accessibility and worked to improve the system and the agency's approach to accessibility work.

She invited Citizens Accessibility Advisory Committee Chair Mr. Coe Morgan to share the resolution adopted by the committee to recognize and honor Donna Smith.

## **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:

Bill Hirt  
John Drew  
Joe Kunzler

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

I.J. Eustaquio  
Betty Lau  
Brien Chow  
Nora Chan  
Jay Yanamura  
Lars Erickson

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

Kelsey Mesher  
John Drew  
Joe Kunzler

## **Community Oversight Panel Annual Report**

James Peyton, 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 of the areas monitored this past year. Accomplishments included expanded diversity on the Community Oversight Panel, applications of lessons learned from the Apple Cup incident identified in the Panel's 2021 report, efforts by Sound Transit and partners to reduce the impact of landslides along the Sounder North line, and the use of low-carbon concrete in the Agency's projects. Areas of concern included construction timeline impacts to delivering the capital program, media coverage of drug use on transit, negative trends in fare revenues and fare evasion, ADA-compliance concerns related to vertical conveyances, rising land acquisition costs associated with the West Seattle Link Extension, preparedness for a natural hazard events, lack of current information on infrastructure assets, and dampened ridership levels. Chair Constantine thanked Mr. Peyton and the Panel for completing the 2022 Annual Report and their continued volunteer service to the Agency and region.

## **Consent Agenda**

Voucher Certification: March 2023

Minutes of the March 23, 2023 Board Meeting

Motion No. M2023-32: Authorizing the chief executive officer to (1) execute an amendment to the Construction and Maintenance Agreement with the Washington State Department of Transportation for their I-5 Steilacoom-DuPont Road to Thorne Lane Corridor Improvements Project; and (2) grant

additional easements to the Washington State Department of Transportation for consideration in the amount \$150,100, for a total of \$1,145,200.

Motion No. M2023-33: Authorizing the chief executive officer to execute a funding agreement with the City of Bothell for Sound Transit to contribute funding for the city's NE 185th Street Improvement project in preparation for use by the SR 522/NE 145th Street Bus Rapid Transit project for an authorized agreement amount not to exceed \$5,000,000, contingent on Board adoption of Resolution No. R2023-13.

**It was moved by Boardmember Balducci, seconded by Boardmember Keel that the Consent Agenda be approved as presented.**

Boardmember Dammeier asked that Motion No. M2023-31 be considered separately.

**It was carried by the unanimous vote of the 16 Boardmembers present that the Consent Agenda be approved as presented.**

## **Business items**

Resolution No. R2023-13: Amending the Sound Transit 2 plan to use funds from the Bothell transit center/park-and-ride project towards the NE 185th Street Improvement project in downtown Bothell to improve pedestrian access, rider experience, and operations for the SR 522/NE 145th Street Bus Rapid Transit project.

Bernard van de Kamp, Stride BRT Program Executive, gave the Staff Presentation.

Boardmember Roscoe reported that the System Expansion Committee considered the Resolution at its meeting earlier this month and unanimously forwarded it to the Board with a do-pass recommendation.

**It was moved by Boardmember Roscoe and seconded by Boardmember Balducci that Resolution No. R2023-13 be approved as presented.**

**Chair Constantine called for a roll call vote on Resolution No. R2023-13.**

### **Ayes**

Nancy Backus  
David Baker  
Claudia Balducci  
Cassie Franklin  
Bruce Harrell  
Debora Juarez  
Kent Keel

### **Nays**

Joe McDermott  
Roger Millar  
Ed Prince  
Kim Roscoe  
Dave Somers  
Kristina Walker  
Dow Constantine

**It was carried by the unanimous vote of the 14 Board members present that Resolution No. R2023-13 be approved as presented.**

Resolution No. R2023-09: Authorizing the issuance of the not to exceed \$93,306,180 (plus capitalized interest thereon) sales tax and motor vehicle excise tax bond, series 2023T-1 (Hilltop Tacoma Link Extension Project: TIFIA – 2023 – 1006A), to evidence the payment obligations of the Authority pursuant to a TIFIA loan agreement between the Authority and the United States Department of Transportation, acting by and through the Executive Director of the Build America Bureau; and providing for other matters properly relating thereto.

John Henry, Chief Financial Officer, gave the Staff Presentation for this item and the remaining Loan actions.

Boardmember Balducci asked for a clarification on the terms of the loans.

Mr. Henry responded that, with the flexible financing offered, the loan terms could be extended to 2062.

Boardmember Balducci noted that the benefits of the loans were presented as through 2046 and inquired into the difference in the dates.

Mr. Henry stated that the benefits to the Financial Plan are tied to the 2046 date, and the benefits when compared to non-federal financing is compared to full term of the loans.

Boardmember Balducci inquired if approval was time-sensitive, noting the action is consequential and wasn't recommended through a committee.

Mr. Henry answered that approval was time sensitive as the closing date for the loans is in early May.

Ms. Timm noted that these actions are in line with the standard procedure in implementing Board policy to address project costs.

Mr. Henry confirmed that is the case, and that these federal loans provided opportunities that traditional financing options would not.

Vice Chair Keel stated his understanding of the loans and the benefits listed.

Boardmember Balducci noted that, in the future, she would appreciate more briefings in the lead-up to the action with more information on the specifics of the loans' terms.

Ms. Timm took responsibility and noted that the effort would be carried out when future financing opportunities are brought to the Board.

**It was moved by Boardmember Keel and seconded by Boardmember Backus that Resolution No. R2023-09 be approved as presented.**

**Chair Constantine called for a roll call vote on Resolution No. R2023-09.**

**Ayes**

Nancy Backus  
David Baker  
Claudia Balducci  
Bruce Dammeier  
Cassie Franklin  
Christine Frizzell  
Bruce Harrell  
Debora Juarez

**Nays**

Kent Keel  
Joe McDermott  
Roger Millar  
Ed Prince  
Kim Roscoe  
Dave Somers  
Kristina Walker  
Dow Constantine

**It was carried by a unanimous vote of the 16 Board that Resolution No. R2023-09 be approved as presented.**

Resolution No. R2023-10: Authorizing the issuance of the not to exceed \$79,250,877 (plus capitalized interest thereon) sales tax and motor vehicle excise tax bond, series 2023T-1 (NE 130th Street Infill Station Project: TIFIA – 2023 – 1007A), to evidence the payment obligations of the Authority pursuant to a TIFIA loan agreement between the Authority and the United States Department of Transportation, acting by and through the Executive Director of the Build America Bureau; and providing for other matters properly relating thereto.

**It was moved by Boardmember Backus and seconded by Boardmember Balducci that Resolution No. R2023-10 be approved as presented.**

Vice Chair Keel inquired as to whether the motor vehicle excise tax bond included in the action language amounted to levying additional taxes or simply applies the taxes already collected.

Mr. Henry confirmed the action allows Sound Transit to pledge the receipts from the already levied motor vehicle tax toward these loans.

Boardmember Balducci added that it does also lead to the Board needing to keep the levies at assumed rates.

**Chair Constantine called for a roll call vote on Resolution No. R2023-10.**

<u>Ayes</u>	<u>Nays</u>
Nancy Backus	Kent Keel
David Baker	Joe McDermott
Claudia Balducci	Roger Millar
Bruce Dammeier	Ed Prince
Cassie Franklin	Kim Roscoe
Christine Frizzell	Dave Somers
Bruce Harrell	Kristina Walker
Debora Juarez	Dow Constantine

**It was carried by the unanimous vote of the 16 Board members present that Resolution No. R2023-10 be approved as presented.**

Resolution No. R2023-11: Authorizing the issuance of the not to exceed \$154,152,530 (plus capitalized interest thereon) sales tax and motor vehicle excise tax bond, series 2023T-1 (South Sounder Station Parking and Access Improvements Project: RRIF – 2023 – 0048), to evidence the payment obligations of the Authority pursuant to a RRIF loan agreement between the Authority and the United States Department of Transportation, acting by and through the Executive Director of the Build America Bureau; and providing for other matters properly relating thereto.

**It was moved by Boardmember Backus and seconded by Boardmember Baker that Resolution No. R2023-11 be approved as presented.**

**Chair Constantine called for a roll call vote on Resolution No. R2023-11.**

<u>Ayes</u>	<u>Nays</u>
Nancy Backus	Kent Keel
David Baker	Joe McDermott
Claudia Balducci	Roger Millar
Bruce Dammeier	Ed Prince
Cassie Franklin	Kim Roscoe
Christine Frizzell	Dave Somers
Bruce Harrell	Kristina Walker
Debora Juarez	Dow Constantine

**It was carried by a unanimous vote of the 16 Board members that Resolution No. R2023-11 be approved as presented.**

Resolution No. R2023-12: Amending Resolution No. R2021-03 and Resolution No. R2021-04, which authorized the outstanding TIFIA bonds; and authorizing the amendment of the existing TIFIA loan agreements to conform their provisions to the TIFIA loan agreements authorized by Resolution No. R2023-09 and Resolution No. R2023-10.

**It was moved by Boardmember Backus and seconded by Boardmember Baker that Resolution No. R2023-12 be approved as presented.**

**Chair Constantine called for a roll call vote on Resolution No. R2023-12.**

**Ayes**

Nancy Backus  
David Baker  
Claudia Balducci  
Bruce Dammeier  
Cassie Franklin  
Christine Frizzell  
Bruce Harrell  
Debora Juarez

**Nays**

Kent Keel  
Joe McDermott  
Roger Millar  
Ed Prince  
Kim Roscoe  
Dave Somers  
Kristina Walker  
Dow Constantine

**It was carried by a unanimous vote of the 16 Board members present that Resolution No. R2023-12 be approved as presented.**

Motion No. M2023-31: Authorizing the chief executive officer to execute a contract modification with Schindler Elevator Corporation for elevator and escalator maintenance and repairs for the entire portfolio of vertical conveyance assets in the amount of \$20,938,971 with a 10 percent contingency of \$2,093,897 totaling \$23,032,868, for a new total authorized contract amount not to exceed \$53,233,170 plus applicable taxes.

**It was moved by Boardmember Walker and seconded by Boardmember Dammeier that Motion No. M2023-31 be approved as presented.**

Boardmember Dammeier noted earlier conversations regarding elevator maintenance and sees that this action is almost doubling the contract value to do so. He inquired as to the staff's understanding on what improvements and benefits they see a coming from this contract increase.

John Carini, Director of Vertical Conveyance, noted that when this contract was initially executed it assumed the taking-over of elevator maintenance in the Downtown Seattle Transit Tunnel, but did not account for other vertical conveyance assets that have either come on-line through the Northgate Link Extension or from other System Expansion related facilities, such as the Operations and Maintenance Facility East.

Boardmember Dammeier asked if the increased contract amount would provide the scale necessary for the contractor to address operational outages more efficiently, especially in regards to response time and spare parts.

Mr. Carini answered that there is a smart inventory of what assets make-up the vertical conveyance portfolio, which also tracks the availability of spare parts to address repairs. Mr. Carini also stated that during Weekday business hours, the contracted response time is 1 hour, while it is 2 hours on the weekend and after business hours.

Boardmember Dammeier asked if there are performance metrics associated with this contract or if that was something the team was looking into potentially implementing.

Mr. Carini responded that the contract includes a 95% availability standard for the portfolio and 97% availability for mechanical failures.

Boardmember Roscoe asked about a hypothetical situation in which an elevator broke-down on Friday and whether or not the contractor would respond to it over the weekend.

Mr. Carini noted that the service levels were adjusted in 2022. Prior to the adjustment, the asset would sit inoperable for the weekend, unless identified as an ADA-related asset. The change resulted in the 2-hour response time for non-business hours and weekends.

Vice Chair Keel stated that, from his perspective and what he has heard, the current strategy is not necessarily working to provide adequate access to the System.

CEO Timm responded that this action will be followed by additional actions to implement a new strategy to hopefully better address the issues pointed out by Boardmember Keel. She shared that this includes looking into the costs to replace assets and the role of increase Fare Ambassador and Security presence to drive down instances of vandalism and misuse. CEO Timm added that this would provide better results but not necessarily be the last action for the Board to consider.

**Chair Constantine called for a roll call vote on Motion No. M2023-31.**

**Ayes**

Nancy Backus  
David Baker  
Claudia Balducci  
Bruce Dammeier  
Cassie Franklin  
Christine Frizzell  
Bruce Harrell  
Debora Juarez

**Nays**

Kent Keel  
Joe McDermott  
Ed Prince  
Kim Roscoe  
Dave Somers  
Kristina Walker  
Dow Constantine

**It was carried by the unanimous vote of the 15 Board members present that Motion No. M2023-31 be approved as presented.**

## **Reports to the Board**

### Staff response to the Technical Advisory Group final report

CEO Timm noted that, given her voice, Brooke Belman, Deputy CEO, may need to step in to provide part of the presentation. She stated that a lot of work has been completed and more is expected to be done to deliver on necessary changes. She added that, in addition to Ms. Belman, Moises Gutierrez, Chief System Quality Officer, will also be available for the presentation.

Ms. Timm expressed appreciation for the TAG's work and recommendations and added that some of those recommendations are part of a multi-year effort to improve practices after the 2021 Realignment program. She then began to respond directly to the six key recommendations made by the TAG in their final report

Recommendation 1 addressed rebuilding trust and clarifying roles and responsibilities between the Board and Agency staff. CEO Timm asked Ms. Belman to continue. Deputy CEO Belman reported that actions already underway include incorporating suggestions made by Dave Peters, introducing the Project Performance Tracker (with additional metrics coming by Q4 2023, and introducing the Annual Program Review process, with the second annual report coming in May. Additionally, staff have been directed to provide more direct and succinct recommendations to the Board on future actions required Board approval. Moreover, senior executives will be assigned responsibility for specific Board or committee meetings, including responding to requests from Board members.

In highlighting items for further Board discussion, Ms. Belman stated that the team is looking for additional input from the Board on how to build and retain trust, continued involvement of the Board's Independent Consultant Dave Peters, reviewal of internal Board procedures to enhance collaboration across subareas, reviewal and update of the current delegation of authority levels between the Board and CEO, and streamlining the nature and number of actions that are currently required to come before the Board for approval.

Shifting to Recommendation 2: Introducing an experienced megaproject capital program executive, Ms. Belman stated that when CEO Timm joined the Agency last year, many of the issues identified by the TAG buried much of the work being accomplished by staff. Ms. Belman also stated that CEO Timm found intra-agency inefficiencies between Planning, Construction, and Operations that were due to the



organizational structure. CEO Timm began a reorganization that saw the Chief Systems Officer role split into three positions, each with two reporting departments: the Chief Expansion Delivery Officer, overseeing the Design, Engineering, and Construction Management and Planning, Environment, and Project Development departments; the Chief Service Delivery Officer, overseeing the Passenger Experience and Operations departments; and the Chief System Quality Officer, overseeing the Portfolio Services and the Labor Relations departments. These adjustments allow for issues to be raised more quickly through the organization and allows for a more direct line of communication with the CEO through the newly created positions.

Ms. Belman noted that additional hiring is underway, including for additional hires with megaproject experience who would report directly to her as Chief Expansion Delivery Officer. Actions being undertaken already by staff include reviewing the capital program to identify gaps and opportunities in staffing with specific focus on where new capacity will complement existing expertise, developing a program-wide approach for complex megaprojects, starting with the West Seattle and Ballard Link Extensions, recruiting for a new megaprojects executive position reporting directly to the Chief Expansion Delivery Officer by Q3 2023, and investigating new ways to leverage consultant experience regarding project delivery. She highlighted the need for a potential budget amendment to address costs associated with staffing the new megaproject staffing position(s) as an item for further Board discussion.

At this time, Ms. Belman turned the presentation over to Mr. Gutierrez. He began with addressing Recommendation 3: implement procedures that push decision-making to the lowest level practical and foster an environment that encourages decision-making. Listed as already underway, Mr. Gutierrez noted Agency agreement with the recommendation to empower project staff to make decisions consistent within the approved scope, schedule, and budget established by the Board, as well as to have prompt elevation of items, such as when quality/safety are compromised. He shared that Portfolio Services Office, led Executive Director Eric Beckman, is conducting a review to restructure internal business processes to support effective decision making by Q1 2024. For further Board discussion, Mr. Gutierrez included reviewing and potentially updating the current Delegation of Authority policy by Q1 2024.

Continuing to Recommendation 4: Align Key procedures with industry best practices, eliminating unnecessary steps and associated delays, Mr. Gutierrez stated that they Agency agrees with the TAG and steps are already underway towards becoming an “owner of choice” to better work with industry partners, as well as working with the American Council of Engineering Companies (AGEC) and the Associate General Contractors of America (AGC) to improve invoice processes, change order management, project closeout, and standardize inputs. Additionally, the agency is working to implement a single point of accountability within the Portfolio Services Office to complete the industry workplans in collaboration with AGEC and AGC by Q4 2023 and will aim to create a forum for the CEO to meet directly with industry partners. For further Board Discussion, he asked for thorough review of current procedures and commitment to lean contracting and procurement practices.

Mr. Gutierrez highlighted that Recommendation 5: Strengthen and enforce an agency betterment policy, is the shortest but equally consequential. He noted that the permitting process is complex and covers over 50 jurisdictions within the Sound Transit district. He stressed that Sound Transit does not have permitting authority, and so must work with local jurisdictions to complete projects. Staff will begin to update the System Expansion Implementation plan by Q1 2024 to reflect the TAG recommendations and focus on clarifying issues around permitting concerns and when to include the Board in the decision-making process. For further Board discussion, Mr. Gutierrez highlighted clarifying what constitutes a betterment under existing policies and how to enforce the policy, as well as whether or not to seek permitting authority from the Washington State legislature.

Mr. Gutierrez began responding to Recommendation 6: Engage the FTA as a delivery partner equally invested in delivering transit to the region. Staff agree and have already undertaken efforts to continue

positive partnering efforts with the FTA Regional 10 Administrator, while seeking to improve review times. Staff will also be exploring opportunities for single points of contact and “relationship owners” between Sound Transit and FTA. Staff will continue to provide updates to the Board regarding progress on review times. Mr. Gutierrez turned the presentation back over to Ms. Belman.

Ms. Belman quickly recapped next steps for staff as including the work identified to address the TAG recommendations and committed to providing quarterly updates to the Board on progress. Additionally, Ms. Belman reviewed the items highlighted for further Board discussion.

Boardmember Roscoe inquired as to what the Agency leadership sees as the continued role of the Technical Advisory Group and Dave Peters. She also asked about the need for external megaproject expertise and the opportunities that may be implemented by shifting current Agency staff.

CEO Timm noted that a key feature of utilizing existing staff will come when ST2 projects are complete and ST3 projects advance further in the project lifecycle. Additionally, she responded that megaproject expertise is something that can be found through consultant services and that a request for proposals should be issued soon to begin the procurement process of a potential contract. Use of consultant services allows the agency to be nimble and not carry as much cost.

Ms. Belman added that the Project Management Support Services contract is just a first step and that it will be used to support the West Seattle and Ballard Link Extensions to help with design, project sequencing, and construction delivery methods. Ms. Belman added that working with industry partners to develop best practices will help restore some of the Agency’s nimbleness.

CEO Timm addressed Boardmember Roscoe’s first questions on the TAG and the Board Independent Consultant by stating that the continued use of these advisors to the Board would help to ensure the trust building that needs to take place. She added that both existing contracts have funds available should the Board choose to continue those relationships.

Vice Chair Keel echoed agreement on the use of the word nimble to describe how the Agency should perform. He added that so long as issues can be addressed by staff within the scope, schedule, and budget set by the Board, he believes those issues should mostly not be elevated to the Board for decision-making. He also agreed with the idea to review and update the delegated authority levels for contracts and agreements, which he connected to being able to more promptly pay contractors to better support becoming an owner of choice.

Chair Constantine asked for clarification on the interplay between hiring of staff with megaproject expertise and the additional support services contract.

Ms. Belman clarified that the Agency is looking to hire an executive with megaproject expertise to increase the capacity of Sound Transit staff in developing the expansion program. She added that the contract would be used more specifically to support individual projects, in conjunction with the new executive.

Chair Constantine asked more specifically about the TAG’s recommendation to hire 3 new executive positions.

CEO Timm added that the Agency agrees with hiring 3 executives as full Sound Transit employees. She elaborated that this recommendation was made after she took steps to restructure the Agency’s leadership structure, so additional work is needed to identify exactly how the additional executives would fit into the highest level of Agency leadership.

Ms. Belman added that as projects advance, the reshuffling of staff also presents opportunities to determine where best to place these new executives within the Agency’s organization.

Boardmember Balducci noted that the organization graphic appears to show the new executives being hired at the project level while the TAG recommendation was very specific to have an executive over ST2 and an executive over ST3.

CEO Timm responded that these new executives would not be hired at the project level and would be among the Agency's senior leadership.

Vice Chair Keel noted that while reporting has increased over the last several years, he feels that the time delay in compiling the reports renders them as history in the project lifecycle. He wondered if enhanced technology could help to provide quicker reporting to the Board.

Boardmember Dammeier applauded the staff's quick implementation of what actions they could take to implement portions of the recommendations. He then expressed concern similar concern to Boardmember Balducci regarding the placement of the new executives within the organization, stating that the organizational chart doesn't align with his reading of the TAG's recommendation.

CEO Timm clarified that the organization chart shows the Agency as it is and only includes those who are direct reports to the CEO, not the entire senior leadership team. It does not show where exactly these new executives would fit in to the organization. She noted that changes will be made as personnel decisions are taken.

Boardmember Balducci highlighted that staff has been increasingly forthcoming with information and issues. She expressed appreciation and hope for continuing these conversations.

## **Business items (cont.)**

Motion No. M2023-36: Directing next steps in implementation of the Technical Advisory Group (TAG) Recommendations: Improving the Speed of Project Delivery.

**It was moved by Boardmember Keel and seconded by Boardmember Balducci that Motion No. M2023-36 be approved as presented.**

Vice Chair Keel stated that this motion is in line with the previous discussion and gives additional direction to the CEO and staff to continue implementing the TAG recommendations.

Boardmember Balducci expressed support for the action and reiterated the importance of urgency for the staff to continue implementation.

Vice Chair Somers stated he agrees with the continued role of the Technical Advisory Group and expressed interest in having conversation with them regarding the organizational structure related to the new executives. He added that additional work is needed on a strengthened betterment policy.

Boardmember Frizzell viewed the TAG recommendations as an aspirational goal and stressed that accountability is equally important to urgency in the implementation process.

Boardmember Walker stated support for the action. She stated nervousness in the Board taking too much of role in the hiring process and exact structure of the Agency. She asked what the vision for Board involvement regarding the hiring of new executives is, and stated she believes the Board should empower the CEO to implement the recommendation.

Chair Constantine noted that the Board will need to take action to address the budget to bring these new positions to fruition and expressed that the Board should have a role in the hiring, similar to its role in hiring in the CEO. He added that the Board does have responsibility to build an Agency capable of delivering on the System Expansion program. He clarified that it may not be as concrete as the approval to hire the CEO but would be done through advising the CEO and leadership.

Boardmember Balducci highlighted the background of the Technical Advisory Group and stressed the importance of implementing their recommendations. She re-iterated her apprehension to layering the new executive too deep in the Agency. She supported the action to direct staff to implement the recommendation and see what comes of it.

Boardmember Backus echoed the sentiments of Boardmember Walker regarding the Board becoming too involved in the hiring and structure of the new executives, comparing the discussion to tension between local councils and executives.

Chair Constantine recapped the motion for the Board and the public.

Boardmember Franklin agreed with the sentiments expressed by Boardmembers Walker and Backus.

**Chair Constantine called for a roll call vote on Motion No. M2023-36.**

**Ayes**

Nancy Backus  
David Baker  
Claudia Balducci  
Bruce Dammeier  
Cassie Franklin  
Christine Frizzell  
Bruce Harrell

**Nays**

Debora Juarez  
Kent Keel  
Ed Prince  
Kim Roscoe  
Dave Somers  
Kristina Walker  
Dow Constantine

**It was carried by the unanimous vote of the 14 Board members present that Motion No. M2023-36 be approved as presented.**

Board Administrator Katie Flores shared that Boardmember von Reichbauer intended to cast affirmative votes in support of Resolution Nos. R2023-09, R2023-10, R2023-11, and R2023-12, but encountered technical difficulties. Chair Constantine acknowledged the intent of Boardmember von Reichbauer and asked for the minutes to reflect his communication.

**Other business** - None.

**Next meeting**

The next regular Board meeting would be held on May 25, 2023, 1:30 to 4:00 p.m. in the Ruth Fisher Board Room and as a virtual meeting via WebEx.

**Adjourn**

The meeting adjourned at 3:52 p.m.

ATTEST:

\_\_\_\_\_  
Dow Constantine  
Board Chair

\_\_\_\_\_  
Kathryn Flores  
Board Administrator

APPROVED on \_\_\_\_\_, AJM.