



## Summary Minutes

### Executive Committee Meeting January 16, 2020

#### Call to order

The meeting was called to order at 10:37 a.m. by Committee Chair John Marchione, in the Ruth Fisher Boardroom, 401 South Jackson Street, Seattle, Washington.

#### Roll call of members

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

Board Members	
(A) Claudia Balducci, King County Councilmember	(A) Jenny Durkan, Seattle Mayor
(A) Bruce Dammeier, Pierce County Executive	(P) Dave Somers, Snohomish County Executive (P) Victoria Woodards, Tacoma Mayor

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

Chair Keel announced that he approved a request from Boardmembers Somers and Woodards to participate in the meeting by telephone.

#### Report of the Chair

##### Revised Agenda

Chair Keel announced that he received a request to reorder the reports to the committee so that the Fare Enforcement process update could occur first.

#### CEO Report

##### Connect 2020 Update

CEO Peter Rogoff provided the report. Mr. Rogoff reminded the committee that shortly after the new year, Sound Transit started Connect 2020, the long-planned construction project to connect East Link to the light rail system at the International District/Chinatown Station.

Rather than suspending service during this 10-week project, the agency chose to keep the system open for its 80,000 daily riders. In order to do so, trains shared a single track through the construction zone, and ran less often. This 10-week service change also required a temporary transfer platform at Pioneer Square, which was installed late 2019. Mr. Rogoff reported that overall Connect 2020 was going well. The 4-car trains handled rider loads well during peak hours.

One adjustment made was that based on our original estimates, customers were told to plan on trains arriving every 12 minutes instead of the usual 6 minutes during peak hours. But after nearly two weeks, the reality on the ground showed trains consistently arriving every 14 minutes. Riders were

subsequently informed to plan commutes around these slightly longer waits, and to expect slight variation of 13-15 minutes. A reason for the delayed arrival times was to ensure safe transfers at the Pioneer Square Station without passengers feeling rushed.

Mr. Rogoff commented on the extensive ambassador effort, in which every Sound Transit staff member put in hours on platforms helping passengers, keeping them informed and ensured that all staff had an opportunity to engage directly with them.

Sound Transit also worked with partner agencies to remind passengers about any service changes due to inclement weather. Link was unaffected by the weather and offered a reliable transportation option for those affected by it.

Mr. Rogoff expressed gratitude to the public for its patience during the phase of construction. He also expressed personal gratitude to the staff participating in the ambassador program.

### Inclement Weather Response

In response to the inclement weather which occurred the week of the meeting, Sound Transit facilities staff adjusted their schedules and started their day at 4a.m. allowing time for snow and ice removal prior to the morning commute. Link and Tacoma Link trains were operated during non-revenue hours to keep the track and overhead catenary system clear of snow and ice.

The Sounder group worked with agency partner BNSF to arrange lodging for train crews who live and commute from areas where snow levels were higher and travel was not advised. Mr. Rogoff thanked Sound Transit's partner agencies for the strong collaboration that was visible during the inclement weather response.

### Sounder South Incident and Delay

A Northbound Sounder train tragically struck and killed a pedestrian north of the Sumner Station shortly after 6 a.m. the morning of Wednesday, January 15. The incident was under investigation by the Sumner Police Department.

Train operations were shifted and several buses were deployed in order to reduce delays for some riders, but others were delayed by up to 2-1/2 hours. Several trains had to be cancelled, and the train involved in the incident was held for a significant period before it was cleared to leave. Sounder service was restored in the afternoon. An after-action report was being conducted to analyze what Sound Transit did well and what needs to be improved.

### Boardroom Refresh

Mr. Rogoff asked the Boardmembers to excuse any meeting impacts due to equipment work taking place in the Ruth Fisher Board Room. He reported that the audio and visual equipment was undergoing some necessary upgrades to ensure that meetings could continue to be streamed live on SoundTransit.org.

## **Public comment**

Chair Keel announced that one of his goals as the Board Chair was to focus on public comment to ensure that the public had a venue to state what they needed to say to the Board. At the same time, he wanted to ensure that the comments were well within the rules and were respectful and focused on items pertinent to the meeting at hand.

Over the following days, Chair Keel would communicate with all of the Boardmembers to create rules under which all committees could operate and enforce.

Alex Tsimerman  
Denis Noland  
Kelsey Mesher

## **Business items**

Chair Keel announced that Boardmember Durkan asked to participate by phone. In order to do so, the committee would need to vote to suspend the rules, allowing more than 25 percent of the committee to participate by phone.

**It was moved by Boardmember Constantine, seconded by Boardmember Roberts, and carried by unanimous vote to temporarily suspend the rules to allow more than 25 percent of the committee members to participate in the meeting via teleconference.**

### **Items for Committee final action**

December 12, 2019, Executive Committee minutes

**It was moved by Boardmember Roberts, seconded by Boardmember Constantine, and carried by unanimous vote that the minutes of December 12, 2019, Executive Committee Meeting be approved as presented.**

## **Reports to the Board**

Chair Keel reminded the committee that the Fare Enforcement Procedure Update presentation would be moved to the beginning of the list of reports to the committee.

### **Fare Enforcement Procedure Update**

Rhonda Carter, Chief of Staff, and Carrie Avila-Mooney, Director of Regional Government and Community Relations, provided the presentation. Ms. Carter reviewed the internal process steps for review of the agency's fare enforcement procedures. The work group was comprised of representatives from 11 different departments in order to allow for a diverse set of voices. The group developed an outreach and data collection plan and identified initial policy and program options. In mid-to-late 2019, the workgroup oversaw the administration of an online survey and onboard surveys, conducted listening sessions, and engaged fare enforcement officers. From late 2019 through early 2020, the work group would analyze the data, develop recommendations, engage external stakeholders, determine and implement administrative actions, and advance potential Board action and budget amendments if necessary.

Ms. Carter reviewed the work group's vision, mission, and objectives. Ms. Avila-Mooney reviewed the outreach process. A large amount of data was received, so the results will be presented at a future meeting to allow more time for the data to be analyzed. She explained that the engagement effort was conducted to evaluate perceptions and outcomes of fare enforcement approaches as they related to the agency's values; including customer focus, integrity, inclusion, and respect. An onboard survey yielded more than 1,000 completed responses. The online survey yielded more than 8,000 surveys. Six listening sessions were also conducted in Pierce, King, and Snohomish Counties.

The onboard survey was a major component of the data collection effort, capturing riders' real time experience of the fare enforcement process. A third-party vendor was hired to shadow fare enforcement officers on Sounder and Link services. The intent was to determine the primary reasons why customers did not, or were unable to provide proof of payment when requested, to measure the quality of the

experiences customers had when asked for proof of payment, and to identify what, if any, differences existed in the customer experience across demographic groups. If a rider did not show proof of payment, the fare enforcement officer introduced the third-party surveyor to the rider and no warnings or citations were given. If all riders on the train provided proof of payment, interviewers randomly approached riders. More than 1,000 responses were gathered using the methodology.

The online survey's objectives were to determine the primary reasons why customers did not pay or were unable to pay, to learn about their attitudes and preferences toward Sound Transit fare payment and policies and proposed changes, and to identify what, if any, differences existed in the attitudes and preferences across demographic groups. The survey was available online beginning November 13, 2019 through December 6, 2019 and was translated into eight languages. It was promoted via email, Facebook, Twitter, and specialized media. More than 8,000 completed surveys were gathered through this methodology.

Six listening sessions held throughout the Sound Transit district were intended to get feedback from those who were usually marginalized in conversations about fare enforcement, to seek community input to ensure that Sound Transit's decision-making was informed, and to identify what, if any, differences existed in the attitudes and preferences across demographic groups. The Equity and Inclusion office partnered with Tacoma Urban League, Casa Latina, Station Coffee Shop, Phinney Neighborhood Association and Edmonds Library to reach communities of color and individuals in proximity to poverty. The Equity and Inclusion office will also host a meeting on February 19, 2020 at El Centro De La Raza in Beacon Hill to report to the community on the findings and next steps.

Ms. Carter explained that the current fare enforcement policy was adopted by the Board in 2009. The system was designed to be barrier-free, so fare enforcement officers are used to ensure proof of payment. The Board established consequences for repeat offenders which is a \$124 fine paid directly to the court system. The Board also authorized the chief executive officer to establish, monitor, and update enforcement procedures.

Ms. Carter reviewed the Sounder and Link inspection procedures. Fare enforcement officers enter the trains on both ends, proceeding to the very end of each car, and working toward the center of the car, checking every rider for proof of payment. The practice was cited by publications like *Transit Center* as a good practice for reducing potential discrimination and profiling in fare enforcement interactions. Within any rolling 12 month period, the first interaction in which a person could not produce proof of payment would result in a warning and the fare enforcement officer would record the interaction into the agency's database. Any subsequent interaction within the rolling 12 month period would result in issuance of a civil citation. Sound Transit suspended referrals for criminal charges for fare evasion following the fourth citation during its fare enforcement process review.

Ms. Avila-Mooney noted that the agency was considering a number of proposals. The criteria for proposal evaluation included cost efficient, timely and feasible implementation, racial equity, customer-focused experience, rider safety and security, impact on fare evasion rates, and community support. The proposals under consideration emerged from best practices identified in other agencies, feedback from Sound Transit's Diversity Oversight Committee, and from community and other stakeholder feedback and engagement in early 2019.

The proposals under consideration include: expansion of opportunities for access to ORCA LIFT and other programs; participation in the Very Low Income Fare program which King County was developing; and to expanding and targeting communications and marketing about how to access and use valid fare media.

Proposals which would require Board action include: reducing the shelf life of warnings from 12 months to six months; reducing the amount of fines; creating an option to resolve fines by crediting the citation

dollar amount to the rider's ORCA card; creating an option to resolve a fine if a qualified rider enrolls in ORCA Lift; and creating an option to resolve citations through community service.

With respect to fare enforcement officers, some proposals include: reviewing the role of fare enforcement officers to make customer service the top priority; changing fare enforcement uniforms to project a customer relations focus; reviewing the current training modules and protocols to prioritize training in customer service, de-escalation, and anti-bias training; bringing fare enforcement officers in-house as Sound Transit employees; defining parameters for times to suspend inspections during special circumstances such as severe weather and the first day of school; and moving fare enforcement activity from the train to the platform.

Ms. Avila-Mooney outlined new proposals for consideration which came to light during the engagement sessions in late 2019. Those proposals include: developing a youth-focused program with separate procedures, consequences, and resolution pathways for young or student non-paying riders aged six to eighteen; improving transfers by extending the amount of time transfers were valid and accepting paper transfers from all regional partners; and review of the procedure that engages law enforcement on matters solely related to fare enforcement.

Some proposals are not being considered. Since the Sound Transit system was planned and designed barrier-free, building or installing new physical barriers at Link and Sounder stations was not considered as a proposal. Similarly, fare elimination was not considered. Fare revenues were a crucial part of the operations of the regional system. Without fare revenues additional revenues through taxes, federal grants, bonds, and interest revenues would be required to retain the agency's expansion and existing services. Because of the importance of fares, and the Board established farebox recovery targets, elimination of fare enforcement would also not be considered.

Next steps were reviewed, the committees would receive an update on the survey results in February as well as more details from responses received from listening sessions and the work group's evaluation of proposals based on the criteria reviewed earlier in the presentation. In March, the committees and the full Board of Directors would review and potentially decide on actions and updates to the fare enforcement policy, and budget, if needed.

Boardmember Roberts asked about the financial and fare box recovery impacts of the proposals. Mr. Rogoff informed the committee that total fare revenue for 2019 was just short of \$95 million and was expected to rise to \$100 million in 2020. He pointed out that Link was not attaining its fare recovery minimum, but hopes were that the opening of the Northgate Link Extension would lift it above its minimum. If that did not happen the agency would bring a fare increase to the Board for consideration. With regards to peer agencies, Ms. Carter added that while there was always room for improvement, and the goal was to do so, the agency's fare enforcement practice was frequently held up as a model to equitably enforce fares compared to other practices. Mr. Rogoff added that King County Metro's experiences with its new Very Low Income Fare program gave the agency a learning opportunity.

Boardmember Constantine asked if different types of fare media, such as different color cards, could be developed that would not carry the same penalties for not tapping. Chair Keel suggested that the work group consider a solution in which a rider who forgot to tap on could simply tap with the fare enforcement officer, or that if they forgot their card, the officer could look them up and virtually "tap on" for them.

#### Discussion on Citizen Oversight Panel Applicants for Pierce County

Katie Flores, Board Administrator, provided the report. Ms. Flores explained that the Citizen Oversight Panel was a 15 member volunteer body charged with making sure that Sound Transit was meeting the commitments made to voters in the system plans. The panel was required to have a minimum of two members from each of the five geographic subareas. Up until the vacancies occurred, there were three

appointments from each subarea. At that time, there were four vacancies on the panel, three from Pierce County and one from North King County. When a vacancy occurred Sound Transit would begin a recruitment process which included a press release and notifications to a wide variety of local groups. The recruitment process sought candidates who had experience in one or more areas related to the panel's responsibilities of business and financial management, engineering, large project construction management, public facilities and services, government processes, and public policy and review. Five applications were received from individuals who worked or resided in Pierce County and recruitment was still underway for the vacancy in North King County.

The process established by the Board of Directors began with review by Boardmembers in the subarea in which there was a vacancy. The subarea's recommendation would be shared at the Executive Committee for further discussion. An executive Committee's recommendation at the meeting could be considered by the full Board of Directors in its January meeting.

Chair Keel informed the committee that the Pierce County Board members had recently met and nominated Hally Bert, Joseph Scorcio and Brett Johnson for the three Pierce County vacancies on the Citizen Oversight Panel.

Hally Bert, was from Tacoma and was the Community Partnerships Manager for Downtown On the Go. She also had previous experience as a Community and Business Outreach Specialist for the City of Tacoma. Ms. Bert graduated from Bates College in Lewiston, Maine with a Bachelor of Arts degree in political economy and mathematics. She was currently serving on the Puyallup Watershed Initiative, with past service on the Hilltop Engagement Committee and the New Tacoma Neighborhood Council.

Joseph Scorcio resided in University Place. Before retiring, he served as City Manager and Community and Economic Development Director for City of SeaTac. Mr. Scorcio served in numerous other roles within Pierce County since 1984.

Brett Johnson was from Tacoma as well. Mr. Johnson was a Co-founder of Wane + Flitch LLC, which was a saw mill and wood shop focused on milling urban salvaged logs. Mr. Johnson also served as Watch Supervisor, providing radar air traffic control services to civilian and military air aircraft in Kandahar, Afghanistan. Chair Keel expressed appreciation for his service.

Chair Keel thanked all of the applicants who put their names forward to serve on the important volunteer panel.

With no additional nominations or objections from the committee, Chair Keel directed staff to prepare a motion to appoint Hally Bert, Joseph Scorcio, and Brett Johnson to the Citizen Oversight Panel to be considered at the Board meeting.

#### Employee Resource Group Update

Alison Smith, Program Manager of Inclusion and Culture, Joy Waynewood, Chair of the Blacks Empowering Sound Transit Employee Resource Group, and Nick George, Co-Chair of the PRIDE Employee Resource Group, provided the presentation. Ms. Smith explained that the office of Equal Employment Opportunity, Equity and Inclusion was established in 2017 with the mission to ensure an equitable system that grows and sustains a diverse workforce, fosters an inclusive culture, and builds organizational capacity. The office's approach included four strategies: employees and culture, talent engagement, capacity building, and institutional change. The presentation to the committee would focus on the "employees and culture" strategy, which focused on growing a diverse workforce and creating a more inclusive Sound Transit.

Four changes within the Equal Employment Opportunity, Equity and Inclusion office occurred in 2019. First was the adoption of Sound Transit's Equity and Inclusion policy. At the beginning of 2019, the office, in partnership with leaders across the agency, embarked on a process to create agency equity

and inclusion policy which was formalized at the end of December 2019. The policy provided direction on how the agency would integrate equity and inclusion in an effort to build an agency-wide culture of inclusion. Secondly, three Employee Resource Networks were launched: the Diverse-Abilities Employee Resource Network, the Native American and Indigenous Employee Resource Network, and the Veterans Employee Resource Network. The networks were less formal, employee led groups which had the potential to evolve into full-fledged Employee Resource Groups. Third was the creation of the Values Leadership Council, which aimed to align the agency's cultural initiatives. Finally, the Program Manager for Inclusion and Equity was restructured to support the aforementioned efforts.

The Employee Resource Groups began in early 2018 with the mission to increase awareness and understanding of cultural issues while nurturing Sound Transit's diverse talent, enriching the organizational culture, volunteering in the local community, and contributing to overall performance. Each of the five Employee Resource Groups developed work plans with four areas of focus: Cultural awareness, which shared, educated, and celebrated history heritage and cultures; talent development, which focused on professional leadership development; community engagement, which built relationships and built community; and internal policy, which partnered with internal departments on initiatives.

The committee received information on each of the Employee Resource Groups. Ms. Waynewood provided information on the Blacks Empowering Sound Transit Employee Resource Group and the Women Empowering Sound Transit Employee Resource Group. Mr. George provided information on PRIDE, the LGBTQ and allies Employee Resource Group. Ms. Smith provided information on the Latinx in Transportation Employee Resource Group and the Sound Transit Pacific Islander Asian American Masterminds Employee Resource Group.

Ms. Smith reviewed 2019's Employee Resource Group activity, noting that 61 percent of Sound Transit's staff had been engaged in one way or another. The Employee Resource Groups collectively hosted 76 events or activities. 31 staff members acted as Employee Resource Group leaders and five agency executives who each sponsored a group.

The Employee Resource Groups were valuable to Sound Transit in that they led to highly engaged employees, which assisted in retaining those employees. Employee retention helped to meet the agency's Equal Employment Opportunity goals and also the agency's equity goals, ensuring that employees are reflective of the communities it served. Finally, through established relationships, Sound Transit was able to respond to its community in more culturally relevant ways.

Mr. Rogoff remarked that the Equity and Inclusion initiative had progressed very far in a short amount of time. Wholly separate from the fostering of community identity and sharing the identity with the whole agency, the Employee Resource Groups filled an important social void in the agency, in that the events bring staff together in a way that was previously not available. While this was not the principle objective of the Employee Resource Groups, it was an added benefit.

Boardmember Roberts noted that the shift in culture and focus on inclusivity was highlighted in the CEO performance review for 2019, and that it did not go unnoticed. Chair Keel expressed appreciation for Sound Transit staff.

### Sustainability Strategic Plan Update

Amy Shatzkin, Deputy Director of Sustainability, provided the presentation. Ms. Shatzkin reminded the committee that it was briefed in early 2019 during the approval process for the 2019 Sustainability Plan Update. At that time, Boardmembers requested that staff provide more frequent updates on the agency's progress. Historically, staff has provided an Annual Progress Report, which focused on annual operational performance, sustainability and key performance indexes. Based on feedback from the

committee, a second annual briefing would be provided on strategic planning and policy, and focused on the sustainability plans' short and long-term targets.

The Sustainability Office's mission was to move more people to more places efficiently, affordably, reliably, and environmentally friendly manner. Sustainability at Sound Transit was not just about the environment, but about providing affordable transportation choices, and supporting community prosperity by providing access to opportunity.

The sustainability program was created in 2007 when the Board of Directors adopted its Sustainability Initiative, which tasked the agency with implementing sustainable business practices in all areas of the agency, from planning design and construction to operations. The program matured greatly since its inception and continued to receive strong support from executive and Board leadership.

In order to focus its work, the sustainability team organized the 2019 sustainability plan around six long-term goals. They included addressing social equity as an agency value, have all staff champion sustainability, achieving carbon free operations, enhance ecosystem functions, building climate resilience, and maximizing operational efficiency. Measuring the progress was a straight forward approach, in which annual sustainability targets which accomplish the strategic plan's short-term goals are developed in collaboration with each department during the budgeting process. The short-term goals were mapped to each of the long-term goals, so as the plan progressed, staff would perform a gap analysis to ensure that each year's annual sustainability targets addressed the full breadth of the plan's short-term goals. 17 of 21 sustainability targets were completed in 2019 which were evenly divided among the priority areas of people, prosperity, and planet. In the first year of implementation, more than half of the 50 short term goals were addressed. The agency planned to continue address more of the plan's goals through 23 strategic sustainability targets in 2020, which ranged from systematizing how racial equity is addressed on capital projects to developing an employee awareness campaign about emergency preparedness, and continuing to address work on battery electric bus implementation.

Some issues which interested the Board in the previous Sustainability Plan Update in 2018 included resilience, clean energy, and battery electric buses. On the resilience front, staff was working through how the agency would address climate change in its capital projects. A white paper was under development about the impact of climate change projections on transportation infrastructure in the region to identify potential vulnerabilities on upcoming projects. Analysis to-date demonstrated at that time that climate impacts did not determine where Sound Transit built, but how it designed and built its projects.

A project which was due to fully develop in the spring of 2020 was the agency's investment in 100 percent clean, carbon free electricity for its light rail system via the agency's first power purchase agreement with Puget Sound Energy. Staff worked with external auditors and institutions such as the Climate Registry to verify that with said agreement, Sound Transit would be the nation's first light rail system to be powered entirely by carbon free sources. That was the first step in reducing the agency's greenhouse gas emissions from electricity. In 2021, Sound Transit would reduce its greenhouse gas emissions from electricity by 97 percent when the second phase of its agreement with Puget Sound Energy went into effect.

An initial feasibility study of battery electric bus technology for ST Express and Stride services was nearly complete as well. Analysis on Stride shaped design of the bus base – North. The site was being designed to integrate some of the electrical infrastructure needed for battery electric buses. This was a cost effective approach to ensure that, at minimum, the bus base could accommodate electric bus deployment at a future date.

Much was completed in 2019, but the agency was on a path of continual improvement so there was more to be done. The sustainability plan gave Sound Transit a clear roadmap of priorities for the



following five years. Staff would return in the spring of 2020 to provide an update on agency operational performance and the final tally of its annual sustainability targets.

### Transit Oriented Development 2020 Work Plan

Brooke Belman, Deputy Executive Director of Land Use Planning and Development, Sloan Dawson, Land Use Planning Manager, and Thatcher Imboden, Transit Oriented Development Manager provided the report. Ms. Belman reviewed the Office of Land Use Planning and Development direction, which was to implement a regional equitable transit oriented development strategy, stemming from ST3, state statute, and the Board adopted Equitable Transit Oriented Development Policy. The overarching goal of the work was to have station areas which were supportive of and by vibrant and diverse communities. The office was organized around this work, dedicating one team to the early integration of land use planning and urban design in capital projects, and the other on the disposition of surplus property for equitable Transit Oriented Development outcomes.

Mr. Dawson highlighted notable land use planning work completed in 2019. The team developed a framework for station planning guidelines for ST3 projects, criteria for evaluation transit oriented development related elements in early project delivery, and explored concepts for alternative delivery, integrated development, and parking strategies. Regarding projects, the team led urban design and station area planning efforts for the West Seattle and Ballard Link Extension, the Tacoma Dome Link Extension, Bus Rapid Transit, and other capital projects. It launched station co-planning work on Light Rail projects entering phase 2. It also led master planning efforts for several Bus Rapid Transit station areas, resulting in optimized site plans.

The ultimate goal was creating stations which served communities and which were well thought out with respect to how people arrive to a station, the opportunities for public realm, for economic development, and for affordable housing at the stations. Doing so would require partnership from the beginning. Sound Transit's focus was delivering the infrastructure and the core capacity itself, but the partner jurisdictions were focused on the larger station area and larger transportation network surrounding the station. A critical envelope in which Sound Transit's and the partner jurisdiction's interests overlap was the station context, which required serious consideration of urban design, traffic engineering, and the optimization of the stations footprint in order to achieve the intended regional growth and development goals.

The land use planning approach was broken into four pieces. The first element which occurred early in alternatives development was to think about the propensity for development around specific station location alternatives and alignments. Next early in the environmental review and early design, opportunities for joint development and land use intensification are considered. Staff increasingly partnered with cities to create a station context framework, which was an urban design scheme for the immediate environments of the station. In some cases, opportunity to plan more was presented. The best recent example was the Operations and Maintenance Facility – East in Bellevue.

Mr. Dawson provided examples of each of the four land use planning approaches, highlighting the Fife Station Area Development Propensity, the Kingsgate Park-and-Ride Transit Oriented Development Study, and The Downtown Renton Station Context Framework. Three main objectives drove the planning work: to identify and resolve design issues earlier through collaboration with communities, to clarify the zones of responsibility between agencies for station area investments, and to contribute to streamlined permitting and project delivery.

Mr. Dawson separately called out the fourth piece of the approach, Joint development master planning, by referring to the Kenmore Park-and-Ride project. Sound Transit worked with King County Metro, the city of Kenmore, and several adjacent property owners to identify an optimal configuration and siting for a garage facility in a way which supported good development outcomes and potentially larger joint development opportunities at the site.

In 2020, staff aimed to complete the planning program guidelines and to develop alternative delivery strategies for joint development of parking facilities and retail in transit stations. Staff also planned to complete the first phase of station context frameworks and co-planning on Link projects, to transfer master planning and activities into agreements, and initiate station planning activities for Everett Link.

Mr. Imboden reviewed the work completed in 2019 for surplus properties and joint development efforts in the agency's portfolio. Sound Transit finalized a new on-call consultant support services contract which provided technical and advisory services for properties. It also selected Local Initiative Support Corporation on a revolving loan fund for affordable housing. In regards to properties, the agency continued to focus on partnerships. An RFP for the Operations and Maintenance Facility – East transit oriented development site which included a land contribution from Sound Transit and the City of Bellevue, and a \$10 million funding commitment from King County and \$4 million from ARCH to support affordable housing construction. Sound Transit also closed on the sale of a small excess property on Beacon Hill, selling to a development team which owned an adjacent property which agreed to redevelop it into a mixed-use project.

Following the adoption of the equitable transit oriented development policy, staff began to craft guidelines, refine processes, and develop tools. Lessons learned were applied to guidelines as the agency's portfolio of properties vary in complexity, geography, opportunity, and scale. In 2019, communication tools were refreshed in order to better communicate programs, activities, development opportunities and impact. Beginning in 2020, the agency would launch a strategic plan which would look at how the surplus property portfolio could be used to implement the equitable transit oriented development policy while engaging stakeholders.

Guidelines are broken into areas of focus which range from identification of surplus property and joint development opportunities, to the approach and principles used to equitably engage communities to inform goals for those properties, to the process and considerations used to select development partners, to the requirements placed on properties, and when where and how the agency conducted design review for projects and against which standards. Construction oversight was also a key focus, to ensure that projects were effectively integrating with stations and also that they were good neighbors to the facilities.

Sound Transit began working with the Local Initiative Support Corporation in 2019 and focused on a needs assessment to better identify specific barriers to creating affordable housing relative to the agency's goals, which included creating affordable housing on surplus property and also minimizing displacement of affordable housing near stations. As a part of the needs assessment, the corporation conducted interviews with non-profit and for-profit developers, housing authorities, and local affordable housing funders. The corporation worked with Sound Transit to evaluate different ways to structure the revolving loan fund to ensure that the impact was robust, that risk was managed, and outcomes were aligned to the agency's goals. A draft business plan would be presented to the Board of Directors later in 2020 and a final business plan and management contract would follow for approval.

At the time of the presentation, over 550 housing units were under construction on properties which Sound Transit either leased or sold to developers. 428 units were to be built on Capitol Hill, of which 41 percent would be affordable and 110 units which were designated as long-term affordable. At Beacon Hill station, construction just began on a project on property which Sound Transit did not own, but the developer purchased approximately 2,200 square feet of surplus property from Sound Transit and would reconfigure a landscaped area into a plaza which would connect it to Lander Street.

Over 700 units of affordable housing were slated for construction or pre-construction in 2020. The Seattle Office of Housing awarded First Hill over \$11 million and Capitol Hill's Atlas Site over \$8 million in December 2019, meaning all projects had the critical local funding needed to secure tax credits from

the state. Roosevelt was slated to begin construction in the second quarter of 2020 and first hill later in the year. The Capitol Hill Atlas site was expected to begin construction in 2021.

The agency continued to look for development partners at a location in Rainier Valley and near the Operations and Maintenance Facility – East in Bellevue. Negotiations were ongoing with the Seattle Office of Housing on the Rainier Valley property for a potential partnership on a smaller project with approximately 12 sites combined with the city's contributions toward creating affordable homeownership opportunities. The Board would consider further action on that property later in 2020. In Bellevue, the joint request for proposal sought a mixed-income, mixed-use project which would bring substantial public resources from King County and ARCH. Awarding the development rights to that property were anticipated to take place later in 2020.

Looking ahead, Mr. Imboden outlined planned projects to be considered by the board at a future date. Those projects prepared to find partners included Angle Lake transit oriented development sites in SeaTac, Surrey Downs single family sites in Bellevue, and the Mount Baker East Portal site in Seattle. Projects in pre-development included the Federal Way Transit Center, properties near the Kent/Des Moines Station in Kent, The Overlake Village in Redmond, the U-District transit oriented development site in Seattle, and more. Much work would need to go into readying each property for redevelopment, often beginning with defining the extent of the surplus property, identifying the likely development outcome options, and engaging with local stakeholders and communities on the goals.

Boardmember Roberts asked for more information regarding the Local Initiative Support Corporation. Mr. Imboden informed the committee that it was a national organization which supported local communities on matters relating to affordable housing and economic development. It was a large funder of affordable housing projects through low income tax credit investments and had a long history with both developing and managing revolving loan funds. Mr. Rogoff added that the corporation was a leader in the field on the national scale. Ms. Belman added that the agency was excited to be working with them based upon good feedback received from partner jurisdictions. Chair Keel asked how Sound Transit reconciled its goals with the rules of the varying municipalities with which it worked when conflicts occurred. Ms. Belman explained that the agency focused heavily on building and maintaining relationships and partnerships with local jurisdictions, funders, and developer as work moved forward. Much work was done with the local jurisdictions and communities at the beginning of a project to align their goals and Sound Transit's goals to accomplish the most beneficial outcome. The jurisdictions were also included in the planning process to develop the requests for proposals to assure that all interests were taken into account.

## **Executive session**

None.

## **Other business**

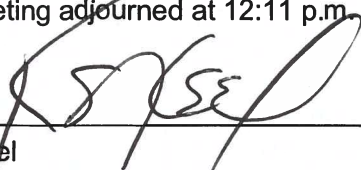
None.

## **Next meeting**

Thursday, February 6, 2020  
10:30 a.m. to 12:00 p.m.  
Ruth Fisher Boardroom

**Adjourn**

The meeting adjourned at 12:11 p.m.



Kent Keel  
Executive Committee Chair

ATTEST:



Kathryn Flores  
Board Administrator

APPROVED on February 6, 2020. AM