



Summary Minutes

Rider Experience and Operations Committee Meeting May 4, 2023

Call to order

The meeting was called to order at 1:31 p.m. by Chair Walker 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) Kristina Walker, Tacoma Deputy Mayor	(P) Ed Prince, Renton Councilmember

Board Members	
(P) David Baker, Kenmore Councilmember	(A) Kim Roscoe, Fife Mayor
(A) Christine Frizzell, Lynnwood Mayor	(P) Dave Upthegrove, King County Council Chair
(P) Debora Juarez, Seattle Council President	(A) Peter von Reichbauer, King County Councilmember

Josephine Gamboa, Board Relations Specialist, announced that a quorum of the committee was present at roll call.

Report of the Chair

Monthly Contract Report

The monthly contract report was included in members meeting packets for review.

CEO Report

CEO Julie Timm provided the CEO Report.

State of Good Repair

For State of Good Repair work, there would be two projects that begin in May 2023 that would have minor impacts to passengers. The first would be between May 15, 2023 and September 11, 2023 to replace two stairs at Kent Station one at a time to maintain access for passengers. These assets went into public service around 2002 and in that time a mixture of concrete quality and effects of weather coupled with deicing materials have required the agency to move this work forward. The vertical transportation maintenance team was notified to ensure enhanced response to unplanned outages to ensure passenger flow wasn't unintentionally affected. The second project was Line 1 Rail Replacement work that would begin May 16 and continue to July 25, 2023. This work was taking place near the Airport interlocking switch on the north bound main line, and would replace approximately 40 feet of track that was originally installed in 2007. Once the section of rail was removed, staff would send it on to be analyzed to have a better understanding of abnormalities that contributed to the need for

replacement. There would be no impact to headways.

Westlake Station Update

Due to recent damage to the roof of Westlake Station structure, 1 Line service was experiencing system wide headways of 15-20 minutes with a need to transfer at Pioneer Square Station. Security personnel were on hand to assist passengers during all operating hours, with additional staff ambassadors to help during the busiest times.

The damage, caused on April 25, 2023, was the result of a non-Sound Transit contractor working at the street level to remove a clock immediately above the Westlake Station. The contractor dug too deeply into the sidewalk and made significant contact with the station ceiling causing damage to post tension cables and the ceiling girder that provided structural support for the sidewalk and bike path above the station Northbound platform and tracks.

Due to the confined location of the damage, a full assessment of the structural condition of the girder required a contractor to build temporary scaffolding and open up the area to provide the necessary safe access for engineers to further inspect the structure and then to design and implement additional mitigation measures and permanent repairs.

CEO Timm noted more information would become available when the station was able to re-open for full service and the timeline for permanent repairs would be known once the full extent of damage had been confirmed.

CEO Timm praised staff's quick work to assess the situation and the emerging developments to make the right call to close the area under the damaged ceiling to keep riders safe. She also thanked the Sound Transit team that quickly mobilized to support riders around transfers and closed stations. CEO Timm had tasked the team to develop an after-incident review to identify specific actions to improve response on future emergencies and actions that may help to avoid impacts to infrastructure in the future.

In regard to the State of Good Repair work, Chair Walker asked where riders could find more information on it. CEO Timm replied the Sound Transit website, Sound Transit Twitter, amongst other multiple sources that feed service information.

Public comment

Chair Walker announced that public comment would be accepted via email to emailtheboard@soundtransit.org, in person, and would also be accepted virtually.

The following people provided virtual comments:

Joe Kunzler

There were no written comment submissions and there was no in-person public comment.

Business Items

For Committee final action

April 6, 2023, Rider Experience and Operations Committee meeting minutes

It was moved by Boardmember Baker, seconded by Committee Vice Chair Prince and carried by unanimous consent that the minutes of the April 6, 2023 Rider Experience and Operations Committee meeting be approved as presented.

Motion No. M2023-34: Authorizing the chief executive officer to execute a contract modification with MSNW Group, LLC., to provide janitorial services, and related maintenance services in the amount of \$6,736,922 for a new total contract amount of \$14,795,534.

Presley Morrissey, Director of Facilities Operations Support, provided the staff presentation.

Chair Walker asked about on-call services and whether calls would come from staff or if public could call and request clean up. Ms. Morrissey replied that requests would come through the security center and anyone in the public could call the security center to report something.

Chair Walker referenced a slide in the presentation that listed Tacoma Link as part of the current scope of work, but specifically mentioned scope did not include Link stations. Chair Walker asked for clarification. Ms. Pressley replied that, currently, Tacoma Link was part of the contract but Link Line 1 Stations were not. Suraj Shetty, Executive Director of Operations, clarified this action was requesting funds to be set aside in case it's needed for the 1 Line, the East Link Starter Line, or potential one time deep cleans. He added that discussions were in place with King County Metro to understand what they could provide to meet passenger needs and that Sound Transit had the budgeting to move forward with what was decided.

Motion No. M2023-34 was moved by Committee Vice Chair Prince and seconded by Boardmember Baker.

Chair Walker called for a roll call vote.

Ayes

David Baker
Debora Juarez
Ed Prince
Dave Upthegrove
Kristina Walker

Nays

It was carried by unanimous vote of five committee members present that Motion No. M2023-34 be approved as presented.

Motion No. M2023-35: Authorizing the chief executive officer to execute a contract modification with Hansell Tierney, Inc., Kelly Services, Inc., TEKSystems, Inc., and Robert Half International Inc., for Information Technology Temporary Staffing Services in the amount of \$2,000,000 for a new total authorized aggregate contract amount not to exceed \$19,000,000.

Jason Weiss, Chief Information Officer, provided the staff report.

Chair Walker recalled a recent action that was brought to this committee and asked when this was last updated or if this was a different contract from the recent one. Mr. Weiss replied the recent action was to exercise the option for a different contract but that this specific contract was different and a new contract would be brought to the committee once this expired.

Motion No. M2023-35 was moved by Committee Vice Chair Prince and seconded by Boardmember Baker.

Chair Walker called for a voice vote.

It was carried by unanimous consent of all committee members present that Motion No. M2023-35 be approved as presented.

Reports to the Committee

Presentation on 2024 Service Plan and East Link Starter Line operating assumptions

Brian de Place, Director of System and Service Planning, provided the report. The 2024 Service Plan was the mechanism for the Board to decide Eastlink Starter Line service levels, 1 Line service levels when it extends to Lynnwood, ST Express service levels, and connections to new high-capacity transit (HCT) services. Due to staffing and construction challenges, service levels across modes would differ

significantly from earlier plans communicated to the Board and to the public. Depending on mode, these lower service levels would impact passengers through longer wait and transfer times, crowded conditions, and in the case of the Eastlink Starter Line, a shorter span of service.

Lynnwood Link Extension was originally planned to open after East Link. The 1 Line and 2 Line would provide combined service with trains running every 4 minutes during rush hour, every 5 minutes during the mid-day, and every 7.5 minutes in the evenings; all with 4-car trains. Without East Link/Operations and Maintenance Facility East (OMFE) being open, the 1 Line would require temporarily reduced service levels to match fleet storage limitations. Operational analysis of the Lynnwood terminal showed there may be challenges reliably delivering 4 minute headways and further analysis was required. Crowding during the peak was expected between Northgate to Westlake even with reduced post-pandemic demand. Staff would analyze alternative Link service scenarios to mitigate lack of capacity and crowding challenges, analyze feasibility of providing bus shuttle to mitigate crowding on Link, restore two remaining Sounder N Line round trips to provide travel alternatives, adopt ST Express restructures consistent with ST3 plan to replace ST Express with Link and BRT phase implementation, and plan for service level increase with OMFE access and monitoring timing of potential construction impacts on I-5 North.

Changes to I-5 service with Lynnwood included shortening Routes 512 and 513 to connect with Link at Lynnwood, eliminate Routes 510 and 511 since Routes 512, 513 and connection to Link, serve the same stops. Riders would have more reliability and consistent access with a transfer to Link at Lynnwood. Route 522 would wait to change. Route 522 currently connects to Link at Roosevelt Station. Moving the connection north to Shoreline South was consistent with future Stride S3 and should be coordinated with KCM changes. Changes to Route 522 would be implemented when both 1 and 2 Line service operate between Lynnwood and Seattle. The agency would coordinate with King County Metro (KCM) planning of local service for stops south of 145th.

Mr. de Place provided a background of the full 2 Line service design. It would connect eastside with Downtown Seattle and provide increased regional mobility and needed carrying capacity from International District Station to points north. There would be 8-minute headways in peak (combined with 1 Line for a 4-minute headway), and 4-car trains. It would require approximately 110 Light Rail Vehicles (LRV) and would provide service to passengers for approximately 20 hours per day. It would connect ST Express bus services in East King County to be restructured and coordinated with KCM.

East Link was planned to open in 2023, before Lynnwood, and was currently anticipated to not cross Lake Washington until at least Spring 2025. The Board directed staff to evaluate an East Link Starter Line. Not crossing Lake Washington would significantly lower ridership; the projected demand was approximately 15 percent of full 2 Line. LRV reliability and availability was lower than planned; there were currently only 23 LRVs available for service at OMFE.

Desired East Link Starter Line service assumptions would include 10-minute all day headway with 2-car trains us transfers, it would meet projected ridership of up to 6,700 passengers per day, and staff also assumed that the East Link Starter Line's service span, the hours it would serve passengers, would replicate the 1 Line at approximately 20 hours per day.

Option 1 was to replicate full 2 Line service levels of 20 hours of service per day with 4-car trains and 8-minute headways during peak, 10-minutes off-peak, and 15 minutes early or late. The LRVs needed to deliver were 40. Available fleet was 23 due to new vehicle commissioning and warranty, retrofitting and spare ratio needs. Between 150-160 new staff would be required. Maximum demand was approximately 400 people per hour and Link carrying capacity was approximately 3,500 per hour. It would require staffing and LRVs to be re-deployed from 1 Line service delivery and could impact a summer opening. The option was not achievable due to vehicle shortage and uncertainty in staffing.

Option 2 was the desired East Link Starter Line with 20 hours of service per day with 2-car trains with a 10-minute peak headway, 10-minutes off-peak, and 15 minutes early or late. This would require 22

LRVs to deliver and the current total available was 23. Between 130-140 new staff would be required. The maximum demand was 400 people per hour and the Link carrying capacity was at approximately 1,800 per hour. This would require staffing to be re-deployed from 1 Line service delivery and could impact a summer opening. This option was challenging due to uncertainty in staffing and the impact to Lynnwood.

Option 3 was reduced span East Link Start Line with 14 hours of service per day with 2-car trains and 10-minute peak headway and 10-minutes off-peak. This would need 22 LRVs to delivery and the current total available was 23. Between 110-120 new staff would be required. The maximum demand was approximately 400 people hour and the Link carrying capacity was at approximately 1,800 per hour. LRVs and staffing levels provided more certainty around a summer opening. This option was likely achievable due to vehicle availability and lower staffing number required.

Staff recommend Option 3. This approach would allow for providing both East Link Start Line and Lynnwood Link Extension service. Option 3, changing the East Link Start Line span from 20 to 14-hours prioritized the Lynnwood opening schedule and improved mobility for a higher number of riders on the 1 Line. Rough estimates indicated a 14-hour East Link Start Line service span would miss approximately 15 percent of potential riders. Staff would provide more updates on the Starter Line project status at the System Expansion Committee meeting later this month.

Mr. de Place reminded the committee that in 2021, staff proposed to move the majority of service levels on I-5 S routes to approximately 15-minute headways to match the service levels in the rest of the system. Fall 2022, staff updated the Board that while the plans remained in place, the implementation of service improvements would be deferred given ongoing bus operator shortfalls. Currently, staff were projecting the need to continue to defer these service improvements due to the ongoing shortage of both bus operators and maintainers however staff was analyzing opportunities for changes that would benefit riders without needing to add more operators. For instance, if a certain route would be combined with other similar route patterns in the South corridor, that could potentially deliver more frequency in that corridor but it would add to overall travel times. If staff found this to be a viable concept, they would solicit rider input later this summer.

Next steps included public comment on service plan components of Lynnwood Link and bus restructure, Starter Line service, South corridor ST Express service concepts throughout May to August 2023. Staff would return to the committee in August 2023 with further details on Starter Line service levels, risks and challenges. In October 20203, staff would summarize public comment and recommend Board adoption of Service Plan in coordination with the budget process.

Boardmember Baker asked what the capacity was per car. Mr. de Place replied approximately 144 depending on the Kinkisharyo or Siemens model. Boardmember Baker referred to the presentation noting stations could hold 2 or 4-car trains. Boardmember Baker noted the many housing developments being built along the line and asked if stations could handle 6-car trains. Mr. McGinn replied no.

Chair Walker referred to the presentation that listed 20-hour service or 14-hour service days and asked if there was a middle ground or why those durations were picked. Mr. McGinn replied the 14-hour service days reflected schedules of maintenance and operations staff, anything about 14 hours would require another level of staffing hours. The benefits of refraining from adding another level of staff could result in more flexibility, such as staffing for Lynnwood Link Extension. Chair Walker asked if the cost savings benefits outweighed a 16-hour service day. Mr. Shetty and CEO Timm committed to responding to Chair Walker with further analysis on the impact of a 16-hour operating day.

Chair Walker asked what was being presented to the public for engagement and feedback. Mr. de Place replied there were regulatory requirements that were expected to be met. One aspect was providing information to the public about what service would look like, which meant proposed service levels would be shared. Chair Walker asked about next steps in August and if that would include the costs and provide ability to understand the full budget scope. Mr. de Place responded the Rider Experience and

Operations Committee would be presented information on the service itself and the project costs would be discussed further at the System Expansion Committee meetings. CEO Timm added the recommendations would be applied to the 2024 budget assuming approval of the East Link Starter Line. Chair Walker asked if committees had ever met in the past. CEO Timm replied that each committee would receive information within their purview and the only opportunity to get briefed all together was at the full Board. Russ Arnold, Acting Deputy CEO Service Delivery Officer, added that the 2024 service package would be recommended to the full Board from the Rider Experience and Operations Committee. At that time, the committee could share with the full Board all information that was heard to come to a decision.

Fare Structure and Potential Link Fare changes

Alex Krieg, Director of Access, Integration & Station Area Planning, provided the report and focused on fare structure. Mr. Krieg explained the differentiating purviews of this policy topic and noted the fare structure was within the committee's purview whereas fare policy was within the Executive Committee's purview. He reviewed the existing fare structures within Board policy including zone-based and distance-based fares. He reviewed existing fares across the Sound Transit district and the current Link fare table for adult fares. Mr. Krieg shared a visual of the Link fare table for adult fares after the ST2 projects open. If there were no changes to current fare structure, fares would range from \$2.25 to \$4.25. He explained the fare structures for distance-based and flat fare considerations.

The existing Link adult fare structure for 1 Line was distance-based at \$2.25 to \$3.50. The fare included a base fare of \$2.25 plus \$0.05 per mile charged and rounded to the nearest \$0.25. Tri-Met in Portland, MTS in San Diego, and UTA in Salt Lake City were all flat fare structured at \$2.50. Sound Transit, Tri-Met, and UTA had income-qualifying reduced fares. Tri-Met and MTS had fare capping whereas UTA and Sound Transit did not. DART in Dallas and Metro Transit in Minneapolis had flat fare with peak surcharge fare structures. RTD in Denver had zone-based fare. DART, Metro Transit, and RTD did not have income-qualifying reduced fares or fare capping.

Based on the current Sound Transit fare structures, there are some passengers who are not sensitive to distance-based fares. Reduced fare programs already have flat or free fares, and passengers with employer-subsidized ORCA cards may not need to worry about the cost of their fare at all. Staff would perform additional analysis to assess the characteristics of passengers most impacted by a potential fare structure change.

Passengers who had a reduced fare (13 percent of passengers), or an employer-provided ORCA card (41 percent of passengers), accounted for 54 percent of Link fare boardings in 2022. Forty-six percent of Link boardings pay the adult fare, whether using an ORCA e-purse, pass products, or via ticket vending machines. In 2022, Link fares ranged from \$2.25 to \$3.50. Sixty-three percent of passengers paid \$2.75 or less of the ORCA retail cost for an adult fare, 37 percent paid \$3.00 or more. Fifty-eight percent of passengers paid \$2.75 or less with an employer-provided ORCA card, 42 percent paid \$3.00 or more.

The preliminary fare revenue projections are based on three flat fare options: \$2.75, \$3.00 or \$3.25. The key assumptions included the pace of system expansion, non-fare boardings rate, pace of fare increases, and fare increase implementation in 2025. Analysis was compared to current finance plan assumptions with distance-based fares.

Flat fare option 1 was \$2.75. Key takeaways included parity with the current King County Metro fare, a neutral to 1 percent decrease in ridership, increased fares for Link passengers traveling short distances, and lower fares for longer trips and for ST Express and Community Transit passengers. Passenger experience criteria showed green across the board, except for yellow on impact on short trips.

Flat fare option 2 was \$3.00. Key takeaways included higher fare revenue and farebox recovery, medium impacts to ridership, still higher fares for short distance Link passengers, and lower fares for

longer trips and ST Express and Community Transit passengers. Ridership impact and impact on Metro passengers were yellow. Impact on short trips was red and the remaining criteria was green.

Flat fare option 3 was \$3.25. Key takeaways included same fare as ST Express, higher fare revenue and farebox recovery, but larger impact to ridership, much higher fares for Link passengers traveling short distances, and lower fares for longer trips and Community Transit passengers. Ridership impact and impact on short trips was red. Impact on Metro passengers was yellow and the remaining criteria was green. Mr. Krieg reviewed a table listing a summary of all the flat fare options and showed the finance plan impact of each flat fare option.

Mr. Krieg reviewed policy questions for the committee given the fare policy update. Mr. Krieg shared next steps which included a parking management presentation to both Executive and Rider Experience and Operations Committees in June 2023, public and passenger engagement beginning July through September 2023, followed by potential Board action in Fall 2023/Winter 2024.

Presentation on Passenger Information Management Systems

David Ginsberg, Deputy Director of Program Management Office, provided the report. Currently, there was no passenger information available at Tacoma Link stations, minimal information was available at Sounder stations, and only scheduled data and proximity alerts were available on Link. Passenger Information Management Systems (PIMS) would change that, bringing arrival predictions and next train arriving alerts to all three modes using a visual language that passengers would come to rely on to provide the information they need at a glance regardless of what mode they were taking.

PIMS was the technology that enabled the agency to keep passengers informed. PIMS was designed using open standards to enable flexibility so the agency could add new data sources and capabilities to meet the needs of passengers into the future. This was a system staff designed to meet the needs of passengers. It was anticipated to be among the most advanced and capable passenger information systems in the Americas. PIMS would improve the accuracy of arrival predictions for Link with new data sources including GPS and introduce GPS-enabled arrival predictions to Tacoma Link and Sounder. With PIMS, operators would have one central system to provide passengers with the information they need, when and where they need it across Link, Sounder and Tacoma Link, with support for BRT when STRIDE launches. From an operations standpoint, PIMS would simplify getting important messages out to passengers with a single interface capable of sending messages by mode, to a particular station or set of stations, or to all digital signs throughout the system, and eventually to onboard signage as well as platform signs.

Mr. Ginsberg shared the program timeline including work that was taking place on the PIMS back-end systems that would serve passengers across modes and the public-facing work and milestones for Link, Tacoma Link, and Sounder. PIMS would be introduced in a phased approach with new PIMS capabilities and features rolling out over time. During most of 2019, staff worked on design work, and the following three years engineering and testing the new Passenger Information Management System. During 2021, staff conducted its first two Factory Acceptance Tests, first without a connection to Supervisory Control and Data Acquisition (SCADA) and toward the end of the year with PIMS connected to SCADA. The tests in 2021 were essentially testing that the Wabtec's AIM platform PIMS was built on was functioning properly. 2022 was spent engineering the new features PIMS would introduce beyond what Wabtec's AIM product offers. In August 2022, staff completed the Factory Acceptance Test for Link and turned to building out what would become the production PIMS environment. The current signs were mostly LED dot-matrix signs with limited display capability to display the types of information passengers were looking for.

The launch date for PIMS was tied to the East Link Starter line schedule since more sophisticated technology was required to operate multiple lines. PIMS would be ready to support systems integration testing for East Link Starter Line which was scheduled to begin Summer 2023. In Summer 2023, staff would restore arrival predictions for our passengers, and they would be more accurate and improve over

time. New capabilities would be introduced toward the end of summer, including integrations with a new Rider Alerts system. Toward the end of 2023, there would be new signs getting installed on the 1 Line, starting with the segment south of the Downtown Seattle Transit Tunnel and moving north over the course of the year. The new PIMS signs had already been installed at all East Link stations, so if a decision was made to open an East Link Starter Line, that line would open with new signs. Some Link functionality that was dependent on LRV upgrade projects would take place later, including the incorporation of GPS data which would further enhance accuracy of arrival predictions as well as the ability to send messages directly to onboard signs.

Design work was complete on PIMS for Tacoma Link, and engineering specific to Tacoma Link would begin after the launch of PIMS for Link. PIMS was currently expected to launch on Tacoma Link at the end of Q1 2024 with both onboard and wayside signage. As with Tacoma Link the design work is now complete and engineering work specific to Sounder will take place next year with an anticipated launch of PIMS on Sounder in late Q3 of next year. As with Tacoma Link, PIMS would launch with both new station signs and new onboard signs for Sounder.

Staff had completed 2 months of overnight testing and completed all vent mode testing in the tunnel stations as required prior to operating during revenue service. Staff would begin testing during revenue service hours next week. This would be the first time passengers see a glimpse of PIMS. Agency vendor and employee volunteers would be out along the alignment testing arrival predictions messaging functions. There was time built into the schedule for another development effort to fix any defects staff encounter during next week's testing, and there would be another week of revenue service testing at the end of the month. If successful, PIMS would be launched on Link by the end of next month. Mr. Ginsberg noted the excitement of this milestone and invited the committee to see the new system in service on May 9, 2023 through May 12, 2023.

Mr. Ginsberg shared photos of the new signage. The new PIMS digital signs would appear first south of the Downtown Seattle Transit Tunnel and would be installed on the 1 line on a station-by-station basis, completing in Q4 2024. If the East Link Starter Line was feasible and approved by the Board, that would open with new signs along the entire alignment. Where overhead space permits, staff would use larger flat panel-type signs capable of displaying more information. Some full-color signs in use at Capitol Hill, University of Washington, U District and Roosevelt Stations were subject to glare. The new PIMS signs solve this issue with optical bonding, similar to that of an iPhone. This technology greatly reduced glare and increased visibility over the signs at the stations today. While the older LED dot-matrix signs weren't subject to such glare, replacing the LED dot-matrix signs in use on the rest of the 1 Line alignment would provide the ability to convey much more information at a glance than what was currently available.

The Communications department had worked in close collaboration with the Signage Governance team to develop a visual language passengers could rely on to get the information they need at a glance. Mr. Ginsberg shared an image that showed an example of arrival predictions on a larger format sign that would be used where overhead space permits and an image of an arrival prediction on a 1/2 height sign used where overhead space is constrained. The PIMS experienced the line number and color were displayed first, and for trains that would stop at SeaTac airport a plane icon is also displayed. The green signal icon indicated that an arrival prediction is using real-time information.

The June 2023 target met the needs of the East Link Starter Line and the delivery of PIMS for Link was being tracked as a potential risk item for the East Link Starter Line. Staff developed a contingency plan to minimize potential impacts to the East Link Starter Line.

The second risk involved prior public statements about reintroducing arrival predictions on Link by summer of 2023. To manage this risk, staff was closely tracking schedule performance with the agency vendor and have weekly executive-level meetings to keep them on track. Despite earlier challenges with schedule performance, the vendor had kept to the schedule for the last 2 months. Much would hinge on the results of the Full Alignment Testing during revenue service which would begin next week and be

completed on June 2, 2023. If successful, staff anticipated the return of arrival predictions for Link in late June 2023, powered by PIMS with real-time information. Staff find errors during the various stages of testing: lab, overnight non-revenue service, and full alignment revenue service, but expect to find new scenarios and situations as the system was launched. Mr. Ginsberg noted the learning curve involved for the users of the system and anticipated the time to become proficient with the new PIMS system.

PIMS was the first large passenger-facing technology solution the agency had undertaken, and it was important to remember, that as the agency approached full alignment testing during revenue service hours next week, that new system launches often incurred glitches, that this was normal and expected. One of the primary reasons staff would conduct this testing prior to cutover to PIMS was to uncover as many of those glitches as possible before PIMS becomes the agency's official Passenger Information System.

Executive session – None.

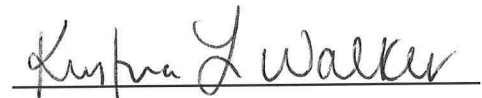
Other business – None.

Next meeting

Thursday, June 1, 2023
1:30 to 3:30 p.m.
Ruth Fisher Boardroom and Virtually via WebEx

Adjourn

The meeting adjourned at 3:08 p.m.



Kristina Walker
Rider Experience and Operations Committee Chair

ATTEST:



Kathryn Flores
Board Administrator

APPROVED on June 1, 2023, JG.