



Summary Minutes

Executive Committee Meeting February 1, 2024

Call to order

The meeting was called to order at 10:32 a.m. by Committee Chair Dow Constantine and was available for viewing in person and online.

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

Roll call of members

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

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

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

Report of the Chair

None.

CEO Report

Chief Administrative Officer Mary Cummings provided the CEO report.

Changes to Monthly Contract Reports

As part of implementing the TAG recommendations, the Board implemented changes to the Delegation of Authority that became effective January 1, 2024. There would be changes to monthly contract reports as staff began to report on contracts executed under the new delegation levels. Transparency would be increased, and reports would be simplified by providing a single report of all contracts for the prior month to the full Board. There would also be several formatting changes to enhance the report readability for the Board, for example, by listing all new contracts first, followed by contract modifications. The first consolidated CEO Monthly Contracts Report would be included in meeting material packets for the full Board meeting beginning February 22, 2024.

Public comment

Chair Constantine announced that public comment would be accepted via email to meetingcomments@soundtransit.org and would also be accepted in-person and virtually.

The following people provided written public comment:

Cascade Bicycle Club
Feet First
Futurewise
Hopelink
Move Redmond
Transit Trekker
Transportation Choices Coalition
Urban League of Metropolitan Seattle

The following people provided virtual public comment:

Joe Kunzler
Paul Rometsch

There were no in-person public comments received.

Business items

Items for Final Committee Action

December 7, 2023, Executive Committee meeting minutes

It was moved by Board member Balducci, seconded by Board member Backus and carried by the unanimous vote of all Board members present that the minutes of the December 7, 2023 Executive Committee meeting be approved as presented.

Items for recommendation to the Board

Nomination for Sound Transit Board Vice Chair from Pierce County for Board consideration at the February 22, 2024 Board meeting.

Chair Constantine shared that under Board rules, when a member leaves before the end of their term as Board Chair or Vice Chair, the Executive Committee must develop a recommendation to be brought to the Board to fill the remainder of their unexpired term. Kent Keel served the first year of the two-year Vice Chair term, from January 1 through December 31, 2023, leaving the remaining unexpired term for Board Vice Chair through December 31, 2024. The Chair and Vice Chairs each needed to be from different counties, therefore the Executive Committee should recommend a Pierce County Board member to serve as Vice Chair to fill the vacancy left by Kent Keel. The Board's rules stated that the Executive Committee would call for nominations from the floor.

Board member Dammeier nominated Board member Kim Roscoe to serve as Vice Chair.

There were no further nominations.

It was moved by Board member Dammeier, seconded by Board member Balducci and carried by the unanimous vote of all Board members present to recommend the Board elect Kim Roscoe from Pierce County as Vice Chair to complete the remaining unexpired two-year term for Board Vice Chair beginning February 22, 2024 and ending December 31, 2024.

Chair Constantine noted Secretary Millar would preside over the election portion of the February 22, 2024 Board meeting.

Reports to the Committee

Status of implementing the Technical Advisory Group recommendations

Moises Gutierrez, Chief System Quality Officer, provided the presentation. He noted agency efforts had been reset following the December 2023 committee meetings which included affirming the current implementations and how future progress was shared with the Board and the Technical Advisory Group (TAG). This reset was directed by Interim CEO Goran Sparrman. CEO Sparrman had voiced these efforts as a top priority and communicated his vision and expectations with the agency. A broader presentation of all recommendations and implementations would be provided at the February 8, 2024 System Expansion Committee meeting. Mr. Gutierrez acknowledged the new format of the implementation table that was provided in the committee's meeting packet. This new format was created to reflect clarity and urgency.

For recommendation 1, rebuilding trust and clarifying roles and responsibilities between the Board and staff, the agency was continuing to delegate decisions at the lowest reasonable level. Mr. Gutierrez noted in the right-hand column of the table, there was a progress note on CEO Sparrman's ongoing efforts to delegate more authority fully through various levels of the organization. Prior to CEO Sparrman's pre-planned time off, he completed the step to delegate authority to the chief financial officer for continuity of business purposes. There was more work for the spend and contract authority levels to be delegated further as appropriate. Further update on this activity would be reported at the March 7, 2024 committee meeting.

Mr. Gutierrez noted staff would proceed to identify all presentations speaking to multiple projects across committees to assemble a programmatic work plan. This was in response to Board feedback to focus time on regional programmatic matters.

For recommendation 2, the recruitment of a megaproject executive, CEO Sparrman prioritized time to review resumes and participated in meeting with candidates alongside Board leadership. The final round of interviews was expected to complete by the end of the month.

For internal process improvements, staff used the TAG's priorities to refocus staff efforts on the most impactful enhancements that could be made in the next 30-60-90 and 120 days. That included improving timely processing of invoices to no more than 30 days upon receipt. As part of these efforts, the agency would also focus on timely payments to subcontractors. Several assessments of payment performance were conducted, and more detailed analysis would be provided at the February 8, 2024 System Expansion Committee meeting. At that meeting, staff would also discuss change orders, contract close outs, and empowerment of project teams.

Staff conducted an internal assessment of existing policies related to betterments and scope control and the current state of practice related to the TAG's recommendation to better enforce the agency's betterment policy. Sound Transit staff and TAG members met to review accomplished work to date and Sound Transit received positive feedback that the work was on the correct path. To continue progress, this month, staff would work with Board leadership on the proposed approach and schedule which included consolidating and updating existing policies and further reviewing opportunities through briefings taking place in March 2024.

Board member Balducci appreciated staff for the work towards the reset and the newly updated format of the table given to the committee in terms of receiving clearer information to assist with further direction given from the Board.

Chair Constantine echoed Board member Balducci and added this was a positive change in direction towards implementing TAG's recommendations.

Briefing on parking program expansion engagement and initial recommendations

Alex Krieg, Director of Access, Integration and Station Area Planning, provided the presentation. He began by sharing the timeline of actions taken to follow Board direction to better manage agency parking facilities beginning with the System Access Policy in 2013. Through Resolution No. R2018-27, the Board

authorized the permit parking program with goals to maximize ridership and prioritize parking availability during weekday morning peak period. The resolution included parameters such as cost recovery, performance-based pricing, eligibility, limited reserved parking, and certain discounts. The existing conditions and policy considerations for expanding the parking program included some facilities remaining very full despite changed travel patterns, new Link service would generate higher demand at seven new and five existing facilities, costs to build and operate parking could be offset by user fees such as fares, and the ST3 system and finance plans assumed parking revenue from fees.

Mr. Krieg shared themes heard from the public engagement conducted in fall 2023. Feedback included program goals to increase transit ridership, maintain parking availability, and simplify the passenger experience we more important, preference for a parking program that maintained reserved parking options with a narrower range of daily fee possibilities, most interested in single-day and monthly permits for solo drivers, and open-ended comments reflecting general unpopularity of charging parking fees given potential ridership impacts. When asked which program option people preferred, 48 percent chose tiered (\$2-\$4) with reserved, 34 percent chose flat (\$4) without reserved, and 18 percent chose variable (\$2-\$10) without reserved.

Key staff recommendations regarding the parking program update included maintaining a performance-based program with administrative implementation, continuing discounts to low-income passengers and carpoolers, expanding program scope to allow daily fees and full facility management and require regular reporting to the Rider Experience and Operations Committee on program performance, introducing a daily fee that could be charged at Link facilities and facilities with more than 70 percent utilization, maintaining reserved parking at the busiest facilities with more than 90 percent utilization, and starting simple with phase implementation and add features over time to ensure sustainable program success.

If the Board authorized an expanded parking program, the agency was prepared to begin implementation later this year with focus on Link facilities on the 1 Line with the upcoming extension to Lynnwood City Center station with plans to test demand for reserved parking at eligible facilities and launch with a daily fee of \$2 per day. Eligible facilities for parking management included Lynnwood, Mountlake Terrace, Shoreline North, Shoreline South, Northgate, Redmond Tech, BelRed, South Bellevue, Tukwila International Boulevard, and Angle Lake stations. Staff did not currently expect to charge a fee after 2 p.m. or on weekends. The agency could expect full implementation at all eligible facilities by 2026. Prices for daily fees and reserved permits would be adjusted as the agency responded to program performance and parking demand.

Improved parking availability during peak periods and more open spaces for midday transit trips could impact transit ridership. As well as having some price sensitive passengers shifting to other modes or sharing rides to use free carpool permits, which would increase ridership. The forecast suggested a potential annual net revenue of approximately \$4 million to \$6 million by 2026. Expanded parking management was forecasted to generate approximately \$6-\$7 million in permit and daily fee revenue annually by 2026. This assumed annual cost of approximately \$1.5-\$2 million for program administration and enforcement services at up to 20 stations.

Staff would present the parking program expansion recommendations to the Rider Experience and Operations committee and return to this committee at the March 7, 2024 meeting to present a recommendation with potential Board action at the March 28, 2024 meeting. Staff also planned to return to this committee in March 2024 to provide a fare policy update briefing and take action at the April 2024 Executive and Board meetings.

Board member Dammeier recognized the Tacoma Dome parking structures were not included in the presentation and asked for clarification. Mr. Krieg replied that the Tacoma Dome parking facilities were owned by Pierce Transit and there was an agreement in place regarding operations and maintenance

and how costs were shared. Due to Pierce Transit ownership, they were responsible for managing that facility. A permit program was in place pre-pandemic and prior observations showed about 50 percent utilization. Board member Dammeier encouraged the agency to work closely with partner agencies to understand data at parking locations and for the parking management policy to be consistent across the region.

Board member Dammeier asked for clarification that staff was exploring a single day reservation system. Mr. Krieg replied that was a product under consideration for a reserved permit option in the form of monthly or daily reserved permits. Mr. Krieg explained that when that option was offered it would be beneficial for agency vendors and the passengers. Board member Dammeier voiced support towards the purpose.

Board member Franklin agreed with Board member Dammeier in terms of efforts to increase ridership and noted simplicity would be beneficial to passengers. She referenced a public comment received at today's meeting to take into consideration that parking was utilized by transit riders and voiced support towards a day pass reservation for new transit riders that utilize it infrequently.

Board member Balducci asked staff to consider all public comment received at today's meeting regarding the parking management program. She requested staff to consider what the revenue was used for with the idea that it would supplement or support existing programs for system access. Mr. Krieg responded the financial plan assumed a certain amount of parking revenue; revenue above that assumption had direction from the ST3 plan that would affectively recapitalize the system access fund. That meant an initial target would need to be met but revenue thereafter would be used in ways described by Board member Balducci. Board member Balducci asked how those projections fared against the policy target. Mr. Krieg replied that in March 2024 he would dive further into that information.

Annual Sustainability Plan Progress Report

Amy Shatzkin, Sustainability Director, provided the presentation. The agency's sustainability efforts were underpinned by the key priorities of people, planet and prosperity. Transit was about building a better future, not just by making a cleaner environment but also by fostering a healthy community and a vibrant economy. These overlapping themes together created the sustainability triple bottom line. People, planet, and prosperity were also the priorities through which the agency's Sustainability Plan was organized. The Sustainability Plan was framed by long-term goals and implemented through 45 short-term goals which were intended to be completed by 2024. These goals were accomplished through annual sustainability targets which comprised the annual work plan. The agency was more than halfway through implementing its sustainability plan and had one year left to accomplish the short-term goals that were set. The agency completed 66 percent of the short-term goals and staff was confident more than 85 percent would be completed by the end of 2024. The agency's work on equitable community building this year had included development of an implementation plan for racial equity toolkit and the equitable engagement tool. To promote sustainable championship in the hybrid work environment, the team established an online educational networking and educational forum for staff to share sustainability best practices.

The agency continued to receive national and international recognition for its sustainability efforts. The Environmental and Sustainability Management System maintained certification to the ISO 14001 standard which was a third-party certification that pushed continual improvement in the delivery of regulatory and voluntary environmental programs. The agency also retained Platinum level recognition for American Public Transportation Association's (APTA) Sustainability Commitment – in which Ms. Shatzkin served as the chair of the APTA Sustainability Committee. The agency also increasingly received recognition for its Leadership in Energy and Environmental Design (LEED) certified transit stations and its Envision certified corridor projects.

With less than a year left of the current Sustainability Plan, the next update was already underway. Now through June 2024, the team would conduct market research, engage with internal and external stakeholders, and analyze and model data to draft goals which would be drafted some time in July through August 2024. During September through December 2024, additional internal and external stakeholder engagement would take place to amend any goals prior to finalizing the 2025 plan.

Ms. Shatzkin reviewed Sustainability Plan opportunities which consisted of decarbonization with fleets (to revise dates for carbon free goals), facilities (to transition from natural gas and refrigerants) and materials (to set goals regarding embodied carbon), resilience to continue amending design standards to better reflect a new normal climate, and community development to maximize synergies between access, transit-oriented development, and infrastructure sustainability features.

Ms. Shatzkin requested Board feedback on what goals they would like reflected in the next agency Sustainability Plan and to identify key stakeholders for sustainability staff to engage with.

Chair Constantine voiced concerns with the 2050 target date for the agency going emissions free noting King County Metro's goal being 2035. Chair Constantine requested a plan for staff to revisit the target date alongside the goals of other similarly situated agencies to ensure Sound Transit was appropriately challenging itself on this issue. Ms. Shatzkin replied that work was taking place this year to advance Sound Transit's ability to set more near-term decarbonization dates for ST Express and Sounder. She also noted that staff were currently working on a zero-emissions implementation plan for ST Express and were aware of the varying decarbonization dates across partner agencies. At the end of the planned process towards summer 2024, staff should have data to assist in making informed decisions about potential earlier decarbonization target dates for ST Express. A zero-emissions feasibility test for Sounder just began and staff were working with partners at Amtrak to explore different options. Results from that test should be available around the time ST Express data was available.

Board member Franklin agreed with Chair Constantine's concern and request for staff to revisit emissions free target dates. Ms. Shatzkin shared the goals presented were set in 2019 and stated that this update was beneficial for the agency to adjust given the changes within the industry.

Board member Dammeier asked if all Sounder engines were diesel. Ms. Shatzkin confirmed. He noted Sounder service's ability to lead in relation to other train services and duration of trips. Board member Dammeier asked about the status of other fleet, such as service and maintenance fleets, being considered in this plan. Ms. Shatzkin replied the team was researching into decarbonizing non-revenue fleet. She noted several grant opportunities were underway and the team was evaluating how to utilize some funding for vehicles such as those that had the ability to run on tracks. Board member Dammeier asked if cost benefit ratios were prioritized to ensure investments on items that have the best impact. Ms. Shatzkin replied that the team does consider cost and payback periods when considering policy and programs.

Annual Transit-Oriented Development Report

Thatcher Imboden, Director of the Community Development Office, provided the presentation. The Equitable Transit-Oriented Development (TOD) Policy encouraged the active planning of TOD throughout the transit project lifecycle, including early project planning, and equitable engagement to inform decisions. For TOD projects, some of the primary goals were to use property to create higher density development that either provided affordable housing or generated financial return to the agency. By creating TOD, the agency was also expanding transit ridership and looking to serve its passengers with services and amenities in those buildings.

The agency was also implementing state law that mandated Sound Transit use at least 80 percent of its surplus properties for affordable housing. The agency saw results from the program with more than 3,300 housing units either completed or taking place with development partners, of which more than

2,500 were affordable housing. These projects represented more than \$75 million in direct revenue to the agency, which was helping achieve the \$130 million financial plan target for surplus property. The agency's existing property portfolio from Sound Move and ST2 projects provided a path to achieve the balance of the financial target before considering potential revenue from ST3 properties.

In 2023, the Rise and Blake House in First Hill and Pride Place in Capitol Hill opened. Combined, they brought nearly 500 units of affordable housing in locations with strong transit and nearby services. There was also construction of more affordable housing at Angle Lake Station as well as the agency's first integrated joint development with the start of construction of an office building above the University District (U District) Station.

The agency awarded development rights at Overlake Village and Kent Des Moines stations, representing more than 500 new affordable homes. The Board approved real estate transactions for five projects, including projects at Spring District, Overlake Village, Columbia City, and Kent Des Moines stations. The agency was awarded \$3.9 million in grants for its TOD projects to help plan future joint development projects on West Seattle and Ballard link extensions, for daylighting a stream at the Lynnwood City Center TOD, and for environmental contamination planning at the U District Station's 45th and Roosevelt TOD sites.

The TOD team had many projects underway, representing 17 different station areas that either had previous TOD projects or were working towards advancing projects on Sound Transit property. The team was exploring potential development opportunities the agency would have on the ST3 transit projects. The team would have a stronger idea on what TOD opportunities would materialize from the ST3 transit projects as the agency made decisions on where stations would be built and where construction was staged.

Several joint development opportunities were identified, most of which were on West Seattle and Ballard link extensions, could be built on top of stations. The design of those TOD projects was being advanced to inform the design and engineering of the stations and to help the agency work through tradeoffs prior to the agency baselining the transit project. The team anticipated exploring these issues with the Board in greater detail in the future. As projects moved forward, there were several factors that the agency would need to navigate to best realize TOD. In some station areas, the community was transitioning from low-density to higher densities, which often necessitated upgraded streets, sidewalks, and utilities which local jurisdictions often had developers build incrementally. For public property, the agency would need to determine what goals to seek out of each TOD site and that required tradeoff, such as which properties to maximize financial return to the agency versus potentially discounting to allow for affordable housing development.

When affordable housing was pursued, even discounted property required additional local, State, and Federal resources, many of which were oversubscribed. The agency would continue to partner with others to try and leverage the Board's investment in affordable housing. For joint development TOD projects that were built on top of stations, the team was researching how station designs may need to be altered to better support development and if any upfront investments were needed due to the cost and/or complexity of building certain parts of the development later, such as structural support or utility connections. Additionally, nearly every project had zoning issues to navigate, whether for joint development projects to know what height potential up zonings would allow or the ability to provide less parking than code required. Staff was busy implementing projects across the growing network with exciting projects coming over the next few years along the ST2-funded projects. With ST3 projects coming into focus, the team would have more TOD items to present to the Board in the upcoming months and years as confidence grew in where TOD sites on those projects would be located.

Chair Constantine requested that staff keep the committee apprised of how the agency was adapting to emerging joint development purchases and on opportunities and trade-offs for the Board to make

choices early on to facilitate outcomes. He asked staff where the agency was in terms of standing up the ability to enter into complex joint development agreements. Mr. Imboden acknowledged Chair Constantine's request to keep the Board informed of future joint development opportunities. He replied, in terms of standing up the program, there was a joint development manager and staff assigned to these projects exploring adjacent TOD opportunities but also where joint development opportunities were along projects, which many were located along the West Seattle and Ballard Link extensions with their underground stations making it easier for construction to build above. Staff would present TOD opportunities to the System Expansion Committee later this month that were advancing the designs of the joint development projects to understand trade-offs required for station design to allow development to occur.

Board member Dammeier asked if the agency has discussed or considered refugee focused affordable housing for short term purposes as they ultimately transitioned into employment and no longer requiring affordable housing terms. Mr. Imboden replied there were no explicit conversations regarding refugee housing, but the team had worked closely with local jurisdictions and public affordable housing funders for housing goals to establish on TOD sites. He offered to follow-up with the local jurisdictions and public affordable housing funders to discuss possibilities.

Update on the Disadvantaged Business Enterprise Program

Maria Doucettperry, Chief Diversity, Equity and Inclusion Officer, and Edson Zavala, Director of Economic Development, provided the presentation. The Disadvantaged Business Enterprise (DBE) Program was mandated and governed by Federal regulations and its purpose was to remedy ongoing discrimination and the continuing effects of past discrimination in nationally and federally assisted transportation contracting market. The primary goal and objective of the program was to encourage, cultivate and support equal opportunities by providing small businesses owned and controlled by socially and economically disadvantaged individuals.

Mr. Zavala provided 2023 key program updates. Updates included new leadership for the program, successful FTA review, agency DBE goal attainment, strengthened compliance tracking and process improvement, and increased data transparency. Mr. Zavala shared a list of community effort outreach the team had taken to provide upcoming opportunities and keep community apprised of updates and process changes in doing business with the agency. As mandated by Federal regulation, the program set tri-annual goals for DBE inclusion and was monitored on an annual basis. The goal for 2023 was 18.17 percent which the agency successfully met with 18.25 percent. That goal placed just over \$50 million to DBE firms for 2023. For commitment to transparency and being responsive to community interest in data, the team aggregated the data by Asian-Pacific American firms, African American firms, Hispanic firms, Native American firms, non-minority firms, and subcontinent Asian American firms. Mr. Zavala shared graphs of annual DBE attainment and percentage of annual DBE dollars. The percentage graph was able to assist the team in visualizing gaps within certain groups in order for the program to take corrective action to create equal access and opportunity to work with the agency.

The program also engaged on technical assistance efforts with a program for capacity building mentor protege program that the agency supported in partnership with the Washington State Department of Transportation (WSDOT) and the Minority Business Development Agency (MBDA). This program paired proteges with mentor firms to learn about business development and building capacity to work on government contracts. Out of six cohorts, there were 74 participants. Mr. Zavala shared a summary of participation statistics based on those participants.

The DBE Program planned for a 2024 disparity study in accordance with corresponding to federal regulations. Other upcoming goals for the program included expanding right sized opportunities and unbundling with supporting revamped small works roster, job order contracts, and unbundling analyses in Phase Gate. The program would expand B2GNow (system used to track diverse goals on contracts)

tracking and oversight with continued centralization of contract compliance tracking monitoring and inclusion reviews for amendment requests. The program looked forward to staffing vacancies in the Economic Development department and would continue supporting and growing the Diversity Oversight Committee.

Board member Balducci referenced the annual DBE attainment graph and asked about the decrease in numbers around 2021 and asked whether the following increases were rebound tracking with overall budget. Mr. Zavala explained the importance of breaking down the data and the curve attributed to the differences in amounts reported for the year. 2021 showed \$4 million reported versus \$50 million reported in 2023. The decrease in numbers around 2021 trailed along the volume of dollars reported for activity in that specific year.

Board member Dammeier asked about the duration of the capacity building efforts. Mr. Zavala replied with approximately three years.

Board member Dammeier referenced the right sized opportunities and unbundling efforts and encouraged the program to establish a floor rather than ceiling and search for ways to progress small businesses out of the DBE program to create a larger impact to the region.

Review of the draft 2024 Executive Committee work plan

The work plan consisted of committee work including transactional matters regarding oversight and review of systemwide programs, and topics of special interest to the committee. The second part of the document included a calendar showing projected actions organized by quarter. Any special topic identified in 2023 that wasn't presented was carried over to the list of 2024 special topics. Chair Constantine asked the committee for additional recommendations. This was a working document and committee members were able to request additional topics at a later time.

Chair Constantine asked joint development work and the permanent CEO selection be added to the work plan.

Executive Session – None

Other business – None

Next meeting

Thursday, March 7, 2024
10:30 a.m. to 12 p.m.
Ruth Fisher Boardroom and Virtually via WebEx

Adjourn

The meeting was adjourned at 11:55 a.m.



Dow Constantine
Executive Committee Chair

ATTEST:



Kathryn Flores
Board Administrator

APPROVED on March 7, 2024, JG