



## Summary Minutes

### System Expansion Committee Meeting November 14, 2024

#### Call to order

The meeting was called to order at 1:32 p.m. by Committee Vice Chair Roscoe 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) Claudia Balducci, King County Councilmember	(P) Kim Roscoe, Fife Mayor

Board Members	
(A) Nancy Backus, Auburn Mayor	(P) Bruce Harrell, Seattle Mayor
(A) Angela Birney, Redmond Mayor	(P) Jim Kastama, Puyallup Mayor
(P) Cassie Franklin, Everett Mayor	(P) Dave Somers, Snohomish County Executive
	(A) Dan Strauss, Seattle Councilmember

Alejandro Monzon, Board Relations Specialist, announced that a quorum of the System Expansion Committee was present at roll call.

#### Report of the Chair

Chair Balducci delayed

Vice Chair Roscoe noted that Committee Chair Balducci was on her way. She would begin the meeting and hand it off to Chair Balducci when she arrives.

#### CEO Report

Interim Chief Executive Officer Goran Sparman provided the report.

##### ENR Awards for the Lynnwood Link Extension

Engineering News-Record Northwest recently awarded the Lynnwood Link Extension and the contractor Skanska for work completed on the Snohomish County portion of the alignment. The awards are for Excellence in Safety and an Award of Merit in Highway/Bridge construction.

The project also received award from the Northwest Construction Consumer Council, including Best Public over \$10 million and for Innovation & Achievement in Sustainability.

##### Activation Update

The Agency Oversight department launched an agency risk assessment last week to evaluate the delivery of multiple openings over the next few years while preserving the agency's commitment to support ridership and provide capacity to support key regional events, such as the 2026 World Cup. This

assessment will also incorporate recent lessons learned and act on new strategies to further mitigate risks.

System integration testing and completion work is still underway on the Downtown Redmond Link Extension project. The agency has decided to wait on establishing a window for the opening as there is civil work on the guideway that must be finished before system integration testing can be complete. An announcement on the opening date is expected by January, and the project remains on target for a spring 2025 opening.

Last week, necessary tie-in work to connect the 2 Line to the 1 Line was completed during the first of a series of Downtown Seattle Transit Tunnel closures. Through most of the work to connect the two lines was completed in 2020, this work is mostly related to systems integration, including electrical, signals, and communication systems. Railcars are now regularly conducting live-wire testing on the I-90 bridge for the first time, with vehicles being tested between Mercer Island and South Bellevue on the East Channel Bridge.

#### Upcoming TDLE DEIS Publication

Last week, the Federal Transit Administration (FTA) signed the Draft Environmental Impact Statement (DEIS) for the Tacoma Dome Link Extension project. The document will be officially published on December 13. The publication will also kick-off an extended 60-day comment period that will close on Monday, February 10. The project team will provide an overview of the DEIS to the System Expansion Committee in December.

#### Stride Renton Transit Center update

The Stride BRT program continues to move forward and is preparing to advertise for multiple construction contracts in the coming months. Recently, the City of Renton issued a conditional use permit for the Renton Transit Center, which reflects several years of collaboration between the City, Sound Transit, and King County Metro. While additional permits will be required, the issuance of this permit establishes a more predictable path forward.

#### TAG Reporting

Over the last few years, the agency has worked to respond to and implement the recommendations issued by the Technical Advisory Group (TAG). Thanks to the leadership of the Board in supporting the TAG's work, the agency is in a much better position.

The current TAG contract and scope of work is scheduled to sunset at the end of this year, and additional discussions would take place on the future of support from the TAG and its members.

#### At-Grade Crossing Systemwide Master Plan update

CEO Sparrman noted that the At-Grade Crossing team would be returning to the Board to present on the Systemwide Master Plan directed by the Board. Information that was specific to the Rainier Valley was slated to be heard in a presentation at the October Board meeting but will be incorporated into the November presentation.

#### Introductory Remarks for the Ballard Link Extension presentation

CEO Sparrman highlighted the pair of Ballard Link Extension presentations on the Agenda. He thanked Board members for their continued engagement on the further studies and the team for working to complete these studies for the Board and the community. In addition to hearing from the project team, Dave Peters, the Board Independent Consultant, will provide his review of the work.

## Public comment

Chair Balducci announced that public comment would be accepted via email to [meetingcomments@soundtransit.org](mailto:meetingcomments@soundtransit.org) and would also be accepted verbally.

### Written public comments:

Linda Nalis  
Joseph Wilson  
Guruansh Singh  
Donna Popich  
MaryKate Ryan and Kathleen Barry Johnson, on behalf of Historic South Downtown

### In-person Verbal Public Comments:

Betty Lau  
Brien Chow  
Kenji Ima  
Matt Ima  
MaryKate Ryan  
Carrie Stanley

### Virtual Verbal Public Comments:

Craig Ima  
Zakariya Osman

## Business items

### For Committee Final Action

Minutes: October 10, 2024 System Expansion Committee meeting

**It was moved by Chair Balducci, seconded by Vice Chair Roscoe, and carried by unanimous voice vote that the minutes of the October 10, 2024 System Expansion Committee meeting be approved as presented.**

Chair Balducci took over the leadership of the meeting and thanked Vice Chair Roscoe for starting the meeting.

Motion No. M2024-77: Recommending that the portions of the Proposed 2025 Budget and Transit Improvement Plan reviewed by the System Expansion Committee be forwarded by the Finance and Audit Committee to the Board with a do-pass recommendation.

Ryan Fisher, Executive Director of Finance, and Stephanie Ball, Director of Finance Planning and Analysis, gave the staff presentation.

Vice Chair Roscoe thanked the staff for the clear presentation.

Chair Balducci inquired into how the agency is performing against farebox recovery and fare compliance targets. Mr. Fisher responded that from the finance side, the fare compliance has sat around 55-60% for the past few months but noted that the main driver in the projected increased fare revenue for 2025 is due to new openings and new riders. Mr. Fisher said he would circle back to the Board with a response around fare compliance and farebox recovery targets prior to the final adoption of the budget.

Chair Balducci also suggested using the budget process as another tool to help analyze the progress of projects going forward. Mr. Fisher concurred that it is complimentary and referenced back to the Project Management Information System that is being developed.

**It was moved by Vice Chair Roscoe, seconded by Board member Franklin, and carried by the unanimous voice vote of all committee members present that Motion No. M2024-77 be approved.**

### **For Recommendation to the Board**

Resolution No. R2024-26: Authorizing the chief executive officer to acquire certain real property interests, including acquisition by condemnation to the extent authorized by law, and to reimburse eligible relocation and reestablishment expenses incurred by affected owners and tenants as necessary for construction, operation, and maintenance of the Operations and Maintenance Facility South project.

Clint Dameron, Acting Real Property Director, gave the staff presentation.

Chair Balducci thanked the team for keeping the project moving.

**It was moved by Vice Chair Roscoe, seconded by Board member Somers, and carried by the unanimous voice vote of all committee members present that Resolution No. R2024-26 be forwarded to the Board with a do-pass recommendation.**

### **Reports to the Committee**

#### Ballard Link Extension Chinatown-International District further studies

Chair Balducci noted that Board members Christine Frizzell and Ed Prince are also in attendance to hear the report.

Leda Chahim, Acting Deputy Executive Director for Government and Community Relations, and Brad Owen, Capital Delivery Executive Director, began the presentation by noting that today's presentation is informational, no action is requested from the Committee today, and that they are joined by Daniel Turner, High-Capacity Development Manager.

The Ballard Link Extension project will add about 8 miles of light rail, including 9 new stations from Chinatown-International District (CID) to Ballard and a new rail-only downtown tunnel to increase overall system capacity. In the planning phase, the Ballard Link Extension was originally included in a combined West Seattle-Ballard Link Extension Draft Environmental Impact Statement (DEIS) in 2022, which kicked-off an extended 90-day comment period. The CID station area, which includes the historic Pioneer Square and the CID neighborhoods, is the only station area densely populated by communities of color along the project corridor, is lower-income, and includes higher-than-average proportions of elderly and disabled residents. Due to these reasons, the area is a focus for Sound Transit and the City of Seattle's Racial Equity Toolkit, which has shaped project development and community engagement.

Pertinent feedback from the DEIS included recognition of multiple past harms from infrastructure projects, strong concerns over displacement of businesses and cultural identity associated with the 5th Avenue alternatives, and a desire to see additional near-term community engagement. Ms. Chahim acknowledged the extensive engagement to date and thanked the community for their commitment over the last seven years. Based on the feedback received, the Board directed staff to complete further studies and the staff completed 12 areas of further study along the entire Ballard Link Extension.

In 2023 after information from the further studies and community feedback, the Board identified preferred alternatives for the Ballard Link Extension. Ms. Chahim displayed a graphic of the current alternatives included for study for the project.

The alternatives in the CID area include the South of CID station, now called the Dearborn Street station, and a North of CID station. The Board also directed staff to continue with further studies, including minimizing or eliminating construction impacts and reducing the duration of construction, maximizing regional and local connections, as well as looking at Union Station activation and Jackson Hub improvements. Ms. Chahim added that this information is coming in advance of the expected publication of the Ballard Link Extension DEIS in 2025. Following publication, there will be another public

comment period and the Board will have the opportunity to confirm or modify the alternatives for the Final EIS. She asked Mr. Owen to continue with information about construction approaches and construction duration timelines.

Mr. Owen noted that the Sound Transit technical team conducted an extensive further studies effort in the fall of 2022 and early 2023, engaged with Dave Peters, the Board's independent Consultant, and convened an independent expert panel to proposed new construction ideas, with the intent to incorporate any promising ideas that could reduce construction duration and/or impacts. Three alternatives were included in these studies: Dearborn Street, 5th Avenue Diagonal, and 4th Avenue.

The Dearborn Street station would be located beneath 6th Avenue South, straddling Seattle Boulevard South. The slides included a graphic of the assumed construction area required for the station. Key construction drivers for this alternative include Seattle Boulevard S traffic impacts, construction access via 6th Avenue South, and a gas line that runs under 6th Avenue S. Mr. Owen briefly oriented the committee members to the layout of the upcoming slides, adding that a general construction duration bar will be on the bottom of each slide. Demotion, utility construction, and station activation will take about 3 years. Next, the tunnel boring machine would be brought to pass through the alignment, which will take approximately one year. The final stage of construction includes station build-out, site and roadway restoration, and closeout. This will take approximately three years, bringing the construction duration for the alternative to about seven years. He added that potential Transit-Oriented Development is shown on these slides, but the construction of these opportunities is not part of the duration timelines.

The 5th Avenue Diagonal station would be located beneath the area between 5<sup>th</sup> Avenue South and 6th Avenue South, east of and with underground pedestrian connection to the existing International District-Chinatown station. Key construction drivers for this alternative include prioritizing minimizing business displacement and effects to historic buildings and the Chinatown gate. The demolition, utility construction, and station excavation stage is expected to take approximately two years. The tunnel boring stage is expected to take approximately one year. The station build-out, site and roadway restoration, and closeout stage will take approximately three years, for a total of 6 years for construction of the alternative.

The 4th Avenue Shallow station would be located beneath 4th Avenue South, west of and with underground pedestrian connection to the existing International District-Chinatown Station. The construction drivers for this alternative are also present for the 4th Avenue Shallower alternative. Key construction drivers include the existing Link alignment, soil conditions, 4th Avenue S traffic, the BNSF-owned heavy railway, Union Station Garage access, the 4th Avenue S Viaduct, underground structures, sewer lines, pedestrian impacts, and the Seattle Streetcar. These drivers also limit the availability of construction staging areas and associated access to the construction area. Mr. Owen noted that the next few slides would dive into the more substantial drivers.

Starting with soil conditions, 4th Avenue runs through the middle of the historic Duwamish Tide Flats. Poor soils make underground construction more challenging, and these poor soils extend deeper below the surface in the west portion of the area. This means that soil under 4th Avenue S is more challenging for construction than soil under 5th Avenue S and S Dearborn Street at 6th Avenue S.

The mainline tracks for BNSF, which carry freight trains as well as Amtrak and Sounder commuter services, are located directly adjacent to 4<sup>th</sup> Avenue. Any construction in close proximity to the train tracks would be subject to strict requirements enforced by BNSF, including specific construction methods, allowable daily hours of construction, and period of time during holiday seasons when no construction is allowed at all.

The 4th Avenue viaduct sits on an elevated structure between S Main Street and Seattle Boulevard S. Construction of a station underneath 4th Avenue would also require demolition and reconstruction of this structure. The viaduct and surrounding buildings are supported by deep underground piles that extend to reach competent soils. These piles also limit where a new station and tunnel could be placed.

The Sound Transit team developed a modified construction approach to potentially address BNSF's concerns about construction proximity to active freight operations. This would involve use of secant walls instead of slurry walls for support of excavation activities. Construction of these walls would lengthen the duration of construction by approximately one year but would not resolve all the risks identified by BNSF.

The Board's Independent Consultant also identified several ideas for consideration to aid in refining the construction approach and duration. The main proposal is for a "top down" construction approach to reduce duration by building the permanent structure first, instead of a temporary bridge followed by the permanent viaduct. The technical team reviewed the idea, found that it works and results in a one-year reduction to the duration of traffic impacts. The idea was incorporated into the design as part of the late 2022 and early 2024 further studies.

The Independent Expert Panel proposed increasing the number of access points for construction vehicles to the station construction area. The technical team evaluated the proposed Seattle Boulevard S access point and further analysis found that there would not be enough space for the ramp location and the slope would be too steep for construction equipment. There would also be conflicts with the existing light rail line and the Union Station parking garage. The team also evaluated the other access location idea at S Main Street. The proximity of this access site to the BNSF train tracks, conflicts with an existing retaining wall, and minimal available space would add complexity and reduce or negate any potential construction duration savings. The technical team did not move forward with the idea.

The Panel also recommended a full closure of 4th Avenue for up to four years so that the viaduct structure can be demolished and rebuilt faster. This idea could reduce the overall construction duration by up to three and a half year but would likely result in substantially greater traffic and transit detours. This concept was also not incorporated into the design.

The Panel suggested consideration of an innovative concept called a "pipe box" to potentially avoid the need to demolish the viaduct and reduce the construction duration. This method has never been used or achieved for this extent of construction and therefore poses a substantial risk. Additionally, use of this method would require the station to be very deep and accessible only by elevator to find competent soils and get underneath the underground piles. At least some of the viaduct, if not all, would still need to be reconstructed to accommodate the vertical shafts needed to construct the pipe box, as well as station elements such as elevators, ventilation, and emergency egress.

Mr. Owen summarized additional refinement ideas, including building the tunnel station without demolishing the existing viaduct, utilized a retained cut with canopy approach, constructing the station at ground level to avoid underground construction, use of conveyor belts, and multiple shifts. The last two ideas would likely be incorporated regardless of the alignment that is ultimately selected.

Construction of the 4th Avenue Shallow station would take approximately 12 years, inclusive of the promising ideas developed during further studies and independent review. The first stage of work would demolish and reconstruct the east side of 4th Avenue between S Jackson Street and the I-90 off ramp. Traffic would be maintained on the west side with reduced capacity. Work would be sequenced to maintain access to at least one of the entrances to the Union Station parking garage at all times. This would take about two years.

The second stage would be similar, but work would take place on the west side of 4th Avenue. Because the construction would take place closer to the BNSF tracks, a special tunnel wall would be used to reach depths of about 100 feet to reach the competent layer of soil and support the tunnel. This special tunnel wall is needed to minimize ground settlement risk of the BNSF train tracks and takes longer to construct than the wall needed on the east side of the road. This would take approximately three years.

In stage three, 4<sup>th</sup> Avenue S would be fully closed to traffic between S Jackson Street and S Main Street. This would result in detours of substantial volumes of general-purpose traffic and buses. This would take

approximately four years; however, work during this stage will require extensive coordination with BNSF that could further lengthen the duration of construction.

The final stage would see the main construction of the new station under the viaduct, with traffic fully restored. This would take approximately six years but would overlap with the previous stage.

All of the construction drivers associated with the 4th Avenue Shallow alternative also apply to the 4th Avenue Shallower alternative. Additionally, construction activities would extend further north along 4th Avenue to Jefferson Street and would affect additional buildings, including the King County Administration building.

Mr. Owen provided a summary of the of the alternatives, their projected construction durations, and main cost drivers. He emphasized the risk associated with the 12 years of construction for the 4th Avenue alternatives. He also noted that the risk profile for the project may limit the number of contractors who will be willing and able to complete the work.

Mr. Turner spoke to ongoing work related to maximizing regional and local connections, including ridership assessment of regional and local travel, assessment of differences to regional and local access trips, developed pedestrian and transit access improvements, and development of station and transfer path refinements.

Mr. Turner gave brief context on the ridership modeling, noting that it is used to provide the potential scale and magnitude of system and station usage. Analysis of the Seattle core has found that the results are highly sensitive to small changes in the model due to the high volume of transit options. He also stressed that individuals make travel decisions based on many different factors beyond what the modeling can account for.

Beginning with overall Link boardings in 2046 between Westlake and SODO, the projections are similar across the alternatives (183,000 – 185,500) with slightly higher boardings for the 4th Avenue Shallow alternative.

Chair Balducci asked Mr. Turner to briefly explain the graphic on the slides.

Looking at Link interline transfers, the total average weekday transfers are similar between the alternatives (28,000-30,000) with a slightly higher overall number for the 4th Avenue Shallow alternative. There are differences in where transfer occur in the modeling, with more transfers at Westlake and SODO with the Dearborn Street and the 5th Avenue diagonal alternatives. The 4th Avenue alternatives would see an increase in transfers with the current International-District station.

Lastly, analysis was conducted on boardings originating around the CID and Midtown stations. Slightly higher boardings were observed with the 4th and 5th Avenue alternatives that the Dearborn Street alternative.

Mr. Turner briefly touched on a comparison of regional and local trips between the alternatives. He specifically noted that trips originating in the CID differ based on where your start in the neighborhood, trips on Sounder to locations north on the 1 Line have similar travel times between the alternatives, and trips from East King County using the 2 Line to transfer to the southbound 1 Line will see an additional 4-5 minutes of travel time with the preferred alternatives. Walk times from significant locations to the nearest 1 Line station was also displayed and found to comparable across the alternatives.

Ms. Chahim recapped the engagement efforts taking place on the South Downtown Hub. Various workshops have occurred, with a core team of staff from Sound Transit, City of Seattle, and King County meeting frequently to advance coordination and content. There is currently planning underway for Workshop 3 in March 2025. To date, 15 in-person events were held, including 3 large events and 12 meetings with community groups.

Staff continue to assess improvements to access and mobility around these stations through the South Downtown Hub effort and other Ballard Link Extension planning efforts. Mr. Turner briefly covered concepts related to the CID Dearborn Street station, Midtown James Street station, and Union Station/5th Avenue/4th Avenue stations.

In closing, staff reminded the Committee that the Draft EIS under NEPA is expected to be published in Spring 2025, but coordination with the Federal Transit Administration could affect the specific timing.

Chair Balducci noted that the written report later will be helpful for Board members and the public to digest information and provide meaningful feedback during the environmental review process. Ms. Chahim added that today's presentation is a snapshot of the work to date, and that additional work is being conducted to further evaluate opportunities to speed-up construction and minimize local impacts. A further dive into costs will be included in the Draft EIS and closer to its publication.

Board member Somers asked for more information on the limitations of working in close proximity to an active railroad. Mr. Owen noted that railroads have extensive authority across the country. In the case of the CID, BNSF would have immense control on the work schedule and setting limits on the impact of construction. There would also be a requirement to work around 60-70 trains a day moving through the corridor. Board member Somers added that in his past work with Native Communities, it seemed like the laws from the 1800s have empowered the railroads to have broad authority.

Chair Balducci remarked that unlike local jurisdictions who could put similar limitations on construction, the railroads are able to do so without a public process.

Board member Harrel inquired into whether the 10-12 year timeline for the 4th Avenue alternatives was the top-end of the estimate or if there could be further delay. Mr. Owen responded that the current estimate accounts for known work pauses, such as those around the holidays, but does not account for any unforeseen conditions or orders from the railroad. Board member Harrell thanked the team for their work to date and noted that there is much discussion about this project from the City's perspective.

Chair Balducci stated her support for building a Downtown Hub, if possible. She noted that a lot of the information being generated, and studies being conducted, are in pursuit of ensuring the Board has the most complete information possible when making decisions. She also asked that a formal response to her letter with Secretary Millar be drafted and provided.

Chair Balducci asked if there is a way to know more granular data on the demographics of riders being served in the modeling. Mr. Turner said that some of that information is known and can be shared. He added that the variances are in the 100 riders per day range and could potentially be mitigated with other transit options.

#### Presentation from the Board Independent Consultant

Dave Peters, Independent Consultant to the Board, began the presentation by briefly summarized the original DEIS findings and stated that he saw merit for a 4th Avenue station option integrated with a Downtown Hub. He explained his recommended concepts for high-capacity support walls – slurry walls – for the tunnel and station construction, as well as the top-down construction method to accelerate construction along 4th Avenue. He also mentioned another concept that would have shallower stations at CID and Midtown, with a new tunnel being constructed above the current tunnel. However, this concept would have high impacts to 4th Avenue, Yesler Way Bridge, Seattle Fire Station and Emergency Management, as well as higher costs.

Mr. Peters noted that a key portion of successful project delivery is risk management and reiterated the construction risks associated with the historic Duwamish tide flats. He noted that not only can the poor soil have construction impacts, but sand boils can swell up from seismic activity in liquifiable soils, such as those that required the Federal Way Link Extension project to pivot to a long-span bridge.

He also noted other known constraints along 4th Avenue, including the Great Northern Railway Tunnel, the Prefontaine Building which straddles the tunnel, and the Downtown Seattle Transit Tunnel. Mr. Peters dove into the constraints posed by railroad oversight. BNSF controls activity within 25 feet of their tracks and further when cranes and tall equipment are involved. While Sound Transit and BNSF could enter into an agreement to provide increased consistency, the railroad would still have the authority to halt construction at any time. He also highlighted the 4<sup>th</sup> quarter construction moratoria that occur annually.

Extensive shielding and limits on permissible methods and equipment would be required for any 4th Avenue construction. He added that BNSF had informed Sound Transit that secant pile walls would have to be used instead of slurry walls. Unlike slurry walls, secant pile walls require high-mast equipment which extends BNSF's footprint of control.

Mr. Peters summarized his concerns, noting that there are substantial construction impediments due to proximity to the BNSF mainline and that Sound Transit will have little ability to manage these risks and no recourse to onerous restrictions. These considerations make the railroad-related risks to the 4th Avenue alternatives substantial, unpredictable, and unquantifiable at this time.

Chair Balducci thanked Mr. Peters for his report and noted that her primary concerns with the 4th Avenue alternatives have always hinged on the railroad corridor.

Board member Frizzell also added her thanks for the information on the constructability issues.

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

Moises Gutierrez, Deputy CEO for Agency Oversight, began the presentation by noting that is providing a brief introduction on behalf of Deputy CEO Terri Mestas, who could not attend today's meeting.

Ms. Gutierrez gave an overview of TAG findings and current agency initiatives that align with them. He highlighted how the developing Project Management Information System (PMIS) aligns with the TAG findings of rebuilding trust between staff and the Board, implementing procedures that push down decision-making to the lowest level, and aligning key procedures with industry best practices.

DCEO Gutierrez introduced Tracy Habel, Project Closeout Deputy Executive Director, to provide additional information on the PMIS project.

Ms. Habel explained that the PMIS is designed to assist the agency's ability to manage project information, and to plan, execute, monitor, and control projects. She noted that the PMIS is not a singular tool, but a suite of technology that will streamline project phases. Ms. Habel elaborated that currently projects collect various datasets across a wide variety of disparate systems, highlighting a key feature of the PMIS being the ability to coordinate and consolidate information across projects.

Ms. Habel went into further detail of how the PMIS will execute on the TAG recommendations. She highlighted that this system will assist in adopting industry best practices by having accessible dashboards that will allow access for all needed stakeholders across the agency. She specifically noted the implementation of workflow management, documentation of processes and templates, allowing staff at all levels to be held accountable while giving them the ability to execute on decisions at the lowest level possible.

Ms. Habel provided additional information on the development of the PMIS, which began in June 2024, highlighting the current work done: Agency peer reviews, PMIS technology market research, an internal agency PMIS information audit, and a PMIS maturity assessment.

Ms. Habel then introduced Laurel Klein, Project Controls Deputy Director, to provide further information on the results of the maturity assessment.

Ms. Klein explained that the maturity assessment was done to provide a deeper understanding of the current processes and systems used in the agency's project delivery framework. She noted that their

assessment was structured according to PMBOK project management process groups and knowledge areas, which gave staff a way to evaluate full project life cycles and business processes that take places throughout projects. Ms. Klein highlighted that the lens of this assessment was conducted at the portfolio management level, a step needed to ensure that all projects were studied and considered in the assessment.

Ms. Klein provided two necessary areas of success needed coming out of the maturity assessment: Sustainable Transformation and reinforcing Owner of Choice behaviors. She elaborated that the former goal is based on the need to ensure continued and enduring change throughout the implementation of the PMIS, highlighting specific examples of success being high user adoption, consistently regulatory and standards compliance, and support of more data-informed decision making. Ms. Klein further described reinforcing Owner of Choice behaviors as being the establishment of a common environment for team collaboration, creating lower barriers of engagement with the agency in the transit delivery space, and leveraging integrated data to keep agency partners informed to enable better future planning.

Ms. Klein outlined the next steps in the PMIS process, with the first step being the procurement of a core application for the PMIS, targeted for completion by the end of 2024. She noted that this would only be the first of many tools that would need to be secured for the successful implementation of the PMIS. Ms. Klein then further explained that 2025 would see a phased approach to PMIS integration, using incremental steps such as enhanced data access, process improvement, analytics, and collaboration enhancements to better ensure sustainable transformation within the agency.

Mr. Gutierrez noted that staff is intending to provide a presentation on the agency's partnerships initiative at the next Committee meeting in December.

Chair Balducci noted her excitement to hear about the PMIS implementation and added a word of caution about IT project rollouts.

Vice Chair Roscoe inquired into what is meant by owner-centric software. Ms. Habrel noted that the agency's goal is to be the controller/owner of the PMIS software and contractors would be invited to work with.

**Executive session** - None.

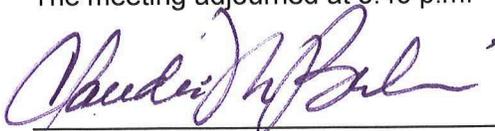
**Other business** - None.

### **Next meeting**

Thursday, December 12, 2024  
1:30 p.m. to 4:00 p.m.  
Ruth Fisher Board Room & Virtually via Zoom

### **Adjourn**

The meeting adjourned at 3:45 p.m.



Claudia Balducci  
System Expansion Committee Chair

ATTEST:



Kathryn Flores  
Board Administrator

APPROVED on December 12, 2024, AJM.