

Sound Transit Board Programmatic Work Plan – 2026 (This look-ahead summary shows anticipated Board and committee work by quarter, separated by workstreams. The work listed is subject to change. Sound Transit Board committees include the System Expansion Committee (SEC), Rider Experience and Operations Committee (REO), Finance and Audit Committee (FAC), and Executive Committee.)

Q1 Major Activities	Q2 Major Activities	Q3 Major Activities	Q4 Major Activities
<p>Enterprise Initiative Work</p> <ul style="list-style-type: none"> ✓ Presentation: Scenario development and policy/planning building blocks – Executive ✓ Presentation: Scenario development and service delivery building blocks – REO ✓ Presentation: Scenario development and capital delivery building blocks – SEC and Board ✓ Presentation: Finance opportunity register and summary of all opportunity registers – Board • Presentation: Retreat preview and Enterprise Initiative scenario development briefing – Executive • Enterprise Initiative Board Retreat <p>Project Work</p> <ul style="list-style-type: none"> ✓ Action: Increase Baseline Budget for East Link Extension – SEC and Board <p>Policy Work</p> <ul style="list-style-type: none"> ✓ Action: Adopt 2026-2030 Sustainability Plan – Executive and Board <p>Operations Work</p> <ul style="list-style-type: none"> ✓ Presentation: 2026 World Cup Update – REO and Board ✓ Presentation: 2026 Service Plan engagement results – REO • Action: Adopt 2026 Service Plan for ST Express services – REO and Board 	<p>Enterprise Initiative Work</p> <ul style="list-style-type: none"> • Presentation: Draft service guidelines and network plan – REO and Board • Action: Updated ST3 system plan – Executive and Board <p>Project Work</p> <ul style="list-style-type: none"> • Presentation: Annual TOD and Joint Development Report - Executive <p>Policy Work</p> <ul style="list-style-type: none"> • Presentation: Report on Fare Gate Retrofit Implementation Study results – Executive • Potential action: Consider whether to implement pilot program for fare gates – Executive and Board <p>Operations Work</p> <ul style="list-style-type: none"> • Presentation: Overview of final 2026 World Cup work plan and passenger outreach plans – Board <p>Internal and Oversight Work</p> <ul style="list-style-type: none"> • Presentation: Report from the Diversity Oversight Committee – Board • Presentation: Annual Report from the Community Oversight Panel – Board 	<p>Enterprise Initiative Work</p> <ul style="list-style-type: none"> • Action: Service guidelines and network plan – REO and Board • Action: New Regional Transit Long-Range Plan – Executive and Board <p>Project Work</p> <ul style="list-style-type: none"> • Presentation: Draft Environmental Impact Statement Publication for Ballard Link Extension – SEC • Presentation and Action: Modifying or confirming the preferred alternative for Ballard Link Extension – SEC and Board • Presentation: Draft Environmental Impact Statement Publication for Everett Link Extension – SEC and Board <p>Operations Work</p> <ul style="list-style-type: none"> • Presentation: 2026 World Cup lessons learned and next steps for future events – Board • Presentation and Action: Adopt the 2027 Service Plan – REO and Board • Public Hearing and Action: Approve 2026 Transit Development Plan for submittal to WSDOT – REO and Board • Action: 2026 Agency Safety Plan adoption – REO and Board • Action: Agreement with King County for Link Light Rail operations – REO and Board <p>Internal and Oversight Work</p> <ul style="list-style-type: none"> • Potential action: CEO contract extension – Executive and Board 	<p>Financial Work</p> <ul style="list-style-type: none"> • Presentation: Long-Range Financial Plan – FAC and Board • Action: Approve the Proposed 2027 Budget and Transit Improvement Plan – FAC and Board <p>Policy Work</p> <ul style="list-style-type: none"> • Action: Adopt 2027 Legislative Agenda – Executive and Board

Q1 Project work	Q2 Project work	Q3 Project work	Q4 Project work
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Projects in Planning

Ballard Link Extension

- ✓ Action: Property acquisition for Ballard Link Extension – SEC and Board

West Seattle Link Extension

- ✓ Action: Property acquisition for West Seattle Link Extension – SEC and Board
- Presentation: West Seattle cost savings workplan – SEC

Operations and Maintenance Facility South

- Action: Budget amendment for Operations and Maintenance Facility South to advance final design work – SEC and Board
- Action: Progressive design-build contract for OMF South (Phase 1) – SEC and Board

Infill Stations

- ✓ Action: Contract modification for preliminary engineering for the Graham Street and Boeing Access Infill Stations – SEC and Board

Projects in Planning

Ballard Link Extension

- Action: Contract modification for preliminary engineering for Ballard Link Extension – SEC and Board

Tacoma Dome Link Extension

- Action: Early property acquisition for Tacoma Dome Link Extension – SEC and Board
- Action: Project Administration Agreement with the Puyallup Tribe of Indians – SEC

Projects in Planning

Ballard Link Extension

- Presentation: Draft Environmental Impact Statement Publication for Ballard Link Extension – SEC
- Presentation and Action: Modifying or confirming the preferred alternative for Ballard Link Extension – SEC and Board
- Action: Amend Project Administration Agreement with the City of Seattle for task order – SEC

Everett Link Extension

- Presentation: Draft Environmental Impact Statement Publication for Everett Link Extension – SEC and Board
- Action: Contract modification to begin preliminary engineering for the Everett Link Extension and Operations and Maintenance Facility North – SEC

Projects in Planning

Projects in Construction

East Link Extension

- ✓ Action: Increase Baseline Budget for East Link Extension – SEC and Board
- ✓ Action: Authorize contingency increases to existing contracts and agreements for East Link Extension – SEC and Board

Projects in Construction

Tacoma Dome Access Improvements

- Action: Contract for design and construction of station area access projects with ST2 funding – SEC and Board

Hilltop Tacoma Link Extension

- Action: Amend budget and authorize agreements to close-out completed D-to-M Street Track & Signal project – SEC and Board

Projects in Construction

Projects in Construction

Transit-Oriented Development

Transit-Oriented Development

- Action: **Mount Baker East Portal TOD** surplus declaration and development strategy – Executive and Board
- Action: **Roosevelt North and South TOD** surplus declaration and development strategy – Executive and Board
- Presentation: Annual TOD and Joint Development Report - Executive

Transit-Oriented Development

Transit-Oriented Development

Project Reporting

- ✓ Presentation: Project Management Information System (PMIS) update - SEC
- ✓ Presentation: Scenario development and capital delivery building blocks – SEC and Board
- ✓ Presentation: Economic development program update – SEC

Project Reporting

- Presentation: System Expansion Monthly Status Report (Monthly) – SEC

Project Reporting

- Presentation: System Expansion Monthly Status Report (Monthly) – SEC

Project Reporting

- Presentation: System Expansion Monthly Status Report (Monthly) – SEC

- Presentation: Retreat preview and Enterprise Initiative scenario development briefing – Executive
- Presentation: System Expansion Monthly Status Report (Monthly) – SEC

Q1 Policy work

Policy Work

- ✓ Presentation: Policy Opportunity Register – Executive
- ✓ Action: Adopt 2026-2030 Sustainability Plan – Executive and Board
- ✓ Presentation: Economic Development Program Update – Executive
- Presentation: Disparity Study Results – Executive

Q2 Policy work

Policy Work

- Presentation: Annual report on the System Expansion Project Scope and Betterments Policy – SEC
- Presentation: Report on Fare Gate Retrofit Implementation Study results – Executive
- Potential action: Consider whether to implement pilot program for fare gates – Executive and Board
- Action: Updated ST3 system plan – Executive and Board

Q3 Policy work

Policy Work

- Presentation: Annual progress report on Sustainability – Executive
- Action: New Regional Transit Long-Range Plan – Executive and Board

Q4 Policy work

Policy Work

- Action: Adopt 2027 Legislative Agenda – Executive and Board

Q1 Financial work

Financial Reporting

- Presentation: Quarterly financial report (Q4 2024) – FAC
- Presentation: Asset and Liabilities Management quarterly report – FAC

Q2 Financial work

Financial Reporting

- Presentation: 2025 Financial and Single Audit Exit (External auditor) – FAC

Q3 Financial work

Financial Reporting

- Presentation: Quarterly financial report (Q1 2025) – FAC
- Presentation: Asset and Liabilities Management quarterly report – FAC

Q4 Financial work

Financial Reporting

- Presentation: Quarterly financial report (Q2 and Q3 2026) – FAC
- Presentation: Asset and Liabilities Management quarterly report – FAC
- Presentation: Annual Green Bonds Report – FAC
- Presentation: 2026 Financial Audit and Single Audit Entrance (External auditor) – FAC

Budget and Financing

- Action: Statutory increase to property tax levy – Board
- Presentation: Long-Range Financial Plan – FAC and Board
- Presentation: Proposed 2027 Budget and Transit Improvement Plan – FAC and Board
- Presentation and Action: Forward System Expansion portion of the proposed 2027 Budget to the FAC – SEC
- Presentation and Action: Forward Modal Operating, Service Delivery Programs, Other Expenditures, and Agency Contingency portions of the proposed 2027 Budget to the FAC – REO
- Presentation and Action: Forward systemwide program portion of the proposed 2027 Budget to the FAC – Executive
- Action: Approve the Proposed 2027 Budget and Transit Improvement Plan – FAC and Board

Q1 Operations work**World Cup**

- ✓ Presentation: 2026 World Cup Update – Board

Service Planning and Delivery

- ✓ Presentation: 2026 Service Plan engagement results – REO
- Action: Adopt 2026 Service Plan for ST Express service – REO and Board

Light Rail Operations and Maintenance

- ✓ Action: Airspace lease and Operations and Maintenance Agreements with WSDOT for I-90 corridor – REO and Board

Leasing

- Action: Office space lease for Maintenance of Way Office South – REO

Information Technology

- ✓ Action: Contract modification for software, support and maintenance services – REO

Agency Oversight

- ✓ Action: Contract modification for agency oversight and controls office on-call contract – REO

Reporting

- ✓ Presentation: Scenario development and service delivery building blocks – REO
- ✓ Presentation: At-Grade Crossing program update – REO
- ✓ Presentation: Fare Engagement update (Quarterly) – REO
- Presentation: Performance Metrics report (Monthly report; Quarterly presentation) – REO
- Presentation: Passenger Impact Program update (Quarterly) – REO

Q2 Operations work**World Cup**

- Presentation: Overview of final 2026 World Cup work plan and passenger outreach plans – Board

Service Planning and Delivery

- Presentation: Draft service guidelines and network plan – REO and Board

Safety

- Presentation: Safety Programs Update – REO and Board
- Presentation: Annual Safety Presentation – 2025 year in review – REO

Link Operations and Maintenance

- Action: Maintenance partnership contract with King County for light rail maintenance – REO

Stride Operations and Maintenance

- Action: Operations and maintenance agreements for Stride Bus Rapid Transit – REO and Board

Souder Operations and Maintenance

- Action: Contract modification for Souder consultant – REO and Board

Asset Management

- Action: Contract for Enterprise Asset Management – REO and Board
- Action: Contract for Enterprise Resource Planning – REO and Board

Leasing

- Action: Lease for additional office and project space – REO and Board

Information Technology

- Action: Contract modification for Information Technology temporary contractor services – REO

Reporting

- Presentation: At-Grade Crossing update – REO
- Presentation: Performance Metrics report (Monthly report; Quarterly presentation) – REO
- Presentation: Passenger Impact Program update (Quarterly) – REO
- Presentation: Fare Engagement update (Quarterly) – REO

Q3 Operations work**World Cup**

- Presentation: 2026 World Cup lessons learned and next steps for future events – Board

Service Planning and Delivery

- Action: Service guidelines and network plan – REO and Board
- Presentation and Action: Adopt the 2027 Service Plan – REO and Board
- Public Hearing and Action: Approve 2026 Transit Development Plan for submittal to WSDOT – REO and Board

Safety

- Action: 2026 Agency Safety Plan adoption – REO and Board

Light Rail Operations and Maintenance

- Action: Agreement with King County for Link Light Rail operations – REO and Board

Stride Operations and Maintenance

- Action: Agreement with King County Parks for Stride Bus Rapid Transit – REO and Board

Souder Operations and Maintenance

- Action: Purchase additional Souder Locomotive – REO and Board
- Action: Amend Amtrak maintenance agreement – REO and Board
- Action: Agreement with Amtrak for Rail Plus pilot program on Souder South – REO and Board

Agency Oversight

- Action: Contract for agency oversight management services – REO

Reporting

- Presentation: Annual Passenger Experience Survey – REO
- Presentation: Annual fare report – FAC
- Presentation: At-Grade Crossing update – REO
- Presentation: Performance Metrics report (Monthly report; Quarterly presentation) – REO
- Presentation: Passenger Impact Program update (Quarterly) – REO
- Presentation: Fare Engagement update (Quarterly) – REO

Q4 Operations work**Reporting**

- Presentation: At-Grade Crossing update – REO
- Presentation: Performance Metrics report (Monthly report; Quarterly presentation) – REO
- Presentation: Passenger Impact Program update (Quarterly) – REO
- Presentation: Fare Engagement update (Quarterly) – REO

Q1 Internal and Oversight work

Audit Reporting

- Presentation: 2025 Internal Audit Annual Report and quarterly report – FAC

CEO Goals and Agency Employees

- Action: Establish 2026 performance goals for CEO Dow Constantine – Executive

Committee Workplans

- Review 2026 work plan for each committee – Executive, REO, SEC and FAC

Oversight Groups

- Presentation and Action: Committee recommendation and Board action on Community Oversight Panel appointments – Executive and Board

Q2 Internal and Oversight work

Audit Reporting

- Presentation: Internal Audit update quarterly report – FAC

CEO Goals

- Presentation: CEO Goals check-in – Executive and Board

Oversight Groups

- Presentation: Annual Report from the Community Oversight Panel – Board
- Presentation: Report from the Diversity Oversight Committee – Board

Q3 Internal and Oversight work

Audit Reporting

- Presentation: Internal Audit update quarterly report – FAC

CEO Goals

- Potential action: CEO contract extension – Executive and Board

Q4 Internal and Oversight work

Audit Reporting

- Presentation: State Auditor's Office presentation on 2025 Accountability audit entrance – FAC Committee
- Presentation: State Auditor's Office presentation on 2025 Accountability audit exit – FAC Committee
- Presentation: Internal Audit update quarterly report – FAC
- Action: Select the 2027 Performance Audit topic – FAC

CEO Goals

- Action: Performance review for CEO Dow Constantine – Executive and Board

Oversight Groups

- Presentation: Annual Community Oversight Panel presentation to the FAC Committee – FAC

Board Leadership

- Action: Nominate and elect Sound Transit Board Chair and Vice Chairs for 2027-2028 – Executive and Board