

Enterprise Initiative Implementation

Community Oversight Panel

08/12/2026

Enterprise Initiative

What is the Enterprise Initiative?

- Sound Transit's effort to ensure we can deliver the greatest benefits of ST3 within available financial capacity.
- A comprehensive approach touching planning, capital, operations, maintenance, and finance to ensure we are meeting both current and future regional mobility needs.

On May 28, 2026, the Sound Transit Board of Directors adopted an updated ST3 System Plan as an outcome of the Enterprise Initiative

Affordable ST3 capital program

Project categories

- Affordable within available resources
 - » *Fully funded projects*
 - » *Partially funded projects*
- Projects with unfunded construction phases or funded through planning/design
- Deferred projects



Affordable ST3 capital program

Affordable within available resources

Fully funded projects:

- *Tacoma Dome Access Improvements*
- *West Seattle Link (no Avalon Station)*
- *Renton Transit Center Parking Garage*
- *Tacoma Dome Link*
- *Everett Link, phase 1*
- *Everett Link, phase 2*
- *Ballard Link initial segment (Seattle Center)*
- *T Line to Tacoma Community College (now 2043)*
- *South Kirkland to Issaquah (now 2050)*
- *Link OMF – South*
- *Link OMF – North*
- *Graham Street Station*
- *Sounder Maintenance Base*

Partially funded projects or projects funded through planning and design:

- *Ballard Link, through final design*
- *Boeing Access Road Station, through final design*
- *Sounder South Additional Trips, partially funded*
- *Sounder Extension to DuPont (planning only)*
- *Regional Parking Fund*
- *ST4/High-Capacity Transit Corridor Studies (partially funded)*
- *ST Express Bus Base (partially funded)*

Affordable ST3 capital program

Projects with construction or full delivery currently unfunded:

- *Ballard Link (Seattle Center to Market Street)*
- *Boeing Access Road Station*
- *Sounder South Additional Trips (remainder)*
- *Sounder Extension to DuPont (final design and construction)*
- *ST4/High-Capacity Transit Corridor Studies (remainder)*

Affordable ST3 capital program

Deferred projects:

- Tacoma Dome Link Parking
- Everett Link Parking
- Stride Parking
- North Sammamish Park & Ride
- Edmonds & Mukilteo Parking and Access
- Bus on Shoulder Project
- SR 162 Corridor Improvements
- Sounder South Platform Extensions
- Sounder South Access Improvements
- ST Express Bus Base (remainder)

ST3 program's scale and complexity necessitates a step up

01

We have the pieces and need to strengthen alignment.

Sound Transit is managing multiple concurrent mega-programs while continuing to mature as an operating organization. Stronger alignment across programs and initiatives is needed to support durable decision-making and responsible allocation of resources.

02

Changing conditions call for adaptability

Today's dynamic environment necessitates a Board review process for costs, risks, and schedule that enables decision-making at key checkpoints while preserving program continuity. In parallel, we must explore additional revenue streams and cost savings.

03

Execution depends on all of us.

Adaptive program management will institute agencywide governance for how programs and projects are planned, controlled, and delivered. Improved visibility, stronger connectivity across programs, and rigorous reporting are essential to effective oversight.

Adaptive program management plan

Key elements

- Risk register & escalation thresholds
- Independent oversight
- Financial governance & on-ramps
- Project delivery framework & off-ramps
- Reporting

Upcoming deadlines

- Draft adaptive management plan and project delivery framework due to the Board in November

Bottom-up Cost Estimating

Draft EIS

Final EIS

Project to
be BuiltRecord of
Decision
(ROD)Quantitative
Risk
Assessment
(QRA)Indicative
Pricing3rd Party
Validation

30%

60%

90%

Institutionalized Cost Savings and Resource Identification

Framework Ideas

- Contingency pooling/hierarchy
- Board oversight
- Delegation

ROD + 1yr
= \$TrendROD + 2yr
= \$TrendFull Funding Grant
Agreement (FFGA)Board Approves Scope,
Schedule, & Budget

EIS = Environmental Impact Statement

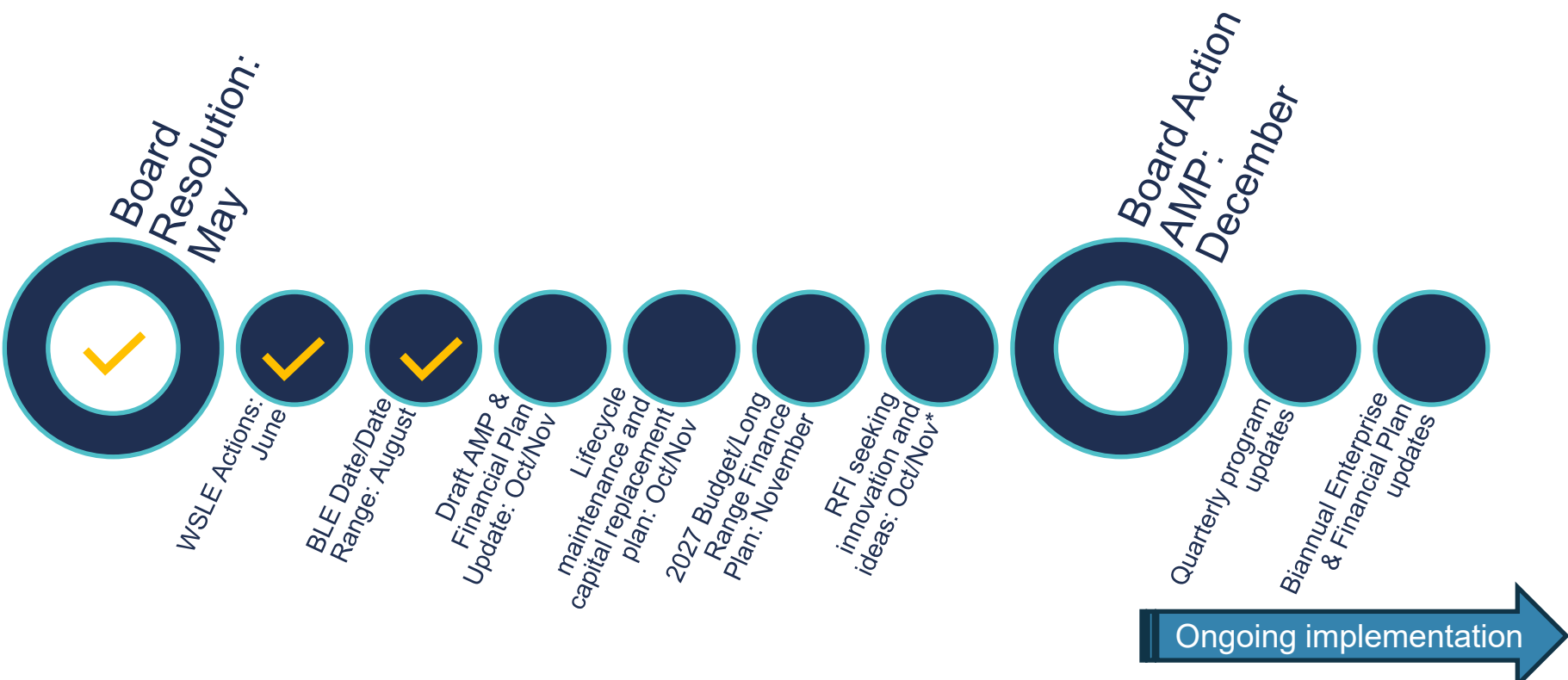
▶ = Board Direction/Validation

♦ = Project Off-ramp

Enterprise workplan

Continued efforts to save costs, speed project delivery, and add financial capacity to deliver ST3

- Policy and planning
- Transit operations
- Capital delivery
- Finance



Thank you.



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