

Enterprise Initiative: Board retreat debrief

Community Oversight Panel

4/8/2026



Why we are here

Briefing purpose

- Retreat recap and key takeaways
- Where Sound Transit goes from here:
 - » *Getting to an affordable capital program*
 - » *Other opportunities to save cost and increase financial capacity by Enterprise Initiative workstreams*
- Next steps to Board action to update ST3 System Plan

Retreat purpose & outcomes

- Present Board members with **plausible, affordable approaches to deliver the ST3 capital program** and engage in the policy questions and trade-offs surfaced by them.
- In small groups, explore additional **opportunities to save costs and expand financial capacity** across each Enterprise Initiative workstream.
- Receive **feedback from the Board to help advance toward an updated ST3 System Plan** that reflects capital program priorities and additional opportunities to incorporate.



Defining terms

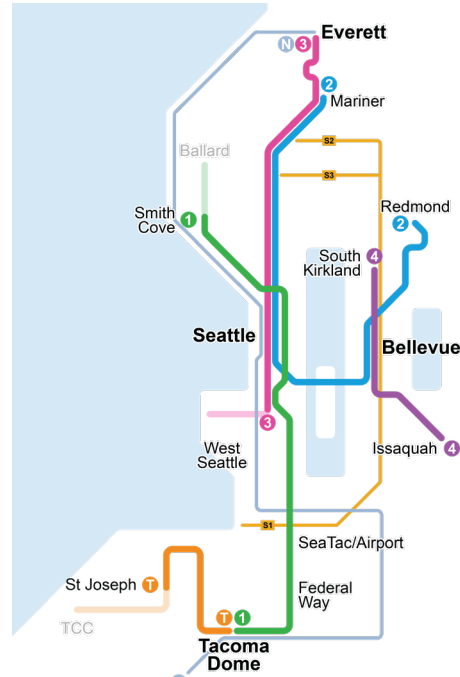
- **Enterprise Initiative workstream.** The major components of work to deliver a balanced, affordable ST3 and which are policy & planning, capital delivery, transit operations, and finance.
- **Lever.** A general term referring to specific – or categories of – tools and opportunities that save cost, speed project delivery, or increase financial capacity.
- **Capital program approach.** Starting points toward a revised and affordable capital program and intended to provoke Board engagement on policy trade-offs.
- **Subarea equity.** Board financial policy that requires subarea tax revenues be spent on projects and services that benefit the residents of the subarea where those revenues are generated.
- **Modify.** Incorporating specific capital project cost savings opportunities, including station deferrals and eliminations.
- **Phasing.** Delivering an initial phase of a light rail extension but deferring construction of the full project.
- **Defer.** Project is maintained in the ST3 program, but no or limited funding is allocated, and the project will advance as funding becomes available.
- **Pre-planning.** The status of a project after voter approval but before the start of formal project development.
- **30% design.** The design milestone associated with the completion of the environmental phase and the “project to be built” Board action, and before the start of final design and right of way acquisition.

Three illustrative approaches to surface trade-offs

Solid dashed lines indicate alignments not confirmed.
Light lines indicate deferred projects.



Approach 1



Approach 2



Approach 3

Approach 1

Keep active light rail extension projects moving

Link Light Rail Projects

West Seattle Extension	Construct to Alaska Junction (without Avalon)
Ballard Extension	Complete planning and 30% design on full project, construct to Seattle Center (without South Lake Union)
Everett Extension	Construct to Everett Station
Tacoma Dome Extension	Construct to Tacoma Dome
Graham Infill Station	Complete planning and 30% design; defer
Boeing Access Infill Station	Complete planning and 30% design; defer
T Line Extension	Defer
South Kirkland–Issaquah Extension	Complete planning and 30% design; defer

Souder South Projects

Additional Trips	Maintain
DuPont Extension	Defer



Approach 2

Advance regional connectivity

Link Light Rail Projects

West Seattle Extension	Defer final design and construction
Ballard Extension	Complete planning and 30% design on full project, construct to Smith Cove (without South Lake Union)
Everett Extension	Construct to Everett Station
Tacoma Dome Extension	Construct to Tacoma Dome
Graham Infill Station	Complete planning and 30% design; defer
Boeing Access Infill Station	Complete planning and 30% design; defer
T Line Extension	Defer
South Kirkland–Issaquah Extension	Construct project

Souder South Projects

Additional Trips	Maintain
DuPont Extension	Defer



Approach 3

Phase all light rail extension projects to advance other ST3 elements

Link Light Rail Projects

West Seattle Extension	Complete planning and 30% design on full project; construct to Delridge
Ballard Extension	Complete planning and 30% design on full project; construct to Seattle Center (without South Lake Union)
Everett Extension	Complete planning and 30% design on full project; construct to SW Everett Industrial Center
Tacoma Dome Extension	Complete planning and 30% design on full project; construct to Fife
Graham Infill Station	Complete construction
Boeing Access Infill Station	Complete construction
T Line Extension	Complete planning and 30% design on full project; construct initial phase
South Kirkland–Issaquah Extension	Complete planning and 30% design on full project; construct initial phase

Souder South Projects

Additional Trips	Maintain
DuPont Extension	Maintain



Themes from Board discussion

Where we go from here: capital program approaches

- Shared commitment to delivering regional mobility benefits
- Support for advancing light rail investments over other investments in ST3
- Maintain momentum for projects in planning and design to refine potential cost savings and confirm cost risks
- Interest in advancing initial project development phases for projects not yet in planning
- Need for a clearer path for projects/project phases that may be deferred

Themes from Board discussion

Where we go from here: workstream levers

- Small group breakouts allowed Board members to engage with each other and staff on opportunities to save costs or increase financial capacity across Enterprise Initiative workstreams
- Recognition that certain opportunities can be incorporated in an updated ST3 system plan while others require additional time
- Direction from the Board retreat to identify the most promising, most impactful opportunities – these are summarized later in the presentation

Next steps from Board retreat

Where we go from here: Enterprise Initiative

- Synthesize Board member feedback from the three capital program approaches into a modified ST3 capital program
- Advance high-impact opportunities to save costs and expand financial capacity to deliver as much of ST3 as possible
- Develop a work program for longer-term opportunities requiring further analysis and/or partner jurisdiction coordination

***Refining a capital program
approach***

Potential modifications

Based on Board member feedback

- Advance active projects in planning and design to maintain momentum
- Initiate planning activities for projects not yet underway
- Develop plans and key milestones for fully delivering light rail projects with deferred segments (e.g., Ballard Link)
- Explore partnership opportunities and expanded financial capacity to deliver smaller dollar projects (e.g., infill stations, parking facilities)
- Establish a process and priority list for moving deferred projects/project phases to affordable finance plan

Potential modifications toward an affordable capital program at the system level

Projects anticipated to be **maintained** in a revised approach

Operations & Maintenance Facility – North

Operations & Maintenance Facility – South

Souder Maintenance Base

ST Express Maintenance Base

ST Express Fleet

Tacoma Dome Access Improvements

ST4 and HCT Planning/Environmental Studies

Potential modifications toward an affordable capital program at the system level

Projects anticipated to be **deferred** in a revised approach

Souder South: Platform Extensions

Souder South: South King County and Pierce Access Improvements

Stride Parking Investments

Tacoma Dome Link Parking Investments

Everett Link Parking Investments

North Sammamish Park & Ride

Edmonds & Mukilteo Parking and Access Improvements

SR 162 Corridor Improvements

Bus on Shoulder Improvements

***Opportunities in Enterprise
Initiative workstreams***

Enterprise Initiative workstream levers

Policy & planning

- Policy changes (by Sound Transit or others) that save capital and operating costs, speed project delivery, or expand financial capacity
- Updated service assumptions based on modified capital program and ridership projections

Transit operations

- Potential new resiliency investments (e.g., modern signal system, existing tunnel upgrades)
- Revised operating & maintenance and light rail vehicle costs based on updated service assumptions

Capital delivery

- Cost savings opportunities
- Adjusted phasing and sequencing of project investments
- Updated cost allocations for shared/systemwide assets
- Potential deferral of some projects

Finance

- Updated financial planning assumptions (e.g., federal grant strategy)
- Policy changes and exercising existing available revenue authority
- Potential third-party funding opportunities

Workstream opportunity summary




Reflecting Board feedback and staff's assessment of most promising opportunities

- Direction from the Board retreat to identify most promising and most impactful opportunities across Enterprise workstreams
- Work is ongoing to more precisely assess the impact of opportunities that can be incorporated by a Q2 Board action to update the ST3 System plan
- We are seeking Executive Committee engagement to confirm these opportunities and identify any questions or potential changes



Policy & planning opportunities

By Q2 Board action

-  Reconcile Link service assumptions based on affordable capital program
-  Confirm future STX service assumptions
-  Update parking fee assumptions and related Board policies


Ongoing through 2026 and beyond


- Complete long-range plan update and initiate HCT planning studies
- Update service standards update and create a network plan
- Develop a robust state legislative program (e.g., bond term, permitting reform, value capture)
- Fare gates pilot and implications for fare revenue/compliance
- Report on public-private partnership opportunities




Transit operations opportunities

By Q2 Board action

 Confirm state of good repair and resiliency cost assumptions (e.g., timing and impact of communications-based train control)

 Update light rail vehicle costs based on capital program and service modifications


 Modify agency staffing levels per revised ST3 program


Ongoing through 2026 and beyond


- Complete strategic workforce study
- Assess operating models for Link, ST Express, Stride, and Sounder vehicle maintenance
- Develop an implementation plan for state of good repair and resiliency investments

Finance opportunities

By Q2 Board action

 Direct implementation of remaining rental car tax authority

 Update federal grant assumptions per modified capital program

 Align debt service coverage ratio and other financial policies to be in line with national peers

Ongoing through 2026 and beyond

- Pursue partnerships with local governments to use available debt capacity and/or identify third-party funding
- Actively develop and pursue potential new funding options to deliver as much of the voter-approved ST3 program as possible

Capital delivery opportunities

By Q2 Board action



Finalize a modified capital program with Board-level cost savings incorporated



Consider targeted schedule delay to moderate debt capacity constraints

Ongoing through 2026 and beyond

- Continue to implement capital delivery cost savings workplan and report regularly to the Board
- Partner with permitting authorities to streamline regulatory processes and speed project delivery

Next steps

Next steps

Path to an updated ST3 System Plan

Through April

- » *Launch public engagement (online survey, town halls, and other outreach tactics)*
- » *Continue direct and subarea engagement with Board members*

May

- » *Present initial draft of an updated ST3 system plan reflecting feedback and guidance from April Board and Committee meetings.*

Thank you.



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