



## Motion No. M2026-21

### Contract Modification with Connect Seattle Partners for Program Management Support Services for the West Seattle and Ballard Link Extensions

| Meeting:                   | Date:      | Type of action:    |
|----------------------------|------------|--------------------|
| System Expansion Committee | 06/11/2026 | Recommend to Board |
| Board                      | 06/25/2026 | Final Action       |

| Staff name:        | Staff title:   |
|--------------------|--|
| Terri Mestas       | Deputy CEO, Capital Delivery                           |
| <b>Brad Owen</b>   | <b>Capital Delivery Executive Director</b>             |
| Linneth Riley-Hall | West Seattle Link Extension Executive Project Director |
| Daniel Turner      | Ballard Link Extension Acting Project Director         |

### Proposed action

Authorizes the chief executive officer to execute a contract modification to the Program Management Support Services contract with Connect Seattle Partners, a Mott MacDonald/WSP Joint Venture, to extend the term of the Phase 2 work for one year in the amount of \$44,346,891, with a 10 percent contingency of \$4,434,689, totaling \$48,781,580, for a new total authorized contract amount not to exceed \$131,991,296, contingent upon adoption of Resolution No. R2026-14.

### Key features summary

- Connect Seattle Partners (CSP) has been providing services under a Program Management Support Services (PMSS) contract for the West Seattle Link Extension (WSLE) and Ballard Link Extension (BLE) Projects (collectively “projects”) since January 2024. The initial contract period of performance for Phase 2 was for 12 months (July 2025 to June 2026).
- The contract scope includes a broad range of program management services, including but not limited to support of planning, environmental efforts, design, procurement, permitting and third-party management, project controls, federal funding, community engagement and construction for WSLE and BLE, and provides technical experts as needed. Phase 2 services support the final design phase of the projects.
- This modification extends CSP’s contract from July 2026 to June 2027, for a negotiated not to exceed amount of \$44,346,891.
- CSP will provide staff augmentation to the Sound Transit WSLE and BLE project teams as extensions of Sound Transit staff and work under the direction of Sound Transit.
- Funding and execution of this contract modification is contingent upon Board adoption of Resolution No. R2026-14.

## **Background**

The West Seattle Link Extension (WSLE) will build the first operating segment of the 3 Line from the SODO neighborhood to the Alaska Junction neighborhood in West Seattle, adding 3.9 miles of light rail service to the Sound Transit system. The project, as defined in Resolution No. R2026-11, consists of three new stations, a bridge over the Duwamish West Waterway, elevated guideways, and tunnel. The extension will eventually connect to the existing downtown tunnel (DSTT) and provide light rail service between West Seattle and Everett. The West Seattle Link Extension Final Environmental Impact Statement (EIS) was issued in September 2024. The Federal Transit Administration issued its Record of Decision (ROD) for the project in April 2025. On May 28, 2026, the Board of Directors adopted Resolution No. R2026-11 which defined the West Seattle Link Extension (no Avalon Station) as a fully funded project within existing resources.

The Ballard Link Extension (BLE) will extend the 1 Line from the SODO neighborhood to Ballard, adding over 7 miles of light rail service to the Sound Transit system. The project contemplates up to nine new stations, a new tunnel through downtown Seattle, South Lake Union, and Seattle Center, elevated and at-grade guideway through Smith Cove/Interbay and a tunnel under the Lake Washington Ship Canal to Ballard. The extension will connect to the existing 1 Line near SODO Station and ultimately provide light rail service between Tacoma Dome and Ballard. On May 28, 2026, the Board adopted Resolution No. R2026-11, which confirms funding for final design and environmental work across the full BLE alignment, while recognizing that construction from Seattle Center to Ballard is not currently affordable within existing resources. The Phase 2 PMSS contract will support the final design phase of the full alignment.

Program Management Support Services (PMSS) brings expertise and experience in setting up and managing transit programs of similar size and complexity as WSLE and BLE. The consultant also supplements staff resource capacity for Sound Transit. The scope of the PMSS contract includes options that may be exercised at Sound Transit's sole discretion in six distinct phases: Initiation, Final Design, Construction, Testing & Commissioning, Closeout, and Spine Segmentation. The Phases identified reflect the varying team structures, compositions and leadership skills required for each stage of the projects. It is expected that these Phases will overlap.

This modification seeks to extend the PMSS Phase 2 services for one year. The ongoing PMSS services for Phase 1 and Phase 2 support continued planning and design work for BLE; supports final design and start of construction for WSLE; produces system rail simulation modeling; and revises key agency project controls policies and procedures – work that is critical to the WSLE and BLE FTA funding applications.

The WSLE and BLE projects, and all ST3 projects, are part of the cost-saving Enterprise Initiative. With the adoption of the cost savings workplan (Motion No. M2024-59) and the Enterprise Initiative (Motion No. M2025-36), CSP under the PMSS contract was tasked with advancing additional cost-savings measures, with the goal of reducing the WSLE project cost to align with the original ST3 Financial Plan. This process identified potential WSLE project cost savings exceeding \$2 billion.

During the one-year extension period requested in this action, the WSLE project will move into final design and construction contract procurements, and the BLE project will complete the Draft Environmental Impact statement, prepare the Final Environmental Impact Statement, and move closer to selecting the Project to be built and obtaining a Record of Decision.

## **Project status**

### **West Seattle Link Extension**

Project Development Phase: Post Record of Decision/Preliminary Engineering

Percent complete (measured to revenue service date): 30%

Current project status, performance metrics, and additional information are located on page 18 of the April 2026 System Expansion Monthly Status Report.

### **Ballard Link Extension**

Project Development Phase: DEIS / Preliminary Engineering

Percent complete (measured to revenue service date): 10%

Current project status, performance metrics, and additional information are located on page 16 of the April 2026 System Expansion Monthly Status Report.

### **Procurement information**

A solicitation (RFQ) was advertised on June 16, 2023, in accordance with requirements for Architect/Engineer contracts. Statements of Qualifications were due August 17, 2023. Sound Transit received two proposals. On September 18, 2023, after the completion of the evaluation process, WSP USA, Inc., Joint Venture Member, Mott MacDonald, LLC., Joint Venture Member and Connect Seattle Partners Joint Venture was determined to be the highest qualified firm.

Contract RTA/AE 0070-23 (Program Management Support Services for the West Seattle and Ballard Link Extensions) was executed with Connect Seattle Partners (CSP) on January 5, 2024, for an initial period of 18 months ending June 30, 2025. The contract is a cost-plus fixed fee contract.

The contract contains contract options for each phase of the contract services and to extend the anticipated term of phases of the scope, to be exercised in writing at the sole discretion of Sound Transit. The contract anticipates PMSS services over six Phases, that may overlap, each with anticipated duration. The PMSS contract is currently providing services for Phase 1 –Program Management Initiation – anticipated duration 1.5 – 2.5 years; and Phase 2 –Final Design – duration 6 years with option to extend services (overlaps with Phase 1).

This action extends the PMSS contract services for Ballard Link Extension and West Seattle Link Extension for one year. The duration of Phase 2 scope of services is anticipated to be six years in total. The option for Phase 2 was authorized by Board in Motion No. M2025-16, and Phase 2 services began in July 2025. All services are provided at the direction of Sound Transit, and the consultant is reimbursed for the costs of the services provided.

Negotiations between Sound Transit and CSP for this contract extension took place at several meetings in May 2026. In view of the shift to a staff augmentation approach, the negotiations were focused on establishing an agreed Level of Effort based on a jointly developed draft scope of work for the one-year term.

The negotiated amount not to exceed \$44,346,891 is deemed fair and reasonable by Procurement & Contracts in conjunction with the project team after reviewing the Independent Cost Estimate, direct labor rates, and current audited overhead rates provided by the firms in accordance with the contract terms.

### **Fiscal information**

This action is contingent upon Board approval of the West Seattle Link Extension budget amendment outlined in Resolution No. R2026-14: Budget Amendment for West Seattle Link Extension and Ballard Link Extension Consultant Service Contracts.

### **West Seattle Link Extension**

The authorized allocation for the West Seattle Link Extension project is \$738,612,926. Within the \$108,595,872 agency administration phase, \$77,461,394 has been allocated to the budget line item for Consultant PM Support. This action would commit an additional \$32,383,872 to this line item and leave a phase budget balance of \$10,141,097.

**West Seattle Link Extension**

(in thousands)

| Project Phase                               | Authorized Allocation | Board Approvals* | This Action     | Total Commitment Plus Action | Uncommitted / (Shortfall) |
|---|-----------------------|------------------|-----------------|------------------------------|---------------------------|
| Agency Administration                       | \$108,596             | \$66,071         | \$32,384        | \$98,455                     | \$10,141                  |
| Preliminary Engineering                     | 146,234               | 123,845          | -               | 123,845                      | 22,389                    |
| Final Design                                | 345,514               | -                | -               | -                            | 345,514                   |
| Third Party                                 | 40,287                | 3,826            | -               | 3,826                        | 36,461                    |
| Right of Way                                | 97,982                | 16,016           | -               | 16,016                       | 81,965                    |
| Construction                                | -                     | -                | -               | -                            | -                         |
| Construction Services                       | -                     | -                | -               | -                            | -                         |
| <b>Total</b>                                | <b>\$738,613</b>      | <b>\$209,758</b> | <b>\$32,384</b> | <b>\$242,142</b>             | <b>\$496,471</b>          |
| <b>Phase Detail - Agency Administration</b> |                       |                  |                 |                              |                           |
| Consultant PM Support                       | \$77,461              | \$45,078         | \$32,384        | \$77,461                     | \$                        |
| Other Agency Administration                 | 31,134                | 20,993           | -               | 20,993                       | 10,141                    |
| <b>Total Phase</b>                          | <b>\$108,596</b>      | <b>\$66,071</b>  | <b>\$32,384</b> | <b>\$98,455</b>              | <b>\$10,141</b>           |

**Notes:**

Amounts are expressed in Year of Expenditure \$000s.  
 For detailed project information, see page 128 of the 2026 Adopted Budget & Financial Plan.  
 \* Board Approvals = Commitment and PO Contingency Remaining as of 4/30/2026.

In May 2026, the Board approved Resolution No. R2026-11 updating the ST3 system plan and identifying West Seattle Link (no Avalon Station) as a fully funded project. This commitment is within the total cost estimate by phase for the affordable project included in Resolution No. R2026-11. This commitment does not materially impact other projects within the updated system plan.

**Ballard Link Extension**

The authorized allocation for the Ballard Link Extension project is \$830,417,707. Within the \$116,306,971 agency administration phase, \$54,559,814 has been allocated to the budget line item for Consultant PM Support. This action would commit an additional \$16,397,708 to this line item and leave a phase budget balance of \$11,877,148.

**Ballard Link Extension**

(in thousands)

| Project Phase                               | Authorized Allocation | Board Approvals* | This Action     | Total Commitment Plus Action | Uncommitted / (Shortfall) |
|---|-----------------------|------------------|-----------------|------------------------------|---------------------------|
| Agency Administration                       | \$116,307             | \$88,032         | \$16,398        | \$104,430                    | \$11,877                  |
| Preliminary Engineering                     | 343,100               | 283,945          | -               | 283,945                      | 59,155                    |
| Final Design                                | -                     | -                | -               | -                            | -                         |
| Third Party                                 | 16,350                | 8,068            | -               | 8,068                        | 8,282                     |
| Right of Way                                | 354,661               | 8,087            | -               | 8,087                        | 346,574                   |
| Construction                                | -                     | -                | -               | -                            | -                         |
| Construction Services                       | -                     | -                | -               | -                            | -                         |
| <b>Total</b>                                | <b>\$830,418</b>      | <b>\$388,132</b> | <b>\$16,398</b> | <b>\$404,530</b>             | <b>\$425,888</b>          |
| <b>Phase Detail - Agency Administration</b> |                       |                  |                 |                              |                           |
| Consultant PM Support                       | \$54,560              | \$38,132         | \$16,398        | \$54,530                     | \$30                      |
| Other Agency Administration                 | 61,747                | 49,900           | -               | 49,900                       | 11,847                    |
| <b>Total Phase</b>                          | <b>\$116,307</b>      | <b>\$88,032</b>  | <b>\$16,398</b> | <b>\$104,430</b>             | <b>\$11,877</b>           |

**Notes:**

Amounts are expressed in Year of Expenditure \$000s.  
 For detailed project information, see page 132 of the 2026 Adopted Budget & Financial Plan.  
 \* Board Approvals = Commitment and PO Contingency Remaining as of 4/30/2026.

In May 2026, the Board approved Resolution No. R2026-11 updating the ST3 system plan and identifying the Ballard Link initial segment (Seattle Center) as a fully funded project. This commitment is within the total cost estimate by phase for the affordable project included in Resolution No. R2026-11. This commitment does not materially impact other projects in the updated system plan.

## **Disadvantaged and small business participation**

### **Participation by small businesses and disadvantaged business enterprises (DBEs)**

On October 3, 2025, U.S. Department of Transportation issued an Interim Final Rule (IFR) that removed race- and sex- based presumptions of social and economic disadvantage for purposes of Disadvantaged Business Enterprise (DBE) certification and implements new regulations in 49 CFR Part 26. The IFR temporarily prohibits the use of DBE goals in contracts receiving federal funding executed after October 3, 2025. Accordingly, DBE participation will not be counted toward a DBE goal at this time. Sound Transit promotes and encourages proposers to continue to solicit participation from, and honor commitments to, Small Businesses and firms that reflect all communities in the Sound Transit marketplace.

Sound Transit promotes and encourages small business participation, which also includes disadvantaged business enterprises (DBEs). Consistent with Sound Transit Policies and federal regulations, Sound Transit has established small business/DBE goals for this contract. These goals are based upon an examination of subcontracting opportunities contained in the work of this contract and the number of small businesses/DBEs available to perform such subcontracting work.

For this specific contract, the following goals were set and the successful Bidder/Proposer has committed to the following small business/DBE participation:

Sound Transit small business goal: 0%  
Small business commitment: 20.31%  
Current small business attainment: 14.59%

Sound Transit set a DBE goal of 15% for this solicitation and the successful Bidder's/Proposer's DBE participation commitment of 15.15% was accepted. (at this time participation is not counted toward a DBE goal)

### **Public involvement**

Sound Transit is committed to actively seeking public feedback at all project stages for the West Seattle and Ballard Link Extension Projects with the overarching goal of fostering public trust through transparent communication, meaningful involvement and being responsive to concerns and issues. The project team will continue reaching out to communities, businesses, stakeholders, and agencies to shape the project by asking questions, holding conversations with project staff, and seeking out ideas and comments.

### **Time constraints**

A delay of this action will have an impact on the Project Schedules and associated cost of delay.

### **Prior Board/Committee actions**

Resolution No. R2026-11: Updated the Sound Transit 3 System Plan to be affordable within available and projected financial capacity.

Motion No. M2025-36: Adopted principles and a process to help guide the Board on how best to achieve the planned outcomes of the Enterprise Initiative work, including an update to the current system plan (Sound Transit 3) and long-range finance plan.

Resolution R2025-10: (1) Amended the Adopted 2025 Budget to advance the West Seattle Link Extension project through the completion of the Preliminary Engineering phase into the Final Design phase by a) increasing the authorized project allocation by \$61,400,000 from \$270,340,863 to

\$331,740,863 and b) increasing the adopted 2025 annual project budget by \$44,350,000 from \$94,926,236 to \$139,276,236; and (2) amended the Adopted 2025 Budget to advance the Ballard Link Extension project through the completion of the Preliminary Engineering phase by a) increasing the authorized project allocation by \$7,400,000 from \$806,619,999 to \$814,019,999 and b) increasing the adopted 2025 annual project budget by \$3,700,000 from \$96,298,561 to \$99,998,561.

Motion M2025-16: Authorized the chief executive officer to execute a contract modification to the Program Management Support Services contract with Connect Seattle Partners, a Mott MacDonald/WSP Joint Venture, to exercise an option for Phase 2 services and extend the term of the contract for one year in the amount of \$37,700,080, with a 10 percent contingency of \$3,770,008, totaling \$41,470,088, for a new total authorized contract amount not to exceed \$83,209,716, contingent upon adoption of Resolution No. R2025-10.

Resolution R2024-22: Selected the route, profile, and stations to be built for the West Seattle Link Extension project.

Motion M2023-111: Authorized the chief executive officer to execute a contract with WSP USA, Inc., a Joint Venture Member, Mott MacDonald LLC, a Joint Venture Member, and Connect Seattle Partners Joint Venture for Program Management Support Services for the West Seattle and Ballard Link Extensions in the amount of \$37,945,116, with a 10 percent contingency of \$3,794,512, for a total authorized contract amount not to exceed \$41,739,628, contingent upon approval of Resolution No. R2023-40.

Motion M2023-57: Confirmed or modified the preferred Denny Station location for the Ballard Link Extension for additional environmental review, including preparation of a Final Environmental Impact Statement.

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**Environmental review – KH 6/2/26**

**Legal review – JSA 6/10/26**



## Motion No. M2026-21

A motion of the Board of the Central Puget Sound Regional Transit Authority authorizing the chief executive officer to execute a contract modification to the Program Management Support Services contract with Connect Seattle Partners, a Mott MacDonald/WSP Joint Venture, to extend the term of the Phase 2 work for one year in the amount of \$44,346,891, with a 10 percent contingency of \$4,434,689, totaling \$48,781,580, for a new total authorized contract amount not to exceed \$131,991,296, contingent upon adoption of Resolution No. R2026-14.

### Background

The West Seattle Link Extension (WSLE) will build the first operating segment of the 3 Line from the SODO neighborhood to the Alaska Junction neighborhood in West Seattle, adding 3.9 miles of light rail service to the Sound Transit system. The project, as defined in Resolution No. R2026-11, consists of three new stations, a bridge over the Duwamish West Waterway, elevated guideways, and tunnel. The extension will eventually connect to the existing downtown tunnel (DSTT) and provide light rail service between West Seattle and Everett. The West Seattle Link Extension Final Environmental Impact Statement (EIS) was issued in September 2024. The Federal Transit Administration issued its Record of Decision (ROD) for the project in April 2025. On May 28, 2026, the Board of Directors adopted Resolution No. R2026-11 which defined the West Seattle Link Extension (no Avalon Station) as a fully funded project within existing resources.

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measures, with the goal of reducing the WSLE project cost to align with the original ST3 Financial Plan. This process identified potential WSLE project cost savings exceeding \$2 billion.

During the one-year extension period requested in this action, the WSLE project will move into final design and construction contract procurements, and the BLE project will complete the Draft Environmental Impact statement, prepare the Final Environmental Impact Statement, and move closer to selecting the Project to be built and obtaining a Record of Decision.

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This modification extends CSP’s contract from July 2026 to June 2027, for a negotiated not to exceed amount of \$44,346,891.

CSP will provide staff augmentation to the Sound Transit WSLE and BLE project teams as extensions of Sound Transit staff and work under the direction of Sound Transit.

Funding and execution of this contract modification is contingent upon Board adoption of Resolution No. R2026-14.

**Motion**

It is hereby moved by the Board of the Central Puget Sound Regional Transit Authority authorizing the chief executive officer to execute a contract modification to the Program Management Support Services contract with Connect Seattle Partners, a Mott MacDonald/WSP Joint Venture, to extend the term of the Phase 2 work for one year in the amount of \$44,346,891, with a 10 percent contingency of \$4,434,689, totaling \$48,781,580, for a new total authorized contract amount not to exceed \$131,991,296, contingent upon adoption of Resolution No. R2026-14.

APPROVED by the Board of the Central Puget Sound Regional Transit Authority at a regular meeting thereof held on \_\_\_\_\_.

\_\_\_\_\_  
Dave Somers  
Board Chair

**Attest:**

\_\_\_\_\_

Kathryn Flores  
Board Administrator