

Proposed Board member amendments to Resolution No. R2026-11, updating the Sound Transit 3 System Plan to be affordable within available and projected financial capacity, for consideration at the May 28, 2026 Board meeting. Text underlined in blue would be added, and text crossed-out in blue would be removed.

Proposed Amendments to Resolution No. R2026-11

No.	Page No.	Proposed Amendment	Board Sponsor
1	Resolution No. R2026-11; Attachment A; and Attachment B	<p>Amend Resolution No. R2026-11 by substitution with the following documents:</p> <ul style="list-style-type: none"> • Substitute Resolution No. R2026-11 • Substitute Attachment A • Substitute Attachment B 	Board Chair Dave Somers
2	Resolution No. R2026-11 Page 4	<p>Amending Resolution No. R2026-11 to insert the following as a new Section 8 of the Resolution to identify and institutionalize innovative approaches to project delivery, financing, and technology that can reduce costs, accelerate schedules, and expand Sound Transit's financial capacity to deliver the ST3 program:</p> <p><u>Section 8: The Board directs the CEO to assess and recommend how Sound Transit can systematically explore and deploy extraordinary and innovative approaches that could improve project delivery, reduce lifecycle costs, and expand financial capacity for the ST3 program.</u></p> <p><u>The CEO will synthesize information developed through related activities identified in Attachment B and described below and will conduct a study and produce a report on:</u></p> <ul style="list-style-type: none"> • <u>Project Delivery Models – Assessment of alternative delivery and procurement methods (including but not limited to design-build, design-build-finance, public-private partnerships, and other innovative procurement strategies) including comparative lifecycle cost analysis and risk allocation</u> • <u>Permitting and Regulatory Reform – Identification of barriers in permitting processes across jurisdictions and recommended reforms to accelerate environmental review and local approval timelines</u> • <u>Right-of-Way Access Partnerships – Innovative approaches to access, lease, or partner on public and private rights-of-way to reduce acquisition costs and complexity</u> • <u>Financing Innovation – Exploration of expanded financing tools including value capture mechanisms, tax increment financing, debt-capacity changes, local jurisdiction partnerships to leverage debt capacity, private financing partnerships, and third-party co-funding arrangements</u> • <u>Technology Integration – Assessment of emerging technologies (automation, CBTC expansion, etc.) that could reduce operating costs, capital costs, and/or improve system efficiency</u> 	Board Vice Chair Claudia Balducci

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		<p><u>The CEO will present recommendations by Q4 2026 identifying:</u></p> <ul style="list-style-type: none"> <u>Where within the agency this innovation and delivery acceleration work should be permanently housed, including resource requirements and staffing needs to operationalize this work</u> <u>The most promising opportunities across these domains with quantified potential impact on cost, schedule, and rider experience</u> <p><u>As part of the recommendations, the CEO will identify a new organizational section reporting to the CEO with authority and resources to carry out the identified tasks for the system expansion program (including prioritizing support projects listed in Attachment A, tables 1 and 2), so that those recommendations are not only actionable but are staffed and underway without further delay.</u></p>	
3	Resolution No. R2026-11 Page 3	<p>Amend Resolution No. R2026-11 to add the following as Section 4(e):</p> <p><u>(e) <i>Financial governance standards</i> – The Board recognizes that repeated program realignments undermine public trust and agency credibility, while also interrupting and potential delaying critical agency work. To break this cycle and establish sustainable financial governance, Sound Transit must adopt structured, transparent standards for when and how financial rebalancing occurs, subject to the limitations in the ST3 Ballot Measure (Resolution No. R2016-17). The Board directs the CEO to:</u></p> <ul style="list-style-type: none"> <u>Develop a set of early-warning financial distress indicators, including quantitative and qualitative metrics, that could signal potential need for program or budget realignment. These indicators will be reported regularly to the Board and made publicly available, ensuring transparent, proactive notice well in advance of any necessary agency realignment.</u> <u>Assess industry best practices for how transit agencies conduct periodic financial rebalancing (e.g., the 5% imbalance rule), including comparing Sound Transit's approach to peer agencies.</u> <u>Develop recommended financial governance standards that address frequency and triggers for realignment reviews, advance planning cycles that provide predictability for stakeholders, and transparent metrics for project prioritization, including highlighting the existing limitations in the ST3 Ballot Measure (Resolution No. R2016-17).</u> <u>Present recommendations at a time recommended by staff for Board consideration and adoption into updated Financial Policies.</u> <p><u>These standards will be codified in Sound Transit's Financial Policies to ensure they persist and guide future Board decision-making, regardless of changes in leadership or Board composition.</u></p>	Board Vice Chair Claudia Balducci

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4	Resolution No. R2026-11 Page 4	Amending Resolution No. R2026-11 to insert the following as a new Section 9 of the Resolution: <u>Section 9: While working to deliver the entire ST3 plan as revenue becomes available, it will be the agency's top priority to maintain stability and reliability of Sound Transit service that riders depend on. The CEO will report quarterly to the Board on existing service performance metrics and notify the Board immediately of any circumstances that could require changes to established service patterns.</u>	Board Vice Chair Claudia Balducci
5	Resolution No. R2026-11 Page 3	Amending Resolution No. R2026-11 to add the following as Section 7: <u>Section 7: (a) Innovative Access Planning. The chief executive officer is directed to identify opportunities and make recommendations to deliver flexible, innovative, and affordable methods, including but not limited to first/last-mile connectivity, parking management, interim parking solutions, local transit connections, and accessible design, to get people to transit stations for stations with deferred parking facilities.</u> <u>(b) Regional Parking Fund. The Board hereby establishes a Regional Parking Fund to support cost-effective and innovative investments in station access and parking. The Fund will be funded equally by the Pierce County, Snohomish County, and East King County subareas and uses will be allocated equally to improvements in those subareas. The chief executive officer is directed to administer the Fund to incentivize public-private and public-public partnerships, shared parking arrangements, and other innovative access solutions.</u> <u>(c) Fund Evaluation and Replenishment. The chief executive officer is directed to evaluate the effectiveness of the Regional Parking Fund annually, with findings reported to the Board as part of the annual adaptive program management plan review. This review will also identify any policy, programmatic, or regulatory barriers preventing local jurisdictions and Sound Transit from implementing the Fund. The evaluation will assess whether delivered investments have improved station access in a cost-effective manner. The Board will consider replenishment of the Fund based on the findings of the evaluations and the availability of financial resources at the time of each review.</u>	Board members Kim Roscoe, and Vice Chairs Claudia Balducci and Ryan Mello
6	Attachment A Pages 1-2; Staff Report Page 4	Advance the Renton Transit Center Parking Garage by amending the Staff Report and Attachment A of Resolution No. R2026-11 as follows: <ul style="list-style-type: none"> • Add 'Renton Transit Center Parking Garage (\$100M)' in the Fully Funded Projects portion of Table 1 below West Seattle Link (no Avalon Station) • Reduce the 'S Kirkland to Issaquah Link (now 2050)' total from '(\$8.4B)' to '(\$8.3B)' in the Fully Funded Projects portion of Table 1 	Board members Ed Prince, Girmay Zahilay, Angela Birney, Steffanie Fain, and Thomas McLeod
7	Resolution No. R2026-11; Attachment A Page 1; Staff Report Page 4	Advance investments in parking facilities by, Amending Resolution No. R2026-11 to insert the following as a new Section 10 of the Resolution: <u>Section 10: To ensure sufficient capital for parking facilities supporting</u>	Board Vice Chair Claudia Balducci

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		<p><u>regional transit as well as the Stride Bus Rapid Transit program, which serves four of the five sub areas, the Board directs the CEO to secure, through bonding, general funds from East King County subarea or any other sources as new funding becomes available. \$25 million to the Regional Parking Fund, \$50 million to Stride Parking investments (with a specific focus related to RTC Critical Access Infrastructure), and add \$25 million to RTC Critical Access Infrastructure using East King County subarea general funds. These increases will be programmed and expended consistent with the agency's debt capacity and financial policies.</u></p> <p>And, amending the Staff Report and Attachment A of Resolution No. R2026-11 as follows:</p> <ul style="list-style-type: none"> • Increase the amount committed to the Regional Parking Fund in the Partially Funded Projects and Projects Funded through Planning and Design portion of Table 1 from \$100M to \$125M • Add 'Stride Parking (\$50M)' in the Partially Funded Projects and Projects Funded through Planning and Design portion of Table 1 • Add 'RTC Critical Access Infrastructure (\$25M)' in the Partially Funded Projects and Projects Funded through Planning and Design portion of Table 1 	
8	Attachment A Pages 1-2; Staff Report Page 4	<p>Advance the Graham Street Infill Station by, Amending the Staff Report and Attachment A of Resolution No. R2026-11 as follows:</p> <ul style="list-style-type: none"> • Add 'Graham St. Link Infill Station (\$214M) in the Fully Funded Projects portion of Table 1 below Tacoma Dome Access Improvements • Remove 'Graham St. Infill Station (through final design)' from the Partially Funded Projects and Projects Funded through Planning and Design portion of Table 1 • Remove 'Graham St. Link Infill Station (construction)' from the Construction Not Currently Affordable within Existing Resources table (Table 2), and <p>And, amend Attachment B of Resolution No. R2026-11 to add the following in the Capital Delivery section of the Enterprise Workplan:</p> <ul style="list-style-type: none"> • <u>To support affordable delivery of the Graham Street Station, Sound Transit will incorporate \$25M in secured federal grant funds for project construction, apply identified cost savings opportunities, and pursue additional local and federal grant opportunities. Sound Transit will also incorporate any realized cost savings from the Pinehurst Station project to the extent they are confirmed and available. The City of Seattle, as owner of the right-of-way, will work with Sound Transit to expedite permitting, resolve ROW-related risks, and support cost reduction efforts. Sound Transit will also work with project partners to identify opportunities to reduce risk, with</u> 	Board members Katie Wilson, Girmay Zahilay, and Teresa Mosqueda

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		<p><u>contingency adjustments made consistent with Sound Transit's standard risk management practices.</u></p> <p><u>By June 1, 2027, Sound Transit will present a plan that includes confirmed cost savings opportunities, identification of alternative financing and funding to support project delivery. The City of Seattle and King County will participate in the development of this plan. In the event that Sound Transit determines, following full consideration of all available options and in consultation with the City of Seattle and King County, that a funding gap exists, Sound Transit will enter into good-faith negotiations with the City of Seattle and King County regarding a third-party funding contribution. The third-party funding would be "last funding in," negotiated between the City of Seattle and Sound Transit, and would not exceed \$30M in 2026 dollars.</u></p>	
9	Resolution No. R2026-11 Attachment B Page 1	<p>Amend Resolution No. R2026-11 Attachment B to add the following under the section on Capital Delivery:</p> <ul style="list-style-type: none"> • <u>Develop a plan for identifying cost savings and alternative financing and delivery options for the Boeing Access Road Infill Station in collaboration with the City of Tukwila and King County. The plan should identify opportunities with the City of Tukwila to streamline permitting and identify strategic property acquisition, partnerships, and value capture programs. The plan should also examine Sound Transit debt capacity, subarea equity, federal grant opportunities (including the Federal Transit Administration's Core Capacity Capital Investment Grant program) and creative financing opportunities. Sound Transit will also work with project partners to identify opportunities to reduce risk, with contingency adjustments made consistent with Sound Transit's standard risk management practices. The plan will be submitted to the Board by February 2027, and prior to submission to the full Board, both the System Expansion and Finance and Audit Committees will receive a briefing.</u> • <u>Sound Transit will work collaboratively with King County Metro, the City of Tukwila, King County International Airport, the Museum of Flight, and other partners in South King County on the development of innovative, alternative transit options for first and last mile partnerships and programs for North Tukwila. By March 30, 2027, staff will provide the Board with multiple options and recommendations for how to best serve transit riders in north Tukwila by using up to \$10 million from the Innovation and Technology Fund to further develop and implement innovative, alternative transit options and recommendations identified.</u> <p><u>Sound Transit may continue to support the alternative transit service developed through this effort until the Boeing Access Road Infill Station becomes operational, subject to periodic evaluation of performance, financial sustainability, and consistency with Sound Transit's adopted plans and policies.</u></p>	Board members Thomas McLeod, Steffanie Fain, Girmay Zahilay and Teresa Mosqueda

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10	Resolution No. R2026-11 Attachment B Page 1	<p>Amend Resolution No. R2026-11 Attachment B to add the following as the final bullet under the section on Policy & Planning:</p> <ul style="list-style-type: none"> • Develop a range of options for Board consideration at the time of the adoption of the updated Regional Transit Long-Range Plan or by Q3 2027, whichever is sooner, for a future revenue package at regional or subarea levels to fill remaining gaps to the ST3 program and fund additional expansion investments from the high-capacity transit studies. These options should include, but are not limited to, a new voter-approved revenue package, levy lid lift, or enhanced service zones. 	Board member Katie Wilson
11	New Attachment C	<p>Amend Resolution No. R2026-11 by adding the following as a new Attachment C:</p> <p><i>See attached</i></p>	Board members Girmay Zahilay, Katie Wilson, Dan Strauss, and Teresa Mosqueda
12	Resolution No. R2026-11 Attachment B Page 1	<p>Amend Resolution No. R2026-11 Attachment B to add the following under the section on Capital Delivery:</p> <p>Provide the public with a fixed date, or date range, for commencing revenue service to Smith Cove, Interbay, and Ballard stations by August 1, 2026.</p>	Board member Dan Strauss
13	Attachment A Pages 1-2; Attachment B Page 2; Staff Report Page 4	<p>Deliver the Ballard Link Extension between 15th Ave NW and NW Market St and extending to Westlake and as far south as possible using the North King subarea's share of allocated funding currently contained in the finance plan, and reserving the regional share for eventual delivery of the new Downtown Seattle Transit Tunnel; remaining North King contributions will be added to the Downtown Tunnel construction budget as funding becomes available, or as efficiencies are discovered through the continued Enterprise Initiative.</p> <p>Amending the Staff Report, Attachment A, and Attachment B of Resolution No. R2026-11 as follows:</p> <ul style="list-style-type: none"> • In the Fully Funded Projects portion of Table 1, replace 'Ballard Link initial segment (Seattle Center)' with 'Ballard Link initial segment (Market Street south to Westlake)' • In the Construction Not Currently Affordable Within Existing Resources Table (Table 2), replace 'Ballard Link (Seattle Center to Market St.)' with 'Ballard Link (Westlake)' • In the Capital Delivery section of the Enterprise Workplan, add the following: <ul style="list-style-type: none"> • Develop relevant information to enable the delivery of the Ballard Link Extension from its planned northern terminus including, but not limited to, the amount of the project that can be delivered with available funding and schedule and process and scope considerations for this revised delivery approach 	Board member Dan Strauss

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Attachment C

The Ballard Link Extension (BLE) will deliver major benefits to the Puget Sound region. It will create fast, reliable light-rail service connecting key residential and job centers between the Chinatown-International District and Ballard. It will also add a new light rail-only tunnel in downtown Seattle, increasing capacity and improving efficiency for the entire regional transit system. The Ballard Link Extension is expected to draw three times more riders than any other ST3 project, making it a very impactful investment. Its strong ridership demand shows how essential this line is for supporting growth, reducing congestion, and delivering the highest return on our regional transit dollars.

During the Sound Transit Enterprise Initiative, it was determined that building the full Ballard Link Extension – from the Seattle Center to Market Street in Ballard – was not affordable with current resources. It was found to be financially feasible to build the portion from the Chinatown-International District to the Seattle Center Station, and to continue planning and final design work for the segment up to Market Street.

To ensure the Ballard Link Extension continues moving forward – and that construction to Market Street can happen as soon as possible – Attachment C outlines a series of required steps to guide progress in a transparent and accountable way. These actions are complementary to the direction for Sound Transit to develop an adaptive program management plan for all projects in the ST3 plan.

Actions

Section 1 – Accelerate Cost Savings and Project Delivery Work

Sound Transit will actively identify and pursue every feasible opportunity to reduce the overall cost and accelerate project delivery of the Ballard Link Extension. This work will build upon and be incorporated into the Enterprise Workplan described in Attachment B and the adaptive program management plan and project delivery framework required under Sections 4 and 5 of Resolution No. R2026-11. This effort will be comprehensive, drawing on detailed staff work, independent technical review and third-party evaluations, and rigorous comparisons to industry best practices. By using multiple sources of expertise and data, the agency can pursue more efficient decisions that protect taxpayer dollars while keeping the project on track. This work will be incorporated into project analysis as well as programmatic and financial plan updates. The analysis will include whether each measure is BLE-specific or can also be applied program-wide.

Sound Transit will expand project analysis to technology, procurement, delivery, and operational options capable of improving affordability or accelerating delivery while considering the environmental review process and without additional disruption or delay to that process.

Before December 2026, Sound Transit will initiate a Request for Information to identify strategies that reduce cost or speed delivery through innovative technologies. This expanded analysis should include evaluations comparing not only cost but also ridership capacity, service frequency, passenger experience, operational and long-term maintenance implications, and labor considerations. This expanded project analysis will only advance if it complements the existing environmental review process without additional disruption or delay. The RFI can be specific to BLE or expanded to other ST3 projects.



Section 2 – Pursue Additional Financial Capacity

Sound Transit will aggressively pursue every financial opportunity available to support and accelerate the Ballard Link Extension. This work will be coordinated with the Enterprise Workplan and other actions required under Resolution No. R2026-11. This will include, but not be limited to, seeking ways to speed up federal grant revenues, securing additional and lower-cost federal loans, identifying new and sustainable revenue sources tailored to the project's needs, and pursuing authorization for bond terms up to 75 years in the state legislature.

The agency will also explore project-specific strategic property acquisitions, build strong partnerships with public and private sector organizations, and pursue value-capture programs that allow the growth around Ballard Link stations to support project delivery.

This analysis will be in addition to programmatic cost-saving and other work outlined in Attachment B of Resolution R2026-11. Taken together, these actions are intended to strengthen the project's financial foundation and help deliver the Ballard Link Extension as efficiently and responsibly as possible.

Section 3 – Community Accountability

Sound Transit will hold forums at key project and design milestones with civic and business leaders, local jurisdictions, and the communities served by the Ballard Link Extension to provide updates on the analysis described above and to continue to collect ideas for quicker and most effective delivery that delivers the project benefits, including regional mitigation for delaying transit service to this community. These forums will supplement, and not replace, existing project-level public engagement and environmental review processes required by law or agency policy and will be conducted in conjunction with ongoing public engagement for the project.

Section 4 – Reporting to the Board

Sound Transit will provide an annual update to the Board on progress made on work outlined in Sections 1 and 2 of this Attachment. These updates will occur in System Expansion Committee meetings and with the full Board, and they will include any changes to the project's schedule, costs, and next steps. Each report will also highlight any actions the Board can take to help deliver the Ballard Link Extension as quickly and responsibly as possible. The reporting required under this section may be incorporated into or satisfied through Board reporting required under Sections 4, 5, and 6 of Resolution No. R2026-11.