



Summary Minutes

Executive Committee Meeting September 4, 2025

Call to order

The meeting was called to order at 10:31 a.m. by Committee Chair Somers and was available for viewing in person and online.

The meeting was recorded and can be found at <https://www.soundtransit.org/get-to-know-us/board-directors/meeting-videos>.

Roll call of members

Chair	Vice Chair
(P) Dave Somers, Snohomish County Executive	(P) Claudia Balducci, King County Councilmember (P) Ryan Mello, Pierce County Executive

Board Members	
(P) Nancy Backus, Auburn Mayor	(P) Bruce Harrell, Seattle Mayor
(P) Shannon Braddock, King County Executive	(P) Ron Pate, Washington State Secretary of Transportation Alternate
(A) Cassie Franklin, Everett Mayor	(P) Kristina Walker, Tacoma City Councilmember

Katie Flores, Board Administrator, announced that a quorum of the Committee was present at roll call.

Report of the Chair

Chair Somers thanked fellow Board members for their discussion on the Enterprise Initiative at the August Board of Directors meeting, and noted that he will call on members of the committee to share any additional thoughts they may have during the 'Other Business' portion of the agenda.

CEO Report

Chief executive officer Dow Constantine reiterated key points from the enterprise initiative discussion at the August Board meeting, stressing the importance of continuing the agency's work of fulfilling the ST3 plan. He also highlighted that the Federal Way Link Extension will open on December 6, 2025, ahead of schedule.

Public comment

Chair Somers announced that public comment would be accepted via email to meetingcomments@soundtransit.org and would also be accepted in-person and virtually.

The following people provided written public comments:

Donna Popich
Lori Tyler
Matthew Bailey
Eason Wong
Day-Z Gould-Wong

Marilyn Kennell
Jan Roberts

The following person provided in-person public comment:

Alex Tsimmerman

The following people provided virtual public comment:

David Haines
Derek Liu

Business items

Final Committee Action

August 7, 2025, Executive Committee meeting minutes

It was moved by Board member Backus, seconded by Committee Vice Chair Balducci, and carried by the unanimous vote of all Board members present that the minutes of the August 7, 2025, Executive Committee meetings be approved as presented.

For Recommendation to the Board

Resolution No. R2025-22: Adopting an updated Budget Policy superseding Resolution No. R2020-24.

Hughey Newsome, Chief Financial Officer, and Ryan Fisher, Finance Executive Director, provided a presentation on the action. The policy update supports a programmatic approach to asset State of Good Repair project execution, updates budget categories and definitions and provides controls over agency contingency for operations use. No material changes to Board budget controls are being proposed. Mr. Fisher reviewed specific plans to consolidate or reclassify budget categories and revise definitions for administrative clarity.

It was moved by Board member Backus, seconded by Board member Braddock, and carried by the unanimous vote of all Board members present that Resolution No. R2025-22 be forwarded to the Board with a do-pass recommendation.

Reports to the Committee

Enterprise Initiative: Long-Range Plan Discussion

Alex Krieg, Enterprise Planning Director, provided the report, giving an outline of Sound Transit's Long-Range Plan.

Mr. Krieg noted that long-range plan is a planning document with no specific financial or time constraints, which differentiates it from the system plans approved by voters. The first long-range plan was adopted in 1996, with the accompanying system plan 'Sound Move' approved by voters later that year. The long-range plan was then updated in 2005, followed by a new system plan 'ST2' approved by voters in 2008. The most recent version of the long-range plan was adopted in 2014, followed by the 'ST3' system plan by voters in 2016. Mr. Krieg then provided a brief review of the goals and objectives laid out in the long-range plan.

Mr. Krieg reported that the long-range plan described the modes that make up the Sound Transit system, including light rail, commuter rail, bus rapid transit, and express buses. The long-range plan contains 380 corridors, services, project, programs, and policies as potential future investments. Mr. Krieg also highlighted the collaborative work undertaken by the agency to help execute on a goal of establishing a regional transit network that integrates with local transit, while working to build transit-oriented development and creating facilities that best fit the needs of local communities.

Mr. Krieg highlighted that 'ST3', the voter approved system plan that accompanies the 2014 version of the long-range plan, includes advanced planning efforts for potential future system planning. This would help to create the backbone for a potential 'ST4' system plan, and contains a variety of High Capacity Transit corridor studies such as extending light rail from West Seattle to Burien, extending commuter rail service to Orting, among other potential future transit expansions.

Mr. Krieg outlined the key differences between the 'ST3' system plan compared to its predecessors and the main changes that the agency has faced since the last update to the long-range plan in 2014. He noted that 'ST3' has a larger scope and duration compared to the previous system plans, service operations have expanded, particularly for Link light rail, and that the COVID-19 pandemic has had lasting changes to ridership on certain modes as well as general changes in ridership patterns.

Mr. Krieg summarized work being undertaken by agency staff to evaluate the long-range plan, noting that an update will be needed to align the plan with the outcomes of the overall Enterprise Initiative. He explained that staff is working to envision the long-range plan as a wholly new document rather than an update of the 2014 version, with an emphasis on refreshing the plan's goals and objectives, reflecting service delivery priorities, and establishing a framework for future system planning that provides more confidence in the agency's ability to deliver. Mr. Krieg then asked the committee for feedback on what areas of focus and priorities should be reflected in the next Regional Transit Long-Range Plan.

Committee Vice Chair Balducci reflected on the similarities of the work being undertaken through the Enterprise Initiative with work being done through the Puget Sound Regional Council. She noted that the long-range plan should have a minimum 20-year outlook, with periodic updates to reflect current realities. She also noted the importance of ensuring the plan reflects the changing priorities of the system, as the agency moves from being capital delivery to service delivery focused. Vice Chair Balducci also shared a desire for service standards to be integrated into the long-range plan as a baseline.

Board member Walker shared her desire that service delivery be given a larger focus as part of the long-range plan. She also noted that there should be clear communication to the public on what the particular scope and function of different plans should be, as the agency is simultaneously discussing the long-range plan, system plan, long-range financial plan, as well as the overall Enterprise Initiative work.

Board member Backus called attention to the fact that each update to the long-range plan has been accompanied by a voter-approved system plan shortly thereafter, and requested confirmation that the agency is not looking to seek an additional ballot measure as part of this process. Mr. Krieg responded that staff is in alignment with the idea of decoupling the long-range plan from the process of seeking a new voter-approved system plan, instead focusing on the long-range plan as a larger guide that may influence future system plans, but are not closely tied to them.

2025 Budget Amendment to Align with Agency Reorganization

Hughey Newsome, Chief Financial Officer, provided opening remarks and introduced Ryan Fisher, Finance Executive Director, who provided the report, informing the committee about a budget amendment that would be considered at the September Finance and Audit Committee meeting.

Mr. Fisher described the agency's recent reorganization, entitled Project 'Mobilizing One ST' (MOST), which was completed in May 2025. He noted that this reorganization included changes to team budgeting structures, and that a budget amendment was being proposed to better align the agency's finances with this restructuring.

Mr. Fisher reported that under the current budget structure, that administrative support costs consist of Fares and Regional Planning, which falls under the new Strategy Department; General and Administrative, which also fall under the Strategy Department; Operations and Maintenance, which falls

under the Service Delivery Departments; and Allocated Costs, which span across five different agency departments.

The change to the budget would realign various administrative support costs into two line items: 'System Expansion Projects' and 'Transit Modes Operations and Maintenance', providing greater clarity on where administrative support dollars are being spent.

Board member Harrell asked what practical impacts this change would have. Mr. Fisher responded that this change provides greater transparency to the Board, with new line items being defined to better showcase how public funds are being utilized. Mr. Fisher also noted that being able to more clearly see how agency dollars are being spent allows staff to have an easier time analyzing and tracking cost drivers across specific projects. Board member Backus added that, in addition to the transparency benefits from this change, that the amendment is also good accounting practice and is in alignment with changes that other local jurisdictions make when restructures occur.

Annual Sustainability Progress Report

Amy Shatzkin, Sustainability Director, gave opening remarks, and introduced Jamie Brinkley, to provide the report on key highlights from the sustainability program over the course of 2024.

Ms. Brinkley noted that the agency has three primary, long-term sustainability categories, entitled People, Planet, and Prosperity, with the goal of addressing social equity, achieving carbon free operations, and building resilience to climate change and natural disasters, respectively. Ms. Brinkley highlighted that the agency has six long-term 2050 goals and 45 short-term goals in 2024. Of those short-term goals, 84 percent were completed, which then drives annual target setting as part of Environmental and Sustainability Management System planning. For 2024 ESMS targets, 70 percent of the 23 targets were completed, with all targets on track for completion by 2025.

Mr. Brinkley summarized highlights of the reports People category, noting that the agency has opened 12 new light rail stations, with 15 miles of track added. She also highlighted the agency's commitment to other initiatives and programs to promote equity. For the Planet category, Ms. Brinkley noted that the agency had a five-to-one reduction ratio of greenhouse gas emissions compared to regional emissions. She noted that the agency avoided 18 percent more emissions than 2023, leading to a significant GHG offset throughout the year. Ms. Brinkley also discussed specific KPIs, noting that the agency had made significant progress in multiple areas, while also showing room for improvement in agency water consumption.

Ms. Brinkley detailed certain Prosperity category improvements, highlighting that the agency had saved almost one million dollars in the resource conservation project, with a lifetime project savings of \$9.3 million.

Chair Somers asked what drivers led to an increase in water usage over previous years. Ms. Brinkley responded that some water usage comes from office usage and maintenance facility use, but that the vast majority of increased water usage comes from irrigation for landscaping at stations.

Board member Backus asked whether it was realistic to target a reduction in water usage considering that the agency is continuing to open new light rail extensions. Ms. Brinkley responded that agency staff is evaluating sustainability targets for the next five years, and determining whether different metrics should be utilized.

Executive Session – None

Other business

Chair Somers noted that Board members had discussions at the August Board meeting regarding the

Enterprise Initiative, and wanted to provide an opportunity for Board members to speak on the topic at the Executive Committee, emphasizing the importance of all Board members having an opportunity to provide input and have all necessary information needed to make informed decisions as the agency moves forward.

Vice Chair Balducci reiterated her appreciation for the collaborative approach being taken on the Enterprise Initiative's work and highlighted three key requests she has for the process: (1) reconsidering the idea of boring a second tunnel through downtown, (2) looking for creative ways to break up megaprojects into more accountable and manageable portions, and (3) consider guidelines that will better deliver services.

Board member Walker noted that capital delivery staff has come forward with cost savings workplans for different projects and suggested that a similar approach be taken with the service delivery and finance departments.

Board member Harrell thanked other Board members for their thoughts and shared his commitment to both completing the Spine of the Everett to Tacoma light rail connection, while also supporting the Ballard and West Seattle link extensions. He noted that the City of Seattle has increased staffing to assist in permitting and scheduling items with Sound Transit, and asked for a work-group to be established to provide a clear cost estimates for various projects.

Chair Somers agreed with the idea of streamlining permitting processes with local jurisdictions to help expedite the agency's work.

Board member Backus also shared her agreement, though cautioned against taking a position that would cause the agency to act as a bully towards local jurisdictions. She also shared her interest in Vice Chair Balducci's suggestion of breaking down projects down into smaller portions to assist in securing more competitive bidding processes.

WSDOT Alternate Pate shared his appreciation for the collaboration between agency and WSDOT staff on continuing work on the I-90 bridge.

CEO Constantine echoed Mr. Pate's thoughts and shared his excitement at seeing trains moving across the bridge. He also thanked Board members for their suggestions and comments, noting that he will work with staff to report back to members directly. CEO Constantine also highlighted the importance of these discussions and Board member involvement needed to help the agency succeed in its Enterprise Initiative work.

Next meeting

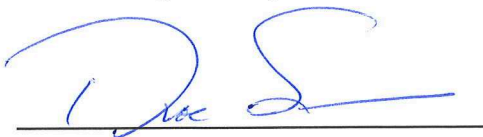
Thursday, October 2, 2025

10:30 a.m. to 12:00 p.m.

Ruth Fisher Boardroom and virtually via Zoom

Adjourn

The meeting was adjourned at 12:01 p.m.



Dave Somers

Executive Committee Chair

ATTEST:



Kathryn Flores

Board Administrator

APPROVED on November 6, 2025, HRR.