Enterprise Initiative:
Scenario development & capital delivery

System Expansion Committee

02/12/2026

SOUNDTRANSIT

Briefing purpose

Why we are here

- Scenario development & capital delivery workstream
- Update on capital delivery cost savings workplan
- Review pre-baselined projects in the capital program

Scenario development

Rules & expectations

- **Ensure meaningful differences:** Scenarios should reveal real trade-offs and illustrate policy considerations for Board members
- **Focus on what matters:** Prioritize and vary components that truly move the needle
- **Keep it simple:** Complex scenarios collapse under their own weight; clarity is critical
- **Build on existing work:** Leverage cost-savings opportunities as the foundation; supplement with additional technical work
- **Expect a blended outcome:** The eventual ST3 System Plan update put forward to the Board is likely to combine elements from multiple scenarios

Scenario development process

Late 2025

Define scope and approach

- *Establish building blocks by workstream*
- *Define scenario rules and expectations*

January

Develop building blocks

- *Understand what discrete building blocks can achieve*
- *Define evaluation criteria based on Board-defined principles*

February

Develop initial scenarios

- *Engage the Board on building blocks and policy considerations*
- *Assemble draft scenarios reflecting Board input*

March

Board retreat to review scenarios

- *Present plausible, affordable scenarios for Board review*
- *Identify and discuss policy trade-offs*

Building blocks by workstream

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

*name changed to align with updated department name

Capital delivery cost savings workplan update

Opportunity registers overview

Role in the Enterprise Initiative

Objective: identify opportunities for saving costs, speeding project delivery, and expanding financial capacity while still achieving ST3 system plan objectives

Approach: quantify benefits, summarize implementation risks – including financial risk – and assess impacts to operations and passenger experience

- Capital delivery opportunity register has identified more than 600 cost savings opportunities
- Work is ongoing to assess benefits, risks, and impacts across each opportunity register
- We will share opportunity registers in advance of the Board retreat

Capital delivery opportunity register

Initial takeaways

- Real cost savings are being identified across all projects in active development
- Additional cost saving opportunities will be identified as projects move through their design phase
- Bigger moves (e.g., station deferral) can unlock additional cost savings
- The scale of cost growth challenges in the capital program will require consideration of phasing projects and potentially project deferrals
- Speeding project delivery through policy changes or procedural efficiencies will also be carried forward through the policy opportunity register

Capital delivery cost savings workplan

- Following the Board's directives from Motions Nos. M2024-59 & M2025-36
- **Programmatic opportunities** identified as opportunities across the portfolio of projects
- **Project opportunities** identified as unique opportunities for specific capital projects
- Opportunities will provide benefits to include improving passenger experience, lower O&M costs as well as cost savings

Pre-baselined projects developing cost savings opportunities

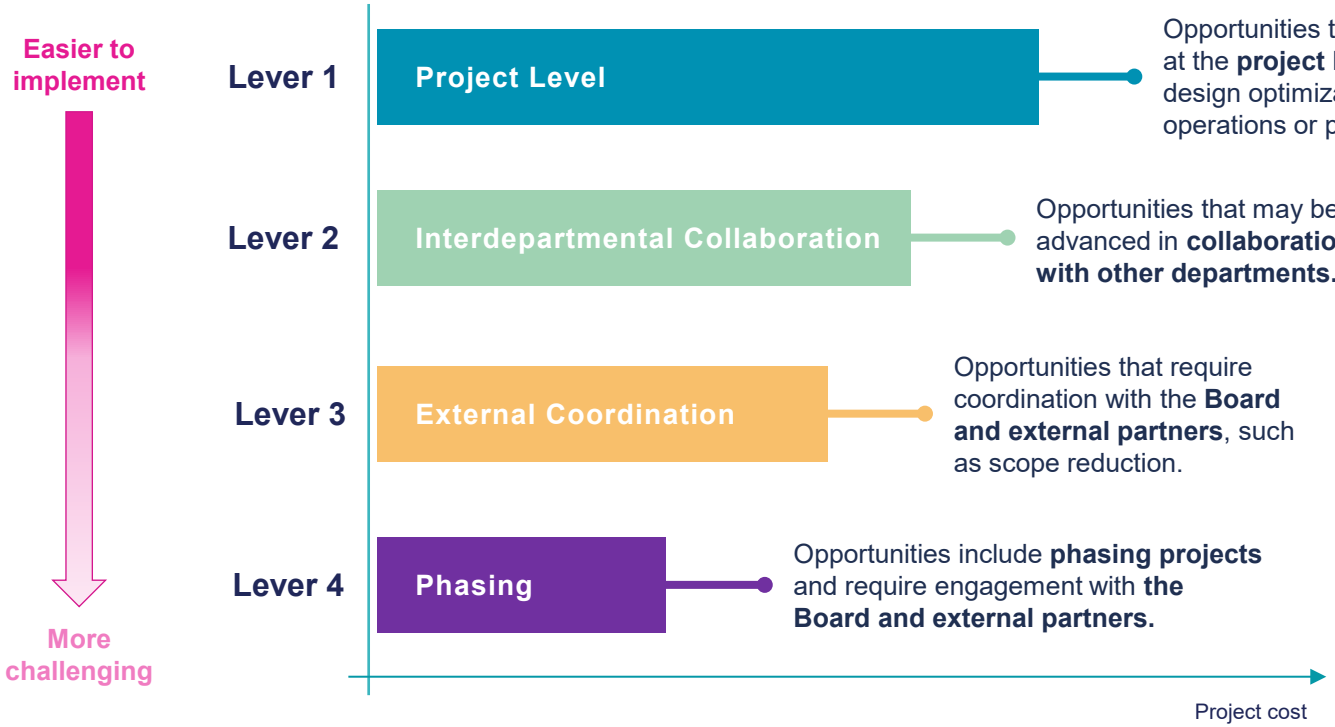
Conceptual engineering:

- Ballard Link Extension
- Tacoma Dome Link Extension
- Everett Link Extension
- Infill Stations
- Sounder Program
- OMF North

Post-preliminary engineering:

- OMF South
- West Seattle Link Extension

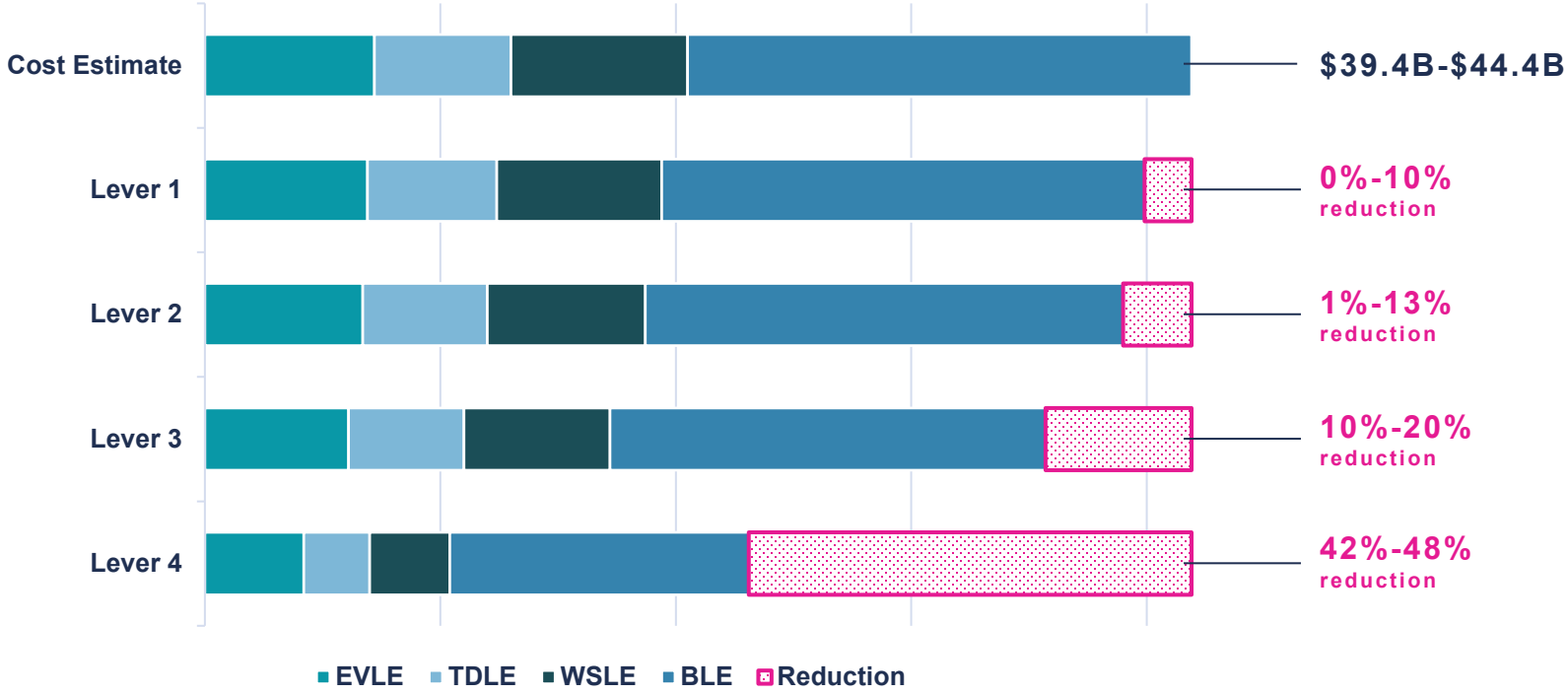
Capital delivery cost savings levers



Levers

- Each lever is composed of multiple cost savings opportunities.

Status update on cost savings for Link projects



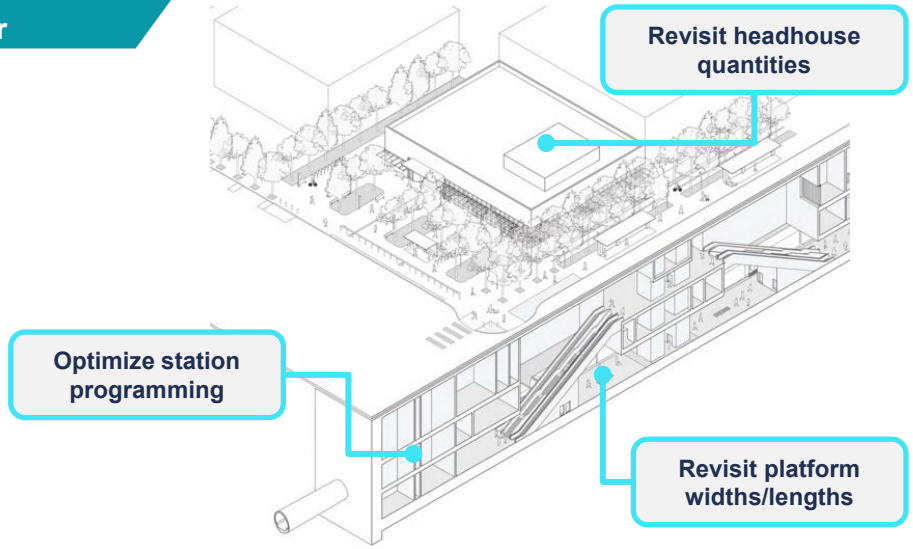
BLE: Lever 1

Station optimization

- **Improves** passenger experience due to more design consistency and simpler layouts
- **Reduces** construction and operations & maintenance costs
- **Right-sizes** stations for project and ridership needs

Station optimizations include

- Applying **new agency station standards** at all ST3 stations
- Identifying **site specific design optimizations** to avoid cost drivers



Example Station Optimizations:

Westlake

Widens platform to facilitate removing expensive mining. Wider platform facilitates overbuild.

Potential ROM Cost Savings:
$70M-$80M

Seattle Center

Makes platform slightly trapezoidal to make station shallower and avoid expensive construction costs.

Potential ROM Cost Savings:
$420M-$470M

Ballard

Changes west headhouse (entrance) to smaller ancillary style structure.

Potential ROM Cost Savings:
$100M-$110M

2025$, rounded to the nearest $10M

TDLE: Lever 2

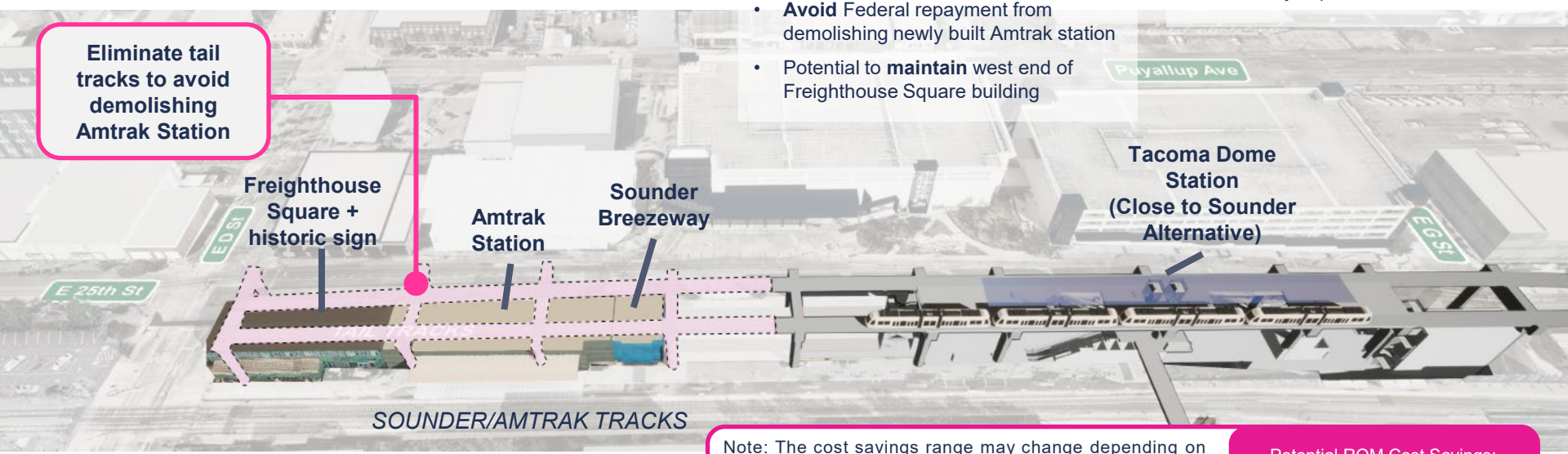
Eliminate Tail Tracks at Terminus Station

Benefits

- **Reduces** cost and schedule
- **Eliminates** the need to demolish newly built Amtrak Station and Sounder Breezeway
- **Avoids** temporary relocation of Amtrak Station during construction
- **Avoid** Federal repayment from demolishing newly built Amtrak station
- Potential to **maintain** west end of Freighthouse Square building

Considerations

- Train maintenance, sweeping, cleaning, and storage would need to occur elsewhere along corridor or at Tacoma Dome Station
- Assessment needed of potential service frequency and operational resiliency implications



Note: The cost savings range may change depending on the results of the feasibility study, which will assess the need for additional infrastructure to support long-term operations usually served by tail tracks.

Potential ROM Cost Savings:
$40M-$50M

2025$, rounded to the nearest $5M

WSLE: Lever 3

Avalon Station Elimination

Benefits

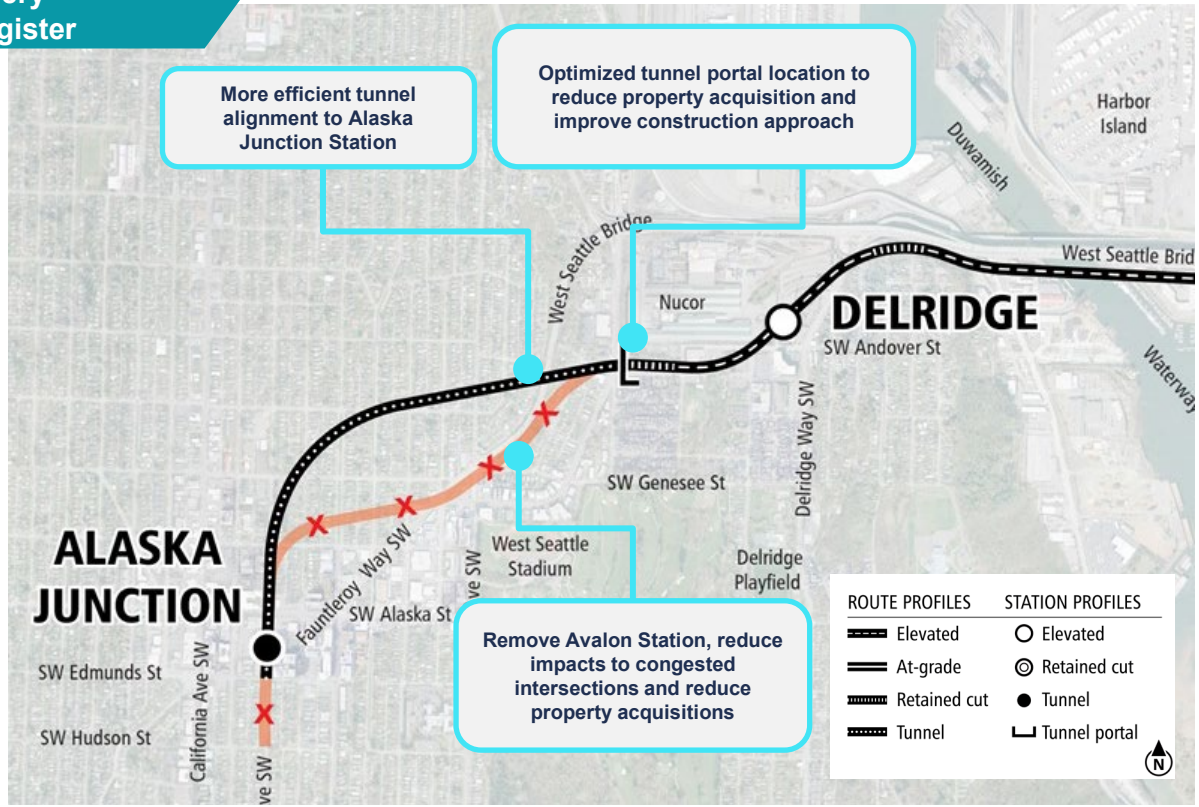
- **Cost and schedule savings**
- **Allows more direct alignment** between Delridge Station and Alaska Junction Station
- **Minimizes disruption** to areas of concern for the City of Seattle and property owners/residents
- **No notable impact on ridership** from full build

Considerations

- Reduces TOD opportunities
- Requires Board action

EDS Phase 1

- Confirm guideway alignment from Delridge Station to new portal location to potentially reduce impacts to Longfellow Creek and Health Club property
- Confirm portal location and modified alignment to Alaska Junction Station
- Update cost estimates



Potential ROM Cost Savings:

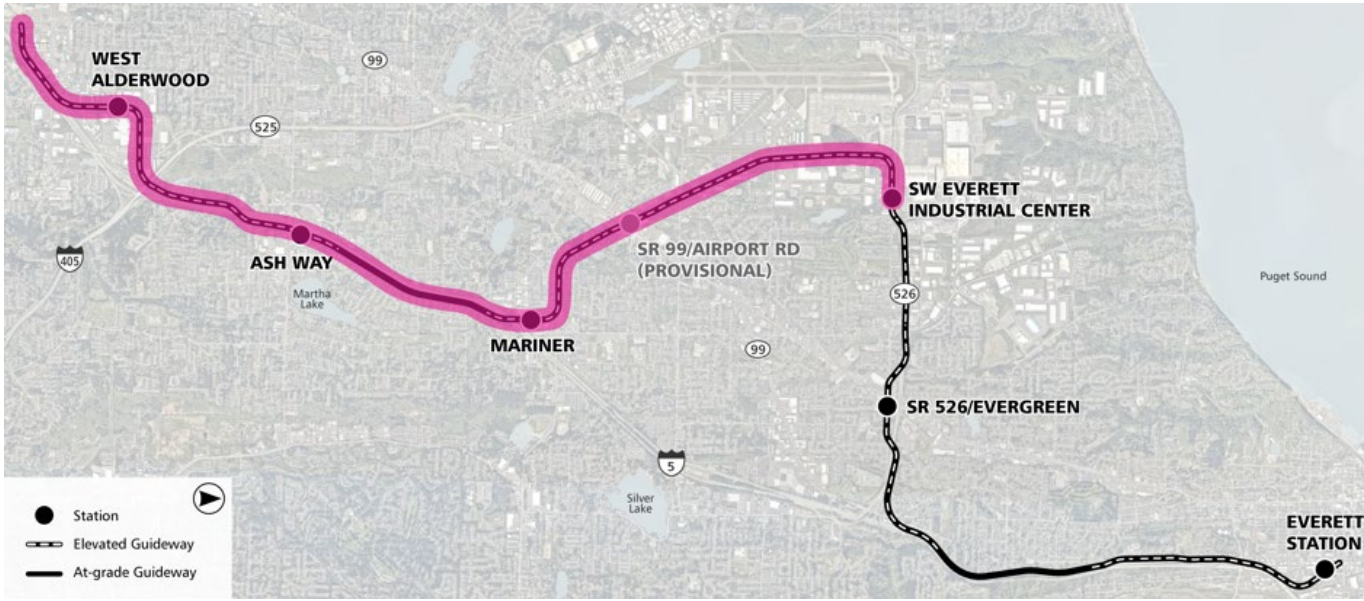
$375M-$470M

2025$, rounded to the nearest $5M

EVLE: Lever 4

Phased delivery to SW Everett

- Current affordable schedule has **EVLE delivered in two phases:**
  - » SW Everett Industrial Center by 2037
  - » Everett Station by 2041
- Phased delivery on any project reduces capital costs, helps manage cash flow, and delays O&M cost accruals



Graham St & Boeing Access Rd Infill Stations

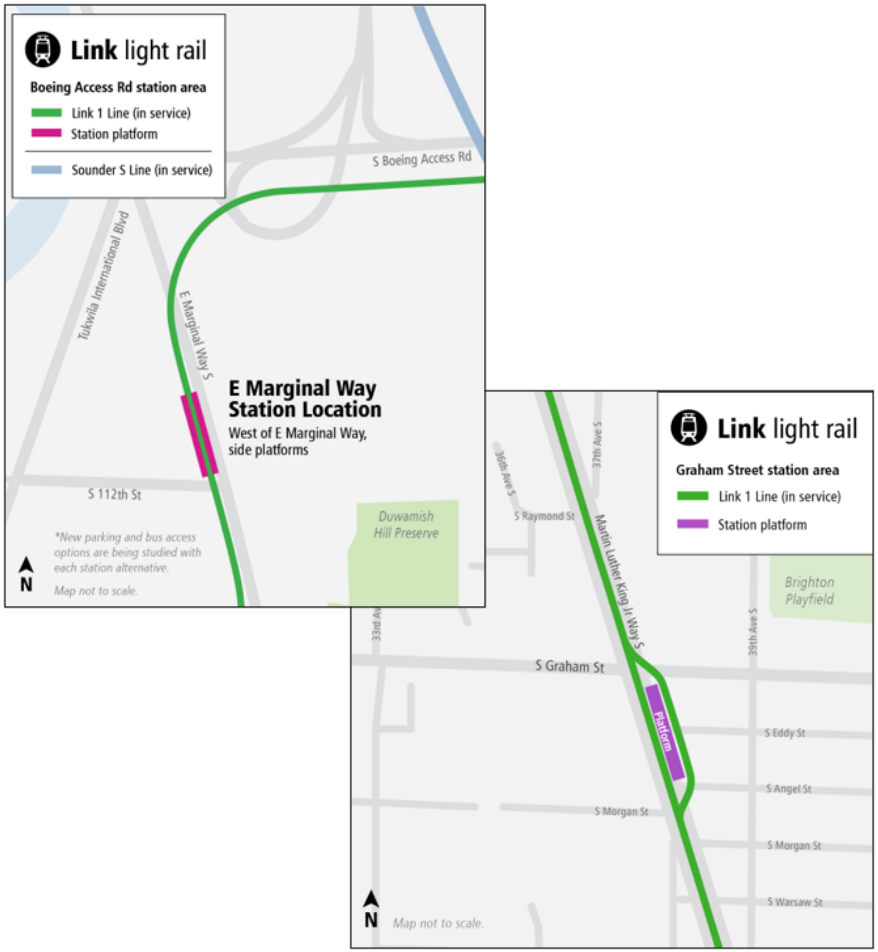
Working with transit operations to advance multiple cost savings opportunities

Graham St:

- Preserve southbound track
- Adjust platform/track/road geometry to reduce ROW cost
- Pre-cast platform panel segments

Boeing Access Rd:

- Use existing crossover
- Reconfigure station layout (e.g., TPSS location, entrances, ancillary spaces)



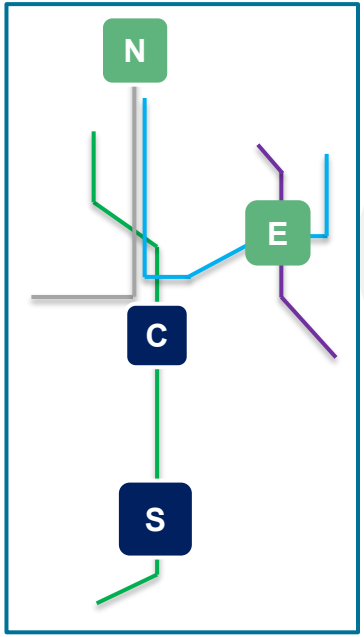
OMF Program: Concept of Maintenance Opportunity

Benefits

- **Higher efficiency** through consolidation of maintenance services
- **Lower capital investment** by reducing duplicate assets such as vehicle wash, wheel lathes, or paint/body shop at OMF-N
- **Improved workforce availability** due to optimized specialization and enhancing labor allocation
- **Ensured high fleet availability** by rotation optimized fleet allocation
- **Decreased** overall OMF footprint and costs

Considerations

- Applies to all operations and maintenance facilities, not only new facilities



Specialization and centralization of maintenance

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Reduction of redundancies

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Improvement of vehicle & workforce allocation

OMF functions:

- Focus on maintenance, repairs, and cleaning of LRVs
- Focus on inspections and parking of LRVs

Potential ROM Cost Savings:
$25M-$75M

2025$, rounded to the nearest $5M

Pre-baselined capital projects review

Pre-baselined projects in ST3 program

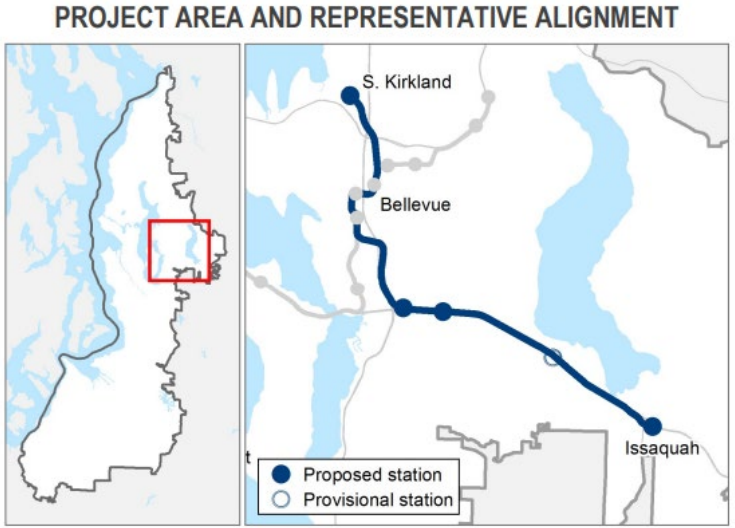
Overview

- ST3 capital program includes many investments that have not started active project development, were previously delayed by Realignment, or otherwise have not been formally baselined
- The investments covered in this section represent more than $18B (YOE$) in future capital costs
- We expect that scenarios presented at the March Board retreat will include changes to the size and timing of these investments as well as potential project deferrals

Pre-baselined projects in ST3 program

South Kirkland to Issaquah via Bellevue (4 Line)

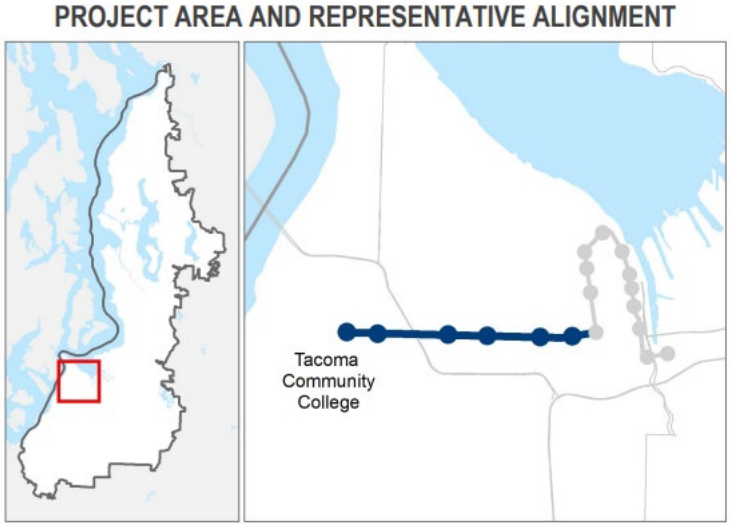
- **11.5-mile alignment with four new stations**, one provisional station, also serving three existing 2 Line stations with new parking at two stations
- **Cost estimate: $9.8B (YOE$)** reflecting an approximately 40% increase given cost growth trends in the broader capital program
- Revenue service anticipated in **2044**



Pre-baselined projects in ST3 program

Tacoma Link extension to Tacoma Community College

- **4.5-mile extension of existing T Line** along S 19th Street to Tacoma Community College and inclusive of a new vehicle storage facility
- **Cost estimate: $2.5B (YOE$)** reflecting an approximately 40% increase given cost growth trends in the broader capital program
- Revenue service anticipated in **2041**

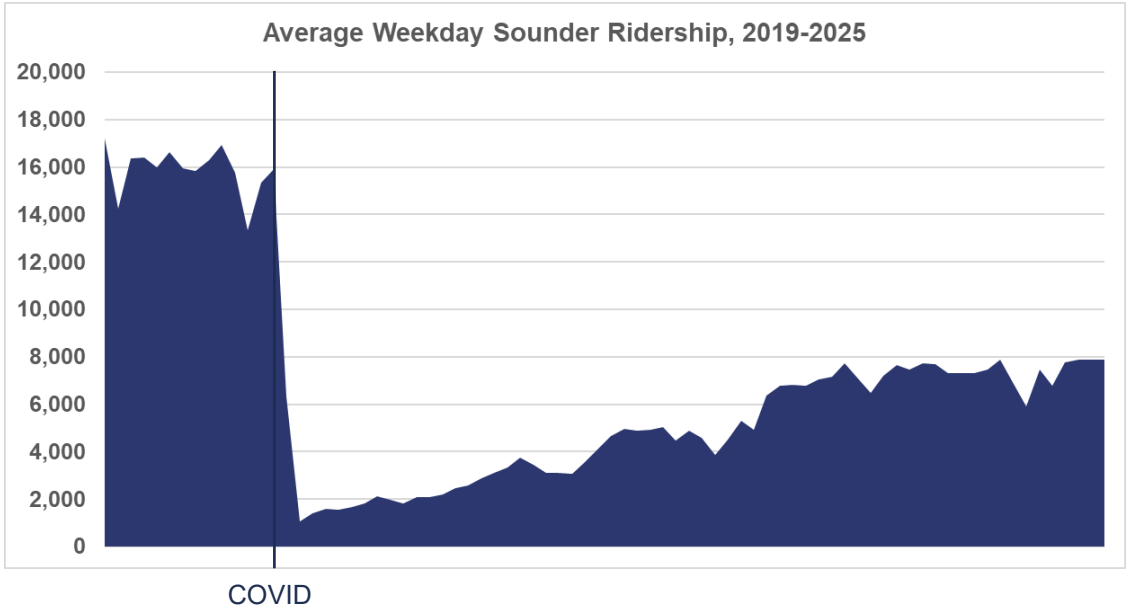


Sounder projects

Sounder project	Completion year	Cost estimate (YOE$)
Sounder South: Tacoma Dome Parking & Access Improvements (ST2)	2032	$23M
Sounder Maintenance Base (ST2)	2034	$333M
Sounder North: Edmonds & Mukilteo Access Improvements	2034	$87M
Sounder South: Platform Extensions (including King Street Station improvements)	2036	$454M
Sounder South: Access Improvements (Pierce subarea)	2036	$155M
Sounder South: Access Improvements (South King subarea)	2041	$121M
Sounder South: DuPont Extension	2045	$882M
Sounder South: Additional Trips	2046	$1.55B
Total		$3.6B

Changing ridership patterns: Sounder

- Sounder South ridership remains at less than 50% of 2019 demand
- Sounder North ridership remains at less than 65% of 2019 demand
- The current ST3 System Plan reflects capital improvement plans based on conditions, such as crowding, that no longer exist
- The Enterprise Initiative will consider adjusting Sounder for current and future travel demand



Sounder projects

Enterprise Initiative considerations

- Durability of and implications for post-Covid ridership patterns
- Sounder South Line operating model: move from service focused on the peak (commuter rail) to all-day service (regional rail)
- Viability and cost-benefit of maintaining Sounder North Line service levels
- Maintenance operating model: Sounder base investment enables options for how maintenance function is performed
- Grant and other coordination opportunities with WSDOT/Amtrak Cascades

Parking & access projects

Sounder project	Completion year	Cost estimate (YOE$)
Parking at Renton Transit Center & NE 44th (Stride S1)	2034	$92M
Parking at Kenmore & Bothell (Stride S3)	2034	$217M
Parking at Kingsgate (Stride S2)	2035	$111M
Parking at South Federal Way & Fife (TDLE)	2038	$216M
Parking at Lake Forest Park (Stride S3)	2044	$102M
North Sammamish Park and Ride	2045	$60M
Parking at Mariner and Everett Station (EVLE)	2046	$285M
Remaining System Access Fund	N/A	$95M
Total		$1.18B

Parking & access projects

Enterprise Initiative considerations

- Many parking facility investments were delayed through the 2021 Program Realignment process
- There are also parking investments still incorporated within the Boeing Access Road, DuPont Extension, and South Kirkland-Issaquah projects
- Uneven recovery of parking demand post-Covid with much higher usage of parking at Link stations
- Potential cost savings opportunities include delivery of surface parking or consideration of public-private partnerships for parking delivery and/or facility operations and maintenance

ST Express & bus reliability projects

Sounder project	Completion year	Cost estimate (YOE$)
STX Bus Base (ST2)	TBD	$435M
STX fleet for post-ST3 STX service	TBD	$35M
Bus on shoulder project	2045	$202M
SR 162 corridor improvements	2045	$99M
RapidRide C Line & D Line improvements	2045	$25M
Pacific Avenue & SR 7 corridor improvements	TBD	$48M
Total		$844M

Sound Transit Express (STX)

Enterprise Initiative considerations

- Potential changes to the capital program will affect assumptions for STX service
- This will raise considerations related to future asset needs (e.g., fleet, bases) to support STX service, which may have a cost impact
- Assessment of future operating models for STX (partner-operated model) and Stride (contracted service model) will also influence approach for the STX bus base project
- Ultimately, we will assess and confirm the role and function of STX and overall relationships between ST modes of service

Future planning studies

Sounder project	Completion year	Cost estimate (YOE$)
Future system planning (ST4)	TBD	$165M
High-capacity transit planning studies	TBD	$109M
High-capacity transit environmental study	TBD	$52M
Total		$326M

Future planning studies

Enterprise Initiative considerations

- ST3 – like previous system plans – funds future long range and system planning activities
- The HCT studies are typically initiated in conjunction with agency long range and system planning efforts to inform potential future ballot measures
- The HCT planning studies identify five specific corridors across multiple subareas
- The HCT environmental study is specific to the Bellevue to Bothell via Kirkland corridor
- Potential to reduce, modify, accelerate, or expand future planning activities through the Enterprise Initiative

Thank you.

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