

# ***Enterprise Initiative: Scenario development & capital delivery***

*System Expansion Committee*

*02/12/2026*

# ***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

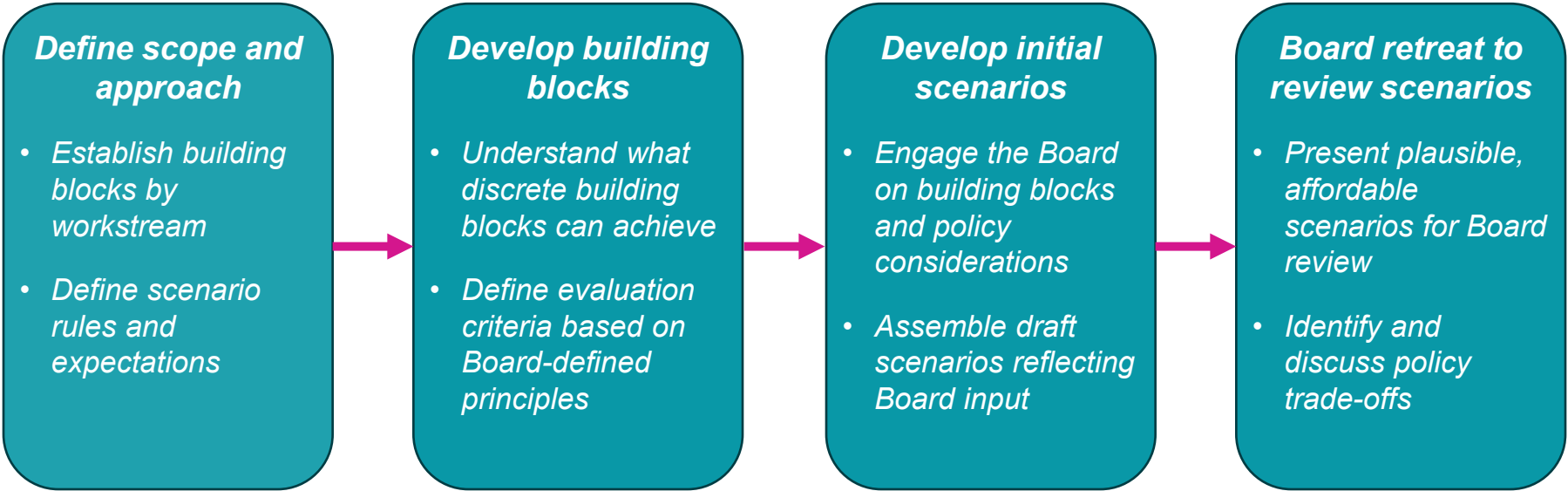
# Scenario development process

Late 2025

January

February

March



# *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

# *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



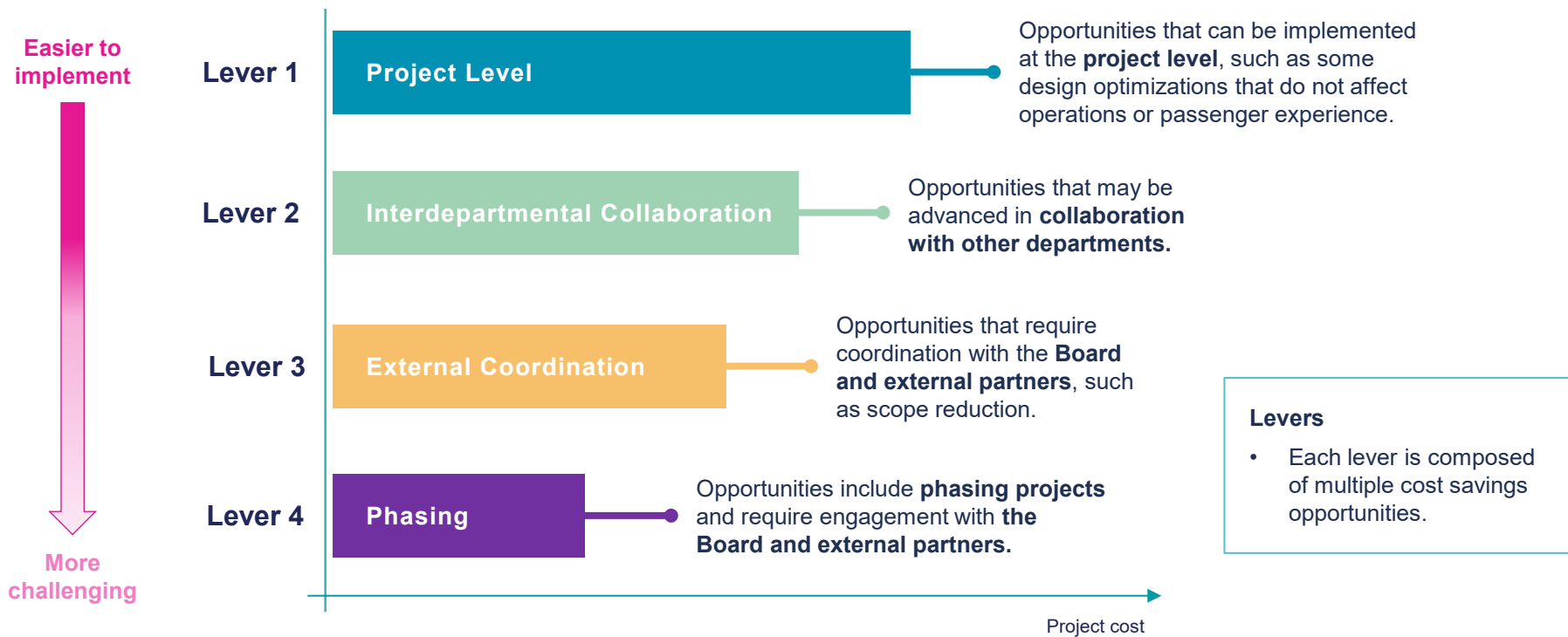
# Capital delivery cost savings workplan

- 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

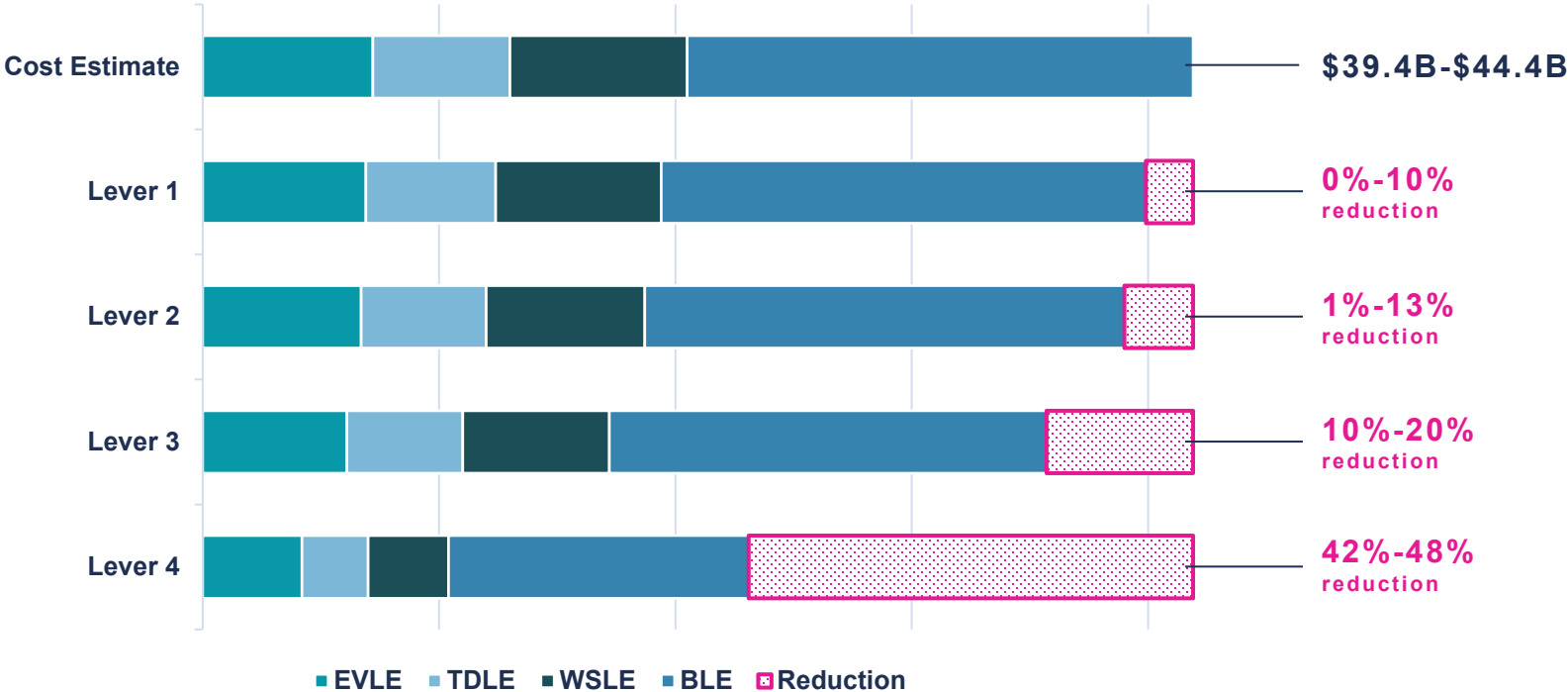
**Pre-baselined projects  
developing cost savings  
opportunities**

- 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



# Status update on cost savings for Link projects

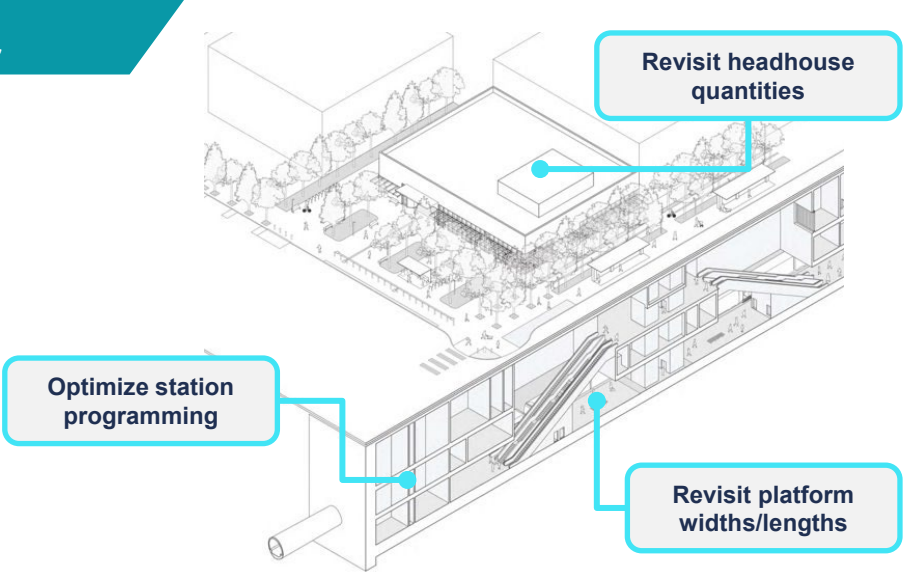


# Station optimization

- **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

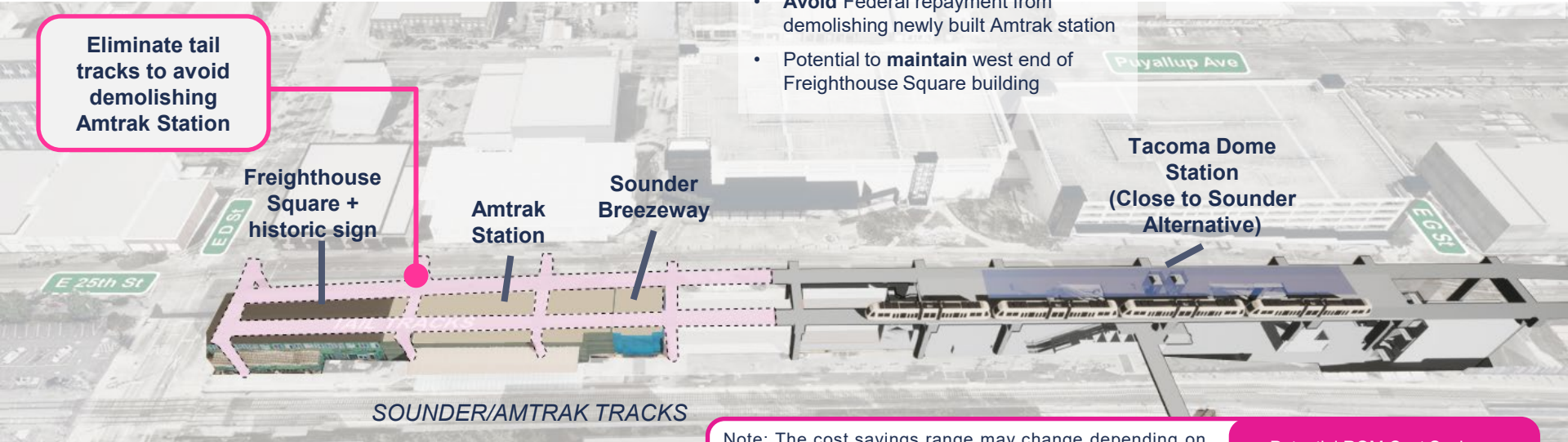
Changes west headhouse (entrance) to smaller ancillary style structure.

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

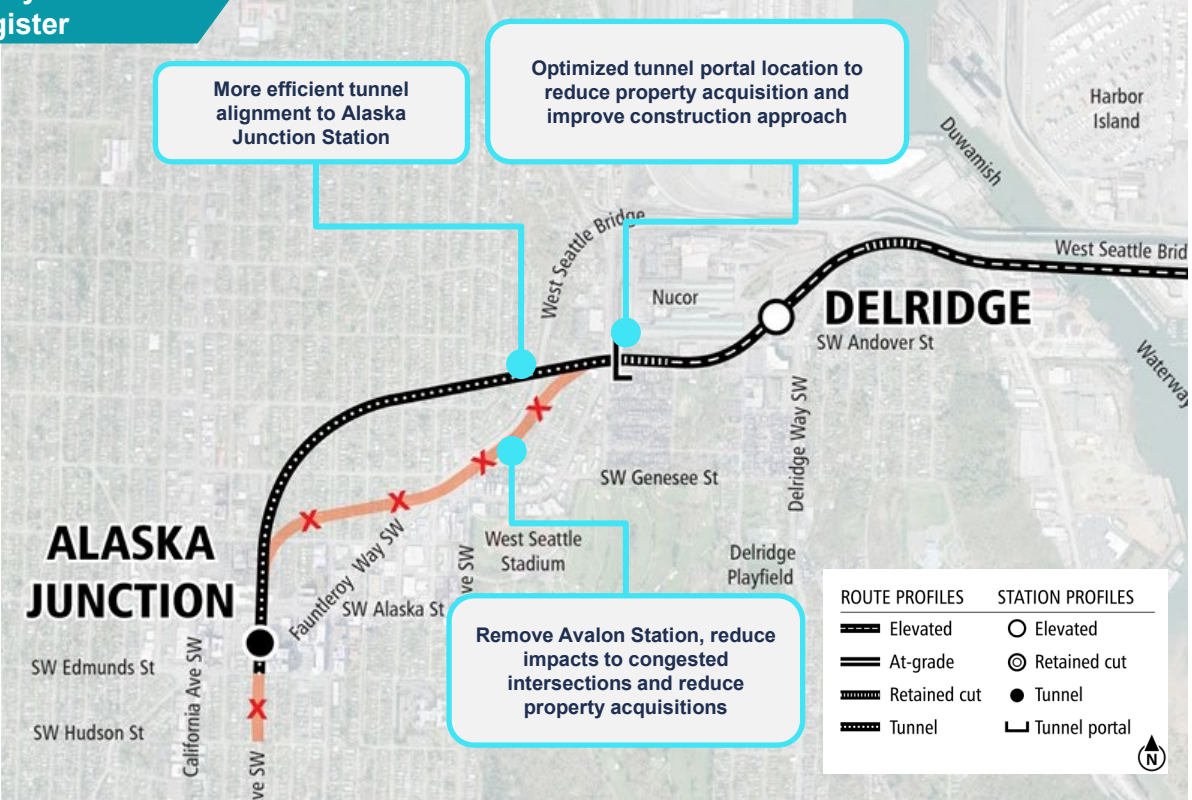
- **Cost and schedule savings**
- **Allows more direct alignment** between Delridge Station and Alaska Junction Station
- **Minimizes disruption** to areas of concern for the City of Seattle and property owners/residents
- **No notable impact on ridership** from full build

## 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**

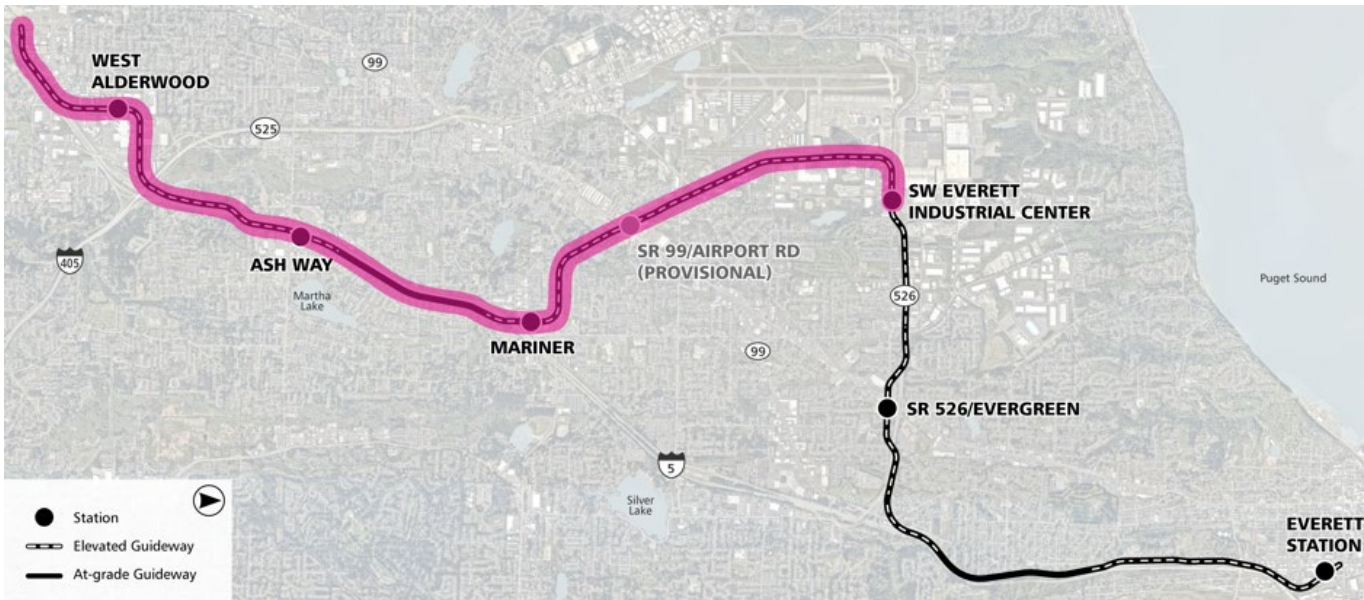
2025\$, rounded to the nearest \$5M



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

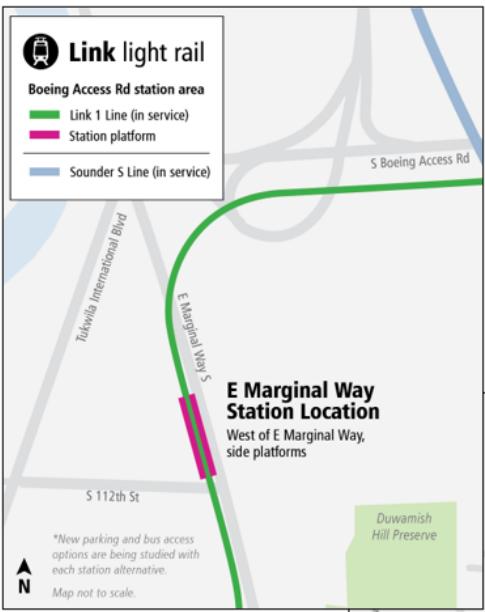
Working with transit operations to advance multiple  
cost savings opportunities

## 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)

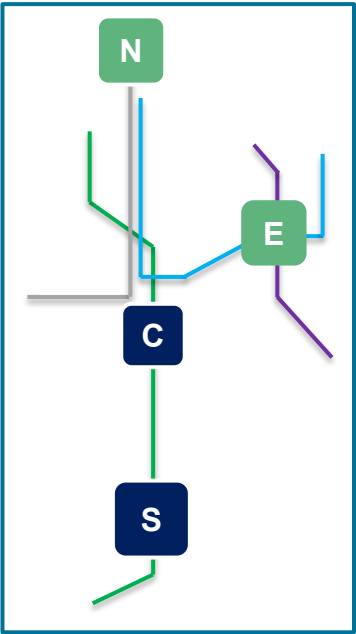




# OMF Program: Concept of Maintenance Opportunity

### 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



➤ Specialization and centralization of maintenance



🐷 Reduction of redundancies



📈 Improvement of vehicle & workforce allocation

### OMF functions:

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

### Considerations

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

Potential ROM Cost Savings:

**\$25M-\$75M**

*2025\$, rounded to the nearest \$5M*

# ***Pre-baselined capital projects review***

# *Pre-baselined projects in ST3 program*

## *Overview*

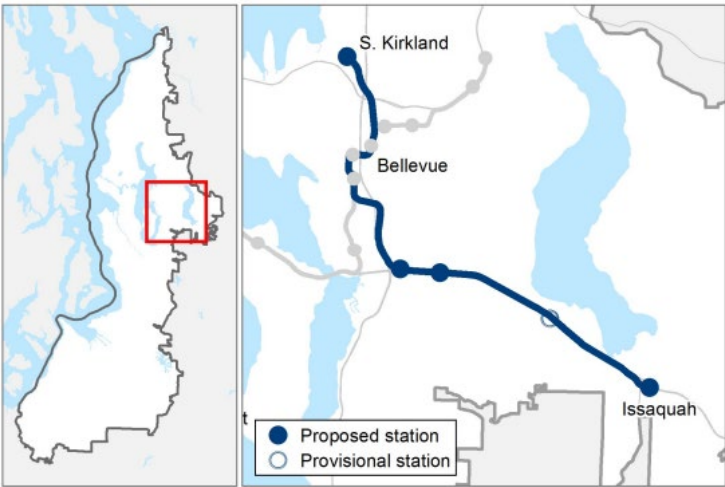
- ST3 capital program includes many investments that have not started active project development, were previously delayed by Realignment, or otherwise have not been formally baselined
- The investments covered in this section represent more than \$18B (YOE\$) in future capital costs
- We expect that 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**

PROJECT AREA AND REPRESENTATIVE ALIGNMENT

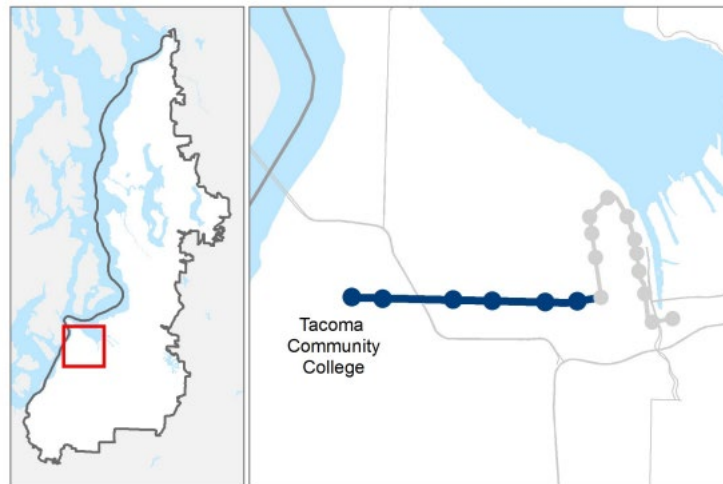


# *Pre-baselined projects in ST3 program*

## *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**

PROJECT AREA AND REPRESENTATIVE ALIGNMENT

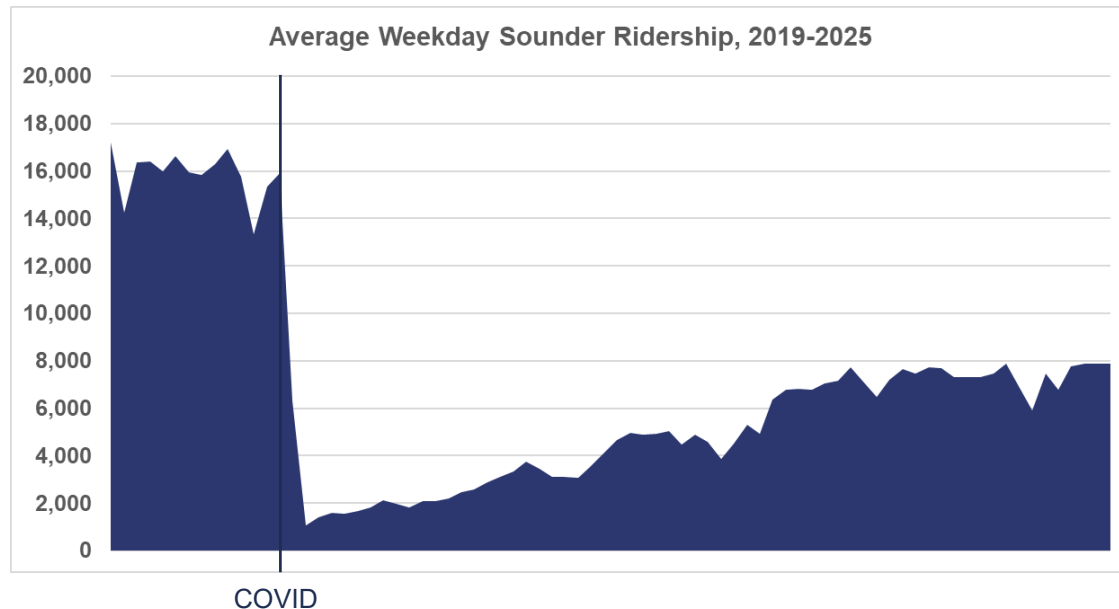


# ***Sounder projects***

<b>Sounder project</b>	<b>Completion year</b>	<b>Cost estimate (YOE\$)</b>
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.*



 [\*soundtransit.org\*](https://soundtransit.org)

