

Enterprise Initiative: Scenario development & capital delivery

System Expansion Committee

02/12/2026



Briefing purpose

Why we are here

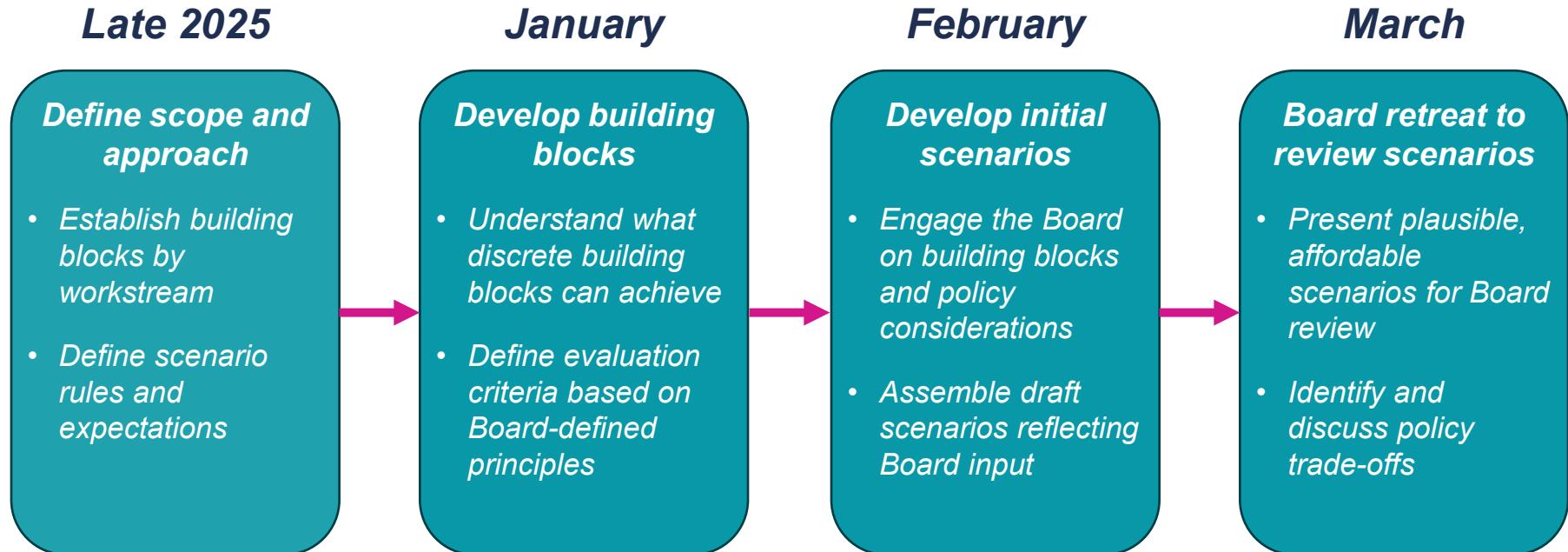
- Scenario development & capital delivery workstream
- Update on capital delivery cost savings workplan
- Review pre-baselined projects in the capital program

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



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

Capital delivery

- Cost savings opportunities
- Adjusted phasing and sequencing of project investments
- Updated cost allocations for shared/systemwide assets
- Potential deferral of some projects

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

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

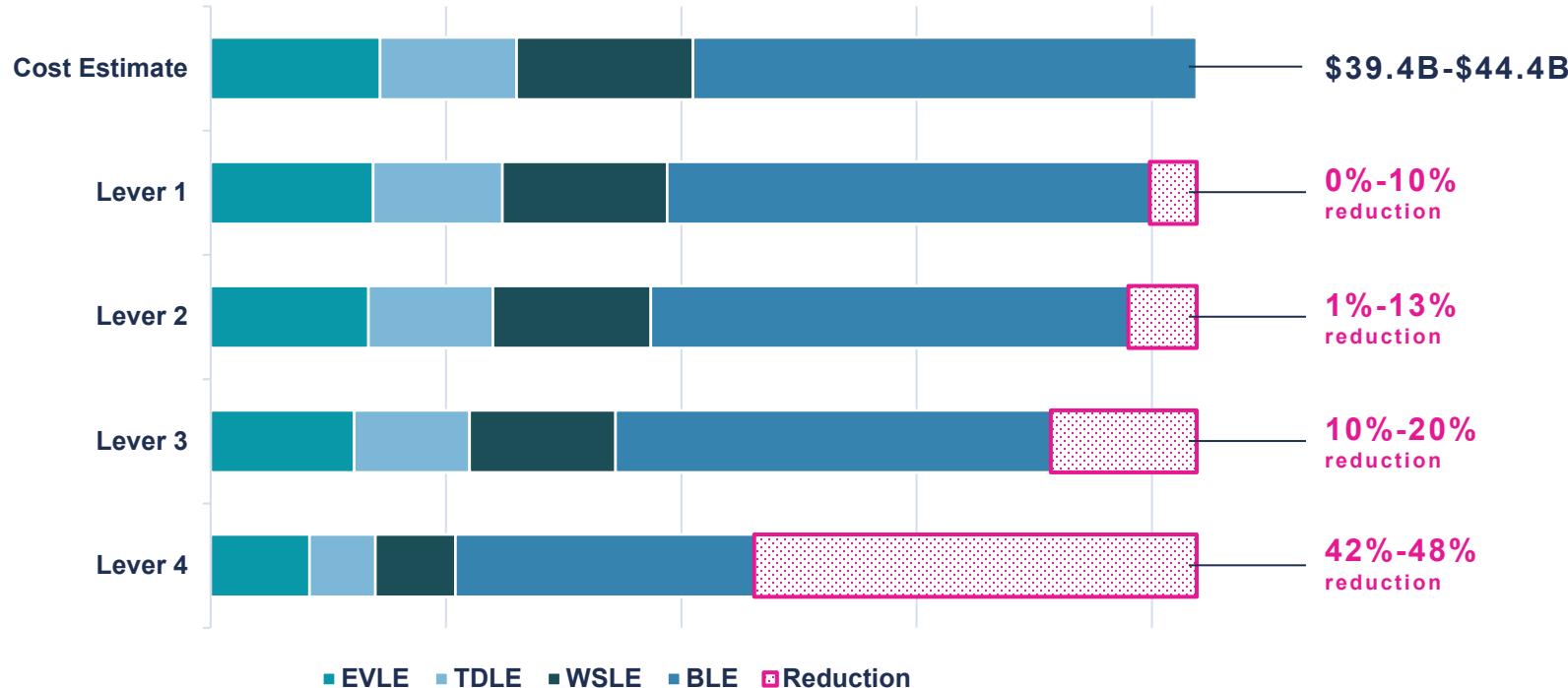
Post-preliminary engineering:

- OMF South
- West Seattle Link Extension

Capital delivery cost savings levers



Status update on cost savings for Link projects



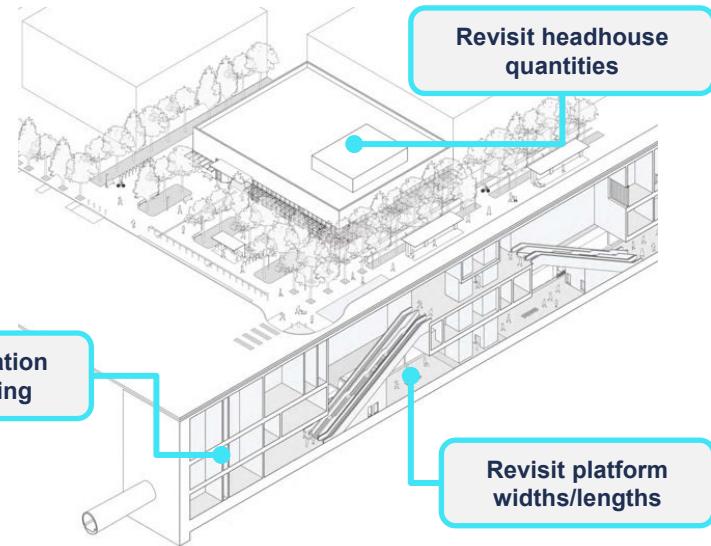
BLE: Lever 1

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

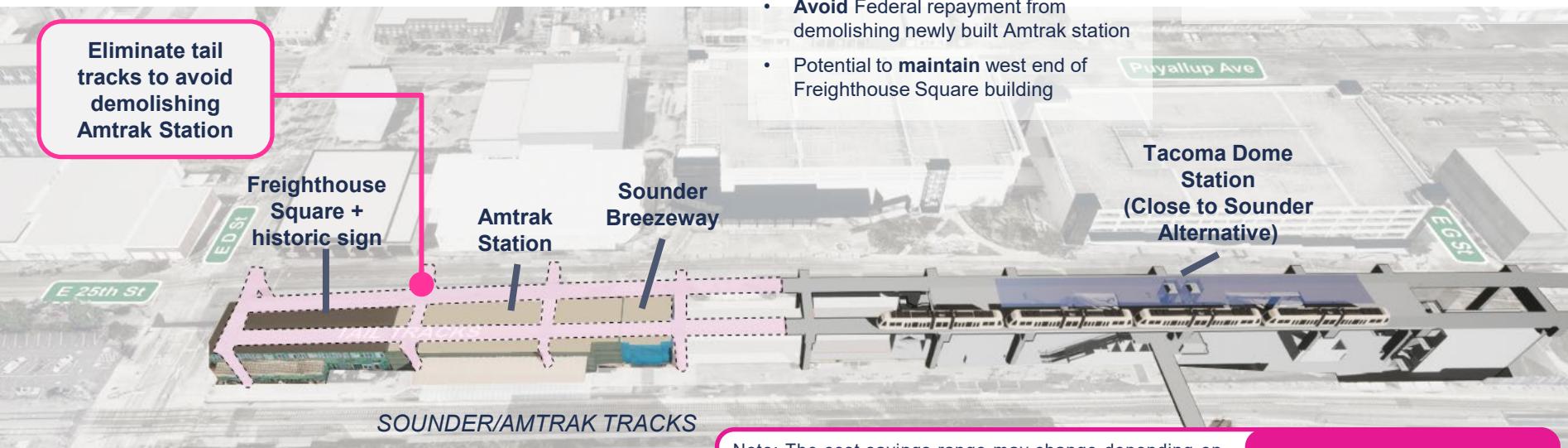
Changes west headhouse (entrance) to smaller ancillary style structure.

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

WSLE: Lever 3

Avalon Station Elimination

Benefits

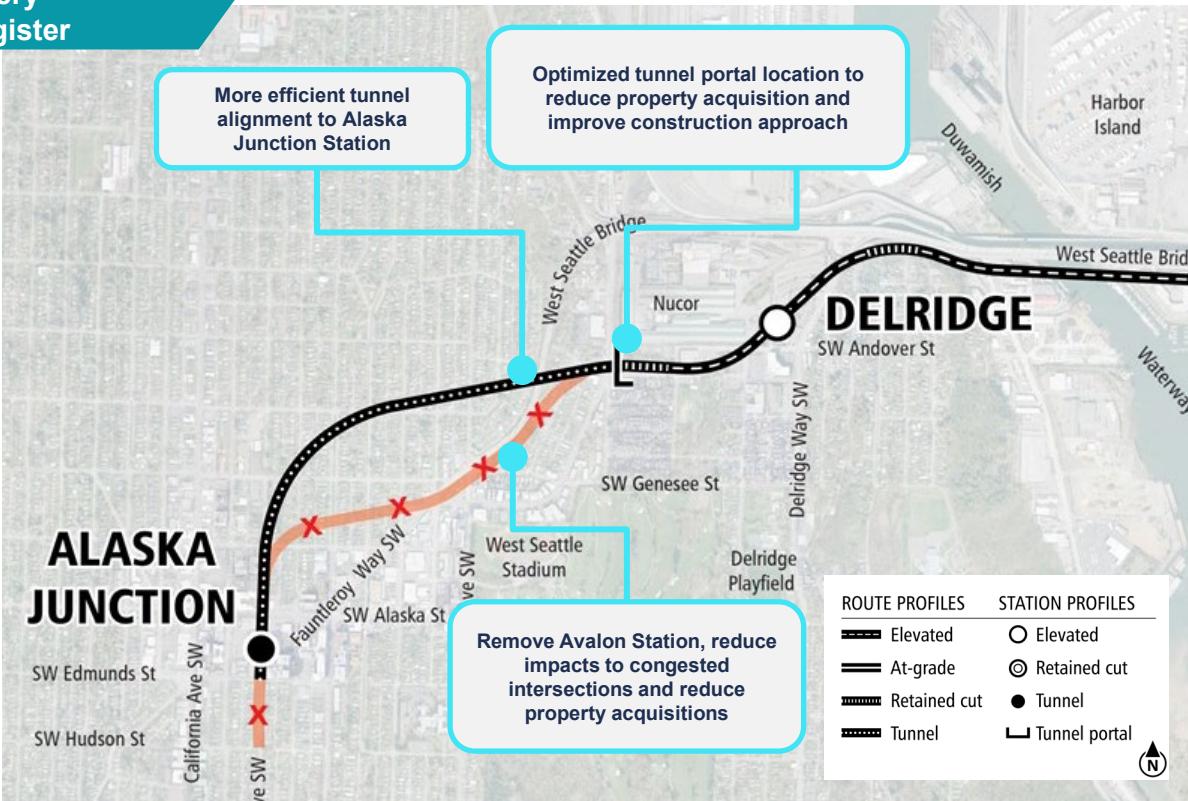
- Cost and schedule savings
- Allows more direct alignment between Delridge Station and Alaska Junction Station
- Minimizes disruption to areas of concern for the City of Seattle and property owners/residents
- No notable impact on ridership from full build

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



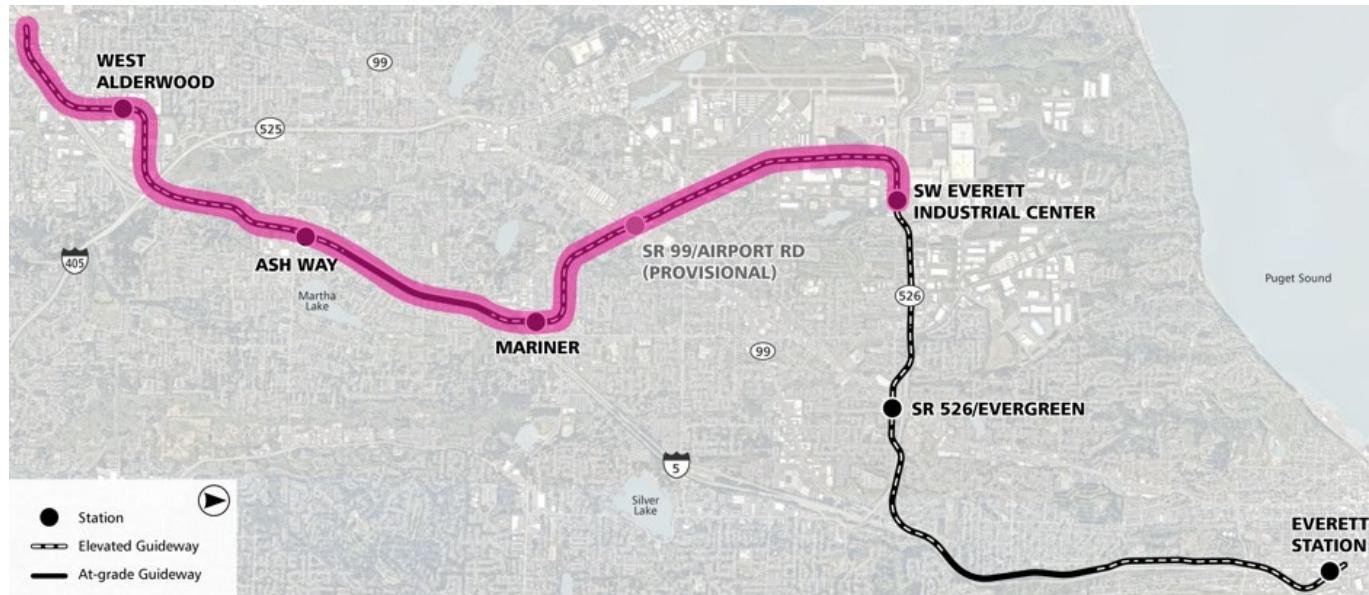
Potential ROM Cost Savings:
\$375M-\$470M

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:

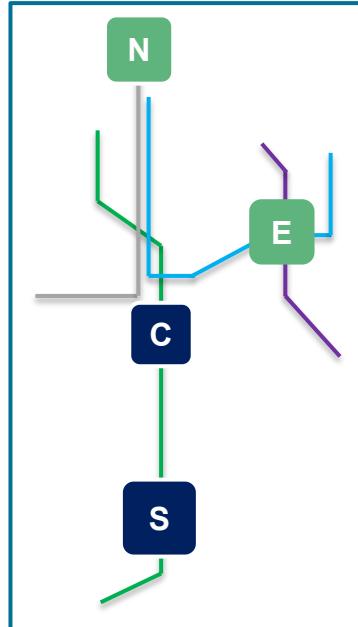
- Use existing crossover
- Reconfigure station layout (e.g., TPSS location, entrances, ancillary spaces)



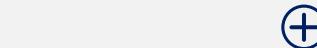
OMF Program: Concept of Maintenance Opportunity

Benefits

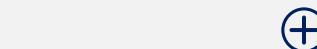
- **Higher efficiency** through consolidation of maintenance services
- **Lower capital investment** by reducing duplicate assets such as vehicle wash, wheel lathes, or paint/body shop at OMF-N
- **Improved workforce availability** due to optimized specialization and enhancing labor allocation
- **Ensured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

Potential ROM Cost Savings:

\$25M-\$75M

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

Pre-baselined capital projects review

Pre-baselined projects in ST3 program

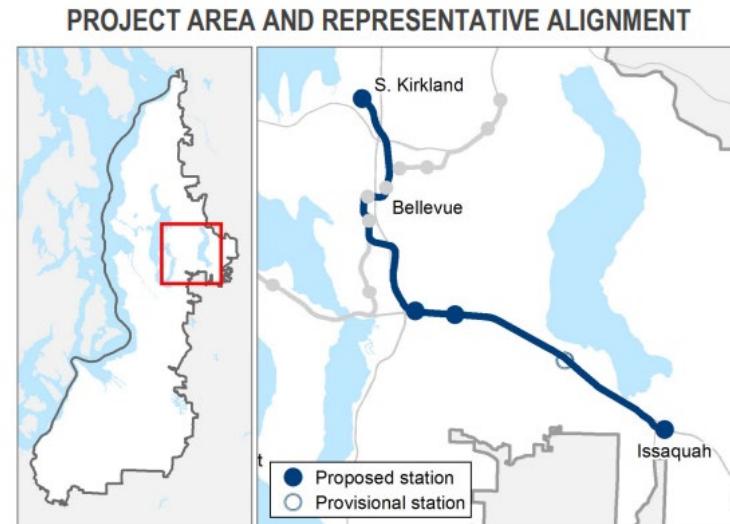
Overview

- 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)

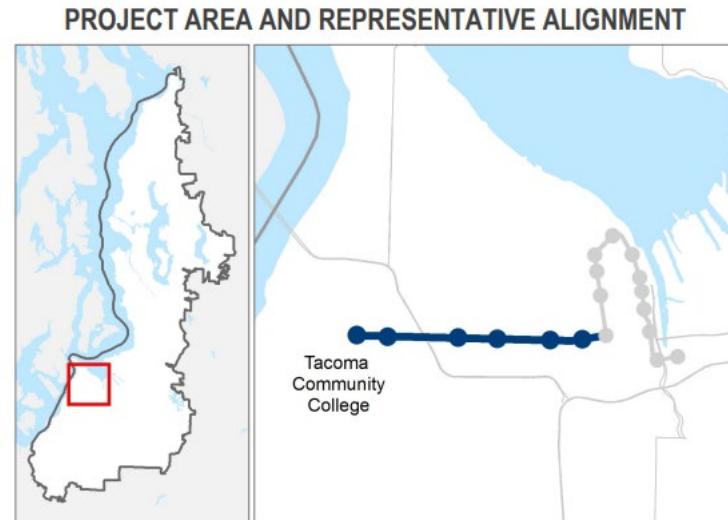
- **11.5-mile alignment with four new stations**, one provisional station, also serving three existing 2 Line stations with new parking at two stations
- **Cost estimate: \$9.8B (YOE\$)** reflecting an approximately 40% increase given cost growth trends in the broader capital program
- Revenue service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

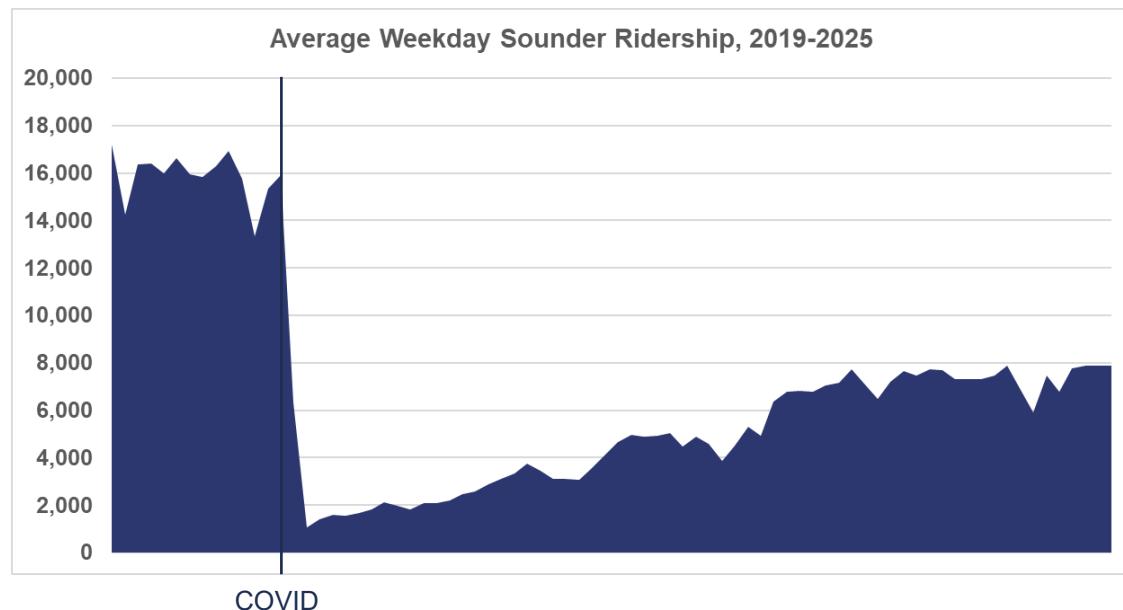


Sounder projects

| 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.



 soundtransit.org

