

Enterprise Initiative: ***Board Retreat preview and emerging policy considerations***

Community Oversight Panel
3/11/2026



Briefing purpose

Why we are here

- Enterprise Initiative scenario development update
- Board retreat preview
- Share emerging policy considerations and trade-offs from scenario development process

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

Define scope and approach

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

Develop building blocks

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

Develop initial scenarios

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

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

Draft Board retreat

Tentative agenda

- Starting point: capital program scenarios
- Small group exercise: review and engage in levers and trade-offs within Enterprise Initiative workstreams
- Large group discussion: Board direction on scenario refinement

Emerging policy questions

Systemwide

- Balanced plan must be affordable at the system and subarea level: scenarios will solve for systemwide affordability initially
- Modal priorities and relationships: Link vs. Sounder vs. STX vs. parking investments
- Project readiness trade-offs
- Cost sharing for and relative contributions toward systemwide assets
- Potential changes in financial and other policies and practices to enable more dynamic management of ST3 delivery

Subarea

- Different subareas have different tax bases, influencing subarea affordability relative to planned investments
- Capturing investment priorities within different subareas
- Reflecting and incorporating subarea priorities while maintaining compatibility with systemwide performance and ST3 objectives
- Assessing subarea trade-offs from specific scenarios

Thank you.



 *soundtransit.org*

