

Board Retreat

Sound Transit Board of Directors

11/13/2025



Land acknowledgment

Today we would like to start by acknowledging the original inhabitants of this land we are meeting on today.

We acknowledge we are on the Indigenous Land of Coast Salish peoples who have reserved treaty rights to this land, including the Suquamish Tribe (dxwəqʷabš), Muckleshoot Indian Tribe (bəqəlšul), and Snoqualmie Indian Tribe (sdukwalbixw).

Since time immemorial, they have hunted, fished, gathered on, and taken care of these lands and waters. We respect their sovereignty, their right to self-determination and honor their sacred spiritual connection with the land and water.

Welcome

Retreat agenda

- 2:00** Welcome
- 2:25** Enterprise Initiative:
comprehensive framework review
- 3:10** *Break*
- 3:20** Corridor investments
and trade-offs
- 4:35** Debrief & discussion
- 5:00** Adjourn



Retreat purpose & outcomes

- Continue building a **shared understanding** of the nature and scale of challenges and opportunities facing the agency, and what the Board can do about them.
- Review and **engage on the comprehensive framework to deliver on the Enterprise Initiative**, including overall workflow and schedule, and process for decision-making.
- Further **refine subarea and systemwide priorities** to set direction for a revised ST3 system plan.



Warm-up: roundtable icebreaker

Icebreaker

- *If the Enterprise Initiative was a holiday side dish, what would it be and why?*

***Comprehensive framework
to deliver on the
Enterprise Initiative***

Comprehensive framework

Framework outline

- Reminder of Board direction
- Principles and process review
- Workstreams, opportunities, and trade-offs
- Workflow and schedule

Responding to August Board direction

Motion M2025-36 establishes direction for a comprehensive framework

- Staff ... “is directed to **develop a comprehensive framework to evaluate opportunities and actions** across the areas of Planning & Policy, Capital Delivery, Service Delivery, and Finance.”
- “Details of the framework will be considered by the Board in Fall 2025 that will include **deliverables and timelines for each Enterprise Initiative output** with the goal of making updates to the ST3 System Plan by the end of Q2 2026, an adopted Long Range Plan by Q3 2026, and an updated Long Range Financial Plan by Q4 2026.”

Board-established principles

Principles via M2025-36

- Advance regional connectivity
- Support future growth
- Prioritize the passenger experience
- Protect public investments with fiscal integrity
- ST3 performance characteristics

Some of the criteria we will use:

- Ridership
- Completion of the spine
- Travel times
- Centers served
- Existing & projected population/employment served
- Vehicle miles travelled reduction
- System performance

These principles and criteria will form the basis for discussions about trade-offs and performance

Board-established process elements

The framework should be inclusive of the following process elements to help inform the Board on how to best achieve the planned outcomes of the Enterprise Initiative work:

- Engage communities through inclusive collaboration
- **Build trust through transparent governance**
- Drive decisions with data and insight

Engagement & the Enterprise Initiative

Engage communities through inclusive collaboration

Phase 1 (2025):

- Share clear information related to multifaceted challenges and overall scale through existing channels
- Demonstrate the agency is proactively addressing these challenges through the Enterprise Initiative

Phase 2 (Q1 2026):

- Create focused spaces for engagement and questions to inform the process and Board decision-making
- Gather feedback to inform any changes and understand community perspectives

Phase 3 (Q2 2026):

- Engage public, passengers, and our partners on the potential path forward for an updated ST3 system plan and a new Regional Transit Long-Range Plan

Enterprise Initiative

Achieving a balanced and affordable ST3 system plan, new long-range plan, and updated finance plan

- Advance opportunities to pursue across each of the individual workstreams
- Assess and clearly summarize the trade-offs across workstreams
- Ultimately the full Board will decide how to allocate and maximize the abundant resources Sound Transit has in support of achieving ST3 system plan objectives and outcomes

**Overseen by
Board of Directors**

Trade-offs & considerations:

- Ensuring our ability to deliver high-quality service after a period of rapid system expansion while advancing ST3 projects
- Incorporating post-pandemic travel behaviors and considering the implications of changed technology and mobility patterns since ST3 plan adoption

Planning & policy

Workstream description

Revisiting existing planning assumptions and policy direction, and advancing opportunities to update or modify them in support of ST3 system plan implementation

Opportunities and actions

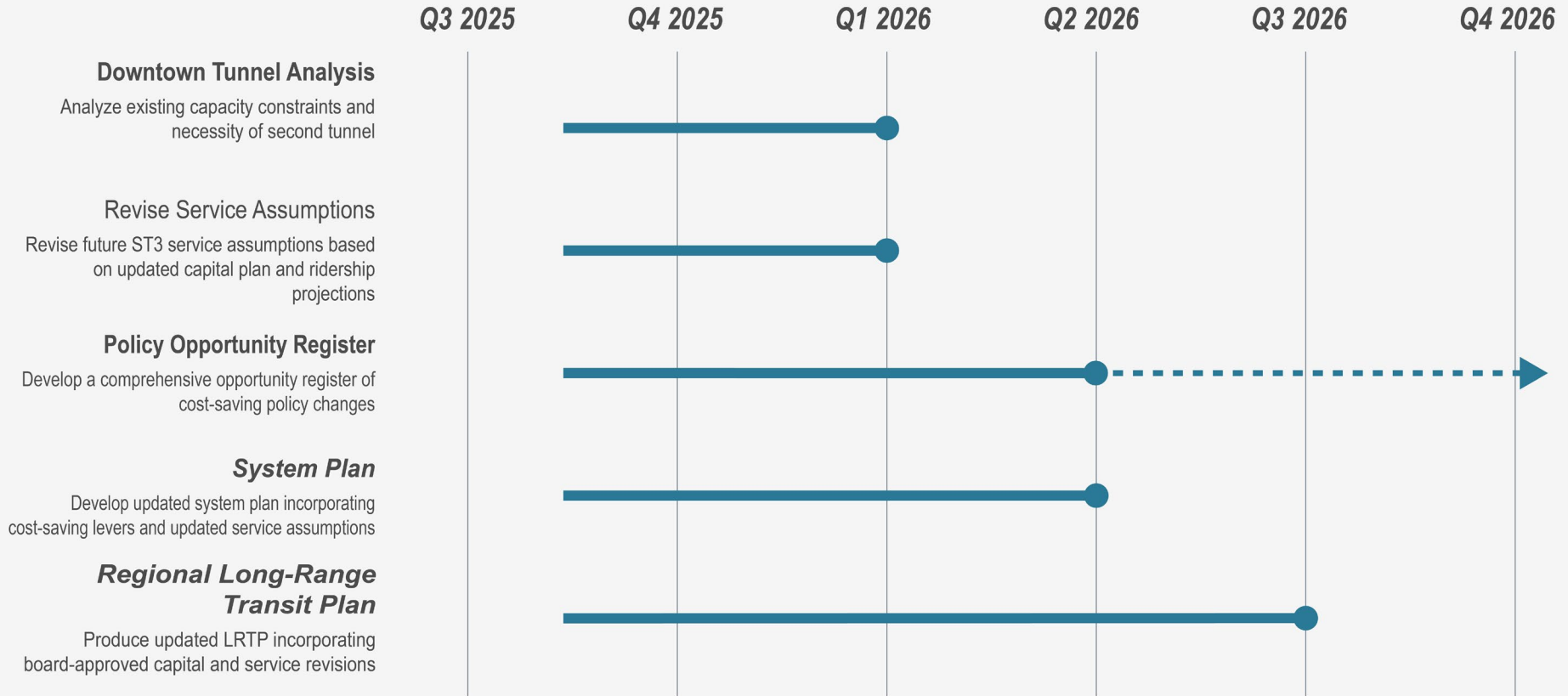
- Summarize **changed conditions** and their implications for planned investments
- Confirm **service levels across modes** that inform **fleet and operation & maintenance facility needs**
- **Update existing or create new policies that** speed project delivery and increase financial capacity
- Create **new plans and guidelines** for project and service implementation

Overseen by
Executive Committee

Trade-offs & considerations:

- Existing agency policy constraints and willingness and ability to make changes
- Recognizing that some policy changes are outside Board control
- Revisiting existing assumptions to ensure we are maximizing flexibility in service and project delivery

Planning and Policy



Capital delivery

Workstream description

Continued development of cost savings opportunities and strategies to deliver ST3 as quickly and efficiently as possible

Opportunities and actions

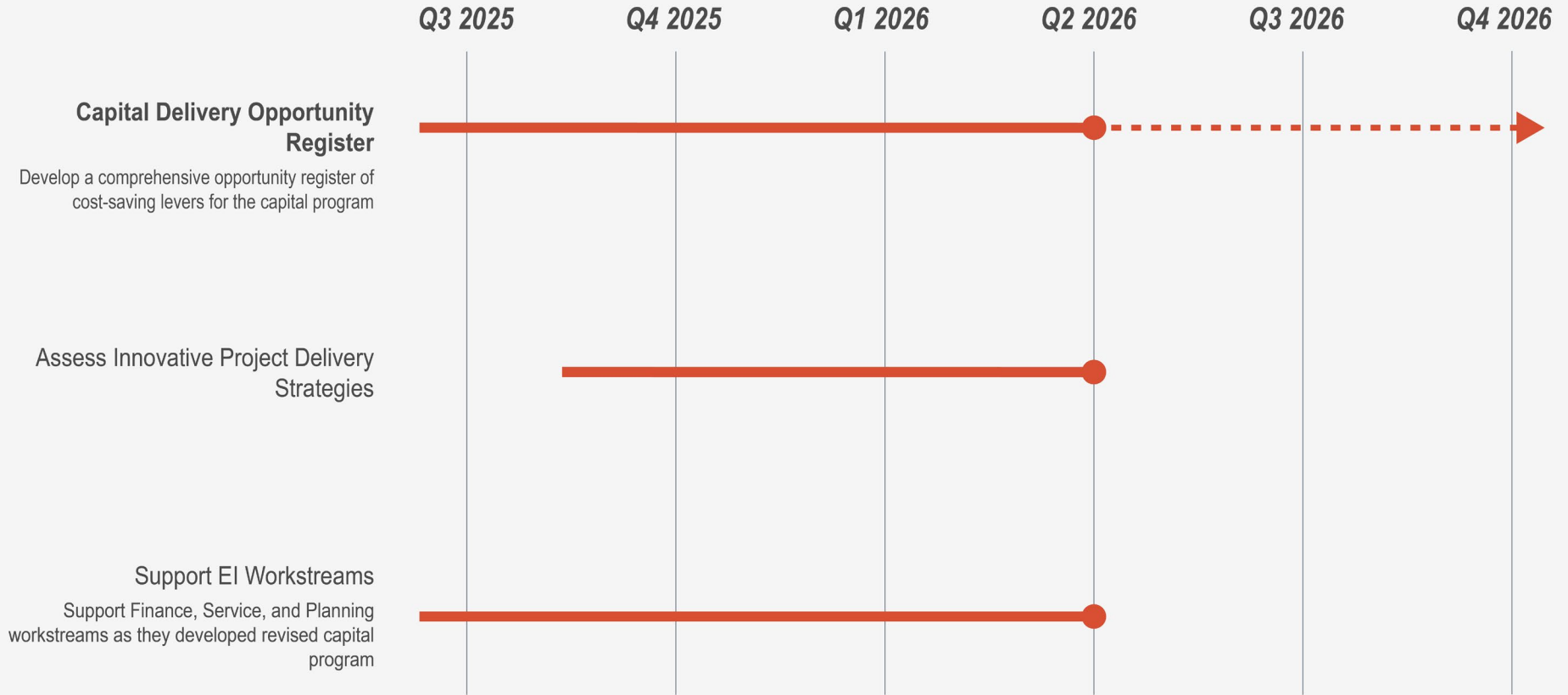
- Identify, validate, and incorporate **cost savings opportunities** within **individual projects and across the capital program** as a whole
- Assess and recommend pursuit of **innovative delivery strategies** to speed project implementation
- Develop a **revised capital program** in collaboration with planning, service, and finance workstreams that affordably meets planning outcomes and supports quality service provision

Overseen by System
Expansion
Committee

Trade-offs & considerations:

- Cost challenges will require reconsideration of some project scope
- Sequencing of projects and overall program given level of spending required at current cost estimates
- How to best approach advancing projects through the baselining milestone

Capital Delivery



Service delivery

Workstream description

Ensuring delivery of reliable service and identification of opportunities to provide existing and future service as efficiently as possible

Opportunities and actions

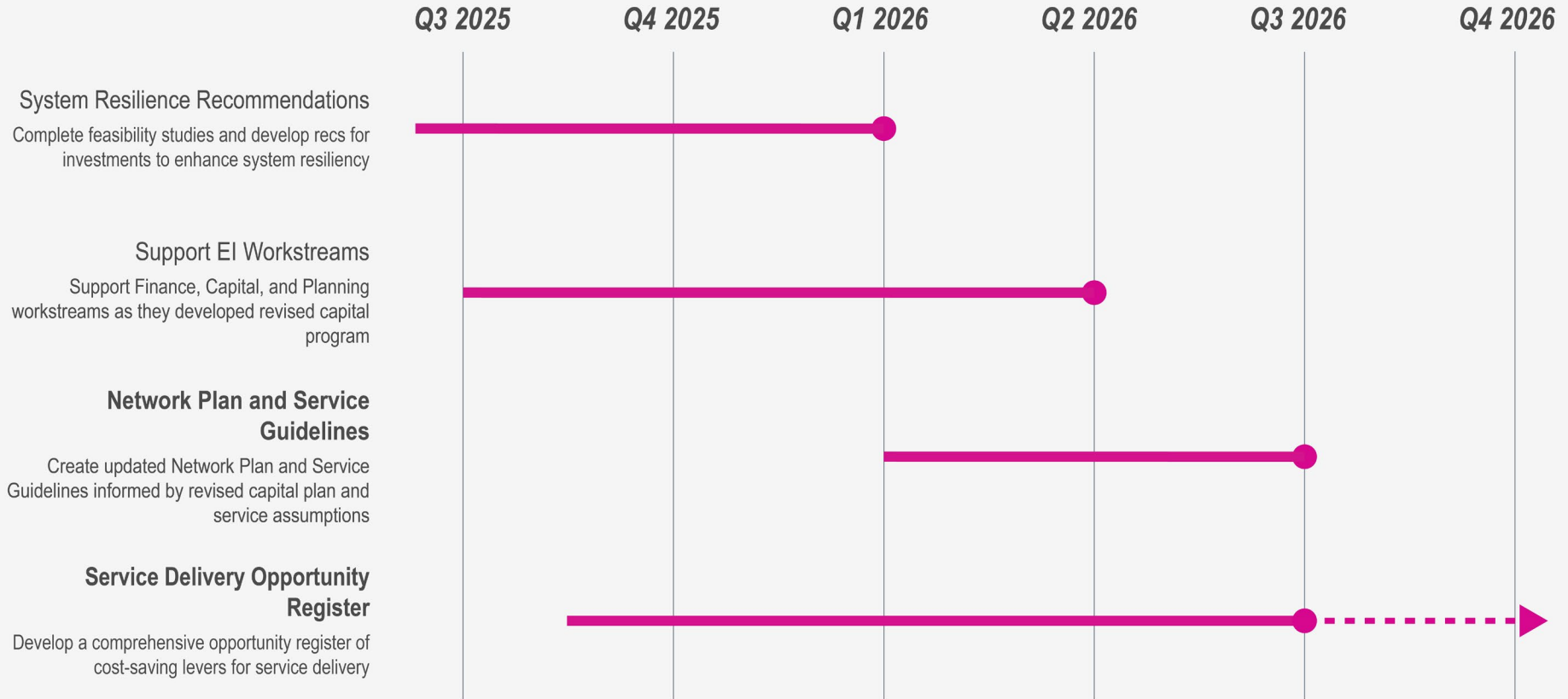
- Recommend investments necessary to **support overall system resiliency** and potentially save on lifecycle costs
- Develop a **service delivery opportunity register** to identify additional cost savings opportunities
- Support work related to a **revised ST3 capital program with updated service assumptions and create a network plan and service guidelines to guide implementation**

Overseen by Rider
Experience &
Operations Committee

Trade-offs & considerations:

- Potential for new and unplanned investments that increase funding needs
- Balancing upfront capital costs and service disruptions against long-term savings
- Resiliency and reliability considerations related to need for and timing of a new downtown Seattle transit tunnel

Service Delivery



Finance

Workstream description

Ensuring overall program affordability and pursuing opportunities that maximize agency financial capacity

Opportunities and actions

- Assess **overall program affordability** based on the incorporation of opportunities in planning, service, and capital delivery workstreams
- Develop and recommend **opportunities to expand agency financial capacity**

Overseen by Finance
& Audit Committee

Trade-offs & considerations:

- Balancing revenue enhancement opportunities against the Board principle to protect public investments with fiscal integrity
- Opportunities may require potential Board action or rely on legislative action at other levels of government

Finance

Q3 2025

Q4 2025

Q1 2026

Q2 2026

Q3 2026

Q4 2026

Financial Opportunity Register

Develop financial opportunity register to enhance agency financial capacity



Analyze Plan Affordability

System-wide and subarea affordability analysis on revised ST3 plan



Long-Range Financial Plan

Develop affordable Fall 2026 Long-Range Financial Plan reflecting Enterprise Initiative



Workflow and schedule

How do workstream pieces fit together and in what order

Iterative process that:

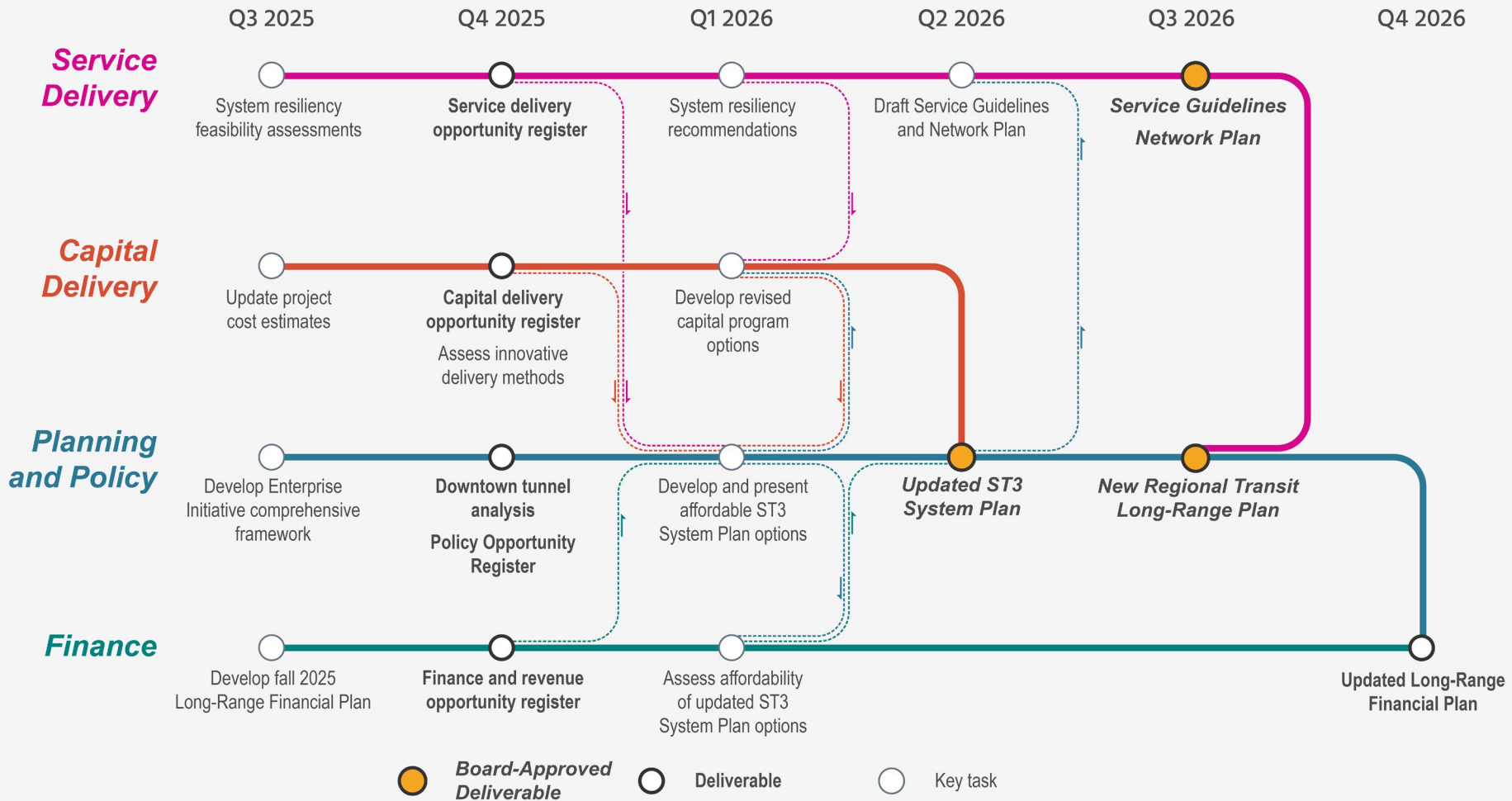
- 1 Analyzes and presents findings on questions related to the planned second downtown tunnel
- 2 Develops a revised capital program incorporating cost savings levers (inclusive of optimizations, scope changes, and project sequencing/phasing)
- 3 Updates service design assumptions based on revised capital program, new ridership forecasts, and other system needs

Concurrent work that:

- 4 Recommends resiliency investments and service delivery opportunities to incorporate or pursue
- 5 Recommends financial enhancements to incorporate or pursue
- 6 Recommends policy changes to incorporate or pursue

Long-range planning to:

- 7 Set a future vision building from updated ST3 System Plan, and to document follow-on efforts from the Enterprise Initiative to advance



***An opportunity to engage and
understand more at the
subarea level***

Purpose of our next activity

- ***Continue building a shared understanding of the projects and services that currently exist and are planned as part of ST3 in each corridor.***
- ***Share updated information on project costs and impacts on subarea balances.***
- ***Begin to identify and clarify subarea interests and priorities, considerations for overall system performance, and connect back to Board-established principles.***

Round robin instructions

- We have assigned you to small groups and each group will visit all five subarea tables.
- We will have five ~12-minute rounds for you to engage in a small team.
- Leave any thoughts/questions/insights in sticky note form at the tables to be collected.
- Be prepared to discuss in our main session after:
 - Common themes emerging.
 - What additional information will you need to inform your understanding and eventual decision-making?

Conclusion

Debrief & discussion

- **What high level themes emerged?**
- **What additional information do Board members need to inform your understanding and eventual decision-making?**
- **Is there anything else you want to share?**

Thank you.



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