

Enterprise Initiative Process Update

System Expansion Committee

12/11/2025



Why are we here

Briefing purpose

- Reminder of Enterprise Initiative comprehensive framework
- Work plan and workflow recap from Board retreat
- Schedule review and next steps in the overall Enterprise Initiative process

Responding to August Board direction

Motion No. 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

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

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

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

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

Workflow and schedule

How do workstream pieces fit together and in what order

Iterative process that:

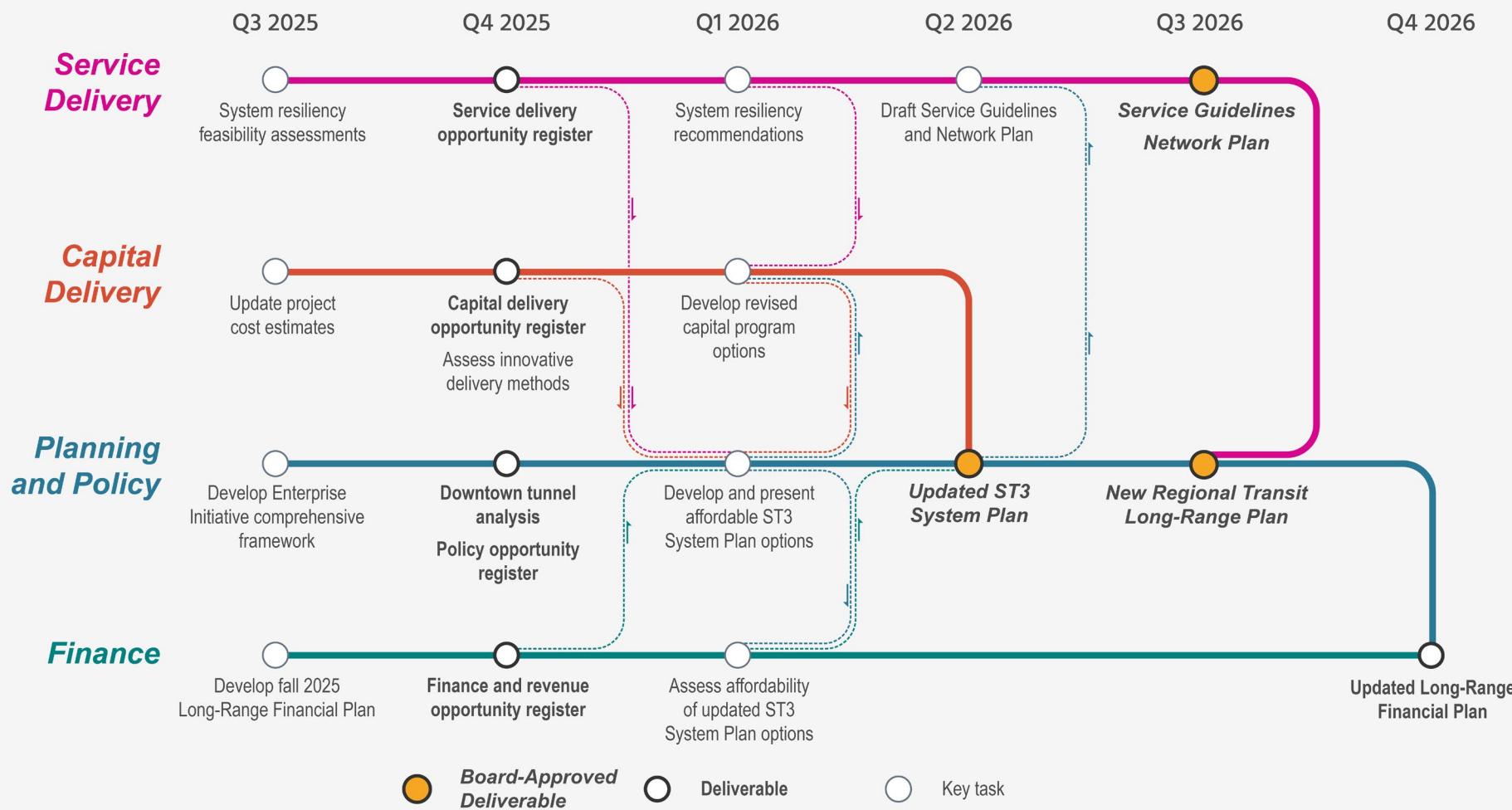
- 1 Analyzes and presents findings on questions related to the planned second downtown tunnel
- 2 Develops a revised capital program incorporating cost savings levers (inclusive of optimizations, scope changes, and project sequencing/phasing)
- 3 Updates service design assumptions based on revised capital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



Next steps

Ongoing and upcoming work

- Staff are carrying out Board direction from November retreat to develop plausible, affordable scenarios for Board consideration
- Continued engagement in Board Committees on specific workstream components
- Onboarding new Board members to the Enterprise Initiative
- Anticipating a late winter 2026 Board retreat on scenarios

Thank you.



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