

Board Retreat Debrief & Enterprise Initiative Overview

Board of Directors

06/26/2025



Why we are here

- Recap and debrief May 29 Board retreat.
- Review draft principles to guide the Enterprise Initiative process.
- Describe key workstreams, anticipated deliverables, and provide a proposed schedule.

May 29 Board Retreat recap

- Grounded new and long-time Board members in Sound Transit history, current operations, current projects, and future investments.
- Undertook roundtable discussions and tabletop exercises by corridor to facilitate a shared understanding of current and future challenges.
- Began understanding the scope and scale of the Enterprise Initiative and future affordability challenges.

Board Retreat principles

Chair proposed principles:

- Do what is best for the region.
- Put passengers first.
- Collaborative inclusively.
- Steward taxpayer funds responsibly.
- Act transparently.
- Inform all decision-making with data.

Further discussion and refinement of Board principles will occur at the July 3 Executive Committee.

Additional principles staff heard during Board discussion:

- Think through the interplay or possible tension between proposed principles.
- Be adaptive, be willing to respond to changing conditions.
- Prioritize ridership.
- Avoid scarcity mindset, focus on long-range thinking.
- This time is different, be creative, and think expansively about possible tools and approaches.

Enterprise Initiative

What is the Enterprise Initiative?

- Sound Transit's effort to ensure we can deliver the greatest benefits of ST3 within available financial capacity.
- A comprehensive effort touching planning, capital, operations, maintenance, and finance to ensure we are meeting both current and future regional mobility needs.

What are the ultimate outcomes?

- Adopting an updated **System Plan**, with modified capital and operating plans.
- Adopting a balanced and affordable long-range finance plan.
- Achieving high confidence in our ability to deliver on System Plan commitments.
- Establishing new processes to proactively and iteratively manage these issues going forward.

Enterprise Initiative

Why are we undertaking this effort?

- If we don't act, the ST3 program will be unaffordable.
- The world has changed significantly since our last Long-Range Plan (2014) and System Plan (2016).
- These affordability challenges are broader than capital delivery. They require a new, agencywide, comprehensive approach.
- The good news: we have the tools to successfully solve these challenges, and we will be able to create an affordable plan.

Enterprise Initiative

	Planning & Policy	Capital Delivery	Service Delivery	Finance
What will this workstream entail?	Reviewing existing plans, policies, assumptions, and changed conditions.	Identifying cost savings approaches to deliver projects within existing resources.	Identifying cost savings and developing better cost data for operating and state of good repair needs.	Assessing overall financial capacity to deliver the program and maximizing existing revenue opportunities.
What tools and levers does the Board have?	Modifying planning assumptions and updating policies that guide plan implementation.	Finding project and program efficiencies, and the potential for scope changes, phasing projects, reconsidering some projects.	Adjusting service levels across modes of service, updating staffing and resource levels, and clarifying asset management needs.	Changing financial planning assumptions and considering potential revenue enhancements.

Enterprise Initiative

Phase 1 (2025): setting the baseline

- Analyzing how the region has changed since 2016.
 - Building a deep understanding of the scope and scale of challenges facing the agency across each major workstream.
 - Understanding how to use available agency tools to solve these challenges or what tools may need to be created.
-

Phase 2 (2026): charting the path forward

- Identifying approaches for updating ST3 System Plan and adopting a new Long-Range Plan.
- Conducting equitable public engagement to inform Board decision-making.
- Board action to amend the ST3 System Plan and adopt a new Long-Range Plan.
- We anticipate this will conclude in mid-2026, but our process will be flexible and Board-driven.

Enterprise Initiative: Executive Committee

Planning & policy workstream

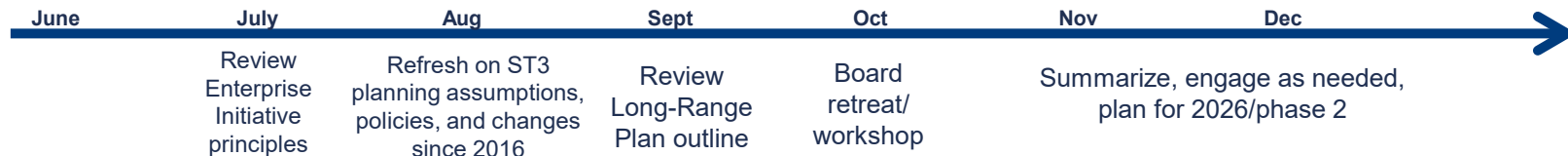
Key activities

- Summarize changed conditions.
- Scope and execute a long-range plan update.
- Review and assess ST3 planning assumptions and key policies.
- Address cross-disciplinary topics like value capture, fare revenue/enforcement, and more.

Anticipated outputs

- A new Long-Range Plan that clarifies the vision for a built-out transit network.
- Updated ST3 System Plan.
- Identification of necessary policy updates and modifications to current planning assumptions.

Board Engagement Schedule through 2025



Enterprise Initiative: System Expansion Committee

Capital delivery workstream

Key activities

- Continue to advance Board-directed workplan.
- Review and identify most promising project and program opportunities in pre-baselined projects.
- Develop costs based on identified opportunities.
- Support overall ST3 plan update process based on capital program evolution.

Anticipated outputs

- An updated capital program that is sized to available financial capacity and can be delivered as quickly as possible.
- Summary of project and program opportunities.
- Updated cost estimate data points for all pre-baselined projects.

Board Engagement Schedule through 2025



Enterprise Initiative: REO Committee

Service delivery workstream

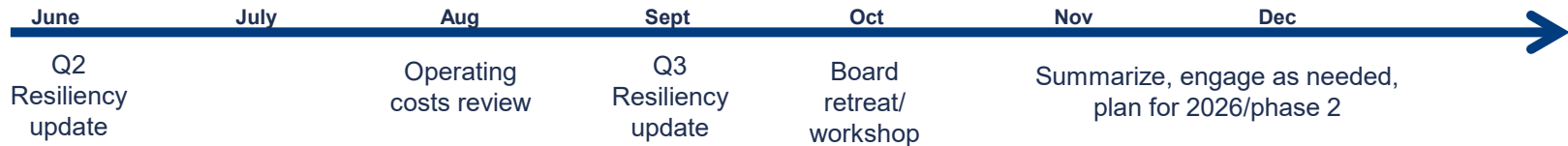
Key activities

- Continued resiliency work and overall assessment of state of good repair needs.
- Analyze and assess operating costs and resource needs to meet service commitments.
- Network planning & updated service design.
- Support overall ST3 plan update process based on service delivery activities.

Anticipated outputs

- Confirmed resiliency and state of good repair needs matched to available resources.
- Assessment of costs and resource needs to operate and maintain service levels.
- An integrated, longer-term service network plan comprehensive of all ST modes.

Board Engagement Schedule through 2025



Enterprise Initiative: Finance & Audit Committee

Finance workstream

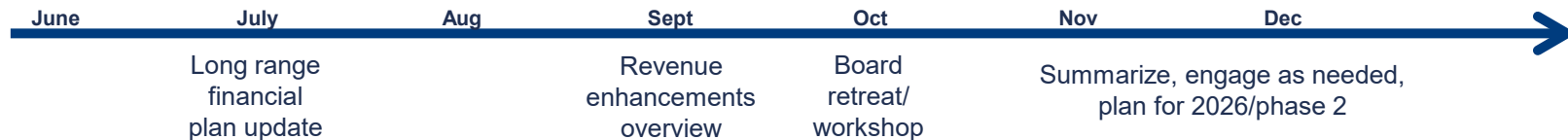
Key activities

- Provide updated revenue projection and federal funding strategy.
- Develop revenue enhancement opportunities.
- Engage with capital and service teams to understand cost implications.
- Support overall ST3 plan update process based on service delivery activities.

Anticipated outputs

- An updated and balanced Long-Range Financial Plan.
- Revenue enhancement recommendations.
- Updated financial policies and strategies that improve overall capacity while balancing risk.

Board Engagement Schedule through 2025



Enterprise Initiative: Next Steps

- Begin engaging Committees on workstream content, challenges, and approaches to address in July.
- Concurrently advance technical work to inform Board engagement.
- We know most about what's happening in the near-term and will adjust anticipated work beyond that based on Board engagement.
- We will engage the full Board periodically and anticipate additional Board retreats/workshops to guide this Enterprise Initiative.

Thank you.



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

