

# 2019 *Financial Plan & Proposed Budget*



To request accommodations for persons with disabilities or to receive information in alternative formats, please call 1-888-889-6368, TTY Relay 711 or e-mail [accessibility@soundtransit.org](mailto:accessibility@soundtransit.org)



October 2018

To: Sound Transit Board of Directors  
From: Peter M. Rogoff, Chief Executive Officer  
Subject: 2019 Financial Plan & Proposed Budget

This year we have focused on building on past successes while changing how we do business to ensure continued success for years to come. In July 2018, before an audience of over 900 Sound Transit staff, we introduced a new mission statement: **“We are connecting more people to more places.”** We also rolled out a refreshed set of core values, chosen by a diverse, cross-functional group of employees, to guide our work: **collaboration, customer focus, inclusion and respect, integrity, quality, and safety.** The updated mission and values are the foundation for how we will deliver the ambitious plan with which the region’s taxpayers have entrusted us, and they reflect our long-standing commitments to our customers and the many communities we serve. With these values at the center of everything we do, we will deliver the voter-approved transit plans by, among other actions, collaborating with jurisdictions earlier in our processes, maintaining high standards for integrity and quality while streamlining internal procedures, and focusing on our customers in every stage of each project.

At a time when many transit agencies are struggling with deferred maintenance costs or declining ridership, we continue to serve record numbers of riders, while simultaneously planning, designing and building capital projects from Lynnwood to Tacoma and from Redmond to Ballard. The proposed 2019 budget reflects:

- Beginning construction on the Lynnwood Extension.
- Commencing project development for Sounder South Capacity Expansion Program and making improvements at our stations in Kent, Auburn, Sumner and Puyallup.
- Improving access and parking for Sounder North at the Edmonds and Mukilteo stations.
- Awarding design-build contracts and continuing property acquisition for the Federal Way and Downtown Redmond Link Extensions.
- Planning and design for West Seattle and Ballard Link and Tacoma Dome Link Extensions, and bus rapid transit on I-405 and SR 522.

All of this will occur while continuing heavy construction on the Northgate and East Link extensions, investing in system enhancements, such as new light rail vehicles that begin arriving in 2019.

To reflect the much larger and busier agency we have become, the Board of Directors recently took some important steps to modernize its own processes. The Board increased the threshold for procurement and budget actions that the Board and its committees must consider. Beginning in 2019, designated ST staff will be delegated authority for actions up to \$2 million for operating expenses and \$5 million for capital expenditures. The Board’s action reflects the trust they have placed in the agency’s staff, and imposes on us additional responsibility to ensure rigorous oversight, accountability and transparency.

**CHAIR**

**Dave Somers**

*Snohomish County Executive*

**VICE CHAIRS**

**Ron Lucas**

*Steilacoom Mayor*

**John Marchione**

*Redmond Mayor*

**BOARD MEMBERS**

**Nancy Backus**

*Auburn Mayor*

**David Baker**

*Kenmore Mayor*

**Claudia Balducci**

*King County Councilmember*

**Dow Constantine**

*King County Executive*

**Bruce Dammeier**

*Pierce County Executive*

**Jenny Durkan**

*Seattle Mayor*

**Dave Earling**

*Edmonds Mayor*

**Rob Johnson**

*Seattle Councilmember*

**Kent Keel**

*University Place Mayor*

**Joe McDermott**

*King County Council Chair*

**Roger Millar**

*Washington State Secretary of Transportation*

**Paul Roberts**

*Everett Council President/  
Mayor Pro Tem*

**Dave Upthegrove**

*King County Councilmember*

**Peter von Reichbauer**

*King County Councilmember*

**Victoria Woodards**

*Tacoma Mayor*

**CHIEF EXECUTIVE OFFICER**

**Peter M. Rogoff**

The Board also reorganized its committee structure to strengthen its oversight of our long-term finances, the customer experience, and our rapidly growing capital program. Taken together, staff will be bringing fewer small procurement actions to the Board and its committees and instead allow more focused time for important policy decisions and engagement in project planning.

## 2018 Highlights

- Despite some substantial political headwinds, the Federal Transit Administration (FTA) allocated \$100 million in funding for the Lynnwood Link light rail extension. This is in addition to \$100 million approved by Congress in 2017 and marks the next step toward securing the \$1.17 billion in grant funding.
- The FTA awarded \$75 million through the Small Starts program to the Hilltop Tacoma Link Extension, which completes the project's financing. Construction begins in November, with the extension opening in 2022 for revenue service.
- As part of the System Expansion Implementation Plan, Sound Transit has established four Elected Leadership Groups (ELGs) for projects across the region, in which Board members and other elected officials representing diverse constituencies meet to work to tee up decisions and project issues to the Board.
- Sound Transit's contractors completed excavating the tunnel connecting the East Main and Downtown Bellevue stations in only 15 months, five months earlier than planned. The tunnel will open with the East Link Extension in 2023.
- Developers broke ground on transit-oriented development at Capitol Hill station that will provide 428 apartments by 2020, including 178 affordable units, in four buildings. This mixed-use development will offer 30,000 square feet of ground floor retail and a public plaza that will host the Capitol Hill Neighborhood Farmers Market as well as numerous community events.
- *Tunnel Business Magazine* selected Northgate Link as the 2018 "Tunnel Achievement" of the year. The 3.5-mile tunnel is part of the 4.3-mile Northgate Link extension. Construction began on Northgate Station, one of three light rail stations set to open in 2021 with the completion of the Northgate Link Extension. Unlike the rest of the project, which is mostly invisible to the public, everyone can see the elevated Northgate Station dramatically taking shape.
- Sound Transit began early scoping on the West Seattle and Ballard Link light rail extensions. This process aims to begin the environmental process ahead of the game, with consensus behind a preferred alternative for alignment and station locations. That process is on pace to conclude in 2019.
- The Board kicked off project development and public outreach for I-405 and SR 522/NE 145<sup>th</sup> BRT (bus rapid transit). These BRT lines will provide fast, reliable service in Snohomish and King Counties, connecting to Link light rail in Lynnwood, Shoreline, Bellevue, and Tukwila.
- The Institute for Public Procurement awarded Sound Transit the Pareto Award of Excellence, its highest level of peer recognition and accreditation for our procurement practices. Only three public agencies in the nation currently hold this award for practices that are fair and cost-effective, thus ensuring that taxpayers are receiving the best value for their tax dollars.
- Sound Transit's newly-established Office of Equal Employment Opportunity (EEO), Equity, and Inclusion ramped up quickly this year, launching five employee resource groups, rolling out new training curriculum, and partnering with other agencies and organizations to sponsor key cultural events throughout the region.
- The agency hired its first Chief Customer Experience Officer as we are experiencing all-time highs in ridership, and we are on track to best last year's record by four million riders.

## **2019 Look Ahead**

### ***Focus on Link Light Rail extension activity***

Link light rail extension work accounts for 86 percent of the \$2.4 billion projects budget for 2019. Combined, the Northgate Link, East Link, and Operations and Maintenance Facility East projects represent \$1.1 billion in construction next year.

Spending for the ST2 plan peaks in 2019, with the majority of the budget spent on construction for Northgate, Hilltop Tacoma, and East Link Extension. ST3 is also ramping up in 2019, with major planning work on multiple projects. The overlap of ST2 construction and ST3 planning and design is driving significant agency growth.

Recently, the Board approved baseline budgets for both Lynnwood and Federal Way. Budgets for both projects have come in above the initial cost estimates, primarily due to higher than anticipated construction and right-of-way costs. Acquiring sufficient property for projects currently underway has been a challenge given the hot real estate market and volume of parcels needed.

The Downtown Redmond Link and Federal Way Link Extensions will work to complete preliminary engineering and right-of-way acquisitions. The Federal Way project plans to issue a design-build contract and Lynnwood Link plans to issue a notice to proceed to a design-build contractor by third quarter 2019.

The West Seattle and Ballard Link, and Tacoma Dome Link Extension projects will continue with planning and environmental review work. Hilltop Tacoma Extension will continue with construction and vehicle manufacturing.

### ***Souder Maintenance Base and six Souder access projects moving forward***

A new maintenance base located in Lakewood is moving forward with a request for proposals for a design-build contractor. The Board recently approved a baseline budget for this project. In addition, six projects are underway to add parking garages and other non-motorized access improvements at Puyallup, Sumner, Auburn, Kent, Edmonds, and Mukilteo.

### ***More than 52 million boardings expected in 2019***

Ridership on Sound Transit's light rail, bus, and commuter rail will reach record levels in 2019. We expect ridership across all modes to reach 52 million boardings or 8.2 percent higher overall than 2018, driven by a forecasted increase of 16 percent for Link light rail.

### ***Preparing to manage upcoming transitions***

The agency is ramping up staffing to prepare for the opening of Northgate Link in 2021 and East Link in 2023. The 152 Siemens light rail vehicles to support these extensions will begin arriving in 2019, ultimately more than doubling our current capacity by 2024.

With all buses leaving the Downtown Seattle Transit Tunnel by March 2019, Sound Transit will be taking over operation, security, and maintenance. There will be some one-time costs due to the overlap of service during the transition from King County Metro to Sound Transit. After completing a condition assessment, we will undertake a major state-of-good-repair project to upgrade the tunnel.

### ***Implementing new processes to ensure long-term affordability***

With a long capital program ahead of the agency, we have implemented new cost control processes to ensure there will be sufficient financial capacity to deliver and operate our regional transit system. In particular, we have been scrutinizing operational spending, and staffing. We are setting achievable project spending plans for 2019.

### ***Bus Rapid Transit (BRT) Projects ramping up***

Both the I-405 and SR 522/NE 145<sup>th</sup> BRT projects will continue project development work. In 2019, we will begin rebuilding the NE 44<sup>th</sup> Street interchange in Renton, installing direct access ramps and inline transit stations for I-405 BRT, and adding a park and ride lot.

## 2019 Summary

For 2019 we are publishing the proposed budget and Transit Improvement Plan along with the Long-Range Financial Plan in a single volume. We hope that by merging and working to standardize the presentation of all three. This will provide an understandable and transparent presentation of the agency's financial position in the short, medium, and long term.

The 2019 revenue and financing budget of \$2.4 billion is \$358.9 million or 17.4 percent higher than the Adopted 2018 Budget. This increase reflects an anticipated federal grant drawdown for the Lynnwood Link Extension, as well as TIFIA loan proceeds for East Link and Northgate Link extensions and Operations & Maintenance Facility-East. Total tax revenues are budgeted at \$1.9 billion, which is 8.9 percent higher than the adopted 2018 budget. Anticipated passenger fare revenue is \$102.6 million, or 9.8 percent higher than the 2018 budget.

The total 2019 transit operating budget of \$345.4 million is 7.5 percent higher than the 2018 budget. The higher budget reflects cost increases from public safety and security providers as well as the rising cost of our operating contracts with our neighbor transit agencies. Both Sound Transit and our operating partner King County Metro need additional staffing to prepare for the opening of East Link and Northgate Link Extensions and to receive and test 152 new light rail vehicles. The agency as a whole added 140 positions in 2018 and has proposed 117 new positions for 2019, primarily due to growth in the capital program and startup efforts for future Link services.

Project budgets for 2019 total \$2.4 billion. Although the vast majority of the spending will be for construction, right-of-way acquisition, and preliminary engineering for system expansion projects, the 2019 budget funds numerous projects to enhance and maintain our existing facilities and equipment in a state of good repair.

We have budgeted an additional \$152 million for debt service, transfers to partner agencies, tax collection fees, and the new sales and use tax offset fee.

With our renewed mission statement and values and a dedicated and growing workforce, Sound Transit is well positioned to deliver on the System Expansion Implementation Plan, and on our mission to connect more people to more places throughout our region. It will be a year of record ridership, heavy construction, and intense planning work as we continue building the most ambitious transit system expansion plan in the nation.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Central Puget Sound Regional Transit  
Washington**

For the Fiscal Year Beginning

**January 1, 2018**

*Christopher P. Morill*

Executive Director

# Contents

Overview

- Overview** ..... 1
  - About Sound Transit ..... 1
  - Governance ..... 3
  - Financial Structure ..... 3
  - Financial Policies and Controls ..... 4

Financial Plan

- Long Range Financial Plan** ..... 7
  - Sources and Uses ..... 8
  - Revenue Sources ..... 9
  - Expenditures ..... 14
    - Operating & Maintenance ..... 15
    - Capital ..... 16
    - State of Good Repair ..... 17
  - Financing ..... 18
  - Cash Flow Analysis ..... 21

Budget

- Budget Summary** ..... 25
- Revenues & Financing Sources** ..... 27
- Expenditures** ..... 29
  - Operations and Maintenance ..... 29
  - Projects Budgets ..... 48
  - Other Budgets ..... 57
- Transit Improvement Plan Overview** ..... 59
  - Projects ..... 61

Appendices

- Appendices** ..... 69
  - Appendix A Financial Plan – Sources and Uses ..... 69
  - Appendix B Department Budgets ..... 71
    - Communications & External Affairs ..... 75
    - Design, Engineering & Construction Management ..... 77
    - Executive ..... 79
    - Finance ..... 81
    - Information Technology ..... 83
    - Legal ..... 85
    - Operations ..... 87
    - Planning, Environment & Project Development ..... 89
  - Appendix C Subarea Allocations ..... 91
  - Appendix D Project Detail Pages ..... 97

**Alphabetical Index of Project Details by Mode**

*LINK LIGHT RAIL*

Access Control Card Upgrade .....	210
Central Link Card Readers .....	173
Central Link HVAC – Instrument House and UPS Room .....	172
Central Link Overhead Catenary System Tie Switch .....	174
Convention Place Development Systems Retrofit .....	205
Downtown Redmond Link Extension .....	114
DSTT – Capital Improvements .....	206
DSTT Single Tracking .....	106
East Link Extension .....	113
Enhancements to Tacoma Link Extension .....	103
Federal Way Link Extension .....	112
First Hill Streetcar .....	99
Hilltop Tacoma Link Extension .....	100
Link Bridge Repairs .....	212
Link CCTV System Upgrade .....	207
Link Operating Segment Systems Enhancements and Upgrades .....	159
Link Operations & Maintenance Facility East .....	101
Link LRV Overhaul .....	208
Link Radio Upgrade .....	211
Link Station Braided Tile Replacement .....	203
LRV Between Car Barriers .....	167
LRV Fleet Expansion .....	102
LRV Overhaul .....	215
LRV Wheel Flat Software .....	169
LRV Wireless Communication Upgrade .....	163
LRV Wash Bay Modifications .....	170
Lynnwood Link Extension .....	108
Noise Abatement .....	160
Non-revenue Support Vehicles .....	175
Northgate Link Extension .....	107
Northgate Link Extension Project Reserve .....	109
OMF Energy Efficiency .....	168
Operations Maintenance Facility (OMF) – Expanded Parking .....	165
Operations Maintenance Facility (OMF) – Link Control Center (LCC) Upgrades .....	164
Operations & Maintenance Facility LRV Lift .....	171
Operations Maintenance Facility (OMF) – Renovations .....	166
Signage Improvements .....	176

South 200th Link Extension .....	111
Tacoma Dome Link Extension .....	104
Tacoma Link HVAC and Building Systems Upgrade .....	209
Tacoma Link Light Rail Vehicle Overhaul .....	213
Tacoma Link Fare Collection .....	161
Tacoma Link Radio Upgrade .....	162
University Link Extension .....	110
West Seattle & Ballard Link Extensions .....	105

*SOUNDER COMMUTER RAIL*

Auburn Station Parking and Access Improvement .....	125
Customer Emergency Stations .....	180
D St – M St Track & Signal .....	127
Edmonds and Mukilteo Stations Parking & Access Improvements .....	126
Kent Station Parking and Access Improvements .....	124
Kent Station Platform Lighting .....	185
King Street Station Platform Improvements .....	179
King Street Station Vertical Window Glazing .....	216
Lakewood Station Improvements .....	120
Lakewood (MOW) Renovation .....	178
Locomotive Inboard Cameras .....	181
Mukilteo Station, S Platform .....	128
Point Defiance Bypass .....	123
Positive Train Control .....	177
Puyallup Station Parking and Access Improvements .....	118
Puyallup Station LED Lighting .....	183
Sounder Maintenance Base .....	117
Sounder Passenger Emergency Intercom .....	182
Sounder South Expanded Service .....	130
Sounder Fleet Expansion .....	131
Sounder Vehicle Overhaul Program .....	217
Sounder Yard Expansion .....	122
Sumner Station Parking and Access Improvements .....	119
Sumner Station LED Lighting .....	184
Tacoma Trestle Track & Signal .....	121
Tukwila Station .....	129

*REGIONAL EXPRESS*

Bellevue TC Security System ..... 190

Bothell Transit Related Improvements ..... 135

Bus Base South..... 134

Bus Maintenance Facility ..... 186

Bus on Shoulder Project ..... 138

Community Transit – On-Board Communication Upgrade ..... 189

I-405 BRT ..... 136

I-90 Two-Way Transit & HOV Operations, Stage 3 ..... 140

Opensidewalks Data Development ..... 187

Pierce Transit – Global Positioning System Repeater ..... 188

SR 522 /NE 145<sup>th</sup> St BRT ..... 137

RapidRide C and D ..... 139

ST Express Fleet Expansion ..... 141

ST Express Fleet Replacement ..... 218

*OTHER*

Administrative Capital ..... 229

Agency Administration Operating ..... 227

Bike Locker Program ..... 201

Bike Parking Program ..... 191

Downtown Seattle Transit Tunnel Mitigation ..... 199

Efficiency & Sustainability Program ..... 152

Environmental Mitigation, Monitoring & Maintenance ..... 228

Everett Station Security Improvements ..... 195

Fare Administration ..... 146

Fare Collection ..... 144

Information Technology (IT) Infrastructure ..... 223

Information Technology Program ..... 230

Innovation and Technology Program ..... 150

IT Transit Systems ..... 224

LED Lighting Program ..... 198

ORCA Next Generation ..... 147

Othello Traction Power Substation Parking Lot ..... 219

Passenger Information Management System ..... 192

Research and Business Development Program ..... 148

Research & Technology ..... 145

Security Operations Center – Video Monitoring Improvements ..... 197

Security Radio System ..... 196

Small Works Program ..... 222

SODO/MLK Hazard Mitigation ..... 193

ST3 Planning ..... 155

*STart* ..... 153

*STart* Operations & Maintenance ..... 151

Station Midlife Refurbishment Program ..... 220

Surplus Property Disposition ..... 231

Tacoma Dome Station ..... 221

Transit Oriented Development Planning Program ..... 154

Transit Oriented Development Property Disposition ..... 202

Transit System Access Program ..... 138

Union Station Garden Level Remodel ..... 200

Video Management System Upgrade ..... 194

**Link Light Rail**

**Future service:**

- Everett–Seattle–West Seattle
- Redmond–Seattle–Mariner
- Ballard–Seattle–Tacoma
- Issaquah–Bellevue–South Kirkland
- Tacoma Dome–Tacoma Community College

**In service:**

- Univ. of Washington–Angle Lake
- Tacoma Dome–Theater District

**Sounder Commuter Rail**

**Future service:**

- DuPont–Lakewood

**In service:**

- North Line (Everett–Seattle)
- South Line (Lakewood–Seattle)

**Bus**

**Future service:**

- Bus Rapid Transit (BRT)

**In service:**

- ST Express bus (service re-evaluated annually)

○ New station or bus facility  
 P Added parking  
 ⊕ Station improvements  
 ⊕ Major transfer hub  
 ○ Existing station or bus facility  
 P Existing parking  
 ○ Provisional light rail station



SOUND TRANSIT FUTURE SERVICE MAP

# Overview

## About Sound Transit

The Central Puget Sound Regional Transit Authority, better known as Sound Transit, was created by the Washington state legislature in 1993 pursuant to state enabling legislation (RCW 81.112). Sound Transit plans, builds, and operates a regional mass transit system that connects people to their communities and jobs throughout urban areas of King, Pierce, and Snohomish counties.

Sound Transit has grown from a planning agency to one that carried 46.9 million passengers in 2017, forecasted to carry 48.3 million passengers in 2018, and 52.3 million passengers in 2019. The agency continues building light rail extensions, transit centers, stations, and other transportation infrastructure.

In 1996 voters in the region approved implementation of the Sound Move plan. The plan includes a mix of transportation improvements establishing four transit modes: ST Express bus service in 1999, Sounder commuter rail in 2000, Tacoma Link in 2003, and Link light rail in 2009. The vast majority of Sound Move projects have been completed and closed or are pending closeout. Recently completed Sound Move projects include: University Link Extension from downtown Seattle to the University of Washington, which opened in March 2016; HOV lane work on I-90 to accommodate light rail across Lake Washington to Bellevue and Overlake; and Mukilteo Station, South Platform.

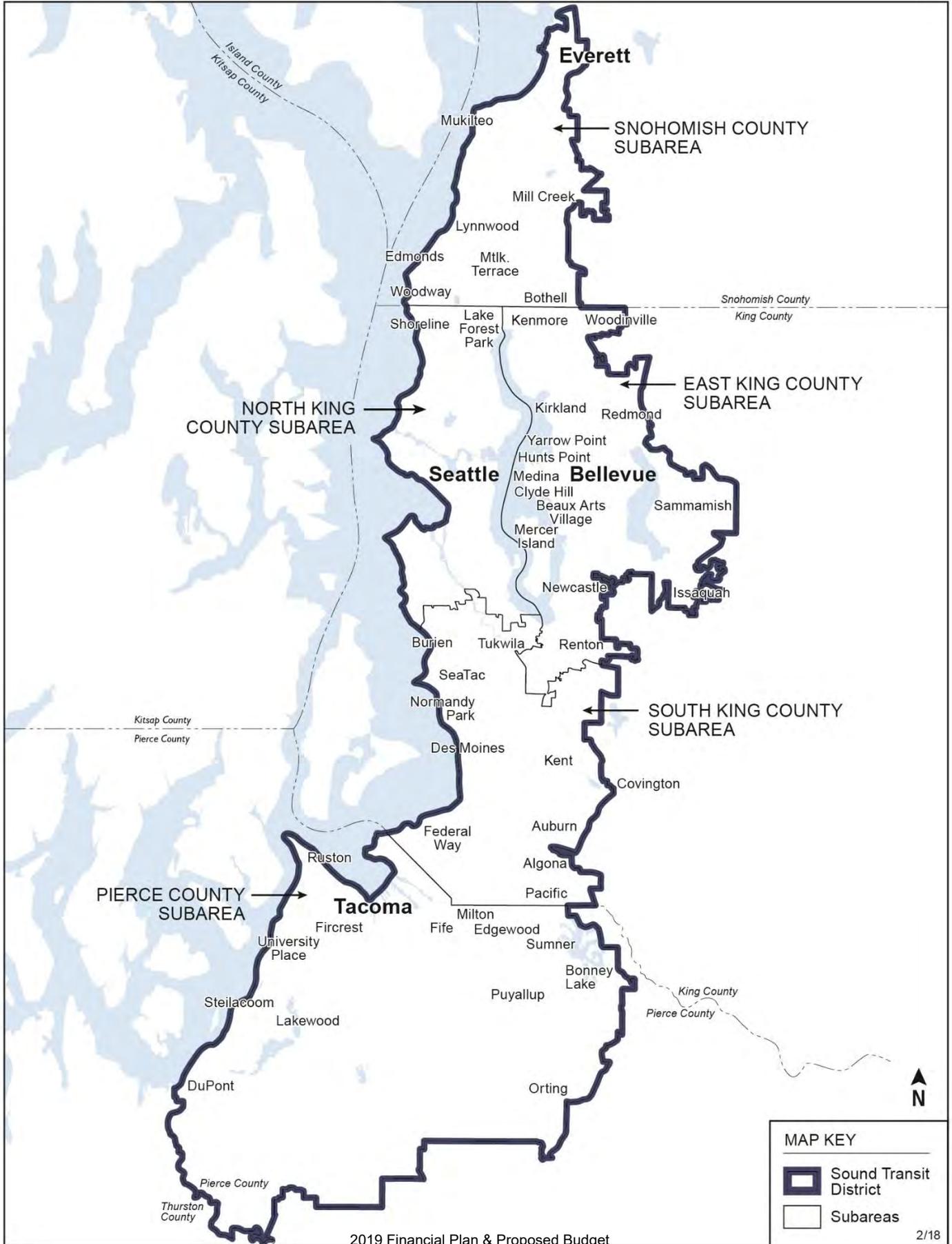
In 2008 voters of the Central Puget Sound region approved the Sound Transit 2 (ST2) ballot measure. This program includes the addition of 36 miles of track with 18 new stations to create a 50-mile regional light rail system. Due to the Great Recession and resulting reduction in tax revenues, the ST2 program was realigned to maintain affordability. ST2 light rail projects include: South 200th Street Link Extension from Airport Station to Angle Lake Station in SeaTac, which opened in September 2016; extensions east to Bellevue and the Overlake area of Redmond, north to Northgate and Lynnwood, and south to Kent/Des Moines in the area of Highline Community College; as well as planning for future extensions south to Federal Way, east to downtown Redmond, and expansion of Tacoma Link. Regional Express bus projects include fleet expansion, a bus base, bus storage, and transit center facilities. Sounder commuter rail projects include station access improvements, permanent stations for Tukwila and Edmonds, track and signal improvements, fleet expansion, and a Sounder yard and shops facility. ST2 also provided for the addition of ST Express bus and Sounder commuter rail service.

In November 2016 voters approved the Sound Transit 3 (ST3) ballot measure. This program provides the next phase of high-capacity transit improvements for Central Puget Sound. With this plan the light rail system will more than double to 116 miles with over 70 stations. Light rail will expand north to Everett, south to Federal Way and Tacoma, east to downtown Redmond, and west to Ballard and West Seattle. A new Link line will be constructed from south Kirkland to central Issaquah. ST3 will invest in Bus Rapid Transit (BRT) in two corridors: connecting Lynnwood to Burien via I-405 and SR 518 to serve Eastside cities as well as Tukwila and Burien; and on SR 522 between Bothell and Shoreline with service extending to Woodinville, and connecting to Link light rail via Northeast 145th Street. Sounder commuter rail will expand with an extension to serve Joint Base Lewis-McCord and DuPont. When complete, the system will connect 16 cities with light rail, 30 cities with Bus Rapid Transit/ST Express bus, and 12 cities with commuter rail across Pierce, King, and Snohomish counties.

### Sound Transit District

The Sound Transit District boundary lines generally follow the urban growth boundaries created by each county in accordance with the state Growth Management Act (see map). The Sound Transit District is divided into five geographic subareas for planning and budgeting purposes. The system components in the Sound Move, ST2, and ST3 Plans address unique needs in each of these subareas. Local tax revenues and related debt for projects and services are utilized to benefit the subareas generally in proportion to the level of revenues each subarea generates.

SOUND TRANSIT DISTRICT



## **Governance**

Sound Transit is governed by an eighteen-member Board consisting of the Secretary of Transportation for the state of Washington and seventeen locally elected city and county officials who are appointed by the legislative authority of each of the member counties, based on nominations from the respective county executives. Each county has one representative per 164 thousand residents within the Sound Transit district. One county appointee must be an elected official from the county's largest city, and at least half the county appointees shall also be members of the legislative authority of a local transit system. Currently, there are ten representatives from King County, four from Pierce County, and three from Snohomish County.

Major actions of the Board require a two-thirds majority. These actions are defined by state law to include at least the following: system plan adoption and amendment; system phasing decisions, authorization of annexations; modification of Board composition; and employment of the Chief Executive Officer.

## **Relationship to Local Transit Systems**

Sound Transit is an independent regional transit authority. Four other transit agencies operate public transit services within the Sound Transit district: King County Metro, Pierce Transit, Community Transit, and Everett Transit. Sound Transit's Regional Express Bus services are operated by King County Metro, Pierce Transit and Community Transit under joint operating agreements. In addition, Sound Transit has contracted with King County Metro to operate the current Link light rail system. The Sounder commuter rail service is operated through a contract with Burlington Northern Santa Fe (BNSF). Sounder commuter rail cars and locomotives are maintained under a contract with Amtrak.

## **Financial Structure**

Sound Transit financial statements are maintained in accordance with methods prescribed by the Washington State Auditor under authority of RCW Chapter 43.90. Sound Transit uses Budgeting, Accounting, and Reporting Systems for proprietary-type districts in the state of Washington as well as Generally Accepted Accounting Principles established by the Government Accounting Standards Board. Propriety funds are accounted for using the accrual basis of accounting. Therefore, revenues are recognized when earned, and expenses are recognized when incurred. Fixed assets are capitalized when purchased, and long-term liabilities are accounted for as incurred. Funds are accounted for on a cost of service or capital gains measurement focus. This means all assets and all liabilities (whether current or non-current) associated with Sound Transit's activities are included on its balance sheets. Note, however, that the Long Range Financial Plan (LRFP) is maintained on a cash basis in accordance with federal guidelines.

## **Voter-Approved Taxes**

A sales and use tax of 0.4 percent and an MVET of 0.3 percent were approved by voters in the November 1996 ballot for the Sound Move Ten-Year Regional Transit Plan, adopted by the Sound Transit Board in May 1996. Subsequent to this ballot, the Board also authorized a rental car tax of 0.8 percent. In November 2008, voters approved increasing the sales tax rate to 0.9 percent to provide funding for the ST2 Plan.

Voters approved new taxes to fund ST3 in November 2016, including an additional 0.5 percent sales and use tax (bringing the total rate to 1.4 percent), an additional 0.8 percent motor vehicle excise tax (bringing the total rate to 1.1 percent), and property tax of up to twenty-five cents per \$1,000 of assessed valuation.

## Financial Policies and Controls

Sound Transit's Long Range Financial Plan (LRFP) is based on several underlying policies adopted initially as part of Sound Move and subsequently amended by the Board of Directors in 2008 and 2016. These policies preserve the principle of subarea equity, whereby expenditures benefiting a given subarea are commensurate with revenues contributed by that subarea.

**Distributing Revenues Equitably:** Chief among Sound Transit financial policies and controls is a commitment to subarea equity. Subarea equity is defined as utilizing local tax revenues for transportation programs and services that benefit the residents and businesses of a subarea generally in proportion to the level of revenues contributed by that subarea. State law requires high-capacity transit system plans to include an equity element that identifies: (i) revenues anticipated to be generated by corridor and by county; (ii) the phasing of construction and operation of facilities and services in each corridor; and (iii) the degree to which the revenues generated within each county will benefit the residents of that county.

Subareas may fund projects outside their geographic boundary only when the project benefits the residents and businesses of the funding subarea

**Financial Management:** Sound Transit maintains policies governing debt, investment management, risk management, state-of-good repair, fares, and operating expenses to ensure effective utilization and deployment of voter-approved tax revenues. Key financial policies related to bonding and debt capacity are as follows:

- **Agency Debt Capacity:** Sound Transit's debt capacity is managed on a consolidated basis. The use of short-term debt to bridge the gap between the timing of expenditures and the receipt of revenues is allowed for.
- **Coverage Ratios:** For long-term planning purposes, the Sound Transit agency debt service coverage ratio policy is set at an average coverage ratio for net revenue over annual debt services costs, not to fall below 1.5 in any single year. However, as voter-approved plans are implemented, prudent changes to coverage ratios may be made by the Board as appropriate. Prior to bond issuance, the agency will establish the appropriate debt service coverage ratio to incorporate into its bond covenants.
- **Debt Financing Capacity:** Sound Transit's debt limit is pursuant to state law, like that for all municipalities in the state of Washington, based on the assessed valuation of real property located within the regional transit authority district. Sound Transit may issue total outstanding debt in an amount up to 1.5 percent of assessed valuation within its district without special voter authorization. Upon approval of 60 percent of the electorate, Sound Transit could issue bonds in amounts up to 5 percent of assessed valuation.
- **Debt to Equity Ratio:** Title 81.104.130 of the Revised Code of Washington states that agencies providing high capacity transportation service shall determine optimal *debt-to-equity* ratios. For Sound Transit, *debt* refers to total debt issued (bonds); and *equity* refers to the amount of capital expenditures made (taxpayer's equity). Under these definitions, the debt-to-equity ratio would be the cumulative amount of debt incurred (dollar amount of bonds issued) divided by the amount of capital investments (dollar amount expended on capital programs). In effect, it is the proportion of capital assets funded from bond issues.

**Public Accountability:** Sound Transit has engaged independent auditors and appointed a Citizen Oversight Panel to monitor performance in carrying out its public commitments. In addition, Federal Transit Administration (FTA) agents are assigned to oversee financial and project management functions and conduct process reviews of planning, design, and implementation of major capital projects to ensure compliance with all federal guidelines.

**Voter Approval Requirement:** The Sound Transit Board recognizes that the taxes approved by voters are intended to implement a regional transit system and to provide permanent funding for its future operations, maintenance, capital replacement, and debt service. Although the Board has the authority to fund ongoing costs through a continuation of the local taxes authorized by the voters, the Board pledges that, after the voter-approved plan is completed, subsequent capital expansion programs requiring continued local taxes at rates above those necessary to operate and maintain the system and retire related debt will require approval by a vote of the citizens within the Sound Transit District.

**Sales Tax Rollback:** Upon completion of all voter approved transit projects, the Sound Transit Board will initiate steps to roll back the rate of sales and use tax collected. First, an accelerated payoff schedule will be established for any outstanding bonds whose retirement will not otherwise impair or affect the ability to collect tax revenue. Once all debt is retired, Sound Transit will implement a tax rollback to a level necessary to pay for system operations and maintenance, fare integration, capital replacement and ongoing systemwide costs and reserves.

**Risk Analysis:** The LRFP is based on a number of assumptions and projections of key variables such as cost inflation, revenue growth, interest rates and availability of federal funds. Although adequate contingency factors have been included in all these key variables, the financial forecasts are still vulnerable to periods of economic recession, and/or “spikes” in the cost of labor or construction materials. Although the LRFP reflects adequate cash flow, cash reserves and debt coverage to meet all financial obligations, a severe or near term recession is not currently reflected in the LRFP and would most likely require further downsizing of or delay in the roll out of the ST2 and ST3 programs.

## **Financial Oversight**

**Annual Financial Statement and Independent Auditor’s Report:** At the close of the fiscal year on December 31, an independent auditor’s report is prepared including balance sheet, statements of revenues and expenses, findings (notes to the financial statements) and formal opinion. This report is presented to the Board of Directors.

**Annual Single Audit Report:** As a recipient of federal funding, Sound Transit is required to engage an independent auditor to review compliance with U.S. Office of Management and Budget Circular 2 CFR Part 200. This directive specifies accounting procedures and internal controls to insure that federal funds are managed in compliance with federal laws and regulations. This report is presented to the Board of Directors.

**FTA Triennial Review:** At a minimum of three-year intervals, the FTA conducts a review to ascertain Sound Transit compliance with several functional requirements of agencies receiving federal funds. These include activities such as procurement, fare policy, drug free workplace, financial control and disadvantaged business enterprise.

**Project Management Oversight Consultant:** For major construction projects under a Full Funding Grant Agreement (FFGA) and/or Transportation Infrastructure Financing and Innovation Act (TIFIA) Loan, FTA contracts with an independent firm to monitor engineering design, cost estimates, and construction/procurement practices. Sound Transit has currently executed the University Link FFGA and three TIFIA Loans (East Link, Northgate, and Operations and Maintenance Facility East). Lynnwood Link and Federal Way Link Extensions are assumed to have both TIFIA and FFGA funding and have a PMO consultant.

**Financial Management Oversight (FMO):** This is provided by a financial expert under contract to FTA. This specialist reviews financial plans to verify that all assumptions and calculations are reasonable and in accordance with FTA Guidance for Transit Financial Plans. The FMO consultant also requires that Sound Transit conduct “stress tests” to validate that the agency has sufficient capacity to meet all financial obligations even in the event that costs are higher or revenues are lower than assumed in the LRFP.

**Citizen Oversight Panel:** This is a volunteer body appointed by the Sound Transit Board to oversee and monitor implementation of Sound Move, ST2, and ST3. The panel monitors performance of Sound Transit and reports to the Board two or more times per year on findings and recommendations for improvements to ensure the success of agency plans and investments.

**Annual Report on Subarea Equity:** One of the key commitments of the Sound Move, ST2, and ST3 Plans is to assure that Sound Transit delivers a fair share of investments to each of the five geographic subareas commensurate with their contributions of tax-based revenues to the agency. To ensure that this concept is maintained, Sound Transit engages an independent auditor to review the subarea reports for compliance with agreed-upon procedures for allocation of resources among the subareas. The findings of this report are presented to the Citizen Oversight Panel and the Sound Transit Board of Directors.

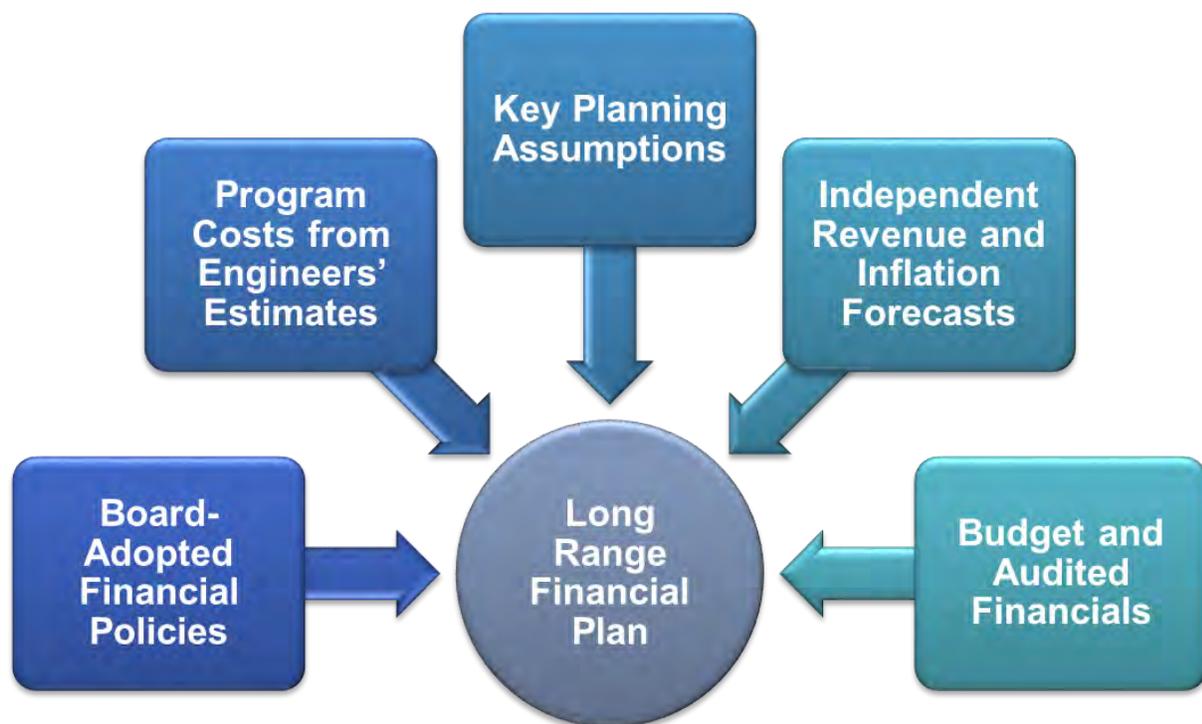
# Long-Range Financial Plan

Sound Transit's Long-Range Financial Plan (LRFP) reflects the agency's mission to implement affordable high-capacity transit programs approved by voters in 1996 (Sound Move), 2008 (ST2), and 2016 (ST3). The LRFP assumes completion of all affordable capital projects by 2041 and provides sufficient funding to ensure continued operation and maintenance of the transit system thereafter.

The LRFP is produced in accordance with the Federal Transit Administration's (FTA) "Guidance for Transit Financial Plans" and is maintained on a cash basis. It states and projects all agency sources and uses of funds for the period 1997-2060 with special focus on 2017-2041 which is the ST3 start to completion time period, including the agency's operating statements, sources and uses statements, debt amortization, and capital replacement funding schedules for the period 1997-2060. It incorporates the agency's most current proposed or Board-adopted operating budget and long-term capital and operating plans for Regional Express, Sounder commuter rail, Link light rail, and Bus Rapid Transit as included in the Sound Move, ST2, and ST3 voter-approved programs.

At the heart of the LRFP is the LRFP Model. This model incorporates all financial policies, assumptions, revenue forecasts, and program cost estimates needed to calculate cash flow, debt financing, and key performance indicators (e.g., cash balances and debt service coverage ratios) over the long-range planning horizon. The diagram below illustrates the concept of this model.

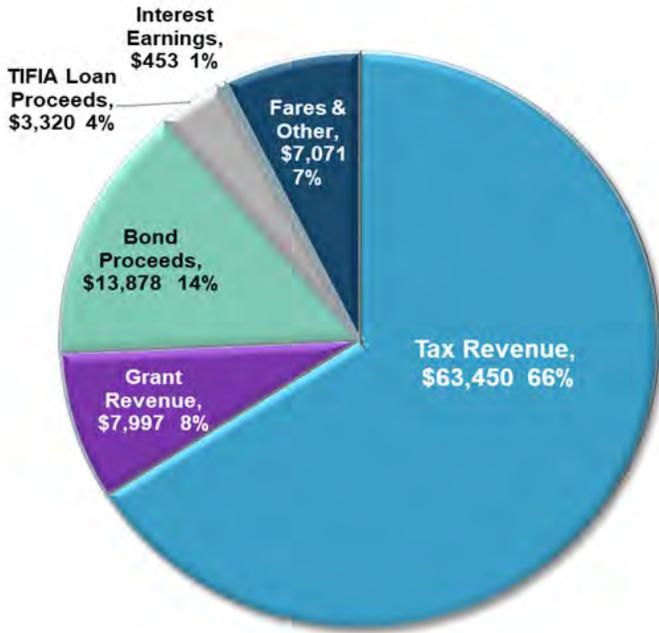
## KEY ELEMENTS OF THE LONG-RANGE FINANCIAL PLAN



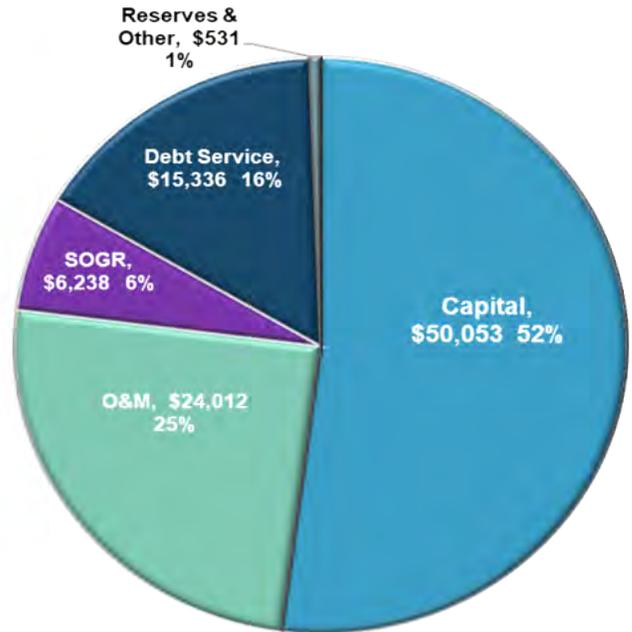
# Sources and Uses

Agency sources and uses (2017-2041) are shown below.

SOURCES OF FUNDS \$96.2B  
(YOE\$ in millions)



USES OF FUNDS \$96.2B  
(YOE\$ in millions)



## Revenues Sources

Revenue sources for 2017–2041 of \$96.2 billion include tax revenue, grant revenue, fare revenue, interest earnings, and Other revenue, such as advertising and parking revenues. Bond and Transportation Infrastructure Financing and Innovation Act (TIFIA) loan proceeds are used to bridge the gap between available revenues and expenditures.

### Tax Revenue

Forecasting tax revenues for the Sound Transit district presents unique challenges, as the agency's jurisdictional boundary does not correspond to any other economic reporting entity. The district includes incorporated and unincorporated areas in three counties: King, Pierce, and Snohomish.

Sound Transit receives forecasts of sales and motor vehicle excise tax revenue bases at the county level from an independent consultant. The Retail Sales & Use Tax (sales tax) and Motor Vehicle Excise Tax (MVET) tax base forecasts are grounded on economic and population projections from the Puget Sound Economic Forecasting Model, a regional econometric model of King, Pierce, Snohomish, and Kitsap counties. The variables used to predict taxable retail sales include Puget Sound personal income, housing permits, and the unemployment rate, among other variables. The motor vehicle excise tax base is forecast based on predictions of motor vehicles by type, driving-age population and the unemployment rate, as well as the expected average value of motor vehicles. Countywide tax base forecasts are then allocated to each of the five Sound Transit subareas based on actual historical data from the State Department of Revenue and the State Department of Licensing.

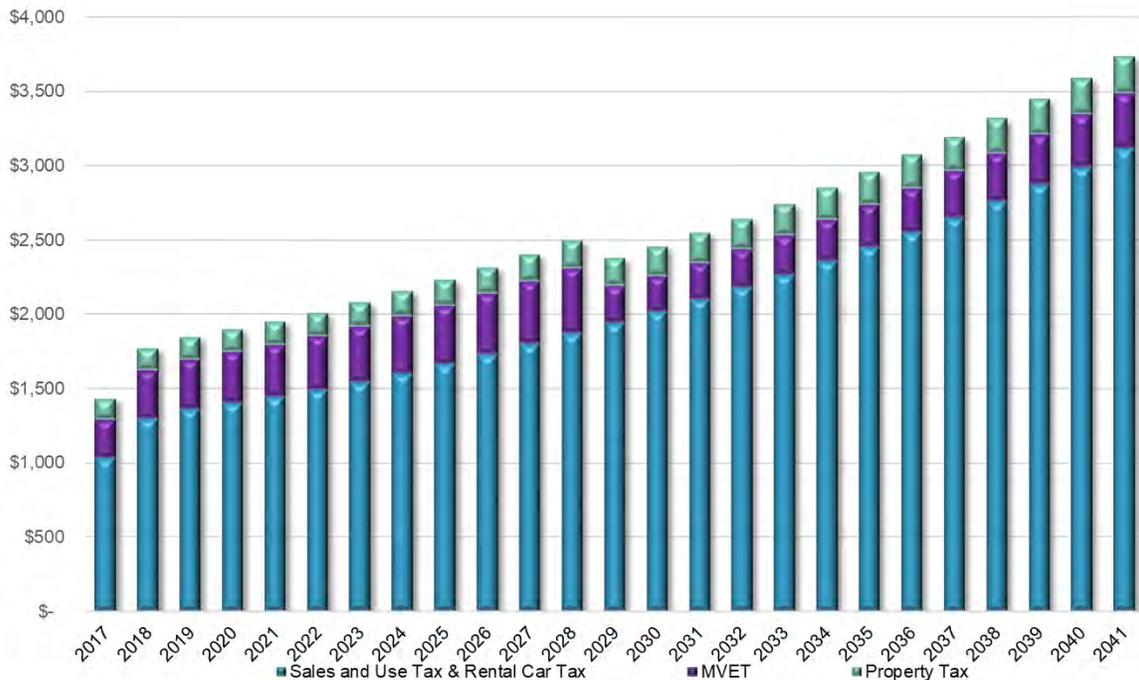
The property tax revenue base forecast, provided by an independent consulting firm, projects the growth of assessed value for both existing property and new construction within the Sound Transit district. The forecast relies upon a statistical forecasting model, based upon a regression analysis, which includes inputs of historical assessed value, regional and US employment, GDP, and inflation.

#### Assumptions:

- Sales Tax Rate: 0.4 percent 1997 – 2009; 0.9 percent 2009 – 2017; 1.4 percent 2017 – 2041 (subject to potential sales tax rollback after 2041).
- Sales Tax Base Average Annual Growth: 4.0 percent 2017 – 2041.
- MVET Tax Rate: 0.3 percent 1997 – 2028 (tax ends in 2029).
- MVET Tax Rate 0.8 percent 2017 – 2041 (updated depreciation schedule 2029 – 2041).
- MVET Tax Base Average Annual Growth: 3.4 percent 2017 – 2041.
- Rental Car Tax Rate: 0.8 percent.
- Rental Car Tax Base Average Annual Growth Rate: 0.3 percent 2017 – 2041.
- ST3 Property Tax Rate: Up to \$0.25 per \$1,000 of assessed value.

Total tax revenue of \$63.5 billion (2017 – 2041) comprises two-thirds of all revenue sources.

TAX REVENUE, (2017-2041, YOES\$ in millions)



### Grant Revenue

Federal funding is generally secured through conventional Federal Transit Administration (FTA), Federal Highway Administration (FHWA), and Federal Railroad Administration programs currently authorized under the Fixing America’s Surface Transportation (FAST) Act and future authorizations. Funding will be secured through both congressional appropriations and regional/national grant competitions. Funding awards are still provisional, subject to annual Congressional budget appropriations.

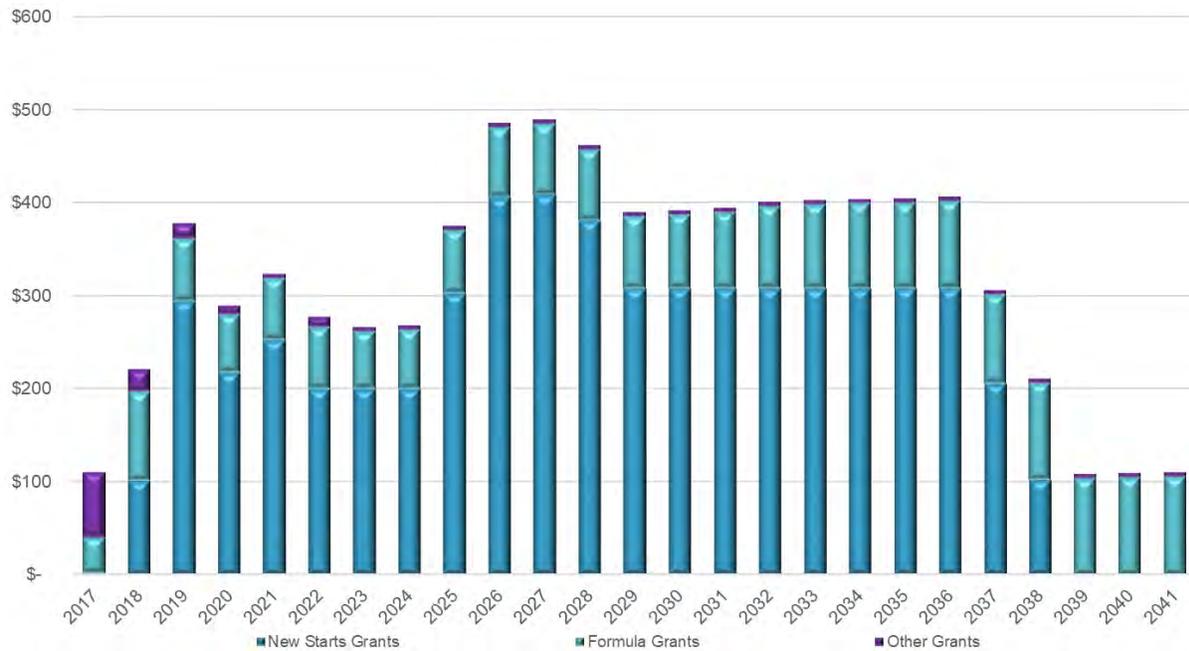
To prepare for anticipated Full Funding Grant Agreements FFGA (Section 5309 New Starts funds) for Lynnwood Link and Federal Way Link, Sound Transit has reserved 100 percent of the non-Section 5309 New Starts capital funds in the LRFP specifically for those projects.

*Assumptions:*

- Sound Transit to receive \$8.0 billion in grant revenues 2017 – 2041.
- Hilltop Tacoma Link Extension will receive \$75 million Small Starts Grant Agreement.
- Lynnwood Link Extension assumed to receive FFGA of \$1.2 billion.
- Federal Way Link Extension assumed to receive FFGA of \$790 million.
- Future ST3 FFGAs assumed to receive \$3.7 billion in FFGAs.
- \$2.0 billion in Formula Funds assumed to be earned from 2017 – 2041.

Total grant revenue of \$8.0 billion by grant type is shown on the following graph.

GRANT REVENUE, (2017-2041, YOES\$ in millions)



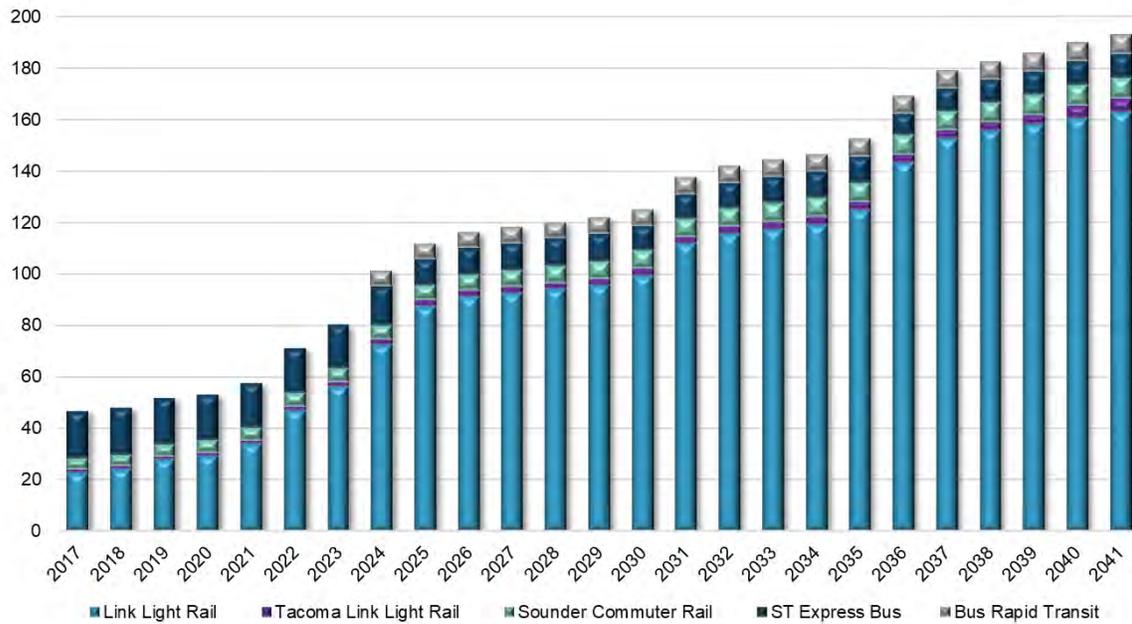
### Ridership and Fare Revenue

Fare revenues are a product of transit ridership and fare prices. Ridership, in turn, is a result of transit service provided, as well as a number of other factors. In the near term, ridership can be estimated based on past trends and the amount of transit service to be provided (e.g., routes, service frequency, parking capacity at park-and-ride facilities, etc.).

### Ridership

For long-range ridership forecasts, including light rail, the Sound Transit travel demand forecasting model is used. In this model, transit ridership forecasts are based on observed origins and destinations of transit riders, observed transit line volumes, and a realistic simulation of observed transit service characteristics. The model is executed in three stages. In Stage 1, regional changes in demographics (households and employment) are taken into account. In Stage 2, changes in transit and highway travel times, which reflect congestion levels, and cost factors such as parking costs, transit fares, and household income are taken into consideration. In Stage 3, incremental changes to the transit network, such as addition of light rail services offered are incorporated and a forecast of zone to zone transit trips, is prepared for the region. Each light rail alternative ridership forecast is paired with a comparable baseline ridership forecast so the effects of incremental changes in the transit network can be clearly measured.

RIDERSHIP BY MODE, (2017-2041 in millions)



**Fare Revenue**

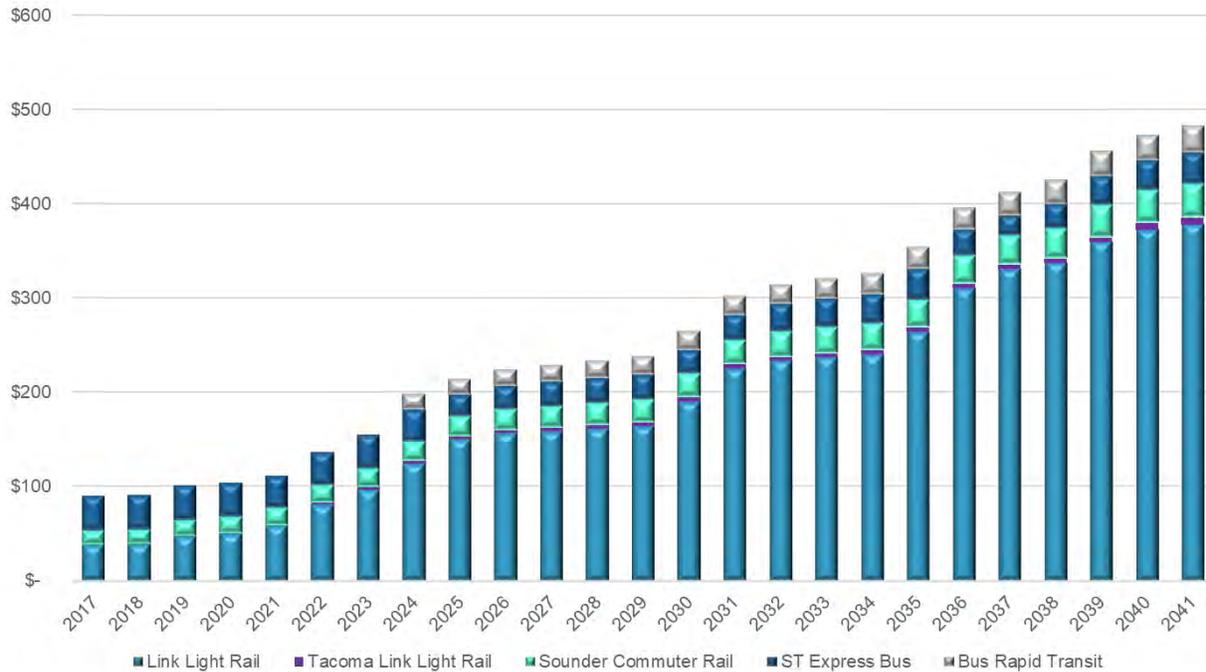
The LRFP assumes the agency continues to collect fare revenues from Sound Transit operations for ST Express bus, Link light rail, and Sounder commuter rail. Fare collection for Tacoma Link is assumed to begin when the Tacoma Link Expansion opens in 2022, and BRT will collect fares when the two BRT projects open in 2024. Fare revenue forecasts are based on ridership forecasts and assumptions regarding fare levels and price elasticity.

Assumptions:

- Fares will be structured with a base fare plus an increment based on the distance (zone) traveled, similar to the fare structure approved by the Board of Directors for Sounder and Link light rail.
- ST Express bus fares will be comparable to bus fares of other transit agencies serving the three counties, including zone fares.
- There will be no charge for bus-rail transfers.
- There will be discounts offered to seniors and youth.
- Monthly passes and employer passes will be sold at a discount.
- Average fare prices increase in accordance with board-approved farebox recovery ratios.

Allocation of regional fare revenue to Sound Transit from collections through the ORCA card system are based on an inter-local agreement reached between Sound Transit, Community Transit, Everett Transit, King County Metro, Pierce Transit, Everett Transit, Kitsap Transit, and Washington State Ferries.

FARE REVENUE, (2017-2041, YOES\$ in millions)



**Interest Earnings**

In accordance with Sound Transit financial policies, all interest earnings are credited, at the agency level, to offset expenditures for systemwide programs.

Assumption:

Sound Transit will earn a 2.0 percent rate of return on General Fund cash balances and reserve fund balances throughout the planning horizon of 2041.

**Other Revenue**

Other revenue include advertising, real estate sales proceeds, rental income, and state & local contributions. State and local contributions includes funds that are either granted directly to Sound Transit or are provided as a credit against taxes or fees that would otherwise be levied on construction activities by other units of government. The agency has commitments from other jurisdictions for providing funds for ST Express bus, Link light rail, and Sounder commuter rail projects. Such revenues are not included in the LRFP until agreements with other jurisdictions are signed.

## Expenditures

Expenditures in the LRFP include operations & maintenance, capital, state of good repair (SOGR), contribution to reserves, and financing.

### Inflation Forecasting

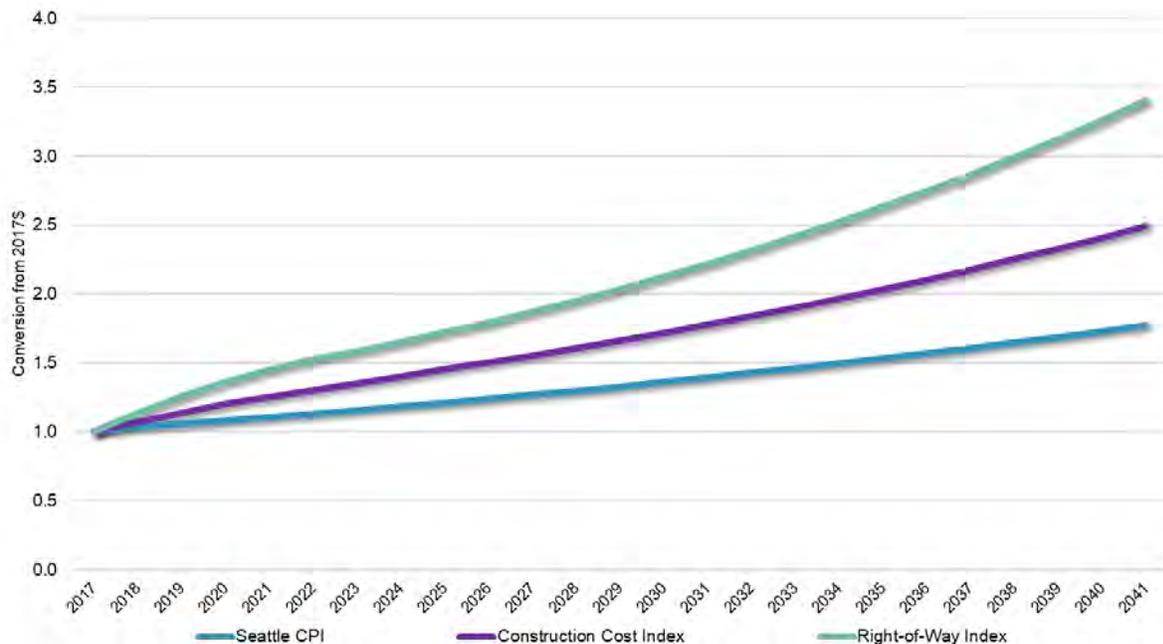
Sound Transit uses three inflation indices in the LRFP to inflate costs over time: (i) Consumer Price Index (CPI-U Seattle) is applied to Operations and Maintenance expenses, and “soft” capital costs, excluding construction & land acquisitions, and is produced by an independent consultant; (ii) Construction Cost Index (CCI) is applied to construction-related elements of the capital program (including state of good repair), and a Seattle-area forecast of the CCI index is prepared for Sound Transit by an independent consultant; (ii) Right-Of-Way Index (ROWI) forecast is applied to property acquisition costs.

Cost Category	Inflation Index		
	CPI	CCI	ROWI
Capital Expenditures	x	x	x
Operations & Maintenance	x		
State of Good Repair	x	x	

#### Assumptions:

- CPI Average Annual Cost Inflation: 2.3 percent 2017 – 2041.
- CCI Average Annual Cost Inflation: 3.7 percent 2017 – 2041.
- ROWI Average Annual Cost Inflation: 5.0 percent 2017 – 2041.

#### SOUND TRANSIT INFLATION INDICES



## Operations & Maintenance

Sound Transit services currently consist of four transit mode elements; Link light rail, Sounder commuter rail, ST Express bus, and Tacoma Link light rail. The voter-approved ST3 plan includes a fifth mode: Bus Rapid Transit. These elements have been consolidated under the Operations Department. Each year, Sound Transit's Service Planning Division prepares a Service Implementation Plan (SIP) to guide the delivery of these modes.

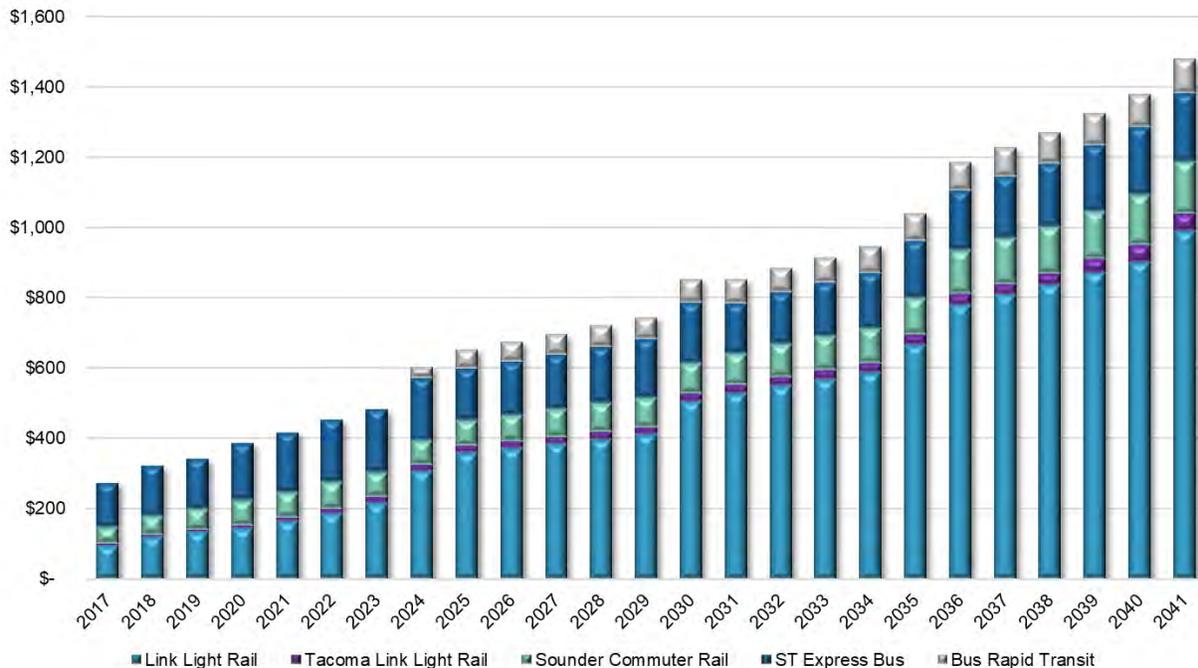
The total operations and maintenance (O&M) cost is comprised of a forecast for each mode and systemwide operating costs.

### Transit Modes

Operations and maintenance (O&M) costs are projected by each transit mode (Link light rail, Sounder commuter rail, ST Express bus, Tacoma Link light rail, and Bus Rapid Transit) as part of the annual budget process taking into account all scheduled service expansions, as described above in each mode's capital plan.

The O&M cost forecasts for each mode are based on a cost build-up model for each function (such as vehicle operations, vehicle maintenance, and facilities maintenance). The modal forecasts also include the cost of Sound Transit staff and other overhead allocated to transit modes. Each cost category is forecasted using different metrics (such as platform hours, number of vehicles, number of stations, etc). The cost per metric is based on historical data, current year budget data, and other information if available. Non-labor operating costs are inflated using the Consumer Price Index (CPI-U Seattle). Labor costs are inflated using CPI-U Seattle increased by ten basis points. Some purchased transportation costs are inflated at a higher rate based on historical experience or known contract increases.

OPERATIONS AND MAINTENANCE COSTS BY MODE, (YOES\$ in millions)



- **Systemwide O&M Costs**

Other operating costs not related to transit modes are included in the LRFP, including the following:

- **Overhead costs related to Sound Transit’s capital program.** These are costs from capital project staff that are not directly charged to the capital project. They include items such as sick and vacation time that are not considered a direct project capital cost.
- **Revenue collection fees:** The state of Washington charges Sound Transit revenue collection fees on sales and use tax, rental car tax, and motor vehicle excise tax. The forecast of these fees is included in the systemwide category.
- **Emergency Loss Fund:** This fund includes reserves for uninsured capital and operating losses or emergency uses as authorized by the Board.
- **Sales and Use Tax Offset Fee:** Sound Transit must pay Washington Department of Revenue 3.25% on construction contracts for ST3 projects, until a total of \$518 million is paid. This fee was required by RCW 81.112 as a condition of ST3 plan approval.

### **Capital**

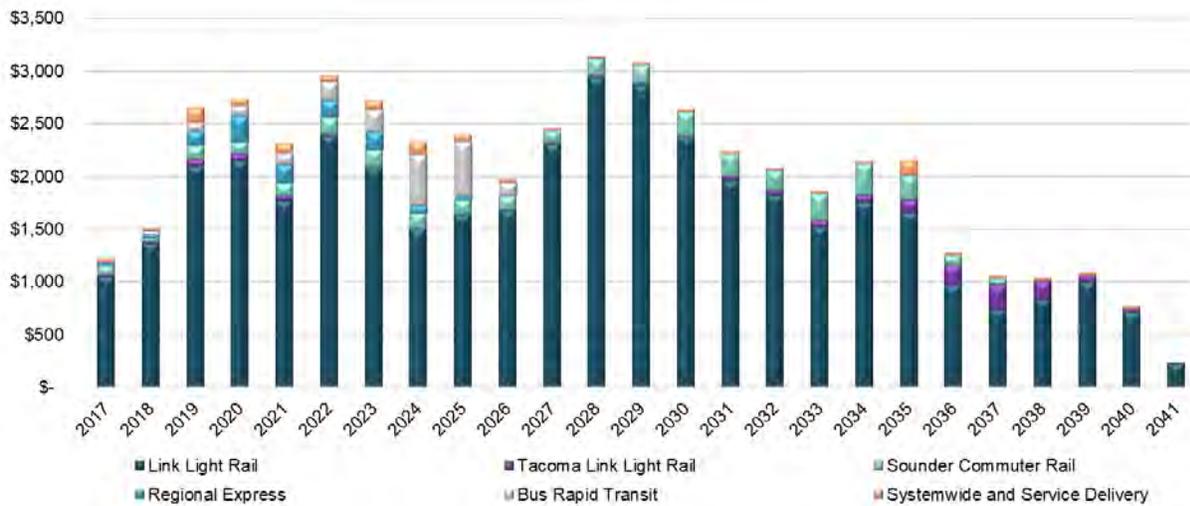
The LRFP capital spending plan consists of seven categories. These include Sound Transit’s five transit modes, Link light rail, Tacoma Link light Rail, Sounder commuter rail, Regional Express, and Bus Rapid Transit. There are two other categories of capital projects: “systemwide” which includes projects that benefit the agency, such as the Transit Oriented Development Planning Program, and service delivery which includes projects that support the delivery and operations of service, such as Signage Improvements.

- **Methodology**

The capital plan in the LRFP includes capital expenditures adopted in the Sound Move, ST2, and ST3 voter-approved programs. Capital expenditures include board-approved funding for projects detailed in the Transit Improvement Plan, as well as projected future expenditures. Projected future expenditures refer to spending on projects that do not have baseline budget established by the board at this point. All system-expansion projects have a voter-approved cost in constant dollars (2007\$ for ST2 and 2014\$ for ST3). For system expansion projects that do not have a baseline budget, future expenditures are forecasted by inflating the voter-approved cost using Sound Transit inflation indices and an internal cash flow. This is an estimate of the capital cost for each project until the Board establishes the baseline budget.

As shown the graph below, light rail expenditures make up the vast majority of the capital spending plan from 2017 to 2041. The high points in 2022 and 2028 represent the highest points of capital spending for the ST2 and ST3 programs respectively.

CAPITAL EXPENDITURES BY MODE (YOES\$ in millions)



▪ **Systemwide Activities**

Sound Transit’s capital and operating programs include funding for projects that are regional in scope, including but not limited to: high-capacity transit studies; innovation and technology fund; Phase 4 planning; transit-oriented development studies; efficiency and sustainability fund; research and technology; fare integration and administration; and agency administration capital and operating projects.

**State of Good Repair**

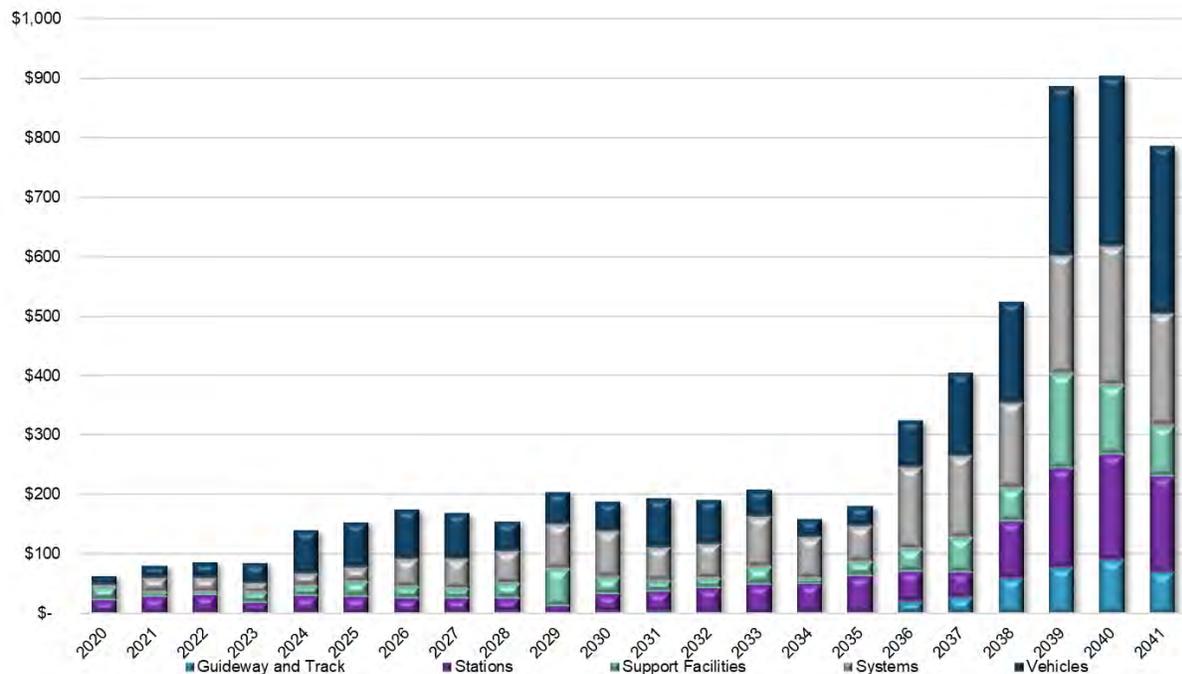
The LRFP provides for the repair and replacement of key operating assets through budgeting for the cost of replacing and refurbishing these assets in long range financial models and maintaining a \$300 million fund that can only be used for asset management. Annual costs of future asset replacement and mid-life maintenance activity is calculated for each class of asset based on original cost, in-service date, estimated asset life, and other financial factors.

The annual payment calculation assumes that 100 percent of replacement costs will be funded by Sound Transit revenues. The interest earnings rate on the \$300 million capital reserve fund is currently assumed at 2 percent annually.

The replacement date for assets follows generally-accepted principles for the useful life of transit facilities and equipment. For buses the industry standard is a twelve year replacement cycle, for Sounder and Light Rail vehicles, the cycles are from “Methodology for Projecting Rail Transit Rehabilitation and Replacement Capital Financing Needs,” by Robert L. Peskin, published in the Transportation Research Record 1165.

State of Good Repair prior to 2020 is included in the capital section of the LRFP model.

## STATE OF GOOD REPAIR BY ASSET CATEGORY, (YOES\$ in millions)



### Contribution to Reserves

The agency maintains reserves to meet agency-wide revenue shortfalls or cost increases, including an operations & maintenance reserve fund, bond reserve fund, emergency loss fund, and capital replacement reserve fund.

#### Assumptions:

- O&M Reserves equal to two months of O&M costs.
- Principal Set-Aside for Bond Reserves: 7.15 percent.
- Cash is managed so that a minimum \$5 million operating balance is maintained in the General Fund at all times.

## Financing

### Financial Policy

The agency uses short-term debt to bridge the gap between the timing of expenditures and the receipt of revenues. The current LRFP forecasts \$13.9 billion in bonds will be issued from 2017-2041. Additionally, the plan forecasts \$3.3 billion in federal loans under the Transportation Infrastructure Finance and Innovation Act (TIFIA), of which \$2.0 billion have been executed and the remaining \$1.3 billion of loans are expected to be executed under the Master Credit Agreement (MCA).

#### Assumptions:

- All-in Issuance Costs: 1.25 percent of par value.
- Bond Interest Rate: 4.0 percent 2018-2020 and 5.3 percent 2021 – 2060.
- Bond Term: 30 years.
- Interest Only Payment Period on Bonds: First five years.
- Bonds may have a non-level principal amortization structure.

## Performance and Ratings

The performance of the agency's financing to date and in the future is evaluated by the agency's credit rating and adherence to debt service coverage ratios and other financial policies. The agency's current bond ratings are as follows: Moody's, Aaa and Aa1 for Senior and Parity bonds, respectively; and Standard & Poor's, AAA for all bonds. The executed TIFIA loans and the MCA have been rated AA+ by Fitch and A+ by Standard & Poor's.

- The agency debt-to-equity ratio reaches a maximum of 33 percent in 2035 and then declines thereafter.
- The agency net coverage ratio reaches a minimum of 2.3 in 2039 and rises thereafter. Adherence to other minimum debt service coverage ratios are detailed in the table below.

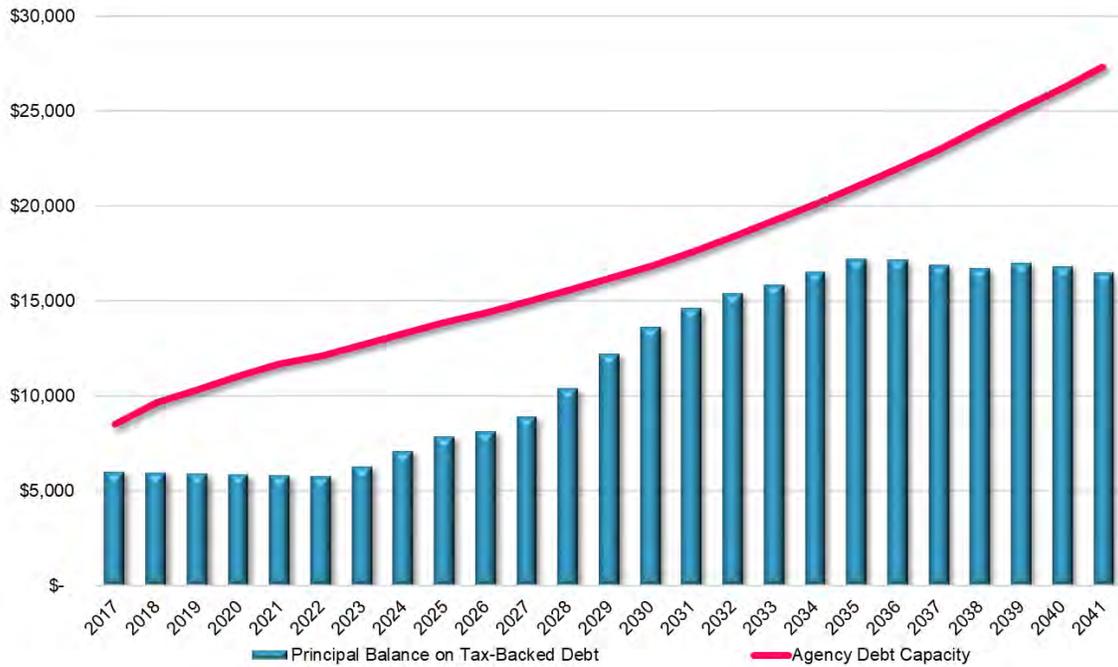
Debt Coverage Ratio	Policy Minimum		Year of Minimum
	DSCR Requirement	Minimum DSCR Forecasted	
Net Debt Service Coverage Ratio	1.50x	2.31x	2039
Senior/Prior ABT	2.00x	7.23x	2018
2nd Junior/TIFIA ABT	1.10x	2.39x	2017
Subordinate/Parity ABT	1.50x	2.13x	2032

## Capacity

As described earlier, according to Washington state law, the amount of debt issued by Sound Transit cannot exceed 1.5 percent of the assessed valuation of real property located within the regional transit authority district. An important metric of the agency's financial health is the remaining amount of debt that can be issued, or debt capacity.

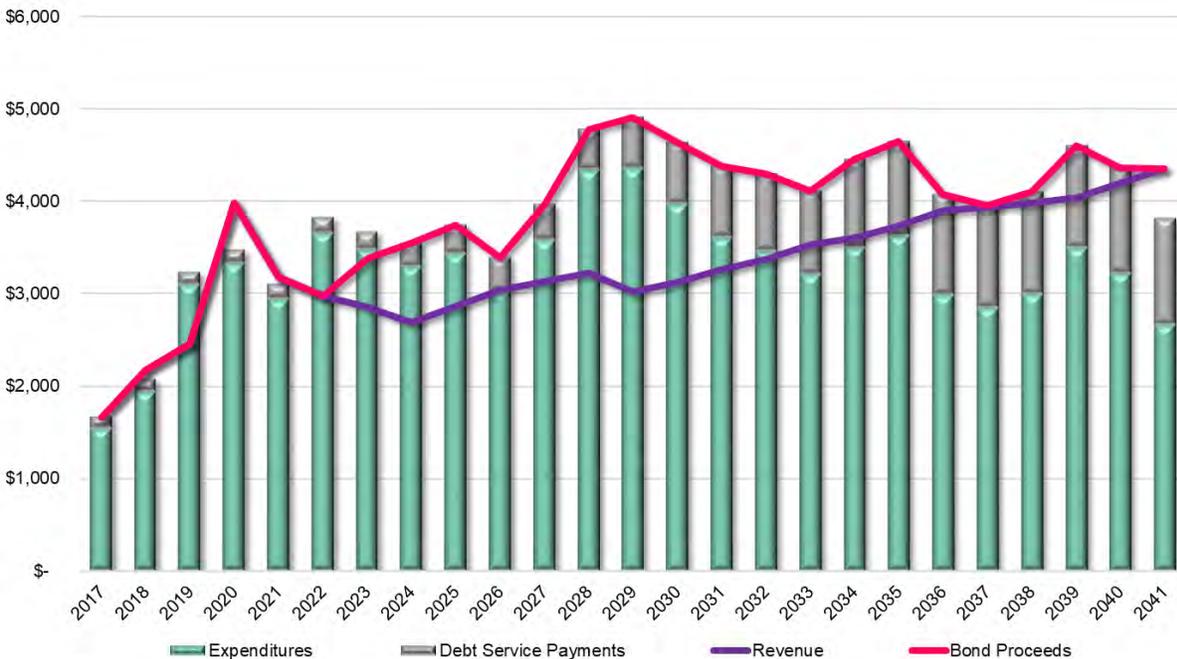
- The agency reaches a minimum debt capacity of \$2.9 billion in 2032 and rises thereafter.
- The agency reaches a maximum principal debt balance of \$17.2 billion in 2035 and declines thereafter.
- The agency will utilize a maximum of 84 percent of its total debt capacity in 2032.

DEBT CAPACITY (2017-2041, YOES\$ in millions)



The following chart summarizes the agency’s financing needs, which is based on the gap between revenues and expenditures, through 2041. Total projected revenue is insufficient to fund total expenditures and debt service for the period of 2022 to 2040 during which the majority of agency debt will be issued. Bond proceeds represent 13.5 percent of total revenue during the period of 2017 to 2041 and are the second largest contributor behind tax revenue which comprises 66.7 percent of total revenue throughout the same period.

SUMMARY OF REVENUES, EXPENDITURES, AND BORROWING (2017-2041 YOES\$ in millions)



## Cash Flow Analysis

The LRFP reflects all assumptions and contingencies as detailed throughout this presentation and at present meets all criteria stated in the Financial Policies and Controls section.

### Financial Risks

Stress tests are regularly conducted on the LRFP in order to assess the extent to which the agency's plans are susceptible to not being fully met due to external risk factors. Completion of a series of these tests has confirmed that, at the agency level, Sound Transit has sufficient financial flexibility to withstand significant adverse financial shocks. However, on a stand-alone basis, individual subareas are more susceptible to negative financial developments than the agency as a whole.

### Key Risk Areas

**Federal Funding:** Sound Transit has received \$500 million under a Full Funding Grant Agreement (FFGA) with the Federal Transit Administration (FTA) for the Initial Segment project. In January 2009, FTA approved a FFGA for \$813 million for the University Link extension project of which \$681 million will be drawn down due to effective project cost management. The LRFP assumes \$1,173 million of FTA New Starts funding for Lynnwood Link Extension, \$790 million for Federal Way Link Extension, and \$3,700 million for future FFGA projects.

**Local Tax Revenue Growth:** Sound Transit primarily relies on independent forecaster for its local tax bases. The tax revenue forecast projects continued improvement through 2019 then stabilizes thereafter. The forecast included in the LRFP does not predict economic cycles. However, long-term economic forecasts are inherently uncertain and actual economic growth in the region could be lower than the current forecast, especially if the region experiences a period of stagflation (high inflation with stagnant economic growth). If revenue growth were to fall below the current forecast, the agency's revenue collections as well as its long-term bonding capacity would be reduced. A significant reduction in local tax revenues would have a negative impact on the agency's financial condition.

**Interest Rates:** The LRFP assumes that the agency can borrow at 5.3 percent interest on its long-term bonds. If borrowing rates were to rise above this level for a prolonged period of time, the cost to borrow and service debt could increase to the point that the agency's capacity to borrow additional funds would be negatively impacted. Although current interest rates are relatively low, various factors may cause interest rates to rise in the mid-to-long term.

**Inflation:** The Puget Sound region has experienced relatively mild price increases for general goods and services. The CPI-U is currently very low and is projected to remain in the 2.0 percent to 2.9 percent range through 2041. However, the region has experienced the highest property appreciation of any major U.S. city in 2017, and construction prices also appear to be higher than prior periods. The LRFP incorporates long-term consumer price, construction cost, and real estate cost inflation forecasts provided by independent consultants or developed internally using data from external sources. The current forecast projects long term inflation will reflect historically moderate levels. If inflation were to rise significantly beyond this forecast, or if Sound Transit's construction schedules were to be delayed, the agency's capital and operating costs would also rise beyond the current forecast. Historically, retail sales and use tax, the agency's primary revenue source, has risen with general price levels partially mitigating this risk.

**Operations and Maintenance Costs:** The LRFP utilizes O&M cost build-up models to project costs for Sounder, Link Light Rail, Tacoma Link and ST Express bus services. These models calculate the annual cost associated with providing projected service levels based on the amount of inputs (e.g., staffing, equipment, and materials) needed to provide service at those projected levels. The parameters for these models are developed from experience of both Sound Transit and other transit agencies operating similar services. It is recognized that O&M costs are affected by many factors, including partnership operating agreements and changes in operating efficiency. The cost of fuel, utilities, spare parts, and supplies are subject to change depending on regional and even international market conditions. Adverse changes in these consumables may lead to higher O&M costs than projected in the LRFP, thus reducing financial capacity and flexibility.

### **Federal Funding Shortfalls**

The LRFP assumes full funding of federal grants with recognition of the potential risk that certain grants may not be fully funded. In the event of cost increases or funding shortfalls, there are several mitigation strategies that could be implemented.

**Apply savings from bonding:** The LRFP uses conservative assumptions regarding bonding and debt coverage, which are appropriate for long-range planning. However, as the agency implements the capital program, it may be possible to apply savings from debt service costs as the projects begin their construction phases.

**Changes to financial policies and financial planning assumptions:** The agency's financial policies and financial planning assumptions, such as debt service coverage and capital replacement, could be altered within prudent financial parameters in order to make additional resources available.

**Construction schedule extended:** Delaying the construction schedule of future projects could generate additional resources. In most years, tax revenues increase faster than cost inflation. Another benefit in extending the construction schedule is the postponement of operating costs and debt service costs.

**Control O&M costs:** If growth of O&M costs increase significantly above inflation, Sound Transit could find alternate providers for services, or reduce the level of service on routes/runs that have high costs and/or low ridership efficiencies.

### **Sensitivity Analysis / Stress Tests**

A series of sensitivity analyses or "stress tests" were conducted to assess the extent to which the agency's ability to fulfill its voter approved mission is at risk due to the impact of external factors on the LRFP.

The impact of several types of potential financial events were tested by examining the impact on the agency debt capacity limit (pursuant to state law) and the net debt service coverage ratio (DSCR). It is agency policy to maintain a minimum agency wide net debt service coverage ratio of 1.5 or greater in any year. Generally, the agency will run out of debt capacity prior to reaching the net debt service coverage ratio of 1.5.

As described earlier, Sound Transit's debt limit is pursuant to state law based on the assessed valuation of real property located within the regional transit authority district. There are two types of bond limits — one for non-voted debt, and the other for voted debt. Sound Transit may issue total outstanding debt in an amount up to 1.5 percent of assessed valuation within its district without special voter authorization. Upon the approval of 60 percent of the electorate, Sound Transit could issue bonds in amounts up to 5.0 percent of assessed valuation.

The stress tests conducted are as follows:

**Sales Tax Revenue:** How much could sales tax revenues decline before the agency debt capacity available reaches \$0 or the net DSCR drops to 1.5, whichever is first?

Sales tax revenues would need to decline approximately \$3.6 billion or 6 percent (2017 – 2041) versus the current LRFP before the available debt capacity reaches \$0.

**Bond Interest Rates:** How much could interest rates paid on all agency bonds issued after 2018 increase before the agency debt capacity limit reaches \$0 or the net DSCR drops to 1.5, whichever is first?

Interest rates would need to increase to 7.6 percent, up from 4% from 2018 to 2020 and 5.3 percent from 2021 to 2060 before the net debt service coverage ratio equals 1.5.

**Capital Cost Inflation:** How much additional capital spending could the agency absorb beyond current planning estimates before the agency debt capacity limit reaches \$0 or the net DSCR drops to 1.5, whichever is first?

The agency could sustain up to \$2.9 billion in additional project costs (spread evenly from 2019-2041) before the available debt capacity reaches \$0.

**Inflation:** How much would the Consumer Price, Construction Cost, and Right-of-Way Indices need to increase before the agency debt capacity limit reaches \$0 or the net DSCR drops to 1.5x, whichever is first?

In 2020, all three indices would need to increase 9.75% from 2019 (and then increase at the previously forecasted rate from 2029 to 2041) before the available debt capacity reaches \$0.

This page is intentionally blank.

# Budget Summary

## Business Planning and Performance Management

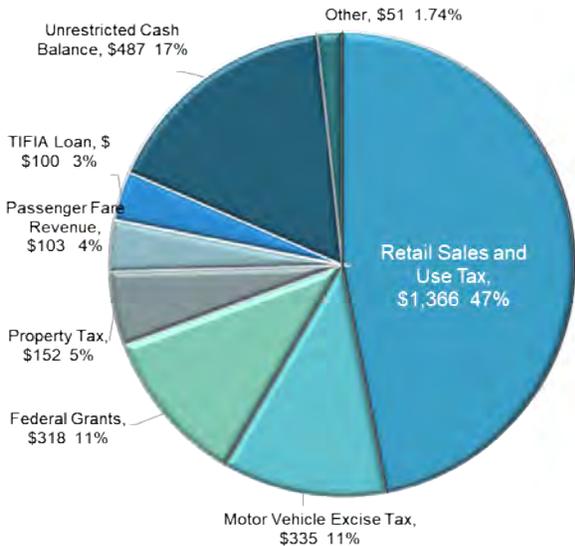
With guidance from the Board, Sound Transit’s executive leadership team establishes strategic priorities to implement the agency’s mission to connect more people to more places. The priorities emphasize the agency’s core values and focus on the agency’s commitment to serving the public, managing finances, cultivating staff, and improving processes.

Departments and project teams develop initiatives and performance measures that align with these priorities to plan, implement, monitor, and continually improve efforts throughout the agency. This business planning is a critical step to building a more strategic and efficient budget. Sound Transit’s executive team meets quarterly to review progress towards achieving the agency’s strategic priorities and initiatives.

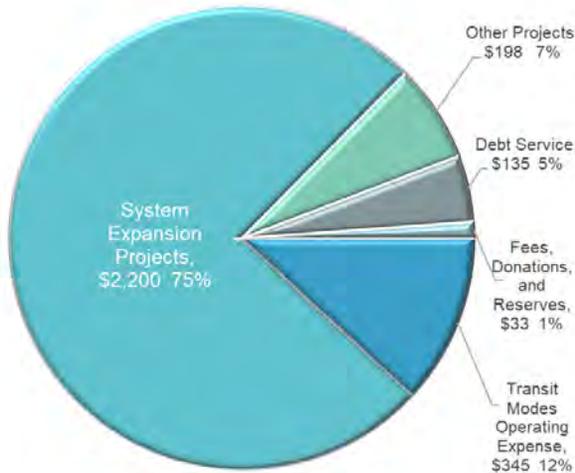
## Budgeting Methodology

Over the next 25 years or so, Sound Transit will continue to expand the region’s public transit system, as well as operate increasing levels of transit service. In order to do this, the agency relies on the ability to issues bonds and borrow money. Because bonding and borrowing is restricted by the ability to repay, the agency must manage spending today to ensure it has capacity to borrow in the future. To that end, the agency establishes budget targets by leveraging its long-range financial plan to look at a variety of scenarios involving strategic choices that the agency could take along with potential economic shifts. By selecting the most likely scenario, the agency determines what is affordable in the budget year, which will not jeopardize future financial stability. By reviewing historical spending and looking ahead to what is required to fulfill the agency’s mission, affordable targets are set. In addition to focusing on reasonable operations and maintenance budgets, the pace of spending for large projects was scrutinized as well as the priority of discretionary spending for enhancement projects. An emphasis has been placed on setting realistic, achievable, and affordable budgets for 2019.

2019 SOURCES OF FUNDS  
(in millions)



2019 USES OF FUNDS  
(in millions)



The proposed 2019 annual budget includes revenues of \$2.4 billion and outlays of \$2.9 billion. The agency’s unrestricted cash balance is projected to be \$1.5 billion by the end of 2018 and an estimated \$1.1 billion by the end of 2019. A portion of the unrestricted cash balance will be used to balance the budget.

\*Note: 2018 Budget includes Project Budget Amendments approved by the Board through August 31, 2018.

2019 BUDGET SUMMARY  
(in thousands)

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget
<b>Revenues and Financing Sources</b>				
Retail Sales and Use Tax	\$1,119,719	\$1,239,238	\$1,311,494	\$1,366,029
Motor Vehicle Excise Tax	280,382	312,253	327,101	335,353
Rental Car Tax	3,548	3,720	3,720	3,757
Property Tax	140,869	150,000	143,657	151,500
Federal Grants	89,339	172,239	216,717	318,373
Local & State Contributions	294,508	6,110	3,067	920
Passenger Fare Revenue	90,339	93,449	99,277	102,564
Investment Income	16,897	19,469	31,007	33,683
Miscellaneous Revenues	12,407	12,399	12,523	12,234
Bond & TIFIA Loan Proceeds	-	56,606	56,606	100,000
<b>Total Revenues and Financing Sources</b>	<b>\$2,048,008</b>	<b>\$2,065,483</b>	<b>\$2,205,169</b>	<b>\$2,424,414</b>
<b>Expenses &amp; Outlays</b>				
<b>Department Budgets</b>				
Communications & External Affairs	\$8,996	\$11,759	\$11,505	\$12,161
Design, Engineering & Construction Management	40,464	52,566	49,113	54,993
Executive	19,794	34,542	28,723	36,759
Finance	20,707	26,837	23,848	25,883
Information Technology Services	22,181	26,842	26,584	32,769
Legal	3,448	4,698	4,028	4,865
Operations	251,337	297,374	286,733	322,620
Planning, Environment & Project Development	8,251	13,137	12,019	14,346
	375,177	467,755	442,553	504,395
Charges to Projects <sup>1</sup>	(104,336)	(146,394)	(141,425)	(158,956)
<b>Subtotal Transit Mode Budgets</b>	<b>270,841</b>	<b>321,362</b>	<b>301,128</b>	<b>345,439</b>
<b>Project Budgets</b>				
System Expansion	1,144,441	1,678,754	1,465,365	2,199,564
Enhancement	7,404	56,699	16,416	36,980
State Of Good Repair	18,961	54,615	18,634	72,601
Administrative	60,496	78,143	77,340	88,902
<b>Subtotal Project Budgets</b>	<b>1,231,302</b>	<b>1,868,211</b>	<b>1,577,755</b>	<b>2,398,048</b>
<b>Debt Service</b>	<b>140,258</b>	<b>146,227</b>	<b>137,807</b>	<b>135,007</b>
<b>Tax Collection and Fees</b>	<b>6,143</b>	<b>6,147</b>	<b>6,051</b>	<b>10,064</b>
<b>Donations to Other Governments</b>	<b>5,000</b>	<b>5,000</b>	<b>9,200</b>	<b>7,000</b>
<b>Total Expenses &amp; Outlays</b>	<b>\$1,653,544</b>	<b>\$2,346,947</b>	<b>\$2,031,941</b>	<b>\$2,895,557</b>
<b>Projected Unrestricted Cash Balance as of 1/1/2019</b>				<b>\$1,546,833</b>
<b>Sources</b>				
<b>Total Revenues and Other Financing Sources</b>				<b>\$2,424,414</b>
<b>Uses</b>				
<b>Expenses and Outlays</b>				<b>(2,895,557)</b>
<b>Unrestricted Reserves</b>				<b>(15,747)</b>
<b>Projected Unrestricted Cash Balance as of 12/31/2019</b>				<b>\$1,059,942</b>

<sup>1</sup> Direct charges of salaries and benefits for employees that work on projects and allocations of administrative overhead to assets and administrative projects is included in the project budgets.

# Revenues & Financing Sources

Funding for Sound Transit's operations and capital programs comes from local retail sales and use tax, motor vehicle excise tax (MVET), rental car tax, property tax, federal and state grants, passenger fare revenues, investment income on cash balances, bond and Transportation Infrastructure Finance and Innovation Act (TIFIA) loan proceeds, and miscellaneous revenues. Our sales and use tax and MVET revenue forecasts are based on data and assumptions provided by an independent forecaster.

## REVENUES AND FINANCING SOURCES (in thousands)

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Budget \$ Change	Budget % Change
Retail Sales And Use Tax	\$1,119,719	\$1,239,238	\$1,311,494	\$1,366,029	\$126,791	10.2%
Motor Vehicle Excise Tax	280,382	312,253	327,101	335,353	23,100	7.4
Rental Car Tax	3,548	3,720	3,720	3,757	37	1.0
Property Tax	140,869	150,000	143,657	151,500	1,500	1.0
Federal Grants	89,339	172,239	216,717	318,373	146,134	84.8
Local & State Contributions	294,508	6,110	3,067	920	(5,190)	(84.9)
Passenger Fare Revenue	90,339	93,449	99,277	102,564	9,116	9.8
Investment Income	16,897	19,469	31,007	33,683	14,214	73.0
Miscellaneous Revenues	12,407	12,399	12,523	12,234	(165)	(1.3)
Bond & TIFIA Loan Proceeds	-	56,606	56,606	100,000	43,394	76.7
<b>Total Revenues and Financing Sources</b>	<b>\$2,048,008</b>	<b>\$2,065,483</b>	<b>\$2,205,169</b>	<b>\$2,424,414</b>	<b>\$358,930</b>	<b>17.4%</b>

We expect to collect \$2.4 billion in revenues in 2019, an increase of \$358.9 million or 17.4 percent over the 2018 budget, reflecting higher anticipated federal grant drawdowns, as well as \$100.0 million in Transportation Infrastructure Finance and Innovation Act (TIFIA) loan proceeds for East Link and Northgate Link Extensions, and Link Operations & Maintenance Facility East.

Retail sales and use taxes are the largest revenue source at \$1.4 billion, or 56.3 percent of the total. Passenger fare revenues are projected to be 9.8 percent higher than the 2018 budget driven by higher ridership. The proposed 2019 annual budget does not currently include any forecasted bond issuance for 2019.

### Retail Sales and Use Tax

Sound Transit receives 1.4 percent of transactions subject to sales and use taxes generated within the Sound Transit district. In November 2016, voters approved a 0.5 percent increase in the sales tax rate to fund ST3, a major system expansion plan. This increase took effect in April 2017. Projected 2019 revenues of \$1.4 billion are 10.2 percent or \$126.8 million higher than the 2018 budget.

### Motor Vehicle Excise Tax (MVET)

Sound Transit receives 1.1 percent of vehicle license renewals within the Sound Transit district. In November 2016, voters approved a 0.8 percent increase in the motor vehicle excise tax rate to fund ST3. This increase took effect in March 2017. Projected 2019 revenues of \$335.4 million are 7.4 percent or \$23.1 million higher than the 2018 budget.

### Rental Car Tax

Sound Transit receives 0.8 percent of rental car payments within the Sound Transit district. Projected 2019 revenues of \$3.8 million are 1.0 percent or \$37 thousand higher than the 2018 budget.

### Property Tax

Sound Transit began levying property taxes in 2017 at a rate of 25 cents per \$1,000 of assessed valuation within the Sound Transit district, following voter approval of ST3 in November 2016. Projected 2019 revenues of \$151.5 million are 1.0 percent or \$1.5 million higher than the 2018 budget reflecting projected increases in assessed valuation.

## **Federal Grants**

Projected 2019 federal grant revenues of \$318.4 million are 84.8 percent or \$146.1 million higher than the 2018 budget. Main drawdowns include:

Lynnwood Link Extension Federal Transit Administration (FTA) grant for preliminary engineering and design work, \$178.0 million.

Federal Way Link Extension FTA grant for construction, \$40.0 million.

Tacoma Link Expansion FTA grant for construction & vehicles, \$27.6 million.

Northgate Link Extension FTA grant for construction \$22.9 million.

Light rail and bus preventative maintenance FTA operating grants \$30.2 million.

## **Local & State Contributions**

This category includes state grants for projects and operating grants, as well as any contributions from local jurisdictions. Projected 2019 revenues of \$920 thousand include state reimbursements for providing additional bus service.

## **Passenger Fare Revenue**

Projected 2019 passenger fare revenues of \$102.6 million are 9.8 percent or \$9.1 million higher than the 2018 budget reflecting higher ridership for Link and Sounder, as well as parking permit revenues for single occupancy vehicles. The Sound Transit Board approved the expansion of the parking permit program (R2018-27) to offer parking permits for single occupancy vehicles in addition to high occupancy vehicles.

Total 2019 ridership forecast of 52.3 million is 8.2 percent or 4.0 million higher than the 2018 forecast, with light rail boardings increasing by 15.9 percent or 3.9 million, Sounder boardings increasing by 3.4 percent or 160 thousand, and ST Express bus boardings decreasing by 1.0 percent or 190 thousand.

Average fare per boarding assumptions for the 2019 budget are: Link, \$1.67; Sounder, \$3.53; ST Express, \$2.07. Fares are currently not charged on Tacoma Link.

## **Investment Income**

Sound Transit receives investment income on surplus cash and restricted funds invested in accordance with Washington state law and overseen according to the Board-approved investment policy (Asset Liability Management Policies). Projected 2019 investment income of \$33.7 million is 73.0 percent or \$14.2 million higher than the 2018 budget due to higher projected cash balances.

## **Miscellaneous Revenue**

Miscellaneous revenues include advertising revenues, rental income from Sound Transit properties, ORCA regional program billing reimbursements, operating and maintenance reimbursements for Sounder and ST Express, and federal government bond subsidy payments. Projected 2019 revenues of \$12.2 million is slightly lower than the 2018 budget by 1.3 percent or \$165 thousand.

## **Bond and Transportation Infrastructure Finance and Innovation Act (TIFIA) Loan Proceeds**

Bonds are issued and TIFIA loans are executed to finance capital projects. \$100 million in proceeds from TIFIA loans for East Link Extension, Northgate Link Extension, and Link Operations & Maintenance Facility East are assumed in the proposed 2019 budget. No new bond proceeds are currently assumed in the 2019 budget.

# Expenditures

## Operations and Maintenance

Sound Transit's 2019 operating budgets for departments are \$504.4 million, of which \$345.4 million is charged to transit modes and \$159.0 million to projects.

## Transit Modes

Transit modes' budget for 2019 total \$345.4 million, \$24.1 million or 7.5 percent higher than the 2018 budget of \$321.4 million. In 2019, Sound Transit expects to surpass 52 million boardings by providing approximately 990 thousand revenue vehicle hours across our four modes of service.

Transit mode costs include operations and vehicle maintenance provided primarily through agreements with our transit agency partners. Sound Transit employees perform operations and maintenance for Tacoma Link only. Our light rail, commuter rail, and express bus services are supported by 34 rail stations, six ST-owned transit centers, and six ST-owned park-and-ride lots. Sound Transit also operates through numerous facilities owned by other agencies.

The transit mode budgets shown in this section represent all operating budget activities associated with the mode, including agency overhead. Modal budgets are comprised of costs managed primarily by the Operations department, plus costs managed by the Executive, Finance, Information Technology, and Communications & External Affairs departments.

Operations department staff manage our facilities and oversee hundreds of contractors, including many small and minority-owned businesses. Information Technology division staff install, repair, and maintain ticket vending machines, closed-circuit television (CCTV) cameras, automatic passenger counters, passenger information systems, and other technology used in the delivery of service. Communications & External Affairs manage all advertising and promotions, including our participation in community events and festivals to promote public transit ridership.

Readers may be interested in another companion document that incorporates the proposed 2019 budget for the transit modes and provides subsequent five year financial estimates of operating and maintenance costs. The Service Implementation Plan (SIP), prepared by the Service Planning division, includes service levels for each mode and expenditure forecasts for the same six year period. The Draft 2019 SIP provides the service plan detail on which the Proposed 2019 Budget is based.

The ST Express budget makes up the largest portion of the transit modes budget with 42.8 percent of the budget, down from 44.1 percent of last year's total budget. Link light rail's share of the budget increased from 37.4 percent last year to 39.9 percent of the total in 2019. Sounder's share of the budget decreased from 16.8 percent last year to 15.9 percent of the total in 2019. Tacoma Link's budget share decreased from 1.7 percent to 1.4 percent.

TRANSIT MODES BUDGET  
(in thousands)

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Budget \$ Change	Budget % Change
<b>Salaries &amp; Benefits</b>						
Salaries	\$5,344	\$6,559	\$4,164	\$6,863	\$304	4.6%
Benefits	3,543	4,370	2,995	4,509	139	3.2
<b>Subtotal</b>	<b>8,886</b>	<b>10,929</b>	<b>7,159</b>	<b>11,372</b>	<b>443</b>	<b>4.1</b>
<b>Services</b>						
Marketing Agency	64	85	85	85	0	0.0
Professional & Technical	861	5,184	3,990	5,041	(143)	(2.8)
Temporary Services	44	0	(1)			
Contract Maintenance	27,406	32,341	30,423	30,387	(1,954)	(6.0)
Security & Safety	20,832	26,203	22,479	34,012	7,809	29.8
Other Services	4,891	6,437	4,379	5,285	(1,151)	(17.9)
<b>Subtotal</b>	<b>54,098</b>	<b>70,250</b>	<b>61,355</b>	<b>74,811</b>	<b>4,561</b>	<b>6.5</b>
<b>Materials &amp; Supplies</b>	<b>7,466</b>	<b>11,404</b>	<b>9,126</b>	<b>11,186</b>	<b>(218)</b>	<b>(1.9)</b>
<b>Utilities</b>	<b>5,219</b>	<b>5,510</b>	<b>5,174</b>	<b>5,714</b>	<b>204</b>	<b>3.7</b>
<b>Insurance</b>	<b>5,730</b>	<b>6,869</b>	<b>6,094</b>	<b>6,903</b>	<b>34</b>	<b>0.5</b>
<b>Taxes</b>	<b>2,658</b>	<b>2,867</b>	<b>2,737</b>	<b>2,974</b>	<b>107</b>	<b>3.7</b>
<b>Services</b>						
Paratransit	2,044	1,968	2,034	2,187	219	11.1
Purchased Transportation	155,876	175,133	176,158	193,039	17,906	10.2
<b>Subtotal</b>	<b>157,920</b>	<b>177,101</b>	<b>178,192</b>	<b>195,226</b>	<b>18,125</b>	<b>10.2</b>
<b>Miscellaneous</b>	<b>503</b>	<b>599</b>	<b>557</b>	<b>662</b>	<b>63</b>	<b>10.5</b>
<b>Leases &amp; Rentals</b>						
Transit Way	8,134	8,501	7,983	7,209	(1,292)	(15.2)
Facilities	190	218	189	200	(18)	(8.3)
<b>Subtotal</b>	<b>8,324</b>	<b>8,719</b>	<b>8,172</b>	<b>7,409</b>	<b>(1,310)</b>	<b>(15.0)</b>
<b>Expense Transfers</b>						
Operations Department	6,116	9,540	7,632	8,882	(658)	(6.9)
Administrative Departments	13,921	17,574	14,929	20,301	2,727	15.5
<b>Subtotal</b>	<b>20,037</b>	<b>27,114</b>	<b>22,561</b>	<b>29,183</b>	<b>2,069</b>	<b>7.6</b>
<b>Total</b>	<b>\$270,841</b>	<b>\$321,362</b>	<b>\$301,128</b>	<b>\$345,439</b>	<b>\$24,077</b>	<b>7.5%</b>

## **Purchased Transportation**

By far the largest line item in the transit modes budget is purchased transportation services. This category of expense covers the negotiated agreements with our partners to operate three of our transit modes: Link light rail (includes paratransit service), Sounder commuter rail, and ST Express bus services.

For these three modes, the cost of purchased transportation is \$195.3 million, or 57 percent, of the total transit modes budget for 2019. The table above shows a total of \$193.0 million, with the difference due to the exclusion of paratransit from the total. Tacoma Link is operated by Sound Transit employees, so it does not purchase transportation services.

## **Service Changes**

Service increases for 2019 are planned for one of the agency's four modes:

- Link has no service changes planned for 2019.
- Sounder has no trip increases planned for 2019.
- ST Express will add 27,175 platform hours, 7,689 platform hours to mitigate impacts from the closure of the Montlake freeway station on State Route 520 and 19,486 platform hours to improve schedule reliability with increasing congestion in the region.
- Tacoma Link has no service changes planned for 2019.

2019 systemwide ridership is expected to approach the 52 million mark, 8.2 percent higher than the 2018 ridership forecast of 48 million. Projected 2019 ridership is based on modal trends for 2018 through the second quarter.

Link ridership is expected to increase to 28.4 million, a 16 percent increase from the 2018 forecast. Buses will leave the Downtown Seattle Tunnel in March, which should increase ridership as riders who previously took the first available vehicle will ride Link. Additionally, Link trips should be slightly faster and more reliable through downtown.

Sounder ridership is projected to increase to 4.8 million, or 3.4 percent over the 2018 forecast. The two factors that may have the greatest influence on Sounder ridership in 2019 are station construction projects and changes to ST Express. The Puyallup and Sumner Station Parking and Access Improvement projects may impact Sounder ridership due to the closure of parking facilities and capacity improvements. Increasing congestion on I-5 and overcrowding on ST Express may push people toward Sounder, which operates in its own dedicated right of way.

ST Express ridership is expected to decrease by 1.0 percent over the 2018 forecast. ST Express continues to face capacity issues and traffic delays anticipated on several routes. Riders can expect route conditions to continue to worsen as a result of increased congestion, removal of buses from the Downtown Seattle tunnel, and construction impacts.

Tacoma Link ridership is expected to increase by 11.1 percent from the 2018 forecast due to closure of the Tacoma Dome during 2018. Ridership is primarily driven by special events at the Tacoma Dome as well as connections between Tacoma Dome Station and UW Tacoma or the Theater District. No passenger fares will be collected in 2019.

Paratransit ridership is expected to remain the same as 2018 forecast. Costs for paratransit are included in the Link operating budget.

2019 RIDERSHIP FORECAST  
(in thousands)

Mode	2016 Actuals	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Change from Budget	% Change from Budget	Change from Forecast	% Change from Forecast
Link	19,122	23,002	25,200	24,500	28,400	3,200	12.7%	3,900	15.9%
Sounder	4,312	4,446	4,650	4,650	4,810	160	3.4	160	3.4
ST Express	18,470	18,375	18,860	18,170	17,980	(880)	(4.7)	(190)	(1.0)
Tacoma Link	938	973	940	900	1,000	60	6.4	100	11.1
Paratransit	48	60	60	60	70	10	16.7	10	16.7
<b>Total All Mode</b>	<b>42,891</b>	<b>46,856</b>	<b>49,710</b>	<b>48,280</b>	<b>52,260</b>	<b>2,550</b>	<b>5.1%</b>	<b>3,980</b>	<b>8.2%</b>

## ***Link Light Rail***

Sound Transit operates Link light rail out of our Operations and Maintenance Facility (OMF) in Seattle's SODO neighborhood. King County Metro (KCM) performs operations and maintenance of the system through an intergovernmental agreement with oversight by agency staff. Sound Transit is directly responsible for security, spare parts, insurance, traction power, and other utilities. Sound Transit Information Technology staff provide maintenance for ticket vending machines, security cameras, and other passenger related technology.

Beginning in 2019, KCM will employ 324 staff to operate and maintain Link light rail, including control center personnel, service supervisors, maintenance-of-way personnel, maintenance technicians, facilities custodians, and light rail operators. King County staff provide supervision and operation of the trains, maintenance of the vehicles, and maintenance of the stations and track facilities. In 2019, Link will add 49 KCM FTEs. Additional staff are needed to prepare for the arrival of the Siemens Light Rail vehicles beginning in January of 2019 and to support the commissioning of Northgate facilities.

The Link fleet consists of 62 single-car vehicles. Each of these vehicles has the capacity to carry 74 seated passengers plus another 74 standing passengers. Siemens Light Rail vehicles will be delivered throughout 2019, and these additional fleet vehicles will be placed into pre-revenue service for testing before being deployed into service.

The 28.4 million boardings forecast for 2019 represent a 12.7 percent increase over the 2018 budget, a 15.9 percent increase over 2018 forecast. Strong job and population growth in the Puget Sound area continue to push ridership upward.

### **Link 2019 Budget Highlights**

The 2019 budget for Link light rail is 14.6 percent higher than 2018, increasing from \$120.2 million to \$137.8 million.

Security services are forecasted to increase by 26.7 percent, or \$5.4 million. This increase will fund ST contracted security in the DSTT as Sound Transit takes ownership. Additionally, new public safety contracts increase both rates and number of contractors.

Contract maintenance (CM) is expect to decrease by \$0.4 million or 3.2 percent primarily due to decreased DSTT spending because KCM contracted security spend is replaced by ST contracted security spend.

Purchased transportation services are forecast to increase by 14.7 percent or \$6.8 million over the 2018 budget, primarily due to adding 49 King County Metro (KCM) staff positions, including operators and mechanics. Additional staff are needed to prepare for the arrival of the Siemens Light Rail vehicles beginning in January of 2019. In addition, KCM overall labor rates, overhead, are 3 third-party contracts are collectively forecasted to increase 5 percent.

Agency administrative expense allocations are forecast to be higher by 28.1 percent, or \$3.7 million. This category includes the overhead costs allocated from both administrative departments and certain Operations Department divisions. The increase in administrative cost primarily funds support for system expansion.

LINK  
(in thousands)

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Budget \$ Change	Budget % Change
<b>Salaries &amp; Benefits</b>						
Salaries	\$1,960	\$2,628	\$1,475	\$2,981	\$353	13.5%
Benefits	1,299	1,780	1,037	1,971	191	10.7
<b>Subtotal</b>	<b>3,258</b>	<b>4,408</b>	<b>2,512</b>	<b>4,953</b>	<b>544</b>	<b>12.3</b>
<b>Services</b>						
Marketing Agency	22	34	34	34	0	0.0
Professional & Technical	360	2,830	1,723	3,130	300	10.6
Temporary Services	43	0	(1)			
Contract Maintenance	8,316	11,863	9,203	11,485	(378)	(3.2)
Security & Safety	15,162	20,376	14,417	25,812	5,436	26.7
Other Services	1,660	2,562	1,555	2,060	(502)	(19.6)
<b>Subtotal</b>	<b>25,563</b>	<b>37,666</b>	<b>26,931</b>	<b>42,521</b>	<b>4,856</b>	<b>12.9</b>
<b>Materials &amp; Supplies</b>	<b>2,737</b>	<b>3,639</b>	<b>3,652</b>	<b>4,586</b>	<b>948</b>	<b>26.0</b>
<b>Utilities</b>	<b>3,652</b>	<b>3,782</b>	<b>3,632</b>	<b>3,886</b>	<b>105</b>	<b>2.8</b>
<b>Insurance</b>	<b>3,224</b>	<b>4,176</b>	<b>4,038</b>	<b>4,270</b>	<b>94</b>	<b>2.2</b>
<b>Taxes</b>	<b>917</b>	<b>972</b>	<b>973</b>	<b>1,129</b>	<b>157</b>	<b>16.1</b>
<b>Purchased Transportation Services</b>						
Paratransit	2,044	1,968	2,034	2,187	219	11.1
Purchased Transportation	39,497	44,367	44,971	50,969	6,602	14.9
<b>Subtotal</b>	<b>41,542</b>	<b>46,336</b>	<b>47,005</b>	<b>53,156</b>	<b>6,820</b>	<b>14.7</b>
<b>Miscellaneous</b>	<b>169</b>	<b>244</b>	<b>186</b>	<b>246</b>	<b>2</b>	<b>0.8</b>
<b>Leases &amp; Rentals</b>						
Transit Way	5,412	5,944	5,563	6,350	405	6.8
General Administrative Facilities	26	29	13	14	(15)	(51.5)
<b>Subtotal</b>	<b>5,437</b>	<b>5,974</b>	<b>5,576</b>	<b>6,364</b>	<b>390</b>	<b>6.5</b>
<b>Expense Transfers</b>						
Operations Department	2,888	4,855	3,884	4,821	(34)	(0.7)
Administrative Departments	6,149	8,167	6,581	11,861	3,695	45.2
<b>Subtotal</b>	<b>9,037</b>	<b>13,021</b>	<b>10,465</b>	<b>16,683</b>	<b>3,661</b>	<b>28.1</b>
<b>Mode Total</b>	<b>\$95,536</b>	<b>\$120,218</b>	<b>\$104,970</b>	<b>\$137,794</b>	<b>\$17,576</b>	<b>14.6%</b>

## Link Performance Statistics

- Budget projections for 2019 show both fare revenues increasing by 16.8 percent and operating expenses increasing by 14.7 percent. As a result, the farebox recovery increases from 34.3 percent to 35.0 percent.
- Revenue vehicle hours delivered are expected to increase to 266,200, an increase of 1.2 percent over the 2018 budget. Cost per revenue vehicle hour is expected to increase from \$449.51 to \$509.42.
- Revenue train hours are expected to decrease 1.5 percent due to an increase in the use of three-car trains.
- Ridership is forecasted at 88,000 weekday boardings and 28.4 million annual boardings, an 11.8 gain and 12.7 percent gain over 2018 budget, respectively. The cost per boarding is expected to increase from \$4.69 to \$4.77.
- 5.5 million revenue vehicle miles are planned for 2019, an increase of 3.1 percent over the 2018 budget. Cost per revenue vehicle mile is projected to increase from \$22.31 to \$24.82.

## LINK PERFORMANCE STATISTICS

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2018 v 2017 Budget
<b>SUMMARY DATA</b>					
<b>Service Provided</b>					
Revenue Vehicle Hours Operated	251,375	263,064	266,166	266,200	1.2%
Revenue Vehicle Miles Operated	5,153,873	5,299,619	5,463,120	5,463,100	3.1%
Revenue Train Hours Operated	96,191	97,017	95,972	95,600	-1.5%
Trips Operated	102,250	102,616	102,747	102,976	0.4%
<b>Service Consumed</b>					
Total Boardings	19,121,621	25,200,000	24,500,000	28,400,000	12.7%
Average Weekday Boardings	59,118	78,700	76,000	88,000	11.8%
<b>SERVICE PERFORMANCE MEASURES</b>					
Total Boardings/Revenue Vehicle Hour	76.1	95.8	92.0	106.7	11.4%
Total Boardings/Trip	187	246	238	276	12.3%
Percentage of Scheduled Trips Operated	98.6%	98.5%	98.7%	98.5%	0.0%
Headway Management	89.2%	>90%	89.9%	>90%	0.0%
Complaints/100,000 Boardings	2.0	<15.0	1.8	<15.0	0.0%
Preventable Accidents/100,000 Service Miles	0	<0.3	0.0	<0.3	0.0%
<b>FINANCIAL PERFORMANCE MEASURES</b>					
<b>Fare Revenues</b>	\$38,019,998	\$40,576,800	\$42,988,921	\$47,403,307	16.8%
<b>Operating costs (less deprec. &amp; paratransit)</b>	\$93,491,415	\$118,249,309	\$102,935,603	\$135,607,058	14.7%
Cost/Revenue Vehicle Hour	\$371.92	\$449.51	\$386.73	\$509.42	13.3%
Cost/Revenue Vehicle Mile	\$18.14	\$22.31	\$18.84	\$24.82	11.2%
Cost/Revenue Train Hour	\$971.93	\$1,218.85	\$1,072.56	\$1,418.48	16.4%
Cost/Boarding	\$4.89	\$4.69	\$4.20	\$4.77	1.8%
<b>Farebox Recovery</b>	40.7%	34.3%	41.8%	35.0%	1.9%

This page is intentionally blank.

## ***Sounder Commuter Rail***

Sounder commuter rail spans three counties, serving commuters making their way from Lakewood on the south end and Everett on the north end of Central Puget Sound. Sounder service operates via a contract with Burlington Northern Santa Fe (BNSF), owner of the railway between Tacoma and Everett. Sound Transit owns the railway from M Street in Tacoma to Lakewood.

South line commuter rail service currently offers 13 daily round trips between Seattle and Tacoma. Eight of these round trips extend service to Lakewood. North line Sounder service offers four daily round trips between Everett and Seattle.

Sounder service is supported by 12 stations and 11 parking facilities. The Sounder fleet consists of 14 locomotives, 40 coaches, and 18 cab cars that include an engineer's cab. All vehicles are maintained by Amtrak at their Holgate Yard in Seattle during the day, with overnight storage for the four north line trains in Everett and the six south line trains in Tacoma. Sounder also utilizes numerous other supporting contracts, such as services for security, station agents, and facilities maintenance.

Sounder boardings in 2019 are expected to increase by 3.4 percent to 4.8 million from 4.7 million in 2018 budget.

### **Sounder 2019 Budget Highlights**

The 2019 Sounder budget is \$54.9 million, an increase of 1.5 percent or \$0.8 million from \$54.1 million in 2018.

- Materials & supplies are expected to decrease by 16.6 percent, or \$1.2 million primarily due to projected lower spare parts usage.
- Security services are forecast to increase by 38 percent, or \$1.2 million, due to higher cost from new public safety contracts increasing both rates and number of contractors.
- Purchased transportation service charges from the BNSF Railway Company to operate our Sounder service are expected to increase by \$714 thousand, or 5.8 percent. The key cost drivers are increases in BNSF crew labor and benefits.
- Agency administrative expense allocations will increase by \$0.8 million or 18 percent in 2019 from last year. This category includes the costs allocated from both administrative departments and certain Operations divisions.

SOUNDER  
(in thousands)

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Budget \$ Change	Budget % Change
<b>Salaries &amp; Benefits</b>						
Salaries	\$1,283	\$1,423	\$797	\$1,292	(\$131)	(9.2%)
Benefits	852	971	561	868	(103)	(10.6)
<b>Subtotal</b>	<b>2,135</b>	<b>2,395</b>	<b>1,358</b>	<b>2,160</b>	<b>(235)</b>	<b>(9.8)</b>
<b>Services</b>						
Marketing Agency	19	26	25	26	0	0.0
Professional & Technical	453	1,561	1,658	719	(843)	(54.0)
Temporary Services	1	0	0			
Contract Maintenance	13,986	15,106	15,654	15,816	710	4.7
Security & Safety	3,003	3,062	5,334	4,232	1,170	38.2
Other Services	2,098	2,276	1,824	2,044	(232)	(10.2)
<b>Subtotal</b>	<b>19,559</b>	<b>22,030</b>	<b>24,495</b>	<b>22,836</b>	<b>806</b>	<b>3.7</b>
<b>Materials &amp; Supplies</b>	<b>4,511</b>	<b>7,575</b>	<b>5,295</b>	<b>6,299</b>	<b>(1,276)</b>	<b>(16.8)</b>
<b>Utilities</b>	<b>1,166</b>	<b>1,267</b>	<b>1,201</b>	<b>1,379</b>	<b>112</b>	<b>8.8</b>
<b>Insurance</b>	<b>2,362</b>	<b>2,324</b>	<b>1,908</b>	<b>2,253</b>	<b>(71)</b>	<b>(3.1)</b>
<b>Taxes</b>	<b>999</b>	<b>1,146</b>	<b>1,017</b>	<b>1,107</b>	<b>(40)</b>	<b>(3.5)</b>
<b>Purchased Transportation Services</b>						
Purchased Transportation	11,114	12,315	12,482	13,028	714	5.8
<b>Subtotal</b>	<b>11,114</b>	<b>12,315</b>	<b>12,482</b>	<b>13,028</b>	<b>714</b>	<b>5.8</b>
<b>Miscellaneous</b>	<b>166</b>	<b>201</b>	<b>205</b>	<b>212</b>	<b>10</b>	<b>5.2</b>
<b>Leases &amp; Rentals</b>						
Transit Way	410	369	369	380	11	3.0
General Administrative Facilities	137	162	151	155	(7)	(4.2)
<b>Subtotal</b>	<b>546</b>	<b>532</b>	<b>520</b>	<b>536</b>	<b>4</b>	<b>0.8</b>
<b>Expense Transfers</b>						
Operations Department	1,397	2,005	1,604	1,852	(152)	(7.6)
Administrative Departments	1,805	2,302	1,881	3,237	935	40.6
<b>Subtotal</b>	<b>3,202</b>	<b>4,307</b>	<b>3,485</b>	<b>5,089</b>	<b>782</b>	<b>18.2</b>
<b>Mode Total</b>	<b>\$45,760</b>	<b>\$54,092</b>	<b>\$51,965</b>	<b>\$54,899</b>	<b>\$807</b>	<b>1.5%</b>

## Souder Performance Statistics

- In 2019, we will have 13 daily round trips between Seattle and Tacoma, eight of which will go to Lakewood. We expect to deliver 74,600 service hours, a 0.3 percent decrease.
- Ridership is expected to grow to 4.81 million total boardings annually with 18,200 boardings per weekday. Farebox recovery is projected to increase from 28.0 percent to 30.9 percent. Cost per boarding will decrease from \$11.63 to \$11.41.
- Souder cost per revenue vehicle hour is projected to increase by 1.7 percent, from \$723.26 in 2018 to \$735.91 in 2019. The cost per revenue vehicle mile is projected to increase from \$23.24 in 2018 to \$24.54 in 2019.

### SOUNDER PERFORMANCE STATISTICS

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2018 v 2017 Budget
<b>SUMMARY DATA</b>					
<b>Service Provided</b>					
Revenue Vehicle Hours Operated	63,935	74,789	74,492	74,600	-0.3%
Revenue Vehicle Miles Operated	1,919,660	2,327,812	2,236,601	2,236,700	-3.9%
Trips Operated	7,911	8,636	8,674	8,754	1.4%
<b>Service Consumed</b>					
Total Boardings	4,445,568	4,650,000	4,650,000	4,810,000	3.4%
Average Weekday Boardings	17,217	18,000	17,600	18,200	1.1%
<b>SERVICE PERFORMANCE MEASURES</b>					
Total Boardings/Revenue Vehicle Hour	70	62	62	64	3.7%
Total Boardings/Trip	562	538	536	549	2.0%
Percentage of Scheduled Trips Operated	98.6%	99.5%	98.6%	99.5%	0.0%
On-time Performance	91.2%	≥ 95%	92.4%	≥ 95%	0.0%
Complaints/100,000 Boardings	13.4	<15	10.4	<15	0.0%
Preventable Accidents/100,000 Total Miles	0	≤1	0	≤1	0.0%
<b>FINANCIAL PERFORMANCE MEASURES</b>					
<b>Farebox Revenue</b>	\$15,054,026	\$15,137,847	\$17,150,889	\$16,988,090	12.2%
<b>Operating costs (less depreciation)</b>	\$45,760,193	\$54,092,146	\$51,965,261	\$54,898,718	1.5%
Cost/Revenue Vehicle Hour	\$715.73	\$723.26	\$697.59	\$735.91	1.7%
Cost/Revenue Vehicle Mile	\$23.84	\$23.24	\$23.23	\$24.54	5.6%
Cost/Boarding	\$10.29	\$11.63	\$11.18	\$11.41	-1.9%
<b>Farebox Recovery</b>	32.9%	28.0%	33.0%	30.9%	10.6%

This page is intentionally blank.

## **ST Express Bus**

ST Express offers fast, frequent, two-way service on 28 routes, connecting Snohomish, King, and Pierce Counties. Sound Transit provides this bus service via non-competitively procured service agreements with our transit partners, including King County Metro (KCM), Pierce Transit (PT), and Community Transit (CT).

Sound Transit provides 307 buses to support ST Express service. The bus fleet is maintained by our transit partners KCM (119 buses), PT (129 buses), and CT (59 buses). ST Express provides service to 25 transit centers and 33 park-and-ride lots.

Service levels will increase by adding 27,175 platform hours, 7,689 platform hours to mitigate impacts from the closure of the Montlake freeway station on State Route 520 and 19,486 platform hours to improve schedule reliability with increasing congestion in the region.

Boardings in 2019 are expected to be down.

### **ST Express 2019 Budget Highlights**

ST Express's 2019 budget will increase to \$147.7 million, up 4.3 percent, from \$141.6 million in the 2018 budget.

- Contract maintenance are expected to decrease by \$2.6 million, or 51.0 percent, in 2019 primarily due to the decrease in ST Express's share of Downtown Seattle Transit Tunnel operating and maintenance costs, as ST Express will cease to pay a share of DSTT costs after buses leave the tunnel in March 2019.
- Leases and rentals is expected to decrease by \$1.7 million, or 78.1 percent, in 2019 due to the decrease in ST Express's share of Downtown Seattle Transit Tunnel lease expense, as ST Express will cease to pay a share of DSTT costs after buses leave the tunnel in March 2019.
- Purchased transportation services are expected to increase by \$7.5 million or 6.3 percent due to an increase in platform hours and partner rates. The rate increase from our transit partners is forecast at an average of 3.4 percent excluding fuel.
- Agency administrative expense allocations are forecast to decrease by \$1.5 million or 16.6 percent in 2019 from 2018, primarily due to the ST Express mode receiving a smaller allocation of agency administrative expense relative to other modes. This category includes the costs allocated from both administrative departments and certain Operations divisions.

ST EXPRESS  
(in thousands)

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Budget \$ Change	Budget % Change
<b>Salaries &amp; Benefits</b>						
Salaries	\$618	\$793	\$439	\$741	(\$52)	(6.6%)
Benefits	410	542	313	509	(33)	(6.0)
<b>Subtotal</b>	<b>1,029</b>	<b>1,335</b>	<b>751</b>	<b>1,250</b>	<b>(85)</b>	<b>(6.3)</b>
<b>Services</b>						
Marketing Agency	22	26	25	26	0	0.0
Professional & Technical	21	480	292	1,180	700	146.0
Contract Maintenance	4,763	5,011	4,825	2,541	(2,471)	(49.3)
Security & Safety	2,215	2,286	2,251	3,255	969	42.4
Other Services	1,130	1,594	996	1,172	(421)	(26.4)
<b>Subtotal</b>	<b>8,152</b>	<b>9,396</b>	<b>8,389</b>	<b>8,173</b>	<b>(1,223)</b>	<b>(13.0)</b>
<b>Materials &amp; Supplies</b>	<b>90</b>	<b>50</b>	<b>41</b>	<b>76</b>	<b>26</b>	<b>52.7</b>
<b>Utilities</b>	<b>301</b>	<b>344</b>	<b>240</b>	<b>336</b>	<b>(8)</b>	<b>(2.4)</b>
<b>Insurance</b>	<b>(25)</b>	<b>162</b>	<b>26</b>	<b>166</b>	<b>4</b>	<b>2.3</b>
<b>Taxes</b>	<b>741</b>	<b>748</b>	<b>746</b>	<b>738</b>	<b>(10)</b>	<b>(1.4)</b>
<b>Purchased Transportation Services</b>						
Purchased Transportation	105,265	118,446	118,699	129,037	10,591	8.9
<b>Subtotal</b>	<b>105,265</b>	<b>118,446</b>	<b>118,699</b>	<b>129,037</b>	<b>10,591</b>	<b>8.9</b>
<b>Miscellaneous</b>	<b>148</b>	<b>129</b>	<b>141</b>	<b>143</b>	<b>13</b>	<b>10.4</b>
<b>Leases &amp; Rentals</b>						
Transit Way	2,312	2,187	2,051	479	(1,708)	(78.1)
General Administrative Facilities	4	4	2	0	(3)	(92.1)
<b>Subtotal</b>	<b>2,316</b>	<b>2,191</b>	<b>2,052</b>	<b>479</b>	<b>(1,711)</b>	<b>(78.1)</b>
<b>Expense Transfers</b>						
Operations Department	1,653	2,408	1,926	1,944	(464)	(19.3)
Administrative Departments	5,362	6,392	5,897	5,400	(993)	(15.5)
<b>Subtotal</b>	<b>7,015</b>	<b>8,800</b>	<b>7,823</b>	<b>7,343</b>	<b>(1,457)</b>	<b>(16.6)</b>
<b>Mode Total</b>	<b>\$125,031</b>	<b>\$141,602</b>	<b>\$138,909</b>	<b>\$147,741</b>	<b>\$6,139</b>	<b>4.3%</b>

## ST Express Performance Statistics

- Ridership is expected to decrease to 18.0 million boardings in 2019, a decrease of 4.7 percent from 2018 budget. Farebox revenues are projected to decrease by 1.4 percent while expenses are expected to rise by 4.3 percent. Therefore, we will see an increase of 9.4 percent in cost per boarding, from \$7.51 in 2018 to \$8.22 in 2019, and a decrease in farebox recovery from 26.6 to 25.2 percent. Farebox recovery is expected to remain above the farebox recovery target of 20 percent.
- ST Express cost per revenue vehicle hour is projected to increase from \$229.24 in 2018 to \$231.74 in 2019, an increase of 1.1 percent.
- Platform hours are planned to increase by 1.0 percent over 2018. A cost per platform hour rate of \$180.14 is expected in 2019, up 1.1 percent from 2018 budget cost of \$178.16.
- ST Express will deliver roughly the same revenue vehicle miles in 2019: 12,012,941 compared to 12,118,429 in the 2018 budget. This will result in an increase in cost per revenue vehicle mile from \$11.68 to \$12.30 in 2019, due to operating costs increasing at a faster pace than mileage.

### ST EXPRESS PERFORMANCE STATISTICS

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2018 v 2017 Budget
<b>SUMMARY DATA</b>					
<b>Service Provided</b>					
Revenue Vehicle Hours Operated	626,347	617,700	617,125	639,205	3.5%
Revenue Vehicle Miles Operated	11,999,434	12,118,429	11,844,230	12,012,941	-0.9%
Trips Operated	481,231	482,879	481,902	489,041	1.3%
Platform Hours	784,741	794,780	795,272	821,955	3.4%
<b>Service Consumed</b>					
Total Boardings	18,374,834	18,860,000	18,170,000	17,980,000	-4.7%
Average Weekday Boardings	63,963	65,486	63,700	62,900	-3.9%
<b>SERVICE PERFORMANCE MEASURES</b>					
Total Boardings/Revenue Vehicle Hour	29.3	30.5	29.4	28.1	-7.9%
Total Boardings/Trip	38.2	39.1	37.7	36.8	-5.9%
Percentage of Scheduled Trips Operated	99.9%	99.8%	99.9%	99.8%	0.0%
On-time Performance	83.1%	85.0%	85.1%	85.0%	0.0%
Complaints/100,000 Boardings	17.2	<15.0	19.0	<15.0	0.0%
Preventable Accidents/100,000 revenue miles	0.7	<0.80	0.61	<0.80	0.0%
<b>FINANCIAL PERFORMANCE MEASURES</b>					
<b>Farebox Revenues</b>	\$37,264,869	\$37,734,098	\$38,678,398	\$37,192,543	-1.4%
<b>Operating costs (less depreciation)</b>	\$125,031,261	\$141,601,767	\$138,909,047	\$147,740,768	4.3%
Cost/Revenue Vehicle Hour	\$199.62	\$229.24	\$225.09	\$231.13	0.8%
Cost/Revenue Vehicle Mile	\$10.42	\$11.68	\$11.73	\$12.30	5.3%
Cost/Platform Hour	\$159.33	\$178.16	\$174.67	\$179.74	0.9%
Cost/Boarding	\$6.80	\$7.51	\$7.64	\$8.22	9.4%
<b>Farebox Recovery</b>	29.8%	26.6%	27.8%	25.2%	-5.5%

This page is intentionally blank.

## ***Tacoma Link Light Rail***

Tacoma Link is a 1.6 mile light rail passenger line that runs through the heart of downtown Tacoma. There are six unique stations complete with artwork that reflects the history and community of Tacoma. Trains run every 12 minutes during peak hours and every 24 minutes at all other times.

Sound Transit performs routine maintenance work out of our Operations and Maintenance Facility in the Tacoma Dome District. We typically contract for track, signal, and station maintenance services.

### **Tacoma Link 2019 Budget Highlights**

- The total 2019 budget is \$5.0 million, which is 8.1 percent lower than the 2018 budget.
- Services are increasing by \$123 thousand, or 10.6 percent from 2018. The 2018 Budget included \$300 thousand for a roof repair project at Tacoma Link Operations and Maintenance Facility. This is not included in the 2019 Budget, offset by increases in other areas which result in a net increase.
- Administrative overhead expense allocations are nearly flat to the 2018 budget. This category includes the staff costs allocated from both administrative departments and certain Operations divisions.

TACOMA LINK  
(in thousands)

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Budget \$ Change	Budget % Change
<b>Salaries &amp; Benefits</b>						
Salaries	\$1,483	\$1,715	\$1,454	\$1,848	\$134	7.8%
Benefits	982	1,077	1,084	1,161	84	7.8
<b>Subtotal</b>	<b>2,465</b>	<b>2,792</b>	<b>2,538</b>	<b>3,010</b>	<b>218</b>	<b>7.8</b>
<b>Services</b>						
Professional & Technical	27	313	317	13	(300)	(95.9)
Contract Maintenance	342	360	742	545	185	51.2
Security & Safety	452	479	477	713	234	48.9
Other Services	3	5	4	9	4	80.3
<b>Subtotal</b>	<b>823</b>	<b>1,157</b>	<b>1,541</b>	<b>1,281</b>	<b>123</b>	<b>10.6</b>
<b>Materials &amp; Supplies</b>	<b>129</b>	<b>140</b>	<b>138</b>	<b>224</b>	<b>84</b>	<b>60.1</b>
<b>Utilities</b>	<b>100</b>	<b>117</b>	<b>102</b>	<b>113</b>	<b>(4)</b>	<b>(3.8)</b>
<b>Insurance</b>	<b>170</b>	<b>206</b>	<b>123</b>	<b>214</b>	<b>8</b>	<b>3.9</b>
<b>Taxes</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7.5</b>
<b>Purchased Transportation Services</b>						
Purchased Transportation	0	5	5	5	0	0.0
<b>Subtotal</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>0.0</b>
<b>Miscellaneous</b>	<b>20</b>	<b>24</b>	<b>24</b>	<b>61</b>	<b>37</b>	<b>152.7</b>
<b>Leases &amp; Rentals</b>						
General Administrative Facilities	24	23	24	30	7	31.7
<b>Subtotal</b>	<b>24</b>	<b>23</b>	<b>24</b>	<b>30</b>	<b>7</b>	<b>31.7</b>
<b>Expense Transfers</b>						
Operations Department	179	272	218	264	(8)	(2.9)
Administrative Departments	604	713	571	713	(1)	(0.1)
Transfer to CIP	0	0	0	(909)	(909)	0.0
<b>Subtotal</b>	<b>783</b>	<b>985</b>	<b>788</b>	<b>68</b>	<b>(918)</b>	<b>(93.1)</b>
<b>Mode Total</b>	<b>\$4,514</b>	<b>\$5,450</b>	<b>\$5,284</b>	<b>\$5,005</b>	<b>(\$445)</b>	<b>(8.2%)</b>

## Tacoma Link Performance Statistics

- Expected ridership is 1,000,000 boardings or an average of 3,400 per weekday. Ridership is projected to increase 6.4 percent compared to 2018 budget. The cost per boarding is expected to decrease by 13.6 percent to \$5.01 in 2019.
- Operating costs are projected to decrease by 8.1 percent to \$5 million in 2019. The cost per revenue hour is expected to decrease by 7.2 percent.
- Revenue vehicle miles are relatively flat for 2019. The cost per revenue vehicle mile will decrease from \$71.49 in 2018 to \$66.33 in 2019, a decrease of 7.2 percent.

### TACOMA LINK PERFORMANCE STATISTICS

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2018 v 2017 Budget
<b>SUMMARY DATA</b>					
<b>Service Provided</b>					
Revenue Vehicle Hours Operated	9,816	9,900	9,809	9,800	-1.0%
Revenue Vehicle Miles Operated	75,604	76,229	75,532	75,500	-1.0%
Trips Operated	49,358	49,194	49,060	48,970	-0.5%
<b>Service Consumed</b>					
Total Boardings	972,998	940,000	900,000	1,000,000	6.4%
Average Weekday Boardings	3,239	3,200	3,200	3,400	6.3%
<b>SERVICE PERFORMANCE MEASURES</b>					
Total Boardings/Revenue Vehicle Hour	99.1	94.9	91.7	102.0	7.5%
Total Boardings/Trip	19.7	19.1	18.3	20.4	6.9%
Percentage of Scheduled Trips Operated	99.8%	98.5%	99.9%	98.5%	0.0%
On-time Performance	99.8%	98.5%	99.9%	98.5%	0.0%
Complaints/100,000 Boardings	0	<15.0	0.0	<15.0	0.0%
Preventable Accidents/100,000 Service Miles	1.3	<1.7	0.00	<1.7	0.0%
<b>FINANCIAL PERFORMANCE MEASURES</b>					
<b>Operating costs (less depreciation)</b>	\$4,514,081	\$5,450,017	\$5,283,523	\$5,005,006	-8.2%
Cost/Revenue Vehicle Hour	\$459.87	\$550.51	\$538.62	\$510.71	-7.2%
Cost/Revenue Vehicle Mile	\$59.71	\$71.49	\$69.95	\$66.29	-7.3%
Cost/Boarding	\$4.64	\$5.80	\$5.87	\$5.01	-13.7%

## Project Budgets

Total project spending is budgeted at \$2.4 billion for 2019. Approximately \$2.2 billion or 91.7 percent is budgeted to continue with planning, design, and build-out of the capital program. An additional \$109.6 million is budgeted to enhance or maintain current operational assets and capabilities.

Administrative projects, which includes information technology hardware and applications, overhead allocated to construction in progress, and general and administrative expense are budgeted at \$88.9 million.

The Transit Improvement Plan (TIP) includes history and forecasts for all Board authorized project allocations for active projects. This section presents projects by category and then by mode: Link, Sounder, Regional Express, and Other (non-mode specific).

## System Expansion

These projects expand the regional transit system, including planning, design, and construction of light rail, commuter rail, and express bus transit infrastructure.

### System Expansion – Link 2019 Budget Highlights

Link light rail projects account for \$2.1 billion and include plans to:

- Continue the preliminary engineering and environmental review for the West Seattle and Ballard Link Extensions, which represents the combination of three ST3 voter-approved projects: Ballard Link Extension, Downtown Tunnel, and West Seattle Link Extension.
- Continue the preliminary engineering and environmental review for the Tacoma Dome Link Extension, which represents the combination of two ST3 voter-approved projects: Federal Way to Tacoma Dome Link Extension and the Operations and Maintenance Facility: South.
- Continue the construction for East Link Extension during this peak ST2 construction year with construction progressing on all segments of the project.
- Continue construction of the Link Operations and Maintenance Facility: East.
- Continue construction on the Northgate Station, elevated guideway, begin systems installation, and finalize right-of-way acquisitions, including airspace leases for Northgate Link Extension. Complete construction of tunnel cross-passages and begin tunnel track work.
- Evaluate design-build proposals from a short-listed number of firms, award the contract, and issue notice-to-proceed for Federal Way Link Extension. Conclude preliminary engineering and right-of-way activities.
- Begin primary utility work and complete permitting activities for Lynnwood Link Extension. Complete final design, right-of-way, and begin early construction activities with an expected issuance of the notice-to-proceed to the design-build contractor during the third quarter.
- Continue right-of-way acquisitions and complete preliminary engineering for downtown Redmond Link Extension.
- Begin the initial acceptance and commissioning of 30 new light rail vehicles as part of the Link Light Rail Vehicle Fleet Expansion project.
- Develop and implement plans for the community outreach, passenger safety, and tunnel modifications necessary to support DSTT single-tracking during 2019.

SYSTEM EXPANSION – LINK PROJECTS  
(in thousands)

Project	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Budget \$ Change	Budget % Change
Downtown Redmond Link Extension	\$9,929	\$157,268	\$12,946	\$103,676	(\$53,592)	(34.1) %
DSTT Single Tracking	0	0	0	2,500	2,500	0.0
East Link Extension	433,714	574,491	680,322	743,944	169,453	29.5
Enhancements to Tacoma Link Extension	34	1,966	1,028	938	(1,028)	(52.3)
Federal Way Link Extension	22,011	63,921	63,946	248,090	184,169	288.1
First Hill Streetcar	434	8	8	8	1	6.7
Hilltop Tacoma Link Extension	12,082	19,305	16,267	60,874	41,569	215.3
Light Rail Vehicle Fleet Expansion	69,565	37,572	37,505	86,068	48,496	129.1
Link Operations & Maintenance Facility: East	96,142	116,381	59,646	108,417	(7,964)	(6.8)
Lynnwood Link Extension	109,461	229,256	154,252	399,587	170,331	74.3
Northgate Link Extension	256,119	311,397	306,995	247,800	(63,597)	(20.4)
South 200th Link Extension	8,097	424	1,096	221	(203)	(47.9)
Tacoma Dome Link Extension	494	10,250	9,400	15,580	5,330	52.0
University Link Extension	4,827	5,454	6,166	2,921	(2,533)	(46.4)
West Seattle and Ballard Link Extensions	2,581	25,500	20,190	31,300	5,800	22.7
<b>Total System Expansion - Link</b>	<b>\$1,025,492</b>	<b>\$1,553,191</b>	<b>\$1,369,768</b>	<b>\$2,051,924</b>	<b>\$498,733</b>	<b>32.1 %</b>

## System Expansion – Sounder 2019 Budget Highlights

Sounder commuter rail projects are budgeted at \$37.4 million and include plans to:

- Continue final design for improvements at Puyallup and Sumner stations.
- Continue the environmental process and preliminary engineering for access improvements at the Kent, Auburn, Edmonds, and Mukilteo Sounder stations.
- Continue closeout activities for Point Defiance Bypass, complete all requirements to obtain certification for positive train control, which is required to resume revenue service.
- Commence closeout activities on the Tacoma Trestle Bridge project.
- Introduce three Sounder passenger cab cars into service.
- Commence final design and prepare for a design-build contract to construct a Sounder Maintenance facility at the Lakewood yard.

### SYSTEM EXPANSION – SOUNDER COMMUTER RAIL PROJECTS

(in thousands)

Project	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Budget \$ Change	Budget % Change
Auburn Station Parking and Access Improvements	\$557	\$2,652	\$1,230	\$5,147	\$2,495	94.1 %
D St-M St Track & Signal	18	50	13	50	0	0.0
Edmonds and Mukilteo Stations Parking & Access	6	718	282	848	130	18.1
Kent Station Parking and Access Improvements	584	2,651	1,241	3,911	1,260	47.5
Lakewood Station Improvements	1	0	0	0	0	0.0
Mukilteo Station, S Platform	1,581	440	812	55	(385)	(87.5)
Point Defiance Bypass	14,426	100	159	100	0	0.0
Puyallup Station Parking and Access Improvements	1,125	6,015	4,620	2,498	(3,517)	(58.5)
Sounder Fleet Expansion	704	5,263	5,203	7,503	2,240	42.6
Sounder Maintenance Base	474	5,276	2,774	7,087	1,811	34.3
Sounder South Expanded Service	406	5,050	391	2,314	(2,736)	(54.2)
Sounder Yard Expansion	3,463	100	408	100	0	0.0
Sumner Station Parking and Access Improvements	1,204	3,935	2,218	5,422	1,487	37.8
Tacoma Trestle Track & Signal	57,112	5,864	7,977	1,080	(4,784)	(81.6)
Tukwila Station	250	1,305	362	1,280	(25)	(1.9)
<b>Total System Expansion - Sounder</b>	<b>\$81,913</b>	<b>\$39,420</b>	<b>\$27,691</b>	<b>\$37,395</b>	<b>(\$2,025)</b>	<b>(5.1) %</b>

## System Expansion – Regional Express 2019 Budget Highlights

Regional Express projects are budgeted at \$86.2 million and include early development of the Bus on Shoulder program and early construction activities for the bus rapid transit program along I-405 and SR 522. Additionally, the I-90 Two-Way Transit and HOV Operations Stage 3 project will begin closeout activities.

### SYSTEM EXPANSION – REGIONAL EXPRESS (in thousands)

Project	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Budget \$ Change	Budget % Change
Bothell Transit Related Improvements	\$1	\$0	\$1	\$0	\$0	0.0%
Bus Base South	2	587	1	587	0	0.0
Bus on Shoulder Project	24	1,180	690	1,187	7	0.6
I-405 BRT	505	35,553	31,573	60,475	24,922	70.1
I-90 Two-Way Transit & HOV Operations, Stage 3	31,560	4,955	6,302	6,340	1,385	28.0
RapidRide C and D	0	350	350	750	400	114.3
SR 522 / NE 145th BRT	295	5,781	3,400	16,875	11,094	191.9
ST Express Fleet Expansion	206	15,357	15,357	0	(15,357)	(100.0)
<b>Total System Expansion - Regional Express</b>	<b>\$32,593</b>	<b>\$63,764</b>	<b>\$57,675</b>	<b>\$86,214</b>	<b>\$22,450</b>	<b>35.2 %</b>

## System Expansion – Other 2019 Budget Highlights

Budgeted at \$24.0 million, this category includes programs for transit system access, innovation and technology, public art, efficiency and sustainability, and transit-oriented development planning.

### SYSTEM EXPANSION – OTHER (in thousands)

Project	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Budget \$ Change	Budget % Change
Efficiency & Sustainability Program	\$0	\$350	\$47	\$1,492	\$1,142	326.3 %
Fare Administration	81	1,630	849	500	(1,130)	(69.3)
Fare Collection	3	195	193	776	581	297.8
Innovation and Technology Program	0	4,250	1,772	2,330	(1,920)	(45.2)
ORCA Next Generation	226	1,527	1,014	3,651	2,125	139.2
Research & Technology	955	613	293	1,226	613	100.1
Research and Business Development Program	51	300	160	205	(95)	(31.7)
ST3 Planning	1,597	3,000	1,420	2,550	(450)	(15.0)
STart	1,187	2,134	3,543	3,649	1,515	71.0
STart Operations & Maintenance	344	231	168	227	(4)	(1.7)
Transit Oriented Development Planning Program	0	400	76	425	25	6.3
Transit System Access Program	0	7,750	696	7,000	(750)	(9.7)
<b>Total System Expansion - Other</b>	<b>\$4,444</b>	<b>\$22,379</b>	<b>\$10,230</b>	<b>\$24,031</b>	<b>\$1,652</b>	<b>7.4 %</b>

## Enhancement

These projects improve operating efficiency and effectiveness, improve rider experience, increase system functionality, or reduce operating costs.

### 2019 Budget Highlights

Enhancement projects are budgeted at \$37.0 million and include plans to:

- Complete installation of a second light rail vehicle lift at Link Operations and Maintenance Facility (Link OMF).
- Achieve system certification for Positive Train Control system scheduled to start up in the first quarter of 2019.
- Facilitate transit-oriented development near transit stations.
- Contribute financially to street and signal improvements in Seattle to mitigate the impacts of additional buses moving from the Downtown Seattle Transit Tunnel (DSTT) to surface streets.
- Continue the renovation of the Link OMF to increase the efficient use of space, secure the Link Control Center, and expand parking with the addition of car charging stations for ST electric vehicles.
- Establish the scope for a digital passenger information system to enhance the rider experience and provide an enhanced exchange of informational data with our riders and transit partners.

### ENHANCEMENT PROJECTS

(in thousands)

Project	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Budget \$ Change	Budget % Change
<b>LINK</b>						
Central Link Card Readers	(\$0)	\$292	\$0	\$0	(\$292)	(100.0) %
Central Link HVAC - Instrument House and UPS Room	10	408	0	0	(408)	(100.0)
Central Link Overhead Catenary System Tie Switch	1	125	35	2,958	2,833	2,266.8
Light Rail Vehicle Wireless Communication Upgrade	0	156	405	0	(156)	(100.0)
Link Operating Segment Systems Enhancements and	5	1,395	1	1,394	(1)	(.1)
LRV Between Car Barriers	412	108	0	108	0	0.0
LRV Wash Bay Modifications	0	300	8	291	(8)	(2.8)
LRV Wheel Flat Software	0	250	0	0	(250)	(100.0)
Noise Abatement	19	610	3	442	(168)	(27.5)
Non-revenue Support Vehicles	689	674	1,273	1,620	947	140.5
OMF Energy Efficiency	916	182	101	0	(182)	(100.0)
Operations & Maintenance Facility Light Rail Vehicle Lift	217	4,238	1,170	3,067	(1,171)	(27.6)
Operations Maintenance Facility (OMF) - Link Control	0	400	50	350	(50)	(12.5)
Operations Maintenance Facility (OMF) - Renovations	0	3,225	291	5,034	1,809	56.1
Operations Maintenance Facility (OMF) Expanded	59	538	407	129	(409)	(76.0)
Signage Improvements	240	773	212	162	(611)	(79.1)
Tacoma Link Radio Upgrade	0	748	748	0	(748)	(100.0)

ENHANCEMENT PROJECTS – CONTINUED  
(in thousands)

Project	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Budget \$ Change	Budget % Change
<b>SOUNDER</b>						
Customer Emergency Stations	0	800	243	0	(800)	(100.0)
Kent Station Parking Lot Paving	0	627	0	0	(627)	(100.0)
Kent Station Platform Lighting	83	102	7	0	(102)	(100.0)
King St Station Platform Improvements	5	295	31	0	(295)	(100.0)
Lakewood MOW Renovation	0	0	0	400	400	0.0
Locomotive Inboard Cameras	0	300	110	190	(110)	(36.7)
Positive Train Control	1,888	3,055	2,767	278	(2,777)	(90.9)
Puyallup Station LED Lighting	94	34	7	0	(34)	(100.0)
Sounder Passenger Emergency Intercom	0	1,500	0	1,500	0	0.0
Sumner Station LED Lighting	49	35	5	0	(35)	(100.0)
<b>REGIONAL EXPRESS</b>						
Bellevue TC Security System	0	150	71	0	(150)	(100.0)
Bus Maintenance Facility	2	12,776	141	0	(12,776)	(100.0)
Community Transit - On-Board Communication Upgrade	0	2,080	528	802	(1,278)	(61.4)
Opensidewalks Data Development	50	10	0	0	(10)	(100.0)
Pierce Transit - Global Positioning System Repeater	0	1,662	0	1,662	0	0.0
<b>OTHER</b>						
Bike Locker Program	70	114	2	0	(114)	(100.0)
Bike Parking Program	0	640	0	1,400	760	118.8
Downtown Seattle Transit Tunnel Mitigation	424	9,070	3,233	8,677	(393)	(4.3)
Everett Station Security Improvements	0	289	289	0	(289)	(100.0)
LED Lighting Program	0	1,500	383	441	(1,059)	(70.6)
Passenger Information Management System	0	1,617	450	1,167	(450)	(27.8)
Security Operations Center - Video Monitoring	0	241	188	0	(241)	(100.0)
Security Radio System	0	915	225	1,028	113	12.4
SODO/MLK Hazard Mitigation	0	1,584	1,535	1,601	17	1.1
Transit Oriented Development Property Disposition	1,190	2,660	1,414	1,625	(1,035)	(38.9)
Union Station Garden Level Remodel	980	221	83	154	(67)	(30.5)
Video Mgmt System Upgrade	0	0	0	500	500	0.0
<b>Total Enhancement</b>	<b>\$7,404</b>	<b>\$56,699</b>	<b>\$16,416</b>	<b>\$36,980</b>	<b>(\$19,719)</b>	<b>(34.8) %</b>

## State of Good Repair

These projects extend the life of existing transit system assets, replace those at the end of their useful life, and invest in maintaining assets in a state of good repair.

### 2019 Budget Highlights

State of Good Repair projects are budgeted at \$72.6 million and include plans to:

- Complete the installation of electrical distribution equipment required for Convention Place development.
- Commence repairs to the DSTT to bring the facility into alignment with Sound Transit standards.
- Upgrade closed-circuit television (CCTV) cameras in all Link facilities.
- Continue with the overhaul of Link light rail and Sounder vehicles.
- Replace 25 buses in the ST Express fleet.

### STATE OF GOOD REPAIR PROJECTS (in thousands)

Project	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Budget \$ Change	Budget % Change
<b>LINK</b>						
Access Control Card Upgrade	\$0	\$520	\$669	\$907	\$387	74.3 %
Convention Place Development Systems Retrofit	944	1,547	313	350	(1,197)	(77.4)
DSTT Capital Improvements	0	0	0	5,000	5,000	0.0
Light Rail Vehicle Overhaul	0	3,081	(104)	1,500	(1,581)	(51.3)
Link Bridge Repairs	0	165	90	460	295	179.3
Link CCTV System Upgrade	0	2,468	1,015	1,453	(1,015)	(41.1)
Link Light Rail Vehicle Overhaul	0	5,100	6,257	5,219	119	2.3
Link Operating Technology Upgrades	0	500	0	0	(500)	(100.0)
Link Radio Upgrade	0	1,000	700	300	(700)	(70.0)
Link SCADA System Support	0	250	0	0	(250)	(100.0)
Link Station Braided Tile Replacement	0	435	218	218	(218)	(50.0)
Tacoma Link HVAC and Building Systems Upgrade	0	400	0	400	0	.0
Tacoma Link Light Rail Vehicle Overhaul	0	580	193	484	(97)	(16.7)
<b>SOUNDER</b>						
King Street Station Vertical Window Glazing	0	767	0	767	0	0.0
Sounder Vehicle Overhaul Program	5,968	2,137	1,381	6,849	4,712	220.5
<b>REGIONAL EXPRESS</b>						
ST Express Fleet Replacement	9,850	26,195	5,794	39,535	13,340	50.9
<b>OTHER</b>						
Information Technology (IT) Infrastructure	1,331	1,162	900	1,864	702	60.4
IT Transit Systems	220	143	24	135	(8)	(5.3)
Othello Traction Power Sub-station Parking Lot	130	249	305	20	(229)	(92.0)
Safety Oversight Approval Program	0	200	0	0	(200)	(100.0)
Small Works Program	485	3,581	878	2,068	(1,513)	(42.2)
Station Midlife Refurbishment Program	32	583	0	1,522	939	160.9
Tacoma Dome Station	0	3,553	0	3,553	0	0.0
<b>Total State of Good Repair</b>	<b>\$18,961</b>	<b>\$54,615</b>	<b>\$18,634</b>	<b>\$72,601</b>	<b>\$17,986</b>	<b>32.9 %</b>

## Administrative

These projects support administration of the agency. The majority of these costs are capitalized with the assets of the projects or expensed as transit operating costs. Remaining costs are treated as general and administrative expenses.

### 2019 Budget Highlights

Administrative projects are budgeted at \$88.9 million and include plans to:

- Fund department costs allocated to projects as administrative overhead, as well as department costs that are unallocated.
- Continue phased implementation for the agency's enterprise asset management system to track agency assets and improve maintenance forecasts; replace the agency's eBid system with an upgraded vendor solicitation system; continue implementation of multiple systems to improve agency information security controls.
- Continue improvements to Union Station by continuing the replacement of the HVAC equipment and variable air volume systems.

#### ADMINISTRATIVE PROJECTS

(in thousands)

Project	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Budget \$ Change	Budget % Change
<b>OTHER</b>						
Administrative Capital	\$2,621	\$6,249	\$4,691	\$3,433	(\$2,816)	(45.1) %
Agency Administration Operating	53,514	68,409	68,409	80,681	12,273	17.9
Environmental Mitigation, Monitoring & Maintenance	110	121	51	125	4	3.3
Information Technology Program	4,216	3,265	4,127	4,548	1,283	39.3
Surplus Property Disposition	35	100	62	115	15	15.0
<b>Total Administrative</b>	<b>\$60,496</b>	<b>\$78,143</b>	<b>\$77,340</b>	<b>\$88,902</b>	<b>\$10,759</b>	<b>13.8 %</b>

## Other Budgets

Other budgets include debt service, donations to other governments, and tax collection and fees. 2019 debt service is budgeted at \$135.0 million and includes interest, principal repayments, and financing expenses. Donations to other governments are budgeted at \$7.0 million. Tax collection and fees are budgeted at \$10.1 million. Reserve contributions of \$15.7 million will be made in 2019 but are not included in the spending authorization request.

### Debt Service

As of August 31, 2018 Sound Transit has \$2.3 billion of outstanding long-term bonds and three Transportation Infrastructure Finance and Innovation Act (TIFIA) loan agreements for Operation and Maintenance Facility East, East Link Extension, and the Northgate Link Extension. On January 18, 2018, ST executed its first TIFIA loan drawdown for \$56.6 million for the Northgate Link Extension and that amount is now included in the debt service total. Beginning in 2019 debt interest will no longer be capitalized per the new Governmental Accounting Standards Board (GASB) rule that directs all interest be expensed. The 2019 budget reflects this change.

2019 debt service is budgeted at \$135.0 million including:

- \$34.1 million of principal repayment;
- \$100.0 million of interest expense;
- \$897 thousand for financing expenses.

### Donations to Other Governments

Sound Transit makes donations to other governments in the form of non-cash capital assets or cash contributions for operations and maintenance. A \$5.0 million cash donation to the city of Seattle for First Hill Streetcar operating and maintenance expenses is budgeted for 2019. A \$2.0 million non-cash capital asset donation to the Washington State Department of Transportation (WSDOT) for right-of-way improvements (I-90 Two-Way and HOV Operations, Stage 3) is budgeted for 2019.

### Tax Collection and Fees

Sound Transit pays the Department of Revenue (DOR) fees for the collection and administration of sales taxes and rental car taxes, and the Department of Licensing (DOL) fees for the collection and administration of motor vehicle excise taxes. The DOR and DOL fees are budgeted at \$6.8 million in 2019.

In 2019, Sound Transit will begin paying the sales and use tax offset fee, which was added to the ST3 enabling legislation and approved in the ST3 plan. The fee will be paid to the Washington DOR and is based on 3.25 percent of construction contract payments for new ST3 projects, up to a total amount of \$518.0 million. The 2019 budget anticipates contributions from four projects: Federal Way Link Extension \$1.3 million; I-405 Bus Rapid Transit \$923 thousand; Downtown Redmond Link Extension \$650 thousand; and SR 522 Bus Rapid Transit \$390 thousand; in total \$3.3 million.

### Reserves

Sound Transit maintains reserves in anticipation of future financial obligations. Amounts budgeted as reserves are not included in our spending authorization request. If reserved funds are to be used, the Board's approval is required in advance.

- **Emergency/Loss**

While the agency maintains a comprehensive insurance program, the policies do contain retentions (deductibles), which the agency would have to cover in the event of an insurable loss. In such instances, the Board could authorize the use of the emergency/loss fund on a case-by-case basis. The approval of the ST3 plan increased the reserve from \$38 million to \$88 million.

The reserve balance is projected to be \$24.1 million by the end of 2018.

A contribution of \$5.5 million contribution is budgeted for 2019.

- **Operations & Maintenance**

Sound Transit's financial policies require the agency to maintain an operation and maintenance reserve equal to two months of department operating expenses, including costs allocated to transit modes and projects.

The reserve balance is projected to be \$77.9 million by the end of 2018.

A contribution of \$6.2 million contribution is budgeted for 2019.

- **Capital Replacement**

The agency maintains a minimum \$300 million reserve for unanticipated expenditures necessary to keep the system in good working condition.

The reserve balance is projected to be \$331.2 million by the end of 2018.

- **Regional Affordable Housing Revolving Loan Fund**

ST3 established a revolving loan fund to support development of affordable housing opportunities related to equitable transit-oriented development (TOD). Contributions will equal \$4.0 million for 5 years beginning in 2019 for a total of \$20 million.

A contribution of \$4.0 million contribution is budgeted for 2019.

# Transit Improvement Plan Overview

The 2019 Transit Improvement Plan (TIP) provides a long-term forecast of project costs and reserves set aside for potential future expenditures. The Sound Transit Board adopts the TIP and the annual budget to authorize spending for the budget year, as well as authorized project allocations to date.

## Projects

The TIP includes project scope, schedule, budget, and risk information for all active projects. Budget information is presented at the phase-level including life-to-date costs, annual spending forecasts for the upcoming six years, summarized costs for years beyond this six-year period, and the total authorized project allocation to date. Only Board-approved allocation amounts are included. Where a baseline budget has not been approved, the total allocation only includes the authorized phases. The baseline budget reflects the estimated costs for the entire project and is used to measure actual project budget performance.

## Project Budgeting

### Project Prioritization Process

During the development of the budget, the agency follows an objective process to vet all proposed new projects and increases to existing projects that are not part of the voter-approved capital program. Projects are scored using objective criteria including: safety, sustainability, regulatory, financial, security, asset life, resource capacity to deliver projects and impact on ridership. The goal is to identify high-value, high-priority projects and pair them with available resources.

### Authorized Project Allocations

Prior to 2010, the Sound Transit Board approved project budgets at the outset of a capital project. Since 2010, our approach to project budgeting has been modified to provide greater Board oversight and control. As projects reach key milestones, requests for budget approval to complete the next project phase are presented for Board approval.

Typical budget requests include funding for:

- Project development through preliminary engineering and environmental review.
- Final design and right-of-way acquisition.
- Baseline or total expected project budget.

The initial project development budget includes alternatives analysis to shape the scope of the project and selection of a preferred alternative, compliance with environmental requirements which may include an Environmental Impact Statement, development of operations and maintenance plans, and preliminary engineering for the preferred alternative.

A final design and right-of-way budget includes funding for all design work, including architectural, civil, structural, electrical, and HVAC systems through to construction procurement documentation, as well as purchase or lease of all property needed to build the project.

A baseline budget is established during final design when sufficient information is available to establish the cost of a project through construction. Project spending is benchmarked against the baseline through completion of the project. Projects are fully funded when the Board approves the baseline.

## **Cost Estimates**

Sound Move, ST2, and ST3 are voter-approved segments of the capital project. All voter-approved projects have a cost estimate that originated from one of the three adopted plans (Sound Move, ST2, ST3).

Our cost estimates are maintained on a current year, constant dollar basis. For instance, in the 2019 TIP, full project cost estimates are presented in constant 2018 dollars. The constant dollar presentation allows for comparison of estimated costs across multiple projects. However, the Board approves budgets in year-of-expenditure dollars to take into account the fact that project spending occurs over several years and so must be adjusted for inflation.

# Projects

The majority of Sound Transit's projects support the planning, design, and construction of light rail, commuter rail, and express bus transit infrastructure as described in the capital plans. The Transit Improvement Plan (TIP) uses project categories, which align with common industry practice and provide transparency into the agency's investment in expanding service versus investment in existing assets. Projects are also reported by mode.

## PROJECT DELIVERY SUMMARY BY PROJECT TYPE (in millions)

	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total TIP
<b>System Expansion</b>									
Link	\$5,909	\$2,052	\$2,008	\$1,589	\$1,826	\$1,143	\$393	\$203	\$15,124
Sounder	\$695	\$37	\$22	\$2	-	-	\$16	\$56	\$828
Regional Express	\$252	\$86	\$113	\$38	\$33	\$13	\$0	\$19	\$554
Other	\$73	\$24	\$33	\$34	\$31	\$30	\$230	\$28	\$484
<b>System Expansion Subtotal</b>	<b>6,929</b>	<b>2,200</b>	<b>2,176</b>	<b>1,664</b>	<b>1,889</b>	<b>1,186</b>	<b>639</b>	<b>306</b>	<b>16,990</b>
<b>Enhancement</b>	<b>87</b>	<b>37</b>	<b>10</b>	<b>17</b>	<b>3</b>	<b>5</b>	<b>1</b>	<b>10</b>	<b>171</b>
<b>State of Good Repair</b>	<b>179</b>	<b>73</b>	<b>21</b>	<b>23</b>	<b>7</b>	<b>7</b>	<b>3</b>	<b>5</b>	<b>316</b>
<b>Administrative</b>	<b>467</b>	<b>89</b>	<b>111</b>	<b>111</b>	<b>110</b>	<b>109</b>	<b>110</b>	<b>132</b>	<b>1,239</b>
<b>Total</b>	<b>\$7,663</b>	<b>\$2,398</b>	<b>\$2,318</b>	<b>\$1,815</b>	<b>\$2,009</b>	<b>\$1,307</b>	<b>\$753</b>	<b>\$453</b>	<b>\$18,716</b>

## PROJECT DELIVERY SUMMARY BY MODE (in millions)

	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total TIP
<b>Link</b>	<b>\$5,941</b>	<b>\$2,084</b>	<b>\$2,024</b>	<b>\$1,590</b>	<b>\$1,827</b>	<b>\$1,144</b>	<b>\$394</b>	<b>\$203</b>	<b>\$15,207</b>
<b>Sounder</b>	<b>763</b>	<b>49</b>	<b>28</b>	<b>6</b>	<b>4</b>	<b>4</b>	<b>16</b>	<b>66</b>	<b>\$936</b>
<b>Regional Express</b>	<b>396</b>	<b>128</b>	<b>114</b>	<b>67</b>	<b>33</b>	<b>13</b>		<b>19</b>	<b>\$769</b>
<b>Other</b>	<b>564</b>	<b>137</b>	<b>151</b>	<b>152</b>	<b>145</b>	<b>147</b>	<b>343</b>	<b>165</b>	<b>\$1,804</b>
<b>Total</b>	<b>\$7,663</b>	<b>\$2,398</b>	<b>\$2,318</b>	<b>\$1,815</b>	<b>\$2,009</b>	<b>\$1,307</b>	<b>\$753</b>	<b>\$453</b>	<b>\$18,716</b>

The Projects section of the TIP document displays authorized project allocations primarily in terms of cash flow, what year dollars will be spent and on which phase of a project. The total budget to complete a project is not necessarily included in the TIP because the agency's Phase Gate process requires most project budgets be approved by the Board in phases, rather than all at once. There are a number of terms that require definition in order to clearly understand the following tables.

**Authorized Project Allocation to Date:** Current Board-authorized spending ceiling for a project.

**Life to Date:** Sum of all project expenditures prior to the budget year.

**Cashflow:** Annual projected expenditures are shown for six years beginning with the budget year.

**Future:** Refers to the sum of projected expenditures for years seven and beyond.

**Total:** The total Board-authorized project allocation to date. This may be just preliminary engineering, final design and right-of way, or it could be the budget for the entire project.

### Changes to Authorized Project Allocations to Date from 2018 TIP to 2019 TIP

The table below is a reconciliation of changes in authorized project allocations to date between the Adopted 2018 TIP and the Proposed 2019 TIP. Each change to a project is explained.

#### CHANGES TO AUTHORIZED PROJECT ALLOCATIONS FROM 2018 TO 2019 (in millions)

Project Type	Adopted 2018 TIP	2018 Closed Projects	2019 New Projects	Transfers/ Increases/ (Decreases)	2018 Board Actions	Proposed 2019 TIP
<b>System Expansion</b>						
Link Light Rail	\$10,978	\$0	\$4	-	\$4,143	\$15,124
Sounder Commuter Rail	809	-	-	19	-	\$828
Regional Express Bus	387	-	-	165	2	\$554
Other	484	-	-	(0)	-	\$483
<b>Subtotal</b>	<b>12,657</b>	<b>-</b>	<b>4</b>	<b>184</b>	<b>4,146</b>	<b>16,990</b>
<b>Enhancement</b>	<b>158</b>	<b>-</b>	<b>1</b>	<b>11</b>	<b>0</b>	<b>\$171</b>
<b>State of Good Repair</b>	<b>272</b>	<b>(1)</b>	<b>10</b>	<b>35</b>	<b>-</b>	<b>\$316</b>
<b>Administrative</b>	<b>847</b>	<b>-</b>	<b>-</b>	<b>393</b>	<b>-</b>	<b>\$1,239</b>
<b>Total</b>	<b>\$13,933</b>	<b>(\$1)</b>	<b>\$15</b>	<b>\$623</b>	<b>\$4,146</b>	<b>\$18,716</b>

#### 2018 Closed Projects – Closed projects are excluded from the 2019 TIP.

Three projects were closed in 2018:

- Link Operating Technology Upgrades
- Link SCADA System Support
- Safety Oversight Approval Program

#### CLOSED PROJECTS (in thousands)

	Baseline Budget	Final Cost	Savings/ (Over)
<b>State of Good Repair</b>			
<b>Link Operating Technology Upgrades</b>	500	0	500
Perform lifecycle related updates to operations technology system at or near the end of life for current hardware, software and firmware.			
<b>Link SCADA System Support</b>	250	0	250
Enhance and improve the LINK SCADA systems for ease of operation to link control center staff, facilities and other departments needing SCADA presented information.			
<b>Safety Oversight Approval Program</b>	200	0	200
This program covers remedial actions approved by the Safety Oversight Approval Panel (SOAP).			

**2019 New Projects** – Newly created projects for the 2019 budget year.

Four projects are new for 2019:

- Downtown Seattle Transit Tunnel – Capital Improvements Project will initially require funding of \$10 million to begin tunnel repairs to bring the tunnel infrastructure in alignment with Sound Transit standards to include signage and lighting.
- Downtown Seattle Transit Tunnel – Single Tracking for \$3.5 million to develop and align plans, commence advance maintenance, required access upgrades, crowd control, security, emergency response requirements in support of single tracking operations at Pioneer Square Station in support of the East Link Ext project.
- Lakewood Maintenance of Way (MOW) renovations for \$500 thousand to commence improvements at the facility to upgrade electrical panel, restrooms and additional common area space and office.
- Video Management System Upgrade for \$900 thousand as the additional of facilities operated by Sound Transit will increase necessitating an improved camera and video system to manage the volume of devices being monitors by ST security staff.

**Transfers-Increases-(Decreases)** – Moving project budget tonew or existing projects or with increases or decreases to project budgets.

- Sounder Maintenance Base project allocation is increased by \$4.0 million to fund advanced utility relocation work, baseline activities and support for the design-build request for proposal process.
- Puyallup Station Parking and Access Improvements projects is increased by \$766 thousand to support project activities to complete the project baseline.
- Sumner Station Parking and Access Improvement project is increased by \$740 thousand to support project activities to complete the project baseline.
- Kent Station Parking and Access Improvement project is increased by \$9.0 million to fund early property acquisition and complete preliminary engineering.
- Auburn Station Parking and Access Improvement project is increased by \$4.8 million to fund early property acquisition and complete preliminary engineering.
- I-405 Bus Rapid Transit project is increased by \$130.9 million to Washington State Department of Transportation work at the NE 44<sup>th</sup> Interchange.
- SR 522/NE 143<sup>rd</sup> St Bus Rapid Transit project is increased by \$34 million to fund early construction activities in coordination with the city of Bothell.
- Bike Parking Program is increased by \$9.1M to integrate on-demand bike lockers through out the agency.
- Bike Locker Program is decreased by (\$112) thousand to recognize surplus and prepare to close the project.
- Security Radio System is increased by \$338 thousand to fund the unanticipated costs and licensing to complete the project.
- Open Sidewalks project is decreased by (\$10) thousand to recognize surplus funds in advance of closing the project.
- Non-revenue Support Vehicles project is increased by \$1.6 million to fund the procurement of a Vactor Truck.
- Convention Place Development Systems Retrofit project is increased by \$451 thousand to fund increased costs to complete the project scope.

- LRV Overhaul project is increased by \$4.6 million to fund the additional scope of work to perform mid-life maintenance
- Sounder Vehicle Overhaul Program is increased by \$21.1 million to fund mid-life replacement and repair of locomotives and cab cars to include; overhaul of the HVAC systems, car door rehabilitation, replacement of carpet and seats, lighting and lavatory upgrades and car painting.
- Station Midlife Refurbishment Program is increased by \$1.6 million to fund increased cost to relace the bus loop at the Tukwila International Blvd Station and a three year plpan to address 28 elevators ar Sounder stations, transit centers, parking garages, and Union Station.
- Information Technology (IT) Infrastructure project is increased \$7.5 million to fund repair and replacement of agency assets.
- Othello Transit Power Sub-station (TPSS) is increased by \$76 thousand to complete additional scope of work tocomplete the project.
- Administrative Capital is increased by \$45 million to integrate the ST3 plan through 2041.
- Agency Administrative Overhead is increased by \$348 million to fund and support the growth of the agency administrative costs to deliver its service and capital commitments.

**2018 Board Actions** – Actions the Board took in 2018 to establish or change the project allocation for an amount that is within the cost estimate for the project.

- Lynnwood Link Extension was increased by \$2.1 billion through Resolution R2018-16 as the project was baselined.
- Federal Way Link Extension was increased by \$2.0 billion through Resolution R2018-30 as the project was baselined.
- Rapid Ride C&D Improvements project was established at \$2.4 million through Resolution R2018-31.
- LRV Wireless Communication Upgrade project was increased by \$249 thousand through Resolution R2018-33 to fund additional scope to complete the project.

## System Expansion

As a relatively young transit system, the majority of Sound Transit's project budgets are focused on building light rail to connect the region. Both Sound Move, ST2, and y ST3 programs funded light rail facilities and tracks in tunnels, at grade, and elevated. By 2041, these programs will extend light rail north to Everett, south to Tacoma, and east to Downtown Redmond.

Commuter rail is focused on providing rail service between Everett and Seattle from the north and Dupont to Seattle from the south. Projects are now focused on rail station improvements among its 12 commuter rail stations, completion of track and signal improvements in Tacoma, and platform extensions allowing for larger trains.

Projects in support of Regional Express bus services are mostly completed, and the focus is now on the expansion of high occupancy vehicle (HOV) transit lanes on I-90.

### **System Expansion – Link 2019 Budget Highlights**

- Continue project development work on the following voter approved projects:
  - West Seattle & Ballard Link Extensions project combining three projects to leverage environmental review on the entire corridor.
  - Tacoma Dome Link Extension in combination with the Operations & Maintenance Facility South to leverage environmental review.
- Continue East Link Extension construction of all seven segments in south Bellevue, downtown Bellevue-Spring District and Bel-Red area, with completion of tunneling in Bellevue.
- Commence construction to expand Tacoma Link.
- Continue construction of stations and trackwork for Northgate Link Extension and begin the systems installation.
- Award the GCCM contracts and commence construction on the Lynnwood Link Extension.
- Continue close-out activities for the University Link and South 200th Street Link Extensions.
- Award the design build contract and commence construction for Federal Way Link Extension to construct light rail from South 200th Street to Federal Way Transit Center.
- Begin the bid process for a design-build contractor, award the bid and issue the notice to proceed on the Downtown Redmond Extension.
- Receive the initial delivery of 25 light rail vehicles and begin the acceptance and commissioning process to introduce the vehicles to the revenue fleet.

### **System Expansion – Sounder 2019 Budget Highlights**

- Continue the development of six Sounder station projects at Edmonds, Mukilteo, Kent, Auburn, Sumner and Puyallup.
- Take delivery of three cab cars and one locomotive to augment the Sounder revenue fleet.

### **System Expansion – Regional Express 2019 Budget Highlights**

- Commence early construction of elements of the Bus Rapid Transit program in partnership with the city of Bothell and Washington State Department of Transportation (WSDOT).
- SR 522 and I-405 Bus Rapid Transit projects.
- Bus on Shoulder Program.
- Complete project close-out activities on the completed I-90 Two-Way Transit and HOV Operations Stage 3 project.

## Enhancement

Although the majority of Sound Transit's projects are related to expanding the regional transit system, work is planned and ongoing to improve operating efficiency and effectiveness, improve the rider experience, increase system functionality, or reduce operating costs.

### **2019 Enhancement Project Highlights**

- Complete the installation of the tie switches to improve safety and operability of the light rail overhead catenary system.
- Continue partnership with King County and the City of Seattle to fund street and signal improvements to mitigate the impact of buses moving from the Downtown Seattle Transit Tunnel (DSTT) to surface streets.
- Complete the installation of a second light rail vehicle lift at the Link Operations & Maintenance Facility (OMF).
- Complete the renovation of the Operations and Maintenance Facility to secure the Link Control Center, renovate existing office spaces, increase onsite parking, and add electric charge station capacity at the facility.
- Complete the upgrade of the on-board communication systems on all Sound Transit buses operated by Community Transit to improve data transfer between the bus and the maintenance facility.
- Install a GPS Repeater to extend the radio and data communication range of Pierce Transit communication with Pierce Transit operated Sound Transit buses.
- Install CCTV cameras and customer emergency stations at the Everett Transit Center.
- Install and certify a redundant radio communication system that extends service range and can serve as an additional radio system in emergency events.
- Begin the installation of new bike lockers with on-demand technology to improve utilization and make them available to a broader user base.
- Replace 12 link light rail maintenance vehicles as they have reached the end of their useful life.

## State of Good Repair

State of Good Repair projects extend the life of existing system assets and replace those at the end of their useful life. As the transit system ages, investment in maintaining our assets in a state of good repair will rise.

### **2019 State of Good Repair Project Highlights**

- Upgrade and replace the hardware and software backbone of Sound Transit's legacy information technology systems.
- Increase the Link Light Rail (LRV) vehicle overhaul program to address the mid-life rehabilitation and repair requirements.
- Continue the process of refurbishing 58 passenger doors on Sounder passenger cars, which have begun to fail due to repeated use.
- Replace glass on three Sounder entrances at King Street Station platforms with acrylic windows to lower the risk of damage from vandalism.
- Perform bridge repairs to two bridge segments supporting the Link system.
- Complete the Link CCTV upgrade at 16-link stations by completing the installation of agency compatible digital camera technology.
- Partner with Pierce Transit to complete necessary improvements and repairs to the parking facility at the Tacoma Dome.

## Administrative

Administrative projects are not specific to any transit mode or capital program. Projects fund disposition of surplus real estate, procurement of administrative equipment, facilities, and technology, as well as administrative support critical to the successful operation of the agency. Administrative costs that support projects are charged to construction in progress and capitalized with the resulting assets.

### **2019 Administrative Project Highlights**

- Replace 12 non-revenue vehicles used by administrative staff and add eleven vehicles to the fleet in support of increased pool usage and direct need due to increased program activity.
- Complete the second year of a three-year program to replace the roof top cooling towers and 98 variable air volume exchangers at Union Station.
- Continue landscape and wetland hydrology mitigation and maintenance activities at selected Sound Transit properties.
- Implement the agency's enterprise asset management system
- Maintain agency IT infrastructure.
- Implement information security controls.
- Replace eBid (vendor solicitation) system

# Appendix A – Financial Plan Sources and Uses



## Long-Range Financial Plan - Sources & Uses Summary

### 2018 Fall Financial Plan

2017 through 2041; YOY \$ in Millions

	Snohomish	North King	South King	East King	Pierce	Systemwide	Total
<b>Sources of Funds</b>							
<b>Tax Revenue</b>							
Sales and Use Tax	\$ 6,130	\$ 15,942	\$ 6,932	\$ 12,172	\$ 9,134	\$ -	\$ 50,311
Motor Vehicle Excise Tax	1,295	1,746	1,033	2,338	1,801	-	8,213
Property Tax	515	1,729	526	1,441	622	-	4,833
Rental Car Tax	4	10	69	6	4	-	94
<b>Total Tax Revenue</b>	<b>7,944</b>	<b>19,427</b>	<b>8,560</b>	<b>15,957</b>	<b>11,562</b>	<b>-</b>	<b>63,450</b>
<b>Other Revenue</b>							
Grant Revenue	1,542	2,062	1,432	1,430	976	555	7,997
Fare Revenue	487	3,622	864	966	713	-	6,651
Other Revenue	14	138	68	123	72	5	420
Interest Earnings	-	-	-	-	-	453	453
<b>Total Other Revenue</b>	<b>2,043</b>	<b>5,822</b>	<b>2,364</b>	<b>2,520</b>	<b>1,760</b>	<b>1,013</b>	<b>15,521</b>
Bond Proceeds (with DSRF)	2,804	4,675	4,614	1,579	206	-	13,878
TIFIA Proceeds	471	1,088	926	836	-	-	3,320
<b>Total Sources</b>	<b>\$ 13,262</b>	<b>\$ 31,012</b>	<b>\$ 16,463</b>	<b>\$ 20,891</b>	<b>\$ 13,528</b>	<b>\$ 1,013</b>	<b>\$ 96,169</b>
<b>Uses of Funds</b>							
<b>Capital Expenditures (Including Service Delivery)</b>							
Link Light Rail	\$ 8,113	\$ 11,757	\$ 5,108	\$ 9,749	\$ 2,230	\$ 4,558	\$ 41,515
Tacoma Link Light Rail	-	-	-	-	1,251	-	1,251
Sounder Commuter Rail	102	-	949	-	2,139	-	3,190
Regional Express Bus	139	82	120	356	351	-	1,048
Bus Rapid Transit	41	333	258	1,192	-	-	1,824
Systemwide	8	50	23	26	3	954	1,063
Service Delivery	21	22	36	41	41	1	162
<b>Total Capital Expenditures</b>	<b>8,424</b>	<b>12,244</b>	<b>6,494</b>	<b>11,363</b>	<b>6,014</b>	<b>5,513</b>	<b>50,053</b>
<b>O&amp;M Expenditures</b>							
Link Light Rail	974	6,741	2,135	1,645	373	-	11,868
Tacoma Link Light Rail	-	-	-	-	566	-	566
Sounder Commuter Rail	344	-	925	-	1,015	-	2,284
ST Express Bus	519	-	444	1,896	1,250	-	4,108
Bus Rapid Transit	137	255	180	714	-	-	1,286
Systemwide*	247	376	202	330	181	2,564	3,900
<b>Total O&amp;M Expenditures</b>	<b>2,221</b>	<b>7,371</b>	<b>3,885</b>	<b>4,585</b>	<b>3,386</b>	<b>2,564</b>	<b>24,012</b>
SOGR	416	1,914	991	1,357	866	694	6,238
Systemwide Activities	1,022	2,509	1,104	2,061	1,493	(8,189)	-
Reserve Contributions (O&M, R&R, DSRF)	227	415	377	166	53	-	1,239
Debt Service (Excludes TIFIA)	2,042	4,104	3,885	2,181	672	-	12,884
TIFIA Debt Service	388	873	732	460	-	-	2,452
Change in Cash	(1,478)	1,582	(1,005)	(1,282)	1,045	431	(708)
<b>Total Uses</b>	<b>\$ 13,262</b>	<b>\$ 31,012</b>	<b>\$ 16,463</b>	<b>\$ 20,891</b>	<b>\$ 13,528</b>	<b>\$ 1,013</b>	<b>\$ 96,169</b>

\*Includes Other O&M and Emergency Reserve

This page is intentionally blank.

## Appendix B - Department Budgets

This section includes 2019 budget highlights and a budget summary for each department. In addition, an overview of staffing changes by department is provided.

### Departments

Major drivers of the \$36.6 million or 7.8 percent increase in department budgets over the 2018 budget are increases in staffing, third party rates for purchased transportation services, as well as public safety and security.

Salaries and benefits increased by 4.8 percent in operating budgets due to inflation of existing salaries, a full year of costs for 140 net positions added in 2018, along with 117 new positions approved for 2019.

Purchased transportation services increased by 10.2 percent in the operating budgets, and security & safety increased by 36.7 percent. Transit service increases are planned for ST Express to improve schedule reliability and to mitigate impacts from the closure of the Montlake freeway station on State Route 520.

### Agency Staffing

Staffing growth in 2019 is driven primarily by increasing capital project activities. Sound Transit tracks and forecasts long-term staffing needs, balancing the addition of permanent positions with the use of consultants, to ensure capital and operating programs are adequately supported and affordable. Changes in departmental staffing levels over the past few years are summarized below.

#### AGENCY STAFFING SUMMARY

Department	2016	2017	2018			2019	
			Adopted	Changes	Current	New	Proposed
Communications & External Affairs	38	41	45	24	69	1	70
Design, Engineering & Construction Management	255	297	331	(22)	309	18	327
Executive	123	161	187	6	193	28	221
Finance	73	77	84	6	90	12	102
Information Technology	81	94	109	6	115	6	121
Legal	16	21	22	1	23	-	23
Operations	123	162	183	-	183	42	225
Planning, Environment & Project Development	49	74	84	1	85	10	95
<b>Total Positions</b>	<b>758</b>	<b>927</b>	<b>1,045</b>	<b>22</b>	<b>1,067</b>	<b>117</b>	<b>1,184</b>

Note: Community Outreach division was transferred from DECM to CEA in 2018.

DEPARTMENT BUDGETS SUMMARY  
(in thousands)

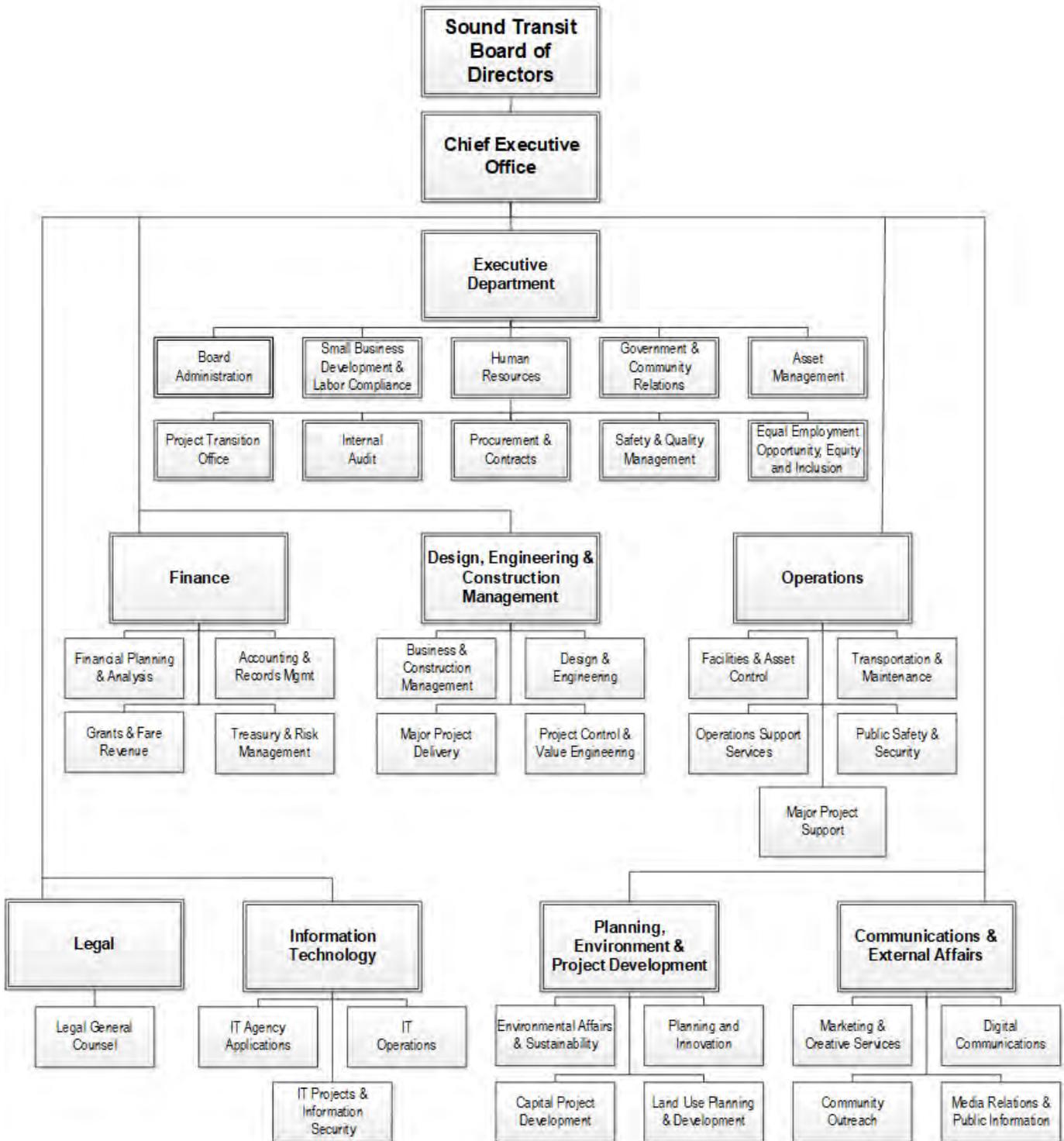
	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Budget \$ Change	Budget % Change
<b>Salaries &amp; Benefits</b>						
Salaries	\$61,042	\$83,442	\$74,750	\$88,002	\$4,560	5.5%
Benefits	40,181	56,475	51,863	58,656	2,181	3.9
<b>Subtotal</b>	<b>101,222</b>	<b>139,917</b>	<b>126,614</b>	<b>146,658</b>	<b>6,741</b>	<b>4.8</b>
<b>Services</b>						
Marketing Agency	318	363	363	288	(75)	(20.7)
Professional & Technical	7,788	19,249	15,010	17,608	(1,642)	(8.5)
Temporary Services	1,026	286	1,603	1,372	1,087	380.6
Contract Maintenance	32,564	39,666	38,169	40,465	800	2.0
Security & Safety	21,104	25,163	22,767	34,387	9,224	36.7
Other Services	6,285	9,355	7,520	7,628	(1,726)	(18.5)
<b>Subtotal</b>	<b>69,085</b>	<b>94,081</b>	<b>85,432</b>	<b>101,749</b>	<b>7,668</b>	<b>8.2</b>
<b>Materials &amp; Supplies</b>	<b>10,943</b>	<b>14,226</b>	<b>12,685</b>	<b>15,127</b>	<b>900</b>	<b>6.3</b>
<b>Utilities</b>	<b>6,634</b>	<b>7,133</b>	<b>6,763</b>	<b>7,337</b>	<b>205</b>	<b>2.9</b>
<b>Insurance</b>	<b>6,807</b>	<b>8,633</b>	<b>7,703</b>	<b>8,199</b>	<b>(434)</b>	<b>(5.0)</b>
<b>Taxes</b>	<b>2,818</b>	<b>3,103</b>	<b>2,944</b>	<b>3,253</b>	<b>150</b>	<b>4.8</b>
<b>Purchased Transportation Services</b>						
Paratransit	2,044	1,968	2,034	2,187	219	11.1
Purchased Transportation	155,876	175,133	176,158	193,039	17,906	10.2
<b>Subtotal</b>	<b>157,920</b>	<b>177,101</b>	<b>178,192</b>	<b>195,226</b>	<b>18,125</b>	<b>10.2</b>
<b>Miscellaneous</b>	<b>4,267</b>	<b>6,777</b>	<b>5,670</b>	<b>8,802</b>	<b>2,025</b>	<b>29.9</b>
<b>Leases &amp; Rentals</b>						
Transit Way	8,134	8,501	7,983	7,209	(1,292)	(15.2)
General Administrative Facilities	7,347	8,284	8,567	10,835	2,552	30.8
<b>Subtotal</b>	<b>15,480</b>	<b>16,784</b>	<b>16,550</b>	<b>18,045</b>	<b>1,260</b>	<b>7.5</b>
<b>Department Budgets Summary Total</b>	<b>\$375,177</b>	<b>\$467,755</b>	<b>\$442,553</b>	<b>\$504,395</b>	<b>\$36,640</b>	<b>7.8%</b>

CHANGES TO DEPARTMENT BUDGETS  
(in thousands)

Department	2018 Budget	2019 Budget	Budget \$ Change	Budget % Change
Communications & External Affairs	\$11,759	\$12,161	\$402	3.4%
Design, Engineering & Construction Management	52,566	54,993	2,427	4.6
Executive	34,542	36,759	2,217	6.4
Finance	26,837	25,883	(954)	(3.6)
Information Technology Services	26,842	32,769	5,928	22.1
Legal	4,698	4,865	166	3.5
Operations	297,374	322,620	25,246	8.5
Planning, Environment & Project Development	13,137	14,346	1,208	9.2
<b>Total Department Budgets</b>	<b>\$467,755</b>	<b>\$504,395</b>	<b>\$36,640</b>	<b>7.8%</b>

This page is intentionally blank.

# SOUND TRANSIT ORGANIZATION CHART



## **Communications & External Affairs**

Communications & External Affairs (CEA) helps to build public trust through open and honest communication, meaningful public involvement and outreach, responsiveness, and engagement. The team provides high-quality communications that connect Sound Transit to customers, prospective riders, stakeholders, and the community. CEA contributes to the success of the agency by enabling transparency and reporting on agency achievements, project updates, and financial goals. CEA helps grow ridership by informing the public about the benefits of mass transit and continuously improving the customer experience through the delivery of relevant, timely rider information via targeted communications, optimized for journey stage and delivery channel. The department provides an employee communications program, creating and delivering content to help staff be informed and engaged, do their best work, and live by the Sound Transit values.

### **2019 Budget Highlights**

CEA's 2019 budget is \$402 thousand or 3.4 percent higher than the 2018 budget after reflecting the transfer of the Community Outreach division from the DECM department to CEA and the addition of one new position.

CEA will invest in user-centered research to understand customer expectations and needs for improved digital channels including the web, email, and rider-facing applications such as the trip planner. They will design and deliver a prioritized set of improvements to [soundtransit.org](http://soundtransit.org) that will help the public stay informed about system expansion planning and construction activities.

As Sound Transit's delivery of capital projects continues to expand dramatically, the Media Relations and Public Information division will lead efforts to maintain strong public awareness of progress and benefits and how the public can participate. Efforts will include an expanded speakers bureau and both electronic and printed communications. Division members will continue to work on cross-departmental teams that advance agency projects while maintaining proactive efforts to inform and involve stakeholders. Work also will continue on expanded employee communications as the agency grows and places increased emphasis on internal collaboration and other agency values.

The Customer Outreach team within Marketing & Creative Services will continue working with the Operations department to refine an outreach program for service restructuring planned for the I-90 and SR-520 corridors. The Marketing & Creative Services division will continue to develop promotional campaigns to support customer care and retention objectives. The division will support developing a communications plan to inform riders about conversion of the Downtown Seattle Transit Tunnel to rail only in first quarter 2019. The division will also help develop a plan to communicate with customers about single track operations in the tunnel coming in first quarter 2020 due to East Link construction.

Community Outreach will add one position to support our expanding capital project program. They will begin investing in improvements to our efforts to include hard to reach populations, such as minority, limited English speaking, and low-income communities.

COMMUNICATIONS & EXTERNAL AFFAIRS

(in thousands)

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Budget \$ Change	Budget % Change
<b>Salaries &amp; Benefits</b>						
Salaries	\$3,735	\$4,552	\$4,348	\$5,043	\$491	10.8%
Benefits	2,466	3,081	3,200	3,298	217	7.0
<b>Subtotal</b>	<b>6,201</b>	<b>7,633</b>	<b>7,548</b>	<b>8,341</b>	<b>708</b>	<b>9.3</b>
<b>Services</b>						
Marketing Agency	318	363	363	288	(75)	(20.7)
Professional & Technical	134	829	825	779	(50)	(6.0)
Contract Maintenance	0	3	3	3	0	0.0
Other Services	523	741	571	589	(152)	(20.5)
<b>Subtotal</b>	<b>975</b>	<b>1,936</b>	<b>1,762</b>	<b>1,659</b>	<b>(277)</b>	<b>(14.3)</b>
<b>Materials &amp; Supplies</b>	<b>28</b>	<b>393</b>	<b>395</b>	<b>374</b>	<b>(19)</b>	<b>(4.8)</b>
<b>Utilities</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>23.8</b>
<b>Miscellaneous</b>	<b>1,787</b>	<b>1,792</b>	<b>1,795</b>	<b>1,779</b>	<b>(13)</b>	<b>(0.7)</b>
<b>Leases &amp; Rentals</b>						
General Administrative	2	3	3	4	2	50.8
<b>Subtotal</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>50.8</b>
<b>Department Total</b>	<b>\$8,996</b>	<b>\$11,759</b>	<b>\$11,505</b>	<b>\$12,161</b>	<b>\$402</b>	<b>3.4%</b>

Note: All numbers reflect the transfer of the Community Outreach division from DECM to CEA.

## ***Design, Engineering & Construction Management***

Design, Engineering & Construction Management (DECM) is responsible for final design, engineering, and construction management of all system expansion projects, as well as right of way acquisition, permitting, and other services to support capital project design and construction. DECM works collaboratively with the Operations department to support repairs and modifications to the operating transit infrastructure and systems, as well as to manage properties acquired prior to construction and surplus properties following construction. DECM staff also administer the agency's public art program.

DECM technical staff are matrixed to Planning, Environment, and Project Development (PEPD) led project teams ensuring a smooth transition from planning to design, enhancing buildability, reducing project risks, and delivering safe and efficient transit facilities on time and within budget.

### **2019 Budget Highlights**

DECM's 2019 budget is \$2.4 million or 4.6 percent higher than the 2018 budget. DECM plans to add 18 positions to support system expansion. Department priorities for 2019 include:

- Continuing construction progress on the Northgate and East Link extensions and the Operations and Maintenance Facility-East.
- Initiating construction on the Hilltop Tacoma and Lynnwood Link extensions.
- Selecting design-build contractors for the Federal Way Link Extension, Downtown Redmond Link Extension, Sounder Maintenance Base, and the Puyallup and Sumner Station Access Improvement projects.
- Collaborating with PEPD and Operations on the preliminary engineering and environmental review of the West Seattle to Ballard, Tacoma Dome Link extensions, and BRT projects as outlined in the System Expansion and Implementation Plan.

DECM will continue to develop standard design specifications and guidance drawings and update the design criteria in order to streamline design of system expansions. Staff also will continue noise and vibration monitoring and implement mitigation if necessary in accordance with our agreements with the University of Washington to operate light rail under the campus.

The agency's portfolio of properties will continue to expand as properties are acquired for the Lynnwood, Downtown Redmond, and Federal Way Link extensions. Budget has been established for property management costs, including leasing, landscaping, security, janitorial services, utilities, and structural services.

DESIGN, ENGINEERING & CONSTRUCTION MANAGEMENT  
(in thousands)

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Budget \$ Change	Budget % Change
<b>Salaries &amp; Benefits</b>						
Salaries	\$19,697	\$25,062	\$23,747	\$25,917	\$855	3.4%
Benefits	12,820	17,043	15,650	16,986	(57)	(0.3)
<b>Subtotal</b>	<b>32,517</b>	<b>42,104</b>	<b>39,397</b>	<b>42,902</b>	<b>798</b>	<b>1.9</b>
<b>Services</b>						
Professional & Technical	502	1,198	717	520	(678)	(56.6)
Temporary Services	0	20	2	10	(10)	(50.0)
Contract Maintenance	296	573	680	783	210	36.7
Security & Safety	259	376	273	360	(16)	(4.3)
Other Services	60	11	25	32	21	186.4
<b>Subtotal</b>	<b>1,117</b>	<b>2,177</b>	<b>1,697</b>	<b>1,705</b>	<b>(473)</b>	<b>(21.7)</b>
<b>Materials &amp; Supplies</b>	<b>38</b>	<b>68</b>	<b>62</b>	<b>124</b>	<b>56</b>	<b>82.0</b>
<b>Utilities</b>	<b>247</b>	<b>430</b>	<b>247</b>	<b>335</b>	<b>(95)</b>	<b>(22.1)</b>
<b>Insurance</b>	<b>29</b>	<b>100</b>	<b>25</b>	<b>50</b>	<b>(50)</b>	<b>(50.0)</b>
<b>Taxes</b>	<b>150</b>	<b>235</b>	<b>199</b>	<b>278</b>	<b>44</b>	<b>18.6</b>
<b>Miscellaneous</b>	<b>253</b>	<b>381</b>	<b>328</b>	<b>330</b>	<b>(51)</b>	<b>(13.4)</b>
<b>Leases &amp; Rentals</b>						
General Administrative	6,113	7,071	7,157	9,269	2,198	31.1
<b>Subtotal</b>	<b>6,113</b>	<b>7,071</b>	<b>7,157</b>	<b>9,269</b>	<b>2,198</b>	<b>31.1</b>
<b>Department Total</b>	<b>\$40,464</b>	<b>\$52,566</b>	<b>\$49,113</b>	<b>\$54,993</b>	<b>\$2,427</b>	<b>4.6%</b>

Note: All numbers reflect the transfer of the Community Outreach division from DECM to CEA.

## **Executive**

This department includes the Chief Executive Office and divisions that report directly to the CEO or Deputy CEOs. The department's staff support the agency's mission by:

- Ensuring open public access to the Sound Transit Board's proceedings.
- Engaging local, state, and federal officials regarding public transit needs.
- Managing purchasing and contracting for agency projects.
- Conducting independent audits to confirm the effectiveness of internal controls and identifying improvement opportunities.
- Administering the agency's human resources, construction safety and quality assurance programs.
- Providing assistance to small businesses and labor compliance programs.

### **2019 Budget Highlights**

The Executive's 2019 budget is \$2.2 million or 6.4 percent higher than the 2018 budget with increases coming from salaries & benefits, services, and professional training. There are 28 new positions that have been budgeted for 2019.

The Asset Management division is new for 2019. This division will coordinate and facilitate the agency's various asset management efforts, in tandem with creating an overall strategic asset management plan and training agency staff. \$500 thousand is budgeted to kickoff initiatives including an agency assessment and development of end-to-end processes. Two new positions have been budgeted for 2019.

The Chief Executive Office is budgeting \$766 thousand for services to support ongoing programs and improve the customer experience. One new position has been added to manage the continuous process improvement program.

The Equal Employment Opportunity, Equity, and Inclusion division ensures that Sound Transit complies with employment laws, provides staff training in multicultural leadership development, promotes an inclusive culture, and engages with historically underrepresented communities in order to help grow and sustain a diverse workforce that reflects our community. They will add one new position to assist with this mission.

Government and Community Relations will add one new position to provide administrative support and assist staff with legislative priorities of importance to our riders.

Human Resources is budgeting \$2.5 million in services in 2019. Major components include: \$755 thousand for various agency wide training programs; \$480 thousand for employee benefits administration; \$420 thousand for organization development; and \$275 thousand to assist with the recruitment of engineering, technology, and finance professionals, as well as executives in an increasingly competitive local job market. Five new positions have been budgeted for 2019.

Internal Audit is budgeting \$150 thousand in services primarily for the 2019 performance audit. They will add two new staff auditors to assist with the increasing workload in 2019.

The Office of Small Business Development and Labor Compliance works to ensure the businesses and workforce building our regional transit represent the demographics of our region. They will continue to implement various programs to meet this mission and have budgeted \$850 thousand to increase and retain the number of skilled workers for our projects.

The Procurement and Contracts division will add six new positions to cover the increasing activity. In 2017, the division awarded and executed approximately \$2.5 billion in contracts on behalf of the agency.

The Project Transition Office will consolidate rail activation and internal project management in order to ensure on-time project delivery. Two new positions have been budgeted for 2019.

The Safety and Quality Management division will add eight new positions in 2019 in support of the increasing levels of design and construction activity, as well as hiring and training staff to provide inspections of light rail, bus, and commuter rail services. The budget contains \$518 thousand in services mainly for safety planning and auditing.

EXECUTIVE  
(in thousands)

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Budget \$ Change	Budget % Change
<b>Salaries &amp; Benefits</b>						
Salaries	\$9,603	\$14,292	\$12,539	\$15,545	\$1,253	8.8%
Benefits	6,350	9,713	8,929	10,187	474	4.9
<b>Subtotal</b>	<b>15,953</b>	<b>24,004</b>	<b>21,468</b>	<b>25,731</b>	<b>1,727</b>	<b>7.2</b>
<b>Services</b>						
Professional & Technical	1,803	4,875	2,976	4,291	(584)	(12.0)
Temporary Services	66	56	12	15	(41)	(73.0)
Contract Maintenance	2	2	6	4	2	87.0
Other Services	454	1,812	1,600	1,094	(717)	(39.6)
<b>Subtotal</b>	<b>2,325</b>	<b>6,744</b>	<b>4,594</b>	<b>5,405</b>	<b>(1,340)</b>	<b>(19.9)</b>
<b>Materials &amp; Supplies</b>	<b>173</b>	<b>213</b>	<b>129</b>	<b>212</b>	<b>(2)</b>	<b>(0.8)</b>
<b>Utilities</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>(0)</b>	<b>(12.5)</b>
<b>Miscellaneous</b>	<b>1,282</b>	<b>3,476</b>	<b>2,442</b>	<b>5,348</b>	<b>1,872</b>	<b>53.8</b>
<b>Leases &amp; Rentals</b>						
General Administrative	60	102	90	63	(40)	(38.7)
<b>Subtotal</b>	<b>60</b>	<b>102</b>	<b>90</b>	<b>63</b>	<b>(40)</b>	<b>(38.7)</b>
<b>Department Total</b>	<b>\$19,794</b>	<b>\$34,542</b>	<b>\$28,723</b>	<b>\$36,759</b>	<b>\$2,217</b>	<b>6.4%</b>

## **Finance**

Finance is responsible for accounting, financial planning and analysis, grant applications and administration, records management, risk management, treasury functions, and fare management. In addition to Sound Transit fares we also act as the fiscal agent for the One Regional Card for All (ORCA), which is a smart card system for public transit in the Puget Sound region. The majority of ST's ORCA related costs will be reimbursed by the ORCA regional partners, and this reimbursement is captured in the agency's miscellaneous revenues.

The Finance department underwent some organizational changes in 2018; Information Technology moved out and became its own department and Asset Management moved to the Executive department.

### **2019 Budget Highlights**

Finance's 2019 budget is \$954 thousand or 3.6 percent lower than the 2018 budget primarily due to reduced professional and other services that now align with historical spending; temporary/consulting services are lower as some are replaced with new positions which result in net savings; and a portion of agency insurance claims are now budgeted in the Executive department contingency.

Finance plans to add 12 positions to support agency growth, assist in the development of the next gen ORCA system, and provide expanded financial analysis services.

- Three new positions are budgeted to continue the development of a state of good repair roadmap, five-year financial plan, and total cost of ownership.
- Three new positions are budgeted to reduce the need for temporary and consulting services, which will help with operational consistency and efficiencies.
- Four new positions are budgeted to support the growing volume of financial transactions, payroll, and mail delivery services.
- Two new positions are budgeted to support the completion and implementation of the next gen ORCA system, including the operational aspects of data storage and reporting systems.

Funding is included for a comprehensive study on the agency's insurance needs. Additional investments in consultant services is included to strengthen sub-area modeling and revenue forecasting work efforts.

FINANCE  
(in thousands)

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Budget \$ Change	Budget % Change
<b>Salaries &amp; Benefits</b>						
Salaries	\$5,140	\$6,471	\$5,793	\$6,662	\$191	3.0%
Benefits	3,417	4,412	4,137	4,594	182	4.1
<b>Subtotal</b>	<b>8,557</b>	<b>10,883</b>	<b>9,931</b>	<b>11,256</b>	<b>373</b>	<b>3.4</b>
<b>Services</b>						
Professional & Technical	2,048	2,598	2,642	2,482	(117)	(4.5)
Temporary Services	149	115	418	147	32	27.9
Contract Maintenance	48	55	50	55	0	0.0
Other Services	2,755	4,131	2,786	3,269	(862)	(20.9)
<b>Subtotal</b>	<b>5,000</b>	<b>6,899</b>	<b>5,896</b>	<b>5,953</b>	<b>(946)</b>	<b>(13.7)</b>
<b>Materials &amp; Supplies</b>	<b>187</b>	<b>229</b>	<b>163</b>	<b>194</b>	<b>(35)</b>	<b>(15.3)</b>
<b>Utilities</b>	<b>36</b>	<b>57</b>	<b>29</b>	<b>45</b>	<b>(12)</b>	<b>(21.1)</b>
<b>Insurance</b>	<b>6,780</b>	<b>8,533</b>	<b>7,689</b>	<b>8,149</b>	<b>(384)</b>	<b>(4.5)</b>
<b>Miscellaneous</b>	<b>136</b>	<b>226</b>	<b>129</b>	<b>272</b>	<b>46</b>	<b>20.2</b>
<b>Leases &amp; Rentals</b>						
General Administrative	10	10	10	14	4	39.0
<b>Subtotal</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>14</b>	<b>4</b>	<b>39.0</b>
<b>Department Total</b>	<b>\$20,707</b>	<b>\$26,837</b>	<b>\$23,848</b>	<b>\$25,883</b>	<b>(\$954)</b>	<b>(3.6%)</b>

## ***Information Technology***

Information Technology (IT) separated from Finance in 2018 and is now its own department. IT supports and maintains the technology infrastructure and desktop computer hardware and software applications utilized throughout the agency. IT also supports implementation of new technologies across departments.

### **2019 Budget Highlights**

IT's 2019 budget is \$5.9 million or 22.1 percent higher than the 2018 budget. IT plans to add 6 positions to support agency growth and new technology systems implemented during 2018. Department priorities for 2019 include:

- Successfully implement new technology systems and software, including the upcoming upgrade to the passenger information and signage systems.
- Manage cross-departmental governance team, which provides oversight and direction to the agency's technology investments.
- Perform continued process improvement and implementation of new IT management tools.
- Further strengthen the agency's information security by adding additional access control and monitoring improvements and securing Payment Card Industry (PCI) compliance for banking transactions.
- Continue development of the regional next generation ORCA system, with one new cost share position added to Information Technology.

The addition of new technological systems and software require an investment of \$2.7 million and additional computer workstations and software require an investment of \$2.1 million in order to support the overall agency staffing and consultant growth.

INFORMATION TECHNOLOGY  
(in thousands)

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Budget \$ Change	Budget % Change
<b>Salaries &amp; Benefits</b>						
Salaries	\$7,093	\$9,884	\$8,739	\$9,962	\$79	0.8%
Benefits	4,680	6,700	5,867	6,543	(157)	(2.3)
<b>Subtotal</b>	<b>11,773</b>	<b>16,584</b>	<b>14,606</b>	<b>16,505</b>	<b>(78)</b>	<b>(0.5)</b>
<b>Services</b>						
Professional & Technical	924	1,270	1,078	1,629	359	28.3
Temporary Services	667	0	1,053	1,108	1,108	0.0
Contract Maintenance	3,803	5,155	5,188	8,298	3,143	61.0
Other Services	466	497	445	587	90	18.1
<b>Subtotal</b>	<b>5,859</b>	<b>6,922</b>	<b>7,764</b>	<b>11,623</b>	<b>4,700</b>	<b>67.9</b>
<b>Materials &amp; Supplies</b>	<b>2,796</b>	<b>1,647</b>	<b>2,369</b>	<b>2,793</b>	<b>1,146</b>	<b>69.6</b>
<b>Utilities</b>	<b>1,028</b>	<b>1,011</b>	<b>1,077</b>	<b>1,086</b>	<b>75</b>	<b>7.4</b>
<b>Miscellaneous</b>	<b>378</b>	<b>222</b>	<b>315</b>	<b>256</b>	<b>34</b>	<b>15.3</b>
<b>Leases &amp; Rentals</b>						
General Administrative	347	456	453	506	50	11.0
<b>Subtotal</b>	<b>347</b>	<b>456</b>	<b>453</b>	<b>506</b>	<b>50</b>	<b>11.0</b>
<b>Department Total</b>	<b>\$22,181</b>	<b>\$26,842</b>	<b>\$26,584</b>	<b>\$32,769</b>	<b>\$5,928</b>	<b>22.1%</b>

## ***Legal***

Legal monitors changes in laws and regulations on behalf of the agency and provides analysis and advice on real estate acquisitions, labor and employment laws, municipal zoning and land use, environmental laws, construction claims, permitting, litigation, railroad easements, contracts, interagency issues, and proposed regulatory and legislative changes. Attorneys in the department oversee the work of external specialized attorneys particularly in litigation, such as condemnation cases and construction claims. Costs for this work are included in project budgets.

### **2019 Budget Highlights**

Legal's 2019 budget is \$166 thousand or 3.5 percent higher than the 2018 budget. Budget includes funding to defend ST3 MVET revenue from legal challenges and additional resources to keep pace with public disclosure requests.

LEGAL  
(in thousands)

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Budget \$ Change	Budget % Change
<b>Salaries &amp; Benefits</b>						
Salaries	\$1,684	\$2,351	\$2,092	\$2,600	\$250	10.6%
Benefits	1,120	1,605	1,381	1,705	100	6.2
<b>Subtotal</b>	<b>2,803</b>	<b>3,956</b>	<b>3,473</b>	<b>4,305</b>	<b>349</b>	<b>8.8</b>
<b>Services</b>						
Professional & Technical	538	591	406	417	(175)	(29.5)
Temporary Services	45	75	75	60	(15)	(20.0)
Other Services	0	1	1	1	0	9.1
<b>Subtotal</b>	<b>583</b>	<b>667</b>	<b>483</b>	<b>477</b>	<b>(189)</b>	<b>(28.4)</b>
<b>Materials &amp; Supplies</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>15</b>	<b>12</b>	<b>400.0</b>
<b>Miscellaneous</b>	<b>59</b>	<b>73</b>	<b>68</b>	<b>67</b>	<b>(5)</b>	<b>(7.5)</b>
<b>Leases &amp; Rentals</b>						
General Administrative	0	1	1	1	0	0.0
<b>Subtotal</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0.0</b>
<b>Department Total</b>	<b>\$3,448</b>	<b>\$4,698</b>	<b>\$4,028</b>	<b>\$4,865</b>	<b>\$166</b>	<b>3.5%</b>

## **Operations**

The Operations department is responsible for all Link light rail, Sounder commuter rail, ST Express bus, and Tacoma Link light rail operations. They operate Tacoma Link directly and oversee agreements with our public transit partners to provide operations and maintenance for Link light rail, ST Express bus, and paratransit services. Sounder commuter rail service and rail access is delivered through a contract with the BNSF Railway, and Sounder maintenance is provided through a contract with Amtrak. Department personnel are also responsible for transit asset management, facilities maintenance, service planning, customer service, and Americans with Disabilities Act accessibility. The department manages security for all transit and administrative facilities through a contract with Securitas Services, and the Sound Transit Police through an agreement with the King County Sheriff's Office. Staff provide support for transit expansion projects in development through participation on co-managed corridor teams, design review of projects in development, and support for startup and testing of line extensions and new stations. Finally, the Operations department provides space planning and maintenance support for the agency's administrative buildings and it manages the non-revenue vehicle fleet to support both staff and operational needs.

### **2019 Budget Highlights**

Operation's 2019 budget is \$25.2 million or 8.5 percent higher than the 2018 budget. The budget increase is driven by increases in purchased transportation services, security services, and salaries and benefits. The Operations department budget includes 49 new positions for 2019 to support higher levels of transit services and to prepare for additional vehicles and facilities to be delivered by the Link Light Rail Vehicle Fleet Expansion, Northgate Link Extension, and East Link Extension projects.

Purchased transportation services, excluding paratransit, will increase by \$17.9 million to support rate increases and service expansion in 2019:

- ST Express will add 7,689 platform hours to mitigate impacts from the closure of the Montlake freeway station on State Route 520 and 19,486 platform hours to improve schedule reliability with increasing congestion in the region. The average rate charged by our operating partners (King County Metro, Pierce Transit, and Community Transit) is projected to increase by 3.4 percent excluding fuel. Fuel rate assumption is consistent with 2018 Budget.
- Sounder purchased transportation service is forecasted to increase by \$714 thousand, or 5.8 percent, due to increases in BNSF crew labor and benefits.
- Link purchased transportation services are forecasted to increase by 14.7 percent or \$6.8 million over the 2018 budget, primarily due to adding 49 King County Metro (KCM) staff positions, including operators and mechanics. Additional staff are needed to prepare for the arrival of the Siemens Light Rail vehicles beginning in January of 2019. In addition, KCM overall labor rates, overhead, and 3rd party contracts are collectively forecasted to increase by 5%.

Security services expenses are anticipated to increase by \$9.2 million primarily driven by:

- Increase in Securitas headcount.
- A new Securitas contract providing significant wage increase to remain competitive.
- 100 percent share of Downtown Seattle Transit Tunnel (DSTT) security costs once KCM buses leave the tunnel in March 2019. A full year of costs for the 12 King County Sheriff Officers (KCSOs) deployed in the DSTT.
- Training six new KCSOs to add a third shift that will provide 24 hours a day coverage in downtown.

OPERATIONS

(in thousands)

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Budget \$ Change	Budget % Change
<b>Salaries &amp; Benefits</b>						
Salaries	\$9,327	\$13,562	\$11,088	\$14,152	\$590	4.3%
Benefits	6,212	8,971	8,220	9,995	1,024	11.4
<b>Subtotal</b>	<b>15,539</b>	<b>22,533</b>	<b>19,308</b>	<b>24,147</b>	<b>1,614</b>	<b>7.2</b>
<b>Services</b>						
Professional & Technical	1,556	7,164	5,358	6,847	(317)	(4.4)
Temporary Services	100	20	43	32	12	59.6
Contract Maintenance	28,409	33,837	32,242	31,321	(2,516)	(7.4)
Security & Safety	20,845	24,787	22,494	34,027	9,240	37.3
Other Services	2,022	2,148	2,086	2,047	(101)	(4.7)
<b>Subtotal</b>	<b>52,932</b>	<b>67,957</b>	<b>62,222</b>	<b>74,275</b>	<b>6,318</b>	<b>9.3</b>
<b>Materials &amp; Supplies</b>	<b>7,712</b>	<b>11,663</b>	<b>9,550</b>	<b>11,378</b>	<b>(285)</b>	<b>(2.4)</b>
<b>Utilities</b>	<b>5,320</b>	<b>5,632</b>	<b>5,406</b>	<b>5,868</b>	<b>236</b>	<b>4.2</b>
<b>Insurance</b>	<b>(3)</b>	<b>0</b>	<b>(11)</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
<b>Taxes</b>	<b>2,668</b>	<b>2,868</b>	<b>2,744</b>	<b>2,975</b>	<b>106</b>	<b>3.7</b>
<b>Services</b>						
Paratransit	2,044	1,968	2,034	2,187	219	11.1
Purchased Transportation	155,876	175,133	176,158	193,039	17,906	10.2
<b>Subtotal</b>	<b>157,920</b>	<b>177,101</b>	<b>178,192</b>	<b>195,226</b>	<b>18,125</b>	<b>10.2</b>
<b>Miscellaneous</b>	<b>303</b>	<b>480</b>	<b>486</b>	<b>567</b>	<b>87</b>	<b>18.2</b>
<b>Leases &amp; Rentals</b>						
Transit Way	8,134	8,501	7,983	7,209	(1,292)	(15.2)
General Administrative	813	639	854	976	337	52.7
<b>Subtotal</b>	<b>8,947</b>	<b>9,140</b>	<b>8,837</b>	<b>8,185</b>	<b>(955)</b>	<b>(10.4)</b>
<b>Department Total</b>	<b>\$251,337</b>	<b>\$297,374</b>	<b>\$286,733</b>	<b>\$322,620</b>	<b>\$25,246</b>	<b>8.5%</b>

## ***Planning, Environment & Project Development***

Planning, Environment & Project Development (PEPD) leads the project development process for transit capital investments, including alternatives analysis, conceptual and preliminary engineering, and environmental review. This includes engagement with partner agencies and the general public. With these activities, PEPD supports decision-making by the Board of Directors on projects to be built. PEPD also integrates land use planning and Transit-Oriented Development (TOD), system access, and transit connections into project development. Once project development is complete and project scopes are defined, PEPD conveys project management leadership to the Design, Engineering & Construction Management (DECM) department to oversee design and construction, while remaining involved to support the project all the way through activation. In tandem with project development, PEPD is responsible for the agency's environmental compliance and sustainability programs, system-level planning, forecasting, research and innovation, and equitable TOD implementation that supports mixed-use residential and commercial development adjacent to transit stations.

### **2019 Budget Highlights**

PEPD's 2019 budget is \$1.2 million or 9.2 percent higher than the 2018 budget. The department will add ten new positions in 2019 to support the increasing volume of projects and planning activities.

The Office of Capital Project Development will add seven positions and is advancing projects approved by voters in the ST3 Plan, including the West Seattle and Ballard, and Tacoma Dome Link extensions, and the I-405 and SR 522/NE 145<sup>th</sup> Bus Rapid Transit (BRT) projects. In 2019, we anticipate that the Sound Transit Board will identify the preferred alternatives and other options to be studied for the Link extensions and identify refinements for the BRT projects. Following this, the environmental review phases for these projects will begin. The Operations Maintenance Facility in the south corridor for Link operations (OMF-South) and the Bus Base North are also in development. Preliminary engineering for the NE 130th St. Infill Station in Seattle will be completed to preserve the opportunity to build it as part of the Lynnwood Link Extension. The Kent and Auburn Station Access Improvements projects are anticipated to complete conceptual engineering and environmental review. The Sounder South Strategic Development and Implementation Plan will be underway, as will an alternatives development process for the North Sammamish Park and Ride, and the Edmonds and Mukilteo Sounder Parking and Access projects. Also, a feasibility study will be completed for the Bus on Shoulder project. Leadership of the Downtown Redmond Link Extension will rotate to DECM with project development now complete. PEPD staff will continue with the project per the System Expansion Implementation Plan (SEIP) project management approach.

The Office of Planning and Innovation (OPI) will complete the multi-modal System Access Strategic Plan, evaluate the first applications for Transit System Access Program funds, and continue updates to the agency's ridership forecasting model and light rail operations plans. OPI will coordinate implementation of single-occupant vehicle parking permits, continue development of parking monitoring improvements, and perform origin-destination and customer satisfaction surveys. Matrixed staff will continue to support the corridor project development teams, including early work for projects that have not yet begun formal project development. Evaluation of public-private partnership opportunities will continue, and the management structure of the Innovation & Technology Program will be established. OPI will continue to collaborate with academic institutions and other agencies to pilot and test innovative public transportation improvements such as mobility-on-demand services, and will begin installation of on-demand bicycle lockers around the system.

The Office of Land Use Planning and Development Planning (OLUPD) staff is embedded within corridor teams where work is taking place to integrate land use planning into project delivery by focusing on station area planning for light rail and BRT capital projects. On the implementation front, the Operations Maintenance Facility-East TOD will move into procurement, as well as several other

projects. TOD guidelines and a strategic plan will be drafted and presented to the Board and work will continue to advance the current active projects, such as First Hill and Roosevelt. One additional position will be added to the team to support communications, transactions, and reporting for the OLUPD.

The Office of Environmental Affairs and Sustainability (EAS) will add two positions and continue to manage the agency’s environmental program. This includes the environmental review, permitting, and mitigation associated with the system expansion plan, as well as environmental compliance assistance and oversight both during and after construction. In addition, EAS administers a fully funded sustainability program to integrate green building and infrastructure into capital expansion projects and ensure the efficient use of natural resources in agency operations.

PLANNING ENVIRONMENT & PROJECT DEVELOPMENT

(in thousands)

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	Budget \$ Change	Budget % Change
<b>Salaries &amp; Benefits</b>						
Salaries	\$4,763	\$7,268	\$6,404	\$8,121	\$852	11.7%
Benefits	3,117	4,951	4,480	5,349	398	8.0
<b>Subtotal</b>	<b>7,879</b>	<b>12,220</b>	<b>10,884</b>	<b>13,470</b>	<b>1,250</b>	<b>10.2</b>
<b>Services</b>						
Professional & Technical	283	724	1,008	643	(81)	(11.2)
Contract Maintenance	6	40	0	0	(40)	(100.0)
Other Services	5	14	6	10	(5)	(31.5)
<b>Subtotal</b>	<b>294</b>	<b>778</b>	<b>1,014</b>	<b>653</b>	<b>(126)</b>	<b>(16.1)</b>
<b>Materials &amp; Supplies</b>	<b>7</b>	<b>10</b>	<b>13</b>	<b>37</b>	<b>26</b>	<b>259.3</b>
<b>Miscellaneous</b>	<b>70</b>	<b>127</b>	<b>108</b>	<b>184</b>	<b>56</b>	<b>44.2</b>
<b>Leases &amp; Rentals</b>						
General Administrative	1	2	0	3	1	40.0
<b>Subtotal</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>40.0</b>
<b>Department Total</b>	<b>\$8,251</b>	<b>\$13,137</b>	<b>\$12,019</b>	<b>\$14,346</b>	<b>\$1,208</b>	<b>9.2%</b>

## Appendix C – Subarea Allocations

The Central Puget Sound Regional Transit Authority (Sound Transit) has implemented an accounting and reporting system consistent with the financial policies approved in the ST2 and ST3 voter-approved programs. Annually, Sound Transit (the agency) prepares a Schedule of Sources and Uses of Funds by Subarea (the schedule) that is based on the agency's audited financial statements and the agency's long-term Financial Plan. The schedule reports actual tax revenues received by subarea and an allocation to each subarea of other sources and uses earned.

This system is integrated into the agency's system of internal control over financial reporting, ensuring the integrity of the information reported and providing management, the Board, and the Citizen Oversight Panel required information to monitor progress against Sound Transit's subarea commitments to its voters. Annually, the agency's financial statement auditors perform agreed upon procedures which look at the allocation of sources and uses of funds presented. These procedures were developed by management, reviewed by the Citizen Oversight Panel, and approved by the Audit and Reporting Committee of the Board. All results from independent examinations are presented to the Board.

This appendix provides the drivers that will be used to allocate sources and uses to subareas in 2016 as well as new projects for 2019. Any additional projects are added at the end of the year when subarea allocations are calculated.

### Revenues and Financing Sources

#### Sources

Description	Driver
Bond Proceeds	Financial Plan
Capital Grants	Project Costs or Board Designation
Interest Earnings	Financial Plan
Property Tax	Zip Code Location
Motor Vehicle Excise Tax	Zip Code Location
Operating Grants	Operating Uses by Mode
Other Revenue	Location/Modal Operating Use Drivers (see Operating Uses section below)
Passenger Fares	(see next section)
Rental Car Tax	Department of Revenue Location Code/County Level
Sales & Use Tax	Department of Revenue Location Code

#### Passenger FARES

Description	Driver
Central Link Light Rail Fares	Station Boardings
Souder Fares	Station Boardings
ST Express Fares	Route Boardings/Platform Hours
Tacoma Link Light Rail Fares	Station Boardings

## Operating Uses

### Link Light Rail Services Operating Uses

Description	Driver
Central Link Operations	Track Miles/Boardings
Tacoma Link Operations	Location

### Sounder Commuter Rail Services Operating Uses

Description	Driver
BNSF North Line	Track Miles
BNSF South Line	Track Miles
All Other Sounder Operations	Vehicle Miles

### ST Express Services Operating Uses

Description	Driver
Bus Operations	Platform Hours
DSTT Operations	Location

### Other OPERATING Uses

Description	Driver
Agency Administration Operating	Financial Policies
Efficiency and Sustainability Program	ST3 Adopted Financial Plan
Innovation and Technology Program	ST3 Adopted Financial Plan
STart Operations & Maintenance	Location
Transit Oriented Development Planning Program	ST3 Adopted Financial Plan
Transit System Access Program	ST3 Adopted Financial Plan
Other Expenses	Location or Board Designation

### Capital Project Uses (Outlays)

System Expansion – Link Light Rail Projects	Driver
East Link Extension	ST2 Adopted Financial Plan
Enhancements to Tacoma Link Extension	Location
Downtown Redmond Link Extension	Location
Downtown Seattle Transit Tunnel – Single Tracking	Track Miles
Federal Way Link Extension	Location
First Hill Link Streetcar	Location
Link Operations & Maintenance Satellite Facility: East	ST2 Adopted Financial Plan

<b>System Expansion – Link Light Rail Projects</b>	<b>Driver</b>
LRV Fleet Expansion	Financial Plan
Lynnwood Link Extension	ST2 Adopted Financial Plan
Northgate Link Extension	Location
Northgate Link Extension Project Reserve	Location
S. 200 <sup>th</sup> Link Extension	Location
Tacoma Dome Link Extension	Track Miles
Tacoma Link Extension	Location
University Link Extension	Location
West Seattle & Ballard Link Extensions	Track Miles

<b>System Expansion – Sounder Commuter Rail Projects</b>	<b>Driver</b>
Auburn Station Access Improvements	Location
D St-M St Track & Signal	Location
Kent Station Access Improvements	Location
Lakewood Station Improvements	Location
Mukilteo Station, South Platform	Location
North Sounder Parking and Access Improvements	Location
Point Defiance Bypass	Location
Puyallup Station Improvements	Location
Sounder South Capacity Expansion	ST3 Adopted Financial Plan
Sounder South Expanded Service	ST2 Adopted Financial Plan
Sounder Fleet Expansion	Financial Plan
Sounder Maintenance Base	ST2 Adopted Financial Plan
Sounder Yard Expansion	Track Miles
Sumner Station Improvements	Location
Tacoma Trestle Track & Signal	Location
Tukwila Station	Location

<b>System Expansion – ST Express Projects</b>	<b>Driver</b>
Bothell Transit Related Improvements	Location
Bus On Shoulder	ST3 Adopted Financial Plan
I-90 Two-Way Transit & HOV Operations, Stage 3	Location
I-405 Bus Rapid Transit	Service Miles
ST Express Bus Base	ST2 Adopted Financial Plan
SR 522/NE 143 <sup>rd</sup> St Bus Rapid Transit	Service Miles
ST Express Fleet Expansion	Service Hours

<b>System Expansion – Other</b>	<b>Driver</b>
Fare Administration	Financial Policies
Fare Collection	Location
ORCA Next Generation	Financial Policies
Research and Business Development Program	Financial policies
Research and Technology	Financial Policies
ST3 Planning	Financial Policies
<i>Start</i>	Location

<b>Enhancement Projects</b>	<b>Driver</b>
Bellevue TC Security System	Location
Bike Locker Program	Location
Bike Parking Program	Location
Bus Maintenance Facility	Platform Hours
Central Link Card Readers	Boardings/Track Miles
Central Link HVAC – Instrument House & UPS Room	Boardings/Track Miles
Central Link Overhead Catenary System Tie Switch	Boardings/Track Miles
Community Transit On-Board Communication Upgrade	Location
Customer Emergency Stations	Location
Digital Passenger information System	Financial Policies
Downtown Seattle Transit Tunnel Mitigation	Location
Everett Station Security Improvements	Location
Kent Station Parking Lot Paving	Location
Kent Station Platform Lighting	Location
King St Station Platform Improvements	Location
Lakewood MOW Renovations	Location
LED Lighting Program	Location
Link Operating Segment System Enhancements & Upgrades	Location
Locomotive Inboard Facing Cameras	Vehicle Miles
LRV Wireless Communication Upgrade	Boardings/Track Miles
LRV Between Car Barriers	Location
LRV Wash Bay Modifications	Boardings/Track Miles
LRV Wheel Flat Software	Boardings/Track Miles
Noise Abatement	Location
Non-Revenue Support Vehicles	Boardings/Track Miles

<b>Enhancement Projects</b>	<b>Driver</b>
OMF Energy Efficiency	Boardings/Track Miles
Open sidewalks Data Development	Location
OMF– Link Control Center (LCC) Upgrades	Boardings/Track Miles
OMF Expanded Parking	Boardings/Track Miles
OMF - Renovations	Boardings/Track Miles
OMF LRV Vehicle Lift	Boardings/Track Miles
Pierce County – Global Positioning System Repeater	Location
Positive Train Control	Location/Track Miles
Puyallup Station LED Lighting	Location
Security Operations Center – Video Monitoring Improvements	Financial Policies
Security Radio System	Financial Policies
Signage Improvements	Location
SODO/MLK Hazard Mitigation	Location
Sounder Passenger Emergency Intercom	Vehicle Miles
Sumner Station LED Lighting	Location
Tacoma Link Fare Collection	Location
Tacoma Link Radio Upgrade	Location
Transit Oriented Development Property Disposition	Location
Union Station Remodel Garden Level Remodel	Location
Video Management System Upgrade	Location/Track Miles

<b>State of Good Repair</b>	<b>Driver</b>
Access Control System Upgrade	Location
Convention Place Development Systems Retrofit	Location
Downtown Seattle Transit Tunnel – Capital Improvements	Financial Policies
IT Infrastructure	Financial Policies
IT Transit Systems	Financial Policies
King Street Station Vertical Window Glazing	Location
Link Bridge Repairs	Location
Link CCTV System Upgrade	Boardings/Track Miles
Link LRV Overhaul	Boardings/Track Miles
Link Radio Upgrade	Boardings/Track Miles
Link Station Braided Tile Replacement	Location
LRV Overhaul	Boardings/Track Miles
Othello TPSS Parking Lot	Location

<b>State of Good Repair</b>	<b>Driver</b>
Small Works Program	Location
Sounder Vehicle Overhaul Program	Vehicle Miles
ST Express Fleet Replacement	Platform Hours
Station Midlife Refurbishment Program	Location
Tacoma Dome Station	Location
Tacoma Link LRV Overhaul	Location
Tacoma Link HVAC and Building Systems Upgrade	Location

<b>Administrative Projects</b>	<b>Driver</b>
Administrative Capital	Financial Policies
Environmental Mitigation, Monitoring & Maintenance	Modal Operating Expense Rules
Information Technology Program	Financial Policies
Surplus Property Disposition	Location

# Appendix D - Project Detail Pages

## 2019 Cashflow by Budget Approval

(in thousands)

Project Number and Name	In Service	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
<b>System Expansion</b>										
<b>LINK</b>										
<b>Preliminary Engineering</b>										
400034	2019	1,062	938	0	0	0	0	0	0	2,000
Enhancements to Tacoma Link Extension										
400053	2030	9,894	15,580	18,605	39,343	21,723	20,528	0	0	125,673
Tacoma Dome Link Extension										
400066	2041	22,771	31,300	46,714	62,595	78,284	44,232	0	0	285,896
West Seattle and Ballard Link Extensions										
400117	2020	0	2,500	1,000	0	0	0	0	0	3,500
DSTT Single Tracking										
4X630	2024	23,091	103,676	34,357	15,588	988	325	0	0	178,026
Downtown Redmond Link Extension										
<b>Subtotal</b>			153,994	100,676	117,526	100,996	65,085	0	0	595,095
<b>Baseline</b>										
400008	2022	38,781	60,874	65,952	32,953	18,786	0	0	0	217,346
Hilltop Tacoma Link Extension										
400009	2020	190,140	108,417	65,050	8,878	4,040	72,694	0	0	449,220
Link Operations & Maintenance Facility: East										
400032	2024	111,628	86,068	127,075	128,133	216,114	33,940	37,761	0	740,718
Light Rail Vehicle Fleet Expansion										
4X100	2021	1,350,726	247,800	130,575	41,020	22,215	107,419	0	0	1,899,756
Northgate Link Extension										
4X115	2024	353,638	399,587	554,857	549,230	600,513	313,796	0	0	2,771,622
Lynnwood Link Extension										
4X200	2016	1,510,689	2,921	18,264	0	224,134	0	0	0	1,756,007
University Link Extension										
4X420	2016	329,120	221	0	0	0	0	0	53,900	383,241
South 200th Link Extension										
4X445	2024	121,391	248,090	380,602	451,983	512,751	454,243	214,883	67,591	2,451,535
Federal Way Link Extension										
4X600	2023	1,713,819	743,944	565,420	259,591	126,733	95,831	139,946	31,865	3,677,150
East Link Extension										
<b>Subtotal</b>			1,897,922	1,907,796	1,471,787	1,725,287	1,077,924	392,590	153,355	14,346,595
<b>Reserve</b>										
4X199	2021	0	0	0	0	0	0	0	50,000	50,000
Northgate Link Extension Project Reserve										
<b>Subtotal</b>			0	0	0	0	0	0	50,000	50,000
<b>Operating</b>										
400007	2015	132,734	8	8	8	8	8	0	6	132,780
First Hill Streetcar										
<b>Subtotal</b>			132,734	8	8	8	8	0	6	132,780
<b>Total</b>			\$5,909,485	\$2,051,924	\$1,589,322	\$1,826,291	\$1,143,016	\$392,590	\$203,361	\$15,124,470

**2019 Cashflow by Subarea**  
(in thousands)

System Expansion  
LINK

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
1 - Snohomish	247,067	252,037	333,003	318,566	356,582	191,579	4,607	0	1,703,441
2 - North King	3,251,156	509,452	496,280	389,753	657,553	313,810	12,092	50,197	5,680,294
3 - South King	506,223	287,439	418,344	487,842	552,405	481,897	219,868	121,490	3,075,508
4 - East King	1,855,135	928,541	678,832	331,618	219,524	141,815	154,702	31,674	4,341,840
5 - Pierce	49,881	74,423	81,974	61,480	40,149	13,871	1,322	0	323,100
6 - Systemwide	23	31	47	63	78	44	0	0	286
<b>Total</b>	<b>\$5,909,485</b>	<b>\$2,051,924</b>	<b>\$2,008,480</b>	<b>\$1,589,322</b>	<b>\$1,826,291</b>	<b>\$1,143,016</b>	<b>\$392,590</b>	<b>\$203,361</b>	<b>\$15,124,470</b>

**2019 Cashflow by Phase**  
(in thousands)

Phase # and Description	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	316,709	64,454	72,610	70,981	101,902	119,158	33,709	13,475	792,997
20-Prelim Engineering/Env Review	235,164	38,239	49,758	79,695	74,700	34,041	3	916	512,516
30-Final Design+Specifications	528,679	49,171	25,184	19,139	20,068	28,479	5,680	17,562	693,962
35-Third Party	190,477	17,417	18,804	17,379	22,439	12,541	8,127	3,303	290,488
40-Row Acquisition+Permits	858,778	353,272	131,778	41,130	33,156	42,515	13,804	5,502	1,479,935
50-Construction	3,262,560	1,341,599	1,419,359	1,100,639	1,229,101	705,727	255,873	96,815	9,411,674
55-Construction Services	295,359	94,430	101,896	87,011	73,180	75,513	30,355	15,253	772,997
70-Vehicles	211,952	91,072	142,871	124,873	217,280	30,651	34,312	0	853,012
80-System Testing+Startup	9,807	2,269	6,267	6,824	4,501	27,029	10,726	537	67,961
90-Contingency	0	0	39,952	41,650	49,963	67,362	0	50,000	248,927
<b>Total</b>	<b>\$5,909,485</b>	<b>\$2,051,924</b>	<b>\$2,008,480</b>	<b>\$1,589,322</b>	<b>\$1,826,291</b>	<b>\$1,143,016</b>	<b>\$392,590</b>	<b>\$203,361</b>	<b>\$15,124,470</b>

<b>400007</b>	<b>First Hill Streetcar</b>	<b>Managed by: PEPD</b>
---------------	-----------------------------	-------------------------

Provide funding for planning, design and construction of a street car providing connections between Capitol Hill and International District/Chinatown stations via the First Hill neighborhood. Revenue operations began in 2015. Balance of activity supports potential third party work request items related to the operation of the project.

Changes to authorized project allocation since 2018: None.

Budget year activities: Continue administrative tasks related to project monitoring and operating and maintenance agreement.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$132,780	Baseline:	2015	Voter-Approved Cost Estimate:	\$150,454
2018 TIP:	\$132,780	2018 :	2015	2018 Cost Estimate:	\$149,115
2019 TIP:	\$132,780	2019 :	2015	2019 Cost Estimate:	\$149,115

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$132,734	\$8	\$8	\$8	\$8	\$8	\$0	\$6	\$132,780
Total	\$132,734	\$8	\$8	\$8	\$8	\$8	\$0	\$6	\$132,780

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$243	\$8	\$8	\$8	\$8	\$8	\$0	\$6	\$289
35-Third Party	132,491	0	0	0	0	0	0	0	132,491
Total	\$132,734	\$8	\$8	\$8	\$8	\$8	\$0	\$6	\$132,780

Project Risk Assessment
N/A.

<b>400008</b>	<b>Hilltop Tacoma Link Extension</b>	<b>Managed by: DECM</b>
---------------	--------------------------------------	-------------------------

Extension of light rail approximately 2.4 miles from the Theatre District in downtown Tacoma to the Hilltop neighborhood. The extension will be powered by four new traction power substations, will add six new stations, expand the Operations and Maintenance Facility (OMF) and add 5 new vehicles to the fleet. The alignment will travel at-grade along Stadium Way, North 1st Street, Division Avenue, and Martin Luther King Jr. Way.

Changes to authorized project allocation since 2018: None.

Budget year activities: Continue construction work on mainline and at the operating and maintenance facility (OMF). Continue oversight of third party and vehicle manufacturing work. Execute inspection services scope with vendor for vehicles.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$217,346	Baseline:	2022	Voter-Approved Cost Estimate:	\$14,859
2018 TIP:	\$217,346	2018 :	2022	2018 Cost Estimate:	\$151,726
2019 TIP:	\$217,346	2019 :	2022	2019 Cost Estimate:	\$151,726

#### Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$38,781	\$60,874	\$65,952	\$32,953	\$18,786	\$0	\$0	\$0	\$217,346
Total	\$38,781	\$60,874	\$65,952	\$32,953	\$18,786	\$0	\$0	\$0	\$217,346

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$7,739	\$2,331	\$2,431	\$2,801	\$1,646	\$0	\$0	\$0	\$16,948
20-Prelim Engineering/Env Review	5,559	0	0	0	0	0	0	0	5,559
30-Final Design+Specifications	9,544	1,195	572	19	0	0	0	0	11,330
35-Third Party	1,212	25	50	45	134	0	0	0	1,466
40-Row Acquisition+Permits	2,399	150	232	0	0	0	0	0	2,780
50-Construction	4,550	45,220	38,941	26,660	8,918	0	0	0	124,289
55-Construction Services	1,414	3,500	3,500	1,877	0	0	0	0	10,291
70-Vehicles	6,365	7,400	19,027	0	0	0	0	0	32,792
80-System Testing+Startup	0	1,053	1,200	1,550	1,523	0	0	0	5,326
90-Contingency	0	0	0	0	6,565	0	0	0	6,565
Total	\$38,781	\$60,874	\$65,952	\$32,953	\$18,786	\$0	\$0	\$0	\$217,346

#### Project Risk Assessment

There is risk of unidentified utility conditions under the proposed alignment, a delay in completion of these relocations. There is concern that roadway improvements and modifications along Martin Luther King Way are greater than anticipated requiring additional scope. Uncertainty with utility relocations associated with the pedestrian passageways under Martin Luther King Way and unknown subsurface conditions under the proposed alignment or overhead catenary system pole locations.

**400009 Link Operations & Maintenance Facility: East Managed by: DECM**

Design and construct a Link operations and maintenance facility (160,000 sq. ft.) located in the City of Bellevue that will maintain, store and deploy an expanded light fleet, including seven LRV service bays, an LRV wash facility and storage for up to 96 LRVs.

Changes to authorized project allocation since 2018: None.

Budget year activities: Continue Operation and Maintenance Facility design-build work with construction in full stride with associated support from design-build project management (Construction Services) and Staff (Administrative Phase). Right-of-way activities will be minimal and should wind down.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$449,220	Baseline:	2020	Voter-Approved Cost Estimate:	\$349,141
2018 TIP:	\$449,220	2018 :	2020	2018 Cost Estimate:	\$442,167
2019 TIP:	\$449,220	2019 :	2020	2019 Cost Estimate:	\$442,167

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$39,929	\$22,768	\$13,661	\$1,864	\$848	\$15,266	\$0	\$0	\$94,336
North King	31,753	18,106	10,863	1,483	675	12,140	0	0	75,020
South King	36,507	20,816	12,490	1,705	776	13,957	0	0	86,250
East King	81,951	46,728	28,037	3,826	1,741	31,331	0	0	193,614
Total	\$190,140	\$108,417	\$65,050	\$8,878	\$4,040	\$72,694	\$0	\$0	\$449,220

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$5,506	\$2,265	\$2,018	\$1,225	\$756	\$5,802	\$0	\$0	\$17,573
20-Prelim Engineering/Env Review	8,712	20	0	0	0	804	0	0	9,536
30-Final Design+Specifications	0	0	0	0	0	386	0	0	386
35-Third Party	83	150	550	0	0	2,324	0	0	3,107
40-Row Acquisition+Permits	103,012	684	0	0	0	30,833	0	0	134,529
50-Construction	68,131	99,588	57,972	4,927	3,284	30,851	0	0	264,753
55-Construction Services	4,697	5,710	4,510	2,726	0	1,694	0	0	19,337
Total	\$190,140	\$108,417	\$65,050	\$8,878	\$4,040	\$72,694	\$0	\$0	\$449,220

**Project Risk Assessment**

Long lead procurements anticipated in Q3/Q4 2018 is delayed causing interruption to construct sequences in 2019.

**400032 Light Rail Vehicle Fleet Expansion Managed by: DECM**

Provide project management, design, manufacturing, delivery, assembly inspection and testing in the support of a procurement of 122 low floor light rail vehicles (LRVs) to meet fleet requirements to support revenue service for light rail system expansion projects, and to centralize procurement of 122 LRVs for ST2 (Northgate Link Extension, Lynnwood Link Extension and East Link Extension).

Vendor bids for the original 122 light rail vehicles produced significant unit cost savings allowing the agency to take advantage of savings and advantageous pricing to exercise an option to order 30 additional LRVs for the ST3 (Federal Way Link and Downtown Redmond Link Extensions) into the project increasing the total procurement to 152.

Changes to authorized project allocation since 2018: None.

Budget year activities: Major milestone payments, acceptance and commissioning of initial delivery of 30 new LRVs.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$740,718	Baseline:	2024	Voter-Approved Cost Estimate:	\$635,592
2018 TIP:	\$740,718	2018 :	2024	2018 Cost Estimate:	\$707,173
2019 TIP:	\$740,718	2019 :	2024	2019 Cost Estimate:	\$707,173

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$13,619	\$10,500	\$15,503	\$15,632	\$26,366	\$4,141	\$4,607	\$0	\$90,368
North King	33,265	25,648	37,868	38,184	64,402	10,114	11,253	0	220,734
South King	14,735	11,361	16,774	16,914	28,527	4,480	4,984	0	97,775
East King	46,102	35,546	52,482	52,919	89,255	14,017	15,595	0	305,917
Pierce	3,907	3,012	4,448	4,485	7,564	1,188	1,322	0	25,925
<b>Total</b>	<b>\$111,628</b>	<b>\$86,068</b>	<b>\$127,075</b>	<b>\$128,133</b>	<b>\$216,114</b>	<b>\$33,940</b>	<b>\$37,761</b>	<b>\$0</b>	<b>\$740,718</b>

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,127	\$563	\$695	\$725	\$723	\$753	\$1,780	\$0	\$6,367
55-Construction Services	4,107	2,125	2,535	2,535	2,535	2,535	1,668	0	18,040
70-Vehicles	106,394	83,380	123,845	124,873	212,856	30,651	34,312	0	716,311
<b>Total</b>	<b>\$111,628</b>	<b>\$86,068</b>	<b>\$127,075</b>	<b>\$128,133</b>	<b>\$216,114</b>	<b>\$33,940</b>	<b>\$37,761</b>	<b>\$0</b>	<b>\$740,718</b>

**Project Risk Assessment**

Project risk centers on the timely completion and commissioning of the Operations and Maintenance Facility East's (OMF-East) yard to receive the new LRVs. Coordination of the retrofitting of automatic train protection on the existing LRVs is critical to minimize impacts to Link operations; Difficulty in meeting the magnetic frequency and vibration standards may lead to production and delivery delays.

<b>400034</b>	<b>Enhancements to Tacoma Link Extension</b>	<b>Managed by: FIN</b>
---------------	--	------------------------

Engineering and streetscape design for transit access improvements and station area enhancements around the Tacoma Link Extension project. This project is also focused on job access needs and identifying barriers that currently limit the Tacoma Hilltop residents from participation in existing workforce training and apprenticeship programs. The City of Tacoma and Sound Transit received a \$2 million grant from the Federal Transit Administration for this project. Sound Transit is the designated recipient and needs to administer the grant while the City of Tacoma will execute the scope and provide \$0.5 million in local matching funds.

The scope of this project is independent of the Tacoma Link Extension project. Grant is awarded in 2016.

Changes to authorized project allocation since 2018: None.

Budget year activities: Provide grant administration for a \$2 million grant from the Federal Transit Administration. The City of Tacoma will manage the project and provide \$0.5 million in local matching funds.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$2,000	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$2,000	2019 : 2019	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$1,062	\$938	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000
Total	\$1,062	\$938	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$325	\$174	\$0	\$0	\$0	\$0	\$0	\$0	\$498
35-Third Party	737	764	0	0	0	0	0	0	1,502
Total	\$1,062	\$938	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000

<b>Project Risk Assessment</b>
Although the risk is low in both schedule and budget, this project will be managed by a third party and Sound Transit will submit costs for reimbursement. In situations such as this, the risk of not recovering funds due to ineligibility or a delay in schedule always exists.

**400053 Tacoma Dome Link Extension Managed by: PEPD**

Design and construct an extension of light rail approximately 9.7 miles from Federal Way to Tacoma via at grade and elevated alignment. Includes elevated stations in South Federal Way, Fife, and East Tacoma, and an at-grade, retained-cut station at the Tacoma Dome. Preliminary engineering includes the Link Operations and Maintenance Facility: South (OMF South) that will provide light rail vehicle (LRV) storage and maintenance capacity for accommodating Link expansion south to Tacoma. Upon completion of preliminary engineering the Federal Way Link Extension and the OMF South will be tracked separately. Expenditures prior to 2018 represent pre-project development costs.

Changes to authorized project allocation since 2018: None.

Budget year activities: Continue to conduct technical work and outreach efforts to support the development of the environmental process and the identification of alternatives leading to the selection of a preferred alternative and other options to study, as well as begin environmental impact statement.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$2,952,791
2018 TIP:	\$125,673	2018 :	2030	2018 Cost Estimate:	\$2,952,791
2019 TIP:	\$125,673	2019 :	2030	2019 Cost Estimate:	\$2,952,791

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
South King	\$4,037	\$6,357	\$7,591	\$16,052	\$8,863	\$8,375	\$0	\$0	\$51,275
Pierce	5,857	9,223	11,014	23,291	12,860	12,152	0	0	74,398
Total	\$9,894	\$15,580	\$18,605	\$39,343	\$21,723	\$20,528	\$0	\$0	\$125,673

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$2,840	\$3,305	\$4,271	\$4,256	\$5,036	\$7,140	\$0	\$0	\$26,848
20-Prelim Engineering/Env Review	6,404	11,275	11,996	32,600	14,200	10,600	0	0	87,075
35-Third Party	500	500	988	988	988	1,788	0	0	5,750
40-Row Acquisition+Permits	150	500	1,350	1,500	1,500	1,000	0	0	6,000
Total	\$9,894	\$15,580	\$18,605	\$39,343	\$21,723	\$20,528	\$0	\$0	\$125,673

**Project Risk Assessment**

The risks to this project include; potential of crossing land owned by Puyallup Tribe of Indians, crossing Puyallup river and siting and OMF South. Additionally, the project faces potential project cost escalation and incompatibility with the Washington State Department of Transportation's SR 167 project.

**400066****West Seattle and Ballard Link Extensions****Managed by: PEPD**

Extension of light rail approximately 4.7 miles from Downtown Seattle to the Alaska Junction neighborhood of West Seattle via elevated and at-grade alignment and approximately 5.4 miles from Downtown Seattle to Ballard via elevated guideway and tunnel. Includes an at-grade station (Stadium) and elevated stations in SODO, Delridge, Avalon, Alaska Junction, Ballard, Smith Cove, and Interbay and underground (tunnel) stations at Seattle Center and South Lake Union. Preliminary engineering includes both segments; upon completion of preliminary engineering these segments will be tracked as West Seattle Link Extension and Ballard Link Extension. Expenditures prior to 2018 represent pre-project development costs.

Changes to authorized project allocation since 2018: None.

Budget year activities: Continue alternatives development and evaluation; conduct feasibility studies on key project scope assumptions in the ST3 Plan, and begin stakeholders engagement.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$6,788,996
2018 TIP:	\$285,896	2018 :	2041	2018 Cost Estimate:	\$6,788,996
2019 TIP:	\$285,896	2019 :	2041	2019 Cost Estimate:	\$6,788,996

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$433	\$595	\$888	\$1,189	\$1,487	\$840	\$0	\$0	\$5,432
North King	21,154	29,078	43,397	58,151	72,726	41,091	0	0	265,597
South King	433	595	888	1,189	1,487	840	0	0	5,432
East King	455	626	934	1,252	1,566	885	0	0	5,718
Pierce	273	376	561	751	939	531	0	0	3,431
Systemwide	23	31	47	63	78	44	0	0	286
Total	\$22,771	\$31,300	\$46,714	\$62,595	\$78,284	\$44,232	\$0	\$0	\$285,896

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$5,385	\$5,500	\$9,450	\$11,200	\$12,450	\$19,095	\$0	\$0	\$63,080
20-Prelim Engineering/Env Review	16,871	24,050	34,264	47,095	60,500	22,636	0	0	205,416
35-Third Party	250	1,250	2,000	2,800	3,600	1,500	0	0	11,400
40-Row Acquisition+Permits	266	500	1,000	1,500	1,734	1,000	0	0	6,000
Total	\$22,771	\$31,300	\$46,714	\$62,595	\$78,284	\$44,232	\$0	\$0	\$285,896

**Project Risk Assessment**

There is risk to scope, schedule and budget when trying to reach stakeholder consensus on a preferred alternative, complexity of alignments in constrained environment with challenging topography and project deliverables that include two bridge crossings, constructing a tunnel through a mature urban environment and the effects in constrained environment. Potential impact on Central Link operations during construction; right of way and property impacts.

<b>400117</b>	<b>DSTT Single Tracking</b>	<b>Managed by: DECM</b>
---------------	-----------------------------	-------------------------

In the 1st Quarter 2020 Sound Transit will be tying in East Link into the existing Link operating line. During the 10 week construction period, Link will be operating at a reduced frequency, and single tracking between Stadium and the Downtown Seattle Transit Tunnel (DSTT) Westlake stations. The purpose of this project is to develop and implement plans for advance maintenance, required access upgrades, single track operations, crowd control, security, emergency response, evacuation, safety, security and communications for single track light rail operations and construct tunnel modifications to accommodate single tracking.

Changes to authorized project allocation since 2018: New project of \$3.5 million to plan and construct tunnel modification to accommodate single tracking.

Budget year activities: Begin design of tunnel modification for single tracking.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$0	2018 :	N/A	2018 Cost Estimate:	N/A
2019 TIP:	\$3,500	2019 :	2020	2019 Cost Estimate:	N/A

#### Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$0	\$15	\$6	\$0	\$0	\$0	\$0	\$0	\$21
East King	0	2,485	994	0	0	0	0	0	3,479
Total	\$0	\$2,500	\$1,000	\$0	\$0	\$0	\$0	\$0	\$3,500

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$0	\$2,500	\$1,000	\$0	\$0	\$0	\$0	\$0	\$3,500
Total	\$0	\$2,500	\$1,000	\$0	\$0	\$0	\$0	\$0	\$3,500

#### Project Risk Assessment

The risk exists that changing conditions or expectations could result in budget impacts as the schedule is fixed.

**4X100****Northgate Link Extension****Managed by: DECM**

Extension of light rail approximately 4.3-miles from the University of Washington Station north under the campus via twin bored tunnels to an underground U District Station along Brooklyn Avenue NE between NE 43rd and NE 45th Streets, and underground Roosevelt Station along 12th Avenue NE between NE 65th Street and NE 67th Street, and continuing to an elevated station in Northgate along 1st Avenue NE spanning NE 103rd Street. The Northgate Link Extension is scheduled to be completed in September 2021 and will provide an interim terminus for Link at Northgate until the Lynnwood Link Extension is in service, currently anticipated in 2023.

Changes to authorized project allocation since 2018: None.

Budget year activities: Complete construction of tunnel cross passages and handover tunnel to trackwork contractor. Complete rail procurement and pre-fabrication of floating slab segments and begin cable, floating slab and track installation in tunnels. Continue construction at University District Station, Roosevelt Station, Northgate Station and elevated guideway, and parking garage at the Northgate site. Begin Systems installation. Finalize right-of-way acquisitions and update the Washington Department of Transportation (WSDOT) Temporary Construction Airspace Lease Agreement for the King Country Metro (KCM) Bus Layover facility.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$1,899,756	Baseline:	2021	Voter-Approved Cost Estimate:	\$1,994,064
2018 TIP:	\$1,899,756	2018 :	2021	2018 Cost Estimate:	\$2,157,921
2019 TIP:	\$1,899,756	2019 :	2021	2019 Cost Estimate:	\$2,157,921

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$1,350,726	\$247,800	\$130,575	\$41,020	\$22,215	\$107,419	\$0	\$0	\$1,899,756
Total	\$1,350,726	\$247,800	\$130,575	\$41,020	\$22,215	\$107,419	\$0	\$0	\$1,899,756

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$69,154	\$13,384	\$11,860	\$10,793	\$9,497	\$30,191	\$0	\$0	\$144,879
20-Prelim Engineering/Env Review	15,077	0	0	0	0	0	0	0	15,077
30-Final Design+Specifications	115,763	6,102	3,449	631	100	6,122	0	0	132,167
35-Third Party	8,026	1,127	1,090	639	250	667	0	0	11,800
40-Row Acquisition+Permits	100,343	3,782	200	0	0	7,975	0	0	112,300
50-Construction	965,069	209,263	100,882	16,056	8,223	30,600	0	0	1,330,093
55-Construction Services	77,293	12,926	8,027	7,626	2,773	9,665	0	0	118,310
80-System Testing+Startup	0	1,216	5,067	5,274	1,373	0	0	0	12,930
90-Contingency	0	0	0	0	0	22,200	0	0	22,200
Total	\$1,350,726	\$247,800	\$130,575	\$41,020	\$22,215	\$107,419	\$0	\$0	\$1,899,756

**Project Risk Assessment**

Project risk is still a concern given multiple contract interfaces, the potential shortage of skilled labor and operations and maintenance support during startup and integration testing. Duration uncertainties for system installation, integration, and testing. Coordination with third parties (City of Seattle, WSDOT, UW etc.) which may result in unanticipated mitigation/restoration requests and/or delayed reviews. All of these potential issues could have an impact on schedule and budget.

**4X115** **Lynnwood Link Extension** **Managed by: DECM**

Extension of light rail approximately 8.5 miles from Northgate Station in Seattle through Shoreline and Mountlake Terrace to the Lynnwood Transit Center. The project alignment is primarily along I-5 and includes at-grade, elevated and retained cut/fill segments, adding four stations at NE 145th Street, NE 185th Street, Mountlake Terrace Transit Center and Lynnwood Transit Center. These stations will add a total of 2,675 parking stalls for daily riders.

Changes to authorized project allocation since 2018: Increased by \$2.104 billion to establish the project baseline of \$2.77 billion (Resolution R2018-16).

Budget year activities: Complete final design, right of way, and begin early construction activities with an expected notice to proceed during the third quarter. Begin primary utility work and completion of permitting activities.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$2,771,622	Baseline:	2024	Voter-Approved Cost Estimate:	\$1,876,885
2018 TIP:	\$2,771,622	2018 :	2023	2018 Cost Estimate:	\$1,599,316
2019 TIP:	\$2,771,622	2019 :	2024	2019 Cost Estimate:	\$1,599,316

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$193,086	\$218,175	\$302,952	\$299,880	\$327,880	\$171,333	\$0	\$0	\$1,513,306
North King	160,552	181,412	251,905	249,351	272,633	142,463	0	0	1,258,316
Total	\$353,638	\$399,587	\$554,857	\$549,230	\$600,513	\$313,796	\$0	\$0	\$2,771,622

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$28,857	\$10,414	\$11,029	\$11,461	\$12,804	\$23,598	\$0	\$0	\$98,164
20-Prelim Engineering/Env Review	39,053	0	0	0	0	1	0	0	39,054
30-Final Design+Specifications	92,736	31,029	8,867	8,392	8,614	14,523	0	0	164,162
35-Third Party	6,594	2,551	1,595	1,579	1,191	1,090	0	0	14,600
40-Row Acquisition+Permits	161,360	55,800	18,500	0	0	0	0	0	235,660
50-Construction	8,582	281,639	447,708	461,796	515,770	188,696	0	0	1,904,191
55-Construction Services	16,456	18,154	27,206	24,352	18,086	24,175	0	0	128,429
80-System Testing+Startup	0	0	0	0	650	16,550	0	0	17,200
90-Contingency	0	0	39,952	41,650	43,398	45,162	0	0	170,162
Total	\$353,638	\$399,587	\$554,857	\$549,230	\$600,513	\$313,796	\$0	\$0	\$2,771,622

**Project Risk Assessment**

The continues a project risk of FFGA approval and execution schedule, obtaining permits from our affected local jurisdictions, WSDOT and other resource agencies. The timely completion of right-of-way acquisition with limited staff resources and construction market conditions and differing site conditions encountered during construction which could effect both schedule and budget.

**4X199 Northgate Link Extension Project Reserve Managed by: DECM**

Project reserve created for the Northgate Link Extension that, if required, can be directed to mitigate budget risks associated with project construction. Funding for the reserve originated from unused funds in the project reserve that was set up for the Initial Segment. The project reserve cannot be used for additional scope and its use requires super-majority approval by the Board.

Changes to authorized project allocation since 2018: None.

Budget year activities: N/A.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$50,000	Baseline:	2021	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$50,000	2018 :	2021	2018 Cost Estimate:	N/A
2019 TIP:	\$50,000	2019 :	2021	2019 Cost Estimate:	N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$50,000
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$50,000

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
90-Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$50,000
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$50,000

**Project Risk Assessment**

This project reserve was established to mitigate potential project risks especially during tunnel activities. As the tunnel activity is substantially complete the risk is lower.

**4X200****University Link Extension****Managed by: DECM**

Extension of light rail approximately 3.15-miles entirely underground from east from the Downtown Seattle Transit Tunnel, under I-5 to an underground Capitol Hill Station that will serve the First Hill/Capitol Hill urban center. The tunnel route crosses under the Lake Washington Ship Canal to an interim terminus in an underground University of Washington Station near Husky Stadium. University Link Extension will generate high ridership by connecting the three major population and employment centers of Downtown Seattle, Capitol Hill, and the University District.

University Link opened for revenue service on March 19, 2016. Project close-out is anticipated in 2019 with a projected budget surplus.

Changes to authorized project allocation since 2018: None.

Budget year activities: Continue project closeout activities. Optimization and fine tuning of Link operating systems. Resolve outstanding commercial items.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$1,756,007	Baseline:	2016	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$1,756,007	2018 :	2016	2018 Cost Estimate:	N/A
2019 TIP:	\$1,756,007	2019 :	2016	2019 Cost Estimate:	N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$1,510,689	\$2,921	\$18,264	\$0	\$224,134	\$0	\$0	\$0	\$1,756,007
Total	\$1,510,689	\$2,921	\$18,264	\$0	\$224,134	\$0	\$0	\$0	\$1,756,007

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$83,116	\$1,549	\$1,254	\$0	\$27,636	\$0	\$0	\$0	\$113,554
20-Prelim Engineering/Env Review	24,261	0	0	0	0	0	0	0	24,261
30-Final Design+Specifications	86,818	120	0	0	3,370	0	0	0	90,308
35-Third Party	11,464	0	0	0	7,182	0	0	0	18,646
40-Row Acquisition+Permits	126,428	0	0	0	25,904	0	0	0	152,332
50-Construction	984,131	885	17,010	0	146,757	0	0	0	1,148,783
55-Construction Services	86,834	75	0	0	7,905	0	0	0	94,814
70-Vehicles	99,193	292	0	0	4,424	0	0	0	103,909
80-System Testing+Startup	8,444	0	0	0	956	0	0	0	9,400
Total	\$1,510,689	\$2,921	\$18,264	\$0	\$224,134	\$0	\$0	\$0	\$1,756,007

**Project Risk Assessment**

N/A.

**4X420****South 200th Link Extension****Managed by: DECM**

Design and construct an extension of light rail approximately 1.6 miles south from Sea-Tac/Airport Station to Angle Lake Station at South 200th Street. The design features an elevated light rail guide way, an elevated station, and detached park-and-ride facility at South 200th with a parking capacity of 1,050. The project was delivered through a design-build (DB) delivery strategy.

South 200th Link Extension opened for revenue service on September 24, 2016. Any funding beyond 2019 is considered surplus.

Changes to authorized project allocation since 2018: None.

Budget year activities: Continue project closeout activities.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$383,241	Baseline:	2016	Voter-Approved Cost Estimate:	\$462,351
2018 TIP:	\$383,241	2018 :	2016	2018 Cost Estimate:	\$471,560
2019 TIP:	\$383,241	2019 :	2016	2019 Cost Estimate:	\$471,560

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
South King	\$329,120	\$221	\$0	\$0	\$0	\$0	\$0	\$53,900	\$383,241
Total	\$329,120	\$221	\$0	\$0	\$0	\$0	\$0	\$53,900	\$383,241

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$16,347	\$120	\$0	\$0	\$0	\$0	\$0	\$675	\$17,142
20-Prelim Engineering/Env Review	5,698	0	0	0	0	0	0	0	5,698
30-Final Design+Specifications	8,748	0	0	0	0	0	0	776	9,523
35-Third Party	3,782	0	0	0	0	0	0	3,303	7,085
40-Row Acquisition+Permits	38,047	0	0	0	0	0	0	5,502	43,549
50-Construction	237,950	0	0	0	0	0	0	43,072	281,022
55-Construction Services	17,185	101	0	0	0	0	0	36	17,322
80-System Testing+Startup	1,363	0	0	0	0	0	0	537	1,900
Total	\$329,120	\$221	\$0	\$0	\$0	\$0	\$0	\$53,900	\$383,241

**Project Risk Assessment**

N/A.

**4X445****Federal Way Link Extension****Managed by: DECM**

Design and construct an extension of light rail approximately 7.8 miles from S. 200th Street in the city of SeaTac to the Federal Way Transit Center. The extension generally parallels SR 99 and I-5 freeway with stations at Kent/Des Moines, South 272nd Star Lake park-and-ride and the Federal Way Transit Center. An increase of approximately 2,200 parking stalls for this extension.

Changes to authorized project allocation since 2018: Increased by \$2.04 billion to establish the project baseline of \$2.45 billion (Resolution R2018-30).

Budget year activities: Conclude preliminary engineering and continue right-of-way acquisition activities. Receive design-build proposals from short listed firms, evaluate, select/award the highest scoring firm, and issue notice to proceed. Formally submit application and obtain full funding grant agreement (FFGA) approval.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$2,451,535	Baseline:	2024	Voter-Approved Cost Estimate:	\$1,195,864
2018 TIP:	\$2,451,535	2018 :	2024	2018 Cost Estimate:	\$1,697,110
2019 TIP:	\$2,451,535	2019 :	2024	2019 Cost Estimate:	\$1,697,110

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
South King	\$121,391	\$248,090	\$380,602	\$451,983	\$512,751	\$454,243	\$214,883	\$67,591	\$2,451,535
Total	\$121,391	\$248,090	\$380,602	\$451,983	\$512,751	\$454,243	\$214,883	\$67,591	\$2,451,535

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$15,844	\$9,815	\$10,039	\$10,798	\$13,479	\$13,562	\$13,729	\$9,254	\$96,520
20-Prelim Engineering/Env Review	43,133	536	0	0	0	0	0	0	43,669
30-Final Design+Specifications	1,298	975	0	397	0	415	0	0	3,085
35-Third Party	4,138	3,140	4,408	6,052	4,920	3,133	1,950	0	27,741
40-Row Acquisition+Permits	52,489	188,164	73,635	21,814	2,635	1,383	1,445	0	341,565
50-Construction	270	40,490	277,225	392,053	469,883	403,406	174,283	53,133	1,810,744
55-Construction Services	4,218	4,969	15,295	20,869	21,834	21,867	12,750	5,204	107,006
80-System Testing+Startup	0	0	0	0	0	10,479	10,726	0	21,205
Total	\$121,391	\$248,090	\$380,602	\$451,983	\$512,751	\$454,243	\$214,883	\$67,591	\$2,451,535

**Project Risk Assessment**

There is high risk to both schedule and budget in this project. The timely approval of the FFGA, meeting the schedule of right-of-way housing relocation coupled with limited property acquisition resources may not be sufficient. Additional environmental reviews if substantial increase in residential displacement occurs and the potential to encounter additional contaminated material and/or ground water remediation during construction.

**4X600 East Link Extension Managed by: DECM**

Extension of light rail approximate 14 miles to East King County from downtown Seattle. and serving Mercer Island via I-90, Bellevue and the Overlake area of Redmond, with ten new light rail stations along the alignment that includes at-grade, elevated, bridges, and new and retrofitted tunnels. Revenue service to the Overlake Transit Center is forecasted for mid-2023.

Changes to authorized project allocation since 2018: None.

Budget year activities: Completion of right-of-way acquisitions. Continue heavy construction activities through out East Link project alignment. 2019 is considered construction peak year.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$3,677,150	Baseline:	2023	Voter-Approved Cost Estimate:	\$2,681,120
2018 TIP:	\$3,677,150	2018 :	2023	2018 Cost Estimate:	\$3,527,604
2019 TIP:	\$3,677,150	2019 :	2023	2019 Cost Estimate:	\$3,527,604

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$10,283	\$4,464	\$3,393	\$1,558	\$760	\$575	\$840	\$191	\$22,063
East King	1,703,536	739,480	562,028	258,033	125,973	95,257	139,106	31,674	3,655,087
<b>Total</b>	<b>\$1,713,819</b>	<b>\$743,944</b>	<b>\$565,420</b>	<b>\$259,591</b>	<b>\$126,733</b>	<b>\$95,831</b>	<b>\$139,946</b>	<b>\$31,865</b>	<b>\$3,677,150</b>

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$77,059	\$13,950	\$18,863	\$17,713	\$17,866	\$19,008	\$18,200	\$3,540	\$186,200
20-Prelim Engineering/Env Review	54,751	50	180	0	0	0	3	916	55,900
30-Final Design+Specifications	213,772	9,750	12,297	9,700	7,983	7,033	5,680	16,786	283,000
35-Third Party	20,659	7,210	7,124	5,004	3,937	2,039	6,177	0	52,150
40-Row Acquisition+Permits	271,251	5,250	7,658	1,000	633	0	12,358	0	298,150
50-Construction	993,877	662,014	478,621	199,147	76,267	52,174	81,590	610	2,544,300
55-Construction Services	82,451	45,720	40,678	27,026	20,047	15,578	15,937	10,013	257,450
<b>Total</b>	<b>\$1,713,819</b>	<b>\$743,944</b>	<b>\$565,420</b>	<b>\$259,591</b>	<b>\$126,733</b>	<b>\$95,831</b>	<b>\$139,946</b>	<b>\$31,865</b>	<b>\$3,677,150</b>

Project Risk Assessment
The risks to this large project include; multiple contract interfaces, inflationary pressure on both materials and labor (due to shortages), the coordination with third parties (City of Seattle, WSDOT, MI and Redmond) which could have impacts on both schedule and budget.

**4X630 Downtown Redmond Link Extension Managed by: PEPD**

Extension of light rail approximately 3.7 miles from Overlake Transit Center to Redmond Terminal Station in Downtown Redmond with two planned stations. In 2016 the Board approved budget to complete preliminary engineering to establish route and station locations for the future extension of East Link to Downtown Redmond.

As the project develops, this project name will remain but as described in the scope above combines with the capital program project - Redmond Technology Center to Downtown Redmond which funds the construction element of the project.

Changes to authorized project allocation since 2018: None.

Budget year activities: Commence right of way acquisitions, complete design and develop agreements with City of Redmond, Washington Department of Transportation (WSDOT) and King County. Approval Request for proposal for the design contract for Downtown Redmond Link Extension project.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	2024	Voter-Approved Cost Estimate:	\$1,183,797
2018 TIP:	\$178,026	2018 :	2024	2018 Cost Estimate:	\$1,213,585
2019 TIP:	\$178,026	2019 :	2024	2019 Cost Estimate:	\$1,213,585

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
East King	\$23,091	\$103,676	\$34,357	\$15,588	\$988	\$325	\$0	\$0	\$178,026
Total	\$23,091	\$103,676	\$34,357	\$15,588	\$988	\$325	\$0	\$0	\$178,026

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$3,166	\$1,076	\$692	\$0	\$0	\$0	\$0	\$0	\$4,934
20-Prelim Engineering/Env Review	15,647	2,308	3,317	0	0	0	0	0	21,272
35-Third Party	540	700	1,000	271	238	0	0	0	2,750
40-Row Acquisition+Permits	3,032	98,442	29,204	15,317	750	325	0	0	147,070
55-Construction Services	705	1,150	145	0	0	0	0	0	2,000
Total	\$23,091	\$103,676	\$34,357	\$15,588	\$988	\$325	\$0	\$0	\$178,026

Project Risk Assessment	
Project risk is a concern as marketplace inflationary pressure on property acquisitions and construction pricing are greater than what ST3 anticipated which could result in major budget adjustments.	

**2019 Cashflow by Budget Approval**  
(in thousands)

System Expansion  
SOUNDER

Project Number and Name	In Service	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
<b>Preliminary Engineering</b>										
300019 Lakewood Station Improvements	2016	279	0	0	0	0	0	125	0	404
300035 Kent Station Parking and Access Improvements	2023	1,945	3,911	7,255	0	0	0	0	0	13,111
300040 Auburn Station Parking and Access Improvements	2023	1,898	5,147	1,896	0	0	0	0	0	8,941
300087 Edmonds and Mukilteo Stations Parking & Access Improvements	2020	289	848	1,374	0	0	0	0	0	2,511
<b>Subtotal</b>		4,411	9,906	10,525	0	0	0	125	0	24,967
<b>Final Design &amp; ROW</b>										
300004 Sounder Maintenance Base	2023	5,494	7,087	387	0	0	0	0	0	12,968
300017 Puyallup Station Parking and Access Improvements	2021	8,081	2,498	1,196	0	0	0	0	0	11,775
300018 Summer Station Parking and Access Improvements	2021	8,403	5,422	2,246	1,711	0	0	0	0	17,782
3X510 Sounder South Expanded Service	2019	195,257	2,314	0	0	0	0	7,997	0	205,568
<b>Subtotal</b>		217,235	17,321	3,829	1,711	0	0	7,997	0	248,093
<b>Baseline</b>										
300021 Tacoma Trestle Track & Signal	2018	121,662	1,080	0	0	0	0	0	38,275	161,017
300026 Sounder Yard Expansion	2019	16,457	100	0	0	0	0	0	3,993	20,550
300027 Point Defiance Bypass	2017	75,233	100	0	0	0	0	0	8,337	83,670
3X135 D St-M St Track & Signal	2019	152,889	50	0	0	0	0	0	5,323	158,262
3X206 Mukilteo Station, S Platform	2019	17,087	55	0	0	0	0	1,170	0	18,313
3X236 Tukwila Station	2019	37,649	1,280	0	0	0	0	7,040	0	45,969
<b>Subtotal</b>		420,978	2,665	0	0	0	0	8,210	55,927	487,781
<b>Program</b>										
7X755 Sounder Fleet Expansion	2020	52,194	7,503	7,503	0	0	0	0	0	67,200
<b>Subtotal</b>		52,194	7,503	7,503	0	0	0	0	0	67,200
<b>Total</b>		\$694,818	\$37,395	\$21,858	\$1,711	\$0	\$0	\$16,331	\$55,927	\$828,040

**2019 Cashflow by Subarea**  
(in thousands)

System Expansion  
SOUNDER

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
1 - Snohomish	18,200	1,966	1,432	0	0	0	1,170	0	22,769
3 - South King	50,149	10,391	9,150	0	0	0	7,040	2,100	78,830
5 - Pierce	626,469	25,039	11,275	1,711	0	0	8,122	53,827	726,441
<b>Total</b>	<b>\$694,818</b>	<b>\$37,395</b>	<b>\$21,858</b>	<b>\$1,711</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,331</b>	<b>\$55,927</b>	<b>\$828,040</b>

**2019 Cashflow by Phase**  
(in thousands)

Phase # and Description	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	28,007	5,175	1,806	0	0	0	1,036	3,441	39,465
20-Prelim Engineering/Env Review	19,251	5,108	1,933	0	0	0	0	596	26,888
30-Final Design+Specifications	36,370	154	0	0	0	0	328	4,991	41,844
35-Third Party	2,936	5,104	1,883	1,711	0	0	3,067	1,493	16,194
40-Row Acquisition+Permits	255,438	7,983	8,666	0	0	0	1,974	5,419	279,480
50-Construction	268,203	3,860	16	0	0	0	9,254	34,014	315,348
55-Construction Services	22,437	2,508	50	0	0	0	672	5,973	31,640
70-Vehicles	61,131	7,503	7,503	0	0	0	0	0	76,137
80-System Testing+Startup	1,046	0	0	0	0	0	0	0	1,046
<b>Total</b>	<b>\$694,818</b>	<b>\$37,395</b>	<b>\$21,858</b>	<b>\$1,711</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,331</b>	<b>\$55,927</b>	<b>\$828,040</b>

<b>300004</b>	<b>Sounder Maintenance Base</b>	<b>Managed by: PEPD</b>
---------------	---------------------------------	-------------------------

Construct a new, approximately 60,000 square-foot railroad storage facility on the Sounder rail yard site between Steilacoom Boulevard SW and 100th Street SW in the City of Lakewood. The single-story building would contain maintenance bays, material storage areas, offices and facilities for employees. Supporting facilities such as roadways, site lighting, drainage facilities, and required utility infrastructure are included in the project.

Changes to authorized project allocation since 2018: Increased by \$4 million primarily to support pre-request for proposal (RFP), baseline activities and advanced utility relocations.

Budget year activities: Continue right of way appraisals and acquisitions. Prepare the bridging documents and baseline activities. Advanced utility relocations.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: \$205,995
2018 TIP: \$8,968	2018 : 2023	2018 Cost Estimate: \$180,851
2019 TIP: \$12,968	2019 : 2023	2019 Cost Estimate: \$180,851

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$824	\$1,063	\$58	\$0	\$0	\$0	\$0	\$0	\$1,945
Pierce	4,670	6,024	329	0	0	0	0	0	11,023
Total	\$5,494	\$7,087	\$387	\$0	\$0	\$0	\$0	\$0	\$12,968

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,142	\$1,197	\$0	\$0	\$0	\$0	\$0	\$0	\$2,339
20-Prelim Engineering/Env Review	2,867	770	0	0	0	0	0	0	3,637
35-Third Party	0	2,000	0	0	0	0	0	0	2,000
40-Row Acquisition+Permits	1,485	1,120	387	0	0	0	0	0	2,992
55-Construction Services	0	2,000	0	0	0	0	0	0	2,000
Total	\$5,494	\$7,087	\$387	\$0	\$0	\$0	\$0	\$0	\$12,968

**Project Risk Assessment**

There is a high risk that advanced utility relocation, potential differing site conditions, and the inability to deliver timely property acquisition and relocations could impact both the schedule and budget.

**300017 Puyallup Station Parking and Access Improvements Managed by: DECM**

Design and construction of a station and station access improvements at or around the Puyallup Sounder Station. The project will provide increased parking access of approximately 650 stalls and improve access to the existing Sounder Puyallup Station for Sounder riders, bicyclists, bus riders and drivers.

Changes to authorized project allocation since 2018: Increased by \$766 thousand in support of project activities through to baseline.

Budget year activities: Complete design-build bridging documents, right-of-way appraisals and acquisitions. Continue the Request for Proposal (RFP) process for the design-build and design-build/project management contracts.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$80,654
2018 TIP:	\$11,009	2018 :	2021	2018 Cost Estimate:	\$68,173
2019 TIP:	\$11,775	2019 :	2021	2019 Cost Estimate:	\$68,173

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$8,081	\$2,498	\$1,196	\$0	\$0	\$0	\$0	\$0	\$11,775
Total	\$8,081	\$2,498	\$1,196	\$0	\$0	\$0	\$0	\$0	\$11,775

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,263	\$646	\$80	\$0	\$0	\$0	\$0	\$0	\$1,989
20-Prelim Engineering/Env Review	2,508	272	216	0	0	0	0	0	2,996
35-Third Party	31	69	5	0	0	0	0	0	105
40-Row Acquisition+Permits	4,179	1,486	890	0	0	0	0	0	6,555
55-Construction Services	100	25	5	0	0	0	0	0	130
Total	\$8,081	\$2,498	\$1,196	\$0	\$0	\$0	\$0	\$0	\$11,775

Project Risk Assessment	
There is risk associated with timely property acquisition and coordination with jurisdictions which could have a negative impact on schedule and budget.	

**300018****Sumner Station Parking and Access Improvements****Managed by: DECM**

Design and construction a new station and station access improvements at or around Sumner Station to include; increased parking access of approximately 400-600 stalls and improve access to the existing Sounder Sumner Station for Sounder riders, bicyclists, bus riders and drivers.

Changes to authorized project allocation since 2018: Increased by \$740 thousand in support of project activities through to baseline.

Budget year activities: Complete design-build bridging documents, right-of-way appraisals and acquisitions. Continue the Request for Proposal (RFP) process for the design-build and design-build/project management contracts.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$56,583
2018 TIP:	\$17,042	2018 :	2021	2018 Cost Estimate:	\$52,135
2019 TIP:	\$17,782	2019 :	2021	2019 Cost Estimate:	\$52,135

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$8,403	\$5,422	\$2,246	\$1,711	\$0	\$0	\$0	\$0	\$17,782
Total	\$8,403	\$5,422	\$2,246	\$1,711	\$0	\$0	\$0	\$0	\$17,782

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,216	\$692	\$265	\$0	\$0	\$0	\$0	\$0	\$2,173
20-Prelim Engineering/Env Review	2,356	426	214	0	0	0	0	0	2,996
35-Third Party	1,539	2,800	1,608	1,711	0	0	0	0	7,658
40-Row Acquisition+Permits	3,195	1,121	98	0	0	0	0	0	4,414
50-Construction	97	0	16	0	0	0	0	0	113
55-Construction Services	0	383	45	0	0	0	0	0	428
Total	\$8,403	\$5,422	\$2,246	\$1,711	\$0	\$0	\$0	\$0	\$17,782

**Project Risk Assessment**

There is risk associated with timely property acquisition and coordination with jurisdictions which could have a negative impact on schedule and budget.

**300019 Lakewood Station Improvements Managed by: DECM**

Construction of a pedestrian bridge in the city of Lakewood connecting the community to the northwest of Lakewood Station with the station. This work is partly funded by a capped contribution from Sound Transit. Additional access improvements contemplated in ST2 and reflected in the ST2 cost estimate were evaluated through the Station Access and Demand Study project and may be proposed in the future.

Changes to authorized project allocation since 2018: None.

Budget year activities: Project on hold.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$49,570
2018 TIP:	\$404	2018 :	2016	2018 Cost Estimate:	\$42,193
2019 TIP:	\$404	2019 :	2016	2019 Cost Estimate:	\$42,193

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$279	\$0	\$0	\$0	\$0	\$0	\$125	\$0	\$404
Total	\$279	\$0	\$0	\$0	\$0	\$0	\$125	\$0	\$404

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$27	\$0	\$0	\$0	\$0	\$0	\$13	\$0	\$40
35-Third Party	252	0	0	0	0	0	112	0	363
Total	\$279	\$0	\$0	\$0	\$0	\$0	\$125	\$0	\$404

Project Risk Assessment	
N/A.	

**300021 Tacoma Trestle Track & Signal Managed by: DECM**

Construction of a double-track replacement for the single-track Tacoma Trestle between the Tacoma Dome Station and M Street.

Changes to authorized project allocation since 2018: None.

Budget year activities: Finalize follow-on work with local jurisdiction and proceed with project closeout activities.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$161,065	Baseline:	2018	Voter-Approved Cost Estimate:	\$87,602
2018 TIP:	\$161,017	2018 :	2018	2018 Cost Estimate:	\$167,431
2019 TIP:	\$161,017	2019 :	2018	2019 Cost Estimate:	\$167,431

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$121,662	\$1,080	\$0	\$0	\$0	\$0	\$0	\$38,275	\$161,017
Total	\$121,662	\$1,080	\$0	\$0	\$0	\$0	\$0	\$38,275	\$161,017

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$5,370	\$210	\$0	\$0	\$0	\$0	\$0	\$2,514	\$8,094
20-Prelim Engineering/Env Review	4,062	0	0	0	0	0	0	0	4,062
30-Final Design+Specifications	11,108	0	0	0	0	0	0	4,090	15,198
35-Third Party	409	120	0	0	0	0	0	1,252	1,781
40-Row Acquisition+Permits	6,693	0	0	0	0	0	0	3,368	10,061
50-Construction	88,335	700	0	0	0	0	0	25,204	114,240
55-Construction Services	5,685	50	0	0	0	0	0	1,846	7,581
Total	\$121,662	\$1,080	\$0	\$0	\$0	\$0	\$0	\$38,275	\$161,017

**Project Risk Assessment**

The risk for a construction claim is high.

**300026****Sounder Yard Expansion****Managed by: DECM**

Increase track capacity at the layover facility in Lakewood to store up to seven train sets. The project will also complete drainage improvements and increase electrical power to accommodate additional wayside power and yard lighting. The increase in capacity is needed for the additional Sound Transit 2 (ST2) Sounder South service that began in 2016 before the Sounder Yard & Shops Facility project is complete. Funds budgeted beyond 2024 are considered surplus.

Changes to authorized project allocation since 2018: None.

Budget year activities: Project closeout activities.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$20,550	Baseline:	2014	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$20,550	2018 :	2017	2018 Cost Estimate:	\$23,443
2019 TIP:	\$20,550	2019 :	2019	2019 Cost Estimate:	\$23,443

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
South King	\$8,656	\$53	\$0	\$0	\$0	\$0	\$0	\$2,100	\$10,809
Pierce	7,801	47	0	0	0	0	0	1,893	9,741
Total	\$16,457	\$100	\$0	\$0	\$0	\$0	\$0	\$3,993	\$20,550

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,291	\$100	\$0	\$0	\$0	\$0	\$0	\$34	\$1,425
20-Prelim Engineering/Env Review	1,208	0	0	0	0	0	0	596	1,804
40-Row Acquisition+Permits	182	0	0	0	0	0	0	218	400
50-Construction	12,558	0	0	0	0	0	0	2,963	15,521
55-Construction Services	1,218	0	0	0	0	0	0	182	1,400
Total	\$16,457	\$100	\$0	\$0	\$0	\$0	\$0	\$3,993	\$20,550

**Project Risk Assessment**

N/A.

**300027** **Point Defiance Bypass** **Managed by: DECM**

Sound Transit will administer the construction of the Point Defiance Bypass Project which will construct a new second track adjacent to Sound Transit's existing main line between South Tacoma (South 66th Street Bridge) and Lakewood (Bridgeport Way) and install new rails, ties, and ballast on Sound Transit's existing track between Lakewood and Nisqually. Improvements will be made at the connection to BNSF's main line near Nisqually and safety improvements will be made at some existing at-grade crossings within the project corridor.

Changes to authorized project allocation since 2018: None.

Budget year activities: Project closeout.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$83,670	Baseline:	2015	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$83,670	2018 :	2017	2018 Cost Estimate:	N/A
2019 TIP:	\$83,670	2019 :	2017	2019 Cost Estimate:	N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$75,233	\$100	\$0	\$0	\$0	\$0	\$0	\$8,337	\$83,670
Total	\$75,233	\$100	\$0	\$0	\$0	\$0	\$0	\$8,337	\$83,670

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$2,817	\$100	\$0	\$0	\$0	\$0	\$0	\$284	\$3,201
30-Final Design+Specifications	103	0	0	0	0	0	0	97	200
40-Row Acquisition+Permits	52	0	0	0	0	0	0	348	400
50-Construction	65,360	0	0	0	0	0	0	4,263	69,623
55-Construction Services	6,902	0	0	0	0	0	0	3,344	10,246
Total	\$75,233	\$100	\$0	\$0	\$0	\$0	\$0	\$8,337	\$83,670

Project Risk Assessment
N/A – This project is substantially complete.

**300035 Kent Station Parking and Access Improvements Managed by: PEPD**

Design and construction of a new parking garage and improvements to the existing Kent Sounder Station for Sounder riders, bicyclists, bus riders and drivers. Improvements to include; additional parking of 500-600 parking stalls while providing access improvements at or around the station

Changes to authorized project allocation since 2018: Increased by \$8.95 million in support of project activities through preliminary engineering and early property acquisition.

Budget year activities: Complete environmental documentation, start preliminary engineering and right of way appraisals.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$41,187
2018 TIP:	\$4,158	2018 :	2023	2018 Cost Estimate:	\$67,986
2019 TIP:	\$13,111	2019 :	2023	2019 Cost Estimate:	\$67,986

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
South King	\$1,945	\$3,911	\$7,255	\$0	\$0	\$0	\$0	\$0	\$13,111
Total	\$1,945	\$3,911	\$7,255	\$0	\$0	\$0	\$0	\$0	\$13,111

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$415	\$791	\$504	\$0	\$0	\$0	\$0	\$0	\$1,710
20-Prelim Engineering/Env Review	1,430	1,570	409	0	0	0	0	0	3,409
35-Third Party	0	50	55	0	0	0	0	0	105
40-Row Acquisition+Permits	100	1,500	6,287	0	0	0	0	0	7,887
Total	\$1,945	\$3,911	\$7,255	\$0	\$0	\$0	\$0	\$0	\$13,111

**Project Risk Assessment**

As the project is in the beginning of the project development process with high local jurisdiction interest, there is a risk that the inability to reach concurrence with the city of Kent on development requirements and other local codes could impact project budget and schedule.

**300040 Auburn Station Parking and Access Improvements Managed by: PEPD**

Design and construction of a new parking garage and improvements to the existing Auburn Sounder Station for Sounder riders, bicyclists, bus riders and drivers. Improvements to include; additional parking of 500-600 parking stalls while providing access improvements at or around the station.

Changes to authorized project allocation since 2018: Increased by \$4.78 million in support of project activities through preliminary engineering and early property acquisition.

Budget year activities: Complete environmental documentation, start preliminary engineering and right of way appraisals.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$42,996
2018 TIP:	\$4,158	2018 :	2023	2018 Cost Estimate:	\$62,694
2019 TIP:	\$8,941	2019 :	2023	2019 Cost Estimate:	\$62,694

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
South King	\$1,898	\$5,147	\$1,896	\$0	\$0	\$0	\$0	\$0	\$8,941
Total	\$1,898	\$5,147	\$1,896	\$0	\$0	\$0	\$0	\$0	\$8,941

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$368	\$786	\$485	\$0	\$0	\$0	\$0	\$0	\$1,639
20-Prelim Engineering/Env Review	1,430	1,570	409	0	0	0	0	0	3,409
35-Third Party	0	50	55	0	0	0	0	0	105
40-Row Acquisition+Permits	100	2,741	947	0	0	0	0	0	3,788
Total	\$1,898	\$5,147	\$1,896	\$0	\$0	\$0	\$0	\$0	\$8,941

**Project Risk Assessment**

As the project is in the beginning of the project development process with high local jurisdiction interest, there is a risk that the inability to reach concurrence with the city of Auburn on development requirements and other local codes could impact project budget and schedule.

<b>300087</b>	<b>Edmonds and Mukilteo Stations Parking &amp; Access Improvements</b>	<b>Managed by: PEPD</b>
---------------	--	-------------------------

Plan, design and construct additional parking at Mukilteo and Edmonds Sounder Stations and identify and prioritize opportunities for access improvements at each location per Sound Transit's Access Policy.

Changes in project allocation since 2018: None.

Budget year activities: Complete negotiations with preliminary engineering consultant, develop initial alternatives and screening analysis as part of the project environmental process.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: \$45,972
2018 TIP: \$2,511	2018 : 2020	2018 Cost Estimate: \$45,972
2019 TIP: \$2,511	2019 : 2020	2019 Cost Estimate: \$45,972

#### Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$289	\$848	\$1,374	\$0	\$0	\$0	\$0	\$0	\$2,511
Total	\$289	\$848	\$1,374	\$0	\$0	\$0	\$0	\$0	\$2,511

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$192	\$318	\$472	\$0	\$0	\$0	\$0	\$0	\$982
20-Prelim Engineering/Env Review	77	500	685	0	0	0	0	0	1,262
35-Third Party	10	15	160	0	0	0	0	0	185
40-Row Acquisition+Permits	10	15	57	0	0	0	0	0	82
Total	\$289	\$848	\$1,374	\$0	\$0	\$0	\$0	\$0	\$2,511

#### Project Risk Assessment

Risks include the sensitive location (waterfront), a high stakeholder interest and the limited options for identifying suitable land for parking/access improvements.

**3X135**

**D St-M St Track & Signal**

**Managed by: DECM**

Design and construct a 1.4 mile rail connection between Tacoma Dome Station and Sound Transit owned right-of-way at the Lakewood Subdivision Line. Construction included; rail work, an overpass at Pacific Avenue, roadway improvements, utility relocations and centralized traffic control for the rail line. The project completed construction and began Sounder service between Lakewood and Tacoma in October 2012. Follow-on work identified is complete. Legal issues need resolution prior to project completion anticipated during 2019.

Funds cash flowed beyond 2024 are considered surplus.

Changes to authorized project allocation since 2018: None.

Budget year activities: Finalize completed improvements and follow-on work with local jurisdiction and complete closeout activities.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$161,581	Baseline:	2012	Voter-Approved Cost Estimate:	\$161,581
2018 TIP:	\$158,262	2018 :	2016	2018 Cost Estimate:	\$158,262
2019 TIP:	\$158,262	2019 :	2019	2019 Cost Estimate:	\$158,262

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$152,889	\$50	\$0	\$0	\$0	\$0	\$0	\$5,323	\$158,262
Total	\$152,889	\$50	\$0	\$0	\$0	\$0	\$0	\$5,323	\$158,262

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$8,946	\$50	\$0	\$0	\$0	\$0	\$0	\$610	\$9,606
20-Prelim Engineering/Env Review	1,733	0	0	0	0	0	0	0	1,733
30-Final Design+Specifications	17,308	0	0	0	0	0	0	804	18,112
35-Third Party	605	0	0	0	0	0	0	241	846
40-Row Acquisition+Permits	42,144	0	0	0	0	0	0	1,485	43,629
50-Construction	66,980	0	0	0	0	0	0	1,583	68,563
55-Construction Services	5,173	0	0	0	0	0	0	600	5,773
70-Vehicles	8,953	0	0	0	0	0	0	0	8,953
80-System Testing+Startup	1,046	0	0	0	0	0	0	0	1,046
Total	\$152,889	\$50	\$0	\$0	\$0	\$0	\$0	\$5,323	\$158,262

**Project Risk Assessment**

N/A.

<b>3X206</b>	<b>Mukilteo Station, S Platform</b>	<b>Managed by: DECM</b>
--------------	-------------------------------------	-------------------------

The Mukilteo Station South Platform project includes the second platform, stair, and elevator towers for both platforms and the pedestrian bridge connecting them. Funds cash flowed in 2024 are considered surplus.

Changes to authorized project allocation since 2018: None.

Budget year activities: Continue follow-on work and project closeout activities.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$18,313	Baseline:	2009	Voter-Approved Cost Estimate:	\$14,758
2018 TIP:	\$18,313	2018 :	2016	2018 Cost Estimate:	\$11,982
2019 TIP:	\$18,313	2019 :	2019	2019 Cost Estimate:	\$11,982

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$17,087	\$55	\$0	\$0	\$0	\$0	\$1,170	\$0	\$18,313
Total	\$17,087	\$55	\$0	\$0	\$0	\$0	\$1,170	\$0	\$18,313

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,671	\$55	\$0	\$0	\$0	\$0	\$51	\$0	\$1,777
30-Final Design+Specifications	2,274	0	0	0	0	0	235	0	2,509
35-Third Party	34	0	0	0	0	0	1	0	35
40-Row Acquisition+Permits	1,720	0	0	0	0	0	58	0	1,778
50-Construction	9,643	0	0	0	0	0	720	0	10,363
55-Construction Services	1,745	0	0	0	0	0	105	0	1,850
Total	\$17,087	\$55	\$0	\$0	\$0	\$0	\$1,170	\$0	\$18,313

Project Risk Assessment
N/A.

<b>3X236</b>	<b>Tukwila Station</b>	<b>Managed by: DECM</b>
--------------	------------------------	-------------------------

Construction of a new permanent commuter rail station to replace the existing temporary Tukwila Sounder Station on Sound Transit owned property at Longacres Way in Tukwila. The project includes two 600-foot-long platforms with shelters, ADA compliant ramps, stairs, ticket vending machines, improvements to the underpass connecting the two platforms, a bus transit area with shelters, 390 car parking stalls, 68 bicycle parking spaces, and underground water quality and stormwater detention facilities. Funds cash flowed in 2024 are considered surplus.

Changes to authorized project allocation since 2018: None.

Budget year activities: Complete follow-on work and project close out activities.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$45,969	Baseline:	2010	Voter-Approved Cost Estimate:	\$45,258
2018 TIP:	\$45,969	2018 :	2016	2018 Cost Estimate:	\$57,144
2019 TIP:	\$45,969	2019 :	2019	2019 Cost Estimate:	\$57,114

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
South King	\$37,649	\$1,280	\$0	\$0	\$0	\$0	\$7,040	\$0	\$45,969
Total	\$37,649	\$1,280	\$0	\$0	\$0	\$0	\$7,040	\$0	\$45,969

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,868	\$30	\$0	\$0	\$0	\$0	\$875	\$0	\$2,773
20-Prelim Engineering/Env Review	1,101	0	0	0	0	0	0	0	1,101
30-Final Design+Specifications	4,924	0	0	0	0	0	0	0	4,924
40-Row Acquisition+Permits	10,387	0	0	0	0	0	622	0	11,009
50-Construction	17,756	1,200	0	0	0	0	5,125	0	24,081
55-Construction Services	1,614	50	0	0	0	0	417	0	2,081
Total	\$37,649	\$1,280	\$0	\$0	\$0	\$0	\$7,040	\$0	\$45,969

Project Risk Assessment
N/A.

**3X510** **Sounder South Expanded Service** **Managed by: DECM**

Purchase of four additional commuter rail easements between Seattle and Lakewood from Burlington Northern Santa Fe (BNSF) Railroad. BNSF is responsible for track and signal improvements; Sound Transit (ST) maintains responsibility for environmental permitting and mitigation. The fourth easement payment was made in 2015.

Sound Transit (ST) is working with BNSF and federal and local environmental regulatory agencies on environmental impacts and mitigation. A fish passage culvert will be designed by ST and construction will be performed by King County. Construction to be complete by September 2019.

Changes to authorized project allocation since 2018: None.

Budget year activities: capture the required grading permits, select contractor and issue notice to proceed, complete construction of the fish culvert.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$280,290
2018 TIP:	\$205,568	2018 :	2019	2018 Cost Estimate:	\$356,086
2019 TIP:	\$205,568	2019 :	2019	2019 Cost Estimate:	\$356,086

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$195,257	\$2,314	\$0	\$0	\$0	\$0	\$7,997	\$0	\$205,568
Total	\$195,257	\$2,314	\$0	\$0	\$0	\$0	\$7,997	\$0	\$205,568

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,403	\$200	\$0	\$0	\$0	\$0	\$96	\$0	\$1,700
20-Prelim Engineering/Env Review	479	0	0	0	0	0	0	0	479
30-Final Design+Specifications	653	154	0	0	0	0	93	0	900
35-Third Party	55	0	0	0	0	0	2,955	0	3,010
40-Row Acquisition+Permits	185,192	0	0	0	0	0	1,293	0	186,485
50-Construction	7,475	1,960	0	0	0	0	3,409	0	12,844
55-Construction Services	0	0	0	0	0	0	150	0	150
Total	\$195,257	\$2,314	\$0	\$0	\$0	\$0	\$7,997	\$0	\$205,568

**Project Risk Assessment**

Delay in King County's Process for obtaining the required grading permit; Fish Construction Window: In-water construction can only take place during the months of July - September due to presence of fish in creek. King County must procure contractor and order box culvert structure in time to meet this window; PSE high Pressure gas line is in conflict with the project and must to be removed/relocated before the contractor can complete its work within the construction window; Early coordination with King County and PSE to ensure work is performed on schedule.

7X755

## Sounder Fleet Expansion

Managed by:  
Operations

Fleet expansion to add train sets to support additional trips between Seattle and Lakewood. The number of coaches and cab cars that will be procured will be refined based on ridership trends and forecasts. In 2012, three locomotives were ordered and received from Motive Power, Inc. Nine cabs were ordered in 2013 from Bombardier and were received in 2015 and 2016.

During 2017, the Board adopted Resolution R2017-28 increasing the project allocation to date for this project by \$17,670,000 to add three cab cars and one locomotive to the fleet.

Changes to authorized project allocation since 2018: None.

Budget year activities: Procurement of three new cab cars.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$40,138
2018 TIP:	\$67,200	2018 :	2019	2018 Cost Estimate:	\$50,233
2019 TIP:	\$67,200	2019 :	2020	2019 Cost Estimate:	\$50,233

## Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$52,194	\$7,503	\$7,503	\$0	\$0	\$0	\$0	\$0	\$67,200
Total	\$52,194	\$7,503	\$7,503	\$0	\$0	\$0	\$0	\$0	\$67,200

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$16	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$16
70-Vehicles	52,177	7,503	7,503	0	0	0	0	0	67,184
Total	\$52,194	\$7,503	\$7,503	\$0	\$0	\$0	\$0	\$0	\$67,200

## Project Risk Assessment

Procurement of locomotive is dependent on a qualified locomotive being available as well as the cab cars. The low number of cab cars requires a collective of several small orders to generate a large enough order to make the procurement cost effective for both the manufacturer and the agency. As such the anticipated schedule for procurement must address several variables to be successful.

**2019 Cashflow by Budget Approval**  
(in thousands)

System Expansion  
REGIONAL EXPRESS

Project Number and Name	In Service	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
<b>Preliminary Engineering</b>										
500005 Bus Base South	2019	1,158	587	4,063	0	0	0	0	0	5,808
500030 Bothell Transit Related Improvements	2020	7	0	5,033	0	0	0	0	0	5,040
500050 I-405 BRT	2024	32,078	60,475	52,854	31,696	30,000	11,840	0	0	218,943
500051 SR 522/NE 145th St BRT	2025	3,695	16,875	28,866	3,120	0	0	0	0	52,556
500086 Bus on Shoulder Project	2023	714	1,187	1,977	0	0	0	0	0	3,878
500110 RapidRide C and D	2024	350	750	495	320	120	145	170	0	2,350
<b>Subtotal</b>		<b>38,001</b>	<b>79,874</b>	<b>93,289</b>	<b>35,135</b>	<b>30,120</b>	<b>11,985</b>	<b>170</b>	<b>0</b>	<b>288,575</b>
<b>Baseline</b>										
5X387 I-90 Two-Way Transit & HOV Operations, Stage 3	2019	189,826	6,340	4,190	3,263	2,458	835	0	18,737	225,648
<b>Subtotal</b>		<b>189,826</b>	<b>6,340</b>	<b>4,190</b>	<b>3,263</b>	<b>2,458</b>	<b>835</b>	<b>0</b>	<b>18,737</b>	<b>225,648</b>
<b>Program</b>										
700720 ST Express Fleet Expansion	2020	23,913	0	15,844	0	0	0	0	0	39,757
<b>Subtotal</b>		<b>23,913</b>	<b>0</b>	<b>15,844</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>39,757</b>
<b>Total</b>		<b>\$251,741</b>	<b>\$86,214</b>	<b>\$113,323</b>	<b>\$38,398</b>	<b>\$32,578</b>	<b>\$12,820</b>	<b>\$170</b>	<b>\$18,737</b>	<b>\$553,980</b>

**2019 Cashflow by Subarea**  
(in thousands)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
1 - Snohomish	4,525	2,566	5,163	1,078	1,020	403	0	0	14,745
2 - North King	2,449	10,335	16,891	2,092	120	145	170	0	32,202
3 - South King	9,555	12,862	13,694	6,498	6,150	2,427	0	0	51,186
4 - East King	233,692	59,924	75,276	28,731	25,288	9,846	0	18,737	451,493
5 - Pierce	1,520	536	2,299	0	0	0	0	0	4,355
<b>Total</b>	<b>\$251,741</b>	<b>\$86,214</b>	<b>\$113,323</b>	<b>\$38,398</b>	<b>\$32,578</b>	<b>\$12,820</b>	<b>\$170</b>	<b>\$18,737</b>	<b>\$553,980</b>

**2019 Cashflow by Phase**  
(in thousands)

Phase # and Description	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	6,818	6,127	9,069	2,693	160	145	170	1,167	26,349
20-Prelim Engineering/Env Review	11,104	17,381	19,033	1,936	0	0	0	0	49,453
30-Final Design+Specifications	18,175	30	0	0	0	0	0	3,916	22,121
35-Third Party	703	668	6,360	131	0	0	0	0	7,862
40-Row Acquisition+Permits	22,947	15,358	6,868	415	0	0	0	0	45,588
50-Construction	168,081	46,650	56,150	33,223	32,418	12,675	0	13,654	362,850
70-Vehicles	23,913	0	15,844	0	0	0	0	0	39,757
<b>Total</b>	<b>\$251,741</b>	<b>\$86,214</b>	<b>\$113,323</b>	<b>\$38,398</b>	<b>\$32,578</b>	<b>\$12,820</b>	<b>\$170</b>	<b>\$18,737</b>	<b>\$553,980</b>

<b>500005</b>	<b>Bus Base South</b>	<b>Managed by: PEPD</b>
---------------	-----------------------	-------------------------

Sound Transit is evaluating constructing an ST Express Bus Base for operating and maintaining the ST Express bus fleet. The Board has approved initial project development activities including confirmation of fleet operating assumptions, development of facilities and site programming evaluations and review of alternative project delivery methods.

Changes to authorized project allocation since 2018: None.

Budget year activities: Resume conceptual engineering and environmental documentation upon direction of the Board.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: \$230,958
2018 TIP: \$5,808	2018 : 2019	2018 Cost Estimate: \$223,130
2019 TIP: \$5,808	2019 : 2019	2019 Cost Estimate: \$223,130

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$207	\$105	\$727	\$0	\$0	\$0	\$0	\$0	\$1,040
South King	134	68	471	0	0	0	0	0	674
East King	538	273	1,890	0	0	0	0	0	2,701
Pierce	278	141	975	0	0	0	0	0	1,394
Total	\$1,158	\$587	\$4,063	\$0	\$0	\$0	\$0	\$0	\$5,808

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$357	\$72	\$415	\$0	\$0	\$0	\$0	\$0	\$844
20-Prelim Engineering/Env Review	798	505	3,460	0	0	0	0	0	4,763
40-Row Acquisition+Permits	3	10	188	0	0	0	0	0	201
Total	\$1,158	\$587	\$4,063	\$0	\$0	\$0	\$0	\$0	\$5,808

<b>Project Risk Assessment</b>
There is risk with the uncertainties in siting, design, environmental, third party and jurisdictional requirements that could influence the budget and schedule.

**500030** **Bothell Transit Related Improvements** **Managed by: PEPD**

Capital contribution to transit center/park-and-ride project near SR 527/Bothell Way NE and NE 185th Street in the downtown Bothell area. Sound Transit and the city of Bothell would enter into an memorandum of understanding to confirm the responsibilities of each party, the project capital component(s) to receive funding, and the financial participation schedule.

Changes to authorized project allocation since 2018: None.

Budget year activities: None anticipated.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$6,539
2018 TIP:	\$5,040	2018 :	2019	2018 Cost Estimate:	\$5,040
2019 TIP:	\$5,040	2019 :	2020	2019 Cost Estimate:	\$5,040

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
East King	\$7	\$0	\$5,033	\$0	\$0	\$0	\$0	\$0	\$5,040
Total	\$7	\$0	\$5,033	\$0	\$0	\$0	\$0	\$0	\$5,040

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$7	\$0	\$33	\$0	\$0	\$0	\$0	\$0	\$40
35-Third Party	0	0	5,000	0	0	0	0	0	5,000
Total	\$7	\$0	\$5,033	\$0	\$0	\$0	\$0	\$0	\$5,040

**Project Risk Assessment**

N/A.

<b>500050</b>	<b>I-405 BRT</b>	<b>Managed by: PEPD</b>
---------------	------------------	-------------------------

Design and establish a Bus Rapid Transit (BRT) system from the Lynnwood Transit Center to the Burien Transit Center via I-5, I-405, and SR 518, to include new and upgraded transit centers, flyer stops, new park-and-ride capacity, and access improvements to the stations. Additionally a bus operations and maintenance facility will be constructed to support both the I405 Bus Rapid Transit project and the SR 522 Bus Rapid Transit project.

Changes to authorized project allocation since 2018: Increased by \$130.9 million to fund WSDOT Construction at 44th Interchange.

Budget year activities: Continue project development activities, right of way appraisals and acquisitions, and the preliminary engineering of the Washington State Department of Transportation (WSDOT) 85th Street Interchange. Commence construction with WSDOT at NE 44th Interchange.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: \$1,178,531
2018 TIP: \$88,053	2018 : 2024	2018 Cost Estimate: \$1,178,531
2019 TIP: \$218,943	2019 : 2024	2019 Cost Estimate: \$1,178,531

#### Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$1,091	\$2,056	\$1,797	\$1,078	\$1,020	\$403	\$0	\$0	\$7,444
South King	6,576	12,397	10,835	6,498	6,150	2,427	0	0	44,883
East King	24,411	46,021	40,222	24,120	22,830	9,010	0	0	166,616
Total	\$32,078	\$60,475	\$52,854	\$31,696	\$30,000	\$11,840	\$0	\$0	\$218,943

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$2,607	\$3,835	\$5,913	\$1,317	\$0	\$0	\$0	\$0	\$13,673
20-Prelim Engineering/Env Review	6,374	12,649	9,957	0	0	0	0	0	28,980
35-Third Party	178	278	544	0	0	0	0	0	1,000
40-Row Acquisition+Permits	22,919	15,313	6,440	378	0	0	0	0	45,050
50-Construction	0	28,400	30,000	30,000	30,000	11,840	0	0	130,240
Total	\$32,078	\$60,475	\$52,854	\$31,696	\$30,000	\$11,840	\$0	\$0	\$218,943

#### Project Risk Assessment

Agency wide risk in the timely acquisition of right-of-way remains a challenge. Multi-jurisdiction coordination on stations and with WSDOT regarding dedicated lane for bus rapid transit usage.

500051

SR 522/NE 145th St BRT

Managed by: PEPD

Design and establish a Bus Rapid Transit (BRT) system from the South Shoreline light rail station at I-5 along the SR 522 corridor to UW Bothell with connecting service at lower frequencies to Woodinville, to include new and upgraded transit centers, new park-and-ride capacity, and access improvements to the stations.

Changes in project allocation since 2018: Increased project allocation by \$34 million to fund early construction activities.

Budget year activities: Continue preliminary engineering project refinement process and environmental review. Establish and continue coordination with WSDOT during preliminary engineering phase. Negotiate funding contract with city of Bothell for early construction activities.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$460,172
2018 TIP:	\$18,556	2018 :	2025	2018 Cost Estimate:	\$460,172
2019 TIP:	\$52,556	2019 :	2025	2019 Cost Estimate:	\$460,172

## Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$2,099	\$9,585	\$16,396	\$1,772	\$0	\$0	\$0	\$0	\$29,852
East King	1,596	7,290	12,470	1,348	0	0	0	0	22,704
Total	\$3,695	\$16,875	\$28,866	\$3,120	\$0	\$0	\$0	\$0	\$52,556

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,422	\$1,975	\$1,975	\$1,216	\$0	\$0	\$0	\$0	\$6,588
20-Prelim Engineering/Env Review	2,083	2,500	3,993	1,736	0	0	0	0	10,312
35-Third Party	165	375	773	131	0	0	0	0	1,444
40-Row Acquisition+Permits	25	25	125	37	0	0	0	0	212
50-Construction	0	12,000	22,000	0	0	0	0	0	34,000
Total	\$3,695	\$16,875	\$28,866	\$3,120	\$0	\$0	\$0	\$0	\$52,556

## Project Risk Assessment

The project continues to be in the early stages of project development where right of way acquisition challenges, cost escalation, multi-jurisdiction coordination and coordination with the Washington State Department of Transportation regarding channelization for BRT use.

**500086** **Bus on Shoulder Project** **Managed by: PEPD**

Enable buses to use shoulders on freeways and state route facilities during periods of congestion in general traffic and/or HOV lanes along I-5, I-405, SR 518 and SR 167.

Changes in project allocation since 2018: None.

Budget year activities: Coordinate with the Washington State Department of Transportation a Feasibility Study to analyze and produce list of candidate locations for BOS and related segments. WSDOT will produce program environmental documentation and other related activities under the oversight and assistance of Sound Transit staff.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$117,229
2018 TIP:	\$3,878	2018 :	2023	2018 Cost Estimate:	\$117,229
2019 TIP:	\$3,878	2019 :	2023	2019 Cost Estimate:	\$117,229

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$238	\$395	\$658	\$0	\$0	\$0	\$0	\$0	\$1,291
South King	238	396	660	0	0	0	0	0	1,295
Pierce	238	395	658	0	0	0	0	0	1,291
Total	\$714	\$1,187	\$1,977	\$0	\$0	\$0	\$0	\$0	\$3,878

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$74	\$135	\$597	\$0	\$0	\$0	\$0	\$0	\$806
20-Prelim Engineering/Env Review	0	1,027	1,222	0	0	0	0	0	2,249
35-Third Party	360	15	43	0	0	0	0	0	418
40-Row Acquisition+Permits	0	10	115	0	0	0	0	0	125
50-Construction	280	0	0	0	0	0	0	0	280
Total	\$714	\$1,187	\$1,977	\$0	\$0	\$0	\$0	\$0	\$3,878

**Project Risk Assessment**

This project did not have readily identified locations where the feasibility of bus on shoulder work could be installed. The risk exists that there will not be enough locations to satisfy the bus on shoulder criteria.

**500110** **RapidRide C and D** **Managed by: PEPD**

This project would design and implement transit priority improvements along King County Metro's RapidRide C and D lines that provide service to Ballard and West Seattle as an early deliverable to provide improved speed and reliability, in advance of light rail starting operations to these areas.

Changes to authorized project allocation since 2018: None.

Budget year activities: Perform an initial speed and reliability study for the RapidRide C and D lines. Evaluate existing conditions, identify "hot spots" where buses are delayed. Evaluate potential interventions based on a set of criteria that prioritize travel time improvement and project readiness to meet a 2024 deadline.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$74,704
2018 TIP:	\$2,350	2018 :	N/A	2018 Cost Estimate:	N/A
2019 TIP:	\$4,700	2019 :	2024	2019 Cost Estimate:	\$74,704

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$350	\$750	\$495	\$320	\$120	\$145	\$170	\$0	\$2,350
Total	\$350	\$750	\$495	\$320	\$120	\$145	\$170	\$0	\$2,350

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$50	\$50	\$95	\$120	\$120	\$145	\$170	\$0	\$750
20-Prelim Engineering/Env Review	300	700	400	200	0	0	0	0	1,600
Total	\$350	\$750	\$495	\$320	\$120	\$145	\$170	\$0	\$2,350

**Project Risk Assessment**

Accomplishing the coordination of multiple jurisdiction in to complete the deliverables by 2024 contains an element of risk that all parties can not come to agreement.

**5X387 I-90 Two-Way Transit & HOV Operations, Stage 3 Managed by: DECM**

Stage 3 of the I-90 Two-way Transit and HOV Operations project will provide reliable two-way transit and HOV operations eastbound and westbound on I-90 between 80th Avenue SE on Mercer Island and Rainier Avenue/I-5 in Seattle. This stage will also include the installation of screening on the shared pathway on the I-90 floating bridge. Upon completion of the Stage 3 project, the center roadway will be closed to allow the construction of East Link Extension to proceed.

Changes to authorized project allocation since 2018: None.

Budget year activities: Continue the administrative closeout process.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$225,648	Baseline:	N/A	Voter-Approved Cost Estimate:	\$109,222
2018 TIP:	\$225,648	2018 :	2017	2018 Cost Estimate:	\$225,648
2019 TIP:	\$225,648	2019 :	2019	2019 Cost Estimate:	\$225,648

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
East King	\$189,826	\$6,340	\$4,190	\$3,263	\$2,458	\$835	\$0	\$18,737	\$225,648
Total	\$189,826	\$6,340	\$4,190	\$3,263	\$2,458	\$835	\$0	\$18,737	\$225,648

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$2,301	\$60	\$40	\$40	\$40	\$0	\$0	\$1,167	\$3,648
20-Prelim Engineering/Env Review	1,549	0	0	0	0	0	0	0	1,549
30-Final Design+Specifications	18,175	30	0	0	0	0	0	3,916	22,121
50-Construction	167,801	6,250	4,150	3,223	2,418	835	0	13,654	198,330
Total	\$189,826	\$6,340	\$4,190	\$3,263	\$2,458	\$835	\$0	\$18,737	\$225,648

Project Risk Assessment
Completion of Supervisory Control And Data Acquisition (SCADA) system implementation and final commissioning may delay substantial completion and project closeout.

<b>700720</b>	<b>ST Express Fleet Expansion</b>	<b>Managed by: Operations</b>
---------------	-----------------------------------	-----------------------------------

Procure and accept 38 buses to support the increase in peak hour bus service with an additional 32,000 hours of annualized peak hours in 2016 and an additional 15,000 hours of peak service hours to meet service level demands as a result of East Link construction, route congestion, ridership demands and appropriate bus spare ratio in 2017.

Changes to authorized project allocation since 2018: None.

Budget year activities: None. No bus purchases planned for 2019.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: \$44,699
2018 TIP: \$39,757	2018 : 2020	2018 Cost Estimate: \$63,124
2019 TIP: \$39,757	2019 : 2020	2019 Cost Estimate: \$63,124

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$2,989	\$0	\$1,980	\$0	\$0	\$0	\$0	\$0	\$4,970
South King	2,607	0	1,727	0	0	0	0	0	4,333
East King	17,313	0	11,471	0	0	0	0	0	28,784
Pierce	1,004	0	665	0	0	0	0	0	1,670
Total	\$23,913	\$0	\$15,844	\$0	\$0	\$0	\$0	\$0	\$39,757

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
70-Vehicles	\$23,913	\$0	\$15,844	\$0	\$0	\$0	\$0	\$0	\$39,757
Total	\$23,913	\$0	\$15,844	\$0	\$0	\$0	\$0	\$0	\$39,757

**Project Risk Assessment**

Some risk exists with the uncertainty of the composition of the fleet with bus type, size and fuel as well as our transit partners ability to base and maintain our buses as we approach base capacities which could effect final cost.

**2019 Cashflow by Budget Approval**  
(in thousands)

Project Number and Name	In Service	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
<b>System Expansion</b>										
<b>OTHER</b>										
<b>Preliminary Engineering</b>										
600038 ORCA Next Generation	2023	1,240	3,651	12,384	7,637	4,035	2,576	0	0	31,523
<b>Subtotal</b>		1,240	3,651	12,384	7,637	4,035	2,576	0	0	31,523
<b>Operating</b>										
600668 STart Operations & Maintenance	2023	1,376	227	223	266	356	365	2,114	0	4,927
<b>Subtotal</b>		1,376	227	223	266	356	365	2,114	0	4,927
<b>Program</b>										
3X212 Fare Collection	2025	8,648	776	303	397	360	319	471	3,596	14,870
5X410 Research & Technology	2023	11,472	1,226	484	397	0	0	0	6,420	20,000
600016 Fare Administration	2023	2,054	500	600	600	700	988	0	0	5,441
600039 Research and Business Development Program	2023	211	205	180	180	180	175	12	0	1,143
600073 Transit System Access Program	2041	696	7,000	8,000	8,000	8,000	8,000	102,443	0	142,139
600076 Innovation and Technology Program	2041	1,772	2,330	3,100	7,709	11,067	14,110	66,516	0	106,604
601000 Efficiency & Sustainability Program	2041	47	1,492	800	1,000	1,000	1,000	19,661	0	25,000
6X668 STart	2023	21,382	3,649	3,782	5,001	2,485	740	12,229	0	49,267
804300 Transit Oriented Development Planning Program	2041	76	425	650	995	995	995	26,035	0	30,171
809100 ST3 Planning	2024	24,293	2,550	2,150	1,950	1,450	950	900	18,405	52,648
<b>Subtotal</b>		70,650	20,153	20,050	26,229	26,238	27,276	228,267	28,421	447,284
<b>Total</b>		\$73,265	\$24,031	\$32,656	\$34,132	\$30,629	\$30,217	\$230,381	\$28,421	\$483,733

**2019 Cashflow by Subarea**  
(in thousands)

System Expansion  
OTHER

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
1 - Snohomish	4,289	1,952	2,060	2,204	1,958	1,779	21,999	798	37,040
2 - North King	5,464	2,307	2,537	2,832	2,265	1,859	23,845	0	41,109
3 - South King	7,562	2,413	2,466	2,739	2,267	1,924	23,369	1,298	44,039
4 - East King	9,644	2,999	3,239	3,755	2,766	2,059	26,339	101	50,901
5 - Pierce	5,142	1,981	2,006	2,133	1,945	1,803	21,705	1,399	38,114
6 - Systemwide	41,164	12,379	20,348	20,468	19,427	20,794	113,125	24,825	272,530
<b>Total</b>	<b>\$73,265</b>	<b>\$24,031</b>	<b>\$32,656</b>	<b>\$34,132</b>	<b>\$30,629</b>	<b>\$30,217</b>	<b>\$230,381</b>	<b>\$28,421</b>	<b>\$483,733</b>

**2019 Cashflow by Phase**  
(in thousands)

Phase # and Description	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
01-Operation+Maintenance	37	0	0	0	0	0	0	0	37
02-Operation+Maintenance-Agency	867	117	109	116	112	113	2,005	0	3,439
10-Agency Administration	10,052	3,164	3,175	5,632	4,823	4,278	20,080	1,699	52,903
20-Prelim Engineering/Env Review	24,176	4,530	5,447	7,529	9,737	11,344	66,325	18,301	147,389
26-Research+Technology	10,124	4,294	12,270	6,882	3,986	3,550	0	4,825	45,931
30-Final Design+Specifications	0	55	150	150	150	150	3,113	0	3,768
35-Third Party	481	6,060	6,400	6,850	7,200	7,850	106,900	0	141,741
40-Row Acquisition+Permits	7	75	75	375	375	375	8,014	0	9,296
50-Construction	7,942	2,587	1,728	1,997	1,960	1,858	12,825	3,596	34,493
61-Art	19,580	3,149	3,302	4,601	2,285	700	11,121	0	44,737
<b>Total</b>	<b>\$73,265</b>	<b>\$24,031</b>	<b>\$32,656</b>	<b>\$34,132</b>	<b>\$30,629</b>	<b>\$30,217</b>	<b>\$230,381</b>	<b>\$28,421</b>	<b>\$483,733</b>

**3X212****Fare Collection****Managed by: ITS**

Maintain and upgrade Agency fare collection and enforcement systems, as required, including: Ticket Vending Machines (TVMs), One Regional Card for All (ORCA) payment reader system for Link, secure payment requirements, and electronic citation system and hardware for fare validation and enforcement.

Changes to authorized project allocation since 2018: None.

Budget year activities: Maintain ticket vending machines (TVMs) already in service by installing a system-wide upgrade to the operating software that will improve system security compliance and performance; continue implementation of electronic citation system for fare enforcement.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$14,870	2018 :	2023	2018 Cost Estimate:	N/A
2019 TIP:	\$14,870	2019 :	2025	2019 Cost Estimate:	N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$1,920	\$172	\$67	\$88	\$80	\$71	\$105	\$798	\$3,301
South King	3,122	280	110	143	130	115	170	1,298	5,368
East King	242	22	8	11	10	9	13	101	416
Pierce	3,364	302	118	154	140	124	183	1,399	5,785
Total	\$8,648	\$776	\$303	\$397	\$360	\$319	\$471	\$3,596	\$14,870

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$556	\$41	\$0	\$0	\$0	\$61	\$244	\$0	\$902
20-Prelim Engineering/Env Review	150	0	0	0	0	0	0	0	150
50-Construction	7,942	735	303	397	360	258	228	3,596	13,819
Total	\$8,648	\$776	\$303	\$397	\$360	\$319	\$471	\$3,596	\$14,870

**Project Risk Assessment**

The current budget and schedule is based on early planning estimates for rehabilitation and replacement for these assets. The costs are at high risk until more detailed assessment of the condition of the fielded assets and associated repair and replacement costs are developed.

**5X410** **Research & Technology** **Managed by: ITS**

Assess and implement new transit technologies to improve the agency's operational effectiveness, efficiency and customer experience. This program focuses on system wide security and safety technology, real-time service information and passenger communications, and deploying applications to manage operations better.

Changes to authorized project allocation since 2017: None.

Budget year activities: Continue work on open transit data and customer facing applications. Improve rider alert systems and Sounder real-time arrival/departure information.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$20,000	2018 :	2023	2018 Cost Estimate:	N/A
2019 TIP:	\$20,000	2019 :	2023	2019 Cost Estimate:	N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Systemwide	\$11,472	\$1,226	\$484	\$397	\$0	\$0	\$0	\$6,420	\$20,000
Total	\$11,472	\$1,226	\$484	\$397	\$0	\$0	\$0	\$6,420	\$20,000

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,505	\$0	\$0	\$0	\$0	\$0	\$0	\$1,595	\$3,100
20-Prelim Engineering/Env Review	2,018	5	77	0	0	0	0	0	2,100
26-Research+Technology	7,949	1,221	407	397	0	0	0	4,825	14,800
Total	\$11,472	\$1,226	\$484	\$397	\$0	\$0	\$0	\$6,420	\$20,000

**Project Risk Assessment**

Elements of this program are in various stages of design and include new technologies that require custom software development which creates budget and schedule risk while a project goes from an idea or concept to a fully scoped project. Extensive coordination with external agencies adds level of schedule risk.

<b>600016</b>	<b>Fare Administration</b>	<b>Managed by: FIN</b>
---------------	----------------------------	------------------------

Manage the fares, pricing and fare collection program for Sound Transit. Provides funding for the creation and installation of fare system enhancements to the existing regional smart card System (ORCA). Additional elements of the program include: monitoring fare revenues and tracking performance, establishing pricing for cash fares, retail passes and business accounts; managing fare change processes; Title VI analyses and mitigation; administering Sound Transit fare policy; and maintaining fare elasticity and revenue projection models.

Changes to authorized project allocation since 2018: None.

Budget year activities: Management of fares program including: implementation of fare changes, expanding outreach of the ORCA LIFT program, promotions for ORCA system enhancements to legacy ORCA system and OCRA Equipment replacement and mobile ticketing.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$5,441	2018 : 2023	2018 Cost Estimate: N/A
2019 TIP: \$5,441	2019 : 2023	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Systemwide	\$2,054	\$500	\$600	\$600	\$700	\$988	\$0	\$0	\$5,441
Total	\$2,054	\$500	\$600	\$600	\$700	\$988	\$0	\$0	\$5,441

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20-Prelim Engineering/Env Review	1,118	400	0	0	0	14	0	0	1,532
26-Research+Technology	935	100	600	600	700	974	0	0	3,910
Total	\$2,054	\$500	\$600	\$600	\$700	\$988	\$0	\$0	\$5,441

<b>Project Risk Assessment</b>
ORCA is a regional universal fare payment system. The equipment and software technology that currently supports the program is approaching the end of its useful life. The risk to budget is the uncertainty of cost when the system scope to be designed and implemented has not been identified, nor has the associated equipment to support the program.

**600038****ORCA Next Generation****Managed by: FIN**

Provide funding for Sound Transit's share of costs related to the planning, development and implementation of a next generation ORCA fare collection system. This system will replace the current regional ORCA fare collection system, which is nearing end of life. The next gen ORCA system will be an account-based system that will include the introduction of a customer mobile application, an improved website, new vending machines, an expanded retail network, faster product/value loading, and the flexibility to allow for additional integrations to improve customer experience and adapt as technology changes.

Changes in authorized project allocation since 2018: None.

Budget year activities: The 2019 proposed budget represents Sound Transit's share of the Regional ORCA Ng project and internal IT staff costs directly supporting the project.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$31,523	2018 :	N/A	2018 Cost Estimate:	N/A
2019 TIP:	\$31,523	2019 :	2023	2019 Cost Estimate:	N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Systemwide	\$1,240	\$3,651	\$12,384	\$7,637	\$4,035	\$2,576	\$0	\$0	\$31,523
Total	\$1,240	\$3,651	\$12,384	\$7,637	\$4,035	\$2,576	\$0	\$0	\$31,523

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$0	\$678	\$1,121	\$1,752	\$749	\$0	\$0	\$0	\$4,301
26-Research+Technology	1,240	2,974	11,263	5,884	3,286	2,576	0	0	27,222
Total	\$1,240	\$3,651	\$12,384	\$7,637	\$4,035	\$2,576	\$0	\$0	\$31,523

**Project Risk Assessment**

The program is schedule-driven so that it may be delivered prior to the sunset of the current ORCA system and in time for the region's planned transit expansions. While there is some schedule risk, it is actively being mitigated by focused schedule tracking and milestone achievement. Another key risk relates to the cutover from the current ORCA system to the next generation system. The program will work with the Systems Integrator to ensure that there will be as smooth a transition for customers as possible.

**600039 Research and Business Development Program Managed by: PEPD**

Research and develop business practices and strategic initiatives to improve regional mobility and system efficiency. Develop and implement programs to improve the match between market needs and system performance.

Changes to authorized project allocation since 2018: Moved \$200,000 from PE phase to Admin phase

Budget year activities: Research partnerships and vendor contract projects.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$1,143	2018 :	2023	2018 Cost Estimate:	N/A
2019 TIP:	\$1,143	2019 :	2023	2019 Cost Estimate:	N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Systemwide	\$211	\$205	\$180	\$180	\$180	\$175	\$12	\$0	\$1,143
Total	\$211	\$205	\$180	\$180	\$180	\$175	\$12	\$0	\$1,143

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$39	\$60	\$35	\$35	\$35	\$30	\$0	\$0	\$234
20-Prelim Engineering/Env Review	171	145	145	145	145	145	12	0	908
Total	\$211	\$205	\$180	\$180	\$180	\$175	\$12	\$0	\$1,143

**Project Risk Assessment**

The project risk is minimal as the policy review is limited by available funds.

**600073 Transit System Access Program Managed by: PEPD**

Invest in additional non-motorized, transit, and pick-up/drop-off access improvements at and around Sound Transit passenger facilities, in partnership with host jurisdictions and operating partners.

Changes to authorized project allocation since 2018: None.

Budget year activities: Establish a strategic plan for the system access program, program an initial list of investments and establish baseline access data from existing Sound Transit facilities.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$109,935
2018 TIP:	\$142,139	2018 :	2041	2018 Cost Estimate:	\$109,935
2019 TIP:	\$142,139	2019 :	2041	2019 Cost Estimate:	\$109,935

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$139	\$1,400	\$1,600	\$1,600	\$1,600	\$1,600	\$20,489	\$0	\$28,428
North King	139	1,400	1,600	1,600	1,600	1,600	20,489	0	28,428
South King	139	1,400	1,600	1,600	1,600	1,600	20,489	0	28,428
East King	139	1,400	1,600	1,600	1,600	1,600	20,489	0	28,428
Pierce	139	1,400	1,600	1,600	1,600	1,600	20,489	0	28,428
Total	\$696	\$7,000	\$8,000	\$8,000	\$8,000	\$8,000	\$102,443	\$0	\$142,139

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$296	\$500	\$1,000	\$1,000	\$1,000	\$1,000	\$5,204	\$0	\$10,000
20-Prelim Engineering/Env Review	400	1,000	1,000	1,000	1,000	1,000	1,000	0	6,400
35-Third Party	0	5,000	5,000	5,000	5,000	5,000	94,985	0	119,985
50-Construction	0	500	1,000	1,000	1,000	1,000	1,254	0	5,754
Total	\$696	\$7,000	\$8,000	\$8,000	\$8,000	\$8,000	\$102,443	\$0	\$142,139

**Project Risk Assessment**

Significant third party interest in the System Access Fund may introduce schedule risks as well as exceed the resources available possibly affecting the ability to support qualifying projects.

<b>600076</b>	<b>Innovation and Technology Program</b>	<b>Managed by: PEPD</b>
---------------	--	-------------------------

Approximately one-half of this program funds research, analysis and implementation of innovative best practices, partnership and technologies to increase ridership, improve service, and enhance efficiency of regional mobility outside of new investments in large capital projects. The other half of the program improves and maintains rider information technology systems.

Changes to authorized project allocation since 2018: None.

Budget year activities: Identify and initiate research on 3-5 pilot projects to test innovative approaches to improving agency performance, develop benchmark social equity performance measures of regional transit access and service quality and develop short term ridership forecasting tools for transit modes.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: \$82,451
2018 TIP: \$106,604	2018 : 2041	2018 Cost Estimate: \$82,451
2019 TIP: \$106,604	2019 : 2041	2019 Cost Estimate: \$82,451

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Systemwide	\$1,772	\$2,330	\$3,100	\$7,709	\$11,067	\$14,110	\$66,516	\$0	\$106,604
Total	\$1,772	\$2,330	\$3,100	\$7,709	\$11,067	\$14,110	\$66,516	\$0	\$106,604

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
01-Operation+Maintenance	\$37	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$37
10-Agency Administration	910	1,090	150	2,000	2,300	2,600	4,237	0	13,288
20-Prelim Engineering/Env Review	643	980	2,100	4,209	6,917	9,010	50,664	0	74,523
35-Third Party	181	260	850	1,500	1,850	2,500	11,615	0	18,756
Total	\$1,772	\$2,330	\$3,100	\$7,709	\$11,067	\$14,110	\$66,516	\$0	\$106,604

**Project Risk Assessment**

The risk is in working with stakeholders, which introduce additional project and schedule risks.

**600668** **STart Operations & Maintenance** **Managed by: DECM**

Maintain Sound Transit art installations, including documentation, monitoring, cleaning, repair and occasional replacement. As part of the Sound Transit Art program (STart), the lifetime budget is set at ten percent of the total STart program.

Changes to authorized project allocation since 2018: None.

Budget year activities: Clean over 50 artworks at transit facilities through new on-call vendor. Additional artwork refurbishment and scheduled maintenance will be done at Sounder's Auburn Station, Kent Station, and Mukilteo Station, along with Link's SoDo Station, SeaTac Airport, and Tukwila International Boulevard Station.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$4,927	2018 :	2023	2018 Cost Estimate:	\$4,927
2019 TIP:	\$4,927	2019 :	2023	2019 Cost Estimate:	\$4,927

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$135	\$22	\$22	\$26	\$35	\$36	\$207	\$0	\$483
North King	322	53	52	62	83	85	495	0	1,153
South King	260	43	42	50	67	69	400	0	931
East King	560	92	91	108	145	149	860	0	2,005
Pierce	99	16	16	19	26	26	152	0	355
<b>Total</b>	<b>\$1,376</b>	<b>\$227</b>	<b>\$223</b>	<b>\$266</b>	<b>\$356</b>	<b>\$365</b>	<b>\$2,114</b>	<b>\$0</b>	<b>\$4,927</b>

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
02-Operation+Maintenance-Agency	\$867	\$117	\$109	\$116	\$112	\$113	\$2,005	\$0	\$3,439
10-Agency Administration	509	110	114	150	244	252	109	0	1,488
<b>Total</b>	<b>\$1,376</b>	<b>\$227</b>	<b>\$223</b>	<b>\$266</b>	<b>\$356</b>	<b>\$365</b>	<b>\$2,114</b>	<b>\$0</b>	<b>\$4,927</b>

Project Risk Assessment	
N/A.	

<b>601000</b>	<b>Efficiency &amp; Sustainability Program</b>	<b>Managed by: PEPD</b>
---------------	--	-------------------------

System wide resource conservation and pollution mitigation projects, with a focus on projects that reduce long-term operations & maintenance, utility and fuel costs. These projects will be focused on existing facilities and system wide improvements that provide resource conservation opportunities across new and existing facilities. The resource efficiency projects developed in this program will be managed by agency staff and planned, designed and constructed by consultants.

Changes to authorized project allocation since 2018: None.

Budget year activities: Assess and prioritize energy efficiency audits and renewable energy assessments and resource efficiency improvements in the Planning, Environment and Project Department (PEPD) and the Operations Department.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$25,000	2018 : 2041	2018 Cost Estimate: N/A
2019 TIP: \$25,000	2019 : 2041	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Systemwide	\$47	\$1,492	\$800	\$1,000	\$1,000	\$1,000	\$19,661	\$0	\$25,000
Total	\$47	\$1,492	\$800	\$1,000	\$1,000	\$1,000	\$19,661	\$0	\$25,000

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$2	\$10	\$150	\$150	\$150	\$150	\$3,206	\$0	\$3,818
20-Prelim Engineering/Env Review	45	75	75	100	100	100	2,000	0	2,495
30-Final Design+Specifications	0	55	150	150	150	150	3,113	0	3,768
50-Construction	0	1,352	425	600	600	600	11,343	0	14,920
Total	\$47	\$1,492	\$800	\$1,000	\$1,000	\$1,000	\$19,661	\$0	\$25,000

**Project Risk Assessment**

N/A.

**6X668****STart****Managed by: DECM**

The Sound Transit Art Program (STart) incorporates art into Sound Transit facilities. The artwork is intended to reflect the communities served and contribute to a positive experience for customers. The Board supports a public art budget of one percent of construction costs excluding tunneling for all Sound Move and ST2 projects. In 2010, Resolution No. R2010-21 consolidated the Sound Move and ST2 Art programs and established an Art Policy. Ten percent of the total Art program funding is earmarked for the maintenance of the art collection (see project 600668).

Changes to authorized project allocation since 2017: None.

Budget year activities: Begin the fabrication and installation of art projects for East Link and Northgate Link. Continue artwork design for Lynnwood Link and Tacoma Link. Commence artwork design for Federal Way Link and Downtown Redmond Link. Begin artwork planning for Sumner and Puyallup parking garages.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$49,267	2018 :	2023	2018 Cost Estimate:	\$49,267
2019 TIP:	\$49,267	2019 :	2023	2019 Cost Estimate:	\$49,267

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$2,095	\$358	\$371	\$490	\$244	\$73	\$1,198	\$0	\$4,828
North King	5,003	854	885	1,170	581	173	2,862	0	11,529
South King	4,041	690	715	945	470	140	2,311	0	9,312
East King	8,702	1,485	1,539	2,035	1,011	301	4,977	0	20,052
Pierce	1,539	263	272	360	179	53	880	0	3,547
Total	\$21,382	\$3,649	\$3,782	\$5,001	\$2,485	\$740	\$12,229	\$0	\$49,267

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,802	\$500	\$480	\$400	\$200	\$40	\$1,108	\$0	\$4,530
61-Art	19,580	3,149	3,302	4,601	2,285	700	11,121	0	44,737
Total	\$21,382	\$3,649	\$3,782	\$5,001	\$2,485	\$740	\$12,229	\$0	\$49,267

**Project Risk Assessment**

N/A.

**804300 Transit Oriented Development Planning Program Managed by: PEPD**

Support Transit Oriented Development (TOD) planning and pre-development activities needed to identify, refine and shape the offering of TOD properties targeted by ST3 plan.

Changes to authorized project allocation since 2018: None.

Budget year activities: Support the West Seattle-Ballard Link Extensions, Downtown Redmond Link Extension, Federal Way Link Extension, Tacoma Dome Link Extension, I-405 Bus Rapid Transit, and SR-522/NE 143rd Bus Rapid Transit projects by funding the preparation of TOD implementation strategies and other pre-development activities for properties that may have joint development potential or that may become surplus to the agency.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$23,495
2018 TIP:	\$30,171	2018 :	2041	2018 Cost Estimate:	\$23,495
2019 TIP:	\$30,171	2019 :	2041	2019 Cost Estimate:	\$23,495

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Systemwide	\$76	\$425	\$650	\$995	\$995	\$995	\$26,035	\$0	\$30,171
Total	\$76	\$425	\$650	\$995	\$995	\$995	\$26,035	\$0	\$30,171

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$76	\$25	\$25	\$45	\$45	\$45	\$5,873	\$0	\$6,134
20-Prelim Engineering/Env Review	0	325	550	575	575	575	12,149	0	14,749
40-Row Acquisition+Permits	0	75	75	375	375	375	8,014	0	9,289
Total	\$76	\$425	\$650	\$995	\$995	\$995	\$26,035	\$0	\$30,171

**Project Risk Assessment**

N/A
-----

**809100****ST3 Planning****Managed by: PEPD**

Support system expansion activities that are not corridor specific, including but not limited to ridership forecasting, operations analysis, environmental analysis and pre-project development for future projects.

Changes to authorized project allocation since 2018: Moved \$3,100,000 out of PE phase to fund Admin phase by \$100,000 and third party phase by \$3,000,000. Also, placed \$18,301,023 in PE phase in 2025

Budget year activities: Update the regional ridership forecasting model to reflect current economic, transit system and demographic data, develop a light rail system operations plan and fleet forecasts for 2045 reflecting planned incremental system expansions and analyze the feasibility of bus-on-shoulder operation with Washington Department of Transportation (WSDOT).

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$66,166
2018 TIP:	\$52,648	2018 :	2018	2018 Cost Estimate:	\$38,362
2019 TIP:	\$52,648	2019 :	2024	2019 Cost Estimate:	\$38,362

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Systemwide	\$24,293	\$2,550	\$2,150	\$1,950	\$1,450	\$950	\$900	\$18,405	\$52,648
Total	\$24,293	\$2,550	\$2,150	\$1,950	\$1,450	\$950	\$900	\$18,405	\$52,648

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$4,356	\$150	\$100	\$100	\$100	\$100	\$100	\$103	\$5,109
20-Prelim Engineering/Env Review	19,631	1,600	1,500	1,500	1,000	500	500	18,301	44,532
35-Third Party	300	800	550	350	350	350	300	0	3,000
40-Row Acquisition+Permits	7	0	0	0	0	0	0	0	7
Total	\$24,293	\$2,550	\$2,150	\$1,950	\$1,450	\$950	\$900	\$18,405	\$52,648

**Project Risk Assessment**

N/A.

**2019 Cashflow by Budget Approval**  
(in thousands)

Project Number and Name	In Service	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
<b>Enhancement</b>										
<b>ALL MODES</b>										
<b>Preliminary Engineering</b>										
400044	2020	6	1,394	0	0	0	0	0	0	1,400
Link Operating Segment Systems Enhancements and Upgrades										
600045	2017	50	0	0	0	0	0	0	0	50
Opensidewalks Data Development										
600084	2019	450	1,167	0	0	0	0	0	0	1,617
Passenger Information Management System										
600085	2019	1,535	1,601	0	0	0	0	0	0	3,136
SODO/MLK Hazard Mitigation										
700723	2019	3,657	8,677	0	0	0	0	0	0	12,334
Downtown Seattle Transit Tunnel Mitigation										
<b>Subtotal</b>		5,698	12,839	0	0	0	0	0	0	18,537
<b>Baseline</b>										
300011	2018	42,721	278	0	0	0	0	0	10,055	53,054
Positive Train Control										
700730	2019	1,831	3,067	0	0	0	0	0	0	4,898
Operations & Maintenance Facility Light Rail Vehicle Lift										
<b>Subtotal</b>		44,552	3,345	0	0	0	0	0	10,055	57,952
<b>Operating</b>										
5X261	2023	9,398	0	0	12,634	0	0	0	0	22,033
Bus Maintenance Facility										
600029	2023	64	0	0	0	382	0	67	0	514
Tacoma Link Fare Collection										
700665	2020	0	500	400	0	0	0	0	0	900
Video Management System Upgrade										
700666	2020	0	400	100	0	0	0	0	0	500
Lakewood MOW Renovation										
700676	2018	748	0	0	0	0	0	0	0	748
Tacoma Link Radio Upgrade										
700684	2019	405	0	0	0	0	0	0	0	405
Light Rail Vehicle Wireless Communication Upgrade										
700685	2018	289	0	0	0	0	0	0	0	289
Everett Station Security Improvements										
700686	2019	225	1,028	0	0	0	0	0	0	1,253
Security Radio System										
700687	2018	188	0	0	0	0	0	0	0	188
Security Operations Center - Video Monitoring Improvements										
700688	2020	383	441	677	0	0	0	0	0	1,500
LED Lighting Program										
700689	2019	0	1,662	0	0	0	0	0	0	1,662
Pierce Transit - Global Positioning System Repeater										
700690	2020	528	802	750	0	0	0	0	0	2,080
Community Transit - On-Board Communication Upgrade										
700691	2019	50	350	0	0	0	0	0	0	400
Operations Maintenance Facility (OMF) - Link Control Center (LCC) Upgrades										
700692	2019	492	129	0	0	0	0	0	0	621
Operations Maintenance Facility (OMF) Expanded Parking										
700693	2019	291	5,034	0	0	0	0	0	0	5,325
Operations Maintenance Facility (OMF) - Renovations										



**2019 Cashflow by Subarea**  
(in thousands)

Enhancement  
ALL MODES

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
1 - Snohomish	5,390	1,069	750	1,997	0	0	0	714	9,921
2 - North King	23,855	24,823	5,113	3,827	1,718	3,197	696	209	63,438
3 - South King	9,608	5,858	3,521	1,684	205	206	349	442	21,874
4 - East King	4,595	459	407	6,415	623	1,345	0	0	13,846
5 - Pierce	41,567	2,949	157	3,248	382	0	67	8,899	57,270
6 - Systemwide	2,150	1,821	400	0	0	0	0	0	4,371
<b>Total</b>	<b>\$87,166</b>	<b>\$36,980</b>	<b>\$10,349</b>	<b>\$17,171</b>	<b>\$2,929</b>	<b>\$4,748</b>	<b>\$1,113</b>	<b>\$10,264</b>	<b>\$170,720</b>

**2019 Cashflow by Phase**  
(in thousands)

Phase # and Description	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	6,361	2,338	715	683	147	148	45	628	11,065
20-Prelim Engineering/Env Review	355	71	141	444	0	0	0	0	1,011
30-Final Design+Specifications	1,894	2,126	910	716	700	700	712	52	7,811
35-Third Party	7,081	8,653	0	0	0	0	0	367	16,101
40-Row Acquisition+Permits	3,830	1,325	1,580	987	0	0	0	117	7,839
50-Construction	61,909	20,427	4,704	14,340	2,082	3,900	89	3,059	110,511
55-Construction Services	3,076	410	0	0	0	0	200	2,974	6,660
70-Vehicles	2,520	1,620	2,008	0	0	0	0	0	6,149
80-System Testing+Startup	138	10	0	0	0	0	0	1,341	1,490
90-Contingency	0	0	292	0	0	0	67	1,725	2,083
<b>Total</b>	<b>\$87,166</b>	<b>\$36,980</b>	<b>\$10,349</b>	<b>\$17,171</b>	<b>\$2,929</b>	<b>\$4,748</b>	<b>\$1,113</b>	<b>\$10,264</b>	<b>\$170,720</b>

**400044 Link Operating Segment Systems Enhancements and Upgrades Managed by: DECM**

Deliver enhancements and upgrades to systems on the existing Link operating segment, including AC power distribution, traction power, overhead catenary system, signals and communications systems upgrades, and enhancements to existing engineering infrastructure.

Changes to authorized project allocation since 2018: None.

Budget year activities: Perform upgrades to Link operating systems including engineering infrastructure and power, signal, and communication systems.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:		Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$1,400	2018 :	2018	2018 Cost Estimate:	N/A
2019 TIP:	\$1,400	2019 :	2020	2019 Cost Estimate:	N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$4	\$931	\$0	\$0	\$0	\$0	\$0	\$0	\$935
South King	2	463	0	0	0	0	0	0	465
Total	\$6	\$1,394	\$0	\$0	\$0	\$0	\$0	\$0	\$1,400

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$6	\$179	\$0	\$0	\$0	\$0	\$0	\$0	\$185
30-Final Design+Specifications	0	185	0	0	0	0	0	0	185
50-Construction	0	950	0	0	0	0	0	0	950
55-Construction Services	0	80	0	0	0	0	0	0	80
Total	\$6	\$1,394	\$0	\$0	\$0	\$0	\$0	\$0	\$1,400

**Project Risk Assessment**

Timing of DSTT work could shift resource priorities.

**4X340**

**Noise Abatement**

**Managed by: DECM**

Design and construct a noise wall along the Link elevated guideway in Tukwila. Funding for the completion of the Residential Sound Insulation Program (RSIP) for residences impacted by noise from operations of Central Link in the Rainier Valley is included in this project. Construction of the noise wall was completed in 2013. Environmental noise and vibration testing is expected to complete in 2017.

Scope addition in 2019 for noise and vibration data collection, wheel/rail interaction investigation and correlation of track/vehicle interaction to noise, vibration and maintenance issues between the years 2018 and 2023. Includes: -

- Periodic onboard noise data collection and data management using a custom-built tool for Sound Transit.
- Periodic vibration trend report for UW.
- On-call noise and vibration testing.

Changes to authorized project allocation since 2018: None.

Budget year activities: Noise and vibration data collection, wheel/rail interaction investigation and correlation of track/vehicle interaction to noise, vibration and maintenance issues between the year 2018-2023.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$13,000	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$13,000	2018 :	2018	2018 Cost Estimate:	N/A
2019 TIP:	\$13,000	2019 :	2023	2019 Cost Estimate:	N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$6,157	\$302	\$440	\$440	\$442	\$442	\$654	\$0	\$8,876
South King	2,860	140	204	205	205	206	304	0	4,124
Total	\$9,017	\$442	\$644	\$645	\$647	\$648	\$957	\$0	\$13,000

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,029	\$42	\$44	\$45	\$47	\$48	\$45	\$0	\$1,300
30-Final Design+Specifications	5	400	600	600	600	600	712	0	3,518
40-Row Acquisition+Permits	16	0	0	0	0	0	0	0	16
50-Construction	5,879	0	0	0	0	0	0	0	5,879
55-Construction Services	2,088	0	0	0	0	0	200	0	2,288
Total	\$9,017	\$442	\$644	\$645	\$647	\$648	\$957	\$0	\$13,000

**Project Risk Assessment**

Delays in field trial completion resulting in prolonged test trial period; Delays in implementing newer wheel shapes in ST2 Original Equipment Manufacturer (OEM) vehicles.

<b>600029</b>	<b>Tacoma Link Fare Collection</b>	<b>Managed by: ITS</b>
---------------	------------------------------------	------------------------

Install and commission ticket vending machines at Tacoma Link stations, establish a spare parts inventory, set up fare collection and fare enforcement support, and conduct public outreach. No planned budgeted activity until 2023.

Changes to authorized project allocation since 2018: None.

Budget year activities: None.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$514	2018 : 2016	2018 Cost Estimate: N/A
2019 TIP: \$514	2019 : 2023	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$64	\$0	\$0	\$0	\$382	\$0	\$67	\$0	\$514
Total	\$64	\$0	\$0	\$0	\$382	\$0	\$67	\$0	\$514

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$64	\$0	\$0	\$0	\$382	\$0	\$0	\$0	\$447
90-Contingency	0	0	0	0	0	0	67	0	67
Total	\$64	\$0	\$0	\$0	\$382	\$0	\$67	\$0	\$514

**Project Risk Assessment**

Key project risks include: Further deferment of implementation; Next generation fare system changes across the region may affect contractor timelines for software and hardware development; Complications may be driven by the ability to reach intergovernmental agreements for fare enforcement, which may cause a delay once implementation is approved.

<b>700676</b>	<b>Tacoma Link Radio Upgrade</b>	<b>Managed by: Operations</b>
---------------	----------------------------------	-----------------------------------

Design, install and commission a new low-power Simulcast DMR radio system at each station and linking the repeaters via fiber optic with local managed Ethernet switches. Install a passive repeater at the existing TPSS.

Changes to authorized project allocation since 2018: None

Budget year activities: Project closeout.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$748	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$748	2019 : 2018	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$748	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$748
Total	\$748	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$748

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2
50-Construction	746	0	0	0	0	0	0	0	746
Total	\$748	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$748

<b>Project Risk Assessment</b>
The schedule could extend beyond 2018 depending on the length of engineering work and the installation of new communication cabinets.

<b>700684</b>	<b>Light Rail Vehicle Wireless Communication Upgrade</b>	<b>Managed by: Operations</b>
---------------	--	-----------------------------------

Implement new wireless solution that will support timely transmission of APC data, LRV maintenance information, and future signage data such as passage alerts, emergency notifications and other important rider alerts.

Changes to authorized project allocation since 2018: Increase of \$249 thousand as per Board Resolution R2018-33

Budget year activities: Consulting services and implementing the upgrades.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$156	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$405	2019 : 2019	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$270	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$270
South King	134	0	0	0	0	0	0	0	134
Total	\$405	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$405

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
30-Final Design+Specifications	\$30	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30
50-Construction	375	0	0	0	0	0	0	0	375
Total	\$405	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$405

<b>Project Risk Assessment</b>
It is unknown when the configuration of the wireless device on LRV can be performed. The tasks need to be added to the delivery schedule of LRVs

<b>700691</b>	<b>Operations Maintenance Facility (OMF) - Link Control Center (LCC) Upgrades</b>	<b>Managed by: Operations</b>
---------------	---	-----------------------------------

After buses leave the Downtown Seattle Transit Tunnel in 2019, the OMF: Central will become the new primary location for the LCC. This project will implement upgrades and enhancements for the OMF location to allow full functionality of the control center at the OMF.

Changes to authorized project allocation since 2018: None.

Budget year activities: Project completion and closeout.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$400	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$400	2019 : 2019	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$33	\$234	\$0	\$0	\$0	\$0	\$0	\$0	\$267
South King	17	116	0	0	0	0	0	0	133
Total	\$50	\$350	\$0	\$0	\$0	\$0	\$0	\$0	\$400

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$50	\$350	\$0	\$0	\$0	\$0	\$0	\$0	\$400
Total	\$50	\$350	\$0	\$0	\$0	\$0	\$0	\$0	\$400

<b>Project Risk Assessment</b>
Timing may be dependent on DSTT transfer from KCM to ST.

<b>700692</b>	<b>Operations Maintenance Facility (OMF) Expanded Parking</b>	<b>Managed by: Operations</b>
---------------	---	-----------------------------------

Design and construct fourteen new parking spaces on the east side of the OMF, north of the 1st floor entry. Establish and install a suitable amount of electrical vehicle chargers in those spaces for use by agency vehicles only. Expenditures prior to 2019 represent pre-project development costs.

Changes to authorized project allocation since 2018: None.

Budget year activities: Construction of the parking area. Car chargers installation is on hold pending the OMF Energy Study findings. If feasible, they will be installed in 2019.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$621	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$621	2019 : 2019	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$328	\$86	\$0	\$0	\$0	\$0	\$0	\$0	\$415
South King	163	43	0	0	0	0	0	0	206
Total	\$492	\$129	\$0	\$0	\$0	\$0	\$0	\$0	\$621

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$34	\$49	\$0	\$0	\$0	\$0	\$0	\$0	\$83
20-Prelim Engineering/Env Review	50	0	0	0	0	0	0	0	50
30-Final Design+Specifications	127	0	0	0	0	0	0	0	127
50-Construction	280	81	0	0	0	0	0	0	361
Total	\$492	\$129	\$0	\$0	\$0	\$0	\$0	\$0	\$621

Project Risk Assessment
N/A

<b>700693</b>	<b>Operations Maintenance Facility (OMF) - Renovations</b>	<b>Managed by: Operations</b>
---------------	--	-----------------------------------

Renovate the Link OMF in Seattle, including: Resize enclosed offices for more efficient usage of space; Create additional workstations; Secure the area around the Link Control Center (LCC); Regroup divisions to be co-located for greater efficiency.

Changes to authorized project allocation since 2018: None.

Budget year activities: Begin construction of the administrative space in the OMF.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$5,325	2018 : 2019	2018 Cost Estimate: N/A
2019 TIP: \$5,325	2019 : 2019	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$194	\$3,363	\$0	\$0	\$0	\$0	\$0	\$0	\$3,557
South King	97	1,671	0	0	0	0	0	0	1,768
Total	\$291	\$5,034	\$0	\$0	\$0	\$0	\$0	\$0	\$5,325

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$25	\$325	\$0	\$0	\$0	\$0	\$0	\$0	\$350
30-Final Design+Specifications	266	34	0	0	0	0	0	0	300
50-Construction	0	4,675	0	0	0	0	0	0	4,675
Total	\$291	\$5,034	\$0	\$0	\$0	\$0	\$0	\$0	\$5,325

<b>Project Risk Assessment</b>
Minimal project risk.

<b>700697</b>	<b>LRV Between Car Barriers</b>	<b>Managed by: Operations</b>
---------------	---------------------------------	-----------------------------------

Procure and install platform mounted barriers to be install at 21 Link stations. Federal Transit Authority Regulation 49 CFR 38.85 requires barriers on the platform to prevent visually impaired riders from mistaking the space between light rail vehicles as an open door.

Changes to authorized project allocation since 2018: None.

Budget year activities: Project completion and closeout.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$520	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$520	2019 : 2019	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$347	\$91	\$0	\$0	\$0	\$0	\$0	\$0	\$438
South King	65	17	0	0	0	0	0	0	82
Total	\$412	\$108	\$0	\$0	\$0	\$0	\$0	\$0	\$520

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	(\$85)	\$8	\$0	\$0	\$0	\$0	\$0	\$0	(\$77)
50-Construction	497	100	0	0	0	0	0	0	597
Total	\$412	\$108	\$0	\$0	\$0	\$0	\$0	\$0	\$520

<b>Project Risk Assessment</b>
N/A.

<b>700706</b>	<b>OMF Energy Efficiency</b>	<b>Managed by: Operations</b>
---------------	------------------------------	-----------------------------------

Replace existing Operations and Maintenance Facility (OMF) shop bay lighting (metal halide) with LED fixtures, and replace the direct digital controls on the HVAC system to allow integration with Union Station controls, to increase energy efficiency and reduce operating costs. Budget in 2020 is considered surplus.

Changes to authorized project allocation since 2018: None.

Budget year activities: Project closeout.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline:	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$1,098	2018 : 2019	2018 Cost Estimate: N/A
2019 TIP: \$1,098	2019 : 2018	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$679	\$0	\$54	\$0	\$0	\$0	\$0	\$0	\$733
South King	338	0	27	0	0	0	0	0	365
Total	\$1,017	\$0	\$81	\$0	\$0	\$0	\$0	\$0	\$1,098

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$1,017	\$0	\$81	\$0	\$0	\$0	\$0	\$0	\$1,098
Total	\$1,017	\$0	\$81	\$0	\$0	\$0	\$0	\$0	\$1,098

<b>Project Risk Assessment</b>
N/A.

<b>700712</b>	<b>LRV Wheel Flat Software</b>	<b>Managed by: Operations</b>
---------------	--------------------------------	-----------------------------------

Based on agreements with the University of Washington (UW), Link light rail trains operating in the vicinity of the University must remain within agreed-upon vibrational criteria. To enable vehicle maintenance staff to more accurately and efficiently identify and remedy sources of vibration in light rail vehicles (LRVs), an additional axle identifier (transponder) software module that will interface with the existing LRV wheel flat detection system will be purchased and installed, including selection of a contractor experienced with the software to oversee its installation.

Changes to authorized project allocation since 2018: None.

Budget year activities: Project closeout

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline:	N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$250	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$250	2019 : 2018	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$0	\$0	\$167	\$0	\$0	\$0	\$0	\$0	\$167
South King	0	0	83	0	0	0	0	0	83
Total	\$0	\$0	\$250	\$0	\$0	\$0	\$0	\$0	\$250

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$0	\$0	\$50	\$0	\$0	\$0	\$0	\$0	\$50
30-Final Design+Specifications	0	0	150	0	0	0	0	0	150
50-Construction	0	0	50	0	0	0	0	0	50
Total	\$0	\$0	\$250	\$0	\$0	\$0	\$0	\$0	\$250

<b>Project Risk Assessment</b>
Careful planning is required so that installation does not impact daily train maintenance operations at the Operations and Maintenance Facility.

<b>700713</b>	<b>LRV Wash Bay Modifications</b>	<b>Managed by: Operations</b>
---------------	-----------------------------------	-----------------------------------

Modify the Link light rail vehicle (LRV) car wash system at the Link Operations and Maintenance Facility, including upgrades to electrical and mechanical equipment, to provide automatic LRV forehead cleaning and eliminate manual washing.

Changes to authorized project allocation since 2018: None.

Budget year activities: Continue modifications of LRV wash system.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline:	N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$300	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$300	2019 : 2019	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$6	\$195	\$0	\$0	\$0	\$0	\$0	\$0	\$200
South King	3	97	0	0	0	0	0	0	100
Total	\$9	\$291	\$0	\$0	\$0	\$0	\$0	\$0	\$300

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$9	\$16	\$0	\$0	\$0	\$0	\$0	\$0	\$25
30-Final Design+Specifications	0	75	0	0	0	0	0	0	75
50-Construction	0	200	0	0	0	0	0	0	200
Total	\$9	\$291	\$0	\$0	\$0	\$0	\$0	\$0	\$300

<b>Project Risk Assessment</b>
Reduction in availability of the LRV wash system while modifications are installed.

<b>700730</b>	<b>Operations &amp; Maintenance Facility Light Rail Vehicle Lift</b>	<b>Managed by: Operations</b>
---------------	--	-----------------------------------

Design, procure and install a second lift in the Link Operations and Maintenance Facility. The installation of a second lift in support of operations is required to accommodate scheduled and unscheduled light rail vehicle (LRV) maintenance needs and capacity.

Changes to authorized project allocation since 2018: None.

Budget year activities: Complete installation of both lift hoist and turntable, including testing and commissioning.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$4,898	Baseline:	2016	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$4,898	2018 :	2018	2018 Cost Estimate:	N/A
2019 TIP:	\$4,898	2019 :	2019	2019 Cost Estimate:	N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$1,562	\$2,617	\$0	\$0	\$0	\$0	\$0	\$0	\$4,179
South King	269	450	0	0	0	0	0	0	719
Total	\$1,831	\$3,067	\$0	\$0	\$0	\$0	\$0	\$0	\$4,898

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$471	\$170	\$0	\$0	\$0	\$0	\$0	\$0	\$641
20-Prelim Engineering/Env Review	156	0	0	0	0	0	0	0	156
30-Final Design+Specifications	480	105	0	0	0	0	0	0	585
50-Construction	723	2,587	0	0	0	0	0	0	3,311
55-Construction Services	1	205	0	0	0	0	0	0	206
Total	\$1,831	\$3,067	\$0	\$0	\$0	\$0	\$0	\$0	\$4,898

Project Risk Assessment
Constructability of project, given the constraints of having to install the lift in an on-going working environment, creates challenges in both schedule and cost.

<b>700774</b>	<b>Central Link HVAC - Instrument House and UPS Room</b>	<b>Managed by: Operations</b>
---------------	--	-----------------------------------

Install HVAC system in the uninterruptible power supply (UPS) rooms and signal houses: Install AC units in ten instrument houses along the Central Link corridor keep equipment inside the bungalows from overheating during periods of hot weather and to ensure the continued integrity of the signal equipment throughout the system. This is the current design standard for Link light rail. The budget in 2020 is considered surplus.

Changes to authorized project allocation since 2018: None.

Budget year activities: Project closeout.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$1,232	2018 : 2017	2018 Cost Estimate: N/A
2019 TIP: \$1,232	2019 : 2018	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$551	\$0	\$273	\$0	\$0	\$0	\$0	\$0	\$824
South King	273	0	135	0	0	0	0	0	408
Total	\$823	\$0	\$408	\$0	\$0	\$0	\$0	\$0	\$1,232

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$291	\$0	\$166	\$0	\$0	\$0	\$0	\$0	\$456
30-Final Design+Specifications	136	0	0	0	0	0	0	0	136
40-Row Acquisition+Permits	6	0	30	0	0	0	0	0	36
50-Construction	391	0	213	0	0	0	0	0	603
Total	\$823	\$0	\$408	\$0	\$0	\$0	\$0	\$0	\$1,232

Project Risk Assessment
N/A.

<b>700775</b>	<b>Central Link Card Readers</b>	<b>Managed by: Operations</b>
---------------	----------------------------------	-----------------------------------

Install card readers on all doors at Central Link stations' public areas to ensure secure premises, eliminate the need to issue keys to a large number of staff and ensure consistency in key control. Budget in 2020 is considered surplus.

Changes to authorized project allocation since 2018: None.

Budget year activities: Project closeout.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$423	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$423	2019 : 2018	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$88	\$0	\$195	\$0	\$0	\$0	\$0	\$0	\$283
South King	43	0	97	0	0	0	0	0	140
Total	\$131	\$0	\$292	\$0	\$0	\$0	\$0	\$0	\$423

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$57	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$57
50-Construction	74	0	0	0	0	0	0	0	74
90-Contingency	0	0	292	0	0	0	0	0	292
Total	\$131	\$0	\$292	\$0	\$0	\$0	\$0	\$0	\$423

<b>Project Risk Assessment</b>
The readers will be installed at multiple locations providing a slight risk to schedule and budget.

<b>700777</b>	<b>Central Link Overhead Catenary System Tie Switch</b>	<b>Managed by: Operations</b>
---------------	---	-----------------------------------

Install the mechanical means to electrically bridge the Overhead Catenary System (OCS) section insulators at approximately 34 various locations throughout the Link alignment to allow inspection and maintenance of traction power substations without interrupting Link service.

Changes to authorized project allocation since 2018: None.

Budget year activities: Install tie switches to connect the overhead catenary system sections.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$3,000	2018 : 2019	2018 Cost Estimate: N/A
2019 TIP: \$3,000	2019 : 2019	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$28	\$1,979	\$0	\$0	\$0	\$0	\$0	\$0	\$2,007
South King	14	979	0	0	0	0	0	0	993
Total	\$42	\$2,958	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$37	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$37
50-Construction	5	2,958	0	0	0	0	0	0	2,963
Total	\$42	\$2,958	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000

<b>Project Risk Assessment</b>
Project is intended to be completed by Link Maintenance staff. There is a risk to schedule if competing projects use limited resources initially allocated to this project. Timing dependent on redlines to be delivered by DECM. If redlines are delivered in 2018 or early 2019, 10% of project can be completed in 2019.

<b>700781</b>	<b>Non-revenue Support Vehicles</b>	<b>Managed by: Operations</b>
---------------	-------------------------------------	-----------------------------------

Purchase and replace maintenance vehicles to improve maintenance efficiencies for the Link light rail system.

Changes to authorized project allocation since 2018: Increased by \$1.6 million to purchase 12 additional vehicles: eleven light vehicles and one freightliner to be used for ballast maintenance, stray current and elevated guide way and tunnel maintenance.

Budget year activities: Procure 12 new vehicles.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$4,528	2018 : 2020	2018 Cost Estimate: N/A
2019 TIP: \$6,149	2019 : 2020	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$1,676	\$1,078	\$1,335	\$0	\$0	\$0	\$0	\$0	\$4,089
South King	844	543	673	0	0	0	0	0	2,060
Total	\$2,520	\$1,620	\$2,008	\$0	\$0	\$0	\$0	\$0	\$6,149

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
70-Vehicles	\$2,520	\$1,620	\$2,008	\$0	\$0	\$0	\$0	\$0	\$6,149
Total	\$2,520	\$1,620	\$2,008	\$0	\$0	\$0	\$0	\$0	\$6,149

<b>Project Risk Assessment</b>
The growth of the agency and the potential for changing vehicle needs could have budget implications.

<b>700793</b>	<b>Signage Improvements</b>	<b>Managed by: DECM</b>
---------------	-----------------------------	-------------------------

Sound Transit is modifying and updating signage at existing Link and Sounder stations and ticket vending machine (TVM) locations to improve wayfinding and reflect system expansion. Work includes design, fabrication, and installation of new signage elements.

Ticket vending machine signage reface work was completed in 2016.

Changes to authorized project allocation since 2018: None.

Budget year activities: Airport wayfinding and system close out for real-time on existing visual messaging system (VMS).

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline:	N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$1,131	2018 :	2018 Cost Estimate: N/A
2019 TIP: \$1,131	2019 :	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3
North King	272	77	77	72	0	0	42	0	541
South King	292	83	82	77	0	0	45	0	580
East King	0	0	0	0	0	0	0	0	1
Pierce	3	1	1	1	0	0	0	0	6
Total	\$570	\$162	\$160	\$151	\$0	\$0	\$89	\$0	\$1,131

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$130	\$30	\$30	\$19	\$0	\$0	\$0	\$0	\$209
30-Final Design+Specifications	260	9	10	16	0	0	0	0	294
50-Construction	180	123	121	116	0	0	89	0	628
Total	\$570	\$162	\$160	\$151	\$0	\$0	\$89	\$0	\$1,131

Project Risk Assessment
Coordination with government entities and jurisdictions to ensure consistency and continuity of their signage requirements.

**300011 Positive Train Control Managed by: DECM**

Integrate command, control, communications, and information systems for controlling passenger train movements with safety, security, precision, and efficiency. These systems will improve railroad safety by significantly reducing the probability of collisions between trains, casualties to railway workers and damage to their equipment, and over speed accidents. Federal regulations had previously mandated that positive train control (PTC) be operational on all passenger rail systems by the end of December 2015, but this was recently extended by three years. The project was originally scheduled to be completed in 2015, however due to third party delays, it will now likely complete in third quarter of 2017. Budget displayed in 2019 is considered surplus.

Changes to authorized project allocation since 2018: None.

Budget year activities: Complete testing and commissioning of the positive train control (PTC) system. Project closeout.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$53,054	Baseline:	2016	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$53,054	2018 :	2018	2018 Cost Estimate:	N/A
2019 TIP:	\$53,054	2019 :	2018	2019 Cost Estimate:	N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$3,033	\$20	\$0	\$0	\$0	\$0	\$0	\$714	\$3,767
South King	1,880	12	0	0	0	0	0	442	2,334
Pierce	37,808	246	0	0	0	0	0	8,899	46,953
<b>Total</b>	<b>\$42,721</b>	<b>\$278</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,055</b>	<b>\$53,054</b>

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,591	\$104	\$0	\$0	\$0	\$0	\$0	\$543	\$2,238
30-Final Design+Specifications	226	0	0	0	0	0	0	52	279
35-Third Party	3,900	0	0	0	0	0	0	367	4,267
50-Construction	35,878	64	0	0	0	0	0	3,053	38,995
55-Construction Services	987	100	0	0	0	0	0	2,974	4,062
80-System Testing+Startup	138	10	0	0	0	0	0	1,341	1,490
90-Contingency	0	0	0	0	0	0	0	1,725	1,725
<b>Total</b>	<b>\$42,721</b>	<b>\$278</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,055</b>	<b>\$53,054</b>

Project Risk Assessment
Updating software may not resolve speed oscillation issues causing erroneous brake applications; Further testing may be required before a final fix is implemented; Lack of resources could delay the replacement of antennas on trains causing replacement program to extend into 2019.

<b>700666</b>	<b>Lakewood MOW Renovation</b>	<b>Managed by: Operations</b>
---------------	--------------------------------	-----------------------------------

Perform upgrades to the Lakewood MOW building. Improvements should include electrical panel upgrade, renovations to all restrooms, construction of conference room and office. Project will also include furniture where needed.

Changes to authorized project allocation since 2018: New project of \$500k to renovate the Lakewood Maintenance of Way building utilized by Sounder.

Budget year activities: Begin upgrades to the Lakewood MOW building.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$0	2018 : N/A	2018 Cost Estimate: N/A
2019 TIP: \$500	2019 : 2020	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$0	\$400	\$100	\$0	\$0	\$0	\$0	\$0	\$500
Total	\$0	\$400	\$100	\$0	\$0	\$0	\$0	\$0	\$500

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$0	\$400	\$100	\$0	\$0	\$0	\$0	\$0	\$500
Total	\$0	\$400	\$100	\$0	\$0	\$0	\$0	\$0	\$500

<b>Project Risk Assessment</b>
The current budget and schedule is based on early planning estimates.

<b>700696</b>	<b>King St Station Platform Improvements</b>	<b>Managed by: Operations</b>
---------------	--	-----------------------------------

Participate in a local partnership to design and construction passenger access improvements to King Street Station improving access to Century Link Field. The partnership is between Sound Transit, Washington State Department of Transportation and Amtrak to improve special event train access to King Street Station. Special events requiring 7 car platform support limit train access to other platforms. This will allow improvements to track 9 for game days and special events reducing platform crowding and improving overall safety to passengers. This will be partially funded by a grant from the Federal Railway Administration. Budget in 2020 is considered surplus

Changes to authorized project allocation since 2018: None.

Budget year activities: Project closeout

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$300	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$300	2019 : 2018	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
South King	\$35	\$0	\$265	\$0	\$0	\$0	\$0	\$0	\$300
Total	\$35	\$0	\$265	\$0	\$0	\$0	\$0	\$0	\$300

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1	\$0	\$24	\$0	\$0	\$0	\$0	\$0	\$25
20-Prelim Engineering/Env Review	0	0	25	0	0	0	0	0	25
30-Final Design+Specifications	0	0	50	0	0	0	0	0	50
50-Construction	35	0	165	0	0	0	0	0	200
Total	\$35	\$0	\$265	\$0	\$0	\$0	\$0	\$0	\$300

<b>Project Risk Assessment</b>
Although the budget risk seems low the schedule risk is at higher risk given the requirements of two government entities and a private company to coordinate timing of installation of improvements.

<b>700708</b>	<b>Customer Emergency Stations</b>	<b>Managed by: Operations</b>
---------------	------------------------------------	-----------------------------------

Installation of customer emergency stations at the Kent and Auburn parking garages. Budget in 2020 is considered surplus.

Changes to authorized project allocation since 2018: None.

Budget year activities: Project closeout.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$800	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$800	2019 : 2018	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
South King	\$243	\$0	\$557	\$0	\$0	\$0	\$0	\$0	\$800
Total	\$243	\$0	\$557	\$0	\$0	\$0	\$0	\$0	\$800

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$243	\$0	\$557	\$0	\$0	\$0	\$0	\$0	\$800
Total	\$243	\$0	\$557	\$0	\$0	\$0	\$0	\$0	\$800

<b>Project Risk Assessment</b>
However slight, when installing this many stations (4 per floor) unexpected site conditions may result in schedule or budget changes.

<b>700710</b>	<b>Locomotive Inboard Cameras</b>	<b>Managed by: Operations</b>
---------------	-----------------------------------	-----------------------------------

A new Federal Railroad Administration rule requires inboard facing cameras to monitor the actions of the engineers in handling a train. This project is for a total of 41 pieces of equipment. Budget in 2019 is considered surplus

Changes to authorized project allocation since 2018: None.

Budget year activities: Project closeout.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$300	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$300	2019 : 2018	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$16	\$28	\$0	\$0	\$0	\$0	\$0	\$0	\$44
South King	52	90	0	0	0	0	0	0	143
Pierce	42	72	0	0	0	0	0	0	114
Total	\$110	\$190	\$0	\$0	\$0	\$0	\$0	\$0	\$300

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$11	\$19	\$0	\$0	\$0	\$0	\$0	\$0	\$30
30-Final Design+Specifications	11	19	0	0	0	0	0	0	30
50-Construction	88	152	0	0	0	0	0	0	240
Total	\$110	\$190	\$0	\$0	\$0	\$0	\$0	\$0	\$300

<b>Project Risk Assessment</b>
The requirement for inward facing cameras is a mandated requirement, coordinating, type, installers and compatibility and approval across providers, labor and maintenance staffs, completing the bid documents prior to award and install has pushed the project into a one year delay. The risk continues to affect the schedule of the delivery of this project.

<b>700711</b>	<b>Sounder Passenger Emergency Intercom</b>	<b>Managed by: Operations</b>
---------------	---	-----------------------------------

New FRA rule requires passengers to be able to speak directly with a train crew member. The new Bombardier Cab Cars are coming with a system to meet this new rule. However, this system will only allow passengers to talk directly with the engineer, not the conductor. There is an "Emergency Order" put out by the FRA that prohibits an engineer from being disturbed by a cell phone. This project upgrades this system which will require an upgrade on all cars with a Passenger Emergency Intercom (PEI) system that will enable passengers to speak directly to the conductor instead of the engineer so as not to allow passengers to disturb the engineer.

Changes to authorized project allocation since 2018: None.

Budget year activities: Install upgraded PEI system in all Sounder coach and cab cars.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$1,500	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$1,500	2019 : 2019	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$0	\$219	\$0	\$0	\$0	\$0	\$0	\$0	\$219
South King	0	713	0	0	0	0	0	0	713
Pierce	0	569	0	0	0	0	0	0	569
Total	\$0	\$1,500	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$0	\$150	\$0	\$0	\$0	\$0	\$0	\$0	\$150
30-Final Design+Specifications	0	300	0	0	0	0	0	0	300
50-Construction	0	1,050	0	0	0	0	0	0	1,050
Total	\$0	\$1,500	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500

<b>Project Risk Assessment</b>
Scheduling adequate resources to the project has resulted in a one year delay of the project. Resource availability continues to be a risk to project schedule.

<b>700724</b>	<b>Puyallup Station LED Lighting</b>	<b>Managed by: Operations</b>
---------------	--------------------------------------	-----------------------------------

Install energy efficient lighting at Puyallup Station. Work will result in receiving a utility incentive based upon the energy reduction achieved and will reduce energy consumption on a ongoing basis. Budget in 2020 is considered surplus

Changes to authorized project allocation since 2018: None.

Budget year activities: Project closeout.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$178	2018 : 2017	2018 Cost Estimate: N/A
2019 TIP: \$178	2019 : 2018	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$151	\$0	\$27	\$0	\$0	\$0	\$0	\$0	\$178
Total	\$151	\$0	\$27	\$0	\$0	\$0	\$0	\$0	\$178

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$3	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3
50-Construction	148	0	27	0	0	0	0	0	175
Total	\$151	\$0	\$27	\$0	\$0	\$0	\$0	\$0	\$178

<b>Project Risk Assessment</b>
Risk is minimal for a straight procurement

<b>700725</b>	<b>Sumner Station LED Lighting</b>	<b>Managed by: Operations</b>
---------------	------------------------------------	-----------------------------------

Install energy efficient lighting at Sumner Station. Work will result in receiving a utility incentive based upon the energy reduction achieved and will reduce energy consumption on a ongoing basis. Budget in 2020 is considered surplus.

Changes to authorized project allocation since 2018: None.

Budget year activities: Project closeout.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$134	2018 : 2017	2018 Cost Estimate: N/A
2019 TIP: \$134	2019 : 2017	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$104	\$0	\$30	\$0	\$0	\$0	\$0	\$0	\$134
Total	\$104	\$0	\$30	\$0	\$0	\$0	\$0	\$0	\$134

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$3	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3
50-Construction	101	0	30	0	0	0	0	0	131
Total	\$104	\$0	\$30	\$0	\$0	\$0	\$0	\$0	\$134

<b>Project Risk Assessment</b>
N/A.

<b>700726</b>	<b>Kent Station Platform Lighting</b>	<b>Managed by: Operations</b>
---------------	---------------------------------------	-----------------------------------

Install energy efficient lighting at Kent Station. In late 2012 lighting was upgraded in the Kent Garage, this project will extend the upgrades to the platform, surface lots, pedestrian bridge, and bus loop areas. Work will result in receiving a utility incentive based upon the energy reduction achieved and will reduce energy consumption on an ongoing basis.

Changes to authorized project allocation since 2018: None.

Budget year activities: Project closeout.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$236	2018 : 2017	2018 Cost Estimate: N/A
2019 TIP: \$236	2019 : 2018	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
South King	\$140	\$0	\$96	\$0	\$0	\$0	\$0	\$0	\$236
Total	\$140	\$0	\$96	\$0	\$0	\$0	\$0	\$0	\$236

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$140	\$0	\$96	\$0	\$0	\$0	\$0	\$0	\$236
Total	\$140	\$0	\$96	\$0	\$0	\$0	\$0	\$0	\$236

Project Risk Assessment
N/A.

<b>5X261</b>	<b>Bus Maintenance Facility</b>	<b>Managed by: Operations</b>
--------------	---------------------------------	-----------------------------------

Fund expansion of Sound Transit's fleet maintenance capacity through contributions to facilities managed by third party service providers. The cash flow is flexible as often no projects are planned for a given year.

Changes to authorized project allocation since 2018: None.

Budget year activities: None.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$22,033	2018 : 2023	2018 Cost Estimate: N/A
2019 TIP: \$22,033	2019 : 2023	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$1,485	\$0	\$0	\$1,996	\$0	\$0	\$0	\$0	\$3,481
South King	1,043	0	0	1,402	0	0	0	0	2,446
East King	4,455	0	0	5,989	0	0	0	0	10,444
Pierce	2,415	0	0	3,247	0	0	0	0	5,662
Total	\$9,398	\$0	\$0	\$12,634	\$0	\$0	\$0	\$0	\$22,033

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$167	\$0	\$0	\$359	\$0	\$0	\$0	\$0	\$527
20-Prelim Engineering/Env Review	8	0	0	0	0	0	0	0	8
40-Row Acquisition+Permits	59	0	0	0	0	0	0	0	59
50-Construction	9,164	0	0	12,275	0	0	0	0	21,439
Total	\$9,398	\$0	\$0	\$12,634	\$0	\$0	\$0	\$0	\$22,033

<b>Project Risk Assessment</b>
The schedule is flexible as it is predicated on partners to submit projects for participation. The schedules dates can change if no projects are planned.

**600045** **Opensidewalks Data Development** **Managed by: PEPD**

Develop supervised method to predict the connectivity of sidewalk segments. Further the project will develop technology and community engagement and training methods and tools to support widespread crowd sourcing of sidewalk data that can be integrated into OpenStreetMap as well as downstream navigation tools such as Accessmap and the Puget Sound Regional Council (PSRC) maintained non-motorized connectivity tool. The remaining budget in 2018 is considered surplus.

Changes to authorized project allocation since 2018: Reduced by \$10 thousand to close project and removing surplus fund.

Budget year activities: Project is complete.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$60	2018 :	2017	2018 Cost Estimate:	N/A
2019 TIP:	\$50	2019 :	2017	2019 Cost Estimate:	N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
East King	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50
Total	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
20-Prelim Engineering/Env Review	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50
Total	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50

Project Risk Assessment
N/A.

<b>700689</b>	<b>Pierce Transit - Global Positioning System Repeater</b>	<b>Managed by: Operations</b>
---------------	--	-----------------------------------

Purchase and install necessary radio infrastructure on radio towers owned or used by Pierce Transit necessary to communicate with ST Express buses operated by Pierce Transit outside of Pierce Transit's standard data radio range.

Changes to authorized project allocation since 2018: None.

Budget Year Activities: Procure and install radio infrastructure on radio towers owned or used by Pierce Transit necessary to communicate with ST Express buses operated by Pierce Transit outside of Pierce Transit's standard data radio range.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$1,662	2018 :	2018	2018 Cost Estimate:	N/A
2019 TIP:	\$1,662	2019 :	2019	2019 Cost Estimate:	N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$0	\$1,662	\$0	\$0	\$0	\$0	\$0	\$0	\$1,662
Total	\$0	\$1,662	\$0	\$0	\$0	\$0	\$0	\$0	\$1,662

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$0	\$1,662	\$0	\$0	\$0	\$0	\$0	\$0	\$1,662
Total	\$0	\$1,662	\$0	\$0	\$0	\$0	\$0	\$0	\$1,662

Project Risk Assessment
There is significant schedule risk as we are financial contributors to the project but Pierce Transit will be the project Manager and Sound Transit has no input into the schedule or installation.

<b>700690</b>	<b>Community Transit - On-Board Communication Upgrade</b>	<b>Managed by: Operations</b>
---------------	---	-----------------------------------

Purchase and install new on-board communications and data collection components, including base infrastructure, on buses based at Community Transit.

Changes to authorized project allocation since 2018: None.

Budget year activities: Procurement and installation of new on-board communications and data collection components, including base infrastructure, on buses based at Community Transit.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$2,080	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$2,080	2019 : 2020	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$528	\$802	\$750	\$0	\$0	\$0	\$0	\$0	\$2,080
Total	\$528	\$802	\$750	\$0	\$0	\$0	\$0	\$0	\$2,080

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$528	\$802	\$750	\$0	\$0	\$0	\$0	\$0	\$2,080
Total	\$528	\$802	\$750	\$0	\$0	\$0	\$0	\$0	\$2,080

<b>Project Risk Assessment</b>
The upgrade is intended for the current fleet. There will be some schedule risk as each bus will have to be pulled from the working service fleet to have the communication upgrade installed. Bus availability for the install will be important. Intergovernmental agreement is in progress.

<b>700707</b>	<b>Bellevue TC Security System</b>	<b>Managed by: Operations</b>
---------------	------------------------------------	-----------------------------------

Procure and install security systems in the Bellevue Transit Center. The remaining budget in 2020 is considered surplus.

Changes to authorized project allocation since 2018: None.

Budget year activities: Project closeout.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$150	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$150	2019 : 2018	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
East King	\$71	\$0	\$79	\$0	\$0	\$0	\$0	\$0	\$150
Total	\$71	\$0	\$79	\$0	\$0	\$0	\$0	\$0	\$150

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$71	\$0	\$79	\$0	\$0	\$0	\$0	\$0	\$150
Total	\$71	\$0	\$79	\$0	\$0	\$0	\$0	\$0	\$150

Project Risk Assessment
N/A.

**600080** **Bike Parking Program** **Managed by: PEPD**

Provide bicycle parking at Sound Transit facilities in response to demand or for maintenance, replacement or upgrade needs.

Changes to authorized project allocation since 2018: Added \$9,060,000 to the project for a new authorized allocation of \$9,700,000

Budget year activities: Replace the existing 16 bicycle lockers at Mercer Island Transit Center with on-demand lockers for greater capacity, move the existing Mercer Island Park and Ride lockers to Issaquah Transit Center to increase capacity, replace existing deteriorating 16 South of Kingdome/Downtown (SoDo) Station lockers with on-demand bike lockers to increase capacity, and a shelter with bike lockers at Capitol Hill Station, which currently has no secure bicycle parking.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$640	2018 :	2020	2018 Cost Estimate:	N/A
2019 TIP:	\$9,700	2019 :	2020	2019 Cost Estimate:	N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$0	\$941	\$672	\$873	\$1,277	\$2,755	\$0	\$0	\$6,517
East King	0	459	328	427	623	1,345	0	0	3,183
Total	\$0	\$1,400	\$1,000	\$1,300	\$1,900	\$4,100	\$0	\$0	\$9,700

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$0	\$100	\$100	\$100	\$100	\$100	\$0	\$0	\$500
30-Final Design+Specifications	0	100	100	100	100	100	0	0	500
50-Construction	0	1,200	800	1,100	1,700	3,900	0	0	8,700
Total	\$0	\$1,400	\$1,000	\$1,300	\$1,900	\$4,100	\$0	\$0	\$9,700

**Project Risk Assessment**

This project is focused on addressing localized high demand for bike lockers in specific areas. The technology is provided by one vendor and is dependent on the vendor's ability to provide and support the equipment and the software.

**600084 Passenger Information Management System Managed by: DECM**

Design and implement a digital information system for sharing passenger usage data to create a better user experience and a more efficient multi-modal transit system.

Changes to project allocation since 2018: None.

Budget year activities: Establish preliminary engineering milestones, develop and refine project scope and determine program interface requirements with various agency affected systems.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$1,617	2018 :	2019	2018 Cost Estimate:	N/A
2019 TIP:	\$1,617	2019 :	2019	2019 Cost Estimate:	N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Systemwide	\$450	\$1,167	\$0	\$0	\$0	\$0	\$0	\$0	\$1,617
Total	\$450	\$1,167	\$0	\$0	\$0	\$0	\$0	\$0	\$1,617

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$431	\$748	\$0	\$0	\$0	\$0	\$0	\$0	\$1,179
20-Prelim Engineering/Env Review	19	0	0	0	0	0	0	0	19
30-Final Design+Specifications	0	420	0	0	0	0	0	0	420
Total	\$450	\$1,167	\$0	\$0	\$0	\$0	\$0	\$0	\$1,617

**Project Risk Assessment**

The project is just beginning to enter a discovery phase of the project to define the breadth of impact this program will have across 4 modes - Link, Sounder, Bus Rapid Transit and Regional Express. The scope of the project and estimate of cost to deliver the undefined scope can create cost volatility due to the uncertainty. The program will be following a phase gate process to ensure key decision makers are involved during the scoping and preliminary engineering processes.

**600085 SODO/MLK Hazard Mitigation Managed by: DECM**

Various at-grade crossings in 2016 and early 2017 met the threshold for Unacceptable Hazardous Conditions. As a result, three Sound Transit departments (Design Engineering & Construction Management, Safety and Quality Assurance, and Operations) and Seattle’s Department of Transportation (SDOT) partnered to assess the performance of at-grade crossings system wide and identify opportunities for enhancements.

Changes to authorized project allocation since 2018: Decreased by \$50 to adjust budget to the nearest thousand.

Budget year activities: Design and construct Holgate Street Sidewalk, install second pedestrian warning sign at Martin Luther King (MLK) stations, address illegal left turns along MLK, upgrade pedestrian warning signs, install second train warning devices at busway and MLK stations, and install close circuit television (CCTV) cameras at Royal Brougham, Holgate, Lander, Othello, and Henderson.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$3,136	2018 :	2019	2018 Cost Estimate:	N/A
2019 TIP:	\$3,136	2019 :	2019	2019 Cost Estimate:	N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$1,535	\$1,601	\$0	\$0	\$0	\$0	\$0	\$0	\$3,136
Total	\$1,535	\$1,601	\$0	\$0	\$0	\$0	\$0	\$0	\$3,136

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$75	\$25	\$0	\$0	\$0	\$0	\$0	\$0	\$100
20-Prelim Engineering/Env Review	0	71	0	0	0	0	0	0	71
30-Final Design+Specifications	180	480	0	0	0	0	0	0	660
50-Construction	1,280	1,000	0	0	0	0	0	0	2,280
55-Construction Services	0	25	0	0	0	0	0	0	25
Total	\$1,535	\$1,601	\$0	\$0	\$0	\$0	\$0	\$0	\$3,136

Project Risk Assessment
N/A.

<b>700665</b>	<b>Video Management System Upgrade</b>	<b>Managed by: Operations</b>
---------------	--	-----------------------------------

Upgrade the existing Video Management System currently being used in the Security Operations Center to monitor and investigate incidents at all Sounder, Tacoma Link, Sound Transit Express Bus and Sound Transit office locations.

Changes to authorized project allocation since 2018: New project of \$900k to upgrade the existing Video Management System.

Budget year activities: \$500k to begin replacing the outdated Video Management System

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$0	2018 : N/A	2018 Cost Estimate: N/A
2019 TIP: \$900	2019 : 2020	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Systemwide	\$0	\$500	\$400	\$0	\$0	\$0	\$0	\$0	\$900
Total	\$0	\$500	\$400	\$0	\$0	\$0	\$0	\$0	\$900

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$0	\$500	\$400	\$0	\$0	\$0	\$0	\$0	\$900
Total	\$0	\$500	\$400	\$0	\$0	\$0	\$0	\$0	\$900

<b>Project Risk Assessment</b>
The current budget and schedule is based on early planning estimates.

<b>700685</b>	<b>Everett Station Security Improvements</b>	<b>Managed by: Operations</b>
---------------	--	-----------------------------------

Install 40 CCTV Cameras and associated recording equipment. Install 14 CES' (Customer Emergency Stations) in areas around the station.

Changes to authorized project allocation since 2018: None.

Budget year activities: Project closeout

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$289	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$289	2019 : 2018	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$289	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$289
Total	\$289	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$289

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$289	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$289
Total	\$289	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$289

<b>Project Risk Assessment</b>
Transit systems staff have determined that given the systems are familiar and would be maintained by Sound Transit - Transit Systems staff that the risk is minimal.

<b>700686</b>	<b>Security Radio System</b>	<b>Managed by: Operations</b>
---------------	------------------------------	-----------------------------------

Procure, upgrade and enhance Sound Transit 's security radio systems and equipment for expansion of security services into the Downtown Seattle Transit Tunnel. The project is revised to include additional \$1M to reflect a federal Homeland Security Grant.

Changes to authorized project allocation since 2018: Increased by \$0.3 million as a result of higher than anticipated costs.

Budget year activities: Complete installation of equipment.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$915	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$1,253	2019 : 2019	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$225	\$1,028	\$0	\$0	\$0	\$0	\$0	\$0	\$1,253
Total	\$225	\$1,028	\$0	\$0	\$0	\$0	\$0	\$0	\$1,253

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$225	\$1,028	\$0	\$0	\$0	\$0	\$0	\$0	\$1,253
Total	\$225	\$1,028	\$0	\$0	\$0	\$0	\$0	\$0	\$1,253

<b>Project Risk Assessment</b>
Some risk exists given the need for compatibility to our systems affecting schedule. Financial risk is minimized because the work is largely covered through a federal grant.

<b>700687</b>	<b>Security Operations Center - Video Monitoring Improvements</b>	<b>Managed by: Operations</b>
---------------	---	-----------------------------------

Install approximately 10 additional monitors in the SOC, associated hardware and video processing equipment. Remove old equipment as necessary.

Changes to authorized project allocation since 2018: None.

Budget year activities: Complete installation of additional videos and associated equipment.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$188	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$188	2019 : 2018	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$188	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$188
Total	\$188	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$188

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$188	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$188
Total	\$188	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$188

Project Risk Assessment
Reliability of monitors, very low risk.

<b>700688</b>	<b>LED Lighting Program</b>	<b>Managed by: Operations</b>
---------------	-----------------------------	-----------------------------------

The lighting systems at several Link Stations opened in 2009 have been identified to be upgraded to Light Emitting Diode (LED) based fixtures to reduce annual energy costs and maintenance. The two most beneficial upgrade sites would be Tukwila International Blvd Station and Airport Station. Both of these stations were constructed under older Design Criteria Manual editions which allowed less efficient metal halide lighting.

Changes to authorized project allocation since 2018: New scope includes Mt. Baker Station through Rainer Beach Station, along with the UW station. Budgeted in 2020 is considered surplus.

Budget year activities: Install LED lighting at Airport Link station and Tukwila International Blvd station.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$1,500	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$1,500	2019 : 2020	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
South King	\$383	\$441	\$677	\$0	\$0	\$0	\$0	\$0	\$1,500
Total	\$383	\$441	\$677	\$0	\$0	\$0	\$0	\$0	\$1,500

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$0	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$50
50-Construction	383	391	677	0	0	0	0	0	1,450
Total	\$383	\$441	\$677	\$0	\$0	\$0	\$0	\$0	\$1,500

**Project Risk Assessment**

The current scope of work is focused on Airport Station and Tukwila Station. This is a contract award and install performed by an experienced contractor. This results in a low risk.

<b>700723</b>	<b>Downtown Seattle Transit Tunnel Mitigation</b>	<b>Managed by: Operations</b>
---------------	---	-----------------------------------

This project reflects the Sound Transit contribution to the One Center City Plan partnership for a series of mitigation improvements, including street improvements in downtown Seattle, to mitigate impacts to bus operations as buses transition from the Downtown Seattle Transit Tunnel (DSTT) to surface streets to accommodate increased light rail activity in the tunnel.

Changes to authorized project allocation since 2018: None.

Budget year activities: Contribution to capital improvements per agreements with the City of Seattle and King County Metro for shared contributions for additional mitigation.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline:	N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$12,334	2018 :	2018 Cost Estimate: N/A
2019 TIP: \$12,334	2019 :	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$3,657	\$8,677	\$0	\$0	\$0	\$0	\$0	\$0	\$12,334
Total	\$3,657	\$8,677	\$0	\$0	\$0	\$0	\$0	\$0	\$12,334

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$62	\$24	\$0	\$0	\$0	\$0	\$0	\$0	\$86
30-Final Design+Specifications	54	0	0	0	0	0	0	0	54
35-Third Party	3,181	8,653	0	0	0	0	0	0	11,834
50-Construction	360	0	0	0	0	0	0	0	360
Total	\$3,657	\$8,677	\$0	\$0	\$0	\$0	\$0	\$0	\$12,334

<b>Project Risk Assessment</b>
Project risk is low as Sound Transit's shared contributions will be determined based on agreements with other One Center City partners.

<b>700736</b>	<b>Union Station Garden Level Remodel</b>	<b>Managed by: Operations</b>
---------------	---	-----------------------------------

Renovate Union Station's Garden Level: convert cubicle space from 8X8 to 6X8 configuration, add 7 enclosed offices, relocate 3 offices, create a new mailroom, install new carpet, purchase and install 132 cubicles, and install new data cabling to support additional staff and consultants.

Changes to authorized project allocation since 2018: None.

Budget year activities: Furniture reconfiguration and minor renovations.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$1,854	2018 : 2017	2018 Cost Estimate: N/A
2019 TIP: \$1,854	2019 : 2019	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Systemwide	\$1,700	\$154	\$0	\$0	\$0	\$0	\$0	\$0	\$1,854
Total	\$1,700	\$154	\$0	\$0	\$0	\$0	\$0	\$0	\$1,854

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$3	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3
30-Final Design+Specifications	21	0	0	0	0	0	0	0	21
50-Construction	1,677	154	0	0	0	0	0	0	1,831
Total	\$1,700	\$154	\$0	\$0	\$0	\$0	\$0	\$0	\$1,854

<b>Project Risk Assessment</b>
N/A.

**7X753**

**Bike Locker Program**

**Managed by: PEPD**

Install new bicycle parking at various Sounder commuter rail, ST Express bus, and Link light rail stations. In addition, project-funded design and construction of a bicycle plaza adjacent to the light rail Columbia City station. In King County, Sound Transit will add bicycle parking spaces at six light rail and commuter rail stations (Tukwila Station, Kent Station, Auburn Station, Columbia City Station, Othello Station, and Rainier Beach Station). In Pierce County, Sound Transit will expand secured bicycle parking at Puyallup and Sumner Stations. The project will also add benches, lighting, signage, and other pedestrian and bicycle amenities at the commuter rail stations.

Changes to authorized project allocation since 2018: Reduced by \$112 thousand to close project and removing surplus fund.

Budget year activities: Project closeout.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$1,355	2018 :	2017	2018 Cost Estimate:	N/A
2019 TIP:	\$1,243	2019 :	2018	2019 Cost Estimate:	N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$37	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$37
North King	613	0	0	0	0	0	0	0	613
South King	344	0	0	0	0	0	0	0	344
East King	19	0	0	0	0	0	0	0	19
Pierce	230	0	0	0	0	0	0	0	230
<b>Total</b>	<b>\$1,243</b>	<b>\$0</b>	<b>\$1,243</b>						

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$306	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$306
30-Final Design+Specifications	98	0	0	0	0	0	0	0	98
40-Row Acquisition+Permits	13	0	0	0	0	0	0	0	13
50-Construction	825	0	0	0	0	0	0	0	825
<b>Total</b>	<b>\$1,243</b>	<b>\$0</b>	<b>\$1,243</b>						

**Project Risk Assessment**

N/A.
------

**804100 Transit Oriented Development Property Disposition Managed by: PEPD**

Provide planning and technical assistance to local jurisdictions and Sound Transit (ST) project teams to help identify and shape transit oriented development and joint development opportunities. Dispose of properties that have been declared surplus and are suitable for transit oriented development based on size and proximity to ST transit services.

Changes to authorized project allocation since 2018: None.

Budget year activities: Assess joint development and public/private or public/public partnerships opportunities to develop Sound Transit owned sites near transit stations.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$11,615	2018 :	2023	2018 Cost Estimate:	N/A
2019 TIP:	\$11,615	2019 :	2019	2019 Cost Estimate:	N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$5,440	\$1,625	\$1,900	\$2,441	\$0	\$0	\$0	\$209	\$11,615
Total	\$5,440	\$1,625	\$1,900	\$2,441	\$0	\$0	\$0	\$209	\$11,615

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,701	\$300	\$300	\$159	\$0	\$0	\$0	\$85	\$2,546
20-Prelim Engineering/Env Review	0	0	50	444	0	0	0	0	494
40-Row Acquisition+Permits	3,735	1,325	1,550	987	0	0	0	117	7,715
50-Construction	4	0	0	850	0	0	0	6	860
Total	\$5,440	\$1,625	\$1,900	\$2,441	\$0	\$0	\$0	\$209	\$11,615

Project Risk Assessment
N/A.



**2019 Cashflow by Subarea**  
(in thousands)

State of Good Repair  
ALL MODES

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
1 - Snohomish	27,372	8,165	907	3,498	628	575	65	0	41,210
2 - North King	7,656	5,605	4,526	1,142	1,077	1,457	1,206	1,064	23,733
3 - South King	29,379	11,450	4,053	4,449	2,628	2,451	471	372	55,254
4 - East King	62,588	18,579	395	7,436	141	122	95	0	89,356
5 - Pierce	45,480	18,448	2,457	6,120	1,670	1,459	190	0	75,824
6 - Systemwide	468	5,135	5,213	298	626	482	606	3,076	15,905
<b>Total</b>	<b>\$172,944</b>	<b>\$67,383</b>	<b>\$17,552</b>	<b>\$22,943</b>	<b>\$6,769</b>	<b>\$6,546</b>	<b>\$2,633</b>	<b>\$4,512</b>	<b>\$301,282</b>

**2019 Cashflow by Phase**  
(in thousands)

Phase # and Description	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
01-Operation+Maintenance	0	270	270	220	220	0	0	0	980
09-Admin Capital	2,404	1,806	272	360	304	137	27	294	5,603
10-Agency Administration	1,043	251	254	0	0	0	0	43	1,590
20-Prelim Engineering/Env Review	194	0	0	0	0	0	0	0	194
30-Final Design+Specifications	445	34	0	0	0	0	0	0	480
35-Third Party	0	150	0	0	0	0	0	0	150
50-Construction	21,517	16,444	10,265	2,588	2,368	2,824	2,606	4,176	62,787
55-Construction Services	117	60	155	0	0	0	0	0	332
70-Vehicles	153,481	53,586	9,602	19,775	3,877	3,585	0	0	243,907
<b>Total</b>	<b>\$179,201</b>	<b>\$72,601</b>	<b>\$20,818</b>	<b>\$22,943</b>	<b>\$6,769</b>	<b>\$6,546</b>	<b>\$2,633</b>	<b>\$4,512</b>	<b>\$316,023</b>

**400046** **Convention Place Development Systems Retrofit** **Managed by: DECM**

Install electrical distribution equipment that is necessary for the operation and integration of the Pine Street facility with the University Link and the Downtown Seattle Transit Tunnel (DSTT). This effort is in support of the deletion of the emergency generator necessary for the Convention Center project.

Changes to authorized project allocation since 2018: Increased by \$0.5 million to account for staffing needs.

Budget year activities: Install electrical distribution equipment in the Convention Place/Pine Street area.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:		Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$2,549	2018 :	2018	2018 Cost Estimate:	N/A
2019 TIP:	\$3,000	2019 :	2021	2019 Cost Estimate:	N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$1,258	\$350	\$1,392	\$0	\$0	\$0	\$0	\$0	\$3,000
Total	\$1,258	\$350	\$1,392	\$0	\$0	\$0	\$0	\$0	\$3,000

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$233	\$120	\$254	\$0	\$0	\$0	\$0	\$0	\$606
30-Final Design+Specifications	37	0	0	0	0	0	0	0	37
50-Construction	871	170	984	0	0	0	0	0	2,025
55-Construction Services	117	60	155	0	0	0	0	0	332
Total	\$1,258	\$350	\$1,392	\$0	\$0	\$0	\$0	\$0	\$3,000

**Project Risk Assessment**

Coordination with Link Operations and King County Metro to avoid impacts to existing DSTT operations will be challenging and may have schedule and cost impacts.

<b>400116</b>	<b>DSTT Capital Improvements</b>	<b>Managed by: DECM</b>
---------------	----------------------------------	-------------------------

A condition assessment is currently being performed in preparation for the transition of the Downtown Seattle Transit Tunnel to Sound Transit ownership and control. This assessment will identify facility issues that negatively affect the customer experience, are not compliant with current building codes, or present safety and security hazards. Issues that may need to be addressed may include but not be limited to rehabilitation of vertical conveyance systems, lighting retrofits, and ingress and egress improvements.

Changes to authorized project allocation since 2018: New project of \$10 million to rehabilitate the downtown Seattle transit tunnel.

Budget year activities: Addressing the vertical conveyance systems, lighting retrofits, and ingress and egress improvements.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$0	2018 : N/A	2018 Cost Estimate: N/A
2019 TIP: \$10,000	2019 : 2020	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Systemwide	\$0	\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$0	\$10,000
Total	\$0	\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$0	\$10,000

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$0	\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$0	\$10,000
Total	\$0	\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$0	\$10,000

<b>Project Risk Assessment</b>
Project risk is medium because the DSTT condition assessment is underway and will be completed in 4Q'18. Project scope and budget will be updated once the condition assessment is completed and reviewed.

<b>600033</b>	<b>Link CCTV System Upgrade</b>	<b>Managed by: Operations</b>
---------------	---------------------------------	-----------------------------------

Upgrade existing Link light rail Closed-Circuit Television (CCTV) NiceVision system at 16 stations and Link Operations and Maintenance Facility with digital cameras to be compatible with the new equipment installed for University Link and South 200th Link extensions.

Changes to authorized project allocation since 2018: None.

Budget year activities: Project closeout.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$3,094	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$3,094	2019 : 2018	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$1,098	\$972	\$0	\$0	\$0	\$0	\$0	\$0	\$2,070
South King	543	481	0	0	0	0	0	0	1,024
Total	\$1,641	\$1,453	\$0	\$0	\$0	\$0	\$0	\$0	\$3,094

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20
30-Final Design+Specifications	50	0	0	0	0	0	0	0	50
50-Construction	1,571	1,453	0	0	0	0	0	0	3,024
Total	\$1,641	\$1,453	\$0	\$0	\$0	\$0	\$0	\$0	\$3,094

Project Risk Assessment
Completion of the project in 2018 requires all stations can be scheduled for installation of a large volume of cameras and integration into the agency CCTV system.

<b>700677</b>	<b>Link Light Rail Vehicle Overhaul</b>	<b>Managed by: Operations</b>
---------------	---	-----------------------------------

Plan and implement a light rail vehicle overhaul program to perform required mid-life maintenance and component overhauls required to keep vehicles in a state of good repair and achieve full life expectancy.

Changes to authorized project allocation since 2018: Increase by \$4.6 million for higher forecasted costs and additional scope.

Budget year activities: Coupler assembly overhaul, power truck overhaul, center truck overhaul, gear unit overhaul, traction motor overhaul, air compressor upgrade, brake overhaul, pantograph overhaul, LED light upgrade, and floor & nose repair

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$10,115	2018 : 2020	2018 Cost Estimate: N/A
2019 TIP: \$14,742	2019 : 2020	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
70-Vehicles	\$6,257	\$5,219	\$3,266	\$0	\$0	\$0	\$0	\$0	\$14,742
Total	\$6,257	\$5,219	\$3,266	\$0	\$0	\$0	\$0	\$0	\$14,742

<b>Project Risk Assessment</b>
There are both schedule and budget risks: project delays could compromise light rail vehicles state of good repair and availability for use and have an affect on the budget requirements to fund the program.

<b>700682</b>	<b>Tacoma Link HVAC and Building Systems Upgrade</b>	<b>Managed by: Operations</b>
---------------	--	-----------------------------------

The Tacoma Operations and Maintenance Facility (OMF) was constructed approximately 15 years ago, and the HVAC and Building Controls in the building are obsolete and nearing the end of their useful life. This project funds Operations (Facilities) coordination, replacement and upgrade of the original systems during the construction of the Tacoma Link Expansion project.

Changes to authorized project allocation since 2018: None.

Budget year activities: Upgrade the HVAC system.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$400	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$400	2019 : 2019	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$0	\$400	\$0	\$0	\$0	\$0	\$0	\$0	\$400
Total	\$0	\$400	\$0	\$0	\$0	\$0	\$0	\$0	\$400

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
30-Final Design+Specifications	\$0	\$30	\$0	\$0	\$0	\$0	\$0	\$0	\$30
50-Construction	0	370	0	0	0	0	0	0	370
Total	\$0	\$400	\$0	\$0	\$0	\$0	\$0	\$0	\$400

**Project Risk Assessment**

Coordination with the Tacoma Link Expansion project is critical to obtaining an integrated, fully functional building control and HVAC system for the new combined facility.

<b>700695</b>	<b>Access Control Card Upgrade</b>	<b>Managed by: Operations</b>
---------------	------------------------------------	-----------------------------------

Upgrade the existing access control system that manages the secure access to Sound Transit Link facilities. The existing General Electric (GE) Secure Perfect system was installed in 2008 and is no longer supported by GE. A new system will allow for a single access control platform for all of the agency's Link facilities.

Changes to authorized project allocation since 2018: None.

Budget year activities: Completing upgrade of existing access control card system for Link facilities.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$2,264	2018 : 2019	2018 Cost Estimate: N/A
2019 TIP: \$2,264	2019 : 2020	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$514	\$697	\$530	\$0	\$0	\$0	\$0	\$0	\$1,741
South King	154	209	159	0	0	0	0	0	523
Total	\$669	\$907	\$689	\$0	\$0	\$0	\$0	\$0	\$2,264

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$669	\$907	\$689	\$0	\$0	\$0	\$0	\$0	\$2,264
Total	\$669	\$907	\$689	\$0	\$0	\$0	\$0	\$0	\$2,264

<b>Project Risk Assessment</b>
The risk of budget or schedule changes is minimal given the scope of the project.

<b>700704</b>	<b>Link Radio Upgrade</b>	<b>Managed by: Operations</b>
---------------	---------------------------	-----------------------------------

Install upgraded Distributed Antenna System (DAS) in two Link tunnel systems: Downtown Seattle Transit Tunnel and Beacon Hill Tunnel.

Changes to authorized project allocation since 2018: None.

Budget year activities: Project closeout. Testing the system for coverage compliance, adjusting signal levels, and closing the punch list.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline:	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$1,000	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$1,000	2019 : 2019	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$468	\$200	\$0	\$0	\$0	\$0	\$0	\$0	\$668
South King	232	100	0	0	0	0	0	0	332
Total	\$700	\$300	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$80	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$80
20-Prelim Engineering/Env Review	100	0	0	0	0	0	0	0	100
30-Final Design+Specifications	120	0	0	0	0	0	0	0	120
50-Construction	400	300	0	0	0	0	0	0	700
Total	\$700	\$300	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000

<b>Project Risk Assessment</b>
There is a low potential for a radio system failure during the installation of the upgraded system, which would prevent Link operations in the tunnels until fixed.

<b>700705</b>	<b>Link Bridge Repairs</b>	<b>Managed by: Operations</b>
---------------	----------------------------	-----------------------------------

Repair bridge structures within the Tukwila Freeway Route and E-3 Busway segments of the Link light rail alignment to correct areas of deterioration that have developed over time as a result of weather, change of seasons and vibration caused by the operating trains.

Changes to authorized project allocation since 2018: None.

Budget year activities: Select and award contract; contractor to perform necessary repairs of the Link bridge structures.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline:	N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$550	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$550	2019 : 2019	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$90	\$460	\$0	\$0	\$0	\$0	\$0	\$0	\$550
Total	\$90	\$460	\$0	\$0	\$0	\$0	\$0	\$0	\$550

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$15	\$35	\$0	\$0	\$0	\$0	\$0	\$0	\$50
30-Final Design+Specifications	50	0	0	0	0	0	0	0	50
50-Construction	25	425	0	0	0	0	0	0	450
Total	\$90	\$460	\$0	\$0	\$0	\$0	\$0	\$0	\$550

<b>Project Risk Assessment</b>
There is a limited repair window to perform repairs without impacting light rail operations. Effective schedule and efficient execution of repairs is required.

<b>700718</b>	<b>Tacoma Link Light Rail Vehicle Overhaul</b>	<b>Managed by: Operations</b>
---------------	--	-----------------------------------

Maintain, preserve, and extend the life of the Tacoma Link fleet of three light rail vehicles. Repair, replace and overhaul traction motors and trucks, including wheel assemblies and gear boxes for the light rail vehicles per the manufacturer's 375,000 mile overhaul guidelines.

Changes to authorized project allocation since 2018: None.

Budget year activities: Continue overhaul of 5 Tacoma Link light rail vehicle traction motors and trucks.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$731	2018 : 2019	2018 Cost Estimate: N/A
2019 TIP: \$731	2019 : 2019	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$247	\$484	\$0	\$0	\$0	\$0	\$0	\$0	\$731
Total	\$247	\$484	\$0	\$0	\$0	\$0	\$0	\$0	\$731

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
70-Vehicles	\$247	\$484	\$0	\$0	\$0	\$0	\$0	\$0	\$731
Total	\$247	\$484	\$0	\$0	\$0	\$0	\$0	\$0	\$731

<b>Project Risk Assessment</b>
There is a small risk the length of time to perform the overhaul activities could have schedule impacts.

<b>700728</b>	<b>Link Station Braided Tile Replacement</b>	<b>Managed by: Operations</b>
---------------	--	-----------------------------------

Demolition and reinstallation of braided wayfinding tile at five Link light rail stations: Stadium, Sodo, Columbia City, Othello, and Rainier Beach.

Changes to authorized project allocation since 2018: None.

Budget year activities: Replace existing tiles as needed to complete project.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline:	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$435	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$435	2019 : 2019	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$218	\$218	\$0	\$0	\$0	\$0	\$0	\$0	\$435
Total	\$218	\$218	\$0	\$0	\$0	\$0	\$0	\$0	\$435

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$0	\$22	\$0	\$0	\$0	\$0	\$0	\$0	\$22
50-Construction	218	196	0	0	0	0	0	0	413
Total	\$218	\$218	\$0	\$0	\$0	\$0	\$0	\$0	\$435

**Project Risk Assessment**

N/A
-----

<b>700769</b>	<b>Light Rail Vehicle Overhaul</b>	<b>Managed by: DECM</b>
---------------	------------------------------------	-------------------------

Complete repairs of the gear units and traction motors on light rail vehicles (LRVs), and purchase materials, equipment, services, and labor necessary to complete repairs.

Repairs to the LRV fleet were completed in 2016; work to repair spare equipment completed in 2017. Funds cash flowed in 2018 may be surplus budget depending on acceptance after testing.

Changes to authorized project allocation since 2017: None.

Budget year activities: Complete testing of spare traction power motors and gear boxes.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$5,000	2018 : 2016	2018 Cost Estimate: N/A
2019 TIP: \$5,000	2019 : 2017	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$1,214	\$1,004	\$1,127	\$0	\$0	\$0	\$0	\$0	\$3,345
South King	601	497	558	0	0	0	0	0	1,655
Total	\$1,815	\$1,500	\$1,685	\$0	\$0	\$0	\$0	\$0	\$5,000

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
70-Vehicles	\$1,815	\$1,500	\$1,685	\$0	\$0	\$0	\$0	\$0	\$5,000
Total	\$1,815	\$1,500	\$1,685	\$0	\$0	\$0	\$0	\$0	\$5,000

**Project Risk Assessment**

Budget risk remains high given that no agreement regarding the warranty coverage on repairs has been reached between manufacturer, supplier and Sound Transit.

<b>700683</b>	<b>King Street Station Vertical Window Glazing</b>	<b>Managed by: Operations</b>
---------------	--	-----------------------------------

Remove and replace all vertical tempered glass wall panels at the three King Street Station stair towers. The existing glass panels will be replaced with transparent acrylic panels that are significantly stronger than glass and will not shatter in the event of vandalism or other failure.

Changes to authorized project allocation since 2018: None.

Budget year activities: Remove and replace all vertical tempered glass wall panels at the three King Street Station stair towers.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$767	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$767	2019 : 2019	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
South King	\$0	\$767	\$0	\$0	\$0	\$0	\$0	\$0	\$767
Total	\$0	\$767	\$0	\$0	\$0	\$0	\$0	\$0	\$767

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$0	\$767	\$0	\$0	\$0	\$0	\$0	\$0	\$767
Total	\$0	\$767	\$0	\$0	\$0	\$0	\$0	\$0	\$767

**Project Risk Assessment**

The risk is low. This project is not dependent on any other work. It creates a safer passenger environment and maintains passenger station access by eliminating a source of stairwell closures.

<b>700770</b>	<b>Sounder Vehicle Overhaul Program</b>	<b>Managed by: Operations</b>
---------------	---	-----------------------------------

Maintain, preserve, and extend the life of Sounder locomotives and cab car fleet. This program overhauls 11 locomotives of the Sounder fleet while upgrading technologies and emission efficiencies, truck overhauls of cab cars and HVAC upgrades to the same.

Changes to authorized project allocation since 2018: Increased by \$21.1 million to include the 20 year midlife overhaul of 18 cab cars and 40 coach cars.

Budget year activities: Continue locomotive overhaul, including overhauling HVAC, HEP controllers, HEP fans and radiators, car doors, and trucks. Begin coach car overhauls including new car painting, carpet, seats, lighting and lavatory initiatives.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$25,101	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$46,209	2019 : 2023	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$3,160	\$938	\$637	\$573	\$531	\$491	\$0	\$0	\$6,331
South King	12,085	3,589	2,437	2,192	2,032	1,879	0	0	24,213
Pierce	7,818	2,322	1,577	1,418	1,314	1,215	0	0	15,665
Total	\$23,063	\$6,849	\$4,651	\$4,184	\$3,877	\$3,585	\$0	\$0	\$46,209

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$12,233	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,233
70-Vehicles	10,830	6,849	4,651	4,184	3,877	3,585	0	0	33,976
Total	\$23,063	\$6,849	\$4,651	\$4,184	\$3,877	\$3,585	\$0	\$0	\$46,209

<b>Project Risk Assessment</b>
Multiple Sounder vehicles being overhauled or under going major repairs continue to run the risk of cost overruns or schedule delays.

<b>7X701</b>	<b>ST Express Fleet Replacement</b>	<b>Managed by: Operations</b>
--------------	-------------------------------------	-----------------------------------

Funds the bus fleet replacement program for ST Express.

Current Assumptions: FTA guidelines indicate that buses are to be replaced no earlier than either 12 years of service or 500,000 miles. Due to the unique service characteristics of the ST Express fleet, Sound Transit buses typically reach 500,000 miles after only 10 years of operations yet Sound Transit often keeps buses for several years past the minimal deadline. Replacement decisions are informed by specific fleet performance in consultation with our operating partner agencies. During the period from 2017-2022 150 buses will be replaced. The fleet size as of 2017 is 318.

Changes to authorized project allocation since 2018: None.

Budget year activities: Procurement of 25 hybrid, 60-foot replacement buses.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$189,269	2018 : 2021	2018 Cost Estimate: N/A
2019 TIP: \$189,269	2019 : 2021	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$23,609	\$6,958	\$0	\$2,744	\$0	\$0	\$0	\$0	\$33,311
South King	13,548	3,993	0	1,575	0	0	0	0	19,116
East King	61,705	18,186	0	7,172	0	0	0	0	87,064
Pierce	35,279	10,398	0	4,101	0	0	0	0	49,778
Total	\$134,142	\$39,535	\$0	\$15,592	\$0	\$0	\$0	\$0	\$189,269

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$47	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$47
70-Vehicles	134,095	39,535	0	15,592	0	0	0	0	189,222
Total	\$134,142	\$39,535	\$0	\$15,592	\$0	\$0	\$0	\$0	\$189,269

<b>Project Risk Assessment</b>
Budget risk is a concern as the cost estimates and vehicle types are annually reviewed as replacements are identified and the agency adopts on-board technologies to be included in future replacements.
Bus Base capacity issues with our service partners, particularly KCM, is a risk to the timing of bus delivery.

<b>700716</b>	<b>Othello Traction Power Sub-station Parking Lot</b>	<b>Managed by: Operations</b>
---------------	---	-----------------------------------

Install concrete parking lot, concrete curb on the north property line, fencing and gating surrounding the lot, demolish part of the CMU wall surrounding the TPSS, and add lighting for the parking area. Budget in 2019 is considered surplus

Changes to authorized project allocation since 2018: None.

Budget year activities: Project closeout.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$379	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$455	2019 : 2018	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$291	\$13	\$0	\$0	\$0	\$0	\$0	\$0	\$304
South King	144	7	0	0	0	0	0	0	151
Total	\$435	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$455

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$117	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$117
50-Construction	318	20	0	0	0	0	0	0	338
Total	\$435	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$455

Project Risk Assessment
N/A.

<b>700771</b>	<b>Station Midlife Refurbishment Program</b>	<b>Managed by: Operations</b>
---------------	--	-----------------------------------

Provide rehabilitation and mid-life maintenance for Sound Transit facilities that have been in service for fifteen years or longer.

Changes to authorized project allocation since 2018: Increased by \$1.65 million. \$668 thousand due to higher costs to replace existing deteriorated Tukwila International Blvd Station bus loop and \$980 thousand to establish four year program to refurbish and enhance the 28 elevators at Sounder Stations, Transit Centers, Parking Garages, and Union Station to improve the reliability & performance of our conveyances.

Budget year activities: Rehabilitate Tukwila International Blvd Station bus loop and begin a four year program to refurbish and enhance the 28 elevators deployed at the Sounder Stations, Transit Centers, Parking Garages, and Union Station

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$1,695	2018 :	2018	2018 Cost Estimate:	N/A
2019 TIP:	\$3,344	2019 :	2019	2019 Cost Estimate:	N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
South King	\$741	\$1,015	\$180	\$147	\$147	\$0	\$0	\$0	\$2,230
Pierce	370	507	90	73	73	0	0	0	1,113
Total	\$1,112	\$1,522	\$270	\$220	\$220	\$0	\$0	\$0	\$3,344

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
01-Operation+Maintenance	\$0	\$270	\$270	\$220	\$220	\$0	\$0	\$0	\$980
10-Agency Administration	8	0	0	0	0	0	0	0	8
50-Construction	1,104	1,252	0	0	0	0	0	0	2,356
Total	\$1,112	\$1,522	\$270	\$220	\$220	\$0	\$0	\$0	\$3,344

Project Risk Assessment
Undefined scope of work at the various station locations could affect both the budget and schedule.

<b>7X356</b>	<b>Tacoma Dome Station</b>	<b>Managed by: Operations</b>
--------------	----------------------------	-----------------------------------

Provide financial support to address major maintenance requirement at Tacoma Dome Station per agreement with Pierce Transit.

Changes to authorized project allocation since 2018: None.

Budget year activities: Provide cost share if Pierce Transit completes rehabilitation work.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$3,553	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$3,553	2019 : 2019	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$0	\$3,553	\$0	\$0	\$0	\$0	\$0	\$0	\$3,553
Total	\$0	\$3,553	\$0	\$0	\$0	\$0	\$0	\$0	\$3,553

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$0	\$3,553	\$0	\$0	\$0	\$0	\$0	\$0	\$3,553
Total	\$0	\$3,553	\$0	\$0	\$0	\$0	\$0	\$0	\$3,553

<b>Project Risk Assessment</b>
The agency has agreed to fund a proportional share at completion. The budget represents the share of the cost estimate. It is possible that the agency would be responsible for the same share of cost overruns.

<b>7X740</b>	<b>Small Works Program</b>	<b>Managed by: Operations</b>
--------------	----------------------------	-----------------------------------

Projects completed under the small works program include modification/repairs of operating facilities and systems with an estimated total cost of less than \$200,000 per project. The budget for this program is based on number of sites maintained, age of facilities, and amount of use.

Changes to authorized project allocation since 2018: None.

Budget year activities: Continue work in progress from 2018, establish 2019 project list and deliver projects using traditional procurement methods, Job Order Contracting (JOC) or through internal resources.

Authorized Project Allocation To Date (YOY \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$12,064	2018 : 2023	2018 Cost Estimate: N/A
2019 TIP: \$12,064	2019 : 2024	2019 Cost Estimate: N/A

**Cashflow (YOY \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$604	\$269	\$270	\$181	\$96	\$83	\$65	\$0	\$1,568
North King	697	310	312	208	111	96	75	0	1,810
South King	697	310	312	208	111	96	75	0	1,810
East King	882	393	395	264	141	122	95	0	2,292
Pierce	1,765	786	790	528	282	244	190	0	4,585
Total	\$4,644	\$2,068	\$2,079	\$1,390	\$742	\$642	\$500	\$0	\$12,064

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$531	\$16	\$0	\$0	\$0	\$0	\$0	\$0	\$547
20-Prelim Engineering/Env Review	94	0	0	0	0	0	0	0	94
30-Final Design+Specifications	188	4	0	0	0	0	0	0	193
35-Third Party	0	150	0	0	0	0	0	0	150
50-Construction	3,595	1,897	2,079	1,390	742	642	500	0	10,845
70-Vehicles	236	0	0	0	0	0	0	0	236
Total	\$4,644	\$2,068	\$2,079	\$1,390	\$742	\$642	\$500	\$0	\$12,064

<b>Project Risk Assessment</b>
Project risks are minimal, however, the volume of small works eligible projects and the limits of internal resources could impact the delivery of project requests. Given recent spending, age and growth of the Agency asset base the out years (2019-2023) will require additional financial resources to meet the demand of small works qualified projects.

**870100 Information Technology (IT) Infrastructure Managed by: ITS**

Provide lifecycle maintenance of the IT infrastructure across all Agency and Revenue systems including but not limited to: servers, storage area networks, networking equipment, backend for customer-facing systems (i.e. Video Messaging System) and other computer-based infrastructure, plus enhancements and maintenance for IT network and data security, including firewalls and other related technology systems.

This project encompasses the infrastructure systems for the entirety of the Agency datacenters and network and the backend infrastructure systems for the Link light rail systems, including the SCADA backend systems. The project also includes integration and upgrades of legacy hardware/software at Link light rail stations and control centers with upcoming future light rail expansion.

Changes to authorized project allocation since 2018: Increased by \$7.5 million for increased demand for network based equipment back office support of the expanding asset base of the agency.

Budget year activities: Perform ongoing state of good repair and lifecycle maintenance of agency and operational systems' backend technology infrastructure which includes servers, storage area networks, networking equipment, and other computer-based infrastructure; IT SCADA backend security, and LRV wireless network.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$5,743	2018 :	2023	2018 Cost Estimate:	N/A
2019 TIP:	\$13,243	2019 :	2025	2019 Cost Estimate:	N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$1,810	\$1,381	\$1,165	\$933	\$966	\$1,360	\$1,131	\$1,064	\$9,810
South King	633	483	408	327	338	476	396	372	3,433
Total	\$2,443	\$1,864	\$1,572	\$1,260	\$1,304	\$1,837	\$1,527	\$1,437	\$13,243

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
09-Admin Capital	\$2,404	\$1,806	\$272	\$360	\$304	\$137	\$27	\$294	\$5,603
10-Agency Administration	39	57	0	0	0	0	0	43	139
50-Construction	0	0	1,300	900	1,000	1,700	1,500	1,100	7,500
Total	\$2,443	\$1,864	\$1,572	\$1,260	\$1,304	\$1,837	\$1,527	\$1,437	\$13,243

**Project Risk Assessment**

Potential for risk of increased cost as system expands and integration and support require more resources to meet system compliance standards.

<b>870101</b>	<b>IT Transit Systems</b>	<b>Managed by: ITS</b>
---------------	---------------------------	------------------------

Maintain, upgrade and replace multiple computer and technology-based systems at Sounder stations and ST Express transit centers to keep them safe, secure, and functional for our customers.

Systems maintained include: Sounder Stations & Transit Centers - closed circuit television access control and customer emergency stations; Sounder - passenger information systems, automated passenger counters and variable message signage.

Changes to authorized project allocation since 2018: None.

Budget year activities: Activities will be focused on projects supporting the transit security group and modal operations. We anticipate some small capital purchases of >\$5,000/item as needed.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$5,905	2018 : 2023	2018 Cost Estimate: N/A
2019 TIP: \$5,905	2019 : 2023	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Systemwide	\$468	\$135	\$213	\$298	\$626	\$482	\$606	\$3,076	\$5,905
Total	\$468	\$135	\$213	\$298	\$626	\$482	\$606	\$3,076	\$5,905

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$468	\$135	\$213	\$298	\$626	\$482	\$606	\$3,076	\$5,905
Total	\$468	\$135	\$213	\$298	\$626	\$482	\$606	\$3,076	\$5,905

<b>Project Risk Assessment</b>
Information technology is ever changing and could adversely affect both the cost of the equipment and the availability of the equipment and technology.

**2019 Cashflow by Budget Approval**  
(in thousands)

Administrative  
ALL MODES

Project Number and Name	In Service	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
<b>Program</b>										
0X002 Agency Administration Operating	2041	430,192	80,681	97,821	103,539	105,511	106,848	106,898	107,998	1,139,488
600025 Environmental Mitigation, Monitoring & Maintenance	2030	607	125	5	5	5	5	719	0	1,471
802000 Administrative Capital	2020	13,856	3,433	9,678	4,802	2,167	2,167	2,167	24,014	62,284
803800 Information Technology Program	2023	22,335	4,548	3,128	2,546	2,100	478	0	0	35,136
804500 Surplus Property Disposition	2019	367	115	0	0	0	0	0	226	708
<b>Subtotal</b>		467,358	88,902	110,631	110,892	109,783	109,498	109,783	132,238	1,239,086
<b>Total</b>		\$467,358	\$88,902	\$110,631	\$110,892	\$109,783	\$109,498	\$109,783	\$132,238	\$1,239,086

**2019 Cashflow by Subarea**  
(in thousands)

Administrative  
ALL MODES

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
1 - Snohomish	106	22	1	1	1	1	126	0	257
2 - North King	367	115	0	0	0	0	0	226	708
3 - South King	376	77	3	3	3	3	446	0	912
4 - East King	35	7	0	0	0	0	42	0	86
5 - Pierce	89	18	1	1	1	1	106	0	216
6 - Systemwide	466,384	88,662	110,626	110,887	109,778	109,493	109,064	132,012	1,236,908
<b>Total</b>	<b>\$467,358</b>	<b>\$88,902</b>	<b>\$110,631</b>	<b>\$110,892</b>	<b>\$109,783</b>	<b>\$109,498</b>	<b>\$109,783</b>	<b>\$132,238</b>	<b>\$1,239,086</b>

**2019 Cashflow by Phase**  
(in thousands)

Phase # and Description	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
00-No Phase	0	0	0	0	0	0	429	0	429
09-Admin Capital	32,249	5,842	12,081	6,629	4,027	2,645	2,167	24,014	89,654
10-Agency Administration	432,499	81,863	98,351	103,809	105,511	106,848	106,898	107,998	1,143,777
20-Prelim Engineering/Env Review	2,264	1,098	199	455	245	5	290	0	4,556
40-Row Acquisition+Permits	346	100	0	0	0	0	0	225	672
<b>Total</b>	<b>\$467,358</b>	<b>\$88,902</b>	<b>\$110,631</b>	<b>\$110,892</b>	<b>\$109,783</b>	<b>\$109,498</b>	<b>\$109,783</b>	<b>\$132,238</b>	<b>\$1,239,086</b>

**0X002 Agency Administration Operating Managed by: FIN**

Funds administrative overhead expenses that are charged to capital projects and overhead expenses that are not allocated to either projects or transit operations. Overhead expenses allocated to projects are included in the capitalized cost of the resulting assets. Unallocated overhead expenses are included in general and administrative expenses for the agency.

The agency uses a cost allocation plan approved by the Federal Transit Administration. Use of this approved model makes the majority of indirect project expenses eligible for federal grant funding.

Changes to authorized project allocation since 2018: Increased \$348 million to include ST3 agency admin operating costs.

Budget year activities: Fund department costs allocated to projects as administrative overhead that may be eligible for partial reimbursement from federal grants. Also, fund department costs that are unallocated.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline:	Baseline: 2041	Voter-Approved Cost Estimate: \$791,918
2018 TIP: \$0	2018 : 2023	2018 Cost Estimate: \$791,918
2019 TIP: \$1,139,488	2019 : 2041	2019 Cost Estimate: \$791,918

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Systemwide	\$430,192	\$80,681	\$97,821	\$103,539	\$105,511	\$106,848	\$106,898	\$107,998	\$1,139,488
Total	\$430,192	\$80,681	\$97,821	\$103,539	\$105,511	\$106,848	\$106,898	\$107,998	\$1,139,488

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$430,192	\$80,681	\$97,821	\$103,539	\$105,511	\$106,848	\$106,898	\$107,998	\$1,139,488
Total	\$430,192	\$80,681	\$97,821	\$103,539	\$105,511	\$106,848	\$106,898	\$107,998	\$1,139,488

Project Risk Assessment
N/A.

**600025 Environmental Mitigation, Monitoring & Maintenance Managed by: PEPD**

Monitor and maintain post-construction environmental mitigation including wetland hydrology, plant establishment, and other site features. Duration depends upon permit conditions and may be 10 years or may last for the life of the property.

Changes to authorized project allocation since 2018: None

Budget year activities: Monitor and maintain mitigation maintenance activities at Tacoma Trestle, Tukwila and McKinley Park transit centers.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$1,471	2018 :	2030	2018 Cost Estimate:	N/A
2019 TIP:	\$1,471	2019 :	2030	2019 Cost Estimate:	N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$106	\$22	\$1	\$1	\$1	\$1	\$126	\$0	\$257
South King	376	77	3	3	3	3	446	0	912
East King	35	7	0	0	0	0	42	0	86
Pierce	89	18	1	1	1	1	106	0	216
Total	\$607	\$125	\$5	\$5	\$5	\$5	\$719	\$0	\$1,471

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
00-No Phase	\$0	\$0	\$0	\$0	\$0	\$0	\$429	\$0	\$429
20-Prelim Engineering/Env Review	607	125	5	5	5	5	290	0	1,042
Total	\$607	\$125	\$5	\$5	\$5	\$5	\$719	\$0	\$1,471

Project Risk Assessment
N/A.

<b>802000</b>	<b>Administrative Capital</b>	<b>Managed by: FIN</b>
---------------	-------------------------------	------------------------

Funds capital expenditures for administrative assets that support agency staff, including administrative facilities, non-revenue administrative fleet, office equipment, space planning, and furnishings.

Changes to authorized project allocation since 2017: None.

Budget year activities: Procure and replace eight non-revenue administrative vehicles, replace variable air exchangers and HVAC compressor at Union Station, and procure furnishings for additional leased space to accommodate growth.

Authorized Project Allocation To Date (YOE \$000s)	Completion Schedule	Financial Plan Project Estimate (2018 \$000s)
Baseline: \$0	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$17,284	2018 : 2023	2018 Cost Estimate: N/A
2019 TIP: \$62,284	2019 : 2020	2019 Cost Estimate: N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Systemwide	\$13,856	\$3,433	\$9,678	\$4,802	\$2,167	\$2,167	\$2,167	\$24,014	\$62,284
Total	\$13,856	\$3,433	\$9,678	\$4,802	\$2,167	\$2,167	\$2,167	\$24,014	\$62,284

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
09-Admin Capital	\$13,849	\$3,248	\$9,678	\$4,802	\$2,167	\$2,167	\$2,167	\$24,014	\$62,092
10-Agency Administration	7	185	0	0	0	0	0	0	192
Total	\$13,856	\$3,433	\$9,678	\$4,802	\$2,167	\$2,167	\$2,167	\$24,014	\$62,284

<b>Project Risk Assessment</b>
N/A

**803800 Information Technology Program Managed by: ITS**

Support agencywide hardware and software infrastructure, develop and implement technology solutions to improve administrative efficiency through 2023.

Changes to authorized project allocation since 2017: Increased by \$2.9 million.

Budget year activities: Implement the agency's enterprise asset management system, maintain agency IT infrastructure, implement information security controls, replace eBid (vendor solicitation) system, and develop a business intelligence program.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$35,136	2018 :	2023	2018 Cost Estimate:	N/A
2019 TIP:	\$35,136	2019 :	2023	2019 Cost Estimate:	N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Systemwide	\$22,335	\$4,548	\$3,128	\$2,546	\$2,100	\$478	\$0	\$0	\$35,136
Total	\$22,335	\$4,548	\$3,128	\$2,546	\$2,100	\$478	\$0	\$0	\$35,136

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
09-Admin Capital	\$18,400	\$2,594	\$2,403	\$1,827	\$1,861	\$478	\$0	\$0	\$27,562
10-Agency Administration	2,279	981	530	269	0	0	0	0	4,060
20-Prelim Engineering/Env Review	1,656	973	194	450	240	0	0	0	3,514
Total	\$22,335	\$4,548	\$3,128	\$2,546	\$2,100	\$478	\$0	\$0	\$35,136

**Project Risk Assessment**

Future year forecasts reflect initial planning estimates so costs are subject to change. Schedules are dependent on staff capacity and the specific application or approach selected.

**804500** **Surplus Property Disposition** **Managed by: DECM**

Prepare surplus properties for sale that due to their size or location do not lend themselves to Transit-Oriented Development (TOD) opportunities. Surplus properties represent remnant properties that may have been used during construction or were acquired and no longer needed for transit use.

Changes to authorized project allocation since 2018: Moved \$21,707 from the ROW phase to the Admin phase.

Budget year activities: Prepare surplus properties for sale.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$708	2018 :	2019	2018 Cost Estimate:	N/A
2019 TIP:	\$708	2019 :	2019	2019 Cost Estimate:	N/A

**Cashflow (YOE \$000s)**

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$367	\$115	\$0	\$0	\$0	\$0	\$0	\$226	\$708
Total	\$367	\$115	\$0	\$0	\$0	\$0	\$0	\$226	\$708

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$21	\$15	\$0	\$0	\$0	\$0	\$0	\$0	\$36
40-Row Acquisition+Permits	346	100	0	0	0	0	0	225	672
Total	\$367	\$115	\$0	\$0	\$0	\$0	\$0	\$226	\$708

**Project Risk Assessment**

N/A.
------







Union Station | 401 S. Jackson St., Seattle, WA 98104-2826  
1-800-201-4900 | TTY Relay: 711 | [soundtransit.org](http://soundtransit.org)

Sound Transit plans, builds and operates regional transit systems and services to improve mobility for Central Puget Sound.