

2019 *Financial Plan & Adopted Budget*



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March 2019

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

During the last year we have built on past successes while changing how Sound Transit does business in order to ensure continued success for years to come. In July 2018, we introduced a new mission statement: **“We are connecting more people to more places.”** A diverse group of employees helped to select a set of core values 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 commitment to our customers and the many communities we serve. These values will center everything we do. Through them we will deliver the voter-approved transit plans, collaborate with jurisdictions earlier in our processes, maintain high integrity and quality standards, streamline internal procedures, and keep focusing on our customers.

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 adopted 2019 budget reflects that we will:

- Begin construction on the Lynnwood Extension;
- Begin project development for the Sounder South Capacity Expansion Program;
- Improve facilities and access at Sounder stations in Kent, Auburn, Sumner, Puyallup, Mukilteo and Edmonds;
- Award design-build contracts and continue acquiring property for the Federal Way and Downtown Redmond Link extensions;
- Select a preferred alternative for the Tacoma Dome Link and West Seattle and Ballard Link extensions and begin the environmental process;
- Continue design and planning for the Tacoma Dome Link Extension and bus rapid transit on I-405 and SR 522.

All of this will occur while continuing heavy civil construction on the Northgate and East Link extensions, investing in system enhancements, and beginning to receive and commission new light rail vehicles.

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.

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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 bring 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

- On December 19, the Federal Transit Administration (FTA) executed a \$1.17 billion Full Funding Grant Agreement for the Lynnwood Link Extension. Additionally, the U.S. Department of Transportation's Build America Bureau executed a \$658 million low-interest loan that will save taxpayers an expected \$200 to \$300 million in interest costs.
- The FTA awarded \$75 million through the Small Starts program to the Hilltop Tacoma Link Extension, which completes the project's financing. Construction began in November, and the extension will open in 2022.
- As part of the System Expansion Implementation Plan, Sound Transit has established four Elected Leadership Groups (ELGs) that make key early recommendations about capital projects. ELG members represent diverse communities and include board members and other elected officials.
- In just 15 months, and five months ahead of schedule, Sound Transit completed excavating the tunnel that will connect the East Main and Bellevue Downtown stations when East Link opens 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. Unlike the rest of the project, which is mostly invisible to the public, everyone can see the elevated Northgate Station dramatically taking shape.
- The Board kicked off project development and public outreach for **Stride** bus rapid transit on I-405 and SR 522. These BRT lines will provide fast, reliable service in Snohomish and King Counties, connecting to Link light rail in Lynnwood, Shoreline, Bellevue, and Tukwila.
- Sound Transit successfully "post-tensioned" the I-90 floating bridge to prepare the structure for light rail trains.
- 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, cost-effective, and ensure that taxpayers receive the best value for their tax dollars.
- Sound Transit's newly-established Office of Equal Employment Opportunity, Equity, and Inclusion ramped up quickly. The office launched five employee resource groups, rolled out new training curricula, and partnered with other agencies and organizations to sponsor key cultural events throughout the region.
- As ridership continued to hit record highs with nearly 50 million riders, the agency hired its first Chief Customer Experience Officer.
- Sound Transit completed the first Sound Transit 3 (ST3) project by constructing the bus-on-shoulder project in Snohomish County.
- The agency launched a new mobile-friendly website, on-demand bike locker program, and HOV and SOV permits for some of our parking facilities.

2019 Look Ahead

Focus on expanding regional light rail system

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.

Spending for the Sound Transit 2 (ST2) plan peaks in 2019, with the majority of the budget spent on construction for the Northgate, Hilltop Tacoma Link and East Link extensions. 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 came in above 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.

Both the West Seattle and Ballard Extensions and the Tacoma Dome Link Extension will continue planning and environmental review work. The Hilltop Tacoma Link Extension will continue 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 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 8.4 percent higher overall than 2018, driven by a forecasted increase of 16.3 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 comprehensive 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 and operating spending plans for 2019.

Bus Rapid Transit (BRT) Projects ramping up

Both the I-405 and SR 522/NE 145th BRT projects will continue project development work. In 2019, we will begin rebuilding the NE 44th 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 Adopted Budget and Transit Improvement Plan along with the Long-Range Financial Plan in a single volume. We hope that merging and standardizing the presentation of all three 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 \$356.5 million or 17.3 percent higher than the 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 8.7 percent higher than the 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 \$354.4 million is 10.3 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 141 positions in 2018 and has budgeted 118 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 \$157.7 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 civil construction, and intense planning work as we continue building the most ambitious transit system expansion plan in the nation.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**Central Puget Sound Regional Transit
Washington**

For the Fiscal Year Beginning

January 1, 2018

Christopher P. Morill

Executive Director

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Agency 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 42.9 million passengers in 2016; 46.9 million passengers in 2017; and 48.2 million passengers in 2018 on our trains and buses. Our ridership forecast for 2019 is 52.3 million passengers. 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 the 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 King, Pierce, and Snohomish counties.

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. 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. Per the agency's budget policy, the Board must approve budget with a two-thirds majority vote.

There are four Board Committees that provide strategic direction for capital projects, the operation of our trains and buses, and monitor our annual financial reports and external and internal audits. Committees and the Board approve contracts and agreement above the CEO's authorization.

1. Executive
2. Rider Experience and Operations
3. System Expansion
4. Finance and Audit

For more information, please visit soundtransit.org then click on "Get to know us" from the menu.

Our People

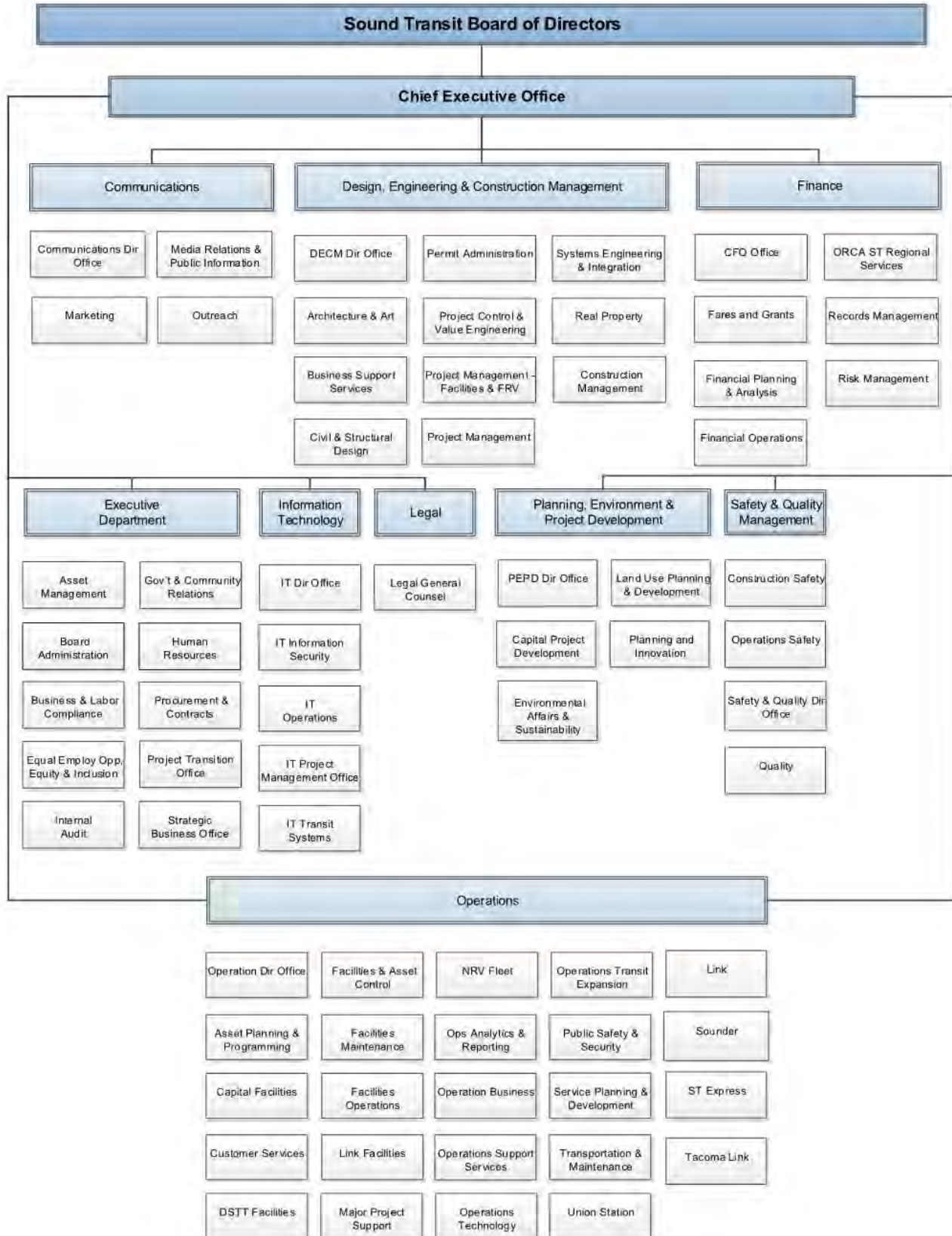
Sound Transit's departments are organized in a way that ensures taxpayer dollars are aligned with our mission to connect more people to more places. An organization chart follows the department descriptions.

- Communications (COM) focuses on marketing and creative services, outreach, and media relations and public information.
- Design, Engineering & Construction Management (DECM) is principally responsible for final design and construction of all major capital projects. DECM supplies professional and technical resources throughout the design and construction phases of each project and also supports the Operations Department in design and delivery of small capital projects for our facilities. The department provides project control and real estate services for the entire agency.
- Executive Department includes the Chief Executive Office as well as Asset Management, Board Administration, Business & Labor Compliance, Government & Community Relations, Human Resources, Equal Employment Opportunity, Equity & Inclusion, Internal Audit, Procurement & Contracts, Project Transition Office, and Strategic Business Office.
- Finance is responsible for all financial activities including financial planning, budgeting, accounting, treasury, revenue collection, grants, records management, and risk management.
- Information Technology (IT) manages the implementation of new technology and maintains our network and software for both transit operations and administrative systems.
- Legal provides analysis and advice on a variety of legal subjects including real estate, labor, environmental, construction, land use, permitting, litigation, contracts, and interagency issues.
- Operations (OPS) oversees transit service, maintenance, and security for Link light rail, Tacoma Link light rail, Sounder commuter rail, ST Express bus, and all Sound Transit facilities. The department also directly operates and maintains Tacoma Link light rail.
- Planning, Environment & Project Development (PEPD) leads the initial project activities that engage the public and inform Board decisions on projects' scope and alignment. Our ST3 planning effort, sustainability, and transit oriented development programs are led by PEPD.
- Safety & Quality Management (SQM) provides systematic and comprehensive oversight, resources, and guidance on the mission critical issues of safety and quality for Sound Transit and the community.

Sound Transit staff celebrate the 2018 Pride Parade.



SOUND TRANSIT ORGANIZATION CHART



Our Key Financial Policies

Sound Transit's financial policies provide the framework for planning, building, and operating the regional transit system for Sound Move, Sound Transit 2 (ST2), and Sound Transit 3 (ST3). Our key policies are outlined below.

Financial Policies

Sound Transit's Financial Policies were amended June 23, 2016. The "Financial Policies reflect Sound Transit's commitment to subarea equity while maintaining the flexibility necessary to manage the financing of the System Plan on a consolidated basis and within legal constraints."

Subarea equity is defined as utilizing local tax revenues for projects and services that provide transportation benefits to the residents and businesses in each of the subareas generally in proportion to the level of revenues each subarea generates. The Sound Transit District is divided into five geographic subareas: Snohomish County, Pierce County, and three subareas within King County – North King County, East King County, and South King County. The regional transit system plan addresses unique needs in each of these subareas.

The policies cover implementation of subarea equity and debt management for current and future phases, as well as asset management and Sound Transit's commitment to invest, maintain, and manage its physical assets and infrastructure. The full document can be found in the Appendices section.

Budgeting Policies

The budget policies, amended July 26, 2018 (Resolution No. R2018-23), outline the contents of the agency's annual budget and the processes for its submittal, adoption, and modification.

Project Management

Sound Transit's project management oversight process is designed around a series of defined milestones that represent key transition and/or decision points in a project's progression through planning and environmental review, design, selection of contract methodology, construction, and transition to operations. Internally, management and staff representatives throughout the agency review all aspects of a project including budget, schedule, risk mitigation, design, and operational startup plans to determine if the project is ready to advance. The process ensures that the Board and public have visibility into project scope, schedule, and budget through routine staff reporting, and it gives the Board control over key project decisions, such as approval of budget, project scope, and schedule.

Basis of Budgeting and Accounting

Sound Transit maintains a financial reporting system that records expenditures on an accrual basis. Budgets are prepared on the same basis with a few exceptions. Tax revenues are recorded on a modified accrual basis. Principal payments on long-term debt are applied to the outstanding liability. Assets that are transferred to another governmental entity are expensed as a donation upon completion.

Balanced Budget

In a situation where Sound Transit's annual revenues are less than annual expenditures, the budget is balanced with a contribution from unrestricted cash balance. Because of Sound Transit's ability to borrow to build capital projects, revenues do not need to equal expenditures.

Enterprise Fund

Sound Transit uses a single or general fund to account and budget for operating and capital transactions. Funds are not segregated for specific purposes.

Financial Plan

Sound Transit maintains a financial plan that projects the total revenues and costs of Sound Move, ST2, and ST3 plans through 2060. The plan is used to verify long-term viability of the programs and confirm the maintenance of subarea equity.

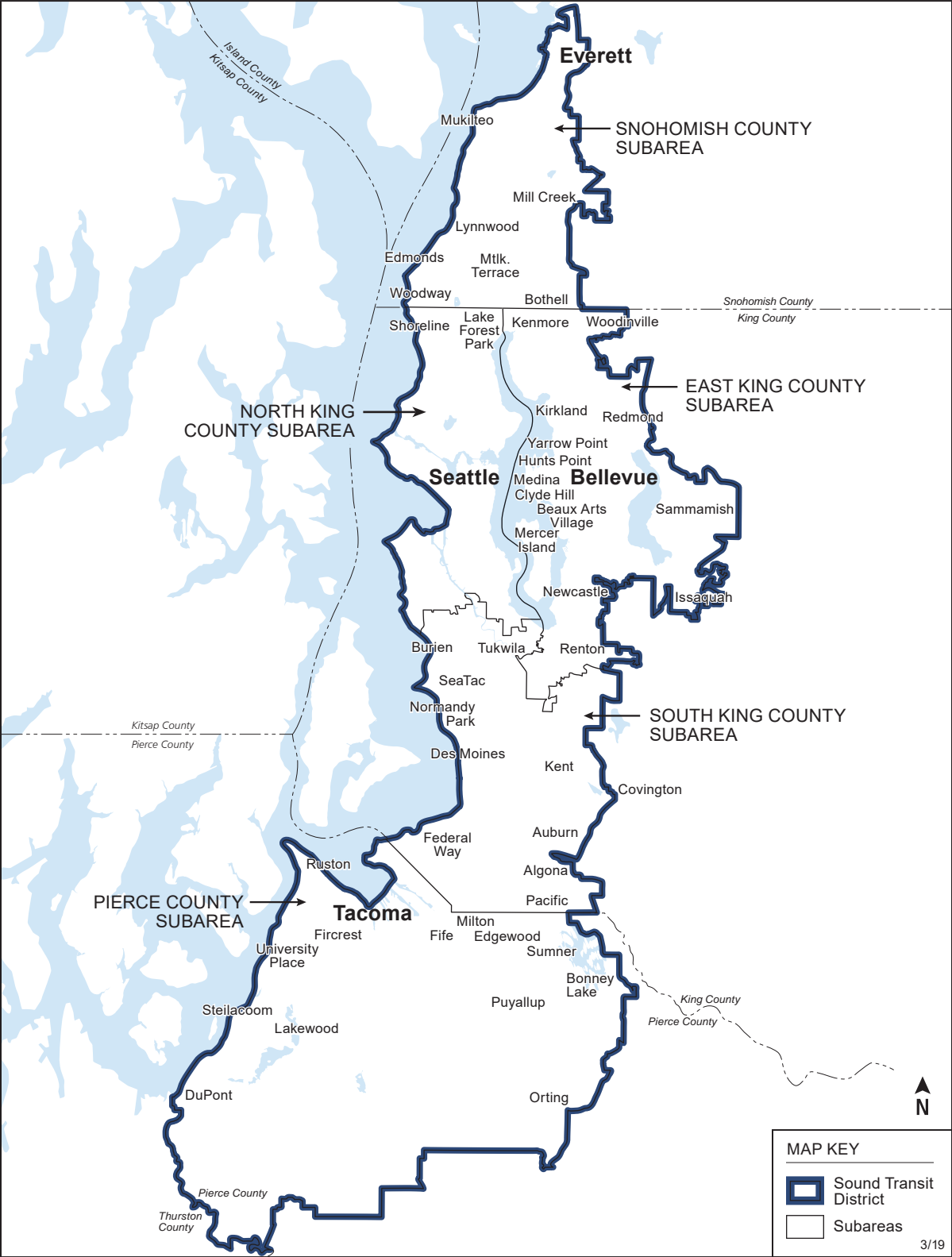
Procurement

Resolution No. R2018-40 updates the Procurement, Agreements and Delegated Authority Policy. Granting the Chief Executive Officer or their delegate the authority to approve transactions of \$5 million or less for competitively procured construction contracts and architectural, engineering services contracts; up to \$2 million or less for approval of competitively-procured materials, technology, and other services contracts; up to \$50 million to standing Board committees; Board approval required for above \$50 million.

The 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



Sound Transit operates in a dynamic, growing, and geographically diverse metropolitan region. The Puget Sound area has long been considered one of America’s best places to live due to its natural beauty, recreational opportunities, ports, proximity to some of the world’s biggest and best companies, research institutes, and world-class universities. We continue to see tremendous job growth, residential and commercial construction, and immigration. Our natural and economic assets will continue to drive population growth and increase pressure on our region’s infrastructure. Sound Transit is working every day to expand the region’s public transportation system and is projected to carry more than 52 million passengers in 2019.

Population and Where We Live

Since 2010, the region has gained more than 440,000 new residents. In 2017, the Central Puget Sound was the fourth fastest growing region in the United States among metro areas above three million in population. (Source: US Census Bureau Population Estimates, July 2017)

- Four counties – King, Kitsap, Snohomish, and Pierce.
- 6,267 square miles – 658 people per square mile.

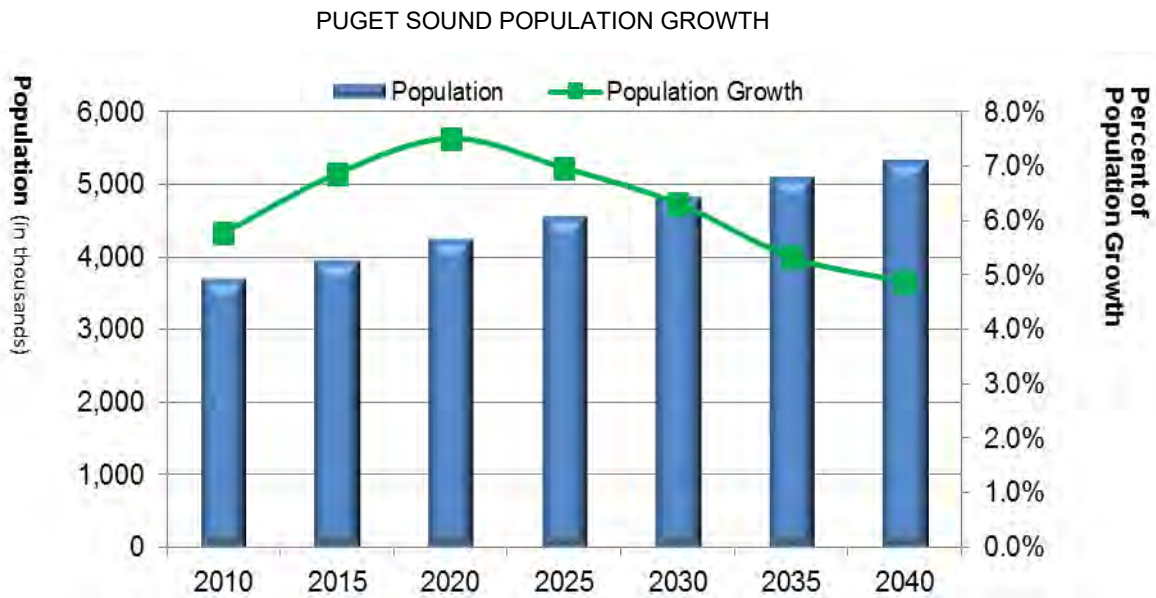
- Sixteenth most populated metro area in the U.S. (Source: U.S. Census Bureau Population Estimates, July 2017)
- 2018 population estimate is 4,122,419; the forecasted 2020 population is 4,240,910. (Source: Puget Sound Regional Macroeconomic Forecast, December 2018)
- Total 2018 employment estimate is 2,297,537 growing to 2,356,277 by 2020. (Source: Puget Sound Regional Macroeconomic Forecast, December 2018)

Traffic

According to 2018 data, Seattle has the fourth worst traffic in the country, based on time lost due to traffic congestion. (Source: INRIX Press Release, February 2019)

Commuting to Work

- 72.0 percent of commuters drive to work alone.
- 11.1 percent carpool to work.
- 10.7 percent use public transportation.
- 6.2 percent bike/walk/other to work. (Source: Puget Sound Trends, PRSC, January 2019)



(Source: Puget Sound Regional Macroeconomic Forecast, December 2018)

Local Economy

Of the large metropolitan areas, those with population greater than two million, the Seattle metro area had the second largest increases in real GDP led by increases in wholesale and retail trade. (Source: U.S Bureau of Economic Analysis, press release, December 2018)

- Eleventh largest economy in the U.S. at \$357 billion Gross Domestic Product (GDP). (Source: Bureau of Economic Analysis, September 2018).
- December 2018 unemployment rate of 3.8 percent. (Source: Employment Security Department, December 2018).

The region has shown a strong recovery from the Great Recession. For 2018 the region was projected to add over 45,000 new jobs to become the ninth consecutive year of job growth, with a projected 357,000 jobs added to the region since 2010. (Source: Bureau of Labor Statistics, December 2018)

Our Business Planning and Reporting

With guidance from the Board, Sound Transit's executive management establishes the agency's objectives and priorities each year. Departments use these to create their own goals and performance measures. Departments also update their business plans which enable us to align resource use with strategic priorities and strengthen collaboration within and across departments. The plans identify issues and opportunities, and specify the resources and inter-departmental support necessary to execute the initiatives and achieve the goals. Business planning is a critical step to building a more strategic and efficient budget.

Each year we set agency milestones to establish accountability in the areas of customer service and communications, asset management, ridership growth, system-expansion planning, major infrastructure projects, and sustainability, including transit oriented development and energy efficiency initiatives. Performance relative to these milestones is reported to the Board.

In close coordination with the agency's budget and long-range financial plan, Sound Transit's Service Planning division prepares a Service Implementation Plan (SIP). The SIP describes service and revisions for the upcoming year and cost estimates for the subsequent five-year period.

Performance relative to the adopted budget is presented to the Finance and Audit Committee and is published in the agency's Quarterly Financial Performance Report. Capital program performance is detailed in the Agency Progress Report.

Strategic Planning and Management

In 2018, Sound Transit updated its mission and values. The agency has created a Values Leadership Council to help promote, instill, celebrate, and live the values. The agency has also developed 2019 Strategic Priorities to drive alignment to the agency's mission.

This year Sound Transit will develop a strategic plan to define how the agency will deliver its mission and the voter-approved system plan. The plan will set Sound Transit's vision for what the agency will look like in five years as it delivers better mobility, high-quality regional connections, and enhanced rider experiences to the region's citizens. Each strategic priority will be driven by five-year outcome-focused targets and measures of success. The agency will also develop implementation plans to cascade the agency's priorities to departments and teams.



Mission: We are connecting more people to more places.

2019 Strategic Priorities

1. We deliver a broad and ambitious array of capital projects simultaneously, and ensure the long-term operation of the system we are building.

Which means we will:

- Be responsible, transparent stewards of public resources.
- Embrace our core values in everything we do, improving efficiency and reducing barriers to delivering quality operations and system expansion programs.
- Ensure long-term agency viability by determining our business model and increasing organizational capacity.

2. We are our riders' regional transit provider, connecting them to where they want to go.

Which means we will:

- Continue to attract ridership by investing in a quality customer experience, ensuring—across modes—that our service is reliable, accessible, clean, secure, and safe.
- Maintain a regional strategy for transit integration, as well as the partnerships to execute it.

3. We ensure the safety of everyone who works for us, our customers, and the communities we serve.

Which means we will:

- Manage hazards by incorporating safety on our vehicles and in our facilities at every stage—planning, design, construction, operations, and maintenance.
- Facilitate a workplace culture that supports and maintains holistic—physical and psychological—safety for everyone who works with and for us.

4. We conduct quality work in a sustainable and equitable manner in order to enhance the natural and human environment for decades to come.

Which means we will:

- Keep our commitments to support smart regional growth, foster transit-oriented development and improved transit access, design and build greener projects, and operate our fleets and facilities more efficiently.
- Ensure that equity informs the full-range of decisions that drive the agency's work, including employment practices, community engagement, small and disadvantaged business enterprise utilization, procurement, and policy development.

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.

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 Lynnwood Link and University Link FFGA and five TIFIA Loans (East Link, Northgate, and Operations and Maintenance Facility East, Lynnwood Link and Federal Way Link Extensions).

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.

Seattle Space Needle





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



Long-Range Financial Plan

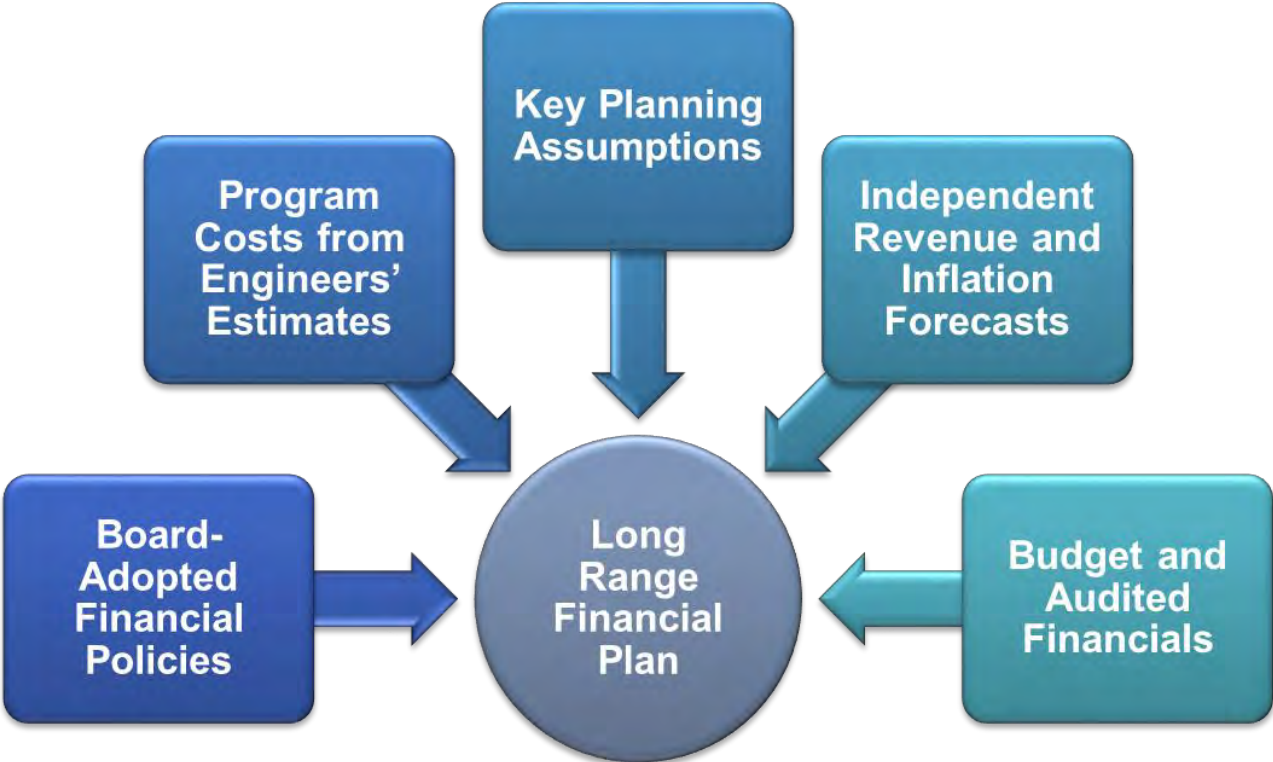
Sound Transit's Long-Range Financial Plan (LRFP) reflects the agency's mission to implement affordable high-capacity transit programs approved by voters in 1996 (Sound Move), 2008 (ST2), and 2016 (ST3). The LRFP assumes completion of all affordable capital projects by 2041 and provides sufficient funding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

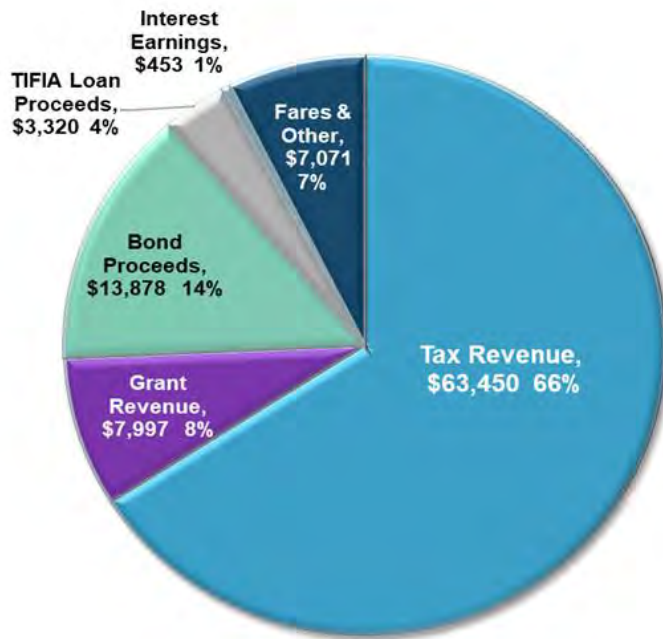
KEY ELEMENTS OF THE LONG-RANGE FINANCIAL PLAN



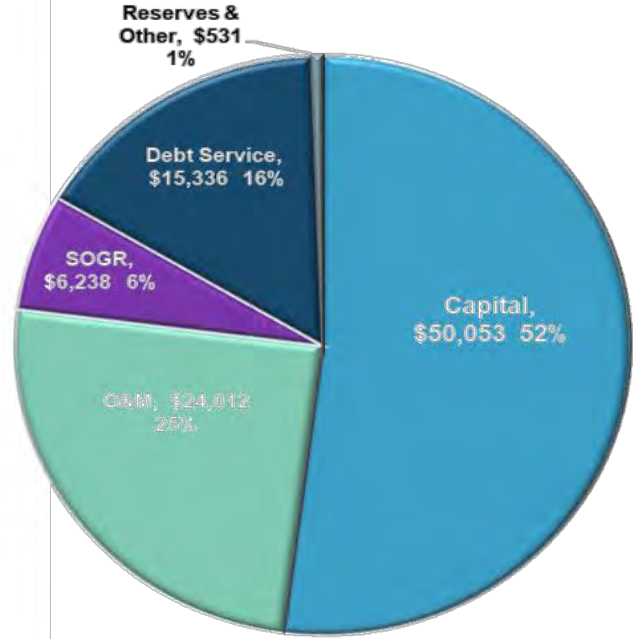
Sources and Uses

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.

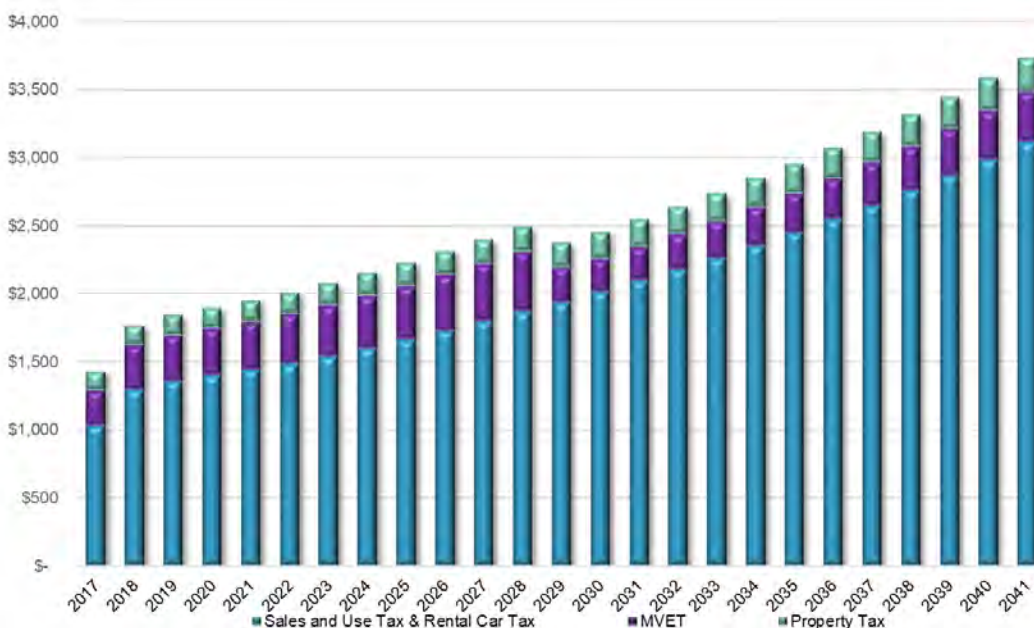
The property tax revenue base forecast, provided by an independent consulting firm, projects the growth of assessed value for both existing property and new construction within the Sound Transit district. The forecast relies upon a statistical forecasting model, based upon a regression analysis, which 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 2028).
- 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.

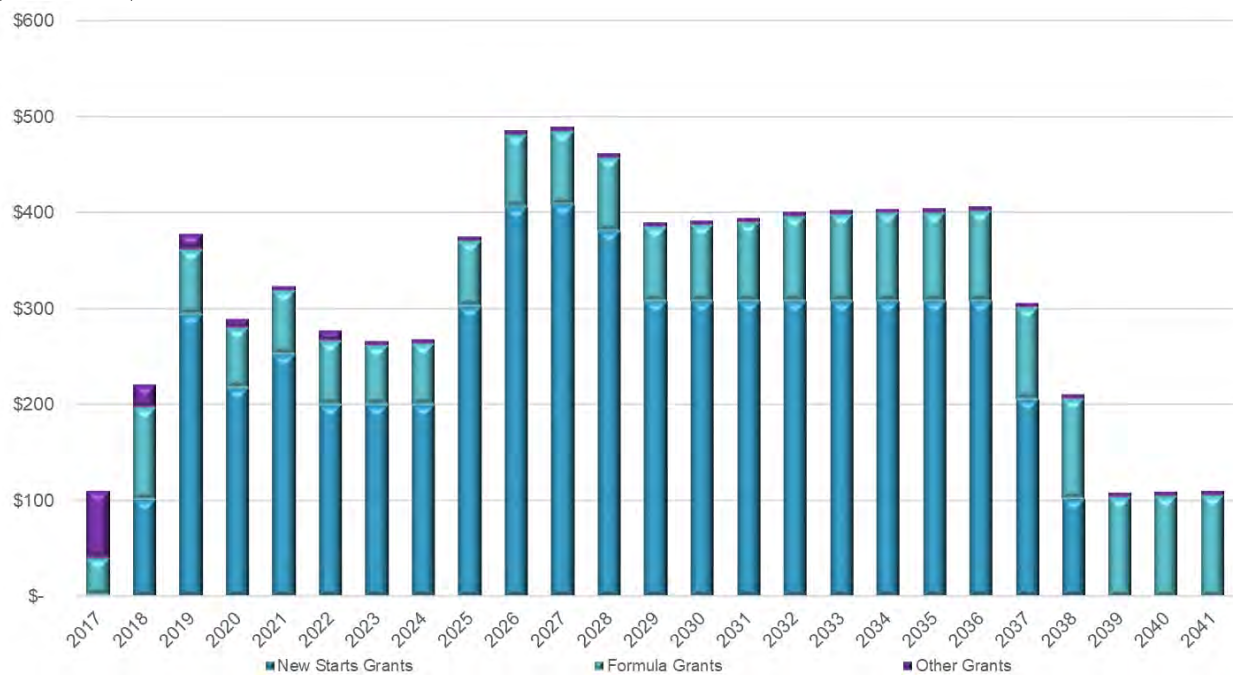
To prepare for anticipated Full Funding Grant Agreements FFGA (Section 5309 New Starts funds) for Lynnwood Link and Federal Way Link, Sound Transit has reserved 100 percent of the non-Section 5309 New Starts capital funds in the LRFPS specifically for those projects.

Assumptions:

- Sound Transit projected 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
(YOE\$ in millions)



Ridership and Fare Revenue

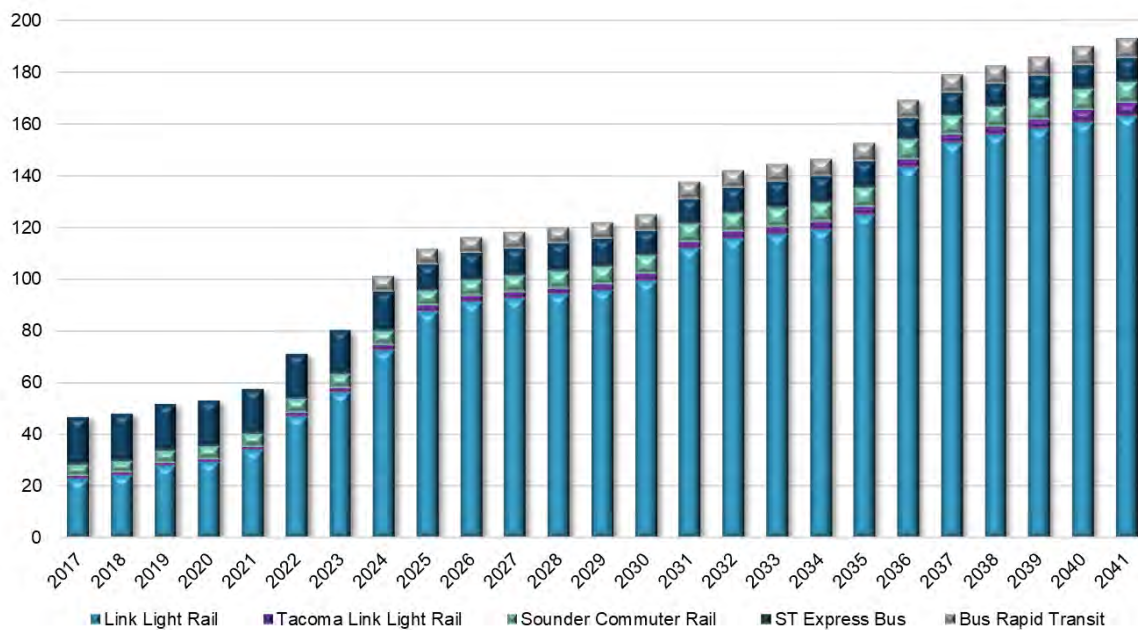
Fare revenues are a product of transit ridership and fare prices. Ridership, in turn, is a result of transit service provided, as well as a number of other factors. In the near term, ridership can be estimated based on past trends and the amount of transit service to be provided (e.g., routes, service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

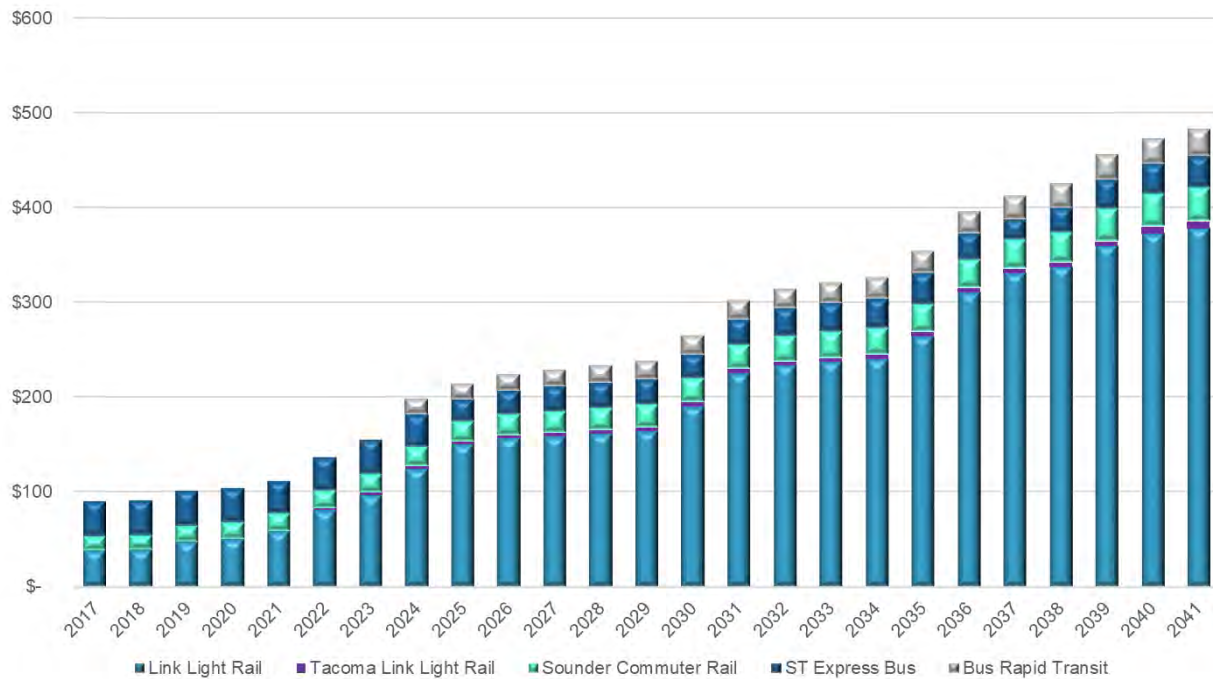
Assumptions:

- 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
(YOE\$ 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.

Downtown Bellevue Tunnel



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:

- 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;

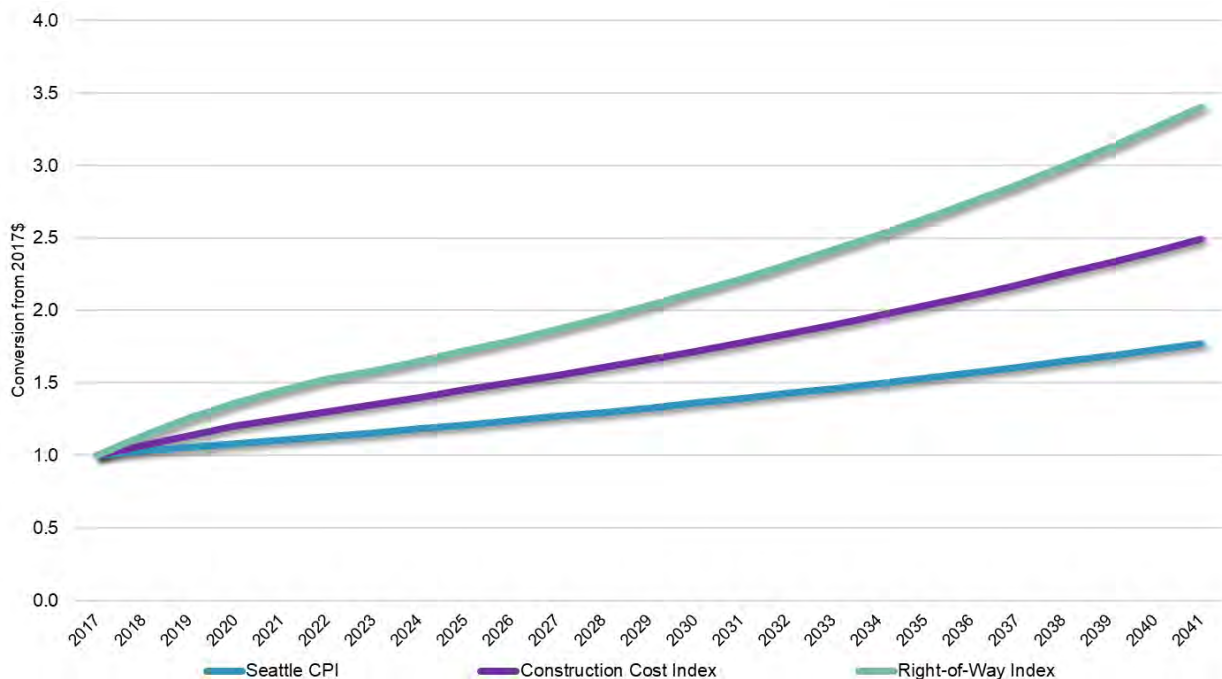
- Construction Cost Index (CCI) is applied to construction-related elements of the capital program (including state of good repair), and a Seattle-area forecast of the CCI index is prepared for Sound Transit by an independent consultant;
- Right-Of-Way Index (ROWI) forecast is applied to property acquisition 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 – CONVERSION FROM 2017\$



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.

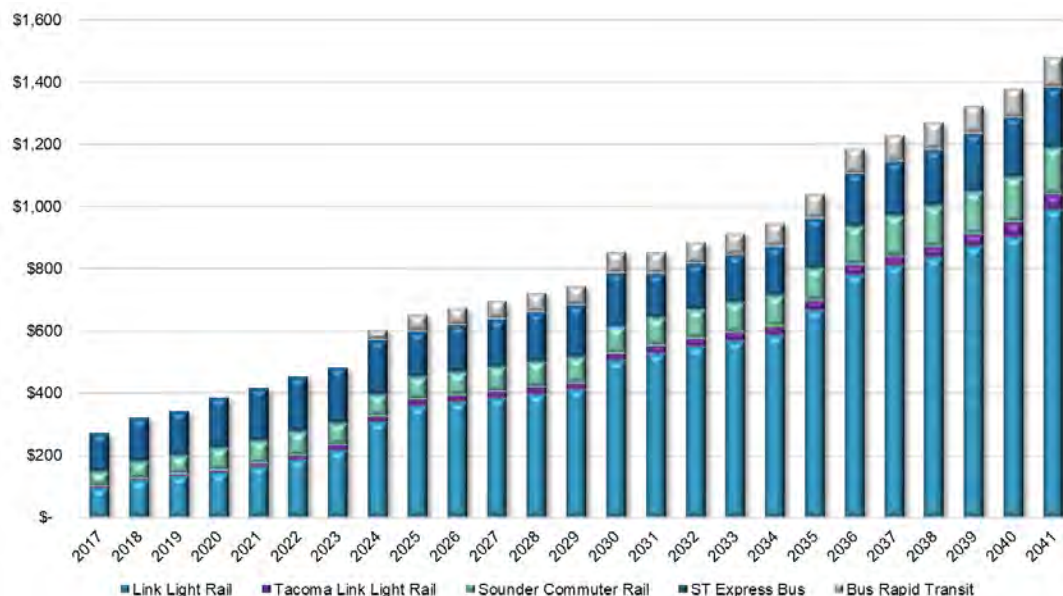
Non-labor operating costs are inflated using the Consumer Price Index (CPI-U Seattle). Labor costs are inflated using CPI-U Seattle increased by ten basis points. Some purchased transportation costs are inflated at a higher rate based on historical experience or known contract increases.

Systemwide O&M Costs

Other operating costs not related to transit modes 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.

OPERATIONS AND MAINTENANCE COSTS BY MODE 2017 -- 2041
(YOE\$ in millions)



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).

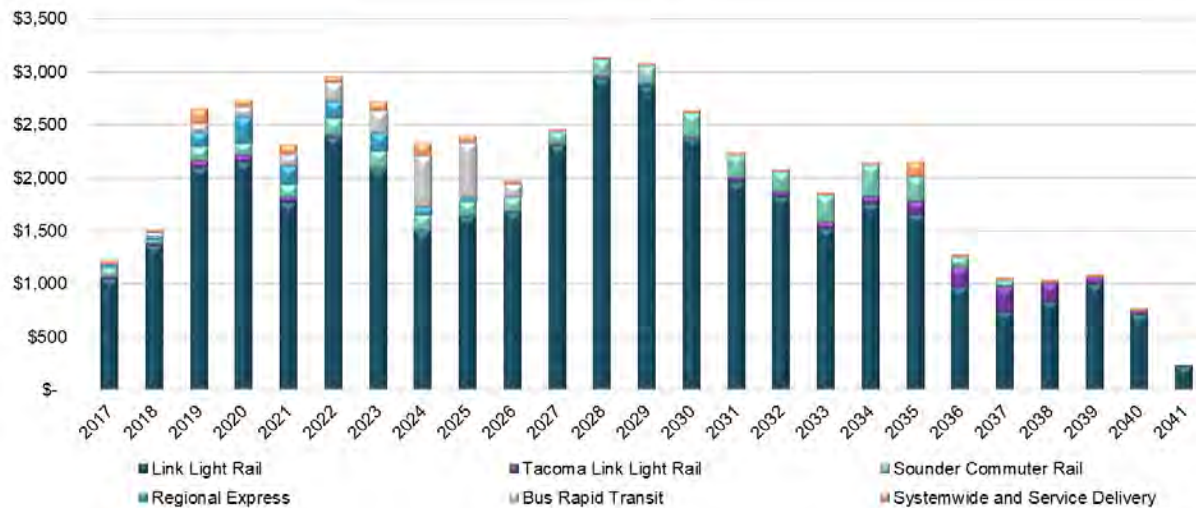
For system expansion projects that do not have a baseline budget, future expenditures are forecasted by inflating the voter-approved cost using Sound Transit inflation indices and an internal cash flow methodology. This is an estimate of the capital cost for each project until the Board establishes the 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.

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.

CAPITAL EXPENDITURES BY MODE 2017 -- 2041
(YOE\$ in millions)



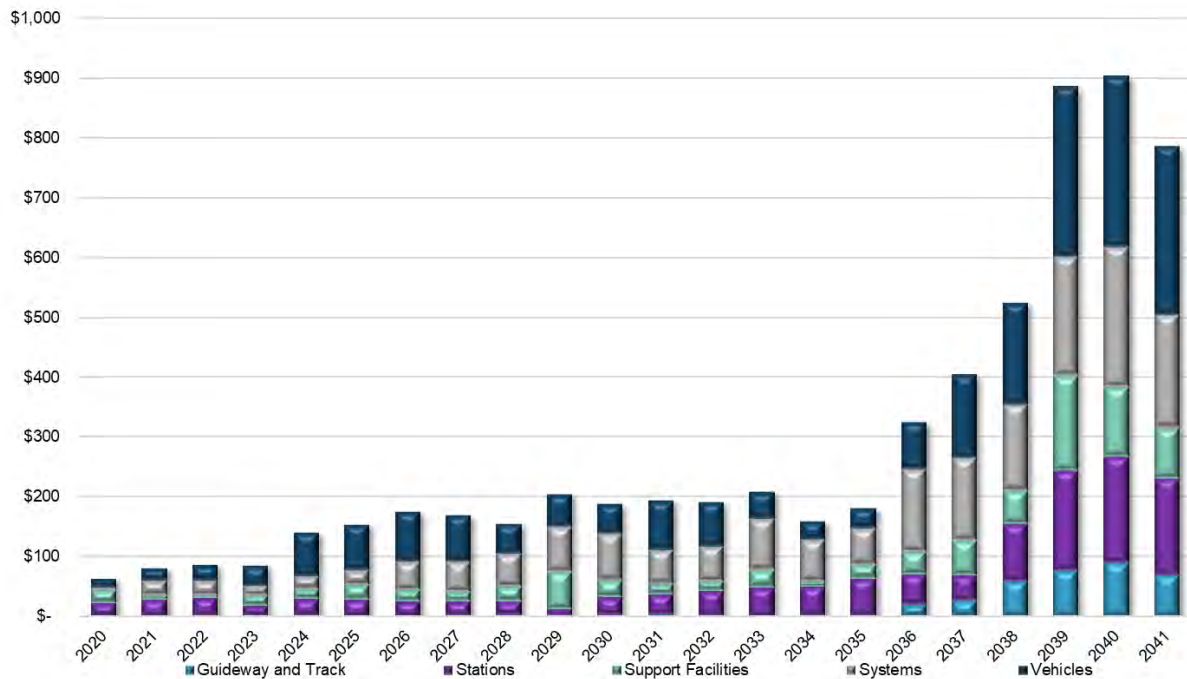
State of Good Repair

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
(YOE\$ 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 LRFPA 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: 5.3 percent 2019 – 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 2.31 in 2039 and rises thereafter. Adherence to other minimum debt service coverage ratios are detailed in the table below.

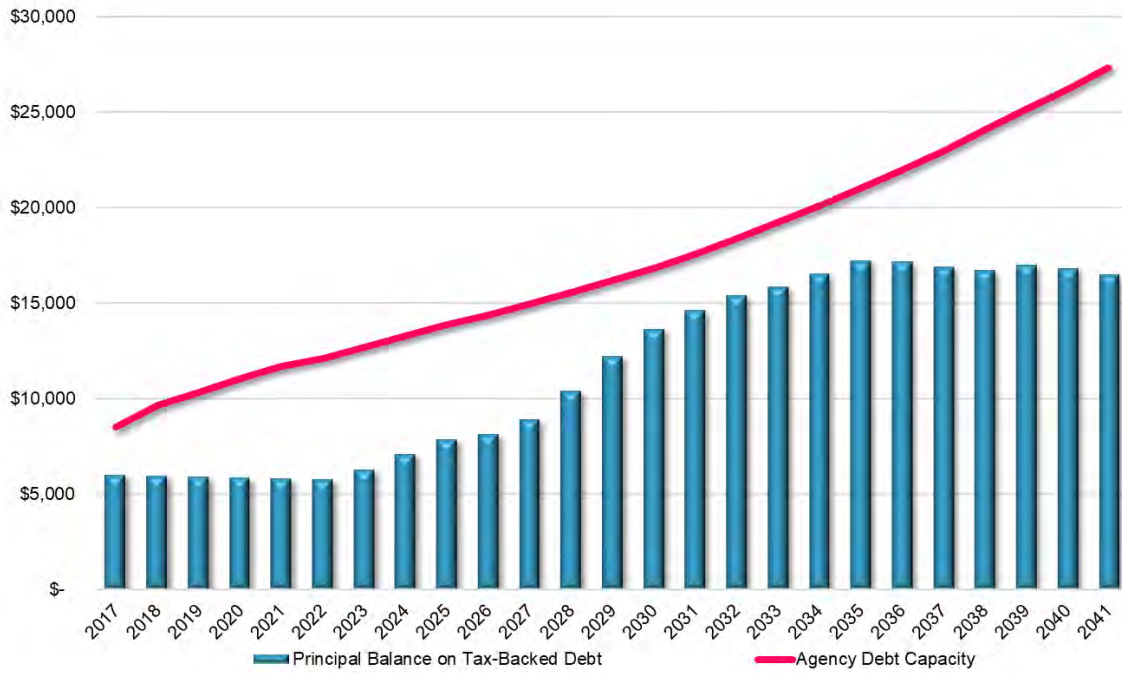
Debt Coverage Ratio	Policy Minimum DSCR Requirement	Minimum DSCR Forecasted	Year of Minimum
Net Debt Service Coverage Ratio	1.50x	2.31x	2039
Senior/Prior ABT	2.00x	7.23x	2018
2nd Junior/TIFIA ABT	1.10x	2.39x	2017
Subordinate/Parity ABT	1.50x	2.13x	2032

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.

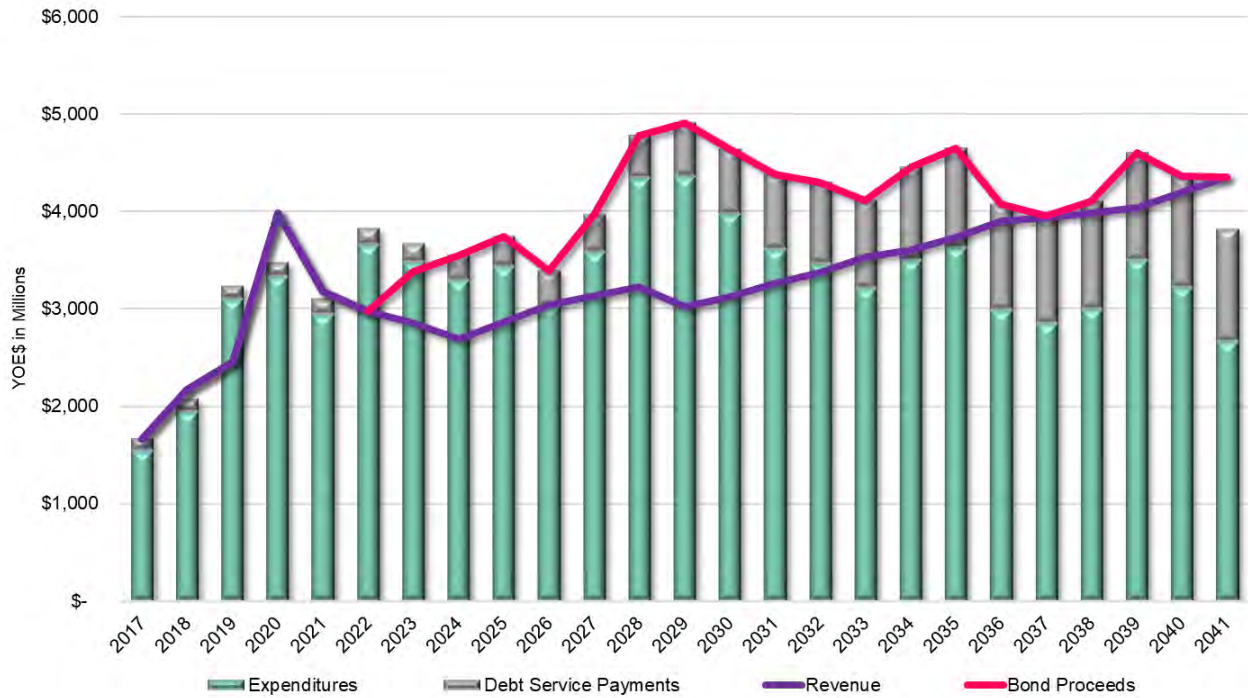
DEBT CAPACITY 2017 -- 2041
(YOE\$ in millions)



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
(YOE\$ in millions)



LRFP Analysis

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

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 an 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 to 9.75% from 2019 (and then increase at the previously forecasted rate from 2029 to 2041) before the available debt capacity reaches \$0.

Sounder



Budget Summary

Business Planning and Performance Management

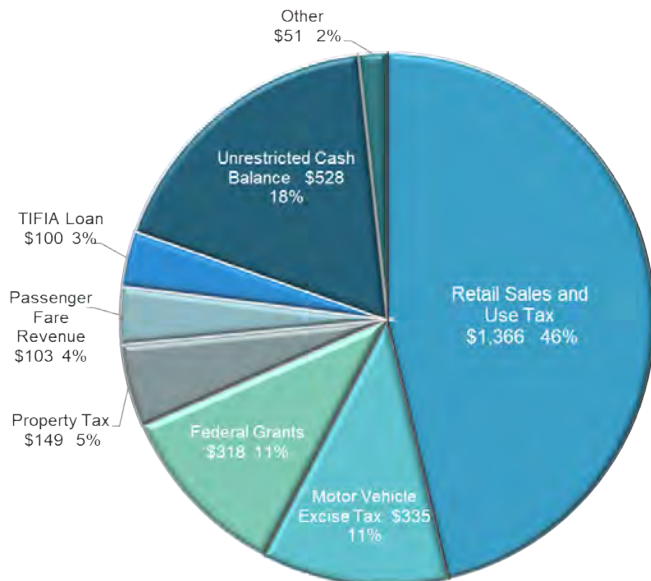
Sound Transit's executive leadership team establishes strategic priorities with guidance from the Board to implement the agency's mission to connect more people to more places. The priorities emphasize the agency's core values and focus on the agency's commitment to serving the public, managing finances,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

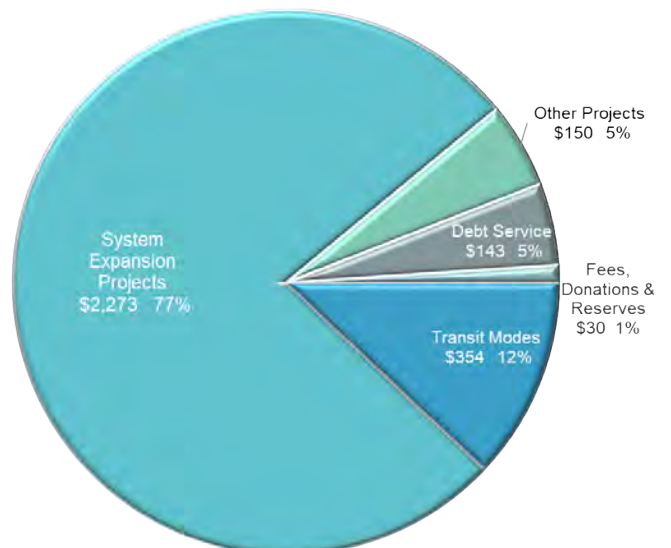
Budgeting Methodology

Over the next 22 years, 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 must manage spending today and 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 without jeopardizing 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 the reasonableness of operations and maintenance budgets, the pace of spending for large projects are scrutinized as well as, along with 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 2019 annual budget includes revenues of \$2.4 billion and outlays of \$2.9 billion. The agency's unrestricted cash balance was \$1.7 billion at the end of 2018 and it is estimated to be \$1.1 billion by the end of 2019. A portion of the unrestricted cash balance will be used to balance the budget.

*Note: 2019 Budget includes Project Budget Amendments approved by the Board through February 28, 2019.

2019 BUDGET SUMMARY

(in thousands)	2017 Actual	2018 Budget	2018 ¹ Actual	2019 Budget
Revenues and Financing Sources				
Retail Sales and Use Tax	\$1,119,719	\$1,239,238	\$1,335,308	\$1,366,029
Motor Vehicle Excise Tax	280,382	312,253	337,885	335,353
Rental Car Tax	3,548	3,720	3,813	3,757
Property Tax	140,869	150,000	143,657	149,070
Federal Grants	89,339	172,239	169,904	318,373
Local & State Contributions	294,508	6,110	76,434	920
Passenger Fare Revenue	90,339	93,449	96,063	102,564
Investment Income	16,897	19,469	37,594	33,683
Miscellaneous Revenues	12,407	12,399	13,308	12,234
Bond & TIFIA Loan Proceeds	-	56,606	56,606	100,000
Total Revenues and Financing Sources	\$2,048,008	\$2,065,483	\$2,270,572	\$2,421,983
Expenses & Outlays				
Department Budgets				
Departments				
Communications	\$8,996	\$11,759	\$10,724	\$12,447
Design, Engineering & Construction Management	40,464	52,566	49,813	55,105
Executive	14,999	25,714	22,990	28,987
Finance	20,707	26,837	25,596	26,375
Information Technology Services	22,223	26,882	25,634	32,747
Legal	3,448	4,698	4,466	4,845
Operations	251,296	297,334	284,428	326,027
Planning, Environment & Project Development	8,251	13,137	12,413	14,209
Safety & Quality Management	4,795	8,827	5,952	7,661
	375,177	467,755	442,015	508,402
Charges to Projects ²	(104,336)	(146,394)	(132,627)	(154,040)
Subtotal Transit Mode Budgets	270,841	321,362	309,388	354,362
Project Budgets				
System Expansion	1,144,441	1,679,269	1,246,808	2,273,003
Enhancement	7,404	56,948	8,356	39,360
State Of Good Repair	18,961	54,615	10,875	25,771
Administrative	66,253	78,143	82,076	88,574
Charges to Modes ³	-	-	(2,410)	(3,899)
Subtotal Project Budgets	1,237,059	1,868,975	1,345,705	2,422,809
Debt Service	140,258	146,227	142,630	143,274
Tax Collection and Fees	6,143	6,147	6,604	9,454
Cash Donations to Other Governments	5,000	5,000	5,000	5,000
Total Expenses & Outlays	\$1,659,301	\$2,347,711	\$1,809,326	\$2,934,898
Unrestricted Cash Balance as of 1/1/2019				\$1,660,305
Sources				
Total Revenues and Other Financing Sources				\$2,421,983
Uses				
Expenses and Outlays				(2,934,898)
Unrestricted Reserves				(15,579)
Projected Unrestricted Cash Balance as of 12/31/2019				\$1,131,811

¹Preliminary and unaudited.

²Direct 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.

³Operating projects charged to modes through expense transfers.

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.

We expect to collect \$2.4 billion in revenues in 2019, an increase of \$356.5 million or 17.3 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 56.4 percent of the total. Passenger fare revenues are projected to be 9.8 percent higher than the 2018 budget driven by higher ridership. The adopted 2019 annual budget does not currently include any forecasted bond issuance for 2019.

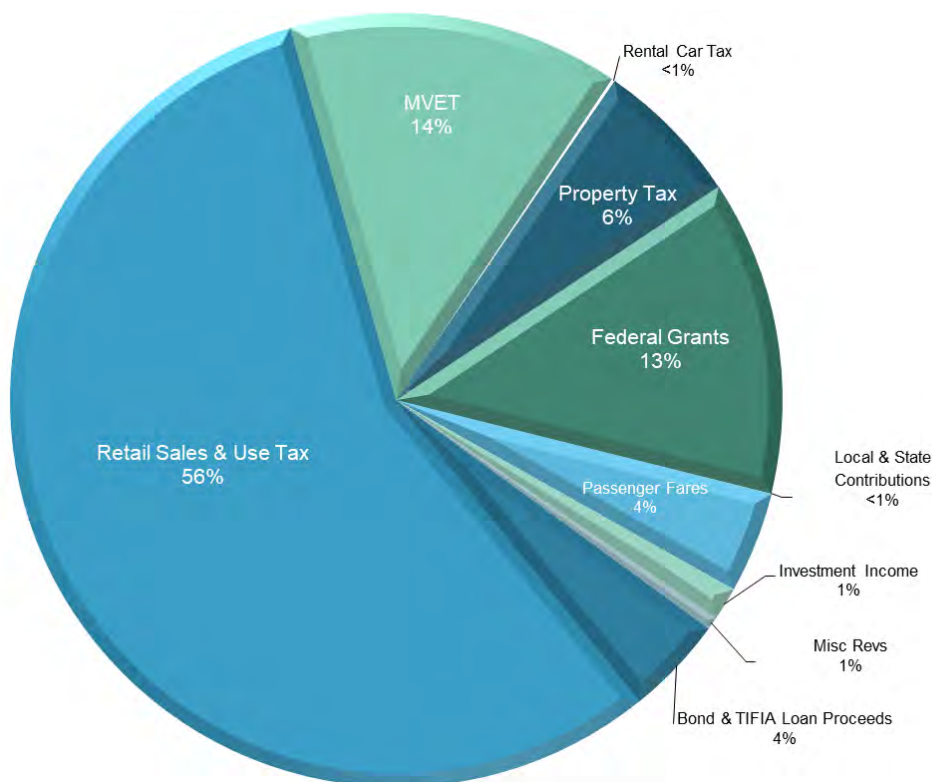
REVENUES & OTHER FINANCING SOURCES (in thousands)

Retail Sales & Use Tax	\$1,366,029
Motor Vehicle Excise Tax	335,353
Rental Car Tax	3,757
Property Tax	149,070
Federal Grants	318,373
Local & State Contributions	920
Passenger Fare Revenue	102,564
Investment Income	33,683
Miscellaneous Revenue	12,234
Bond & TIFIA Loan Proceeds	100,000
Total	\$2,421,983

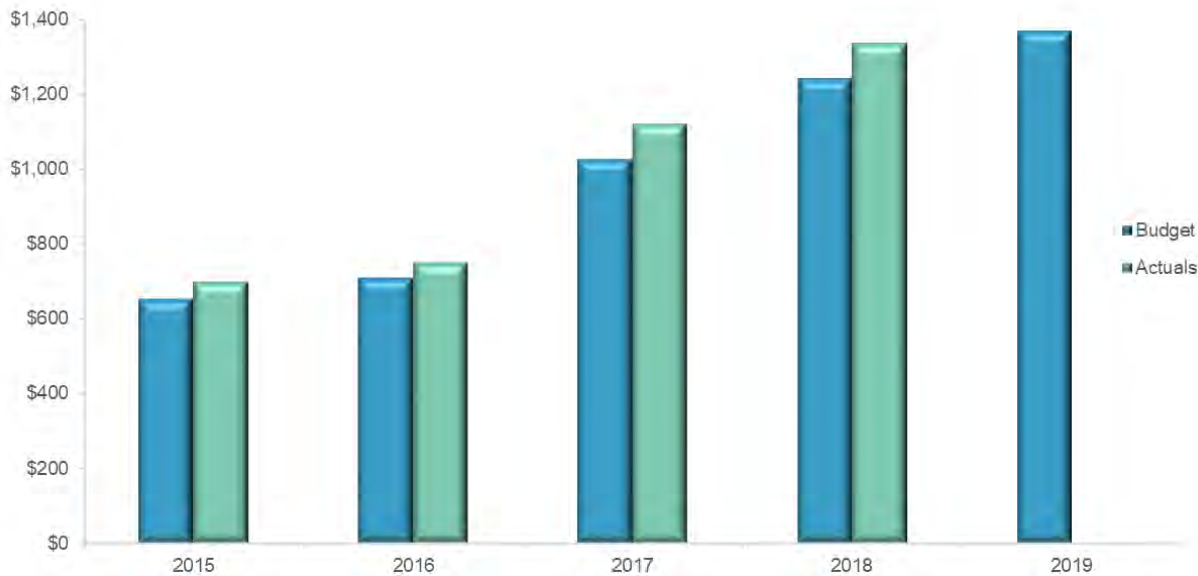
Retail Sales and Use Tax

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. 2019 revenues of \$1.4 billion are 10.2 percent or \$126.8 million higher than the 2018 budget.

REVENUES & OTHER FINANCING SOURCES



SALES TAX REVENUE 2015 - 2019
(in millions)



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. 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. 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. 2019 revenues of \$149.1 million are 0.6 percent or \$930 thousand lower than the 2018 budget reflecting the final 2019 levy and assessed valuation, whereas the 2018 budget reflected estimates for the levy and assessed valuation.

Federal Grants

2019 federal grant revenues of \$318.4 million are 84.8 percent or \$146.1 million higher than the 2018 budget. 2019 grant 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. 2019 revenues of \$920 thousand include state reimbursements for providing additional bus service.

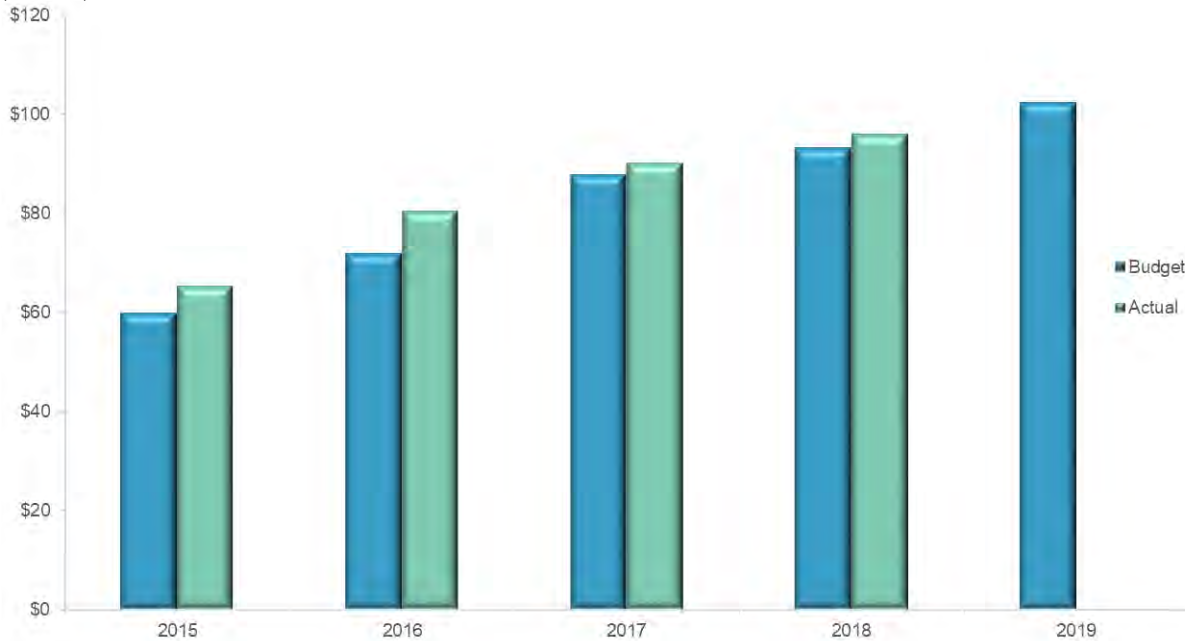
Passenger Fare Revenue

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.

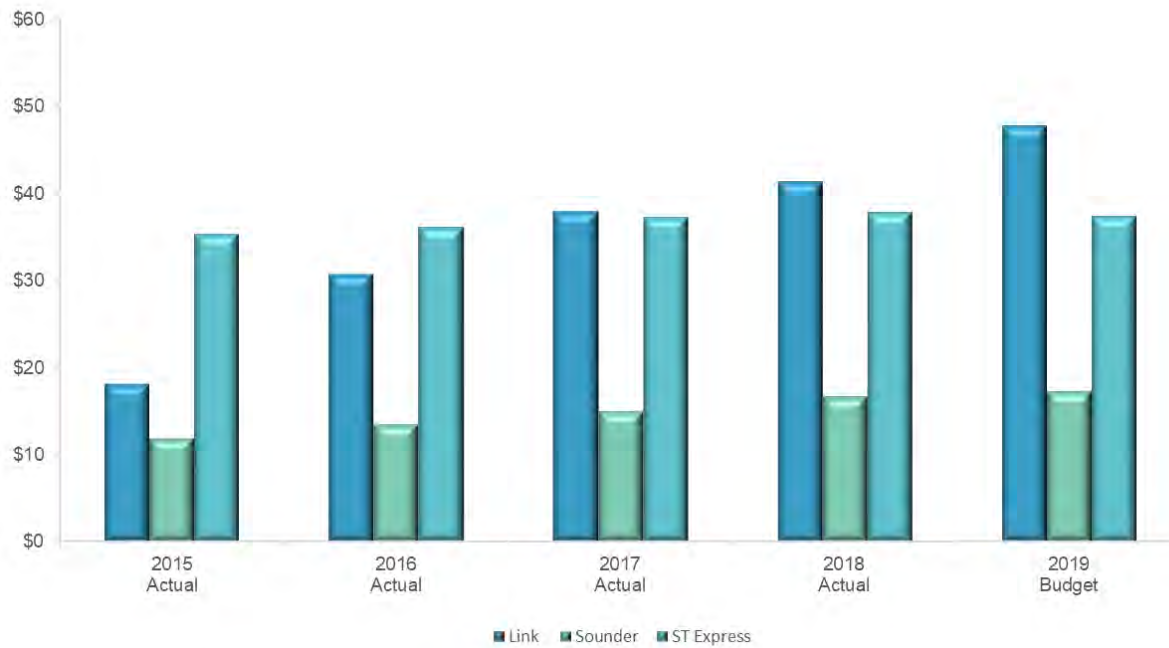
Total 2019 ridership forecast of 52.3 million is 8.4 percent or 4.0 million higher than 201, with light rail boardings increasing by 16.3 percent or 4.0 million, Sounder boardings increasing by 3.5 percent or 164 thousand, and ST Express bus boardings decreasing by 1.2 percent or 211 thousand.

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.

PASSENGER FARE REVENUE 2015 – 2019
(in millions)



FARE REVENUE BY MODE 2015 – 2019
(in millions)



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). 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. 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 adopted 2019 budget. No new bond proceeds are currently assumed in the 2019 budget.

Link in the snow



Expenditures

Operations and Maintenance

Sound Transit's 2019 operating budgets for departments are \$508.4 million, of which \$354.4 million is charged to transit modes and \$154.0 million to projects.

Transit Modes

Transit modes' budget for 2019 total \$354.4 million, \$33.0 million or 10.3 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.

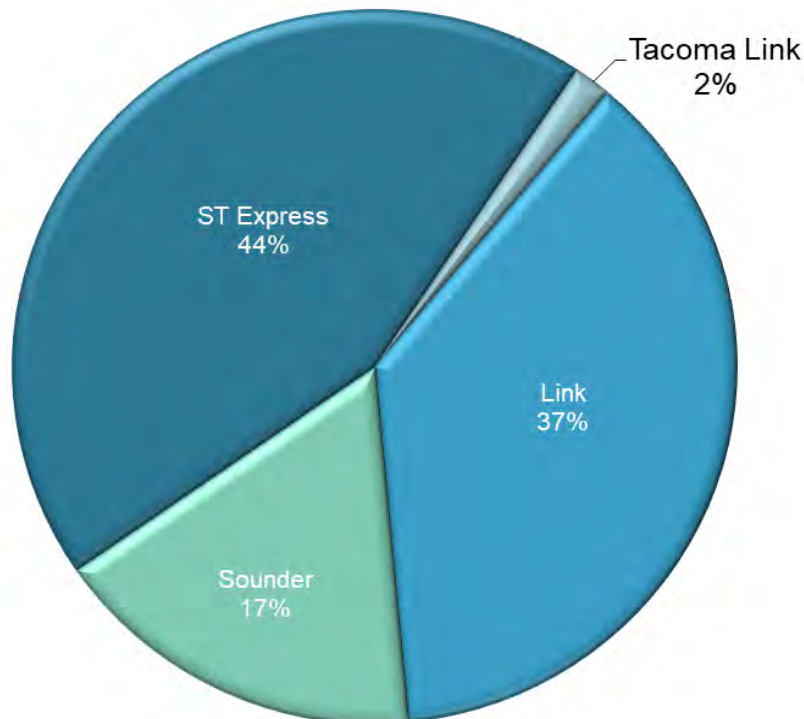
The transit mode budgets shown in this section represent all operating budget activities associated with the mode, including agency overhead. Modal budgets are comprised of costs managed primarily by the Operations department, plus costs managed by the Executive, Finance, Information Technology, and Communications 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 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 Adopted 2019 SIP provides the service plan detail on which the Adopted 2019 Budget is based.

The ST Express budget makes up the largest portion of the transit modes budget with 41.9 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 40.8 percent of the total in 2019. Sounder's share of the budget decreased from 16.8 percent last year to 16.0 percent of the total in 2019. Tacoma Link's budget share decreased from 1.7 percent to 1.4 percent.

TOTAL BUDGET BY MODE



TRANSIT MODES BUDGET
(in thousands)

	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Budget \$ Change	Budget % Change
Salaries & Benefits						
Salaries	5,344	6,559	6,953	7,175	616	9.4
Benefits	3,543	4,370	4,446	4,931	561	12.8
Subtotal	8,886	10,929	11,398	12,106	1,176	10.8
Services						
Marketing Agency	64	85	30	85	0	0.0
Professional & Technical	861	5,184	1,387	6,217	1,033	19.9
Temporary Services	44	0	(1)	0	-	-
Contract Maintenance	27,406	32,341	30,222	31,718	(622)	(1.9)
Security & Safety	20,832	26,203	23,769	34,012	7,809	29.8
Other Services	4,891	6,437	4,976	5,465	(971)	(15.1)
Subtotal	54,098	70,250	60,382	77,498	7,248	10.3
Materials & Supplies	7,466	11,404	8,760	11,186	(218)	(1.9)
Utilities	5,219	5,510	5,510	5,714	204	3.7
Insurance	5,730	6,869	7,162	6,903	34	0.5
Taxes	2,658	2,867	3,183	2,974	107	3.7
Purchased Transportation Services						
Paratransit	2,044	1,968	2,190	2,187	219	11.1
Purchased Transportation	155,876	175,133	174,793	193,999	18,866	10.8
Subtotal	157,920	177,101	176,982	196,186	19,085	10.8
Miscellaneous	503	599	569	661	62	10.3
Dues & Subscriptions	1	0	3	4	4	100.0
Travel & Meetings	45	10	77	124	114	1,136.8
Advertising & Promotion Media	395	400	417	400	0	0.0
Training	21	5	30	60	55	1,093.2
Other Miscellaneous	41	184	42	73	(111)	(60.2)
Subtotal	503	599	569	661	62	10.3
Leases & Rentals						
Transit Way	8,134	8,501	8,056	7,759	(742)	(8.7)
General Administrative Facilities	190	218	201	200	(18)	(8.3)
Subtotal	8,324	8,719	8,257	7,959	(760)	(8.7)
Expense Transfers						
Capital Maintenance and other Project	-	-	2,410	3,899	3,899	100.0
Operations Department	6,116	9,540	7,212	8,976	(564)	(5.9)
Administrative Departments	13,921	17,574	17,563	21,210	3,636	15.5
Transfer to CIP	-	-	-	(909)	(909)	-
Subtotal	20,037	27,114	27,185	33,176	6,062	22.4
Service Delivery Budget Total	\$270,841	\$321,362	\$309,388	\$354,362	\$33,000	10.3%

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.

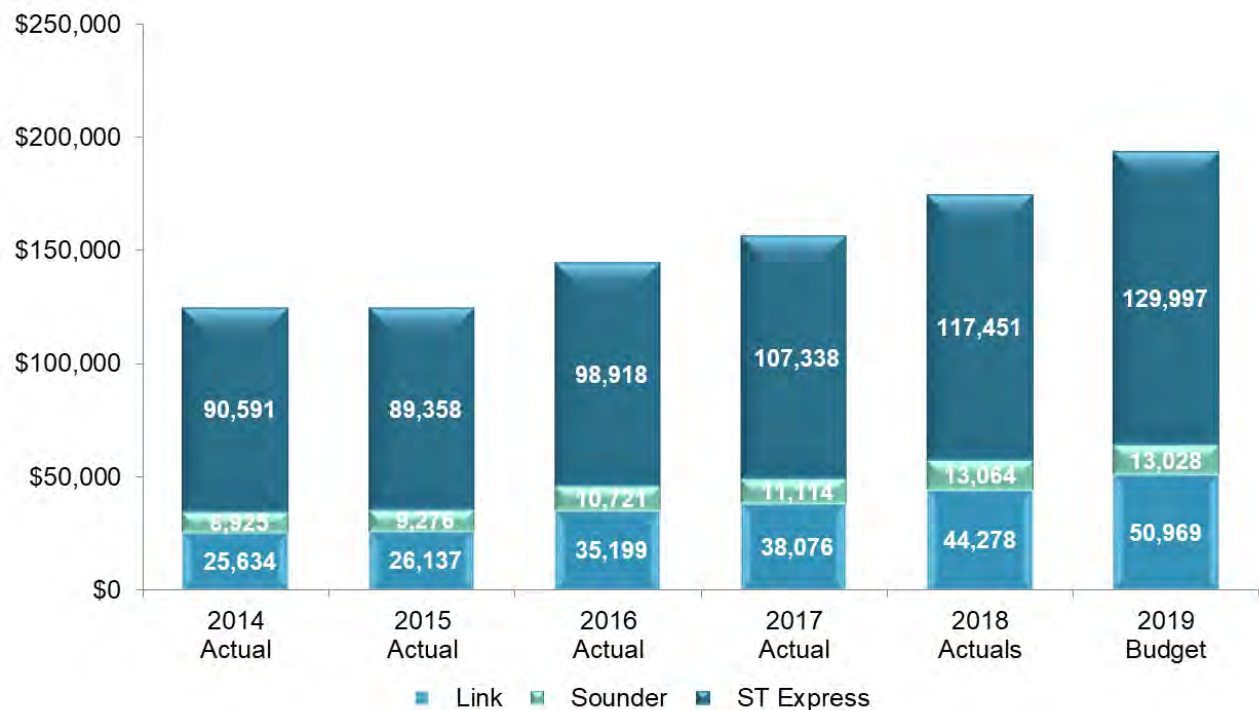
For these three modes, the cost of purchased transportation is \$196.2 million, or 55 percent, of the total transit modes budget for 2019. Tacoma Link is operated by Sound Transit employees, so it does not purchase transportation services.

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.

PURCHASED TRANSPORTATION COSTS* 2014 – 2019
(in thousands) *excludes Paratransit



Ridership Forecast

2019 systemwide ridership is expected to exceed the 52 million mark, 8.4 percent higher than the 2018 ridership of 48 million. Projected 2019 ridership is based on modal trends for 2018 through the first quarter.

Link ridership is expected to increase to 28.4 million, a 16.3 percent increase from the 2018 actuals. 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 3.5 percent over the 2018 actuals. 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 1.2 percent over the 2018 actuals. 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.

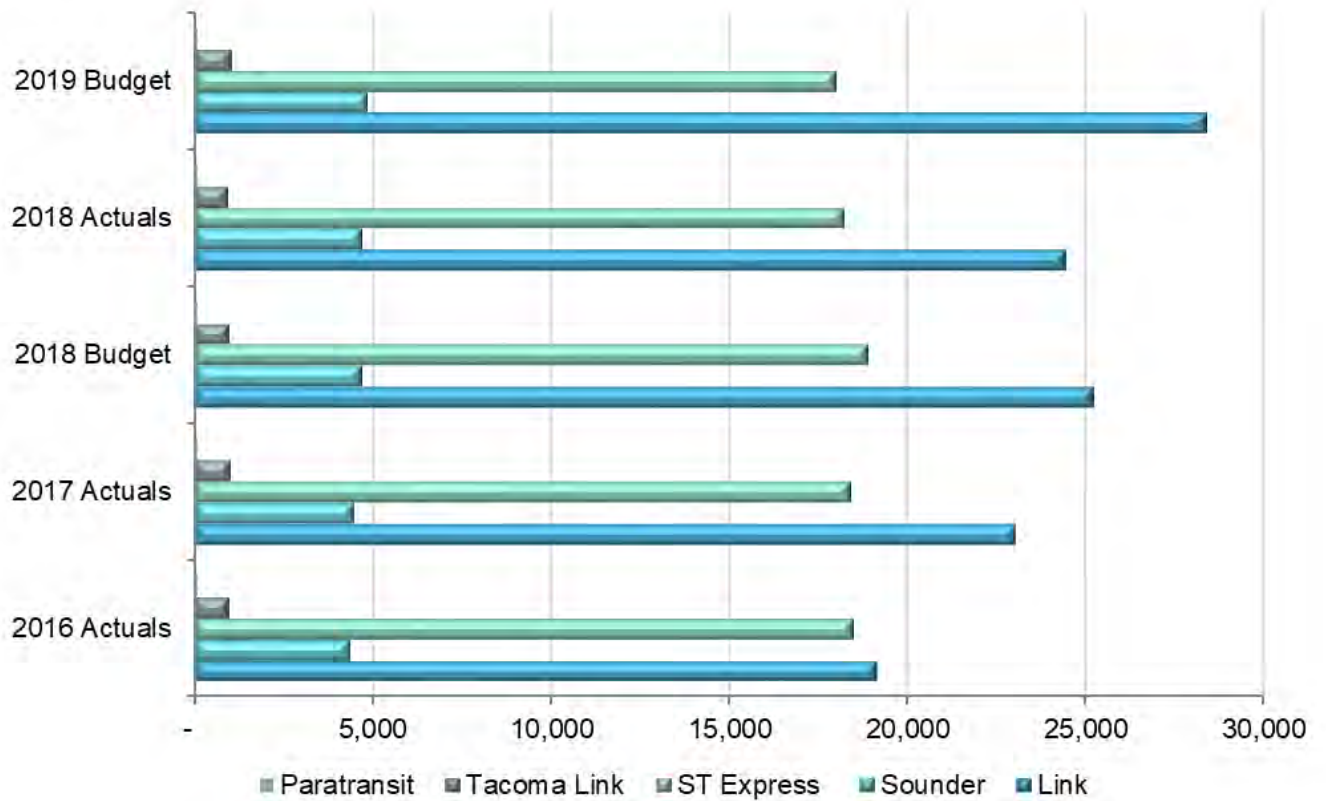
Tacoma Link ridership is expected to increase by 11.3 percent from 2018 due to closure of the Tacoma Dome during 2018. Ridership is primarily driven by special events at the Tacoma Dome as well as connections between Tacoma Dome Station and UW Tacoma or the Theater District. No passenger fares will be collected in 2019.

Paratransit ridership is expected to increase by 7.4 percent over the 2018 actuals. Costs for paratransit are included in the Link operating budget.

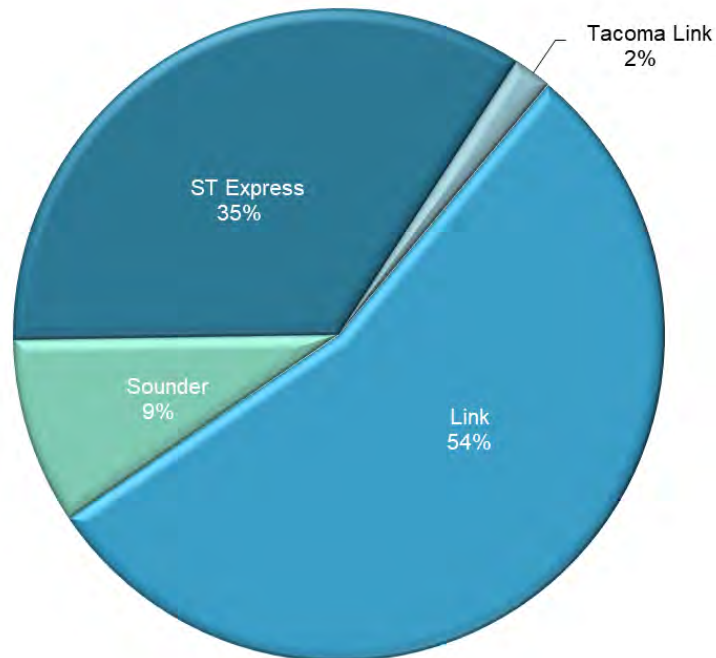
2019 RIDERSHIP FORECAST (in thousands)

Mode	2016 Actuals	2017 Actuals	2018 Budget	2018 Actuals	2019 Budget	Change from Budget	% Change from Budget	Change from Actuals	% Change from Actuals
Link	19,122	23,002	25,200	24,416	28,400	3,200	12.7%	3,984	16.3%
Sounder	4,312	4,446	4,650	4,646	4,810	160	3.4	164	3.5
ST Express	18,470	18,375	18,860	18,191	17,980	(880)	(4.7)	(211)	(1.2)
Tacoma Link	938	973	940	899	1,000	60	6.4	101	11.3
Paratransit	48	60	60	65	70	10	16.7	5	7.4
Total All Modes	42,891	46,856	49,710	48,218	52,260	2,550	5.1%	4,042	8.4%

RIDERSHIP BY MODE 2016 – 2019 (in thousands)



EXPECTED 2019 RIDERSHIP BY MODE





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.

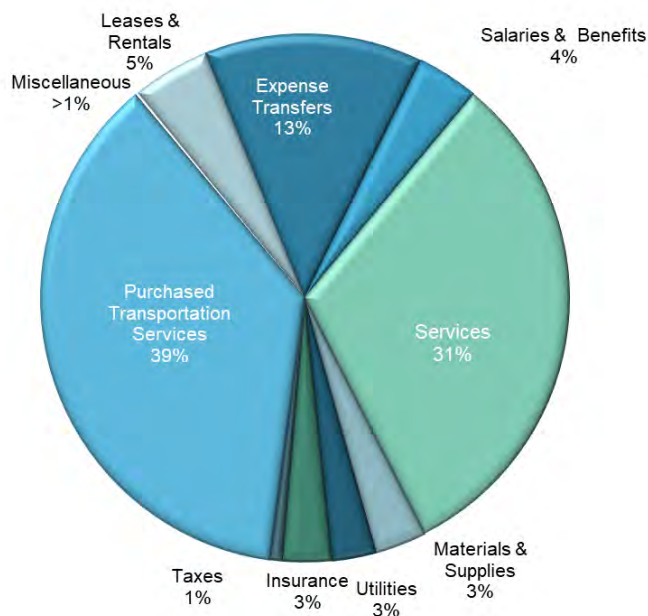
The 28.4 million boardings forecast for 2019 represent a 12.7 percent increase over the 2018 budget, a 16.3 percent increase over 2018 actuals. Strong job and population growth in the Puget Sound area continue to push ridership upward.

Link 2019 Budget Highlights

The 2019 budget for Link light rail is 20.1 percent higher than 2018, increasing from \$120.2 million to \$144.4 million.

- Security services will increase by \$5.8 million or 28.5 percent. 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 increase by \$0.9 million or 7.6 percent.
- Purchased transportation services will increase by \$6.8 million or 14.7 percent, 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 three third-party contracts are collectively forecasted to increase five percent.
- Expense Transfers will increase by \$6.2 million or 47.8 percent. This category includes the overhead costs allocated from both administrative departments and certain Operations Department divisions along with project spend that is charged to modes. The increase in administrative cost primarily funds support for system expansion.

LINK LIGHT RAIL BUDGET (in thousands)



LINK
(in thousands)

	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Budget \$ Change	Budget % Change
Salaries & Benefits						
Salaries	1,960	2,628	3,108	3,223	595	22.6
Benefits	1,299	1,780	1,982	2,250	470	26.4
Subtotal	3,258	4,408	5,089	5,473	1,065	24.2
Services						
Marketing Agency	22	34	12	34	0	0.0
Professional & Technical	360	2,830	285	4,262	1,431	50.6
Temporary Services	43	0	(1)	0	-	-
Contract Maintenance	8,316	11,863	9,927	12,768	905	7.6
Security & Safety	15,162	20,376	17,940	26,185	5,809	28.5
Other Services	1,660	2,562	1,871	2,234	(328)	(12.8)
Subtotal	25,563	37,666	30,036	45,483	7,817	20.8
Materials & Supplies	2,737	3,639	3,594	4,563	924	25.4
Utilities	3,652	3,782	3,783	3,915	134	3.5
Insurance	3,224	4,176	5,000	4,295	119	2.9
Taxes	917	972	991	1,129	157	16.1
Purchased Transportation Services						
Paratransit	2,044	1,968	2,190	2,187	219	11.1
Purchased Transportation	39,497	44,367	44,278	50,969	6,602	14.9
Subtotal	41,542	46,336	46,467	53,156	6,820	14.7
Miscellaneous	169	244	215	240	(4)	(1.8)
Leases & Rentals						
Transit Way	5,412	5,944	5,604	6,900	955	16.1
General Administrative Facilities	26	29	17	14	(15)	(52.3)
Subtotal	5,437	5,974	5,622	6,914	940	15.7
Expense Transfers						
Capital Maintenance and other Projects	-	-	2,410	2,479	2,479	100.0
Operations Department	2,888	4,855	3,670	4,912	57	1.2
Administrative Departments	6,149	8,167	9,032	11,861	3,695	45.2
Subtotal	9,037	13,021	15,112	19,252	6,231	47.8
Mode Total	\$95,536	\$120,218	\$115,908	\$144,420	\$24,202	20.1%

LINK LIGHT RAIL SERVICE



Link Performance Statistics

- Budget projections for 2019 show fare revenues increasing by 16.8 percent and operating expenses increasing by 20.5 percent. As a result, the farebox recovery decreases from 36.1 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 \$426.80 to \$508.34.
- 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 \$4.46 to \$4.76.
- 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 \$21.19 to \$24.77.

LINK PERFORMANCE STATISTICS

	2017 Actual	2018 Budget	2018 Actuals	2019 Budget	2019 v 2018 Budget
SUMMARY DATA					
Service Provided					
Revenue Vehicle Hours Operated	251,375	263,064	264,373	266,200	1.2%
Revenue Vehicle Miles Operated	5,153,873	5,299,619	5,410,281	5,463,100	3.1%
Revenue Train Hours Operated	96,191	97,017	96,229	95,600	-1.5%
Trips Operated	102,250	102,616	102,463	102,976	0.4%
Service Consumed					
Total Boardings	19,121,621	25,200,000	24,416,411	28,400,000	12.7%
Average Weekday Boardings	59,118	78,700	76,042	88,000	11.8%
SERVICE PERFORMANCE MEASURES					
Total Boardings/Revenue Vehicle Hour	76.1	95.8	92.4	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%
FINANCIAL PERFORMANCE MEASURES					
Fare Revenues	\$38,019,998	\$40,576,800	\$42,988,921	\$47,403,307	16.8%
Operating costs (less Lease & Rentals and Paratr	\$88,054,264	\$112,275,658	\$108,096,676	\$135,319,102	20.5%
Cost/Revenue Vehicle Hour	\$350.29	\$426.80	\$408.88	\$508.34	19.1%
Cost/Revenue Vehicle Mile	\$17.09	\$21.19	\$19.98	\$24.77	16.9%
Cost/Revenue Train Hour	\$915.41	\$1,157.28	\$1,123.33	\$1,415.47	22.3%
Cost/Boarding	\$4.60	\$4.46	\$4.43	\$4.76	6.9%
Farebox Recovery	43.2%	36.1%	39.8%	35.0%	-3.1%

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.

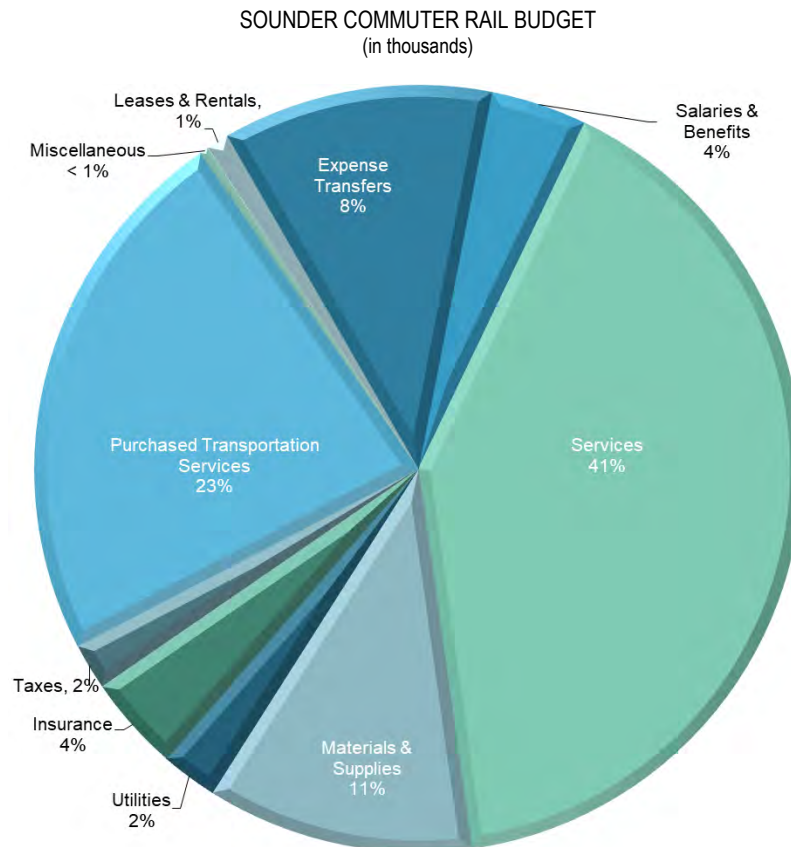
Sounder service is supported by 12 stations and 11 parking facilities. The Sounder fleet consists of 14 locomotives, 40 coaches, and 18 cab cars that include an engineer's cab. All vehicles are maintained by Amtrak at their Holgate Yard in Seattle during the day, with overnight storage for the four north 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 \$56.6 million, an increase of 4.5 percent or \$2.5 million from \$54.1 million in 2018.

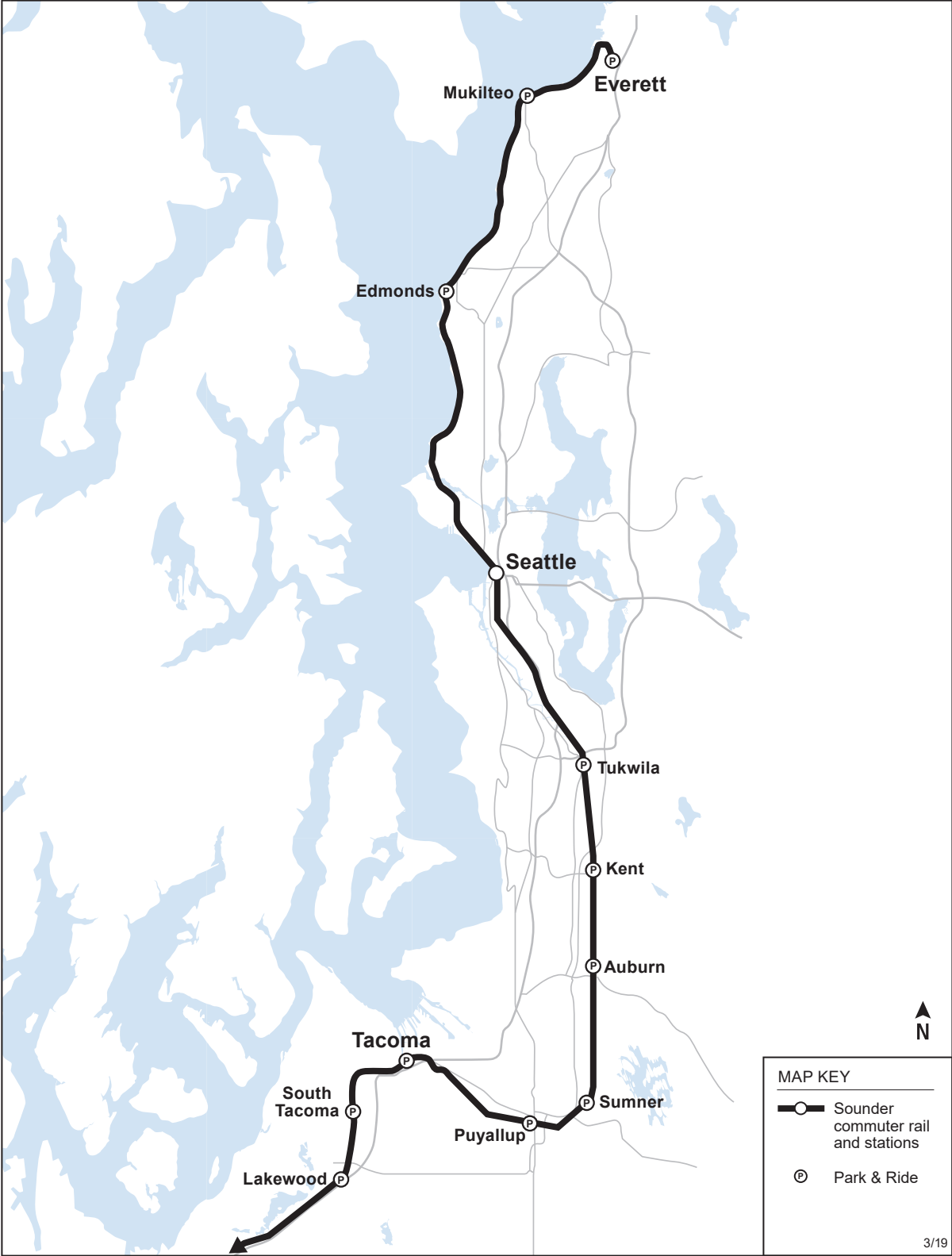
- Materials & supplies are expected to decrease by 16.4 percent, or \$1.2 million, primarily due to projected lower spare parts usage.
- Security services are forecast to increase by 39 percent, or \$1.2 million, due to higher cost from new public safety contracts increasing both rates and number of 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.
- Expense Transfers will increase by \$2.1 million or 48.8 percent. This category includes the overhead costs allocated from both administrative departments and certain Operations Department divisions along with project spend that is charged to modes. The increase in administrative cost primarily funds support for system expansion.



SOUNDER
(in thousands)

	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Budget \$ Change	Budget % Change
Salaries & Benefits						
Salaries	1,283	1,423	1,393	1,361	(62)	(4.3)
Benefits	852	971	889	946	(25)	(2.6)
Subtotal	2,135	2,395	2,281	2,308	(87)	(3.6)
Services						
Marketing Agency	19	26	9	26	0	0.0
Professional & Technical	453	1,561	1,023	754	(807)	(51.7)
Temporary Services	1	0	0	0	-	-
Contract Maintenance	13,986	15,106	14,874	15,895	789	5.2
Security & Safety	3,003	3,062	3,113	4,269	1,207	39.4
Other Services	2,098	2,276	1,928	2,045	(231)	(10.1)
Subtotal	19,559	22,030	20,947	22,989	959	4.4
Materials & Supplies	4,511	7,575	4,900	6,331	(1,244)	(16.4)
Utilities	1,166	1,267	1,355	1,357	90	7.1
Insurance	2,362	2,324	2,242	2,274	(50)	(2.2)
Taxes	999	1,146	1,434	1,107	(40)	(3.5)
Purchased Transportation Services						
Purchased Transportation	11,114	12,315	13,064	13,028	714	5.8
Subtotal	11,114	12,315	13,064	13,028	714	5.8
Miscellaneous	166	201	171	214	13	6.5
Leases & Rentals						
Transit Way	410	369	377	380	11	3.0
General Administrative Facilities	137	162	157	155	(7)	(4.2)
Subtotal	546	532	534	536	4	0.8
Expense Transfers						
Capital Maintenance and other Projects	0	0	0	1,420	1,420	100.0
Operations Department	1,397	2,005	1,516	1,751	(254)	(12.7)
Administrative Departments	1,805	2,302	2,703	3,237	935	40.6
Subtotal	3,202	4,307	4,219	6,407	2,100	48.8
Mode Total	\$45,760	\$54,092	\$51,148	\$56,552	\$2,459	4.5%

SOUNDER SERVICE



Sounder 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 4.8 million total boardings annually with 18,200 boardings per weekday. Farebox recovery is projected to

increase from 28.3 percent to 30.3 percent. Cost per boarding will increase from \$11.52 to \$11.65.

- Sounder cost per revenue vehicle hour is projected to increase by 4.8 percent, from \$716.15 in 2018 to \$750.88 in 2019. The cost per revenue vehicle mile is projected to increase from \$23.01 to \$25.04.

SOUNDER PERFORMANCE STATISTICS

	2017 Actual	2018 Budget	2018 Actuals	2019 Budget	2019 v 2018 Budget
SUMMARY DATA					
Service Provided					
Revenue Vehicle Hours Operated	63,935	74,789	75,695	74,600	-0.3%
Revenue Vehicle Miles Operated	1,919,660	2,327,812	2,236,604	2,236,700	-3.9%
Trips Operated	7,911	8,636	8,638	8,754	1.4%
Service Consumed					
Total Boardings	4,445,568	4,650,000	4,646,271	4,810,000	3.4%
Average Weekday Boardings	17,217	18,000	18,114	18,200	1.1%
SERVICE PERFORMANCE MEASURES					
Total Boardings/Revenue Vehicle Hour	70	62	61	64	3.7%
Total Boardings/Trip	562	538	538	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%
FINANCIAL PERFORMANCE MEASURES					
Farebox Revenue	\$15,054,026	\$15,137,847	\$17,150,889	\$16,988,090	12.2%
Operating costs (less Leases & Rentals)	\$45,213,833	\$53,560,550	\$50,613,382	\$56,015,755	4.6%
Cost/Revenue Vehicle Hour	\$707.18	\$716.15	\$668.65	\$750.88	4.8%
Cost/Revenue Vehicle Mile	\$23.55	\$23.01	\$22.63	\$25.04	8.8%
Cost/Boarding	\$10.17	\$11.52	\$10.89	\$11.65	1.1%
Farebox Recovery	33.3%	28.3%	33.9%	30.3%	7.3%

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.

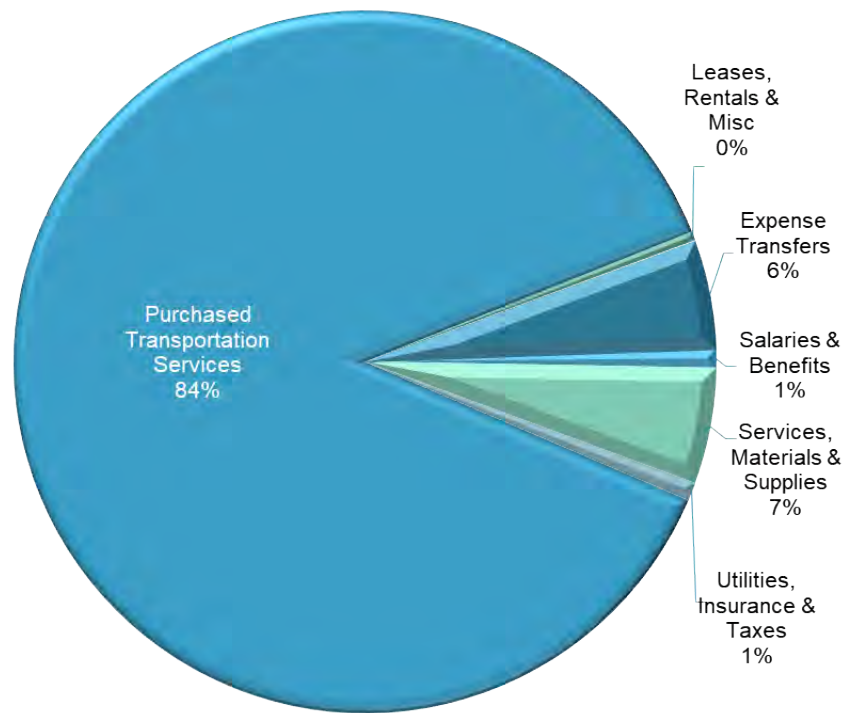
Boardings in 2019 are expected to be down.

ST Express 2019 Budget Highlights

ST Express's 2019 budget will increase to \$148.5 million, up 4.8 percent, from \$141.6 million in the 2018 budget.

- Contract maintenance will decrease by \$2.5 million or 49.9 percent 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 will decrease by \$1.7 million or 78.1 percent 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 will increase by \$11.6 million or 9.8 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.
- Expense transfers will decrease by \$1.3 million or 15.1 percent in 2019 from 2018.

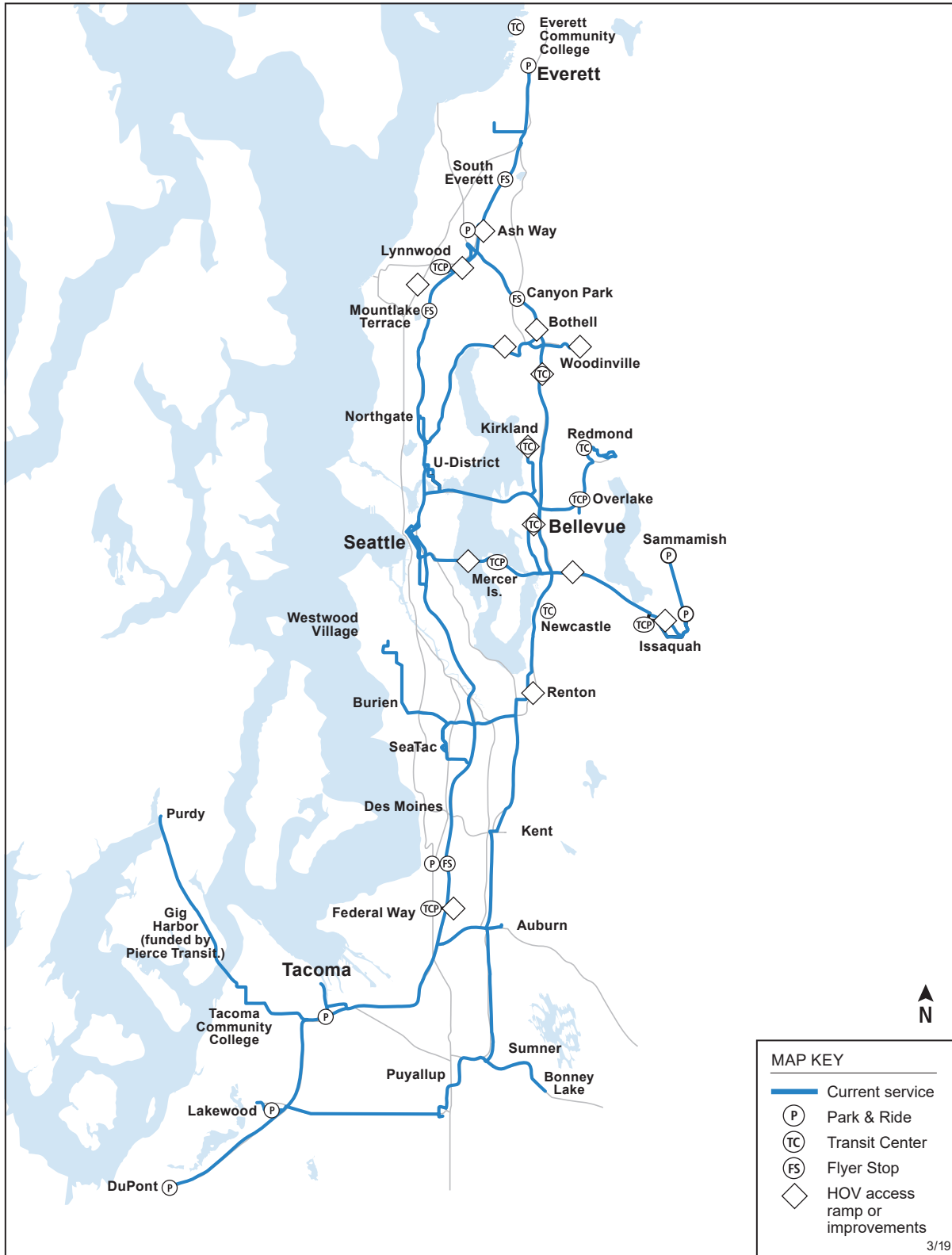
ST EXPRESS BUS BUDGET
(in thousands)



ST EXPRESS
(in thousands)

	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Budget \$ Change	Budget % Change
Salaries & Benefits						
Salaries	618	793	741	733	(60)	(7.6)
Benefits	410	542	476	506	(36)	(6.6)
Subtotal	1,029	1,335	1,217	1,238	(96)	(7.2)
Services						
Marketing Agency	22	26	9	26	0	0.0
Professional & Technical	21	480	70	1,186	707	147.4
Contract Maintenance	4,763	5,011	4,714	2,510	(2,502)	(49.9)
Security & Safety	2,215	2,286	2,255	2,949	663	29.0
Other Services	1,130	1,594	1,173	1,176	(417)	(26.2)
Subtotal	8,152	9,396	8,222	7,847	(1,549)	(16.5)
Materials & Supplies	90	50	68	71	21	42.2
Utilities	301	344	272	333	(11)	(3.1)
Insurance	(25)	162	(288)	152	(10)	(6.4)
Taxes	741	748	758	738	(10)	(1.4)
Purchased Transportation Services						
Purchased Transportation	105,265	118,446	117,451	129,997	11,551	9.8
Subtotal	105,265	118,446	117,451	129,997	11,551	9.8
Miscellaneous	148	129	145	145	15	11.9
Leases & Rentals						
Transit Way	2,312	2,187	2,075	479	(1,708)	(78.1)
General Administrative Facilities	4	4	2	0	(3)	(86.9)
Subtotal	2,316	2,191	2,076	480	(1,711)	(78.1)
Expense Transfers						
Operations Department	1,653	2,408	1,820	2,068	(340)	(14.1)
Administrative Departments	5,362	6,392	5,152	5,400	(993)	(15.5)
Subtotal	7,015	8,800	6,972	7,468	(1,333)	(15.1)
Mode Total	\$125,031	\$141,602	\$136,894	\$148,469	\$6,867	4.8%

ST EXPRESS SERVICE



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 6.2 percent. Therefore, we will see an increase of 11.3 percent in cost per boarding, from \$7.39 in 2018 to \$8.23 in 2019, and a decrease in farebox recovery from 27.1 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 \$225.69 in 2018 to \$231.95 in 2019, an increase of 2.8 percent.
- Platform hours are planned to increase by 3.1 percent over 2018. A cost per platform hour rate of \$180.54 is expected in 2019, up 2.9 percent from 2018 budget cost of \$175.41.
- ST Express will deliver roughly the same revenue vehicle miles in 2019: 12,140,043 compared to 12,118,429 in the 2018 budget. This will result in an increase in cost per revenue vehicle mile from \$11.50 to \$12.19 in 2019, due to operating costs increasing at a faster pace than mileage.

ST EXPRESS PERFORMANCE STATISTICS

	2017 Actual	2018 Budget	2018 Actuals	2019 Budget	2019 v 2018 Budget
SUMMARY DATA					
Service Provided					
Revenue Vehicle Hours Operated	626,347	617,700	626,589	638,013	3.3%
Revenue Vehicle Miles Operated	11,999,434	12,118,429	11,943,671	12,140,043	0.2%
Trips Operated	481,231	482,879	483,413	481,730	-0.2%
Platform Hours	784,741	794,780	800,538	819,722	3.1%
Service Consumed					
Total Boardings	18,374,834	18,860,000	18,191,180	17,980,000	-4.7%
Average Weekday Boardings	63,963	65,486	62,974	62,900	-3.9%
SERVICE PERFORMANCE MEASURES					
Total Boardings/Revenue Vehicle Hour	29.3	30.5	29.0	28.2	-7.7%
Total Boardings/Trip	38.2	39.1	37.6	37.3	-4.4%
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%
FINANCIAL PERFORMANCE MEASURES					
Farebox Revenues	\$37,264,869	\$37,734,098	\$38,678,398	\$37,192,543	-1.4%
Operating costs (less Leases & Rentals)	\$122,714,810	\$139,411,046	\$134,817,727	\$147,988,947	6.2%
Cost/Revenue Vehicle Hour	\$195.92	\$225.69	\$215.16	\$231.95	2.8%
Cost/Revenue Vehicle Mile	\$10.23	\$11.50	\$11.29	\$12.19	6.0%
Cost/Platform Hour	\$156.38	\$175.41	\$168.41	\$180.54	2.9%
Cost/Boarding	\$6.68	\$7.39	\$7.41	\$8.23	11.3%
Farebox Recovery	30.4%	27.1%	28.7%	25.1%	-7.1%

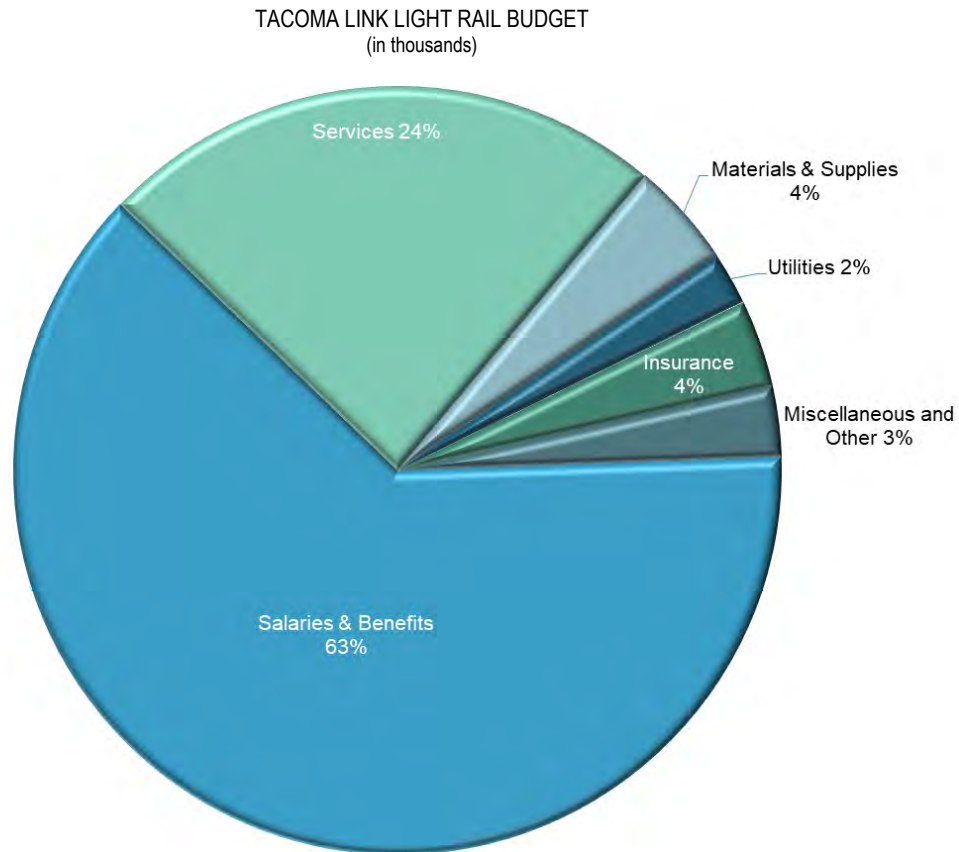
Tacoma Link Light Rail

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 \$4.9 million, which is 9.7 percent lower than the 2018 budget.
- Services are increasing by \$22 thousand, or 1.9 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.
- Expense Transfers will decrease by \$0.9 million or 95.1 percent. 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 Actual	2019 Budget	Budget \$ Change	Budget % Change
Salaries & Benefits						
Salaries	1,483	1,715	1,711	1,858	143	8.4
Benefits	982	1,077	1,100	1,229	152	14.1
Subtotal	2,465	2,792	2,811	3,087	295	10.6
Services						
Professional & Technical	27	313	8	15	(298)	(95.2)
Contract Maintenance	342	360	706	546	186	51.5
Security & Safety	452	479	460	609	130	27.2
Other Services	3	5	3	9	4	80.3
Subtotal	823	1,157	1,177	1,179	22	1.9
Materials & Supplies	129	140	198	220	80	57.6
Utilities	100	117	99	108	(9)	(7.9)
Insurance	170	206	208	181	(24)	(11.9)
Taxes	1	0	0	0	0	7.5
Purchased Transportation Svcs	0	5	0	5	0	0.0
Miscellaneous	20	24	38	62	38	155.6
Leases & Rentals	24	23	24	30	7	31.7
Expense Transfers						
Operations Department	179	272	206	245	(27)	(9.9)
Administrative Departments	604	713	677	713	(1)	(0.0)
Transfer to CIP	-	-	-	(909)	(909)	-
Subtotal	783	985	883	49	(937)	(95.1)
Mode Total	\$4,514	\$5,450	\$5,438	\$4,922	(\$528)	(9.7%)

TACOMA LINK SERVICE



Tacoma Link Performance Statistics

- Expected ridership is 1.0 million 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 15.3 percent to \$4.89 in 2019.
- Operating costs are projected to decrease by 9.9 percent to \$4.9 million in 2019.
- Revenue vehicle miles are relatively flat for 2019. The cost per revenue vehicle mile will decrease from \$71.20 in 2018 to \$64.79 in 2019, a decrease of 9 percent.

TACOMA LINK PERFORMANCE STATISTICS

	2017 Actual	2018 Budget	2018 Actuals	2019 Budget	2019 v 2018 Budget
SUMMARY DATA					
Service Provided					
Revenue Vehicle Hours Operated	9,816	9,900	9,867	9,800	-1.0%
Revenue Vehicle Miles Operated	75,604	76,229	75,975	75,500	-1.0%
Trips Operated	49,358	49,194	49,202	48,970	-0.5%
Service Consumed					
Total Boardings	972,998	940,000	898,614	1,000,000	6.4%
Average Weekday Boardings	3,239	3,200	3,042	3,400	6.3%
SERVICE PERFORMANCE MEASURES					
Total Boardings/Revenue Vehicle Hour	99.1	94.9	91.1	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%
FINANCIAL PERFORMANCE MEASURES					
Operating costs (less Leases & Rentals)	\$4,490,505	\$5,427,248	\$5,413,616	\$4,891,819	-9.9%
Cost/Revenue Vehicle Mile	\$59.40	\$71.20	\$71.26	\$64.79	-9.0%
Cost/Boarding	\$4.62	\$5.77	\$6.02	\$4.89	-15.3%

Project Budgets

Total project spending is budgeted at \$2.4 billion for 2019. Approximately \$2.3 billion or 93.7 percent is budgeted to continue with planning, design, and build-out of the capital program. An additional \$65.1 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 \$88.6 million.

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

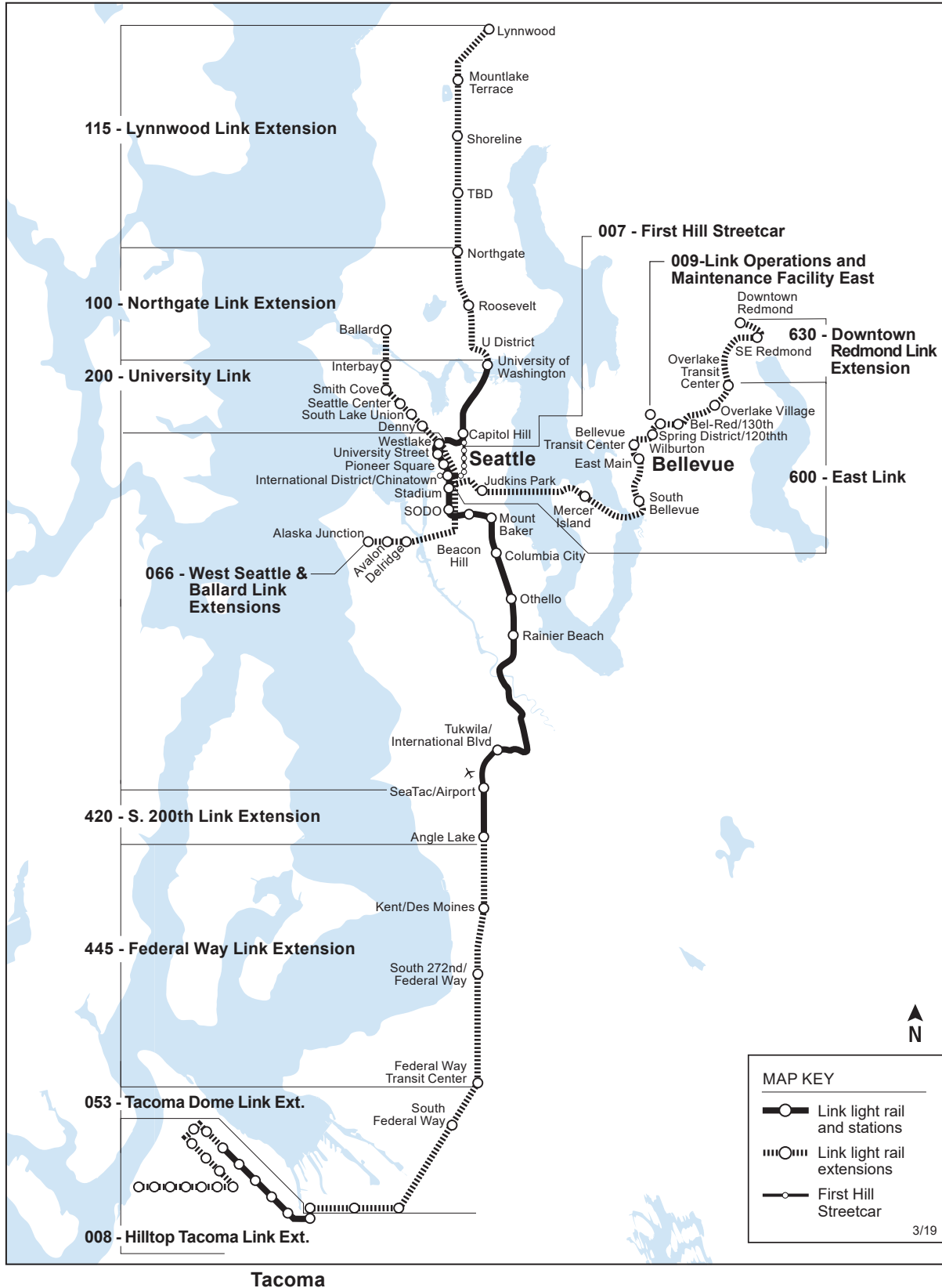
- Continue the preliminary engineering and environmental review for the West Seattle and Ballard Link Extensions, which represents the combination of three ST3 voter-approved projects: Ballard Link Extension, Downtown Tunnel, and West Seattle Link Extension.
- Continue the preliminary engineering and 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 installation.
- 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 continue 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 award the design contract for Downtown Redmond Link Extension.
- Begin the initial acceptance and commissioning of 30 new light rail vehicles as part of the 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 Actual	2019 Budget	Budget \$ Change	Budget % Change
Downtown Redmond Link Extension	\$9,929	157,268	\$15,323	\$158,410	\$1,142	.7 %
DSTT Single Tracking	0	0	0	2,500	2,500	100.0
East Link Extension	433,714	574,491	625,990	743,944	169,453	29.5
Enhancements to Tacoma Link Extension	34	1,966	1,056	910	(1,056)	(53.7)
Federal Way Link Extension	22,011	63,921	29,073	175,087	58,554	50.2
First Hill Streetcar	434	8	4	8	1	6.7
Hilltop Tacoma Link Extension	12,082	19,305	19,918	61,344	42,039	217.8
Light Rail Vehicle Fleet Expansion	69,565	37,572	14,166	86,068	48,496	129.1
Link Operations & Maintenance Facility: East	96,142	116,381	53,885	108,417	(44,914)	(38.6)
Lynnwood Link Extension	109,461	229,256	99,586	443,593	191,913	76.3
NE 130th Street Infill Station	15	315	87	5,905	5,905	100.0
Northgate Link Extension	256,119	311,397	291,009	244,800	(66,597)	(21.4)
South 200th Link Extension	8,097	424	607	221	(203)	(47.9)
Tacoma Dome Link Extension	494	10,250	7,018	13,280	3,030	29.6
University Link Extension	4,827	5,454	4,059	2,921	(2,533)	(46.4)
West Seattle and Ballard Link Extensions	2,581	25,500	21,013	31,300	5,800	22.7
Total System Expansion - Link	\$1,025,506	1,553,506	\$1,182,793	\$2,078,708	\$413,531	26.6 %

LINK LIGHT RAIL CAPITAL PROJECTS



System Expansion – Sounder 2019 Budget Highlights

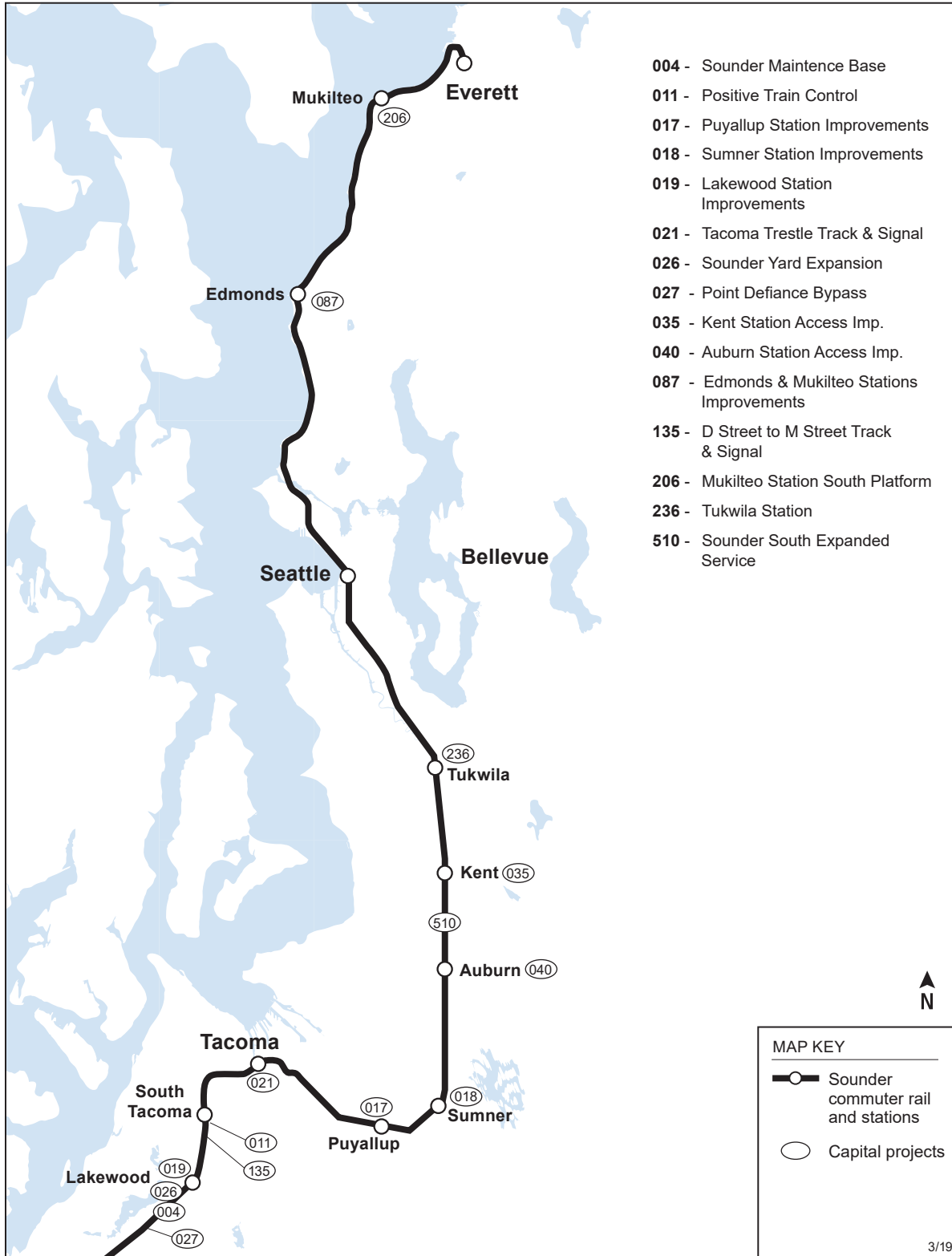
Sounder commuter rail projects are budgeted at \$47.2 million and include plans to:

- Continue final design for improvements at Sumner station.
- Complete the design-build bridging documents for the Puyallup Station Access Improvements project in support of the request for proposal (RFP) process. Complete the right-of-way acquisitions.
- 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.
- Finalize street restoration work and continue closeout activities on the Tacoma Trestle Bridge project.
- Introduce three Sounder passenger cab cars into service.
- Begin early construction activities, commence final design, and prepare for a design-build contract to construct a Sounder Maintenance facility at the Lakewood yard.
- Complete the Sounder Strategic Development & Implementation Plan to guide Sounder South Capacity Expansion project development.

SYSTEM EXPANSION – SOUNDER COMMUTER RAIL PROJECTS (in thousands)

Project	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Budget \$ Change	Budget % Change
Auburn Station Parking and Access Improvements	\$557	2,652	\$1,487	\$5,147	\$2,495	94.1 %
D St-M St Track & Signal	18	50	7	50	0	.0
Edmonds and Mukilteo Stations Parking & Access Improvements	6	718	102	848	130	18.1
Kent Station Parking and Access Improvements	584	2,651	1,574	3,911	1,260	47.5
Lakewood Station Improvements	1	0	0	0	0	.0
Mukilteo Station, S Platform	1,581	440	54	975	535	121.6
Point Defiance Bypass	14,426	100	122	100	0	.0
Puyallup Station Parking and Access Improvements	1,125	6,015	3,407	9,188	3,173	52.7
Sounder Fleet Expansion	704	5,263	1,792	7,513	2,250	42.7
Sounder Maintenance Base	474	5,276	1,982	7,087	1,811	34.3
Sounder South Expanded Service	406	5,050	3,779	2,314	(2,736)	(54.2)
Sounder Yard Expansion	3,463	100	181	100	0	.0
South Sounder Capacity Expansion	10	200	233	2,228	2,228	100.0
Sumner Station Parking and Access Improvements	1,204	3,935	1,460	5,422	1,487	37.8
Tacoma Trestle Track & Signal	57,112	5,864	7,412	1,080	(4,784)	(81.6)
Tukwila Station	250	1,305	23	1,280	(25)	(1.9)
Total System Expansion - Sounder	\$81,923	39,620	\$23,616	\$47,243	\$7,823	19.7 %

SOUNDER CAPITAL PROJECTS



System Expansion – Regional Express 2019 Budget Highlights

Regional Express projects are budgeted at \$9.3 million and include early development of the North Sammamish Park-and-Ride and RapidRide C and D projects. The Bus on Shoulder program continues to work with WSDOT to identify candidate locations for bus on shoulder segments. 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 Actual	2019 Budget	Budget \$ Change	Budget % Change
Bothell Transit Related Improvements	\$1	0	\$1	\$0	\$0	.0 %
Bus Base South	2	587	5	587	0	.0
Bus on Shoulder	24	1,180	459	1,187	7	.6
I-90 Two-Way Transit & HOV Operations, Stage 3	31,560	4,955	8,124	6,340	1,385	28.0
North Sammamish Park-and-Ride	0	0	43	455	455	100.0
RapidRide C and D	0	350	11	750	750	100.0
ST Express Fleet Expansion	206	15,357	15,384	0	(15,357)	(100.0)
Total System Expansion - Regional Express	\$31,792	22,429	\$24,028	\$9,319	(\$12,760)	(56.9) %

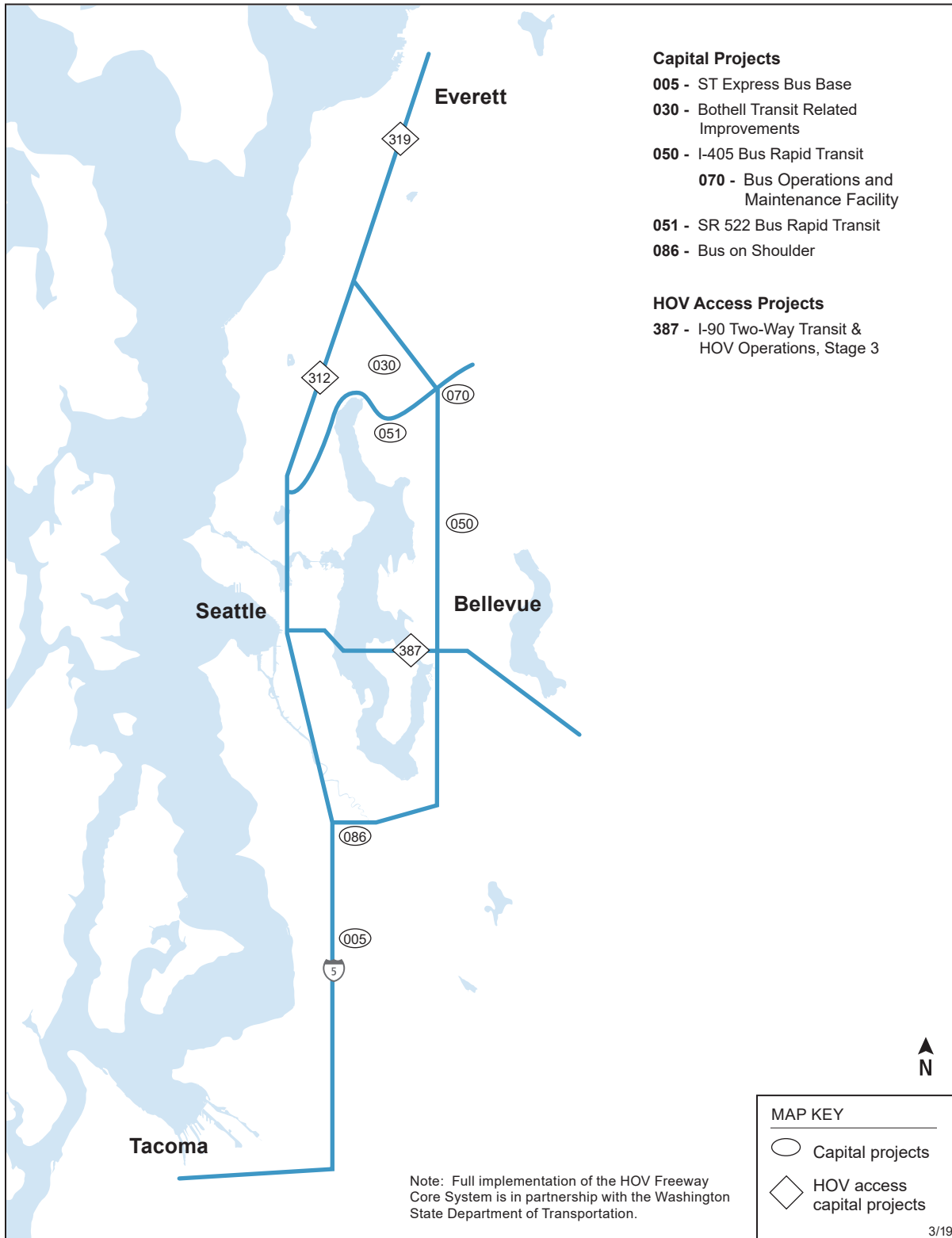
System Expansion – Stride Bus Rapid Transit 2019 Budget Highlights

Stride projects are budgeted at \$111.4 million which include preliminary engineering activities for the 85th Street Interchange and the beginning of construction with WSDOT at the NE 44th Interchange in the I-405 BRT project. SR 522/145th Street BRT will commence construction on Business and Transit (BAT) lanes in the city of Bothell.

SYSTEM EXPANSION – STRIDE BUS RAPID TRANSIT PROJECTS (in thousands)

Project	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Budget \$ Change	Budget % Change
I-405 Bus Rapid Transit and Bus Base North	\$505	35,553	\$6,485	\$94,475	\$58,922	165.7 %
SR 522/NE 145th StBRT	295	5,781	3,193	16,875	11,094	191.9
Total System Expansion - Bus Rapid Transit	\$800	41,334	\$9,678	\$111,350	\$70,016	169.4 %

REGIONAL EXPRESS AND STRIDE CAPITAL PROJECTS



System Expansion – Other 2019 Budget Highlights

Budgeted at \$26.4 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 Actual	2019 Budget	Budget \$ Change	Budget % Change
Efficiency & Sustainability Program	\$0	350	\$0	\$1,502	\$1,152	329.1 %
Fare Administration	81	1,630	825	500	(1,130)	(69.3)
Fare Collection	3	195	175	776	581	297.8
Innovation and Technology Program	0	4,250	881	2,330	(1,920)	(45.2)
ORCA Next Generation	226	1,527	350	3,793	2,267	148.5
Research & Technology	955	613	92	1,226	613	100.1
Research and Business Development Program	51	300	57	205	(95)	(31.7)
ST3 Planning	1,572	3,000	868	4,550	1,550	51.7
STart	1,187	2,134	2,704	3,849	1,715	80.4
STart Operations & Maintenance	344	231	172	227	(4)	(1.7)
Transit Oriented Development Planning Program	0	400	86	425	25	6.3
Transit System Access Program	0	7,750	481	7,000	(750)	(9.7)
Total System Expansion - Other	\$4,420	22,379	\$6,692	\$26,383	\$4,004	17.9 %

Sounder at the Ballard Locks



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 \$39.4 million and include plans to:

- Complete installation of a second light rail vehicle lift at Link Operations and Maintenance Facility (Link OMF).
 - Positive Train Control system will go live 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.
 - Begin preliminary engineering 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.
- Commence the planning and design for vertical conveyance improvements at University of Washington and Capitol Hill light rail stations.

ENHANCEMENT PROJECTS (in thousands)

Project	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Budget \$ Change	Budget % Change
LINK						
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	0	0	(125)	(100.0)
Escalator Modernization Program	0	0	0	4,963	4,963	100.0
Light Rail Vehicle Wireless Communication Upgrade	0	404	0	158	2	1.4
Link Operating Segment Systems Enhancements and Upgrades	5	1,395	10	1,385	(10)	(.7)
LRV Between Car Barriers	412	108	0	108	0	.0
LRV Wash Bay Modifications	0	300	32	268	(32)	(10.6)
LRV Wheel Flat Software	0	250	0	0	(250)	(100.0)
Noise Abatement	19	610	5	442	(168)	(27.5)
Non-revenue Support Vehicles	689	674	158	1,620	947	140.5
OMF Energy Efficiency	916	182	98	34	(148)	(81.2)
Operations & Maintenance Facility Light Rail Vehicle Lift	217	4,238	750	2,374	(1,864)	(44.0)
Operations Maintenance Facility (OMF) - Link Control Center (LCC)	0	400	0	400	0	.0
Operations Maintenance Facility (OMF) - Renovations	0	3,225	261	4,291	1,066	33.1
Operations Maintenance Facility (OMF) Expanded Parking	59	538	66	38	(500)	(92.9)
Signage Improvements	240	773	96	162	(611)	(79.1)
Tacoma Link Radio Upgrade	0	748	9	739	(9)	(1.3)
SOUNDER						
Customer Emergency Stations	0	800	243	0	(800)	(100.0)
Kent Station Parking Lot Paving	0	627	3	0	(627)	(100.0)
Kent Station Platform Lighting	83	102	1	5	(97)	(94.7)
King St Station Platform Improvements	5	295	24	0	(295)	(100.0)
Lakewood MOW Renovation	0	0	0	75	75	100.0
Locomotive Inboard Cameras	0	300	0	0	(300)	(100.0)
Positive Train Control	1,888	3,055	2,687	278	(2,777)	(90.9)
Puyallup Station LED Lighting	94	34	1	5	(28)	(83.9)
Souder Passenger Emergency Intercom	0	1,500	0	0	(1,500)	(100.0)
Sumner Station LED Lighting	49	35	1	4	(30)	(87.2)
REGIONAL EXPRESS						
Bellevue TC Security System	0	150	72	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	0	1,046	(1,034)	(49.7)
Opensidewalks Data Development	50	10	0	0	(10)	(100.0)
Pierce Transit - Global Positioning System Repeater	0	1,662	0	0	(1,662)	(100.0)

ENHANCEMENT PROJECTS – CONTINUED
(in thousands)

Project	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Budget \$ Change	Budget % Change
OTHER						
Bike Locker Program	70	114	0	0	(114)	(100.0)
Bike Parking Program	0	640	2	1,400	760	118.8
Downtown Seattle & Regional Mobility Improvements	424	9,070	1,403	5,863	(3,207)	(35.4)
Everett Station Security Improvements	0	289	0	289	0	.0
LED Lighting Program	0	1,500	0	387	(1,113)	(74.2)
Passenger Information Management System	0	1,617	432	6,036	4,419	273.3
Security Operations Center - Video Monitoring Improvements	0	241	7	234	46	24.7
Security Radio System	0	915	155	742	(173)	(18.9)
SODO/MLK Hazard Mitigation	0	1,584	106	3,030	1,446	91.3
Transit Oriented Development Property Disposition	1,190	2,660	1,500	2,432	(228)	(8.6)
Union Station Garden Level Remodel	980	221	92	0	(221)	(100.0)
Video Management System Upgrade	0	0	0	549	549	100.0
Total Enhancement	\$7,404	56,948	\$8,356	\$39,360	(\$17,286)	(30.4) %

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 \$25.8 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.
- Continue to perform lifecycle maintenance of agency and operational information technology infrastructure.

STATE OF GOOD REPAIR PROJECTS (in thousands)

Project	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Budget \$ Change	Budget % Change
LINK						
Access Control Card Upgrade	\$0	520	\$40	\$1,370	\$850	163.5 %
Convention Place Development Systems Retrofit	944	1,547	130	350	(1,197)	(77.4)
DSTT Capital Improvements	0	0	0	8,500	8,500	100.0
Light Rail Vehicle Overhaul	0	3,081	18	1,500	(1,581)	(51.3)
Link Bridge Repairs	0	165	0	60	(105)	(63.5)
Link CCTV System Upgrade	0	2,468	41	1,980	(488)	(19.8)
Link Light Rail Vehicle Overhaul	0	5,100	2,648	2,479	(2,621)	(51.4)
Link Operating Technology Upgrades	0	500	0	0	(500)	(100.0)
Link Radio Upgrade	0	1,000	0	986	(14)	(1.4)
Link SCADA System Support	0	250	0	0	(250)	(100.0)
Link Station Braided Tile Replacement	0	435	0	399	(36)	(8.2)
Small Works Program	485	3,581	380	1,671	(1,910)	(53.3)
Tacoma Link HVAC and Building Systems Upgrade	0	400	0	400	0	.0
Tacoma Link Light Rail Vehicle Overhaul	0	580	2	386	(195)	(33.5)
SOUNDER						
King Street Station Vertical Window Glazing	0	767	0	0	(767)	(100.0)
Sounder Vehicle Overhaul Program	5,968	2,137	150	2,570	433	20.3
REGIONAL EXPRESS						
ST Express Fleet Replacement	9,850	26,195	5,821	0	(26,195)	(100.0)
OTHER						
Information Technology (IT) Infrastructure	1,331	1,162	1,213	1,864	702	60.4
IT Transit Systems	220	143	0	135	(8)	(5.3)
Othello Traction Power Sub-station Parking Lot	130	249	300	2	(247)	(99.4)
Safety Oversight Approval Program	0	200	0	0	(200)	(100.0)
Station Midlife Refurbishment Program	33	583	132	1,120	537	92.0
Tacoma Dome Station	0	3,553	0	0	(3,553)	(100.0)
Total State of Good Repair	\$18,961	54,615	\$10,875	\$25,771	(\$28,843)	(52.8) %

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; continue implementation of multiple systems to improve agency information security controls.
- Continue improvements to Union Station by commencing phase 2 of the replacement of HVAC equipment and variable air volume systems.

ADMINISTRATIVE PROJECTS

(in thousands)

Project	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Budget \$ Change	Budget % Change
OTHER						
Administrative Capital	\$2,621	6,249	\$2,826	\$3,104	(\$3,145)	(50.3) %
Agency Administration Operating	59,271	68,409	75,304	80,681	12,273	17.9
Environmental Mitigation, Monitoring & Maintenance	110	121	18	125	4	3.3
Information Technology Program	4,216	3,265	3,918	4,548	1,283	39.3
Surplus Property Disposition	35	100	10	115	15	15.0
Total Administrative	\$66,253	78,143	\$82,076	\$88,574	\$10,430	13.3 %

Other Budgets

Other budgets include debt service, donations to other governments, and tax collection and fees. 2019 debt service is budgeted at \$143.3 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 \$9.5 million. Reserve contributions of \$15.6 million will be made in 2019 but are not included in the spending authorization request.

Debt Service

As of December 31, 2018 Sound Transit has \$2.3 billion of outstanding long-term bonds and four Transportation Infrastructure Finance and Innovation Act (TIFIA) loan agreements for Operation and Maintenance Facility East,

East Link Extension, Northgate Link Extension, and Lynnwood 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 \$143.3 million including:

- \$34.1 million of principal repayment;
- \$108.3 million of interest expense;
- \$897 thousand for financing expenses.

DEBT SERVICE REQUIREMENTS BY MATURITY*
(in thousands)

Year Ending	Principal	Interest	Total
December 31, 2018			
2019	39,520	106,408	145,928
2020	42,915	104,322	147,237
2021	54,300	102,058	156,358
2022	58,390	99,275	157,665
2023-2027	401,675	444,539	846,214
2028-2032	351,815	351,806	703,621
2033-2037	455,700	261,764	717,464
2038-2042	400,540	142,635	543,175
2043-2047	304,725	60,314	365,039
2048-2050	101,755	9,438	111,193
Total	\$2,211,335	\$1,682,558	\$3,893,893

*Debt service requirements are maintained on a cash basis but are budgeted on an accrual basis so there will be a slight budget variance. Debt service does not deduct for Build America Bond 35% subsidy on interest payments. Does not include TIFIA loans.

Legal Debt Limit

Sound Transit is currently authorized to incur debt in an amount equal to 1.5 percent of the value of taxable property within the service area without securing voter approval for bonds. Under state law, issuance of bonds payable from any type of tax is subject to statutory debt limitations.

With approval of 60 percent of the region's voters, Sound Transit may incur aggregate indebtedness of up to 5 percent of the value of taxable property within the service area. Each county assessor in the service area is required to report to Sound Transit annually on the value of the property within its taxing district.

2018 DEBT CAPACITY STATUS FOR SOUND TRANSIT (in millions)

Assessed Valuation in 2018 for collection of taxes in 2019	\$ 727,386
Maximum non-voted debt (1.5% of assessed valuation)	\$ 10,911
Less: Existing Series Bonds and Other Long-Term Debt*	\$ (5,532)
Non-voted debt capacity remaining	\$ 5,379
Maximum voted debt (5% of assessed valuation)	\$ 36,369
Less: Existing Series Bonds and Other Long-Term Debt*	\$ (5,532)
Voted debt capacity remaining	\$ 30,838

*Includes total principal outstanding plus total TIFIA principal.

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.

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 \$56 thousand; and SR 522 Bus Rapid Transit \$390 thousand; in total \$2.7 million.

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.

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 was \$24.2 million at the end of 2018.

A contribution of \$5.5 million 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 was \$78.4 million at the end of 2018. A contribution of \$6.1 million 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 was \$331.6 million at 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 is budgeted for 2019.

ST Express Bus



Transit Improvement Plan

The 2019 Transit Improvement Plan (TIP) provides a long-term forecast of project costs 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.

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, express bus, and bus rapid transit infrastructure as described in the voter-approved 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
System Expansion									
Link	\$5,723	\$2,079	\$2,363	\$1,959	\$2,088	\$1,412	\$649	\$212	\$16,483
Sounder	691	47	57	35	3	0	9	57	898
Regional Express	217	9	40	5	3	1	17	0	292
Stride	10	111	95	37	30	12	0	0	296
Other	70	26	28	45	33	37	223	136	599
System Expansion Subtotal	6,711	2,273	2,582	2,080	2,156	1,462	898	405	18,568
Enhancement	79	39	31	27	8	16	9	11	221
State of Good Repair	171	26	63	26	14	7	4	4	316
Administrative	472	89	113	111	108	111	110	125	1,239
Total	\$7,433	\$2,427	\$2,789	\$2,244	\$2,287	\$1,597	\$1,021	\$545	\$20,344

PROJECT DELIVERY SUMMARY BY MODE
(in millions)

	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total TIP
Link	\$5,744	\$2,114	\$2,378	\$1,961	\$2,095	\$1,413	\$650	\$212	\$16,568
Sounder	757	51	69	41	7	4	10	67	1,006
Regional Express	361	10	83	32	3	1	17	0	507
Stride	10	111	95	37	30	12	0	0	296
Other	554	140	164	173	151	167	344	267	1,967
Total	\$7,433	\$2,427	\$2,789	\$2,244	\$2,287	\$1,597	\$1,021	\$545	\$20,344

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** project management oversight 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.

Cash flow: Annual projected expenditures shown for six years beginning with the budget year.

Future: Sum of projected expenditures for years seven and beyond.

Total: 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 Adopted 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)	Board Actions	Adopted 2019 TIP
System Expansion						
Link Light Rail	\$10,978		\$4		\$5,502	\$16,483
Sounder Commuter Rail	809			19	70	898
Regional Express Bus	280		2	7	2	292
Stride Bus Rapid Transit	107			189		296
Other	484			(11)	126	599
Subtotal	12,657	-	6	205	5,701	18,568
Enhancements	158		6	8	48	221
State of Good Repair	272	(1)	10	35		316
Administrative	847			393		1,239
Total	\$13,933	(\$1)	\$22	\$640	\$5,749	\$20,344

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

CLOSED PROJECTS
(in thousands)

	Baseline Budget	Final Cost	Savings/(Over)
State of Good Repair			
Link Operating Technology Upgrades	500	0	500
Perform lifecycle related updates to operations technology system at or near the end of life for current hardware, software and firmware.			
Link SCADA System Support	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.			
Safety Oversight Approval Program	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.

Six 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 including signage and lighting.
- Downtown Seattle Transit Tunnel – Single Tracking for \$3.5 million to develop and align plans, to execute single tracking operations between Westlake and Pioneer Square light rail stations.
- Lakewood Maintenance of Way (MOW) for \$500 thousand to upgrade facility infrastructure and increase common area and office space.
- Video Management System Upgrade for \$900 thousand to manage increased video feeds from new cameras as the agency facilities increase.
- Escalator Modernization program for \$4.9 million to design upgrades to the vertical conveyances at the University of Washington and Capitol Hill light rail stations.
- North Sammamish Park-and-Ride for \$2.1 million to plan and design a park-and-ride facility in the city of Sammamish.

Transfers-Increases-(Decreases) – Moving project budget to new 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 project is increased by \$766 thousand to support project activities to establish 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 \$155.4 million for Washington State Department of Transportation work and property acquisition at the NE 44th Interchange.
- SR 522/NE 143rd St Bus Rapid Transit project is increased by \$34 million to fund early construction activities in the city of Bothell.
- ST Express Fleet Expansion project was increased \$7.0 million to purchase additional buses to maintain service levels on high capacity routes.
- ST3 Planning was reduced by \$11.1 million to recognize surplus funds in the project.
- Central Link Overhead Catenary System Tie-Switch project was reduced by \$3.0 million, as the project is no longer needed.
- Bike Parking Program is increased by \$9.1M to integrate on-demand bike lockers throughout the agency.
- Bike Locker Program is decreased by (\$112) thousand to recognize surplus and complete closeout activities.
- Security Radio System is increased by \$338 thousand to fund 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 costs to replace the bus loop at the Tukwila International Blvd Station and a three year plan to address 28 elevators in 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 to complete the project.
- Administrative Capital is increased by \$45 million to integrate the ST3 plan funding through 2041.
- Agency Administrative Operating is increased by \$348 million to fund the growth of administrative costs to deliver its transit services and capital expansion program.

2018 Board Actions – Actions the Board took in 2018 to establish or change the project allocation.

- Lynnwood Link Extension was increased by \$2.1 billion through Resolution R2018-16, as the project was baselined.
- SOC Video Monitoring Improvements project was increased by \$53 thousand through Resolution R2018-19 to fund additional scope to complete the project.
- Federal Way Link Extension was increased by \$2.0 billion through Resolution R2018-30, as the project was baselined.
- RapidRide 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.
- 130th Street Infill project was established at \$6.8 million through Resolution R2018-34.
- Sounder South Capacity Expansion project was established at \$2.6 million through Resolution R2018-36.
- Downtown Redmond Link Extension was increased by \$1.4 billion through Resolution R2018-37, as the project was baselined.
- Passenger Information Management System was increased by \$48.0 million to fund the defined scope of the project through Resolution R2018-42.

2019 Board Actions – Actions the Board took in early 2019 to establish or change the project allocation.

- STart program was increased by \$126.4 million to fund ST3 voter approved art through Resolution R2019-02.
- Puyallup Station Parking and Access Improvements increased by \$67.3 million through Resolution R2019-03 to establish the project baseline.

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 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. (expansion of high occupancy vehicle (HOV) transit lanes on I-90)

Bus Rapid Transit is focused on fostering a construction partnership with WSDOT and local jurisdictions, and begin right-of-way acquisition activities to site a bus rapid transit maintenance base.

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.
- Continue construction to expand Tacoma Link.
- Continue construction of stations and track installation 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 Link Extension.
- Receive the initial delivery of 30 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 to augment the Sounder revenue fleet.

System Expansion – Regional Express 2019 Budget Highlights

- Complete a feasibility study to analyze and produce a candidate list of suitable sites for the Bus on Shoulder Program.
- Complete project close-out activities on the completed I-90 Two-Way Transit and HOV Operations Stage 3 project.

System Expansion – Stride 2019 Budget Highlights

- Commence construction of Business Access and Transit (BAT) lanes elements of the Bus Rapid Transit program in the City of Bothell.
- Commence construction with the Washington State Department of Transportation (WSDOT) at the NE 44th Street Interchange in Renton.

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

- Commence planning and design of agency-wide digital signage upgrade.
- 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 vehicle charging 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 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.
- 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.

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 twelve 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.
- Implement the operations performance reporting tool.
- Migrate on-premises SharePoint to the cloud.

Operations and Maintenance Facility



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
Sources of Funds							
Tax Revenue							
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
Total Tax Revenue	7,944	19,427	8,560	15,957	11,562	-	63,450
Other Revenue							
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
Total Other Revenue	2,043	5,822	2,364	2,520	1,760	1,013	15,521
Bond Proceeds (with DSRF)	2,804	4,675	4,614	1,579	206	-	13,878
TIFIA Proceeds	471	1,088	926	836	-	-	3,320
Total Sources	\$ 13,262	\$ 31,012	\$ 16,463	\$ 20,891	\$ 13,528	\$ 1,013	\$ 96,169
Uses of Funds							
Capital Expenditures (Including Service Delivery)							
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
Southern 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
Total Capital Expenditures	8,424	12,244	6,494	11,363	6,014	5,513	50,053
O&M Expenditures							
Link Light Rail	974	6,741	2,135	1,645	373	-	11,868
Tacoma Link Light Rail	-	-	-	-	566	-	566
Southern 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
Total O&M Expenditures	2,221	7,371	3,885	4,585	3,386	2,564	24,012
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)
Total Uses	\$ 13,262	\$ 31,012	\$ 16,463	\$ 20,891	\$ 13,528	\$ 1,013	\$ 96,169

*Includes Other O&M and Emergency Reserve

ST Express Bus



Appendix B – Budget Process

Sound Transit’s budget process is structured to serve two purposes. Within the agency, the development of the budget provides a forum for joint planning of objectives and strategies, with executive and Board review of programs. For the region’s citizens, the budget reports on the status of projects and services, detailing the agency’s proposed activities and their costs for the coming year.

The internal process is a collaborative and iterative one, with the agency’s senior management providing strategic direction and critical review, managers and project managers preparing resource proposals, and budget staff providing analysis and technical support for the process. Once the proposed budget and transit improvement plan have been published, the Sound Transit Board and the public provide an external review of project and service proposals from a policy standpoint.

The annual budget process begins with planning and target setting in March and April, budget development in May through August, and budget adoption anticipated in December. Major phases of this process are outlined below. In addition, a Service Implementation Plan is also prepared that guides the delivery of transit services and is approved by the Board.

Amendments to the budget after adoption require the CEO to submit a budget resolution to the Board. Amending the budget is required if spending is to exceed the total annual operating budget for the agency or the authorized project allocation for a capital project. Budget resolutions must be passed by a two-thirds majority vote of the Board.

BUDGET PROCESS

Pre-Budget Planning	
March – May	<ul style="list-style-type: none"> Executive team sets strategic direction for the agency based on direction from the Board. Financial Planning and Analysis staff develop a target for the annual operating budget. Budget Analysts develop individual department targets with input from the departments. Budget kickoff meeting in late May.
Operating Budget Development	
June – July	<ul style="list-style-type: none"> Managers prepare new position requests, long-term staffing forecasts, and budget requests for all operating divisions. Department Executive Directors review and approve their managers’ budget requests. Budget staff review requests and work with departments to finalize budget submissions to the Deputy CEO.
Project Budget Development	
July - August	<ul style="list-style-type: none"> Cross-functional team prioritizes new project submissions and prepares recommendation to Deputy CEO. Project Control staff prepare project budget requests and annual cash flow.
Internal Review	
August – September	<ul style="list-style-type: none"> Department Executive Directors present operating budget and position requests as well as project budget requests to Deputy CEO for review. Deputy CEO communicates new position and budget request decisions to departments. Deputy CEO presents the budget to CEO. CEO makes final decisions on proposed budget.
Proposed Budget Documentation	
September-October	<ul style="list-style-type: none"> Budget staff develop proposed budget and TIP documents. CFO and CEO present the proposed budget to the Board.
Board Review	
November	<ul style="list-style-type: none"> Finance staff provide budget and finance plan briefings to the various Board Committees and Citizen Oversight Panel. Board holds a public hearing on the budget. Budget staff prepare any necessary revisions to the proposed budget and brief committee members for their recommendation to the Board for approval.
Budget Adoption	
December – March	<ul style="list-style-type: none"> Board adopts the budget and transit improvement plan, with revisions, in December. Budget staff prepare a publication that includes an updated long-term financial plan, annual budget, and transit improvement plan for distribution in March.

Northgate Construction



Appendix C – ST3 Financial Policies

Sound Transit 3

Financial Policies

Adopted June 23, 2016

Sound Transit Financial Policies

The Sound Transit Board may amend these Financial Policies from time to time; the most current version of the Financial Policies is available at www.soundtransit.org

PURPOSE

The Sound Transit Board (the Board) adopted an initial framework for the financing of Sound Move and ST2, by setting local tax rates, focusing on minimizing the cost of capital, requiring conservative projections for federal and state funding, defining equity and adopting the subarea equity principle to guide how projects are funded in the five subareas. The Financial Policies reflect the Board's policy intent for implementing the financial framework for completing *Sound Move* and ST2 and subsequent system plans and for providing the tools to the Board to appropriately manage toward and respond to future conditions.

LEGAL RESPONSIBILITIES

In adopting these Financial Policies, the Board recognizes certain legal responsibilities. Existing state law grants all legislative and policy authority to the Board and does not allow the Board to abrogate, transfer or delegate such authority to other agencies or to the five subareas within the Sound Transit District. Consequently, all funds collected by or provided to Sound Transit, including local tax revenues, federal and other government grants, bond and loan proceeds, fare box revenues, interest earnings, and private development revenues, may be disbursed only with approval of the Board. Priorities for disbursements will be determined within Sound Transit's annual budgetary process, which by law requires two-thirds affirmative vote of the Board.

Similarly, the Board recognizes that bonds issued and loans incurred by Sound Transit will be secured by a pledge of repayment through revenues including local taxes. When bonds are issued or loans secured, Sound Transit will enter a binding contract with its bondholders and lenders that requires first lien claim against pledged revenues for repayment and for maintenance and operation of the transit facilities and services funded by the bonds. Stated differently, bondholders and lenders will have a legal priority to Sound Transit's local tax revenues to repay the bonds and operate and maintain the transit system, notwithstanding any commitment or policy that no subarea will pay another subarea's debt. These Financial Policies reflect Sound Transit's commitment to subarea equity while maintaining the flexibility necessary to manage the financing of the System Plan on a consolidated basis and within legal constraints.

EQUITY

Definition of Equity

Equity will be defined as utilizing local tax revenues for projects and services that provide transportation benefits to the residents and businesses in each of the subareas generally in proportion to the level of revenues each subarea generates. Subareas may fund projects or services located outside of the geographic subarea when the project substantially benefits the residents and businesses of the funding subarea. The Financial Plan for Sound Transit activities addresses this equity principle by providing a financial plan for each of the five Sound Transit subareas, comprised of the subarea's share of local taxes, debt capacity, farebox proceeds and an assumption for federal funding. The five subareas are defined as Snohomish County, North King County/Seattle, East King County, South King County, and Pierce County. While the Financing Plan will be managed by the Board on a consolidated basis, the Board will report annually on individual subarea performance.

The Board agrees, therefore, that the facilities, projects and services identified in all voter-approved system plans represent a reasonable definition of equity.

IMPLEMENTATION POLICY

Subarea Reporting

1. The Financial Plan will provide projections for each of the five subareas, comprised of the subarea's projected share of local taxes, use of debt, farebox proceeds, other revenue, and an assumption for federal funding and related expenditures.
2. Local taxes will be allocated for subarea reporting based on actual tax receipts collected by subarea and within the Sound Transit District. The annual Financial Plan will incorporate updated forecasts based on these actual receipts. A portion of local taxes from each subarea will be allocated to fund system-wide costs as identified by the Board.
3. For subarea reporting purposes, government funding that is received for a specific project or service will be allocated to subarea(s) on a basis consistent with the allocation of costs for the project or service, unless the Board takes action to allocate the funds to other subareas as it deems in the best interest of Sound Transit after consideration of the funding needs to complete, enhance or extend the system plan.
For subarea reporting purposes, government funding that is received that is agency-wide or general in scope will be allocated by the Board as it deems in the best interest of Sound Transit after consideration of the funding needs to complete, enhance or extend the system plan.
4. Miscellaneous revenues, such as those generated through private-public partnerships, advertising and terminal concessions will be allocated for subarea reporting based on subarea investment in the facility and/or service from which the revenue is generated.
5. Debt will be allocated for subarea reporting based on a subarea's share of total long-term bonding requirements or as otherwise directed by the Board as deemed in the best interest of Sound Transit.

6. Subarea expenditures will be allocated for subarea reporting based on facilities and services to be provided, their projected costs and project contingencies, associated operating costs, debt service, reserves for debt service, operations and maintenance and capital replacement. The allocation of expenditures for reporting purposes for facilities and services that cross subarea boundaries will be made by the Board to ensure safe and efficient maintenance and operation of the system-wide facilities and services after due consideration to subarea benefits and priorities.

Monitoring Function

1. Sound Transit will establish a system that on an annual basis reports subarea revenues and expenditures. This monitoring and reporting function will be incorporated into Sound Transit's financial cycle. The Board may at its discretion conduct an independent assessment of the consistency of subarea reporting with Board policy guidance.
2. Sound Transit will appoint an advisory citizen oversight panel to monitor Sound Transit performance under these policies (see Public Accountability below).

Adjustments to Subarea Projects and Services

1. Subarea capital projects and transit services will be evaluated and adjusted annually as a part of the Board's consideration and adoption of an annual budget, which requires a two-thirds affirmative vote of the Board. Adjustments to subarea capital projects and services can include additional priority projects and/or services within that subarea should funding be available. This adjustment process recognizes that some fluctuation in revenues and expenditures against forecasts will occur.
2. For those cases in which a subarea's actual and projected expenditures exceed its actual and projected revenues and funding sources by five percent or greater, and/or where unforeseen circumstances occur that would result in an inability to substantially complete projects within such subarea's plan, the Board must take one or more of the following actions:
 - Correct the shortfall through use of such subarea's uncommitted funds and/or bond capacity available to the subarea; and/or
 - Scale back the subarea plan or projects within the plan to match a revised budget; and/or
 - Extend the time period of completion of the subarea plan; and/or
 - Seek legislative authorization and voter approval for additional resources.
3. For those cases in which a subarea's actual and projected revenue to be collected until the system plan is completed will exceed its actual and projected expenditures by five percent or greater, and/or where unforeseen circumstances occur that would result in the subarea's ability to fund additional projects and services not identified in the system plan, then Sound Transit may use such surplus funds to complete, extend or enhance the system plan to provide transportation benefits for the subarea's residents or businesses as determined by the Board. Contributions from other parties, including the State, local governments and private sector can be programmed by the Board to complete, extend or enhance the System Plan, consistent with agreements with the other party.

SYSTEM-WIDE EXPENDITURES

The Board will fund such system-wide expenditures as necessary to maintain and plan for an integrated regional transit system consistent with voter-approved system plans. Such system-wide expenditures will include fare administration, technology and innovation programs, system access, transit oriented development, future phase planning and agency administration, system-wide transit assets and other such expenditures as determined by the Board to be appropriate. Properties authorized for purchase by the Board to preserve required right-of-way will be funded as a system-wide cost until such time as the right-of-way is utilized by a subarea(s), at which time the cost will be allocated to the subarea(s) consistent with Board approved allocation. System-wide expenditures, not funded by dedicated system-wide agency interest earnings, revenues or other specific funding sources, will be funded by subareas proportional to the subarea's share of total local tax revenues, population, benefits received, or on another basis as deemed appropriate by the Board.

DEBT MANAGEMENT

Legal Definition of Sound Transit Debt Financing Capacity

Sound Transit's enabling legislation defines Sound Transit's capacity for issuing general obligation debt at one and one-half percent of the value of the taxable property within the boundaries of the Sound Transit District (and with approval of three-fifths of voters voting within the Sound Transit District, up to five percent of the value of the taxable property within the district's boundaries). There is no dollar limit for revenue indebtedness.

Debt Service Coverage Requirements

The Board recognizes that its bondholders and lenders will hold first claim against revenues pledged as repayment for outstanding bonds and loans based on the flow of funds. However, Sound Transit's debt financing capacity will be calculated on a more conservative basis, by evaluating all revenues and deducting total operating expenses for net revenues available for debt service.

For long-term planning purposes, Sound Transit agency debt service coverage ratio policy will be set at an average coverage ratio of 2.0x for net revenues over annual debt service costs, not to fall below 1.5x in any single year. However, as voter-approved plans are implemented, prudent changes to coverage ratios may be made by the Board as appropriate. Before issuing bonds, Sound Transit will establish the appropriate debt service coverage ratio to incorporate into the bond covenants for the specific bond issuance.

Uses of Debt Financing

1. The ST3 Plan will be financed through a variety of mechanisms, including without limitation: direct expenditure of tax revenues, operating revenues, and other receipts; state, federal and local government grants; private donations; tax backed and non-tax backed debt issuance by Sound Transit, associated or subsidiary entities, by cooperating public or private entities; leases; public private partnerships or other contractual arrangement.
2. Debt financing for capital projects covers two distinct types of borrowing, the first related to long-term debt financing, and the second related to short-term debt financing.

3. Short-term debt financing (with terms of ten years or less) is expected to be used primarily to bridge the gap between the necessary timing of expenditures and the anticipated receipt of revenues.
4. The use of long-term financing (with terms of more than ten years) is expected to be limited to capital and related costs for portions of the program that have a useful life in excess of the term of the debt. Long-term financing should be preserved for those aspects of the program for which other sources of funds are not likely to be available.

Allocation of Sound Transit Debt

1. For reporting purposes, the amount of long-term debt financing used to benefit each of the subareas will be based on each subarea's ability to repay debt after covering operating costs. For internal reporting purposes, the Board may determine appropriate internal debt service limits by subarea.
2. While the above policy prescribes the use of debt financing for subarea reporting, the Board will manage the agency's debt capacity on a consolidated basis to maximize resources between subareas.

PRIORITIES FOR EXPENDITURES

The Board will adopt expense budgets for transit operations and agency administration and maintain a multi-year capital improvement plan. A two-thirds affirmative vote of the Board is required for budget adoption. Sound Transit will establish guidelines for its budgeting process and criteria to establish priorities for expenditures.

FINANCIAL MANAGEMENT & PROCUREMENT

Sound Transit will maintain polices for debt and investment management, asset management, fares and operating expenses and grants management to effectively manage voter-approved revenues and efficiently operate the regional public transit system.

Sound Transit will evaluate alternative procurement methods for capital projects. Such methods will be implemented when they are calculated to result in schedule or cost savings, favorable risk transfer, or more effective project management, and are consistent with best practices in procurement and strong control systems.

ASSET MANAGEMENT

Sound Transit will invest in, maintain, and manage its physical assets and infrastructure to ensure safe, cost effective and sustainable ongoing provision of regional high capacity transit services to the citizens of the Puget Sound. The agency will operate and maintain its assets in a state of good repair that meets or exceeds all federal and other regulatory requirements. The Board will maintain capital replacement and maintenance reserves and annual budgetary amounts sufficient to fully fund the system in a state of good repair. Sufficient funds will be set aside funds with the agency's long-term financial plan to meet these obligations, and their funding will have precedence over other agency expenditures.

PUBLIC ACCOUNTABILITY

To ensure that the voter approved program development and implementation occurs within the framework and intent of these policies, Sound Transit will:

1. Conduct an annual independent audit of its financial statements in compliance with state and federal requirements;
2. Implement a performance audit program; and
3. Appoint and maintain an advisory citizen oversight panel to conduct annual reviews of Sound Transit's performance and financial plan, and submit a report and recommendations to the Board.

FUTURE PHASES

Voter Approval Requirement

The Board recognizes that the voter-approved taxes are intended to be used to implement the System Plan and to provide permanent funding for future operations, maintenance, capital replacement and debt service ("permanent operations") for voter-approved programs and services. The Board has the authority to fund these future costs through a continuation of the local taxes authorized by the voters. However, as a part of its commitment to public accountability, the Board pledges that the local taxes will be rolled back to the level required for permanent operations and debt service after the voter-approved ST3, Sound Transit 2 and Sound Move plans are completed and implemented. The rollback procedure is contained in the Tax Rate Rollback section. The Board further pledges that, after the voter-approved ST3, Sound Transit 2, and *Sound Move* plans are completed and implemented, any additional capital programs that would continue local taxes at tax rates higher than necessary for permanent operations will require approval by a vote of those citizens within the Sound Transit district.

Tax Rate Rollback

When the voter-approved capital projects in ST3, ST2 and *Sound Move* are completed and implemented, the Board will initiate two steps to roll back the rate of one or more of the taxes collected by Sound Transit.

1. First, Sound Transit will initiate an accelerated pay off schedule for any outstanding bonds whose retirement will not otherwise impair the ability to collect tax revenue and complete ST3, ST2 or Sound Move, or impair contractual obligations and bond covenants. Sound Transit will implement a sales tax rollback to a level necessary to pay the accelerated schedule for debt service on outstanding bonds, system operations and maintenance, fare administration, capital replacement and ongoing system-wide costs and reserves.
2. After all debt is retired, Sound Transit will implement a tax rollback to a level necessary to pay for permanent operations, including, system operations and maintenance, fare administration, capital replacement and ongoing system-wide costs and reserves.

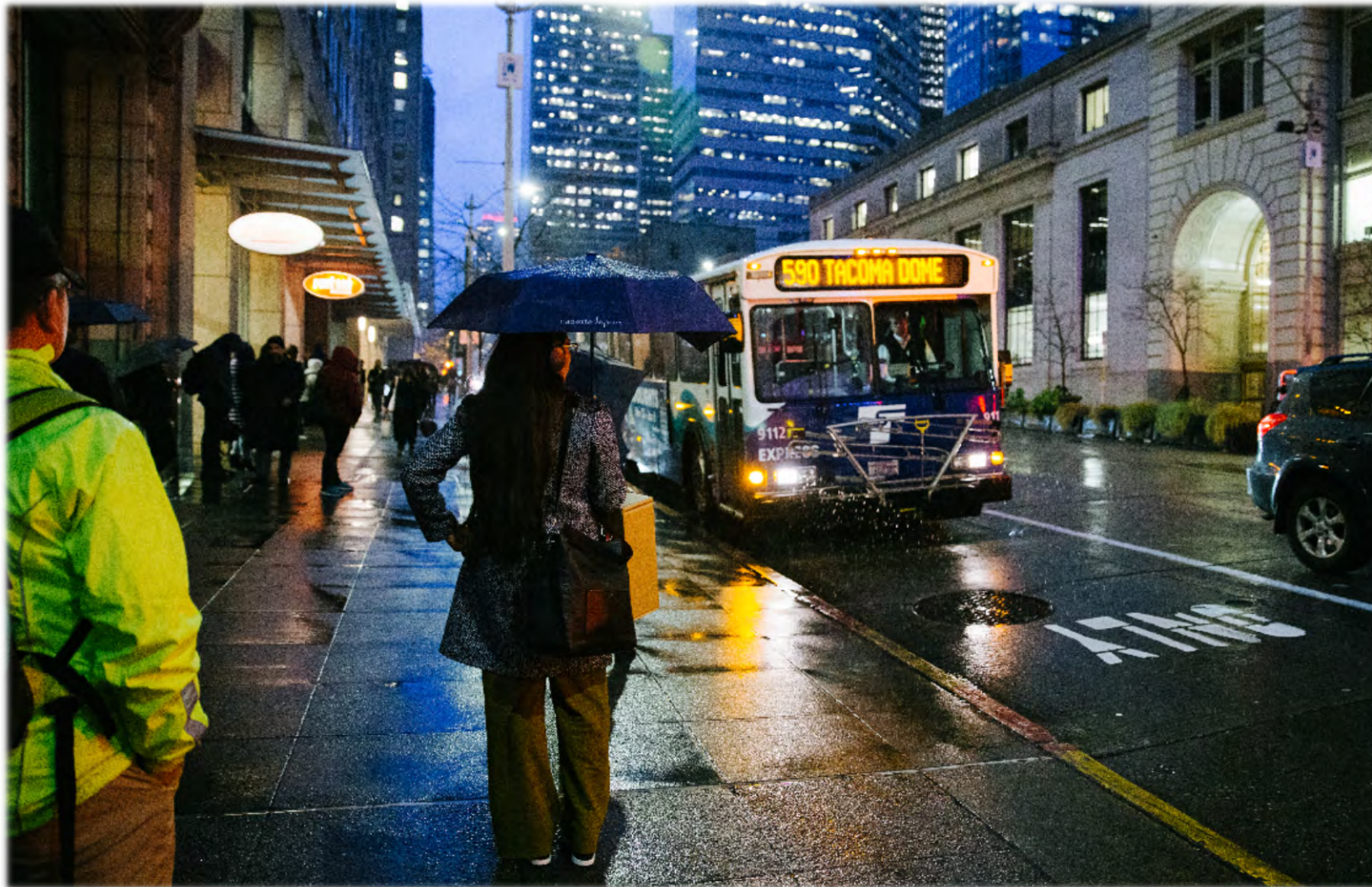
Financial Policies Review

These Financial Policies may be amended from time to time as the Board deems necessary to implement and complete the System Plan. These policies, as they may be amended, will apply to future capital programs. The Financial Policies will be reviewed before submittal of a future capital program to the Sound Transit district voters.

Financial Policy Content

The policies in this document together with Appendix A (Sources and Uses of Funds) to the ST 3 Regional Transit System Plan constitute the financial plan for the ST 3 Regional Transit System Plan, Sound Move and ST 2. The documents are available online at _____(XXX)_ , at Sound Transit's offices at 401 S. Jackson St., Seattle, Washington 98104 or by mail on request.

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RESOLUTION NO. R2018-44

Proposed 2019 Budget

MEETING:	DATE:	TYPE OF ACTION:	STAFF CONTACT:
Board	12/20/2018	Final Action	Tracy Butler, Chief Financial Officer Ann Sheridan, Budget Director

PROPOSED ACTION

Adopts an annual budget for the period from January 1 through December 31, 2019, adopts the 2019 Transit Improvement Plan, and permits systemwide allocation of financial benefits of certain grants.

KEY FEATURES SUMMARY

- The Proposed 2019 Budget requests funding authorization of \$2.9 billion. This request is comprised of:
 - \$504.4 million for Operating budgets (including \$345.4 million for transit modes, \$2.3 million for ORCA expenses, and \$156.7 million in charges to projects);
 - \$2.4 billion for Projects; and
 - \$152.1 million for Other Budgets (including debt service).
- With the revisions in Attachment B, the 2019 funding authorization request totals \$2.9 billion.
- The Proposed 2019 TIP totals \$18.7 billion in authorized project allocations to date.
- With the revisions in Attachment B, the 2019 TIP totals \$18.7 billion.
- The Proposed 2019 Budget would be funded by an estimated \$2.4 billion in revenues and an estimated \$1.5 billion in unrestricted cash balances projected for the end of 2018. As of November 2018, the agency had an unrestricted cash balance of \$1.6 billion.
- This Resolution No. R2018-44 adopts and approves a new grant benefit allocation policy for subarea reporting purposes. The new policy will grant the agency the flexibility to allocate certain federal grant reimbursements as deemed to be in the best interest of system instead of allocating the reimbursements directly to recipient subareas.
- The Proposed 2019 Budget and Proposed 2019 TIP, with revisions, are fully affordable within the agency’s existing revenue projections and financial policies.

BACKGROUND

The Sound Transit Board adopts the Sound Transit annual budget, which contains the agency’s budget for revenue and financing, administrative expenses, transit mode expenses, projects, and debt service. The Sound Transit Board adopts the TIP, a cumulative total of authorized project allocations to date for all active projects. Sound Transit’s annual budget and TIP are organized by three primary program areas: Operating Budgets (including transit modes), Project Budgets, and Other Budgets.

The resolution approves the following revenues and expenditures for 2019:

Revenues – \$2.4 billion of estimated revenues include:

- \$1,366.0 million from Retail Sales and Use Tax
- \$339.1 million from Motor Vehicle Excise and Rental Car Taxes

- \$151.5 million from Property Tax
- \$318.4 million from federal grants
- \$0.9 million from local and state contributions
- \$102.6 million from passenger fare revenues
- \$33.7 million in interest income
- \$12.2 million in miscellaneous revenues
- \$100.0 million in TIFIA loan proceeds

Operating Budgets – \$504.4 million includes:

- \$345.4 million for transit modes made up of \$5.0 million for Tacoma Link, \$137.8 million for Link Light Rail, \$54.9 million for Sounder Commuter Rail and \$147.7 million for ST Express.
- \$156.7 million for administrative project support costs is distributed and recognized in the Project Budgets.
- \$2.3 million for the regionally shared operation and maintenance costs under for the ORCA fare collection system.

Revisions to the Proposed 2019 Operating Budgets are \$4.0 million, for a new authorized operating expenses of \$508.4 million.

Project Budgets – \$2.4 billion for the delivery of projects:

System Expansion Projects – \$2.2 billion which includes:

- \$2,051.9 million for Link
- \$37.4 million for Sounder
- \$86.2 million for Regional Express
- \$24.0 million for Other

Enhancement Projects – \$37.0 million

State of Good Repair Projects – \$72.6 million

Administrative Projects – \$88.9 million

Revisions to the Proposed 2019 Project Budget are \$38.5 million, for a new authorized project outlays of \$2.4 billion.

Other Budgets – \$152.1 million includes:

- \$135.0 million for Debt Service
- \$10.1 million for Tax Collection and Fees
- \$7.0 million for Donations to Other Governments

A revision to the Proposed 2019 Other Budgets is \$(0.6) million, for new authorized operating expenses of \$151.5 million.

Reserves – The resolution also provides for the agency to reserve funds for the following purposes:

- \$84.1 million for the Operations & Maintenance Reserve equal to two months of operating expenses (a contribution of \$6.2 million is budgeted for 2019).
- \$29.6 million for the Emergency/Loss Reserve (a contribution of \$5.5 million is budgeted for 2019).
- \$4.0 million for the Regional Affordable Housing Revolving Loan Fund (new for 2019; a contribution of \$4.0 million is budgeted for 2019).
- The agency also maintains a minimum \$300.0 million in the Capital Replacement Reserve (no contribution is budgeted for 2019).

This resolution adopts and approves a new grant reimbursement allocation policy. The agency's most recent financial forecasts show cost increases on recent projects, increased projected inflation, and decreased revenue projections in certain regions indicate that some subareas potentially may not be able to afford to complete their projects by 2041, the ST3 end date. Because the program remains affordable on an agency-wide basis, the potential subarea revenue shortfalls may be remedied by adopting a new allocation policy for certain FTA grant reimbursements awarded to specific projects.

- Currently, federal grant reimbursements are allocated directly to the project for which they are received, and the subareas responsible for payment of the recipient project share the reimbursement pro rata. However, the financial policies adopted by the voters permit the Board to allocate grant reimbursements to other subareas as it deems in the best interest of the agency in consideration of the funding needs to complete the system plan.
- The ST3 plan assumed a flat 16% federal grant allocation to each subarea. This assumption was based on past federal funding levels, but it did not guarantee grant revenue to each subarea.
- This new policy will permit flexible allocation of reimbursements from FTA Capital Investment Grants and FTA Formula funding grants to subareas other than where the project is located. When the agency receives a reimbursement from either of these grant programs, the CFO may designate the reimbursement as a systemwide grant asset. In order to make the systemwide designation the following conditions must be met:
 - Based on the most recent financial forecast, the grant recipient subarea must be able to afford all future projects without the grant funds to be reallocated;
 - The most recent financial forecast shows the agency as a whole has sufficient funding to deliver the entire system as approved by voters;
 - Reallocation of the reimbursement must not adversely affect the affordability of the project that originally received the grant as determined by the baseline cost budget adopted by the Board; and
 - The reallocation must not violate the terms of the FTA grant.
- After the reimbursement has been designated as systemwide grant funds, the CFO may then allocate those grant funds to other subareas to complete projects as financially necessary.
- The new policy would:
 - Permit the entire capital program to be completed by 2041 under current projections;
 - Allow agency to retain flexibility so seek federal grants based on project competitiveness, rather than subarea necessity; and
 - Allow all taxes to be rolled back at the earliest possible time.

The resolution also authorizes:

- Revisions and cash flow changes approved by the Capital Committee and the Operations and Administration Committee and those adopted by the Board as part of this action. Approved revisions are shown in Attachment B.
- The Proposed 2019 TIP plus revisions includes changes to the authorized project allocation to date for 23 projects and the establishment of 6 projects with an authorized project allocation to date increase of \$662.0 million (Attachment C).
- The Board Administrator may file any administrative forms necessary for the collection of Sound Transit's property tax. Any property tax estimates required for property tax collection may not exceed the previous year's collections unless expressly authorized by the Board.

FISCAL INFORMATION

The Proposed 2019 Budget and Proposed 2019 TIP are fully affordable within the agency's existing revenue projections and financial policies.

Sound Transit's Proposed 2019 Budget requests funding authorization totaling \$2,895,557,315 in operating expenditures and project costs. The agency's expenses and outlays will be funded by an estimated \$2,424,413,521 in revenue and other financing sources and by a projected positive cash position in January 2019 of \$1,546,832,518. As of November 30, 2018, the agency had an unrestricted cash balance of \$1,573,604,391.

With the revisions in Attachment B, the 2019 funding authorization request totals \$2,937,467,979 in operating expenditures and project costs.

SMALL BUSINESS/DBE PARTICIPATION AND APPRENTICESHIP UTILIZATION

Not applicable to this action.

PUBLIC INVOLVEMENT

The Sound Transit Board reviewed the Proposed 2019 Budget and Proposed 2019 Transit Improvement Plan at public meetings that took place in October and November 2018 and reviewed revisions to both in December. On November 1, 2018, a public hearing was held in order to provide an opportunity for testimony from interested members of the public.

TIME CONSTRAINTS

A one-month delay would postpone adoption of the Proposed 2019 Budget and Proposed 2019 Transit Improvement Plan into the 2019 fiscal year and the agency would have no spending authority beginning January 1, 2019.

PRIOR BOARD/COMMITTEE ACTIONS

Resolution No. R2018-23: Adopted a Budget Policy and superseding Resolution No. R2002-08.

Resolution No. R2016-16: Adopted the Sound Transit 3 Regional Transit System Plan.

Resolution No. R72-1: Superseded Resolution 72, and amended the financial policies to include a strategic property acquisition program as an enumerated purpose of the Regional Fund.

ENVIRONMENTAL REVIEW

KH 12/13/18

LEGAL REVIEW

DB 12/14/18

Resolution No. R2018-44
Staff Report

RESOLUTION NO. R2018-44

A RESOLUTION of the Board of the Central Puget Sound Regional Transit Authority adopting an annual budget for the period from January 1 through December 31, 2019, adopting the 2019 Transit Improvement Plan, and permitting systemwide allocation of financial benefits of certain grants.

WHEREAS, the Central Puget Sound Regional Transit Authority, hereinafter referred to as Sound Transit, has been created for the Pierce, King, and Snohomish Counties region by action of their respective county councils pursuant to RCW 81.112.030; and

WHEREAS, Sound Transit is authorized to plan, construct, and operate a high-capacity system of transportation infrastructure and services to meet regional public transportation needs in the central Puget Sound region; and

WHEREAS, in general elections held within the Sound Transit District on November 5, 1996, November 4, 2008, and November 8, 2016, voters approved local funding to implement a regional high-capacity transportation system for the central Puget Sound region; and

WHEREAS, Sound Transit is successfully building and operating the first, second and third phases of the regional transit system plan that were approved by voters in 1996, 2008, and 2016; and

WHEREAS, Sound Transit is meeting a high standard of public accountability through effective monthly progress reports and quarterly financial reporting; and

WHEREAS, the Sound Transit Board adopted financial policies to govern the financing and implementation of the regional transit system and to specify budgetary guidelines for providing subarea equity in accomplishing the same; and

WHEREAS, permitting the designation of reimbursements from Federal Transit Administration's (FTA) Capital Investment Grant program and FTA Formula funding grants not necessary to complete a subarea's projects as systemwide grant funds available to complete the voter-approved system plans is consistent with the financial policies adopted as part of the voter-approved plans and could (1) allow the Board to roll back taxes at the earliest possible date, and (2) permit all projects, including rail segments connecting the subareas, to be completed on schedule based on current financial projections. To the extent the funds legally available to a subarea are sufficient to complete the subarea projects as scheduled, reimbursements from those FTA grants not necessary to meet the subarea's project's baseline cost budget as set by the Board, can be designated a systemwide grant funds so long as the designation does not violate the grant requirements; and

WHEREAS, the chief executive officer submitted a Proposed 2019 Budget and Proposed 2019 Transit Improvement Plan (TIP) for Board consideration; and

WHEREAS, the Proposed 2019 Budget and Proposed 2019 TIP are consistent with and affordable under Sound Transit Financial Policies as adopted by Resolution No. R2016-16 and complies with the Budget Policies as adopted by Resolution No. R2018-23; and

WHEREAS, in 2010 the Sound Transit Board designated the Capital Committee and the Operations and Administration Committee as permanent committees with specific responsibilities,

including reviewing proposed annual budgets, and authorized project allocations to date included in the TIP and providing recommendations to the Board; and

WHEREAS a public hearing was held on November 1, 2018, to take public testimony on the Proposed 2019 Budget and Proposed 2019 TIP; and

WHEREAS, at its December 6, 2018, meeting, the Operations and Administration Committee adopted Motion No. M2018-156 recommending the Proposed 2019 Operating Budgets (including agency revenues and other financing sources, operating expenses including transit mode budgets, debt service, tax collection and fees, donations to other governments, and contributions to reserves) and revisions approved by the Committee to the Board; and

WHEREAS, at its December 13, 2018, meeting, the Capital Committee adopted Motion No. M2018-142 recommending the Proposed 2019 Project Budgets (annual and authorized project allocations to date) and revisions approved by the Committee to the Board; and

WHEREAS, a two-thirds affirmative vote of the entire membership of the Sound Transit Board is required to adopt the Proposed 2019 Budget and Proposed 2019 TIP with revisions.

NOW, THEREFORE, BE IT RESOLVED by the Board of the Central Puget Sound Regional Transit Authority that:

Section 1a – Revenues. The Proposed 2019 Budget projects the collection of \$2,424,413,521 in total revenues including \$1,366,029,422 for Sales and Use Tax, \$339,109,703 for Motor Vehicle Excise Tax and Rental Car Tax, \$151,500,000 for Property Tax, \$318,373,143 for federal grants, \$920,000 for local and state contributions, \$102,564,377 for passenger fare revenues, \$33,682,988 for investment income, \$12,233,888 for miscellaneous revenues, and \$100,000,000 for TIFIA loan proceeds and/or such amounts as are contained in revisions to the Proposed 2019 Budget as adopted by the Board.

Section 1b – Operating Budgets. Sound Transit is authorized to incur \$504,394,985 in operating expenses, including \$345,438,694 for transit mode budgets, \$2,294,984 for ORCA expenses, and \$156,661,307 for charges to projects.

- Transit Modes: Sound Transit is authorized to incur \$147,740,768 for ST Express bus expenses; \$5,005,006 for Tacoma Link light rail expenses; \$137,794,202 for Link light rail expenses; \$54,898,718 for Sounder commuter rail expenses; and/or such amounts as are contained in revisions to the Proposed 2019 Budget as adopted by the Board.
- ORCA: The chief executive officer is authorized to incur \$2,294,984 for the regionally shared operation and maintenance costs under the Interlocal Agreement (ILA) for the ORCA fare collection system.
- Charges to projects of \$156,661,307 include direct charges of salaries and benefits for employees that work on projects and allocations of administrative overhead to assets and administrative projects.
- And/or such amounts as are contained in revisions to the Proposed 2019 Budget as adopted by the Board.
- Revisions to the Proposed 2019 Operating Budgets are \$4,018,193, for new authorized operating expenses of \$508,413,178.

Section 1c – Project Budgets. Sound Transit is authorized to incur a total of \$2,398,048,133 for project outlays, comprised of budgets for the following project types: System Expansion – Link \$2,051,923,817; System Expansion – Sounder \$37,395,181; System Expansion – Regional Express \$86,214,000; System Expansion – Other \$24,031,034; Enhancement projects

\$36,980,372; State of Good Repair projects \$72,601,274; and Administrative projects \$88,902,454; and/or such amounts as are contained in revisions to the Proposed 2019 Budget as adopted by the Board.

Revisions to the Proposed 2019 Project Budgets are \$38,502,471, for new authorized project outlays of \$2,436,550,604.

Section 1d – Debt Service. Sound Transit is authorized to incur \$100,936,712 in fixed and variable rate interest and fees on debt and \$34,070,000 in principal repayments for a total of \$135,006,712 for debt service on outstanding bonds, and/or such amounts as are contained in revisions to the Proposed 2019 Budget as adopted by the Board.

Section 1e – Donations to Other Governments. Sound Transit is authorized to donate \$7,000,000 to other governments, and/or such amounts as are contained in revisions to the Proposed 2019 Budget as adopted by the Board.

Section 1f – Tax Collection and Fees. Sound Transit is authorized to incur \$10,063,777 in tax collection and fees, and/or such amounts as are contained in revisions to the Proposed 2019 Budget as adopted by the Board.

A revision to the Proposed 2019 Tax Collection and Fees Budget is \$(610,000), for a new authorized tax collection and fees of \$9,453,777.

Section 1g – Reserves. Sound Transit is authorized to place in reserve the following amounts: \$5,500,000 for Emergency/Loss, \$6,246,831 for Operations and Maintenance, and \$4,000,000 for Regional Affordable Housing Revolving Loan Fund.

Section 1h—Grant Benefit Allocation. In the event both (1) the actual and projected funds legally available to a subarea are sufficient to complete all future voter-approved subarea projects, and (2) the voter-approved program remains affordable for the entire agency, reimbursements from FTA's Capital Investment Grant program and FTA Formula funding grants not necessary for recipient projects to remain affordable based on the baseline cost budget established by the Board, may, for subarea accounting purposes, be designated systemwide grant funds so long as the designation does not violate the grant requirements. The chief financial officer may then, if financially necessary to complete the ST2 or ST3 system plans, allocate designated systemwide grant funds to complete projects in another subarea. This Section 1h authorization continues in effect as adopted policy after December 31, 2019.

Section 2. The Proposed 2019 TIP includes changes in authorized project allocations to date in the amount of \$662,020,598, including \$640,092,598 for existing projects and \$21,928,000 for new projects. Revisions to the Proposed 2019 TIP are \$24,448,612, for new authorized project allocations of \$18,740,501,657. The specific projects impacted are referenced in Attachment C – Changes to Authorized Project Allocations to Date in the Proposed 2019 TIP.

Section 3. The budget for the period January 1, 2019 to December 31, 2019 as set forth in Attachment A (2019 Financial Plan and Proposed Budget), and the approved revisions to the Proposed 2019 Budget and Proposed 2019 TIP in Attachment B, together constitute the Adopted 2019 Budget and Adopted 2019 TIP as adopted by this Resolution.

Section 4. The Adopted 2019 Budget and Adopted 2019 TIP are not an exclusive authorization of expenses or capital outlays, except as specified in Section 1b – ORCA and Section 1d – Debt

Service. Authorization of expenditures must comply with Sound Transit's Procurement, Agreements and Delegated Authority Policy, Resolution No. R2018-40.

Section 5. The Board authorizes the Board Administrator to execute and file any collection estimate legally required to collect Sound Transit's property tax. The Board Administrator may estimate the tax to be levied for the next year either in the same total amount estimated and levied for the current year or, if approved by the Board, in an increased amount. This Section 5 continues in effect as adopted policy after December 31, 2019.

Section 6. The Board further authorizes the chief executive officer to take any actions necessary to implement the policies and determinations of the Board pursuant to this Resolution.

ADOPTED by no less than a two-thirds affirmative vote of the entire membership of the Sound Transit Board at a regular meeting thereof held on December 20, 2018.



Dave Somers
Board Chair

ATTEST:



Kathryn Flores
Board Administrator

Resolution No. R2018-44
Attachment B – Approved Amendments

Amendments approved by the Operations and Administration Committee on December 6, 2018

O-1 Operations Department/Link: Increase Annual Operating Budget to Fund Light Rail Vehicle Repairs

Total Revision: \$631,527

Description: This revision increases the annual Link modal operating budget for light rail vehicle repairs.

Justification: A contract to repair a damaged vehicle was originally planned and awarded in 2018 per Motion No. M2018-27. The work was planned for 2018 but is now expected to be completed in 2019 so funds are requested to be included in 2019 budget.

O-2 Operations Department/Link: Increase Annual Operating Budget to Fund Rail Grinding and Polishing

Total Revision: \$1,050,726

Description: This revision increases the annual operating Link modal budget for rail grinding work between Westlake Station and the Airport Station. Rail grinding and polishing restores the railhead profile and minimizes the wear and tear on the train wheel. The work is expected to begin in January 2019 and take five to six weeks to complete. It will be done in the evening using single tracking, and customer impacts are expected to be minimal.

Justification: Rail grinding maintains the track in a state of good repair, ensures ride quality, and reduces train noise and vibration. The work was originally planned and contract awarded in 2018 per Motion No. M2018-132. Due to a delayed start by the vendor, the work is deferred from 2018 into early 2019, necessitating the increase in the operating budget in 2019.

O-3 Operations Department/Facilities: Increase Annual Operating Budget to Fund Enhanced Escalator Maintenance Contract

Total Revision: \$1,300,000

Description: This revision increases the annual Link modal operating budget to include an enhanced maintenance contract for escalators at University of Washington Station.

Justification: A new contract will transfer maintenance to the original equipment manufacturer (OEM), Schindler Inc., per an action approved at the October 25, 2018, ST Board meeting. The scope of the new service contract includes a comprehensive maintenance package and incentivizes call-out responsiveness and reliable equipment performance. The budget increase also provides for on-site technician standby during weekday peak ridership and special events. ST expects these changes will improve escalator reliability, reduce equipment downtime, improve customer experience by minimizing access impacts, and drive efficiencies in obtaining OEM engineering solutions to new and existing issues inherent with this specific equipment.

O-4 Operations Department/ST Express: Increase Annual Operating Budget to Fund Bus Commissioning

Total Revision: \$960,000

Description: This revision increases the annual operating ST Express modal budget for bus commissioning services performed by Pierce Transit and Community Transit to increase the bus fleet by 19 additional buses.

Justification: The required buses are currently in storage and require servicing before being put into service. These buses will be used to support routes 540 and 541, which are currently supported by King County Metro. The service plan for these routes was not decided until after the 2019 Proposed Budget was published, necessitating this revision.

O-5 Operations Department/Link: Increase Annual Operating Budget to Fund New OMF Warehouse Lease

Total Revision: \$550,000

Description: This revision increases the annual operating Link modal budget for a new Operations and Maintenance Facility warehouse lease.

Justification: The current warehouse is not large enough to support the delivery of spare parts for the new Siemens LRVs, which will begin being delivered in 2019. The volume and timing of materials to be delivered was underestimated at the time the Proposed 2019 Budget was published. The existing warehouse lease expires in 2019 and the new larger space will replace the existing leased space.

O-6 Design, Engineering and Construction Management Department/Real Property: Decrease Annual Operating Budget to Adjust for Updates to Office Lease, Common Area Maintenance (CAM) Costs, and Deferred Rent

Total Revision: \$(474,060)

Description: This revision decreases the annual operating budget to account for updated lease payments, common area maintenance costs, and deferred rent estimates.

Justification: The lease for office space at Suite 160, 605 5th Avenue S and deferred rent credits for other administrative space were not included in the Proposed 2019 Budget, due to an oversight.

O-7 Tax Collection and Fees/Sales and Use Tax Offset Fee: Decrease in Sales and Use Tax Offset Fee

Total Revision: \$(610,000)

Description: As part of the ST3 plan, the agency will pay a 3.25% fee on eligible construction contract payments for new ST3 projects, up to a total of \$518.0M.

Justification: The original estimate of 2019 ST3 construction expenditures has been revised lower, resulting in a lower sales and use tax offset fee payment.

Amendments approved by the Capital Committee on December 13, 2018

C-1 #4X630 Downtown Redmond Link Extension – Increase Annual Project Budget

TIP Revision: \$0 Annual Project Budget Revision: \$54,734,000

Description: This revision increases the annual budget for the project.

Justification: The baseline budget was adopted in October after the proposed budget was published. This revision adjusts the 2019 Budget to include the baseline action.

Phase	2019 Annual Budget (in thousands)			Project Allocation to Date (in thousands)		
	Proposed Annual Budget	Proposed Revision	Revised Proposed Budget	Proposed Project Allocation	Proposed Revision	Revised Proposed Allocation
Agency Administration	1,076	5,876	6,952	77,000		77,000
Preliminary Engineering	2,308	2,693	5,001	23,000		23,000
Final Design		608	608	4,500		4,500
Third Party Agreements	700	1,729	2,429	17,000		17,000
Right of Way	98,442	-4,656	93,786	199,000		199,000
Construction		44,609	44,609	1,151,500		1,151,500
Construction Services	1,150	3,875	5,025	58,000		58,000
Vehicles						
Contingency						
Total	103,676	54,734	158,410	1,530,000	0	1,530,000

C-2 #300056 Sounder South Capacity Expansion Program – Increase Annual Project Budget for Administrative and Preliminary Engineering Phases

TIP Revision: \$0 Annual Project Budget Revision: \$2,272,000

Description: This revision establishes the annual project.

Justification: The project was established by Board action in October of 2018. This revision adds the budget for 2019.

Phase	2019 Annual Budget (in thousands)			Project Allocation to Date (in thousands)		
	Proposed Annual Budget	Proposed Revision	Revised Proposed Budget	Proposed Project Allocation	Proposed Revision	Revised Proposed Allocation
Agency Administration		687	687	774		774
Preliminary Engineering		1,585	1,585	1,822		1,822
Final Design						
Third Party Agreements						
Right of Way						
Construction						
Construction Services						
ART						
Vehicles						
Contingency						
Total	0	2,272	2,272	2,596	0	2,596

C-3 #400115 130th Street Station Project – Increase Annual Project Budget

TIP Revision: \$0

Annual Project Budget Revision: \$6,454,000

Description: This revision establishes the annual project budget.

Justification: The project was established by Board action in September of 2018. This revision adds the budget for 2019.

Phase	2019 Annual Budget (in thousands)			Project Allocation to Date (in thousands)		
	Proposed Annual Budget	Proposed Revision	Revised Proposed Budget	Proposed Project Allocation	Proposed Revision	Revised Proposed Allocation
Agency Administration		1,180	1,180	1,370		1,370
Preliminary Engineering		4,139	4,139	4,189		4,189
Final Design						0
Third Party Agreements		1,013	1,013	1,088		1,088
Right of Way		22	22	22		22
Construction		100	100	100		100
Construction Services						
ART						
Vehicles						
Contingency						
Total	0	6,454	6,454	6,769	0	6,769

C-4 #400008 Hilltop Tacoma Link Extension– Increase Annual Project Budget for Construction Phase and Revise Project Phase Allocation to Increase the Construction Phase

TIP Revision: \$0

Annual Project Budget Revision: \$470,000

Description: This revision authorizes an increase to the annual project and revises the project phases to increase budget for the construction phase.

Justification: The project received revised cost estimates for utility relocations after the Proposed 2019 Budget was published, necessitating the transfer of budget allocation from the right-of-way to the construction phase to fund the additional cost.

Phase	2019 Annual Budget (in thousands)			Project Allocation to Date (in thousands)		
	Proposed Annual Budget	Proposed Revision	Revised Proposed Budget	Proposed Project Allocation	Proposed Revision	Revised Proposed Allocation
Agency Administration	2,331		2,331	16,948		16,948
Preliminary Engineering				5,559		5,559
Final Design	1,195		1,195	11,330		11,330
Third Party Agreements	25		25	1,466		1,466
Right of Way	150	-30	120	2,780	-510	2,270
Construction	46,273	500	46,773	129,615	510	130,125
Construction Services	3,500		3,500	10,291		10,291
ART						
Vehicles	7,400		7,400	32,792		32,792
Contingency				6,565		6,565
Total	60,874	470	61,344	217,346	0	217,346

C-5 #500050 I-405 Bus Rapid Transit – Increase Total Project Allocation and Annual Project Budget for Increases to Right of Way and Preliminary Engineering Phases.

TIP Revision: \$24,500,000

Annual Project Budget Revision: \$13,000,000

Description: This revision authorizes an increase to the annual project budget for right-of-way and increases the project allocation to date in the right-of-way and preliminary engineering project phases.

Justification: A revised appraisal for acquisition of the Canyon Park property, performed after the submission of the proposed budget, resulted in an increase to the cost of acquisition of the property. Additionally, negotiations advanced with WSDOT to the point of being able to budget for preliminary engineering services needed for the NE 85th BRT station and interchange reconstruction.

Phase	2019 Annual Budget (in thousands)			Project Allocation to Date (in thousands)		
	Proposed Annual Budget	Proposed Revision	Revised Proposed Budget	Proposed Project Allocation	Proposed Revision	Revised Proposed Allocation
Agency Administration	3,835		3,835	13,673		13,673
Preliminary Engineering	12,649		12,649	28,980	11,500	40,480
Final Design						
Third Party Agreements	278		278	1,000		1,000
Right of Way	15,313	13,000	28,313	45,050	13,000	58,050
Construction	28,400		28,400	130,240		130,240
Construction Services						
ART						
Vehicles						
Contingency						
Total	60,475	13,000	73,475	218,943	24,500	243,443

C-6 #700720 ST Express Fleet Expansion – Increase Total Project Allocation for Increases to Vehicles Phase

TIP Revision: \$7,000,000

Annual Project Budget Revision: \$0

Description: This revision authorizes an increase to the authorized project allocation in the vehicles phase to purchase six additional buses.

Justification: Six additional 60-foot hybrid-diesel buses are needed to maintain service levels on high capacity routes. The service plan for these routes was not decided until after the Proposed 2019 Budget was published, necessitating this revision. This revision is necessary to allow procurement actions to occur in 2019 while the buses will not be delivered and paid for until 2020.

Phase	2019 Annual Budget (in thousands)			Project Allocation to Date (in thousands)		
	Proposed Annual Budget	Proposed Revision	Revised Proposed Budget	Proposed Project Allocation	Proposed Revision	Revised Proposed Allocation
Agency Administration						
Preliminary Engineering						
Final Design						
Third Party Agreements						
Right of Way						
Construction						
Construction Services						
Vehicles				39,757	7,000	46,757
Contingency						
Total	0	0	0	39,757	7,000	46,757

C-7 #500117 North Sammamish Park-and-Ride – Establishes the Project Budget.

TIP Revision: \$2,065,000

Annual Project Budget Revision: \$455,000

Description: This revision authorizes the establishment of the project and funds the beginning of the preliminary engineering phase.

Justification: The project requires coordination with King County Metro and the City of Sammamish regarding the location of new park-and-ride stalls. The project received internal approval after the publication of the Proposed 2019 Budget and TIP and so is now proposed as a revision. Project budget is needed in 2019 to meet the planned early delivery date of 2024.

Phase	2019 Annual Budget (in thousands)			Project Allocation to Date (in thousands)		
	Proposed Annual Budget	Proposed Revision	Revised Proposed Budget	Proposed Project Allocation	Proposed Revision	Revised Proposed Allocation
Agency Administration		220	220		750	750
Preliminary Engineering		210	210		1,105	1,105
Final Design						
Third Party Agreements		25	25		210	210
Right of Way						
Construction						
Construction Services						
ART						
Vehicles						
Contingency						
Total	0	455	455	0	2,065	2,065

C-8 #TBD Escalator Modernization Program – Establishes the Project Budget.

TIP Revision: \$4,963,000

Annual Project Budget Revision: \$4,963,000

Description: This revision authorizes the establishment of the project.

Justification: The decision to move forward to begin scoping and design for escalator modernization was reached in October necessitating the revision to the proposed budget.

Phase	2019 Annual Budget (in thousands)			Project Allocation to Date (in thousands)		
	Proposed Annual Budget	Proposed Revision	Revised Proposed Budget	Proposed Project Allocation	Proposed Revision	Revised Proposed Allocation
Agency Administration		394	394		394	394
Preliminary Engineering						
Final Design		263	263		263	263
Third Party Agreements						
Right of Way						
Construction		3,964	3,964		3,964	3,964
Construction Services		342	342		342	342
ART						
Vehicles						
Contingency						
Total	0	4,963	4,963	0	4,963	4,963

C-9 #809100 ST3 Planning – Decrease Total Project Allocation and Increase Annual Project Budget for Increases to Preliminary Engineering Phase

TIP Revision: (\$11,120,905)

Annual Project Budget Revision: \$2,000,000

Description: This revision reduces the overall authorized project allocation while changing the project cash flow to accelerate environmental analysis into 2019.

Justification: Surplus funds have been identified and are being defunded. Ongoing coordination with the Washington Department Ecology identified the need to accelerate environmental analysis into 2019, after the Proposed 2019 Budget was published.

Phase	2019 Annual Budget			Project Allocation to Date		
	Proposed Annual Budget	Proposed Revision	Revised Proposed Budget	Proposed Project Allocation	Proposed Revision	Revised Proposed Allocation
Agency Administration	150		150	5,009	100	5,109
Preliminary Engineering	1,600	2,000	3,600	47,632	-14,221	33,411
Final Design						
Third Party Agreements	800		800		3,000	3,000
Right of Way				7		7
Construction						
Construction Services						
Vehicles						
Contingency						
Total	2,550	2,000	4,550	52,648	-11,121	41,527

C-10 #7X701 ST Express Fleet Replacement – Decrease Annual Project Budget

TIP Revision: \$0

Annual Project Budget Revision: \$(39,535,046)

Description: This revision decreases the annual budget for the project.

Justification: Twenty-five replacement buses authorized under Motion No. M2018-162 will be delivered in 2020.

Phase	2019 Annual Budget <i>(in thousands)</i>			Project Allocation to Date <i>(in thousands)</i>		
	Proposed Annual Budget	Proposed Revision	Revised Proposed Budget	Proposed Project Allocation	Proposed Revision	Revised Proposed Allocation
Construction	0	0	0	47		47
Vehicles	39,535	(39,535)	0	189,222		189,222
Total	39,535	(39,535)	0	189,269	0	189,269

C-11 # 700777 Central Link Overhead Catenary System Tie Switch – Decrease Annual Project Budget and Revise Project Phase Allocation to Decrease the Construction Phase

TIP Revision: \$(2,958,483)

Annual Project Budget Revision: \$(2,958,483)

Description: This revision decreases the annual budget for the project and reduces the overall authorized project allocation.

Justification: This project has been canceled.

Phase	2019 Annual Budget (in thousands)			Project Allocation to Date (in thousands)		
	Proposed Annual Budget	Proposed Revision	Revised Proposed Budget	Proposed Project Allocation	Proposed Revision	Revised Proposed Allocation
Agency Administration	0		0	37		37
Construction	2,958	(2,958)	0	2,963	(2,958)	5
Total	2,958	(2,958)	0	3,000	(2,958)	42

C-12 #700710 Locomotive Inboard Cameras – Decrease Annual Project Budget

TIP Revision: \$0

Annual Project Budget Revision: \$(190,000)

Description: This revision decreases the annual budget for the project.

Justification: This project has been deferred.

Phase	2019 Annual Budget (in thousands)			Project Allocation to Date (in thousands)		
	Proposed Annual Budget	Proposed Revision	Revised Proposed Budget	Proposed Project Allocation	Proposed Revision	Revised Proposed Allocation
Agency Administration	19	(19)	0	30		30
Final Design+Specifications	19	(19)	0	30		30
Construction	152	(152)	0	240		240
Total	190	(190)	0	300	0	300

C-13 #700711 Sounder Passenger Emergency Intercom – Decrease Annual Project Budget

TIP Revision: \$0

Annual Project Budget Revision: \$(1,500,000)

Description: This revision decreases the annual budget for the project.

Justification: This project has been deferred.

Phase	2019 Annual Budget (in thousands)			Project Allocation to Date (in thousands)		
	Proposed Annual Budget	Proposed Revision	Revised Proposed Budget	Proposed Project Allocation	Proposed Revision	Revised Proposed Allocation
Agency Administration	150	(150)	0	150		150
Final Design+Specifications	300	(300)	0	300		300
Construction	1,050	(1,050)	0	1,050		1,050
Total	1,500	(1,500)	0	1,500	0	1,500

C-14 #700689 Pierce Transit - Global Positioning System Repeater– Decrease Annual Project Budget

TIP Revision: \$0

Annual Project Budget Revision: \$(1,662,000)

Description: This revision decreases the annual budget for the project.

Justification: This project has been deferred.

Phase	2019 Annual Budget <i>(in thousands)</i>			Project Allocation to Date <i>(in thousands)</i>		
	Proposed Annual Budget	Proposed Revision	Revised Proposed Budget	Proposed Project Allocation	Proposed Revision	Revised Proposed Allocation
Construction	1,662	(1,662)	0	1,662		1,662
Total	1,662	(1,662)	0	1,662	0	1,662

Resolution No. R2018-44
Attachment C – Changes to Authorized Project Allocation to Date in Transit Improvement Plan

Adoption of the Proposed 2019 Transit Improvement Plan will approve the changes to the authorized project allocation to date for the following projects:

	2019 Changes
Existing Projects	
0X002 - AGENCY ADMIN OPERATING	347,570,356
300004 - SOUNDER MAINTENANCE BASE	4,000,308
300017 - PUYALLUP STATION IMPROVEMENTS	766,000
300018 - SUMNER STATION IMPROVEMENTS	740,000
300035 - KENT STATION ACCESS IMPRVMNTS	8,953,000
300040 - AUBURN STATION ACCESS IMPRVMNT	4,783,000
400046 - CONVENTION PL SYSTEM RETROFIT	450,850
500050 - I-405 BUS RAPID TRANSIT	155,390,000
500051 - SR 522 BUS RAPID TRANSIT	34,000,000
600080 - BIKE PARKING PROGRAM	9,060,000
700677 - LINK LRV OVERHAUL	4,626,847
700686 - SECURITY RADIO SYSTEM	338,107
700716 - OTHELLO TPSS PARKING LOT	76,159
700720 - ST EXPRESS FLEET EXPANSION	7,000,000
700770 - SOUNDER VEHICLE OVERHAUL PROG	21,107,520
700771 - STATION MIDLIFE MAINTENANCE	1,648,100
700777 - CENTRAL LINK OVERHEAD CATENARY SYSTEM TIE SWITCH	(2,958,483)
700781 - NON-REVENUE SUPPORT VEHICLES	1,620,439
7X740 - SMALL WORKS PROGRAM	(346,623)
7X753 - BIKE LOCKER PROGRAM	(112,077)
802000 - ADMINISTRATIVE CAPTIAL	45,000,000
809100 - ST3 PLANNING	(11,120,905)
870100 - IT TECH INFRASTRUCTURE	7,500,000
Subtotal Existing Projects	\$ 640,092,598
New Projects	
400112 - ESCALATOR MODERIZATION PROGRAM	4,963,000
400116 - DSTT CAPITAL IMPROVEMENTS	10,000,000
400117 - DSTT SINGLE TRACKING	3,500,000
500117 - NORTH SAMMAMISH PARK AND RIDE	2,065,000
700665 - VIDEO MNGMNT SYSTEM UPGRADE	900,000
700666 - LAKEWOOD MOW RENOVATION	500,000
Subtotal New Projects	\$ 21,928,000
Total	\$ 662,020,598

Appendix E – Reconciliation of Proposed to Adopted 2019 Budget

The Proposed 2019 Budget was submitted for Board review in October 2018. By Resolution No. R2018-44, the Board adopted the annual budget for the period January 1 through December 31, 2019. Consistent with budget policies, the resolution adopted the operating and capital plan contained in the proposed budget, and authorized Sound Transit to expend \$2.9 billion in the operating and capital program subject to changes identified in selected budget revisions and administrative adjustments.

Adjustments to the Authorized Project Allocation and Fiscal Year 2019 Operating & Project Budgets

The 2019 Financial Plan & Adopted Budget document was produced after the close of fiscal year 2018. Based on a comparison of the forecasted expenditures for 2018 contained in the 2019 proposed budget to actual expenditures, project budget cash flows are adjusted to reflect actual 2018 expenditures. These adjustments may result in offsetting adjustments to the 2019 fiscal year budget.

As part of the budget review process, Board committees reviewed the proposed 2019 budget and budget revisions before the final approval of the budget by the Board. These changes made by the Board as part of the review process are included in the following reconciliation.

As a result, there are four primary sources for changes from the proposed to the adopted budget:

- Budget revisions to the project allocations and proposed budget, adopted by the Board per Resolution No. R2018-44.
- Other budget amendments adopted by the Board prior to or since budget adoption on 21 Dec 2018.
- Updated project cash flows to reflect actual 2018 capital outlays.
- Any other changes per Budget Policy Resolution No. R2018-23.

Consistent with budget policies, the following changes were made to the proposed 2019 budget. In total, these changes increased the operating & capital outlay budget for 2019 by \$39.3 million to a new total of \$2.9 billion.

Proposed Expenses & Outlays for Year of 2019 (in thousands)	\$2,895,557
1. Budget Revisions per Resolution R2018-44.	41,311
2. Cashflow Changes	(31,686)
3. Any other Budget Amendments adopted by the Board.	21,843
4. Other Changes per Budget Policy Resolution No. R2018-23	7,873
Adopted Expenses & Outlays for Year of 2019*	\$2,934,898

* Numbers may not sum due to rounding.

1. Changes to Authorized Allocation in Budget Revision per Resolution No. R2018-44

The following are budget amendments to authorized project allocation to date adopted by the Board via R2018-44.

Project Name or Description	Authorized Project Allocation as reported in Proposed (\$000)	Revised Authorized Project Allocation (\$000)	Change to Allocation (\$000)	Comments
SYSTEM EXPANSION				
500050 - I-405 BRT	\$218,943	\$243,443	\$24,500	Revised appraisal for acquisition of the Canyon Park property and preliminary engineering services needed for the NE 85th BRT station and interchange reconstruction.
500117 - NORTH SAMMAMISH PARK & RIDE	\$	\$2,065	\$2,065	The project requires coordination with King County Metro and the City of Sammamish regarding the location of new park-and-ride stalls.
700720 - ST EXPRESS FLEET EXPANSION	\$39,757	\$46,757	\$7,000	Six additional 60-foot hybrid-diesel buses to maintain service levels on high capacity routes. This revision is necessary to allow procurement actions to occur in 2019. Buses will be delivered and paid for in 2020.
809100 - ST3 PLANNING	\$52,648	\$41,527	\$(11,121)	Surplus funds have been identified and are being defunded. Ongoing coordination with the Washington Department Ecology identified the need to accelerate environmental analysis into 2019.
ENHANCEMENT				
400122 - ESCALATOR MODERNIZATION PROG	\$	\$4,963	\$4,963	Begin scoping and design for escalator modernization.
700777 - C LINK OH CAT SYS TIE SWITCH	\$3,000	\$42	\$(2,958)	This project has been cancelled. Surplus funds are being defunded.
TOTAL	\$314,348	\$338,797	\$24,449	

2. Changes to Annual Budgets Reflected in Budget Revision per Resolution No. R2018-44

The following are budget amendments to the annual 2019 budget adopted by the Board via R2018-44 for both operating budget and project budgets.

Project Name or Description	2019 Annual Project Budget Change (\$000)	Comments
OPERATING BUDGETS		
LINK - SERVICES	\$32	Increase annual operating budget to fund light rail vehicle repairs. (Note: The revision was approved for \$631,527, but \$600K was already in the Proposed Budget so we only needed to increase by \$32K.)
LINK - SERVICES	\$1,051	Increase annual operating budget to fund rail grinding and polishing.
FACILITIES - SERVICES	\$1,300	Increase annual operating budget to fund enhanced escalator maintenance contract.
ST EXPRESS - PURCHASED TRANS SRVCS	\$960	Increase annual operating budget to fund bus commissioning.
LINK - OPERATING LEASES AND RENTAL	\$550	Increase annual operating budget to fund new OMF warehouse lease.
LEASED OFFICE SPACE - OPERATING LEASES AND RENTAL	\$(474)	Decrease annual operating budget to adjust for updates to office lease, common area maintenance (CAM) costs, and deferred rent.
TAX COLLECTION AND FEES - SALES AND USE TAX OFFSET FEE	\$(610)	Decrease sales and use tax offset fee in line with the revised 2019 ST3 construction expenditures.
Operating Budgets SUBTOTAL	\$2,808	

Project Name or Description	2019 Annual Project Budget Change (\$000)	Comments
PROJECT BUDGETS		
SYSTEM EXPANSION		
300056 - SOUNDER SOUTH CAPACITY EXPN	\$2,272	The project was established by Board action in Oct 18 adding budget for 2019 for alternatives study.
400008 - HILLTOP TACOMA LINK EXTENSION	\$470	Additional funds reallocated to the Construction Phase for the CenturyLink Relocation Task Orders. Shifting surplus from ROW Phase.
400115 - NE 130TH STREET INFILL STATION	\$6,454	The project was established in Sep 18. This revision added the \$6.5M for PE contract to be negotiated in 2019.
4X630 - DOWNTOWN REDMOND LINK EXT	\$54,734	The baseline budget was adopted in Oct 18. This revision adjusts the 2019 Budget to include the baseline action.
500050 - I-405 BRT	\$13,000	This revision increased the annual project budget for right-of-way upon a revised appraisal for acquisition of the Canyon Park.
500117 - NORTH SAMMAMISH PARK & RIDE	\$455	Project budget is needed in 2019 to meet the planned early delivery date of 2024.
809100 - ST3 PLANNING	\$2,000	Accelerated environmental analysis scheduled in 2019.
ENHANCEMENT		
400122 - ESCALATOR MODERNIZATION PROG	\$4,963	Begin scoping and design for escalator modernization.
700689 - PT GPS REPEATER	\$(1,662)	Project has been deferred.
700710 - LOCOMOTIVE INBOARD CAMERAS	\$(190)	Project has been deferred.
700711 - SCR PASSENGR EMERGENCY INTRO	\$(1,500)	Project has been deferred.
700777 - C LINK OH CAT SYS TIE SWITCH	\$(2,958)	Project is cancelled.
STATE OF GOOD REPAIR		
7X701 - ST EXPRESS FLEET REPLACEMENT	\$(39,535)	Delivery of 25 replacement buses in 2020 instead of 2019, approved via M2018-162.
Project Budgets SUBTOTAL	\$38,502	
TOTAL ANNUAL BUDGET CHANGES	\$41,311	

3. Updated Project Cash Flows Based on Actual Expenditures in 2018

Project cash flows within the proposed 2019 budget document included a forecast for 2018 expenditures. As part of developing the 2019 Financial Plan & Adopted Budget document, the 2019 annual project cash flows are updated to reflect actual capital outlays for the preceding year (2018). The effect of this change is a decrease of \$31.7 million for cash flow adjustments. The following projects' fiscal year 2019 projected cash flows were adjusted:

Project Name or Description	Proposed 2019 (\$000)	Revised 2019 (\$000)	Difference (\$000)	Comments
SYSTEM EXPANSION				
300056 - SOUNDER SOUTH CAPACITY EXPN	\$2,272	\$2,228	\$(44)	Adjusting budget by reducing agency admin phase to reflect higher PE activities anticipated in 2019.
3X206 - MUKILTEO STATION-S PLATFORM	\$55	\$975	\$920	Follow-on work for fall restraint, bird deterrent, and an isolation gate delayed from 2018.
400034 - ENHANCEMENTS TO TLE	\$938	\$910	\$(28)	Grant expires in Aug 19. Rebalancing remaining funds for project.
400053 - TACOMA DOME LINK EXTENSION	\$15,580	\$13,280	\$(2,300)	Based on latest project estimate, recashflow to align anticipated preliminary engineering and right of way activities in 2019.
400115 - NE 130TH STREET INFILL STATION	\$6,454	\$5,905	\$(549)	Reduced the preliminary engineering budget to reflect the actual contract amount negotiated in Dec 18.
4X100 - NORTHGATE LINK EXTENSION	\$247,800	\$244,800	\$(3,000)	Budget reduced for anticipated expenditure in 2019 for the King County Metro P&R Agreement that was settled and incurred in 2018.
4X115 - LYNNWOOD LINK EXTENSION	\$399,587	\$443,593	\$44,006	Updated construction and construction services cashflow for negotiated early work and shifting third party and ROW underspending in 2018.
4X445 - FEDERAL WAY LINK EXTENSION	\$248,090	\$175,087	\$(73,003)	Reduction of ROW activities in 2019 and reassigning consulting efforts from ROW to design build activities.
500050 - I-405 BRT	\$73,475	\$94,475	\$21,000	Originally anticipated property acquisition of Sound Ford to occur in 2018 to occur in 2019.
600038 - ORCA NEXT GENERATION	\$3,651	\$3,793	\$142	Cash flow changed to align with the agency annual commitment.
601000 - EFFICIENCY & SUSTAINABILITY	\$1,492	\$1,502	\$10	Sub-projects delayed from 2018.
7X755 - SOUNDER FLEET EXPANSION	\$7,503	\$7,513	\$10	Moved budget into 2019 for Agency Administration phase.
ENHANCEMENT				
400044 - LINK OP SYST ENHANCEMENT/UPGRD	\$1,394	\$1,385	\$(9)	Rebalancing funds in 2019. Anticipating completion in 2019.
600084 - DIGITAL PASSENGER INFO SYSTEM	\$15,886	\$6,036	\$(9,850)	2019 cash flow reduced to align with system integrator schedule.
600085 - SODO/MLK HAZARD MITIGATION	\$1,601	\$3,030	\$1,429	Work deferred from 2018.
700665 - VIDEO MNGMNT SYSTEM UPGRADE	\$500	\$549	\$49	Project activities accelerated into 2019.
700666 - LAKEWOOD MOW RENOVATION	\$400	\$75	\$(325)	Project activities planned for 2019 delayed.
700676 - TACOMA LINK RADIO UPGRADE	\$	\$739	\$739	Project closeout activities delayed from 2018.
700684 - LRV WIRELESS COMM UPGRADE	\$	\$158	\$158	Work planned for 2019.
700685 - EVERETT STATION SECURITY IMPRV	\$	\$289	\$289	Project closeout activities delayed until 2019.
700686 - SECURITY RADIO SYSTEM	\$1,028	\$742	\$(286)	Work planned for 2019 delayed.
700688 - LED LIGHTING PROGRAM	\$441	\$387	\$(54)	Work planned for 2019 delayed.
700690 - CT ONBOARD COMM UPGRADE	\$802	\$1,046	\$244	Work deferred from 2018.
700691 - OMF LCC UPGRADES	\$350	\$400	\$50	Work deferred from 2018.
700692 - OMF EXPANDED PARKING	\$129	\$38	\$(91)	Project activities planned for 2019 delayed.
700693 - OMF RENOVATIONS	\$5,034	\$4,291	\$(743)	Project activities planned for 2019 delayed.

Project Name or Description	Proposed 2019 (\$000)	Revised 2019 (\$000)	Difference (\$000)	Comments
700706 - OMF ENERGY EFFICIENCY	\$	\$34	\$34	Project closeout activities delayed until 2019.
700713 - LRV WASH BAY MODIFICATIONS	\$291	\$268	\$(23)	Work planned for 2019 delayed.
700723 - DT SEATTLE & REG MOBILITY IMP	\$8,677	\$5,863	\$(2,814)	Work planned for 2019 delayed.
700724 - PUYALLUP STN LED LIGHTING	\$	\$5	\$5	Project closeout activities delayed until 2019.
700725 - SUMNER STN LED LIGHTING	\$	\$4	\$4	Project closeout activities delayed until 2019.
700726 - KENT STN PLATFORM LIGHTING	\$	\$5	\$5	Project closeout activities delayed until 2019.
700730 - OMF LRV LIFT	\$3,067	\$2,374	\$(693)	Work planned for 2019 delayed.
700736 - UNION STN GARDEN LEVEL REMODEL	\$154	\$	\$(154)	Work planned for 2019 delayed.
804100 - TOD PROPERTY DISPOSITION	\$1,625	\$2,432	\$807	Work planned in 2018 delayed into 2019.
STATE OF GOOD REPAIR				
400116 - DSTT CAPITAL IMPROVEMENTS	\$5,000	\$8,500	\$3,500	Project team revised spending schedule to accomplish more work in 2019.
600033 - LINK CCTV SYSTEM UPGRADE	\$1,453	\$1,980	\$527	Project activities accelerated into 2019.
700677 - LINK LRV OVERHAUL	\$5,219	\$2,479	\$(2,740)	Work planned for 2019 delayed.
700683 - KING ST STN VERTICAL GLAZING	\$767	\$	\$(767)	Work planned for 2019 delayed.
700695 - ACCESS CONTROL CARD UPGRADE	\$907	\$1,370	\$464	Project activities accelerated into 2019.
700704 - LINK RADIO UPGRADE	\$300	\$986	\$686	Work deferred from 2018
700705 - LINK BRIDGE REPAIRS	\$460	\$60	\$(400)	Work planned for 2019 delayed.
700716 - OTHELLO TPSS PARKING LOT	\$20	\$2	\$(18)	Project closeout activities delayed until 2020.
700718 - TACOMA LINK LRV OVERHAUL	\$484	\$386	\$(98)	Work planned for 2019 delayed.
700728 - LINK STN BRAIDED TILE RPLCMNT	\$218	\$399	\$182	Work deferred from 2018
700770 - SOUNDER VEHICLE OVERHAUL PROG	\$6,849	\$2,570	\$(4,279)	Work planned for 2019 delayed.
700771 - STATION MIDLIFE MAINTENANCE	\$1,522	\$1,120	\$(402)	Work planned for 2019 delayed.
7X356 - TACOMA DOME STATION	\$3,553	\$	\$(3,553)	Work planned for 2019 delayed.
7X740 - SMALL WORKS PROGRAM	\$2,068	\$1,671	\$(397)	Program budget reallocated across 6-year TIP.
ADMINISTRATIVE				
802000 - ADMINISTRATIVE CAPTIAL	\$3,433	\$3,104	\$(329)	HVAC work spread over two years reducing 2019 spend.
TOTAL	\$1,080,527	\$1,048,840	\$(31,686)	

4. Other Authorized Allocation Adopted by the Board prior to or since Budget Adoption.

The following are other budget amendments to authorized project allocation to date, adopted by the Board prior to or since budget adoption on 21 Dec 2018.

Project Name or Description	Authorized Project Allocation as reported in Proposed (\$000)	Revised Authorized Project Allocation (\$000)	Change to Allocation (\$000)	Comments
SYSTEM EXPANSION				
300017 - PUYALLUP STATION IMPROVEMENTS	\$11,775	\$79,100	\$67,325	Project baseline in Feb 19 via R2019-03 to fund project through revenue service in Feb 22.
300056 - SOUNDER SOUTH CAPACITY EXPN	\$	\$2,596	\$2,596	Project established in Oct 18 via R2018-36 to fund expansion study in the south corridor.
4X630 - DOWNTOWN REDMOND LINK EXT	\$178,026	\$1,530,000	\$1,351,974	Project baseline in Oct 18 via R2018-37 to fund project through revenue service in Dec 24.
400115 - NE 130TH STREET INFILL STATION	\$	\$6,769	\$6,769	Project established in Sep 18 via R2018-34 to fund acceleration of preliminary engineering phase to begin in 2018.
600668 - STart OPERATIONS & MAINTENANCE	\$4,927	\$19,344	\$14,417	Project incorporated ST3 funds in Jan 19 via R2019-02 to fund the ST3 Art Capital projects.
6X668 - ST ART	\$49,267	\$161,201	\$111,934	Project incorporated ST3 funds in Jan 19 via R2019-02 to fund the ST3 Art projects.
ENHANCEMENT				
600084 - DIGITAL PASSENGER INFO SYSTEM	\$1,617	\$49,576	\$47,959	Budget amendment in Dec 18 via R2018-42 to increase the budget for PIMS to be designed and implemented using an open architecture approach to provide flexibility and improve the customer experience.
700687 - SOC VIDEO MONITORING IMPRVMT	\$188	\$241	\$53	Budget amendment in Jun 18 via R2018-19. Revival of a Department of Homeland Security (DHS) grant that fully fund the project.
TOTAL	\$245,800	\$1,848,828	\$1,603,027	

5. Other Annual Budget Amendments Adopted by the Board prior to or since Budget Adoption.

The following are other budget amendments to the 2019 annual project budget, adopted by the Board prior to or since budget adoption on 21 Dec 2018.

Project Name or Description	Proposed 2019 (\$000)	Revised 2019 (\$000)	Difference (\$000)	Comments
SYSTEM EXPANSION				
300017 - PUYALLUP STATION IMPROVEMENTS	\$2,498	\$9,188	\$6,690	Project baseline in Feb 19 via R2019-03 to fund project through revenue service in Feb 22.
6X668 - ST ART	\$3,649	\$3,849	\$200	STArt activities for ST3 projects in 2019.
ENHANCEMENT				
600084 - DIGITAL PASSENGER INFO SYSTEM	\$1,167	\$15,886	\$14,719	Budget amendment in Dec 18 via R2018-42 to increase the budget for PIMS to be designed and implemented using an open architecture approach to provide flexibility and improve the customer experience.
700687 - SOC VIDEO MONITORING IMPRVMT	\$	\$234	\$234	Budget amendment in Jun 18 via R2018-19. Revival of a Department of Homeland Security (DHS) grant that fully fund the project.
TOTAL	\$7,314	\$29,158	\$21,843	

6. Any Other Changes per Budget Policy Resolution No. R2018-23

Resolution No.2018-23, section 3.3.4., authorizes the CEO to revise the adopted 2019 budget to correct for non-material errors and these are shown below:

Project Name or Description	2019 Annual Change (\$000)	Comments
OPERATING BUDGETS		
DEBT SERVICE EXCL. AMORTIZATION	\$8,267	Increase to exclude favorable amortization expense.
TRANSIT MODE BUDGETS	\$1,018	Increase due to updated overhead allocation rates, which decreased charges to projects.
SALARIES AND BENEFITS	\$496	Increase due to benefits administration costs, previously budgeted under services.
SALARIES AND BENEFITS	\$408	Increase due to updated salaries and benefits data.
LINK - SERVICES	\$180	Increase to properly allocate costs from an OPS supporting division.
HUMAN RESOURCES - SERVICES	\$(496)	Decrease due to benefits administration costs, now budgeted under salaries and benefits.
CASH DONATIONS TO OTHER GOVERNMENTS	\$(2,000)	Decrease to exclude non-cash donations to other governments.
TOTAL	\$7,873	

7. Changes to Annual Revenue Budget per Resolution No. R2018-44

Resolution No. R2018-44, section 5, authorizes the Board Administrator to execute and file any collection estimate legally required to collect Sound Transit's property tax.

Project Name or Description	2019 Annual Change (\$000)	Comments
REVENUE - PROPERTY TAX	\$(2,430)	Decrease to match actual 2019 levy with 1.1% under collection.
TOTAL	\$(2,430)	

King Street Station Sounder



Appendix F - 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 \$40.6 million or 8.7 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 5.5 percent in operating budgets due to inflation of existing salaries, a full year of costs for 141 net positions added in 2018, along with 118 new positions approved for 2019.

Purchased transportation services increased by 10.8 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.

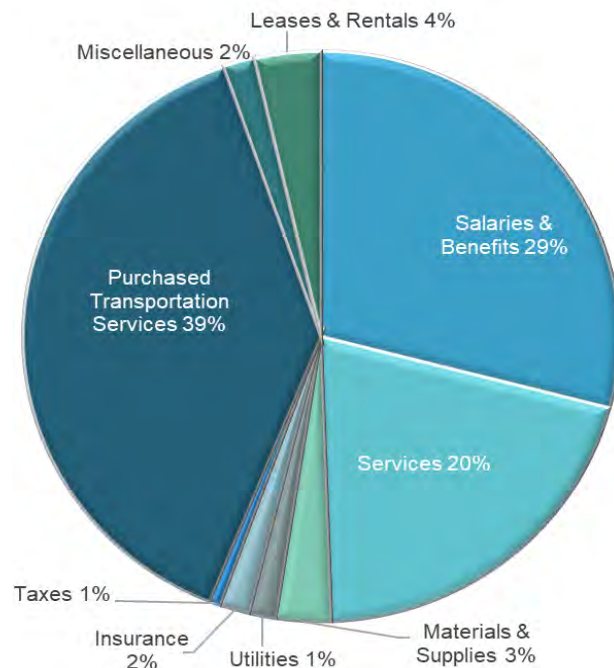
AGENCY STAFFING SUMMARY

Department	2016	2017	2018			2019	
			Adopted	Changes	Current	New	Proposed
Communications	38	41	45	24	69	2	71
Design, Engineering & Construction Management	255	297	331	(22)	309	18	327
Executive	123	161	187	7	194	28	222
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
Total Positions	758	927	1,045	23	1,068	118	1,186

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

Category	2019 Budget
Salaries & Benefits	147,561
Services	103,816
Materials & Supplies	15,127
Utilities	7,337
Insurance	8,199
Taxes	3,253
Purchased Transportation Services	196,186
Miscellaneous	8,802
Leases & Rentals	18,120
Department Budgets Summary Total	\$508,402

OPERATING BUDGET BY EXPENSE CATEGORY (in thousands)



DEPARTMENT BUDGETS SUMMARY

(in thousands)

	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Budget \$ Change	Budget % Change
Salaries & Benefits						
Salaries	\$61,042	\$83,442	\$78,145	\$86,923	\$3,481	4.2%
Benefits	40,199	56,480	50,970	60,639	4,158	7.4
Subtotal	101,241	139,922	129,115	147,561	7,639	5.5
Services						
Marketing Agency	318	363	128	288	(75)	(20.7)
Professional & Technical	7,788	19,249	11,491	18,178	(1,071)	(5.6)
Temporary Services	1,026	286	1,454	1,372	1,087	380.6
Contract Maintenance	32,564	39,666	36,873	41,797	2,131	5.4
Security & Safety	21,104	25,163	24,031	34,387	9,224	36.7
Other Services	6,266	9,350	6,451	7,793	(1,557)	(16.7)
Subtotal	69,066	94,076	80,428	103,816	9,739	10.4
Materials & Supplies	10,943	14,226	12,362	15,127	900	6.3
Utilities	6,634	7,133	6,966	7,337	205	2.9
Insurance	6,807	8,633	8,685	8,199	(434)	(5.0)
Taxes	2,818	3,103	3,376	3,253	150	4.8
Purchased Transportation Services						
Paratransit	2,044	1,968	2,190	2,187	219	11.1
Purchased Transportation	155,876	175,133	174,793	193,999	18,866	10.8
Subtotal	157,920	177,101	176,982	196,186	19,085	10.8
Miscellaneous	4,267	6,777	6,228	8,802	2,025	29.9
Leases & Rentals						
Transit Way	8,134	8,501	8,056	7,759	(742)	(8.7)
General Administrative Facilities	7,347	8,284	9,816	10,361	2,078	25.1
Subtotal	15,480	16,784	17,872	18,120	1,336	8.0
Department Budgets Summary Total	\$375,177	\$467,755	\$442,015	\$508,402	\$40,646	8.7%

CHANGES TO DEPARTMENT BUDGETS

(in thousands)

Department	2018 Budget	2019 Budget	Budget \$ Change	Budget % Change
Communications	\$11,759	\$12,447	\$688	5.9%
Design, Engineering & Construction Management	52,566	55,105	2,538	4.8
Executive	25,714	28,987	3,273	12.7
Finance	26,837	26,375	(462)	(1.7)
Information Technology Services	26,882	32,747	5,865	21.8
Legal	4,698	4,845	146	3.1
Operations	297,334	326,027	28,693	9.7
Planning, Environment & Project Development	13,137	14,209	1,071	8.2
Safety & Quality Management	8,827	7,661	(1,167)	(13.2)
Total Department Budgets	\$467,755	\$508,402	\$40,646	8.7%

Communications

Communications (COM) helps to build public trust through open and honest communication, meaningful public



Communications

Communications (COM) 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. COM contributes to the success of the agency by enabling transparency and reporting on agency achievements, project updates, and financial goals. COM 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.

2018 Activities and Accomplishments

The Marketing & Creative Services division developed and implemented a regionwide customer care and rider retention advertising campaign that generated 46 million media impressions and reached 70 percent of the region's commuters an average of 30 times. The division applied for a WSDOT Transit Integration Grant and was awarded \$490 thousand to implement an ORCA awareness campaign that ran from March through June 2018. The division worked with **ST's Bus Rapid Transit (BRT) team to brand the agency's** new BRT system, which will be called Stride. The division will continue working with the Stride BRT team to develop a visual identity for the system. Additionally, the team developed a partnership with the Seattle Mariners that allowed Mariners ticket holders to ride to the game on Link simply by showing their game day ticket; the Seattle Mariners reimbursed ST for the cost of the rides. The team also negotiated a partnership with the Special Olympics for their USA Games that were held at Husky Stadium. The division added two positions in 2018: a Video Production Specialist and a Photographer-Videographer.

The Digital Communications division **worked to expand ST's** reach and engagement across all direct channels and saw significant growth in email and text message subscribers, as well as Facebook, Twitter, Instagram, and LinkedIn **followers. ST's** combined followers across all social channels grew to nearly 130,000. The Platform blog, launched in 2017 to help engage and inform the public, grew in followers by 120 percent.

A major focus of the year was designing, developing, and creating content for a new mobile-friendly website to improve the user experience and allow for easier maintenance. That milestone was reached with a successful launch in November. The team participated in many interagency projects related to communications technology, including building the customer facing requirements for the new Passenger Information System, which will improve rider experience using dynamic signage.

The Media Relations & Public Information division is working closely with departments across the agency to develop and communicate progress on delivering the largest transit **expansion program in the country. The group's public** information officers and other staff are embedded closely with cross-disciplinary project teams within the expanded collaboration paradigm established by the System Expansion Implementation Plan. Priorities included communicating progress on the Northgate and East Link extensions and preparations to begin constructing light rail to Lynnwood and Federal Way. The division is supporting intensive work to engage communities on: shaping future light rail extensions to West Seattle, Ballard, and Tacoma; developing bus rapid transit on I-405 and SR-522; and advancing other projects across the region. In 2018 the division developed new reports to the community that residents across the district received in early January 2019 reporting on the status of implementing voter-approved projects.

Communications added Community Outreach, a division of 22 staff members that had been a part of the Design, Engineering and Construction Management department for several years. The Safety Outreach Program also joined the Communications team. These changes will support growth, **alignment and consistency for all of the agency's** communications around system expansion and public safety.

2019 Budget Highlights

COM's 2019 budget is \$688 thousand or 5.9 percent higher than the 2018 budget after reflecting the transfer of the Community Outreach division from the DECM department to COM and the addition of one new position. COM 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 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 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 Outreach 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 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 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.

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

(in thousands)

	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Budget \$ Change	Budget % Change
Salaries & Benefits						
Salaries	\$3,735	\$4,552	\$4,555	\$5,080	\$528	11.6%
Benefits	2,466	3,081	2,958	3,548	467	15.2
Subtotal	6,201	7,633	7,512	8,627	994	13.0
Services						
Marketing Agency	318	363	128	288	(75)	(20.7)
Professional & Technical	134	829	536	779	(50)	(6.0)
Contract Maintenance	0	3	0	3	0	0.0
Other Services	523	741	295	589	(152)	(20.5)
Subtotal	975	1,936	960	1,659	(277)	(14.3)
Materials & Supplies	28	393	497	374	(19)	(4.8)
Utilities	2	2	7	3	1	23.8
Miscellaneous	1,787	1,792	1,745	1,779	(13)	(0.7)
Leases & Rentals						
General Administrative Facilities	2	3	4	4	2	50.8
Subtotal	2	3	4	4	2	50.8
Department Total	\$8,996	\$11,759	\$10,724	\$12,447	\$688	5.9%

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

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, project controls, and other services to support capital project design and construction. DECM works collaboratively with the Operations department to support state of good repair and modifications to the operating transit infrastructure and systems, and 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 providing technical support and during the Environmental and Preliminary Engineering phases and to ensure a smooth transition from planning to design, enhancing buildability, reducing project risks, and delivering safe and efficient transit facilities on time and within budget.

2018 Activities and Accomplishments

In 2018, steady construction progress continued on the Northgate and East Link extensions. While major construction of the Northgate Link extension continued, the Northgate Station Parking Garage was completed and opened for service. East Link construction continued with post-tensioning of the I-90 Homer M. Hadley Floating Bridge, completion of the downtown Bellevue tunnel excavation and completion of the Bel-Red Corridor elevated light rail guideway. Construction began on the Operations and Maintenance Facility East in Bellevue. Tacoma Trestle project reached substantial completion and construction began on the Hilltop Tacoma Link Extension. Progress continued on the expansion of the light rail vehicle fleet with the first pre-shipment factory testing of the first vehicle. The Full Funding Grant Agreement was executed for Lynnwood Link Extension and progress toward advancing federal funding for the Federal Way Link Extension continued and the scope, schedule and budget for both projects were baselined.

Request for Proposals (RFP) were issued for Design Build Contracts for the Downtown Redmond Link Extension and the Federal Way Link Extension. The construction contract was awarded and notice to proceed issued for the Hilltop Tacoma Link Extension. In addition, a RFP was also issued for the surplus property TOD Master Developer at the Operations and Maintenance Facility East.

2019 Budget Highlights

DECM's 2019 budget is \$2.5 million or 4.8 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 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 Actual	2019 Budget	Budget \$ Change	Budget % Change
Salaries & Benefits						
Salaries	\$19,697	\$25,062	\$23,561	\$25,605	\$544	2.2%
Benefits	12,820	17,043	15,689	17,882	840	4.9
Subtotal	32,517	42,104	39,250	43,488	1,384	3.3
Services						
Professional & Technical	502	1,198	643	520	(678)	(56.6)
Temporary Services	0	20	1	10	(10)	(50.0)
Contract Maintenance	296	573	592	783	210	36.7
Security & Safety	259	376	251	360	(16)	(4.3)
Other Services	60	11	9	32	21	186.4
Subtotal	1,117	2,177	1,497	1,705	(473)	(21.7)
Materials & Supplies	38	68	70	124	56	82.0
Utilities	247	430	179	335	(95)	(22.1)
Insurance	29	100	25	50	(50)	(50.0)
Taxes	150	235	186	278	44	18.6
Miscellaneous	253	381	318	330	(51)	(13.4)
Leases & Rentals						
General Administrative Facilities	6,113	7,071	8,288	8,795	1,724	24.4
Subtotal	6,113	7,071	8,288	8,795	1,724	24.4
Department Total	\$40,464	\$52,566	\$49,813	\$55,105	\$2,538	4.8%

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

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, organizational development, and training programs.
- Providing assistance to small businesses and labor compliance programs.

2018 Activities and Accomplishments

Asset Management is a new division this year, and staff completed an agency asset maturity assessment using an international best practice model.

The Government and Community Relations (GCR) division supported early implementation of the agency's System Expansion Implementation Plan which has added emphasis on early engagement of elected officials and key stakeholders in project development and delivery. The division supported the Board's state legislative agenda in Olympia and relationships with the federal government and federal congressional delegation.

Business and Labor Compliance ensured that the agency exceeded its 2017 and 2018 Disadvantaged Business Enterprises (DBE) goal, launched a comprehensive DBE and Small Business technical assistance program, and established an initiative to mitigate the risk of a projected workforce shortage.

The Human Resources division is fully staffed and met all 2018 performance targets. The accomplishments of the team include: filled a record number of 326 open positions; implemented agencywide calibration sessions to ensure equitable and consistent assessment of employee performance; developed a new compensation structure to establish agencywide career levels and to ensure market competitiveness and internal equity; completed foundational work to embed newly developed organizational values to drive cultural alignment to effectively meet our voter commitments in partnership with the Executive Leadership Team; increased internal efficiency through the launch of both a new learning management system and application tracking system; created a new university relations program to attract recent college graduates; expanded the benefit portfolio with a new workplace flexibility program;

eliminated employee fees in our retirement plan to increase the amount of funds directed to long-term savings; added a variety of voluntary benefits (e.g. personal identity protection) to meet the needs of our diverse workforce; expanded our employee development programs with EnoMAX, Toastmasters, and a mentoring program pilot with more than 15 percent of the agency's population participating in one of our formal development programs; promoted 25 percent of staff into new positions; and maintained a positive employee engagement score in a time of accelerated growth and change.

Internal Audit completed eight operational audits over a number of management areas: small capital projects, IT asset management, and miscellaneous revenues. In addition, Internal Audit competitively procured a consultant for a performance audit of agency project controls during construction, for which a final report is expected in 2019.

The new Project Transition Office within the Executive Department is responsible for rail activation of Link light rail projects, administering the agency's internal project management process, transition to revenue service for non-light rail projects, as well as developing a new lessons learned program.

2019 Budget Highlights

Executive's 2019 budget is \$3.3 million or 12.7 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 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. Five hundred thousand is budgeted to kickoff initiatives, including an agency assessment and development of end-to-end processes to ensure our agency assets are designed and maintained to optimize safety, reliability, and sustainability. Two new positions have been budgeted for 2019.

Business 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 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 continue to support the System Expansion Implementation Plan to ensure sustained engagement with elected officials and key stakeholders in project delivery. GCR will add a new Tribal Liaison as well as a position to provide support for GCR activities across the region. The division will support the Board's state legislative agenda in Olympia, and will continue to support the agency's efforts to secure major Capital Investment Grants from the Federal Transit Administration.

Human Resources is budgeting \$2.5 million in services in 2019. Major components include: \$755 thousand for various agencywide training programs; \$480 thousand for employee benefits administration; \$420 thousand for organization development, strategic workforce planning and succession management;

\$275 thousand to assist with the recruitment of engineering, technology, and finance professionals, as well as executives, in a continued competitive and complex 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 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.

Project Transition Office will roll out new rail activation for Link projects, project transition for non-Link projects, and lessons learned programs that will provide the agency with a structure to ensure on-time project delivery for future revenue service dates. In addition, the office will review and revise the current project management process to ensure maximum efficiencies and readiness of all projects. Two new positions have been budgeted for 2019 to support the continued growth and demand of this effort.

EXECUTIVE
(in thousands)

	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Budget \$ Change	Budget % Change
Salaries & Benefits						
Salaries	\$7,098	\$9,836	\$10,329	\$11,329	\$1,494	15.2%
Benefits	4,710	6,693	6,604	7,912	1,220	18.2
Subtotal	11,808	16,528	16,932	19,241	2,713	16.4
Services						
Professional & Technical	1,478	4,105	2,246	3,304	(801)	(19.5)
Temporary Services	60	18	166	10	(8)	(42.9)
Contract Maintenance	0	0	0	0	0	0.0
Other Services	449	1,811	889	1,077	(734)	(40.5)
Subtotal	1,988	5,934	3,301	4,391	(1,542)	(26.0)
Materials & Supplies	19	23	32	95	71	304.3
Utilities	1	1	1	1	(0)	(12.5)
Miscellaneous	1,131	3,139	2,683	5,210	2,072	66.0
Leases & Rentals						
General Administrative Facilities	52	90	41	49	(41)	(45.3)
Subtotal	52	90	41	49	(41)	(45.3)
Department Total	\$14,999	\$25,714	\$22,990	\$28,987	\$3,273	12.7%

Finance

Finance is responsible for accounting, financial planning and analysis, General Service Center, 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.

2018 Activities and Accomplishments

- Finance closed the Lynnwood Link Extension TIFIA loan for \$657 million and the FFGA for \$1.17 billion.
- Secured \$118 million in grants for our system expansion projects and to help purchase Sounder vehicles.
- Progress was made implementing time and attendance management system and automated paperless invoice approval system.
- New budget policy adopted and implemented. Affordability target was developed and implemented in the 2019 budget development to preserve long-term capacity.
- Fiscal year 2017 financial audits were completed in 2018 with clean opinions.
- A new terrorism insurance coverage was implemented to keep the agency insurance up to date and reduce risk.

2019 Budget Highlights

Finance's 2019 budget is \$462 thousand or 1.7 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 generation 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 generation 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 consulting services are included to strengthen sub-area modeling and revenue forecasting work efforts.

FINANCE
(in thousands)

	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Budget \$ Change	Budget % Change
Salaries & Benefits						
Salaries	\$5,140	\$6,471	\$6,072	\$6,917	\$446	6.9%
Benefits	3,417	4,412	3,893	4,831	419	9.5
Subtotal	8,557	10,883	9,965	11,748	865	8.0
Services						
Professional & Technical	2,048	2,598	3,077	2,482	(117)	(4.5)
Temporary Services	149	115	337	147	32	27.9
Contract Maintenance	48	55	47	55	0	0.0
Other Services	2,755	4,131	3,050	3,269	(862)	(20.9)
Subtotal	5,000	6,899	6,512	5,953	(946)	(13.7)
Materials & Supplies	187	229	276	194	(35)	(15.3)
Utilities	36	57	38	45	(12)	(21.1)
Insurance	6,780	8,533	8,629	8,149	(384)	(4.5)
Miscellaneous	136	226	164	272	46	20.2
Leases & Rentals						
General Administrative Facilities	10	10	11	14	4	39.0
Subtotal	10	10	11	14	4	39.0
Department Total	\$20,707	\$26,837	\$25,596	\$26,375	(\$462)	(1.7%)

Information Technology

Information Technology (IT) supports and maintains the technological infrastructure and computer hardware and software applications utilized throughout the agency. IT also supports implementation of new technologies across departments.

2018 Activities and Accomplishments

- IT launched Sound Transit's new external website with improved features for our riders such as real-time arrival, site responsiveness, and enhanced security.
- Continued building the technology features for the new next generation ORCA system; quality assurance and systems integrator vendors on board.
- Passenger Information Management System progressing as the key systems integrator contract awarded.
- Strengthened the agency's information security as additional cyber security systems successfully implemented.

2019 Budget Highlights

IT's 2019 budget is \$5.9 million or 21.8 percent higher than the 2018 budget. IT plans to add six 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 Actual	2019 Budget	Budget \$ Change	Budget % Change
Salaries & Benefits						
Salaries	\$7,093	\$9,884	\$8,689	\$9,686	(\$198)	(2.0%)
Benefits	4,680	6,700	5,606	6,764	64	1.0
Subtotal	11,773	16,584	14,295	16,450	(134)	(0.8)
Services						
Professional & Technical	924	1,270	913	1,629	359	28.3
Temporary Services	667	0	776	1,108	1,108	100.0
Contract Maintenance	3,845	5,195	4,832	8,288	3,094	59.6
Other Services	466	497	394	587	90	18.1
Subtotal	5,901	6,962	6,915	11,613	4,651	66.8
Materials & Supplies	2,796	1,647	2,503	2,836	1,189	72.2
Utilities	1,028	1,011	1,053	1,086	75	7.4
Miscellaneous	378	222	340	256	34	15.3
Leases & Rentals						
General Administrative Facilities	347	456	526	506	50	11.0
Subtotal	347	456	526	506	50	11.0
Department Total	\$22,223	\$26,882	\$25,634	\$32,747	\$5,865	21.8%

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.

2018 Activities and Accomplishments

- Closed long-term TOD ground leases for the Capitol Hill Station.
- Litigation to bar collection of MVET and obtain refunds. Prevailed in court by the case being dismissed on a motion for summary judgment. Plaintiffs have subsequently appealed the trial court's dismissal, which is still pending in the appellate court.

- After extensive briefing and oral argument, the Washington Supreme Court issued its decision finding that Sound Transit's condemnation of the Seattle City Light easements in connection with its Link light rail project meets the requirements for public use and necessity. The court also ruled that Sound Transit's enabling statute provides the statutory authority for Sound Transit to condemn public property.

2019 Budget Highlights

Legal's 2019 budget is \$146 thousand or 3.1 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 Actual	2019 Budget	Budget \$ Change	Budget % Change
Salaries & Benefits						
Salaries	\$1,684	\$2,351	\$2,276	\$2,523	\$172	7.3%
Benefits	1,120	1,605	1,456	1,762	157	9.8
Subtotal	2,803	3,956	3,732	4,285	329	8.3
Services						
Professional & Technical	538	591	566	417	(175)	(29.5)
Temporary Services	45	75	73	60	(15)	(20.0)
Other Services	0	1	2	1	0	9.1
Subtotal	583	667	641	477	(189)	(28.4)
Materials & Supplies	2	3	5	15	12	400.0
Miscellaneous	59	73	88	67	(5)	(7.5)
Leases & Rentals						
General Administrative Facilities	0	1	0	1	0	0.0
Subtotal	0	1	0	1	0	0.0
Department Total	\$3,448	\$4,698	\$4,466	\$4,845	\$146	3.1%

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.

2018 Activities and Accomplishments

The department's primary focus in 2018 was on meeting modal service demand. Systemwide ridership reached a record 48.2 million boardings driven primarily by continued strong demand for Link and the 2016 extensions to the University of Washington, Capitol Hill, and Angle Lake.

The department continued to maintain the agency's assets in a state of good repair, including recommissioning of the Tukwila sub-station, disassembling and shipping a damaged light rail vehicle to New Jersey for repairs, and completing interior seat replacement on the LRV fleet. Improvements to the Link system include completion of the wireless tunnel installation and LED lighting modification of the LRV fleet.

ST Express implemented 12 thousand more annualized service hours. ST Express finalized a Request for Proposal to solicit a vendor to operate up to 55 buses and 81 thousand revenue hours of existing services in order to free up base capacity at our existing bus partners. The vendor is expected to start operations in early 2020. ST Express also received approval to procure 13 double deck buses and 31 sixty-foot buses both as replacements and to expand the fleet to meet new service demands. Buses will be delivered in 2020.

Sounder placed in service the final two Crash Energy Management cab cars purchased from Bombardier Transportation and coordinated with DECM and BNSF for completing Positive Train Control (PTC) implementation with the PTC certification of all nine new CEM cab cars. Tacoma Link focused on design review for the new light rail vehicle procurement and budgeting for new staff to support the Hilltop Tacoma Link Extension.

2019 Budget Highlights

Operation's 2019 budget is \$28.7 million or 9.7 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 42 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 \$19.1 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 five percent.

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.
- One hundred 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 coverage 24 hours a day in downtown.

OPERATIONS
(in thousands)

	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Budget \$ Change	Budget % Change
Salaries & Benefits						
Salaries	\$9,327	\$13,562	\$12,669	\$13,885	\$323	2.4%
Benefits	6,212	8,971	8,132	9,630	659	7.3
Subtotal	15,539	22,533	20,801	23,515	982	4.4
Services						
Professional & Technical	1,556	7,164	2,390	7,898	734	10.2
Temporary Services	100	20	60	32	12	59.6
Contract Maintenance	28,367	33,797	31,400	32,663	(1,135)	(3.4)
Security & Safety	20,845	24,787	23,780	34,027	9,240	37.3
Other Services	2,022	2,148	1,809	2,227	79	3.7
Subtotal	52,890	67,917	59,439	76,847	8,930	13.1
Materials & Supplies	7,712	11,663	8,852	11,335	(328)	(2.8)
Utilities	5,320	5,632	5,687	5,868	236	4.2
Insurance	(3)	0	31	0	0	0.0
Taxes	2,668	2,868	3,190	2,975	106	3.7
Purchased Transportation Services						
Paratransit	2,044	1,968	2,190	2,187	219	11.1
Purchased Transportation	155,876	175,133	174,793	193,999	18,866	10.8
Subtotal	157,920	177,101	176,982	196,186	19,085	10.8
Miscellaneous	303	480	460	567	87	18.2
Leases & Rentals						
Transit Way	8,134	8,501	8,056	7,759	(742)	(8.7)
General Administrative Facilities	813	639	928	976	337	52.7
Subtotal	8,947	9,140	8,984	8,735	(405)	(4.4)
Department Total	\$251,296	\$297,334	\$284,428	\$326,027	\$28,693	9.7%

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.

2018 Activities and Accomplishments

The Office of Planning & Innovation progressed several initiatives included in the ST3 Plan. System Access Program work included establishing the structure of the System Access Fund, kicking off development of the System Access Strategic Plan, and formalizing a transit integration agreement with King County Metro. The Innovation & Technology Program governance structure and initial work program were developed, and interagency agreements were signed for the FTA-funded Mobility-on-Demand Sandbox project that will pilot innovative first-mile/last-mile services in 2019. Parking management was advanced through Board approval of single-occupant vehicle parking permits, sale of permits at the new Northgate Garage, and kicking off a daily paid parking technology development project. Initial public-private partnership investigation was concluded and follow-on work began.

The Office of Land Use Planning & Development saw major accomplishments in 2018. Staff worked closely with the Board of Directors and stakeholders to advance projects and initiatives to ultimately inform the updated equitable TOD policy that was adopted by the Board of Directors in April. Three new transactions were approved by the Board, which included First Hill, Roosevelt and Capitol Hill Site D and the Federal Transit Administration approved the Roosevelt TOD project for Joint Development. Additionally, staff advanced transactions on unsolicited proposals for parcels on Beacon

Hill and in the Rainier Valley and advanced pre-development work on other properties in SeaTac, Bellevue and Redmond. The agency's largest TOD project to date on Capitol Hill officially broke ground and construction began on four sites surrounding the agency's station entrances. On the planning front, staff were co-located with project teams and led station area planning efforts for ST3 capital projects.

The Office of Capital Projects advanced project development 2018, both with new and on-going projects. The West Seattle and Ballard Link Extension (WSBLE), and Tacoma Dome Link Extension (TDLE), and the I-405 and SR 522/NE 145th Bus Rapid Transit (BRT) projects all initiated alternatives development and conceptual engineering. As a part of that effort, Elected Leadership Groups were established for each of these projects. WSBLE completed Level 2 analysis, and TDLE completed Level 1. Public outreach and stakeholder engagement were also an integral element of each projects efforts. The environment process and preliminary engineering advanced for Kent and Auburn Sounder Station Parking and Access projects. Evaluation for OMF South and North Bus Base to support BRT continued. The Sounder South Strategic Development and Implementation Plan also began, as well as starting North Sammamish Park and Ride, and the Edmonds and Mukilteo Sounder Parking and Access projects. A feasibility analysis for Bus on Shoulder was underway. The first construction project to be funded by ST3 was completed: Bus on Shoulder improvements in Lynnwood. The Board selected the project to be built for Downtown Redmond Link Extension, and it was successfully baselined. PEPD staff also led development of agreements with third parties for Federal Way and Lynnwood Link Extensions.

The Office of Environmental Affairs and Sustainability worked with regional and federal partners to acquire environmental permits and mitigate impacts during construction. The expansion of the Green Direct program with Puget Sound Energy furthers Sound Transit goals toward carbon free electricity operations.

2019 Budget Highlights

PEPD's 2019 budget is \$1.1 million or 8.2 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 145th 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 two bus bases to support Regional Express and future BRT services 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 environmental review and select the projects to be built. 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. PEPD staff will continue to work on projects that have transitioned to the Final Design and Construction phases, per the System Expansion Implementation Plan (SEIP) project management approach. This will enable continuity within the overall project, completion of agreements with third parties, and help advance access, sustainability, and transit oriented development elements.

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 daily paid parking technology options 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) is focused on implementing a regional equitable TOD strategy and integrating strategic land use planning into project delivery and system expansion. The Land Use Planning staff are embedded within corridor teams where they are leading station area planning for light rail and BRT capital projects. On the implementation front, the TOD Sr. Project Managers devise disposition strategies to create affordable and mixed-used development outcomes on agency owned surplus property. The OMFE TOD project, Angle Lake TOD sites, as well as several others, are expected to move into procurement this year. 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 Actual	2019 Budget	Budget \$ Change	Budget % Change
Salaries & Benefits						
Salaries	\$4,763	\$7,268	\$6,946	\$7,850	\$582	8.0%
Benefits	3,117	4,951	4,608	5,483	531	10.7
Subtotal	7,879	12,220	11,554	13,333	1,113	9.1
Services						
Professional & Technical	283	724	707	643	(81)	(11.2)
Contract Maintenance	6	40	0	0	(40)	(100.0)
Other Services	5	14	10	10	(5)	(31.5)
Subtotal	294	778	716	653	(126)	(16.1)
Materials & Supplies	7	10	19	37	26	259.3
Miscellaneous	70	127	124	184	56	44.2
Leases & Rentals						
General Administrative Facilities	1	2	0	3	1	40.0
Subtotal	1	2	0	3	1	40.0
Department Total	\$8,251	\$13,137	\$12,413	\$14,209	\$1,071	8.2%

Sounder



Safety & Quality Management

Safety and Quality Management (SQM) became a new Sound Transit department in January 2019, after previously serving as a key division of the Executive department. SQM provides systematic and comprehensive oversight, resources, and guidance on the mission critical issues of safety and quality for Sound Transit and the community.

SQM focuses on four primary areas of expertise: quality; employee health and safety; transit safety systems; and construction and system safety. Quality refers to providing oversight on Link Light Rail, Sounder Commuter Rail, and Tacoma Link design and construction to ensure that quality management system processes are implemented and maintained throughout the project life cycle using industry standard tools and processes in accordance with Federal Transit Administration (FTA) quality management system guidelines and agency requirements. Employee health and safety includes programs dedicated to accident prevention, ergonomic health, hazard mitigation and communication, and deployment of personal protective equipment. Transit safety refers to providing a safe and reliable transportation system for customers and employees, which will instill trust for all who ride and operate our system through clear communication and reliable and responsible hazard mitigation. Construction and system safety promotes a safety culture and works to achieve an integrated system of compliance and continuous improvement of safety on both construction projects and transit system elements.

2018 Activities and Accomplishments

SQM worked extensively with the National Transportation Safety Board during the investigation of Amtrak 501 that derailed on the Point Defiance Bypass in December 2017, and with the Washington State Safety Oversight office for the preliminary hazard analysis for the Hilltop Tacoma Link Extension. A Quality Integration Workshop with DECM and Operations was conducted, and recommendations from the workshop were implemented and integrated into procurement, design, construction, and operations processes for quality improvement and development of the Quality Management System Plan. Notable achievements for Construction Safety included completion of excavation of the East Link Tunnel in Bellevue without a major incident or injury, the floating slab installation on the Northgate tunnel was completed without a lost time accident, and no other lost time accidents for the Northgate project in 2018. A new division was added to SQM with the creation of Safety Assurance, which provides independent oversight to review processes and procedures against local, state, and federal requirements, along with assessing Sound Transit's safety-critical functions and commitment to safety.

2019 Budget Highlights

Reflecting SQM's new status as a Sound Transit department, the organization chart was refined to align with the agency's System Expansion Implementation Plan (SEIP) to effectively support delivery of corridor design and construction projects, and to consistently implement the Agency Quality Management System Plan. The Safety and Quality Management department will add eight new positions in 2019 in support of 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.

SAFETY & QUALITY MANAGEMENT
(in thousands)

	2017 Actual	2018 Budget	2018 Actual	2019 Budget	Budget \$ Change	Budget % Change
Salaries & Benefits						
Salaries	\$2,505	\$4,456	\$3,050	\$4,047	(\$408)	(9.2%)
Benefits	1,640	3,020	2,008	2,827	(194)	(6.4)
Subtotal	4,145	7,476	5,058	6,874	(602)	(8.1)
Services						
Professional & Technical	325	770	413	507	(263)	(34.2)
Temporary Services	5	38	41	5	(33)	(86.8)
Contract Maintenance	2	2	1	4	2	100.0
Other Services	5	1	8	2	1	207.7
Subtotal	337	811	463	518	(293)	(36.1)
Materials & Supplies	154	190	108	117	(73)	(38.4)
Miscellaneous	151	338	306	138	(200)	(59.2)
Leases & Rentals						
General Administrative Facilities	8	13	18	14	1	8.0
Subtotal	8	13	18	14	1	8.0
Department Total	\$4,795	\$8,827	\$5,952	\$7,661	(\$1,167)	(13.2%)

Express



Appendix G – Sound Transit 2 and Sound Transit 3 Cost Estimates

The agency maintains cost estimates for all of its capital projects that are funded in the agency's financial plan. These estimates are updated as new engineering, right-of-way, public outreach, and other project information are developed. Project cost estimates are updated prior to seeking Board authorization of budgets for preliminary engineering, final design and right-of-way acquisition, and baseline budget, which includes total project costs and construction.

ST2 cost estimates were initially developed and reported in 2007 constant-year dollars. ST3 cost estimates were initially developed and reported in 2015 constant-year dollars. To enable comparisons between cost estimates, the figures in this appendix have been updated to 2018 constant-year dollars based on the agency's August 2018 inflation forecasts.

The table on the next page includes the following information:

- Original cost estimates are from the initial ST2 and ST3 plans approved by voters in November 2008 (ST2) and November 2016 (ST3).
- 2019 cost estimates match the adopted 2019 TIP.
- 2019 cost estimates include all ST2 and ST3 projects currently funded in the agency's financial plan.
- All voter-approved ST3 projects were added to Appendix A.
- The Federal Way Link Extension project is increased to reflect the addition of scope to extend the project to Federal Way Transit Center.

CAPITAL COST ESTIMATES (in thousands/constant 2018 dollars)

	Voter Approved Estimate	Inc / (Dec) from Voter Approved	2018 Estimate	Inc / (Dec)	2019 Estimate
Link Light Rail					
East Link	\$ 3,823,834	\$ (296,230)	\$ 3,527,604	\$ -	\$ 3,527,604
Northgate Link Extension	\$ 1,994,064	\$ 163,857	\$ 2,157,921	\$ -	\$ 2,157,921
Lynnwood Link Extension	\$ 1,876,885	\$ (277,569)	\$ 1,599,316	\$ -	\$ 1,599,316
First Hill Streetcar	\$ 150,454	\$ (1,338)	\$ 149,115	\$ -	\$ 149,115
South 200th Link Extension	\$ 462,351	\$ 9,209	\$ 471,560	\$ -	\$ 471,560
South 200th to KDM Rd	\$ 565,724	\$ (565,724)	\$ -	\$ -	\$ -
KDM Rd to S 272nd St	\$ 614,032	\$ (614,032)	\$ -	\$ -	\$ -
Federal Way Link Extension	\$ 1,195,864	\$ 501,246	\$ 1,697,110	\$ (721)	\$ 1,696,390
S 272nd to Tacoma Dome - ROW	\$ 68,337	\$ (68,337)	\$ -	\$ -	\$ -
South Corridor Alternatives Analysis	\$ 90,311	\$ (86,960)	\$ 3,352	\$ -	\$ 3,352
Hilltop Tacoma Link Extension	\$ 114,859	\$ 36,868	\$ 151,726	\$ -	\$ 151,726
Link Operations & Maintenance Facility - East	\$ 349,141	\$ 93,027	\$ 442,167	\$ -	\$ 442,167
Light Rail Vehicle Fleet Expansion	\$ 635,592	\$ 71,581	\$ 707,173	\$ -	\$ 707,173
Downtown Seattle Light Rail Tunnel	\$ 2,007,451	\$ -	\$ 2,007,451	\$ -	\$ 2,007,451
West Seattle Link Extension	\$ 1,792,930	\$ -	\$ 1,792,930	\$ (8,641)	\$ 1,784,289
Ballard Link Extension	\$ 2,988,615	\$ -	\$ 2,988,615	\$ (19,673)	\$ 2,968,942
Graham Street Infill Station	\$ 84,619	\$ -	\$ 84,619	\$ (335)	\$ 84,283
Boeing Access Road Infill Station	\$ 152,135	\$ -	\$ 152,135	\$ (757)	\$ 151,378
Downtown Redmond Link Extension	\$ 1,183,797	\$ 29,788	\$ 1,213,585	\$ (5,856)	\$ 1,207,729
NE 130th Street Infill Station	\$ 76,094	\$ -	\$ 76,094	\$ (423)	\$ 75,670
Everett Link Extension	\$ 3,532,714	\$ -	\$ 3,532,714	\$ (17,326)	\$ 3,515,389
Issaquah Link Extension	\$ 2,214,618	\$ -	\$ 2,214,618	\$ (10,572)	\$ 2,204,046
Link Operations & Maintenance Facility - North	\$ 870,461	\$ -	\$ 870,461	\$ (3,199)	\$ 867,263
Link Operations & Maintenance Facility - South	\$ 621,527	\$ -	\$ 621,527	\$ (3,193)	\$ 618,334
Tacoma Dome Link Extension	\$ 2,331,264	\$ -	\$ 2,331,264	\$ (12,347)	\$ 2,318,917
Tacoma Community College Extension	\$ 554,892	\$ -	\$ 554,892	\$ (2,440)	\$ 552,452
ST3 Light Rail Vehicle Fleet Expansion	\$ 1,494,409	\$ (223,259)	\$ 1,271,149	\$ -	\$ 1,271,149
Total Link Light Rail	\$ 31,846,973	\$ (1,227,874)	\$ 30,619,099	\$ (85,483)	\$ 30,533,616
Souder Commuter Rail					
Sumner Station Improvements	\$ 56,583	\$ (4,448)	\$ 52,135	\$ -	\$ 52,135
Puyallup Station Improvements	\$ 80,654	\$ (12,480)	\$ 68,173	\$ -	\$ 68,173
Lakewood Station Improvements	\$ 49,570	\$ (7,377)	\$ 42,193	\$ -	\$ 42,193
Kent Station Access Improvements	\$ 41,187	\$ 26,799	\$ 67,986	\$ -	\$ 67,986
Auburn Station Access Improvements	\$ 42,996	\$ 19,697	\$ 62,694	\$ -	\$ 62,694
Tacoma Dome Station Access	\$ 18,177	\$ (3,765)	\$ 14,411	\$ -	\$ 14,411
South Tacoma Station Access	\$ 51,470	\$ (8,066)	\$ 43,404	\$ -	\$ 43,404
Mukilteo Station	\$ 14,758	\$ (2,775)	\$ 11,982	\$ -	\$ 11,982
Souder South Access Improvement Program	\$ 1,091,603	\$ -	\$ 1,091,603	\$ (1,643)	\$ 1,089,961
Edmonds and Mukilteo Station Parking and Access Improvements	\$ 45,972	\$ -	\$ 45,972	\$ (194)	\$ 45,778
Souder South Extension from Lakewood to DuPont	\$ 372,501	\$ -	\$ 372,501	\$ (2,001)	\$ 370,500
Souder Maintenance Base	\$ 205,995	\$ (25,145)	\$ 180,851	\$ -	\$ 180,851
Souder Yard Expansion	\$ -	\$ 23,443	\$ 23,443	\$ -	\$ 23,443
Tukwila Permanent Station	\$ 45,258	\$ 12,457	\$ 57,714	\$ -	\$ 57,714
Edmonds Permanent Station	\$ 31,678	\$ (31,678)	\$ -	\$ -	\$ -
Souder South Expanded Service	\$ 280,290	\$ 75,797	\$ 356,086	\$ -	\$ 356,086
Souder ST2 Fleet Expansion	\$ 40,138	\$ 10,095	\$ 50,233	\$ -	\$ 50,233
Tacoma Trestle Track & Signal	\$ 87,602	\$ 79,829	\$ 167,431	\$ -	\$ 167,431
Tacoma Track & Signal	\$ 34,081	\$ (341)	\$ 33,741	\$ -	\$ 33,741
Platform Extensions - South King / Pierce	\$ 68,209	\$ (68,209)	\$ -	\$ -	\$ -
Eastside Rail Partnership	\$ 62,716	\$ (62,715)	\$ 2	\$ -	\$ 2
Total Souder Commuter Rail	\$ 2,721,438	\$ 21,118	\$ 2,742,556	\$ (3,838)	\$ 2,738,718

	Voter Approved Estimate	Inc / (Dec) from Voter Approved	2018 Estimate	Inc / (Dec)	2019 Estimate
Stride					
I-405 Bus Rapid Transit	\$ 994,319	\$ -	\$ 994,319	\$ (4,639)	\$ 989,681
Bus Rapid Transit Maintenance Base	\$ 184,212	\$ -	\$ 184,212	\$ (643)	\$ 183,569
SR 522 Bus Rapid Transit	\$ 460,172	\$ -	\$ 460,172	\$ (1,895)	\$ 458,277
Total Bus Rapid Transit	\$ 1,638,703	\$ -	\$ 1,638,703	\$ (7,176)	\$ 1,631,527
Regional Express					
ST Express Bus Base	\$ 230,958	\$ (7,828)	\$ 223,130	\$ -	\$ 223,130
Mid-Day Bus Storage	\$ -	\$ 3,306	\$ 3,306	\$ -	\$ 3,306
ST Express ST2 Fleet Expansion	\$ 44,699	\$ 18,425	\$ 63,124	\$ -	\$ 63,124
North Sammamish Park-and-Ride	\$ 23,105	\$ -	\$ 23,105	\$ (61)	\$ 23,044
Bus Corridor Enhancements along Pacific Avenue in Tacoma	\$ 68,971	\$ -	\$ 68,971	\$ (1,724)	\$ 67,247
Bus on Shoulder Project	\$ 117,229	\$ -	\$ 117,229	\$ -	\$ 117,229
RapidRide C and D	\$ 74,704	\$ -	\$ 74,704	\$ (826)	\$ 73,878
Investments SR 162	\$ 38,642	\$ -	\$ 38,642	\$ (171)	\$ 38,471
STEX Fleet to support Interim STEX Service	\$ 21,148	\$ -	\$ 21,148	\$ -	\$ 21,148
I-90 Contribution	\$ 61,346	\$ -	\$ 61,346	\$ -	\$ 61,346
Burien Transit Center/ Parking Garage	\$ 18,234	\$ (1,121)	\$ 17,112	\$ -	\$ 17,112
Bothell Transit Related Improvements	\$ 6,823	\$ 43	\$ 6,866	\$ -	\$ 6,866
Total Regional Express	\$ 705,859	\$ 12,825	\$ 718,684	\$ (2,782)	\$ 715,903
Other					
ST3 Planning	\$ 66,166	\$ (27,804)	\$ 38,362	\$ (9,455)	\$ 28,907
Innovation and Technology Fund	\$ 82,451	\$ -	\$ 82,451	\$ -	\$ 82,451
Transit Oriented Development	\$ 23,495	\$ -	\$ 23,495	\$ -	\$ 23,495
System Access Program	\$ 109,935	\$ -	\$ 109,935	\$ -	\$ 109,935
Sumner to Orting Study	\$ 5,497	\$ -	\$ 5,497	\$ -	\$ 5,497
Future System Planning (ST4)	\$ 72,335	\$ -	\$ 72,335	\$ -	\$ 72,335
HCT Planning Studies	\$ 49,652	\$ -	\$ 49,652	\$ -	\$ 49,652
STArt Program	\$ -	\$ 58,480	\$ 58,480	\$ 99,279	\$ 157,760
Total Other	\$ 409,531	\$ 30,676	\$ 440,207	\$ 89,824	\$ 530,031
TOTAL Capital Plan Estimate	\$ 37,322,504	\$ (1,163,254)	\$ 36,159,250	\$ (9,455)	\$ 36,149,795

Note:

The cost estimates included in the table above reflect the amount funded in the Agency's long-term Financial Plan. Projects proposed to proceed with only limited engineering activity are funded only to the extent that activity requires. Projects proposed to be suspended or deleted have no funding in the current Long-term Financial Plan.

The agency used \$89.3 million of financial capacity to fully fund the project and the balance of the REX program reserve of \$27.2 million.

University Station District under construction



Appendix H – Sound Move Project Budgets

The agency has three voter-approved system expansion programs: Sound Move approved in 1996; Sound Transit 2 (ST2) approved in 2008; and Sound Transit 3 (ST3) approved in 2016. Appendix A reflects the cost estimates in constant-year dollars for all capital projects. This appendix displays adopted project budgets in year-of-expenditure dollars for active Sound Move system expansion projects.

Project budgets for Sound Move projects were adopted as total project budgets/baseline budgets, since these projects pre-date the agency's Phase Gate process. As with the ST2 and ST3 projects in Appendix A, Sound Move project budgets are shown for 2008, 2018, and 2019.

There were no changes between 2018 and 2019.

Regional Express

- Note: The I-90 Two-Way Transit and HOV Operations, Stage 3 project was baselined in 2014. This project is funded by Sound Move & ST2, Regional Express Reserve, and agency financial capacity.

I-90 TWO-WAY AND HOV OPERATIONS, STAGE 3 TOTAL FUNDING (in thousands)

Sound Move	\$64,222
I-90 Contribution (ST2)	45,000
REX Program Reserve	27,126
Agency Financial Capacity	89,300
Total Project Cost	\$225,648

ADOPTED ALLOCATIONS TO DATE FOR ACTIVE SOUND MOVE PROJECTS

(YOE\$ in thousands)

	2008	Inc/(Dec)	2018	Inc/(Dec)	2019
<u>Link Light Rail</u>					
University Link	\$ 1,614,007	\$ 142,000	\$ 1,756,007	\$ -	\$ 1,756,007
Total Link Light Rail	1,614,007	142,000	1,756,007	-	1,756,007
<u>Souder Commuter Rail</u>					
D Street to M Street Track and Signal	76,025	82,237	158,262	-	158,262
Mukilteo Station, South Platform	9,371	8,942	18,313	-	18,313
Tukwila Station (see note)	-	-	-	-	-
Total Souder Commuter Rail	85,396	91,179	176,575	-	176,575
<u>Regional Express</u>					
I-90 2-Way Transit & HOV Op, Stage 3 (see note)	1,722	223,926	225,648	-	225,648
Total Regional Express	1,722	223,926	225,648	-	225,648
Total Active Sound Move Projects	\$ 1,701,125	\$ 457,105	\$ 2,158,230	\$ -	\$ 2,158,230

Notes: Numbers may not add due to rounding.

Tukwila Station is a project recognized in ST2, but Sound Move did fund the project through Final Design.

I-90 2-Way Transit and HOV Op, Stage 3 is recognized in Sound Move, but ST2 contributed \$45 million of planned funding.

The agency used \$89.3 million of financial capacity to fully fund the project and the balance of the REX program reserve of \$27.2 million.

Seahawk fans and the Sounder



Appendix I - Compliance with Asset Management Policy

Resolution No. R2015-32 establishes Sound Transit’s Asset Management Policy. This appendix details the status of the agency’s compliance with the elements of that policy.

Section 3.1.1: The agency operates and maintains its assets in a state of good repair that meets or exceeds the FTA’s state of good repair and other regulatory requirements.

Compliance: Met. The agency currently meets or exceeds all FTA requirements as of December 31, 2018. However, the FTA compliance framework is fairly limited at this time and compliance does not constitute assurance that agency’s asset management practices are mature. Ninety-nine percent of assets are at a condition assessment of three or better under FTA guidelines.

Section 3.1.2: The agency maintains a comprehensive asset management program and plan to ensure that these goals are achieved. Compliance: Met. The agency has a comprehensive asset management program that is inclusive of all business units – light rail, commuter rail, and express bus – throughout the entire asset lifecycle. The agency maintains a Transit Asset Management Plan that was most recently updated on October 1, 2018. While the asset management program and plan are in place, many agency practices are not yet mature and several years of additional work are required before the agency will achieve a mature asset management program.

Section 3.2: The CEO will include in the annual Transit Improvement Plan a State of Good Repair Forecast (SGRF) of the total amount, by year for a rolling 40-year period, required for lifecycle maintenance and capital replacement to maintain all agency replaceable assets in a state of good repair.

Compliance: Met

Year	Fall 2017 SOGR Forecast (YOE\$ in 000s)	Fall 2018 SOGR Forecast (YOE\$ in 000s)	Difference
2019	\$ 61,372	\$ 47,108	\$ (14,264)
2020	\$ 96,419	\$ 73,504	\$ (22,915)
2021	\$ 121,864	\$ 84,683	\$ (37,181)
2022	\$ 121,125	\$ 87,868	\$ (33,257)
2023	\$ 118,508	\$ 85,836	\$ (32,672)
2024-2059	\$ 29,388,342	\$ 29,356,358	\$ (31,983)
Total	\$ 29,907,630	\$ 29,735,357	\$ (172,273)

Years	SOGR Forecast	Set Aside In Agency Long-term Financial Plan	% of SOGR Forecast That is Funded
2019-2059	\$30 billion	\$30 billion	100.0%

The Fall 2017 40-year forecast was for \$29.9 billion. The updated Fall 2018 forecast was \$29.7 billion, a difference of \$0.17 billion. The major variance was due to updated assumptions related to soft costs that were included following a third party audit of the agency’s state of good repair forecast.

Section 3.2.1: The agency's Board-adopted Transit Improvement Plan will include the first six years of funding for the SGRF within the capital replacement and maintenance program.

Compliance: Under Evaluation. The agency's current SGRF exceeds the amount included within the budget. The SOGR forecast for 2019-2024 is \$521 million, while the current TIP is \$128 million, a difference of \$393 million. This gap is either due to (1) over-forecasting of requirements, or (2) an insufficient number of projects being identified as needing SOGR funding. Additionally, some future state of good repair projects are either shown in a different category of the TIP, such as Enhancements. This gap should close as the agency refines its processes for capital budgeting SOGR requirements.

Year	TIP SOGR Funding (YOE\$ in 000s)	SOGR Forecast (YOE\$ in 000s)	Difference
2019	\$ 23,293	\$ 47,108	\$ 23,815
2020	\$ 61,357	\$ 73,504	\$ 12,147
2021	\$ 24,839	\$ 84,683	\$ 59,844
2022	\$ 7,555	\$ 87,868	\$ 80,313
2023	\$ 7,331	\$ 85,836	\$ 78,504
2024	\$ 3,889	\$ 142,500	\$ 138,611
Total	\$ 128,264	\$ 521,498	\$ 393,234

Section 3.2.2: Beginning in 2023, the forecasted and funded amounts in the Transit Improvement Plan (TIP) will not on average fall below the greater of \$50 million annually or two percent of the agency's estimated replaceable asset value for that year.

Compliance: N/A. This requirement will not begin until 2023. The following table indicates that the SOGR forecast within the financial plan does not meet this requirement.

However, the two percent goal was established based on high level planning estimates from a wide range of industries and may not be entirely accurate for transit. Agency staff believe the current SOGR estimate will be adequate to meet requirements and will further monitor and study the validity of the two percent benchmark.

Year	SOGR (YOE\$ in 000s)	Greater than \$50M?	ST Replaceable Asset Value (YOE\$ in 000s)	2% Of Amount	Variance btwn Forecast and 2%	Policy Met?
2023	\$ 85,836	Yes	\$ 8,043,378	\$ 160,868	\$ (75,032)	No
2024	\$ 142,500	Yes	\$ 10,583,521	\$ 211,670	\$ (69,171)	No
2025	\$ 154,242	Yes	\$ 11,651,247	\$ 233,025	\$ (78,783)	No
2026	\$ 176,961	Yes	\$ 11,651,247	\$ 233,025	\$ (56,064)	No
2027	\$ 169,969	Yes	\$ 11,953,894	\$ 239,078	\$ (69,109)	No
2028	\$ 155,334	Yes	\$ 11,953,894	\$ 239,078	\$ (83,744)	No
2029	\$ 206,254	Yes	\$ 11,953,894	\$ 239,078	\$ (32,824)	No
2030	\$ 189,636	Yes	\$ 16,066,831	\$ 321,337	\$ (131,701)	No
2031	\$ 195,081	Yes	\$ 16,322,463	\$ 326,449	\$ (131,368)	No
2032	\$ 192,693	Yes	\$ 16,775,655	\$ 335,513	\$ (142,820)	No
2033	\$ 210,549	Yes	\$ 16,775,655	\$ 335,513	\$ (124,964)	No

Section 3.2.3: The agency's long-term financial plan will include the full 40-year SGRF.

Compliance: Met. The October 2018 Financial Plan includes the full SGRF through 2060.

Section 3.3: The agency shall maintain a minimum of \$300 million capital replacement reserve (CRR) to fund unexpected capital replacement requirements.

Compliance: Met. The balance of the CRR as of December 31, 2018 was \$331.6 million.

Section 3.4: The CEO conducts an independent assessment of the adequacy of the SGRF at least once every five years.

Compliance: Met. The first independent assessment was completed in June 2019. The next assessment must be completed no later than 2023.

King Street Station Sounder Link



Appendix J – 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 Range 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 2018 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	Location
Motor Vehicle Excise Tax	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	Cash Equivalent Full Fare Value (CEFFV)
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 Financial Plan
Innovation and Technology Program	ST3 Financial Plan
STart Operations & Maintenance	Location
Transit Oriented Development Planning Program	ST3 Financial Plan
Transit System Access Program	ST3 Financial Plan
Other Expenses	Location or Board Designation

Capital Project Uses (Outlays)

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

System Expansion – Link Light Rail Projects	Driver
Hilltop Tacoma Link Extension	Location
Link Operations & Maintenance Satellite Facility: East	ST2 Financial Plan
LRV Fleet Expansion	Fleet Requirements
Lynnwood Link Extension	ST2 Financial Plan
NE 130 th Street Infill Station	Location
Northgate Link Extension	Location
Northgate Link Extension Project Reserve	Location
S. 200 th Link Extension	Location
Tacoma Dome Link Extension	Track Miles
University Link Extension	Location
West Seattle & Ballard Link Extensions	ST3 Appendix A, Track Miles
Downtown Seattle Light Rail Tunnel	ST3 Appendix A

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

System Expansion – ST Express Projects	Driver
Bothell Transit Related Improvements	Location
Bus On Shoulder	ST3 Appendix A, Location
I-90 Two-Way Transit & HOV Operations, Stage 3	Location

System Expansion – ST Express Projects	Driver
I-405 Bus Rapid Transit	Service Miles
North Sammamish Park and Ride	Location
Rapid Ride C & D	ST3 Appendix A
ST Express Bus Base	ST2 Financial Plan
SR 522/NE 143 rd St Bus Rapid Transit	Service Miles
ST Express Fleet Expansion	Service Hours

System Expansion – Other	Driver
Efficiency and Sustainability Program	ST3 Appendix A
Fare Administration	Financial Policies
Fare Collection	Location
Innovation and Technology Program	ST3 Appendix A
ORCA Next Generation	Financial Policies
Research and Business Development Program	Financial policies
Research and Technology	Financial Policies
Transit oriented Development Planning Program	ST3 Appendix A
Transit System Access Program	ST3 Appendix A
ST3 Planning	ST3 Appendix A
<i>Start</i>	Location

Enhancement Projects	Driver
Bellevue TC Security System	Location
Bike Locker Program	Location
Bike Parking Program	Location
Bus Maintenance Facility	Platform Hours
Central Link Card Readers	Track Miles
Central Link HVAC – Instrument House & UPS Room	Track Miles
Central Link Overhead Catenary System Tie Switch	Track Miles
Community Transit On-Board Communication Upgrade	Location
Customer Emergency Stations	Location
Downtown Seattle Transit Tunnel Mitigation	Location
Everett Station Security Improvements	Location
Kent Station Parking Lot Paving	Location
Kent Station Platform Lighting	Location

Enhancement Projects	Driver
King St Station Platform Improvements	Track Miles
Lakewood MOW Renovations	Location
LED Lighting Program	Location
Link Operating Segment System Enhancements & Upgrades	Track Miles
Locomotive Inboard Facing Cameras	Vehicle Miles
LRV Wireless Communication Upgrade	Track Miles
LRV Between Car Barriers	Location
LRV Wash Bay Modifications	Track Miles
LRV Wheel Flat Software	Track Miles
Noise Abatement	Location
Non-Revenue Support Vehicles	Track Miles
OMF Energy Efficiency	Track Miles
OMF– Link Control Center (LCC) Upgrades	Track Miles
OMF Expanded Parking	Track Miles
OMF - Renovations	Track Miles
OMF LRV Vehicle Lift	LRV Fleet
Passenger Information Management System	Financial Policies
Pierce County – Global Positioning System Repeater	Location
Positive Train Control	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
Souder 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	Track Miles

State of Good Repair	Driver
Access Control System Upgrade	Location
Convention Place Development Systems Retrofit	Location

State of Good Repair	Driver
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	Track Miles
Link CCTV System Upgrade	Track Miles
Link LRV Overhaul	Track Miles
Link Radio Upgrade	Track Miles
Link Station Braided Tile Replacement	Location
LRV Overhaul	Track Miles
Othello TPSS Parking Lot	Location
Small Works Program	Location
Souder 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

Administrative Projects	Driver
Agency Administration Operating	Financial Policies
Administrative Capital	Financial Policies
Environmental Mitigation, Monitoring & Maintenance	Modal Operating Expense Rules
Information Technology Program	Financial Policies
Surplus Property Disposition	Location

Appendix K - Transit Improve Plan Project Detail Pages

2019 Cashflow by Budget Approval (in thousands)

System Expansion LINK	Project Number and Name	In Service	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
	Preliminary Engineering										
	400034 Enhancements to Tacoma Link Extension	2019	1,090	910	0	0	0	0	0	0	2,000
	400053 Tacoma Dome Link Extension	2030	7,512	13,280	21,900	39,343	21,715	21,923	0	0	125,673
	400066 West Seattle and Ballard Link Extensions	2041	23,594	31,300	45,576	62,598	78,656	44,172	0	0	285,896
	400115 NE 130th Street Infill Station	2024	102	5,905	762	0	0	0	0	0	6,769
	400117 DSTT Single Tracking	2020	0	2,500	1,000	0	0	0	0	0	3,500
	4X630 Downtown Redmond Link Extension	2024	25,468	158,410	316,420	380,142	351,959	210,835	79,802	6,965	1,530,000
	Subtotal		57,767	212,305	385,657	482,083	452,330	276,929	79,802	6,965	1,953,838
	Baseline										
	400008 Hilltop Tacoma Link Extension	2022	42,433	61,344	72,003	22,780	18,786	0	0	0	217,346
	400009 Link Operations & Maintenance Facility, East	2020	184,380	108,417	65,050	11,074	14,518	65,780	0	0	449,220
	400032 Light Rail Vehicle Fleet Expansion	2024	88,288	86,068	127,075	128,133	118,587	72,695	119,872	0	740,718
	4X100 Northgate Link Extension	2021	1,334,739	244,800	133,766	47,135	19,048	120,267	0	0	1,899,756
	4X115 Lynnwood Link Extension	2024	298,972	443,593	552,582	561,826	599,507	312,842	2,301	0	2,771,622
	4X200 University Link Extension	2016	1,508,581	2,921	18,264	0	224,134	2,107	0	0	1,756,007
	4X420 South 200th Link Extension	2016	328,631	221	0	0	0	0	0	54,390	383,241
	4X445 Federal Way Link Extension	2024	86,518	175,087	454,100	472,467	512,957	454,085	224,713	71,607	2,451,535
	4X600 East Link Extension	2023	1,659,487	743,944	554,585	233,019	127,651	107,339	222,411	28,714	3,677,150
	Subtotal		5,532,029	1,866,395	1,977,425	1,476,436	1,635,188	1,135,116	569,296	154,710	14,346,595
	Reserve										
	4X199 Northgate Link Extension Project Reserve	2021	0	0	0	0	0	0	0	50,000	50,000
	Subtotal		0	0	0	0	0	0	0	50,000	50,000
	Operating										
	400007 First Hill Streetcar	2015	132,730	8	8	8	8	12	0	6	132,780
	Subtotal		132,730	8	8	8	8	12	0	6	132,780
	Total		\$5,722,525	\$2,078,708	\$2,363,091	\$1,958,526	\$2,087,526	\$1,412,057	\$649,098	\$211,681	\$16,483,213

2019 Cashflow by Subarea
(in thousands)

System Expansion
LINK

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
1 - Snohomish	213,178	276,064	331,739	325,904	346,342	194,333	15,881	0	1,703,441
2 - North King	3,200,863	532,336	498,077	401,796	626,967	338,745	38,101	50,178	5,687,063
3 - South King	465,717	213,498	493,165	508,749	541,752	486,094	240,536	125,996	3,075,508
4 - East King	1,791,400	983,275	950,101	670,707	535,651	376,788	350,385	35,507	5,693,814
5 - Pierce	51,343	73,503	89,963	51,307	36,735	16,053	4,196	0	323,100
6 - Systemwide	24	31	46	63	79	44	0	0	286
Total	\$5,722,525	\$2,078,708	\$2,363,091	\$1,958,526	\$2,087,526	\$1,412,057	\$649,098	\$211,681	\$16,483,213

2019 Cashflow by Phase
(in thousands)

Phase # and Description	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	312,958	71,835	82,696	83,013	119,543	130,617	44,796	20,974	866,433
20-Prelim Engineering/Env Review	236,280	45,086	49,470	79,910	74,700	34,373	1,074	321	521,215
30-Final Design+Specifications	525,103	49,779	28,798	20,712	21,053	28,866	10,669	13,482	698,462
35-Third Party	186,786	20,901	21,984	20,798	25,728	17,005	7,309	5,316	305,826
40-Row Acquisition+Permits	776,458	328,041	238,963	73,344	36,922	42,185	27,185	5,497	1,528,595
50-Construction	3,204,551	1,373,576	1,631,439	1,407,296	1,547,267	910,591	376,442	97,216	10,548,377
55-Construction Services	287,288	96,148	115,139	100,107	88,061	84,599	39,316	18,339	828,997
70-Vehicles	183,298	91,072	148,383	124,873	119,788	69,425	116,173	0	853,012
80-System Testing+Startup	9,802	2,269	6,267	6,824	4,501	27,034	26,133	537	83,368
90-Contingency	0	0	39,952	41,650	49,963	67,362	0	50,000	248,927
Total	\$5,722,525	\$2,078,708	\$2,363,091	\$1,958,526	\$2,087,526	\$1,412,057	\$649,098	\$211,681	\$16,483,213

400007	First Hill Streetcar	Managed by: PEPD
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Provide a fixed amount of funding for the planning, design, and construction of an at-grade street car connecting Capitol Hill with the International District.

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	\$132,730	\$8	\$8	\$8	\$8	\$12	\$0	\$6	\$132,780
Total	\$132,730	\$8	\$8	\$8	\$8	\$12	\$0	\$6	\$132,780

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$239	\$8	\$8	\$8	\$8	\$12	\$0	\$6	\$289
35-Third Party	132,491	0	0	0	0	0	0	0	132,491
Total	\$132,730	\$8	\$8	\$8	\$8	\$12	\$0	\$6	\$132,780

Project Risk Assessment
N/A.

400008 Hilltop Tacoma Link Extension Managed by: DECM

Plan, design, and construct a 2.4 mile extension of light rail from the Theatre District in downtown Tacoma to the Hilltop neighborhood. This extension will add 6 new stations, 5 new vehicles and the expansion of the Tacoma Link Operations and Maintenance facility. The new stations will be located at Old City Hall, South 4th Street, Stadium District, Tacoma General Hospital, 6th Avenue Hilltop District, and St Joseph Medical Center.

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:	\$114,859
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	\$42,433	\$61,344	\$72,003	\$22,780	\$18,786	\$0	\$0	\$0	\$217,346
Total	\$42,433	\$61,344	\$72,003	\$22,780	\$18,786	\$0	\$0	\$0	\$217,346

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$7,759	\$2,331	\$2,620	\$2,592	\$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	9,400	1,195	688	47	0	0	0	0	11,330
35-Third Party	1,106	25	156	45	134	0	0	0	1,466
40-Row Acquisition+Permits	1,790	120	360	0	0	0	0	0	2,270
50-Construction	14,885	45,720	38,941	16,335	8,918	0	0	0	124,799
55-Construction Services	1,080	3,500	3,500	2,211	0	0	0	0	10,291
70-Vehicles	854	7,400	24,538	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	\$42,433	\$61,344	\$72,003	\$22,780	\$18,786	\$0	\$0	\$0	\$217,346

Project Risk Assessment
There is risk of unidentified utility conditions under the proposed alignment potentially causing 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. budget and schedule uncertainty remains 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

Plan, design, and construct a light rail vehicle maintenance facility located in the City of Bellevue that will provide storage and maintenance capacity to support the light rail expansion within the east corridor.

Changes to authorized project allocation since 2018: None.

Budget year activities: Continue operation and maintenance facility design-build construction with associated support from design-build project management. Right-of-way activities will be minimal.

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	\$38,720	\$22,768	\$13,661	\$2,326	\$3,049	\$13,814	\$0	\$0	\$94,336
North King	30,791	18,106	10,863	1,849	2,425	10,985	0	0	75,020
South King	35,401	20,816	12,490	2,126	2,787	12,630	0	0	86,250
East King	79,468	46,728	28,037	4,773	6,257	28,351	0	0	193,614
Total	\$184,380	\$108,417	\$65,050	\$11,074	\$14,518	\$65,780	\$0	\$0	\$449,220

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$5,220	\$2,265	\$2,018	\$1,225	\$3,791	\$3,054	\$0	\$0	\$17,573
20-Prelim Engineering/Env Review	8,704	20	0	0	8	803	0	0	9,536
30-Final Design+Specifications	0	0	0	0	0	386	0	0	386
35-Third Party	75	150	550	0	7	2,324	0	0	3,107
40-Row Acquisition+Permits	101,535	684	0	0	4,644	27,667	0	0	134,529
50-Construction	63,736	99,588	57,972	7,123	5,481	30,852	0	0	264,753
55-Construction Services	5,109	5,710	4,510	2,726	587	694	0	0	19,337
Total	\$184,380	\$108,417	\$65,050	\$11,074	\$14,518	\$65,780	\$0	\$0	\$449,220

Project Risk Assessment
Long lead procurements are delayed causing interruption to construction sequences in 2019. Interfaces with East Link and differing ground condition at construction ramp up could pose challenges.

400032 Light Rail Vehicle Fleet Expansion Managed by: DECM

Plan, design, procure, inspect, and test 152 light rail vehicles. The vehicles will support revenue service for Northgate Link, East Link, Lynnwood Link, Federal Way Link and Downtown Redmond Link extensions.

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	\$10,771	\$10,500	\$15,503	\$15,632	\$14,468	\$8,869	\$14,624	\$0	\$90,368
North King	26,310	25,648	37,868	38,184	35,339	21,663	35,722	0	220,734
South King	11,654	11,361	16,774	16,914	15,653	9,596	15,823	0	97,775
East King	36,463	35,546	52,482	52,919	48,976	30,023	49,507	0	305,917
Pierce	3,090	3,012	4,448	4,485	4,151	2,544	4,196	0	25,925
Total	\$88,288	\$86,068	\$127,075	\$128,133	\$118,587	\$72,695	\$119,872	\$0	\$740,718

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,332	\$563	\$695	\$725	\$688	\$734	\$1,629	\$0	\$6,367
55-Construction Services	3,704	2,125	2,535	2,535	2,535	2,535	2,071	0	18,040
70-Vehicles	83,252	83,380	123,845	124,873	115,364	69,425	116,173	0	716,311
Total	\$88,288	\$86,068	\$127,075	\$128,133	\$118,587	\$72,695	\$119,872	\$0	\$740,718

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.

400034 Enhancements to Tacoma Link Extension Managed by: FIN

Create 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. In 2016 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.

Changes to authorized project allocation since 2018: None.

Budget year activities: Continue to provide grant administration for the \$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	\$1,090	\$910	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000
Total	\$1,090	\$910	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$0	\$498	\$0	\$0	\$0	\$0	\$0	\$0	\$498
35-Third Party	1,090	411	0	0	0	0	0	0	1,502
Total	\$1,090	\$910	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000

Project Risk Assessment

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

Plan, design, and construct a 9.7 mile extension of light rail from Federal Way to Tacoma via at-grade or elevated alignment. Stations will be located at Federal Way Transit Center, South Federal Way, Fife, East Tacoma, and the Tacoma Dome.

The project includes the planning of a light rail maintenance facility (OMF-South) to add storage and maintenance capacity in support the expansion of light rail on the Federal Way to Tacoma corridor. Upon the completion of the environmental impact statement (EIS), the OMF-South will transition to a stand-alone project.

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:	\$2,937,251

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
South King	\$3,065	\$5,418	\$8,935	\$16,052	\$8,860	\$8,945	\$0	\$0	\$51,275
Pierce	4,447	7,862	12,965	23,291	12,855	12,978	0	0	74,398
Total	\$7,512	\$13,280	\$21,900	\$39,343	\$21,715	\$21,923	\$0	\$0	\$125,673

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$2,671	\$3,305	\$4,271	\$4,256	\$5,036	\$7,310	\$0	\$0	\$26,848
20-Prelim Engineering/Env Review	4,742	9,275	15,267	32,600	14,192	11,000	0	0	87,075
35-Third Party	100	500	1,012	988	988	2,163	0	0	5,750
40-Row Acquisition+Permits	0	200	1,350	1,500	1,500	1,450	0	0	6,000
Total	\$7,512	\$13,280	\$21,900	\$39,343	\$21,715	\$21,923	\$0	\$0	\$125,673

Project Risk Assessment

The risks to this project include; coordination and approval of the potential crossing land owned by Puyallup Tribe of Indians, crossing Puyallup river and siting the 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 West Seattle Link and Ballard Link extensions. Upon completion of the environmental review and the environmental impact statement these projects will become stand-alone projects.

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:	\$6,760,681

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$448	\$595	\$866	\$1,189	\$1,494	\$839	\$0	\$0	\$5,432
North King	21,919	29,078	42,341	58,153	73,072	41,035	0	0	265,597
South King	448	595	866	1,189	1,494	839	0	0	5,432
East King	472	626	912	1,252	1,573	883	0	0	5,718
Pierce	283	376	547	751	944	530	0	0	3,431
Systemwide	24	31	46	63	79	44	0	0	286
Total	\$23,594	\$31,300	\$45,576	\$62,598	\$78,656	\$44,172	\$0	\$0	\$285,896

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$4,824	\$5,500	\$9,500	\$11,203	\$12,950	\$19,103	\$0	\$0	\$63,080
20-Prelim Engineering/Env Review	18,578	24,050	32,624	47,095	60,500	22,568	0	0	205,416
35-Third Party	48	1,250	2,202	2,800	3,600	1,500	0	0	11,400
40-Row Acquisition+Permits	144	500	1,250	1,500	1,606	1,000	0	0	6,000
Total	\$23,594	\$31,300	\$45,576	\$62,598	\$78,656	\$44,172	\$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.

400115	NE 130th Street Infill Station	Managed by: PEPD
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Plan, design and construct an at-grade light rail station at 130th Street and I-5 in Seattle.

Changes to authorized project allocation since 2018: New project established via Resolution R2018-34 for \$6.8 million to fund the preliminary engineering phase of the project.

Budget year activities: Complete preliminary engineering by Q3 2019 to determine the viability of construction of the station concurrent with Lynnwood Link Extension to avoid or minimize service disruptions.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$76,094
2018 TIP:	\$6,769	2018 :	N/A	2018 Cost Estimate:	\$76,094
2019 TIP:	\$6,769	2019 :	2024	2019 Cost Estimate:	\$75,670

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$102	\$5,905	\$762	\$0	\$0	\$0	\$0	\$0	\$6,769
Total	\$102	\$5,905	\$762	\$0	\$0	\$0	\$0	\$0	\$6,769

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$102	\$1,180	\$88	\$0	\$0	\$0	\$0	\$0	\$1,370
20-Prelim Engineering/Env Review	0	3,590	599	0	0	0	0	0	4,189
35-Third Party	0	1,013	75	0	0	0	0	0	1,088
40-Row Acquisition+Permits	0	22	0	0	0	0	0	0	22
50-Construction	0	100	0	0	0	0	0	0	100
Total	\$102	\$5,905	\$762	\$0	\$0	\$0	\$0	\$0	\$6,769

Project Risk Assessment
Timely completion of design work to allow concurrent construction with Lynnwood Link, or to eliminate/minimize operational impacts; Construction market conditions.

400117	DSTT Single Tracking	Managed by: EXE
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Develop and construct tunnel modifications supporting single tracking operations in the Downtown Seattle Transit Tunnel allowing the East Link project to establish a connection to active light rail service.

Changes to authorized project allocation since 2018: New project for \$3.5 million to plan and construct tunnel modifications 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 to maintain a fixed schedule.

4X100 Northgate Link Extension Managed by: DECM

Plan, design, and construct a 4.3 mile extension of light rail from the University of Washington to Northgate via tunnel and elevated alignment. Stations will be located at University District, Roosevelt, and Northgate.

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, Roosevelt, and Northgate stations 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	\$1,334,739	\$244,800	\$133,766	\$47,135	\$19,048	\$120,267	\$0	\$0	\$1,899,756
Total	\$1,334,739	\$244,800	\$133,766	\$47,135	\$19,048	\$120,267	\$0	\$0	\$1,899,756

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$67,456	\$13,384	\$11,999	\$10,793	\$9,965	\$31,282	\$0	\$0	\$144,879
20-Prelim Engineering/Env Review	15,077	0	0	0	0	0	0	0	15,077
30-Final Design+Specifications	114,620	6,102	3,976	1,335	100	6,035	0	0	132,167
35-Third Party	6,817	1,127	1,125	1,381	662	688	0	0	11,800
40-Row Acquisition+Permits	100,591	782	200	41	0	10,686	0	0	112,300
50-Construction	953,581	209,263	102,109	20,668	4,175	40,297	0	0	1,330,093
55-Construction Services	76,597	12,926	9,291	7,643	2,773	9,080	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	\$1,334,739	\$244,800	\$133,766	\$47,135	\$19,048	\$120,267	\$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**

Plan, design, and construct a 8.5 mile extension of light rail from Northgate to Lynnwood Transit Center via at-grade and elevated alignment. Stations will be located at Mountlake Terrace, Shoreline South/145th Street, Shoreline North/185th Street, and Lynnwood City Center.

Changes to authorized project allocation since 2018: None.

Budget year activities: Complete final design, and begin early construction activities with an expected notice to proceed during the third quarter. Continue right-of-way acquisition activities. Begin primary utility work and complete 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	\$163,239	\$242,202	\$301,710	\$306,757	\$327,331	\$170,812	\$1,256	\$0	\$1,513,306
North King	135,733	201,391	250,872	255,069	272,176	142,030	1,044	0	1,258,316
Total	\$298,972	\$443,593	\$552,582	\$561,826	\$599,507	\$312,842	\$2,301	\$0	\$2,771,622

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$27,606	\$10,414	\$11,029	\$11,461	\$12,804	\$23,538	\$1,311	\$0	\$98,164
20-Prelim Engineering/Env Review	39,053	0	0	0	0	1	0	0	39,054
30-Final Design+Specifications	92,232	31,029	10,328	8,367	8,214	13,992	0	0	164,162
35-Third Party	5,424	3,646	1,690	972	495	2,373	0	0	14,600
40-Row Acquisition+Permits	113,941	114,100	7,619	0	0	0	0	0	235,660
50-Construction	4,659	268,407	453,682	474,873	514,576	187,004	989	0	1,904,191
55-Construction Services	16,057	15,997	28,282	24,502	19,369	24,222	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	\$298,972	\$443,593	\$552,582	\$561,826	\$599,507	\$312,842	\$2,301	\$0	\$2,771,622

Project Risk Assessment

There continues a project risk of obtaining permits from our local jurisdictions, WSDOT, and other resource agencies. The timely completion of right-of-way acquisition with limited staff resources, construction market conditions, and differing site conditions during construction could affect 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: None.

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

Plan, design, and construct a 3.15 mile extension of light rail from Westlake Center to the University of Washington via tunnel. Stations will be located at Capitol Hill and the University of Washington.

Changes to authorized project allocation since 2018: None.

Budget year activities: Continue project closeout activities. Optimize and fine tune Link operating systems.

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	\$1,508,581	\$2,921	\$18,264	\$0	\$224,134	\$2,107	\$0	\$0	\$1,756,007
Total	\$1,508,581	\$2,921	\$18,264	\$0	\$224,134	\$2,107	\$0	\$0	\$1,756,007

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$82,920	\$1,549	\$1,254	\$0	\$27,636	\$196	\$0	\$0	\$113,554
20-Prelim Engineering/Env Review	24,261	0	0	0	0	0	0	0	24,261
30-Final Design+Specifications	86,671	120	0	0	3,370	146	0	0	90,308
35-Third Party	11,314	0	0	0	7,182	150	0	0	18,646
40-Row Acquisition+Permits	126,428	0	0	0	25,904	0	0	0	152,332
50-Construction	982,771	885	17,010	0	146,757	1,360	0	0	1,148,783
55-Construction Services	86,584	75	0	0	7,905	250	0	0	94,814
70-Vehicles	99,193	292	0	0	4,424	0	0	0	103,909
80-System Testing+Startup	8,439	0	0	0	956	5	0	0	9,400
Total	\$1,508,581	\$2,921	\$18,264	\$0	\$224,134	\$2,107	\$0	\$0	\$1,756,007

Project Risk Assessment
N/A

4X420	South 200th Link Extension	Managed by: DECM
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Plan, design, and construct a 1.6 mile extension of light rail from the Sea-Tac Airport to South 200th Street in SeaTac via an elevated alignment. There will be one station at South 200th Street.

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	\$328,631	\$221	\$0	\$0	\$0	\$0	\$0	\$54,390	\$383,241
Total	\$328,631	\$221	\$0	\$0	\$0	\$0	\$0	\$54,390	\$383,241

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$16,318	\$120	\$0	\$0	\$0	\$0	\$0	\$704	\$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	3,812	0	0	0	0	0	0	3,273	7,085
40-Row Acquisition+Permits	38,052	0	0	0	0	0	0	5,497	43,549
50-Construction	237,538	0	0	0	0	0	0	43,484	281,022
55-Construction Services	17,102	101	0	0	0	0	0	119	17,322
80-System Testing+Startup	1,363	0	0	0	0	0	0	537	1,900
Total	\$328,631	\$221	\$0	\$0	\$0	\$0	\$0	\$54,390	\$383,241

Project Risk Assessment
N/A.

4X445	Federal Way Link Extension	Managed by: DECM
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Plan, design, and construct a 7.8 mile extension of light rail from South 200th Street in SeaTac to Federal Way Transit Center. Stations will be located at Kent-Des Moines Road in Kent, South 272nd Street in Federal Way, and the Federal Way Transit Center.

Changes to authorized project allocation since 2018: None.

Budget year activities: Continue right-of-way acquisition activities and begin advanced demolition and utility relocation work. Receive design-build proposals from short listed firms, evaluate, select/award the highest scoring firm, and issue notice to proceed. Obtain Entry to Engineering approval from FTA and formally submit full funding grant agreement (FFGA) application.

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:	\$1,696,390

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
South King	\$86,518	\$175,087	\$454,100	\$472,467	\$512,957	\$454,085	\$224,713	\$71,607	\$2,451,535
Total	\$86,518	\$175,087	\$454,100	\$472,467	\$512,957	\$454,085	\$224,713	\$71,607	\$2,451,535

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$14,628	\$9,816	\$10,041	\$10,798	\$13,478	\$13,564	\$14,019	\$10,176	\$96,520
20-Prelim Engineering/Env Review	43,237	3,100	114	0	0	0	0	0	46,451
30-Final Design+Specifications	783	975	341	397	175	414	0	0	3,085
35-Third Party	2,931	3,140	4,732	6,053	5,079	3,132	2,674	0	27,741
40-Row Acquisition+Permits	23,215	112,597	146,245	42,450	2,635	1,383	10,259	0	338,783
50-Construction	0	40,490	277,334	391,901	469,756	403,247	174,284	53,732	1,810,744
55-Construction Services	1,725	4,969	15,294	20,869	21,834	21,866	12,751	7,698	107,006
80-System Testing+Startup	0	0	0	0	0	10,479	10,726	0	21,205
Total	\$86,518	\$175,087	\$454,100	\$472,467	\$512,957	\$454,085	\$224,713	\$71,607	\$2,451,535

Project Risk Assessment

There is high risk to both schedule and budget. The timely approval of the FFGA, property acquisition resources may not be sufficient to acquire property and meet the schedule of right-of-way housing relocation. Additional risk to budget and schedule includes; additional environmental reviews, an increase in residential displacement, and the potential to encounter unanticipated contaminated material and/or ground water remediation during construction.

4X600	East Link Extension	Managed by: DECM
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Plan, design, and construct a 14 mile extension of light rail from the International District in downtown Seattle to the Overlake area of Redmond via at-grade, tunnel, and elevated alignments. Stations will be located at Judkins Park, Mercer Island, South Bellevue, East Main in Bellevue, downtown Bellevue, Wilburton, the Spring District/120th St, Bel-Red/130th Street, Overlake Village, and Redmond Technology Center.

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:	\$3,823,834
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	\$9,957	\$4,464	\$3,328	\$1,398	\$766	\$644	\$1,334	\$172	\$22,063
East King	1,649,530	739,480	551,257	231,621	126,885	106,695	221,076	28,542	3,655,087
Total	\$1,659,487	\$743,944	\$554,585	\$233,019	\$127,651	\$107,339	\$222,411	\$28,714	\$3,677,150

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$77,167	\$13,950	\$19,208	\$18,063	\$18,181	\$19,405	\$16,686	\$3,540	\$186,200
20-Prelim Engineering/Env Review	54,776	50	0	0	0	0	1,074	0	55,900
30-Final Design+Specifications	212,650	9,750	12,297	9,699	8,173	7,083	10,641	12,706	283,000
35-Third Party	21,111	7,210	7,124	5,004	3,937	2,039	3,725	2,000	52,150
40-Row Acquisition+Permits	267,604	5,250	7,658	79	633	0	16,926	0	298,150
50-Construction	947,381	662,014	467,621	173,147	76,680	63,235	154,222	0	2,544,300
55-Construction Services	78,799	45,720	40,678	27,026	20,047	15,578	19,135	10,467	257,450
Total	\$1,659,487	\$743,944	\$554,585	\$233,019	\$127,651	\$107,339	\$222,411	\$28,714	\$3,677,150

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: DECM**

Plan, design, and construct a 3.7 mile light rail extension from Overlake Transit Center to downtown Redmond. Stations will be located at southeast Redmond and downtown Redmond.

Changes to authorized project allocation since 2018: Baseline budget established via Resolution R2018-37 increasing the project allocation by \$1.35 billion.

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. Review and evaluate response to the Request for Proposal (RFP) and award a design-build contract.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$1,530,000	Baseline:	2024	Voter-Approved Cost Estimate:	\$1,183,797
2018 TIP:	\$1,530,000	2018 :	2024	2018 Cost Estimate:	\$1,213,585
2019 TIP:	\$1,530,000	2019 :	2024	2019 Cost Estimate:	\$1,207,729

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
East King	\$25,468	\$158,410	\$316,420	\$380,142	\$351,959	\$210,835	\$79,802	\$6,965	\$1,530,000
Total	\$25,468	\$158,410	\$316,420	\$380,142	\$351,959	\$210,835	\$79,802	\$6,965	\$1,530,000

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$4,717	\$6,952	\$9,966	\$11,889	\$13,360	\$12,418	\$11,151	\$6,547	\$77,000
20-Prelim Engineering/Env Review	16,596	5,001	867	215	0	0	0	321	23,000
30-Final Design+Specifications	0	608	1,168	866	1,020	810	28	0	4,500
35-Third Party	466	2,429	3,317	3,555	3,644	2,636	909	43	17,000
40-Row Acquisition+Permits	3,157	93,786	74,282	27,775	0	0	0	0	199,000
50-Construction	0	44,609	215,770	323,247	320,923	184,597	46,946	0	1,136,093
55-Construction Services	531	5,025	11,050	12,595	13,011	10,374	5,360	54	58,000
80-System Testing+Startup	0	0	0	0	0	0	15,407	0	15,407
Total	\$25,468	\$158,410	\$316,420	\$380,142	\$351,959	\$210,835	\$79,802	\$6,965	\$1,530,000

Project Risk Assessment

Budget and schedule risk is a concern as marketplace inflationary pressure on property acquisitions and construction pricing may increase resulting in a budget adjustments.

Tacoma Link



2019 Cashflow by Budget Approval
(in thousands)

System Expansion SOUNDER		In Service	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Preliminary Engineering											
300019	Lakewood Station Improvements	2016	279	0	0	0	0	0	125	0	404
300035	Kent Station Parking and Access Improvements	2023	2,277	3,911	6,923	0	0	0	0	0	13,111
300040	Auburn Station Parking and Access Improvements	2023	2,155	5,147	1,639	0	0	0	0	0	8,941
300087	Edmonds and Mukilteo Stations Parking & Access Improvements	2020	109	848	1,413	141	0	0	0	0	2,511
Subtotal			4,820	9,906	9,975	141	0	0	125	0	24,967
Final Design & ROW											
300004	Sounder Maintenance Base	2023	4,702	7,087	1,179	0	0	0	0	0	12,968
300018	Sumner Station Parking and Access Improvements	2021	7,646	5,422	2,359	2,355	0	0	0	0	17,782
3X510	Sounder South Expanded Service	2019	198,645	2,314	4,609	0	0	0	0	0	205,568
Subtotal			210,993	14,823	8,147	2,355	0	0	0	0	236,318
Baseline											
300017	Puyallup Station Parking and Access Improvements	2022	6,868	9,188	27,644	32,148	3,252	0	0	0	79,100
300021	Tacoma Trestle Track & Signal	2019	121,097	1,080	0	0	0	0	0	38,840	161,017
300026	Sounder Yard Expansion	2019	16,231	100	0	0	0	0	0	4,219	20,550
300027	Point Defiance Bypass	2017	75,197	100	0	0	0	0	0	8,373	83,670
3X135	D St-M St Track & Signal	2019	152,882	50	0	0	0	0	0	5,330	158,262
3X206	Mukilteo Station, S Platform	2019	16,329	975	0	0	0	0	1,008	0	18,313
3X236	Tukwila Station	2019	37,311	1,280	0	0	0	0	7,378	0	45,969
Subtotal			425,915	12,773	27,644	32,148	3,252	0	8,387	56,762	566,881
Program											
300056	South Sounder Capacity Expansion	2036	243	2,228	125	0	0	0	0	0	2,596
7X755	Sounder Fleet Expansion	2020	48,782	7,513	10,904	0	0	0	0	0	67,200
Subtotal			49,025	9,741	11,029	0	0	0	0	0	69,796
Total			\$690,753	\$47,243	\$56,796	\$34,644	\$3,252	\$0	\$8,512	\$56,762	\$897,961

2019 Cashflow by Subarea
(in thousands)

System Expansion
SOUNDER

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
1 - Snohomish	17,143	2,886	1,590	141	0	0	1,008	0	22,769
3 - South King	50,389	11,388	8,618	0	0	0	7,378	2,219	79,992
5 - Pierce	623,220	32,970	46,588	34,503	3,252	0	125	54,543	795,200
Total	\$690,753	\$47,243	\$56,796	\$34,644	\$3,252	\$0	\$8,512	\$56,762	\$897,961

2019 Cashflow by Phase
(in thousands)

Phase # and Description	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	28,123	5,712	2,866	1,283	388	0	985	3,520	42,877
20-Prelim Engineering/Env Review	18,815	6,906	2,284	0	0	0	0	596	28,602
30-Final Design+Specifications	36,063	321	116	0	0	0	559	4,960	42,019
35-Third Party	2,192	6,955	4,959	2,448	54	0	112	1,562	18,282
40-Row Acquisition+Permits	254,322	8,647	9,486	10	0	0	681	5,415	278,561
50-Construction	270,056	7,920	24,076	28,564	2,683	0	5,632	34,840	373,771
55-Construction Services	22,422	3,279	2,104	2,339	127	0	542	5,868	36,681
70-Vehicles	57,716	7,503	10,904	0	0	0	0	0	76,124
80-System Testing+Startup	1,046	0	0	0	0	0	0	0	1,046
Total	\$690,753	\$47,243	\$56,796	\$34,644	\$3,252	\$0	\$8,512	\$56,762	\$897,961

300004	Sounder Maintenance Base	Managed by: PEPD
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Plan, design, and construct a heavy rail storage and maintenance facility in support of agency rail operations.

Changes to authorized project allocation since 2018: Increased by \$4 million primarily to support development of Request For Proposal (RFP), baseline activities, and advanced utility relocations.

Budget year activities: Continue right of way acquisition activities. Prepare the bridging documents and baseline activities. Commence 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	\$705	\$1,063	\$177	\$0	\$0	\$0	\$0	\$0	\$1,945
Pierce	3,996	6,024	1,003	0	0	0	0	0	11,023
Total	\$4,702	\$7,087	\$1,179	\$0	\$0	\$0	\$0	\$0	\$12,968

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,105	\$1,197	\$37	\$0	\$0	\$0	\$0	\$0	\$2,339
20-Prelim Engineering/Env Review	2,124	770	743	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	1,472	1,120	400	0	0	0	0	0	2,992
55-Construction Services	0	2,000	0	0	0	0	0	0	2,000
Total	\$4,702	\$7,087	\$1,179	\$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**

Plan, design, and construct a parking garage and access improvements to the existing Puyallup Sounder Station for bicyclists, bus riders, and drivers.

Changes to authorized project allocation since 2018: Increased by \$766 thousand in support of project activities to establish the project baseline. Resolution R2019-03 established baseline and increased project allocation by \$67.3 million.

Budget year activities: Complete design-build bridging documents, and right-of-way acquisition activities. 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:	\$79,100	Baseline:	2022	Voter-Approved Cost Estimate:	\$80,654
2018 TIP:	\$11,009	2018 :	2021	2018 Cost Estimate:	\$68,173
2019 TIP:	\$79,100	2019 :	2022	2019 Cost Estimate:	\$68,173

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$6,868	\$9,188	\$27,644	\$32,148	\$3,252	\$0	\$0	\$0	\$79,100
Total	\$6,868	\$9,188	\$27,644	\$32,148	\$3,252	\$0	\$0	\$0	\$79,100

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,303	\$585	\$1,166	\$1,172	\$388	\$0	\$0	\$0	\$4,614
20-Prelim Engineering/Env Review	2,347	410	131	0	0	0	0	0	2,888
30-Final Design+Specifications	0	167	8	0	0	0	0	0	175
35-Third Party	0	1,920	162	73	54	0	0	0	2,209
40-Row Acquisition+Permits	3,218	2,150	268	0	0	0	0	0	5,636
50-Construction	0	3,160	24,000	28,564	2,683	0	0	0	58,407
55-Construction Services	0	796	1,909	2,339	127	0	0	0	5,171
Total	\$6,868	\$9,188	\$27,644	\$32,148	\$3,252	\$0	\$0	\$0	\$79,100

Project Risk Assessment

There is risk to budget and schedule, if the project can not achieve timely property acquisitions and coordination with jurisdictions.

300018 Sumner Station Parking and Access Improvements Managed by: DECM

Plan, design, and construct a parking garage and access improvements to the existing Sumner Sounder Station for bicyclists, bus riders, and drivers.

Changes to authorized project allocation since 2018: Increased by \$740 thousand to support project activities to establish the project baseline.

Budget year activities: Complete design-build bridging documents and right-of-way acquisition activities. 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	\$7,646	\$5,422	\$2,359	\$2,355	\$0	\$0	\$0	\$0	\$17,782
Total	\$7,646	\$5,422	\$2,359	\$2,355	\$0	\$0	\$0	\$0	\$17,782

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,107	\$692	\$374	\$0	\$0	\$0	\$0	\$0	\$2,173
20-Prelim Engineering/Env Review	2,305	426	265	0	0	0	0	0	2,996
35-Third Party	879	2,800	1,608	2,355	0	0	0	0	7,642
40-Row Acquisition+Permits	3,257	1,121	36	0	0	0	0	0	4,414
50-Construction	97	0	32	0	0	0	0	0	129
55-Construction Services	0	383	45	0	0	0	0	0	428
Total	\$7,646	\$5,422	\$2,359	\$2,355	\$0	\$0	\$0	\$0	\$17,782

Project Risk Assessment

There is a risk to budget and schedule, if the project can not achieve timely property acquisition and coordination with jurisdictions.

300019 Lakewood Station Improvements Managed by: DECM

Plan, design, and construct a parking garage and access improvements to the existing Lakewood Sounder Station for bicyclists, bus riders, and drivers.

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

Plan, design, and construct a double-track replacement of the Tacoma Trestle between the Tacoma Dome and M Street in Tacoma. Funds budgeted beyond 2019 are considered surplus.

Changes to authorized project allocation since 2018: None.

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

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

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$121,097	\$1,080	\$0	\$0	\$0	\$0	\$0	\$38,840	\$161,017
Total	\$121,097	\$1,080	\$0	\$0	\$0	\$0	\$0	\$38,840	\$161,017

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$5,320	\$210	\$0	\$0	\$0	\$0	\$0	\$2,564	\$8,094
20-Prelim Engineering/Env Review	4,062	0	0	0	0	0	0	0	4,062
30-Final Design+Specifications	11,140	0	0	0	0	0	0	4,059	15,198
35-Third Party	340	120	0	0	0	0	0	1,322	1,781
40-Row Acquisition+Permits	6,697	0	0	0	0	0	0	3,364	10,061
50-Construction	87,734	700	0	0	0	0	0	25,806	114,240
55-Construction Services	5,806	50	0	0	0	0	0	1,725	7,581
Total	\$121,097	\$1,080	\$0	\$0	\$0	\$0	\$0	\$38,840	\$161,017

Project Risk Assessment

The risk of a construction claim is high.

300026	Sounder Yard Expansion	Managed by: DECM
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Plan, design, and construct a heavy rail layover yard to increase storage capacity in Lakewood in support of increased passenger service.

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	\$8,537	\$53	\$0	\$0	\$0	\$0	\$0	\$2,219	\$10,809
Pierce	7,693	47	0	0	0	0	0	2,000	9,741
Total	\$16,231	\$100	\$0	\$0	\$0	\$0	\$0	\$4,219	\$20,550

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,298	\$100	\$0	\$0	\$0	\$0	\$0	\$27	\$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	12,333	0	0	0	0	0	0	3,188	15,521
55-Construction Services	1,210	0	0	0	0	0	0	190	1,400
Total	\$16,231	\$100	\$0	\$0	\$0	\$0	\$0	\$4,219	\$20,550

Project Risk Assessment
N/A

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

Under the direction of WSDOT, install signal and safety improvements and construct a new second track adjacent to the existing rail line between South Tacoma and Lakewood. Additionally, install track and signal improvements at BNSF's main line connection near Nisqually.

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:	\$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	\$75,197	\$100	\$0	\$0	\$0	\$0	\$0	\$8,373	\$83,670
Total	\$75,197	\$100	\$0	\$0	\$0	\$0	\$0	\$8,373	\$83,670

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$2,788	\$100	\$0	\$0	\$0	\$0	\$0	\$313	\$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	6,894	0	0	0	0	0	0	3,352	10,246
Total	\$75,197	\$100	\$0	\$0	\$0	\$0	\$0	\$8,373	\$83,670

Project Risk Assessment	
N/A.	

300035 Kent Station Parking and Access Improvements Managed by: PEPD

Plan, design, and construct a parking garage and access improvements to the existing Kent Sounder Station for bicyclists, bus riders, and drivers.

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

Budget year activities: Complete environmental documentation, start preliminary engineering, and right of way 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:	\$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	\$2,277	\$3,911	\$6,923	\$0	\$0	\$0	\$0	\$0	\$13,111
Total	\$2,277	\$3,911	\$6,923	\$0	\$0	\$0	\$0	\$0	\$13,111

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$570	\$791	\$349	\$0	\$0	\$0	\$0	\$0	\$1,710
20-Prelim Engineering/Env Review	1,707	1,570	132	0	0	0	0	0	3,409
35-Third Party	0	50	55	0	0	0	0	0	105
40-Row Acquisition+Permits	0	1,500	6,387	0	0	0	0	0	7,887
Total	\$2,277	\$3,911	\$6,923	\$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

Plan, design, and construct a parking garage and access improvements to the existing Auburn Sounder Station for bicyclists, bus riders, and drivers.

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

Budget year activities: Complete environmental documentation, start preliminary engineering, and right of way 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:	\$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	\$2,155	\$5,147	\$1,639	\$0	\$0	\$0	\$0	\$0	\$8,941
Total	\$2,155	\$5,147	\$1,639	\$0	\$0	\$0	\$0	\$0	\$8,941

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$508	\$786	\$345	\$0	\$0	\$0	\$0	\$0	\$1,639
20-Prelim Engineering/Env Review	1,647	1,570	192	0	0	0	0	0	3,409
35-Third Party	0	50	55	0	0	0	0	0	105
40-Row Acquisition+Permits	0	2,741	1,047	0	0	0	0	0	3,788
Total	\$2,155	\$5,147	\$1,639	\$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.

300056 South Sounder Capacity Expansion Managed by: PEPD

Plan, design, and establish a capital program to improve South Sounder access, capacity, and services in response to increase in demand.

Program elements could include platform extensions, track and signal upgrades and other related infrastructure to facilitate additional capacity, and access elements such as improvements for pedestrians, bicyclists, buses, and private vehicles, prioritized per Sound Transit's System Access Policy.

Changes to authorized project allocation since 2018: New project established via Resolution R2018-36 for \$2.6 million to complete strategic plan.

Budget year activities: Complete the Sounder Strategic Development & Implementation Plan.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$1,091,603
2018 TIP:	\$2,596	2018 :	N/A	2018 Cost Estimate:	\$1,091,603
2019 TIP:	\$2,596	2019 :	2036	2019 Cost Estimate:	\$1,089,961

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
South King	\$109	\$997	\$56	\$0	\$0	\$0	\$0	\$0	\$1,162
Pierce	134	1,231	69	0	0	0	0	0	1,434
Total	\$243	\$2,228	\$125	\$0	\$0	\$0	\$0	\$0	\$2,596

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$168	\$568	\$38	\$0	\$0	\$0	\$0	\$0	\$774
20-Prelim Engineering/Env Review	75	1,660	87	0	0	0	0	0	1,822
Total	\$243	\$2,228	\$125	\$0	\$0	\$0	\$0	\$0	\$2,596

Project Risk Assessment	
No risk yet, but the completion of the strategic plan may identify risks that could effect the scope, schedule, and budget.	

300087 Edmonds and Mukilteo Stations Parking & Access Improvements Managed by: PEPD

Plan, design, and construct system access improvements at the Mukilteo and Edmonds Sounder stations.

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:	\$45,778

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$109	\$848	\$1,413	\$141	\$0	\$0	\$0	\$0	\$2,511
Total	\$109	\$848	\$1,413	\$141	\$0	\$0	\$0	\$0	\$2,511

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$81	\$318	\$472	\$111	\$0	\$0	\$0	\$0	\$982
20-Prelim Engineering/Env Review	28	500	734	0	0	0	0	0	1,262
35-Third Party	0	15	150	20	0	0	0	0	185
40-Row Acquisition+Permits	0	15	57	10	0	0	0	0	82
Total	\$109	\$848	\$1,413	\$141	\$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

Plan, design, and construct a 1.4 mile rail connection between Tacoma Dome Station and Lakewood.

Changes to authorized project allocation since 2018: None.

Budget year activities: Finalize 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	\$152,882	\$50	\$0	\$0	\$0	\$0	\$0	\$5,330	\$158,262
Total	\$152,882	\$50	\$0	\$0	\$0	\$0	\$0	\$5,330	\$158,262

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$8,940	\$50	\$0	\$0	\$0	\$0	\$0	\$616	\$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	\$152,882	\$50	\$0	\$0	\$0	\$0	\$0	\$5,330	\$158,262

Project Risk Assessment

N/A

3X206 Mukilteo Station, S Platform Managed by: DECM

Construct the south platform and install stairs, elevators, and a pedestrian bridge in support of Sounder operations at Mukilteo Station.

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	\$16,329	\$975	\$0	\$0	\$0	\$0	\$1,008	\$0	\$18,313
Total	\$16,329	\$975	\$0	\$0	\$0	\$0	\$1,008	\$0	\$18,313

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,620	\$75	\$0	\$0	\$0	\$0	\$82	\$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	8,956	900	0	0	0	0	507	0	10,363
55-Construction Services	1,725	0	0	0	0	0	125	0	1,850
Total	\$16,329	\$975	\$0	\$0	\$0	\$0	\$1,008	\$0	\$18,313

Project Risk Assessment
N/A.

3X236

Tukwila Station

Managed by: DECM

Design and construct a commuter rail station and access improvements, replacing the temporary Tukwila Sounder Station.

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:	\$57,714
2019 TIP:	\$45,969	2019 :	2019	2019 Cost Estimate:	\$57,714

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
South King	\$37,311	\$1,280	\$0	\$0	\$0	\$0	\$7,378	\$0	\$45,969
Total	\$37,311	\$1,280	\$0	\$0	\$0	\$0	\$7,378	\$0	\$45,969

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,853	\$30	\$0	\$0	\$0	\$0	\$890	\$0	\$2,773
20-Prelim Engineering/Env Review	1,101	0	0	0	0	0	0	0	1,101
30-Final Design+Specifications	4,600	0	0	0	0	0	324	0	4,924
40-Row Acquisition+Permits	10,387	0	0	0	0	0	622	0	11,009
50-Construction	17,757	1,200	0	0	0	0	5,124	0	24,081
55-Construction Services	1,614	50	0	0	0	0	417	0	2,081
Total	\$37,311	\$1,280	\$0	\$0	\$0	\$0	\$7,378	\$0	\$45,969

Project Risk Assessment

N/A.

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

Purchase four additional commuter rail easements between Seattle and Lakewood from Burlington Northern Santa Fe (BNSF) Railroad and ensure compliance with federal and state environmental and mitigation requirements.

Changes to authorized project allocation since 2018: None.

Budget year activities: Acquire required grading permits, select contractor, issue notice to proceed and 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	\$198,645	\$2,314	\$4,609	\$0	\$0	\$0	\$0	\$0	\$205,568
Total	\$198,645	\$2,314	\$4,609	\$0	\$0	\$0	\$0	\$0	\$205,568

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,414	\$200	\$85	\$0	\$0	\$0	\$0	\$0	\$1,700
20-Prelim Engineering/Env Review	479	0	0	0	0	0	0	0	479
30-Final Design+Specifications	638	154	108	0	0	0	0	0	900
35-Third Party	81	0	2,929	0	0	0	0	0	3,010
40-Row Acquisition+Permits	185,192	0	1,293	0	0	0	0	0	186,485
50-Construction	10,840	1,960	44	0	0	0	0	0	12,844
55-Construction Services	0	0	150	0	0	0	0	0	150
Total	\$198,645	\$2,314	\$4,609	\$0	\$0	\$0	\$0	\$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
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Procure, accept and test locomotives, coaches, and cab cars to support additional trips between Seattle and Lakewood stations.

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	\$48,782	\$7,513	\$10,904	\$0	\$0	\$0	\$0	\$0	\$67,200
Total	\$48,782	\$7,513	\$10,904	\$0	\$0	\$0	\$0	\$0	\$67,200

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$19	\$10	\$0	\$0	\$0	\$0	\$0	\$0	\$29
70-Vehicles	48,763	7,503	10,904	0	0	0	0	0	67,171
Total	\$48,782	\$7,513	\$10,904	\$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		In Service	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Preliminary Engineering											
500005	Bus Base South	2019	1,162	587	4,059	0	0	0	0	0	5,808
500030	Bothell Transit Related Improvements	2020	7	0	5,033	0	0	0	0	0	5,040
500086	Bus on Shoulder	2023	483	1,187	1,977	231	0	0	0	0	3,878
500110	RapidRide C and D	2024	11	750	795	320	159	145	170	0	2,350
500117	North Sammamish Park-and-Ride	2024	43	455	740	827	0	0	0	0	2,065
	Subtotal		1,706	2,979	12,605	1,378	159	145	170	0	19,141
Baseline											
5X387	I-90 Two-Way Transit & HOV Operations, Stage 3	2019	191,647	6,340	4,190	3,263	2,458	835	16,915	0	225,648
	Subtotal		191,647	6,340	4,190	3,263	2,458	835	16,915	0	225,648
Program											
700720	ST Express Fleet Expansion	2020	23,940	0	22,817	0	0	0	0	0	46,757
	Subtotal		23,940	0	22,817	0	0	0	0	0	46,757
	Total		\$217,293	\$9,319	\$39,612	\$4,640	\$2,616	\$980	\$17,085	\$0	\$291,546

2019 Cashflow by Subarea
(in thousands)

System Expansion
REGIONAL EXPRESS

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
1 - Snohomish	3,366	512	4,257	79	0	0	0	0	8,214
2 - North King	11	750	795	320	159	145	170	0	2,350
3 - South King	2,910	475	3,636	79	0	0	0	0	7,100
4 - East King	209,570	7,068	28,370	4,089	2,458	835	16,915	0	269,306
5 - Pierce	1,436	514	2,553	73	0	0	0	0	4,575
Total	\$217,293	\$9,319	\$39,612	\$4,640	\$2,616	\$980	\$17,085	\$0	\$291,546

2019 Cashflow by Phase
(in thousands)

Phase # and Description	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	2,774	537	1,397	438	199	145	1,349	0	6,838
20-Prelim Engineering/Env Review	2,347	2,442	5,802	675	0	0	0	0	11,266
30-Final Design+Specifications	18,076	30	0	0	0	0	4,015	0	22,121
35-Third Party	140	40	5,143	305	0	0	0	0	5,628
40-Row Acquisition+Permits	3	20	303	0	0	0	0	0	326
50-Construction	170,014	6,250	4,150	3,223	2,418	835	11,721	0	198,610
70-Vehicles	23,940	0	22,817	0	0	0	0	0	46,757
Total	\$217,293	\$9,319	\$39,612	\$4,640	\$2,616	\$980	\$17,085	\$0	\$291,546

500005 **Bus Base South** **Managed by: PEPD**

Plan, design, and construct a bus base for operating and maintaining the ST Express bus fleet.

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	\$208	\$105	\$727	\$0	\$0	\$0	\$0	\$0	\$1,040
South King	135	68	471	0	0	0	0	0	674
East King	540	273	1,888	0	0	0	0	0	2,701
Pierce	279	141	974	0	0	0	0	0	1,394
Total	\$1,162	\$587	\$4,059	\$0	\$0	\$0	\$0	\$0	\$5,808

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$361	\$72	\$411	\$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	\$1,162	\$587	\$4,059	\$0	\$0	\$0	\$0	\$0	\$5,808

Project Risk Assessment

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**

Fixed contribution toward a transit center/park-and-ride facility in downtown Bothell.

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:	\$6,823
2018 TIP:	\$5,040	2018 :	2019	2018 Cost Estimate:	\$6,866
2019 TIP:	\$5,040	2019 :	2020	2019 Cost Estimate:	\$6,866

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.

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

Design and implement freeway shoulder improvements to enable buses to use shoulders on freeways and state route facilities during periods of congestion along I-5.

Changes in project allocation since 2018: None.

Budget year activities: Coordinate with Washington State Department of Transportation on a feasibility study to analyze and produce list of candidate locations for Bus on Shoulder 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	\$166	\$407	\$678	\$79	\$0	\$0	\$0	\$0	\$1,330
South King	166	407	678	79	0	0	0	0	1,330
Pierce	152	373	621	73	0	0	0	0	1,218
Total	\$483	\$1,187	\$1,977	\$231	\$0	\$0	\$0	\$0	\$3,878

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$63	\$135	\$597	\$11	\$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	140	15	43	220	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	\$483	\$1,187	\$1,977	\$231	\$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 that will satisfy the bus on shoulder criteria.

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

Design and construct transit priority improvements along King County Metro's RapidRide C and D lines that provide service to Ballard and West Seattle to improve speed and reliability in advance of light rail operations.

Changes to authorized project allocation since 2018: None.

Budget year activities: Perform initial speed and reliability study for the RapidRide C and D lines. Evaluate existing conditions, and 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:	\$74,704
2019 TIP:	\$2,350	2019 :	2024	2019 Cost Estimate:	\$73,878

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$11	\$750	\$795	\$320	\$159	\$145	\$170	\$0	\$2,350
Total	\$11	\$750	\$795	\$320	\$159	\$145	\$170	\$0	\$2,350

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$11	\$50	\$95	\$120	\$159	\$145	\$170	\$0	\$750
20-Prelim Engineering/Env Review	0	700	700	200	0	0	0	0	1,600
Total	\$11	\$750	\$795	\$320	\$159	\$145	\$170	\$0	\$2,350

Project Risk Assessment

Schedule risk exists as the coordination of multiple jurisdictions to achieve mutual agreement to complete the deliverables by 2024.

500117 **North Sammamish Park-and-Ride** **Managed by: DECM**

Plan, design, and construct a park and ride facility in the city of Sammamish.

Changes in project allocation since 2018: New project for \$2.1 million to enter into preliminary engineering.

Budget year activities: Develop a project charter, complete a stakeholder and public engagement plan, and initiate outreach activities. Finalize site screening and selection criteria and continue working in partnership with the City of Sammamish and King County Metro to identify, screen and select a proposed site for the park-and-ride. Develop the phase 2/3 preliminary engineering scope of work and initiate the procurement process for next phase of PE consultant services. Begin developing partnership agreements as necessary with the City of Sammamish and King County Metro.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$23,105
2018 TIP:	\$0	2018 :	N/A	2018 Cost Estimate:	\$23,105
2019 TIP:	\$2,065	2019 :	2024	2019 Cost Estimate:	\$23,044

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
East King	\$43	\$455	\$740	\$827	\$0	\$0	\$0	\$0	\$2,065
Total	\$43	\$455	\$740	\$827	\$0	\$0	\$0	\$0	\$2,065

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$43	\$220	\$220	\$267	\$0	\$0	\$0	\$0	\$750
20-Prelim Engineering/Env Review	0	210	420	475	0	0	0	0	1,105
35-Third Party	0	25	100	85	0	0	0	0	210
Total	\$43	\$455	\$740	\$827	\$0	\$0	\$0	\$0	\$2,065

Project Risk Assessment

Budget and schedule risk associated with needing to locate the park-and-ride in an urban setting. The corridor is developed and has environmental and topographic constraints. High market costs for property could make finding a suitable site difficult and/or affecting costs of right-of-way acquisition, environmental review, permitting, mitigation, civil design, and construction.

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

Plan, design, and construct freeway improvements to achieve 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.

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	\$191,647	\$6,340	\$4,190	\$3,263	\$2,458	\$835	\$16,915	\$0	\$225,648
Total	\$191,647	\$6,340	\$4,190	\$3,263	\$2,458	\$835	\$16,915	\$0	\$225,648

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$2,289	\$60	\$40	\$40	\$40	\$0	\$1,179	\$0	\$3,648
20-Prelim Engineering/Env Review	1,549	0	0	0	0	0	0	0	1,549
30-Final Design+Specifications	18,076	30	0	0	0	0	4,015	0	22,121
50-Construction	169,734	6,250	4,150	3,223	2,418	835	11,721	0	198,330
Total	\$191,647	\$6,340	\$4,190	\$3,263	\$2,458	\$835	\$16,915	\$0	\$225,648

Project Risk Assessment
There is a risk that final commissioning of Supervisory Control And Data Acquisition (SCADA) system may delay the project schedule.

700720	ST Express Fleet Expansion	Managed by: Operations
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Procure, accept, and commission 44 buses to support peak hour bus service demands.

Changes to authorized project allocation since 2018: Increased by \$7.0 million to purchase six additional buses.

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: \$44,699
2018 TIP: \$39,757	2018 : 2020	2018 Cost Estimate: \$63,124
2019 TIP: \$46,757	2019 : 2020	2019 Cost Estimate: \$63,124

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$2,992	\$0	\$2,852	\$0	\$0	\$0	\$0	\$0	\$5,845
South King	2,609	0	2,487	0	0	0	0	0	5,096
East King	17,332	0	16,519	0	0	0	0	0	33,852
Pierce	1,005	0	958	0	0	0	0	0	1,964
Total	\$23,940	\$0	\$22,817	\$0	\$0	\$0	\$0	\$0	\$46,757

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
70-Vehicles	\$23,940	\$0	\$22,817	\$0	\$0	\$0	\$0	\$0	\$46,757
Total	\$23,940	\$0	\$22,817	\$0	\$0	\$0	\$0	\$0	\$46,757

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.

Sounder



2019 Cashflow by Budget Approval
(in thousands)

System Expansion
STRIDE

Project Number and Name	In Service	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Preliminary Engineering										
500050 I-405 Bus Rapid Transit and Bus Base North	2024	6,991	94,475	66,249	33,889	30,000	11,840	0	0	243,443
500051 SR 522/NE 145th St BRT	2025	3,488	16,875	28,666	3,527	0	0	0	0	52,556
Subtotal		10,479	111,350	94,915	37,416	30,000	11,840	0	0	295,999
Total		\$10,479	\$111,350	\$94,915	\$37,416	\$30,000	\$11,840	\$0	\$0	\$295,999

2019 Cashflow by Subarea
(in thousands)

System Expansion

STRIDE

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
1 - Snohomish	231	3,118	2,186	1,118	990	391	0	0	8,034
2 - North King	1,981	9,585	16,282	2,003	0	0	0	0	29,852
3 - South King	1,440	19,462	13,647	6,981	6,180	2,439	0	0	50,149
4 - East King	6,827	79,185	62,799	27,313	22,830	9,010	0	0	207,964
Total	\$10,479	\$111,350	\$94,915	\$37,416	\$30,000	\$11,840	\$0	\$0	\$295,999

2019 Cashflow by Phase

(in thousands)

Phase # and Description	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	3,382	5,435	7,551	3,893	0	0	0	0	20,261
20-Prelim Engineering/Env Review	6,653	15,749	23,537	1,103	0	0	0	0	47,042
30-Final Design+Specifications	0	0	3,750	0	0	0	0	0	3,750
35-Third Party	123	428	1,418	475	0	0	0	0	2,444
40-Row Acquisition+Permits	320	49,338	6,658	1,945	0	0	0	0	58,262
50-Construction	0	40,400	52,000	30,000	30,000	11,840	0	0	164,240
Total	\$10,479	\$111,350	\$94,915	\$37,416	\$30,000	\$11,840	\$0	\$0	\$295,999

500050 I-405 Bus Rapid Transit and Bus Base North Managed by: PEPD

Plan, design, and launch 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, construct a bus operations and maintenance facility to support both the I-405 Bus Rapid Transit and the SR 522/NE 145th St. Bus Rapid Transit projects.

Changes to authorized project allocation since 2018: Increased by \$155.4 million to fund WSDOT Construction at 44th Interchange and property acquisition for Bus Base North.

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:	\$243,443	2019 :	2024	2019 Cost Estimate:	\$1,173,250

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$231	\$3,118	\$2,186	\$1,118	\$990	\$391	\$0	\$0	\$8,034
South King	1,440	19,462	13,647	6,981	6,180	2,439	0	0	50,149
East King	5,320	71,895	50,415	25,789	22,830	9,010	0	0	185,260
Total	\$6,991	\$94,475	\$66,249	\$33,889	\$30,000	\$11,840	\$0	\$0	\$243,443

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$2,056	\$3,835	\$5,776	\$2,005	\$0	\$0	\$0	\$0	\$13,673
20-Prelim Engineering/Env Review	4,537	12,649	19,544	0	0	0	0	0	36,730
30-Final Design+Specifications	0	0	3,750	0	0	0	0	0	3,750
35-Third Party	77	278	645	0	0	0	0	0	1,000
40-Row Acquisition+Permits	320	49,313	6,533	1,883	0	0	0	0	58,050
50-Construction	0	28,400	30,000	30,000	30,000	11,840	0	0	130,240
Total	\$6,991	\$94,475	\$66,249	\$33,889	\$30,000	\$11,840	\$0	\$0	\$243,443

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**

Plan, design, and launch a Bus Rapid Transit (BRT) system from the South Shoreline light rail station to UW Bothell campus with connecting service to Woodinville, including park and ride, access improvements, and transit centers.

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

Budget year activities: Continue preliminary engineering 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. Commence the construction of the Business Access and Transit (BAT) lanes in Bothell.

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:	\$458,277

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$1,981	\$9,585	\$16,282	\$2,003	\$0	\$0	\$0	\$0	\$29,852
East King	1,507	7,290	12,384	1,524	0	0	0	0	22,704
Total	\$3,488	\$16,875	\$28,666	\$3,527	\$0	\$0	\$0	\$0	\$52,556

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,326	\$1,600	\$1,775	\$1,887	\$0	\$0	\$0	\$0	\$6,588
20-Prelim Engineering/Env Review	2,116	3,100	3,993	1,103	0	0	0	0	10,312
35-Third Party	46	150	773	475	0	0	0	0	1,444
40-Row Acquisition+Permits	0	25	125	62	0	0	0	0	212
50-Construction	0	12,000	22,000	0	0	0	0	0	34,000
Total	\$3,488	\$16,875	\$28,666	\$3,527	\$0	\$0	\$0	\$0	\$52,556

Project Risk Assessment

The project continues to be in the early stages of project development where cost escalation and right of way acquisition challenges create budget and schedule uncertainty. Channelization of use of bus rapid transit requires multi-jurisdiction coordination and coordination with the Washington State Department of Transportation and agreement among all.

2019 Cashflow by Budget Approval
(in thousands)

System Expansion OTHER		In Service	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Project Number and Name											
Preliminary Engineering											
600038	ORCA Next Generation	2023	575	3,793	5,503	15,256	2,347	3,785	263	0	31,523
	Subtotal		575	3,793	5,503	15,256	2,347	3,785	263	0	31,523
Operating											
600668	Start Operations & Maintenance	2025	1,380	227	246	298	411	429	454	15,901	19,344
	Subtotal		1,380	227	246	298	411	429	454	15,901	19,344
Program											
3X212	Fare Collection	2025	8,630	776	303	397	360	319	471	3,615	14,870
5X410	Research & Technology	2023	11,271	1,226	484	397	0	0	0	6,622	20,000
600016	Fare Administration	2023	2,030	500	600	600	700	1,011	0	0	5,441
600039	Research and Business Development Program	2023	107	205	180	180	180	278	12	0	1,143
600073	Transit System Access Program		481	7,000	8,000	8,000	8,000	8,000	102,658	0	142,139
600076	Innovation and Technology Program	2041	881	2,330	3,100	7,709	11,067	14,110	67,407	0	106,604
601000	Efficiency & Sustainability Program	2041	0	1,502	800	1,000	1,000	1,047	19,651	0	25,000
6X668	Start	2024	20,543	3,849	5,738	8,234	6,418	6,347	5,643	104,429	161,201
804300	Transit Oriented Development Planning Program	2041	86	425	650	995	995	985	26,035	0	30,171
809100	ST3 Planning	2024	23,717	4,550	2,150	1,950	1,450	950	900	5,860	41,527
	Subtotal		67,747	22,363	22,006	29,462	30,170	33,048	222,776	120,525	548,097
	Total		\$69,702	\$26,383	\$27,754	\$45,016	\$32,928	\$37,261	\$223,493	\$136,426	\$598,964

2019 Cashflow by Subarea
(in thousands)

System Expansion
OTHER

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
1 - Snohomish	4,161	1,972	2,254	2,524	2,349	2,335	21,234	12,595	49,422
2 - North King	5,226	2,354	3,000	3,596	3,198	3,186	21,958	28,157	70,675
3 - South King	7,355	2,450	2,840	3,356	3,021	2,996	21,854	24,047	67,919
4 - East King	9,261	3,081	4,044	5,084	4,389	4,367	23,026	49,076	102,326
5 - Pierce	5,032	1,995	2,149	2,369	2,232	2,212	21,154	10,070	47,212
6 - Systemwide	38,668	14,531	13,467	28,087	17,739	22,167	114,268	12,481	261,409
Total	\$69,702	\$26,383	\$27,754	\$45,016	\$32,928	\$37,261	\$223,493	\$136,426	\$598,964

2019 Cashflow by Phase
(in thousands)

Phase # and Description	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
01-Operation+Maintenance	120	30	0	0	0	0	0	0	150
02-Operation+Maintenance-Agency	933	117	132	148	167	177	194	11,677	13,543
10-Agency Administration	9,768	2,755	2,383	4,493	4,698	4,250	19,243	17,303	64,893
20-Prelim Engineering/Env Review	23,347	6,530	5,425	7,529	9,737	11,511	67,158	5,387	136,625
26-Research+Technology	8,856	4,927	6,204	15,640	2,422	4,783	263	5,026	48,122
30-Final Design+Specifications	0	55	150	150	150	150	3,113	0	3,768
35-Third Party	0	6,060	6,400	6,850	7,200	7,850	107,081	300	141,741
40-Row Acquisition+Permits	7	75	75	375	375	375	8,014	0	9,296
50-Construction	7,942	2,523	1,728	1,997	1,960	1,858	12,825	3,615	34,448
61-Art	18,730	3,311	5,258	7,834	6,218	6,307	5,603	93,118	146,379
Total	\$69,702	\$26,383	\$27,754	\$45,016	\$32,928	\$37,261	\$223,493	\$136,426	\$598,964

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: Install 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	\$1,916	\$172	\$67	\$88	\$80	\$71	\$105	\$803	\$3,301
South King	3,115	280	110	143	130	115	170	1,305	5,368
East King	242	22	8	11	10	9	13	101	416
Pierce	3,357	302	118	154	140	124	183	1,406	5,785
Total	\$8,630	\$776	\$303	\$397	\$360	\$319	\$471	\$3,615	\$14,870

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
01-Operation+Maintenance	\$15	\$30	\$0	\$0	\$0	\$0	\$0	\$0	\$45
10-Agency Administration	523	85	0	0	0	61	233	0	902
20-Prelim Engineering/Env Review	150	0	0	0	0	0	0	0	150
50-Construction	7,942	661	303	397	360	258	238	3,615	13,774
Total	\$8,630	\$776	\$303	\$397	\$360	\$319	\$471	\$3,615	\$14,870

Project Risk Assessment

The risk to budget remains high until assessment of the condition of the fielded assets and associated repair and replacement costs are completed.

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, passenger communications, and deploying applications to better manage operations.

Changes to authorized project allocation since 2018: 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	\$11,271	\$1,226	\$484	\$397	\$0	\$0	\$0	\$6,622	\$20,000
Total	\$11,271	\$1,226	\$484	\$397	\$0	\$0	\$0	\$6,622	\$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	2,040	5	55	0	0	0	0	0	2,100
26-Research+Technology	7,726	1,221	429	397	0	0	0	5,026	14,800
Total	\$11,271	\$1,226	\$484	\$397	\$0	\$0	\$0	\$6,622	\$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 progresses from an idea or concept to a fully scoped project. Extensive coordination with external partner agencies adds a level of schedule risk.

600016	Fare Administration	Managed by: FIN
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Manage the fares, pricing, and fare collection program for Sound Transit. Provide funding for the maintenance, upgrade, and installation of the existing regional smart card system (ORCA).

Additional elements of the program include monitoring fare revenues and tracking performance, and establishing pricing for cash fares, retail passes, and business accounts: Manage the fare change process: Administer the Sound Transit Fare Policy; and maintain the 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, 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	\$2,030	\$500	\$600	\$600	\$700	\$1,011	\$0	\$0	\$5,441
Total	\$2,030	\$500	\$600	\$600	\$700	\$1,011	\$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	1,475	400	0	0	0	14	0	0	1,889
26-Research+Technology	555	100	600	600	700	998	0	0	3,553
Total	\$2,030	\$500	\$600	\$600	\$700	\$1,011	\$0	\$0	\$5,441

Project Risk Assessment

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.

Funding for Sound Transit's share of costs related to the planning, development and implementation of a next generation ORCA fare collection system.

Changes in authorized project allocation since 2018: None.

Budget year activities: Work with the selected system integrator to begin designing, developing and implementing the core features of the next generation of the ORCA system.

Authorized Project Allocation To Date		Completion Schedule		Financial Plan Project Estimate	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$31,523	2018 :	2023	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	\$575	\$3,793	\$5,503	\$15,256	\$2,347	\$3,785	\$263	\$0	\$31,523
Total	\$575	\$3,793	\$5,503	\$15,256	\$2,347	\$3,785	\$263	\$0	\$31,523

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$0	\$187	\$329	\$613	\$624	\$0	\$0	\$0	\$1,754
26-Research+Technology	575	3,606	5,174	14,643	1,722	3,785	263	0	29,769
Total	\$575	\$3,793	\$5,503	\$15,256	\$2,347	\$3,785	\$263	\$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

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: None.

Budget year activities: Fund data collection to support system accessibility research and provide local grant-match support for a proposed mobility research project by the University of Washington.

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	\$107	\$205	\$180	\$180	\$180	\$278	\$12	\$0	\$1,143
Total	\$107	\$205	\$180	\$180	\$180	\$278	\$12	\$0	\$1,143

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$59	\$60	\$35	\$35	\$35	\$11	\$0	\$0	\$234
20-Prelim Engineering/Env Review	49	145	145	145	145	268	12	0	908
Total	\$107	\$205	\$180	\$180	\$180	\$278	\$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: Award consultant contract to assist with baseline passenger facility inventory, access gap analysis, passenger intercept access surveys, capacity estimation methodologies of curb space, secure bicycle storage, transit parking management strategy, data collection, analysis, and monitoring plan, and outreach potential partners, stakeholders, and the public.

Conduct a call for projects for an initial portion of the System Access Fund, which will identify third-party partnerships to provide access improvements at and around Sound Transit passenger facilities through 2025.

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:	\$142,139	2018 :	N/A	2018 Cost Estimate:	N/A
2019 TIP:	\$142,139	2019 :	N/A	2019 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$96	\$1,400	\$1,600	\$1,600	\$1,600	\$1,600	\$20,532	\$0	\$28,428
North King	96	1,400	1,600	1,600	1,600	1,600	20,532	0	28,428
South King	96	1,400	1,600	1,600	1,600	1,600	20,532	0	28,428
East King	96	1,400	1,600	1,600	1,600	1,600	20,532	0	28,428
Pierce	96	1,400	1,600	1,600	1,600	1,600	20,532	0	28,428
Total	\$481	\$7,000	\$8,000	\$8,000	\$8,000	\$8,000	\$102,658	\$0	\$142,139

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$325	\$500	\$1,000	\$1,000	\$1,000	\$1,000	\$5,175	\$0	\$10,000
20-Prelim Engineering/Env Review	156	1,000	1,000	1,000	1,000	1,000	1,244	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	\$481	\$7,000	\$8,000	\$8,000	\$8,000	\$8,000	\$102,658	\$0	\$142,139

Project Risk Assessment

Third-party interest in the fund may introduce schedule risks as well as indicate needs in excess of resources available, possible affecting the ability to support qualifying projects.

600076 Innovation and Technology Program Managed by: PEPD

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. Additionally, the program improves and maintains rider information technology systems.

Changes to authorized project allocation since 2018: None.

Budget year activities: Fund numerous data collection and analysis, technology assessment, and mobility partnership projects to include: Startup of Mobility-on-Demand Sandbox pilot, completion of curb-space management pilot, completion of Angle Lake parking analytics pilot and completion of automated passenger counter data quality review.

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	\$881	\$2,330	\$3,100	\$7,709	\$11,067	\$14,110	\$67,407	\$0	\$106,604
Total	\$881	\$2,330	\$3,100	\$7,709	\$11,067	\$14,110	\$67,407	\$0	\$106,604

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
01-Operation+Maintenance	\$105	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$105
10-Agency Administration	722	1,090	150	2,000	2,300	2,600	4,357	0	13,220
20-Prelim Engineering/Env Review	54	980	2,100	4,209	6,917	9,010	51,253	0	74,523
35-Third Party	0	260	850	1,500	1,850	2,500	11,796	0	18,756
Total	\$881	\$2,330	\$3,100	\$7,709	\$11,067	\$14,110	\$67,407	\$0	\$106,604

Project Risk Assessment
Many planned/potential projects rely on partnership with other agencies and organizations, which introduce additional project and schedule risks.

600668 **STart Operations & Maintenance** **Managed by: DECM**

Maintain Sound Transit installed art, including documentation, monitoring, cleaning, repair and possible replacement.

Changes to authorized project allocation since 2018: Increased by \$14.42 million via Resolution R2019-02 to integrate the ST3 contribution into the program.

Budget year activities: Clean over 50 artworks at transit facilities through new on-call vendor. Additional artwork refurbishment and scheduled maintenance will be performed at Sounder's Auburn, Kent, and Mukilteo stations, along with Link's SoDo Station, SeaTac Airport, and Tukwila International Boulevard 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:	\$4,927	2018 :	2023	2018 Cost Estimate:	N/A
2019 TIP:	\$19,344	2019 :	2025	2019 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$135	\$22	\$24	\$29	\$40	\$42	\$44	\$1,558	\$1,896
North King	323	53	57	70	96	100	106	3,721	4,527
South King	261	43	46	56	78	81	86	3,005	3,656
East King	562	92	100	121	167	174	185	6,472	7,873
Pierce	99	16	18	21	30	31	33	1,145	1,393
Total	\$1,380	\$227	\$246	\$298	\$411	\$429	\$454	\$15,901	\$19,344

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
02-Operation+Maintenance-Agency	\$892	\$117	\$132	\$148	\$167	\$177	\$194	\$11,677	\$13,502
10-Agency Administration	487	110	114	150	244	252	260	4,225	5,842
Total	\$1,380	\$227	\$246	\$298	\$411	\$429	\$454	\$15,901	\$19,344

Project Risk Assessment	
N/A.	

601000 Efficiency & Sustainability Program Managed by: PEPD

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	\$0	\$1,502	\$800	\$1,000	\$1,000	\$1,047	\$19,651	\$0	\$25,000
Total	\$0	\$1,502	\$800	\$1,000	\$1,000	\$1,047	\$19,651	\$0	\$25,000

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$0	\$10	\$150	\$150	\$150	\$152	\$3,206	\$0	\$3,818
20-Prelim Engineering/Env Review	0	75	75	100	100	145	2,000	0	2,495
30-Final Design+Specifications	0	55	150	150	150	150	3,113	0	3,768
50-Construction	0	1,362	425	600	600	600	11,333	0	14,920
Total	\$0	\$1,502	\$800	\$1,000	\$1,000	\$1,047	\$19,651	\$0	\$25,000

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 BRT, and SR-522/NE 145th BRT 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	\$86	\$425	\$650	\$995	\$995	\$985	\$26,035	\$0	\$30,171
Total	\$86	\$425	\$650	\$995	\$995	\$985	\$26,035	\$0	\$30,171

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$86	\$25	\$25	\$45	\$45	\$35	\$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	\$86	\$425	\$650	\$995	\$995	\$985	\$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, operation analysis, environmental analysis, and pre-project development for future projects.

Changes to authorized project allocation since 2018: Decreased by \$11.1 million to remove surplus funds.

Budget year activities: Support current ridership, operation analysis, pre-project development and P3 consulting contracts, current King County Metro and potential future Pierce Transit and Community Transit integration agreements, and some staff time to address system-wide issues/tasks not chargeable to specific 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:	\$52,648	2018 :	2018	2018 Cost Estimate:	N/A
2019 TIP:	\$41,527	2019 :	2024	2019 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Systemwide	\$23,717	\$4,550	\$2,150	\$1,950	\$1,450	\$950	\$900	\$5,860	\$41,527
Total	\$23,717	\$4,550	\$2,150	\$1,950	\$1,450	\$950	\$900	\$5,860	\$41,527

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
02-Operation+Maintenance-Agency	\$41	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$41
10-Agency Administration	4,246	150	100	100	100	100	100	172	5,068
20-Prelim Engineering/Env Review	19,424	3,600	1,500	1,500	1,000	500	500	5,387	33,411
35-Third Party	0	800	550	350	350	350	300	300	3,000
40-Row Acquisition+Permits	7	0	0	0	0	0	0	0	7
Total	\$23,717	\$4,550	\$2,150	\$1,950	\$1,450	\$950	\$900	\$5,860	\$41,527

Project Risk Assessment

Funding for this project was reduced in 2019 to the level needed to support anticipated work. Further reductions could jeopardize the agency's ability to advance unanticipated planning work on systemic issues not charged to specific projects.

6X668	STart	Managed by: DECM
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Incorporate art into Sound Transit facilities reflecting 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, ST2, and ST3 projects.

Changes to authorized project allocation since 2018: Increased by \$111 million via Resolution R2019-02 to integrate ST3 contributions into the program.

Budget year activities: Begin fabrication and installation of art projects for East Link and Northgate Link extensions. Continue artwork design for Lynnwood Link and Tacoma Link extensions. Commence artwork design for Federal Way Link and Downtown Redmond Link. Begin artwork planning for Sumner and Puyallup parking garages. Begin design for BRT shelter at intersection of I-405 and SR522 corridors.

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: \$58,480
2019 TIP: \$161,201	2019 : 2024	2019 Cost Estimate: \$157,760

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$2,013	\$377	\$562	\$807	\$629	\$622	\$553	\$10,234	\$15,798
North King	4,807	901	1,343	1,927	1,502	1,485	1,320	24,436	37,721
South King	3,883	727	1,084	1,556	1,213	1,200	1,067	19,737	30,467
East King	8,361	1,567	2,335	3,351	2,612	2,583	2,297	42,502	65,609
Pierce	1,479	277	413	593	462	457	406	7,519	11,606
Total	\$20,543	\$3,849	\$5,738	\$8,234	\$6,418	\$6,347	\$5,643	\$104,429	\$161,201

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,813	\$538	\$480	\$400	\$200	\$40	\$40	\$11,311	\$14,822
61-Art	18,730	3,311	5,258	7,834	6,218	6,307	5,603	93,118	146,379
Total	\$20,543	\$3,849	\$5,738	\$8,234	\$6,418	\$6,347	\$5,643	\$104,429	\$161,201

Project Risk Assessment
N/A.

Northgate Construction



2019 Cashflow by Budget Approval
(in thousands)

Project Number and Name	In Service	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Enhancement										
ALL MODES										
Preliminary Engineering										
400044	2019	15	1,385	0	0	0	0	0	0	1,400
Link Operating Segment Systems Enhancements and Upgrades										
600045	2019	50	0	0	0	0	0	0	0	50
Opensidewalks Data Development										
600064	2025	432	6,036	8,958	9,051	5,051	11,051	8,446	551	49,576
Passenger Information Management System										
600085	2019	106	3,030	0	0	0	0	0	0	3,136
SODO/MLK Hazard Mitigation										
700710	2020	0	0	300	0	0	0	0	0	300
Locomotive Inboard Cameras										
700723	2020	1,827	5,863	4,643	0	0	0	0	0	12,334
Downtown Seattle & Regional Mobility Improvements										
Subtotal		2,431	16,315	13,901	9,051	5,051	11,051	8,446	551	66,796
Baseline										
300011	2018	42,641	278	0	0	0	0	0	10,135	53,054
Positive Train Control										
700730	2020	1,411	2,374	1,113	0	0	0	0	0	4,898
Operations & Maintenance Facility Light Rail Vehicle Lift										
Subtotal		44,052	2,652	1,113	0	0	0	0	10,135	57,952
Operating										
5X261	2021	9,398	0	0	12,635	0	0	0	0	22,033
Bus Maintenance Facility										
600029	2022	64	0	0	0	382	0	67	0	514
Tacoma Link Fare Collection										
700665	2020	0	549	0	0	0	0	0	0	900
Video Management System Upgrade										
700666	2020	0	75	425	0	0	0	0	0	500
Lakewood MOW Renovation										
700676	2019	9	739	0	0	0	0	0	0	748
Tacoma Link Radio Upgrade										
700684	2020	0	158	247	0	0	0	0	0	404
Light Rail Vehicle Wireless Communication Upgrade										
700685	2019	0	289	0	0	0	0	0	0	289
Everett Station Security Improvements										
700686	2020	155	742	356	0	0	0	0	0	1,253
Security Radio System										
700687	2019	7	234	0	0	0	0	0	0	241
Security Operations Center - Video Monitoring Improvements										
700689	2020	0	0	1,662	0	0	0	0	0	1,662
Pierce Transit - Global Positioning System Repeater										
700690	2020	0	1,046	1,034	0	0	0	0	0	2,080
Community Transit - On-Board Communication Upgrade										
700691	2019	0	400	0	0	0	0	0	0	400
Operations Maintenance Facility (OMF) - Link Control Center (LCC) Upgrades										
700692	2020	150	38	433	0	0	0	0	0	621
Operations Maintenance Facility (OMF) Expanded Parking										
700693	2020	261	4,291	773	0	0	0	0	0	5,325
Operations Maintenance Facility (OMF) - Renovations										
700696	2018	28	0	272	0	0	0	0	0	300
King St Station Platform Improvements										
700697	2019	412	108	0	0	0	0	0	0	520
LRV Between Car Barriers										
700706	2019	1,017	34	47	0	0	0	0	0	1,098
OMF Energy Efficiency										
700707	2018	72	0	78	0	0	0	0	0	150
Bellevue TC Security System										
700708	2018	243	0	557	0	0	0	0	0	800
Customer Emergency Stations										
700711	2020	0	0	1,500	0	0	0	0	0	1,500
Sounder Passenger Emergency Intercom										
700712	2018	0	0	250	0	0	0	0	0	250
LRV Wheel Flat Software										
700713	2019	32	268	0	0	0	0	0	0	300
LRV Wash Bay Modifications										

700724	Puyallup Station LED Lighting	2018	146	5	27	0	0	0	0	0	0	0	178
700725	Sumner Station LED Lighting	2017	100	4	30	0	0	0	0	0	0	0	134
700726	Kent Station Platform Lighting	2018	135	5	96	0	0	0	0	0	0	0	236
700727	Kent Station Parking Lot Paving	2018	76	0	624	0	0	0	0	0	0	0	700
700736	Union Station Garden Level Remodel	2019	1,709	0	145	0	0	0	0	0	0	0	1,854
700774	Central Link HVAC - Instrument House and UPS Room	2018	823	0	408	0	0	0	0	0	0	0	1,232
700775	Central Link Card Readers	2018	131	0	0	292	0	0	0	0	0	0	423
700777	Central Link Overhead Catenary System Tie Switch	2019	7	0	0	35	0	0	0	0	0	0	42
	Subtotal		14,977	8,986	9,313	12,962	382	0	67	0	0	0	46,688
Program													
400122	Escalator Modernization Program	2019	0	4,963	0	0	0	0	0	0	0	0	4,963
4X340	Noise Abatement	2023	9,019	442	644	645	647	648	955	0	0	0	13,000
600080	Bike Parking Program	2020	2	1,400	1,000	1,300	1,900	4,098	0	0	0	0	9,700
700688	LED Lighting Program	2021	0	387	20	1,093	0	0	0	0	0	0	1,500
700781	Non-revenue Support Vehicles	2020	1,405	1,620	3,123	0	0	0	0	0	0	0	6,149
700793	Signage Improvements	2041	454	162	168	147	13	13	0	176	0	0	1,131
7X753	Bike Locker Program	2018	1,241	0	2	0	0	0	0	0	0	0	1,243
804100	Transit Oriented Development Property Disposition	2021	5,527	2,432	1,900	1,664	0	0	0	0	0	92	11,615
	Subtotal		17,649	11,406	6,856	4,849	2,560	4,768	955	267	0	0	49,301
	Total		\$79,109	\$39,360	\$31,163	\$26,862	\$7,993	\$15,809	\$9,468	\$10,954	0	0	\$220,737

2019 Cashflow by Subarea
(in thousands)

Enhancement
ALL MODES

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
1 - Snohomish	4,551	1,355	1,298	1,997	0	0	0	720	9,921
2 - North King	18,724	26,101	12,559	3,267	1,724	3,202	652	176	66,405
3 - South King	8,392	3,788	4,639	2,884	212	212	303	536	20,965
4 - East King	4,597	459	406	6,415	623	1,344	0	0	13,846
5 - Pierce	40,704	1,071	2,827	3,248	382	0	67	8,971	57,270
6 - Systemwide	2,141	6,585	9,454	9,051	5,051	11,051	8,446	551	52,330
Total	\$79,109	\$39,360	\$31,183	\$26,862	\$7,993	\$15,809	\$9,468	\$10,954	\$220,737

2019 Cashflow by Phase
(in thousands)

Phase # and Description	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	6,433	2,376	1,690	1,320	698	696	593	1,127	14,933
20-Prelim Engineering/Env Review	392	91	138	277	0	0	0	0	898
30-Final Design+Specifications	1,457	3,950	2,315	750	700	700	712	90	10,675
35-Third Party	5,654	5,427	4,643	0	0	0	0	367	16,091
40-Row Acquisition+Permits	3,428	2,206	1,580	511	0	0	0	0	7,725
50-Construction	57,164	23,080	17,693	23,957	6,595	14,413	7,896	3,283	154,081
55-Construction Services	3,047	600	0	25	0	0	200	3,011	6,882
70-Vehicles	1,405	1,620	3,123	0	0	0	0	0	6,149
80-System Testing+Startup	129	10	0	0	0	0	0	1,351	1,490
90-Contingency	0	0	0	22	0	0	67	1,725	1,814
Total	\$79,109	\$39,360	\$31,183	\$26,862	\$7,993	\$15,809	\$9,468	\$10,954	\$220,737

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.

Scope addition in 2019 for periodic noise and vibration data collection and testing, wheel/rail interaction investigation and correlation of track/vehicle interaction to noise, vibration and maintenance issues between the years 2018 and 2023.

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 starting in 2018.

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:	\$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	\$6,158	\$302	\$440	\$440	\$442	\$442	\$652	\$0	\$8,876
South King	2,861	140	204	205	205	206	303	0	4,124
Total	\$9,019	\$442	\$644	\$645	\$647	\$648	\$955	\$0	\$13,000

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,031	\$42	\$44	\$45	\$47	\$48	\$43	\$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	\$9,019	\$442	\$644	\$645	\$647	\$648	\$955	\$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.

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:	\$0	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 :	2019	2019 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$10	\$856	\$0	\$0	\$0	\$0	\$0	\$0	\$865
South King	6	529	0	0	0	0	0	0	535
Total	\$15	\$1,385	\$0	\$0	\$0	\$0	\$0	\$0	\$1,400

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$15	\$170	\$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	\$15	\$1,385	\$0	\$0	\$0	\$0	\$0	\$0	\$1,400

Project Risk Assessment

Timing of DSTT work could shift resource priorities.

400122 Escalator Modernization Program Managed by: DECM

Design and implement modernization of escalators at University of Washington Station and upgrade of emergency egress stairwells at University of Washington Station and Capitol Hill Station.

Escalator work will include predesign, constructability review and design of escalator modernization and new staircases from platform to mezzanine. Upgrade work in emergency egresses at University of Washington Station to include upgrade to finishes (painting, signage, and lighting.) Upgrade work in emergency egresses at Capitol Hill Station to include upgrade to emergency radio system, CCTV cameras, control access and finishes (painting, signage, and lighting.)

Changes to authorized project allocation since 2018: New project for \$4.96 million to include enhanced maintenance contract for escalators at University of Washington Station.

Budget year activities: Add CCTV, gates/door holds and complete finishing of back stairs. Upgrade scoping and design at UW Station and/or Capitol Hill Station to improve escalator reliability and reduce equipment downtime.

Authorized Project Allocation To Date (YOE \$000s)		Completion Schedule		Financial Plan Project Estimate (2018 \$000s)	
Baseline:	\$4,963	Baseline:	N/A	Voter-Approved Cost Estimate:	N/A
2018 TIP:	\$0	2018 :	N/A	2018 Cost Estimate:	N/A
2019 TIP:	\$4,963	2019 :	2019	2019 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$0	\$4,963	\$0	\$0	\$0	\$0	\$0	\$0	\$4,963
Total	\$0	\$4,963	\$0	\$0	\$0	\$0	\$0	\$0	\$4,963

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$0	\$394	\$0	\$0	\$0	\$0	\$0	\$0	\$394
30-Final Design+Specifications	0	263	0	0	0	0	0	0	263
50-Construction	0	3,964	0	0	0	0	0	0	3,964
55-Construction Services	0	342	0	0	0	0	0	0	342
Total	\$0	\$4,963	\$0	\$0	\$0	\$0	\$0	\$0	\$4,963

Project Risk Assessment

Capitol Hill Station Upgrade Work: Very low risk for budget. Work is known and is not complex. Work represents low risk in terms of schedule simply because schedule has been tightened to meet customer needs.
 University of Washington Station Work: Emergency egress upgrade work represents little risk in regard to cost. Work is well known and already contracted. Emergency Radio work will need to be commissioned and commissioning always inherently has some risk for schedule. Predesign and Design work for the escalator modernization represents moderate risk for schedule. The work is very complex and will require input from the escalator industry vendors. Unknown conditions tied to the escalator discovery stage, which is yet to be performed, represent high risk in terms of schedule and cost.

600029	Tacoma Link Fare Collection	Managed by: ITS
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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 2022.

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 : 2022	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.

700676	Tacoma Link Radio Upgrade	Managed by: Operations
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Design, install, connect and commission a new low-power Simulcast digital mobile radio (DMR) radio system at each station linking the repeaters via fiber optic cable. Install a passive repeater at the existing traction power substation.

Changes to authorized project allocation since 2018: None.

Budget year activities: Install repeaters at each station and connect via fiber optic cable.

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 : 2019	2019 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$9	\$739	\$0	\$0	\$0	\$0	\$0	\$0	\$748
Total	\$9	\$739	\$0	\$0	\$0	\$0	\$0	\$0	\$748

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$9	\$10	\$0	\$0	\$0	\$0	\$0	\$0	\$19
50-Construction	0	729	0	0	0	0	0	0	729
Total	\$9	\$739	\$0	\$0	\$0	\$0	\$0	\$0	\$748

Project Risk Assessment
The schedule could extend beyond 2019 depending on the length of engineering work and the installation of new communication cabinets.

700684	Light Rail Vehicle Wireless Communication Upgrade	Managed by: Operations
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Plan and install a wireless solution that will support timely transmission of automated passenger count (APC) data, light rail vehicle (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: None.

Budget year activities: Engage 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: \$404	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$404	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	\$105	\$165	\$0	\$0	\$0	\$0	\$0	\$270
South King	0	52	82	0	0	0	0	0	134
Total	\$0	\$158	\$247	\$0	\$0	\$0	\$0	\$0	\$404

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
30-Final Design+Specifications	\$0	\$0	\$30	\$0	\$0	\$0	\$0	\$0	\$30
50-Construction	0	158	217	0	0	0	0	0	374
Total	\$0	\$158	\$247	\$0	\$0	\$0	\$0	\$0	\$404

Project Risk Assessment
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.

700691	Operations Maintenance Facility (OMF) - Link Control Center (LCC) Upgrades	Managed by: Operations
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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: Install security improvements and move the current link control center to the OMF. Begin project closeout 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: 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	\$0	\$267	\$0	\$0	\$0	\$0	\$0	\$0	\$267
South King	0	133	0	0	0	0	0	0	133
Total	\$0	\$400	\$0	\$0	\$0	\$0	\$0	\$0	\$400

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$0	\$14	\$0	\$0	\$0	\$0	\$0	\$0	\$14
30-Final Design+Specifications	0	40	0	0	0	0	0	0	40
50-Construction	0	347	0	0	0	0	0	0	347
Total	\$0	\$400	\$0	\$0	\$0	\$0	\$0	\$0	\$400

Project Risk Assessment
Timing may be dependent on DSTT transfer from KCM to ST.

700692	Operations Maintenance Facility (OMF) Expanded Parking	Managed by: Operations
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Design and construct fourteen new parking spaces on the east side of the OMF. Establish and install a suitable amount of electrical vehicle chargers in those spaces for use by agency vehicles only.

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.

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 : 2020	2019 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$100	\$26	\$289	\$0	\$0	\$0	\$0	\$0	\$415
South King	50	13	144	0	0	0	0	0	206
Total	\$150	\$38	\$433	\$0	\$0	\$0	\$0	\$0	\$621

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$24	\$10	\$39	\$0	\$0	\$0	\$0	\$0	\$72
20-Prelim Engineering/Env Review	25	0	0	0	0	0	0	0	25
30-Final Design+Specifications	99	28	0	0	0	0	0	0	127
50-Construction	2	0	394	0	0	0	0	0	396
Total	\$150	\$38	\$433	\$0	\$0	\$0	\$0	\$0	\$621

Project Risk Assessment
N/A

700693	Operations Maintenance Facility (OMF) - Renovations	Managed by: Operations
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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); and 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 : 2020	2019 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$174	\$2,866	\$516	\$0	\$0	\$0	\$0	\$0	\$3,557
South King	87	1,425	257	0	0	0	0	0	1,768
Total	\$261	\$4,291	\$773	\$0	\$0	\$0	\$0	\$0	\$5,325

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$11	\$120	\$194	\$0	\$0	\$0	\$0	\$0	\$325
30-Final Design+Specifications	250	0	50	0	0	0	0	0	300
50-Construction	0	4,171	529	0	0	0	0	0	4,700
Total	\$261	\$4,291	\$773	\$0	\$0	\$0	\$0	\$0	\$5,325

Project Risk Assessment
Minimal project risk.

700697	LRV Between Car Barriers	Managed by: Operations
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Procure and install platform mounted barriers for installation 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: Install final platform barriers after buses leave the DSTT. Begin project closeout 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: 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	\$1	\$7	\$0	\$0	\$0	\$0	\$0	\$0	\$8
50-Construction	411	101	0	0	0	0	0	0	512
Total	\$412	\$108	\$0	\$0	\$0	\$0	\$0	\$0	\$520

Project Risk Assessment
N/A

700706	OMF Energy Efficiency	Managed by: Operations
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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.

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:	N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$1,098	2018 : 2019	2018 Cost Estimate: N/A
2019 TIP: \$1,098	2019 : 2019	2019 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$679	\$23	\$31	\$0	\$0	\$0	\$0	\$0	\$733
South King	338	11	16	0	0	0	0	0	365
Total	\$1,017	\$34	\$47	\$0	\$0	\$0	\$0	\$0	\$1,098

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$1,017	\$34	\$47	\$0	\$0	\$0	\$0	\$0	\$1,098
Total	\$1,017	\$34	\$47	\$0	\$0	\$0	\$0	\$0	\$1,098

Project Risk Assessment
N/A.

700712	LRV Wheel Flat Software	Managed by: Operations
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Procure and install LRV wheel flat detection system, including selection of a contractor experienced with the software to oversee its installation.

Project has been deemed unnecessary and has been cancelled.

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:	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

Project Risk Assessment
N/A.

700713	LRV Wash Bay Modifications	Managed by: Operations
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Install upgrades to the electrical and mechanical equipment components of the ink light rail vehicle (LRV) car wash system at the Link Operations and Maintenance Facility, 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 Cost Estimate: N/A
2019 TIP: \$300	2019 :	2019 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$21	\$179	\$0	\$0	\$0	\$0	\$0	\$0	\$200
South King	11	89	0	0	0	0	0	0	100
Total	\$32	\$268	\$0	\$0	\$0	\$0	\$0	\$0	\$300

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$32	\$25	\$0	\$0	\$0	\$0	\$0	\$0	\$57
30-Final Design+Specifications	0	75	0	0	0	0	0	0	75
50-Construction	0	168	0	0	0	0	0	0	168
Total	\$32	\$268	\$0	\$0	\$0	\$0	\$0	\$0	\$300

Project Risk Assessment
Reduction in availability of the LRV wash system while modifications are installed.

700730	Operations & Maintenance Facility Light Rail Vehicle Lift	Managed by: Operations
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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 :	2020	2019 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$1,204	\$2,026	\$949	\$0	\$0	\$0	\$0	\$0	\$4,179
South King	207	349	163	0	0	0	0	0	719
Total	\$1,411	\$2,374	\$1,113	\$0	\$0	\$0	\$0	\$0	\$4,898

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$600	\$42	\$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	324	172	89	0	0	0	0	0	585
50-Construction	324	2,108	1,023	0	0	0	0	0	3,455
55-Construction Services	8	53	0	0	0	0	0	0	61
Total	\$1,411	\$2,374	\$1,113	\$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.

700774	Central Link HVAC - Instrument House and UPS Room	Managed by: Operations
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Install HVAC system in the uninterruptible power supply (UPS) rooms in ten instrument houses along the Central Link corridor. The budget in 2020 is considered surplus.

Changes to authorized project allocation since 2018: None.

Budget year activities: Project 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: \$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.

700775	Central Link Card Readers	Managed by: Operations
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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 2021 is considered surplus.

Changes to authorized project allocation since 2018: None.

Budget year activities: Project 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: \$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	\$0	\$195	\$0	\$0	\$0	\$0	\$283
South King	43	0	0	97	0	0	0	0	140
Total	\$131	\$0	\$0	\$292	\$0	\$0	\$0	\$0	\$423

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$57	\$0	\$0	\$20	\$0	\$0	\$0	\$0	\$77
30-Final Design+Specifications	0	0	0	50	0	0	0	0	50
50-Construction	74	0	0	175	0	0	0	0	249
55-Construction Services	0	0	0	25	0	0	0	0	25
90-Contingency	0	0	0	22	0	0	0	0	22
Total	\$131	\$0	\$0	\$292	\$0	\$0	\$0	\$0	\$423

Project Risk Assessment
The readers will be installed at multiple locations providing a slight risk to schedule and budget.

700777	Central Link Overhead Catenary System Tie Switch	Managed by: Operations
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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. Project cancelled.

Changes to authorized project allocation since 2018: Budget decreased as the project was cancelled.

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: \$3,000	2018 : 2019	2018 Cost Estimate: N/A
2019 TIP: \$42	2019 : 2019	2019 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$4	\$0	\$0	\$24	\$0	\$0	\$0	\$0	\$28
South King	2	0	0	12	0	0	0	0	14
Total	\$7	\$0	\$0	\$35	\$0	\$0	\$0	\$0	\$42

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$2	\$0	\$0	\$35	\$0	\$0	\$0	\$0	\$37
50-Construction	5	0	0	0	0	0	0	0	5
Total	\$7	\$0	\$0	\$35	\$0	\$0	\$0	\$0	\$42

Project Risk Assessment
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.

700781	Non-revenue Support Vehicles	Managed by: Operations
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Purchase and replace maintenance support and specialty support 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 and take delivery of 12 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	\$934	\$1,078	\$2,077	\$0	\$0	\$0	\$0	\$0	\$4,089
South King	471	543	1,046	0	0	0	0	0	2,060
Total	\$1,405	\$1,620	\$3,123	\$0	\$0	\$0	\$0	\$0	\$6,149

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
70-Vehicles	\$1,405	\$1,620	\$3,123	\$0	\$0	\$0	\$0	\$0	\$6,149
Total	\$1,405	\$1,620	\$3,123	\$0	\$0	\$0	\$0	\$0	\$6,149

Project Risk Assessment
The growth of the agency and the potential for changing vehicle needs could have budget implications.

700793	Signage Improvements	Managed by: DECM
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Install, modify, and upgrade signage at new and existing Link and Sounder stations and ticket vending machine (TVM) locations to improve wayfinding and reflect system expansion.

Changes to authorized project allocation since 2018: None.

Budget year activities: 1) Airport wayfinding and 2) completion of real-time messaging on the existing visual messaging system (VMS).

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: \$1,131	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$1,131	2019 : 2041	2019 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$1	\$0	\$1	\$0	\$0	\$0	\$0	\$1	\$3
North King	217	77	80	70	6	6	0	84	541
South King	233	83	86	76	6	6	0	90	580
East King	0	0	0	0	0	0	0	0	1
Pierce	2	1	1	1	0	0	0	1	6
Total	\$454	\$162	\$168	\$147	\$13	\$13	\$0	\$176	\$1,131

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$104	\$30	\$30	\$19	\$0	\$0	\$0	\$26	\$209
30-Final Design+Specifications	238	9	9	0	0	0	0	38	294
50-Construction	113	122	128	128	13	13	0	112	628
Total	\$454	\$162	\$168	\$147	\$13	\$13	\$0	\$176	\$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 has mandated that positive train control (PTC) be operational on all passenger rail systems by the end of December 2018. Budget displayed 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:	\$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	\$3,028	\$20	\$0	\$0	\$0	\$0	\$0	\$720	\$3,767
South King	1,876	12	0	0	0	0	0	446	2,334
Pierce	37,737	246	0	0	0	0	0	8,970	46,953
Total	\$42,641	\$278	\$0	\$0	\$0	\$0	\$0	\$10,135	\$53,054

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,669	\$104	\$0	\$0	\$0	\$0	\$0	\$465	\$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	35,766	64	0	0	0	0	0	3,165	38,995
55-Construction Services	951	100	0	0	0	0	0	3,011	4,062
80-System Testing+Startup	129	10	0	0	0	0	0	1,351	1,490
90-Contingency	0	0	0	0	0	0	0	1,725	1,725
Total	\$42,641	\$278	\$0	\$0	\$0	\$0	\$0	\$10,135	\$53,054

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.

700666	Lakewood MOW Renovation	Managed by: Operations
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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 for \$500 thousand 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	\$75	\$425	\$0	\$0	\$0	\$0	\$0	\$500
Total	\$0	\$75	\$425	\$0	\$0	\$0	\$0	\$0	\$500

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$0	\$75	\$425	\$0	\$0	\$0	\$0	\$0	\$500
Total	\$0	\$75	\$425	\$0	\$0	\$0	\$0	\$0	\$500

Project Risk Assessment
The current budget and schedule is based on early planning estimates.

700696	King St Station Platform Improvements	Managed by: Operations
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Participate in a local partnership with the Washington State Department of Transportation and Amtrak to design and construct passenger access improvements to King Street Station improving access to Century Link Field. Budget in 2020 is considered surplus.

Changes to authorized project allocation since 2018: None.

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: \$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	\$28	\$0	\$272	\$0	\$0	\$0	\$0	\$0	\$300
Total	\$28	\$0	\$272	\$0	\$0	\$0	\$0	\$0	\$300

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$9	\$0	\$16	\$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	20	0	180	0	0	0	0	0	200
Total	\$28	\$0	\$272	\$0	\$0	\$0	\$0	\$0	\$300

Project Risk Assessment
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.

700708	Customer Emergency Stations	Managed by: Operations
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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 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: 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

Project Risk Assessment
N/A.

700710	Locomotive Inboard Cameras	Managed by: Operations
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Comply with Federal Railroad Administration rule requiring inboard facing cameras installed in locomotives to monitor the actions of the engineers in handling a train. This project is for a total of 41 pieces of equipment. The project is deferred until 2020.

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: \$300	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$300	2019 : 2020	2019 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$0	\$0	\$44	\$0	\$0	\$0	\$0	\$0	\$44
South King	0	0	143	0	0	0	0	0	143
Pierce	0	0	114	0	0	0	0	0	114
Total	\$0	\$0	\$300	\$0	\$0	\$0	\$0	\$0	\$300

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$0	\$0	\$30	\$0	\$0	\$0	\$0	\$0	\$30
30-Final Design+Specifications	0	0	30	0	0	0	0	0	30
50-Construction	0	0	240	0	0	0	0	0	240
Total	\$0	\$0	\$300	\$0	\$0	\$0	\$0	\$0	\$300

Project Risk Assessment
N/A

700711	Sounder Passenger Emergency Intercom	Managed by: Operations
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Upgrade communication system on all cars with a Passenger Emergency Intercom (PEI) system that will enable passengers to speak directly to the conductor instead of the engineer.

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.

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: \$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
Snohomish	\$0	\$0	\$219	\$0	\$0	\$0	\$0	\$0	\$219
South King	0	0	713	0	0	0	0	0	713
Pierce	0	0	569	0	0	0	0	0	569
Total	\$0	\$0	\$1,500	\$0	\$0	\$0	\$0	\$0	\$1,500

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$0	\$0	\$150	\$0	\$0	\$0	\$0	\$0	\$150
30-Final Design+Specifications	0	0	300	0	0	0	0	0	300
50-Construction	0	0	1,050	0	0	0	0	0	1,050
Total	\$0	\$0	\$1,500	\$0	\$0	\$0	\$0	\$0	\$1,500

Project Risk Assessment
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.

700724	Puyallup Station LED Lighting	Managed by: Operations
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Install energy efficient lighting at Puyallup Station. 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	\$146	\$5	\$27	\$0	\$0	\$0	\$0	\$0	\$178
Total	\$146	\$5	\$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	143	5	27	0	0	0	0	0	175
Total	\$146	\$5	\$27	\$0	\$0	\$0	\$0	\$0	\$178

Project Risk Assessment

Risk is minimal for a straight procurement

700725	Sumner Station LED Lighting	Managed by: Operations
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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	\$100	\$4	\$30	\$0	\$0	\$0	\$0	\$0	\$134
Total	\$100	\$4	\$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	97	4	30	0	0	0	0	0	131
Total	\$100	\$4	\$30	\$0	\$0	\$0	\$0	\$0	\$134

Project Risk Assessment
N/A.

700726	Kent Station Platform Lighting	Managed by: Operations
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Install energy efficient lighting at Kent Station to include upgrades to the platform, surface lots, pedestrian bridge, and bus loop areas. Budget in 2020 is considered surplus.

Changes to authorized project allocation since 2018: None.

Budget year activities: Complete project closeout 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: N/A
2018 TIP: \$236	2018 : 2018	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	\$135	\$5	\$96	\$0	\$0	\$0	\$0	\$0	\$236
Total	\$135	\$5	\$96	\$0	\$0	\$0	\$0	\$0	\$236

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$135	\$5	\$96	\$0	\$0	\$0	\$0	\$0	\$236
Total	\$135	\$5	\$96	\$0	\$0	\$0	\$0	\$0	\$236

Project Risk Assessment
N/A

700727	Kent Station Parking Lot Paving	Managed by: Operations
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Design and install paved and landscaped commuter parking for an additional 36 standard spaces, 1 compact space, and 2 Americans with Disabilities Act (ADA) spaces. Budget in 2020 is considered surplus

Changes to authorized project allocation since 2018: None.

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: \$700	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$700	2019 : 2018	2019 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
South King	\$76	\$0	\$624	\$0	\$0	\$0	\$0	\$0	\$700
Total	\$76	\$0	\$624	\$0	\$0	\$0	\$0	\$0	\$700

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1	\$0	\$1	\$0	\$0	\$0	\$0	\$0	\$2
20-Prelim Engineering/Env Review	75	0	63	0	0	0	0	0	138
50-Construction	0	0	560	0	0	0	0	0	560
Total	\$76	\$0	\$624	\$0	\$0	\$0	\$0	\$0	\$700

Project Risk Assessment
The risk of a changing scope could effect the ultimate budget as requirements may change.

5X261	Bus Maintenance Facility	Managed by: Operations
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Expand Sound Transit's fleet maintenance capacity through funding contributions to facilities managed by third party service providers.

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 : 2021	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	\$12,635	\$0	\$0	\$0	\$0	\$22,033

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$26	\$0	\$0	\$360	\$0	\$0	\$0	\$0	\$386
20-Prelim Engineering/Env Review	8	0	0	133	0	0	0	0	141
40-Row Acquisition+Permits	59	0	0	0	0	0	0	0	59
50-Construction	9,305	0	0	12,142	0	0	0	0	21,447
Total	\$9,398	\$0	\$0	\$12,635	\$0	\$0	\$0	\$0	\$22,033

Project Risk Assessment
The schedule is flexible as it relies 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. The project will develop technology and community engagement, 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.

This project is closing. The remaining \$10 thousand being defunded from the project.

Budget year activities: Project is closing.

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 :	2019	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

700689	Pierce Transit - Global Positioning System Repeater	Managed by: Operations
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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. This is a shared cost with Pierce Transit.

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: \$1,662	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$1,662	2019 : 2020	2019 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$0	\$0	\$1,662	\$0	\$0	\$0	\$0	\$0	\$1,662
Total	\$0	\$0	\$1,662	\$0	\$0	\$0	\$0	\$0	\$1,662

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$0	\$0	\$1,662	\$0	\$0	\$0	\$0	\$0	\$1,662
Total	\$0	\$0	\$1,662	\$0	\$0	\$0	\$0	\$0	\$1,662

Project Risk Assessment

There is significant schedule risk as Sound Transit is a financial contributor to the project but Pierce Transit will lead the effort and project manage the installation through completion. Sound Transit has no influence into the schedule or installation.

700690	Community Transit - On-Board Communication Upgrade	Managed by: Operations
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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: Procure and install 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	\$0	\$1,046	\$1,034	\$0	\$0	\$0	\$0	\$0	\$2,080
Total	\$0	\$1,046	\$1,034	\$0	\$0	\$0	\$0	\$0	\$2,080

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$0	\$1,046	\$1,034	\$0	\$0	\$0	\$0	\$0	\$2,080
Total	\$0	\$1,046	\$1,034	\$0	\$0	\$0	\$0	\$0	\$2,080

Project Risk Assessment

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.

700707	Bellevue TC Security System	Managed by: Operations
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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 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: \$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	\$72	\$0	\$78	\$0	\$0	\$0	\$0	\$0	\$150
Total	\$72	\$0	\$78	\$0	\$0	\$0	\$0	\$0	\$150

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$72	\$0	\$78	\$0	\$0	\$0	\$0	\$0	\$150
Total	\$72	\$0	\$78	\$0	\$0	\$0	\$0	\$0	\$150

Project Risk Assessment
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. Funds in 2020 are considered surplus.

Changes to authorized project allocation since 2018: Decreased by \$112 thousand to remove surplus funds.

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:	\$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	612	0	1	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
Total	\$1,241	\$0	\$2	\$0	\$0	\$0	\$0	\$0	\$1,243

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$305	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$305
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	2	0	0	0	0	0	827
Total	\$1,241	\$0	\$2	\$0	\$0	\$0	\$0	\$0	\$1,243

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: Increased \$9.1 million to integrate on-demand bike lockers throughout the service area.

Budget year activities: Replace bike lockers at Mercer Island and SoDo stations with new on-demand lockers and add new on-demand lockers at the University of Washington 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:	\$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	\$2	\$941	\$672	\$873	\$1,277	\$2,753	\$0	\$0	\$6,517
East King	1	459	328	427	623	1,344	0	0	3,183
Total	\$2	\$1,400	\$1,000	\$1,300	\$1,900	\$4,098	\$0	\$0	\$9,700

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$2	\$100	\$100	\$100	\$100	\$98	\$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	\$2	\$1,400	\$1,000	\$1,300	\$1,900	\$4,098	\$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: ITS

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: Increased by \$48 million via Resolution R2018-42 to procure system integration services.

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:	\$49,576	2019 :	2025	2019 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Systemwide	\$432	\$6,036	\$8,958	\$9,051	\$5,051	\$11,051	\$8,446	\$551	\$49,576
Total	\$432	\$6,036	\$8,958	\$9,051	\$5,051	\$11,051	\$8,446	\$551	\$49,576

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$355	\$945	\$551	\$551	\$551	\$551	\$551	\$551	\$4,605
20-Prelim Engineering/Env Review	77	91	0	0	0	0	0	0	169
30-Final Design+Specifications	0	2,000	907	0	0	0	0	0	2,907
50-Construction	0	3,000	7,500	8,500	4,500	10,500	7,896	0	41,896
Total	\$432	\$6,036	\$8,958	\$9,051	\$5,051	\$11,051	\$8,446	\$551	\$49,576

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 and implement remedies.

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	\$106	\$3,030	\$0	\$0	\$0	\$0	\$0	\$0	\$3,136
Total	\$106	\$3,030	\$0	\$0	\$0	\$0	\$0	\$0	\$3,136

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$92	\$108	\$0	\$0	\$0	\$0	\$0	\$0	\$200
30-Final Design+Specifications	0	631	0	0	0	0	0	0	631
50-Construction	13	2,267	0	0	0	0	0	0	2,280
55-Construction Services	0	25	0	0	0	0	0	0	25
Total	\$106	\$3,030	\$0	\$0	\$0	\$0	\$0	\$0	\$3,136

Project Risk Assessment
N/A.

700665	Video Management System Upgrade	Managed by: Operations
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Upgrade the existing Video Management System currently being used in the Security Operations Center to monitor and investigate incidents at all Sounder, Tacoma Link, ST Express Bus and Sound Transit office locations.

Changes to authorized project allocation since 2018: New project for \$900 thousand to upgrade the existing Video Management System.

Budget year activities: Begin replacement of 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	\$549	\$351	\$0	\$0	\$0	\$0	\$0	\$900
Total	\$0	\$549	\$351	\$0	\$0	\$0	\$0	\$0	\$900

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$0	\$549	\$351	\$0	\$0	\$0	\$0	\$0	\$900
Total	\$0	\$549	\$351	\$0	\$0	\$0	\$0	\$0	\$900

Project Risk Assessment

The current budget and schedule is based on early planning estimates.

700685	Everett Station Security Improvements	Managed by: Operations
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Procure and 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: Installation of cameras and customer emergency 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: \$289	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$289	2019 : 2019	2019 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$0	\$289	\$0	\$0	\$0	\$0	\$0	\$0	\$289
Total	\$0	\$289	\$0	\$0	\$0	\$0	\$0	\$0	\$289

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$0	\$289	\$0	\$0	\$0	\$0	\$0	\$0	\$289
Total	\$0	\$289	\$0	\$0	\$0	\$0	\$0	\$0	\$289

Project Risk Assessment
N/A

700686	Security Radio System	Managed by: Operations
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Procure, upgrade and enhance Sound Transit 's security radio systems and equipment for expansion of security services into the Downtown Seattle Transit Tunnel.

Changes to authorized project allocation since 2018: Increased by \$338 thousand as a result of higher than anticipated costs.

Budget year activities: 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 : 2020	2019 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$155	\$742	\$356	\$0	\$0	\$0	\$0	\$0	\$1,253
Total	\$155	\$742	\$356	\$0	\$0	\$0	\$0	\$0	\$1,253

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$155	\$742	\$356	\$0	\$0	\$0	\$0	\$0	\$1,253
Total	\$155	\$742	\$356	\$0	\$0	\$0	\$0	\$0	\$1,253

Project Risk Assessment
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.

700687	Security Operations Center - Video Monitoring Improvements	Managed by: Operations
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Install approximately 10 additional monitors in the security operations center, associated hardware and video processing equipment. Remove old equipment as necessary.

Changes to authorized project allocation since 2018: None.

Budget year activities: Install monitors at security operations center and begin project close out 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: N/A
2018 TIP: \$241	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$241	2019 : 2019	2019 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$7	\$234	\$0	\$0	\$0	\$0	\$0	\$0	\$241
Total	\$7	\$234	\$0	\$0	\$0	\$0	\$0	\$0	\$241

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$7	\$234	\$0	\$0	\$0	\$0	\$0	\$0	\$241
Total	\$7	\$234	\$0	\$0	\$0	\$0	\$0	\$0	\$241

Project Risk Assessment
N/A

700688	LED Lighting Program	Managed by: Operations
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Upgrade existing lighting fixtures at selected light rail stations to Light Emitting Diode (LED) based fixtures to reduce annual energy costs and maintenance.

Stations include; University of Washington, Tukwila International Blvd, Airport, Mt. Baker, Columbia City, Othello, and Rainier Beach stations.

Changes to authorized project allocation since 2018: None.

Budget year activities: Install LED lighting at Mount Baker, Columbia City, Othello, and Rainier Beach light rail 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: \$1,500	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$1,500	2019 : 2021	2019 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
South King	\$0	\$387	\$20	\$1,093	\$0	\$0	\$0	\$0	\$1,500
Total	\$0	\$387	\$20	\$1,093	\$0	\$0	\$0	\$0	\$1,500

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$0	\$0	\$20	\$30	\$0	\$0	\$0	\$0	\$50
50-Construction	0	387	0	1,063	0	0	0	0	1,450
Total	\$0	\$387	\$20	\$1,093	\$0	\$0	\$0	\$0	\$1,500

Project Risk Assessment
Although the current installations have been successful, the addition of scope has a risk of influencing final budget and extending the schedule to accommodate scope changes.

700723	Downtown Seattle & Regional Mobility Improvements	Managed by: Operations
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Financial contribute 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: Contribute to capital improvements per agreements with the City of Seattle and King County Metro.

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	2018 Cost Estimate: N/A
2019 TIP: \$12,334	2019 : 2020	2019 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$1,827	\$5,863	\$4,643	\$0	\$0	\$0	\$0	\$0	\$12,334
Total	\$1,827	\$5,863	\$4,643	\$0	\$0	\$0	\$0	\$0	\$12,334

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$13	\$30	\$0	\$0	\$0	\$0	\$0	\$0	\$43
30-Final Design+Specifications	61	46	0	0	0	0	0	0	107
35-Third Party	1,754	5,427	4,643	0	0	0	0	0	11,824
50-Construction	0	360	0	0	0	0	0	0	360
Total	\$1,827	\$5,863	\$4,643	\$0	\$0	\$0	\$0	\$0	\$12,334

Project Risk Assessment
Project risk is low as Sound Transit's shared contributions will be determined based on agreements with other One Center City partners.

700736	Union Station Garden Level Remodel	Managed by: Operations
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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. Funds in 2020 are considered surplus.

Changes to authorized project allocation since 2018: None.

Budget year activities: Project 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: \$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	\$1,709	\$0	\$145	\$0	\$0	\$0	\$0	\$0	\$1,854
Total	\$1,709	\$0	\$145	\$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	1,685	0	145	0	0	0	0	0	1,831
Total	\$1,709	\$0	\$145	\$0	\$0	\$0	\$0	\$0	\$1,854

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 :	2021	2019 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$5,527	\$2,432	\$1,900	\$1,664	\$0	\$0	\$0	\$92	\$11,615
Total	\$5,527	\$2,432	\$1,900	\$1,664	\$0	\$0	\$0	\$92	\$11,615

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$1,775	\$226	\$300	\$159	\$0	\$0	\$0	\$85	\$2,546
20-Prelim Engineering/Env Review	0	0	50	144	0	0	0	0	194
40-Row Acquisition+Permits	3,334	2,206	1,550	511	0	0	0	0	7,601
50-Construction	418	0	0	850	0	0	0	6	1,274
Total	\$5,527	\$2,432	\$1,900	\$1,664	\$0	\$0	\$0	\$92	\$11,615

Project Risk Assessment
N/A.



2019 Cashflow by Budget Approval
(in thousands)

State of Good Repair
ALL MODES

Project Number and Name	In Service	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Preliminary Engineering										
400116	DSTT Capital Improvements	2020	8,500	1,500	0	0	0	0	0	10,000
	Subtotal		8,500	1,500	0	0	0	0	0	10,000
Operating										
400046	Convention Place Development Systems Retrofit	2021	350	1,392	184	0	0	0	0	3,000
600033	Link CCTV System Upgrade	2020	1,980	447	0	0	0	0	0	3,094
700682	Tacoma Link HVAC and Building Systems Upgrade	2019	400	0	0	0	0	0	0	400
700683	King Street Station Vertical Window Glazing	2020	0	767	0	0	0	0	0	767
700695	Access Control Card Upgrade	2020	1,370	854	0	0	0	0	0	2,264
700704	Link Radio Upgrade	2019	986	14	0	0	0	0	0	1,000
700705	Link Bridge Repairs	2020	60	490	0	0	0	0	0	550
700716	Othello Traction Power Sub-station Parking Lot	2019	2	23	0	0	0	0	0	455
700718	Tacoma Link Light Rail Vehicle Overhaul	2020	386	290	0	0	0	0	0	731
700728	Link Station Braided Tile Replacement	2019	399	36	0	0	0	0	0	435
700769	Light Rail Vehicle Overhaul	2020	1,500	1,563	0	0	0	0	0	5,000
7X356	Tacoma Dome Station	2023	0	1,196	786	786	786	0	0	3,553
	Subtotal		7,433	7,071	970	786	786	0	0	21,248
Program										
700677	Link Light Rail Vehicle Overhaul	2022	2,479	1,520	1,402	6,693	0	0	0	14,742
700770	Sounder Vehicle Overhaul Program	2024	2,570	6,790	6,323	3,877	3,585	1,231	0	46,209
700771	Station Midlife Refurbishment Program	2022	1,120	540	220	220	0	0	0	3,344
7X701	ST Express Fleet Replacement	2021	0	40,721	14,379	0	0	0	0	189,269
7X740	Small Works Program	2024	1,671	2,949	1,390	742	642	526	0	12,064
870100	Information Technology (IT) Infrastructure	2025	1,864	1,572	1,260	1,304	1,837	1,527	1,124	13,243
870101	IT Transit Systems	2023	135	213	298	626	482	606	3,100	5,905
	Subtotal		9,839	54,306	25,272	13,462	6,546	3,889	4,224	284,775
	Total		\$171,442	\$62,876	\$26,242	\$14,248	\$7,331	\$3,889	\$4,224	\$316,023

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	27,144	569	8,481	3,578	628	575	237	0	41,210
2 - North King	5,798	6,482	5,551	1,326	1,077	1,457	1,210	833	23,733
3 - South King	28,171	4,624	10,523	5,447	2,628	2,451	1,119	291	55,254
4 - East King	62,505	317	19,292	6,878	141	122	100	0	89,356
5 - Pierce	44,732	2,665	15,797	7,312	2,455	2,245	617	0	75,824
6 - Systemwide	444	8,635	1,713	298	626	482	606	3,100	15,905
Total	\$168,793	\$23,293	\$61,357	\$24,839	\$7,555	\$7,331	\$3,889	\$4,224	\$301,282

2019 Cashflow by Phase
(in thousands)

Phase # and Description	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
01-Operation+Maintenance	2,410	3,899	7,824	7,945	10,790	3,585	1,231	0	37,684
09-Admin Capital	2,753	1,769	272	360	304	127	17	0	5,603
10-Agency Administration	851	2,351	329	67	0	0	0	43	3,640
20-Prelim Engineering/Env Review	64	100	0	0	0	0	0	0	164
30-Final Design+Specifications	248	5,417	0	0	0	0	0	0	5,665
35-Third Party	0	150	0	0	0	0	0	0	150
50-Construction	18,927	8,989	11,094	3,374	3,154	3,619	2,641	4,182	55,979
55-Construction Services	0	60	155	117	0	0	0	0	332
70-Vehicles	146,189	3,036	43,202	14,379	0	0	0	0	206,805
Total	\$171,442	\$25,771	\$62,876	\$26,242	\$14,248	\$7,331	\$3,889	\$4,224	\$316,023

7X740	Small Works Program	Managed by: Operations
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Projects completed under the small works program include modification/repairs of operating facilities and systems with an estimated total cost of less than \$350,000 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), and internal resources.

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: \$12,064	2018 : 2023	2018 Cost Estimate: N/A
2019 TIP: \$12,064	2019 : 2024	2019 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$539	\$217	\$383	\$181	\$96	\$83	\$68	\$0	\$1,568
North King	622	251	442	208	111	96	79	0	1,810
South King	622	251	442	208	111	96	79	0	1,810
East King	788	317	560	264	141	122	100	0	2,292
Pierce	1,575	635	1,121	528	282	244	200	0	4,585
Total	\$4,146	\$1,671	\$2,949	\$1,390	\$742	\$642	\$526	\$0	\$12,064

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$545	\$18	\$0	\$0	\$0	\$0	\$0	\$0	\$563
20-Prelim Engineering/Env Review	64	0	0	0	0	0	0	0	64
30-Final Design+Specifications	93	33	0	0	0	0	0	0	126
35-Third Party	0	150	0	0	0	0	0	0	150
50-Construction	3,207	1,470	2,949	1,390	742	642	526	0	10,926
70-Vehicles	236	0	0	0	0	0	0	0	236
Total	\$4,146	\$1,671	\$2,949	\$1,390	\$742	\$642	\$526	\$0	\$12,064

Project Risk Assessment

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.

400046 **Convention Place Development Systems Retrofit** **Managed by: DECM**

Replace existing emergency generator and 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).

Changes to authorized project allocation since 2018: Increased by \$0.5 million to provide for staffing requirements.

Budget year activities: Install electrical distribution equipment in the Convention Place/Pine Street area in advance of medium voltage substation (MVSS) activities planned for 2020.

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	\$1,074	\$350	\$1,392	\$184	\$0	\$0	\$0	\$0	\$3,000
Total	\$1,074	\$350	\$1,392	\$184	\$0	\$0	\$0	\$0	\$3,000

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$166	\$120	\$254	\$67	\$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	0	60	155	117	0	0	0	0	332
Total	\$1,074	\$350	\$1,392	\$184	\$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.

400116	DSTT Capital Improvements	Managed by: EXE
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Assess and identify facility issues in the Downtown Seattle Transit Tunnel that negatively affect the customer experience, are not compliant with current building codes, or present safety and security hazards. Design and perform improvements to address identified issues.

Changes to authorized project allocation since 2018: New project for \$10 million to rehabilitate the Downtown Seattle Transit Tunnel (DSTT).

Budget year activities: Address 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	\$8,500	\$1,500	\$0	\$0	\$0	\$0	\$0	\$10,000
Total	\$0	\$8,500	\$1,500	\$0	\$0	\$0	\$0	\$0	\$10,000

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$0	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000
30-Final Design+Specifications	0	5,000	0	0	0	0	0	0	5,000
50-Construction	0	1,500	1,500	0	0	0	0	0	3,000
Total	\$0	\$8,500	\$1,500	\$0	\$0	\$0	\$0	\$0	\$10,000

Project Risk Assessment

Project risk is medium because the DSTT condition assessment was received in December 2018 and a refined scope and schedule has yet to be completed.

600033	Link CCTV System Upgrade	Managed by: Operations
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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: Install NiceVision system and digital cameras at Link stations and Operations and Maintenance Facility (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: \$3,094	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$3,094	2019 : 2020	2019 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$446	\$1,325	\$299	\$0	\$0	\$0	\$0	\$0	\$2,070
South King	221	655	148	0	0	0	0	0	1,024
Total	\$667	\$1,980	\$447	\$0	\$0	\$0	\$0	\$0	\$3,094

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$0	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$20
30-Final Design+Specifications	0	50	0	0	0	0	0	0	50
50-Construction	667	1,910	447	0	0	0	0	0	3,024
Total	\$667	\$1,980	\$447	\$0	\$0	\$0	\$0	\$0	\$3,094

Project Risk Assessment

Completion of the project in 2019 requires all stations can be scheduled for installation of a large volume of cameras and integration into the agency CCTV system.

700677	Link Light Rail Vehicle Overhaul	Managed by: Operations
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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: Increased by \$4.6 million for higher forecasted costs and additional scope.

Budget year activities: Overhaul of coupler assembly, power truck, center truck, gear unit, traction motor, brake systems, and pantograph; air compressor upgrade, 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 : 2022	2019 Cost Estimate: N/A

Cashflow (YOE \$000s)

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
01-Operation+Maintenance	\$2,410	\$2,479	\$1,520	\$1,402	\$6,693	\$0	\$0	\$0	\$14,503
70-Vehicles	239	0	0	0	0	0	0	0	239
Total	\$2,648	\$2,479	\$1,520	\$1,402	\$6,693	\$0	\$0	\$0	\$14,742

Project Risk Assessment

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.

700682	Tacoma Link HVAC and Building Systems Upgrade	Managed by: Operations
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Coordinate, replace and upgrade of the original HVAC systems and building controls at the Tacoma Operations and Maintenance Facility (OMF) during the construction of the Tacoma Link Extension project.

Changes to authorized project allocation since 2018: None.

Budget year activities: Upgrade the HVAC and building 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: \$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.

700695	Access Control Card Upgrade	Managed by: Operations
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Upgrade the existing access control system that manages the secure access to Sound Transit Link facilities achieving a single access control platform for all of the agency's Link facilities.

Changes to authorized project allocation since 2018: None.

Budget year activities: Begin the 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	\$31	\$1,054	\$657	\$0	\$0	\$0	\$0	\$0	\$1,741
South King	9	316	197	0	0	0	0	0	523
Total	\$40	\$1,370	\$854	\$0	\$0	\$0	\$0	\$0	\$2,264

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$40	\$1,370	\$854	\$0	\$0	\$0	\$0	\$0	\$2,264
Total	\$40	\$1,370	\$854	\$0	\$0	\$0	\$0	\$0	\$2,264

Project Risk Assessment
The risk of budget or schedule changes is minimal given the scope of the project.

700704	Link Radio Upgrade	Managed by: Operations
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Install upgraded Distributed Antenna System (DAS) in the Downtown Seattle Transit Tunnel and the Beacon Hill Tunnel.

Changes to authorized project allocation since 2018: None.

Budget year activities: Install antenna in two locations, test the system for coverage compliance, adjust signal levels, and complete 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	\$0	\$659	\$9	\$0	\$0	\$0	\$0	\$0	\$668
South King	0	327	5	0	0	0	0	0	332
Total	\$0	\$986	\$14	\$0	\$0	\$0	\$0	\$0	\$1,000

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$0	\$66	\$14	\$0	\$0	\$0	\$0	\$0	\$80
20-Prelim Engineering/Env Review	0	100	0	0	0	0	0	0	100
30-Final Design+Specifications	0	120	0	0	0	0	0	0	120
50-Construction	0	700	0	0	0	0	0	0	700
Total	\$0	\$986	\$14	\$0	\$0	\$0	\$0	\$0	\$1,000

Project Risk Assessment

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.

700705	Link Bridge Repairs	Managed by: Operations
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Repair bridge structures within the Tukwila Freeway Route and E-3 Busway segments of the Link light rail alignment to correct areas of deterioration.

Changes to authorized project allocation since 2018: None.

Budget year activities: Select and award contract 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:	Baseline: N/A	Voter-Approved Cost Estimate: N/A
2018 TIP: \$550	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$550	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	\$60	\$490	\$0	\$0	\$0	\$0	\$0	\$550
Total	\$0	\$60	\$490	\$0	\$0	\$0	\$0	\$0	\$550

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$0	\$10	\$40	\$0	\$0	\$0	\$0	\$0	\$50
30-Final Design+Specifications	0	50	0	0	0	0	0	0	50
50-Construction	0	0	450	0	0	0	0	0	450
Total	\$0	\$60	\$490	\$0	\$0	\$0	\$0	\$0	\$550

Project Risk Assessment
There is a limited repair window to perform repairs without impacting light rail operations. Effective schedule and efficient execution of repairs is required.

700718	Tacoma Link Light Rail Vehicle Overhaul	Managed by: Operations
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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 3 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 : 2020	2019 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$56	\$386	\$290	\$0	\$0	\$0	\$0	\$0	\$731
Total	\$56	\$386	\$290	\$0	\$0	\$0	\$0	\$0	\$731

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
70-Vehicles	\$56	\$386	\$290	\$0	\$0	\$0	\$0	\$0	\$731
Total	\$56	\$386	\$290	\$0	\$0	\$0	\$0	\$0	\$731

Project Risk Assessment

There is a small risk the length of time to perform the overhaul activities could have schedule impacts.

700728	Link Station Braided Tile Replacement	Managed by: Operations
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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: \$0	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	\$0	\$399	\$36	\$0	\$0	\$0	\$0	\$0	\$435
Total	\$0	\$399	\$36	\$0	\$0	\$0	\$0	\$0	\$435

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$0	\$0	\$22	\$0	\$0	\$0	\$0	\$0	\$22
50-Construction	0	399	14	0	0	0	0	0	413
Total	\$0	\$399	\$36	\$0	\$0	\$0	\$0	\$0	\$435

Project Risk Assessment

N/A

700769	Light Rail Vehicle Overhaul	Managed by: DECM
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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.

This work is considered warranty work to be reimbursed by the manufacturer. Acceptance of repairs performed are being testing and under reliability review.

Changes to authorized project allocation since 2018: 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 : 2020	2019 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$1,296	\$1,004	\$1,046	\$0	\$0	\$0	\$0	\$0	\$3,345
South King	641	497	517	0	0	0	0	0	1,655
Total	\$1,937	\$1,500	\$1,563	\$0	\$0	\$0	\$0	\$0	\$5,000

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
70-Vehicles	\$1,937	\$1,500	\$1,563	\$0	\$0	\$0	\$0	\$0	\$5,000
Total	\$1,937	\$1,500	\$1,563	\$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.

Remove and replace all vertical tempered glass wall panels with transparent acrylic panels at the three King Street Station stair towers.

Changes to authorized project allocation since 2018: None.

Budget year activities: None.

Authorized Project Allocation To Date		Completion Schedule		Financial Plan Project Estimate	
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 :	2020	2019 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
South King	\$0	\$0	\$767	\$0	\$0	\$0	\$0	\$0	\$767
Total	\$0	\$0	\$767	\$0	\$0	\$0	\$0	\$0	\$767

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$0	\$0	\$767	\$0	\$0	\$0	\$0	\$0	\$767
Total	\$0	\$0	\$767	\$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

700770	Sounder Vehicle Overhaul Program	Managed by: Operations
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Maintain, preserve, and extend the life of Sounder locomotives, cab car, and coach car fleet.

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 lavatories.

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 : 2024	2019 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Snohomish	\$2,991	\$352	\$930	\$866	\$531	\$491	\$169	\$0	\$6,331
South King	11,440	1,347	3,558	3,313	2,032	1,879	645	0	24,213
Pierce	7,401	871	2,302	2,143	1,314	1,215	417	0	15,665
Total	\$21,832	\$2,570	\$6,790	\$6,323	\$3,877	\$3,585	\$1,231	\$0	\$46,209

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
01-Operation+Maintenance	\$0	\$1,420	\$5,764	\$6,323	\$3,877	\$3,585	\$1,231	\$0	\$22,201
50-Construction	12,233	0	398	0	0	0	0	0	12,631
70-Vehicles	9,599	1,150	628	0	0	0	0	0	11,377
Total	\$21,832	\$2,570	\$6,790	\$6,323	\$3,877	\$3,585	\$1,231	\$0	\$46,209

Project Risk Assessment
Multiple Sounder vehicles being overhauled or under going major repairs continue to run the risk of cost overruns or schedule delays.

7X701

ST Express Fleet Replacement

**Managed by:
Operations**

Procure replacement buses for the ST Express fleet.

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 2017-2021 150 buses will be replaced. The fleet size as January 2019 is 318.

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:	\$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	\$23,614	\$0	\$7,167	\$2,531	\$0	\$0	\$0	\$0	\$33,311
South King	13,551	0	4,113	1,452	0	0	0	0	19,116
East King	61,718	0	18,732	6,614	0	0	0	0	87,064
Pierce	35,286	0	10,710	3,782	0	0	0	0	49,778
Total	\$134,169	\$0	\$40,721	\$14,379	\$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	134,122	0	40,721	14,379	0	0	0	0	189,222
Total	\$134,169	\$0	\$40,721	\$14,379	\$0	\$0	\$0	\$0	\$189,269

Project Risk Assessment

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.

7X356	Tacoma Dome Station	Managed by: Operations
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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: 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: \$3,553	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$3,553	2019 : 2023	2019 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Pierce	\$0	\$0	\$1,196	\$786	\$786	\$786	\$0	\$0	\$3,553
Total	\$0	\$0	\$1,196	\$786	\$786	\$786	\$0	\$0	\$3,553

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$0	\$0	\$1,196	\$786	\$786	\$786	\$0	\$0	\$3,553
Total	\$0	\$0	\$1,196	\$786	\$786	\$786	\$0	\$0	\$3,553

Project Risk Assessment
The agency has agreed to fund a proportional share at completion. The budget represents ST's share of the cost estimate. It is possible that the agency would be responsible for the same share of cost overruns.

700716	Othello Traction Power Sub-station Parking Lot	Managed by: Operations
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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 traction power sub-station (TPSS), and add lighting for the parking area. Budget in 2020 is considered surplus.

Changes to authorized project allocation since 2018: Increased by \$76 thousand to fund additional scope required to complete the project.

Budget year activities: Project closeout 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: N/A
2018 TIP: \$379	2018 : 2018	2018 Cost Estimate: N/A
2019 TIP: \$455	2019 : 2019	2019 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
North King	\$287	\$1	\$15	\$0	\$0	\$0	\$0	\$0	\$304
South King	143	1	8	0	0	0	0	0	151
Total	\$430	\$2	\$23	\$0	\$0	\$0	\$0	\$0	\$455

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$116	\$2	\$0	\$0	\$0	\$0	\$0	\$0	\$117
30-Final Design+Specifications	0	0	0	0	0	0	0	0	0
50-Construction	314	0	23	0	0	0	0	0	338
Total	\$430	\$2	\$23	\$0	\$0	\$0	\$0	\$0	\$455

Project Risk Assessment
N/A.

700771	Station Midlife Refurbishment Program	Managed by: Operations
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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 to provide for identified station repairs and maintenance.

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 : 2022	2019 Cost Estimate: N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
South King	\$829	\$747	\$360	\$147	\$147	\$0	\$0	\$0	\$2,230
Pierce	414	373	180	73	73	0	0	0	1,113
Total	\$1,243	\$1,120	\$540	\$220	\$220	\$0	\$0	\$0	\$3,344

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
01-Operation+Maintenance	\$0	\$0	\$540	\$220	\$220	\$0	\$0	\$0	\$980
10-Agency Administration	22	21	0	0	0	0	0	0	43
30-Final Design+Specifications	118	134	0	0	0	0	0	0	252
50-Construction	1,104	965	0	0	0	0	0	0	2,069
Total	\$1,243	\$1,120	\$540	\$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.

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 SCADA. 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 system 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	\$2,041	\$1,381	\$1,165	\$933	\$966	\$1,360	\$1,131	\$833	\$9,810
South King	714	483	408	327	338	476	396	291	3,433
Total	\$2,756	\$1,864	\$1,572	\$1,260	\$1,304	\$1,837	\$1,527	\$1,124	\$13,243

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
09-Admin Capital	\$2,753	\$1,769	\$272	\$360	\$304	\$127	\$17	\$0	\$5,603
10-Agency Administration	2	94	0	0	0	0	0	43	139
50-Construction	0	0	1,300	900	1,000	1,710	1,509	1,081	7,500
Total	\$2,756	\$1,864	\$1,572	\$1,260	\$1,304	\$1,837	\$1,527	\$1,124	\$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.

870101	IT Transit Systems	Managed by: ITS
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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. Anticipate some small capital purchases of more than \$5,000 per 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	\$444	\$135	\$213	\$298	\$626	\$482	\$606	\$3,100	\$5,905
Total	\$444	\$135	\$213	\$298	\$626	\$482	\$606	\$3,100	\$5,905

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
50-Construction	\$444	\$135	\$213	\$298	\$626	\$482	\$606	\$3,100	\$5,905
Total	\$444	\$135	\$213	\$298	\$626	\$482	\$606	\$3,100	\$5,905

Project Risk Assessment
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
Program										
0X002 Agency Administration Operating	2025	437,088	80,681	97,821	103,539	105,511	106,848	106,898	101,102	1,139,488
600025 Environmental Mitigation, Monitoring & Maintenance	2030	574	125	5	5	5	5	752	0	1,471
802000 Administrative Capital	2041	11,991	3,104	11,872	4,802	2,167	2,167	2,167	24,014	62,284
803800 Information Technology Program	2023	22,177	4,548	3,128	2,546	420	2,317	0	0	35,136
804500 Surplus Property Disposition	2019	316	115	0	0	0	0	0	277	708
Subtotal		472,145	88,574	112,826	110,892	108,103	111,337	109,816	125,394	1,239,086
Total		\$472,145	\$88,574	\$112,826	\$110,892	\$108,103	\$111,337	\$109,816	\$125,394	\$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	100	22	1	1	1	1	132	0	257
2 - North King	316	115	0	0	0	0	0	277	708
3 - South King	356	77	3	3	3	3	466	0	912
4 - East King	33	7	0	0	0	0	44	0	86
5 - Pierce	84	18	1	1	1	1	111	0	216
6 - Systemwide	471,256	88,334	112,821	110,887	108,098	111,332	109,064	125,117	1,236,908
Total	\$472,145	\$88,574	\$112,826	\$110,892	\$108,103	\$111,337	\$109,816	\$125,394	\$1,239,086

2019 Cashflow by Phase
(in thousands)

Phase # and Description	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
09-Admin Capital	30,498	5,606	14,088	6,236	2,586	4,484	2,167	24,014	89,680
10-Agency Administration	439,483	81,950	98,538	103,813	105,511	106,848	106,898	101,105	1,144,145
20-Prelim Engineering/Env Review	1,867	918	199	843	5	5	752	0	4,590
40-Row Acquisition+Permits	297	100	0	0	0	0	0	274	672
Total	\$472,145	\$88,574	\$112,826	\$110,892	\$108,103	\$111,337	\$109,816	\$125,394	\$1,239,086

OX002 Agency Administration Operating Managed by: FIN

Funds administrative overhead expenses that are charged to transit operations, projects as well as overhead expenses that are not allocated to either capital 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 by \$348 million to include ST3 agency administrative operating costs.

Budget year activities: Fund administrative overhead.

Authorized Project Allocation To Date		Completion Schedule		Financial Plan Project Estimate	
Baseline:	\$0	Baseline:	N/A	Voter-Approved Cost Estimate:	\$791,918
2018 TIP:	\$791,918	2018 :	2023	2018 Cost Estimate:	\$791,918
2019 TIP:	\$1,139,488	2019 :	2025	2019 Cost Estimate:	\$1,139,488

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Systemwide	\$437,088	\$80,681	\$97,821	\$103,539	\$105,511	\$106,848	\$106,898	\$101,102	\$1,139,488
Total	\$437,088	\$80,681	\$97,821	\$103,539	\$105,511	\$106,848	\$106,898	\$101,102	\$1,139,488

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$437,088	\$80,681	\$97,821	\$103,539	\$105,511	\$106,848	\$106,898	\$101,102	\$1,139,488
Total	\$437,088	\$80,681	\$97,821	\$103,539	\$105,511	\$106,848	\$106,898	\$101,102	\$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	\$100	\$22	\$1	\$1	\$1	\$1	\$132	\$0	\$257
South King	356	77	3	3	3	3	466	0	912
East King	33	7	0	0	0	0	44	0	86
Pierce	84	18	1	1	1	1	111	0	216
Total	\$574	\$125	\$5	\$5	\$5	\$5	\$752	\$0	\$1,471

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
20-Prelim Engineering/Env Review	\$574	\$125	\$5	\$5	\$5	\$5	\$752	\$0	\$1,471
Total	\$574	\$125	\$5	\$5	\$5	\$5	\$752	\$0	\$1,471

Project Risk Assessment	
N/A.	

802000 Administrative Capital Managed by: FIN

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 2018: Increased by \$45 million to integrate the ST3 contribution into the project.

Budget year activities: Procure nine additional and replace seven non-revenue administrative vehicles, begin year one of a three year replacement of 96 variable air exchangers and three HVAC compressor at Union Station, and procure furnishings to accommodate agency 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 :	2041	2019 Cost Estimate:	N/A

Cashflow (YOE \$000s)

Subarea	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
Systemwide	\$11,991	\$3,104	\$11,872	\$4,802	\$2,167	\$2,167	\$2,167	\$24,014	\$62,284
Total	\$11,991	\$3,104	\$11,872	\$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	\$11,975	\$3,024	\$11,772	\$4,802	\$2,167	\$2,167	\$2,167	\$24,014	\$62,088
10-Agency Administration	15	80	100	0	0	0	0	0	195
Total	\$11,991	\$3,104	\$11,872	\$4,802	\$2,167	\$2,167	\$2,167	\$24,014	\$62,284

Project Risk Assessment

The accumulation of changes over time, to staffing, space, and growth of administrative facilities could outpace the funding of this project.

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 2018: None.

Budget year activities: Continue phased implementation for the agency’s enterprise asset management system to track agency assets and improve maintenance forecasts, continue implementation of systems to improve agency information security controls, and perform state of good repair upgrades on existing software systems.

Authorized Project Allocation To Date		Completion Schedule		Financial Plan Project Estimate	
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	\$22,177	\$4,548	\$3,128	\$2,546	\$420	\$2,317	\$0	\$0	\$35,136
Total	\$22,177	\$4,548	\$3,128	\$2,546	\$420	\$2,317	\$0	\$0	\$35,136

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
09-Admin Capital	\$18,523	\$2,581	\$2,316	\$1,434	\$420	\$2,317	\$0	\$0	\$27,591
10-Agency Administration	2,361	1,174	617	273	0	0	0	0	4,425
20-Prelim Engineering/Env Review	1,293	793	194	838	0	0	0	0	3,119
Total	\$22,177	\$4,548	\$3,128	\$2,546	\$420	\$2,317	\$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

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 are no longer needed for transit use.

Changes to authorized project allocation since 2018: None.

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	\$316	\$115	\$0	\$0	\$0	\$0	\$0	\$277	\$708
Total	\$316	\$115	\$0	\$0	\$0	\$0	\$0	\$277	\$708

Phase	Life to Date	2019	2020	2021	2022	2023	2024	Future	Total
10-Agency Administration	\$18	\$15	\$0	\$0	\$0	\$0	\$0	\$3	\$36
40-Row Acquisition+Permits	297	100	0	0	0	0	0	274	672
Total	\$316	\$115	\$0	\$0	\$0	\$0	\$0	\$277	\$708

Project Risk Assessment
N/A.

Link at the International District



Appendix – L Glossary

ADA (Americans with Disabilities Act) – Federal law passed in 1990 that prohibits discrimination in services, facilities, and employment against individuals with disabilities.

Adopted Annual Budget – The proposed annual budget and associated revisions adopted by the Board before the beginning of the fiscal year, plus any one-time actions that the agency’s Budget Policy authorizes the CEO to take after the Board adopts the annual budget and transit improvement plan (TIP) and before publication of the adopted annual budget document.

Adopted Transit Improvement Plan (TIP) – The TIP is the cumulative total of authorized project allocations to date for all active projects. The adopted TIP is the proposed TIP and associated revisions adopted by the Board, plus any one-time actions that the Budget Policy authorizes the CEO to take after the Board adopts the annual budget and TIP resolution.

Annual Budget – A plan for the agency’s revenue and expenditures for a fiscal year.

Annual Budget and TIP Resolution – Board-adopted resolution that establishes annual spending authority and divides spending totals into categories such as operating including transit modes, projects by type, and debt service, plus an annual revenue forecast. It also establishes the authorized project allocation to date for projects included in the TIP and not approved by separate Board resolution.

Annual Operating Budget – The board-authorized agency operating expenditures. The agency maintains operating budgets at five levels:

Annual Operating Budget – Agency: Total agency operating expenditures.

Annual Operating Budget – Department: All operating expenditures managed by a department (e.g., DECM, Operations, Executive). Included in agency budget document.

Annual Operating Budget – Division: All operating expenditures managed by a division (e.g., Construction Management, Environmental & Sustainability, Human Resources, Service Planning,). Not included in agency budget document but maintained and monitored within agency financial systems.

Annual Operating Budget – Business Unit: All operating expenditures for smallest organization component. Not included in agency budget documents but maintained and monitored within agency financial systems.

Annual Operating Budget – Modal: All operating expenditures for a transit mode: Sounder commuter rail, ST Express bus, Tacoma Link, and Link light rail. Included in agency budget document.

Annual Project Budget – The amount of project costs expected to be incurred during the budget year.

Authorized Project Allocation to Date – The current Board-authorized spending ceiling for a project.

Average Weekday Boardings – Number of one-way passenger movements (trips) between two points on a single vehicle on all routes on an average weekday.

Baseline – The project scope, schedule, and budget against which actual performance is measured; used for management control and reporting purposes.

Baseline Budget – The total budget to complete all phases of a project approved by the Board as a benchmark for performance and reporting purposes in year of expenditure dollars. A project may set a new baseline if there is a change in the scope of the project. However, a project baseline is not adjusted to account for cost overruns or underruns.

BNSF – Burlington Northern Santa Fe Railway - The railroad company that contractually operates Sounder, Sound Transit’s commuter rail service.

Board – The Sound Transit Board of Directors, made up of 18 members: 17 elected officials from local jurisdictions within the Sound Transit district and the Secretary of the Washington State Department of Transportation.

Boarding – The number of one-way passenger trips between two points on a single vehicle. Also synonymous with unlinked passenger trip, rider, or passenger.

Budget authority – The authority granted by the board to spend a given amount of money for a certain purpose.

Capital Asset – Individual assets costing \$5,000 or more and having useful lives greater than one year. Also, significant alterations, renovations, or structural changes that increase the usefulness of a Sound Transit owned asset, enhance its efficiency, or prolong its useful life by more than one year.

Capital Outlay – An expense that results in the acquisition of or addition to fixed assets.

Capital Project Cost Estimate – The current estimated project cost from inception to completion, as maintained and updated at engineering milestones by agency Project Controls. Maintained in constant dollars.

Capital Projects – Projects that purchase or construct capital assets.

Catenary – Suspended overhead wire that carries high voltage for electrically-powered transit vehicles (such as light rail) from a central power source.

CCTV (Closed Circuit Television) – Cameras installed aboard transit vehicles and at passenger stations for security purposes.

COM – Communications department.

CEO – Chief Executive Officer of Sound Transit who reports directly to the Board of Directors.

COLA (Cost-of-Living Adjustment) – Refers to the annual percentage increase applied to an employee's salary for inflationary factors.

Commuter Rail – Railway for urban passenger train service consisting of local short distance travel operating between a central city and adjacent suburbs.

Complaints per 100,000 Boardings – The performance metric (calculated for each mode) that measures the number of service complaints per 100,000 passenger boardings.

- **Complaints per 100,000 Boardings** – Calculation = $[(\text{Service Complaints Received} / \text{Modal Passenger Boardings}) * 100,000]$

Contingency – A budgetary reserve put aside for emergencies or unforeseen expenses.

COP (Citizen Oversight Panel) – An independent panel of 15 volunteers appointed by the Board of Directors representing each of Sound Transit's five subareas. Its mission is to monitor the agency's commitment to the public, reviewing projects, budgets, and performance, and reporting its findings and recommendations for improvement to the Board.

Cost per Boarding – Calculated for each mode, this metric represents the fully allocated cost of providing service to a passenger.

- **Cost per Boarding** – Calculation = $(\text{Modal Operating Expenses} / \text{Modal Passenger Boardings})$

Cost per Platform Hour – Calculated for each mode, this metric measures the fully allocated cost of providing one hour of service, inclusive of revenue and non-revenue time.

- **Cost per Platform Hour** – Calculation = $(\text{Modal Operating Expenses} / \text{Modal Platform Hours})$

Cost per Revenue Vehicle Hour – Calculated for each mode, this metric represents the fully allocated cost of providing one revenue vehicle hour of service.

- **Cost per Revenue Vehicle Hour** – Calculation = $(\text{Modal Operating Expense} / \text{Modal Revenue Vehicle Hours})$

CPI (Cost Performance Index) – A measure of the value of the work completed compared to the actual cost or progress made on the project.

DB (Design-build) – A procurement method used to minimize design and construction risks while reducing the project delivery schedule by overlapping the design phase and construction phase of a project. Using DB, the owner contracts with a single entity for all engineering, design, and construction services for a transit facility/system.

Deadhead – The amount of non-revenue service time or miles when a bus or train is not carrying revenue passengers, usually a trip from, to, or between lines, yards, or garages.

Debt Service – The payment of interest and the repayment of principal on long-term borrowed funds according to a predetermined schedule.

DECM – Design, Engineering & Construction Management department.

Department – Highest organizational unit of Sound Transit, consisting of: Communications & External Affairs; Design, Engineering & Construction Management; Executive; Finance & Information Technology; Legal; Operations; and Planning, Environment & Project Development.

Depreciation – A method by which the costs of property and equipment are systematically and rationally allocated over their useful life.

Division – Organizational sub-unit within departments.

DSTT – Downtown Seattle Transit Tunnel.

EIS (Environmental Impact Statement) – A study of the impacts of a major project on the environment and surrounding areas, required for any capital construction project for which federal funds are used.

Expense – A decrease in net current assets. Expenses include salaries and benefits, administrative expenses, debt service, and those current operating costs that require the use of current assets.

Farebox Recovery – Calculated for each mode collecting fares, this metric represents the percentage of operating cost of each mode that is paid by transit riders.

Farebox Recovery – *Calculation = (Modal Passenger Fare Revenue/Modal Operating Expenses)*

FCC – Federal Communications Commission.

Financial Plan Project Estimate – The current estimated project cost from inception to completion, as maintained and updated annually in the agency's financial plan. Maintained in inflation adjusted year of expenditure dollars.

FINANCIAL PLANNING - Financial Plan Project Estimate – The current estimated project cost from inception to completion, as maintained and updated annually in the agency's financial plan. Maintained in inflation-adjusted year of expenditure dollars.

FINANCIAL PLANNING - Total Capital Project Cost Estimate – The current estimated project cost from inception to completion, as maintained and updated at engineering milestones. Maintained in constant dollars.

Fiscal Year – A 12-month period for calculating annual financial statements. Sound Transit's fiscal year is January 1 to December 31.

FIT – Finance & Information Technology department.

FTA (Federal Transit Administration) – The federal agency responsible for the administration of federal transit programs, including the allocation of grant funds. FTA is a part of the U.S. Department of Transportation.

FTE (Full Time Equivalent) – The fractional equivalent of one full-time employee working a 40-hour work week for one calendar year.

FY – Fiscal Year.

GCCM (General Contractor/Construction Manager) – A procurement method used to reduce construction risk. Using GCCM, the owner has access to construction expertise and experience prior to completion of design. Services offered by a GCCM contractor include assistance with decision-making, constructability reviews, value engineering, budget control, cost estimating, and schedule control.

GFOA (Government Finance Officers Association) – An organization whose purpose is to enhance and promote the professional management of governments for the public's benefit by identifying and developing financial policies and practices and promoting them through education, training, and leadership.

GIS – Geographic Information Services

HCT (High Capacity Transit) – Public transportation within an urbanized region operating principally on exclusive rights of way, including interim express services and high occupancy vehicle lanes, which taken as a whole, provides a substantially higher level of passenger capacity, speed, and service frequency than traditional public transportation systems operating principally in general purpose roadways.

HOV (High-Occupancy Vehicle) – A vehicle containing two or more passengers. Occupancy designations are used on designated auto traffic lanes to encourage car-pooling, ride sharing, or the use of public transportation.

IT – Information Technology

KCM (King County Metro) – The public transit division of King County Department of Transportation, responsible for providing bus, trolley bus, light rail, water taxi, paratransit, and vanpool services in a service area of about 2,000 square miles. Sound Transit contracts a portion of its express bus service as well as all of its light rail service with KCM.

Light Rail – Service using trains powered with overhead catenary power, operating on tracks embedded in city streets or along a separate right-of-way. Passengers are picked up and discharged at fixed locations (stations) located along the tracks.

LRV (Light Rail Vehicle) – A vehicle with overhead catenary power operating on tracks. It may be connected to other vehicles and operated as a train.

MMIS (Maintenance Management Information System) – The Maintenance Management Information System is an online system that helps gather and analyze data about an organization's maintenance operations with the intention of helping management make informed decisions and staff do their jobs more effectively.

Mode – A system for carrying transit passengers described by specific right-of-way, technology, and operational features. Sound Transit modes are light rail, commuter rail, and regional express bus.

MVET (Motor Vehicle Excise Tax) – Also called the “car tab” tax; this is a tax on vehicles based on the depreciated value of the vehicle using the Manufacturer's Suggested Retail Price (MSRP) as the initial vehicle value. The tax on commercial trucks and trailers is based on the depreciated value using the latest purchase price and year as the initial vehicle value. Sound Transit currently assesses a 0.3 percent MVET within its taxing district.

NRV (Non-Revenue Vehicles) – Agency fleet consisting of cars, trucks, vans, SUVs, specialty vehicles, and equipment used for administrative purposes.

O&M – Operations and Maintenance

OMF – Operations Maintenance Facility

On-Time Performance – A performance ratio that measures how often a transit service is on time (i.e., at a designated pick-up spot within a predetermined timeframe). The timeframe differs based on mode and frequency of service.

- **On-Time Performance** – Calculation = $(\frac{\# \text{ Scheduled Trips} - \# \text{ Trips Early or Late}}{\text{Total \# of Scheduled Trips}})$

Operating expenses – Ongoing costs to deliver public transportation services and provide administrative support to the agency.

ORCA (One Regional Card for All) – A stored-value smart card used for payment of public transit fares in the Central Puget Sound region.

Paratransit – The comparable transportation service required by the ADA for individuals with disabilities who are unable to use fixed-route (bus and rail) service. The vehicles used do not operate over a fixed route or on a fixed schedule.

PE/ED – Preliminary Engineering and Environmental Documentation

PEPD – Planning, Environment & Project Development department

Percentage of Scheduled Trips Operated – A performance ratio that measures the number of times a Sound Transit vehicle or mode of service completes its scheduled route/trip

Phase Gate Process – Project management oversight and project budget approval process to ensure projects are ready to advance to a subsequent phase. Intended to enhance Board visibility into projects and control over key project decisions. The Phase Gate process triggers requests to the Board for Phase Gate project budget and other actions.

PLA (Project Labor Agreement) – PLAs are collective bargaining agreements between building trade unions and contractors. They govern terms and conditions of employment for all craft workers – union and nonunion – on a construction project.

Platform Hours (also called Service Hours) – For any mode, the total time the operator operates the vehicle, including revenue service (scheduled route, special event, and layover time) and non-revenue service (pullout and pull-in times from first/last stop to garage).

Platform Miles (also called Service Miles) – For any mode, the total miles traveled by a vehicle from pullout of garage/yard to return to garage/yard at end of revenue service, including any layover time and time when not carrying passengers.

Preventable Accidents per 100,000 Revenue Miles – For any mode, the number of preventable accidents reported per 100,000 miles of actual revenue vehicle mileage. A preventable accident is one in which the driver failed to do everything that reasonably could have been done to avoid the crash.

- **Preventable Accidents per 100,000 Revenue Miles** – Calculation = $(\text{Preventable Accidents} / \text{Actual Revenue Mileage}) * 100,000$

Project Amendment – A change to an authorized project allocation to date for a previously established phase budget or baseline. Generally triggered by a cost overrun or underrun.

PROJECT BUDGETING - Authorized Project Allocation to Date – The current board-authorized spending ceiling for a project. For example, when the board authorizes a change to the authorized project allocation to date, this is not a budget amendment but rather an increase or a decrease to the authorized project allocation to date.

PROJECT BUDGETING - Baseline Budget – The total budget to complete all phases of a project approved by the board as a benchmark for performance and reporting purposes in year of expenditure dollars. A project may set a new baseline if there is a change in the scope of the project. However, a project baseline is not adjusted to account for cost overruns or underruns.

PROJECT BUDGETING - Project – A discrete body of work that has a scope, schedule, and budget approved by the board.

PROJECT BUDGETING - Project Amendment – A change to the authorized project allocation to date typically due to a cost overrun or underrun.

PROJECT BUDGETING - Rebaselined Budget – The Board-adopted change to a previously adopted baseline budget. This occurs when new scope elements have been included in a project that were not previously part of the project baseline. In order to maintain clear cost management accountability, projects are NOT rebaselined when project cost elements are higher than previously estimated.

PROJECT COST MANAGEMENT - Capital outlay – An expenditure that results in the acquisition of, creation of, or addition to fixed assets.

PROJECT COST MANAGEMENT - Project Cost Phases – Distinct groupings of project activities, typically project development, design, and construction.

- **Project Cost Phase** – 01 – Operations + Maintenance
- **Project Cost Phase** – 02 – Operations + Maintenance - Agency
- **Project Cost Phase** – 09 – Administrative Capital
- **Project Cost Phase** – 10 – Agency Administration
- **Project Cost Phase** – 20 – Preliminary Engineering &
- **Project Cost Phase** – 22 – Environmental Review
- **Project Cost Phase** – 26 – Research & Technology
- **Project Cost Phase** – 30 – Final Design & Specifications
- **Project Cost Phase** – 35 – Third Parties
- **Project Cost Phase** – 40 – Right of Way Acquisition
- **Project Cost Phase** – 50 – Construction
- **Project Cost Phase** – 55 – Construction Services
- **Project Cost Phase** – 61 – Art
- **Project Cost Phase** – 70 – Vehicles
- **Project Cost Phase** – 80 – Startup and Testing
- **Project Cost Phase** – 90 – Project Contingency
- **Project Cost Phase** – A defined set of categories to budget and track project costs.

Project Type – A category name used to identify projects of a similar nature. Sound Transit has four project types: such as system expansion, enhancement, state of good repair, and administrative.

- **Project Type – Administrative:** Projects that support administration of the agency. The majority of these costs are capitalized with the assets produced by projects or expensed as transit operating costs. Remaining costs are treated as general and administrative expenses. Examples: Information Technology Program, Environmental Mitigation Monitoring & Maintenance, Surplus Property Disposition
- **Project Type – Enhancement:** Projects that improve operating efficiency and effectiveness, improve rider experience, increase system functionality, or reduce operating costs. Examples: Noise Abatement, Signage Improvements, OMF Energy Efficiency
- **Project Type – State of Good Repair:** Projects that extend the life of existing system assets and replace those at the end of their useful life; investment in maintaining assets in a state of good repair. Examples: Small Works Program, Link CCTV System Upgrade, Sounder Vehicle Overhaul Program
- **Project Type – System Expansion:** Projects that expand the current regional transit system including planning, design, and construction of light rail, commuter rail, and express bus transit infrastructure. Examples: East Link Extension, Tukwila Station, Fare Collection.

Proposed Annual Budget – The initial annual operating and project budget as submitted by the CEO to the Board for its consideration and adoption.

Proposed Transit Improvement Plan (TIP) – The TIP is the cumulative total of authorized project allocations to date for all active projects. The proposed TIP is the initial submission to the Board for their review and adoption.

Purchased Transportation – Transportation service provided to a public transit agency from a public or private transportation provider, based on a written contract.

Rebaselined Budget – Board adopted change to a previously adopted baseline budget. Occurs when new scope elements have been included in a project that were not previously part of the project baseline. In order to maintain clear cost management accountability, projects are not rebaselined when project cost elements are higher than previously estimated.

Reserve – Cash set aside to support unplanned expenditures, such as the deductible for an insured loss or a period of operating expenses in the case of lost revenues.

Revenue Vehicle Hours – The number of hours that a vehicle is in revenue service and there is a reasonable expectation of carrying passengers (includes layover time, but not deadhead).

Revenue Vehicle Miles – The number of miles that a vehicle is in revenue service and there is a reasonable expectation of carrying passengers (includes layover time, but not deadhead).

Revenues – Increases in proprietary fund type net total assets from other than expense refunds and capital contributions.

ROW (Right-of-Way) – A right-of-way is a right to make a way over a piece of land, usually to and from another piece of land. A right of way is a type of easement granted or reserved over the land for transportation purposes. Also used to describe the land on which a railroad line, road, or utility is built.

Sales Tax – A 0.9 percent tax levied on sales of eligible items within the boundaries of the Sound Transit District and collected by the State for the benefit of Sound Transit.

SCADA (Supervisory Control and Data Acquisition) – A centralized system to control signals, systems, and substations on Sound Transit's light rail system. The system also provides real-time location data to a control center.

Service Hours (also called Platform Hours) – For any mode, the total time the operator operates the vehicle, including revenue service (scheduled route, special event, and layover time) and non-revenue service (pullout and pull-in times from first/last stop to garage).

Service Implementation Plan (SIP) – Board-adopted document that details six-year transit mode service levels and operating expenses. SIP is a planning document and does not constitute authorization for expenditure of funds.

Service Miles (also called Platform Miles) – For any mode, the total miles traveled by a vehicle from pullout of garage/yard to return to garage/yard at end of revenue service, including any layover time and time when not carrying passengers.

SERVICE PLANNING - Service Implementation Plan (SIP) – The board-adopted document that details six-year transit-mode service levels and operating expenses. SIP is a planning document and does NOT constitute authorization for expenditure of funds.

SERVICE PLANNING - Transit Mode - A system for carrying transit passenger described by specific right-of-way, technology and operations features, such as light rail, commuter rail, bus or streetcar.

Smart Card – A small card, usually plastic, with an imbedded computer chip good for one or more trips that is usually altered by a fare collection machine removing some or all of the stored value as each trip is taken.

SODO – The general area south of downtown Seattle; also, the name of one of Sound Transit’s light rail stations located in that neighborhood.

Sound Move – Voter-approved plan (1996) to build a high-capacity public transit system.

Sound Transit – The Central Puget Sound Regional Transit Authority

SPI (Schedule Performance Index) – A measure of schedule efficiency on a project. It is the ratio of earned value (EV) to planned value (PV).

SR – State Route

ST2 (Sound Transit 2) – Voter-approved (2008) second phase of Sound Transit’s plan for mass transit expansion.

ST3 (Sound Transit 3) – The third phase of Sound Transit’s plan for mass transit expansion.

STart (Sound Transit Art Program) – Program whose purpose is to incorporate public art into Sound Transit systems and facilities that will reflect the communities served and enhance the customer experience.

Stride – Sound Transit’s future Bus Rapid Transit service providing limited-stop regional service connecting riders with major urban and employment centers in King County. Bus Rapid Transit service will utilize new park-and-ride lots, transit centers, and high occupancy vehicle (HOV) access ramps.

STU (Sound Transit University Program) – Refers to a range of training courses, both on-site and off-site, offered for Sound Transit employees to improve professional and technical skills.

Subarea – Five subareas of the Sound Transit District defined for planning and budgeting purposes consisting of Snohomish County, North King County, East King County, South King County, and Pierce County.

System Plan – (see Sound Move).

TCO (Total Cost of Ownership) – A financial estimate intended to help buyers and owners determine the direct and indirect costs of a product or system.

TGT (Technology Governance Team) – Team of Sound Transit employees who provide leadership and direction for the Information Technology (IT) division to ensure reliable, consistent, cost-effective, and accountable services.

TIFIA (Transportation Infrastructure Financing and Innovation Act) – A direct loan, loan guarantee, and standby line of credit program allowing the USDOT to provide credit assistance of up to 33 percent of the construction costs of a regionally or nationally significant surface transportation project. Loans are made at U.S. Treasury rates and may be repaid over as long as 35 years after substantial completion of the project.

TIP (Transit Improvement Plan) – This document provides projected capital and operating expenditures for the construction and operation of the Sound Transit regional transit system in the central Puget Sound. The TIP contains information on scope and budget as well as changes in budget and schedule for all active phases of both capital and operating programs.

TOD (Transit-Oriented Development) – The development of residential, commercial, and retail uses within walking distance of a transit station or stop.

TPSS (Traction Power Sub Station) – A wayside unit that converts electric power from the form provided by the public utility to an appropriate voltage, current type, and frequency to supply traction power to the motor of the light rail vehicle through the overhead catenary.

Transit Improvement Plan (TIP) – Adopted TIP – The proposed TIP and associated revisions adopted by the board, plus any one-time actions that the Budget Policy authorizes the CEO to take after the board adopts the annual TIP.

Transit Improvement Plan (TIP) – Proposed TIP – The initial submission of the TIP to the board for review.

Transit Improvement Plan (TIP) – The cumulative total of authorized project allocations to date for all active projects, six-year forecasts of operating expenses for each transit mode, and contributions to reserves.

Transit mode – A system for carrying transit passengers described by specific right-of-way, technology and operational features, such as light rail, commuter rail, bus or streetcar.

TVM (Ticket Vending Machine) – Automated equipment located at customer facilities that enable the purchase of fare media for access to the Sound Transit transportation system.

UPS – Uninterrupted Power Supply

UW – University of Washington

Variance – The difference between planned costs and actual costs.

WSDOT – Washington State Department of Transportation

YOE (Year of Expenditure) – Refers to the representation of a project's cost inclusive of an annual inflationary factor calculation.





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Sound Transit plans, builds and operates regional transit systems and services to improve mobility for Central Puget Sound.